

Sustainability Report

Zetes SA/NV
FY2024/25

Zetes... Always a sustainable ID



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WE

Commit to Quality
& Customer Success

Empower Each Other

Respect & Trust People

Never Give Up

Innovate for Sustainability ●

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About our Sustainability Report

Concept

In 2020, Zetes published its first voluntary sustainability report. At that point, our efforts were focused on 4 main topics and several objectives:

- 1) Environmental Impact
- 2) Sensitivity
- 3) Integrity
- 4) Partnership

Our mission and solutions aimed to contribute to selected SDG goals. We set specific targets for each topic to ensure a sustainable path for our company.

In 2024/2025, with the CSR Directive in force, we reviewed our sustainability program and agreed on a new strategy for FY2025.



Reporting

In 2020, corporate management formalised ZETES' commitment to social responsibility. They consolidated existing information and initiatives in order to develop a plan and actions for future improvement, with results published annually.

Starting in the fiscal year 2025, we will implement a revised program compliant with CSRD requirements, emphasising materiality and strategy.

This report serves as a transitional document, detailing the actions and results of the fiscal year 2024 based on our previous sustainability program, while also introducing the initial initiatives and foundational elements of our new 2025 program.

Scope

This report sets out ZETES' corporate vision and how it is implemented on the three Belgian sites outlines ZETES' corporate vision and its implementation across the three Belgian sites and activities of, including the corporate headquarters. We will also present an outlook to FY2025 where we will start reporting on a corporate level.

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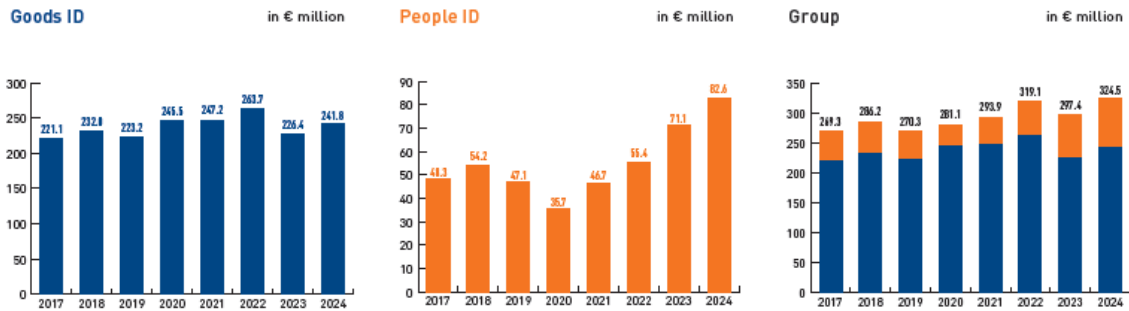
Corporate Company Profile

An international leader in identification

The ZETES Group is a multinational company created in 1984, specialised in identification & mobility solutions.

The ZETES Group has its headquarters in Brussels, Belgium, and employs over 1300 people across 22 countries in EMEA. ZETES aspires to achieve sustainable profit 1,300 people across 223 countries in the EMEA region (revenue) amounted to €297.4 million in FY2023¹, and reached €324.5 million in FY2024. The group's REBITDA in FY2024 was in line with our strong results, peaking at 37.1 million.

Sales 2024: € 324.5 Million



REBITDA 2024: € 37.1 Million

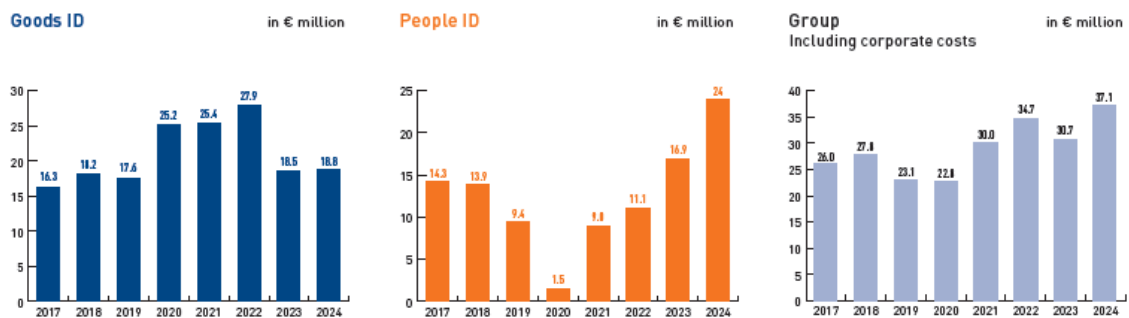


Figure 1: ZETES' consolidated sales amount FY2024, extract ZETES KEY FIGURES 2024²

¹ Zetes' FY is calculated between April 1 Y and March 31 Y+1.

² Details are shown in the appendix

A Panasonic company

The year 2024 marked our 40th anniversary—an opportunity to proudly celebrate the people who have shaped our journey. Since our founding in 1984, we’ve built a company defined by resilience, long-term stability, and a strong track record of innovation and forming enduring partnerships while adapting to a constantly evolving landscape.

These four decades of experience and deep technical expertise, combined with being part of the global company Panasonic since 2017, have earned us the trust of our partners as a reliable and forward-looking organisation. Every challenge we face is met with confidence, grounded in our experience and driven by our commitment to continuous innovation.

Mission

At Zetes, data security forms the foundation of everything we do, whether facilitating secure identification or protecting supply chain integrity. We connect the physical and digital worlds by providing innovative, reliable, sustainable, and compliant solutions. Our goal is to make the lives of citizens and consumers safer and easier—wherever they are. We're proud to be at the forefront of this transformation, driving progress and creating value at every step.

As we look to the future, we’re excited to keep growing, evolving, and investing in innovation, ensuring we stay at the forefront of our evolving world. We're dedicated to providing solutions that optimise our customers' supply chains and innovate Citizen Identity across the globe.

ZETES' Goods ID division delivers solutions that help manufacturers, logistics service providers and retailers to achieve unparalleled agility, intelligent visibility, and traceability over their end-to-end connected supply chain network.

ZETES' People ID division provides public authorities with secure solutions to accurately identify their population and comply with the highest international requirements for personal data management, document issuing and the organisation of democratic elections. In these challenging times, more than ever, Zetes is the obvious partner of public authorities to help them ensure the timely delivery of high-quality identity and travel documents to citizens.

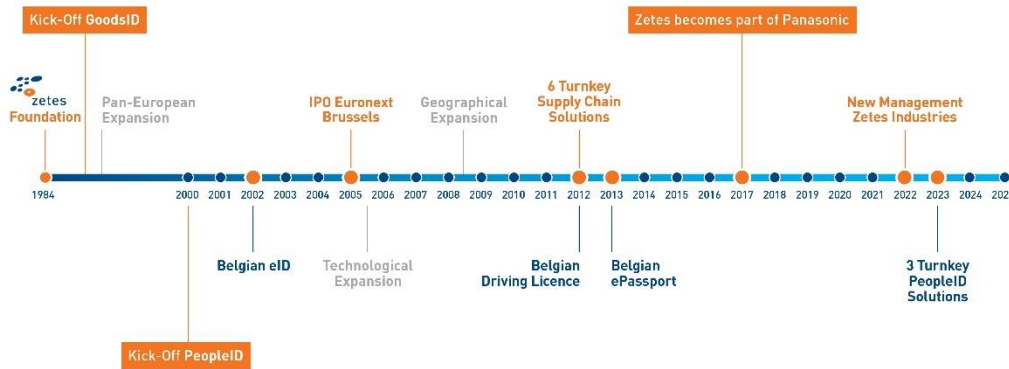


Figure 2: Historical milestones ZETES group

The past couple of years have shown how strong and secure digital solutions have become for many businesses. Trends such as e-commerce and digital identity that had been gaining momentum during the past decade have experienced a sudden acceleration. They not only require the adoption of best-fit technology but also the expertise and know-how of an experienced partner that can guide them through this transformation phase, which is often complex. In both Goods ID and People ID, transparency and visibility are key strategic enablers of good decision-making. This is dependent on accurate and real-time information that is surfaced directly from field operations into digital data.

This requires securing the information to make sure it is only accessible to the right people at the right time, and can't be tampered with. ZETES has 40 years of experience in this field, reinforced by its strong adaptability, as well as the massive innovation capacities of its Japanese parent company, Panasonic. This enables the company to deliver best-of-breed solutions and be a key strategic partner for its global customers.

We want to construct a better and safer world. Together, we can make a difference, one innovation at a time.

GOODS ID

Sustainable and agile supply chain

Linking the physical and digital worlds is in our DNA; we provide supply chain execution solutions that empower our customers with accurate and real-time data on the movement of goods, every step of the way.

Our advanced supply chain solutions, supported by cutting-edge technologies, meet the increasing demand for automation and digitalisation. By seamlessly integrating intelligent execution solutions with the best-fit technologies, we empower manufacturers, logistics providers, and retailers with the agility, speed, and real-time visibility necessary to manage ever more complex supply chains.

A strategic investment to empower the human workforce

The global supply chain is undergoing a rapid transformation, driven by shifting consumer expectations, resource constraints, and tighter regulations. In 2024, Zetes strengthened its role as a strategic partner, helping customers meet high service-level demands through enhanced automation, improved accuracy, and increased visibility across operations.

In 2024, Zetes invested in Robotize, a leading developer of Autonomous Mobile Robots (AMRs), achieving a 50% stake alongside its founding shareholders. This strategic move reinforces our ambition to remain at the forefront of logistics innovation by integrating robotics into our ecosystem, delivering value-added solutions that enhance human capabilities.

Driving regulatory compliance and consumer safety

In a world of heightened regulatory compliance, Zetes continues to earn the trust of key industries, including pharmaceuticals, tobacco, and agribusiness. Our ZetesAtlas solution supports compliance by enabling product identification, serialisation, and aggregation. This forms the backbone of end-to-end traceability, enabling our customers to meet increasingly stringent regulations to ensure product authenticity and consumer safety.

With a strategic focus on automation, human-technology synergy, and regulatory excellence, we continue to invest in innovation to secure our leadership in supply chain execution and traceability—delivering lasting value to our customers.

Collaborative Supply Chain Suite

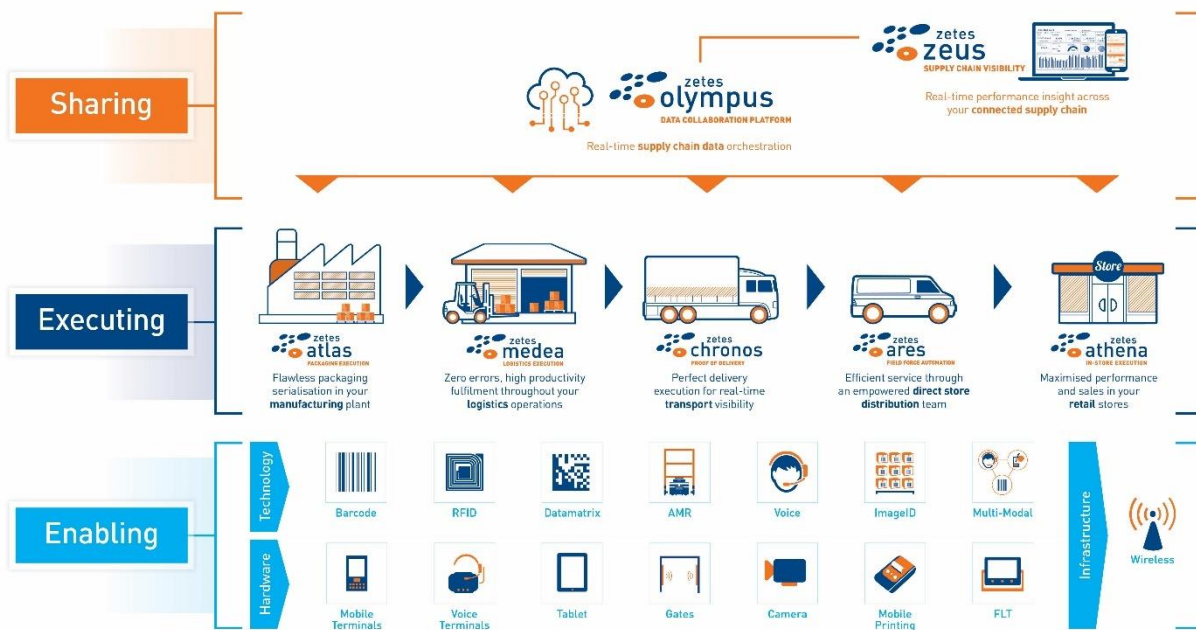


Figure 3: ZETES' end-to-end Solutions for the Supply Chain

Supply chain visibility, predictability, and collaborative automation

The Covid pandemic and the rise of geopolitical discords in Europe made the need for supply chain visibility and predictability more salient. Once again, organisations had to be resilient and agile to deal with a shortfall of raw materials and labour resources. ZETES' solutions are designed to help its customers be more agile and flexible, improve efficiency, and gain full visibility and control over their connected supply chain to deliver service excellence. ZETES continues to innovate and develop its workflow solutions and technology portfolio. For example, adding Autonomous Mobile Robots (AMRs) to its collaborative automation portfolio will enable stretched fulfilment operations to improve productivity and optimise critical picking processes, enabling them to reach higher warehouse efficiency.

ZETES continues to enhance its offerings, adding to and refining its software, technology and service offerings to help its customers stay at the forefront of their industry and achieve competitive advantage. We don't know what the future holds, but ZETES can count among its customers many enduring partnerships with leading companies that are financially stable and healthy, despite the instability the world is still in today.

PEOPLE ID

As a solution integrator, Zetes is a long-standing partner to governments and public authorities in enhancing their services to citizens, particularly in areas of Legal Identity, Digital ID, and Border Control.

Fast progress

Electronic identity cards, driving licenses, and passports are all critical for accessing government and health services, to travel, drive a car, etc. Therefore, ensuring the continuity of our document personalisation services without disruption has been a major priority, even during lockdowns when working conditions were harsh and we had to juggle with short-staffed teams. The successive lockdowns and travel restrictions in 2020 strongly impacted the number of documents issued and, hence, the revenue of the Division. Thanks to a strong and efficient vaccination campaign in Europe, travel bans were lifted and the demand for travel documents rose again in 2021, requesting a strong mobilisation of our team to address this fast, increasing demand. It has led to 2022 financials similar to the pre-Covid era and surpassing them in 2023 and 2024.

Shaping the future of digital identity

The acceleration toward digital identity is reshaping how individuals authenticate and access services. As a trusted issuer of secure electronic documents and digital identities, Zetes has been actively preparing for the upcoming EU Digital Identity Wallet for several years. Our efforts to evolve our MobileID solution reflect compliance with new European standards while also preparing for opportunities beyond Europe.

In 2024, we strengthened our footprint in digital identity by securing large-scale contracts in technologically advanced countries, including Belgium, Japan and Estonia. Our steady momentum in securing long-term agreements has significantly reinforced our base of recurring business, creating a strong foundation for continued performance.

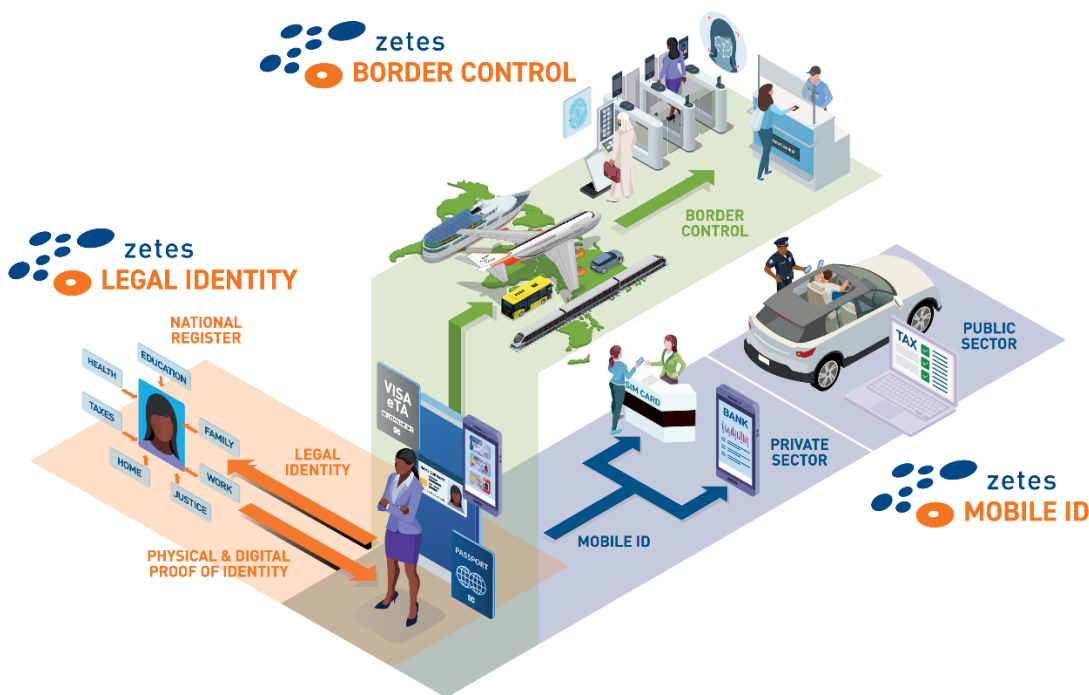


Figure 4: ZETES' end-to-end solution scheme for People Identification

Smart Border Control for safer journeys

Zetes remains committed to making travel safer and more efficient. In 2024, we increased our investments in intelligence-led border control in countries like Belgium and Cabo Verde. This further establishes our position as a comprehensive provider of end-to-end border management systems. These developments contribute to enhanced traveller experience and more effective population flow monitoring across national borders.

With solid commercial achievements, geographic expansion, and a clear focus on innovation, Zetes continues to lead in secure identity and border management—positioning the division for sustainable, long-term growth.

ZETES SA/NV

The ZETES Group, established in 1984 as ZETES Industries, find its origin in a Belgium based company named ZETES SA/NV and first registered on august 3, 1971.

Today, ZETES SA/NV (BE 0408.425.626) represents all the Belgian-based activities of the ZETES Group linked to People and Goods ID. Activities are divided into several entities and located on three sites in Belgium. In total 394 employees were working at ZETES SA/NV on 31/03/2024 - a significant increase compared to the end of 2023, when we were 324.

Divisions

- ZETES Confidens acts as the Certification Service Provider and also provides associated Trusted Services - part of ZETES People ID;
- ZETES CardS acts as the provider of associated personalisation and fulfilment services for the Secure Cryptographic Devices. ZETES CardS is providing ID document personalisation and fulfilment services to governments, the financial and insurance sector and private organizations - part of ZETES People ID;
- ZETES Express is the provider of secure delivery services for valuable documents produced by ZETES CardS & selected delivery activities for ZETES Goods ID BE;
- ZETES PASS software solutions is the provider of Software Services and solutions for people identification. This includes, but is not limited to, solutions for card personalisation and card life cycle management. This involves registration, activation, validation and revocation applications and their interfaces for external PKI participants. It has also provided software solutions for electronic signature, time stamping and authentication services - part of Zetes People ID;
- ZETES Goods ID BE is dedicated to ZETES' Goods ID services. It acts as a one-stop-shop for the configuration, integration and support of identification and data capture solutions within the supply chain. Its activities are based upon the Solutions designed within the entire ZETES group;
- ZETES 3iP&A is one of ZETES' innovation centres dedicated to the design and assembly of (tailor made) print & apply applicators for the supply chain - part of ZETES Goods ID.

Locations

Table 1: ZETES SA/NV's operation sites in Belgium

ZETES PEOPLE ID	ZETES PEOPLE ID / GOODS ID + CORPORATE HQ	ZETES GOODS ID
Villalaan 13 1601 Sint-Pieters-leeuw (Ruisbroek)	Straatsburgstraat 3 1130 Brussels (Haren)	Nijverheidsstraat 72/10 2160 Wommelgem

Commitment towards Sustainability and Basis for Preparation

ZETES' Mission

At Zetes, our mission is to link the physical and the digital worlds seamlessly. We're dedicated to providing innovative, reliable, and sustainable solutions that not only meet but exceed the expectations of our customers and users. Our commitment to compliance ensures that every solution we deliver is not just effective but also responsible.

We're proud to be at the forefront of this transformation, driving progress and creating value every step of the way.

Our vision is clear and compelling: to make the lives of citizens and consumers safer and easier, wherever they are.

Our Mission and Vision is reflected in our Values:

- We Commit to Quality & Customer Success
- We Empower Each Other
- We Respect & Trust People
- We Never Give Up
- We Innovate for Sustainability

ZETES' Approach to Sustainability

At Zetes, meeting our responsibility as a business – as well as the expectations of our stakeholders – requires a straightforward, clear and structured sustainability approach.

Our approach is based on identifying and prioritising the material impacts, risks, and opportunities related to our operations, technologies, and relationships in our operations and across the value chain. These material impacts on people and the environment are evaluated through continuous environmental and human rights due diligence, as well as governmental and security risk assessments. All of this is supported by direct engagement with affected stakeholders.

We translate this understanding into actionable measures:

- Developing plans to prevent and mitigate negative impacts;
- Creating better outcomes for people, the planet, and our role as a trusted service provider; and
- Setting clear metrics and targets to monitor our progress.

Framework for Sustainability Reporting

Our Value Chain

Zetes' Value Chain Description

Zetes' value chain spans the full lifecycle of the integrated solutions we deliver to our customers – combining proprietary software with sourced hardware and services to meet operational needs in sectors such as supply chain, logistics, healthcare, and government.

Upstream - Suppliers and Partners

Our upstream value chain includes physical goods, consumables, secure documents and a high reliance on technology and expertise. It covers:

Hardware providers who supply components such as printers, scanners, and mobile devices integrated into our solutions.

Consumable providers who supply documents, labels, and ribbons essential for our identification and traceability solutions.

Partnerships with qualified providers of secure identification documents and unique personalisation equipment.

Software and infrastructure partners, including cloud providers and developer offering tools that support our Solutions.

Subcontractors and service partners, such as logistics providers and hardware installers.

Staffing and skills pipelines, including freelance professionals and partnerships for recruitment and education.

These upstream actors are crucial to delivering our combined software-hardware solutions. We manage this layer through structured procurement policies, supplier Codes of Conduct, and environmental and social compliance expectations.

Core Operations - Zetes' Internal Activities

Our own operations are driven by our in-house expertise in software design & development, identification and registration competences, specialised labeling execution, and solution integration. These operations include:

Software development in our competence centers ("software factories") using secure, efficient, and coding practices.

Labels and printer applicators production, providing reliable and sustainable traceability tools for the supply chain.

Document personalisation and delivery in highly secure production centers to guarantee citizens reception of identification documents

Dedicated data centers to streamline PKI generation and trusted mobile ID solutions.

Project delivery, implementation and support, coordinated by dedicated solution, operations and maintenance and repair teams.

Administrative and facility management, where we apply environmental and energy-conscious practices in our offices and production sites.

Governance and compliance, including internal policies on data protection, anti-bribery, anti-money laundering, export control, and ethical conduct.

People & culture, where we focus on inclusive development, career planning, training, and health & safety.

These activities ensure the quality, integrity, and continuity of our customer-facing solutions while aligning with our corporate responsibility goals.

Downstream - Customers and Solution Use

Our downstream value chain focuses on the real-world impact and usage of our solutions by customers and end users. It includes:

Customer use of Zetes solutions, including hardware, software, and digital services, across logistics, retail, healthcare, and government sectors.

Facilitating countries to register citizens, ensuring legal identity and access to services.

Operational outcomes, such as reduced errors, better traceability, improved ergonomics, and lower emissions due to smarter logistics.

Product lifecycle and end-of-life management for hardware components, where we are exploring circular partnerships, refurbishment, and take-back schemes.

Marketing and client engagement, where we communicate transparently about the ESG impact and value added by our solutions.

Through these channels, Zetes aims to enable customers to meet their own ESG goals – particularly in supply chain traceability, identification, data security, and operational efficiency.

Connecting the Chain

Zetes acts as a solution integrator and technology enabler, connecting upstream technologies and services with downstream customer value. We manage and monitor impacts across the value chain through ESG-aligned practices, procurement governance, and continuous stakeholder engagement.

Our value chain is designed not only for performance and resilience but also to support our commitment to sustainability, compliance with CSRD, and delivering long-term value for our customers, employees, and partners.

Our Impacts, Risks & Opportunities (IRO's)

Zetes has identified a number of IROs relevant to its operations and value chain.

Environment:

Climate change introduces a range of opportunities and risks. Increased demand for sustainable, low-energy solutions urges Zetes to assist customers in meeting their climate strategies, which affects market positioning. The implementation of cloud computing and virtualisation can reduce energy usage and carbon emissions when appropriate measures are in place, while also supporting operational security. On the other hand, more stringent regulatory requirements regarding carbon emissions and energy efficiency may result in compliance risks, as companies could need to allocate additional resources to adhere to new standards.

Regarding energy, adopting renewable sources such as solar and wind can decrease reliance on fossil fuels, lower emissions, and provide greater resilience against fluctuations in energy prices.

In terms of biodiversity, Zetes identifies that sourcing practices with a focus on sustainability, such as using recycled and certified paper, may help lessen environmental impact and influence perceptions of sustainability.

Resource management presents both challenges and prospects. Depletion of non-renewable energy sources poses risks for ICT hardware manufacturing, particularly concerning rare earth metals. Variations in the costs of raw materials and energy markets can affect operational stability. There are also potential benefits in pursuing carbon neutrality and offering products and services that focus on energy efficiency and reduced carbon footprints.

In waste management, providing sustainable options that enable customer participation in circular economy and waste reduction initiatives may impact competitive standing. Partnerships, including refurbishment projects with NGOs, may contribute to reducing e-waste, lowering treatment costs, and shaping the company's sustainability profile.

Social:

Risks in the hiring process are associated with the dynamics of the ICT sector, which is characterised by significant employee turnover, intense competition for limited talent, and extended recruitment timelines that may result in candidates being lost to more agile competitors. These factors can drive up recruitment expenses and hinder retention of organisational knowledge. Conversely, robust employer branding presents a valuable opportunity to attract highly qualified talent by effectively communicating the company's values, culture, and career development prospects.

Working conditions play a crucial role in talent acquisition and retention. Offering flexible and appealing work arrangements can enhance employee satisfaction, productivity, and work-life balance. In contrast, inadequate management of work-life balance may contribute to increased turnover and the depletion of essential expertise.

With respect to competitive compensation, risks include talent attrition if wages do not align with industry standards, as well as elevated operational costs due to wage inflation within competitive labour markets. On the other hand, ensuring equitable remuneration and practising thorough due diligence across the supply chain can bolster the company's reputation and reinforce its profile in social responsibility.

Social dialogue encompasses both risks and opportunities. Ineffectual or protracted negotiations with employee representatives can impede decision-making and organisational transformation. On the other hand, constructive engagement—even in the absence of compelling legal requirements—can strengthen employee relations and enhance corporate reputation.

Health and safety concerns entail compliance and financial risks, such as workplace accidents and ergonomic-related illnesses, potentially resulting in higher insurance costs, liability, and reduced productivity. Implementing comprehensive health and safety measures not only supports employee retention but also helps attract competent talent by cultivating a secure and supportive working environment.

Regarding equal treatment and diversity, risks involve gender pay disparities, unconscious bias, and discriminatory practices, which may lead to legal sanctions, reputational harm, and inequitable opportunities for underrepresented groups. Alternatively, promoting diversity and inclusion fosters innovation, enhances employee satisfaction, and supports improved decision-making processes.

Training and skills development represent an area of mixed IROs. While investment in training can impact company resources, ongoing upskilling and the integration of digital learning tools provide substantial opportunities to promote innovation, maintain competitiveness, and enhance employee engagement.

Proactive measures against workplace violence and harassment are essential for mitigating legal, financial, and reputational risks. Failure to address these issues could result in litigation and financial settlements, whereas rigorous prevention and due diligence help establish a respectful work environment, reduce turnover, and amplify employer brand strength.

In terms of privacy and data protection, risks encompass non-compliance with GDPR or regional regulations, and data breaches, all of which may incur penalties, reputational damage, and erode customer trust. However, rigorous adherence to data protection and confidentiality standards can serve as a differentiator, especially for enterprise and government clientele.

Across the value chain, exposure to child labour and forced labour presents considerable risks to reputation and stakeholder trust. Diligent oversight and proactive due diligence in these areas mitigate such risks, underscoring Zetes' commitment to ethical business conduct.

Finally, IROs also arise from Zetes' interactions with consumers and end-users. Opportunities exist in offering sustainable ICT solutions that facilitate customers' ESG strategies, broadening access to digital and governmental services (notably in developing regions), and ensuring product and service safety. Risks include the possibility of accusations of greenwashing should environmental claims be exaggerated or misleading.

Governance:

Whistleblower protection is an important aspect of compliance. Insufficient procedures may expose the company to legal consequences, regulatory non-compliance, and reputational impacts. Implementing effective whistleblower mechanisms can help reduce legal risks and support ethical conduct.

Corporate culture can act as both a risk mitigator and an opportunity. A workplace environment that values employees has the potential to enhance engagement, loyalty, and employer attractiveness. Basing corporate culture on compliance improves the company's reputation among employees, customers, investors, and other stakeholders, thereby supporting trust and credibility.

Payment practices towards suppliers pose both risks and opportunities. Consistent and timely payments enhance the company's standing with suppliers, investors, and stakeholders. In contrast, payment delays or failures may disrupt operations, especially when essential services or materials are involved.

Political participation offer ICT companies such as Zetes avenues to participate in industry standard-setting and regulatory developments. Proactive involvement may help align regulatory frameworks with innovation and business models, affecting both the company and its stakeholders.

Supplier relations also involve both positive and negative aspects. Transparent partnerships may contribute to innovation and competitiveness, whereas unethical supplier practices—such as labour violations or environmental harm—can present reputational and legal challenges for Zetes. Supplier due diligence and engagement are important for addressing these risks.

Corruption and bribery pose significant risks due to their financial and regulatory implications. Participation in such activities may result in fines, legal expenses, loss of business, and could also lead to exclusion from public tenders and collaboration with reputable firms, which may affect market access.

Data protection is a significant governance consideration. Non-compliance with GDPR or other relevant data protection regulations can result in fines and legal consequences. Data breaches also have the potential to erode customer trust, damage reputation, and compromise user privacy. Due to their magnitude and likelihood, data protection concerns are material for Zetes.

Systemic disruptions in technology can affect business continuity. Issues such as global supply chain disruptions, shortages of critical components, or geopolitical instability can influence production schedules and product availability, leading to operational and reputational issues.

Intellectual property (IP) protection plays an essential role in maintaining competitive advantage. Without securing trademarks or copyrights, competitors may benefit from Zetes' innovations. Similarly, unauthorised disclosure or theft of trade secrets could reduce competitive advantage and impact its market position.

Our Double Materiality

How Zetes Conducted its Double Materiality Assessment

At Zetes, we have conducted a thorough Double Materiality Assessment (DMA) as the foundation of our mandatory sustainability reporting under the Corporate Sustainability Reporting Directive (CSRD)³. This process helps us determine which environmental, social, and governance (ESG) topics are most relevant to our organisation—both in terms of our impact on the world and the risks and opportunities these topics pose for our business.

1. Pre-Screening of Topics

The process began with a pre-screening of all 94 ESRS topics. This was led by the CSR department, that reduced the initial list to 46 topics using several reference points:

- The outcomes of our 2022 Sustainable Development Goals (SDG) workshop, where six SDGs and three specific objectives for Zetes were selected

³ <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:32022L2464>

- Zetes Mission, Vision, and Values (MVV)
- Sector-relevant SASB industry standards
- Existing CSR KPI's and compliance requirements

2. Impact and Business Risk & Opportunity Evaluation

Next, two dedicated workgroups assessed the remaining topics:

- An Impact Workgroup evaluated whether Zetes has a significant positive or negative impact on each topic.
- A Business Risk & Opportunity (R&O) Workgroup analysed whether the topic represents a risk or opportunity for Zetes, using a scoring method based on likelihood and magnitude.

Topics with ambiguous results were reviewed again by the CSR committee, resulting in a refined list of 35 relevant topics for the materiality analysis. Some related topics were later merged for better data management and to avoid misinterpretations during this first DMA exercise.

3. Stakeholder Engagement

To evaluate the significance of each topic from a stakeholder perspective (Impact axis of the matrix), a survey was distributed in November 2024 to key internal and external stakeholders, including customers, suppliers, employees, managers, executives, and Panasonic's CSR department.

Each group evaluated topics relevant to their relationship with Zetes, and results were weighted accordingly to generate the stakeholder importance score.

4. Business Analysis

In parallel, the Business Impact (R&O) axis was derived from internal workshops that quantified the severity of potential risks and opportunities per topic. A composite score was calculated based on the number and severity of associated risks or opportunities. These were then validated for strategic relevance.

5. Materiality Matrix Development

By plotting the stakeholder importance (Y-axis) against business impact (X-axis), we created our double materiality matrix. This visualisation helped us prioritise topics that require disclosure and strategic focus.

6. Key Outcomes

The analysis highlighted several top-priority topics with scores above 3 on both axes, which will be central in our sustainability program and served as an input for our strategy:

- Management of Application Risks & Data Protection (Cyber Security)
- Protection of Intellectual Property
- Data Protection
- Corruption & Bribery Prevention

- Corporate Culture
- Climate Change
- Energy
- Employee Training & Development

Other topics were grouped based on their relative importance for compliance and reporting and had also an influence on our strategy, while a subset of topics was considered not material under current conditions.

Emerging Focus Areas (High Stakeholder, Moderate Business Impact):

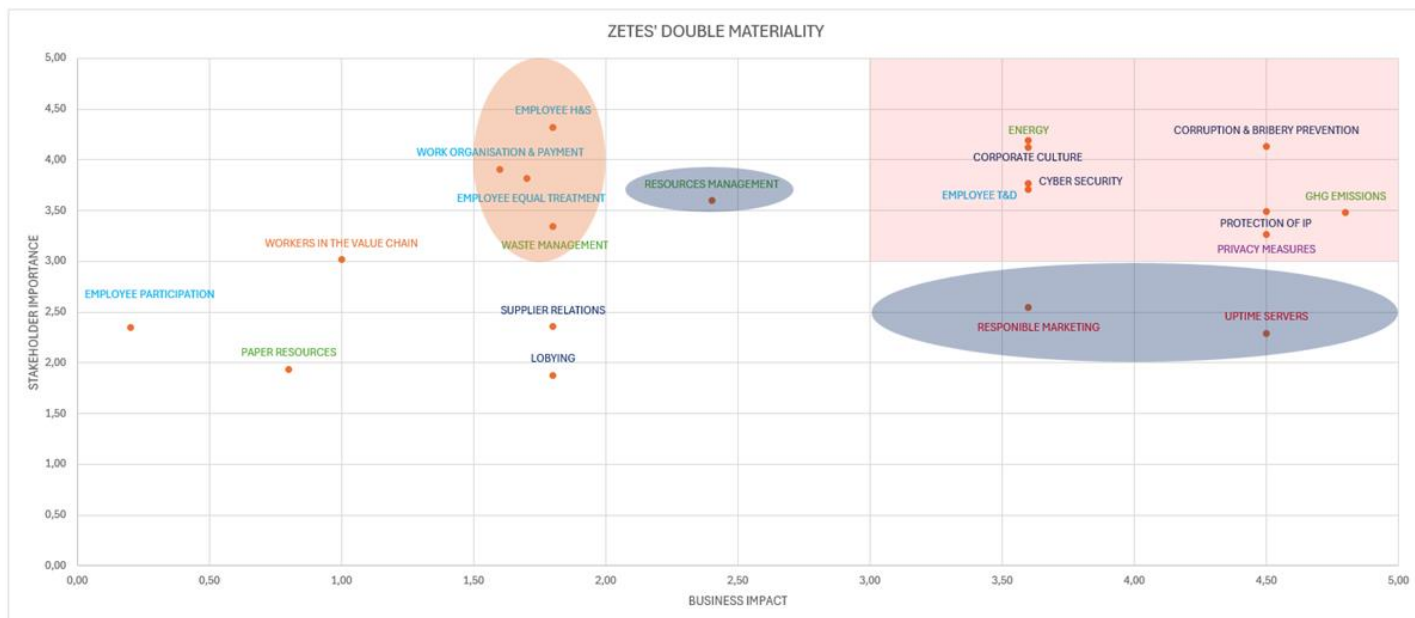
- Employee H&S
- Employee Equal Treatment
- Work Organisation & Payment
- Waste Management

These reflect areas valued by stakeholders and may grow in strategic importance as regulations or expectations evolve.

Operational Focus (High Business Impact, Lower Stakeholder Perception):

- Uptime Servers (Access to Information)
- Resources Management
- Responsible Marketing

These are business-critical internally and may need more stakeholder communication to raise awareness.



MATERIAL TOPIC & TOP PRIORITY
MATERIAL TOPIC, EMERGING FOCUS
MATERIAL TOPIC, OPERATIONAL FOCUS
SAFEGUARD COMPLIANCE

Figure 5: ZETES' Double Materiality Matrix

Our Sustainability Principles

Based on our materiality assessment, our sustainability agenda is anchored in six interdependent areas:

- Data Security
- Trusted Partner & Traceability
- Zetes' Culture & Ethics
- Growth - workforce capability
- Equity & Inclusion
- GHG emissions & Energy

Each one anchors our ability to deliver credible impact.

These focus areas mirror our core sustainability principles that guide how we lead, work, and deliver:

- People First
- Leading Solutions
- Integrity by Design

We acknowledge that actions in one area have repercussions in others. For instance, developing secure and sustainable digital identities must consider both environmental impact and human rights risks. Similarly, accelerating digital transformation across supply chains can reduce emissions and improve ergonomics, but it must be done in ways that protect jobs and enhance social inclusion.

The interconnected nature of these areas is central to our sustainability strategy – enabling us to create long-term value, in a responsible and transparent manner.

This sustainability approach was already reflected in our mission, vision, and values. We innovate to make the lives of citizens and consumers safer and easier while creating a positive impact on people and the planet. Integrity, respect and responsibility form the foundation of our business, unite our teams, and drive innovation to connect the physical and digital worlds in a sustainable way.

We aim to be the leading provider of sustainable trust services.

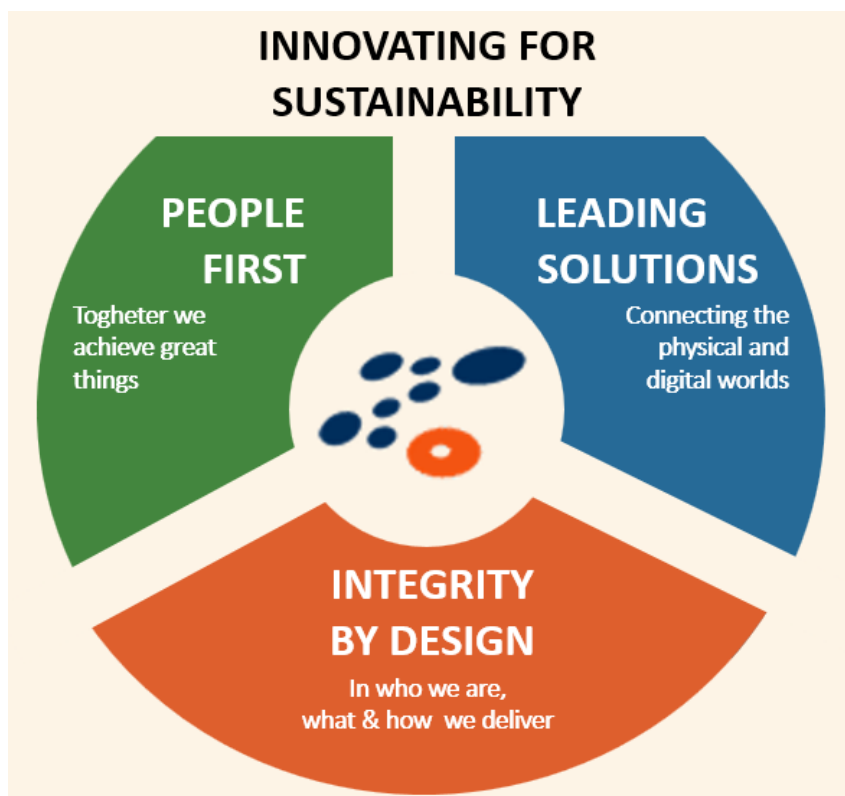


Figure 6: ZETES' sustainability principles

Our Engagement with Stakeholders

In November 2024, we distributed a survey to key internal and external stakeholders, including customers, suppliers, employees, managers, executives, and Panasonic's CSR department.

Additionally, all Zetes employees participate in our annual Employee Opinion Survey, and we hold periodic meetings with key customers to assess our collaboration.

Our Contribution to the SDG's

In 2021, our corporate vision was integrated into revised policies, establishing a commitment to social responsibility. These elements have provided a structured framework for our conduct and actions.

Furthermore, an exhaustive analysis was conducted to identify which UN Sustainable Development Goals (SDG⁴) our company could most effectively influence. Our sustainability program has focused on six selected SDGs in recent years, while also aiming to make progress toward other goals.

With the publication of the Corporate Sustainability Reporting Directive (CSRD) in 2024, the findings from our Dynamic Materiality Assessment (DMA) were to form the foundation of our sustainability strategy and program starting fiscal year 2025. Nonetheless, our previous commitments towards the SDGs remain robust and align synergistically with our identified material topics.

For this we consider:

⁴ <https://sdgs.un.org/goals>

ACTIONS & INITIATIVES	Selected SDG
<ul style="list-style-type: none"> • Specific solutions for serialisation provided by ZETES • Specific solutions for the organisation of vaccine research provided by ZETES • Wellbeing actions in our offices and production facilities 	
<ul style="list-style-type: none"> • Installation of PV panels • Electrification of our fleet • Awareness concerning energy use • Revision of our coding practices 	
<ul style="list-style-type: none"> • Our Policies • The Sechaba Foundation, set up in South Africa • Safety actions in our offices and production facilities • Extra-legal benefits for ZETES employees • Our Solutions help to create a safe, ergonomic work environment 	
<ul style="list-style-type: none"> • Support equal treatment of people through our identification solutions • A diverse company, where everybody can be her(him)self • Bridging existing gaps and working with one minimum standard for all ZETES entities 	
<ul style="list-style-type: none"> • Supply Chain Optimizing Solutions provided by ZETES preventing waste and re-work • Waste reduction & recycling programs at our offices • Partnership with NGO preventing food waste 	
<ul style="list-style-type: none"> • Build-Operate-Transfer programs in Africa • Participation in national (e)ID programs, most notably ID4D • Voter registration solutions and national registers • Our Policies & Training 	

One SDG as a cornerstone

Although we only selected 6 SDGs to be the focus of our sustainability program, we strongly believe that through these six, we will also have a profound effect on other SDGs.

For example, our actions for SDG 7 will contribute to mitigating climate change (SDG 13) and our solutions that help in providing decent and safe work environments (SDG 8) will have added value towards industry and innovation (SDG 9).

But most notably we are convinced that SDG 16 can be a cornerstone to facilitate governments and institutions to move forward in reaching multiple other goals.

The solutions we provide with People ID will help governments - particularly in developing countries - in setting up a national register, and assign a unique identity to each civilian. This register, and the means to prove who you are, will open access to all other services.

Based on that national register and the existence of this legal identity (SDG 16.9), governments can deliver proof of identity (which can be either physical or digital) to individuals, so that a person can use their legal identity to interact with the world (banks, police, authorities, telco, transport companies, government, international agencies, etc.).

It's actually very basic: if the government still does not know the approximate size of their population, where people live, what the family composition is, let alone be able to approach each person individually and provide a tailor-made service, then that government cannot actually organise anything. If you don't exist (no identity), then you are invisible to government services. In a country without a basic identity, every citizen could be seen as an illegal immigrant, and only the rich can organise healthcare, education, security, food, business, etc. for themselves.

With this, it is fair to state that SDG 16 'Strong institutions'* will act as a gateway to support in reaching several other goals, most certainly:

- SDG 1 'No poverty'
- SDG 2 'Zero hunger'
- SDG 3 'Good health and well-being'
- SDG 4 'Quality education'
- SDG 5 'Gender equality'
- SDG 8 'Decent work and economic growth'
- SDG 10 'Reduced inequality'
- SDG 11 'Sustainable cities and communities'

(*) inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

System for the Promotion of Sustainability

Within Zetes, sustainability management falls under the Legal Affairs Department.

A dedicated function towards sustainability is active within the group to streamline our efforts and execute our sustainability strategy & plan.

Together with ZETES' Head of Legal Affairs, who also acts as the sustainability representative for the board of directors, these persons are also the direct link to Panasonic's Sustainability & Compliance Department.

To advance our sustainability strategy and ESG reporting, we will form strategy workstream groups and a sustainability committee in FY2025. Sustainability champions will oversee local initiatives.

Risk Management

A CSR & Compliance Committee was established at group level to safeguard ZETES' compliance status. This committee comprises compliance specialists from our group and is in contact with Panasonic's compliance specialist.

Sustainability Disclosure Practices

UNGC

To publicly formalise our commitment, and in order to present our yearly progress, ZETES has become a signatory of the United Nations Global Compact⁵ initiative as of 2022. The United Nations Global Compact (UNGC) is the world's largest corporate sustainability initiative. It calls on businesses worldwide to align their operations and strategies with Ten Universal Principles in the areas of Human Rights, Labour, Environment and Anti-Corruption.

EcoVadis

For 5 years, Zetes has submitted its sustainability KPIs, actions, and initiatives on the EcoVadis platform for its value chain partners. EcoVadis is a global platform that assesses companies' environmental, social, and ethical performance, widely used to evaluate CSR practices and supply chain sustainability.

Last year, Zetes NV was awarded a silver medal, placing it in the top 15% of our sector, for its activities in Belgium.



Other divisions with an EcoVadis medal are Zetes South Africa, Zetes Spain and Zetes France.

Outlook FY2025

Zetes' sustainability program has been based on voluntary actions and SDG assessments. With the introduction of new European legislation, Zetes will align its efforts with the CSRD requirements, aiming to publish a CSRD-inspired sustainability report for the entire corporate group in 2026. This initial report focuses on corporate commitments and Zetes NV/SA activities in Belgium.

⁵ <https://www.unglobalcompact.org/>

Corporate Sustainability Statement

Brussels, April 2025

ZETES aims to connect the physical world to the digital world of IT systems. Our company also supports individuals traveling worldwide, as well as goods moving through complex supply chains. In both cases, transparency and visibility are required to enable good decision-making, for governments and private companies alike.

Collaboration and adaptability are key values at ZETES, making it a strategic partner for global customers. The company assists in managing disruptions, enhancing visibility, and advancing digitisation efforts.

In today's context, individuals, companies, and governments must address challenges such as climate change, health issues, migration, corruption, resource shortages, and supply chain disruptions. Collaborative efforts are essential to achieve common goals, including those of companies and their leadership.

At ZETES, we aim for integrated management practices, seeking to create a positive impact through innovation for what matters most, and thereby become the leading provider of sustainable trust services. This is reflected in our sustainability principles that guide how we lead, work, and deliver:

- People First, people are the driving force behind everything we deliver. We create the conditions for them to grow, contribute, and act – through skills development, inclusion, and a culture where fairness, safety, and taking responsibility are integral to how we work.
- Leading Solutions, our solutions support businesses and public services in building trust and delivering outcomes that matter. They combine intelligent software with carefully sourced hardware to support secure identification, improve logistics and working conditions, and enable full traceability across supply chains and borders.
- Integrity by Design, integrity shapes our culture – our commitment to the highest standards is reflected in how we manage partnerships and govern our operations, from product design, procurement and compliance to transparency and long-term commitments. Acting with integrity means being deliberate in how we work together, and in what we bring to the world.

The company commits to the United Nations Global Compact principles on Human Rights, Labour, Environment, and Anti-Corruption, integrating these into its strategy, culture, and daily operations while participating in projects that support the United Nations Sustainable Development Goals.

The solutions from ZETES' PeopleID and GoodsID divisions aim to contribute to goals 16 (Peace, Justice and Strong Institutions) and 3 (Good Health and Well-being). They also support customers in achieving goal 8 (Decent Work and Economic Growth) and internal actions related to goal 10 (Reduce Inequalities), as well as goals related to Responsible Consumption and Affordable and Clean Energy.

Following the integration into the Panasonic Group, ZETES has intensified its philosophy and commitments, adopting the idea that “A company is a public entity of society” as a basis for management.

ZETES and Panasonic aim to create an ideal society where current and future generations can live in prosperity.

Board of Directors ZETES INDUSTRIES SA/NV

Implementation at ZETES SA/NV

ZETES SA/NV is committed to sustainability and actively participates in the selected SDGs. Our actions are aligned with certified management systems and a comprehensive approach to sustainability. Key members of ZETES' management play crucial roles in the CSR steering group and compliance committee.

The outcomes of these efforts are detailed in this report.

In 2022, ZETES SA/NV joined The Shift, a Belgian sustainability network uniting diverse organisations to foster a sustainable economy and society.

In 2024, the CSRD was published, redefining corporate sustainability reporting. This report presents our results, linking our contributions to the SDGs and reporting KPIs in line with CSRD requirements.

Environmental Impact

Corporate Environmental Policy

Fully aware that humankind has a special responsibility to respect and preserve the delicate balance of nature, we at ZETES acknowledge our obligation to maintain and nurture the planet's ecology. Accordingly, we pledge ourselves to the prudent, sustainable use of the Earth's resources and the protection of the natural environment while striving to fulfil our corporate mission of contributing to enhanced prosperity for all.

ZETES has always believed that companies must play an active role in civil society, including contributing towards environmental care. Despite the relatively small ecological footprint of our activities as a (software) service provider, ZETES recognises the possible impact that our production activities may have on the environment. With this in mind, ZETES' corporate management has always encouraged local management to engage in the development of certified environmental management systems.

To strengthen these formal commitments, and in light of the rising global awareness of climate change and environmental consciousness, ZETES' corporate management has fully adopted the Panasonic Group brand slogan "A Better Life, A Better World" towards environmental initiatives at all our sites.

With the aim of achieving a sustainable society, we will strive to minimise our environmental impact when developing our business. To address these environmental challenges, we will incorporate environmental considerations into our business activities and expand our environmental initiatives through collaboration with stakeholders.

We endorse and support local operational and management actions to ensure compliance with legal requirements related to environmental aspects at every site.

Initiatives to address environmental challenges

We aim to:

- ▶ Promote awareness concerning - and continuous improvement of - our environmental performance
- ▶ Implement sustainable resources management by pursuing recycling-oriented waste management processes and constantly rethinking our production methods.
- ▶ Take actions to reduce our CO2 emissions by promoting responsible energy consumption and investigations towards on-site energy production.
- ▶ Implement ecological management of our infrastructure and surroundings, with special attention to biodiversity on sites where it is feasible.
- ▶ Initiatives based on collaboration with stakeholders
- ▶ With our technical strengths, we shall provide products and services that create environmental value for our customers.
- ▶ We shall further explore our environmental contributions with our partner companies.

- ▶ When environmental issues or opportunities arise, we shall deepen our communication with local communities and initiatives, working as a team to address these challenges.

Panasonic Environment Vision 2050

In May 2021, Panasonic declared its commitment to achieve net-zero CO2 emissions across business activities of all group operating companies by 2030. This commitment applies to Scope 1 (direct emissions from business activities) and Scope 2 (indirect emissions such as utility costs). Panasonic aims to achieve net-zero CO2 emissions across scopes 1,2, and 3 by 2050.

The goals are broken down into two categories: direct emission reduction and contribution to global reduction through emission avoidance.

- ▶ Reduce emissions from own business operations (scope 1 and 2) to net zero CO2 by 2030.
- ▶ Reduce CO2 emissions from the supply chain (scope 3) to net zero by 2050 by reducing the energy consumed by products after purchase.
- ▶ Contribute to the avoidance of future emissions through the use of existing technology (e.g. heat pumps, EV batteries) to support the global transition to net zero.
- ▶ Contribute to the avoidance of future emissions by developing new technology that supports the global transition to net zero.



Implementation at ZETES SA/NV

At Zetes SA/NV, frameworks under ESRS E1 and E5 are implemented. For climate change (ESRS E1), Zetes focuses on energy efficiency and emission reductions, managing the carbon footprint of its (digital) infrastructure and logistics services. Measures include tracking total GHG emissions (Scope 1, 2, and relevant Scope 3), transitioning to renewable electricity, and partnering with eco-conscious logistics providers. Goals include achieving net-zero emissions by 2050 and aiming for an annual reduction in GHG emissions in line with our activities.

In alignment with circular economy principles (ESRS E5), Zetes addresses electronic and packaging waste, promoting reparability and circular logistics for its customers. Metrics tracked include total waste generation and the percentage of waste that is reused, recycled, or sent to a landfill. Policies such as return and reuse programs for hardware, adherence to circular design principles, and partnerships with certified e-waste handlers support Zetes' sustainability efforts.

These initiatives integrate broader environmental goals into Zetes' operations, establishing a model for sustainable business practices in line with our materiality.

Environmental Action Plan Zetes 2025

As a wholly owned independent subsidiary of the Panasonic Group, ZETES fully adheres to Panasonic's Environmental Vision 2050 and will incorporate this objective into its environmental action plan. As a provider of supply chain solutions, ZETES will focus on the energy utilised and generated within our facilities and during our operations. Regarding the hardware ICT equipment we retail, our impact is limited, as we are not the manufacturer.

To contribute to Panasonic's overall energy objectives, we aim to “increase the amount of energy generated” and “enhance our contribution towards energy savings” within our facilities. We will explore the use of renewable energy through on-site generation and procurement. Additionally, we will promote energy efficiency in our production areas and reduce energy consumption at our sites through targeted renovation activities.

In alignment with decreasing our net energy consumption, we will implement measures to reduce CO2 emissions, starting with initiatives related to our fleet and mobility.

Reducing energy consumption can also be achieved by delivering high-quality products that offer additional value to our customers. To mitigate the risk of re-work and consequently reduce energy needs, ZETES has established quality management systems and controls to minimise errors as early as possible in the production process.

The solutions we provide within our Goods ID portfolio aim to enhance traceability and ensure accurate shipments, as failed deliveries do not align with sustainable practices. By doing so, we strive to reduce energy consumption for our customers.

Environmental management systems

The Earth is our home. It provides us with a variety of blessings, including natural resources and energy. With this in mind, we will take the initiative in environmental activities to preserve our invaluable natural environment for future generations.

In a changing world, with a focus on sustainability, ZETES also takes environmental aspects into account for its production activities, particularly when choosing suppliers and equipment as well as for the waste management from its activities.

To ensure these practices, ZETES SA/NV has set up environmental management with a commitment to a sustainable environment. This goes, well understood, by a respect for the prevailing environmental laws, but also by:

- Reducing the environmental impact of its operations through resource optimisation, sustainable waste management, and minimising CO2 emissions.
- Comply with all applicable legal and regulatory requirements to ensure our operations remain environmentally responsible.
- Promoting continuous improvement by engaging every employee in protecting the environment and ensuring the sustainability of our operations.

This is translated into the values we set forth in Belgium:

- Local responsibility: Comply with environmental regulations while contributing to Zetes group sustainability goals.
- Eco-Innovation: Optimise processes to reduce environmental impact through innovative solutions.
- Prevention of Pollution: Actively work to prevent pollution by reducing waste at the source, managing energy consumption responsibly, and minimising emissions.
- Collaboration: Engage our employees and stakeholders to adopt environmentally responsible practices.
- Biodiversity Preservation: Protect and enhance the local ecosystem through responsible green space management.
- Continuous Improvement: Regularly assess and adjust environmental performance to ensure ongoing progress.

Specific to our document production activities performed by ZETES CardS on our site in Ruisbroek, we formalised this management system and received an ISO14001 certification in 2014. In 2020, the decision was made to include the other business units - active on our site in Ruisbroek but established after 2014 - within the scope of our existing EMS. This extension audit was successfully executed in November 2021. With this, not only Zetes CardS, but also Zetes Confidens and Zetes Express are certified, comprising all activities on our site in Ruisbroek. In 2024, a recertification audit was successfully completed.

Environmental risk management

Environmental compliance management

ZETES manages its environmental systems in strict adherence to laws and regulations. Although our activities have not necessitated emission measurements thus far, we monitor current legislation for each new production activity and perform measurements if emissions occur.

This was exemplified when we introduced laser perforation into our document production factory. The process involves a laser perforating plastics to reveal an image or text, which could potentially generate chemical gases. To ensure work safety, a gas extraction system was incorporated into the production installation, with an exhaust vent leading outside the factory. After undergoing double filtration (chalk followed by carbon), any potential emissions were reduced to undetectable levels. Consequently, measures were established to maintain effective filtration. Measurements inside the production room also indicated values well below threshold levels for work safety, thus confirming that the extraction system would ensure a healthy work environment.

Furthermore, as part of the Panasonic Group, ZETES participates in meetings organised by Panasonic's Sustainability Group. These meetings aim to develop key human resources for information sharing among companies, Business Divisions, environment-related job functions, and Regional Headquarters to ensure full compliance with legislation related to factory environment management in the respective countries where Panasonic manufacturing sites are located.

Specifically, activities include information sharing and specialised training for factory management officers responsible for managing chemical substances, waste, wastewater, and exhaust gas, either by country or region in Japan, Europe, China, and Southeast Asia. Global field surveys on laws and regulations using checklists are conducted to confirm the comprehensive implementation of environmental compliance, as well as to verify the effectiveness of various measures.

Currently, ZETES has not been fined for any violations of environment-related legislation, and our three sites in Belgium hold valid environmental permits. We conduct compliance checks regarding changes in environmental legislation for our sites at least annually, as well as whenever there are major changes in production or legislation.

Eco-conscious products & solutions

As a provider of solutions for supply chain and identification documents—particularly those with stringent security requirements for government agencies—ZETES' products and services may not always have a direct impact on ecological sustainability. However, by offering efficient solutions and end-to-end traceability for both goods and identification documents, we aim to contribute to the sustainability goals of our customers.

In addition to solutions for goods and people identification, ZETES also offers its own branded and produced products. For these products, efforts are made to provide sustainable alternatives. Since most of the hardware we market is sold in our capacity as a reseller, we can only encourage customers to choose more sustainable options available within our suppliers' portfolios.

For goods identification, we have one notable exception: our own designed and branded Print&Apply applicators. ZETES has a proven track record of delivering labelling solutions, particularly within the food and pharmaceutical manufacturing sectors. To maintain our leadership in labelling and printing, the ZETES Group operates a dedicated Print & Apply Competence Centre in Belgium with extensive R&D and engineering capabilities in marking and labelling, printing and process control, PLC programming, and ERP/SAP integration. ZETES has already made significant investments in environmentally friendly labelling solutions and offers a green pallet labeller, the MD6000e, which was developed in collaboration with local print and apply experts at ZETES Spain.

The MD6000e is a more sustainable version of the MD6000, as it utilises electricity to eliminate the need for compressed air, thereby enhancing energy efficiency. In response to specific client demands, we also created an electric version of our standard MD3000. Depending on customer needs, other electrified versions of our standard portfolio could be developed in the future.

Furthermore, our own branded labels, produced by ZETES Spain and ZETES South Africa and distributed by all our offices, including ZETES SA/NV, are manufactured using FSC®-certified paper. As of 2020, we expanded our label range to include the "Rcy-type," which incorporates recycled materials into its production process.

Most government-issued identification documents must meet strict requirements regarding lifespan and security features, leaving limited options for sustainability improvements. The most sustainable choice here is to provide a document that maintains its quality and security details throughout its lifetime, thus preventing the need for replacement.

For consumer cards, such as loyalty cards, which have lower security demands, real sustainable alternatives can be provided without compromising on quality. To this end, our document personalisation unit ZETES CardS has integrated an ecological alternative for PVC cards into its portfolio.

- Card bodies made of (r)PET-G. Polyethylene terephthalate glycol is a plastic that is biodegradable and recyclable.



Case Study: Driving Towards a Greener Future with Last Mile Optimisation

Last-mile delivery has the highest environmental impact of any other part of the supply chain. By 2030, demand for last-mile deliveries is expected to grow by 78%, and emissions from these deliveries are projected to increase by more than 30% in 100 cities worldwide, according to the World Economic Forum.

As the T&L sector contributes to more than a third of global carbon dioxide emissions (Source: Forbes), an eco-friendly last mile should be a priority. We have a duty to combat climate change, and consumers are increasingly seeking sustainable practices. To stay competitive, companies must demonstrate efforts to reduce emissions and carbon footprint and offer consumers green choices. While the last mile is the most expensive part of the supply chain (around 30% of total order fulfilment costs), with the highest environmental impact, this also presents opportunities. Implementing technology solutions such as electronic proof of delivery (ePOD) to optimise routes and manage emissions is a sustainable investment without the need to overhaul existing systems.



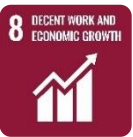
More than half of online shoppers say they are concerned that the rise of e-commerce is a problem for the environment, and 52% claim to choose to purchase from one online store over another if its environmental impact of the delivery is lower. Indeed, fast shipping increases costs by up to 68% and also increases total carbon emissions by up to 15%. Informing customers of greener delivery options is a more strategic approach than prioritising speed. Greener delivery can incur delays or cost, but roughly one in four European online shoppers would be willing to pay three euros more for eco-friendly shipping.

Switching to EV fleets is not always viable, and investing in drones or autonomous vehicles is still in its infancy and testing phase. However, an electronic proof of delivery (ePOD) solution such as ZetesChronos can contribute to sustainability, efficiency and reduced fuel emissions in several ways. Firstly, it eliminates the need for paper-based documentation and manual record-keeping, storing data in the cloud instead. Whilst this has clear environmental benefits, fleet managers can also use this real-time data to assess delivery KPIs (including green objectives) and driver performance, and consequently optimise routes. By optimising delivery routes and schedules, drivers are directed to take more efficient paths and reduce unnecessary stops and empty miles. An ePOD even helps companies better plan their resource allocation, resulting in more efficient vehicle use, reduced fuel consumption, and lower greenhouse gas emissions. Reverse logistics can also be incorporated into route planning, so every journey is as efficient as possible. Optimising the last mile improves delivery accuracy and reliability, reducing the need for re-deliveries or returns. Drivers can re-route on the fly, collect at the last minute and rearrange delivery to suit customers. Not only does this create value, but it can lead to fuel savings and a reduced carbon footprint too - a win-win. ePODs also guide drivers through vehicle safety and compliance checks relating to environmental regulations and standards, further reducing emissions and avoiding penalties. Seasonal and transient workers can be onboarded quickly with minimal training.

A next-generation ePOD solution integrates seamlessly with existing WMS, ERP or TMS (Transport Management System) to improve sustainability and flexibility, quickly. Software and rugged devices enable step-by-step workflows, GPS routing, optimised loading and emission monitoring, regardless of the operator's language. Easily scalable, ePOD solutions help businesses ramp up in peak periods quickly, while maintaining delivery excellence and meeting sustainability goals. IoT is a critical component, connecting people, processes, data and goods via smart devices and sensors. Real-time data informs drivers and back-office teams, avoiding disruptions and delays, updating ETAs, and also generating inventory intelligence. This helps reduce waste, especially when produce is perishable or requires condition monitoring, which is another step towards a greener future. Last-mile deliveries are a major contributor within T&L to global carbon emissions. At a time when rising fuel prices are impacting profitability, managing and optimising the last mile is critical. Augmenting workers with technology will ensure maximum efficiency and the lowest error rate. An ePOD solution is an essential component of an elastic supply chain and should be viewed as a long-term investment for sustainable on-time, in-full order fulfilment. A greener last mile enhances efficiency, meets CSR targets, and aligns with consumers' evolving expectations.

Case Study: Minimising waste through supply chain visibility

Global supply chains are becoming increasingly complex, involving multiple players under pressure to meet customer demands. Weak links, operational inefficiencies, and a lack of visibility result in food and material waste at every stage, impacting the environment and ROI. Returned inventory, for example,



creates 9.6 billion pounds of landfill waste each year, emitting more than 27 million metric tons of carbon dioxide⁶.

Initiatives such as the EU's circular action plan, the European Green Deal and Digital Product Passport (DPP) are driving sustainability, but organisations will struggle to comply without full visibility enabled by technology and digitisation.

A combination of factors generates waste at all stages and in all sectors. These include human error in picking, packing or shipping, overproduction/overstocking, lack of intelligent data, transport delays and inefficient routing. In retail, for example, waste arises from returned inventory that is not restocked efficiently. Food products, pharmaceuticals and electronics can become damaged during transportation due to rough handling, humidity, light exposure, etc. In manufacturing, surplus raw materials often end up as waste. Organisations investing in reusable assets will also want to avoid wastage in terms of damaged or lost roll cages, totes and pallets. The good news is that there are many technology solutions that can help tackle waste and improve sustainability through data capture, sharing real-time event data and facilitating collaborative end-to-end visibility.

In a digitally connected, transparent supply chain, real-time facilitates continuous improvement and proactive decision-making. The ability to continuously track and trace products, materials and information ensures that the right product is picked and delivered on time, in the right condition, and that inventory and returns are managed efficiently. The increasing number of stakeholders, such as 3PLs - especially in the middle mile - often means that potential waste issues tend to be identified and rectified during the final phase of fulfilment through first to last mile activities. However, the lack of wider supply chain visibility across Europe leaves partners operating in silos struggling to collaborate. Data (often latent) from multiple shippers, carriers and systems cannot be aggregated efficiently, leading to blind spots and a broken communication chain. Limited or zero visibility results in missed opportunities to enhance performance or improve responsiveness, including waste management.

Real-time insight into product demand and movement allows companies to optimise production schedules, minimising overproduction and subsequent waste. Returned products can be repurposed or recycled wherever possible, including rapid return-to-stock, which is particularly important for seasonal items. Supply chain visibility enables real-time tracking of orders and inventory, reducing overstocking and preventing perishable/limited-life goods from expiring or becoming obsolete. Of course, this also drives cost efficiencies. Improved visibility fosters collaboration, allowing stakeholders to forecast more accurately, minimising waste and optimising resource utilisation for a more efficient supply chain ecosystem. Transparency also helps mitigate risks and boost agility, allowing decision-makers to swiftly adapt to changes, disruptions or market demands. A shared 'single source of truth' results in faster dispute resolution and helps organisations set and achieve KPIs, including EU food waste reduction targets, ESG and DPP. The drive for greater visibility necessitates the adoption of digital technologies and processes, improving speed and accuracy throughout the supply chain. Ensuring quality control for orders and fulfilment reduces the risk of waste from returns or defective goods. Visibility benefits all players as well as the environment.

Waste can only be minimised when the supply chain has the agility and elasticity to cope with peak periods and share intelligence on the flow of goods up and downstream. Therefore, real-time end-to-end visibility can't be the responsibility of one player - everyone needs to be involved at every stage. It can feel like a big task, so start small, identifying priority areas where quick and impactful wins can be



⁶<https://diginomica.com/reverse-supply-chains-and-sustainability-making-business-case-retail-returns>

realised. Once results are evident, scale fast. Working with trusted partners - including a technology partner like Zetes - is crucial.

Status & actions towards global warming

ZETES provides supply chain solutions and people identification services, which have minimal direct impact on reducing global warming.

However, ZETES believes companies should contribute to society through their activities. Therefore, we focus on managing our facilities and minimising the impact of deliveries and commuting.



Facilities

For Belgium, ZETES operates from three owned sites in Belgium in Wommelgem, Ruisbroek, and one in Brussels.

The Wommelgem facility, built in 2011-2012, marked the start of ZETES' sustainable approach to facility management, emphasising energy efficiency with LED lighting and optimal building orientation for natural light use. An efficient central heating system using natural gas and heat exchange was installed, minimising energy consumption.

The sustainable practices from Wommelgem were applied to the Ruisbroek site, which was purchased and renovated extensively. Major sections were demolished to build a state-of-the-art data centre, administrative office, and cafeteria.

To achieve this, ZETES hired a contractor specialised in circular demolition. The selective demolition process involves segregating waste for maximum reuse, upcycling, and recycling. This includes removing interior and exterior joinery, wood, roofing, pipes, and non-inert structures before demolishing the main structure.

Selective demolition is both economically and ecologically beneficial. It focuses on high-quality reuse of materials, aiming for their original form and resulting in significant CO2 savings in building material production.

The new building, completed in 2018, focused on energy savings through sustainable heating, insulation, and lighting. Renovations of the old Ruisbroek building and minor upgrades to the Brussels facility were completed in 2020.



When two floors in Ruisbroek needed to be cleared for new activities, ZETES chose a circular approach. The area, which included several offices and an old server room, was selectively stripped. A large open office was installed on one floor, while new production areas, sanitary blocks, and meeting rooms were set up on the other. New LED light systems and an efficient heating system were also integrated.

In the production area, old lighting systems were replaced with LEDs, air conditioning was optimised for a better working climate, and the old petrol heating system was switched to an efficient natural gas burner.

Although ZETES did not own the buildings in Brussels, similar improvements in air conditioning and lighting were implemented to reduce energy consumption, thereby contributing to scopes 1 & 2 of the GHG Protocol. In 2020, a PV installation consisting of 336 solar panels was set up on the roof in Brussels.



By the end of 2023, solar panel installation began at the production plant in Ruisbroek, leading to an active installation of 441.96 kWp as of April 2024 .

In early 2025, extensive renovations focused on office heating electrification and LED lighting in Brussels, following the purchase of the building.

Additionally, a PV installation for the production plant in Wommelgem is planned for 2025.

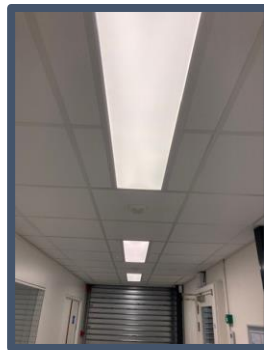


Figure 7: LED lighting with motion detector in the production area

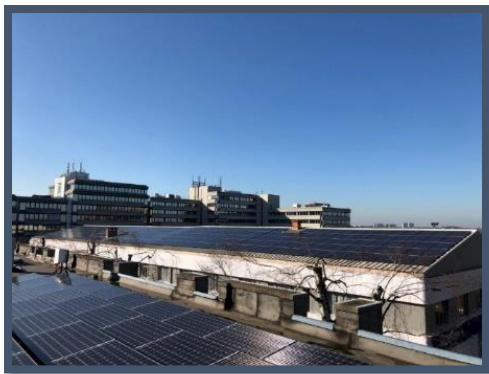


Figure 8: Solar panels installed on the roof of our HQ in Brussels (L) and Ruisbroek (R)

Green mobility & logistics

In addition to our facilities, ZETES addresses its impact on global warming through the mobility of our staff and our logistical activities. For both areas, ZETES has implemented measures to mitigate our environmental footprint.

Firstly, we offer incentives to our personnel for choosing public transportation or cycling to work. We also encourage carpooling by offering dedicated parking spaces near the main entrance. The electrification of our staff's commutes is supported by the installation and free use of electric charging stations for both cars and bicycles.

Furthermore, the mandatory electrification of our company car fleet, effective as of the end of 2022, along with fuel consumption awareness campaigns and incentives for mobile shifts, aims to contribute to



Scope 1 of the GHG Protocol. As part of this initiative, ZETES launched a bike-lease program for our personnel in 2023.

Notably, any movement that does not occur will significantly contribute to reducing GHG emissions. In this regard, the year 2020 marked a turning point. While the global COVID-19 pandemic has presented numerous challenges for businesses and caused considerable grief for many families, one positive outcome has emerged: the widespread adoption and acceptance of remote work and virtual meetings. This new approach to team management and meeting organisation, which eliminates the need for physical movement, is expected to have a lasting positive impact on our organisation in the years to come.

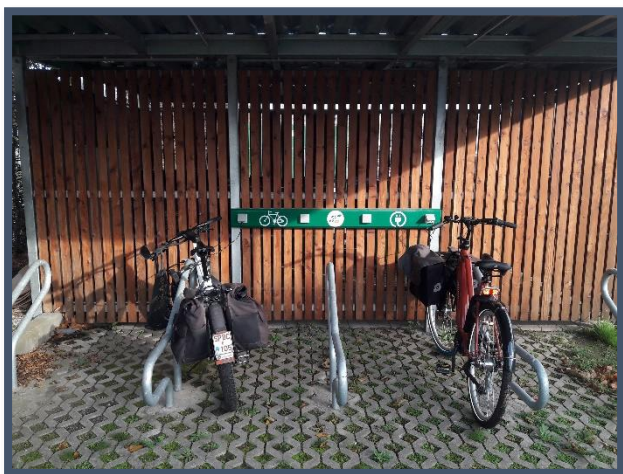


Figure 9: Charging stations for electrical bikes

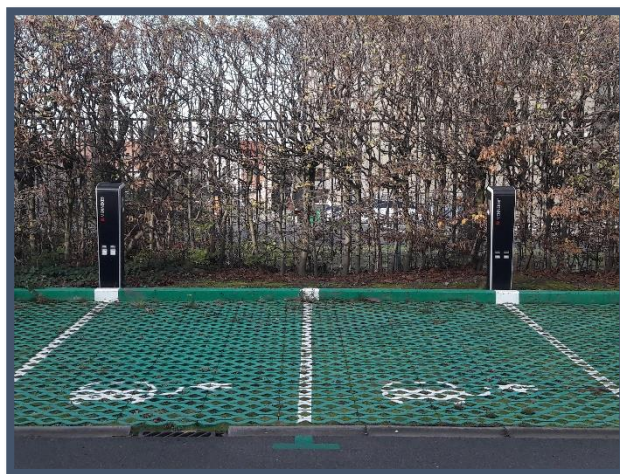


Figure 10: Charging stations for electrical & hybrid cars

Our logistic activities are divided into three segments: The operations of Zetes Express, where ZETES has full control over vehicle and fuel selection (scope 1 of the GHG protocol); deliveries to our clients, where ZETES has limited control; and finally, deliveries from our suppliers, where ZETES has no significant control. These last two segments fall under scope 3 of the GHG protocol.

Due to the average daily driving distance of 350 km required by Zetes Express drivers and the type of roads encountered (with more than 50% being highways), the current choice of vehicles is limited to diesel combustion engines. Nevertheless, an evaluation is conducted every three years to determine the most efficient type of vehicle for delivery operations, taking into account both ecological and economic factors. Furthermore, the entire fleet undergoes weekly check-ups and periodic technical maintenance to minimize environmental impact and GHG emissions by ensuring the vehicles and their engines are maintained in optimal condition.

The vehicle, the driver, and the route all contribute to global warming. We train our drivers to minimise fuel consumption and continuously optimise routes to reduce distances, providing Eco-drive courses in the process. When our delivery service commenced in 2015 with two projects, we covered 1,792,737 km in one year. By 2024, we expanded our projects to four and substantially increased the total number of stops and parcels. However, our annual distance only slightly increased to 1,811,853 km, and our distance per parcel decreased, demonstrating our optimisation efforts.

To reduce external transports, we consolidate customer orders into one or two daily shipments. This, alongside selecting eco-friendly suppliers, helps limit GHG emissions from our delivery operations.

Resources

Waste management

From the commencement of the environmental management program at ZETES, waste management - with an emphasis on recycling - has been a primary concern. The goal has consistently been to optimise selective waste collection within our facilities, enabling our waste processors to achieve maximum recycling. Additionally, where feasible in terms of production or customer requirements, we endeavour to reuse cardboard packaging materials as much as possible and mitigate waste through the digitisation of production processes.

A notable achievement in this regard was the transformation of the process for receiving citizen information during applications for electronic identity cards (eID). Initially, citizens were required to complete a paper application form, providing signatures, photographs, and data to personalise the eID at our production plant. These documents were subsequently collected by our drivers at ZETES Express when delivering finished eIDs to town or city halls.

With the inception of the Belgian passport and driving license project, all town and city halls were equipped with digital scanners and signing pads, thus eliminating the need for paper documents in these new projects. Building on this success, the application process for eIDs was also digitised, which eliminated up to 30 tons of paper documents previously treated as waste in our facilities.

While we do reuse cardboard boxes, we are unable to repurpose other waste within our own production processes. Therefore, all waste is managed separately by recognised waste processors, including but not limited to:

1. Cardboard / Paper - Most of ZETES' cardboard waste originates from packaging material. The packaging that can't be reused is collected for recycling, together with paper waste from production and administrative activities.
2. Printing Waste - Our production process for identification documents requires a personalisation step (the physical step, not the electronic one), which is done by either laser engraving, or printing (thermal or digital printing). With our printing suppliers, we've entered into a take-back procedure for most toner packaging and solutions used in the production process. Those items are collected to be prepared for reuse. All other ink residues, cartridges, and toner waste are collected for recycling at all ZETES SA/NV sites.
3. PMD⁷ - In Belgium, all packaging waste from beverages must be collected separately and presented for recycling. Special collection bins have been placed in all administrative offices and eating places to allow gathering. As of 2020, we may also treat all plastics that originate from food packaging, etc., through this recycling pathway.
4. Plastics - All plastics, originating from packaging purposes, are collected by colour and presented for recycling. Additionally, during the production process of loyalty and payment cards, PVC waste is generated after cutting of the cards. This waste is collected separately and sold as high-value waste for recycling.
5. Wood - Where possible, ZETES has set up agreements with its suppliers to deliver product on standardised, reusable EUR-pallets. If such delivery terms aren't attainable, single-use pallets are collected for recycling after use.
6. Electronic waste & Metals - All electronic waste, both after interventions or as part of upgrades from our ICT installed base, is collected separately for refurbishment or recycling. Metals and

⁷ PMD: Dutch abbreviation for 'Plastiek, Metaal & Drankkarton'



electronic chip waste (after chip embedding) are kept separate. This type of waste is sold as high-value waste for recycling.

7. Chemicals - The majority of our chemical waste is treated as printing waste, yet some activities from our technical departments generate minor quantities of chemical waste. These products, after intervention, and their packaging are stored securely to prevent environmental damage and collected for treatment and recycling.
8. Miscellaneous - Lastly, special collection schemes have been set up for waste streams that require special treatment but do not generate enough volume for collection. These include light bulbs/tubes, batteries, etc.

Not all waste can be recycled, especially domestic waste. Despite efforts to collect waste selectively, some waste is collected in bulk for incineration with energy recovery by our waste processor. To aid this process and reduce environmental impact during storage, we have installed a dedicated waste collection point on our premises.



Figure 11: Waste Collection point "RECYPARK ZETES" at Ruisbroek

A significant portion of waste generated at our production plant for identification documents must be securely destroyed to protect privacy. As a result, production waste and certain stock items cannot be recycled and must be incinerated. This process includes energy recovery.

Reusable water bottles

The most effective waste management practice is prevention. At the end of 2022, we introduced a new initiative at our sites called "Bye plastic, hello sustainability," aimed at eliminating plastic bottled water provided to personnel and replacing it with reusable Dopper® bottles. Additionally, Aqualex® tap water faucets were installed to supply fresh, still and sparkling tap water across our sites. Both suppliers were chosen based on their proximity and their sustainability programs.



Figure 12: First ZETES-branded reusable bottle being filled with sparkling tap water at our HQ in Evere.

Product recycling

ZETES, as a provider of software solutions and integrator of existing hardware products for the supply chain, is not required to establish product recycling procedures, as most of our services do not fall under this mandate. However, for some customers, take-back policies have been implemented for sold AIDC⁸ devices that are end-of-life or no longer fit for repair. These devices are recycled along with our own electronic waste.

Similarly, the documents we provide as part of our people identification business are generally not subjected to specific recycling processes. This is because the logistics of a take-back procedure would result in a higher ecological impact compared to traditional domestic waste treatment. Additionally, the technological and security features of the cards may prevent successful recycling. However, to prevent identity theft, citizens must hand over their old eID card before receiving a new one. These old eID cards are included in a take-back policy to ensure secure destruction.

Recycling schemes⁹

Although ZETES, due to the nature of its activities, is unable to establish specific product recycling procedures, we do have a responsibility as a producer to facilitate the proper recycling of the products we place on the market. ZETES pays its contribution towards and participates in the following prevailing recycling schemes active for our business:

1. Valipac: Initiative of the Belgian business world to provide a collective response to the Extended Producer Responsibility (EPR) scheme in the field of industrial packaging.
2. Bebat: Initiative of the Belgian business world to provide a collective response to the Extended Producer Responsibility (EPR) scheme in the field of batteries.
3. Recupel: Initiative of the Belgian business world to provide a collective response to the Extended Producer Responsibility (EPR) scheme in the field of electronic waste.



⁸ Auto Identification & Data Capture

⁹ <https://www.valipac.be/en/> // <https://www.bebat.be/en/> // <https://www.recupel.be/en/>

Water resource conservation

In Belgium, none of our production activities consume water; therefore, all our water usage is linked to domestic needs, including lavatories, showers, coffee makers, and general housekeeping.

After usage, all water is treated as general wastewater from housekeeping and drained towards the city sewage system.

To limit our water consumption, actions are set up with each renovation:

- ▶ In 2018, all lavatories from our main office in Brussels were renovated. During this phase, all faucets became either motion-activated or were installed with an internal timer to limit waste of water. Toilets were set up to minimize the use of flushing water. These actions were already implemented at our production plant in Wommelgem at that point.
- ▶ In 2017-2018, a new building was set up at our production plant in Ruisbroek, and all lavatories received a renovation. A similar action was executed to limit the waste of water when washing hands and using the lavatory. Additionally, all lavatories in the new building were connected to a newly installed rainwater reservoir to reduce the consumption of city water.

Use of chemical products & chemical substance management

Only a few alcohol-based cleaning products are used in our production facilities. Our technical workforce and card manufacturing crew receive training to handle ink solution chemicals safely. Other staff members get general information and participate in safety awareness campaigns. We maintain technical safety data sheets for all products, and we have procedures to minimise the quantity and variety of chemicals stored on site.

Management of Chemical Substances in Products

It is crucial not only to be aware of the chemical substances present at our sites but also to have comprehensive knowledge of the substances within the products we produce and distribute in the market.

To minimise the environmental impact of chemical substances in our products, we strive to identify the chemicals used in their components and materials, whether as producers or distributors. Additionally, for substances prohibited in products in most developed countries due to laws and regulations such as the European RoHS Directive and the REACH regulation, we require our suppliers to provide documentation certifying compliance.

Biodiversity conservation

Given the type of ZETES activities, products & solutions, we do not have a direct impact on biodiversity. Furthermore, two of our three activity sites in Belgium are either in an industrialised area or in a science park near the city, both with minimal natural surroundings.

Our third site in Ruisbroek is situated near a residential area and adjacent to a local park offering recreational activities with a focus on nature experiences.

Although these settings are not optimal to have a significant effect on biodiversity, either positive or negative, we believe at ZETES that even minimal efforts can contribute. We have opted to use eco-friendly cleaning products for our general housekeeping on all sites, thus reducing the addition of aversive chemicals to our wastewater. For the maintenance of our surroundings, we seek synergy between the least invasive methods towards nature and a tidy appearance for visitors and staff.

Due to the location and the surroundings present in Ruisbroek, specific actions were put in place during the construction of the new building in 2017/2018 to protect and increase biodiversity.

- ▶ Special attention was paid to adding additional plants and trees to the surroundings, after renovation activities were done. For this, we chose plants that were either useful as a food source (nectar) for insects or were native to western Europe.
- ▶ A green roof (living roof) was installed on top of the new building, supporting biodiversity and limiting local heat stress.
- ▶ Parking spaces were constructed with porous brick, allowing rainwater infiltration to support local vegetation water needs.
- ▶ In 2020, we took further action to stimulate on-site biodiversity and installed nesting facilities for solitaire bees & insects. In 2021, a flower meadow was added.



Figure 13: Impression of the surroundings at Ruisbroek, with hives for solitary bees & insects, and view of the extensive green roof

In 2024, renovation work started on the HQ area site with a focus on biodiversity and leisure for our staff.

Environmental Awareness

During their first week, ZETES employees learn our rules and guidelines through an introduction program. Additional training is provided for roles that have an impact on the environment. Digital screens in cafeterias display presentations during breaks. In 2021, these screens were used to launch several environmental awareness campaigns.

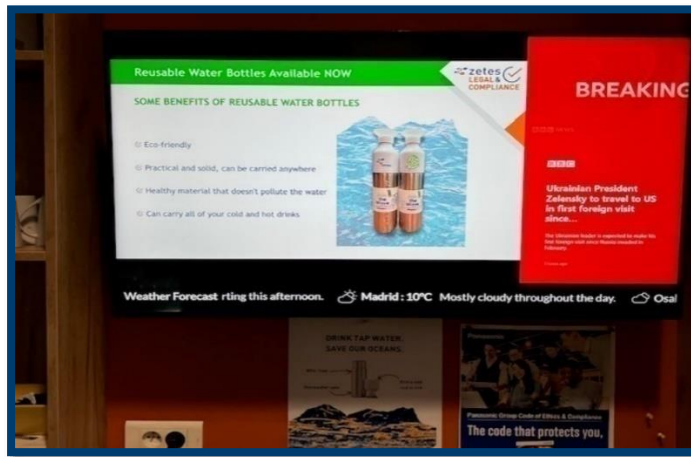


Figure 14: View on one of the screens during the 'ByeBye Plastic, Hello Sustainability' campaign.

Environmental Performance¹⁰

Topical Disclosures:

ESRS Topic	Sub (sub)-topic	Selected Quantitative KPI
E1 - Climate Change	Climate change mitigation	GHG emissions (Scopes 1, 2, and 3) in tCO ₂ e
	Energy	Total energy consumption (kWh), renewable vs non-renewable share
E5 - Circular Economy	Waste	Total waste generated and % reused/recycled

Table 2: Topical disclosures related to Environment.

For intensity calculations, we will make use of the following metrics:

FY2024	
Denominator	Value
Headcount (HC) Zetes NV	394 ('employment intensity')
Sales Amount Zetes NV	108,209,284 ¹¹ ('sales intensity')

Table 3: Intensity denominators.

A. Climate Change

GHG EMISSIONS:

Our Scope 1 and Scope 2 emissions are monitored using Carbolean, an online platform using the GHG protocol to calculate the tCO₂eq, based on our consumption.

Our Scope 1 emissions relate to the use of gas for heating and fossil fuels for our leased vehicles. Scope 2 emissions are associated with electricity consumption, both for our infrastructure and our leased vehicles. In Belgium, these emissions are effectively neutralised since we procure electricity from renewable sources (100% green) and generate our own on-site energy.

The presented Scope 3 emissions exclusively encompass indirect emissions arising from the transportation of energy and waste management; they do not account for emissions related to product usage or within the supply chain.

¹⁰ For this transition report, we will present selected ESRS related KPI's according to FY24 (topical disclosure), if data is available, other KPIs will be reported according to CY24. As this is a voluntary report, not all measuring tools are available and will be set up in the coming years.

¹¹ €108.209.284,07 - with the sales intensity we express the production or consumption per €1.000.000 revenue

FY2024		
Source	tCO2eq	INTENSITY (sales)
SCOPE 1	591,04 ¹²	
SCOPE 2	-32,89	
SCOPE 1 + 2	558,15	

Table 4: GHG emissions.

Scope 1 Fuel & Gas (Kg CO2), Scope 2 Electricity (Kg CO2) en Scope 3 Indirect (Kg CO2) per Year en Month

● Scope 1 Fuel & Gas (Kg CO2) ● Scope 2 Electricity (Kg CO2) ● Scope 3 Indirect (Kg CO2)

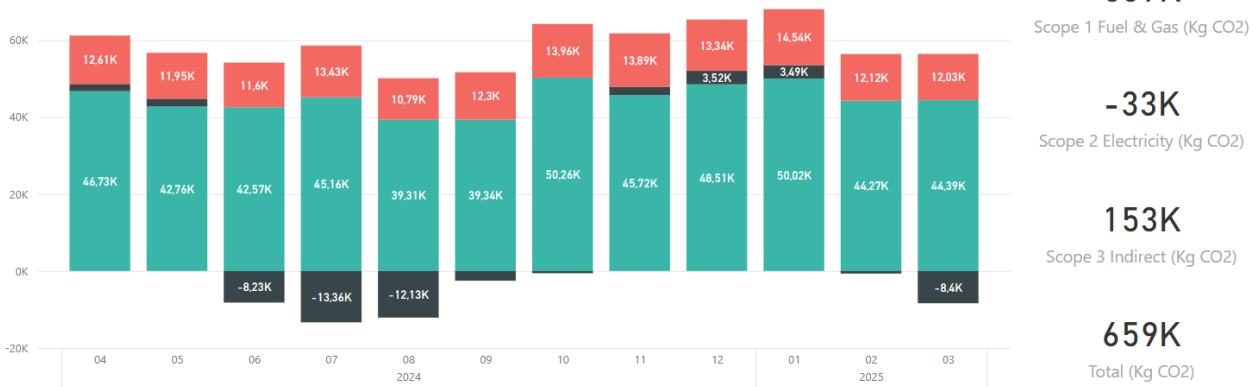


Figure 15: GHG emissions

In preparation for upcoming reporting requirements, we have partnered with Climact to conduct a comprehensive carbon footprint analysis of ZETES's activities in Belgium. Climact has assisted ZETES in measuring its carbon footprint for the years 2022 and 2023, identifying critical areas for reduction. This exercise served as a preliminary run to identify any challenges in the process and to prepare for future assessments.

The ZETES team, in collaboration with Climact, has defined the organisational and operational boundaries of the carbon footprint in accordance with the GHG Protocol. Data has been systematically collected by ZETES in cooperation with data owners through custom-designed data collection sheets and subsequently consolidated by Climact using Carbon+Alt+Delete.

It should be kept in mind that carbon accounting is an ongoing process, in which data improvements and updates to emission factor naturally lead to changes in the total carbon footprint.

While the SBTi submission requires a compliant carbon footprint following the GHG Protocol standard, it is understood and accepted that ongoing work on data quality may lead to changes and updates.

The presented results are compliant with the GHG Protocol; however the process has identified areas of improvement in terms of activity data quality and availability. Ensuring data quality should be a primary point of focus.

However, this does not mean that the current results are not correct.

With this approach, we calculated for CY 2002 and CY 2023 the following emissions:

¹² 52 tonnes was added as gaz consumption for 2 sites is measures once a year and felt outside FY24 calculations dashboard

Source	tCO2eq (market based approach for scope 2) ¹³	
	CY2022	CY2023
SCOPE 1	745	488
SCOPE 2	0	0
SCOPE 3	17.953	13.926

Table 5: Historic GHG emissions.

FOOTPRINT | Emissions per GHG category

SCOPE	GHG-protocol categories	2022 [tCO2e]	2023 [tCO2e]
SCOPE 1	1.1 Stationary sources – fuel combustion (buildings)	117,93	76,32
	1.2 Fugitive process emissions (refrigerant leakages)	15,39	1,35
	1.3 Mobile sources – fuel combustion (company cars)	611,41	410,61
SCOPE 2	2.1 Purchased electricity – market-based approach	0	0
	2.1 Purchased electricity – location-based approach	138.623,69	136.823,43
SCOPE 3	3.1 Purchased Goods & Services	10.238,72	8.035,52
	3.2 Capital Goods	1.054,54	907,03
	3.3 Other fuel- and energy related activities	167,92	113,86
	3.4 Upstream transportation & distribution (delivery of goods)	1.477,57	1.783,56
	3.5 Waste from operations	63,69	75,38
	3.6 Business travel	738,35	951,93
	3.7 Employee commuting	275,46	273,94
	3.11 Use of Sold products	3.802,91	1.682,20
	3.12 End-of-life treatment of sold products	133,37	102,97

Table 6: Historic GHG emissions by category.

ENERGY:

At Zetes Belgium, our total energy consumption amounts to:

- Gas and electricity for heating and cooling infrastructure
- Fossil fuels for backup generators for our infrastructure
- Electricity for production, administration, and household use
- Electricity for EV cars
- Fossil fuels for hybrid cars and internal combustion vehicles

Our on-site electricity comes from 100% renewable resources (green purchase contract) and solar panels.

FY2024	
Source	Consumption ¹⁴
Electricity for building	1.787.550 kWh
Gas for building	383.729 kWh
Diesel for building (generator)	7.378 l (78.207 kWh)

¹³ Reflects the electricity purchase contract of the reporting organization

¹⁴ For conversion we use 10,6 kWh for 1 l diesel and 8,9 kWh for 1 l gasoline

Diesel for cars	176.335 l (1.869.151 kWh)
Gasoline for cars	32.572 l (289.891 kWh)
Electricity for cars	176.238 kWh

Table 7: energy consumption.

In FY2024 our on site PV installation generated 488.176 kWh of electricity. As of FY2025 we will be able to monitor own use and injection rates.

FY2024	
Total energy consumption	4.584,766 MWh
ENERGY INTENSITY ‘Sales’	42,369
ENERGY INTENSITY ‘employment’	11,636

Table 8: Energy intensity

B. Circular Economy

WASTES:

All waste is collected, separated and disposed of via certified waste treatment suppliers. Data is provided on a periodic basis to allow calculation of our indicators and reporting to governmental agencies.

FY2024	
Wastes Type	kg
Batteries	17
Beverage containers (cans, plastic bottles,...)	1983
Electronic & ICT waste	3811
Glass	90
Hazardous waste, not in list	910
Metal waste	1435
Printing waste (ink, cartridges,...)	534
Residual waste	20861
Used paper & cartboard	26896
Waste plastics (plastic film packaging)	789
Wood	6620
Others (please specify)	0
Total	63.946

Table 9: Waste production.

With this treatment, we maximise diversion from disposal

FY2024	
Treatment Type	kg
A. Diverted from disposal	
Hazardous, prepared for reuse	0
Hazardous, prepared for recycling	3.171
Hazardous, prepared for other recovery operations	0
Non-hazardous, prepared for reuse	156
Non-hazardous, prepared for recycling	39.759
Non-hazardous, prepared for other recovery operations	0
B. Directed to disposal	
Hazardous, prepared for incineration	0
Hazardous, prepared for landfill	0
Hazardous, prepared for other disposal operations	0
Non-hazardous, prepared for incineration	20.861
Non-hazardous, prepared for landfill	0
Non-hazardous, prepared for other disposal operations	0
Total	63.946

Table 10: Waste treatment.

As part of our contractual obligations with governmental clients, ZETES is responsible for the secure destruction of expired identification documents returned upon receipt of new ones. This process also includes the destruction of production errors. For security and privacy reasons, this material can not be recycled and must be destroyed. In FY 2024, this resulted in a total of 26.503 kg of materials being destroyed. The destruction process involves shredding and burning, with energy recuperation.

FY2024		
	Own Activities	Own Activities + Secure Destruction
Total wastes production	63.946 kg	90.449 kg
WASTES INTENSITY ‘Sales’	590,947	835,871
WASTES INTENSITY ‘employment’	162,299	229,566
Percentage of non-recycled waste	32,62%	52,37%

Table 11: Total waste production.

Summary of SDG dashboard:

ENVIRONMENTAL IMPACT			CY2023	FY2024
Actions/measures towards the environment	SDG6,7&12	n° of campaigns/messages towards environmental awareness	5	5
	SDG13&15	CO2 emission (scope1&2) VS Total Sales	5,513	5,158
	SDG12	Waste Intensity: Waste generation ¹⁶ VS HC	227,938	162,299
	SDG12	Waste diverted ¹⁵ from & to disposal: % Waste treatment other than incineration or landfill	74%	67%

Table 12: Overview SDGs Environment.

¹⁵ Under own control, excluding contractual secure destruction.

Social Impact

Corporate Social & Human Rights Policy

ZETES is committed to ensuring that each ZETES company, branch or operation meets its legal obligations towards its staff and prevents and detects practices and works to reduce occupational (health) risks, discrimination and illegal activities. For this, we have set out 4 priorities:

Global Diversity

ZETES is a collection of people with diverse backgrounds in terms of region, culture, and history, who possess various capabilities and traits across multiple factors, including gender, age, race, belief, religion, nationality, sexual orientation, and gender identity. Each person has various ideas, and by sharing these ideas across countries and business areas, we believe we can create more innovative values. We have a strong hope that by leveraging our diverse mindsets and viewpoints, we can deliver products and services to our customers that are unmatched in the world.

To achieve this, it is essential to give motivated people from all countries and regions a chance to succeed, regardless of their gender, nationality, or any other characteristics.

Human Resources

To deliver products and services that contribute to society and our customers worldwide, it is essential for us to continually develop our human resources, enabling them to actively participate in our global business environment. At ZETES, we also believe that it is essential to create an organisational culture in which all individual employees can fully deploy their talents regardless of age, gender, nationality, religion, sexual orientation, political conviction, etc. We regard the promotion of diversity as a crucial part of our business strategy, provide a broad range of opportunities for anyone with ability and ambition, and actively strive to create a rewarding work environment. Recognising that individuals are unique and hold diverse values, we respect the privacy of each employee. We will strive to create a safe and pleasant workplace by avoiding speech or conduct that violates human rights, such as defamation, insults, (sexual) harassment or violence.

ZETES will further implement initiatives to maximise the individuality and abilities of each employee, supporting their success and that of our company.

Occupational Health and Safety

Based on the spirit of "respect for human beings" as stated in our management philosophy, ZETES is committed to creating safe and physically and mentally healthy workplaces through consistent efforts and careful attention.

Activity Guidelines for Occupational Health and Safety

1. Legal and regulatory compliance

- ▶ Each business site shall establish its own internal policies and procedures to ensure compliance with all relevant legal and regulatory obligations related to occupational health and safety.

2. Management of resources

- ▶ Each business site shall invest in human resources, technology and capital in order to create safe and healthy workplaces.

3. Establish, maintain and improve our occupational health and safety management systems

- ▶ Each business unit shall establish an occupational health and safety management system and regularly maintain and improve it.

4. Definitions of roles, authorities and responsibilities and establishment of an organisational structure

- ▶ In order to ensure smooth implementation of the occupational health and safety management systems and to promote their continuous and voluntary improvement, each business site shall define the organisational structure for health and safety management, including the roles, authorities, and responsibilities of legal representatives, managers and supervisors.

5. Removal and reduction of the root causes of health hazards and potential damage

- ▶ Each business site shall carry out risk assessments, identify health hazards and root causes of potential damage and remove or reduce them.

6. Setting health and safety goals and formulating and implementing a management plan

- ▶ At each business site, the business operators taking part in the Health and Safety Committees (managers) and employees shall work together to assess occupational health and safety activities, identify disasters and potential threats to health, set appropriate goals, and formulate and execute a management plan for occupational health and safety.

7. Auditing and review by management

- ▶ Each business site shall conduct regular audits to monitor occupational health and safety activities. Based on the audit results, management shall conduct appropriate reviews and implement continuous improvements.

8. Education and training

- ▶ Each business site shall provide its employees and those of its business partners on its premises with education and training on the occupational health and safety management plan. Each business site shall ensure that all relevant staff are kept informed, as appropriate, of the health and safety policy and the occupational health and safety management system.

By fully adopting these statements as our own Occupational Health & Safety Policy, ZETES shall continue to incorporate a strong sustainability approach into our management systems globally and to contribute to the future of society and the world by proposing the lifestyles of tomorrow.

Slavery and Human Trafficking

Modern slavery can occur in various forms, including servitude, forced, compulsory labour and human trafficking, all of which include the deprivation of a person's (an adult or child) liberty (collectively "modern slavery"). The following text outlines ZETES' commitment to preventing modern slavery from occurring within our business or supply chain.

ZETES is committed to creating a work environment that is free from modern slavery in accordance with the laws and regulations of the respective countries in which we operate. We have a zero-tolerance approach to modern slavery, and we are committed to acting ethically and with integrity in all our business dealings and relationships. We are committed to implementing and enforcing effective systems and controls to ensure modern slavery is not taking place anywhere in our own business or in any of our supply chains.

Additionally, we apply guidelines and Standard Purchase Agreements to suppliers refusing them to utilise or allow (modern) slave labour.

Implementation at ZETES SA/NV

Respect for Human Rights

ZETES is vigilant to ensure that its staff members are not subjected to discrimination of any kind, whether racial, physical, political, religious, gender or sexual. The Group respects all employment legislation within the European Union and in countries outside the EU where it has activities, such as minimum wages, working hours, employee representation, continued education, and social peace. ZETES offers its staff comprehensive social benefits, often exceeding statutory requirements.

Several reporting mechanisms have been put in place to report any violations of our policies and Code of Conduct. So far, no reports have been made with regard to Human Rights.

Participation in international and industrial partnerships

As a company specialising in ID solutions, ZETES aims to ensure everyone worldwide has a legal identity. Africa has been a major focus for us because nearly half of the population in Sub-Saharan Africa lacks official IDs. This region alone accounts for half of the world's people without identification, despite representing just one-sixth of the global population. We recognise Africa's significant challenges but also its tremendous potential.

A STRATEGIC INTEREST

After the terrorist attacks of 11 September 2001 in the USA, we anticipated that many countries would impose stricter measures concerning ID databases and documents. The EU took the initiative in this area. This heralded a series of new opportunities, both for us and for other suppliers of ID solutions. As a system integrator operating in a highly specialised market, we possess all the necessary know-how and expertise to meet the strictest safety and quality standards under all circumstances. After winning the historic contract for the development and production of the electronic ID card (eID) in Belgium in 2002, we decided to utilise that expertise and know-how abroad as well.

A TAILOR-MADE ECONOMIC MODEL

There is no doubt that our contextualised economic model also plays a non-negligible part in our progress in Africa. Specifically, this means that we invest jointly with public authorities in the economic and social fabric of their country through public-private partnerships (PPPs/BOTs) or concessions. The public authorities set the rules and determine the quality of the ID documents and associated products and services that we deliver. For our part, we not only guarantee the timely delivery of the products and services ordered within the allocated delivery times, but we also ensure that the necessary operational investments have been made. Therefore, we establish a subsidiary in such country, and we deploy employees in situ. In this way, we also generate local job opportunities. And, of course, we also pay local taxes.



But our contribution doesn't end there. To take just one simple example, we also favour knowledge transfer. Because, in fact, the initiative is not purely economic. We also believe that the social dimension of our activities is extremely important. The social impact of what we produce should not be underestimated. Whether it's an ID card, a passport or a driving licence, our ID solutions open the doors to new opportunities and innovative applications for both the end user and for the public authorities that issue the documents. Finally, we also contribute, whether directly or indirectly, to the fulfilment of a set of United Nations sustainable objectives through the projects in which we invest.

GROUND-BREAKING WORK

It's no coincidence that our solutions also contribute to instituting and strengthening democracy in countries that sometimes still suffer from a democratic deficit. Sometimes, voters are not always able to register. Or they may not be able to do it quickly, accurately, or securely enough. In this respect, our flagship contract in Africa, concluded in 2005 with the United Nations, aimed to facilitate the voter registration process, was a case in point. At the request of the United Nations, we provided the Democratic Republic of the Congo, one of the largest and most challenging countries in Africa, with a tool to register its citizens for the upcoming elections. We delivered 10,000 mobile biometric identification kits to register approximately 26 million Congolese citizens: a first in Africa. During the same project, we also trained more than 20,000 Congolese on the use of this tool within just a few weeks.



A LONG-TERM COMMITMENT

Ever since that trailblazing project, we have managed to build a solid reputation as a specialist in ID solutions, in Africa and elsewhere. This leads to the logical conclusion that Africa does, in fact, offer tremendous potential for those who adopt the right vision and the right strategy. A crucial factor in our success in that huge emerging market was the combination of know-how and expertise, which enabled us to complete innovative projects by applying an appropriate economic model that consisted of our own investments and a strong presence in the field.

Currently, we employ hundreds of people across Africa. There is probably no better illustration of our long-term commitment to that continent than our long-standing involvement in ID4Africa. As one of the main sponsors of ID4Africa since its inception, we participate in the annual conference organised by the movement. We share a mission with this organisation: to promote a legal identity for every person in Africa, as a lever for economic and social development.

Efforts concerning fundamental human rights

In too many countries, the quantity and quality of information the authorities collect concerning their own citizens is insufficient or badly shared. There are many reasons and explanations for this situation, but none of them constitute an insurmountable obstacle. As a government, the essential thing is to invest sufficiently over the long term to set up a robust identity ecosystem on a national scale, accompanied by appropriate legislative and administrative reforms. But where is the best place to start?

A DIGITISED CIVIL REGISTRATION SYSTEM

First and foremost, priority events such as births, deaths, and marriages should be recorded officially and kept in a centralised database: a civil registration system. This constitutes the beating heart of any identity ecosystem. But whereas in the past this heart was made of paper, civil registration systems are

now increasingly being computerised. And that is the problem in many countries: the authorities are not yet, or not far enough, along the road to digitising their civil registration system.

The good news is that a few small steps can get them onto this path. For example, by simply installing PCs equipped with basic vital events management software in their civil registration centres, or using this equipment to record births digitally, as they are the ideal starting point for an identity ecosystem (United Nations General Assembly, September 2015, Sustainable Development Goals, ODD 16.9). Especially since, by doing this, they can also directly assign a legal identity to the new citizens who have just come into the world.

Identity should ideally be based on a unique identification number that will serve as the key to identifying the citizen in future data exchanges between the information systems of different government departments and/or ministries.



ARCHITECTURAL APPROACH

A computerised civil registration system is the primary component for building identity ecosystems destined to contribute to improving the efficiency of governance. To provide a single example: to deliver social benefits, the authorities should first verify that the claimant is still alive. This information, which is known in the civil registration system, should be available via read-only access to the public or private organisations that provide services to citizens on a need-to-know basis. In the current context of the Covid-19 pandemic, far too much aid has been distributed to deceased persons, whilst other citizens, who are clearly alive, have been unable to receive benefits due to a lack of a legal identity. An integrated and digitised national identity ecosystem, considering all available data from sector-based information systems, including the civil register, would have enabled a rapid response targeted at helping the groups in greatest need.

From this perspective, a government is very similar to a large company with multiple departments.

To operate smoothly, all departments must also have access to specific information, particularly information concerning customers, suppliers, staff, etc. All this information is also available in a centralised fashion in their online company information systems (ERP, CRM, etc.). Likewise, States must be able to develop a central information and communication architecture. This must not only give access to public data concerning the citizen, some of which comes from the civil registration system, but should also facilitate communication between all information systems of approved public or private organisations. To summarise: this means that, to connect the various information systems of stakeholders needing to interact with the identity ecosystem, these systems must already be computerised. Without digitalisation, there can be no interoperability.

THE POPULATION REGISTER AS A DASHBOARD

Once the government has successfully completed the interconnection of the information systems across different sectors, which is essential for establishing an identity ecosystem, it is ready for the next step: creating a population register. This can be used like a dashboard for this national identity ecosystem.

In addition to the civil registration data retrieved (marital status, death, household, etc.), the population register can also provide access to other data, which it finds in a variety of sector-based information systems. A government department manages each of those and contains information about the citizens related to the specific remit of that department. The ministry of security in charge of border checks is, for example, able to share information on foreign nationals staying in or leaving the country, as well as citizens going to live abroad or returning. This last piece of information, for example, can also come from the ministry of foreign affairs. Other information can be used to complete a person's identity file in the

population register: the ministry for transport can say whether or not the person has a driver's licence, the ministry for work and employment can provide data concerning occupational status, and the ministry of justice can send criminal record information, where applicable. These are just a few examples of how the population register is the product of a continual updating process from events initially recorded in various themed information systems. In this way, up-to-date information about individuals can always be available, obtained from authentic information sources and without creating duplicates.

Alongside this continuous overview of personal information concerning each individual member of the population, this type of register also provides an overview of the population. The demographic statistics give authorities an invaluable insight into the size and composition of their population. That is the only way they can really get to know their people. This completes the circle, as this demographic knowledge precisely enables the population register to be used not only for administrative purposes, but also for management. In particular, it enables better budgets to be drawn up based on the public funds available and the most genuine, most significant, or most urgent needs of the community.

The population register also contributes to the creation of social protection systems, voting systems, public education policies, and a research tool for law enforcement and judicial authorities.

In summary, a population register is the essential dashboard for socio-economic planning and enlightened decision-making by the State.

THE NATIONAL REGISTER OF NATURAL PERSONS AS A STARTING POINT

Under the impetus of the World Bank's ID4D programme, most countries are opting to establish a National Register of Natural Persons as a foundation for their identity ecosystem. In fact, the creation of a civil registration system has always been complex and challenging to implement, even at a time when civil registration centres are rapidly becoming computerised. Creating a national register of natural persons, however, with the aim of giving each resident a unique, digital, legal identity, making them legitimate in the eyes of the government and, above all, quickly giving them access to a whole set of public support programmes and policies – that operation turns out to be easier to implement than computerising the civil registration system. That is why making the national register of natural persons the first building block in a reliable national identity system, closely followed by (or developed at the same time as) the computerisation of the vital events management system and other sector-based information systems, finally ending up with a population register as the national identity dashboard, as described above, could be a pragmatic approach.

Human Resources Management & Diversity

The ZETES culture is based on entrepreneurship and a high level of autonomous execution of the job supported by the Corporate organisation. To further strengthen these intentions, a global HR Director function was created in 2022 and is part of the corporate management. This person develops and oversees ZETES' corporate HR vision.

ZETES developed a recruitment policy focusing on specialized, highly competent resources at all levels (general management, account managers, business consultants, project managers, software developers, engineers, technical profiles, ...).

Zetes fully complies with Belgian labour legislation, which provides strong protection for workers' rights to freedom of association and collective bargaining. These rights are safeguarded under national law and are effectively implemented across all our operations in Belgium.

All employees have the right to freely join trade unions of their choice, to establish representative bodies such as works councils, and to participate in social dialogue without discrimination or retaliation. Collective bargaining processes are conducted in accordance with Belgian legal frameworks, ensuring fair representation of employees and transparent communication between management and worker representatives.

The activities of ZETES SA/NV fall for the majority under the Belgian regulations of Joint Committee 200 (Supplementary Joint Committee for White-Collar Employees - APCB/CPAE) and the company has implemented the collective labour agreements (CLAs) concluded within the sector, applicable to all white-collar employees (scales and salaries, minimum wages, working hours, employee representation, contribution to the Fund for Security of Welfare, training, social peace, etc.).

All CLAs concluded in Joint Committee 200 apply, including the holiday bonus, end-of-year bonus, Eco-vouchers, short leave, etc¹⁶.

For our blue-collar employees, ZETES SA/NV complies with the Belgian regulations of Joint Committee 149.01.

Number of employees

ZETES attributes its success to its employees, whose customer relationships and problem-solving drive the company. Headcount was stable at around 280 before 2020, then increased due to new activities, surpassing 300 in 2020 and reaching 394 by FY2024.

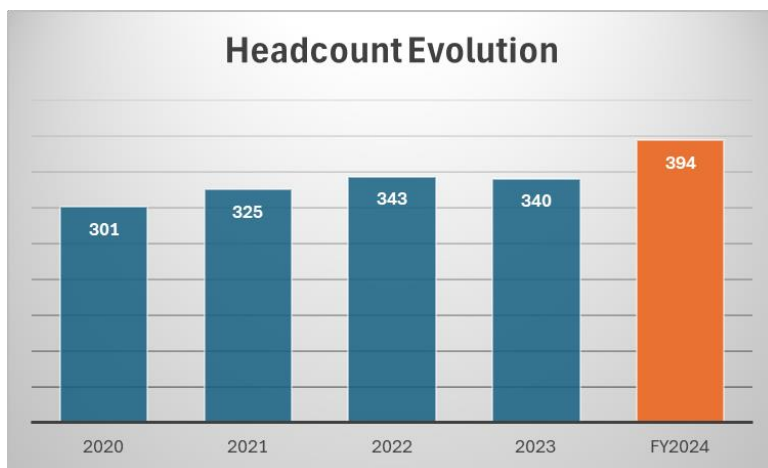


Figure 2: Headcount evolution.

¹⁶ more info at <https://www.sfonds200.be/nl/sectorinformatie/cao-s/> .

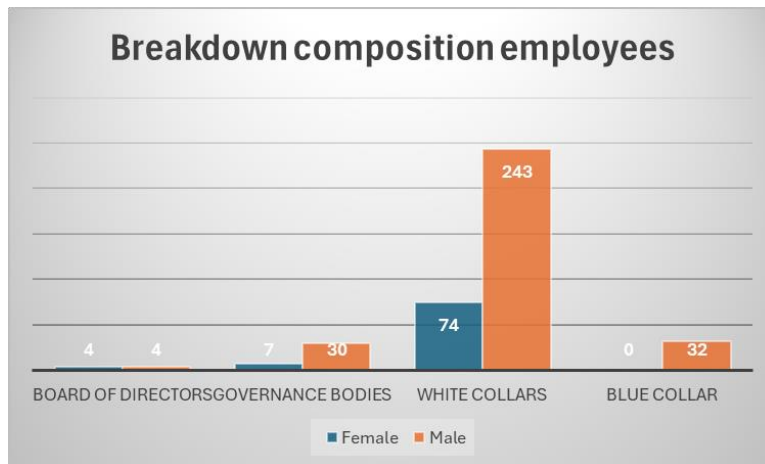


Figure 3: Breakdown employee composition.

Organisation as a reflection of society

ZETES aims to have a workforce that reflects societal diversity. As an employer, we strive to create an inclusive environment that is free from discrimination based on gender, age, nationality, or other factors. Job postings use neutral language, and positive discrimination applies when candidates have similar qualifications.

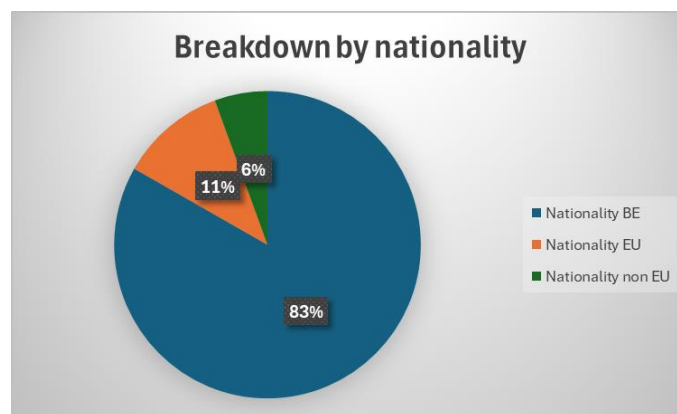
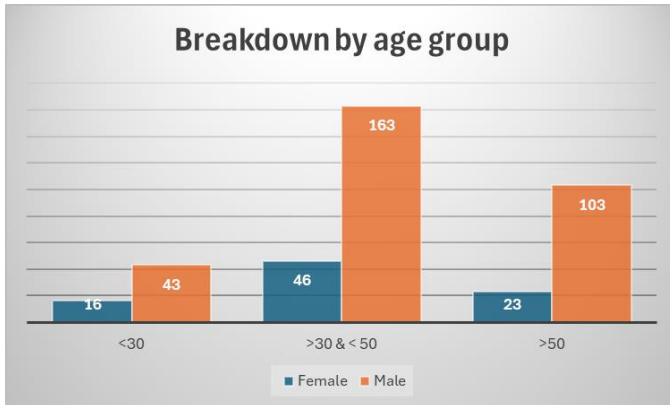


Figure 18: Overview breakdown of employee composition, social parameters.

We recognise that our people drive our competitiveness, so we strive to enable a diverse workforce to reach its full potential. To support this, we foster a culture that values diversity and encourages employees to embrace challenges together. Annual Employee Opinion Surveys help us identify organisational and employee needs, guiding action plans to address any issues found.

In 2024, the EOS exercise had an 80% participation rate among the ZETES group's staff, with GoodsID having slightly more participants (84%) than PeopleID (79%). Participation rates have been steadily improving since the exercise began.

For ZETES SA/NV, participation rates followed the same pattern.



Overall results are also good, with a stable trend:

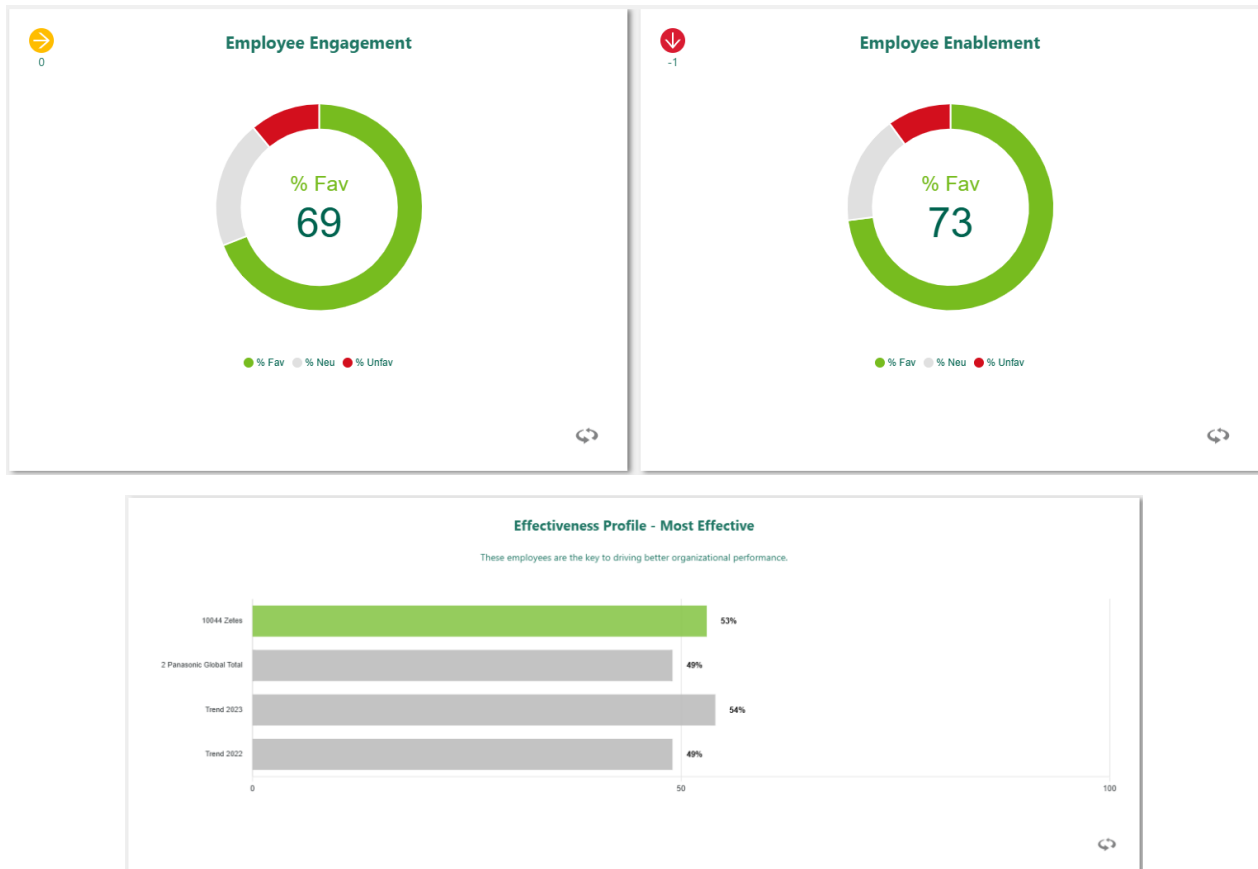


Figure 194: Key metrics 2024 EOS exercise ZETES Group.

Next to these general surveys, all Belgian employees are subjected to yearly progress evaluations with their direct manager to discuss their performances, realisation of objectives and identification of new goals, training & competences needs. The evaluation is finalised with a general career perspective and is recorded via a specialised HR platform.

This process was first formalised in 2020, resulting in an execution rate of 24.6%. In 2024, we achieved 46.2%.



Figure 20: Execution of Progress Meetings within ZETES SA/NV during 2024.

Performance-linked system of remuneration

ZETES has adopted a performance-linked remuneration system that sets levels of bonuses for the current year based on the company’s performance during the previous year for senior managerial functions. Moreover, individual bonus plans are determined for lower managerial functions, specialists & salespersons based on objectives set for jobs and sales targets over which they are in charge.

Collective bonus plans¹⁷ are also discussed at the beginning of the year for specific business units within our organisation, so that each employee can benefit from an overall job well done.

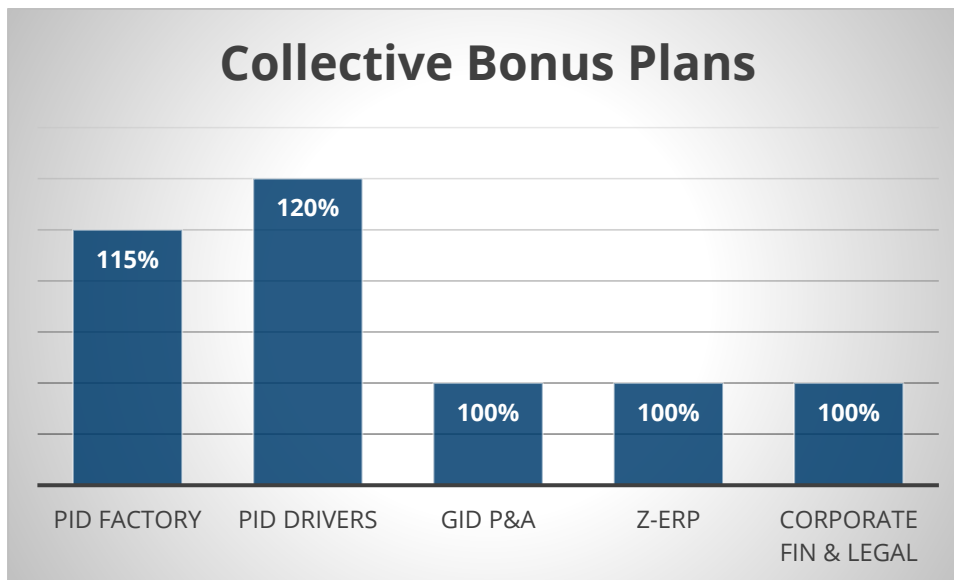


Figure 21: Results of the payment output Collective Bonus Plans 2024 for the Selected Division.

¹⁷ CLA90: non-recurring result-related premium

Occupational Health & Safety Management System

ZETES is committed to fostering a safe and comfortable workplace by implementing leading occupational health and safety practices. The company's primary objective is to support the well-being of its employees while advancing ZETES' business interests.

In accordance with the Belgian Act of 4 August 1996 regarding worker well-being, ZETES conducts regular risk assessments that cover site activities, mechanical equipment, and exposure to hazardous substances. These assessments are designed to proactively identify and mitigate potential risks related to workplace accidents and illnesses based on severity.

When workplace incidents occur, ZETES promptly initiates comprehensive investigations to prevent recurrence and to identify opportunities for further enhancing workplace safety procedures.

Given the specific nature of its operations and the relatively limited occupational risks present, ZETES has opted not to implement a formal, certified management system such as OHSAS. Instead, all health and safety actions and reporting strictly adhere to the requirements of the Belgian Well-Being Act.

Although ZETES does not maintain its own formal occupational health and safety management system, some employees regularly engage with certified systems when working at customer sites. Consequently, all technical personnel operating on-site at customer locations are required to pass the Basic VCA¹⁸ exam and obtain a personal Contractor Safety Management certificate.

Organization

As described by the Belgian Act on worker well-being, the head of a company is responsible for occupational health and safety. This responsibility can also be delegated to other persons within the organisation when deemed necessary for practical reasons, and upon the condition that those persons have sufficient executive powers. This is the case for ZETES SA/NV, where each operational site has its own executive responsible person for Health & Safety.

Further, within each organisation, a certified Health & Safety advisor must be appointed, internally or externally, to oversee actions and risks related to worker wellbeing. This person must be able to act independently from the management in order to give unbiased advice concerning Health & Safety. ZETES has opted to appoint an internal certified Health & Safety level 2 advisor¹⁹, active on all sites. Furthermore, a Deputy is present on-site in Brussels and Ruisbroek.

¹⁸ Contractor Safety Management System

¹⁹ In Belgium, Health&Safety certifications are attributed according to 3 levels, 1 being the highest. Required levels are based upon the risks linked to the business activity and the number of employees.

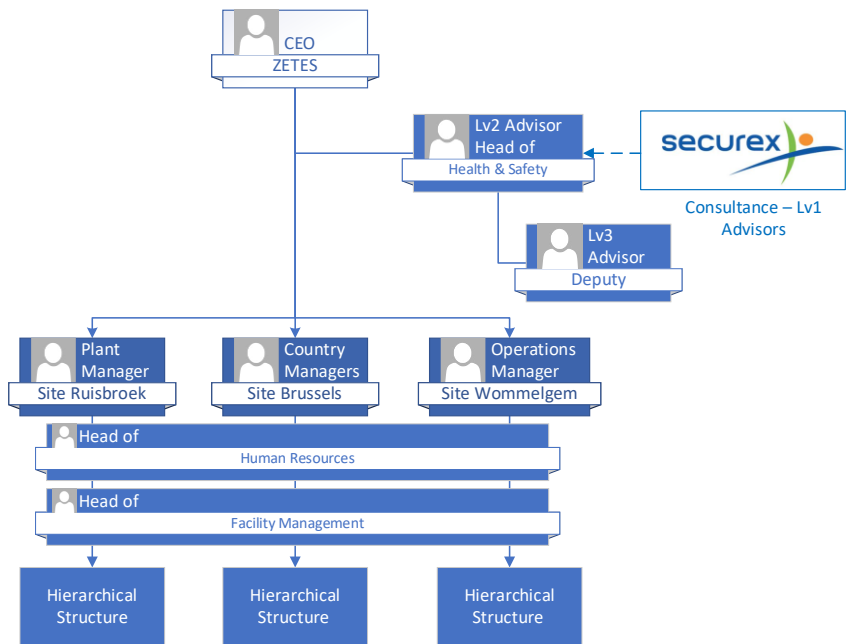


Figure 22: High-Level overview of health & safety organisation within ZETES SA/NV

This advisor is also head of the Health & Safety department and works closely with both Human Resources and Facility Management, to provide equal and high-level actions and guidelines on worker wellbeing on all operational sites.

The Health & Safety department can count on external expertise, advise and support from SECUREX²⁰, an organisation for health & safety consultancy.

HEALTH AND SAFETY COMMITTEE

Every four years, elections are organised at our sites to select participants for our health and safety committee with representatives from both the employer and the employees.

These committees reunite monthly to discuss matters of health & safety on our site and propose improvements if necessary. In the event of a serious work-related incident, this committee will assist with the investigation.

Representatives of this committee shall also assist the Health & Safety advisor in periodic walk-throughs on site to determine and eliminate risks.

HEALTH CHECK

All our technical and production staff is bi-yearly invited for a health check. Our developers, helpdesk and administrative staff can, on demand, ask for a health check for job-related issues.

With the assistance of our external partner, SECUREX, we also provide ergonomic advice and training as needed.

Besides this, every year, our staff have the opportunity to receive a free flu vaccine and all staff members are granted a full hospitalisation insurance.

²⁰ <https://www.securex.be/en/health-and-safety>



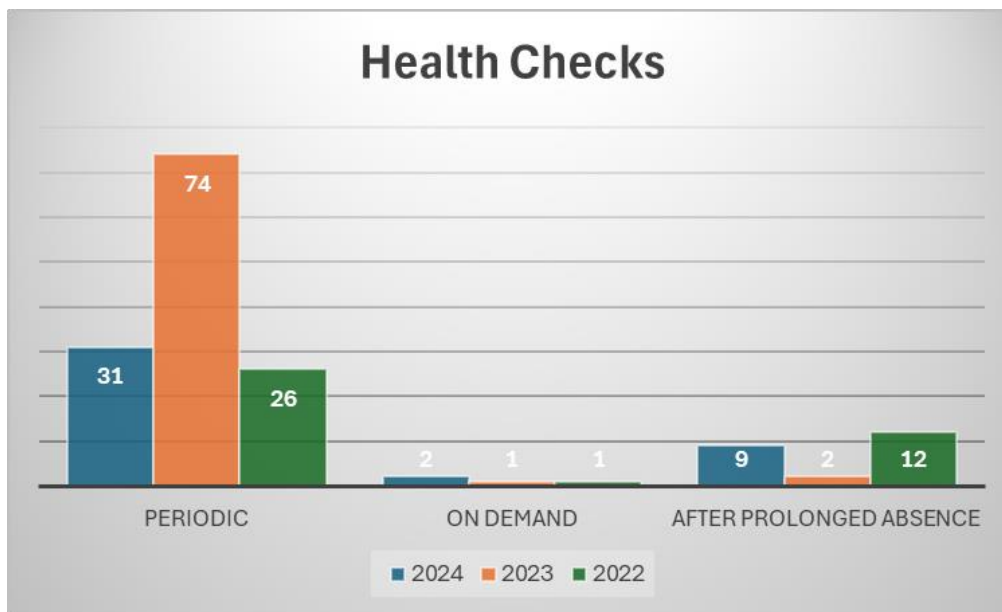


Figure 23: Health Checks ZETES SA/NV by type

Health & Safety Training

At ZETES, we consider it essential to provide safety training for specific activities that pose a low risk for health & safety, and we have groups of specially trained employees for first aid, firefighting and evacuation at each site.

We prioritise the mental health and safety of our employees. Since 2019, we've provided sessions on psycho-social risks like stress, burnout, and harassment. Starting in 2023, Zetes Belgium began hosting yearly 'Health & Safety weeks,' including a second edition in April 2024, aligned with the UN World Day for Safety & Health at Work. Over the course of two weeks, employees can attend training sessions on workplace safety, mental wellbeing, first aid, and healthy eating.



Further Initiatives

In addition to the annual recurring initiatives described above, some structural or one-time actions are undertaken to support the overall well-being of our employees.

- ▶ Daily fruit baskets to encourage a healthy diet
- ▶ Showers to allow sport breaks during the day and to stimulate the use of bikes over a personal car
- ▶ Employee Assistance Program, a hotline with psychological assistance for our employees or to report misconduct to a person of trust.

Social Performance²¹

Topical Disclosures:

ESRS Topic	Sub (sub)-topic	Selected Quantitative KPI
S1 - Own Workforce	Secure Employment	% of employees on permanent contracts
	Working Time	Average weekly working hours per employee
	Adequate Wages	Median wage by gender vs adequate wage benchmark
	Social Dialogue	% of workforce covered by collective bargaining agreements
	Freedom of Association	Number of incidents related to the violation of freedom of association
	Collective Bargaining	Rate of workers covered by collective agreements (%)
	Work-life Balance	% of employees with flexible work arrangements
	Health and Safety	Number and rate of work-related injuries and illnesses
	Gender Equality	% of women in the workforce and management
	Training and Development	Average training hours per employee per year
S4 - Consumers and End-users	Privacy	Number of data breaches or incidents affecting user privacy
	Responsible Marketing Practices	Number of complaints related to marketing practices

Table 13: Topical disclosures Social.

A. Own Workforce - Working Conditions

SECURE EMPLOYMENT:

At Zetes, contracts with a predetermined duration are only available at one site, while employees at other sites hold permanent contracts. In 2024, 18 individuals were employed under time-limited contracts, indicating that 95.43% of Zetes' workforce held permanent positions.

²¹ For this transition report, we will present selected ESRS related KPI's according to FY24 (topical disclosure), if data is available, other KPIs will be reported according to CY24. As this is a voluntary report, not all measuring tools are available and will be set up in the coming years.

WORKING TIME:

At Zetes, managers supervise attendance instead of formal time recording. Most employees have 38-hour contracts but typically work about 40 hours a week, earning 3 extra vacation days every 3 months as overtime compensation. These roles also offer flexible schedules.

Employees in production have fixed hours with a 37.5-hour contract, and overtime is not required.

ADEQUATE WAGES:

At Zetes, all functions are paid at least according to the Belgian wage scales of the relevant joint committee, which are publicly available.²² Statistics by gender will be compiled over the following years.

SOCIAL DIALOGUE, FREEDOM OF ASSOCIATION & COLLECTIVE BARGAINING:

All activities and employees of Zetes are overseen by their respective joint committees. In accordance with Belgian law, each employee is entitled to join the work association of their choosing. No incidents related to these matters have been recorded in the past five years.

WORK-LIFE BALANCE:

As part of ZETES' efforts to create an environment that enables everyone to play an active role, the company is implementing initiatives to support a good work-life balance for employees. The effort and adaptability of employees is, among others, vital for childcare, elder care, and work to coexist. But equally important are initiatives to allow our staff to take up time to pursue personal interests or elderly collaborators to prepare for retirement. However, this effort may not be sufficient by itself; in such cases, employees require the understanding and support of their supervisors and workplaces.



Examples of Systems Supporting Work-Life Balance:

- ▶ Flex-time work system: When functions allow it, a flexible work-hour system that does not designate mandatory “core hours” when all employees must be present.
- ▶ Child Care Leave: A non-consecutive total of 3 months of leave that can be taken until the child is 12 years old (parental leave).
- ▶ Work and Life Support Program: A flexible work system can be discussed for those raising children, providing care for an elderly person, or those who would like to invest in other personal interests that include short and flexible working hours; half-days; as well as adjustable, fewer-day working weeks; and other appropriate schedules.



In total, 19 people took partial or full parental leave in 2024. 16 other members of our organisation had asked and were granted some other form of leave within our Work and Life Support Program during that period.

²² <https://www.minimumlonen.be/index.html>

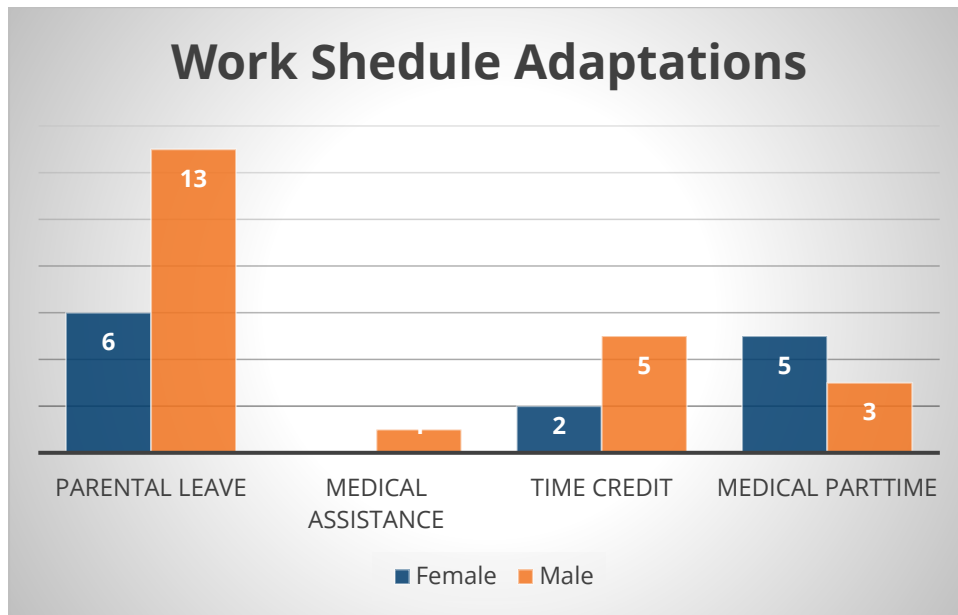


Figure 24: Work shedule adaptation at ZETES SA/NV

HEALTH AND SAFETY:

1. In 2024, over the 3 sites 539.941 working hours were performed. During those hours, they were 2 work related incidents that lead to at least one day of absence, and 6 first aid interventions, with no related absences. Next to that, not one colleagues had an incident during their commute to work.

Description	Site Ruisbroek	Site Wommelgem	Site Haren - Brussels	Total ZETES SA/NV
Number of hours worked	195.630	30.223	393.434	539.941
Number of fatalities	0	0	0	0
Number of high consequence injuries	0	0	0	0
Number of injuries with absences	1	0	1	2
Number of first aid interventions	2	4	0	6
Number of working days lost	7	0	2	9
Number of injuries linked to commuting	0	0	0	0

H&S STATISTICS	INJURY RATE	GRAVITY RATE
2024	3.70	0.0167
2023	5.74	0.0804
2022	4.02	0.0201
2021	1.99	0.0840
2020	11.05	0.1860

Table 14: Health & Safety performance indicators

- As part of our initiatives regarding mental wellbeing and prevention of psychological risks, our persons-of-trust was contacted 3 times 2024. None of these interventions lead to a formal follow up, or a complaint.

B. Own Workforce - Equal treatment and opportunities for all

GENDER EQUALITY:

At this point, Zetes has no formal policies regarding gender representation; however, through various activities, we hope to have a positive influence. So far the following figures can be produced:

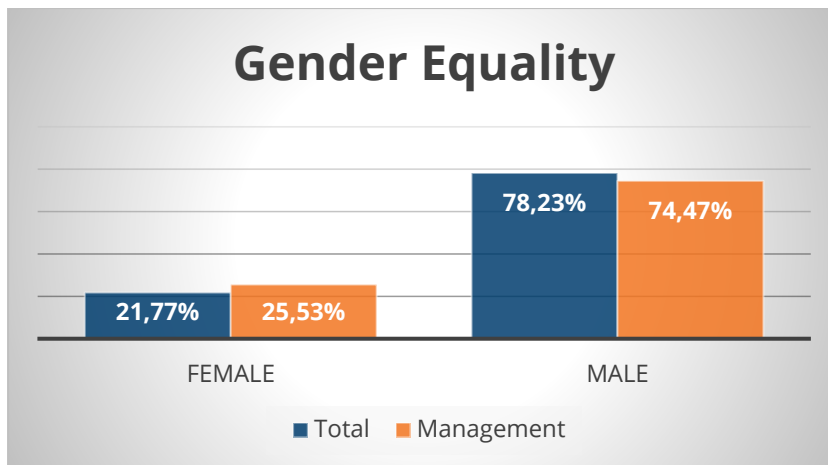


Figure 25: Percentage of male and female employees in the organisation and managerial roles

TRAINING AND DEVELOPMENT:

In a rapidly changing world, it is essential that employee skills are regularly updated. ZETES has therefore introduced structures for sharing knowledge and capitalising on existing experience. For several years, internal training and the recruitment of highly qualified staff members have enabled ZETES to significantly strengthen skill levels and customer service effectiveness.

TRAINING	HOURS	AV. BY PERSON (HC)
2024	4802	13.56
2023	3620.26	9.92
2022	2567.7	7.03
2021	6634.7	20.41
2020	1839	6.11

Figure 26: Hours of training overview.

Summary of SDG dashboard:

SOCIAL			CY2023	CY2024
Occupational Health & Safety	SDG3	Employee Net Promoter Score	69%/74%	69%/73%
	SDG3&8	Work-related Injury Rate - without commuting-related incidents	5.74	3.70
HRM & Diversity	SDG5&10	Gender proportion in Management Functions	20% Female	25.5% Female
	SDG5&10	Gender wage gap	No data	No data
	SDG4	Internal VS External Hires	No data	No data
	SDG4	Average yearly training hours	9.92	13.56
	SDG8&10	% employees trained towards diversity & inclusion	No data	No data

Table 15: Overview Social SDGs.

Governance Impact

For Zetes, Sustainable Governance involves acting with integrity, fairness, and consistently doing things right.

Fair Operation Practices

Corporate Fair Business Policy

ZETES is committed to ensuring that each ZETES company, branch or operation meets its legal obligations, prevents and detects corrupt practices, and works to reduce opportunities for bribery and corruption.

ZETES requires all staff members to act honestly and with integrity at all times, and to safeguard the resources for which they are responsible. Bribery is an ever-present threat and therefore must be a concern to all staff members.

ZETES does not tolerate any form of corruption (including the giving or receiving of bribes) within the organisation and takes the most serious view of any attempt to commit corrupt practices by members of staff or by any prime contractor, subcontractor, agent, advisor, consultant, sales representative, intermediary or any other party providing services to ZETES (a "Third Party"). Cases of suspected corruption will be thoroughly investigated, and appropriate action will be taken, including reporting to the authorities, disciplinary action, prosecution and active pursuit of recovery.

All management and staff are actively encouraged to report any suspected cases of corruption to their line manager, another member of management, or via the Panasonic Hotline.

Our senior management attaches the utmost importance to this Policy and, as stated above, will apply a "zero tolerance" approach to acts of bribery and corruption by any of our employees or Third Parties. Any breach of our policy will be regarded as a serious matter and is likely to result, at the very least, in disciplinary action or in the termination of a Third Party's contract with ZETES.

Periodic awareness and training sessions on our extended internal policy will provide further rules, guidelines and definitions regarding:

- ▶ What is bribery & corruption?
- ▶ What could / could not be considered as a bribe?
- ▶ Political and charitable donations
- ▶ To whom this policy applies
- ▶ Speaking up against bribery and corruption & 'Whistle-blowing' Hotline
- ▶ Training
- ▶ Relationships with public officials and their family members, associates and companies

- ▶ ZETES rules on entertainment, gifts & hospitality
- ▶ The engagement of Third Parties
- ▶ Anti-money laundering
- ▶ What companies need to do
- ▶ Use of personal email and private communication app for business purposes

Our policy is firmly grounded in ZETES' Basic Business Philosophy, which requires not only legal compliance but also that all staff act with integrity. Our Code of Conduct, which provides practical guidance in accordance with our Basic Business Philosophy, specifically prohibits bribery as a prohibited practice.

Even the appearance of impropriety could lead to serious investigations by relevant authorities, which are likely not only to damage ZETES' and Panasonic's valuable business reputation but could also result in substantial civil and criminal penalties for both ZETES and our employees.

It is the responsibility of our employees at all levels to take all reasonable measures to prevent and detect bribery and corruption. Only by creating an anti-bribery and anti-corruption culture can we discharge our legal and moral obligations to society and properly claim to be a company of integrity.

Implementation at ZETES SA/NV

Compliance program & training

In 2019, ZETES SA/NV, as a first division of the ZETES group, entered the Panasonic compliance program. In 2020, the scope of this program was extended to the global ZETES group. As part of this scope extension, the Head of Legal Affairs, already present as a function in 2019, participates in the corporate management.

Panasonic provides training for new hires and newly promoted employees as needed through a variety of educational materials on the Panasonic Code of Conduct that all employees are required to adhere to, and compliance awareness sessions throughout the year. Panasonic is further carrying out a corporate-wide compliance program addressing the implementation of measures for mitigating the risks such as competition law violations and bribery & corruption.

They also implement e-learning on compliance for sales, procurement, engineering and other functional divisions at each Divisional Company, covering a variety of laws including those targeting cartels, export controls and copyright laws.

ZETES' corporate Legal Affairs team is actively selecting functions that should attend these courses and learning programs and is responsible promoting their attendance.

Further actions have been implemented to enhance our compliance awareness.

Furthermore, ZETES will also introduce Compliance Operating Reviews for all its operational sites, including ZETES SA/NV. Each Divisional Company's management team, together with the Legal Affairs Department, will identify potential issues to address and deliberate on countermeasures against



significant legal and compliance risks. Results of these discussions will be integrated into ZETES' Global Compliance Policy Action Plan and into each Divisional Company's particular initiatives.

Whistleblowing system

ZETES, together with Panasonic, is fully committed to doing business in a compliant and ethical way and to creating an environment where open and honest communication is the expectation, not the exception. The reality is that sometimes things go wrong, breaches of compliance occur, and this can have a huge negative impact on our company.

ZETES has a strict no-retaliation policy and will not tolerate any attempts at retribution or punishment against employees who report compliance concerns in good faith.

However, we respect and recognise that instances may occur when an individual does not feel comfortable speaking to someone within the company. For these reasons, we have made a Whistleblower Hotline available to our employees, operated by an independent third party, to provide employees with an alternative way to raise compliance concerns: the Panasonic Global Ethics & Compliance Hotline, also known as "EARS - Ethical Action Real Solutions" (the "Hotline").

The Hotline offers a voluntary and confidential method for reporting suspected compliance violations. It is operated by NAVEX Global, Inc. ("NAVEX Global"), through its Ethics Point service.



Complementary to this global compliance Hotline, within the intranet of ZETES SA/NV, a Risk Reporter is integrated to report - anonymously if desired - any observation that creates "incertitude" and that could have an impact on our business, either a negative impact (Threat) or a positive one (Opportunity), or compliance breaches.

Since its introduction in 2019, three alerts have been registered with this reporter, all linked to possible work safety optimisation.

As reported earlier in this report, Belgian employees can also use a local system to report non-compliant behaviour²³.

Performance evaluation (grave violations and corrective measures)

To monitor the understanding of compliance policies, the effectiveness of measures, and the degree of adherence, once a year, Panasonic conducts verifications on the status of observance and practices of

²³ Discussed in "Sensitivity - OH&S: Employee Assistance Program".

the Panasonic Code of Conduct on all business sites worldwide, including ZETES. More specifically, at each Divisional Company, a director/executive officer is appointed to be in charge of ensuring adherence to the Code of Conduct; for ZETES SA/NV this is our Head of Legal Affairs. Education and training on the Code of Conduct are conducted; written pledges regarding the observance of the Code of Conduct are obtained; and verifications are made regarding the status of these items. The results of these audits are also subject to audits by an outside auditing authority as part of corporate-wide monitoring.

In the event that ZETES becomes aware of any serious violations of laws or corporate regulations, we will immediately cease the violating behaviour and then consider countermeasures after thoroughly investigating the facts and causes. We report on such matters to the Board of Directors and promptly decide on countermeasures to the violations across the entire Group, based on the Board's resolution.

Information Security and Protection of Personal Information

Corporate Information Security & Privacy Policy²⁴

Information is one of ZETES' most valuable assets, and it is vital that it is safeguarded.

The challenges to safeguard these assets are becoming more complex and more dynamic. There are new opportunities, new competition, new technologies, and, unfortunately, new threats. Hence, there is a need for a new and more comprehensive statement of our global security approach.

It is our collective duty to deliver the security that our customers, our external stakeholders and employees expect. Every manager should exercise his or her own responsibility for the security of their function and ensure that their staff do the same. It is the duty of every employee, contractor and consultant to maintain the day-to-day security of our sites, services, systems and information.

We are confident that together we can continue to lead and set the security pace for our products and services.

The ZETES Group, in accordance with its Basic Business Philosophy, aims to gain customer satisfaction and trust by providing superb technology, products, and services.

To achieve this goal, it is crucial to treat the business and personal information of the ZETES Group, our customers, and Third Parties as a valuable business resource. Additionally, the safeguarding of customer information shall be addressed at the initial stages of developing new products and services. Through such efforts, information security will heighten public confidence in ZETES and further enhance our corporate value.

Information security is the responsibility of all ZETES members of the Board, directors, managers, officers and employees. Each individual must remain aware of information security and is responsible for assuring appropriate use and safeguarding of information in the course of business.

²⁴ Extract from full document: 'ZETES Global ISM Policy'v1.2, published internally on 22/06/2020 <https://intranet.ZETES.com/Interact/Pages/Content/Document.aspx?id=9697>

As a member of the Panasonic Group, ZETES endorses and aligns with Global common regulations established by Panasonic, in particular ISM regulations. The ZETES Global ISM Policy outlines the fundamental concepts of information security applicable to all Staff. Rules and procedures established by all ZETES Group operations must conform to the Policy, ZETES Global ISM, and ZETES Global ISM Guidelines.

ZETES Data Protection Policy

As part of its efforts, and in line with Panasonic's engagements, ZETES has implemented the following policies to protect and handle Personal Information appropriately.

1. ZETES has appointed a personal information protection manager in each organisation where personal information is handled, whose role will be to manage such information appropriately.
2. Where required, ZETES collects personal information with the consent of individuals after specifying the purpose of use, contact for inquiries, etc.
3. ZETES uses personal information only within the scope of the purpose of use communicated to the data subject.
4. ZETES does not provide or disclose personal information to any third party without prior notification or, where required, consent from the data subject, except when otherwise prescribed by laws and regulations.
5. ZETES will respond properly to inquiries from data subjects about his/her personal information.
6. In order to prevent any unauthorised access to, and loss, destruction, falsification, or leakage of personal information, ZETES manages personal information safely and makes efforts to guarantee and enhance its information security.
7. In addition to complying with the relevant laws and regulations, ZETES will continue to improve its personal information protection activities, taking environmental changes into consideration.

Implementation at ZETES SA/NV

Product & Solution security

Due to its activities in identification document personalisation, ZETES has a long history of information security management. As early as 2013, and as one of the first companies in Belgium, ZETES received an ISO27001 certification for its document production facility. In 2019, this scope was extended to all ZETES' TSP activities, covering the divisions Zetes CardS, Zetes Confidens, Zetes PASS & Zetes Express.

The trust services provided by ZETES are audited and found to conform to the corresponding eIDAS requirements.

Additionally, the PKI infrastructure and the PKI development process, maintained and set up by Zetes Confidens are covered and audited according to the ETSI and the Webtrust technical standards.

Due to the high risk in handling personal data, all operational sites linked to ZETES TSP activities are physically safeguarded with electronic access control and anti-intrusion measures.

The Solutions sold by Zetes GoodsID are developed within the ZETES Group in our software factory located in Spain. This development process and the facilities are also certified by an ISO 27001 information

security management system. In 2021, actions were set up to extend this scope to all Zetes GoodsID divisions within the group, including Zetes GoodsID BE. This was achieved in 2024, when the GoodsID division of Zetes NV also became ISO 27001 certified.

Promoting Information Security Across the Company

ZETES SA/NV, as a company, has been granted a security clearance, issued by the Belgian National Security Authority, in accordance with the law of December 11, 1998, on the classification and the security clearance, at 'National - Secret' level.

In addition to this clearance, 210 people working for ZETES have obtained individual security clearances, issued by the Ministry of Defence in Belgium. The clearances have been granted to at least all employees with (in)direct access to the personalisation process for identification documents commissioned by the state of Belgium, or its Regions.

Information security training

To raise employee awareness and knowledge about information security and to ensure proper information management, ZETES provides all employees with position-appropriate information security and privacy training, including education for employees who handle customer or personal information.

Due to the specific character of ZETES People ID activities, namely personal identification documents, additional attention is paid to these staff members. All new employees working within ZETES' PeopleID activities receive an introduction day within the first week of their arrival. Information security training is a key component of this introductory program. After this session, all employees receive a welcome pack, including, among others, a leaflet on general security and a leaflet on ICT security. To maintain this security behaviour and to sustain awareness, yearly security briefings²⁵ are held, and internal audits are conducted to verify implementation.

At corporate level, a specialised Computer Security Incident Response Team (CSIRT) was established in 2019. Their activities cover all ICT networks of the ZETES Group, including ZETES SA/NV. Their base of operation is located in the offices of ZETES SA/NV in Evere, Belgium.

This team has worked out a global incident response plan and is in charge of all corrective and preventive actions following a (possible) security threat or incident. As part of this response plan, Phishing Exercises and General Security Briefings are held on a regular basis.

Personal information protection and compliance

As ZETES' IoT business grows, its employees are increasingly likely to handle customer lifelogs and other personal data from all around the world. Therefore, ZETES strives to improve its data management to provide a higher level of data protection, while bolstering its efforts to comply with local laws and meet its social accountability responsibilities.

To safeguard this commitment, a corporate Data Protection Officer (DPO) has been appointed, as well as local data protection coordinators in each organisation. Further, ZETES has Data Loss Prevention rules in place to detect the use and transfer of personally identifiable information and financial-related information inside its corporate environment to prevent and detect potential unauthorised disclosure.

²⁵ Either by mailing or via presentations

Additionally, a Privileged Access Management solution is in place to protect the most sensitive assets of our production environments.

To verify compliance, ZETES performs several internal audits, as required by certifications. ZETES SA/NV has eIDAS and ISO 27001 certified services, which are audited and renewed every year. Additionally, internal audits and third-party security testing take place on a regular basis.

Lastly, as part of the PWC Third-Party Tracking, ZETES has established²⁶ an Information Security Management questionnaire has been implemented for tracking the overall cybersecurity maturity of our business partners.

Other actions towards Information Security and Protection of Personal Information

The following actions are performed on a periodic basis:

- *Function-appropriate information security and data protection training for our staff.*
- *New employees for the Zetes PeopleID division received onboarding training with a focus on Information Security;*
- *Phishing Campaign*
 - *After the campaigns, all employees received the results & info on the subject*
 - *'Caught' colleagues received additional information*
- *Communications sent out by CSIRT regarding cybersecurity threats.*
- *Internal audits in line with our ISO27001 certificate.*

Training

During the last fiscal year, all Zetes employees received mandatory training in:

- *Code of Ethics and Compliance*
- *Data Protection*

And selected profiles received an 'Information Security Management Awareness Training'.

These trainings were made available on an e-learning platform or as a group session led by the Head of Legal Affairs or an ISM specialist.

All staff members with a security clearance received the yearly security briefing by our Security Deputy.

Performance evaluation

Training:

²⁶ See section 'Responsible Supply Chain'

Type training	Participation	% of total employees ²⁷
CoEC	410	100
Harassment training	410	100
Security Briefing	410	100
Secure SW Development	44	10,7

Table 16: Overview of Integrity trainings in FY2024.

Phishing awareness program:

- CSIRT Phishing Campaign
- All individual emails across Zetes Belgium
- Objectives:
 - Improve Zetes’ stance towards Phishing Emails.

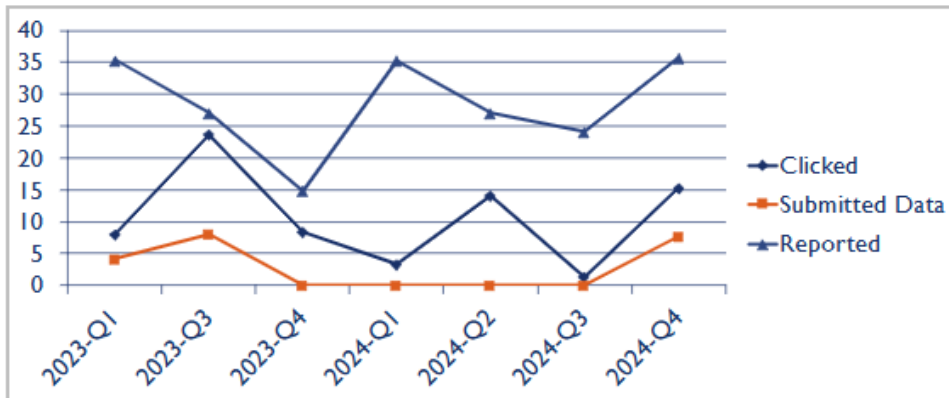


Figure 26: Results 2023-2024, 7 campaign - results in percentage.

Providing high-quality products & services

Corporate Quality Policy

Panasonic's Corporate-wide Quality Policy is unique in its statement that the company will "truly serve customers by way of providing products and services that continuously meet and satisfy the needs of customers and society."

As a wholly owned independent subsidiary of the Panasonic Group, ZETES fully complies with Panasonic's Code of Conduct & Policies towards quality. However, given the specific nature of ZETES' activities and its historic experience with certified quality management systems (as of 2003), ZETES will also remain committed to its own Quality policy and management systems.

²⁷ Not all employees need to follow all types of training

ZETES SA/NV is committed to satisfying the applicable requirements for its activities and, in doing so, to achieving customer satisfaction to the best of its ability. All internal procedures and practices are directed towards that purpose.

Based on the management philosophy that a company should strive “to contribute to society through its products and services while always placing the customer first”, ZETES SA/NV, as a leader in automatic identification solutions, both for goods and people, engages in providing services and associated products, while continuously improving its various systems and processes to raise quality levels and ensure product and service reliability.

Our commitment is reflected in our way of thinking. We have adopted a risk-based approach to managing opportunities and mitigating risks. As a result, a framework for continual improvement will be set, and quality objectives will be determined and subject to an annual review.

Both this policy and our commitments will be communicated to all employees, as well as to interested parties upon request.

Corporate management is responsible for upholding this policy and reviewing it to ensure it remains aligned with the company's context and strategic direction.

Implementation at ZETES SA/NV

Management System

Certified Quality Management Systems (QMS) based on the requirements of ISO9001:2015 are established on our sites, both for our PeopleID and GoodsID activities. ZETES SA/NV is fully committed to meet these - as well as all other - agreed-upon requirements. The system has been developed to integrate client-specific demands with in-house, product and industry best practices.

COMMITMENT

Whenever we meet customers, we will remember that each of us represents ZETES. We will respond to customers modestly, sincerely and graciously, expressing our gratitude to them, while endeavouring to be accurate and speedy in our responses.

In particular, we will do our best to meet and exceed our customers' expectations by supplying the products and services they want and need in a timely manner while appropriately addressing their complaints

Ensuring product safety

For the majority of our Solutions, ZETES SA/NV acts as an integrator, providing additional value through our software towards purchased hardware and supplies. For this, we work with recognised global manufacturers. These manufacturers are obliged to provide us with the necessary testimonials and proof of compliance towards health, safety and the environment.

Only for the applicators, assembled in our 3iP&A competence centre, ZETES SA/NV acts as a manufacturer. Guaranteeing product safety for these applicators is embedded in the Quality Control checks throughout the assembly process, and a final quality and safety check, before editing the CE certificate.

Major accidents and responses

No accidents were reported during this period

Activities improving customer satisfaction & communication in B2B/B2G

Two dedicated service desks are put in place to respond to any questions regarding our delivered products and services. One for questions related to GoodsID and one for PeopleID.

Periodic surveys are also conducted to monitor overall customer satisfaction, linked to our installed management systems.

Governance Performance²⁸

Topical Disclosures:

ESRS Topic	Sub (sub)-topic	Selected Quantitative KPI
G1 - Business Conduct	Corporate Culture	Employee survey results on ethics and values (% alignment)
	Whistleblower Protection	Number of whistleblower reports and resolution rate
	Corruption and Bribery	Number of confirmed corruption/bribery incidents and % trained staff

Table 17: Topical disclosures Governance.

A. Business Conduct

CORPORATE CULTURE

Alignment with personal values is hard to monitor, but for this we make use of our yearly Employee Opinion Survey. Most notably, we refer to the question: “I believe that the operating company's strategy and goals are the right ones at this time”.

72.26% of our employees responded positively to this question.

WHISTLEBLOWER PROTECTION and CHANNELS TO RAISE CONCERN

During the reporting period, two informal and one formal complaint were registered.

CORRUPTION AND BRIBERY

No reports were registered in 2024. Instructions on this topic are part of our mandatory yearly CoEC training.

²⁸ For this transition report, we will present selected ESRS related KPI's according to FY24 (topical disclosure), if data is available, other KPIs will be reported according to CY24. As this is a voluntary report, not all measuring tools are available and will be set up in the coming years.

Summary of SDG dashboard:

GOVERNANCE			CY2023	FY2024
Fair Operation Practices	SDG8	% payment to suppliers executed within contractual agreement (non-overdue)	No data	No data
	SDG16	% employees trained towards business ethics	100%	100%
Information Security & Protection of Personal Information	SDG16	n° of legitimate complaints related to Information Security (personal data breach)	0%	0%
	SDG16	% employees trained towards Information Security	54,3%	100%
Providing high-quality products & services	SDG16	Yearly reporting of non-financial results	1	1

Table 18: Overview SDGs Governance.

Partnerships

Responsible Supply Chain

Partnership for a Sustainable Impact

At Zetes, we believe that true partnership extends beyond our own walls. It means working hand in hand with our supply chain to create long-term value in a responsible and sustainable way. The choices we make together with our suppliers directly shape our environmental and social impact, and therefore play a central role in our journey toward sustainability.

Our commitment is guided by a clear procurement policy and a Supplier Code of Conduct, which set the standards we expect from our partners in areas such as ethical business practices, respect for human rights, information security, and environmental responsibility. By selecting suppliers who share our values and actively collaborating with them, we not only strengthen the resilience of our supply chain but also help drive positive change across our industry.

General Procurement Policy

INTRODUCTION

This General Procurement Policy outlines the requirements for purchasing goods and services by Zetes. It includes initial supplier evaluation, budget approval and continuous supplier surveillance. It ensures that high-quality and secure goods and services are purchased that align with Zetes' sustainability principles, guaranteeing the delivery of high-quality services and products to our customers.

General Considerations

1.1 Supplier Qualification

Goods and services that can impact the quality of the organisation's goods and services are purchased from qualified suppliers.

Initial supplier evaluation is carried out by completing the Supplier Registration Form.

1.2 List of Qualified Suppliers

- ▶ Suppliers deemed critical and that underwent the initial supplier evaluation successfully are added to the list of Qualified Suppliers. The list is also used to document continuous supplier surveillance and verify the latest evaluation status of every supplier.

1.3 Supplier Criticality

A supplier is classified as critical:

- ▶ If the purchased goods or services could have a direct impact on the continuous services of Zetes toward its customers; OR:

- ▶ If the purchased goods or services could have a direct impact on the performance of the Zetes solutions; OR:
- ▶ If the purchased goods or services could have a direct impact on the IT security and (regulatory) compliance of the Zetes solutions; OR:
- ▶ If the purchased goods or services could have a direct impact on Zetes' general building infrastructures and maintenance, and/or employee wellbeing; OR
- ▶ If Zetes is not able to develop its solutions without the supplier's goods or services; AND:
- ▶ If there is no alternative or equivalent supplier for these goods or services.

Suppose a supplier may have an indirect impact on the above-mentioned aspects, costs, performance, IT security or (regulatory) compliance, compromising sustainability compliance, of Zetes and its solutions. In that case, it is up to the respective business manager to determine the supplier's criticality on a case-by-case basis, depending on their impact on product safety and performance.

A supplier is classified as non-critical if the purchased goods or services do not impact the above-mentioned aspects, costs, performance or (regulatory) compliance of Zetes and its solutions.

1.4 Supplier Evaluation

Suppliers are evaluated according to the evaluation categories described below:

Quality of Products/Services Quality is assessed based on the number of identified non-conforming purchases and reported reclamations, taking into account delivery as well.

Timeliness / Punctuality: Timeliness is assessed based on the number of delayed deliveries.

Cooperation is assessed, for example, based on the availability for follow-up questions and responses to complaints.

Payment Terms: Payment terms are assessed, e.g., based on pricing and discounts, payment options, overdue fees, and return policies, compared to those of alternative suppliers.

Security: Where applicable, products or services offered shall adhere to the Zetes IT security criteria (i.e., IT security questionnaire, ISO27001 certification (or equivalent), can propagate appropriate security practices throughout the supply chain, and can integrate with Zetes' risk and incident response processes)

Compliance: Responses to the Supplier Questionnaire are reviewed and assessed, e.g. on the presence and implementation of compliance policies and procedures.

Data Protection is assessed based on the agreed-upon data protection obligations and, if applicable, the signing of a data processing agreement/data transfer agreement with acceptable security measures. This assessment also considers the occurrence of data breaches, the quality of the response and mitigation to such breaches, and the overall quality of data protection.

Sustainability: Where applicable, suppliers shall comply with the Zetes sustainability criteria (i.e., sustainability questionnaire, ISO14001, ISO45001, ISO50001 certification (or equivalent), EcoVadis rating, appropriate sustainability practices throughout the supply chain) and will be requested to adhere to Zetes' Supplier Code of Conduct.

Suppliers are evaluated across these categories by assigning a score value to each one. Score values are as follows:

Partnership

- ▶ 0: unacceptable
- ▶ 1: moderate
- ▶ 2: good
- ▶ 3: excellent

To complete the evaluation, an average score is calculated from all categories. The quality value is weighted double.

The overall score results in the following evaluation outcome:

- ▶ Average score 2 - 3: The supplier may be approved.
- ▶ Average score 1 - 2: The supplier may be approved if surveillance/mitigation measures are in place (see step 2.5 of this process).
- ▶ Average score 0 - 1: The supplier cannot be approved and is marked as blocked on the list of Qualified Suppliers.

1.5 Product/service security categories

Main security product/service categories are defined as (but not limited to):

- ▶ Software: Applications, SaaS (Software as a Service), etc.
- ▶ Services: Cloud services (e.g., storage, access, etc.), network management, monitoring, etc.
- ▶ Hardware: Servers, network equipment, security hardware (e.g., HSM, Firewalls, etc.)

When in doubt, Zetes IT Corp. and CSIRT shall be contacted.

PROCESS STEPS

2.1 Preliminary Regulatory Assessment

Before purchasing any product or service, employees are required to check compatibility with Zetes' quality, sustainability and IT security standards.

Employees should therefore first check if the supplier is listed as a Qualified Supplier. If it is listed, they can continue with step 2.3.

If the supplier is documented as blocked on the list of Qualified Suppliers, the employee must search an alternative supplier.

If the supplier is not listed in the Qualified Suppliers, employees must obtain regulatory approval for the purchase from the business manager. The business manager must assess the supplier's criticality, i.e., the impact of its goods and services on the quality, sustainability, and IT security of Zetes solutions or the Zetes business, by reviewing it against the criteria described in Section 1.3. The business manager may decide that a supplier is obviously non-critical and that no further supplier evaluation is needed. If so, the process continues with step 2.3.

If the supplier is not mentioned in the list of Qualified Suppliers and is deemed obviously critical, the QMO first conducts an initial supplier evaluation, using the Supplier Evaluation Form

2.2 Initial Supplier Evaluation

The business manager conducts the initial supplier evaluation by completing the Supplier Evaluation Form and, where applicable, requesting the supplier to complete the relevant questionnaires. If required, additional information should be obtained from the supplier. Only the relevant business manager is entitled to approve a critical supplier.

Suppose the supplier is deemed critical and the initial supplier evaluation is completed successfully. In that case, the supplier is added to the list of Qualified Suppliers, and the process continues with the next step.

If the supplier is deemed critical and the evaluation is unsuccessful (meaning, the supplier cannot be qualified for purchasing), the supplier is also added to the list of Qualified Suppliers but marked as blocked. In this case, the order cannot be placed with this supplier, and the employee must search for an alternative supplier.

Blocked suppliers can be approved by repeating this process step and achieving a successful new supplier evaluation.

2.3 Budget Approval

The employee shall request budget approval from their supervisor for the respective purchase. The supervisor reviews the purchasing costs against the organisation's budget plan and approves or denies the request. Upon approval, the employee may place the order.

2.4 Verification

The purchasing employee verifies that the received services or goods match the order and fulfil the expected quality, sustainability and IT security standards.

In case of sub-standard quality or in any other way nonconforming services or goods, the business manager is notified to document the purchaser's impact on continuous supplier evaluation (next step). A complaint is sent to the supplier, and defective products are returned if applicable.

Invoices and receipts are attached to expense records and archived accordingly.

2.5 Supplier Surveillance

NOTE: For category 2 or higher, an annual re-evaluation of suppliers should be completed prior to the Management Review.

The business manager may choose the following surveillance measures:

- ▶ **Supplier Certification:** A supplier can be requested to provide valid and ongoing certification as proof of its quality, sustainability and IT security management system's efficacy. In this case, the business manager keeps a copy of the valid supplier certificates. The validity of supplier certification is checked at least once per year as part of the annual supplier evaluation.
- ▶ **Quality Assurance Agreement (QAA):** A supplier may be requested to sign a QAA as a commitment to specific quality assurance measures.
- ▶ **IT Security Assurance:** A supplier must submit the latest ISO27001 certificate (or equivalent)

- ▶ Sustainability Assurance Agreement (SAA): a supplier may be requested to sign an SAA as a commitment to specific sustainability assurance measures, or submit relevant ISO certificates, EcoVadis ratings and/or adequate sustainability reports.
- ▶ Supplier Audits: Supplier audits and site visits may be requested where previous supplier documentation (records, certification) did not establish sufficient objective evidence of a supplier's Quality Management, Sustainability Management and Security Management systems' efficacy and compliance. The business manager is responsible for conducting supplier audits. As part of conducting a supplier audit, an audit plan and audit report are created in accordance with the organisation's process for Internal Auditing. Additionally, the business manager may decide to set up a continuous audit program for the supplier.

2.5.1 Continuous Supplier Surveillance

Supplier evaluations are updated continuously in the context of every new purchase, but at a minimum, once per year. Surveillance measures are carried out continuously as considered appropriate and documented in the list of Qualified Suppliers.

Any new information about a supplier can lead to an update of the supplier's evaluation status, including disclosed IT security vulnerabilities, sustainability measures or any other indication of non-compliance.

2.5.2 Annual Supplier Evaluation

At a minimum, the business manager reviews all available information (including public records such as complaints and ratings) once per year to update the evaluation status of suppliers listed in the Qualified Suppliers list.

2.5.3 Deterioration of Supplier Status

Following a decrease in a supplier's evaluation status, the business manager may decide on appropriate measures, such as opening a CAPA plan ("Corrective Action Preventive Action"), further surveillance measures, or blocking a supplier in case of a significant decrease in quality standards. Opening a CAPA is always required in the event of a one-grade decrease, as outlined in step 1.3.

Supplier Code of Conduct

PURPOSE AND EXPECTATIONS

The ZETES Code of Conduct reflects our commitment to doing business with integrity. At ZETES, integrity means our conduct is true to our words; we adhere to the letter and spirit of all applicable laws, regulations and policies. We pride ourselves on doing business ethically, avoiding even the appearance of impropriety. We expect our business partners to share our ethical principles and adhere to this Supplier Code of Conduct ("Code").

This Code has been developed to incorporate the principles of ZETES' Code of Conduct, as well as international norms on human rights and environmental protection. The Code outlines the expectations that we have regarding the operations of our Suppliers and addresses the principles of the United Nations Global Compact.

ZETES defines "Suppliers" as any organisation or entity that provides goods and/or services to ZETES directly. The Code serves as a reference for our selection and retention of all Suppliers that provide goods or services supporting our operations worldwide. While ZETES understands and respects that there are different legal and cultural environments in which our Suppliers conduct their operations, this Code will

provide our sourcing organisation with guidelines to assist in contracting decisions and Supplier selection, and a framework by which to hold our Suppliers accountable. In an effort to create a responsible and effective supply chain, ZETES will seek business partners who share the same commitment to human rights and our guiding principles.

ZETES is dedicated to the continuous improvement of this Code. The Code will be modified and/or updated accordingly following any significant change in law or regulation that impacts our operations in any country worldwide, or in cases where ZETES believes it is necessary.

LEGAL COMPLIANCE

Suppliers are expected to comply with all applicable legislation, including laws, regulations, and legal requirements relating to human rights, labour, the environment, information security and data protection, anti-corruption, and trade & customs. The Code also references international norms, such as International Labour Organisation (ILO) Conventions.

ZETES expects the Supplier to comply with country-specific or local legislation, as well as the international norms explicitly referenced in the Code or ZETES-specific standards, whichever standard is more stringent. Should conflicts arise between local legislation and international norms or ZETES-specific standards, the Supplier is expected to notify ZETES.

THE ENVIRONMENT, HEALTH, SAFETY & TRAINING

The operations of our Suppliers must comply with all applicable laws, regulations and legal requirements in the countries in which they operate, regarding the environment, health, and safety.

Suppliers are expected to provide:

- ▶ Their employees with a safe, clean and healthy work environment and living environment, if Suppliers provide employees with accommodation
- ▶ Their employees with adequate training related to health, safety, product stewardship and the environment
- ▶ Adequate management systems for environmental, health and safety, cyber security and product stewardship programmes
- ▶ Products that are safe and environmentally sound to use and dispose of
- ▶ Products that perform as claimed
- ▶ Useful information on the performance and safe use of their products
- ▶ Programmes to reduce the environmental impact of their products, such as:
 - Optimisation of energy consumption with a view to reducing greenhouse gas emissions
 - Optimisation of consumption of natural resources

- Reduction of quantities of waste released and development of reclamation and recycling solutions, and
- Reduction of discharges into natural surroundings and other sources of pollution.

Suppliers are expected to establish goals and monitor the reduction of their environmental footprint.

In procuring raw materials, suppliers are expected to verify that all materials used in the manufacture of ZETES products or in the sale of products to ZETES were sourced in compliance with all applicable environmental laws, regulations and legal requirements.

To ensure safe handling, movement, storage, recycling, reuse and disposal, Suppliers are expected to identify and manage substances that pose a hazard if released to the environment and to comply with applicable labelling laws and regulations for recycling and disposal.

RAW MATERIALS PROCUREMENT - CONFLICT MINERALS

ZETES does not tolerate the use of raw materials in any of its products that directly or indirectly contribute to armed conflict or human rights abuses.

As a minimum, the supplier is expected to:

- ▶ Have a policy that addresses the responsible procurement of conflict minerals
- ▶ Train appropriate staff on this policy
- ▶ Implement a risk assessment (supply chain mapping) of all conflict minerals sources and
- ▶ Develop an appropriate risk mitigation strategy for those suppliers identified as “high-risk” in the supply chain mapping exercise.

ZETES encourages its Suppliers to verify the supply chain due diligence practices of their own suppliers regarding conflict minerals and to join or build partnerships with industry organisations implementing due diligence in the mineral supply chain

EMPLOYMENT STANDARDS

Suppliers are expected to hire, compensate, provide benefits and access to training, promote, terminate and/or retire employees without regard to race, colour, religion, national origin, political affiliation, union membership, marital status, pregnancy, age, disability, gender, gender identity, sexual orientation, or any other characteristic unrelated to the ability to do a job.

Suppliers are expected to provide their employees with compensation benefits and working hour schedules in compliance with all applicable laws and collective agreements.

Suppliers are expected not to employ child labour. ZETES will not knowingly engage a Supplier that directly or indirectly, through a third party, employs child labour on the Supplier’s premises. We define “child labour” as work or service by anyone under the age of sixteen (16), the minimum age for employment in that country, or the age for completing compulsory education in that country, whichever is higher. ZETES supports the participation in legitimate workplace apprenticeship programmes, as long as they comply with all applicable laws and are consistent with Articles 6 and 7 of the ILO Minimum Age Convention No. 138. If children below the legal working age are found in the workplace, Suppliers are

expected to take measures to remove them from work and to help seek viable alternatives and access to adequate services and education for the children and their families.

Suppliers are expected to comply with all legal requirements for the work of authorised young workers (workers under the age of eighteen (18)), particularly work that is likely to jeopardise the health or safety of those young workers. It is expected that specific attention will be paid to requirements pertaining to hours of work, wages, working conditions and the handling of certain materials.

Suppliers are expected not to employ forced, slave, convict or bonded labour. ZETES will not knowingly retain a Supplier that directly or indirectly, through a third party, employs forced, slave, convict or bonded labour on the Supplier's premises. In accordance with Article 2 of the ILO Forced Labour Convention No. 29, ZETES defines "forced labour" as any work or service not voluntarily performed and extracted from an individual under the menace of penalty and/or subject to unduly burdensome conditions such as, but not limited to, the surrender of government-issued identification, passports or work permits, or any other limitations inhibiting the employee's free will with respect to work.

Suppliers are expected not to employ persons who were trafficked into employment on the Supplier's premises or engage in human trafficking, as defined in Article 3 of the Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children, supplementing the United Nations Convention against Transnational Organised Crime.

While Suppliers may favour or encourage a self-represented workforce, Suppliers are expected to:

- ▶ Allow employees the freedom to join or not labour organisations and the freedom to bargain collectively as determined by the employees themselves without coercion, interference, retaliation or harassment, in compliance with all applicable laws, and
- ▶ Allow alternative means of worker representation, organisation, ability to address grievances and resolve disputes, if freedom of association and collective bargaining is lawfully restricted.

Employees of Suppliers are expected to work in an environment free from harassment and abuse, including, but not limited to, sexual and physical harassment and psychological, verbal and physical abuse.

If Suppliers practice disciplinary procedures, the procedures are expected to be

- ▶ In compliance with all applicable legislation;
- ▶ Applied in a standardised fashion; and
- ▶ Documented in a policy on which all members of management are trained and of which all employees are informed upon hire.

GRIEVANCE MECHANISMS

Suppliers are expected to introduce an adequate system to address employee grievances and resolve disputes that:

- ▶ Protects the employee's privacy and allows for anonymous reporting of grievances;
- ▶ Protects the employee against retaliation;

- ▶ All members of management are trained on; and
- ▶ Is communicated to all employees.

CONFLICTS OF INTEREST, GIFTS AND ENTERTAINMENT

ZETES is committed to ethical business practices. Conflicts of interest, whether in practice or in appearance, run counter to fair treatment and good procurement policies. Our Suppliers are expected to know that ZETES employees are directed to avoid any relationship, influence or activity that might impair, or appear to impair, ZETES' ability to make objective business decisions. ZETES employees must identify situations that could bias, or appear to bias, buying decisions. ZETES employees who buy goods or services directly, or are otherwise involved in the procurement process, shall refrain from the following:

- ▶ The solicitation of any gift, excessive entertainment or favour of any significant value.

Excessive entertainment to include entertainment which requires travel; occurs frequently; is provided for the exclusive benefit of the employee without Supplier participation; is provided where no business is conducted; includes family members or guests of the employee (outside of spouse or significant other) at the expense of the Supplier.

- ▶ The receipt of a product or service constituting more than a modest social amenity or normal supplier sales promotion, which may appear to be capable of influencing the employee's decision.

ZETES employees may accept unsolicited meals, refreshments or entertainment of reasonable value on an infrequent basis in connection with normal business discussions.

Suppliers are expected to respect the limitations placed on ZETES employees, as stated above, and to refrain from putting them in an uncomfortable situation by offering them gifts or other favours that they may not accept.

ANTI-CORRUPTION

Suppliers to ZETES are expected to fully comply with all Anti-Corruption laws, including but not limited to the United States Foreign Corrupt Practices Act of 1977 (FCPA), the UK Bribery Act, and the OECD Convention on Combating Bribery.

We expect that our Suppliers will not directly or indirectly offer, pay, promise to pay, or authorise the payment of any money, or offer, give, promise to give, or authorise the payment of any money, or anything else of value to any person, including any official or employee of any government, or any person acting in an official capacity for or on behalf of any such government for the purpose of:

- ▶ Influencing or rewarding any act or decision of such person, official, employee, party or candidate, or
- ▶ Inducing such person, official, employee, party or candidate to do or omit to do any act in violation of his or her lawful duty, or
- ▶ Inducing such official, employee, party or candidate to use its or their influence with a foreign government or instrumentality thereof to affect or influence any act or decision of such government or instrumentality, or

- ▶ Securing any improper advantage for the Supplier.

Similarly, ZETES prohibits the use of facilitating (or facilitation) payments, and we expect our suppliers to never make such payments on ZETES' behalf.

ANTITRUST & COMPETITION LAWS

Suppliers are expected to be in compliance with both the letter and the spirit of all antitrust/competition and trade practice laws in all countries where both ZETES and the Supplier operate.

TRADE AND IMPORT RESTRICTIONS

Suppliers are expected to fully comply with all applicable trade laws and customs regulations applicable in the countries where they do business. Applicable trade laws and customs regulations include such matters as: country of origin labelling, UN, OSCE and U.S. embargoes, sanctions, export controls and restrictions on doing business with “specially designated nationals” and “blocked persons”.

INFORMATION SECURITY AND DATA PROTECTION

Suppliers are expected to fully comply with all applicable data protection and data security legislation, regarding data collection, processing and handling, (international) data transfers, data retention, etc. and to put in place the required policies, staff training and contractual documents.

SUBCONTRACTING

Suppliers are expected to hold their subcontractors and suppliers accountable to principles in line with this Code.

COMMUNICATION

Suppliers are expected to adequately communicate the elements of this Code or a comparable business Conduct Policy to their leadership, their employees and their subcontractors and suppliers.

MONITORING AND COMPLIANCE

ZETES reserves the right to take actions, including inspections of the Supplier's facilities and worker accommodations, and a review of any applicable documentation, to ensure our Code has been implemented and is being followed by our Suppliers. Suppliers are expected to keep accurate records to prove compliance with the Code. It is the expectation of ZETES that our Suppliers will take corrective actions within a jointly agreed-upon time frame to remedy any identified compliance breach.

Responsible minerals procurement

As a system integration company, ZETES does not manufacture electronic products and, therefore has no need to procure minerals. But we recognise that our upstream supply chain does include countries with a higher risk of modern slavery or human trafficking, and we expect our suppliers to take the appropriate

Partnership

actions to comply with applicable laws in respect of their global supply, especially in higher risk countries.²⁹

Supplier Performance

Supplier qualification under these newly approved policies will start in FY 2025. Audit results will determine supplier inclusion in the new DMA³⁰ and support compliance with CS3D³¹ requirements in future years.

Collaboration Beyond Our Boundaries

At Zetes, we recognise that building a sustainable future cannot be achieved in isolation. Meaningful progress depends on collaboration with a wide range of stakeholders, including non-governmental organisations (NGOs) and sustainable business associations. These partnerships provide valuable expertise, foster dialogue, and help us align our efforts with broader societal and environmental goals.

By engaging with these organisations, we not only strengthen our own sustainability program but also contribute to collective initiatives that drive systemic change. Working together allows us to learn from best practices, support innovative solutions, and amplify our positive impact across communities and industries.

Collaboration with stakeholders

The Shift

In 2016, ZETES signed the Belgian SDG Charter for International Development. Signatories commit to contributing to the realisation of the SDGs both nationally and internationally.



²⁹ Extract from ZETES Modern Slavery Act Statement 2019

³⁰ S2 - workers in the value chain - was not yet included in the overall analysis of the first DMA, an option possible within the directive. This will be included when we perform our second DMA, by 2028.

³¹ https://commission.europa.eu/business-economy-euro/doing-business-eu/sustainability-due-diligence-responsible-business/corporate-sustainability-due-diligence_en

At the end of 2021, ZETES SA/NV also became a member of “The Shift”³², the Belgian sustainability community. The Shift is a platform of diverse organisations united around one common goal: actively move towards a more sustainable economy and society.



MOSIP

In 2021, ZETES completed the requirements to participate in the MOSIP Partner Program (MPP). The Modular Open Source Identity Platform (MOSIP)³³ is a robust, scalable, and inclusive foundational identity platform that helps Governments and other user organisations implement a digital, foundational identity system in a cost-effective way.

The aim of the MOSIP Partner Programme (MPP) is to help stakeholders connect with MOSIP and become part of an ecosystem invested in building foundational digital ID systems that are trustworthy, secure, efficient, and interoperable. It recognises two levels of partners: on the one hand, Commercial/Dissemination Partners or Solution Providers and, on the other hand, Technology Partners or Service Providers. Zetes has been accredited for both partnership levels, and this translates to Zetes enhancing its capabilities to advise governments on the use of MOSIP and effectively implementing the platform.

Stephan Van Hoof, Senior Business Advisor at Zetes People ID, comments: “We’re very happy to have joined the MOSIP programme. Supporting governments in providing their citizens with highly secure and reliable IDs is the core of Zetes’ activity. Being a system integrator, we can assist them with the implementation and customisation, as well as with the country-specific ID-linked services on which national foundational IDs are built.”

SECURITY, PRIVACY AND SCALABILITY

As indicated by its name, MOSIP is an open source platform. It is built on three pillars: security, privacy and scalability. Its modular architecture, combined with Zetes’ open approach, offers countries the necessary flexibility for implementing and configuring their systems, while avoiding vendor lock-in.

Nagarajan Santhanam, Chief Dissemination Officer from MOSIP, said: “Zetes joins a rapidly growing MOSIP community of system integrators, biometric service providers, and technology consultants. We are confident that with its experience and reputation, Zetes will be able to implement effective foundational

³² https://www.theshift.be/s/?language=en_US

³³ <https://mosip.io/>

ID system offerings for countries. We are looking forward to working on exciting projects with their team of experts.”

MOSIP’s mission and objectives contribute to Sustainable Development Goal 16.9 of the United Nations, which is to provide legal identity for all, including free birth registrations by 2030. Anchored at the International Institute of Information Technology, Bangalore (IIIT-B), a world-renowned technology university, the Bill & Melinda Gates Foundation is funding MOSIP, Sir Ratan Tata Trust and Omidyar Network.



ZETES as part of the community

Partnership Food Banks

In 2022, ZETES NV signed a partnership with the Belgian Federation of Food Banks³⁴.

The concept of Food Banks was conceived in 1967, in the USA, by John Van Hengel. In that year, he meets a widow, the mother of 10 children, who is searching for food scraps in the bins of a grocery store. He helps her search and finds several products that are still perfectly edible.

John Van Hengel then starts a fight against hunger and food waste, convincing grocers to donate their surpluses, instead of throwing them away. Thus was born the first Food Bank. Later, the concept was applied in Canada, Europe and, at the end of 1985, also in Belgium.

Today, Belgium has nine Food Banks, under the umbrella of the Belgian Federation of Food Banks (BFVB), which in turn is a member of the European Federation of Food Banks (EFVB) representing 29 countries. EFVB is in constant contact with the "Global Foodbanking Network" (GFN) in the USA.

With this partnership, ZETES contributed financially to the food banks, but also provides technical competencies to optimise their warehouse activities, one of the core activities of Zetes GoodsID.



³⁴ <https://www.foodbanks.be/nl/welkom>

Associations

ZETES has a long history of engagement with voluntary associations.

For over 15 years, ZETES has partnered with “Nos Enfants Cardiaques”, co-founded by one of its employees, for the annual Brussels 20 km half-marathon. This organisation is composed of parents of children with heart defects and members of the healthcare team at the Cliniques Universitaires Saint-Luc in Brussels. It aims to improve the well-being of children with heart defects and their families. This collaboration offers the Group's employees the opportunity to participate in a sporting event as part of a team of 250 runners, in support of this charity.



Zetes is a proud sponsor of the **Avalon Bike Tour**. All proceeds from this event will be dedicated to VZW Avalon, a recognised care provider for Persons with Disabilities (VAPH) in Opstal (Buggenhout).



40th Anniversary Fundraising Initiative

In September 2024, Zetes marked its 40th anniversary with a company-wide fundraising initiative that combined physical activity with social impact. On September 19th, more than 1,000 employees across 22 countries participated in outdoor activities, such as running, walking, and cycling, collectively covering 7,075 kilometres.

Through this effort, a total of €27,943 was raised in support of charities focused on education and health. To further amplify the impact, Zetes doubled the amount, reflecting the company's commitment to these causes and its positive contribution to society.

This initiative not only generated tangible support for partner organisations but also demonstrated strong employee engagement, unity, and alignment with Zetes' values.

Initiatives founded within the Zetes group

The Sechaba Foundation:

Established in **2021** and supported by **Zetes South Africa**, the Sechaba Foundation (TSF) is dedicated to enhancing education, offering ICT training, and implementing sustainable development programs to transform communities positively. With the help of advanced technology, the Foundation aims to tackle social issues and create meaningful change that improves people's lives and prepares them for a brighter future.

The name “Sechaba”, meaning “nation”, reflects the diverse population of South Africa, encompassing people of all colours, backgrounds, and walks of life. It represents our goal and mission to uplift our communities and make an impact through our initiatives.

The Sechaba Foundation was created by committed professionals from Zetes South Africa who recognise the transformative power of education. Witnessing the potential of talented students from disadvantaged backgrounds, who are often restricted by financial challenges, inspired them to embark on a journey to make a difference in the lives of countless young individuals.

One of the Foundation's core objectives is to remove barriers to education and spark the flames of potential in young minds. TSF will tirelessly seek with businesses and individuals who share a passion for education. Together, we envision a world where no deserving student is excluded from higher learning due to financial constraints.

“**Education**” is a primary focus of The Sechaba Foundation. Zetes considers quality education to be one of the areas where it can support local communities, aligned with **the UN Sustainable Development Goal 4**.

We believe that this initiative was worthy of our support as part of the **40th anniversary celebration**.

The event raised funds to support TSF's program, which comprises of three main actions:

- **Dreams To Degrees program:** Provides funding for students pursuing higher education.
- **Gateway To Higher Learning:** Assists matriculants who cannot afford application fees.
- **Tablets For Knowledge:** Provide e-readers/tablets to high school students.

By supporting quality education in local communities, companies not only contribute to societal well-being but also create a positive feedback loop that benefits their operations, workforce, and bottom line.

N'SIKAN Cantine Project:

In **2023**, Zetes Ivory Coast initiated a partnership with Ivoire DD to support the N'Sikan primary school, located near the Zetes production site in Vridi Cité. While Zetes has previously supported the school by donating books and gifts for graduation, **Zetes Ivory Coast** envisioned a more sustainable solution. They aimed to create a project that would help children and parents envision a brighter future.

The problem: In Ivory Coast, the government funds only 20 days of school lunches per year based on the number of students. As a result, many N'sikan students often go without a meal or bring low-quality food from home.

The consequence: During lunchtime, many N'sikan students wander the dangerous streets of Vridi Cité in search of lunch food, leading to decreased concentration levels in the afternoon due to hunger.

The solution: With the support of local NGO Ivoire DD, Zetes Ivory Coast has funded the construction of a canteen at the school and implemented a food program. This program includes a daily nutritious lunch for all children and a protein-rich breakfast twice a week.

The power of good food. It:

- Improves students' attention and academic achievements;
- Eliminates hunger and malnutrition among children;
- Increases school enrollment; and
- Keeps children safe by providing meals on school premises, preventing them from facing street dangers.

Additionally, the school's vegetable garden will be used for gardening projects, diversifying the menu and promoting eco-citizenship. By supporting local communities with quality education, companies not only improve society but also benefit their operations and future workforce. This project contributes to the UN Sustainable Development Goal 4 and many other UN Sustainable Development Goals.

Summary of SDG dashboard:

PARTNERSHIP			CY2023	FY2024
Collaboration with stakeholders	SDG17	n° of participations in network meetings/forums towards sustainability/social responsibility	3	4
Zetes as part of the community	All	n° & description of goodwill events/actions	3	5
Responsible Supply Chain	All	% of purchase amount with CSR screened suppliers	No data	No data
	All	Acknowledgement of ZETES' Supplier CoC (top 85% of purchase amount & new suppliers)	No data	No data

Table 19: Overview SDGs Partnership.

Appendix

External Recognition

EcoVadis - Sustainability Rating 2024



List of Certified Management Systems - first issue date

SCOPE	ISO14001:2015	ISO27001:2013	ISO9001:2015
ZETES SA/NV - GoodsID	N/A	27/01/2025	24/11/2003
ZETES SA/NV - TSP activities	24/03/2014	28/06/2013	30/06/2003

CERTIFICATE

EN ISO 14001 : 2015
Environmental Management System

VINÇOTTE nv
Jan Oleslagenslaan 35, 1800 Vilvoorde, Belgium

This is to certify that **Zetes nv - TSP Activities**

Located at **Vilvoorde 13
1801 Ruisbroek
Belgium**

Who certifies us: **VINÇOTTE**

Signed for the certification body: **BELAC**

Chairman Certification Committee

CERTIFICATE

ISO / IEC 27001:2013
Information Security Management System

VINÇOTTE nv
Jan Oleslagenslaan 35, 1800 Vilvoorde, Belgium

This is to certify that **Zetes SA/NV**

Located at **Vilvoorde 13
1807 Ruisbroek, Belgium**

Address: **De Vinci Science Park
Strasbourgstraat 3 - bus 4
1130 Haren, Belgium**

Who certifies us: **VINÇOTTE**

Signed for the certification body: **BELAC**

Chairman Certification Committee

CERTIFICATE

EN ISO 9001: 2015
Quality Management System

VINÇOTTE nv
Jan Oleslagenslaan 35, 1800 Vilvoorde, Belgium

This is to certify that **Zetes SA/NV**

Located at **Vilvoorde 13
1807 Ruisbroek, Belgium**

Address: **De Vinci Science Park
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Signed for the certification body: **BELAC**

Chairman Certification Committee

CERTIFICATE

ISO / IEC 27001:2022
Information Security Management System

VINÇOTTE nv
Jan Oleslagenslaan 35, 1800 Vilvoorde, Belgium

This is to certify that **Zetes SA/NV**

Located at **De Vinci Science Park
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1130 Brussels, Belgium**

Who certifies us: **VINÇOTTE**

Signed for the certification body: **BELAC**

Chairman Certification Committee

List of Certified Management Systems - expiry date

SCOPE	ISO14001:2015	ISO27001:2013	ISO9001:2015
/	N/A	26/01/2028	26/08/2027
ZETES SA/NV - TSP activities	14/09/2027	29/06/2027	29/06/2027

Key Figures & Business Highlights 2024

	Goods ID								People ID							
	2017	2018	2019	2020	2021	2022	2023	2024	2017	2018	2019	2020	2021	2022	2023	2024
Sales	221,053	231,979	223,187	245,476	247,216	263,674	226,370	241,844	48,263	54,238	47,070	35,659	46,660	55,404	71,064	82,639
Gross Margin	84,939	90,859	91,930	95,364	97,103	104,225	97,154	98,490	32,355	34,063	31,880	22,992	32,179	38,633	47,498	62,222
% Gross Margin / Sales	38.4%	39.2%	41.2%	38.8%	39.3%	39.5%	42.9%	40.7%	67.0%	62.8%	67.7%	64.5%	69.0%	69.7%	66.8%	75.3%
Operating expenses	(68,630)	(72,682)	(74,288)	(70,131)	(71,719)	(76,341)	(78,627)	(79,728)	(18,020)	(20,117)	(22,469)	(21,524)	(23,130)	(27,554)	(30,588)	(38,236)
REBITDA	16,309	18,178	17,642	25,233	25,384	27,884	18,526	18,761	14,336	13,945	9,411	1,468	9,049	11,079	16,909	23,985
% REBITDA / Sales	7.4%	7.8%	7.9%	10.3%	10.3%	10.6%	8.2%	7.8%	29.7%	25.7%	20.0%	4.1%	19.4%	20.0%	23.8%	29.0%
EBITDA	16,309	18,119	17,667	24,708	25,341	27,736	18,024	17,138	14,336	13,925	9,411	1,468	9,048	10,938	16,907	23,985
REBIT	9,782	10,729	10,309	17,451	17,506	20,264	10,514	9,210	11,589	10,921	6,185	(1,963)	4,944	6,629	12,167	19,952
Headcount	961	1,007	1,007	977	955	960	970	932	252	311	311	307	314	338	352	406

Zetes Group | Key Figures

Extracts from Zetes Group's consolidated accounts in IFRS format, excluding IFRS 16 impact for the comparison of previous years

In € '000

Operating situation (key figures)	2017	2018	2019	2020	2021	2022	2023	2024
Sales	269,316	286,216	270,257	281,135	293,876	319,079	297,434	324,483
Gross Margin	117,294	124,922	123,810	118,357	129,282	142,858	144,651	160,711
% Gross Margin / Sales	43.6%	43.6%	45.8%	42.1%	44.0%	44.8%	48.6%	49.5%
Operating Expenses	(91,245)	(97,119)	(100,709)	(95,557)	(99,274)	(108,168)	(113,912)	(123,604)
REBITDA (1)	26,049	27,803	23,102	22,799	30,008	34,690	30,739	37,107
% REBITDA / Sales	9.7%	9.7%	8.5%	8.1%	10.2%	10.9%	10.3%	11.4%
Depreciation on fixed assets	(5,482)	(5,992)	(6,256)	(6,412)	(6,655)	(7,360)	(7,523)	(7,464)
Depreciation on development costs	(2,936)	(3,389)	(3,592)	(3,866)	(3,855)	(4,133)	(4,408)	(5,163)
Write-downs on stock and receivables	(787)	(1,083)	(589)	(885)	(763)	(640)	(719)	(749)
REBIT (2)	16,742	17,298	12,507	11,558	17,684	22,626	17,859	23,433
EBIT	13,264	16,658	12,332	10,833	16,951	21,804	17,354	21,810
Net current result	11,283	11,469	8,297	8,446	13,459	16,720	11,497	17,087
Net Result	8,648	10,869	8,091	7,794	12,864	16,106	11,059	15,954
Cash Flow Statement (Key Figures)	2017	2018	2019	2020	2021	2022	2023	2024
Cash and cash equivalents, beginning balance	19,909	30,790	38,659	32,738	36,566	48,886	54,029	45,389
Cash flows from operations of which:	17,733	27,796	14,467	21,645	27,627	26,094	16,503	21,867
Cash flows from the P&L	18,084	22,670	19,578	19,545	25,592	28,653	25,580	31,224
Working capital	(351)	5,125	(5,111)	2,100	2,036	(2,559)	(9,077)	(9,357)
Cash flows relating to investing activities of which:	(12,074)	(10,936)	(12,789)	(10,711)	(9,888)	(12,341)	(15,221)	(30,496)
Fixed Assets	(7,476)	(7,960)	(9,008)	(7,371)	(5,894)	(7,338)	(9,696)	(10,462)
Organic and External Investments	(4,813)	(3,461)	(4,203)	(3,901)	(4,297)	(5,272)	(6,166)	(21,486)
Cash flows relating to financing activities of which:	489	(9,222)	(7,453)	(7,131)	(6,071)	(8,208)	(10,106)	(1,529)
Proceeds from finance lease/bank loans	5,100	521	672	203	0	0	0	0
Repayments of finance lease liabilities/bank loans	(7,017)	(1,455)	(1,889)	(1,127)	(1,003)	(182)	(21)	0
Bank overdrafts increase (decrease)	(60)	(855)	648	(953)	(45)	(23)	(12)	(1,074)
Dividends paid	0	(7,175)	(6,616)	(4,903)	(4,748)	(7,724)	(9,662)	0
Own shares	2,714	0	0	0	0	0	0	0
Cash and cash equivalents, closing balance	25,470	38,659	32,738	36,566	48,886	54,029	45,389	35,457
Financial Position (Key Figures)	2017	2018	2019	2020	2021	2022	2023	2024
Assets including:								
Tangible assets	21,378	24,628	27,237	27,967	27,506	27,494	29,556	31,756
Intangible assets	8,053	8,419	8,843	8,738	9,071	9,964	11,610	12,752
Goodwill	41,266	41,266	41,266	41,266	41,266	41,266	41,266	41,266
Deferred tax assets	4,035	2,967	3,080	2,858	2,462	2,361	2,106	1,911
Inventories	22,022	18,716	18,478	22,524	23,186	27,850	32,565	28,877
Current trade and other receivables	71,261	69,931	64,939	63,677	68,087	74,203	66,834	77,663
Current prepayments	16,039	21,531	27,450	34,050	38,704	52,279	45,348	45,707
Cash and cash equivalents	25,470	38,659	32,738	36,566	48,886	54,029	45,389	35,457
Total assets	212,366	228,252	226,743	240,215	260,407	291,652	275,951	292,620
Equity and liabilities including:								
Total equity	104,357	110,979	112,563	115,431	124,543	131,847	133,564	149,685
Non current interests bearing borrowings	2,782	1,675	700	203	22	0	0	0
Deferred tax liabilities	2,802	3,234	4,084	4,349	3,963	4,227	4,962	6,576
Current interests bearing borrowings	5,988	4,020	4,426	3,050	2,184	2,001	1,968	894
Current trade and other payables	55,719	57,553	50,439	57,311	59,352	59,671	55,650	57,157
Advances received	38,012	48,095	52,209	57,239	67,171	91,454	76,892	75,731
Other current liabilities	1,738	1,533	1,264	1,496	895	1,177	1,487	1,113
Total equity and liabilities	212,366	228,252	226,743	240,215	260,407	291,652	275,951	292,620
Solvency ratio (Equity / Total assets)	49.1%	48.6%	49.6%	48.1%	47.8%	45.2%	48.4%	51.2%
Working capital requirement	17,547	7,264	11,174	8,323	5,647	7,602	14,568	22,054
Net cash position	17,077	33,337	27,962	33,751	47,147	52,486	43,980	35,128
Total headcount	2017	2018	2019	2020	2021	2022	2023	2024
Headcount at end of the year	1,230	1,333	1,335	1,301	1,284	1,316	1,341	1,356

⁽¹⁾ REBITDA = REBIT before amortizations, depreciations and impairment losses

⁽²⁾ REBIT = EBIT excluding restructuring costs and other non current elements (badwill/SOP/Other)



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