



SUSTAINABILITY REPORT 2025



In Business to do Good;
Driven to Excel



In Business to do Good; Driven to Excel

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ABOUT THIS REPORT

NewAge’s 2025 Sustainability Report shares the progress we’ve made and the actions we’re taking to embed sustainability across our business. Guided by our purpose, *"In Business to do Good; Driven to Excel,"* this report reflects how we’re building resilience through responsible growth, innovation, and collaboration.

This report outlines our performance across our material topics and demonstrates how sustainability is shaping stronger outcomes for our customers, employees, and communities. The CEO reviews and approves the sustainability report based on the recommendation of the Sustainability Committee. The data and narratives in this report cover the reporting period January 1, 2025, to December 31, 2025, encompassing all NewAge operations in line with our commitment to transparent annual reporting.

Our cross-functional Sustainability Committee reviews and approves our sustainability reports under the oversight of the Board of Directors, ensuring alignment with our strategic objectives, governance practices, and long-term sustainability commitments.

This report is written in accordance with the Global Reporting Initiative (GRI) Standards. The GRI Standards support consistent and transparent reporting on impacts to the economy, environment, and people and are updated regularly to reflect global best practices. This ongoing

review helps organizations respond to evolving information needs from stakeholders and regulators. We also reference the Sustainability Accounting Standards Board (SASB) framework for the Containers and Packaging industry, which focuses on sustainability factors that are financially material to our business and investors. The GRI Content Index and SASB Index are available in the Appendix (page 62, page 72).

Our work is mapped to the United Nations Sustainable Development Goals (SDGs)—a set of 17 global goals that call for collective action to end poverty, protect the planet, and promote prosperity for all by 2030. We’ve identified eight SDGs most closely aligned with our material impacts and long-term priorities. Details on how we contribute to these goals can be found in United Nations Sustainable Development Goals section on page 19.

Certain statements in this report are “forward-looking” based on management’s views on future events and underlying assumptions. Forward-looking statements involve risks and uncertainties that could cause actual results to differ from those expressed or implied in such statements. The forward-looking statements contained in this report speak only as of the date of publication of this report, and NewAge does not assume any obligation to update them.

For questions about this report, contact: info@newageindustries.com



LETTER FROM THE CEO

At NewAge Industries™, Inc., we've always believed that how we do business matters just as much as what we deliver. ***In Business to do Good; Driven to Excel*** is not something we reserve for statements or reports, it's how we expect ourselves to lead, decide, and operate every day.

Over the past year, we took time to reflect and asked an important question: Are we managing sustainability in a way that truly demonstrates the scale, complexity, and expectations facing our business today? The answer to that question guided many of the changes presented in this report.

As NewAge continues to grow and operate across a broader value chain, sustainability has become more closely connected to our operations, customers, and suppliers.

We recognize that meaningful progress requires more than individual efforts or well-intentioned goals. It requires clear ownership, stronger collaboration, and systems that allow sustainability to be managed with the same discipline as other core areas of the business.

That recognition led us to refine how we organize and oversee this work. The introduction of our **Planet, People, and Purpose** pillars reflects a more deliberate way of thinking about sustainability, one that connects our people, environmental responsibilities, and role across the value chain. To support this shift, we strengthened sustainability governance and how we engage with stakeholders, including clearer oversight, improved coordination across teams, and dedicated sustainability leadership to support day-to-day execution.

Looking ahead, we are focused on translating this stronger foundation into measurable, long-term metrics. We have committed to the Science Based Targets initiative (SBTi) and are working toward setting science-based emissions reduction targets. In parallel, we plan to continue strengthening our management systems through additional ISO certifications, recognizing the role these standards play in bringing structure, consistency, and accountability to how sustainability is managed across our operations.

This report reflects a year focused on strengthening foundations rather than declaring finished work. We are grateful to our team members for their ownership and engagement, and to our customers and partners for the trust they place in NewAge.

Sincerely,



Mary Marcus
NewAge CEO



At NewAge, we've always believed that how we do business matters just as much as what we deliver.



ABOUT NEWAGE

NewAge Industries™, Inc. is an employee-owned manufacturer dedicated to providing innovative, high-quality fluid transfer and identification solutions across a wide range of industries. The company is built around three specialized brands that reflect its commitment to excellence, customization, and service.

PURPOSE

In Business to do Good;
Driven to Excel

MISSION

Our Mission is to create fluid transfer solutions through sustainable means, enabling our partners to improve processes and help save lives.

VISION

Our Vision is that we will be an independently owned company 100 years from now. We will be a customer-centric, global innovator that guides the industry with servant leadership and sustainability.

Our Brands



AdvantaPure™ supports a net benefit to society by enabling the manufacture of vaccines, biologics, and life-saving therapies. The use of single-use technologies in bioprocessing has also improved operational sustainability by reducing water and energy consumption associated with cleaning and sterilization, minimizing chemical use, and increasing overall process efficiency.



NewAge Performance Products™ serves a wide range of industrial, food and beverage markets, and other Original Equipment Manufacturer (OEM) markets. By delivering high-performance tubing and hose solutions that extend service life and improve reliability, the division helps customers reduce waste, resource consumption, and total lifecycle impact. NAPP's products are designed for durability and performance in demanding environments.



Verigenics™ markets Radio Frequency Identification (RFID) technology that supports automated inventory control and usage tracking. Its innovative systems help customers in the medical device, pharmaceutical, and related sectors improve accuracy, traceability, and operational efficiency.

Together, these brands allow NewAge to support customers across the product lifecycle, from critical fluid handling to smart traceability, driving efficiency, reliability, and innovation every step of the way.

Culture that Drives Resilience



Employee Ownership (ESOP)

Ownership is at the heart of who we are. In 2006, our former CEO and visionary in the creation of the AdvantaPure division of high-purity products, Ken Baker, took the first step toward long-term independence by selling 30% of the company to team members through an Employee Stock Ownership Plan (ESOP). In 2019, that goal came to fruition when NewAge became 100% employee-owned. Employee ownership gives every team member a value-driving role in shaping our future. It drives accountability, encourages collaboration, and connects daily work to shared success. That sense of ownership strengthens our resilience, ensuring that growth and innovation benefit everyone who contributes to them. For more information on our ESOP, see the section on Employee Engagement & Satisfaction on page 44.



Certified B Corporation

As a Certified B Corporation, we hold ourselves to verified standards of social and environmental performance, accountability, and transparency. The certification, awarded by the nonprofit B Lab, recognizes companies that balance purpose and profit and use business as a force for good. Achieving and maintaining this certification challenges us to look closely at how we operate, from how we treat employees to how we source materials and engage our partners. It confirms what drives us: doing business the right way, for the long term.



Our Locations

All locations achieved net zero market-based scope 2 emissions through 100% renewable electricity procurement.

U.S. Facilities

NewAge is proud to have two distinct, state-of-the-art manufacturing locations based in scenic Bucks County, Pennsylvania, U.S. Each location is capable of operating 24 hours a day, 7 days per week, when necessary, to keep pace with domestic and global demand, while simultaneously replenishing standardly stocked components daily.

Both locations are powered by solar energy and together offer more than 4,000 square feet of ISO Class 7 cleanroom manufacturing

space. Each facility meets all applicable ISO and FDA compliance requirements, with certificates available for download on our web portal.

Security of Supply for U.S. Partners

Travel to industry partners in the U.S. from predominantly U.S.-based operations supports security of supply and local sourcing for U.S. customers. Having manufacturing and operational presence closer to key markets enables reliable access to products, reduced supply chain risk, and continuity of product supply for critical applications.

U.S. Facility Overviews



Southampton, PA

- 294,000 ft² (27,313 m²)
- 28,000 ft² (2,601 m²) of ISO Class 7 & 8 cleanrooms
- ISO 9001:2015 certified
- 4,082 solar panels = 1.0 MW



Warrington, PA

- 97,000 ft² (9,011 m²)
- 18,300 ft² (1,700 m²) of ISO Class 7 & 8 cleanrooms
- ISO 9001:2015 certified
- 1,000+ solar panels = 0.5 MW



Hong Kong Office

NewAge's Asia-Pacific office supports the tubing, hose and component requirements of a diverse and industry-specific distribution network through regional partnerships.

- Leased Facility
- 1,363 ft² (127 m²)

Netherlands Facility

The operations in our Coevorden, Netherlands facility are responsible for supplying industry partners in Europe, Asia, and the Middle East regions with our high-quality extruded silicone products.

Shipments travel less distance to industry partners from this location compared to shipments from the two manufacturing locations residing in the U.S.

This close geographic proximity offers a reduction in carbon footprint for the shipping process.

- 93,300 ft² (8,674 m²)
- 18,300 ft² (1,700 m²) ISO Class 7 cleanrooms
- ISO 9001:2015 certified



Member Associations



Pennsylvania Center for Employee Ownership (PaCEO) – Supports Pennsylvania businesses in exploring and implementing employee ownership models. Membership helps us strengthen our ESOP practices, support long-term continuity, and reinforce an ownership-driven culture.



National Center for Employee Ownership (NCEO) – A non-profit organization dedicated to advancing employee ownership through research, education, and best-practice guidance that supports strong, sustainable ESOP companies.



The ESOP Association (TEA) – National advocacy group and educational organization that promotes employee ownership, represents ESOP companies at the legislative level, and provides resources to help foster an ownership culture.



BioPhorum – Industry group advancing collaboration and innovation in biopharmaceutical manufacturing. Participation allows us to engage with peers and customers on shared challenges, align with evolving sustainability and quality expectations, and support consistent practices across the biopharmaceutical value chain.



International Association of Plastics Distribution (IAPD) – NewAge partners with the IAPD to promote sustainable practices across our sector. Engagement helps us stay aligned with material stewardship initiatives and sustainability priorities across the performance plastics value chain.



Bio-Process Systems Alliance (BPSA) – Industry association that promotes best practices for the design, manufacture, and use of single-use bioprocessing systems. Membership supports consistent standards for quality, safety, and sustainability in single-use technologies and helps strengthen alignment with customer expectations in regulated biopharmaceutical applications.



International Society for Pharmaceutical Engineering (ISPE) – Global association that advances best practices in pharmaceutical and biopharmaceutical engineering and manufacturing. Membership gives us access to technical guidance and engineering expertise that support design, risk management, and reliable performance of our products used in regulated environments.

2025 IN FOCUS



EcoVadis Platinum Rating (2025)

Elevated from Gold in 2024, we earned a Platinum medal in 2025, placing NewAge in the top 1% of companies worldwide.



IAPD Bronze Sustainability Award

Awarded by the IAPD for our progress in material efficiency, waste reduction, and circularity.



Committed to Set Science-Based Greenhouse Gas Emission Reduction Targets

NewAge has committed to set near-and long-term company-wide emission reductions in line with climate science with the Science Based Targets initiative (SBTi). Within the next year, NewAge plans to submit near- and long-term company-wide emissions reductions aligned with a 1.5°C pathway to help address climate change. This includes a commitment to setting long-term targets to achieve net-zero value chain emissions. NewAge's commitment encompasses scope 1, 2 and 3 GHG emissions and complements its existing achievement of attaining net-zero scope 2 market-based emissions.



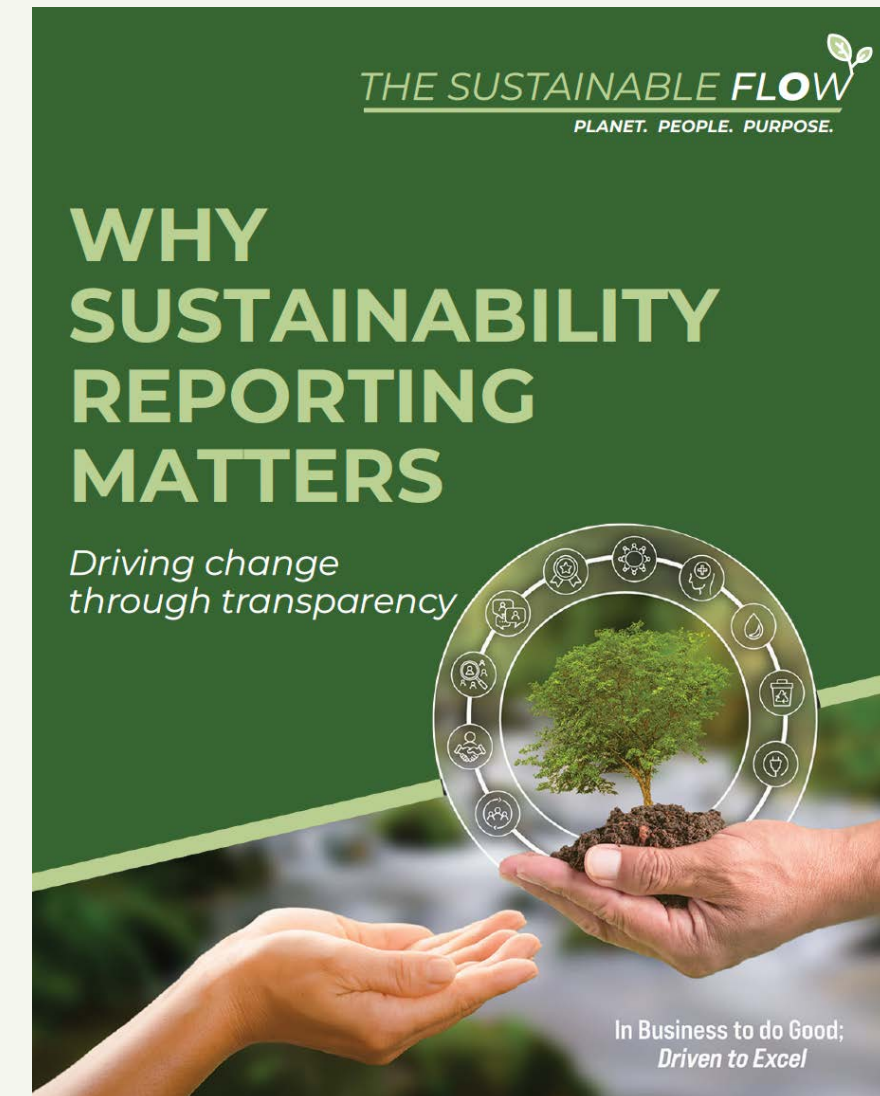
Completed Product Impact Analysis

Conducted Product Carbon Footprint (PCF) and Life Cycle Assessments (LCAs) for four core products to better understand environmental impacts and identify potential levers to reduce these impacts. For more information, see Waste Reduction & Circularity section on page 30.



Completed ISO Readiness Assessment

Finished readiness assessments for ISO 14001, ISO 45001, and ISO 50001 with commitments to pursue ISO 14001:2015 and ISO 45001:2018 by the end of 2026. For more information, see Energy & Emissions Management and Team Member Health, Safety, & Wellness sections on pages 21 and 48.



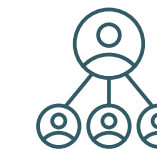
Launched The Sustainable Flow Series

A monthly spotlight on NewAge's sustainability initiatives across Planet, People, and Purpose.



Strengthened Circularity Efforts

Developed a more sustainable Nylobrade™ and Urebraid™ by using pre-consumer scrap re-grind to reduce waste and increase material recovery.



Deployed a Voice of Customer Methodology

Documented and implemented a structured approach to capture customer feedback, improve insight into customer needs, and inform product, service, and sustainability priorities. For more information, see Customer Satisfaction & Relations on page 53.



Expanded Departmental Sustainability Training

Human Resources partnered with Team Leaders to design tailored sustainability training programs for key departments.

MATERIALITY

NewAge partnered with an independent consulting firm to complete a materiality assessment in 2023, guided by GRI's guidance for materiality determination and approved by our Board of Directors. While the assessment was conducted prior to this reporting year, its findings remain current and applicable within the recommended two- to three-year review cycle.

The team conducted desktop research, facilitated interviews, and surveys with key stakeholder groups, including end users, system designers, manufacturers, distributors, team members from 11 departments, and members of our Board of Directors. This process provided an objective view of our sustainability impacts, risks, and opportunities across the value chain.

The results continue to inform our sustainability priorities and shape our Planet, People, and Purpose pillars.

Material Topics

Planet

- Energy & Emissions
- Waste Reduction & Circularity
- Water Conservation & Management

People

- Team Member Recruitment & Retention
- Team Member Training & Development
- Team Member Engagement & Satisfaction
- Inclusion & Diversity
- Team Member Health, Safety, & Wellness

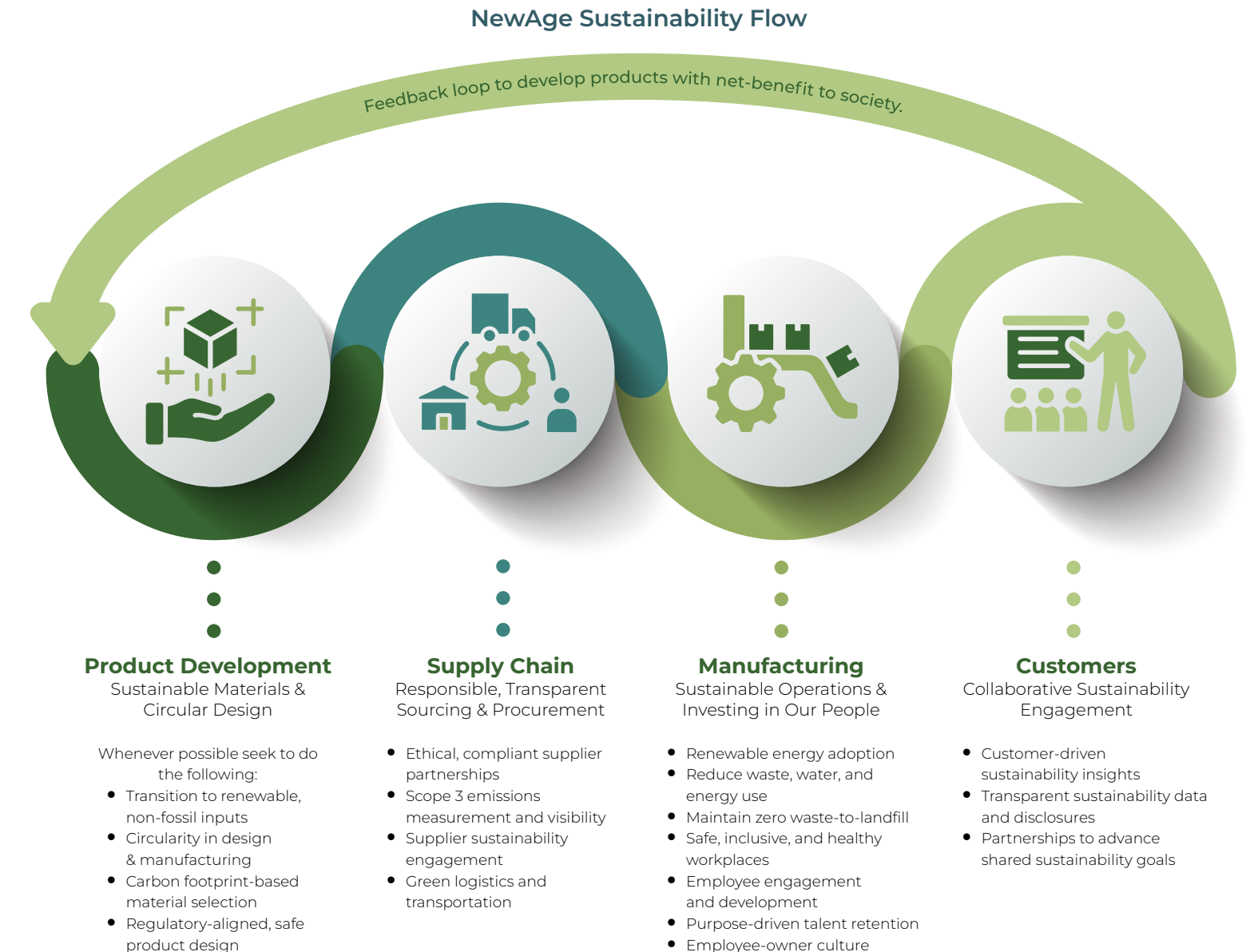
Purpose

- Customer Satisfaction & Relations
- Supplier Engagement & Assessments



Value Chain Interventions

This diagram illustrates how NewAge integrates sustainability across its value chain, from product development through customer engagement. It highlights targeted interventions at each stage to reduce environmental impact, strengthen supply chain resilience, and create shared value for customers, partners, team members and society.



Product Development

Sustainable Materials & Circular Design

- Whenever possible seek to do the following:
- Transition to renewable, non-fossil inputs
 - Circularity in design & manufacturing
 - Carbon footprint-based material selection
 - Regulatory-aligned, safe product design

Supply Chain

Responsible, Transparent Sourcing & Procurement

- Ethical, compliant supplier partnerships
- Scope 3 emissions measurement and visibility
- Supplier sustainability engagement
- Green logistics and transportation

Manufacturing

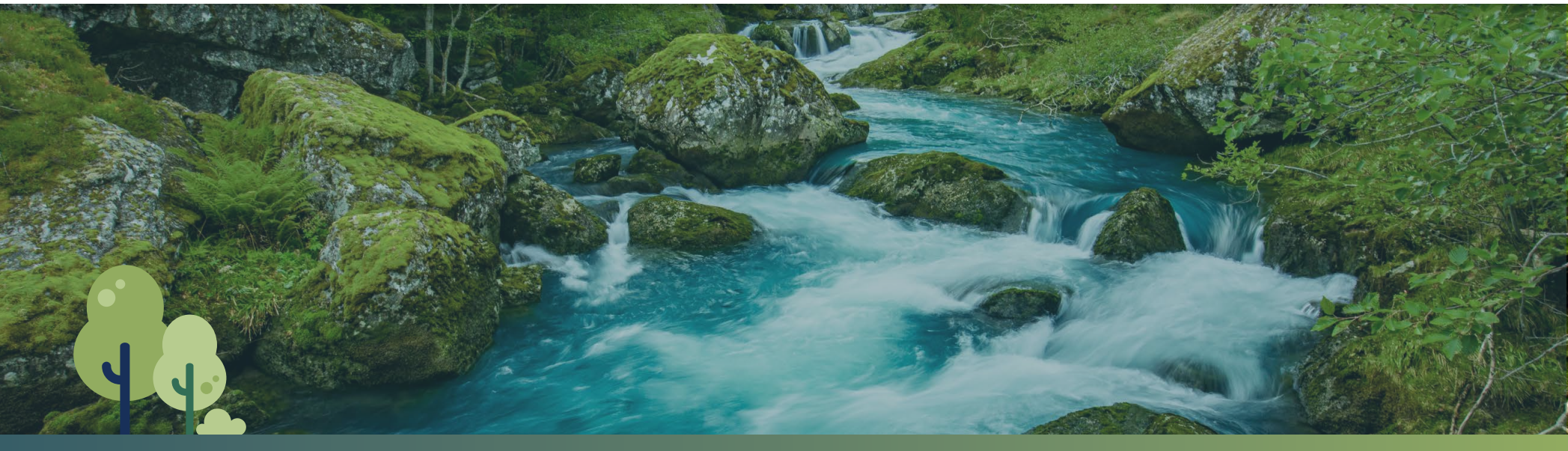
Sustainable Operations & Investing in Our People

- Renewable energy adoption
- Reduce waste, water, and energy use
- Maintain zero waste-to-landfill
- Safe, inclusive, and healthy workplaces
- Employee engagement and development
- Purpose-driven talent retention
- Employee-owner culture

Customers

Collaborative Sustainability Engagement

- Customer-driven sustainability insights
- Transparent sustainability data and disclosures
- Partnerships to advance shared sustainability goals



SUSTAINABILITY GOVERNANCE

Strong governance underpins how NewAge manages sustainability across the organization, from strategic oversight to operational execution. Clear roles, defined responsibilities, and structured processes embed accountability and support progress toward our Planet, People, and Purpose goals. NewAge’s governance framework is designed to ensure transparency, consistency, and responsiveness to stakeholder expectations as sustainability requirements evolve.

Sustainability Disclosure and Stakeholder Transparency

Our sustainability governance approach emphasizes accurate, decision-useful disclosures that reflect stakeholder priorities and support informed decision-making. We continue to build internal frameworks, processes, and capabilities to collect, manage, and

validate sustainability data across the business. These processes are governed to ensure data consistency, reliability, and alignment with recognized reporting expectations.

As sustainability reporting standards continue to evolve globally, NewAge actively monitors regulatory and market developments, adapting its approach accordingly. This includes building readiness towards the European Sustainability Reporting Standards (ESRS) and preparing internal data repositories and governance systems to enhance the depth, comparability, and transparency of the company’s sustainability disclosures.

In 2025, NewAge refined its sustainability framework by aligning focus areas under the Planet, People, and Purpose pillars to better reflect our strategic priorities and provide a clear foundation for internal decision-making, performance management, and external communication.

Board of Directors Composition and Responsibilities

The Board of Directors includes six members, with a majority serving as independent directors and one executive director, the Chief Executive Officer. A designated independent director serves as Lead Director.

Matters related to Board composition and director nominations are addressed through the Corporate Governance Committee.

Board Member Breakdown

AGE BREAKDOWN	<30 years old	0%
	30 – 50 years old	33%
	>50 years old	67%
GENDER REPRESENTATION	Male	67%
	Female	33%
RACIAL OR ETHNIC DIVERSITY	From ethnic minority	0%
EXECUTIVES VS. NON-EXECUTIVE MEMBERS	Executive Members	1
	Non-Executive Members	5
TENURE AS BOARD MEMBER	<1 year	1
	1-5 years	4
	6+ years	1

Corporate Governance Committee Responsibilities

- 1 Periodically review of the size and composition of the Board.
- 2 Consideration of criteria used to identify and evaluate director candidates.
- 3 Identification and evaluation of individuals for Board service in alignment with Board-approved criteria.
- 4 Review the performance and compensation of the Chief Executive Officer

Board of Directors Sustainability Oversight

The Board of Directors provides oversight of NewAge’s sustainability-related performance, risks, and opportunities. Sustainability-related business, environmental, and social matters are considered by the Board multiple times per year.

These reviews include updates on progress toward established goals, emerging risks, and alignment with the company’s broader strategy. When appropriate, the Board offers guidance on areas that may require additional focus or resources.

Risk and Integrity

Effective risk management is essential to building a resilient business. At NewAge, the Audit Committee leads this effort by identifying and managing sustainability-related risks that could affect operations or financial performance. These include both climate-related and operational risks, with the committee's responsibilities covering areas such as financial data integrity, enterprise risk assessments, insurance coverage, cybersecurity, and business continuity planning.

Leadership Oversight and Accountability

Senior leadership is responsible for translating Board oversight into operational execution. As part of NewAge's Annual Objective Review, the Chief Financial Officer provides monthly updates to the leadership team and key employees on the status of sustainability initiatives supporting accountability, cross-functional coordination, and timely decision-making.

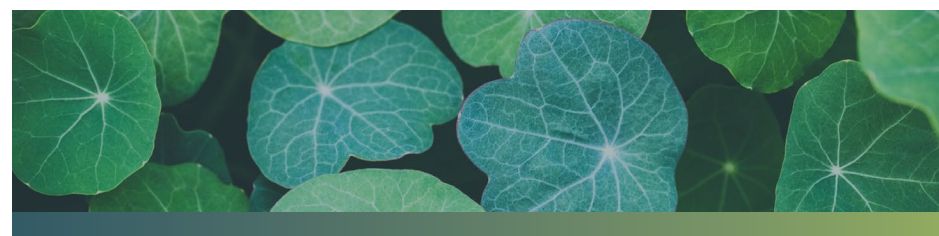
Sustainability Manager Leadership

To support the growing scope and complexity of sustainability activities, NewAge established a dedicated Sustainability Manager role, with the individual joining the company in January 2026. The role reflects the company's continued investment in strengthening coordination, execution, and communication across sustainability initiatives.

The Sustainability Manager supports the day-to-day management of efforts by convening key internal stakeholders, facilitating cross-functional collaboration, and advancing initiatives across the Planet, People, and Purpose pillars. This role contributes to sustainability reporting and helps align internal efforts with evolving stakeholder expectations.

As a visible point of contact, the Sustainability Manager represents NewAge's sustainability efforts across the organization and external engagements. The role strengthens coordination and communication by providing a clear reference point for sustainability priorities, activities, and progress.

The addition of dedicated operational leadership reflects NewAge's continued evolution in how sustainability is governed and managed. This structure supports clearer roles, stronger coordination, and a more integrated approach that aligns sustainability priorities with the company's long-term strategy and stakeholder expectations.



Sustainability Committee and Organizational Engagement

The Sustainability Committee serves as a central coordinating body for sustainability across NewAge, linking strategic priorities with operational execution. The committee provides company-wide guidance on sustainability matters and supports departments as they integrate sustainability considerations into day-to-day activities, supporting the alignment of efforts across the organization under the Planet, People, and Purpose pillars.

Composed of 15 cross-functional members from the executive, director, and manager levels, the committee focuses on strengthening internal processes and improving communication on sustainability topics. It oversees initiatives, monitors progress, and shares updates with senior leadership and the Board, applying the same level of rigor to sustainability management as to other core business priorities.

Organizational engagement is embedded within this governance structure through team-member-driven committees and working groups that operate interdepartmentally. These groups meet monthly to discuss progress toward topic-specific goals and update those goals as needed. Their work supports implementation, surfaces operational insights, and helps translate company-wide priorities into practical, department-level actions, reinforcing sustainability as a shared responsibility.

The Sustainability Committee meets to review progress in detail, discuss challenges, and assess the scope and impact of ongoing initiatives. These meetings provide a forum for collaboration and transparency, supporting coordination across teams. Progress is also communicated monthly through strategic business plan review meetings, ensuring sustainability initiatives remain visible at the leadership level, align with broader business objectives, enable timely course correction, and help embed sustainability considerations into day-to-day operations rather than treating them as standalone efforts.

STRATEGIC PLANNING & THE NEWAGE WAY

Strategic planning is a core mechanism used to guide priorities and decision-making across the business. Sustainability considerations are integrated into this process so that environmental and social factors are evaluated alongside operational and financial objectives.

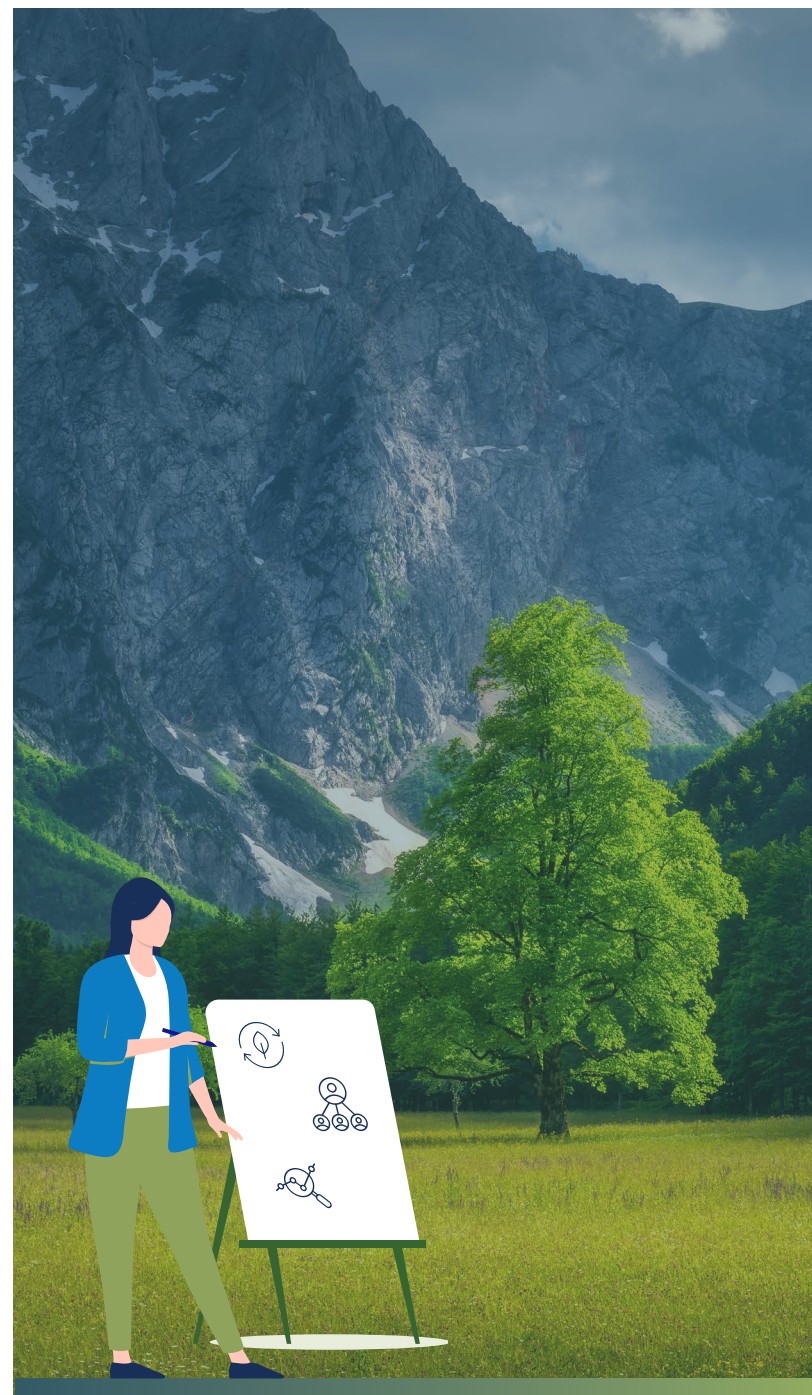
Our strategic planning process is continuous and organization-wide. It connects our purpose, vision, and mission to clear, measurable objectives and defined action plans. The process follows five key steps: assessing the organization, formulating strategy, communicating that strategy, developing operating and budgetary plans, and measuring results. This structure aligns people, resources, and goals to support coordinated execution across the organization.

This approach is grounded in The NewAge Way, our framework for organizational excellence. The NewAge Way emphasizes principles, culture, and behavior as foundational drivers of performance. Core principles include respect for every individual, pursuit of excellence, scientific thinking, process focus, and continuous workflow improvement. A central premise of this framework is that behavior reflects organizational culture. By aligning systems, tools, and processes with guiding principles, leadership creates conditions that support consistent, values-driven decision-making. This framework informs the development and execution of our strategic plans.

Each strategic plan is structured around overarching Business Objectives (BO) developed by the Senior Leadership Team, supported by Annual Objectives (AO) led by Directors and Managers, and executed through Top-Level Improvement Projects (TLIPs). TLIPs are defined through project charters that outline scope, responsibilities, and milestones to support both near-term execution and longer-term direction.



Sustainability considerations are integrated into our strategic planning process so that environmental and social factors are evaluated alongside operational and financial objectives.



2025 Strategic Plan

The 2025 Strategic Plan focused on building foundational sustainability capabilities and strengthening data and governance processes.

Sustainability-related initiatives included:

- Completion of ISO 14001, ISO 45001, and ISO 50001 gap analyses
- Completion of a comparative LCA and PCF calculations for select products
- Establishment of a commitment to SBTi
- Development of voice of customer methodology and supplier sustainability review processes
- Use of reclaimed material feasibility report and action plan
- Development of department-specific sustainability training

Looking Ahead: 2026 Strategic Plan

Building on this foundation, the 2026 Strategic Plan continues to advance sustainability integration through a set of targeted initiatives. The following initiatives are included in the 2026 Strategic Plan and will be addressed in greater detail in our next sustainability report:

- Implementation of ISO 14001:2015 and ISO 45001:2018 across our facilities
- Development of energy monitoring and reduction plan for United States operations
- Development of Greenhouse Gas Reduction Plan
- Setting near and long term SBTi targets
- Implementation of the International Sustainability and Carbon Plus Certification (ISCC)
- EPA reporting of per- and polyfluoroalkyl substances (PFAS)
- Enhanced supply chain sustainability efforts

United Nations Sustainable Development Goals

UN SDG GOAL	NEWAGE INITIATIVES SUPPORTING THE GOAL	UN SDG GOAL	NEWAGE INITIATIVES SUPPORTING THE GOAL
	<p>NewAge committed to the SBTi to guide the development of emissions reduction targets aligned with climate science.</p>		<p>A gender wage gap analysis was completed across all departments as part of the annual compensation review process.</p> <p>Compensation practices are regularly reviewed to promote fairness and consistency across roles.</p>
	<p>Energy efficiency initiatives, including LED lighting upgrades, heat pumps (Netherlands), machine utilization, space utilization, and equipment improvements were implemented to reduce energy use and associated emissions.</p> <p>Renewable energy is generated at U.S. manufacturing sites, supplemented by the purchase of Green-e certified Renewable Energy Credits at worldwide operations.</p>		<p>A feasibility assessment for ISO 45001 certification was completed to evaluate the adoption of a formal occupational health and safety management system .</p> <p>Our wellness committee promotes employee well-being by offering activities and benefits such as gym membership reimbursements.</p>
	<p>Life cycle assessments were conducted to better understand product impacts and determine levers for material and process change.</p> <p>Waste reduction efforts prioritize source reduction, material reuse, and circular practices, with recycling used as a secondary step.</p>		<p>NewAge's employee ownership model supports long-term engagement and shared responsibility for business performance.</p>

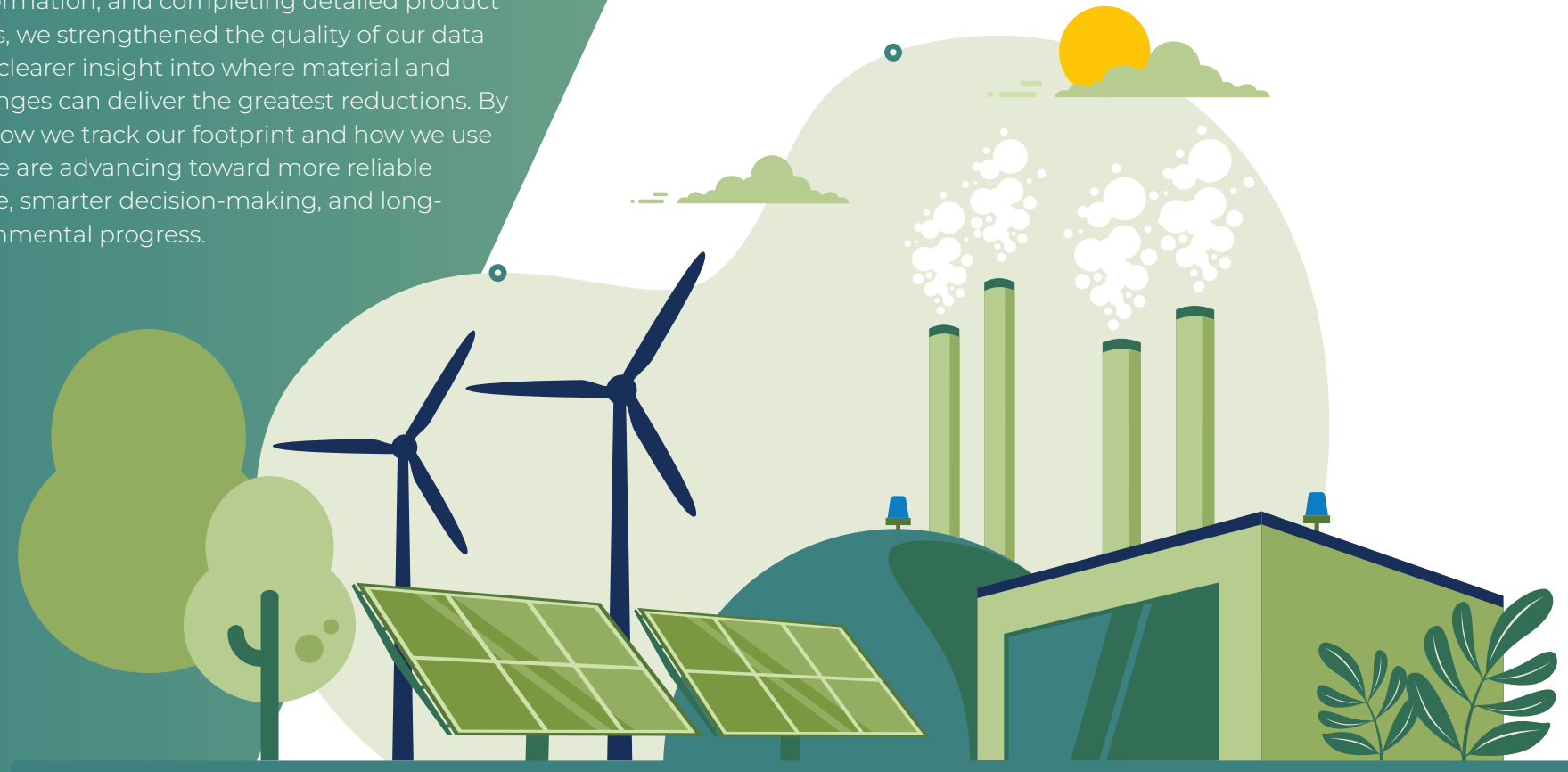
PLANET

The Planet pillar focuses on responsible resource management and the systems that support reliable and efficient operations. During the reporting year, NewAge prioritized building the structures needed to manage energy, waste, and product-related impacts with greater accuracy and consistency.

By expanding data monitoring systems, improving supplier information, and completing detailed product assessments, we strengthened the quality of our data and gained clearer insight into where material and process changes can deliver the greatest reductions. By improving how we track our footprint and how we use materials, we are advancing toward more reliable performance, smarter decision-making, and long-term environmental progress.

MATERIAL TOPICS

-  **Energy & Emissions**
-  **Waste Reduction & Circularity**
-  **Water Conservation & Management**




ENERGY & EMISSIONS MANAGEMENT

Effective management of energy and emissions strengthens the stability, efficiency, and cost control of our operations. Reducing energy use and understanding our emissions footprint lowers long-term operating costs and reduces exposure to risks that can disrupt production or strain resources, improving the reliability of our facilities today while building the flexibility needed to navigate future demands with confidence.

TARGETS


TARGET

By the end of 2026, we will implement ISO 14001:2015 Environmental Management at 100% of our manufacturing facilities

 **STATUS: In Progress**
Established implementation plan

TARGET

By the end of 2027, we will complete a feasibility assessment on the implementation of the ISO 50001:2018 Energy Management at the Southampton facility

 **STATUS: In Progress**
Identifying internal gaps

Management Approach

Energy and emissions management is central to the resilience of NewAge's operations. Managing energy demand and emissions profiles supports operational resilience by reducing exposure to energy price volatility, infrastructure constraints, and evolving regulatory expectations.

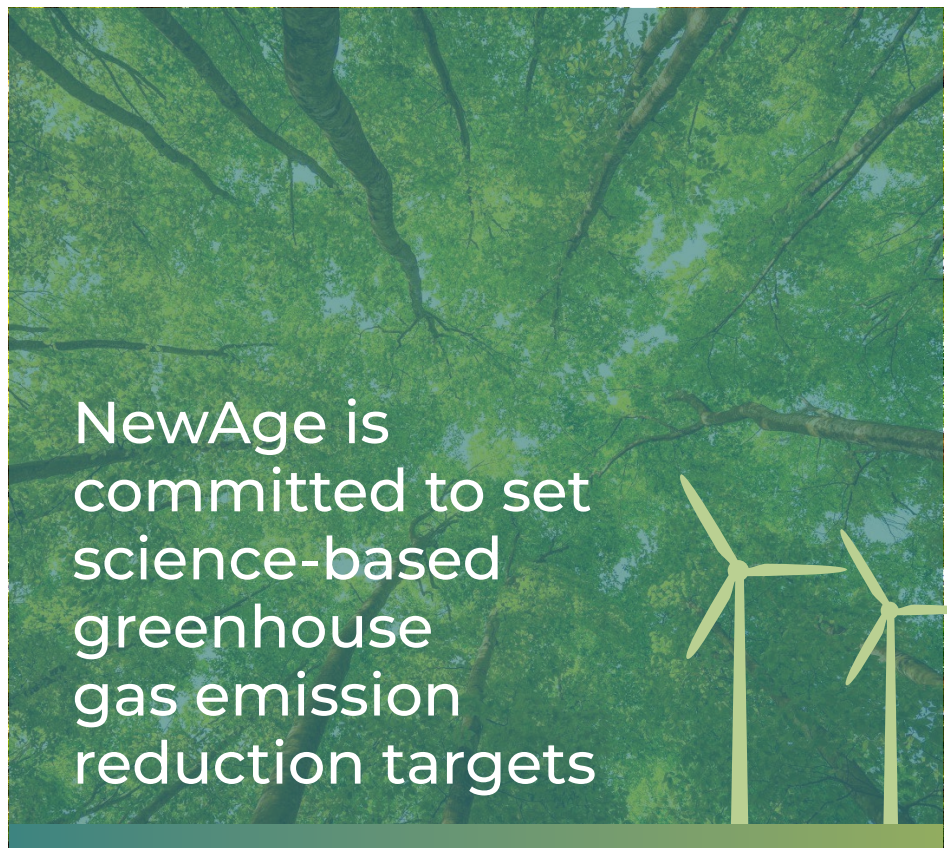
NewAge's approach is built on three integrated components: its environmental policy, the application of ISO-aligned management standards, and commitments under the SBTi. Together, these guide how energy use is measured, opportunities for efficiency are identified across operations, and emissions are managed.

By applying these in combination, NewAge has established a structured approach to support progress toward near-term emissions targets and longer-term decarbonization goals.

Systems and Standards

NewAge maintains ISO 9001 certification, which provides a structured framework for quality management, process control, and continuous improvement across its operations. This framework has supported consistent data collection, defined responsibilities, and disciplined review processes—capabilities that also underpin effective sustainability management.

As the company's sustainability focus has expanded, NewAge identified the need for a formal environmental management system that more directly addresses environmental impacts and evolving regulatory expectations. The planned adoption of ISO 14001 Environmental Management Systems builds on the existing ISO 9001 framework by applying these management principles specifically to environmental performance. Together, these standards support alignment with international best practices and provide a foundation for measurable and ongoing improvement.



Following a feasibility assessment, NewAge identified minimal gaps and determined that existing tools and systems provide a strong foundation for integrating ISO 14001 across its manufacturing footprint. These systems introduce greater discipline in how environmental processes are documented, how performance expectations are defined, and how environmental risks are evaluated.

As environmental and energy management activities have historically been implemented in ways tailored to individual facilities, ISO 14001 provides a common framework to align these approaches, enabling more consistent planning, review, and performance tracking across operations.

Target Setting

Our recent initiatives and the improvements being made to capture enhanced data are building the foundation we need to set credible SBTi-aligned targets that are backed with roadmaps on how to accomplish them.

Expanding energy metering, improving supplier data, integrating impacts of raw materials, and strengthening the accuracy of our emissions calculations will give us a clearer picture of where reductions are most achievable. This improved visibility positions us to establish both near-term and long-term targets that reflect our actual impact. We expect to share more details on these targets and our progress against them in 2026.

As part of this work, we are communicating our SBTi commitment to suppliers and developing a coordinated plan to reduce scope 3 emissions across our value chain. Supplier involvement is an important part of this effort, as we believe scope 3 emissions represent a large portion of our customers' overall emissions. These emissions span both upstream and downstream activities, including those associated with products supplied by NewAge. As industry partners pursue SBTi-aligned goals, reducing our value-chain impact helps suppliers align with clearer emissions expectations, supports scope 3 decarbonization efforts, strengthens our operational efficiency, and enables the development of lower-carbon products.

Addressing Upstream Logistics Emissions

In December 2025, NewAge formalized its commitment to UPS's Carbon Neutral program, strengthening our strategy to reduce distribution and logistics emissions through credible carbon-offsetting practices. The program enables us to quantify and offset the greenhouse gas emissions associated with UPS-managed shipments, reinforcing our responsibility to address logistics-related scope 3 impacts. Consistent with our broader climate approach, we believe that any offsetting must be grounded in high-quality, independently verified carbon credits, ensuring environmental integrity while we continue collaborating with partners like UPS to further lower emissions across our transportation network.

Addressing Downstream Emissions

Locating production in Coevorden has created a measurable reduction in transportation-related emissions. For example, the same metric ton of material sent to London, GRB, from our Southampton, PA, facility compared to our Coevorden, NL, facility produces 93.5% less emissions. Many European customers historically arranged shipments from the U.S. by air freight. By producing within Europe, the Coevorden facility enables significantly shorter transport routes and, in some cases, a shift from air to ground transport.

Freight Emissions Comparison for the Top Three EU Customer Locations

DESTINATION	EMISSIONS FROM SOUTHAMPTON, PA	EMISSIONS FROM COEVORDON, NL	% CHANGE
London, GBR	3,848 kgCO ₂ e (air)	250 kgCO ₂ e (air)	93.5%
Amsterdam, NL	4,057 kgCO ₂ e (air)	19 kgCO ₂ e (ground)	99.5%
Dublin, IRL	3,553 kgCO ₂ e (air)	507 kgCO ₂ e (air)	85.7%

By shifting production to Coevorden, approximately 3,650–3,900 transatlantic miles per shipment are eliminated and replaced with shorter intra-European routes. This transition substantially reduces freight-related emissions across Europe. It also lowers transportation intensity when serving customers in the Middle East and Asia by reducing reliance on long-haul air freight and other high-emission transport modes.

Energy Efficiency and Emissions Reduction Efforts

We advanced several initiatives to improve efficiency, reduce emissions, and strengthen the resilience of our facilities. Actions fall into four areas:

- Culture and Engagement
- Energy Efficiency Improvements
- Facility and Infrastructure Upgrades
- Renewable Energy and Future Planning

Culture and Engagement

At NewAge, progress on operational improvements is supported by a culture that emphasizes employee involvement and everyday accountability. This culture is reinforced through regular, practical communication across operations and includes signage and posters in operational areas, ongoing conversations with employees, and clear actions that make unnecessary energy consumption more visible, such as powering down equipment when idle.

Together, these expectations help embed energy efficiency into routine workflows, an important consideration for businesses operating within highly controlled production environments.

Energy Efficiency Improvements

During the reporting year, NewAge completed multiple LED lighting upgrades across one of its U.S. facilities, replacing existing fixtures with high-efficiency LED lighting. This initiative reduced electricity consumption while supporting lower emissions associated with facility operations.

¹ Green-e® is an independent certification program for renewable energy and climate products that verifies energy attributes and requires transparent disclosure of certificate quantity, type, and geographic source.



Facility and Infrastructure Upgrades

Energy performance was further improved through targeted facility and equipment upgrades. Outdated machinery and electrical components were upgraded or replaced to reduce operating load and improve efficiency. In addition, electrical system enhancements, including the installation of a new capacitor bank and a high-voltage transformer, helped stabilize power use and increase electrical efficiency in high-demand production areas.

Renewable Energy and Future Planning

Renewable energy continues to be generated at both U.S. manufacturing sites, contributing to our on-site renewable energy supply. During the year, almost 1.8 million kWh of solar energy was generated, with 42% used on-site and the remaining 58% exported to the grid.

To further support our renewable energy strategy, we purchased Green-e® certified Renewable Energy Credits (RECs) to supplement on-site generation. RECs were procured across all four of our global facilities, totaling 19.1 million kWh. The majority of these purchases support our U.S. operations, helping increase the share of renewable electricity associated with our energy use.

SPOTLIGHT

Coevorden, Netherlands

Designed as a zero-gas facility, the Coevorden location operates fully on electricity, eliminating the need for natural gas boilers and supporting a lower-carbon operating model.

The site uses a high-capacity heat pump system to provide both heating and cooling (3.0 MW of heating and 3.6 MW of cooling), replacing traditional gas-fired equipment. The system combines water-source and air-source units that work together to balance demand and maintain consistent indoor temperatures throughout the facility. This integrated design allows the building to operate entirely on electricity for its heating and cooling needs.

Using GHG Protocol-aligned theoretical estimates and assuming average annual heating and cooling demand, the electrified system is estimated to avoid approximately 334,000 kg CO₂e annually. These avoided emissions are primarily driven by the elimination of natural gas combustion and the efficiency of heat pump technology.

Further supporting energy efficiency, the facility utilizes 100% LED lighting throughout, lowering overall electricity consumption and location-based scope 2 emissions. Electricity is sourced from a combination of wind and solar power, resulting in zero market-based scope 2 emissions for the facility.



ZERO-GAS
facility



100%
LED lighting



ZERO
market-based
scope 2 emissions



334,000 kg CO₂e
estimated to be
avoided annually due to
avoidance of natural gas

Performance Data

Our GHG emissions are calculated in accordance with the Greenhouse Gas Protocol, providing accuracy in our GHG reporting. We compare and evaluate our emissions based on a 2023 emissions baseline.

Through energy efficiency improvements and facility upgrades implemented during the year, our location-based scope 1 and scope 2 emissions remained largely stable, increasing by approximately 0.3% compared to the prior year, while maintaining a 7% reduction from our baseline year. This relative stability reflects continued operational efficiency as our facilities support growing business activity. These efforts contribute to our longer-term decarbonization progress as we work to develop science-based emissions reduction targets following our commitment to the SBTi.

Although 2024 was an outlier year, reflecting lower production, reduced operational growth, and decreased energy demand, our total Scope 1 and Scope 2 (market-based) emissions and emissions intensity have declined steadily from 2023 through 2025. We remain focused on identifying additional opportunities to further reduce our operational emissions in the coming years.

Scope 1 and Scope 2 Emissions Metrics

SCOPE (tCO ₂ e)	2023	2024	2025
Scope 1 mobile combustion emissions	50	48	47
Scope 1 stationary combustion emissions	260	140	288
Scope 1 total emissions	310	188	335
Scope 2 purchased electricity (location-based)	5,916	5,578	5,450
Scope 2 purchased electricity (market-based)	0	0	0
Total scope 1 and 2 (market-based) emissions	310	188	335

Emissions and Energy Intensity

	2023	2024	2025
Scope 1 and 2 emissions intensity (tCO ₂ e/FTE)*	1.21	0.74	1.20
Energy intensity (kWh/FTE)	86,326	82,470	77,188

*The emissions intensity was calculated based on market based emissions.

Scope 3 Emissions Metrics

CATEGORY (tCO ₂ e)		2023	2024	2025
Category 1	Purchased goods and services	14,801	13,553	18,007
Category 2	Capital goods	5,107	328	3,578
Category 3	Fuel and energy-related activities	1,629	2,459	1,520
Category 4	Upstream transportation and distribution	950	456	752
Category 5	Waste generated in operations	74	53	61
Category 6	Business travel	64	200	266
Category 7	Employee commuting	712	619*	707
Category 9	Downstream transportation and distribution	3,234	3,433	4,885
Category 12	End of life treatment of sold products	5,560	6,092	5,748
Total		32,130	27,192	35,524

*Employee commuting emissions were updated to reflect revised emission factors from the U.S. EPA 2024 Emission Factors Hub.

For comparability, our 2023 scope 3 emissions were recalculated using a hybrid methodology with greater use of activity-based data and supplier data, aligned with the approach used in 2025. This supports consistent tracking of progress as we develop our science-based targets.

Scope 3 emissions increased 42% compared to 2024 and 12% compared to our 2023 baseline. The primary driver of this change was Category 1: Purchased Goods and Services, particularly increases in the material weight of purchased inputs. A building purchase in 2025 also contributed to higher Category 2: Capital Goods emissions compared

to 2024, though significant capital purchases in 2023 resulted in higher baseline emissions. Category 9: Downstream Transportation and Distribution emissions have also increased as our operations and distribution activity continue to grow. However, when emissions are benchmarked against revenue growth, a clear downward trend emerges in emissions intensity, demonstrating improved efficiency as the business scales.

We are continuing to evaluate these trends and will work to identify the most effective approaches to reducing our scope 3 emissions in alignment with our future SBTi targets.

Energy Sources Consumption

SOURCE (KWH)	2023	2024	2025
Natural gas consumption	1,425,811	754,733	1,545,148
Diesel consumption	177,121	180,367	175,994
Gasoline consumption	20,036	8,470	11,320
Electricity consumption	20,561,824	21,380,364	20,898,664
Total energy consumption	22,185,793	22,323,933	22,631,127

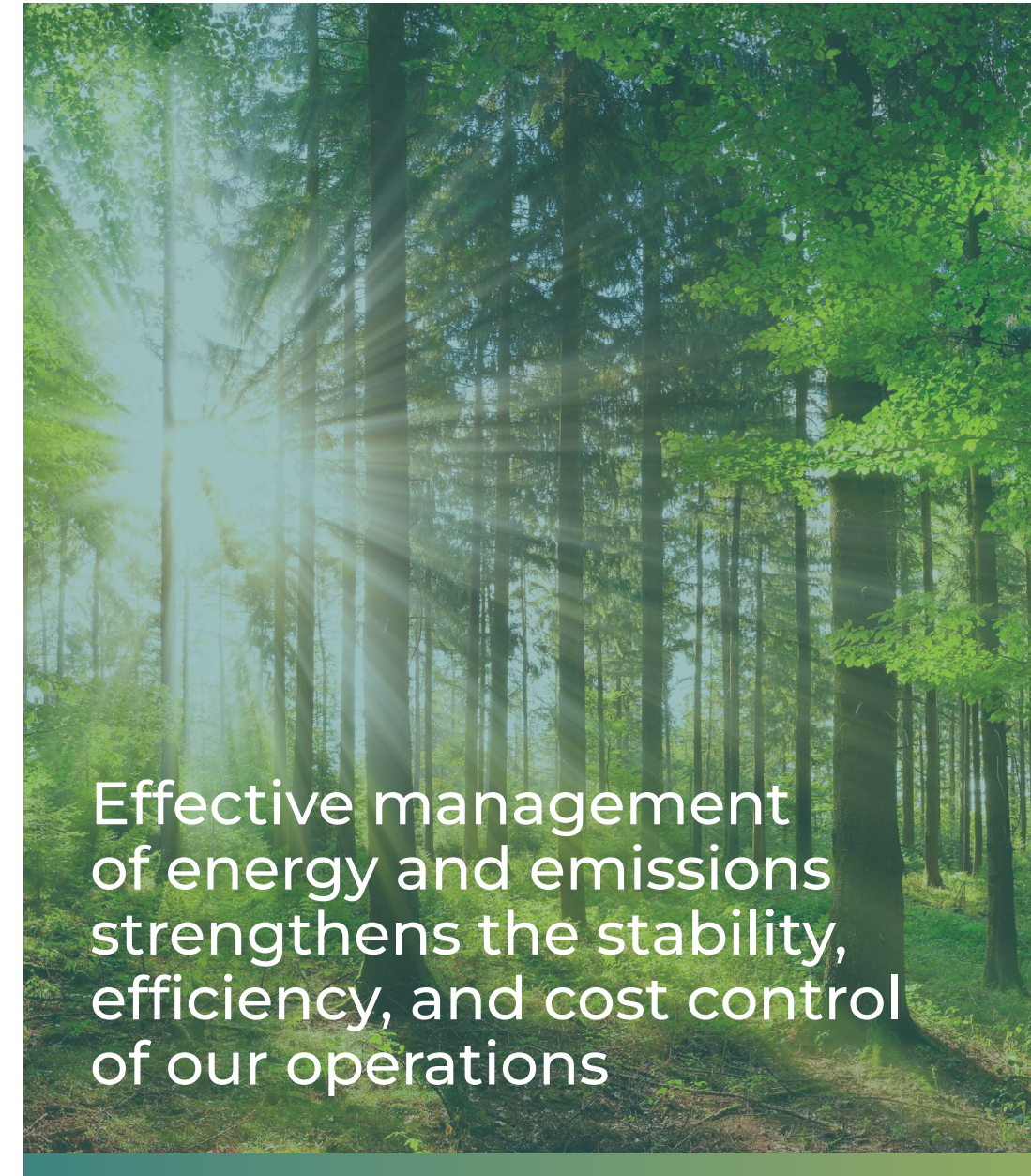
Our overall energy usage has remained relatively steady over the past three years, with a slight increase of approximately 1.4% from the prior year. This increase is primarily attributed to higher natural gas consumption associated with increased occupancy at one of our U.S. facilities, resulting in greater heating demand. It is also important to note that 2024 was an outlier for natural gas consumption. A milder winter, combined with lower production and occupancy at our Warrington facility, resulted in reduced HVAC demand during that year.

Renewable Energy Breakdown

SOURCE (KWH)	2023	2024	2025
Total renewable energy generated	1,338,771	1,811,617	1,799,805
Total renewable energy sold to the grid ²	518,048	1,067,811	1,039,232
Total renewable energy used by NewAge	829,723	743,806	760,573

²The RECs associated with this electricity were sold, and therefore, NewAge does not retain the environmental attributes of this energy.

Renewable energy generation remained consistent with 2024, when the solar array at the Warrington facility was installed. A modest shift toward on-site consumption, rather than export to the grid, resulted in renewable energy representing approximately 3% of total energy consumption coming from renewable sources. This reflects continued progress in clean energy utilization as we explore opportunities to further expand on-site generation in the coming years.



A Look Into 2026:

A key focus in 2026 will be strengthening how NewAge measures and understands energy use across its operations. Establishing a clearer picture of energy consumption is an important first step in identifying efficiency opportunities and informing reduction efforts.

To support this work, NewAge plans to install additional submeters and enhanced monitoring in key production and facility areas, increasing visibility into energy use beyond site-level utility data. This more granular data will help identify demand patterns, highlight inefficiencies and gaps, and assess which processes present the greatest opportunities for improvement. Improved data quality also supports more accurate and consistent reporting of energy consumption.





WASTE REDUCTION & CIRCULARITY

Waste reduction, circularity, and bio-circular material choices provide greater control over the impacts associated with materials and production processes. By using fewer materials, keeping resources in circulation longer, and evaluating alternative material inputs, NewAge works to reduce waste, moderate exposure to supply volatility, and lower overall environmental impacts. This includes a conscious effort to explore bio-circular material options to diversify away from reliance on fossil-fuel-derived resins while maintaining performance and quality standards.

These efforts are supported by ongoing work to better understand the lifecycle of NewAge's products, helping identify where material use, waste generation, and circular opportunities are most significant. Together, this approach supports a more stable and predictable production environment.



TARGETS

TARGET

By the end of 2026, we will aim to increase our e-waste pick-up to cover 100% of operations



STATUS: In Progress

50% of our operations receive e-waste pick-up at the end of 2025

TARGET

By the end of 2030, we aim to have at least 5 components or production materials made with biobased, recycled, reused, reclaimed (including pre-consumer regrind), or reduced-carbon-footprint materials



STATUS: In Progress

1. Developed and manufactured our first bio-based mass-balance product: EcoFlex™ (launching in 2026)
2. Production of Urebrade™ and Nylobrade™ products incorporating pre-consumer regrind (beginning in 2026)

Management Approach

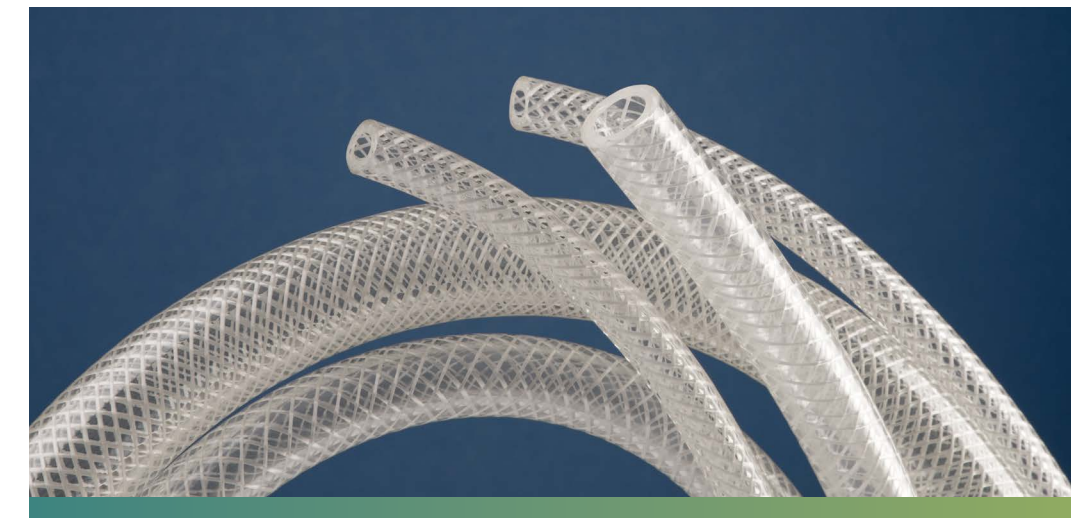
Waste reduction and circularity remain key priorities across operations. The approach emphasizes minimizing material use at the source and extending the life of materials already in the system, while reserving recycling as a last step rather than a default solution. For NewAge, this hierarchy reflects the reality that source reduction and material longevity typically deliver greater environmental benefits, reduce processing and handling impacts, and provide more consistent cost and operational outcomes than downstream recycling alone.

In parallel, we continue to explore bio-circular materials and processes that reduce reliance on virgin inputs and lower overall environmental impacts. Mass balance practices such as those used with developing EcoFlex™, support this effort by enabling the substitution of virgin raw material with bio-based inputs through the allocation of renewable feedstocks across production streams. This approach supports measurable life cycle impact reductions and contributes to the broader transition toward lower-carbon, renewable material systems.

Zero-Landfill Operations

We are a zero-waste-to-landfill company across U.S. and Netherlands operations. We currently send our silicone scrap to a waste-to-oil recovery process. Recyclable paper and plastic waste are serviced by certified recyclers, and, as part of our zero-landfill commitment, non-recyclable waste is transported to an waste-to-energy facility, where metals are removed and recycled. The remaining material is converted into steam and electricity through controlled combustion.

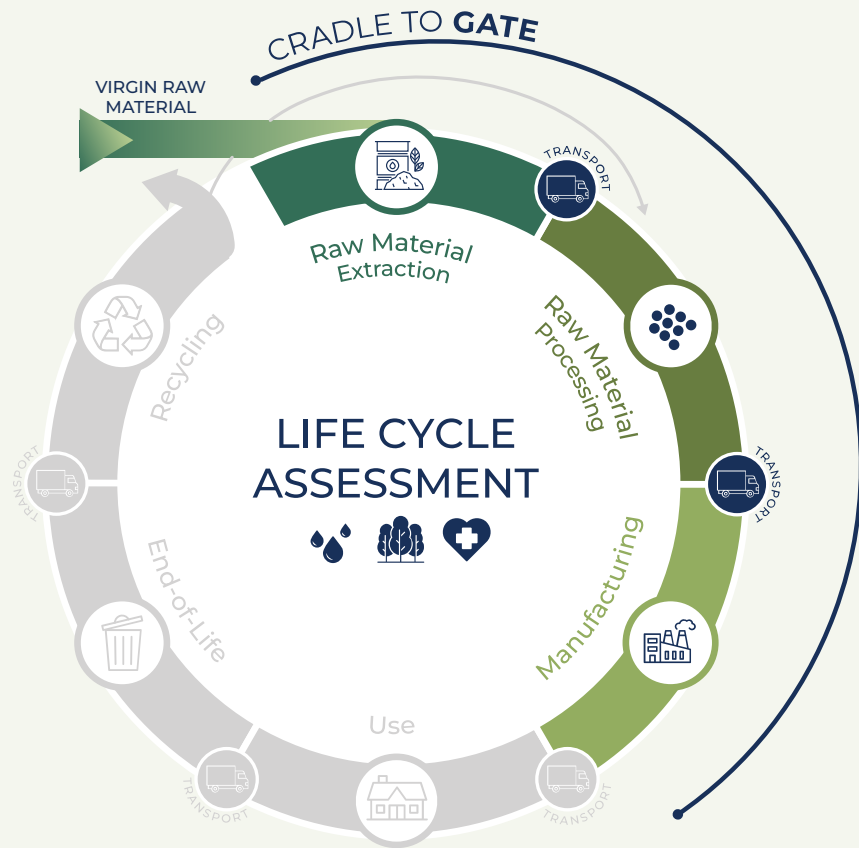
As a result, no operational waste is disposed of in landfills. In the reporting year, this approach supported a waste diversion rate of 65%, a 4% increase compared to the prior year. The diversion rate reflects materials that are recycled or composted; waste directed to energy-from-waste processes is not typically included in diversion calculations, which explains why the diversion rate does not equal 100% despite zero landfill disposal.



Waste Generated in Operations

REPORTED IN METRIC TONS	2023	2024	2025
Total weight of hazardous waste generated	<1	0	<1
Total weight of non-hazardous waste generated	298	230	277
Total weight of waste generated	299	230	277
Total weight of waste recycled	161	136	179
Total weight of waste disposed through waste-to-energy	137	94	98
Total weight of waste diverted from landfill	299	230	277

Life Cycle Assessment CRADLE TO GATE



This cradle-to-gate LCA evaluates environmental and human health impacts across raw material extraction, raw material processing, and manufacturing stages.



Product Carbon Footprint and Life Cycle Assessment

Understanding the full environmental impact of our products helps guide how we design, source, and utilize inputs and manufacture with circularity and the impact of our products in mind. This year, we advanced this work by completing PCFs and LCAs on three of our core products and one new product to build a clearer picture of their impacts across each stage of their lifecycle.

PCFs calculate the greenhouse gas emissions associated with a product from raw material extraction through end-of-life, giving us insight into which stages, such as material production, processing, or energy use, drive the highest emissions. LCAs build on this analysis by evaluating a broader set of environmental impacts across 10 categories, including global warming, smog formation, acidification, ecotoxicity, freshwater eutrophication, and other resource and human health-related impacts. Together, these assessments highlight where material choices, manufacturing adjustments, or design updates can meaningfully reduce a product's footprint.

Full LCA: APST and APSH

We conducted cradle-to-gate LCAs for two of our high-volume silicone products, the AdvantaSil™ APST unreinforced platinum-cured silicone tube and the AdvantaSil™ APSH braided-reinforced platinum-cured silicone hose, following ISO 14067, ISO 14040, and ISO 14044 standards.

Using the TRACI v2.1 impact assessment methodology, the life cycle assessment for APST indicates that raw materials are the primary driver of its environmental footprint, accounting for approximately 94% of total carbon emissions. The most influential categories identified include ecotoxicity, carcinogenic effects, non-carcinogenic effects, and freshwater eutrophication.

PCF: AdvantaSil™ APST Unreinforced Platinum-Cured Silicone Tube

Location-based	0.584 kg CO ₂ e/Functional Unit
Market-based	0.561 kg CO ₂ e/Functional Unit

**This PCF reflects the cradle-to-gate emissions associated with 1 foot of unpackaged APST Platinum Silicone 50 (product number APST-0375-0625L)*

PCF: AdvantaSil™ APSH Braided-Reinforced Platinum-Cured Silicone Hose

Location-based	0.621 kg CO ₂ e/Functional Unit
Market-based	0.595 kg CO ₂ e/Functional Unit

**This PCF reflects the cradle-to-gate emissions associated with 1 foot of unpackaged APSH – P Poly Braided Platinum Silicone.*

**Market-based PCF contributions are normalized to 100% based on the total impact, with manufacturing GWP reduced to 0% due to solar and REC offsets.*



AdvantaSil™ APST unreinforced platinum-cured silicone tube



AdvantaSil™ APSH braided-reinforced platinum-cured silicone hose

Results for AdvantaSil™ APSH braided-reinforced platinum-cured silicone hose are comparable, with raw materials representing approximately 93% of total carbon emissions. Across both products, relative effects are most pronounced in ecotoxicity and carcinogenic categories, while manufacturing activities contribute more to non-carcinogenic effects and freshwater eutrophication over the product lifecycle.

For both APST and APSH, the raw materials driving impact are responsibly sourced through suppliers who share a similar commitment to sustainability. As a result, approximately 93–94% of the identified impact is associated with materials where there is visibility into potential reduction opportunities over time as suppliers take action. These products are part of a broader roadmap to improve sustainability through continued engagement with raw material suppliers.

The LCA results may be incorporated into product information sheets and related materials to provide customers with clearer, product-specific environmental information. Scientific product-related disclosures support more transparent discussions about material impacts, allow for clearer comparison across product options, and help customers incorporate environmental considerations into product selection and planning activities.

Comparative LCA

To better understand how product design and material composition influence environmental performance, NewAge completed a comparative LCA of two related products: AdvantaFlex™ APAF-BP Biopharmaceutical Grade TPE tubing and AdvantaBio™ EcoFlex™ APEF-BP Biopharmaceutical Grade TPE tubing.

AdvantaFlex is a high-purity, high-quality material that uses fossil fuel-based raw materials, which contribute to higher lifecycle impacts. EcoFlex provides similar performance while being bio-based, developed to reduce environmental burden through targeted material substitutions using a mass-balance approach. With EcoFlex, NewAge evaluates how alternative feedstocks and design adjustments affect a product's overall environmental profile.

Both products were assessed across the same functional unit, lifetime, and lifecycle stages to ensure a consistent comparison. This approach allowed the assessment to isolate the influence of material composition and formulation changes, independent of differences in use or application.

The assessment found that EcoFlex demonstrates meaningful reductions across all assessed impact categories compared with the AdvantaFlex formulation. These improvements are driven primarily by the utilization of bio-based feedstock in the raw material.

These findings illustrate how material substitution and product design choices can influence a product's environmental profile. EcoFlex provides a lower-impact alternative while maintaining expected quality and offering customers an option that aligns with broader sustainability and decarbonization efforts.

Looking ahead, NewAge can use these insights to inform discussions with customers about product selection. The results show clear environmental performance differences and open discussions on how materials can influence product-level impacts. Using consistent lifecycle data helps anchor these discussions and supports clearer communication around product options.

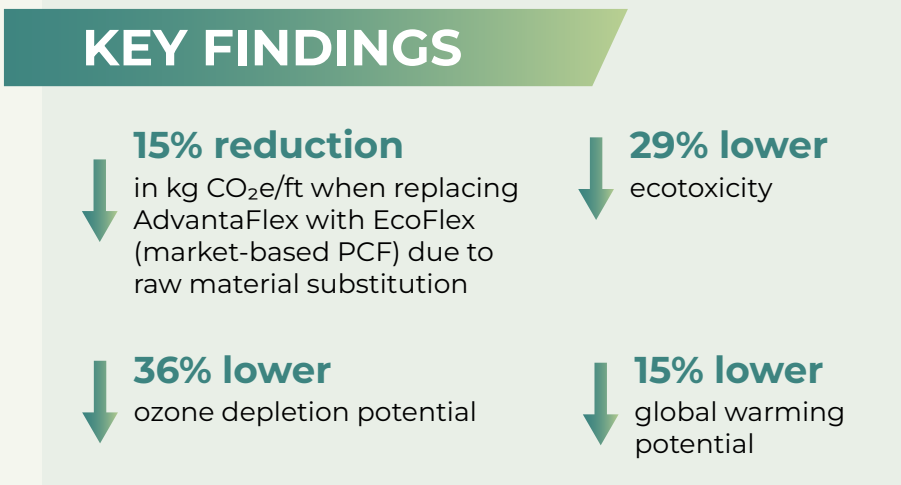


AdvantaFlex

vs.



EcoFlex



Product Carbon Footprint Results

	ADVANTAFLEX	ECOFLEX	% REDUCTION
Location-based	0.188 kg CO ₂ e/ Functional Unit	0.163 kg CO ₂ e/ Functional Unit	13%
Market-based	0.170 kg CO ₂ e/ Functional Unit	0.145 kg CO ₂ e/ Functional Unit	15%



WATER CONSERVATION & MANAGEMENT

Management Approach

Although our manufacturing processes use relatively little water, we believe responsible water management still has a place in our broader environmental approach. We intend to avoid unnecessary use, understand our footprint with greater accuracy, and maintain basic systems that allow us to track and improve water performance where it makes sense. We focus on simple, practical actions that promote efficiency without diverting attention from our highest-impact environmental priorities.

One Drop at a Time

Water efficiency was integrated into the design of the Coevorden facility from the outset. High-efficiency fixtures are installed across all restrooms and handwashing stations to reduce unnecessary consumption while maintaining functionality and comfort. Toilets are designed to use approximately 20–25% less water than standard units, contributing to measurable reductions in daily usage.

Handwashing stations are equipped with automatic shutoff sensors set to five seconds and paired with water-efficient faucets and aerators. Together, these features help manage flow rates responsibly without compromising hygiene or user experience.

By embedding water-saving technology into everyday infrastructure, the Coevorden facility demonstrates how practical design choices can support long-term resource stewardship and operational efficiency.

A Look into 2026: Water Audit

In 2026, we plan to complete a water audit to establish a baseline for water consumption across our operations. This baseline will allow us to identify the greatest opportunities for reduction and help guide future efficiency measures and track improvements.

Performance Data

Water consumption declined by 17% compared to the prior year. In 2024, a prolonged leak resulting from a failed pipe led to elevated water use, contributing to the more pronounced year-over-year reduction observed in 2025. In addition, variations in manufacturing activity, seasonal factors, and improved maintenance planning across facilities contributed to the overall decrease in water consumption.

Water: Global Sites






UNIT: GALLONS	2023	2024	2025
Water consumption: U.S. sites	Not Reported	Not Reported	1,421,900
Water consumption: Hong Kong	Not Reported	Not Reported	380
Water consumption: Netherlands	Not Reported	Not Reported	170,217
Total water consumption	1,623,455	1,923,995	1,592,497

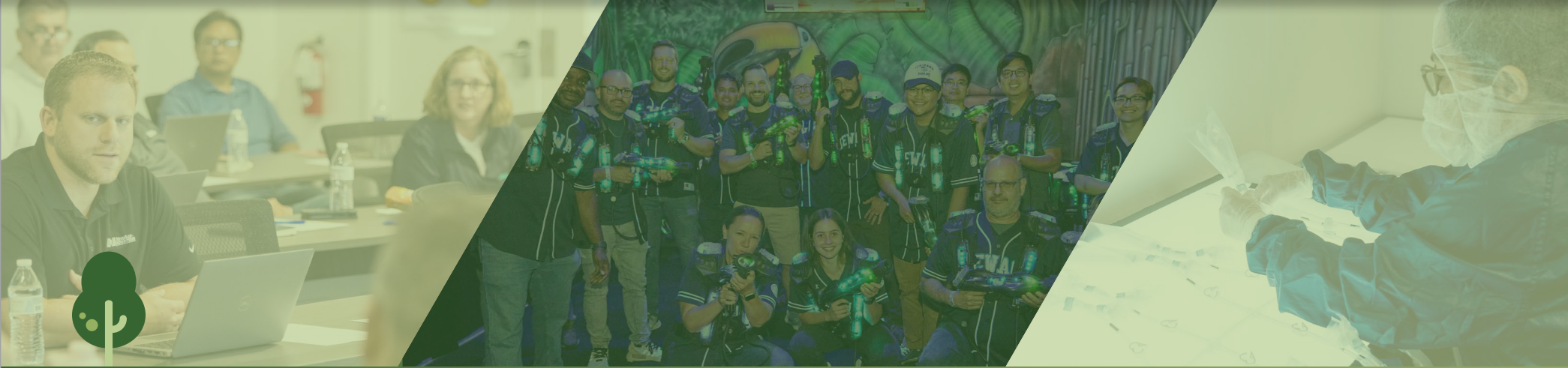
PEOPLE

Our people drive the strength and direction of the business. As a 100% employee-owned company, every team member has a direct stake in how we perform and how we grow. This ownership model shapes a culture where contributions matter, accountability is a core value, and decisions reflect a shared interest in the organization's long-term success.

Investing in our people through development, safety, inclusion, and engagement builds the capability and stability needed to navigate change and continue strengthening the company's resilience and individual financial outcomes.

MATERIAL TOPICS

-  Team Member Recruitment & Retention
-  Team Member Training & Development
-  Team Member Engagement & Satisfaction
-  Inclusion & Diversity
-  Team Member Health, Safety, & Wellness



Our Employee Stock Ownership Plan (ESOP) is a qualified retirement plan that allocates company-funded shares to team members through a trust. Team members are not permitted to contribute their own money, and shares accumulate over time as part of their total retirement benefit. Annual valuations are conducted by an independent appraiser to determine share value. This structure creates a direct link between company performance and individual financial outcomes.

ESOP
100%
Employee
Owned

Employee ownership is associated with higher retention, stronger engagement, and greater financial security. For NewAge, the model supports long-term stability by encouraging team members to think like owners, anticipate customer needs, and look for improvements that strengthen operations. From the production floor to senior leadership, everyone shares responsibility for delivering high-quality products and contributing to sustainable growth.

Performance Data³

2025

- 1 Part-time Employee
- 4 Temporary Employees
- 12 Team Leaders
- 6 Board Members

279
Full-time Employees

	2023	2024
Full-time	257	253
Part-time	1	2
Temporary	1	3
Team Leaders	12	14
Board Members	6	5

³ Team Member breakdown is calculated as the total headcount as of the end of the reporting period.





TEAM MEMBER RECRUITMENT AND RETENTION

As an employee-owned company, we focus on hiring people who understand the responsibilities of ownership and on retaining team members who want to grow with the business. Every hire shapes our culture, strengthens our performance, and influences our long-term direction. Strong recruitment and retention practices help us build a workforce with the skills and stability needed to maintain reliable operations, meet customer expectations, and reinforce the resilience of the business as requirements and market conditions shift.



TARGETS

TARGET

By the end of 2026, reduce first-year turnover rate to below 2%



STATUS: In Progress

In 2025 first-year turnover rate was 2.74%

TARGET

By the end of 2026, reduce fourth-year turnover rate to below 7%



STATUS: In Progress

In 2025 first to fourth-year turnover rate was 2.74%

Management Approach

Recruitment and retention are managed collaboratively by Human Resources (HR), senior leadership, and department teams to maintain a consistent and coordinated approach across the organization. During the reporting year, we strengthened this approach by formalizing turnover rate as a core KPI, providing leadership with clearer visibility into workforce stability and emerging trends. Recruitment and retention efforts are also supported by a structured new-hire engagement program designed to promote early connection, role clarity, and long-term success through multiple touchpoints during the first six months of employment.

Senior leadership reviews turnover data monthly, with HR, analyzing patterns, coordinating follow-up actions, and maintaining consistent documentation. A twice-yearly employee satisfaction survey, along with insights gathered from exit interviews, serves as an early indicator of team member experience. When turnover trends shift or areas of concern are identified, HR and senior leadership work together to assess root causes and determine appropriate actions.

Strengthening ESOP Understanding

We expanded ESOP training this year to give team members a clearer understanding of how employee ownership works and how it supports their long-term financial well-being. The training improves ownership literacy, helps team members see the connection between their contributions and company performance, and reinforces the culture of shared responsibility that supports engagement and retention.

Enhancements to Hiring and Onboarding

Our onboarding process now includes a one-hour sustainability training that introduces new hires to how sustainability connects to our business model and day-to-day operations. By incorporating this session early in the onboarding experience, we establish shared expectations and embed sustainability into the employee journey from the outset.

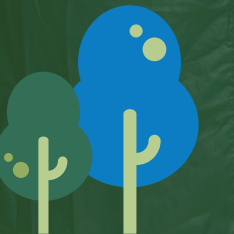
We also strengthened early engagement touchpoints by introducing a structured new-hire feedback process. During the first 30 days, new team members participate in a combination of informal and formal check-ins, including a 14-day outreach conversation, a 21-day survey, a 28-day in-person check-in, and a 30-day hiring manager survey. These early conversations and surveys help surface onboarding gaps, training needs, and opportunities to refine processes in real time.

At 90 days, hiring managers conduct a formal performance review, followed by a six-month team member survey to assess engagement, role clarity, and workplace integration.

Together, this structured feedback approach strengthens onboarding effectiveness, supports employee experience and retention, and creates a continuous learning loop that informs improvements across hiring and training practices.



Every hire shapes our culture, strengthens our performance, and influences our long-term direction



Compensation Improvements

To support retention and progress toward our living-wage target, NewAge completed a compensation study this year. The results informed a redesigned compensation structure, including updated pay bands based on peer benchmarking and revisions to the incentive compensation program.

These changes were implemented to enhance pay equity across the organization. A majority of team members are expected to receive positive base pay adjustments as they transition to the newly established pay grades and incentive compensation structure.

Performance Data

Turnover declined to 10%, well below the industry average of 24% to 34%⁴. At the same time, the number of new hires nearly doubled compared to the prior year. These improvements reflect, in part, the compensation and retention actions described above.



Turnover rate declined, well below industry average

⁴ Average Turnover Rate Manufacturing Industry: 2025 Research - The Resource Company, Inc.



Retention Metrics

	2023	2024	2025
Number of new hires	30	25	42
Turnover rate	21%	14%	10%
Number of departed team members	57	35	26

TEAM MEMBER TRAINING & DEVELOPMENT

Building capability across the workforce gives the company the depth and versatility needed to operate effectively as conditions change. As an employee-owned company, we rely on team members who can grow into new responsibilities, adapt to shifting customer needs, and maintain high-quality standards across every part of the organization. When gaps in skill or experience emerge, they can affect production, slow decision-making, and reduce the flexibility we need to meet customer and operational demands. Developing talent across roles strengthens continuity, reduces operational risk, and supports the business's long-term resilience.

Management Approach

Building capability across our workforce is critical to meeting operational demands and preparing for future needs. This year, more team members sought opportunities to expand their skills and explore new areas of development. A capable workforce increases flexibility, strengthens performance, and helps the business adapt as requirements change.

Succession planning also remains an important part of our Workforce Development Plan. We identify key roles across the business, evaluate potential successors, and review succession health twice a year to track progress. This process supports leadership readiness, reinforces continuity, and helps protect the culture that comes with employee ownership. By preparing future leaders and strengthening our talent bench, we reduce operational risk and support the organization's long-term resilience.

We continue to conduct annual performance reviews for all team members. These reviews now follow a merit-based approach that links compensation to performance and provides clearer recognition of individual contributions. Each review includes goal setting and career discussions that help identify training needs and support growth within the company.

TARGETS

TARGET

By the end of 2026, dedicate more than 0.6% of hours worked to training per year



STATUS: Achieved

0.6% of hours worked were on training in 2025

TARGET

By the end of 2026, we plan to have 100% of our staff trained on sustainability issues related to the business conduct of NewAge



STATUS: Achieved

100% of staff have been trained on sustainability issues as of the end of 2025

TARGET

By the end of 2026, we plan to have 100% of our staff trained on responsible information management



STATUS: Achieved

100% of staff have been trained on responsible information management as of the end of 2025



100%
of staff have
been trained on
sustainability
issues as of the
end of 2025



2025 Training Improvements

Sustainability Training

During the reporting year, sustainability training was integrated into new hire onboarding to help team members understand the role sustainability plays in NewAge’s business and operations. The goal of this training is to embed sustainability into the fabric of every employee’s daily life and generate ideas for opportunities for improvement across the supply chain.

Looking ahead, this training will be expanded in 2026 to cover additional, more detailed sustainability topics.

Cross Training

Cross-training remained a priority through 2025 and will expand in 2026. We renewed our focus on cross-training after recognizing that earlier efforts launched in 2023 were not consistently maintained. Cross-training allows us to shift work to busier areas of the business, support production goals, and avoid reductions in hours when demand varies across service lines. It also allows team members to build new skills and broaden their experience.

Management Soft-Skills Training

We introduced soft-skills training for management-level team members to support leadership effectiveness, communication, and team engagement. Training is delivered through Udemy, an online learning platform that provides on-demand courses in areas such as leadership, time management, customer service, negotiation, productivity, and communication.

During the reporting period, 77 team members were granted access to Udemy, with an estimated 224 hours dedicated to soft-skills training.

Expanded Training Offerings

Training remains a core component of our employee development approach, and during the reporting period, we expanded available offerings in response to team member feedback. New courses were introduced to strengthen the understanding of key topics, like responsible information management. Additional courses include Project Management Fundamentals, Strategic Planning, AI Initiatives, and IT Support.

These offerings are intended to build skills relevant to team members’ current roles through accessible, practical formats. In addition, team members are now required to complete training on the company’s compensation philosophy, which outlines program structure, eligibility, and benefits, and explains how individual performance connects to bonus outcomes.

These enhancements to training offerings resulted in a 6% increase in the number of team members who received training to advance core job responsibilities and an almost 15% increase in participation in personal development training.

Career Progression

During the reporting year, NewAge took meaningful steps to strengthen career development practices by introducing career progression criteria and evaluation forms with defined step progressions. This work reflects a growing focus on providing team members with clearer visibility into role expectations and advancement pathways.

As part of the initial rollout, approximately 20% of team members received evaluation forms and weighted criteria to support development and progression discussions. This foundational effort establishes a framework that can be expanded over time to support more consistent and transparent career growth across the organization.

Performance Data

Team Member Development Metrics

	2023	2024	2025
Percent of team members with career progression and evaluation forms	0%	0%	20%
Percent of team members receiving performance reviews	100%	100%	100%
Number of team member promotions	14	34	19
Percent of team members receiving a bonus	100%	100%	100%

Team Member Training

	2023	2024	2025
Percentage of team members who received external professional development or lifelong learning opportunities	100%	100%	100%
Percentage of team members who received training on cross-job functions	23%	24%	20%
Percentage of team members who received training to advance core job responsibilities	11%	23%	29%
Percentage of team members who received personal development training	12%	15%	29%
Average training hours per team member	1.5	10.1	13.0



TEAM MEMBER ENGAGEMENT AND SATISFACTION

Strong engagement supports better communication, clearer decision-making, and a workplace where people feel connected to the direction of the business. When team members have a voice in how the organization operates, trust grows, and challenges surface earlier, reducing risks that can affect performance or workplace culture. Consistent feedback loops and transparent dialogue help us address concerns before they escalate, providing the business with the stability and resilience it needs to meet changing demands.

Management Approach

The NewAge Council guides employee engagement and satisfaction efforts across the organization. It provides a structured forum where team members and leadership exchange information, raise questions, and discuss workplace priorities. The council includes representatives from multiple departments and levels, giving the group a broad view of employee experiences.

The council focuses on three core functions:

- Setting a reliable cadence for communication across the organization
- Offering context that helps team members understand how decisions support business goals
- Bringing forward questions, concerns, and feedback to inform leadership discussions

In addition, NewAge conducts an annual company-wide engagement survey to assess areas such as inclusion, growth opportunities, recognition, fairness, and overall workplace experience. Participation in the survey has remained consistent over time, with approximately 75% of team members completing the survey and an overall satisfaction score of 89%, underscoring the role of employee ownership and a people-first culture in supporting engagement.

One area of feedback highlighted the need for a clearer link between performance reviews and compensation. In response, we introduced a revised performance review process that better reflects individual achievements, aligns goals with measurable outcomes, and connects performance more directly to compensation.

Employee-led engagement activities:

- Blood Drive
- Mother’s Day Flower Sale
- Big Brothers and Big Sisters Golf Event
- Walk to End Alzheimer’s
- Food Drive supporting the Warminster Food Bank



Performance Data

Team Member Engagement Metrics

	2023	2024	2025
Percentage of team members who completed the engagement survey	72%	74%	75%
Satisfaction score	89%	90%	89%

Hours Worked

	2023	2024	2025
Number of hours worked*	606,108	440,872	550,759

*Currently, our NL location is not timekeeping and therefore is not included in the total number of hours worked.



89%

Overall employee satisfaction score



INCLUSION & DIVERSITY

Management Approach

We recognize that the perspectives, experiences, and skills each team member brings shape our culture and strengthen the organization. These differences drive innovation, support better decision-making, and help us operate as a unified and resilient team.

To support an inclusive environment and maintain accountability across the organization, we use the following mechanisms:

- Confidential Feedback Channels: Team members can raise concerns or share experiences directly with HR through a confidential internal reporting process or via our ethics hotline, an anonymous reporting platform.
- Annual Code of Conduct Training: Required yearly training reinforces expectations for respectful conduct and inclusive behavior.
- Inclusion and Diversity Training Rollout: New training modules were added to our LMS to expand awareness and support continued learning.

These efforts are reflected in workforce trends observed during the reporting year. Representation of team members from racial or ethnic minority groups increased by approximately 15%, and female representation at the manager level also increased, with women representing approximately 28% of management roles.

Gender Wage Gap Analysis

As part of the annual compensation study, a gender wage gap analysis was conducted to identify potential disparities and assess whether compensation adjustments may be appropriate. The analysis was completed across 100% of departments, meeting the company's stated target.

	2023	2024	2025
Lowest paid wage (hourly)	\$14.35	\$16.26	\$16.25
Percent of team members paid a living wage (base pay only)	N/A	60%	61%
Percent of team members paid a living wage (base pay + bonus)*	86%	71%	81%
Percent of team members paid a family living wage**	71%	57%	60%

*Calculated based on the percent of employees who receive an annual earning meeting the living wage for residents of Pennsylvania, U.S. based on the MIT calculator.
 ** Calculated based on the percent of employees who receive an annual earning meeting the living wage for residents of Pennsylvania, U.S. in a household of 2 working adults and 1 child based on the MIT calculator.



Performance Data

Pay Equity Metrics

We refined our approach to calculating living wage to report based on base pay for all global employees. Previously, in 2023, living wage reporting was based on base pay plus bonus and limited to U.S. employees. To align with evolving definitions and reporting practices, we updated the methodology used for this metric.

The MIT Living Wage Calculator for Pennsylvania continues to be used as the reference benchmark; however, this standard is now applied consistently across our global workforce for reporting purposes. As a result of this change, the percentage of team members reported as earning a living wage may appear to have declined compared to prior years. This shift reflects a change in calculation methodology rather than a decrease in pay levels and provides a more complete and consistent view across the organization.

Harassment and Discrimination Metrics

We are proud to share that reported harassment incidents declined by 80% during the reporting year. This progress reflects growing trust between team members and management, along with earlier engagement and intervention when concerns arise. Addressing concerns earlier helps prevent escalation and supports a respectful and inclusive workplace environment.

Team Member Representation

	2023	2024	2025	
Team Member Age Breakdown	<30 years old	14%	12%	13%
	30-50 years old	55%	52%	41%
	>50 years old	32%	33%	46%
Female Representation	All Team Members	32%	32%	25%
	Managers	27%	23%	28%
	Team Leaders	33%	29%	29%
	Board of Directors	17%	20%	34%
Racial or Ethnic Diversity	All Team Members	53%	52%	60%
	Managers	21%	37%	26%
	Team Leaders	25%	21%	24%
	Board of Directors	0%	0%	0%

Harassment and Discrimination Metrics

	2023	2024	2025
Harassment incidents reported	3	5	1
Number of incidents of discrimination	0	0	0



TEAM MEMBER HEALTH, SAFETY, AND WELLNESS

Reliable operations depend on a workforce that feels safe, supported, and confident in the systems designed to protect them. Safety incidents, even minor ones, can interrupt production, strain resources, and weaken trust across teams. By maintaining strong safety expectations, acting on hazards early, and giving team members a voice in identifying risks, we strengthen continuity and reduce operational vulnerability.

Management Approach

Safety remains a core priority across all operations, and we continue to strengthen our approach as the business grows. Risks vary across departments and service lines, creating uneven practices and expectations across sites. Because our operations carry relatively low inherent safety risks, building a strong safety culture remains one of our ongoing challenges. The company continues to focus on strengthening this culture by improving how we identify hazards, track safety metrics, and respond to risks across our facilities.

We are refining our safety management approach through our hazard-correction process and by expanding the data we collect on key safety indicators. This information helps us understand where risks emerge, how conditions differ across business areas, and where additional training or controls may be needed.

TARGETS

TARGET

By the end of 2026, we will achieve ISO 45001 Occupational Health and Safety Management System certification at the Southampton facility



STATUS: In Progress

Completed feasibility assessment of ISO 45001 in 2025, will pursue certification in 2026

Progress Update

ISO 45001 Certification

During the reporting year, NewAge completed a feasibility assessment to evaluate the pursuit of ISO 45001 certification across its manufacturing facilities. The assessment reviewed current safety management practices against ISO 45001 requirements, identified potential gaps, and considered the resources and timeline needed for implementation. Findings from this assessment confirmed the feasibility of pursuing ISO 45001 certification in 2026.



NewAge completed a feasibility assessment to evaluate the pursuit of ISO 45001 Occupational Health and Safety Management System certification across its manufacturing facilities

Governance and Communication

Team members have clear channels to raise safety concerns. They can speak directly with members of the Health and Safety Committee or bring issues forward during committee discussions. The committee supports workplace safety through monthly inspections, hazard identification, and recommendations that address or reduce risks. Each year, the committee conducts a broader safety review to evaluate program effectiveness and reinforce expectations, including the right to report concerns or refuse unsafe tasks. The committee also renews the Pennsylvania Workplace Safety Committee certification annually.

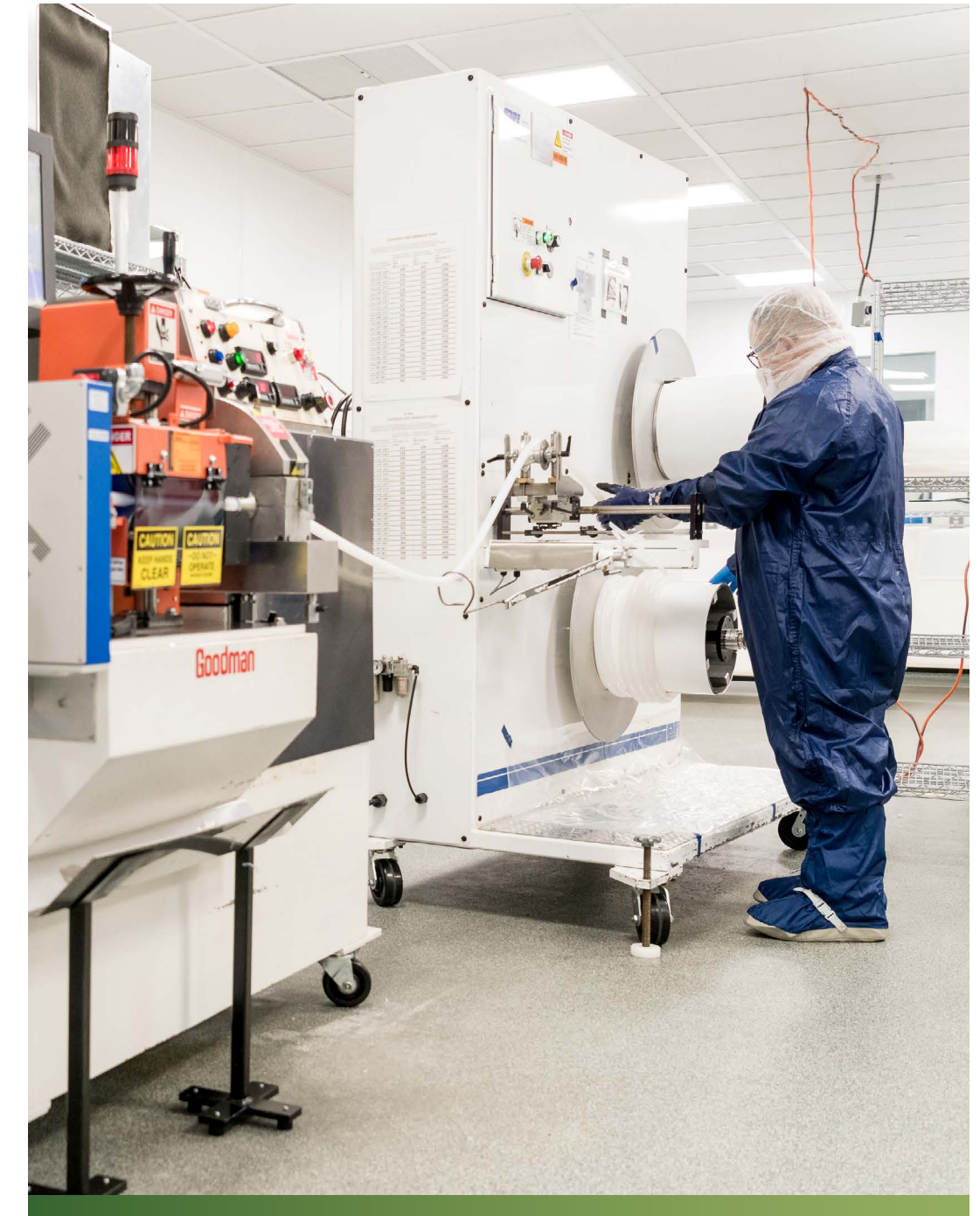
We also provide training on First Aid, CPR, and AED at both our U.S. facilities. This year, we had 37 team members participate in the training.

Core Safety Practices

Key safety measures include:

- Clear safety rules posted across the production floor
- An emergency paging system to support immediate, facility-wide alerts
- Naloxone (Narcan) stations available on-site
- Required use of PPE in designated areas
- Routine equipment inspections to maintain machinery safety
- Immediate reporting of accidents or injuries for timely follow-up

These practices form the foundation of our day-to-day safety expectations.



SPOTLIGHT 

Shoe Truck

Participation in the annual shoe truck event continues to grow, with 123 team members taking part this year. Based on last year's commitment to expand the program, 2025 marked the first year the shoe truck visited twice. The event provides discounted safety footwear that improves ergonomics and reduces injury risk, and the increased frequency gives more team members access to appropriate protective gear.



Health and Wellness Support

We extend our focus beyond occupational safety by supporting the overall well-being of our team members. All full-time employees have access to healthcare coverage, including dental and vision. Additional benefits include short- and long-term disability insurance, life insurance, voluntary life insurance, an Employee Assistance Program, and an annual wellness stipend for eligible expenses. Together, these benefits support both physical and mental health.

Our wellness committee helps bring these commitments to life through practical, everyday initiatives.

Initiatives include:

- A "Zen Den" in the Southampton office, a quiet space with a massage chair, plants, yoga equipment, and books that team members can reserve during the workday for rest and reset
- Seasonal wellness activities, such as summer visits from the Kona Ice truck or smoothie days that offer healthier treats
- Monthly wellness newsletter that shares health tips, resources, and highlights from the wellness initiatives across the company
- Generous reimbursement program to offset the cost of fitness activities outside of the workplace

These efforts encourage team members to take care of their health, stay connected, and use the resources available to them.

Performance Data

In 2025, our safety performance reflected both progress and learning opportunities. While eight recordable injuries were reported during the year, including three within office areas, corrective actions were implemented for all incidents, reinforcing a strong focus on prevention and continuous improvement. Compared to the prior year, this represented two additional recordable injuries and an increase in lost time days.

At the same time, Lost Time Injury (LTI) frequency and severity rates declined overall, and the experience highlighted opportunities to better understand barriers to injury prevention. These insights are being used to strengthen safety practices and support continued improvement in workplace safety performance.

Safety Metrics

	2023	2024	2025
Total number of lost time injuries	1	1	1
Total number of lost time or restricted duty days	3	4	13
Number of fatalities	0	0	0
Total number of recordable injuries	4	6	8
Lost time injury rate (LTIR)	0.33	0.45	0.41
LTI frequency rate for direct workforce	1.65	2.27	2.07
LTI severity rate for direct workforce	0.33	0.45	0.41

Health & Wellbeing Metrics

	2023	2024	2025
Team members enrolled in healthcare plan	91%	88%	89%



(Left) Souperbowl winners
(Right) Wellness event with Kona Ice truck



PURPOSE

Under our new Purpose pillar, we focus on NewAge's role across the value chain, from suppliers to customers, and the shared responsibility to advance sustainable progress. Strong, trusted relationships with external stakeholders are central to fulfilling our purpose: In Business to do Good; Driven to Excel.

Each year, we deepen trust and strengthen partnerships by prioritizing customer needs, communicating transparently, supporting suppliers, and delivering high-quality products. Through ongoing collaboration, we align expectations, share best practices, and reinforce our values across the entire value chain.

MATERIAL TOPICS



Customer Satisfaction & Relations



Supplier Engagement & Assessments



CUSTOMER SATISFACTION & RELATIONS

Customer satisfaction and strong relationships are essential to our business performance and long-term resilience. As market conditions and customer needs evolve, we must anticipate changes and respond quickly to maintain trust and deliver value. Meeting customer expectations is fundamental: if we cannot deliver the right products with the right level of support, we cannot excel as a business. Meeting customer expectations is not optional—it defines our competitiveness and underpins the value we create for customers and partners.

Management Approach

NewAge began refining its sales approach toward the end of 2024, and in 2025, we finalized the structure of our external sales team, adding several new team members. This team plays a key role in strengthening customer engagement and gaining clearer insight into customer needs. Previously, we identified a gap in outreach that limited the information we received about customers' priorities and product requirements. Without consistent, direct communication, we lacked the insight needed to fully support customers as their needs evolved.

The new team now leads targeted outreach, resulting in more regular conversations and a better understanding of current and emerging expectations. Engaging earlier in customers' planning cycles helps us anticipate regulatory changes, market trends, and supply chain pressures, positioning us to better support their operations.

Voice of Customer Methodology

Stakeholder engagement is a key to NewAge's sustainability strategy and materiality assessment. Our Voice of Customer (VoC) methodology is designed to systematically gather customer insights related to sustainability expectations, risks, and opportunities. Once gathered, those insights are integrated into decision-making across our operations and product portfolio.

Methodology and Scope

NewAge currently gathers sustainability-related customer feedback through Voice of Customer activities conducted during one-to-one engagements led by sales, account management, and technical specialists. To support consistency and comparability, these engagements are guided by a standardized set of sustainability topics and discussion prompts.



Customer input is collected across the following areas:

- Awareness of NewAge Industries' sustainability programs, commitments, and certifications
- Customer sustainability governance structures and decision-making responsibilities
- Integration of sustainability considerations into customer procurement and supply chain decisions
- Customer requirements related to GHG emissions, SBTi commitments, and supplier emissions data
- Use of third-party sustainability assessment frameworks (e.g., EcoVadis)
- Recycling and circularity expectations, including interest in recycling unused tubing and hose
- Product sustainability considerations, including PCF data and lower-carbon material options
- Interest in collaboration on sustainable product development and validation

This structured engagement approach supports consistent data collection while allowing flexibility to address customer-specific priorities. Customer feedback related to product carbon footprint measurement and disclosure supports our ongoing efforts to expand product-level environmental data, including the calculation of product carbon footprints for select product lines.

Future Development

As part of a continuous improvement approach, NewAge plans to further evolve its Voice of Customer methodology by incorporating more formalized customer surveys and additional data collection tools. These enhancements are intended to support quantitative analysis, trend tracking, and benchmarking while maintaining direct customer engagement as a core element of our stakeholder engagement framework.

Enabling Customer Progress on Scope 3

We support customers' scope 3 goals by providing detailed emissions and supplier data, and by reducing our own environmental footprint through more efficient operations. This positions us as a contributor to their sustainability journey.

Interest in our sustainability performance continues to grow among downstream partners and customers, creating opportunities for deeper collaboration. During the reporting year, we received 13 sustainability-related information requests from customers. These engagements have helped strengthen our disclosures and enhance transparency, providing greater value to customers seeking reliable environmental data.

Advancing Supplier Performance Across the Value Chain

Recognizing that actions within one part of the value chain can influence other segments, we are taking steps to educate and support suppliers in addressing environmental considerations. These efforts include leading sustainability-focused webinars, participating in industry association panels, and developing sustainability presentations for external use. Strengthening supplier performance contributes to supply chain resilience and supports the value delivered to customers.

Connecting Through Sustainability

We introduced a sustainability-focused training program for external stakeholders to support relationship-building and encourage shared discussions on sustainability topics. The program consists of a presentation delivered to suppliers, customers, and other interested stakeholders. It is designed to engage participants around common sustainability interests and priorities.

Performance Data

Customer Relations Metrics

	2023	2024	2025
Number of customer requests	920	799	661
Number of customer requests around ESG	Not Reported	13	13

Customer Health and Safety Metrics

	2023	2024	2025
Product recalls	0	0	0
Number of incidents related to product safety	Not reported	2	2
Customer feedback regarding product safety	Not reported	1	2





SUPPLIER ENGAGEMENT & ASSESSMENTS

Our relationships with suppliers are foundational to the quality and reliability of our products. A resilient supply chain—one that can withstand disruptions, regulatory shifts, and market volatility—is essential to maintaining consistent operations. In the fluid transfer systems industry, where multiple components come together to form a single solution, dependable and well-aligned suppliers are critical to business continuity.

Sustainability cannot be achieved in isolation; it requires shared responsibility across the value chain. Suppliers influence the environmental and social impact of our operations through the materials they source, the processes they use, and the standards they uphold. To reduce risk and strengthen performance, we work closely with suppliers to improve transparency, align expectations, and advance responsible practices across every link in the chain.

TARGETS

TARGET

By the end of 2026, we aim to identify at least 3 possible sustainability initiatives with our suppliers



STATUS: In Progress

A supply chain project has been chartered in the 2026 Annual Strategic Plan to identify and develop sustainability initiatives with suppliers.

Management Approach

Supplier engagement at NewAge is overseen by the Director of Supply Chain, the Procurement Manager, and the Procurement Team, with guidance from the Sustainability Committee and oversight from the Board of Directors. This structure provides clear accountability for managing supplier performance and ensuring responsible practices across the supply chain.

We manage supplier relationships through a defined framework that sets expectations, monitors performance, and supports continuous improvement. This framework includes our supplier guidelines, supplier survey, Supplier Code of Conduct, and regular outreach, supported this year by the introduction of Supplier Relationship Management (SRM) meetings.

Engagement with suppliers is ongoing and intentional. Monthly check-ins, survey responses, and direct outreach give us consistent visibility into supplier performance, operational changes, and emerging risks. These touchpoints help us stay aligned with suppliers and respond quickly as customer expectations, regulations, and market conditions evolve.

This year, we strengthened our data foundation by improving the quality and accuracy of upstream information. In addition to our existing dataset, we now receive net weight and country-of-origin data for materials, giving us a more comprehensive view of our supply chain. Better data allows us to identify gaps, assess risks, and determine targeted actions to improve supply chain sustainability and resilience.

Supplier Relationship Management Meetings

SRM sessions were an important advancement in supplier engagement this year. These meetings created space for two-way discussions on survey responses, areas of improvement, and emerging challenges. Regular conversations support stronger collaboration, help us identify strategies we can apply internally, and highlight where we can further support supplier performance.

Supplier Guidelines

Our supplier guidelines define the qualifications, performance expectations, and monitoring requirements for each supplier based on their role in our operations. These guidelines establish consistent standards across the supply chain and support responsible and reliable performance.

We continue to actively monitor supplier performance and sustainability practices. Currently, approximately 75% of the materials and products we purchase carry third-party social and/or environmental certifications. In addition, many of our suppliers maintain EcoVadis ratings, providing additional visibility into their sustainability management systems and performance.

- Critical suppliers: Requalified every three years
- Non-critical suppliers: Requalified every five years
- Performance monitoring: Conducted monthly, with key suppliers reviewed quarterly
- Non-conformance: Addressed through management reviews and targeted corrective actions

Supplier Code of Conduct

Our Supplier Code of Conduct outlines the ethical principles and business standards we expect all suppliers to follow, including fraud prevention, anti-corruption, fair employment, child and forced labor prohibition, and equal opportunity. The Code is reviewed and updated as regulations evolve to maintain a responsible and compliant supply chain.

We achieved our target again this year, with 100% of targeted suppliers signing the Supplier Code of Conduct or demonstrating compliance with their own equivalent standards.



Approximately 75% of the materials and products we purchase carry third-party social and/or environmental certifications

Supplier Survey

The supplier survey, conducted during onboarding and requalification, provides insight into each supplier’s sustainability practices, diversity commitments, environmental and labor standards, procurement processes, and supplier emissions tracking. This information helps us assess alignment with our expectations and identify risks or opportunities for improvement.

When survey responses fall short of our criteria, we meet with suppliers to understand underlying challenges and determine the support or corrective actions needed. The survey is reviewed regularly to ensure the questions remain relevant and continue to capture the information required to evaluate supplier alignment with our values and business needs.



SPOTLIGHT

From Supplier to Partner

During one of our CSRM sessions, a routine discussion with a supplier turned into a meaningful collaboration. The supplier introduced an idea to reduce the environmental impact of our freight operations and invited us to participate in their certification program. Through this partnership, we began offsetting our freight emissions through a specific vendor using certified high quality carbon offsets. Demonstrating that open dialogue can lead to practical improvements and stronger value-chain partnerships.



Performance Data

Supplier Certification Metrics

	2023	2024	2025
Materials/products purchased have third-party social or environmental certification/ approval	28%	50%	73%
Percent of suppliers subjected to regular quality assurance reviews or audits	100%	100%	100%

Supplier Diversity Metrics

	2023	2024	2025
Purchases from suppliers who are majority owned by women or underrepresented populations	<1%	0%	0%
Cost of Goods Sold (COGS) spent in country of operations	84%	92%	94%
Expenses spent on local suppliers (approx. 50 mi.)	11%	8%	4%

Supplier Management Metrics

	2023	2024	2025
Percent of suppliers held accountable to the Supplier Code of Conduct	0%	72%	72%
Percent of suppliers that are known to be covered by environmental, labor, and human rights clauses	Not reported	46%	46%
Percent of engagement with suppliers who have been identified as potentially high risk for unethical labor	Not reported	Not reported	Not Reported
Percent of suppliers covered by corporate social responsibility assessments	0%	74%	74%
Percent of suppliers engaged in corrective action/capacity building	0%	0%	0%

Supplier management metrics are based on a one-time baseline assessment with a defined multi-year reassessment timeline (3–5 years) and are not updated annually. New suppliers are assessed as part of the onboarding process. Reported values reflect the most recent completed assessment cycle.

APPENDIX

Additional Metrics 61

GRI Content Index 62

SASB 72

Additional Metrics

Ethics Awareness

	2023	2024	2025
Percent of team members trained on the Code of Ethics	100%	100%	100%
Percent of managers trained on the Code of Ethics and anti-corruption	100%	100%	100%
Percent of Board members trained on the Code of Ethics	0%	100%	100%
Percent of team members who have signed the Code of Conduct	100%	100%	100%

Ethics Incidents

	2023	2024	2025
Number of reports related to whistleblower	0	0	0
Number of confirmed corruption incidents	0	0	0
Number of confirmed information security incidents	Not reported	2	1
Number of child or forced labor incidents	0	0	0
Number of confirmed ethics-related incidents or legal actions	0	0	0

GRI Content Index

STATEMENT OF USE

Statement of use	NewAge Industries, Inc. has reported in accordance with the GRI Standards for the reporting period January 1, 2025 to December 31, 2025.
GRI 1 used	GRI Foundation 2021

GRI CODE	GRI DISCLOSURE	PAGE/RESPONSE
GRI 2: General Disclosures 2021		
2-1	Organizational details	About NewAge, pg. 5
2-2	Entities included in the organization's sustainability reporting	About this Report, pg. 3
2-3	Reporting period, frequency, and contact point	About this Report, pg. 3
		Certain data disclosed in the 2025 Sustainability Report have been restated to reflect updates in methodology and improved alignment with current calculation approaches.
		Due to changes in our methodology for calculating living wage, as described on pg. 40, the 2024 living wage coverage has been restated from 79% to 60% to align with the updated approach.
2-4	Restatements of information	<p>Additionally, the percentage of cost of goods sold (COGS) spent in countries of operation has been restated for 2024 from 52% to 92% to more accurately reflect the metric following revisions to the calculation methodology.</p> <p>These restatements improve the accuracy and consistency of reported data across reporting periods.</p> <p>Scope 3 Category 7 emissions for 2024 have been restated due to updates to emission factors published by the EPA in 2024. The revised figure more accurately reflects emissions associated with this category.</p>

GRI CODE	GRI DISCLOSURE	PAGE/RESPONSE
2-5	External assurance	NewAge intends to assure this report to the AA1000 standard, once completed the report will be updated accordingly
2-6	Activities, value chain, and other business relationships	About NewAge, pg. 5
2-7	Employees	People, pg. 36; Inclusion & Diversity, pg. 46
2-8	Workers who are not employees	We utilize temporary workers in the Netherlands and independent contractors to sell our products in Europe.
2-9	Governance structure and composition	Sustainability Governance, pgs. 14-15
2-10	Nomination and selection of the highest governance body	The Corporate Governance Committee identifies and evaluates potential Board candidates, selecting and considering individuals based on their skills, experience, and alignment with NewAge's corporate values. Final appointments are subject to approval by the ESOP Trustee, Ventura Trust, to ensure an impartial and objective selection process.
2-11	Chair of the highest governance body	Sustainability Governance, pg. 15
2-12	Role of the highest governance body in overseeing the management of impacts	Sustainability Governance, pg. 15
2-13	Delegation of responsibility for managing impacts	Sustainability Governance, pgs. 15-16
2-14	Role of the highest governance body in sustainability reporting	Sustainability Governance, pgs. 15-16
2-15	Conflicts of interest	To uphold transparency and integrity, all Board members and the Chief Financial Officer are required to comply with the company's Conflict of Interest Policy.

GRI CODE	GRI DISCLOSURE	PAGE/RESPONSE
2-16	Communication of critical concerns	<p>Critical concerns may be reported through the ethics hotline and are escalated to the Board of Directors as appropriate. In addition, special Board meetings may be convened to address critical matters if needed.</p> <p>No critical concerns were communicated to the Board during the reporting period.</p>
2-17	Collective knowledge of the highest governance body	Sustainability Governance, pg. 15
2-18	Evaluation of the performance of the highest governance body	We currently do not evaluate the performance of the independent members of the Board of Directors; however, the CEO receives an annual performance review from the Board.
2-19	Remuneration policies	Each independent director receives a set fee for their participation on the Board and its committees.
2-20	Process to determine remuneration	Compensation for the Board, CEO, and senior leadership is reviewed annually to ensure alignment with industry standards and organizational goals.
2-21	Annual total compensation ratio	We will not be disclosing this information for this year; however, we plan to identify opportunities to do so in the future.
2-22	Statement on sustainable development strategy	Letter from the CEO, pg. 4; Sustainability Governance, pgs. 17-18
2-23	Policy commitments	The Team Member Policy Manual is an additional resource for team members to support compliance with regulatory and organizational expectations, covering key areas such as: anti-fraud and anti-corruption policies, information security practices, and conflict of interest management.
2-24	Embedding policy commitments	Policy commitments are embedded across the organization through performance review processes, mandatory training programs, and day-to-day operating expectations aligned with our guiding principles.

GRI CODE	GRI DISCLOSURE	PAGE/RESPONSE
2-25	Process to remediate negative impacts	Concerns and complaints may be raised through Human Resources or the ethics hotline. Each issue is documented and tracked through a dedicated case file to support review, resolution, and appropriate follow-up.
2-26	Mechanisms for seeking advice and raising concerns	Through our internal ethics hotline, team members are offered a confidential and anonymous platform to report ethical concerns without fear of retaliation.
2-27	Compliance with laws and regulations	NewAge fully complied with all legal and statutory regulations during the reporting period ending December 31, 2025.
2-28	Membership associations	2025 in Focus, pg. 10
2-29	Approach to stakeholder engagement	Materiality, pg. 12; Sustainability Governance, pg. 14; Customer Satisfaction & Relations, pg. 53; Supplier Engagement & Assessments, pg. 56
2-30	Collective bargaining agreements	The terms and conditions of NewAge's Employee Stock Ownership Plan (ESOP) prohibit any company owner from engaging in collective bargaining activities. With 100% team member participation in the ESOP in the U.S., 0 team members were covered by collective bargaining agreements during the reporting period.
GRI 3: Material Topics 2021		
3-1	Process to determine material topics	Materiality, pg. 12
3-2	List of material topics	Materiality, pg. 12
GRI 204: Procurement Practices 2016		
3-3	Management of Material Topics	Supplier Engagement & Assessments, pg. 56
204-1	Proportion of spending on local suppliers	Supplier Engagement & Assessments, pg. 59

GRI CODE	GRI DISCLOSURE	PAGE/RESPONSE
GRI 302: Energy 2016		
3-3	Management of Material Topics	Energy & Emissions Management, pg. 21
302-1	Energy consumption within the organization	Energy & Emissions Management, pg. 28
302-2	Energy consumption outside of the organization	Energy & Emissions Management, pg. 28
302-3	Energy intensity	Energy & Emissions Management, pg. 26
302-4	Reduction of energy consumption	Energy & Emissions Management, pg. 24
302-5	Reductions in energy requirements of products and services	This disclosure is not applicable because NewAge's products and services do not require additional energy use by the end-user or integrator.
GRI 303: Water and Effluents 2018		
3-3	Management of Material Topics	Water Conservation & Management, pg. 35
303-1	Interactions with water as a shared resource	Currently we do not track this metric; we are investigating feasibility to report on this in the future.
303-2	Management of water discharge-related impacts	This disclosure is not applicable to NewAge as we do not discharge water within our operations.
303-3	Water withdrawal	Water Conservation & Management, pg. 35
303-4	Water discharge	Water Conservation & Management, pg. 35
303-5	Water consumption	Water Conservation & Management, pg. 35

GRI CODE	GRI DISCLOSURE	PAGE/RESPONSE
GRI 305: Emissions 2016		
3-3	Management of Material Topics	Energy & Emissions Management, pg. 21
305-1	Direct (Scope 1) GHG emissions	Energy & Emissions Management, pg. 26
305-2	Energy indirect (Scope 2) GHG emissions	Energy & Emissions Management, pg. 26
305-3	Other indirect (Scope 3) GHG emissions	Energy & Emissions Management, pg. 27
305-4	GHG emissions intensity	Energy & Emissions Management, pg. 26
305-5	Reduction of GHG emissions	Energy & Emissions Management, pg. 24
305-6	Emissions of ozone-depleting substances (ODS)	This disclosure is not applicable to NewAge as we do not emit any ODS nor utilize any materials that would potentially emit ODS.
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Volatile organic compounds (VOCs) are the only air pollutants applicable to NewAge's operations. During the reporting period, VOC emissions totaled 1.76 tons at the Southampton facility and 0.29 tons at the VR facility.
GRI 306: Waste 2020		
3-3	Management of Material Topics	Waste Reduction & Circularity, pg. 30
306-1	Waste generation and significant waste-related impacts	Waste Reduction & Circularity, pg. 31
306-2	Management of significant waste-related impacts	Waste Reduction & Circularity, pg. 30

GRI CODE	GRI DISCLOSURE	PAGE/RESPONSE
306-3	Waste generated	Waste Reduction & Circularity, pg. 31
306-4	Waste diverted from disposal	Waste Reduction & Circularity, pg. 31
306-5	Waste directed to disposal	Waste Reduction & Circularity, pg. 31
GRI 401: Employment 2016		
3-3	Management of Material Topics	Team Member Recruitment & Retention, pg. 38
401-1	New employee hires and employee turnover	Team Member Recruitment & Retention, pg. 40
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	We offer the following benefits listed below: Employee Stock Ownership Plan 401(K) Pro Incentive Bonus Tuition Assistance Health Insurance Dental Insurance Short-Term & Long-Term Disability Life Insurance Yearly Reimbursement for Wellness Programs
401-3	Parental leave	NewAge provides parental leave in accordance with all state and federal requirements.
GRI 403: Occupational Health and Safety 2018		
3-3	Management of Material Topics	Team Member Health, Safety, and Wellness, pg. 48
403-1	Occupational health and safety management system	Team Member Health, Safety, and Wellness, pg. 48

GRI CODE	GRI DISCLOSURE	PAGE/RESPONSE
403-2	Hazard identification, risk assessment, and incident investigation	Team Member Health, Safety, and Wellness, pg. 49
403-3	Occupational health services	Team Member Health, Safety, and Wellness, pg. 50
403-4	Worker participation, consultation, and communication on occupational health and safety	Team Member Health, Safety, and Wellness, pg. 49
403-5	Worker training on occupational health and safety	Team Member Health, Safety, and Wellness, pg. 49
403-6	Promotion of worker health	Team members have access to health and wellness programs through IBX, including a voluntary Healthy Lifestyles option that encourages physical activity through approved fitness centers or virtual fitness subscriptions. Additional IBX offerings include nutrition counseling and behavioral health support. Team members and their families also have access to the Magellan Employee Assistance Program, a confidential, voluntary, and no-cost service that provides support related to mental health, work-life balance, and personal challenges.
403-7	Prevention and mitigation of occupational health and safety management system	Team Member Health, Safety, and Wellness, pg. 48
403-8	Workers covered by an occupational health and safety management system	100% of our team members are covered by our occupational health and safety management system.
403-9	Work-related injuries	Team Member Health, Safety, and Wellness, pg. 51
403-10	Work-related ill health	Team Member Health, Safety, and Wellness, pg. 51

GRI CODE	GRI DISCLOSURE	PAGE/RESPONSE
GRI 404: Training and Education 2016		
3-3	Management of Material Topics	Team Member Training & Development, pg. 41
404-1	Average hours of training per year per employee	Team Member Training & Development, pg. 43
404-2	Programs for upgrading employee skills and transition assistance programs	<p>In 2025, NewAge Industries (NAI) introduced an Internal Auditor training course covering ISO 9001, ISO 14001, and ISO 45001 standards. 15 members completed the training, supporting the integration of audit activities across multiple management systems and departments.</p> <p>NAI's Continuous Improvement Department also played a key role in launching The NewAge Way training. This program outlines a framework to support organizational effectiveness by focusing on principles, culture, and behaviors that contribute to long-term performance.</p> <p>In addition, NAI introduced a technical specialist role designed to support both external and internal knowledge sharing. This role provides customers with technical product expertise while also bringing industry and process knowledge back into the organization to support internal teams.</p>
404-3	Percentage of employees receiving regular performance and career development reviews	Team Member Training & Development, pg. 43
GRI 405: Diversity and Equal Opportunity 2016		
3-3	Management of Material Topics	Inclusion & Diversity , pg. 46
405-1	Diversity of governance bodies and employees	Inclusion & Diversity , pg. 47
405-2	Ratio of basic salary and remuneration of women to men	We will not be disclosing this information for this year; however, we plan to identify opportunities to do so in the future.

GRI CODE	GRI DISCLOSURE	PAGE/RESPONSE
GRI 406: Non-discrimination 2016		
406-1	Incidents of discrimination and corrective actions taken	Inclusion & Diversity , pg. 47
GRI 414: Supplier Social Assessment 2016		
414-1	New suppliers that were screened using social criteria	Supplier Engagement and Assessments, pg. 59
414-2	Negative social impacts in the supply chain and actions taken	Supplier Engagement and Assessments, pgs. 57-59

Sustainability Accounting Standards Board (SASB)

Activity Metrics

SASB ACCOUNTING METRIC	SASB CODE	PAGE/RESPONSE
Amount of production, by substrate	RT-CP-000.A	NewAge production quantities are confidential business metrics.
Percentage of production as: (1) paper/wood, (2) glass, (3) metal, and (4) plastic	RT-CP-000.B	100% plastic production
Number of employees	RT-CP-000.C	People, pg. 37

Greenhouse Gas Emissions

SASB ACCOUNTING METRIC	SASB CODE	PAGE/RESPONSE
Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	RT-CP-110a.1	Energy & Emissions Management, pg. 26 Our Southampton PA facility is the only NewAge facility that operates under a State Only Natural Minor Permit.
Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	RT-CP-110a.2	Energy & Emissions Management, pgs. 21-23

Air Quality

SASB ACCOUNTING METRIC	SASB CODE	PAGE/RESPONSE
Air emissions of the following pollutants: (1) NOx (excluding N2O), (2) SOx, (3) volatile organic compounds (VOCs), and (4) particulate matter	RT-CP-120a.1	Volatile organic compounds (VOCs) are the only air pollutants applicable to NewAge's operations. During the reporting period, VOC emissions totaled 1.76 tons at the Southampton facility and 0.29 tons at the Warrington facility.

Energy Management

SASB ACCOUNTING METRIC	SASB CODE	PAGE/RESPONSE
(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable, (4) total self-generated energy	RT-CP-130a.1	Energy & Emissions Management, pg. 28

Water Management

SASB ACCOUNTING METRIC	SASB CODE	PAGE/RESPONSE
(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with high or extremely high baseline water stress	RT-CP-140a.1	Water Conservation & Management, pg. 35
Description of water management risks and discussion of strategies and practices to mitigate those risks	RT-CP-140a.2	Wastewater generated from wash sinks, cafeterias, and restrooms is discharged to local municipal sewer systems and handled in accordance with applicable regulatory requirements. Process water from product cooling baths is filtered and treated using ultraviolet (UV) systems prior to discharge to support effective wastewater treatment and reduce potential environmental risks. Materials and chemicals are stored in sealed, indoor containers to reduce the risk of leaks or spills. Outdoor trash and recycling containers are fully enclosed to minimize exposure to stormwater and prevent potential contamination of the surrounding environment.
Number of incidents of noncompliance associated with water quality permits, standards, and regulations	RT-CP-140a.3	During the reporting period, NewAge Inc. had 0 incidents of non-compliance with water regulations.

Waste Management

SASB ACCOUNTING METRIC	SASB CODE	PAGE/RESPONSE
Amount of hazardous waste generated, percentage recycled	RT-CP-150a.1	Waste Reduction & Circularity, pg. 31

Product Safety

SASB ACCOUNTING METRIC	SASB CODE	PAGE/RESPONSE
Number of recalls issued total units recalled	RT-CP-250a.1	Customer Satisfaction & Relations, pg. 55
Discussion of process to identify and manage emerging materials and chemicals of concern	RT-CP-250a.2	Due to the nature of our products, we do not utilize any materials or chemicals of concern.

Product Lifecycle Management

SASB ACCOUNTING METRIC	SASB CODE	PAGE/RESPONSE
Percentage of raw materials from: (1) recycled content, (2) renewable resources, and (3) renewable and recycled content	RT-CP-410a.1	NewAge does not currently track the percentage of raw materials from recycled or renewable sources. We are investigating opportunities to do this in the future.
Revenue from products that are reusable, recyclable, and/or compostable	RT-CP-410a.2	NewAge revenue by products is a confidential business metric.
Discussion of strategies to reduce the environmental impact of packaging throughout its lifecycle	RT-CP-410a.3	Strategies to reduce the environmental impact of packaging throughout its lifecycle will be a part of future conversations with our supply chain. At present, current conversations around reducing the impact of packaging are limited.

Supply Chain Management

SASB ACCOUNTING METRIC	SASB CODE	PAGE/RESPONSE
Total wood fiber procured, percentage from certified sources	RT-CP-430a.1	During the reporting period, none of the wood fiber procured was from certified sources. In 2025, wood fiber represented less than 0.2% of NewAge spend.
Total aluminum purchased, percentage from certified sources	RT-CP-430a.2	This disclosure is not applicable to NewAge due to no aluminum being procured during the reporting period.



Scan or click the QR code to see the latest updates about our sustainability initiatives.