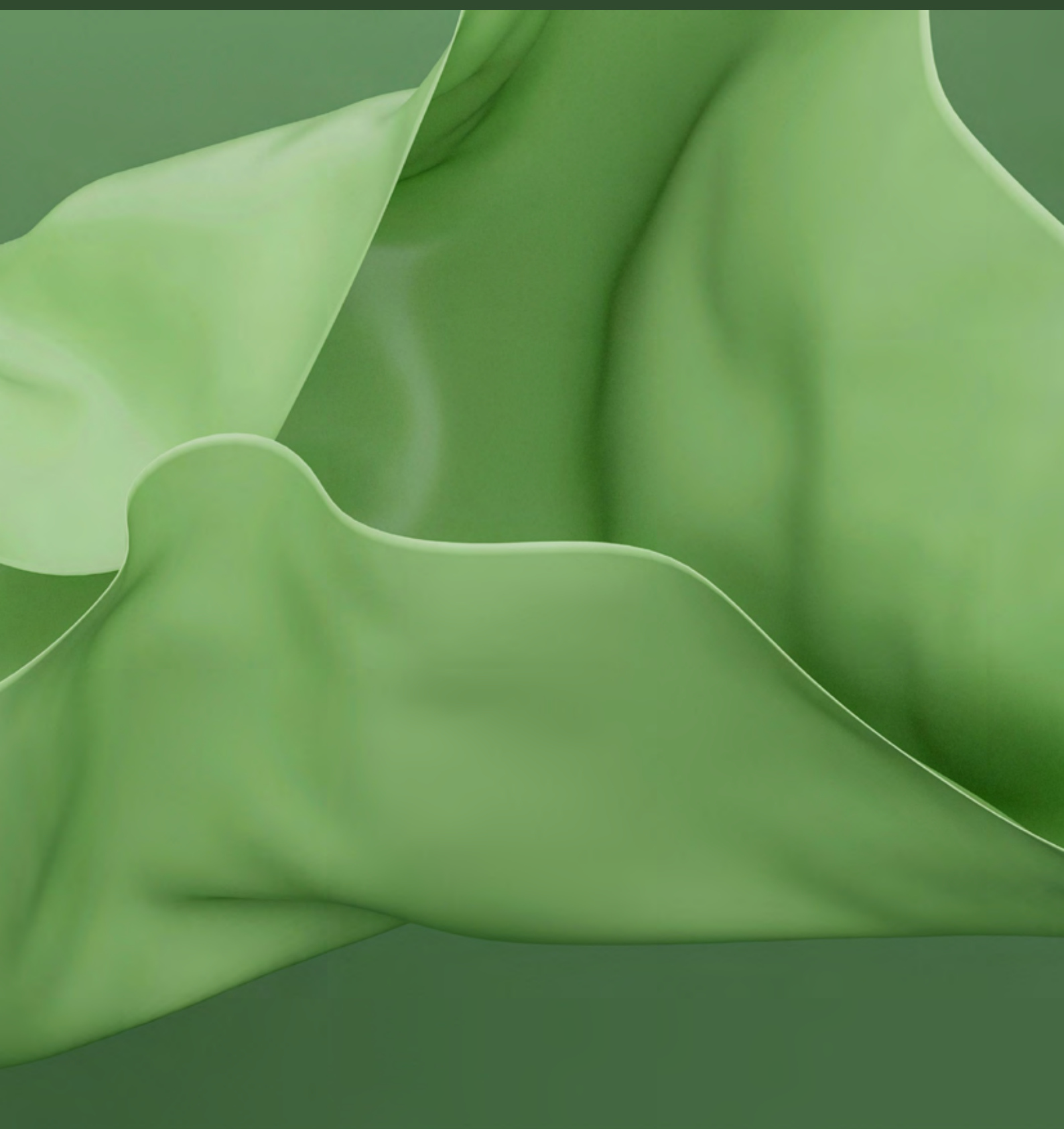


2024



deSter

**Double materiality assessment (DMA)**  
detailed version



# #PEOPLE PLANETPRODUCT

At deSter, we believe it is our duty to contribute to a better future – that’s why sustainability is at the heart of everything we do. As a forward-thinking leader in design and global manufacturing, we prioritize environmental protection, social responsibility, and economic sustainability across our operations.

We use the ESG (Environmental, Social, and Governance) framework to define our focus, measure our impact, and share our findings. Our strategy – shaped by extensive assessments over the years – was further strengthened in 2023 with the integration of a double materiality assessment, aligned with the European Sustainability Reporting Standards (ESRS) under the EU Corporate Sustainability Reporting Directive (CSRD). In 2024, we further refined our approach, drawing inspiration from the Voluntary Sustainability Reporting Standard for Small and Medium-Sized Enterprises (VSME).

To communicate our ESG strategy clearly, we summarize our approach in three simple words: **#PeoplePlanetProduct.**

**People:** We care for our employees, customers, stakeholders, and surrounding communities.

**Planet:** We strive to achieve a net-zero carbon footprint, reduce operational waste, manage water use and avoid pollution.

**Product:** We develop, produce, and sell products based on circular economy principles, promote responsible resource use – including biodiversity protection – and ensure the highest safety standards for our packaging.

We have established Key Performance Indicators (KPIs) to measure our progress. The full list of goals and KPIs can be found at the end of this report.

## Aligning with the SDGs

Introduced by the United Nations (UN) in 2015, the Sustainable Development Goals (SDGs) are a universal call to action to end poverty, protect the planet, and ensure peace and prosperity by 2030.

We have aligned our sustainability targets with 12 of the 17 SDGs where we can make the most impact and will continue to measure progress in these categories. More details on deSter’s targets can be found in the Addendum.



The double-materiality exercise sharpened and recalibrated our ESG baseline, revealing where our approach was robust and where gaps existed. These insights are now ensuring we focus where it matters most for long-term value and stakeholder impact.



**Veronica Pino Palacio,**  
Sustainability  
and ESG Analyst







## PEOPLE

### BE A "GREAT PLACE 2 WORK"

Be a fair and equitable employer that develops its people

Focus on the health, safety and well-being of employees

### GROW A COMMITTED SUSTAINABLE SUPPLY CHAIN

Work exclusively with partners who are committed to ambitious social and environmental goals

### CONTRIBUTE TO LOCAL COMMUNITIES

Partner with local communities to prevent plastic pollution and engage those near our global offices

### ESRS S1 Own workforce

### ESRS S2 Workers in the value chain

### ESRS G1 Business conduct (see Governance section)



## PLANET

### REACH NET-ZERO CARBON

#### 2030

Reduce absolute scope 1 and 2 GHG emissions by 90% from our 2019 baseline\*

Reduce absolute scope 3 GHG emissions by 55% from our 2019 baseline\*

#### 2050

Reach net-zero carbon across our value chain (scope 1, 2, and 3)\*

\* See official SBTi target wording on page xx

### AVOID OPERATIONAL WASTE & PRIORITIZE RECYCLING

#### 2030

Achieve net-zero waste to landfill

Achieve 80% recycled waste

### MANAGE WATER USE & AVOID POLLUTION

#### 2030

Reach site-specific water reduction targets for relevant locations

### ESRS E1 Climate Change

### ESRS E2 Pollution

### ESRS E3 Water and marine resources

### E5 Resource use and circular economy (for waste own operations)



## PRODUCT

### CHAMPION CIRCULAR ECONOMY

#### 2025

100% reusable, compostable or recyclable products

#### 2035

100% zero-waste products

Confirmed circular end-of-life solution for every product sold

#### Annually

Help customers reduce carbon footprints via more sustainable product choices

Phase out unnecessary single-use plastics

### ADVANCE RESPONSIBLE RESOURCE USE & PROTECT BIODIVERSITY

#### 2025

Phase out PS in products

#### 2030

Source 100% of fiber materials for food contact products from sustainably managed forests

Use 100% recycled fiber in non-food contact products

#### 2030

Phase out of single-use aluminum products

### ENSURE HIGHEST PACKAGING SAFETY

#### 2026

Ensure all fiber-based products are PFAS-free

#### Annually

Achieve BRCGS A rating for all sites

Keep complaints under 0.20 per 1,000 hours

### ESRS E2 Pollution

### ESRS E4 Biodiversity and Ecosystems

### ESRS E5 Resource use and circular economy

### ESRS S4 Consumer and end-users

# DOUBLE MATERIALITY ASSESSMENT

THIS CHAPTER PROVIDES A SUMMARY. FULL DETAILS AVAILABLE AT [DESTER.COM/SUSTAINABILITY/REPORTS](https://dester.com/sustainability/reports).

## Our approach

### Context

In 2021 and 2022, we set our sustainability goals and priorities based on the UN Sustainable Development Goals (SDGs), internal surveys, and assessments of our environmental, human rights, and ethical impacts.

We also used feedback from our EcoVadis assessments to identify areas for improvement and shared our findings with clients, consultants, and employees to help shape our #PeoplePlanetProduct approach.

In 2023, we took this further by conducting a Double Materiality Assessment (DMA) to identify the most important sustainability topics for deSter. This was done in line with guidance from the European Financial Reporting Advisory Group (EFRAG). The DMA and our ESG strategy cover all products and services offered by the deSter Group – a virtual group that includes all deSter entities, some of which report separately to our parent company, gategroup.

As a Switzerland-based company with significant operations in the EU, gategroup is required to report on its sustainability performance under the EU Corporate Sustainability Reporting Directive (CSRD). The EU's new European Sustainability Reporting Standards (ESRS) will require group-level reporting for non-EU parent companies, making separate public reports from EU entities, including deSter, unnecessary. Instead, those disclosures will be shared internally with our parent group.

Even so, deSter has chosen to adopt ESRS standards voluntarily across our group. These standards provide a structured and widely recognized way to communicate our ESG performance, helping us align with the expectations of our customers and industry peers. In 2024, we began refining our key performance indicators (KPIs) using the Voluntary Sustainability Reporting Standard for SMEs (VSME), helping us better focus on the metrics that matter most.

Our #PeoplePlanetProduct strategy and DMA apply across the full deSter Group, covering all locations and business entities.

### Methodology

Our DMA evaluated materiality on two levels:

- Impact materiality: Positive and negative impact on the world, especially in relation to society and the environment
- Financial materiality: The impact on our business by society and the environment, translated into financial risks and opportunities

The DMA provided a clear view of our sustainability impacts and risks, enabling us to sharpen our ESG strategy with more targeted goals. These goals informed a tailored set of Key Performance Indicators (KPIs), which we further refined in 2024 using the VSME standards and can be found in the Addendum.



Stakeholder engagement

When assessing the topics for our DMA, we relied on a combination of stakeholder insights, the expertise of key internal experts, and previous assessments.

In our stakeholder overview (right), you'll find deSter's key stakeholder groups, their expectations, and how we engage with them. Ongoing dialogue has provided valuable input that shaped our DMA and ESG strategy. As a client-focused company, deSter regularly discusses ESG topics with clients. These conversations, along with broader feedback, help us continually refine our ESG approach.

Validation

deSter's core ESG group – comprising the Managing Director, CCO Travel and ESG, Director of Sustainability, and Senior Legal Counsel – identified the final material factors, which were then validated by the leadership team

General double materiality outcome

Topic E5 (Resource Use & Circular Economy) and E1 (Climate Change) are most important for our company. They are also closely linked: E5 relates mainly to our shift towards compostable and reusable products and our use of renewable resources, which are the main drivers in our efforts to reduce carbon emissions.

G1 (Business Conduct) primarily relates to differentiating ourselves in the market by avoiding product homogeneity and anticipating regulatory changes.

S1 (Own Workforce) and S2 (Workers in the Value Chain) reflects the worker conditions for our employees, as well as those in our value chain.

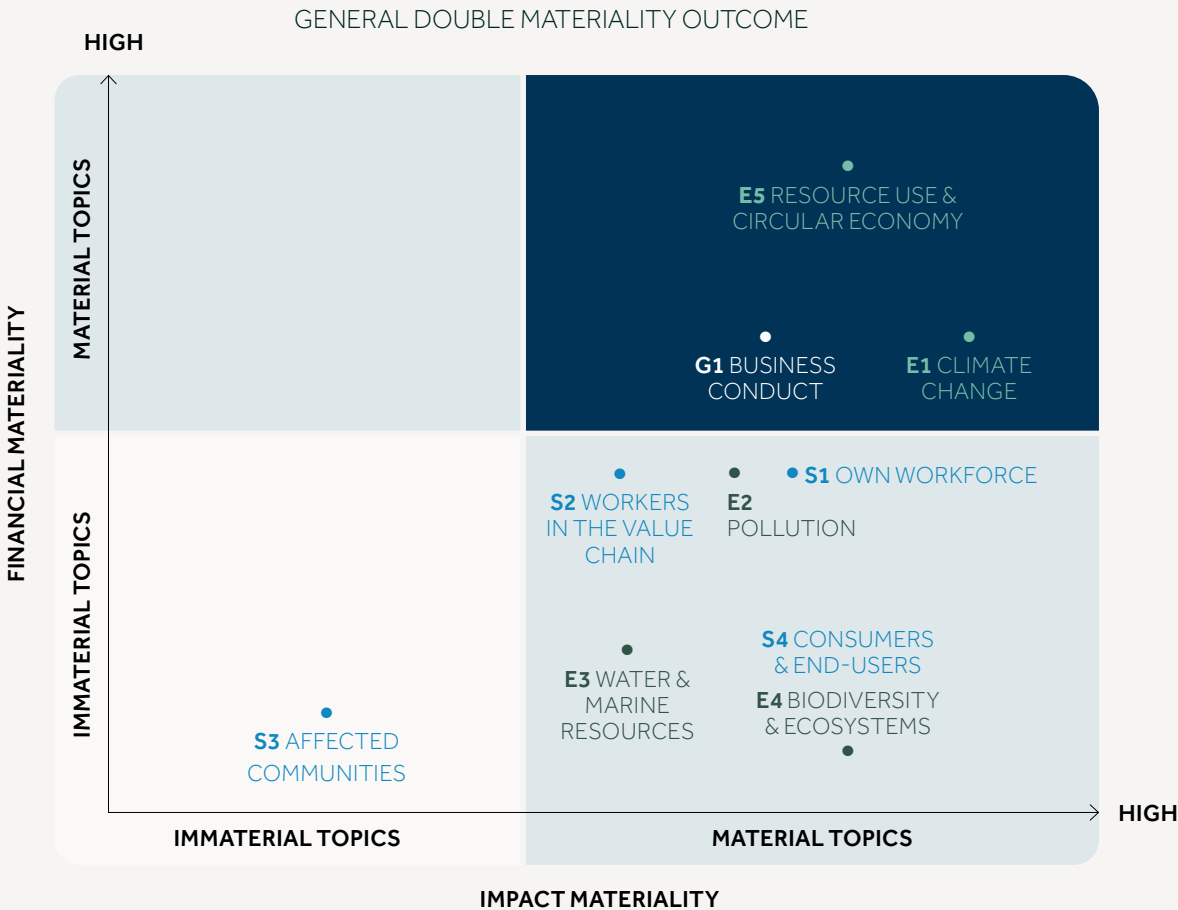
Meanwhile, E2 (Pollution) and E3 (Water & Marine Resources) are material for deSter, because they relate to potential pollution and water resources use resulting from our operations, as

well as potential downstream waste caused by our products.

We also consider E4 (Impact on Biodiversity) to be material, because it links to the negative impact on nature and animal habitats caused by the extraction of resources, such as paper and fibers, to make our products. As most of our products are created for food applications, the health and safety of the end-consumer, S4, requires continuous attention.

S3 (Affected Communities) is not material, as we have no relevant impact on, nor do we pose a risk to, the environmental, economic, social or cultural rights of local communities. Even so, we have incorporated community outreach into our strategy with a focus on plastic waste prevention through education and activities.

The following pages show our value chain with our ESG impacts and risks, our material sustainability topics and an overview of the effects of each material factor related to People, Planet, Product, and Governance.

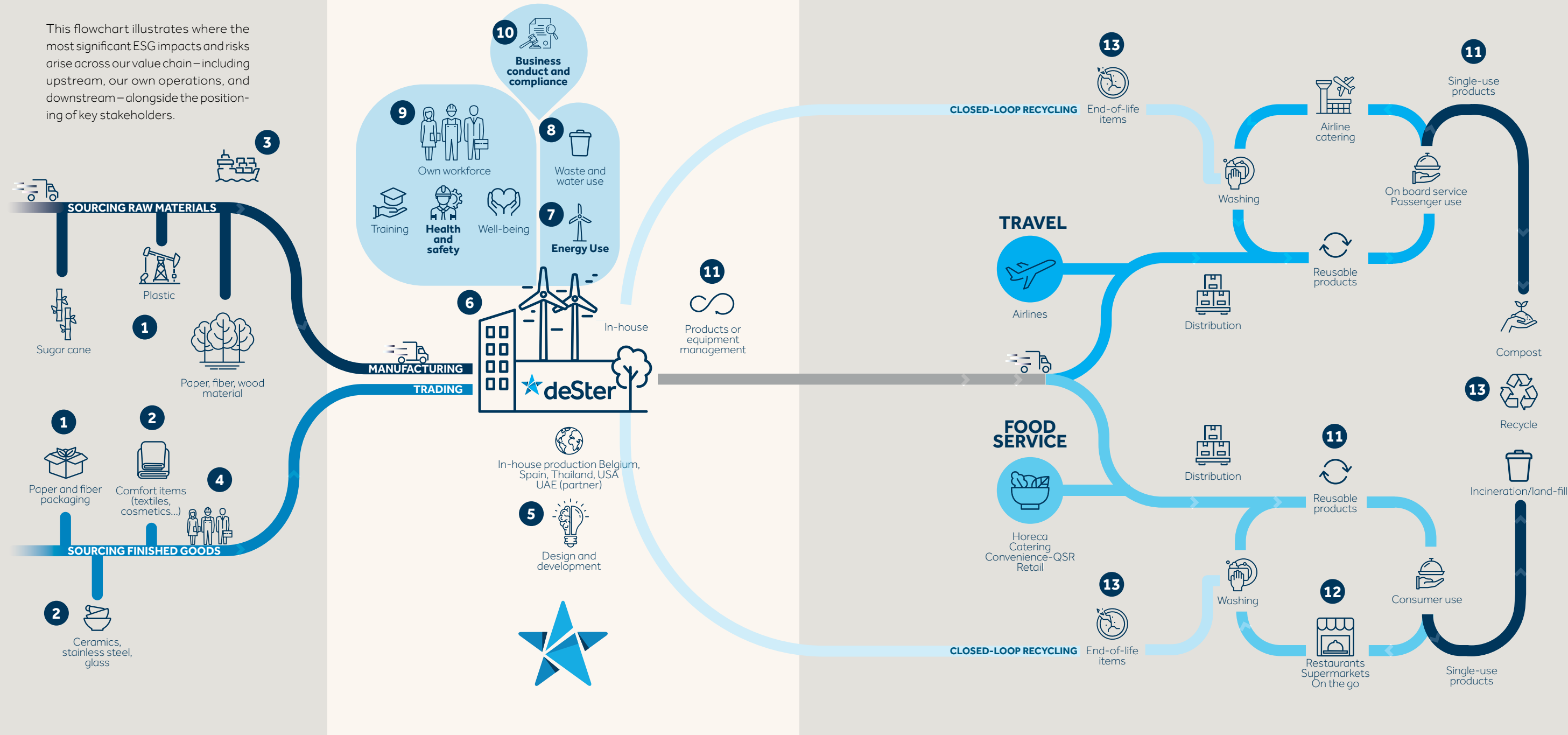


STAKEHOLDER ENGAGEMENT AND EXPECTATIONS

Affected stakeholders	State of engagement	Direct or indirect communication	Stakeholder expectations
Consumers	Regularly testing our products with consumers on location	Direct and indirect	<ul style="list-style-type: none"><li>Safe and environmentally friendly products</li><li>Ethical sourcing</li><li>High ESG expectations overall</li></ul>
Contractors (Service providers on site)	Contractual	Direct and indirect	<ul style="list-style-type: none"><li>Same treatment as employees</li></ul>
Customers (Food-service & aviation)	Partnerships (especially in the case of equipment management services), presentations, co-development workshops, testing and contractual relationships	Direct	<ul style="list-style-type: none"><li>Safe and environmentally friendly products</li><li>Ethical sourcing</li><li>High ESG expectations overall</li><li>Continuous improvement and innovation</li><li>Compliance with local and global regulations</li></ul>
Employees/employee representatives	Interaction with managers and employees, surveys and employee representatives' meetings	Direct	<ul style="list-style-type: none"><li>Safe working environment</li><li>Ethical business approach</li><li>Environmental actions and low impact</li><li>Fair working conditions and remuneration</li><li>Care for the well-being of employees</li><li>Sense of belonging</li><li>Development opportunities and meaningful work</li></ul>
Global community	Social media, press releases	Indirect	<ul style="list-style-type: none"><li>Transparency</li><li>No negative impact</li></ul>
Local communities	Company tours, local press, trainings, donation, local initiatives to support local communities (e.g., clean-ups, education, etc.)	Direct and indirect	<ul style="list-style-type: none"><li>To be considered</li><li>For the company to add value to community</li><li>Positive impact on environmental and social aspects (no negative impact, e.g., pollution)</li></ul>
Supplier employees	On-site and external audits	Direct and indirect	<ul style="list-style-type: none"><li>To be heard and considered</li></ul>
Suppliers	Regular ESG discussions, improvement updates on specific topics, partnerships with targeted suppliers, on-site audits, Supplier Code of Conduct	Direct	<ul style="list-style-type: none"><li>Good business relationship</li><li>Shared expectations</li><li>Clear communication</li></ul>
Investors	Board meetings, company visits	Direct	<ul style="list-style-type: none"><li>Sustainability and profitability</li><li>Vision and performance</li></ul>
NGOs	Meetings, workshops, volunteering, social media	Direct	<ul style="list-style-type: none"><li>Transparency and accountability</li><li>Collaboration</li><li>Investments and positive contributions towards global ESG goals</li></ul>
Customer third-party services (e.g., catering, washing partners)	Meetings, tests, trials, feedback	Direct and indirect	<ul style="list-style-type: none"><li>Compliance with local regulations</li><li>High product functionality</li><li>Low- or zero-waste products</li></ul>

OUR VALUE CHAIN

This flowchart illustrates where the most significant ESG impacts and risks arise across our value chain – including upstream, our own operations, and downstream – alongside the positioning of key stakeholders.



UPSTREAM

1. Resource extraction
2. Climate impact of purchased materials and goods
3. Climate impact of transport
4. Supplier due diligence, Supplier engagement

Suppliers

Workers in the value chain

OWN OPERATIONS

5. Circular economy approach
6. Resource outflows
7. Emissions, energy use and energy availability
8. Waste, pollution and water use
9. Training and development, health and safety, well-being, wages, employee engagement
10. Business conduct and regulatory compliance

Own employees  
Contractors on site  
Investors

Local governments/policy makers  
Local communities

DOWNSTREAM

11. Circular economy products and business models
12. Consumer health and safety
13. Waste management downstream

Travel and foodservice  
customers

Third-party services of  
customers (catering,  
washing...)

End-users

NGOs, society, Earth





## MATERIAL SUSTAINABILITY TOPICS

We are pleased to share a detailed description of the negative and positive impacts, as well as the risks and opportunities, for our key sustainability sub-topics. For each sub-topic, we have defined a materiality level, which determines its importance in our ESG strategy, the extend of our actions, and the depth of our reporting.

### Materiality levels:

- **Key:** A major focus of our ESG strategy
- **Manage:** The topic is under control; however, requires continuous improvement and attention
- **Report:** We Share the status of this topic for transparency (often related to more information about positive impact)

In the table on the next few pages, we have indicated where each sub-topic fits within our #PeoplePlanetProduct initiative. For more information about our approach, metrics and mitigation actions on each sub-topic, please read the Governance, People, Planet and Product chapters of this report.

E5 RESOURCE USE & CIRCULAR ECONOMY		MATERIALITY LEVEL	#PEOPLE PLANET PRODUCT
RESOURCE INFLOWS		KEY	PRODUCT
Impact	Use of virgin, renewable and recycled materials to make our products	Resource extraction has a negative impact on the environment. We have been shifting to reusable products (reducing our overall resources usage) and harnessing renewable and recycled resources.	
Risks	Availability of raw materials and price fluctuations	Recycled and renewable resources are expensive, and the prices can have an impact on our margins and turnover.	
RESOURCE OUTFLOWS		KEY	PRODUCT
Impact	Circularity level of our products	We are actively working toward a product portfolio that's 100% circular. In the meantime, we are still adjusting some products to become compostable or reusable. Regulations on single-use plastics have accelerated this transition.	
Risks	Decreased demand for non-circular products and potential fines if non-compliant with regulations	Potential loss of market share if we do not invest in developing circular products that meet market demands and regulations.	
Opportunity	Revenue streams from new business models	Revenue opportunities by switching to new business models (e.g., leasing), products (e.g., creating compostable and reusable products), and/or entering new markets.	
WASTE (DOWNSTREAM)		KEY	PRODUCT
Impact	Products become waste at end-of-life	Our non-reusable and non-recycled packaging become waste at end-of-life. This applies mainly to single-use packaging, boxes, cutlery, and cups. We have already worked with some customers to develop closed-loop recycling processes for our reusable products. Still, waste management remains a challenge in our markets. For airlines, more than 70% goes to landfill. The rest is incinerated (due to CAT 1 regulation). For our foodservice business, there is less control. (e.g., food on the go). Note: We cover waste that ends up in nature under the topics linked to pollution & biodiversity).	
WASTE (OWN OPERATIONS)		MANAGE	PRODUCT
Impact	Waste generated from our production sites	Our three production facilities generate waste. More than 90% of that waste is non-hazardous and more than 60% is recycled. We further mitigate the negative impact of our operational waste by continuously working on reducing and recycling our waste.	

SOCIAL

S1 OWN WORKFORCE		MATERIALITY LEVEL	#PEOPLE PLANET PRODUCT
Equal treatment and opportunities for all		KEY	PEOPLE
Impact (positive and negative)	Training and development	We have several training programs in place, as well as a robust feedback and performance process. Based on our global employee survey, our employees have identified learning, feedback and development as key topics to further improve upon.	
	Equality, equal pay and adequate wages	We need to take further action on this topic, based on our yearly pay gap analysis and living wage benchmark. We are a diverse organization with a high rate of different nationalities and an approximately 50/50 representation of men and women. Still, extra attention is needed to increase the share of women on our leadership teams.	
HEALTH AND SAFETY		MANAGE	PEOPLE
Impact	Potential safety issues in operations	We've identified a wide range of potential safety issues: buildings and premises, machinery and tools, maintenance, transportation and storage, a risk of falling, personal protection, hazardous substances, noise and ear safety, ergonomics and health protection. The likelihood of the impact remains low, thanks to several preventive measures in place, however, we will continue to manage and improve our health and safety standards.	
WELL-BEING AND WORK-LIFE BALANCE		MANAGE	PEOPLE
Impact (positive and negative)	Positive impact on well-being and work-life balance with continuous improvement	Feedback from our employee survey showed high appreciation for the flexibility of colleagues and managers, initiatives promoting work-life balance (e.g., team and sports activities), and the possibility for flexible working hours and home offices. Nevertheless, we still need to improve in areas such as working hours, processes, feedback and communication.	
FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING		REPORT	PEOPLE
Positive impact	Freedom of association, the existence of workers' councils, and the information, consultation and participation rights of workers	At every location where it is mandated by law, we have established workers' councils that meet regularly. In places without councils, employee representation is organized. We act diligently not to interfere with union operations and promote an open dialogue between employer and employee representation. We also have a whistleblower program (the anonymous speak-up line) in place.	
	Collective bargaining and bargaining agreements	At every location where it is mandated by law, we negotiate collective bargaining agreements and confirm employee compensation and benefits that go well beyond the minimum legal requirement. Where in effect, such collective bargaining agreements cover 100% of local staff.	



S2 WORKERS IN THE VALUE CHAIN		MATERIALITY LEVEL	#PEOPLE PLANET PRODUCT
WORKING CONDITIONS		KEY	PEOPLE
Impact (positive and negative)	deSter sources from a sector with a high pressure on cost, which could affect worker health and safety, working hours, and adequate wages or create conditions for forced labor	To manage our suppliers, we have a holistic, sustainable due diligence process in place that considers environmental risks and working conditions. In addition to our code of conduct, which all our suppliers must agree to, we assess targeted suppliers based on their location and a commodity sector risk screening. When needed, we conduct an on-site ESG audit, which could result in a corrective action plan to help our suppliers improve and minimize risks.	
S4 CONSUMER AND END USERS		MATERIALITY LEVEL	#PEOPLE PLANET PRODUCT
CONSUMER HEALTH AND SAFETY		MANAGE	PEOPLE

Impact	Food packaging physical and chemical safety	The safety of our food packaging and service ware is a critical factor. Many of our products are used in consumer-oriented applications in the food industry. Aspects of packaging safety include physical hazards and the presence of chemical substances. We have robust processes in place to limit safety risks at every stage of the process, from design to material and chemicals use, production and distribution. Furthermore, every deSter product complies with all food contact regulations. We also undergo regular audits on food safety and the production of food items (BRC, etc.). While this topic is well-managed, it is still important to pay constant attention to food packaging safety.
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GOVERNANCE

G1 BUSINESS CONDUCT		MATERIALITY LEVEL	#PEOPLE PLANET PRODUCT
PROTECTION OF WHISTLE-BLOWERS		REPORT	PEOPLE
Positive impact	Anonymous speak-up line	We offer a global speak-up line, which encourages and enables all stakeholders to share their observations anonymous, should they feel uncomfortable talking with a manager or HR partner. All speak-up line cases are reported and investigated.	
MANAGEMENT OF RELATIONSHIPS WITH SUPPLIERS (SEE ALSO S3 WORKERS IN THE VALUE CHAIN)		REPORT	PEOPLE
Positive impact	Good management and due diligence of our suppliers to ensure compliance with our code of conduct.	Our sustainable supplier due diligence process addresses social and environmental topics in relation to our suppliers. In addition to our code of conduct, which all our suppliers agree to, we assess targeted suppliers based on location and a commodity sector risk screening. When needed, we may conduct an on-site ESG audit, which could result in a corrective action plan.	
INFORMATION SECURITY		KEY	GOVERNANCE
Impact and risk	Major cyber attacks	In addition to the misuse of company information, major cyber attacks can impact our operations, financial position, and jeopardize employee, customer and supplier data privacy. Although we consider the likelihood of impact low thanks to the current measures in place, the topic requires continuous attention.	
REGULATORY COMPLIANCE AND COMPLIANCE WITH ENVIRONMENTAL REGULATIONS		KEY	GOVERNANCE
Risk/opportunity	Risk of regulatory non-compliance	We operate in many jurisdictions, and the number of regulations is constantly increasing (especially related to the environment and our products).To keep track of all of the regulatory changes, we have appointed a product compliance manager to minimize our risk. This dedicated team member keeps deSter compliant and helps guide our customers.	
ANTI-COMPETITIVE PRACTICES/ANTI-TRUST - PRODUCT HOMOGENEITY (PRICE WARS)		KEY	GOVERNANCE
Risk/opportunity	Price wars due to product homogeneity	Tender processes from our customers protect against anti-trust issues. However, our products could be easily duplicated with price as the only differentiator, resulting in a loss of business. By continuing to invest in innovation and focusing on sustainability, we can avoid product homogeneity and potential price wars.	



#PEOPLEPLANETPRODUCT AND OUR MATERIAL SUSTAINABILITY TOPICS

The following pages present the effects of each material factor related to People, Planet, Product, and Governance.

ESRS TOPICS RELATED TO PEOPLE

ESRS TOPIC	IMPACT, RISK, OPPORTUNITY	PEOPLE TOPIC
S1 OWN WORKFORCE		
Equal treatment and opportunities for all	Positive impact by training and development Impact on equality, equal pay and adequate wages	Training and development Diversity, equality and inclusion
Health and safety	Potential safety issues in operations	Health and safety
Well-being and work life balance	Positive impact on well-being and work-life balance with continuous improvement	Well-being and work-life balance
Freedom of association and collective bargaining	Positive impact from collective bargaining agreements and the existence of works councils and the information, consultation and participation rights of workers	Engagement with our employees

S2 WORKERS IN THE VALUE CHAIN

Working conditions	deSter sources from a sector with with high cost pressure, which could affect worker health and safety, working hours, and adequate wages or create conditions for forced labor	Sustainable procurement
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ESRS TOPICS RELATED TO PLANET

ESRS TOPIC	IMPACT, RISK, OPPORTUNITY	PLANET TOPIC
E1 CLIMATE CHANGE		
Climate change mitigation and energy	Impact GHG emissions from operations and value chain  Risk energy availability and price increase fossil based	Greenhouse gas emissions  Energy
Climate change adaptation	Risk for our business to be impacted by the spread of infectious diseases	(See People)
E2 POLLUTION		
Substances of concern	Impact chemicals used in products (PFAS, PS...)  Risk and opportunity to proactively phase out PFAS and PS. The proactive phase out limits regulatory non-compliance and creates market opportunities.	Chemicals (Product: Consumer health and safety)  (See Product: Consumer health and safety)
Pollution of soil own operations	Potential leaks from our operations	Pollution
Pollution of air own operations	Emissions from our operations	Greenhouse gas emissions, pollution
E3 WATER & MARINE RESOURCES		
Water withdrawals, consumption and use	Water used in operations in Thailand (water-sensitive area)	Water management
Biodiversity loss due to land use change upstream	Impact on land use/deforestation by sourcing paper, fiber and wood	Biodiversity (see Product: Responsible resource use)
E4 BIODIVERSITY & ECOSYSTEMS		
Biodiversity impact on ecosystems downstreams	Impact on ecosystems caused by mismanaged waste	Biodiversity (see Product circularity and responsible resource use)
E5 RESOURCE USE & CIRCULAR ECONOMY		
Waste own operations	Impact waste from our production	Waste management

# ESRS TOPICS RELATED TO PRODUCT

ESRS TOPIC	IMPACT, RISK, OPPORTUNITY	PRODUCT TOPIC
E2 POLLUTION		
Substances of concern	<p>Impact chemicals used in products (PFA, PS...) Risk and opportunity to proactively phase out PFA and PS</p> <p>Limits regulatory non-compliance and creates market offering</p>	Consumer health and safety/Responsible resource use
Pollution of soil and water Waste downstream	Pollution caused by mismanaged waste of our products	Product circularity
E4 BIODIVERSITY & ECOSYSTEMS		
Biodiversity loss due to land use change upstream	Impact on land use/deforestation by sourcing paper, fiber and wood	Responsible resource use
Biodiversity impact on ecosystems downstream	Impact on ecosystems caused by mismanaged waste	Product circularity
E5 RESOURCE USE & CIRCULAR ECONOMY		
Resource inflows	<p>Impact raw materials needed for our products Risk availability and price</p>	Responsible resource use
Resource outflows	<p>Impact circularity level our products Risk customer demand circular products Opportunity new business models</p>	Product circularity
Waste downstream	Impact waste generated by our products	Product circularity
S4 CONSUMER & END-USERS		
Consumer health and safety	The physical and chemical safety of food packaging is a critical priority for our business	Consumer health and safety

# ESRS TOPICS RELATED TO GOVERNANCE

G1 BUSINESS CONDUCT	IMPACT, RISK, OPPORTUNITY
Protection of whistleblower	Positive impact from the introduction of an anonymous integrity line
Information security	Impact of major cyber-attacks; keeping data secure is crucial
Biodiversity loss due to land use change upstream	Impact on land use/deforestation by sourcing paper, fiber and wood
Anti-competitive practices: Anti-trust, product homogeneity, price wars	<p>Our customers' tender processes safeguard against anti-trust issues</p> <p>Risk and opportunity to avoid price wars by investing in innovation and differentiation</p>
Regulatory compliance (product and environmental)	Risk and opportunity of regulatory (non-) compliance
Relationship management with suppliers (Addressed under S3 Workers in the value chain and discussed under People/Sustainable procurement)	Positive impact from our sustainable procurement supplier due diligence process





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