devan
a member of the Pulcra Chemicals Group

Innovation with Purpose. Sustainability at Heart.

SUSTAINABILITY REPORT 2024

"Success for us is not measured by size,
but by the **quality** we deliver,
the **integrity** we uphold,
and the **sustainability** we advance."

Content

Devan Chemicals

01.

Message from the Managing Director

At Devan, sustainability is more than a goal, it is an integral part of who we are and an addition to our business. It is embedded in our DNA. As a company that has been innovating in textile chemistry for over three decades, we understand our responsibility to contribute to a more sustainable and resilient future.

Our mission is to develop smart textile solutions that create real value, not only for our customers, but also for people and the planet. This means rethinking how we source, design, and produce: from bio-based and low-impact chemistries to technologies that enable recyclability and extend product lifetimes.

The global transition toward circularity and responsible production continues to accelerate. This brings new expectations but also inspires creativity and collaboration across our industry. At Devan, we embrace this shift by investing in technologies that minimise environmental impact, extend product lifetimes, and enable recyclability. Our ongoing work on bio-based finishes, low-impact manufacturing and traceable performance technologies are examples of how we translate our values into tangible outcomes.

As the world faces rapid change from climate challenges to shifting supply chains, we remain committed to transparency, collaboration and long-term impact. It relies on partnerships with our customers, suppliers, academic institutions, and communities. .

Sustainability will continue to guide our strategy and inspire our people to push boundaries for a better tomorrow

While not required, I am proud to share Devan's first Sustainability Report for 2024. This report reflects our commitment to transparency and to contributing to a better, more sustainable world.
It highlights both our achievements and the challenges ahead, demonstrating our dedication to continuous improvement and responsible practices across everything we do.

Sincerely,

Julian Sachs
Managing Director Devan Chemicals

"As the world faces rapid change from climate challenges to shifting supply chains, we remain committed to transparency, collaboration and long-term impact."

About the report

The Devan Sustainability Report 2024 summarises our business, strategy, and performance, showing how we create sustainable value for all stakeholders. This report is our primary source of non-financial information.

It provides key data required by reporting standards and our corporate strategy, giving stakeholders a clear understanding of our broader impact.

This report was prepared in line with the Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS).

As this is our first alignment, full compliance is not yet assured, but we will continue to improve in future editions. The Devan Management Board reviewed and approved this report before publication.

About us

Our business

At Devan Chemicals ("Devan"), we design innovative, high-performance solutions for the global textile industry. Our advanced chemical finishes and technologies improve textile functionality, durability, and sustainability.

Our mission is to help customers meet evolving market demands by enabling them to create textiles that prioritise comfort, safety, and well-being. We focus on quality, integrity, and a strong commitment to sustainable progress, rather than scale.

We turn challenges into opportunities for innovation, supporting a more sustainable and responsible textile value chain. Our commitment drives us to maximise positive impact.

Devan is organised into **four Business Units**, each addressing specific market needs within the textile industry through a range of innovative technologies:

- **Thermoregulation**, which includes Cooling and Thermoregulation technologies, offers advanced solutions to manage body temperature and improve comfort.
- **Wellness**, which includes the Wellness and Allergen Control technologies, focuses on promoting health, well-being, and hygiene in textile applications.
- **Performance**, encompassing Freshness, Repel & Release, Insect Repel, Soft & Quickdry, and Performance-Enhancing technologies, designed to improve textile functionality and user comfort.
- **Protection**, which features Flame Protect technology, offers durable flame-retardant solutions that meet safety and performance standards.

International presence

Devan has a strong international presence, delivering products to 39 countries and operating facilities in Belgium (headquarters), Portugal, the United Kingdom, and the United States.

As part of the Pulcra Chemicals Group, Devan benefits from a global network with sites in Germany (head office), the United States, Mexico, Brazil, Turkey, Italy, Spain, Pakistan, India, Bangladesh, Indonesia, China, and Hong Kong. This network allows us to serve customers worldwide and share expertise and resources across the Group.

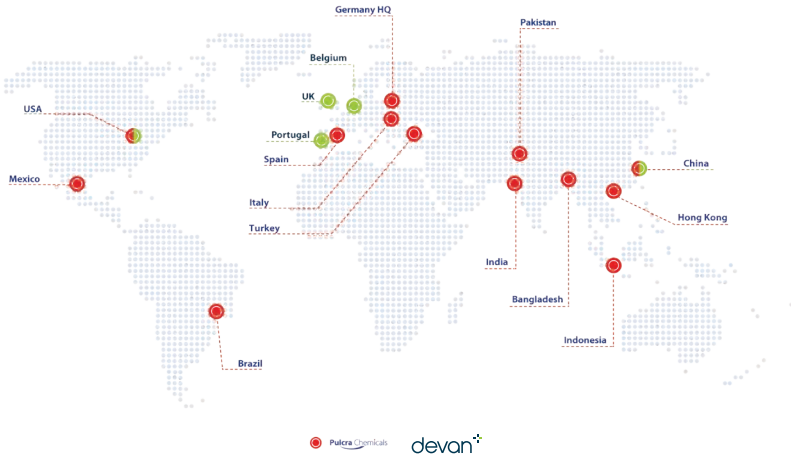


Figure 1. Global Footprint: Devan Chemicals & Pulcra Chemicals Sites

Our purpose and values

At Devan, our commitment extends beyond quality products to driving change in the textile sector. We work to reduce our ecological footprint in response to climate change, resource shortages and environmental health concerns.

We strive to build a more sustainable future through research, transparency, and collaboration.

Our purpose guides all our actions. We are committed to advancing a textile sector that combines sustainability with high performance, supporting customers in achieving their sustainability goals and enhancing the quality of life for end-users.

Our values

Innovation

We develop creative, forward-looking solutions for the textile industry.
By advancing technology and performance, we deliver products that meet the evolving needs of our clients and the market.

Sustainability

Sustainability is central to everything we do. We prioritise environmentally responsible practices and develop products that reduce ecological impact, contributing to a healthier planet and supporting our clients' sustainability goals.

Excellence

We maintain the highest standards of quality and integrity.
Our focus on excellence ensures reliable, high-performance solutions and fosters strong partnerships built on trust.

At Devan, profitable and sustainable growth is a priority. We expand into new markets, improve productivity and collaboration, and raise employee awareness. We are also transitioning our energy supply from fossil fuels to renewables.

We are advancing emission-free and low-emission production, promoting circular economy practices with alternative raw materials, and implementing programs to conserve water and energy. These initiatives rely on our employees' ideas and commitment, and we strive to create an environment where they can thrive and contribute to Devan's long-term success. Together, we are building a legacy of responsible innovation.

Our value chain

The textile industry plays a crucial role in enhancing everyday life, where the quality, functionality, and sustainability of materials are paramount.

At Devan, we contribute by developing advanced functional finishes that enhance textile comfort, durability, and performance, from better sleep and odour control to thermal regulation.

Our value chain is built on collaboration and innovation at every stage. We work closely with partners to ensure our solutions deliver real benefits for end-users while aligning with sustainability principles throughout production, application, and end-of-life stages. Through these actions, we empower positive change across the entire industry, application, and end-of-life stages.

Integration of the UN Global Compact into our strategy

Devan supports the principles of the United Nations Global Compact in human rights, labour, environment, and anti-corruption. We are committed to embedding these principles into our strategy, culture, and daily operations and promoting them within our sphere of influence. We aim to contribute to a more sustainable and inclusive global economy by aligning our activities with these universally accepted principles. This dedication shapes our strategy and strengthens our resolve for meaningful action.

Human Rights

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights

Labor

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining
Principle 4: The elimination of all forms of forced and compulsory labour
Principle 5: The effective abolition of child labour
Principle 6: The elimination of discrimination in respect of employment and occupation

Environment

Principle 7: Businesses are asked to support a precautionary approach to environmental challenges
Principle 8: Undertake initiatives to promote greater environmental responsibility
Principle 9: Encourage the development and diffusion of environmentally friendly

Anti-corruption

Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery

Networks and affiliations

Devan actively participates in various industry, sustainability, and professional organisations to foster collaboration, share best practices, and stay at the forefront of developments in our sector. These affiliations enable us to strengthen our sustainability efforts, engage with key stakeholders, and contribute to initiatives that advance responsible business practices across the value chain.

Centexbel

Devan collaborates closely with Centexbel, the Belgian research centre for textiles and plastics. Centexbel supports innovation and sustainability by providing research, testing, and certification services to companies across the textile value chain. Through this partnership, Devan gains access to advanced expertise and collaborative projects that foster the development of sustainable and high-performance textile technologies.

Bluesign®

Devan is a bluesign® system partner, an independent organisation promoting responsible and sustainable textile consumer product manufacturing. It also acts as an independent verifier, ensuring trust and transparency throughout the supply chain.

Fedustria

Devan is a member of Fedustria, the Belgian federation representing companies in the textile, wood, design, and furniture industries. Fedustria supports its members by promoting competitiveness, innovation, and sustainability within these sectors. Through this network, Devan engages in collective initiatives, gains industry insights, and contributes to advancing a more sustainable and resilient textile industry in Belgium.

Worldly Holdings

Devan collaborates with Wordly Holdings, a company specialising in digital solutions for sustainability and supply chain transparency. Wordly supports businesses in collecting, managing, and sharing environmental and social data across their value chains. Through this partnership, Devan enhances its ability to monitor sustainability performance, improve reporting accuracy, and drive responsible practices throughout its operations.

International Sleep Products Association (ISPA)

Devan is a member of the International Sleep Products Association, the leading global trade association for the sleep products industry. ISPA supports innovation, education, and advocacy across the mattress and bedding sector, connecting manufacturers, suppliers, and researchers. Through this network, Devan stays informed on industry trends, standards, and best practices, ensuring its solutions improve sleep quality worldwide.

International Antimicrobial Council (IAC)

Devan is a member of the International Antimicrobial Council, a global association dedicated to promoting the' safe and effective use of antimicrobial technologies. Through this network, Devan stays at the forefront of antimicrobial developments and contributes to solutions that enhance product performance and safety.

Catalisti

Devan is an active member of Catalisti, the spearhead cluster for sustainable chemistry and plastics in Flanders. Catalisti brings together companies, knowledge institutions, and government bodies to collaborate on innovation projects that drive sustainable and competitive chemical and materials solutions. Through this network, Devan engages in knowledge sharing, research partnerships, and initiatives advancing sustainable chemical industry practices.

European Bedding Industries' Association (EBIA)

Devan serves on the European Bedding Industries' Association board, representing the European bedding sector and promoting sustainability, innovation, and collaboration across the industry.

VOKA

Devan is a member of VOKA, the Flemish network of enterprises representing and supporting businesses across Flanders. Through this network, Devan benefits from business support, collaboration opportunities, and insights that help strengthen its sustainable and competitive position in the market.

Sedex

Devan is a member of SEDEX (Supplier Ethical Data Exchange), one of the world's leading platforms for sharing responsible sourcing data. SEDEX helps companies manage and improve working conditions, ethical performance, and supply chain transparency. Through this membership, Devan demonstrates its commitment to ethical business practices and continuous improvement of social and environmental responsibility.

Clubtex

Devan is a member of Clubtex, the French technical textiles cluster that brings together companies, research centres, and institutions active in innovative textile solutions. Clubtex promotes collaboration, technological development, and knowledge exchange within the technical textile industry. Through this network, Devan contributes to advancing sustainable and high-performance textile innovations across diverse applications.

Rising Tide Associates LLC

Devan collaborates with Rising Tide Associates LLC, a consultancy specialising in sustainable materials, product development, and market strategies for health and hygiene applications. Rising Tide Associates supports companies in implementing innovation and sustainability initiatives, ensuring products meet environmental and regulatory standards. Through this partnership, Devan leverages expert guidance to advance sustainable solutions and responsible practices in its product portfolio.

ZDHC Gateway Foundation

Devan is a member of the ZDHC Gateway Foundation, a global initiative driving zero discharge of hazardous chemicals in the textile, leather, and footwear industries. The foundation provides guidance, tools, and platforms to improve chemical management and sustainability across the value chain. Through this network, Devan contributes to safer production practices and aligns its operations with leading industry standards for environmental responsibility.

Our strategic approach to sustainability

Devan's sustainability journey is built on decades of commitment to environmental responsibility and innovative product solutions. Since introducing sustainable solutions in 1995, we have steadily expanded our portfolio to include eco-friendly, bio-based, and biodegradable products. Our strategy integrates sustainability at every level (corporate, product, and concept), focusing on reducing environmental impact and promoting a circular economy. We align with the UN Sustainable Development Goals (SDGs), aiming to contribute meaningfully to global sustainability through responsible business practices. We strive to lead our industry by setting benchmarks for sustainable innovation.

In 2024, Devan formalised its approach to sustainability with a strategy structured around the economic, social and governance (ESG) dimensions, reflecting our commitment to long-term responsible growth. This framework guides us in shaping a more resilient and sustainable future for all.

Creating sustainable value is at the heart of our mission, guided by our core values of excellence, innovation, and sustainability. We aim to benefit all stakeholders, including customers, employees, communities, and the natural environment, by delivering safe, high-quality products and responsibly managing resources.

Our strategy focuses on four key areas:

Creation of safer, high-performing products

We develop products that enhance quality, safety and performance, meeting the highest standards while addressing real needs sustainably.

Protecting natural resources

We reduce our environmental footprint through eco-friendly materials, circular principles, and sustainable practices.

Supporting people's well-being

We foster safe, supportive, and empowering environments for all people affected by our business.

Transparent communication

We openly share our progress, initiatives, and commitments, ensuring stakeholders understand our contributions to a more sustainable industry and society.

Sustainability is embedded across all areas of Devan's operations and value chain. We integrate eco-conscious practices into daily activities and engage internal and external stakeholders. By reducing energy and water use, minimising waste, and optimising resource consumption, we improve operational efficiency while supporting a sustainable future for current and future generations.

Devan believes long-term business success is closely tied to responsible performance across all activities. This awareness drives the implementation of sustainable practices in areas such as water and waste management, talent development, and ethical business conduct. Our ambition is to be a relevant player in the industry and actively encourage partners to adopt best practices, contributing to a more sustainable future for all.

Driving sustainable impact: Devan's commitment to the UN Sustainable Development Goals

At Devan, we recognise the significant role we can play in contributing to the SDGs through our work in the textile industry. We are committed to aligning our strategies and operations with the SDGs that resonate most closely with our mission, including sustainable innovation, responsible production, and partnerships. Guided by our principles of accountability, transparency, ethical behaviour, respect for stakeholders, adherence to international norms of behaviour, respect for human rights, and a commitment to leave no one behind, we aim to drive meaningful change by integrating these goals into our core business practices. As part of this commitment, we have developed our SDG Policy, which outlines our dedication to supporting the SDGs and advancing sustainable development within the textile sector. From developing eco-friendly products to promoting circularity and reducing our environmental footprint, we strive to make a lasting contribution to a sustainable textile value chain. We hope to inspire our partners and lead toward a more sustainable future through our commitment to these principles and the SDGs.

Devan SDG policy commitments

- **Integrating SDGs into business strategy**: We commit to embedding the SDGs into our business strategy and operations, focusing on those goals that align with our core mission and values. Our efforts will support sustainable innovation, responsible production, and circular business models that promote long-term value creation.
- **Promoting responsible production and consumption**: We will work to reduce the environmental impact of our products and operations, focusing on responsible sourcing, waste reduction, and resource efficiency. Our goal is to promote a circular economy approach and sustainable product innovation across the textile industry.
- **Enhancing social responsibility**: Devan is committed to fostering equality, diversity, and inclusion within our workforce and value chain. We will respect and promote human rights, engage with local communities, and ensure safe, equitable working conditions. We will take actions to reduce inequalities and ensure that no one is left behind in our business activities.
- **Collaboration and partnerships**: We recognise that achieving the SDGs requires collaboration across sectors. We will work closely with industry partners, governments, non-governmental organisations (NGOs), and local communities to share knowledge, leverage resources, and address glob al challenges.
- **Measuring and reporting progress**: We will regularly monitor and report on our progress toward achieving the SDGs. This will include tracking key performance indicators (KPIs) aligned with the SDGs and transparently communicating our results to stakeholders.
- **Promoting ethical business practices**: We will uphold the principles of accountability, transparency, ethical behaviour, and respect for international norms. We are committed to ensuring our operations are free from corruption and operate in a way that respects human rights and fosters fair, inclusive, and sustainable practices.

Transforming commitment into action for a sustainable future

Devan supports the SDGs by integrating sustainability, ethics, and social responsibility into its operations.

Devan provides all permanent full-time and part-time employees with medical plans and accident insurance, ensuring their well-being and protection. A safe and healthy workplace is maintained through a robust occupational health, safety, and environmental protection framework, with all manufacturing employees undergoing mandatory safety training.

Environmental stewardship is central to Devan's strategy. Devan ensures the proper treatment of hazardous and non-hazardous waste to prevent air, soil, and water contamination while implementing responsible wastewater management practices.

Efforts are also directed toward responsible water consumption, including reusing water and using alternative sources such as rainwater to improve efficiency. Devan continues to shift toward renewable energy sources, adopt innovative technologies to reduce energy usage, and minimise greenhouse gas emissions, contributing to climate change mitigation.

Devan's approach to sustainable growth also includes fostering an inclusive and respectful workplace. It upholds a zero-tolerance policy toward discrimination, child labour, and any form of forced or compulsory labour. It actively promotes gender equality by increasing women's representation across its workforce.

Local community engagement is also prioritised through hiring practices that support local employment and the development of occupational safety and health management systems designed to protect all employees.

Innovation is a key driver of Devan's commitment to sustainability. By enhancing research and development capabilities, Devan ensures that its products are safe for both people and the environment and free from environmental, health, and safety risks.

Devan continuously explores new ways to enhance resource efficiency, improve financial resilience, and optimise using materials to minimise waste. This includes responsible sourcing of raw materials and suppliers, the increased use of recycled packaging materials, and optimising transport and logistics to reduce environmental impact.

In collaboration with customers, brands, and retailers, Devan promotes more sustainable textile processes by reducing resource use throughout the value chain. Devan's governance practices are guided by transparency, accountability, and integrity, supported by a strong ethics and compliance framework, including a comprehensive code of conduct.

Through these actions, Devan is dedicated to advancing the SDGs and fostering a sustainable, inclusive, and resilient textile industry.

How we measure our contribution to the SDGs

To ensure our commitment to the SDGs translates into tangible outcomes, Devan systematically monitors key indicators that reflect our ESG performance. These indicators help us evaluate progress, identify opportunities for improvement, and reinforce accountability across all levels of our organisation.

Our approach to measurement encompasses multiple dimensions of sustainability, including product innovation, environmental protection, employee well-being, diversity, and ethical governance. We track the annual sales of safe, health-focused products and monitor reductions in hazardous emissions and chemical pollutants from production processes. In parallel, we assess our employees' growth through the number of training sessions provided, the percentage participating in upskilling and sustainability-focused programs, and satisfaction with workplace safety and inclusion.

Gender equality and fair opportunity remain central to our social responsibility goals, specifically focusing on the percentage of women in leadership roles and the implementation of robust anti-discrimination and harassment prevention policies.

On the environmental front, we measure our progress through indicators such as water-use efficiency, renewable energy adoption, energy efficiency improvements, carbon and GHG emissions intensity reductions, and waste diversion from landfills. Key priorities include resource-use efficiency, responsible chemical management, and compliance with international environmental standards.

Economically, we monitor our year-over-year growth rate and the share of revenue generated from sustainable or innovative products.

Finally, Devan ensures integrity and transparency through regular governance reporting, implementing anti-corruption measures, and open communication with stakeholders. Maintaining clear and measurable indicators transforms our sustainability ambitions into verifiable results and drives continuous improvement across our value chain.

Strategic projects supporting sustainability and efficiency

In 2024, Devan undertook a series of strategic initiatives across its core business functions, reflecting our commitment to continuous improvement, innovation, and sustainability. These projects, spanning operations, finance, marketing, research and development (R&D), and human resources (HR), demonstrate how we integrate efficiency, safety, digital transformation, and ethical governance into our day-to-day activities. Investing in state-of-the-art production systems, modernising financial processes, strengthening our brand identity, advancing sustainable product development, and promoting ethical behaviour reinforces our position as a responsible and forward-thinking leader in the textile chemicals industry.

This section highlights the **key projects implemented in 2024**, showcasing how cross-functional efforts contribute to operational excellence, environmental stewardship, and corporate governance.

Operations: Explosion-safe dust and fume extraction

In 2024, our production platform saw the installation of a state-of-the-art explosion-safe dust and fume extraction system. This investment significantly enhances workplace safety, protecting our employees from hazardous airborne particles and reducing the risk of production incidents. Beyond safety, the system contributes to environmental stewardship by minimising emissions, improving air quality, and supporting compliance with stringent industrial safety regulations.

Impact: Safer workplace, reduced environmental emissions, and regulatory compliance.

Finance: Digitalisation of finance processes

The finance department launched a comprehensive digitalisation program in 2024, including e-invoicing, digital filing, and digital expense reporting. By transitioning from paper-based workflows to digital systems, we have streamlined financial processes, reduced manual errors, and shortened approval cycles. This initiative also supports our sustainability goals by decreasing paper consumption and enhancing data security and transparency.

Impact: Increased efficiency, lower environmental footprint, improved transparency, and data management.

Human resources: Code of conduct

HR developed and implemented Devan's code of conduct in 2024, establishing a formal ethical behaviour and corporate governance framework. The code communicates our core values and expectations regarding integrity, compliance, and responsibility across all levels of the organisation. It also supports a culture of transparency and accountability, reinforcing trust among employees, partners, and stakeholders.

Impact: Strengthened ethical culture, improved governance enhanced stakeholder trust.

Marketing: Rebranding initiative

In 2024, marketing led a significant rebranding initiative to modernise Devan's corporate identity and better reflect our commitment to innovation and sustainability. The project encompassed updated visual identity, brand messaging, and communication materials, ensuring alignment with our strategic vision. This rebranding strengthens our recognition in the textile industry, enhances stakeholder engagement, and positions us as a forward-thinking partner for sustainable solutions.

Impact: Stronger brand identity and increased stakeholder engagement.

R&D: Life cycle assessment analysis

The R&D department received approval in 2024 to conduct life cycle assessments (LCA) analysis on our top 10 products by volume and revenue. This initiative allows us to quantify the environmental impacts of our products across their entire life cycle, from raw material sourcing to end-of-life. Insights from the LCA will guide sustainable product development, identify hotspots for impact reduction, and support our roadmap toward environmentally responsible innovation.

Building on this foundation, R&D has also launched the development of a Green Portfolio Transition Plan for 2025–2030, which will establish minimum sustainability requirements for all new products. These requirements will include:

- No SVHC (Substances of Very High Concern) in product formulations.
- No intentionally added microplastics.
- A minimum percentage of bio-based content.
- A lower carbon footprint compared to each predecessor product.

Furthermore, we are expanding our external research collaborations to accelerate the creation of low-impact and circular solutions. By strengthening partnerships with universities, research clusters, major textile brands, and recyclers, we aim to boost innovation capacity and increase the range of sustainable technologies developed. Several new project proposals submitted in 2024 already help to grow this collaborative network.

Impact: Improved understanding of product environmental footprint; data-driven and sustainable product development; stronger research ecosystem; transition toward a greener product portfolio; reduced environmental impact.

Sustainability in numbers

Total workforce (headcount as at 31 December):	36
% of Women in total workforce:	47.5%
Energy intensity in own operations:	552.89 kWh/ton of production
GHG emissions intensity (Scope 1 & 2):	0.09 tCO_2 eq/ton of production
Water consumption intensity:	0.62 m^3 of water consumed/ton of production
Waste production intensity:	117.66 kg of waste/ton of production
% of waste recycled/reused	27.6%

Highlights from 2024

Human resources

≤ 3% Absenteeism rate

≥ 40% Participation rate in well-being & sustainability initiatives

Governance

100% Employees trained on code of conduct

R&D

100% % of new sustainable product formulations (e.g. bio-based, bio-degradable,...)*

5 External collaborations focused on sustainable technologies

Marketing

7 trade shows

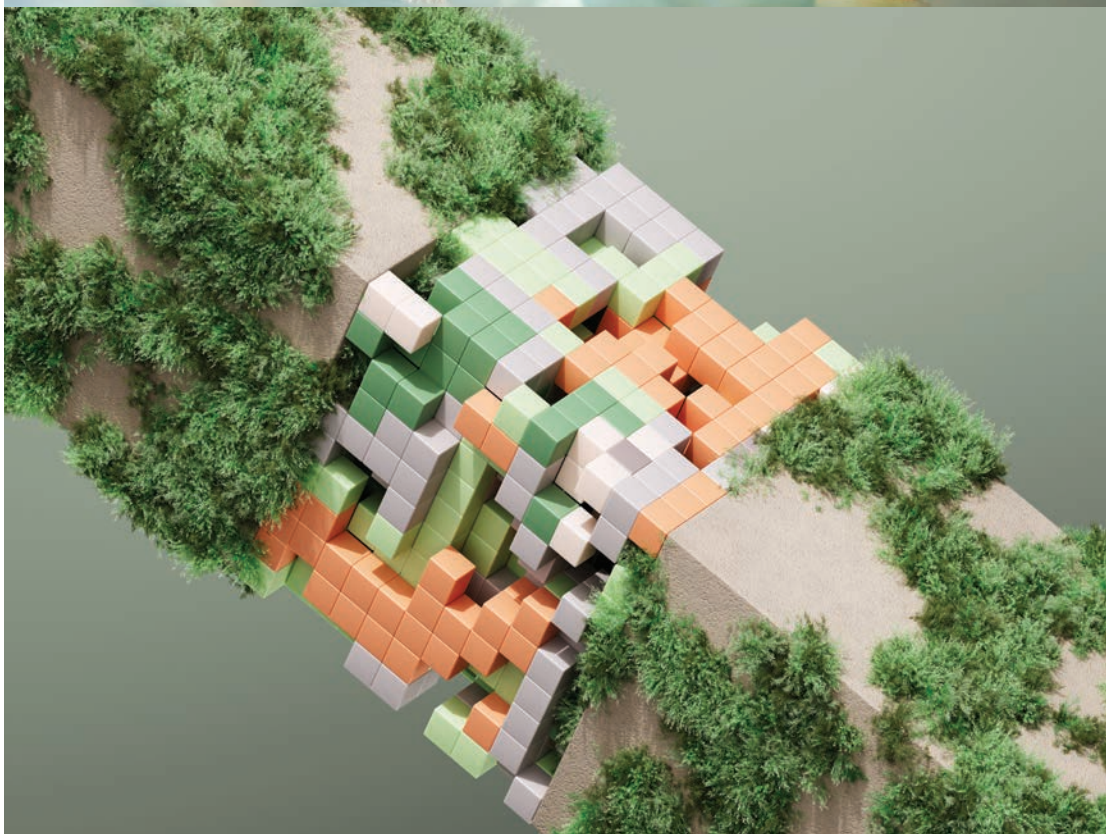
* % is compared with the predecessor products

Megatrends

The industrial landscape is shaped by interconnected megatrends influencing how companies operate, innovate, and respond to societal expectations. In the textile finishing chemicals sector, regulatory pressure, consumer demand for safer products, and technological advancements are driving the adoption of bio-based, biodegradable, and sustainable solutions, according to Trace for Good (2024), Thomasnet (2024), and Fast Innovation (2024). More broadly, industries are prioritising decarbonisation, resource efficiency, and circular economy practices, with increasing emphasis on supply chain transparency and ESG integration, as highlighted by ERM Sustainability Institute (2024), Syrett et al. (2024), and Barnes & Thornburg (2024). Governance practices are also evolving, with frameworks such as the ESRS fostering accountability, stakeholder capitalism gaining momentum, and digital tools enhancing real-time monitoring and decision-making (Alchemie, 2024; Project Management Institute, 2024; PwC, 2024). Finally, global consumer expectations and policy alignment continue to drive sustainability agendas, encouraging companies to innovate responsibly while balancing ESG priorities (Alchemie, 2024; Thomasnet, 2024). Together, these megatrends provide a lens through which companies can anticipate change, seize opportunities, and strengthen resilience in a rapidly evolving industrial environment.

Textile finishing chemicals sector

The textile finishing chemicals sector is undergoing a period of significant transformation, driven by regulatory, technological, and consumer trends. According to Trace for Good (2024) Governments worldwide, particularly in the European Union and the United States, are intensifying regulations targeting hazardous chemicals such as PFAS, pushing manufacturers to adopt safer, bio-based alternatives and embrace green chemistry principles. Additionally, Thomasnet (2024) reports that the use of biodegradable textiles and recycled materials is on the rise, reflecting growing consumer demand for environmentally responsible products. Technological innovations are also playing a key role: according to Fast Innovation (2024), artificial intelligence (AI) and data analytics are increasingly used to optimise supply chains, reduce waste, and enhance lifecycle assessments, further enabling sustainable manufacturing practices in this sector.



Sustainability

Across industries, sustainability is moving from a peripheral concern to a central strategic priority. According to ERM Sustainability Institute (2024), decarbonisation and climate action are now core to industrial strategies, with companies under growing pressure to set and achieve science-based targets in line with global climate commitments. Circular economy principles are also gaining traction: Syrett et al. (2024) highlights that industries are focusing on resource efficiency, product longevity, and textile-to-textile recycling to minimise environmental impact. Moreover, supply chain transparency and ESG integration have become critical: Barnes & Thornburg (2024) notes that businesses are increasingly expected to monitor ethical sourcing, fair labour practices, and environmental performance, reflecting both regulatory requirements and heightened consumer expectations.

Governance practices

Governance practices in industry are evolving to meet rising demands for transparency, accountability, and stakeholder engagement. According to Alchemie (2024), the adoption of reporting frameworks such as the ESRS has made detailed disclosure of environmental and social impacts mandatory, reinforcing corporate responsibility. There is also a broader shift towards stakeholder capitalism, where companies balance the interests of shareholders, employees, communities, and the environment; PwC (2024) highlights this as a key driver of governance evolution. Finally, digitalisation is transforming governance itself: according to Project Management Institute (2024), digital tools now allow real-time monitoring of ESG metrics, risk management, and compliance, enhancing corporate decision-making and transparency.

Artificial intelligence

Among the defining megatrends of 2024, AI stands out as a catalyst reshaping how industries operate, innovate, and pursue sustainability. According to PwC (2024) and Project Management Institute (2024), AI is revolutionising decision-making, process optimisation, and data management across value chains. In the textile and chemical sectors, AI-driven analytics enable more efficient formulation design, predictive maintenance, and energy optimisation, reducing waste and emissions while improving productivity. AI tools also play a critical role in enhancing supply chain transparency and ESG reporting, helping companies track carbon footprints, assess supplier performance, and anticipate regulatory changes. As automation and intelligent systems become integral to industrial processes, the convergence of digitalisation and sustainability is accelerating, creating new pathways for innovation and resilience.

Broader global trends

Beyond sector-specific and governance trends, broader global trends are shaping the industrial landscape. Consumer preference for sustainable products continues to grow, with Thomasnet (2024) noting that buyers increasingly favour brands demonstrating authentic commitment to environmental responsibility. At the policy level, international and national regulations are aligning to support sustainable development, including circular economy principles and responsible manufacturing practices. Alchemie (2024) reports that these regulations are creating both challenges and opportunities for companies across the textile value chain.

The megatrends shaping 2024, spanning sustainability, governance, and digital transformation, are a clear signal: action is needed today to secure a sustainable tomorrow. Companies in the textile finishing chemicals sector, as well as across various industries, must adopt safer and more circular solutions, embracing innovation and integrating ESG principles into every aspect of their operations. Now is the time to strengthen transparency, anticipate regulatory changes, and respond to evolving consumer expectations. By proactively aligning with these transformative trends, businesses can not only mitigate risks but also unlock new opportunities for growth, resilience, and lasting positive impact on society and the planet.

The path forward is clear: **sustainability is not optional; it is the business imperative of our time.**

General Information

02.

ESRS 2 – GENERAL DISCLOSURES

Basis of preparation

General basis for preparation of sustainability statements | BP-1

Devan International Group NV reports its non-financial information for the period from 1 January to 31 December 2024. This report covers the Devan International Group companies included in the financial consolidation perimeter.

As the parent company, Devan International Group NV has full ownership and financial control over its subsidiaries, Devan Micropolis in Portugal and Devan Chemicals NV in Belgium. Devan Chemicals NV fully owns and controls Devan-PPT Chemicals Ltd. in the United Kingdom and Devan North America LLC in the United States.

The 2024 Sustainability Report was prepared as part of an initial alignment exercise with the CSRD and the ESRS. This first exercise involved collecting information in line with some ESRS requirements, considering the companies' current reporting capabilities. As such, full compliance with all ESRS data points is not guaranteed at this stage.

The identification of the most significant ESG issues was based on a double materiality assessment (DMA), considering both impact and financial perspectives.

This process included internal and external evaluations of relevant sustainability topics.

The report is structured into **five main chapters:**

- Devan Chemicals
- General Information
- Environmental
- Social
- Governance

For any questions, clarifications, or suggestions regarding this report or related sustainability matters, please contact us via: info@devan-be.com

Disclosures in relation to specific circumstances | BP-2

To ensure the accuracy and reliability of the data, this report uses the time horizon definitions established by the ESRS standards:

- Short-term time horizon: up to 1 year
- Medium-term time horizon: between 1 and 5 years
- Long-term time horizon: more than 5 years

Where estimated figures or data from indirect sources are used, this is clearly indicated alongside the respective information. Metrics incorporating estimated data are particularly relevant for topics such as Climate Change – Carbon Footprint, and may therefore have a higher degree of uncertainty. Any revisions to comparative data or corrections for previous years are highlighted and explained in the accompanying notes, ensuring clarity and correct interpretation.
The environmental data in this report exclude the companies Devan-PPT Chemicals Ltd. (UK) and Devan North America LLC, as these sites are solely administrative (commercial) and do not have any production activity. Their consumption and emissions are considered non-material. An effort to collect and consolidate this data is planned for 2026, with the aim of including it in the 2027 report for the year 2026.

Whenever a company is excluded from specific indicators or reported data on an ad hoc basis, this is clearly noted alongside the relevant information to ensure transparency and proper interpretation of the results.

Devan will apply the transitional provision in point 10.3 of ESRS 1 regarding the disclosure of comparative information. Except where feasible and appropriate for established targets, comparative data will not be presented in this report and will be introduced gradually over the coming years.

Governance

The role of the administrative, management and supervisory bodies (AMSB) | GOV-1

Devan operates under a governance model led by a Management Board composed of executive members. This structure is designed to balance strategic leadership, risk management, and oversight of financial and non-financial performance. There are currently no independent members.

As of 31 December, 2024, the Management Board consisted of six men and one woman. At the time of writing this report, the Board consists of five men and one woman, reflecting recent organisational changes.

Devan Management Board Members:

- Bart Degroote
- Hugo Soens
- Julian Sachs
- Katia Flamand
- Maarten De Bosscher
- Roberto Teixeira

The Board comprises diverse experience, with members having extensive careers in management and administrative roles. This composition ensures a comprehensive strategic vision and the ability to address sector challenges while creating sustainable value across different markets.

Board members have expertise in finance, management, law, taxation, and operations, supporting an integrated approach to risk management, transparency, and compliance. This combination of skills strengthens internal oversight and control mechanisms, fosters a culture of integrity and accountability, and ensures decision-making is guided by a strategic, sustainable, and multidisciplinary perspective aligned with Devan's long-term objectives.

Sustainability committee – structure and functions

The Devan sustainability committee (EMBRACE) includes members from the following departments, ensuring all relevant areas are involved in sustainability decisions:

- Human Resources
- Laboratory and Quality Control
- Marketing
- Quality, Environmental and Safety
- Research & Development

The core mission of EMBRACE is to align, prioritise, and integrate sustainability into creating business value, ensuring its incorporation into strategic and operational plans. The committee actively defines, monitors, and promotes ESG initiatives internally.

Its primary **responsibilities** and areas of action include:

- Promote the creation of sustainable value.
- Ensure alignment and company-wide integration of sustainability policies and guidelines across the organisation.
- Establish strategic priorities and propose necessary investments and resources.
- Share best practices and references on ESG matters, based on benchmarking.
- Promote knowledge and ongoing training on ESG issues.

The committee is coordinated by the **sustainability, marketing, and human resources departments**, which are responsible for:

- Defining the annual calendar, meeting agenda, topics, and guests, based on proposals from EMBRACE members.
- Prepare and structure meetings, coordinate them, and produce minutes with action and decision points.
- Supporting company-wide implementation of Committee decisions.
- Monitoring the progress of approved actions.
- Identifying and updating impacts, risks, and opportunities.

The composition of EMBRACE may be extended as needed to include other employees whose knowledge is relevant to the topics under discussion. Employee perspectives are regularly considered through organisational climate surveys, structured internal feedback, alignment meetings with middle management, and participation of departments directly connected to employees in the committee.

Regarding capacity building, a member of EMBRACE is pursuing a PhD in Sustainability Sciences, strengthening senior leadership skills in managing sustainability-related issues and promoting an integrated strategic vision aligned with regulatory requirements.

Information provided to and sustainability matters addressed by the AMSB | GOV-2

Devan's administrative and management bodies are systematically informed and advised on sustainability, including material impacts, risks, and opportunities (IROs). This ensures that sustainability considerations are integrated into strategy and decision-making processes.

The EMBRACE prioritises, aligns, and integrates the sustainability strategy into Devan's business model and strategic operating plans.

Key responsibilities of EMBRACE include:

- Proposing the sustainability strategy to the Devan Management Board, including vision, mission, focus areas, and short-, medium-, and long-term objectives.
- Defining and monitoring the implementation of the sustainability strategy across ESG areas.
- Ensuring that ESG initiatives and projects create value for the organisation and its brands.
- Aligning and integrating sustainability policies and guidelines across the organisation.
- Defining priority action areas and proposing the necessary resources and investments.

Integration of sustainability-related performance in incentive schemes | GOV-3

Devan has not implemented any incentive schemes linked to performance in defining or achieving sustainability objectives.

Statement on due diligence |GOV-4

The table below shows where Devan provides information on its due diligence process within the sustainability statements, including how the main aspects and steps are applied:

Essential elements of due diligence	Points of the sustainability statements
a) Integrate due diligence into governance, strategy, and the business model. b) Engage in dialogue with stakeholders at all key stages of due diligence.	Devan plans to integrate due diligence in 2028, referring to the year 2027
c) Identify and assess negative impacts. d) Take measures to address those negative impacts	General Disclosures - Description of the processes to identify and assess material IROs.
e) Monitor the effectiveness of these efforts and report	Devan plans to implement a formal system for assessing its IROs by 2028, referring to 2027.

Risk management and internal controls over sustainability reporting | GOV-5

At Devan, risk management is the responsibility of the Management Board and is a standing topic in their regular meetings. During these meetings, potential risks and opportunities are identified and discussed in collaboration with relevant areas of the organisation. Risks are assessed based on their impact and likelihood, and, where possible, potential financial implications are also considered. High-level risks are addressed through defined mitigation or elimination measures, which are monitored regularly.

The Management Board periodically reviews the business risk matrix to remain current and identify emerging threats or opportunities. This process includes identifying, assessing, and managing risks that could affect Devan's objectives. Actions to reduce exposure are monitored throughout the year by the team responsible for advancing the risk management model.

The 2024 risk management model identifies **four main types of risk**:

- **Strategic Risks**: market, competition, political, and other relevant risks.
- **Financial Risks**: reporting, capital structure, capital costs, and other relevant factors.
- **Operational Risks**: technology, processes, infrastructure, information, etc.
- **Compliance Risks**: legal, tax, regulatory, and other relevant factors.

Additional risks within these categories include climate-related hazards, such as floods, fires, and reduced availability of raw materials resulting from the effects of climate change on bio-based products. These risks are validated with the relevant departments.

The assessment of physical climate risks is ongoing. Significant progress has been made, and Devan is working to ensure alignment with all associated requirements.

To mitigate market risks, Devan has implemented a hedging strategy to reduce exposure to energy and raw material price fluctuations. Some one-off adjustments were unavoidable, affecting parts of the value chain. To address increasing energy costs, several projects are underway to reduce dependence on traditional energy sources, improve energy and fuel efficiency, and transition to more sustainable energy alternatives.

Strategy

Strategy, business model, and value chain | SBM-1

Devan has been committed to sustainability for several years, setting clear targets and projects to contribute to a more sustainable, inclusive, and responsible society. In 2024, Devan adopted an ESG-based strategy, aligned with CSRD, to maximise the impact of its actions.

We recognise the important role Devan can play in advancing sustainable development in the textile industry. Our strategies and operations are aligned with the SDGs most relevant to our mission, including sustainable innovation, responsible production, and collaborative partnerships. Guided by accountability, transparency, ethical behaviour, respect for stakeholders, adherence to international norms, and human rights, we aim to integrate these goals into core business practices.

As part of this commitment, we have developed an SDG policy outlining our dedication to supporting the SDGs and promoting sustainable development within the textile sector. From developing eco-friendly products to advancing circularity and reducing our environmental footprint, we strive to create lasting value throughout the textile value chain. Through these efforts, we aim to inspire our partners and lead toward a more sustainable future.

Our sustainability strategy also aims to generate value for shareholders and other stakeholders, supported by continuous investment in innovation and R&D, as well as actively engaging employees and business partners in building a sustainable future.

Business model and value chain

Devan emphasises long-term partnerships with strategic suppliers that ensure quality, legal compliance, and traceability, progressively incorporating environmental and social criteria into their selection and evaluation. Our business model is centred on creating sustainable value by striking a balance between economic, social, and environmental performance.

Devan engages employees and business partners in optimising resources, recovering raw materials, ensuring product quality and safety, and monitoring packaging life cycles. The value chain is structured into **three main stages**:

1. Upstream

- Involves sourcing raw materials, chemical ingredients, packaging, and auxiliary materials.
- Focuses on sustainability, traceability, and environmental performance, with continuous supplier engagement to support responsible practices across the supply chain.

2. Own operations

- Covers formulation, production, and quality control of Devan's chemical solutions for textiles.
- Includes R&D activities to ensure high standards of performance, safety, and innovation, while aligning with sustainability commitments and regulatory requirements.

3. Downstream

- Encompasses customer integration of Devan solutions into textile applications, logistics, distribution, and consumer use of final products.
- Collaboration with partners and stakeholders ensures transparency, promotes sustainable practices, and creates shared value.

Interests and views of stakeholders | SBM-2

Devan has conducted a stakeholder mapping exercise to identify key topics of interest and determine the most appropriate engagement methods. Insights gathered from these interactions are systematically integrated into Devan's decision-making processes.

Topics identified during stakeholder dialogue support the continuous updating of the materiality matrix, guide the design and prioritisation of strategic initiatives, and help calibrate policies, practices, and goals. Stakeholder views are considered in defining the strategy and informing actions to ensure alignment with external expectations and commitments. This active listening enables Devan to anticipate reputational risks, identify opportunities for shared value creation, and enhance responsible and sustainable performance.

The approach for informing administrative, management, and supervisory bodies about stakeholder interests and other sustainability issues is described in Information provided to the company's administrative, management and supervisory bodies and sustainability issues addressed by them | GOV-2.

Stakeholder(s)	Topic(s) of Interest	Engagement Method(s)
Tier 1 suppliers	▪ Sustainability requirements ▪ Chemical management ▪ Labour practices ▪ Compliance with standards (REACH, ISO, etc.) ▪ Fair and reliable business relationships	▪ Surveys ▪ Supplier audits ▪ Questionnaires ▪ Training sessions ▪ Workshops
Tier 2 and 3 suppliers	▪ Supply chain transparency ▪ Sustainability standards ▪ Environmental impact ▪ Social compliance	▪ Surveys ▪ Training webinars ▪ Supplier summits ▪ Codes of conduct ▪ Capacity-building programs ▪ Collaborative improvement programs
Logistics providers	▪ Carbon emissions ▪ Route optimisation ▪ Packaging	▪ Partnership agreements

Stakeholder(s)	Topic(s) of Interest	Engagement Method(s)
Employees and other workers	▪ Employee development ▪ Work-life balance ▪ Provision of decent working conditions	▪ Clarification of duties and roles ▪ Culture and climate survey, and implementation of improvements ▪ Communication platforms ▪ Training ▪ Career development
Energy providers	▪ Renewable energy sourcing ▪ Energy efficiency ▪ Carbon footprint	▪ Collaborative projects ▪ Joint initiatives on renewables
Customers	▪ Satisfaction with products and services ▪ Relationship of trust ▪ Attractive prices ▪ Innovative and sustainable solutions	▪ Surveys ▪ Evaluation of customer service ▪ Customer audits
Textile brands	▪ Sustainable products ▪ Traceability ▪ Certifications ▪ Innovation	▪ Strategic partnerships ▪ Joint sustainability programs ▪ Supplier meetings ▪ Annual sustainability forums
Consumers or end-users	▪ Product confidence and satisfaction ▪ Streamlining effective communication pathways	▪ Market research ▪ New products/innovation ▪ Marketing communication

Stakeholder(s)	Topic(s) of Interest	Engagement Method(s)
Textile recyclers and waste management	▪ Circularity ▪ Material recovery ▪ Waste reduction	▪ Partnership programs ▪ Workshops ▪ Technical collaborations
Authorities, including regulators, supervisors, and central banks	▪ Relationship of trust and transparency	▪ Availability of information ▪ Legislation
NGOs / Community	▪ Environmental protection ▪ Contribution to success and development ▪ Attractive jobs ▪ Support for local communities	▪ Stakeholder dialogue ▪ Partnerships ▪ Joint projects ▪ Community engagement programs
Shareholders	▪ Value Creation	▪ Business strategy ▪ Periodic meetings
Investors	▪ ESG risk and opportunity, financial performance ▪ Climate strategy ▪ Attractive dividend yield ▪ Transparency and risk minimisation	▪ Investor calls ▪ ESG reports ▪ Meetings
Credit institutions	▪ Credit risk ▪ ESG risk ▪ Sustainable finance opportunities	▪ ESG disclosure ▪ Meetings ▪ Performance reporting ▪ Sustainability-linked financing agreements

Stakeholder(s)	Topic(s) of Interest	Engagement Method(s)
Nature	▪ Biodiversity ▪ Emissions ▪ Water use ▪ Soil health	▪ Indirect engagement via mitigation measures ▪ Conservation projects ▪ Environmental monitoring ▪ Collaborative improvement programs

In 2024, Devan engaged more actively with key stakeholders, including Tier 1 suppliers, employees, customers, textile brands, and NGOs/communities, to gather feedback on material topics. This engagement provided a deeper understanding of stakeholder expectations and priorities.

Looking ahead, Devan plans to expand stakeholder engagement in 2025 to include all relevant groups, ensuring a comprehensive approach for the 2025 sustainability report, which will be published in 2026.

Material impacts, risks and opportunities, and their interaction with the strategy and the business model | SBM-3

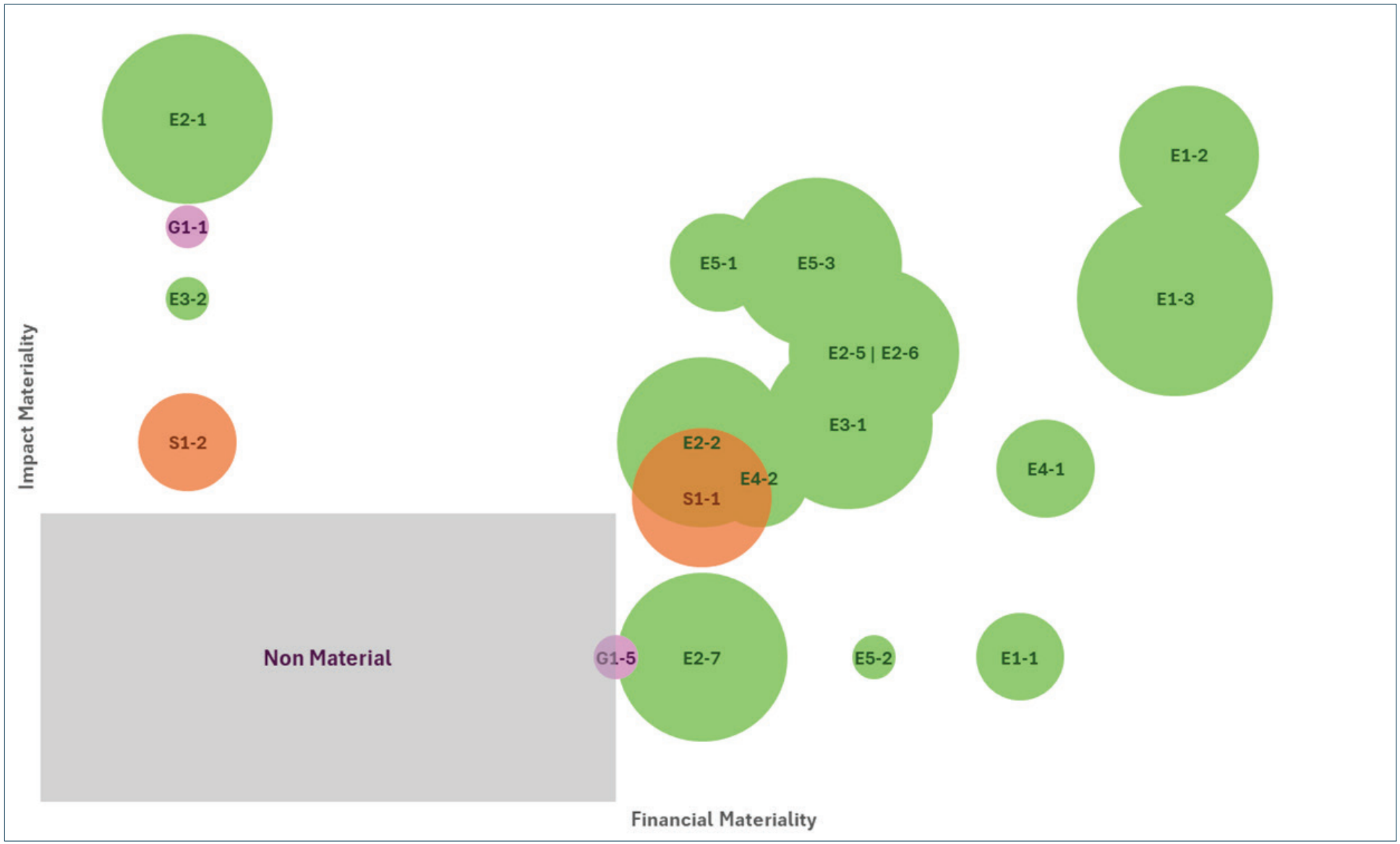
As mentioned above, Devan conducts an annual review to identify risks and opportunities for its business, in alignment with ESRS 2 GOV-5 requirements.

While the assessment follows an empirical approach, an action plan is developed to mitigate or eliminate high-level risks. This process includes regular sessions with the Management Board to review the business risk matrix, evaluate emerging threats and opportunities, and define corresponding mitigation actions. These actions are subsequently monitored throughout the year by the area responsible for coordinating the risk management model.

In 2024, Devan performed a DMA to identify the IROs most relevant to its activities. This comprehensive assessment enabled a systematic identification of sustainability topics that are significant from both impact and financial perspectives.

A total of 55 IROs were identified as material and grouped into 18 distinct topics. These topics are presented in the following diagram, organised according to the relevant ESRS standards and the materiality dimensions under which they were classified after the final assessment.

Topics assessed but considered non-material, meaning they do not represent significant actual or potential IROs for Devan, are excluded from the DMA diagram and the table of material topics. Although these topics were part of the assessment process, their relevance was deemed limited based on available evidence, stakeholder feedback, and their relative significance to Devan's value chain and strategic priorities.



- Environmental Topics
- Social Topics
- Governance Topics

Topic(s)	Category	Value Chain	Time Horizon
E1 – Climate Change			
Climate change adaptation			
Supply chain disruptions and material shortages caused by climate-related disasters.	R	Upstream	◔◔◔
Dependence on water resources in areas of scarcity leading to production interruptions and cash flow impacts.	R	Own Operations	◔◔
High investments and increased operating costs required to adapt operations to climate change.	R	Own Operations	◔◔
Innovation in chemistry and new technologies contributing to climate change mitigation and adaptation.	O	Upstream + Downstream	◔◔◔
Climate-related regulatory requirements (e.g., EU Green Deal) are increasing costs and administrative burden, with potential competitive risks.	R	Own Operations	◔◔
Climate change mitigation			
Contribution to global warming from Scope 1 and 2 Greenhouse Gas Emissions (GHG) emissions.	I-real	Own Operations	◔◔◔
Contribution to global warming from Scope 3 GHG emissions.	I-real	Upstream + Downstream	◔◔◔
Development of a transition plan for climate change mitigation by 2026.	I+ potential	Own Operations	◔
Commitment to net zero and a low-carbon portfolio creating reputational opportunities, new market segments, and higher demand.	O	Downstream	◔◔◔
Introduction of CO_2 pricing affecting purchasing and cost structure; transition to a low-carbon portfolio may reduce current sales but open new markets.	R / O	Own Operations	◔◔◔
Introduction of CO_2 pricing affecting purchasing and cost structure; transition to a low-carbon portfolio may reduce current sales but open new markets.	R	Upstream	◔◔◔
Energy			
Use of renewable energy sources in operations.	I+ real	Own Operations	◔◔◔
Reduction of electricity consumption in buildings through energy-efficient products.	I+ real	Own Operations	◔◔◔

Topic(s)	Category	Value Chain	Time Horizon
Energy consumption from fossil sources across the value chain.	I-real	Upstream + Downstream	⏱⏱⏱
Rising operational costs and fuel prices due to stricter regulations.	R	Upstream + Own Operations	⏱⏱⏱
Energy self-generation ensuring price stability and self-sufficiency, with potential revenue from electricity trading.	O	Own Operations	⏱⏱
E2 – Pollution			
Pollution of Air			
Emission of atmospheric pollutants from activities across the value chain.	I-real	Upstream + Downstream	⏱⏱⏱
Pollution of Water			
Emission of pollutants into water during operations and across the value chain.	I-real	Upstream + Downstream	⏱⏱⏱
Implementation of preventive and wastewater treatment measures to avoid releases of hazardous substances.	I+real	Own Operations	⏱⏱⏱
Increased water treatment costs due to regulatory changes.	R	Own Operations	⏱⏱⏱
Substances of concern (SoC) and Substances of very high concern (SVHC)			
Use of SVHCs in compliance with REACH; potential risks if not properly managed or disposed of.	I-real	Own Operations	⏱⏱⏱
Ongoing initiatives to reduce the number and share of substances of concern.	I+real	Own Operations	⏱⏱⏱
Continued use of permitted hazardous substances posing legal, reputational, and operational risks, including costly product reformulations.	R / O	Own Operations	⏱⏱⏱
Microplastics			
Potential release of microplastics during the lifecycle of textile chemical applications, including production, use, and end-of-life stages.	R	Own Operations + Downstream	⏱⏱⏱
E3 – Water and Marine Resources			
Water			
Implementation of goals to reduce water consumption and develop closed-loop recovery systems.	I+real	Own Operations	⏱⏱⏱

Topic(s)	Category	Value Chain	Time Horizon
Water consumption in areas of scarcity contributing to water stress.	I-real	Own Operations	⏱⏱⏱
Enhanced resilience and cost reduction through efficient water management and reduced consumption.	O	Own Operations	⏱⏱⏱
Reputational and market benefits from adopting water reduction policies and commitments.	O	Own Operations	⏱⏱⏱
Higher operational costs or production disruptions due to limited water availability.	R	Upstream	⏱⏱⏱
Increased water treatment costs due to new regulations.	R	Own Operations	⏱⏱⏱
Marine Resources			
Potential depletion of marine resources due to the extraction and processing of raw materials or product manufacturing.	I-real	Upstream	⏱⏱⏱
E4 – Biodiversity and Ecosystems			
Direct impact drivers of biodiversity loss			
GHG emissions contributing to atmospheric pollution and biodiversity loss.	I-potential	Own Operations	⏱⏱⏱
Increased costs or disruptions due to limited access to biobased raw materials.	R	Upstream	⏱⏱⏱
Procurement of renewable raw materials altering land use and ecosystems.	I-potential	Upstream	⏱⏱⏱
Impacts on the extent and condition of ecosystems			
Habitat destruction, fragmentation, or degradation resulting from operations or supply chain activities.	R	Upstream + Own Operations	⏱⏱
Use of certified sustainable raw materials supporting ecosystem preservation and enhancing brand value.	O	Upstream	⏱⏱⏱
Potential adverse effects of industrial chemicals on species and biodiversity.	I-real	Downstream	⏱⏱⏱
E5 – Use of Resources and Circular Economy			
Resources inflows, including resource use			
Use of non-renewable resources in operations.	I-real	Own Operations	⏱⏱⏱

Topic(s)	Category	Value Chain	Time Horizon
Supply chain disruptions and cost increases due to geopolitical conflicts.	R	Upstream	
Higher procurement and administrative costs related to secondary or bio-based materials; possible quality, availability, and competitiveness challenges.	R	Upstream + Own Operations	
Reduced operating costs through adoption of resource-efficient processes.	O	Own Operations	
Resource outflows related to products and services			
Developing new products, market segments, and opportunities based on efficient resource use.	O	Own Operations	
Waste			
Generation of waste materials during production processes.	I-real	Own Operations	
Overproduction or misproduction increases costs and reduces profitability.	R	Own Operations	
Waste management practices implemented throughout the value chain.	I-real	Upstream + Own Operations	
S1 – Own Workforce			
Working conditions			
Increased costs associated with compliance with labour regulations and collective agreements.	R	Own Operations	
Reduced productivity and negative health effects due to workload peaks.	I-potential	Own Operations	
Guarantee employees' rights to information and consultation through timely communication and dialogue.	I+real	Own Operations	
Mechanisms for listening and corrective actions to strengthen employee engagement and belonging.	I+real	Own Operations	
Equal treatment and opportunities for all			
Equal employment and remuneration conditions regardless of gender, ethnicity, origin, or beliefs.	I+real	Own Operations	
Talent management initiatives to enhance motivation and career development.	I+real	Own Operations	
G1 – Business Conduct			

Topic(s)	Category	Value Chain	Time Horizon
G1 – Business Conduct			
Corporate culture			
Corporate values and culture guided by high ethical, environmental, and social standards.	I+ real	Own Operations	⏱⏱⏱
Promotion of responsible business practices, policies, and protection of people and the environment.	I+ real	Own Operations	⏱⏱⏱
Management of relationships with suppliers including payment practices			
Delayed payments or poor supplier management affecting liquidity, supply reliability, and profitability.	R	Upstream	⏱⏱⏱

Notes:

Time Horizon

⏱	Short-term
⏱⏱	Medium-term
⏱⏱⏱	Long-term

Category

I	Impact
O	Opportunity
R	Risk
+	Positive
-	Negative

The table presents the complete list of IROs identified during Devan's DMA. In total, 55 IROs were mapped across Devan's value chain, reflecting the positive and negative effects of Devan's activities, products, and business relationships. Of these, 28 were classified as impacts, comprising 16 negative and 12 positive. Negative impacts represent areas where Devan's operations may contribute to environmental or social pressures, while positive impacts highlight contributions that support sustainability objectives and societal well-being.

In addition, 7 items were identified as opportunities, referring to potential business advantages, innovation pathways, or market positioning benefits arising from sustainability trends or regulatory developments. 17 items were considered risks, representing potential threats to Devan's business continuity, reputation, or regulatory compliance. Finally, 2 items were considered risks and opportunities, covering topics where sustainability challenges may also create avenues for innovation, differentiation, or value creation for Devan.
These IROs form the analytical foundation for prioritising material topics and understanding Devan's most significant sustainability impacts, risks, and strategic considerations.

At this stage, Devan has not yet conducted an ESG resilience analysis integrated into its business model and strategy. This work is planned for development in 2027, to incorporate the resulting insights into the 2026 Sustainability Report. Devan remains committed to enhancing transparency regarding the financial implications of material risks and opportunities. To achieve this, Devan continually improves data collection methodologies and strengthens internal control mechanisms. These efforts ensure that the financial effects associated with material risks and opportunities, including any future adjustments to assets and liabilities, are appropriately monitored, quantified, and reported in future disclosure cycles. At the beginning of each section addressing a material topic, the associated material IROs are presented, accompanied by a brief description of their current and anticipated effects. Where relevant, these sections also highlight how the identified IROs relate to the material themes and how they are integrated into Devan's strategy and decision-making processes.

Management of impacts, risks and opportunities

Description of the processes to identify and assess material impacts, risks and opportunities | IRO-1

Devan conducted a DMA in 2024 to prioritise sustainability topics based on impact materiality and financial materiality. The set of prioritised topics was defined by analysing sustainability megatrends, sectoral benchmarking, and peer comparison. This assessment identifies the material sustainability matters for Devan, considering actual and potential IROs. Devan intends to update this assessment annually to reflect changes in the business context and stakeholder expectations.
Devan also plans to increase the level of granularity and documentation in the 2026 DMA cycle, to be conducted in 2027 and reported as part of the 2026 sustainability report.

Preparation

In the preparation phase, Devan defined the scope of activities to be included, covering its own operations and the entire value chain. The scope was structured into three main categories: upstream, own operations, and downstream.
For each category, the main business activities, geographic locations, and relevant stakeholders were identified, ensuring a systematic approach to mapping IROs and pinpointing critical areas of analysis.

During 2024, questionnaires were distributed to internal and external stakeholders to collect their views on Devan's sustainability performance and impacts. This engagement process enabled the integration of stakeholder perspectives into the DMA, ensuring a robust and representative identification of IROs per the ESRS requirements.

Identification of IROs

To prepare the preliminary list of IROs, Devan employed a methodological approach that combined multiple sources of information, including sector benchmarks, internal consultations across departments, and stakeholder surveys. This approach ensured a comprehensive and representative analysis of double materiality, aligned with ESRS guidelines.
Positive impacts were defined as effects that exceeded common practice or legal obligations and contributed positively to the well-being of people or the environment.
Negative impacts were defined as adverse effects compromising human well-being or environmental integrity, whether directly caused by Devan or occurring across its value chain.

Impacts were categorised as real or potential, considering their location within the value chain and their relationship to human rights.

- Risks were understood as potential negative financial effects for Devan, resulting from adverse impacts, dependencies, or external conditions.
- Opportunities were understood as potential positive financial effects, often arising from innovation, market differentiation, or regulatory shifts.

The identification process followed a bottom-up approach, reflecting Devan's geographic, sectoral, and business diversity. Multiple IROs were identified and disaggregated by local context, ensuring a realistic representation of the operations and value chain.

Impact and financial materiality assessment

Devan's assessment of materiality distinguishes between actual and potential impacts. Actual impacts are analysed solely based on their severity, while potential impacts are assessed considering the severity and the likelihood of occurrence. Severity is determined using three key parameters: scale, scope, and remediability. For positive impacts, remediability is not applicable.

The three parameters are defined as follows:

- Scale: How serious is the negative impact, or how beneficial is the positive impact, on people or the environment?
- Scope: What is the extent of the impact?
- Remediability: Whether, and to what extent, negative impacts could be remedied, for example by restoring the environment or affected persons to their previous state.

It is essential to emphasise that the positive and negative impacts were assessed separately, and no offsetting between them was permitted.

Impacts were also classified according to their temporal nature:
- **Real**: Impacts that have already materialized or are currently ongoing.
- **Potential**: Impacts projected to occur in the future.

Regarding the degree of Devan's involvement in the genesis of impacts, the following categories were applied:
- **Directly caused**: Impacts resulting exclusively from Devan's operations, products, or services.
- **Contributed**: Impacts arising from joint action of Devan with other parties.
- **Directly linked**: Impacts associated with the activities of commercial partners, even without direct or contributory participation by Devan.

Identifying and analysing risks and opportunities was conducted based on their magnitude and likelihood of occurrence. Magnitude reflects the potential financial impact on Devan's operations, whether as losses in the case of risks or gains in the case of opportunities. The product of magnitude and likelihood was compared to pre-established thresholds to assess the significance of each risk or opportunity.

All impacts, risks, and opportunities were classified according to their time horizon: short-term (<1 year), medium-term (1–5 years), and long-term (>5 years).

After identification, IROs were categorised using specific scales. To gauge the severity of material impacts, a three-tier scale was employed for scale, scope, and remediability, ranging from low (1) to high (3). Furthermore, potential impacts were evaluated based on probability, from unlikely (10%) to very likely (80%). For negative impacts, an additional criterion of remediability was introduced.

Assessment categories Impact materiality	**Low**	**Medium**	**High**
Scale	1	2	3
Scope	1	2	3
Remediability	1.00	1.25	1.50
Probability	10% (very unlikely) to 80% (very likely)		
Threshold impact materiality	**≥2.0**		

The calculation of **impact materiality** was carried out using the formulas below.

Real positive impacts = Scale x Scope
Real negative impacts = Scale x Scope x Remediability
Potential positive impacts = Scale x Scope x Probability
Potential negative impacts = Scale x Scope x Probability x Remediability

To evaluate the likelihood of financial risks or opportunities, a six-level scale was employed, ranging from "unlikely" (more than 5 years) to "continuous" (monthly). Furthermore, the potential magnitude of these financial impacts is linked to the company's EBIT, categorised from "insignificant" (less than 2%) to "very high" (over 100%).

Assessment Categories Financial materiality	**Assessment scale** Financial materiality					
Probability of occurrence of financial risks or financial opportunities	Unlikely > 5 years	Rarely likely 1 to 5 years	Possible Each 1 to 2 years	Likely 1 to 4 times a year	Often 4 to 12 times a year	Continuous Once per month
Factors	1.00	2.00	3.00	4.00	5.00	6.00
Potential magnitude of financial effects (financial benefits or losses)	Insignificant < 2% EBIT	Low < 10% EBIT	Moderate < 20% EBIT	Medium < 50% EBIT	High < 80% EBIT	Very high > 100% EBIT
Factors	1.02	1.10	1.20	1.50	1.80	2.00
Threshold	**Likelihood of occurrence x Potential magnitude of effects ≥ 3**					

The calculation of **financial materiality** was carried out using the formula below.

Financial materiality = Probability of occurrence x Potential magnitude

Calibration and validation

A critical review was performed following the preliminary assessment to verify the results' consistency, completeness, and coherence. The final validated outcomes were then presented to the Management Board, which formally approved the results, ensuring strategic alignment and legitimacy of the process.

A bubble chart was created to visually depict this integration, where each bubble represents a specific sustainability topic. The size of each bubble indicates the importance attributed by stakeholders, based on their collective input. This method ensures that both Devan's internal assessment and stakeholder expectations are transparently reflected in the final prioritisation of material topics.

Integration with Devan's strategy

The DMA reinforced the alignment between the identified material topics and Devan's sustainability strategy, supporting the commitment to integrate ESG principles across all management levels. This validation process strengthens the foundation for the strategic implementation to be done responsibly and sustainably.

Climate change impacts, risks and opportunities

Devan has identified and assessed its climate-related IROs through a comprehensive DMA. This analysis considered its activities' financial implications and environmental and social effects, encompassing its operations and the broader value chain.

The DMA highlighted several climate-related risks. Disruptions in the supply chain due to climate-related disasters can affect the availability of raw materials and interrupt production processes, creating potential financial impacts. Devan's operations are located in regions facing water stress, which increases vulnerability to water scarcity and may lead to production interruptions and increased operational costs. Furthermore, adapting activities to climate change requires significant technological and operational adjustments investments. Regulatory risks were also identified, particularly those arising from EU Green Deal measures, which may increase administrative and compliance costs and introduce volatility into operating conditions.

At the same time, the DMA revealed several opportunities. Innovations in chemistry and developing new technologies can contribute to climate change mitigation and adaptation, supporting more sustainable production processes. Devan's commitment to net-zero emissions, combined with a portfolio of low-carbon products, opens opportunities for reputational benefits, new market segments, and increased demand for products aligned with sustainable practices. Devan is also developing a climate transition plan to be implemented by 2027, strengthening resilience and contributing to long-term business sustainability.

Water and marine resources impacts, risks and opportunities

Water management emerged as a highly material topic in the DMA due to the location of Devan's operations in water-stressed regions. The assessment examined risks related to water availability, quality, and efficiency, recognising that limited access to water could disrupt production processes and increase operating costs. The DMA also considered the impact on marine resources resulting from raw material extraction and production processes, emphasising the need to monitor these activities to prevent depletion and environmental degradation.

Through the DMA, it was identified that implementing water efficiency measures, including closed-loop recovery systems, strengthens operational resilience and reduces risk exposure. These initiatives limit water consumption, mitigate operational costs, and offer reputational benefits and potential access to new market opportunities. Devan's proactive approach to water management is an operational necessity and a source of strategic advantage.

Biodiversity and ecosystems impacts, risks and opportunities

Devan's DMA assessed the impacts of its operations and value chain activities on biodiversity and ecosystems, with particular attention to its headquarters and production sites, which are located near Natura 2000 protected areas - Muziekbos, Livierenbos, and Brakelbos. The analysis identified potential impacts, including habitat alteration, land-use changes from cultivating renewable raw materials, and indirect contributions to biodiversity loss through GHG emissions.

The DMA also examined Devan's dependencies on ecosystem services, highlighting that operational and value chain activities rely on the health and functionality of natural ecosystems. As a result, Devan implements mitigation measures to avoid negative impacts whenever possible. Opportunities were also identified in sourcing certified sustainable raw materials, which can

improve biodiversity outcomes while enhancing Devan's brand value and stakeholder trust.

Resource use and circular economy impacts, risks and opportunities

The DMA examined Devan's utilisation of resources and the generation of waste throughout the value chain. It highlighted the risks of using non-renewable resources, including potential supply chain disruptions, increased costs due to geopolitical conflicts, and the challenges of securing high-quality secondary materials. The analysis also recognised that Devan's production processes generate waste, and that overproduction or misproduction can have financial consequences.

At the same time, the DMA identified opportunities for resource efficiency and circularity. Using secondary materials, bio-based ingredients, and recycled inputs can reduce environmental impacts and support the transition to a circular economy. Devan's proactive adoption of sustainable procurement practices and circular business models enables Devan to minimise resource intensity, improve cost efficiency, and respond to evolving customer and regulatory expectations.

Working conditions and social issues impacts, risks and opportunities

The DMA assessed social impacts, focusing on Devan's workforce and employment practices. Risks identified include increased costs related to labour regulations and collective bargaining agreements and potential negative effects on employee health and productivity due to high workload peaks. The DMA also emphasised the importance of managing these risks proactively through employee engagement and dialogue.

Positive impacts were identified in ensuring employees' rights to information and consultation, establishing listening mechanisms, and fostering a sense of belonging within the organisation. The DMA further highlighted the importance of equal treatment and opportunities for all employees, ensuring fair contractual conditions regardless of gender, ethnicity, religion, sexual orientation, or other personal characteristics. These measures contribute to workforce cohesion, employee satisfaction, and a positive corporate culture.

Corporate governance impacts, risks and opportunities

The DMA also examined governance-related impacts, risks, and opportunities. The analysis emphasised the importance of maintaining a robust ethical culture, upholding high environmental and social responsibility standards, and maintaining transparent corporate practices. Risks associated with poor supplier management, including delayed payments and potential production disruptions, were identified as material. At the same time, strong governance provides opportunities to enhance risk management, build stakeholder trust, and strengthen resilience across the organisation and its value chain.

Disclosure requirements in the ESRS covered by the company's sustainability statement | IRO-2

All disclosure requirements addressed in Devan's sustainability statements are summarised in the table below. The table also indicates this report's specific chapters or sections where the corresponding information can be found.

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Environment

03.

ESRS E1 – CLIMATE CHANGE

Efficient and sustainable energy management, alongside climate change mitigation and adaptation, are strategic priorities for Devan. This commitment aligns closely with the SDGs, particularly SDG 7 (Affordable and Clean Energy), SDG 12 (Responsible Consumption and Production), SDG 13 (Climate Action), and SDG 17 (Partnerships for the Goals).

Recognising the importance of global environmental challenges, Devan has implemented measures to monitor and reduce GHG emissions, while promoting energy efficiency.
These initiatives aim to minimise environmental impact and enhance the resilience of Devan's activities.
Through these actions, Devan demonstrates its commitment to supporting a fair and sustainable energy transition, in line with international best practices and global agreements.

Strategy

Transition plan or climate change mitigation | E1-1

As a company committed to innovation and improving quality of life, Devan recognises its critical role in combating climate change. To this end, we have developed a comprehensive Climate Plan that outlines our strategic approach to reducing our carbon footprint and contributing to global efforts in sustainability. Our plan aligns with international climate standards and targets the reduction of GHG emissions across all scopes, starting with direct emissions (Scope 1) and progressively addressing indirect emissions from purchased energy (Scope 2) and the broader value chain (Scope 3).

The plan's first phase focuses on Scope 1 emissions, representing direct emissions from our operations, such as fuel combustion in company-owned vehicles and equipment. In 2024, we established a baseline measurement of these emissions and immediately implemented initiatives to reduce them through operational efficiencies, technological innovations, and exploring cleaner energy sources.

In 2025, our efforts will expand to include Scope 2 emissions, covering indirect emissions from purchased energy. This phase involves sourcing renewable energy, improving energy efficiency across our facilities, and collaborating with utility providers to reduce emissions associated with electricity consumption. We aim to significantly reduce Scope 2 emissions by the end of the year.

Looking ahead, our medium-term target is to address Scope 3 emissions, which encompass all other indirect emissions across our value chain, including those from suppliers, transportation, and the lifecycle of our products. We will work closely with partners, suppliers, and customers to develop strategies for lowering emissions at every product lifecycle stage.
Through this phased approach, Devan aims to build a resilient and sustainable business model that reduces environmental impact and ensures long-term success in a low-carbon economy.
Our Climate Plan reflects our belief that economic growth, green growth, and degrowth can coexist to achieve climate neutrality. We are committed to decoupling GHG emissions from business growth, ensuring that our emissions decrease rather than rise as we scale. By integrating green growth and degrowth principles, we aim to contribute to global efforts to maintain economic progress while addressing the climate crisis. This balanced strategy demonstrates that sustainable business practices can drive profitability and environmental stewardship without compromising the planet's health.

Our plan is subject to regular review, with annual reporting on progress to maintain transparency with stakeholders, ensure accountability, and align efforts with the latest scientific recommendations for climate action. The ultimate objective is to achieve net-zero emissions across all scopes, supporting the global goal of limiting temperature rise in accordance with the Paris Agreement. By starting with the most immediate and direct emissions and progressively addressing broader sources, Devan is laying the foundation for a sustainable future for both Devan and the communities it serves.

Devan has implemented **several measures to decarbonize operations and enhance resource efficiency**. These initiatives are organized under the following lines of action:

- Energy efficiency improvements
- Transition to renewable energy sources
- Process optimization and emission reduction technologies

Material impacts, risks and opportunities and their interaction with strategy and the business model | SBM-3

The energy and climate change analysis revealed significant impacts on Devan's operations and its value chain. These impacts, primarily related to energy consumption and GHG emissions, stand out as priority areas requiring constant monitoring and the implementation of sustainable practices to minimise Devan's environmental footprint.

Topic(s)	Category	Value Chain	Time Horizon
E1 – Climate Change			
Climate change adaptation			
Supply chain disruptions and material shortages caused by climate-related disasters.	R	Upstream	⏱⏱⏱
Dependence on water resources in areas of scarcity leading to production interruptions and cash flow impacts.	R	Own Operations	⏱⏱
High investments and increased operating costs required to adapt operations to climate change.	R	Own Operations	⏱⏱
Innovation in chemistry and new technologies contributing to climate change mitigation and adaptation.	O	Upstream + Downstream	⏱⏱⏱
Climate-related regulatory requirements (e.g., EU Green Deal) increasing costs and administrative burden, with potential competitive risks.	R	Own Operations	⏱⏱
Climate change mitigation			
Contribution to global warming from Scope 1 and 2 GHG emissions.	I- real	Own Operations	⏱⏱⏱
Contribution to global warming from Scope 3 GHG emissions.	I- real	Upstream + Downstream	⏱⏱⏱
Development of a transition plan for climate change mitigation by 2026.	I+ potential	Own Operations	⏱
Commitment to net zero and a low-carbon portfolio creating reputational opportunities, new market segments, and higher demand.	O	Downstream	⏱⏱⏱
Introduction of CO_2 pricing affecting purchasing and cost structure; transition to a low-carbon portfolio may reduce current sales but open new markets.	R / O	Own Operations	⏱⏱⏱
Introduction of CO_2 pricing affecting purchasing and cost structure; transition to a low-carbon portfolio may reduce current sales but open new markets.	R	Upstream	⏱⏱⏱
Energy			
Use of renewable energy sources in operations.	I+ real	Own Operations	⏱⏱⏱
Reduction of electricity consumption in buildings through energy-efficient products.	I+ real	Own Operations	⏱⏱⏱
Energy consumption from fossil sources across the value chain.	I- real	Upstream + Downstream	⏱⏱⏱
Rising operational costs and fuel prices due to stricter regulations.	R	Upstream + Own Operations	⏱⏱⏱
Energy self-generation ensuring price stability and self-sufficiency, with potential revenue from electricity trading.	O	Own Operations	⏱⏱

Devan's DMA highlighted that climate change presents complex challenges and opportunities across operations and the value chain. Production processes such as finishing and polymer synthesis are highly water-intensive in the textile chemical sector, making operations particularly sensitive to climate-related disruptions. Supply chain interruptions caused by extreme weather events, including floods, wildfires, and storms, can affect the availability of speciality chemicals from regions prone to climate hazards, leading to production delays and potential financial impacts. Within its operations, overreliance on water resources in areas vulnerable to scarcity increases the risk of production interruptions and associated cash flow disruptions.

Adapting to these changing conditions requires significant investments in upgrading production infrastructure and implementing new process technologies, which can raise operating costs and introduce financial pressures. Regulatory measures designed to mitigate climate change, such as those outlined in the EU Green Deal, pose challenges by imposing compliance requirements, increasing administrative effort, and generating cost volatility.

At the same time, the DMA revealed several opportunities arising from climate change adaptation. Innovations in chemistry and new technologies provide pathways to significantly contribute to climate mitigation and adaptation across upstream and downstream processes. For example, water-efficient textile chemicals, bio-based polymers, and enzyme-assisted finishing technologies reduce water and energy consumption while maintaining product performance, enabling Devan to support its clients' sustainability objectives. These innovations enhance market positioning and facilitate participation in emerging green value chains, creating long-term resilience and a competitive advantage.

Climate change mitigation was identified as another critical area in the DMA. Devan's operations contribute to global warming through Scope 1 and 2 GHG emissions generated during energy-intensive processes. Scope 3 emissions from upstream raw material production and downstream product use further amplify Devan's environmental footprint. In response, Devan is developing a climate transition plan to be implemented by 2027 to improve operational efficiency, optimise energy use, and reduce emissions across the value chain. Devan's commitment to net-zero emissions and a portfolio of low-carbon products creates opportunities for reputational gains, access to new markets, and increased demand for sustainable solutions from clients prioritising decarbonisation in their supply chains.

At the same time, emerging challenges must be managed. Introducing CO_2 pricing and taxes may impact cost structures and product competitiveness, particularly for traditional chemical products. Non-compliance with customers' decarbonisation strategies could jeopardise existing business relationships. Similarly, procuring plant-based raw materials, while supporting sustainability objectives, may have unintended consequences on land use and agricultural resource allocation, requiring careful management.

Energy management represents a critical intersection of climate mitigation and operational efficiency for Devan. The DMA identified that consumption of fossil-based energy, both within operations and across the value chain, contributes significantly to GHG emissions and exposure to volatile energy markets. Rising energy prices and increasingly stringent regulations pose challenges in terms of operational costs and supply chain continuity. Devan has implemented energy efficiency measures across production facilities and administrative buildings to address these issues, reducing electricity consumption and improving overall operational performance. Adopting renewable energy sources within operations lowers Scope 1 and 2 emissions and enhances resilience to external market fluctuations. By generating part of its energy internally, Devan ensures greater self-sufficiency and price stability, while surplus energy could be sold, creating additional financial opportunities. Investments in renewable energy and energy-efficient processes also provide reputational benefits, strengthening alignment with client expectations for environmentally responsible supply partners.

Through its DMA, Devan has identified that climate change, energy use, and adaptation measures are deeply interconnected with operational efficiency, regulatory compliance, and market positioning. By integrating climate resilience, innovation in chemical formulations, renewable energy adoption, and process optimisation, Devan mitigates risks and enhances its ability to seize new opportunities in the evolving textile chemical sector, contributing to both environmental sustainability and long-term business resilience.

Management of impacts, risks and opportunities

Policies related to climate change mitigation and adaptation | E1-2

Devan does not have formal policies in place to manage IROs related to climate change mitigation, adaptation, energy efficiency, and the adoption of renewable energy.
Devan is committed to developing comprehensive policies covering these topics by 2027, referring to the 2026 reporting period.
In the meantime, Devan has committed to promoting eco-efficiency across processes and products, prioritising the acquisition of energy-efficient materials and services.
Devan aims to achieve net-zero emissions and foster circularity, particularly by transitioning to renewable energy sources. These measures are designed to reduce the ecological footprint, enhance environmental performance, and actively contribute to mitigating the impacts of climate change.

Actions and resources related to climate change policies | E1-3

Although Devan currently does not have formal policies to combat and adapt to climate change, it is aware of the impact its activities can have on the environment and society. Accordingly, one of Devan's strategic sustainability objectives is combating climate change by reducing its GHG emissions.

The actions currently in place to mitigate climate change, adapt to its effects, and promote energy efficiency include:

- Fleet transition: Replacing fossil fuel vehicles with fully electric cars.
- Equipment upgrades: Replacing outdated or inefficient machinery with energy-efficient models.
- Operational optimisation: Implementing best practices for energy use, including regular maintenance and optimised scheduling.
- Facility retrofitting: Enhancing building infrastructure to improve energy performance.
- Renewable energy transition: Collaborating with utility companies to explore opportunities for a cleaner energy supply.
- Alternative transportation promotion: Encouraging employees to carpool, bike, or use public transportation to reduce fleet emissions and promote sustainability.
- Chemical process innovation: Developing and adopting new technologies that minimise emissions during production.
- Best practice implementation: Using low-emission technologies and materials to reduce GHG emissions from chemical reactions.

These initiatives reflect an integrated approach that combines technology, innovation, and environmental commitment, contributing to Devan's sustainability goals and positioning as an active participant in the energy and climate transition. While some actions respond to recently introduced legal obligations, many are voluntary and driven by Devan's environmental and innovation strategy.

Most initiatives have been implemented using internal capital and human resources. However, continued access to competitive financing is recognised as a key factor to complement strategic investments in areas such as energy efficiency, decarbonisation, and the development of new capabilities.

Metrics and targets

Targets related to climate change mitigation and adaptation | E1-4

As this is Devan's first year of reporting, our primary focus has been on establishing a comprehensive understanding of our current climate impact and building the necessary foundations for future action. At this stage, we are prioritising:

- The collection of reliable and accurate data.
- The assessment of GHG emissions (Scope 1 & 2).
- The evaluation of climate-related risks and opportunities throughout our operations and value chain.

This groundwork will enable us to set science-based, measurable, and realistic targets soon. We plan to define and publish our first formal climate change mitigation and adaptation targets in the coming year, ensuring they are both ambitious and aligned with international standards and stakeholder expectations.

Indicator	Unit	2024 Actual
GHG Emissions Intensity (Scope 1 & 2)	tons of CO_2e emitted per ton of production	0.09

Accounting Policies:

Scope 1 emissions include direct emissions from natural gas used in stationary sources and fuel (gasoline and diesel) used in company vehicles. CO_2, CH_4, and N_2O emissions were calculated per the GHG Protocol, with CH_4 and N_2O converted into CO_2 equivalents using their respective Global Warming Potentials (GWPs).

Scope 2 emissions were calculated using the location-based approach, considering the electricity purchased from suppliers in Belgium and Portugal and applying the emission factors provided by Nowtricity. Data from the UK and US were excluded from this calculation.

Emissions intensity was determined by dividing total Scope 1 and 2 emissions by the company's total production output.

Energy consumption and energy mix | E1-5

Energy consumption is one of the main drivers of Devan's environmental impact and is closely linked to its industrial activities. Energy is essential across production, logistical, and operational processes, ensuring continuity, efficiency, and quality in all operations.

Devan's energy strategy focuses on continuous improvement of energy efficiency, reduction of fossil-based energy consumption, and a progressive increase in the share of renewable energy sources. Regular monitoring of consumption, combined with the implementation of energy efficiency and energy transition projects, has delivered significant environmental and operational benefits.

This chapter presents detailed data on energy consumption, categorised by source type, along with the primary associated indicators.
In accordance with paragraph j) of AR32, electricity consumption is considered to originate from fossil sources unless otherwise specified. The information presented below follows this requirement, ensuring consistency with regulatory expectations.

Indicator	Unit	2024 Actual
Fuel consumption from coal and coal products	kWh	0
Fuel consumption from crude oil and petroleum products	kWh	0
Energy consumption from natural gas	kWh	632031
Fuel consumption from other fossil-fuel sources	kWh	0
Electricity, heat, steam, and cooling consumption purchased or acquired from fossil-fuel sources	kWh	10956
Total energy consumed from fossil-fuel sources	**kWh**	**642987**
Total energy consumed from nuclear sources	**kWh**	**469**
Fuel consumption from renewable sources, including biomass	kWh	0
Electricity, heat, steam, and cooling consumption purchased or acquired from renewable sources	kWh	214768
Self-generated non-fuel renewable energy consumption	kWh	5659
Total energy consumed from renewable source	**kWh**	**220427**
Total energy consumed	**kWh**	**863883**

Considering this assumption, 74.4% of the energy consumed by Devan currently comes from fossil sources, while 25.5% comes from renewable sources.

Indicator	Unit	2024 Actual
Non-renewable energy production	kWh	0
Renewable energy production	kWh	11315
Total energy production	**kWh**	**11315**

As a manufacturing company, Devan operates in a sector with inherently high climate impact, where energy use plays a central role in overall environmental performance. Understanding our energy consumption and the composition of our energy mix is crucial to identifying opportunities for improvement and reducing our environmental footprint. In this first year of reporting, we have included energy consumption and production data, providing a solid foundation to assess energy intensity and inform the development of future efficiency and transition measures.

Indicator	Unit	2024 Actual
Production	ton	1510
Energy intensity	kWh used per ton of production	553

Accounting Policies:

Total energy consumption includes all fuels and energy used in the company's operations in Portugal and Belgium, encompassing fuel consumption from owned vehicles and both purchased and self-produced energy. Data from the UK and US are excluded.

Electricity consumption figures are based on kWh values from supplier invoices. For fuels, purchased quantities were converted into kWh using the respective Lower Calorific Values (LCVs) and conversion factors per the GHG Protocol.

Gross scope 1, 2, 3 GHG emissions and total GHG emissions | E1-6

In line with our commitment to transparency and continuous improvement, this first report discloses our Scope 1 (direct) and Scope 2 (indirect, from purchased energy) GHG emissions. These categories represent the most immediate and measurable aspects of our climate impact as a manufacturing company. While Scope 3 emissions across the value chain are not included in this reporting cycle, we acknowledge their significant relevance. We are establishing the necessary data collection processes to integrate them in future reporting. We aim to provide a comprehensive overview of Scope 1, 2, and 3 emissions in the coming years, offering a complete picture of our carbon footprint and supporting the development of effective reduction strategies.

Scope 1 GHG emissions	
Gross scope 1 GHG emissions (tCO_2eq)	117.30
Scope 2 GHG emissions	
Gross scope 2 GHG emissions (tCO_2eq)	23.59
Total GHG emissions	
Intensity of GHG emissions (tCO_2eq/ton of production)	0.09

ESRS E2 – POLLUTION

Management of impacts, risks and opportunities

Material impacts, risks and opportunities and their interaction with strategy and the business model | SBM-3

The analysis conducted under the pollution theme identified significant negative impacts within Devan's operations and across its value chain. These impacts are primarily associated with water and air pollution, highlighting critical areas that require ongoing attention and responsible environmental management. Addressing these impacts is crucial for maintaining operational efficiency, ensuring regulatory compliance, and protecting the health of communities and ecosystems affected by our activities.

Topic(s)	Category	Value Chain	Time Horizon
E2 – Pollution			
Pollution of Air			
Emission of atmospheric pollutants from activities across the value chain.	I-real	Upstream + Downstream	
Pollution of Water			
Emission of pollutants into water during operations and across the value chain.	I-real	Upstream + Downstream	
Implementation of preventive and wastewater treatment measures to avoid releases of hazardous substances.	I+real	Own Operations	
Increased water treatment costs due to regulatory changes.	R	Own Operations	
Substances of concern and substances of very high concern			
Use of SVHCs in compliance with REACH; potential risks if not properly managed or disposed of.	I-real	Own Operations	
Ongoing initiatives to reduce the number and share of substances of concern.	I+real	Own Operations	
Continued use of permitted hazardous substances posing legal, reputational, and operational risks, including costly product reformulations.	R / O	Own Operations	
Microplastics			
Potential release of microplastics during the lifecycle of textile chemical applications, including production, use, and end-of-life stages.	R	Own Operations + Downstream	

Devan's DMA identified pollution as a material topic, encompassing operations and upstream and downstream activities within the value chain.
Air pollution primarily originates from chemical production processes, the transportation of raw materials, and the distribution of products, resulting in emissions of volatile organic compounds (VOCs), nitrogen oxides (NOx), and particulate matter. While direct operational emissions are comparatively moderate, the DMA highlighted that upstream production of speciality

chemicals, such as finishing auxiliaries, can generate significant air pollutants, contributing to environmental degradation and potential regulatory exposure.

Water pollution emerged as a particularly critical issue due to Devan's operations in water-stressed regions, where improper discharge of effluents or accidental releases of chemical substances could have pronounced effects on local ecosystems. Although preventive measures, including advanced wastewater treatment and controlled handling of hazardous substances, are already in place, the DMA emphasises that water pollution remains a sensitive area, particularly near natural reserves and protected sites.

The analysis also identified positive impacts and opportunities arising from proactive pollution management. Through careful chemical formulation and process optimisation, Devan has reduced the potential release of harmful substances, mitigating risks to both ecosystems and human health. Efforts to minimise the use of SVHCs and other environmentally sensitive compounds provide additional benefits by reducing regulatory compliance risks and aligning with customer requirements for safer, more sustainable chemical solutions. Innovations such as biodegradable finishing agents, lower environmental footprints, and meeting the growing demand from brands and manufacturers for eco-friendly chemical solutions are emerging within the textile sector.

At the same time, the DMA highlighted several risks associated with pollution management. Regulatory changes, including stricter discharge limits and increased reporting requirements, may lead to higher operational costs and necessitate monitoring and control systems investments. Non-compliance, even if inadvertent, could lead to reputational damage, fines, or restrictions on product distribution. Upstream, reliance on conventional chemical suppliers who may not adhere to best environmental practices introduces indirect pollution risks. Downstream, improper client handling can exacerbate environmental impacts, creating potential liability for Devan.

The DMA emphasises that pollution is a cross-cutting issue, closely interconnected with climate change, water management, and biodiversity. Devan mitigates negative impacts by continuously improving chemical formulations, investing in treatment infrastructure, and engaging with suppliers and clients while leveraging opportunities to promote cleaner, more sustainable textile chemical production. These efforts reinforce Devan's position as a responsible partner in the textile sector, demonstrating both environmental stewardship and operational resilience.

Policies related to pollution | E2-1

Devan does not currently have a formal pollution policy in place. Nevertheless, environmental protection is embedded in our operational procedures, particularly through our internal emergency planning and response procedures. This plan outlines detailed procedures for responding to spills, leaks, and other incidents that could cause pollution, ensuring that potential environmental impacts are promptly and effectively managed. While these procedures address pollution prevention and mitigation, they are primarily designed for emergency response rather than providing a comprehensive, proactive framework for pollution prevention and mitigation.
Recognising the importance of a structured approach to pollution management, Devan plans to develop a dedicated pollution policy in 2026. This policy will formalise our commitment to preventing, monitoring, and minimising pollution across all operations, reinforcing environmental responsibility and aligning with best practices and regulatory expectations.
Establishing a clear and proactive policy aims to enhance operational resilience, reduce potential environmental risks, and strengthen stakeholder confidence in our sustainability practices.

Actions and resources related to pollution | E2-2

Devan is actively implementing measures to minimise environmental impacts and reduce potential pollution across its operations and value chain. Key initiatives include gradually replacing substances of concern (SoCs) and SVHCs with safer, more environmentally friendly alternatives. Additionally, we are developing biodegradable capsules to prevent the release of microplastics, thereby addressing a critical source of water pollution. For example, R-Vital products are being replaced with R-Vital NTL, a biodegradable microencapsulation technology no longer classified as microplastics under current EU regulations.

The initiatives described in the ESRS E1 - Climate Change chapter, while primarily focused on energy efficiency and reducing GHG emissions, also indirectly mitigate air and water pollution. By optimising energy use and lowering emissions, these measures help reduce atmospheric pollutants and minimise the overall environmental footprint of our operations, supporting broader environmental protection objectives. Together, these efforts demonstrate Devan's commitment to sustainable product development, proactive risk management, and the continuous improvement of environmental performance.

Metrics and targets

Targets related to pollution | E2-3

Regarding air and water pollution, Devan currently monitors various relevant indicators but does not yet have internal targets that exceed the requirements established by environmental licenses or applicable legislation. Nevertheless, continuous efforts are made to ensure that emissions remain well below legal limits, minimising the environmental impact of our operations and demonstrating our commitment to responsible environmental management.

Pollution of air, water and soil | E2-4

Devan actively monitors its impact on air and water quality, including the presence of microplastics, as part of our ongoing commitment to minimising environmental pollution. Looking ahead, we plan to expand our reporting scope: in 2026, we will disclose information related to the use of SoCs and SVHCs, based on data collected in 2025. This initiative reflects our dedication to enhancing transparency, proactively managing potential environmental risks, and promoting sustainability throughout our operations and value chain.

Total amount of microplastics generated (kg)	2879
Total amount of microplastics used (kg)	18032

Substances of concern and substances of very high concern | E2-5

Devan currently does not monitor the quantities of substances of concern and substances of very high concern used or placed on the market. This monitoring process is scheduled to start in 2026, with the first reporting cycle expected for 2027.

Meanwhile, we ensure full compliance with all relevant regional and global chemical regulations. All substances used in our products are registered in the appropriate local and international chemical inventories. We also provide comprehensive Safety Data Sheets (SDS) to all relevant stakeholders, promoting transparency and informed decision-making throughout the value chain.

ESRS E3 – WATER AND MARINE RESOURCES

Efficient and sustainable water management is a strategic priority for Devan. This commitment aligns directly with the SDGs, particularly SDG 6 (Clean Water and Sanitation), SDG 12 (Responsible Consumption and Production), and SDG 13 (Climate Action).
The relevance of this topic is underscored by the location of Devan's industrial and R&D facilities, which are situated in regions experiencing high water stress. This context necessitates a rigorous and proactive approach to managing water resources. In response, Devan has implemented initiatives focused on monitoring, efficiency improvements, and consumption reduction, with the aim of mitigating risks associated with water scarcity and strengthening the resilience of both its operations and the surrounding communities.

Management of impacts, risks and opportunities

Material impacts, risks and opportunities and their integration with the strategy and the business model | SBM-3

The analysis conducted under the water topic identified significant IROs both within Devan's operations and across its value chain. These IROs are primarily associated with intensive water use, potential scarcity in specific regions, and the quality of wastewater. They represent critical areas requiring sustainable management and targeted actions to mitigate risks, optimise water efficiency, and ensure responsible stewardship of water resources.

Topic(s)	Category	Value Chain	Time Horizon
E3 – Water and Marine Resources			
Water			
Implementation of goals to reduce water consumption and develop closed-loop recovery systems.	I+ real	Own Operations	⏱⏱⏱
Water consumption in areas of scarcity contributing to water stress.	I- real	Own Operations	⏱⏱⏱
Enhanced resilience and cost reduction through efficient water management and reduced consumption.	O	Own Operations	⏱⏱⏱
Reputational and market benefits from adopting water reduction policies and commitments.	O	Own Operations	⏱⏱⏱
Higher operational costs or production disruptions due to limited water availability.	R	Upstream	⏱⏱⏱
Increased water treatment costs due to new regulations.	R	Own Operations	⏱⏱⏱
Marine Resources			
Potential depletion of marine resources due to extraction and processing of raw materials or product manufacturing.	I- real	Upstream	⏱⏱⏱

Devan's DMA identified water and marine resources as critical sustainability topics, given Devan's operations in water-stressed regions and the water-intensive nature of activities in the textile chemical sector. Water is a key input across multiple processes, including finishing, washing, and chemical synthesis, making its availability and quality directly linked to production continuity and operational performance. The DMA highlighted that overreliance on water in regions prone to scarcity could lead to production interruptions, increased operational costs, and potential financial impacts, particularly during droughts or under regulatory water restrictions. Additionally, uncontrolled water pollution from chemical effluents can have a negative impact on downstream ecosystems, compromise biodiversity, and pose regulatory and reputational risks.

The analysis also identified opportunities to improve water resilience and resource efficiency. By adopting closed-loop water systems, advanced treatment technologies, and process optimisation, Devan reduces water consumption, enhances wastewater quality, and strengthens operational resilience.

These initiatives mitigate risk exposure and create reputational and market advantages, as clients increasingly prioritise sustainable solutions that minimise environmental impact. Innovations such as the use of more efficient auxiliary and finishing chemicals further improve water efficiency, reducing operational costs and the ecological footprint.

The DMA also highlighted the connection between water use and marine resources. Certain raw materials in the textile chemical sector, such as minerals, salts, or marine-derived inputs for speciality products, can deplete marine ecosystems if sourced unsustainably. Devan monitors its supply chains to minimise negative impacts on these resources, ensuring that extraction and use adhere to environmental best practices. Through responsible sourcing and the development of more efficient chemical processes, Devan reduces dependence on sensitive marine resources while maintaining product performance and regulatory compliance.

Water and marine resource management also presents potential risks. Regulatory changes related to water abstraction, effluent discharge, or marine resource protection may increase operational costs and require investment in treatment infrastructure. Limited water availability could disrupt production, particularly in water-stressed regions, affecting the ability to meet customer demands. Indirect risks exist upstream, where suppliers' unsustainable practices may create environmental liabilities, and downstream, where product use or disposal could lead to water contamination if not properly managed.

Overall, the DMA emphasises that the sustainable management of water and marine resources is crucial to Devan's operational resilience, environmental stewardship, and market positioning. By integrating water-efficient processes, innovative chemical formulations, and responsible sourcing practices, Devan mitigates environmental and financial risks while reinforcing its reputation as a reliable and sustainable partner in the textile chemical sector.

Policies related to water and marine resources | E3-1

Although Devan has not yet established a formal water management policy, it recognises the importance of responsible water use and has implemented several initiatives to minimise consumption and optimise efficiency. Rainwater is collected and used in suitable applications, such as toilet flushing and floor cleaning, thereby reducing reliance on potable water. Additionally, targeted operational initiatives promote water-saving practices and enhance overall resource efficiency across all facilities.
Ongoing R&D projects aim to further reduce water consumption in production processes. These efforts demonstrate Devan's commitment to continuous improvement in environmental performance and provide a solid foundation for the future development of a comprehensive water management policy.

Actions and resources related to water and marine resources | E3-2

Devan has implemented practical measures to promote efficient water use and reduce overall consumption across its operations. Water consumption is systematically monitored through the calculation of water consumption intensity, providing valuable insights into the efficiency of water use. This data supports Devan's commitment to sustainable resource management and informs ongoing efforts to optimise processes, reduce waste, and enhance operational resilience.

Metrics and targets

Targets related to water and marine resources | E3-3

In this first year of reporting, Devan has not yet established specific targets for water resources. Our initial focus is on systematically monitoring key water-related indicators, primarily water consumption intensity. This baseline monitoring provides a foundation for setting meaningful, measurable targets in the future, supporting continuous improvement in water management across our operations and reinforcing our commitment to sustainable resource use.

Water consumption intensity (m^3 of water consumed per ton of production)	0.62

Water consumption | E3-4

Devan actively monitors water use across its operations through key indicators, including total water recycled and reused, total water storage, and total water discharges. In addition, rainwater is utilised for cleaning facilities and toilet flushing, supporting sustainable water management practices. Collecting and analysing these data points enables a better understanding of our water footprint and helps identify opportunities to improve efficiency across our operations.

Total water recycled and reused (m^3)	73.60
Total water storage (m^3)	120.00
Total water discharges (m^3)	648.10

Accounting Policies:

Water abstraction in Devan's operations originates exclusively from public water networks in Portugal and Belgium. Data from the UK and the US are excluded. The volumes of water discharged were determined through wastewater measurements.

Total water consumption in water-stressed areas refers to the water used in facilities located in regions classified as having high or extremely high-water risk, as identified using the World Resources Institute (WRI) Aqueduct Water Risk Atlas 4.0 methodology.

Water intensity was calculated by dividing total water consumption by production output (in tons).

ESRS E4 – BIODIVERSITY AND ECOSYSTEMS

Strategy

Transition plan and consideration of biodiversity and ecosystems in the strategy and business model | E4-1

Devan recognises the critical importance of biodiversity and healthy ecosystems for the planet, society, and long-term business sustainability. As a manufacturing company, we are aware of the potential impacts our operations may have on natural habitats and species, and we are committed to monitoring and managing these impacts in a responsible manner. Currently, Devan does not have a formal biodiversity transition plan, nor has it assessed the resilience of its business model and strategy against physical, transition, or systemic risks linked to biodiversity and ecosystems. In this first year of reporting, our priority is to understand our current footprint, identify potential risks, and lay the foundation for future initiatives and targets that support biodiversity preservation and ecosystem protection across our operations and value chain.

Material impacts, risks and opportunities and their interaction with the strategy and the business model | SBM-3

The analysis, within the scope of biodiversity and ecosystems, identified relevant IROs in Devan's operations and along its value chain. These IROs relate to dependence on natural resources, potential habitat degradation, and pressures on sensitive ecosystems. These factors represent critical areas that require responsible management and the implementation of measures to promote biodiversity conservation, minimise negative impacts, and strengthen the ecological resilience of the activities and territories where Devan operates and territories where Devan operates.

Topic(s)	Category	Value Chain	Time Horizon
E4 – Biodiversity and Ecosystems			
Direct impact drivers of biodiversity loss			
GHG emissions contributing to atmospheric pollution and biodiversity loss.	I-potential	Own Operations	⏱⏱⏱
Increased costs or disruptions due to limited access to biobased raw materials.	R	Upstream	⏱⏱⏱
Procurement of renewable raw materials altering land use and ecosystems.	I-potential	Upstream	⏱⏱⏱
Impacts on the extent and condition of ecosystems			
Habitat destruction, fragmentation, or degradation resulting from operations or supply chain activities.	R	Upstream + Own Operations	⏱⏱
Use of certified sustainable raw materials supporting ecosystem preservation and enhancing brand value.	O	Upstream	⏱⏱⏱
Potential negative effects of industrial chemicals on species and biodiversity.	I-real	Downstream	⏱⏱⏱

Devan's DMA identified biodiversity and ecosystem impacts as a material topic, reflecting the operational presence near sensitive natural areas and its upstream and downstream activities in the textile chemical value chain. Devan's headquarters and production sites are located close to Natura 2000 protected areas (Muziekbos, Livierenbos, and Brakelbos), making preserving local ecosystems particularly important. The DMA highlighted that operations could indirectly affect biodiversity through GHG emissions, land-use changes associated with procuring renewable raw materials, and the potential release of industrial chemicals into the environment. Upstream, cultivating plant-based raw materials, while supporting sustainability goals, may alter ecosystems and habitats if not managed responsibly, affecting soil quality, water availability, and species richness. Downstream, the misuse of chemical applications in textiles could contribute to ecological disturbances in water bodies or soils.

At the same time, the DMA identified significant opportunities to protect and enhance biodiversity. By sourcing certified sustainable raw materials, Devan promotes responsible agricultural practices and supports the preservation of ecosystems. Process innovations, such as low-impact finishing chemicals and biodegradable auxiliaries, reduce the potential for chemical-related harm to flora and fauna. In addition, mitigation and restoration initiatives are implemented on-site where operations intersect with sensitive areas, including measures to enhance ecosystem services. These interventions strengthen the resilience of local ecosystems, increase species diversity, and contribute to the long-term sustainability of the surrounding environment.

The DMA also underscored that biodiversity-related risks are closely linked with other environmental factors, including water management, pollution, and climate change. Any disruption in water quality, improper effluent management, or increased emissions can exacerbate pressures on ecosystems, particularly in areas of high ecological sensitivity. Compliance with EU Natura 2000 requirements and other biodiversity protection standards imposes operational obligations and potential costs, while non-compliance could result in reputational damage or legal liabilities.

Overall, the DMA demonstrates that biodiversity and ecosystem management are a critical component of Devan's sustainability strategy. By integrating ecological considerations into sourcing, production, and downstream support, Devan minimises negative impacts while capitalising on opportunities to enhance ecosystem health.
These efforts reinforce Devan's position as a responsible chemical supplier to the textile industry, committed to preserving natural habitats, safeguarding biodiversity, and ensuring that its operations coexist sustainably with the surrounding environment.

Management of impacts, risks and opportunities

Policies related to biodiversity and ecosystems | E4-2

Devan does not currently have formal, dedicated policies for biodiversity and ecosystems. Nevertheless, it recognises the increasing importance of these issues and is progressively integrating environmental considerations into its operations. This reflects a growing commitment to preserving biodiversity and ecosystems, which is expected to be further strengthened in the future through the formalisation of specific policies.

Devan's site in Ronse is situated near several nature reserves, including Muziekbos, Livierenbos, and Brakelbos, all of which are protected under the EU Natura 2000 network.
This geographical context underscores the importance of monitoring and managing potential impacts on surrounding ecosystems.

To support this approach, Devan uses the Encore® tool to assess potential impacts and dependencies on ecosystems, providing a structured and data-driven basis for future policy development.

Actions and resources related to biodiversity and ecosystems | E4-3

As mentioned before, Devan actively monitors potential impacts and dependencies on ecosystems using the Encore® tool. This analysis has identified one very high (VH) dependency related to scientific and research services, reflecting the critical role of ecosystem characteristics in enabling intellectual and operational interactions with the environment. Additionally, two medium (M) dependencies were noted, linked to water supply and solid waste remediation.

In terms of pressures on ecosystems, one very high (VH) pressure was identified, resulting from the emissions of toxic pollutants into water and soil. Five medium-level (M) pressures were also recognised, including land use, greenhouse gas emissions, non-GHG pollutant emissions, generation and release of solid waste, and water consumption. The Ronse site is situated in a high water-risk area, as classified by the AQUEDUCT Water Risk Atlas, underscoring the importance of responsible water management as a crucial component of biodiversity protection.
These assessments inform Devan's resource allocation and R&D initiatives, guiding efforts to mitigate environmental impacts and preserve biodiversity in and around the Natura 2000 sites

adjacent to its operations.

Metrics and targets

Targets related to biodiversity and ecosystems | E4-4

As this is Devan's first year of reporting on biodiversity and ecosystems, formal targets have not yet been established. Devan has initiated monitoring of potential impacts and dependencies using the Encore® tool, laying the groundwork for a baseline understanding of its interactions with ecosystems. This is particularly important, given the proximity of its operations to Natura 2000-protected areas and the high water risk context in which the Ronse site operates.

Impact metrics related to biodiversity and ecosystem change | E4-5

Metrics associated with biodiversity are being progressively developed and refined. This reflects Devan's commitment to systematically integrating biodiversity considerations into its planning and operational practices. Over the coming years, these metrics will be further developed and standardised, enabling a more robust and consistent assessment of Devan's impacts and contributions in the area of biodiversity and ecosystem preservation.n.

ESRS E5 – RESOURCE USE AND CIRCULAR ECONOMY

Devan recognises that the efficient use of resources and the transition toward a circular economy are essential components of sustainable industrial practices. Operating in the textile chemicals sector, it is aware of the environmental and economic impacts associated with resource consumption, including raw materials, energy, water, and packaging.

For Devan, adopting circular economy principles is not only an environmental imperative but also a strategic opportunity to enhance innovation, reduce waste, and improve resource efficiency across the value chain. By focusing on responsible sourcing, minimising material losses, and exploring the reuse and recycling of inputs, Devan aims to reduce its environmental footprint while delivering high-quality products to its customers.

This chapter highlights Devan's approach to resource management, ongoing initiatives to optimise material use, and the measures implemented to support circularity in its operations and product solutions.

Management of impacts, risks and opportunities

Material impacts, risks and opportunities and their interaction with the strategy and the business model | SBM-3

The analysis conducted within the scope of resource use, circular economy, and waste management enabled the identification of relevant IROs in Devan's operations and throughout its value chain. Key issues include efficient consumption of raw materials, minimisation of waste generation, and the promotion of reuse and recycling of materials. These areas are critical for sustainable management and require concrete actions to reduce waste, enhance circularity, and minimise associated environmental impacts. By implementing circular economy principles and optimising resource flows, Devan not only mitigates negative impacts but also strengthens operational efficiency, resilience, and its ability to meet the growing demand for sustainable chemical solutions in the textile industry.

Topic(s)	Category	Value Chain	Time Horizon
E5 – Use of Resources and Circular Economy			
Resources inflows, including resource use			
Use of non-renewable resources in operations.	I-real	Own Operations	
Extraction and use of non-renewable resources across the value chain.	I-real	Upstream + Downstream	
Supply chain disruptions and cost increases due to geopolitical conflicts.	R	Upstream	
Higher procurement and administrative costs related to secondary or bio-based materials; possible quality, availability, and competitiveness challenges.	R	Upstream + Own Operations	
Reduced operating costs through adoption of resource-efficient processes.	O	Own Operations	
Resource outflows related to products and services			
Development of new products, market segments, and opportunities based on efficient resource use.	O	Own Operations	
Waste			
Generation of waste materials during production processes.	I-real	Own Operations	
Overproduction or misproduction increasing costs and reducing profitability.	R	Own Operations	
Waste management practices implemented throughout the value chain.	I-real	Upstream + Own Operations	

Devan's DMA identified resource use and circular economy practices as material topics due to Devan's reliance on raw materials and energy across its operations and value chain. In the textile chemical sector, the production of finishing agents and speciality polymers is inherently resource-intensive, requiring significant inputs of non-renewable resources, water, and energy. The DMA highlighted that overreliance on finite raw materials exposes Devan to supply chain disruptions, price volatility, and potential operational interruptions, particularly in regions affected by geopolitical conflicts or resource scarcity. Upstream, the extraction and processing of raw materials, including minerals and bio-based components, can lead to environmental degradation, habitat alteration, and resource depletion. Downstream, inefficient use of chemicals in textile applications or improper disposal may contribute to waste generation and environmental pollution.

At the same time, the DMA revealed opportunities to enhance efficiency and promote circularity across the value chain. Devan has implemented strategies to reduce the use of virgin raw materials and optimise production processes to minimise waste. The adoption of circular approaches, such as material recovery, not only reduces environmental impacts but also strengthens operational resilience and can generate cost savings over time. Innovative chemical formulations that enable textiles to be more durable, recyclable, or biodegradable further contribute to achieving circular economy goals while meeting the increasing demand for sustainable products from customers.

The DMA also highlighted specific risks associated with the use of resources. Reliance on non-renewable resources and certain bio-based materials can expose Devan to price fluctuations, limited availability, and competition with other industries, including food and feed production. The use of secondary materials may introduce variability in quality, increase processing complexity, or require additional administrative effort, which could potentially impact competitiveness. Waste generated in production, if not properly managed, can create regulatory, reputational, and environmental risks, particularly in water-sensitive or ecologically important areas.

Despite these risks, the DMA confirms that adopting a resource-efficient and circular approach generates substantial opportunities. By optimising resource flows, minimising waste, and developing products that extend the life cycle of textiles, Devan can reduce costs, mitigate environmental impacts, and respond to growing regulatory and market pressures.
Circularity and sustainable resource use also enhance Devan's reputation as a responsible supplier, reinforcing its strategic positioning in the textile chemical sector and supporting long-term resilience in a resource-constrained world.

Policies related to resource use and circular economy | E5-1

Devan does not currently have a formal, company-wide policy dedicated specifically to resource use and the circular economy. Nevertheless, it actively monitors key indicators related to resource efficiency and waste management, providing insights into material flows and supporting informed decision-making.

Recognising the strategic importance of circular practices, Devan has established a plan to develop a formal policy that will be applied across all activities. This forthcoming policy will reinforce Devan's commitment to minimising waste, optimising resource use, and promoting circular economy principles throughout its operations and value chain, ensuring alignment with both environmental best practices and long-term business resilience.

Actions and resources related to resource use and circular economy | E5-2

As mentioned, circularity is integrated wherever possible as a strategic priority across Devan's operations. Devan implements measures to promote efficient resource use, encourage the recovery and reuse of materials, and minimise environmental impacts throughout the value chain.

In response to the growing demand for materials and products with lower environmental impact, Devan will begin LCAs for all relevant products, taking into account both volume and revenue significance. These analyses will serve as a foundation for identifying opportunities to improve product sustainability, guiding the development of new products or the redesign of existing ones to reduce impacts related to resource consumption and support circular economy.

Metrics and targets

Targets related to the resource use and the circular economy | E5-3

Devan monitors a range of metrics related to resource efficiency and waste management, including:

- Total waste generated.
- Waste production intensity.
- Total hazardous waste, with breakdowns for recycling/reuse, incineration, and landfill.
- Total non-hazardous waste, with breakdowns for recycling/reuse, incineration, and landfill.
- Packaging used intensity (planned for 2027, reporting 2026 data).

As this is the first year of reporting, 2024 serves as the baseline for future comparisons. These metrics provide the foundation for establishing future targets and supporting initiatives aimed at reducing resource consumption, enhancing waste management, and promoting circularity across Devan's operations and value chain.

Indicator	Unit	2024 Actual
Total waste generated	kg	177724
Waste Production Intensity	**kg of waste per ton of production**	**117.66**
Total amount of hazardous waste	kg	167010
Amount of hazardous waste recycled/re-used	kg	41804
Amount of hazardous waste incinerated	kg	4606
Amount of hazardous waste landfill	kg	611
Total amount of non-hazardous waste	kg	10714
Amount of non-hazardous waste recycled/re-used	kg	7294
Amount of non-hazardous waste incinerated	kg	3420
Amount of non-hazardous waste landfill	kg	0
Packaging Usage Intensity	**kg of packaging per ton of production**	**99.35**

Accounting Policies:

Waste quantities reported correspond to the total amounts received by final recipients, based on direct measurements. No radioactive waste was generated in 2024.

Non-recycled waste includes all waste not sent for recycling or being recovered through other methods, such as reuse, composting, or energy recovery. This approach provides a comprehensive view of the portion of waste that does not re-enter circular recycling streams, highlighting the ongoing need to invest in circularity solutions, reduce waste disposal, and promote sustainable practices across the value chain.

Packaging intensity and total packaging weight were calculated using reference data from recognised packaging databases (e.g., EU Packaging Waste Database, Ecoinvent, and ADEME). Standard packaging weights were applied to each type of packaging material (plastic, cardboard, metal, and glass) based on the quantities of packaging units used during the reporting period. These reference values were multiplied by the number of units per packaging type to determine the total estimated kilograms of packaging placed on the market.

To ensure a conservative and robust estimation, a caution margin of +10% was applied to the calculated values. This margin accounts for potential variations in packaging weights, product configurations, and supplier specifications, ensuring that the results are realistic and aligned with best reporting practices.

These metrics allow Devan to track progress in line with circular economy principles, with a focus on waste reduction, material recovery, and responsible disposal. They also serve as a guide for future product development and operational strategies, supporting continuous improvement in sustainability performance across Devan's operations and value chain.

Resource inputs | E5-4

Devan's resource inputs primarily include raw materials (both biobased and synthetic), packaging materials such as drums, IBCs, plastic films, cardboard, and logistical supports like pallets. Efficient management of these inputs is crucial to minimise environmental impacts, ensure operational continuity, and promote sustainable business practices.

Devan actively monitors the flow of these materials and identifies opportunities for optimisation. For packaging, this includes prioritising reuse and recycling where feasible, while taking into account practical constraints such as international shipping and B2B logistics. For raw materials, Devan is exploring options to increase the proportion of biobased or more sustainable inputs, in line with its long-term objectives for circularity.

Resource outputs | E5-5

Devan's outputs consist primarily of chemical finishing products for textiles, which are supplied to industrial customers. Due to the nature of these products and the B2B business model, circular economy principles are less directly applicable to the final product itself.

Nonetheless, Devan applies circular economy principles to its waste streams, ensuring that waste is managed in line with environmental best practices. This includes source separation, recycling, recovery, and, where necessary, proper disposal in compliance with current legislation. By prioritising recycling and material recovery, Devan minimises environmental impacts and contributes to the circular use of resources within its operational context.

In 2025, Devan will apply the same methodological approach to estimate packaging intensity and total packaging weight, using reference data from recognised packaging databases. This will provide a consistent and conservative estimation of the packaging placed on the market. Starting in 2026, Devan plans to measure and report the actual weight of packaging used, further enhancing the accuracy and reliability of packaging-related data and supporting ongoing progress towards circular resource management.

Social

04.

ESRS S1 – OWN WORKFORCE

The management of workforce-related issues is a key priority for Devan. Employee motivation, engagement, and alignment with the organisation are essential drivers of performance, innovation, and long-term success.

Devan places particular emphasis on fostering a culture of safety, ensuring that all employees operate in a secure and healthy environment. Simultaneously, Devan is committed to developing leadership capabilities and providing professional growth opportunities, recognising that strong leadership is critical for guiding teams, encouraging collaboration, and supporting the strategic objectives.

By investing in its workforce, Devan strives to create an inclusive and empowering environment, enabling employees to contribute fully to Devan's growth while upholding high standards of occupational health, safety, and professional development.

Strategy

Material impacts, risks and opportunities and their interaction with strategy and the business model | SBM-3

Devan's DMA enabled the identification of material IROs affecting its own workforce, as shaped by Devan's business strategy and operational model.
For this analysis, all workers within Devan's own workforce were considered. The vast majority are directly employed under standard contracts, while a smaller proportion comprises workers supplied by third-party companies and self-employed individuals.

Topic(s)	Category	Value Chain	Time Horizon
S1 – Own Workforce			
Working conditions			
Increased costs associated with compliance with labour regulations and collective agreements.	R	Own Operations	
Reduced productivity and negative health effects due to workload peaks.	I- potential	Own Operations	
Guarantee of employees' rights to information and consultation through timely communication and dialogue.	I+ real	Own Operations	
Mechanisms for listening and corrective actions to strengthen employee engagement and belonging.	I+ real	Own Operations	
Equal treatment and opportunities for all			
Equal employment and remuneration conditions regardless of gender, ethnicity, origin, or beliefs.	I+ real	Own Operations	
Talent management initiatives to enhance motivation and career development.	I+ real	Own Operations	

Devan's DMA identified social topics, particularly those related to its workforce, as material for both operational performance and long-term business sustainability. Working conditions, employee rights, and equal opportunities are central to Devan's commitment to social responsibility, as well as to maintaining a motivated, productive, and loyal workforce. The DMA highlighted that high workloads, particularly during peak production periods, can negatively impact employee health and productivity, thereby creating potential operational risks. Compliance with labour regulations, collective bargaining agreements, and other contractual obligations may increase costs, requiring continuous monitoring and management to ensure adherence while maintaining efficiency.

At the same time, the DMA revealed significant opportunities to enhance employee well-being and engagement. By providing employees with timely and relevant information and establishing meaningful mechanisms for consultation and dialogue, Devan fosters a culture of transparency and trust. Listening mechanisms, feedback processes, and responsive corrective actions foster a sense of belonging, enhancing morale and promoting long-term retention. Equal treatment and opportunities for all employees, regardless of gender, ethnicity, sexual orientation, age, religion, or union membership, are embedded in Devan policies. Ensuring fair contractual conditions and equitable career advancement strengthens workforce cohesion, contributes to a positive corporate culture, and reinforces Devan's reputation as an inclusive and responsible employer.

The DMA also highlighted that social performance is closely interlinked with operational and environmental sustainability. A healthy, motivated, and engaged workforce is better positioned to implement environmental management initiatives, adopt innovative practices, and maintain high operational standards. Conversely, neglecting social responsibilities could lead to reduced productivity, higher turnover, and reputational risks, potentially affecting relationships with clients, suppliers, and other stakeholders.

Overall, the DMA confirms that social sustainability at Devan is not only an ethical imperative but also a strategic advantage. By investing in working conditions, employee engagement, and equal opportunities, Devan mitigates social risks, strengthens operational resilience, and fosters a workforce that is capable, committed, and aligned with its broader sustainability objectives.

Management of Impacts, risks and opportunities

Policies relating to own workforce | S1-1

Devan has adopted a comprehensive talent management model, recognising the importance of knowledge and continued investment in employee education. Devan is committed to prioritising health and safety by fostering a proactive culture of prevention, aimed at minimising work-related injuries and illnesses.

In this context, Devan has established a Code of Conduct that includes a Health, Safety, Environment, and Quality (HSQE) policy. This framework focuses on communicating and explaining the rules, procedures, and standards regarding workplace health and safety, while raising awareness and providing training for all workers to achieve the following objectives:

- Promote a culture of health and safety in the workplace.
- Enhance the well-being and safety of employees and all visitors to Devan facilities.
- Improve working conditions and employee welfare.
- Establish clear rules for safe behaviour and health and safety procedures.
- Guarantee the right to protection and safety in the workplace.
- Ensure accountability for non-compliance with health and safety standards and procedures.

These policies apply to all Devan employees, as well as employees of third-party companies providing services at Devan facilities.
Through its code of conduct, Devan recognises its employees as its greatest asset and emphasises alignment with its values, vision, mission, and ambitions. Devan ensures a safe and healthy work environment where merit and talent are acknowledged, supporting training, personal and professional development, and the promotion of diversity, privacy, and work-life balance. Devan strictly rejects any form of harassment or abusive behaviour, whether physical or moral, as well as discrimination based on race, sex, age, sexual orientation, disability, political opinions, or religious beliefs.

In addition, following the implementation of the General Data Protection Regulation (GDPR), Devan integrates data protection and information security into its code of conduct.
Devan commits to respecting employee privacy and adopting measures to ensure the highest personal data protection standards. These provisions extend to employees' family members whose data is processed by Devan.

Overall, these policies are aligned with internationally recognised standards for worker rights and human rights, reinforcing Devan's commitment to responsible employment practices and the well-being of its workforce.

Processes for engaging with own workforce and workers' representatives about impacts | S1-2

The perspectives and feedback of Devan employees are central to the design and implementation of initiatives aimed at improving working conditions and overall employee satisfaction. Devan has established three main direct dialogue mechanisms with workers:

- Devan wellbeing survey: assessing employee well-being, engagement, and satisfaction.
- Devan sustainability survey: gathering employees' views on sustainability initiatives and corporate responsibility.
- Health and safety at work: providing a platform for employees to raise concerns and suggestions regarding workplace safety.

In addition to these structured mechanisms, regular meetings between HR and employees address a variety of topics of interest, ensuring ongoing dialogue and responsiveness to workforce needs.

The HR Manager oversees overall employee engagement and ensures that dialogue processes are actively maintained, and is also responsible for health and safety-related consultations.

The effectiveness of these engagement processes is measured through survey results and informal consultations, enabling continuous improvement in communication and responsiveness.

Devan has not identified any employees who are particularly vulnerable or marginalised within its workforce.
Employee engagement is further strengthened through internal communications, which transparently and accessibly share relevant Devan information, including activities, organisational areas, brands, policies, and procedures. These efforts ensure that employees remain informed, involved, and empowered to contribute to Devan's sustainability and operational objectives.

Processes to remediate negative impacts and channels for own workforce to raise concern | S1-3

Devan has put in place processes to identify, address, and resolve potential negative impacts on employees. Our HR department serves as an accessible and trusted contact point where employees can raise concerns related to working conditions, well-being, or any other workplace matter. HR is dedicated to addressing all concerns promptly, fairly, and in accordance with internal procedures. If a concern directly involves HR, the matter is escalated to the Managing Director to ensure independent and impartial resolution.

Devan offers access to a Confidential Counsellor to further strengthen our internal grievance mechanisms. This role provides employees with a secure and confidential channel to report issues, discuss sensitive situations, or seek guidance without fear of retaliation. The counsellor supports employees throughout the process and, when appropriate, helps guide them towards suitable resolution pathways.

Together, these channels ensure that employees have safe, reliable, and transparent means to voice concerns and that Devan can take prompt action to prevent, mitigate, or remediate potential negative impacts on its workforce.

Actions and resources for managing material IROs and the effectiveness of those actions | S1-4

During 2024, Devan undertook a wide range of actions and investments to improve working conditions and promote the well-being of its workforce. These initiatives covered safety, well-being, accessibility, and infrastructure, reflecting Devan's commitment to valuing its people and fostering safer, more inclusive, and comfortable work environments.

In compliance with legislation, hazard identification and risk assessment are mandatory for all functions and activities. This process applies to all operations involving activities, products, or services that have the potential to interact with occupational health and safety, as well as to changes or the introduction of new processes.

Once hazards are identified, associated risks are assessed and classified according to a standardised methodology, considering existing control measures.
This enables Devan to prioritise mitigation efforts and ensure that safety measures are proportional to the potential impact.

Devan implements a structured model for consulting and involving employees in health and safety matters. This includes questionnaires, meetings, and communication initiatives, allowing workers to raise concerns, provide suggestions, and actively participate in creating a safe and healthy work environment.
This approach demonstrates Devan's commitment to preventing, mitigating, and correcting negative material impacts on its workforce while promoting positive outcomes.
The effectiveness of these actions is continuously monitored and evaluated, ensuring alignment with Devan's strategy and business model.

Key Actions Implemented in 2024:

- Electric vehicle charging stations: installation at the Ronse site for employees and the local community, promoting sustainable mobility and convenience.
- Sales and technical meetings: strategic alignment sessions involving all business unit leaders to share information and ensure team coordination.
- Flexitime (flexible working arrangements): provision of flexible hours and remote working options where compatible with roles, supporting work-life balance.
- Code of conduct: creating and communicating the code of conduct, ensuring all employees understand Devan policies and key regulations.
- Health and safety investments: ongoing initiatives to strengthen accident prevention, improve workplace conditions, and cultivate an active safety culture.
- Welcome brochure: developing an onboarding guide providing new employees with an overview of Devan's history, mission, values, organisational structure, and sustainability practices.

Metrics and targets

Targets related to own workforce | S1-5

In line with its policies and strategic vision, Devan is strongly committed to fostering a genuine culture of safety and well-being across the organisation.
Devan already monitors a set of workforce-related indicators covering key areas such as:

- Diversity and inclusion: ensuring equal opportunities and fair employee treatment.
- Training and professional development: promoting continuous learning, skill development, and career growth.
- Occupational health and safety: embedding a culture of prevention, hazard awareness, and proactive risk management.
- Employee engagement and well-being: fostering a positive work environment that supports motivation, satisfaction, and work-life balance.

While these indicators are actively monitored, formal targets for most of them have not yet been established. Devan plans to define these targets in 2026, based on data collected during 2025, to support continuous improvement and track progress over time.

Currently, the only indicator with a defined target is the "Number of Accidents with Absolute Temporary Disability," for which Devan has set a zero-incident goal.
This target reflects Devan's commitment to preventing occupational accidents and maintaining a safe and healthy work environment for all employees.

Once the additional targets are defined, they will further reinforce Devan's commitment to a safe, inclusive, and empowering workplace, fully aligned with the its principles of social responsibility and sustainability.

Once the additional targets are defined, they will further reinforce Devan's commitment to a safe, inclusive, and empowering workplace, fully aligned with its social responsibility and sustainability principles.

Indicator	Unit	2024 Actual
Number of accidents with absolute temporary disability	Un	0

Characteristics of Devan's employees | S1-6

As of 31 December 2024, Devan employed 36 salaried employees across its operations. The composition of this workforce reflects Devan's diverse and international structure, with teams primarily located in Belgium, Portugal, the United Kingdom, and the United States.

The tables below present the key characteristics of Devan's workforce, providing a comprehensive view of its structure and diversity:
- Gender distribution: total employees disaggregated by gender.
- Regional distribution: number of employees by country of operation.
- Type of contract by gender and age group: showing permanent and temporary contracts held by male and female employees.

In addition, Devan monitors employee turnover and talent attraction as key indicators of workforce stability and engagement. The following breakdowns are included:
- Employee turnover rate, disaggregated by age group and gender, to identify generational or gender-related differences in retention.
- Talent attraction rate, also disaggregated by age group and gender, to highlight trends in new hires and the effectiveness of Devan's employer branding and recruitment efforts.

These workforce metrics provide a foundation for monitoring diversity, inclusion, and employment stability within Devan. They also inform the development of HR policies and programs to promote long-term employee satisfaction, equal opportunities, and alignment with Devan's sustainability and social responsibility commitments.
Unless otherwise stated, all figures on the number of employees are based on the 2024 annual average.

Number of salaried employees by gender

Of the total salaried employees, 47.5% are female and 52.5% are male.
This distribution reflects Devan's commitment to maintaining gender balance and promoting equal opportunities across all roles and functions.

21

19

0 Other

0 Not Disclosed

40 Total Salaried Employees

Number of salaried employees by country

Devan's operations are distributed across four countries (Belgium, Portugal, the United Kingdom, and the United States) with a concentration of activities and employees located in Belgium, where Devan's headquarters are based.

25

9

2

0

Accounting Policies:
The figures provided refer to the end of the period, 31 December 2024, and are based on the number of salaried workers.

Number of salaried employees by type of contract, broken down by gender

In line with Devan's commitment to ensuring long-term job stability and financial security, 100% of Devan's salaried employees hold permanent contracts.
This reflects Devan's focus on providing stable and reliable employment conditions for its workforce.

Number of workers (FTEs)
40

Number of permanent workers (FTEs)
40

Number of temporary workers (FTEs)
0

Number of full-time workers (number of employees / FTEs)
33

Number of part-time workers (FTEs)
7

Non-Employees
4

Number of salaried employees by type of contract, broken by age group

Devan's workforce structure reflects the company's emphasis on employment stability across all age groups. Most employees, regardless of age, are covered by permanent contracts, reinforcing Devan's commitment to providing secure and long-term employment opportunities.

By analysing contract types across age groups, Devan can better understand workforce dynamics and career progression patterns, ensuring that younger employees can access stable employment while maintaining retention and engagement among more experienced professionals.

Age 29 & below	Between 30 – 50 years old	Age 51 & above	Total
Number of workers (FTEs)			
4	21	15	40
Number of permanent workers (FTEs)			
4	21	15	40
Number of temporary workers (FTEs)			
0	0	0	0
Number of full-time workers (number of employees / FTEs)			
4	17	12	33
Number of part-time workers (FTEs)			
0	4	3	7
Non-Employees			
1	2	1	4

Employee turnover, broken by age group and gender

During 2024, four employees left Devan, including voluntary and mutually agreed departures, resulting in a turnover rate of 10%.

Turnover data, disaggregated by age group and gender, enables Devan to monitor workforce dynamics, identify retention challenges, and adapt human resources strategies accordingly.

Number of workers who departed

Male	Female	Non-Binary	Not Declared
2	2	0	0

Age 29 & Below	Between 30 – 50 years old	Age 51 & Above
0	1	3

Talent attraction (number of new employees), broken by age group and gender

In 2024, four new employees joined Devan, fully compensating for the year's departures. Recruitment data, broken down by age group and gender, provides insight into Devan's ability to attract diverse talent and maintain a balanced and sustainable workforce structure.

Number of workers who joined Devan

Male	Female	Non-Binary	Not Declared
1	3	0	0

Age 29 & Below	Between 30 – 50 years old	Age 51 & Above
2	1	1

Collective bargaining coverage and social dialogue | S1-8

At Devan, 85% of employees are covered by collective bargaining agreements, ensuring that employment conditions, remuneration, and benefits are negotiated transparently and fairly.

Devan recognises the importance of social dialogue as a key element in maintaining positive labour relations and fostering mutual trust between employees and management. Regular communication and consultation processes enable Devan to address employee concerns, foster collaboration, and improve working conditions.

This approach reflects Devan's commitment to respecting workers' rights, promoting fair treatment, and ensuring all employees have a voice in shaping their work environment.

Workers covered by collective bargaining agreements (%)

Belgium	Portugal	United Kingdom	United States	Total
100%	100%	10%	No employees	85%

Diversity metrics | S1-9

Gender distribution, broken by position

Devan actively monitors gender diversity across all levels of the organisation to ensure equal opportunities and fair representation. The distribution of employees by gender varies across positions, reflecting Devan's commitment to promoting inclusion and addressing potential imbalances.

This data provides a foundation for future initiatives to enhance gender equality in leadership, technical roles, and operational functions.

	Male	Female	Non-Binary	Not Declared
Senior Management	6	1	0	0
Middle Management	8	6	0	0
Admin/Staff Support	1	5	0	0
Technical Staff	1	7	0	0
Production workers/Supervisors	5	0	0	0

Total employees by position and age group

In line with workforce planning and talent management strategies, Devan tracks the distribution of employees by position and age group. This analysis allows Devan to identify trends in career progression, support succession planning, and ensure that employees of all age groups have access to development opportunities. It also helps in understanding the demographic profile of the workforce, informing initiatives to maintain a balanced, inclusive, and resilient organisation.

	Age 29 & below	Between 30 - 50	Age 51 & above
Senior Management	0	5	2
Middle Management	0	5	9
Admin/Staff Support	2	3	1
Technical Staff	2	4	2
Production workers/Supervisors	0	4	1

Adequate wages | S1-10

Devan recognises that providing adequate wages is a fundamental element for ensuring its workforce's dignity, well-being, and motivation. Devan defines an adequate wage as equal to or higher than the minimum wage established in each country where it operates, or, where such data is unavailable, equal to or higher than the national average wage.

Across all locations, Devan ensures that all salaried and non-salaried workers receive remuneration that meets or exceeds the national minimum wage and fully complies with local laws and regulations. This approach reflects Devan's commitment to valuing its human capital, respecting social rights, and fostering stable, fair, and sustainable labour relations in every geography it operates.

Social protection | S1-11

All salaried employees at Devan are covered by social protection through public schemes or benefits provided directly by Devan. This coverage ensures protection against potential loss of income arising from various circumstances, including:

- Illness or disease.
- Unemployment, effective from the start of employment.
- Workplace accidents and work-related disabilities.
- Parental leave.
- Retirement and pension

This approach reflects Devan's commitment to safeguarding the well-being of its workforce and promoting social security in line with local regulations and best practices.

Training and skills development metrics | S1-13
Percentage of salaried employees participating in regular performance reviews, broken by position and gender

Devan is committed to fostering employee development and continuous improvement. In 2024, 100% of salaried employees participated in regular performance reviews, providing an opportunity to discuss objectives, evaluate achievements, and define personalised development plans. Participation is broken down by position and gender.

	Male	Female	Non-Binary	Not Declared
Senior Management	5	1	0	0
Middle Management	7	6	0	0
Admin/Staff Support	1	5	0	0
Technical Staff	1	4	0	0
Production workers/Supervisors	5	0	0	0

Accounting Policies:

The figures supplied refer to the end of the period (31 December 2024), and the percentage calculations are based on the total number of employees as of that date, considering only salaried workers.

Training hours, broken by gender and position

Employee training is a cornerstone of Devan's talent management and skills development strategy. Training hours are tracked and analysed by gender and position, reflecting Devan's dedication to offering learning opportunities that meet the needs of different roles. This includes technical and professional skills, leadership development, health and safety training, and education related to sustainability. By monitoring these metrics, Devan ensures that all employees have the necessary tools and knowledge to perform effectively, grow professionally, and contribute to Devan's long-term objectives. On average, each worker received 30.6 hours of training in 2024.

	Male	Female	Non-Binary	Not Declared
Senior Management	192.4	28.2	0	0
Middle Management	310.5	291.1	0	0
Admin/Staff Support	7.5	111.8	0	0
Technical Staff	1	218.4	0	0
Production workers/Supervisors	65	0	0	0

Health and safety metrics | S1-14

Devan is committed to the highest occupational health and safety standards across all operations. In 2024, all employees were fully covered by Devan's health and safety management system, ensuring comprehensive protection and proactive risk prevention.

During the reporting year, Devan did not report any occupational disease cases, nor were there any work-related accidents or fatalities. The KPI "number of accidents with absolute temporary disability" remained at zero, demonstrating the effectiveness of Devan's preventive measures, training programs, and safety culture.

These metrics enable Devan to continually evaluate and improve its health and safety practices, ensuring a safe, healthy, and supportive work environment for all employees.

Work-related accidents, broken by position

In 2024, Devan recorded no work-related accidents across all employee positions.

The absence of accidents was consistent across all workforce levels, including production, R&D, technical, and administrative roles. This demonstrates that safety measures are effectively applied throughout the organisation, regardless of the specific position or function.

Devan continues to monitor potential risks by position, ensuring that safety protocols remain tailored, comprehensive, and aligned with operational realities.
This approach supports Devan's commitment to maintaining a zero-accident work environment and fostering a health, safety, and well-being culture for all employees.

This approach supports Devan's commitment to maintaining a zero-accident work environment and fostering a culture of health, safety, and well-being for all employees.

	Number of work-related injuried
Senior Management	0
Middle Management	0
Admin/Staff Support	0
Technical Staff	0
Production workers/Supervisors	0

Work-life balance metrics | S1-15

All salaried employees at Devan are entitled to family leave, ensuring support for personal and family responsibilities. In 2024, 10% of employees utilised family leave.
Family leave encompasses maternity and paternity leave, parental leave, breastfeeding breaks, time off for childbirth or adoption, and care for sick children or family members.

Additionally, Devan offers a flexitime policy available to full-time and part-time employees across all job levels. Devan aims to encourage a more effective and efficient workforce while reducing stress by providing flexible working arrangements. Certain functions require attendance at specific hours due to operational needs, so an adapted bandwidth is applied in these cases. This scheme demonstrates Devan's commitment to supporting work-life balance and employee well-being, while maintaining operational continuity.

Family leave (%)	10%

Governance

05.

ESRS G1 – BUSINESS CONDUCT

Devan recognises that robust governance is essential to the long-term success and sustainability of the organisation. Strong governance ensures that strategic decisions, risk management, and operational activities consistently align with Devan's values, regulatory obligations, and sustainability commitments.

Devan operates in multiple countries and markets with diverse regulations and operating conditions as an international chemical company. Devan's global values and standards form the foundation of its corporate culture, guiding responsible actions in all activities and securing its license to operate. By embedding these values in daily operations, Devan aims to earn and maintain the trust and respect of customers, partners, and employees.

Devan is committed to maintaining transparent, accountable, and ethical decision-making across all organisational levels. This commitment is supported by oversight from the Management Board, a transparent allocation of responsibilities, and the integration of sustainability considerations into corporate strategy. Through these governance practices, Devan manages risks, seizes opportunities, and fosters stakeholder confidence, supporting responsible business conduct and sustainable growth.

Impacts, risks and opportunities

Material impacts, risks and opportunities and their interaction with strategy and the business model | SBM-3

As part of its materiality assessment, Devan identified several impacts associated with governance practices, encompassing both positive contributions and potential risks. These impacts relate to the ability to maintain ethical decision-making, regulatory compliance, and transparent oversight across all levels of the organisation. Effective governance enables Devan to manage operational and strategic risks, strengthen stakeholder trust, and create long-term value. At the same time, lapses or non-compliance could result in financial, reputational, or regulatory consequences.

Topic(s)	Category	Value Chain	Time Horizon
G1 – Business Conduct			
Corporate culture			
Corporate values and culture are guided by high ethical, environmental, and social standards.	I+ real	Own Operations	
Promotion of responsible business practices, policies, and protection of people and the environment.	I+ real	Own Operations	
Management of relationships with suppliers, including payment practices			
Delayed payments or poor supplier management affecting liquidity, supply reliability, and profitability.	R	Upstream	

Devan's DMA identified governance as a fundamental pillar of Devan's sustainability strategy, encompassing corporate culture, ethical conduct, and the management of supplier relationships. Strong governance practices are crucial for ensuring compliance with regulatory requirements, maintaining operational integrity, and fostering trust among stakeholders across the entire value chain.

The DMA highlighted that lapses in governance, such as poor management of supplier relationships or delayed payments, could have cascading impacts on operations. These risks may include disruptions in the supply of critical raw materials, reduced supplier liquidity, delays in wage payments to supplier employees, and, in extreme cases, production interruptions. Poor governance practices can also lead to reputational damage, regulatory scrutiny, and increased operational costs.

Conversely, the DMA identified significant opportunities associated with robust governance. By incorporating ethical standards, transparency, and environmental and social responsibility into daily operations, Devan reinforces a corporate culture that supports sustainability at every level. Promoting best practices in corporate responsibility and safeguarding ecological and social standards enhances stakeholder trust, strengthens supplier relationships, and improves overall operational resilience. Effective governance practices, including timely and fair management of supplier payments, ensure a stable and reliable supply chain, which is particularly critical in the textile chemical sector, where the availability and quality of raw materials directly influence production continuity and product performance.

The DMA also emphasised the interconnections between governance and environmental and social performance. A strong corporate culture, guided by ethics, compliance, and sustainability, enables the better implementation of environmental initiatives, adherence to labour standards, and innovation in product development. On the contrary, weak governance structures could exacerbate operational, social, and ecological risks, undermining Devan's reputation and ability to meet client expectations.

Overall, the DMA confirms that governance at Devan is a strategic enabler of sustainability. By fostering a culture of ethical conduct, transparent decision-making, and responsible supplier management, it mitigates risks and strengthens its long-term resilience, competitive positioning, and ability to achieve its environmental, social, and economic objectives.

Business conduct policies and corporate culture | G1-1

As part of its commitment to ethical business conduct, Devan has established a key structural document applicable to all employees: the code of conduct. This document guides stakeholders on navigating ethical dilemmas that may arise in their work, promoting integrity, transparency, and alignment with Devan's core values.

The code of conduct applies to all members of the governing bodies, employees, and individuals representing Devan in interactions with customers, suppliers, partners, and other stakeholders. It covers a wide range of topics, including:

- Interactions with business partners and third parties: anti-corruption measures, fair trading, fair competition (antitrust), and international trade compliance.
- Responsibilities of employees: avoiding conflicts of interest, proper management of company assets, confidentiality, data protection, information security, and respect for third-party intellectual property.
- Human rights: ensuring respect for fundamental rights across all operations and relationships.
- Cybersecurity: maintaining secure handling of information and digital assets.
- Marketing and communication practices: ensuring ethical, transparent, and lawful stakeholder engagement.

Through the code of conduct, Devan seeks to embed a culture of responsibility, ethics, and compliance across all levels of the organisation, ensuring that business practices align with Devan's values and applicable laws and regulations.

Business culture at Devan is built organically, reflecting the mission, values, and principles the organisation affirms and promotes daily in its engagement with all stakeholders.

Management of relationships with suppliers | G1-2

Devan does not currently have formal policies specifically dedicated to supplier relationship management. Nevertheless, it ensures timely and reliable payments to all suppliers, recognising this as a fundamental aspect of responsible business conduct.

Beyond financial obligations, Devan seeks to integrate ethical, social, and environmental principles into its commercial relationships wherever possible. This includes fostering transparency, fairness, and collaboration with suppliers and promoting practices that support sustainability and respect for human rights throughout the supply chain.

These efforts reflect Devan's commitment to responsible sourcing and building long-term, mutually beneficial partnerships with its suppliers, reinforcing operational reliability and sustainability objectives.

Metrics and targets

Payment practices | G1-6

Payment terms applied by Devan are determined through mutual agreement between Devan and its suppliers. They may vary depending on several factors, including the supplier's sector, the type of goods or services provided, and the specifics of the contractual arrangement.

In some instances, payment terms may be shortened. This typically occurs when the nature of the goods or services supplied justifies faster payment, ensuring efficiency and supporting strong, reliable relationships with suppliers.

Devan ensures that 100% of invoices are paid within the agreed conditions, demonstrating the commitment to responsible financial management and fostering trust and reliability across its supply chain.

Percentage of invoices paid under agreed conditions (%)	100%

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06.

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