Culinary essentials for *better* food

Flora Food Group Annual Report 2025

Annual Summary & Sustainability Report

Flora Food Group delivers Culinary Essentials with a rich heritage and scale.

Flora Food Group delivers Culinary Essentials for Better Food. Since 1871, we have built a portfolio that supports everyday cooking occasions across retail and foodservice, including spreads, butter and blends, creams and creamers, sauces and liquids, and cheese and cream cheese. Our culinary essentials are designed to support great taste, reliable performance, and evolving nutrition preferences, helping people prepare and enjoy better food at home and in professional kitchens.

With leading brand positions in more than 100 countries and iconic brands such as Flora, Becel+ProActiv, BlueBand, Country Crock, I Can't Believe It's Not Butter!, Rama, and Violife and a strong Professional business serving chefs and food professionals. Our competitive edge is deep expertise in oils and fats, where flavour, functionality, and nutrition meet, supported by strong consumer insights, global R&D capabilities, proprietary technologies, and a state-of-the-art Flora Culinary Centre in Wageningen, the ‘Silicon Valley of Food’.

We operate with end-to-end capabilities from sourcing to manufacturing to go-to-market execution, enabling consistent quality at scale and continuous innovation across our portfolio.

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Report date: 27 March 2026

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At a glance:
Flora Food Group 2025

We are Flora Food Group, a *branded* food champion.

Driven by our purpose

Culinary essentials for *better* food

Values-led

Performance | Results Matter

Care | Kindness Wins

Passion | Love. Work. Live.

Offering compelling choice

Our iconic brands offer consumers choice across four vast and different growing categories.

- Butters and spreads
- Creams
- Sauces and liquids
- Cheeses

Flora | Country Crock | Rama | Blue Band | Becel | ProActiv | Sana | I can't believe it's not Butter! | Violife | Croma | Elmlea | Lätta

At a glance continued

A branded food champion

~4,600
Flora Foodies*

100+
countries served

150+
years of heritage

516
patents held, pending and granted

14
manufacturing sites[1]

Sales by region (regional NSV split)

Europe
50%
Top countries: UK and Germany

Americas
38%
Top countries: USA and Canada

AMEA[2]
12%
Top countries: Indonesia and Turkey

A multi-channel operator

Strong retail partnerships

Growing foodservice presence

Financial highlights

€3.0bn
net sales value

1.0%
2019-2025 net sales CAGR

* Total headcount as of 31 December 2025.
1 As at 31 December 2025. One manufacturing site was acquired during the 2024 financial year and another is operated by Unilever. Therefore only 13 manufacturing sites fall within the scope of the Sustainability Information Statement in this report.
2 Asia-Pacific, Middle East and Africa.

Introduction

Culinary Essentials

Flora Food Group is a global company, focused on providing culinary essentials that make it easier for people to cook and eat in ways that are better for their health and for the planet. Better Food means four things: more delicious - great taste and reliable performance in every kitchen; more nutritious - everyday ingredients that support diverse dietary needs; more sustainable - acting responsibly in ways that are specific, measurable and transparent; and culinary solutions - products built to perform across every cooking occasion, from home kitchens to professional ones. With a portfolio of iconic brands and a presence across retail, and foodservice channels, Flora Food Group combines culinary know-how with innovation to serve consumers, customers and communities in more than 100 countries.

Headquartered in Amsterdam, the Netherlands, Flora Food Group combines deep expertise in oils and fats with strong in-house capabilities across R&D, sourcing, and commercial execution and works closely with its manufacturing and supplier partners to bring that to life at scale. This allows Flora Food Group to focus investment on brand building, product innovation and digital capabilities, while managing its environmental footprint and operational risk responsibly across the value chain. Flora Food Group is independent and not a division within a diversified FMCG portfolio which gives it focus, speed, clarity, and the confidence to make bold choices that more integrated players often cannot.

Its purpose allows it to make great tasting products for every kitchen and every menu. Under the leadership of Group CEO David Haines, Flora Food Group has continued to position itself as a culinary partner to chefs, bakers, retailers and food manufacturers, and consumers over the world, helping them respond to shifting consumer expectations around taste, health, affordability and sustainability.

About this report

This 2025 Annual Summary provides a concise, integrated overview of Flora Food Group's performance and impact for the year ended 31 December 2025. It is intended for a broad range of stakeholders – including employees, customers, suppliers, and other partners – who want a clear view of how Flora Food Group created value and delivered on its commitments throughout 2025.

The document focuses primarily on our non-financial performance and sustainability priorities, together with selected qualitative information on business performance and key developments during the year.

In structuring this report, Flora Food Group has drawn on elements of leading international practices in corporate and sustainability reporting used by global peers in the food industry. Material topics presented in this report are based on a structured assessment combining stakeholder engagement with an internal evaluation of strategic risks and opportunities. This ensures we provide information on the issues considered most material to our sustainability practices, initiatives and performance.

Our business model and value chain

Investing in opportunity

In 2025, Flora Food Group's business model is built around a focused portfolio across spreads, creams, oils and fats, and other culinary platforms used in home cooking, professional kitchens and industrial applications. Value is created by combining consumer insight, culinary expertise and R&D capabilities to develop products that deliver reliable performance, consistent quality and superior taste across multiple price points and usage occasions.

The Group's value chain spans five main stages

Ingredient sourcing

Flora Food Group sources vegetable oils, plant-based ingredients and other inputs from a diversified base of suppliers, working to improve traceability, environmental performance and social standards in key agricultural value chains. Supplier engagement, responsible sourcing policies and third-party assessments are used to address topics such as deforestation, human rights and climate resilience in priority commodities.

Manufacturing and co-packing

Production takes place through a combination of owned facilities and strategic partnerships with contract manufacturers, enabling efficient use of capacity and access to specialist capabilities where needed. Standardised quality, food safety and environmental management systems help ensure consistent product performance while driving resource efficiency and waste reduction across manufacturing sites.

Innovation and product development

Cross-functional teams of culinary experts, food scientists and marketers translate consumer and customer needs into new and renovated products that deliver on taste, nutrition and functional performance. Innovation priorities include improving nutritional profiles, and enhancing the versatility of products in baking, cooking and foodservice applications.

Route to market

Products reach consumers and professional users through retail, foodservice distributors, bakery specialists and industrial customers, tailored to local market dynamics and channel requirements. Digital tools and data analytics are increasingly used to optimise pricing, promotion and assortment decisions, supporting efficient growth and closer collaboration with customers.

Consumer and customer use, and end-of-life

Flora Food Group aims to make it easier for people to choose healthier options without compromising on taste, performance or affordability, supporting broader dietary shifts aligned with health and environmental goals. Work continues to improve packaging circularity and recyclability and provide clear, transparent information that helps consumers cook, bake and eat with confidence.

Across this value chain, Flora Food Group seeks to create shared value for stakeholders by growing a resilient, profitable business while managing impacts on people and the environment in line with its commitments. Economic value generated is translated into a broader set of outcomes, including employment, skills development, supplier income, reduced emissions intensity and contributions to healthier, more sustainable diets.

Strategic context and 2025 highlights

Strategic context and 2025 highlights

The 2025 operating environment featured shifting consumer behaviours including more home cooking, diversifying preferences, explicit nutrition goals, and new expectations from GLP-1 medications driving appetite- and portion-aware strategies alongside raw material cost volatility and household budget pressures.

Flora Food Group sharpened its response by advancing four strategic priorities: expanding the role of spreads across more culinary occasions; championing choice with options across plant oils, dairy butter, cream, and cheese; building in adjacent categories like creams, cream cheese, and culinary liquids; and elevating Flora Professional with tailored innovations for chefs.

Flora Food Group responded by doubling down on what it does best, investing in its core brands, sharpening innovation, and getting closer to customers which include bakers, and home cooks who rely on its products every day. At the same time, the company continued to embed its culinary positioning, working with chefs to showcase how its products can perform in demanding professional environments and everyday home cooking alike.

Key 2025 developments included:

- Expanding the role of spreads across more culinary occasions through targeted innovations like upgraded Flora core spreads in the Nordics, Becel with oat fibres in the Netherlands, and blends such as Rama Blended with butter in Germany performing at parity vs. dairy butter.
- Championing choice and building within adjacent categories such as growth in creams in retail and professional including launching Violife coffee creamers in the USA and new pasta sauces through Sana in Turkey, plus cream cheese upgrades like Violife Supreme Cheddarton, supported by other product innovations and new offerings across our brands.
- Elevating Flora Professional through innovations like plant butter in professional formats (10g/2.5kg/10kg), lower salt recipes for operators in UK/Asia, and soft ice cream mix rollout, alongside continued focus on people and culture including leadership development, safety, inclusion, and engagement programmes across priority markets.
- Further progress on climate and nature targets via energy efficiency initiatives, renewable electricity sourcing, and supplier collaboration on deforestation-free supply chains, alongside continued focus on people and culture including leadership development, safety, inclusion, and engagement programmes across markets.

Governance, risk and responsibility

Effective governance and risk management underpin Flora Food Group's ability to deliver its strategy and commitments. The Board and its committees oversee performance, risk, group priorities and stakeholder engagement, supported by a structured internal control framework and clear delegation of authority across the organisation.

Flora Food Group's governance structure ensures effective oversight of sustainability-related matters. The Board is responsible for oversight, while the Executive Committee is responsible for strategy setting and execution. Flora Food Group maintains open dialogue with investors, customers, employees, suppliers and civil society partners to inform its understanding of emerging risks and expectations, including those related to climate, biodiversity, human rights and responsible marketing.

More information on how we manage risks is included in our separate report (based on Title 9, Book 2, Dutch Civil Code including Directors' Report, Financial Statements and Other Information).

This Annual Summary includes an overview of principal risks and uncertainties relevant to the reporting year, as well as key mitigating actions and opportunities associated with the transition to a more sustainable, resilient global food system.

150+ years of *Heritage*

The origins of the Company

1871

The Jurgens bought the patent for margarine from food pioneer Mège-Mouriès of France.

Our brands start to launch in markets

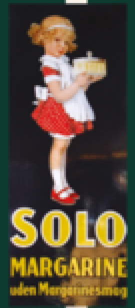
1899

Did you know

"The Jurgens Family were originally butter traders before starting a linseed oil mill!"

Did you know

"Solo is only sold in Belgium as a Baking and Roast product."



First Solo margarine in Germany, followed quickly by Sanella and Vitello.

The rise of the iconic brands

1920s

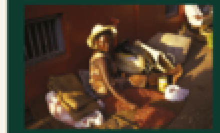
Classic baking brand Stork (UK 1920), family favourite BlueBand (NL 1923) and much-loved Rama (Germany 1924) arrive.

Did you know

"Stork was one of the first to advertise on commercial TV in the UK."

BlueBand goes Global

1930s



Ambient recipes go live in Malaysia (1930) and Indonesia (1934). 20 years later it also launched in Africa with tins and sachets.

Did you know

"Early adverts for Blue Band proclaimed that it was available in 'dainty ½lb packets', by grocers and dairymen.

At one time there was Blue Band, Red Band and Green Band!"

Did you know

"We slow-churn our spreads in Johnson County, Kansas in the USA."

Americans open their fridges to Country Crock

1954

Originally launched by the Shedd's company, before becoming a staple product in our portfolio during 1984.

The new frontier for spreads - Becel

1962

Becel is launched in response to demands from Dutch health care professionals for a healthy spread.

Did you know

"Becel stands for Blood Cholesterol Lowering."

Flora wins the hearts and minds of UK consumers

1964

This iconic brand was sold as 'the lighter, healthier way you want to eat today, it's Flora, the new margarine'.

Did you know

"Flora was named after one of its key ingredients, sunflower oil."

ProActiv proves itself for cholesterol lowering

1999

After years of scientific studies and regulatory approval, ProActiv is launched containing plant sterols clinically proven to lower cholesterol.

Did you know

"Plant sterols are clinically proven to lower cholesterol by 7 to 10% in just two to three weeks."

Our Family grows with Violife

2020

Violife strengthens our multi category offering of plant-based butters and spreads, creams, liquids, and cheeses.

Violife

Did you know

"Violife comes from the Greek word Vios, which means Life. We like to say live life to the full."

Did you know

"Wageningen University was created in 1876 – just five years after the Jurgens' bought the patent for margarines!"

Investing in world class innovation

2022

We open the Food Science Centre and relaunch our food service business.

Growing the Next Generation of Delicious Food

2025

We continue to delight our customers and consumers with delicious and nutritious products that remain good for people and good for our planet.

Our Sustainability Framework

Our Sustainability *Framework*

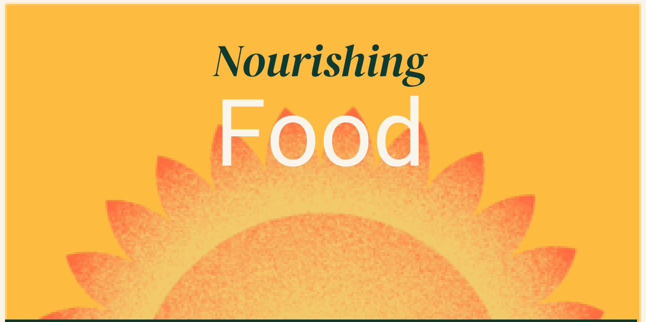
We aim to deliver culinary essentials for every kitchen and menu. This focus shapes our approach to sustainability.

Our Sustainability Framework is built around three ambitions - Nourishing Food, Thriving People, and Flourishing Planet.

We concentrate our commitments where the ingredients we source, the food we make, and the way we operate can deliver measurable results. Each commitment is underpinned by goals and indicators, to measure and track progress. Our Sustainability Framework reflects our materiality assessment, ensuring it reflects both the value our brands deliver to customers and consumers and the requirements of evolving sustainability reporting standards. More sustainable means acting responsibly in ways that are specific, measurable and transparent.

By delivering Culinary Essentials for Better Food to more kitchens worldwide, we inspire delicious, nourishing meals that *positively impact* for both people and planet.

Nourishing Food



Creating *delicious* and *nutritious* food for healthy, sustainable diets.

Innovate good food
Innovate delicious food, made with natural ingredients.

Create healthy and nutritious food
Offer consumers a compelling choice with essential nutrition to support healthy, balanced diets.

Ensure food quality and safety
Deliver on our promise to all customers by maintaining high standards of product quality, safety and transparency.

READ THE NOURISHING FOOD PILLAR FROM PAGE 17

Thriving People

Enabling people to thrive through *more affordable* food and fulfilling work.

Focus on affordability
Offer more affordable choices and partner across the food community to help people thrive.

Grow our people
Foster engagement, embrace difference and ensure safety, enabling opportunities for fulfilling work.

Enhance livelihoods
Respect human rights and support livelihoods through our supply chain.

READ THE THRIVING PEOPLE PILLAR FROM PAGE 24

Flourishing Planet

Driving action on climate, nature and resources to be *more sustainable.*

Drive climate action
Make food that is better for the planet and reach net zero emissions across our value chain.

Protect nature and biodiversity
Protect nature and biodiversity focusing on sustainable sourcing practices and no deforestation.

Design for circularity
Focus on circular resource use and innovate better packaging solutions with less plastic.

READ THE FLOURISHING PLANET PILLAR FROM PAGE 31

General disclosures

Transparency, strong governance, risk management and leadership are foundational to everything we do.

Basis for preparation

As of the publication date of this report, Flora Food Group is not required to report under the EU Corporate Sustainability Reporting Directive (CSRD) as a private company. We have voluntarily applied this framework to guide our reporting. Our data was calculated in line with Appendix 2: Accounting Policies and Definitions. The full report is not subject to any assurance procedures.

Unless otherwise indicated, the statement's scope is the same as the consolidated financial statements of Flora Food Group B.V. and it subsidiaries, and covers the period 1 January 2025 to 31 December 2025.

As our value chain (upstream and downstream) is a fundamental aspect of our business model, it has been considered in the Double Materiality Assessment (DMA) process. The sustainability statement includes data from the upstream and downstream value chains where such information is relevant or material.

Each disclosure is aligned to our Sustainability Framework, and the material themes and impacts, risks and opportunities (IROs) identified in our DMA.

Restatements* of historical data due to changes in accounting policies, and/or reporting errors in prior periods, are only performed if material.

Governance

Our governance structure serves as the framework against which we make decisions, distribute responsibilities and drive accountability. It ensures ethical conduct, risk management and strategic direction, encouraging transparency and sustainability.

Leadership on sustainability

Our organisation's governance structure ensures effective oversight of sustainability-related matters^. Our Board is responsible for oversight, while our Executive Committee is responsible for strategy setting and execution.

During the reporting period, the Chief Operations Officer (COO), an Executive Committee member, held accountability for the Sustainability Framework, while the Chief Sustainability Officer (CSO) was responsible for its development.

The CSO chaired a cross-functional Sustainability Leadership team (SLT), a cross-functional group drawn from finance, HR, operations and procurement, product development, legal, and corporate affairs.

The Sustainability Leadership Team shaped the framework and materiality assessment, set strategic direction, and monitored delivery. It reviewed performance against targets quarterly and escalated priorities and recommendations to the Executive Committee and Board.

In 2025, the Executive Committee and Board of Directors drew on expertise in sustainability by leveraging the SLT.

Internal and external subject matter experts provided insights and updates supporting the review of the Sustainability Framework.

Actions for managing material IROs are assigned and delegated to the relevant business owners across various functions within the organisation and supported by the relevant policies.

The Compliance Committee, which includes representatives from the Executive Committee, has ultimate responsibility for approving policies related to sustainability.

Risk management approach

Effective risk and opportunity management is a crucial part of our culture and approach. It includes accurate and timely identification, assessment and management of key risks.

Risk can manifest as opportunities or threats that could affect our business performance, sustainability and overall objectives. Flora Food Group's risk management framework is designed to cover all aspects of our operations, including sustainability. We review this framework annually, updating to ensure it remains relevant and effective in addressing both existing and emerging risks.

Our risk management procedures are defined to identify and manage foreseeable and emerging risks. More information on how we manage risks is included in our separate annual report (based on Title 9, Book 2, Dutch Civil Code including Directors' Report, Financial Statements and Other Information).

Risk management over sustainability reporting

The Executive Committee and the Risk Committee consider the potential impacts, key mitigating actions and controls for our principal risks, including sustainability risks. Principal risks are those that could prevent us from achieving our current objectives and plans over the next 12 months.

We integrate sustainability into our risk management and internal control processes. As part of our internal control framework, we identify, analyse and prioritise significant risks and we are investing in further development of our internal controls. In 2025, internal controls in relation to sustainability reporting were performed by relevant functions.

Remuneration

At Flora Food Group, we believe that responsible leadership and sustainability go hand-in-hand.

Our remuneration strategy is characterised by a pay-for-performance model, aligning incentives with the company's overall success. In particular:

- The annual bonus plan is closely tied to company growth.
- The annual bonus plan is self-funded (from financial performance) and is based on strategic targets, defined by the Board.

The Remuneration Committee is responsible for any changes to the design of Flora Food Group's incentive programmes and any confirmed implementation plans.

* No assurance procedures have been performed on the restated historical data.
^ Effective 1 January 2026, we streamlined our sustainability governance to bring it closer to business decision-making.

Interests and views of stakeholders

Overall approach

Stakeholders are central to our business strategy and Sustainability Framework. With our ambition to deliver long-term sustainable growth, meaningful engagement (both internal and external) is essential to understand their views, interests and concerns.

We use various mechanisms and channels to engage effectively with stakeholders as part of the way we do business. We aim to foster strong relationships and create shared value. Our approach is proactive, open and ongoing: listening and learning from others, and sharing our position.

In this way, we inform our Sustainability Framework, identify our risks, impact and opportunities, align with best practice, and find new ways to innovate and collaborate. The approach also ensures we focus on where we make the biggest difference.

Identification

We recognise our stakeholders as those organisations, groups or individuals that have a direct or indirect interest in our business activities. We categorise and prioritise stakeholders based on their significance to our business, and the potential impact of our actions on them.

We engage with stakeholders across our value chain, from the suppliers of our ingredients to our customers and consumers. The key stakeholders we actively engage with include, without limitation:

- **Employees** and their representatives.
- **Customers**, including retail and professional.
- **Consumers**, through our brands.
- **Investors** and other financial market participants.
- **Suppliers** of goods and services, plus business and innovation partners.
- **Non-governmental organisations (NGOs)**.
- **Policy makers**, including international organisations, governments and regulators.
- **Academia**.
- **Communities and rights holders**.

Engagement mechanisms

We use a variety of mechanisms and channels to engage with stakeholders. Some examples of key mechanisms include:

- **Employee engagement surveys**, dialogues with works councils and trade unions, and communications programmes (worldwide and local).
- **Customer account management** processes and feedback surveys, which we use to enhance service and underpin growth.
- **Consumer care line**, brand activations and brand surveys, through which we seek to understand and meet consumer needs.
- **Investor meetings**, including quarterly results presentations and investor conferences.
- **Industry platforms**, through which we work with peer companies, including the World Business Council for Sustainable Development (WBCSD) and the Consumer Goods Forum (CGF).
- **Expert meetings, roundtables** with NGOs and academic institutions and peer organisations.
- **Project-based engagement** with local communities and rights holders in areas where we operate.

Through these mechanisms we seek to inform our business strategy and sustainability priorities, share progress, gather feedback and address concerns. Our commitment to meaningful engagement benefits Flora Food Group by providing valuable insights, helping us understand emerging opportunities and risks, fostering innovation, and strengthening our reputation.

Areas of interest

Stakeholder meetings over the course of 2025 highlighted the following range of recurring topics:

- Business strategy.
- Performance and return on investment.
- Development opportunities, rewards and working conditions.
- Innovation and partnership opportunities.
- Cost of living and affordability.
- Taste, performance and quality of our products.
- Health and nutrition.
- Environmental impacts, particularly climate, nature and packaging across our value chain.
- Compliance with forthcoming regulations.
- Geopolitical instability.

Double materiality assessment

Our double materiality assessment reflects our impacts, risks and opportunities, shaping our sustainability priorities.

In 2025, we reviewed and re-validated our Double Materiality Assessment (DMA) to ensure continued alignment with the Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS).

The DMA evaluates ESG topics from two perspectives:

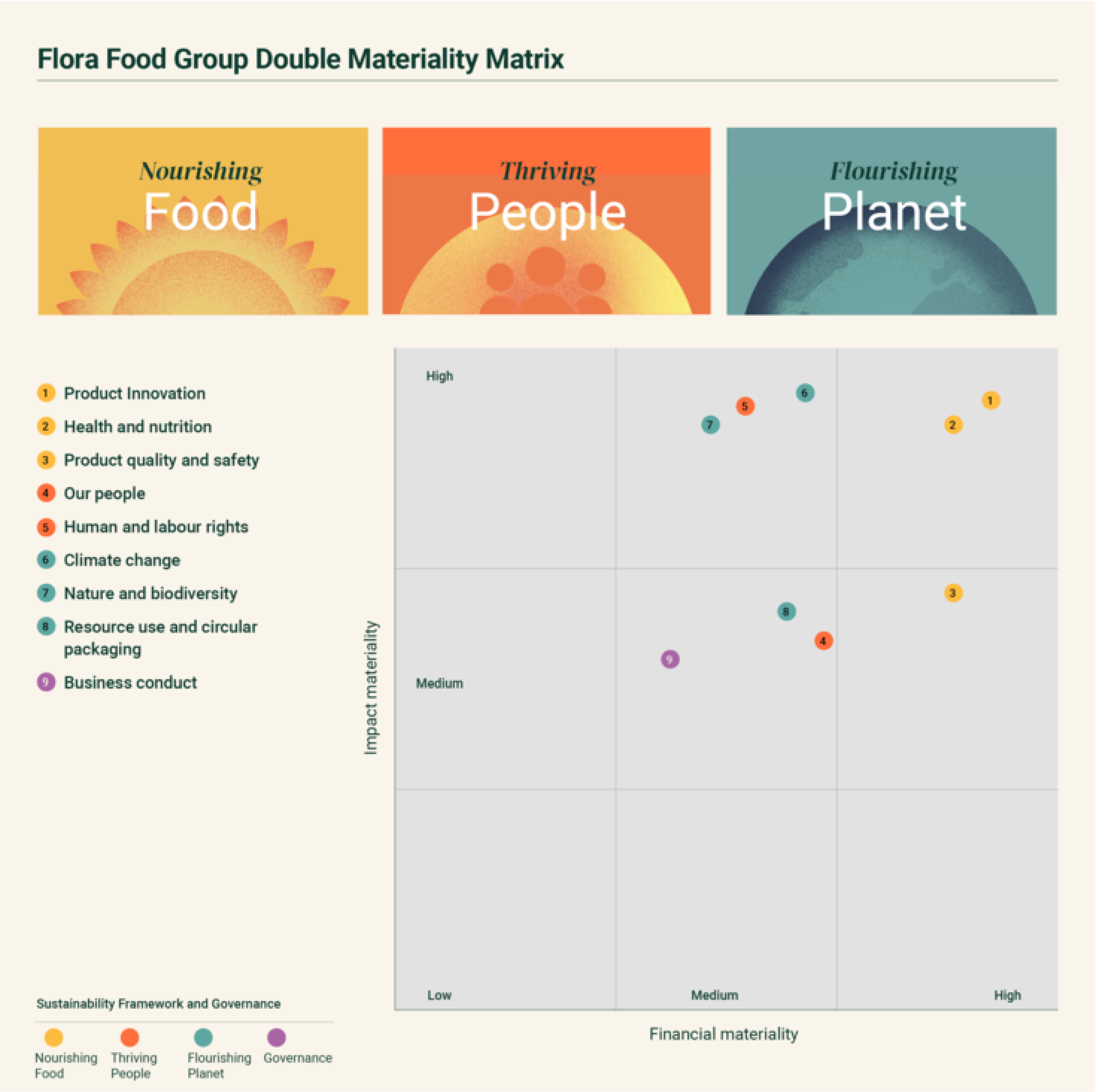
- Impact materiality - considers our effects on people and the environment.
- Financial materiality - assesses how sustainability-related risks and opportunities affect our business performance.

This year's assessment reaffirmed the importance of several priorities while highlighting emerging areas of materiality most relevant to our operations, stakeholders, and strategic direction.

Several themes including Product Innovation, Health and Nutrition, and Product Quality and Safety, emerged as our most material matters, reflecting both societal relevance and financial significance.

The high-level outcome of our DMA is shown in the matrix, aggregated into nine themes aligned with our Sustainability Framework: Nourishing Food, Thriving People, and Flourishing Planet.

These guide our reporting scope and long-term ambition to deliver sustainable long-term growth.



Our double materiality assessment continued

Material impacts, risks and opportunities

The following table lists our impacts, risks and opportunities (IROs) that were identified and assessed as material in our DMA. Each IRO is briefly described and mapped across our value chain - upstream, own operations or downstream, alongside indicative time horizons. Further detail on how we respond to each theme and IRO is provided throughout this report.

	Material theme	IRO	Description	Value chain mapping			Time horizon		
				Upstream	Own Operations	Downstream	Short-term	Medium-term	Long-term
1	Product innovation	Opportunity	Innovation and investment in technologies and partnerships to deliver the next generation of products that respond to shifting consumer demands.		●		●	●	●
2	Health and nutrition ESRS S4	Impact	Improving access to essential nutrition by offering a portfolio of products that support healthier diets and meet the diverse needs of consumers. (Positive)			●		●	●
		Impact	Transparency of information to consumers on the nutritional composition and the benefits of our products and ingredients. (Positive)			●	●	●	
3	Product quality and safety ESRS S4	Risk	Failure to ensure food safety and quality, protecting consumers and a safe food supply chain.		●		●	●	
4	Our people ESRS S1	Impact	An engaged, diverse and inclusive workforce with equal opportunity for all helps build a culture where everyone feels they belong, can thrive, and perform at their best. (Positive)		●		●		
		Risk	Ability to attract and retain people in our key markets and critical functions.		●		●		
		Impact	Accident and injuries in our workplace impact our employees' health. (Negative)		●		●	●	●
5	Human rights in the supply chain ESRS S2	Impact	Forced labour in our supply chains. (Negative)	●			●	●	●
		Impact	Breach of health and safety standards, working hours and legal wages for workers in our supply chains. (Negative)	●			●	●	●
6	Climate change ESRS E1	Impact	Our value chain contributes to greenhouse gas emissions. (Negative)	●	●	●	●	●	●
		Risk	Emerging regulation fails to favour lower carbon products, leading to less favourable pricing compared to dairy	●	●			●	●
		Risk	Physical climate risks (e.g. flooding) affecting our own operations and the ingredients in our supply chain.	●	●		●	●	
		Impact	The use of non-renewable energy contributes to emissions. (Negative)		●		●	●	
7	Nature and biodiversity ESRS E4	Risk	Deforestation in our supply chains may result in non-compliance with regulations as well as reputational damage.	●	●		●	●	
		Impact	Investing in solutions to protect and restore nature and biodiversity in our supply chain. (Positive)	●			●	●	●
		Risk	Emerging nature and biodiversity regulation may increase operating expenses.		●		●	●	
8	Resource use and circular packaging ESRS E3, E5	Impact	Use of non-recyclable packaging, limited recycled content, and continued reliance on virgin materials contributes to resource depletion and environmental harm. (Negative)	●	●	●	●	●	●
		Impact	Waste from our manufacturing sites contributes to inefficient resource use resulting in adverse environmental impacts. (Negative)		●		●		
		Impact	Our water consumption contributes to water pressure in the environment. (Negative)		●		●	●	
		Risk	The availability of water in high-water stress may limit our ability to produce.					●	●
9	Business conduct ESRS G1	Impact	Unethical business conduct or adherence to compliance principles can undermine stakeholder trust, with potential reputational, legal and societal repercussions. (Negative)		●		●		
		Impact	Public policy engagement to support the shift to healthy, sustainable diets. (Positive)		●	●		●	●

Our double materiality assessment continued

Methodology and assumptions

Identifying impacts, risks and opportunities

The DMA was performed at Group level covering our entire value chain, from farming to eating, considering both impact and financial materiality across our operations and value chain.

We assessed actual and potential positive and negative impacts on people and the environment, alongside sustainability-related risks and opportunities that could influence Flora Food Group's financial performance. Evaluations were based on qualitative insights and, where possible, supported by quantitative analysis, informed by stakeholder input and strategic priorities.

Identifying impacts, risk and opportunities through desktop analysis supported by external experts, aligned with ESRS 1, to develop a longlist of relevant sustainability topics.

Assessing IROs using ESRS criteria for impact and financial materiality, prioritising those scoring medium or above.

Validating results through stakeholder engagement to confirm material topics and ensure strategic alignment.

Leadership review and approval by Executive Committee and Board of Directors.

To identify relevant topics and IROs, we conducted a landscape review aimed to identify all potentially relevant (current and future) topics and IROs across our sector. We conducted analysis to identify key stakeholders and potential sustainability IROs across our value chain. This included:

- Insights from the previous materiality assessment conducted by Flora Food Group in 2023
- Examining sustainability regulation, frameworks and related guidance
- Desktop research on emerging trends in the packaged food sector
- Alignment with peer practices and recognised industry standards through benchmarking and review of subjects that were deemed material by industry peers.

Assessment of IROs

As part of the original assessment, to determine the final material matters, we consulted a broad range of internal and external stakeholders beyond our regular engagement activities. This included in-depth interviews with external stakeholders, targeted research into customer and consumer perspectives, and internal workshops and surveys with employees across functions.

A third-party facilitator conducted the interviews and workshops to ensure independence and confidentiality.

External participants included investors, suppliers, customers, consumers, academics and NGOs—some of whom represented nature as the otherwise-silent stakeholder. Their insights were instrumental in validating our longlist of sustainability matters and shaping the prioritisation of impacts, risks and opportunities.

Impact materiality was assessed by averaging the scores of all actual and potential impacts—positive and negative. To determine the material significance of these impacts, we conducted a qualitative evaluation using the following criteria, aligned with ESRS 1:

1. **Severity** – considering scale and scope (e.g. number of people affected), whether the impact is perceived globally or locally, and its location across our value chain.
2. **Likelihood** – evaluating the probability of potential impacts on people or the environment across short-, medium-, and long-term time horizons.
3. **Remediability** – assessing the extent to which negative impacts can be addressed, the difficulty of reversing consequences, associated cost implications, and timing of remediation (short, medium, long term).

Financial materiality was assessed by averaging the scores of actual and potential risks and opportunities relevant to Flora Food Group, based on:

1. **Size of the risk or opportunity** – estimating the potential financial magnitude using metrics such as EBITDA, CAPEX, and OPEX.
2. **Likelihood of occurrence** – considering the probability of the risk or opportunity materialising across short-, medium-, and long-term horizons.

Time horizons

Impacts, risks, and opportunities were assessed across three time horizons: short-term (covering the current reporting year) medium-term (from the end of the short-term period to five years), and long-term (more than five years).

Validation of results

From the validated longlist, we prioritised topics based on their impact and financial relevance to Flora Food Group. A materiality threshold was set at medium - meaning all IROs scoring medium or above, along with their associated ESRS topics, are considered material.

To confirm the final list of material sustainability matters, Sustainability and Finance leadership reviewed the preliminary results, incorporating both qualitative and quantitative insights. This validation process resulted in nine material topics and 22 IROs.

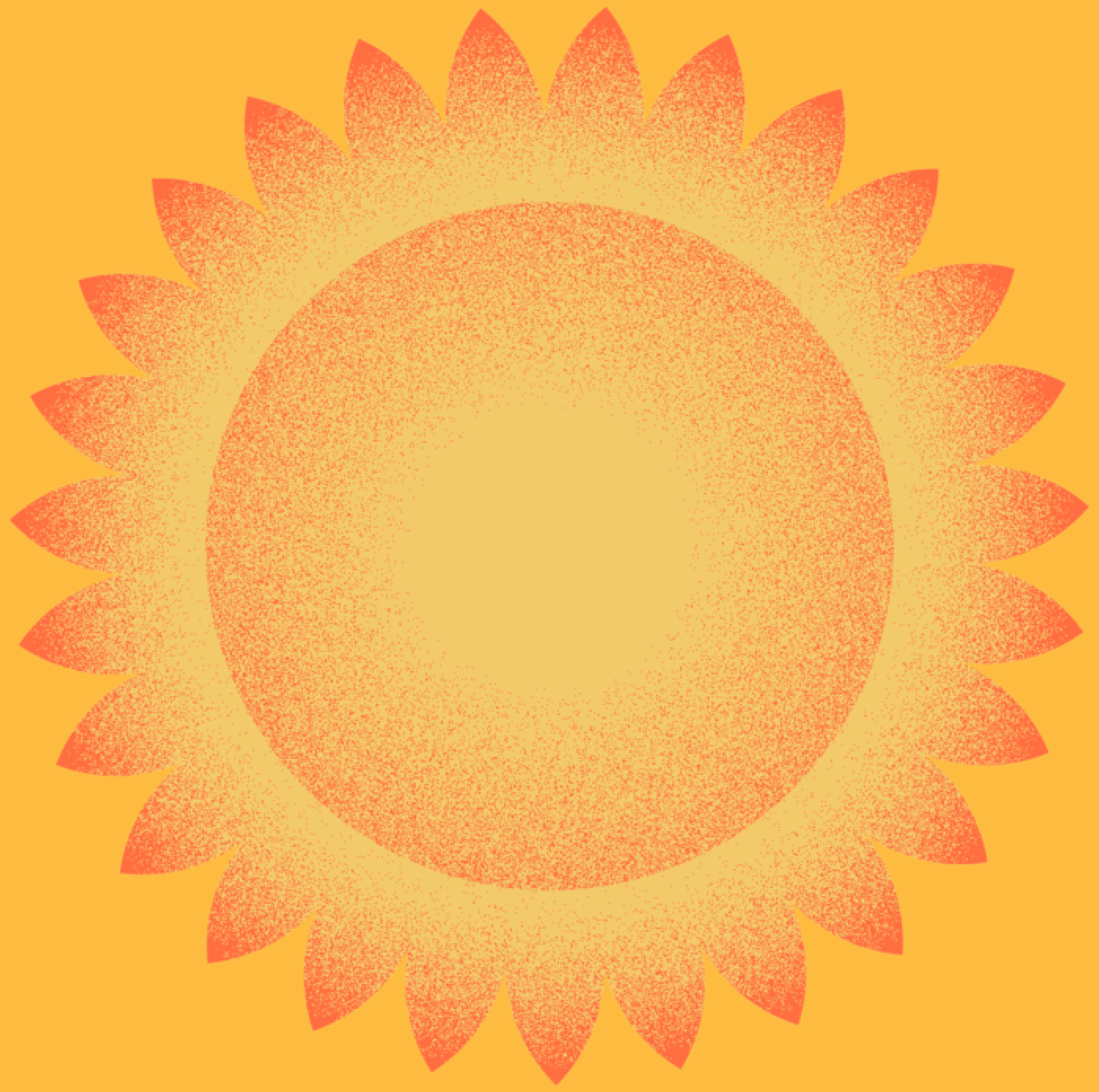
This review process served as an internal control mechanism and also ensured alignment with Flora Food Group's strategic sustainability priorities, helping to confirm that no critical issues were overlooked and that the assessment was focused and robust.

Final review and approval

In the final step, the results were reviewed and approved by relevant leaders. Any necessary adjustments were incorporated before their final sign-off. After their approval, the DMA process and its outcomes were approved by the Executive Committee and Board of Directors.

Based on this double materiality assessment, the following sections provide topic-specific disclosures in accordance with the ESRS requirements.

Nourishing Food



Product innovation

Innovation is a critical enabler to deliver delicious and nutritious food.

Our commitment

Innovate good food
Innovate delicious food, made with natural ingredients.

Our material theme

Product innovation.

Impacts, risks and opportunities

Description	Value chain	IRO
Innovation and investment in technologies and partnerships to deliver the next generation of products that respond to shifting consumer demands.	Own Operations	Opportunity

Introduction

Our iconic brands offer a range of options catering to diverse consumer preferences and needs. We innovate to ensure our portfolio of recipes:

- Taste delicious
- Perform with excellence in the dishes that consumers and customers love to cook and bake
- Uphold the highest quality standards
- Provide tangible health benefits
- Are made with simple, natural ingredients

To meet these objectives we combine short-term upgrades to products and processes with long-term investment in breakthrough technologies and partnerships.

Approach and policy

Flora Food Group has a robust approach to product development as we continue to invest in food innovation and food technology expertise to develop products that create delicious food, led from our state-of-the art Culinary Academy in Wageningen, the Netherlands.

Internally, we have over 150 food scientists and technologists, packaging experts, and R&D specialists working to a clear roadmap to continuously upgrade our portfolio with products that deliver outstanding taste and performance in everyday dishes.

Externally, we are seen as a key player in the food technology ecosystem.

The combination of our R&D expertise and approach to commercialisation enables us to cater to the shifting needs of consumers and customers across the world driving business growth, with a focus on:

- Innovation in our portfolio
- Investing in future developments

^ See this theme disclosure and associated accounting policy (at Appendix 2, page 98) for details on how this metric is defined and calculated.

Progress and actions

In 2025, we made multiple upgrades to our portfolio together with several longer-term investments.

Innovation in our portfolio

We continued to innovate and upgrade our products and packaging. This work is rooted in extensive consumer research and culinary insights. It is the combined result of continuous technology development in house and with external partners in areas such as fat blends and emulsion technology, high performing natural flavours, protein and fermentation.

Key projects we completed this year include:

1. **Spreads performance**
We continued to upgrade the taste, performance and naturalness of our spreads based on consumer and competitive insights. For example, in France we improved our Fruit d'Or recipes, followed by Planta Fin with improved taste and simpler ingredients. Flora core spreads were also relaunched with superior taste in the Nordics. In the Netherlands, we launched Becel With Oat & fibres: addressing consumer needs of extra fibres with the delicate taste of oats. Outside Europe, key developments with nutritional improvements include Blue Band in Indonesia (see section Health and Nutrition).

2. **Blends**
To meet consumer demand for delicious spreads and butters with a touch of dairy and superior spreadability, we introduced new blended recipes (combining plant and dairy ingredients), in both tubs and wrapper formats under various brands: Becel in the Netherlands, Rama in Germany, Flora in Nordics, Elmlea in UK and Creme Bonjour in Czech Republic. These blends bring a unique performance in the kitchen - they make fluffier cakes, cookies that do not burn, and are easier to mix in the batter. They help browning meat and vegetables without burning, and make delicious thicker sauces. And of course, they fully deliver on rich and creamy taste - Rama Blended with butter in Germany performed at parity in overall liking and taste vs. dairy butter in blind testing.

3. **Flavoured spreads & culinary liquids**
Delivering culinary ingredients, that make dishes taste delicious, is at the heart of our mission. In the savoury arena, we offered a new liquid variant to consumers in Germany, France and Portugal. It quickly browns and sears meat, making it more tender. It doesn't splatter, and gives meat and gravy a delicious flavour and aroma. It is free from artificial colours and flavours.

For sweet spreads, building on the previous success of Blue Band Choco in Kenya, we extended the range in 2025 with a new Blue Band vanilla recipe for baking delicious cakes. Country Crock also launched in the USA a whipped cinnamon and honey variant, perfect to top pancakes.

4. **Speciality spreads and butter beaters for professionals**
After upgrades of the plant butter recipe in retail, we extended the reach of this high performing recipe to professional and industrial customers in 2025, by offering suitable formats (10g, 2.5kg and 10kg portions for hospitality) for all occasions - spreading, cooking and baking. We also extended the offering of butter beater recipes to professional operators in Kenya, Thailand, Singapore, Malaysia and customised a lower salt recipe in the UK.

~1% of sales spent on R&D^

45% of sales from innovated products^

Product innovation continued

5 **Growing creams category in retail and professional segments**
In 2025, we continued to grow our cooking and multi-purpose creams portfolio under various brands in the USA, Canada, Belgium, Spain, Germany, Turkey, Middle East, Indonesia, South East Asia, South Africa, through retail and food professional channels. Several recipes of fully plant-based coffee creamers were launched in the USA for Violife but also for private label Little Debbie, with delicious taste, less sugar than the competition and superior stability performance in coffee. New pasta creamy sauces were also developed and produced under the Sana brand in Turkey.

6 **Speciality creams for Professionals**
The launch of a plant-based soft ice cream mix for the foodservice sector in Europe and the Middle East offered great taste and smooth texture, without any allergens. The recipe was upgraded in 2025 and further rolled out to customers in North America, Asia and Australia. Another speciality recipe of sweet cream for whipping was developed for bakery customers in the Middle East in 2025.

7 **Cream cheese and hard cheese renovation.**
We continued upgrading the taste and performance of our Violife Supreme creamy and Violife Supreme Cheddarton with 10% protein, enriching both its taste and nutritional benefits.

Investing in future developments

R&D drives our ambition to deliver a portfolio of great-tasting culinary essentials that are more delicious, more nutritious, and more sustainable.

Our R&D team works to deliver sustainable, profitable growth through our innovation, technology, packaging design, culinary and consumer insights nutrition and regulatory agenda.

Continuous development of our R&D capabilities
In 2025, we enhanced our sensory profiling capabilities by setting up a new expert sensory panel. The panel was trained to assess the performance of our products but also in the final dish consumers enjoy. This is critical to accelerate the development of superior culinary solutions for both consumers and customers. We also piloted AI-powered predictive consumer liking based on sensory data with external partners, and enhanced the depth of insights gathered in our consumer studies using AI tools.

Digitalisation of experimental data has continued to progress, leading to improved AI-models of fat crystallisation, accelerating innovation for our core categories.

In 2025, R&D also invested in the growth of the butter, cream and cream cheese categories with the development of recipes, processing and packaging capabilities at our Flora Culinary Centre in Wageningen, the Netherlands and our manufacturing site in Hugoton, USA.

Partnerships for innovation
This continues to be at the heart of our growth strategy. We collaborate with various external partners:

- On fat blends and emulsion technologies.
- On protein fermentation and plant protein technologies.
- To help develop enhanced melting and stretching for alternatives to dairy cheese.
- To develop flavours and culinary experience for consumers in the dishes they prefer.
- To support the development of the next generation of products.

Metrics, Performance and Targets

As part of Flora Food Group's sustainability framework, delivering against our sustainability commitments requires innovation. We prioritise continuous improvement and responsiveness to evolving consumer needs. Our ongoing progress is measured through the implementation and monitoring of our innovation pipeline.

To measure the overall investment on innovation, we focus on the percentage of:

- Net Sales Value (NSV) spent on R&D.
- NSV of Stock Keeping Units (SKUs) that have been innovated or renovated in the last three years.

In 2025, we spent 1% of NSV on R&D and 45% of our NSV was delivered by SKUs that were innovated or renovated in the three years from 2023-25.

Key product innovation metrics	2025
Sales spend on R&D	1%
Sales from products innovated or renovated	45%

For detail on our accounting policies and definitions, see Appendix 2, page 57.

Health and nutrition

Providing access to nutritious food is core to our purpose.

Our commitment		
Create healthy and nutritious food Offer consumers a compelling choice with essential nutrition to support healthy, balanced diets.		
Our material theme		
Health and nutrition		
Impacts, risks and opportunities		
Description	**Value chain**	**IRO**
Improving access to essential nutrition by offering a portfolio of products that support healthier diets and meet the diverse needs of consumers. (Positive)	Downstream	Impact
Transparency of information to consumers on the nutritional composition and the benefits of our products and ingredients. (Positive)	Downstream	Impact

Introduction

The demand for nutritious food has grown significantly over the past several years. This shift reflects evolving consumer priorities, from parents seeking to support their children's growth and development to individuals pursuing active lifestyles, healthy ageing and special dietary uses of foods. Foods that deliver both nutritional value and flavour play a vital role in meeting these needs and supporting overall well-being.

Through our commitment to offer essential nutrition and support healthy, balanced diets, Flora Food Group offers consumers compelling choices while contributing to global objectives such as the:

- U.N. Sustainable Development Goals.
- World Health Organization Global Protection Plan for the prevention and control of non-communicable diseases 2013-2030.
- WHO REPLACE initiative.
- EAT LANCET 2.0.

Approach and policy

We have a robust approach and clear Nutrition Policy that outlines nine guiding principles, covering products, marketing, nutritional information, research and education, while maintaining high standards of product quality, safety and transparency.

Nutrition Policy is a global policy, the Chief Commercial Officer is accountable, and the Head of Innovation is responsible, for implementing both the Nutrition Policy and the Nutrition Benchmarking Programme.

Nutritional Benchmark Programme

Leading global health authorities highlight the importance of replacing saturated fats with unsaturated fats and emphasise the importance of including essential fatty acids like omega-3 and omega-6 in the diet. Following the work that was done to fully eliminate trans-fats in the form of partially hydrogenated vegetable oils (PHVO) from our portfolio, we are actively working to meet saturated fat targets.

Our approach to nutrition is embedded into product innovation through our Nutrition Benchmark Programme (NBP). It aims to deliver better nourishment without compromising on product quality, taste or performance. The NBP's targets for product formulation apply the latest, best-available science, international standards and dietary guidelines in order to deliver expectations on health.

For the purposes of the NBP, we group in-scope products into three categories:

- Butters, spreads, blends and liquid margarines
- Cheeses
- Creams

We sort products into NBP classifications based on the nutritional needs of each product's core consumers. The classifications allow us to identify which positive nutrients to add and negative nutrients to limit.

Adding health benefits

As well as seeking to make all our products a good source of essential nutrition, we are working to deliver additional functional health benefits.

Through collaborations with universities, we actively engage in nutrition research while respecting ethical, academic and cultural boundaries. These collaborations allow us to scientifically substantiate new product developments and support our communications about functional health benefits.

Progress and actions

Flora Food Group's commitment is to create healthy and nutritious food, offering consumers a compelling choice with essential nutrition to support healthy, balanced diets.

Essential nutrition

Dietary fats play an important role in a healthy diet, by providing energy, supporting the absorption of fat soluble vitamins A, D, E and K, and supporting cell growth. In addition, the types of fat that is eaten is especially important. The WHO recommends avoiding trans-fat from all sources, and limiting saturated fats by replacing them with unsaturated fats, such as polyunsaturated and monounsaturated fats, as much as possible. In addition to their cardiovascular benefits, these unsaturated fats, particularly essential fatty acids like omega-3 and omega-6, contribute to overall health and are important components of cells and maintaining normal cholesterol levels.

In 2025, we continued to focus on delivering essential and positive nutrition in our products by:

- Reducing levels of saturated fat
- Adding oils containing omega-3 and omega-6
- Adding relevant micronutrients through fortification

In the Netherlands, Blue Band Halvarine was reformulated, decreasing the amount of saturated fat per serving. As a result of this improvement, the product now fits within the Dutch Wheel of Five, aligning with national dietary guidelines for a healthy eating pattern.

95% of sales meet nutrition targets^

0% trans-fats^^

^ See this theme disclosure and associated accounting policy (at Appendix 2, page 98) for details on how these metrics are defined and calculated.
^^ from PHVO.

Health and nutrition continued

This nutritional progress was paired with a meaningful community initiative. To raise awareness about child hunger and the importance of a healthy breakfast, Blue Band donated 13,000 tubs of Goede Start—also part of the Dutch Wheel of Five—to local food banks. These donations supported breakfast events in 284 municipalities as part of the national mayoral breakfast initiative, helping children begin their day nourished and ready to learn.

Violife recently reached a major milestone with the launch of Supreme Cheddarton, a plant-based cheddar alternative that delivers on both taste and nutrition. Not only does it contain 30% less saturated fat than the average dairy cheddar in the UK, but it also offers a good source of protein. With 2.9g of protein per 30g serving, Supreme Cheddarton provides approximately 6% of the recommended daily allowance for protein, making it a meaningful contributor to daily intake.

Better health outcomes

In 2025 we continued to actively work to enable better health outcomes through our healthy products, empowering consumers and building a credible voice by supporting research and actively participating in research consortia.

Flora Food Group's inclusion in the 2024 Access to Nutrition Initiative (ATNI) Global Index showcased the potential we have in advancing global nutrition, a commitment that gained further relevance following the 2025 ATNI Market Assessment in Kenya and Tanzania. With Blue Band having an established presence in the region, we are well-positioned to support efforts to improve product healthiness, affordability, and accessibility which is reflected in the outcome of both ATNI assessments.

At the Food and Nutrition Conference and Expo 2025, we engaged with healthcare and nutrition professionals to highlight the role of fat spreads in supporting healthy and sustainable eating habits. Through interactive discussions and evidence-based resources, we demonstrated how dietary fats can enhance diet quality, flavour, and culinary versatility. In addition we were able to show how some foods are designed to meet special dietary requirements. This activation strengthened our credibility within the nutrition community, reinforced our commitment to providing practical, science-backed solutions, and positioned our brands as trusted partners in advancing health and sustainability.

Finally, we continued to support the Non-Alcoholic Steatohepatitis (NASH) research study of Maastricht University. The study will contribute to the growing body of evidence on dietary fat quality and liver health. Supporting clinical studies and engaging in multi-stakeholder consortia allows us to stay on top of the latest scientific developments while contributing to the academic landscape.

Case Study: Developing NutriRich

The recent launch of the NutriRich product line under I Can't Believe It's Not Butter! in the United States is an excellent example of how Flora Food Group continues to improve the nutritional composition of its products.

Consumer insights and dietary guidelines show that many Americans do not consume enough essential fatty acids, such as Omega-3, and often lack certain vitamins in their daily diets. This highlighted the relevance of developing products that go beyond reducing saturated fat to deliver added nutritional benefits.

In 2025, the R&D team developed NutriRich spreads to:

- Reduce saturated fat compared to traditional butter.
- Provide 10-20% of the recommended daily value of the essential fatty acid Omega-3 ALA.
- Include additional vitamin fortification to optimise specific vitamin intakes.

A 14g serving of NutriRich Original spread delivers an important contribution to Omega-3 intake and key vitamins (vitamins A, D, E and B12), helping consumers meet nutritional needs without compromising on taste or texture. This innovation demonstrates how everyday spreads can play a role in supporting balanced diets and healthier lifestyles.

Metrics, Performance and Targets

Flora Food Group's Sustainability Framework has a goal in line with its commitment to create healthy and nutritious food, actively seeking to improve recipes to meet or exceed nutrition benchmark targets for:

- Saturated fat
- No trans- fats from PHVO

These benchmarks are based on the latest evidence and official nutrition recommendations from external authorities (WHO, Food and Agriculture Organization, European Food Safety Authority and CODEX Alimentarius).

Flora Food Group's progress and actions demonstrate its engagement to assess recipes against NBP targets. We also explain nutritional improvements and benefits as part of product launches.

Key nutrition metrics	2025
Meeting benchmark nutrition targets	95%
Trans-fats from PHVO	0%

For detail on our accounting policies and definitions, see Appendix 2, page 57.

Product quality and safety

Product quality and safety are foundational pillars of our commitment to responsible business practices and play a critical role in enhancing consumer trust.

Our commitment		
Ensure food quality and safety Deliver on our promise to all customers by maintaining high standards of product quality, safety and transparency.		

Our material theme
Product quality and safety.

Impacts, risks and opportunities		
Description	Value chain	IRO
Failure to ensure food safety and quality, protecting consumers and a safe food supply chain.	Own operations	Risk

Introduction

Food quality and safety control is foundational to continually delight consumers with brands they can trust. It ensures we can consistently deliver great tasting products that are produced with care.

Having consumer trust in the food safety and quality of our products is crucial. We are committed to excellence, delivering safe, high-quality products that exceed customer and consumer expectations. We promote quality and minimise risks by maintaining strict standards throughout the entire product lifecycle – from design and raw material sourcing to manufacturing, packaging and distribution.

Approach and policy

We have a robust approach and clear Product Quality Policy that sets rigorous standards for every aspect of our operations, guiding Flora Food Group's actions to deliver safe and compliant products

We aim to maintain Global Food Safety Initiative (GFSI) certification for all of our manufacturing sites. This certification is renewed on regular basis.

Product Quality Policy is a global policy that applies to all employees, consultants, contractors and interns. Flora Food Group's COO and Global Director of Quality and Food Safety are responsible for policy implementation.

The Product Quality Policy is complemented by Flora Food Group's Quality Programme that focuses on:

1. Designing products, processes and packaging to be inherently safe as we develop them, using computer modelling, predictive microbiology and independent safety reviews.
2. A comprehensive Quality Culture Programme across all manufacturing sites, each with its own plan to monitor and improve quality.
3. Our Food Safety Programme includes preventative measures and protocols including enhanced allergen control and prevention on microbiological contamination and testing finished products before release. In addition, the programme has predefined escalation procedures for potential food safety issues.
4. An extensive Contaminant-Monitoring Programme to regularly evaluate ingredients against stringent food safety criteria.
5. An integrated Quality Management System (QMS) to manage group standards and procedures. The QMS includes dedicated processes for consumer and customer complaint management, supplier relationship management, and product and process design.
6. Quality Control Guidelines to maintain consistency and compliance by standardising and documenting procedures across all operations.
7. Continuous improvement and maintaining a structured approach, by analysing the root cause for incidents and near misses, so cross-functional teams can implement corrective and preventive actions.
8. Proactive risk assessments using a range of tools, such as the Hazard Analysis and Critical Control Point systematic approach.
9. Training employees to make sure our high standards are both understood and implemented. This includes e-learning modules and workshops on quality standards and food safety protocols.
10. A robust internal Quality Audit Programme to verify adherence to our processes and policies.
11. Regular external audits, including unannounced GFSI audits on our manufacturing sites.

Progress and actions

Flora Food Group's commitment is to ensure food quality and safety, delivering on our promise to all customers by maintaining high standards of product quality, safety and transparency.

Maintaining high standards

Quality culture focus

In 2025, we concentrated on further developing and implementing the Quality Culture Programme. We put particular emphasis on expanding our Food Safety Programme, ensuring we address rapid responses to unforeseen challenges

Continuous improvement

Technology is crucial for maintaining our quality standards. We have solutions in place such as:

- The QMS to manage our procedures.
- Incident management tracking, to manage product incidents.
- A tool to monitor and close out corrective and preventive action arising from incidents and near misses. This includes roll outs of learnings to other factories.
- Food safety management software to manage all aspects of relationships with and performance of our suppliers.

Flora manufacturing sites 100% GFSI-certified

No public food safety related recalls^

^ See this theme disclosure and associated accounting policy (at Appendix 2, page 99) for details on how these metrics are defined and calculated.

Product quality and safety continued

We continue making processes more user-friendly and less prone to human error, with a particular focus on strengthening data management.

Manufacturing site assessment
We use unannounced GFSI audits to evaluate our food safety standards and practices, aligning with GFSI's globally recognised gold-standard. This ensures we deliver the highest quality food to our consumers.

In 2025, all Flora Food Group's manufacturing sites were GFSI certified. This also includes the new acquired factory in Hugoton, Kansas.

Supplier excellence
We aim for our suppliers either to hold GFSI certification or complete a detailed self-assessment questionnaire aligned with GFSI requirements. We manage compliance through Safefood 360°, which is designed to meet GFSI standards.

We systematically evaluate all our suppliers and classify them based on factors such as annual spend, material types and their existing food safety systems. In certain cases, we may conduct our own on-site audit to thoroughly evaluate a supplier's practices.

Passionate about consumer and customer care

We listen to consumers and customers through our dedicated care line. The care line serves as a direct channel for gathering valuable feedback, enabling us to meet consumers' and customers' needs and expectations.

Consumer and customer complaints are carefully allocated into three main categories:

- Design-related
- Execution-related
- Marketing-related

This structured approach allows us to address specific areas of improvement quickly and efficiently.

In the event of a product safety issue, Flora Food Group has implemented robust product incident management procedures designed to swiftly and effectively managing affected items in the market, thereby minimising potential risks to consumer. For critical complaints, a quality alert is automatically issued within our consumer and customer management platform. The quality alert immediately notifies the care line team and our Consumer and Customer Quality Manager. They assess the situation together and determine the appropriate course of action.

Examples of critical complaints that trigger quality alerts include:

- Packaging-related injuries
- Incorrect products in a pack
- Product-related allergies, illnesses or injuries
- The presence of foreign matter or unexpected items in the product

Once a critical quality alert is triggered, we operate a strict four business-hour response time to address the issue and communicate with the consumer or customer. For non-critical complaints, the response timeframe is extended to 24 business hours, which is three business days.

The care line serves as a direct channel for gathering valuable feedback and insights, enabling to identify new opportunities and improve existing products to meet consumers' and customers' needs and expectations.

Case Study: Hugoton facility fast-tracks GFSI-recognised SQF certification

In just 90 days, the Hugoton manufacturing site successfully implemented a fully operational Safe Quality Foods (SQF) system. An achievement that typically takes a year. SQF is a globally recognized food safety standard under the Global Food Safety Initiative (GFSI), and the audit covered all functional areas and key product lines including butter, cream, and ultra-filtered milk.

This milestone reflects the team's strong coordination, attention to detail, and commitment to excellence. Cross-functional collaboration across Operations, Maintenance, Supply Chain, HR, and Health and Safety ensured the facility met rigorous standards for food safety and compliance.

The successful audit not only validates Hugoton's operational capabilities but also reinforces its culture of Performance, Care, and Passion—laying a solid foundation for future growth.

Metrics, Performance and Targets

As part of Flora Food Group's Sustainability Framework, the company is committed to delivering zero defects, ensuring every product is made right the first time. This ambition reflects Flora Food Group's dedication to food quality, safety, and consumer trust.

To support this goal, Flora Food Group has set below targets:

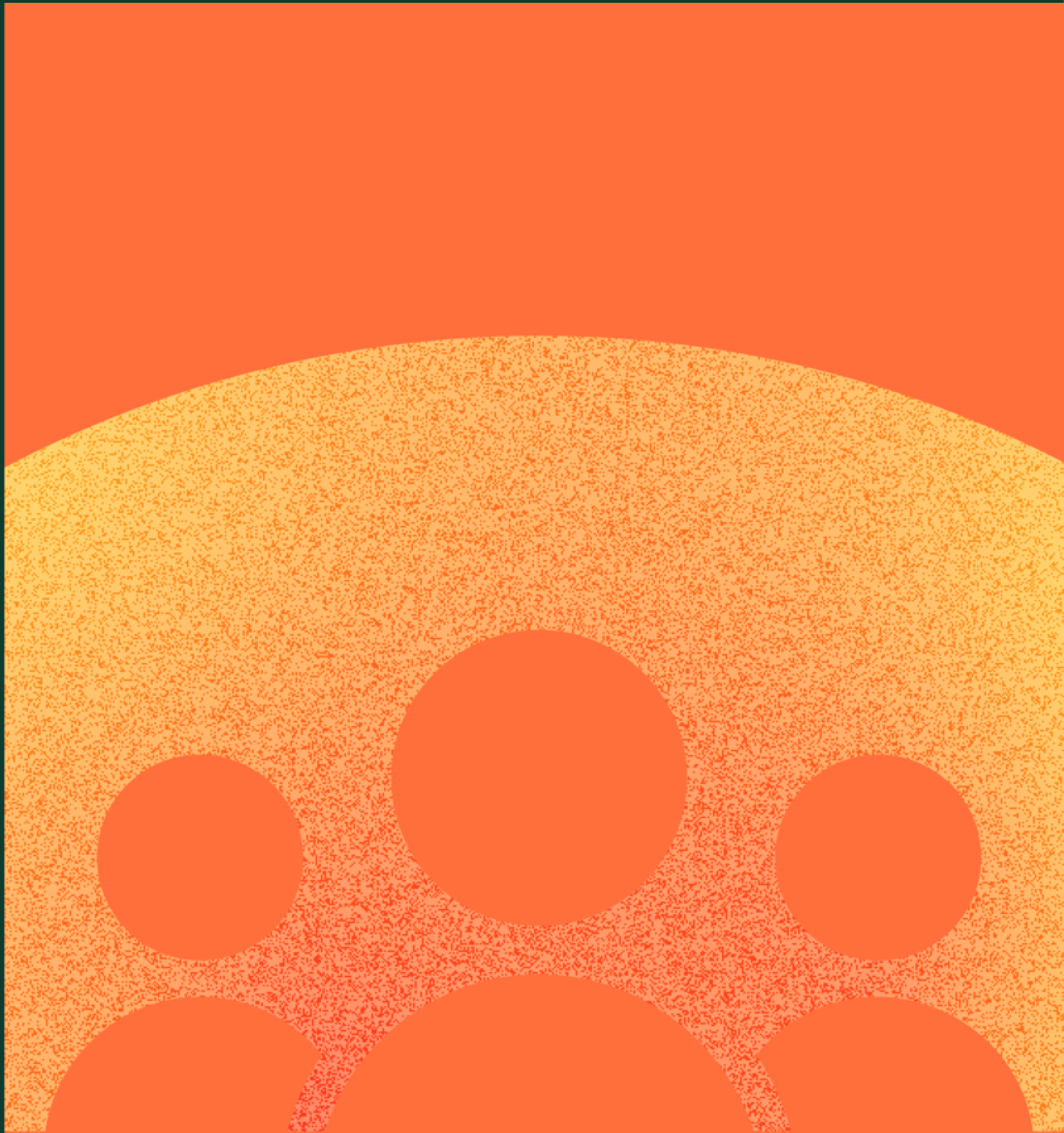
- Achieve 100% GFSI- recognised certification across all own manufacturing sites and suppliers.
- Maintain zero public food safety related recalls, reinforcing robust safety and compliance practices.

These targets form the foundation of Flora Food Group's proactive approach to sustainable, high-quality food production.

Key product quality and safety metrics	2025
GFSI-certified own manufacturing sites	100%
GFSI-certified suppliers	95%
Public Food Safety Product Recalls	0

For detail on our accounting policies and definitions, see Appendix 2, page 58.

Thriving People



Our people (own workforce)

Creating a culture where everyone can ‘come as they are’, supports business performance and reflects the markets in which we operate

Our commitment

Grow our people
Foster engagement, embrace difference and ensure safety, enabling opportunities for fulfilling work.

Our material theme

Our people

Impacts, risks and opportunities

Description	Value chain	IRO
An engaged, diverse and inclusive workforce with equal opportunity for all helps build a culture where everyone feels they belong, can thrive, and perform at their best. (Positive)	Own operations	Impact
Ability to attract and retain people in our key markets and critical functions	Own operations	Risk

Introduction

An engaged workforce and inclusive culture is better for people and for business performance. Our drive for growth is about creating a thriving environment for all, where everyone can perform at their best.

We welcome everyone and encourage them to ‘Come as They Are.’ We want to attract the best talent to support growth and innovation, and recognise that diverse experience, backgrounds and thinking are critical to our success.

We ensure and support equal access to opportunities based on performance, skills, behaviours, experience and knowledge. Our culture built on Performance, Care and Passion continues to be the catalyst for engagement, inclusion, and long-term success.

Approach and policy

Our ‘Come As You Are’ approach is built on Flora Food Group’s values of Performance, Care and Passion. We create a culture where everyone feels safe, valued, and empowered to thrive. From remuneration and engagement, to recruitment and promotion, our approach to our people seeks to create a high performance inclusive culture.

Our policy outlines our commitment to create equal opportunities for all, from attracting talent from diverse backgrounds to supporting employees’ flexibility and equal parental leave for all family structures.

We measure and improve inclusion through company-wide surveys to listen, learn and enhance employee experiences. Every employee receives mandatory Code of Conduct training at onboarding, which includes relevant people policies. This training is refreshed regularly.

Inappropriate behaviours can be reported through various channels, including to line managers, the People and Organisation team and our confidential Speak Up helpline.

Recognising the importance of our people, our Risk Committee regularly assesses human capital risks as part of our enterprise risk assessment process.

Implementation and governance

The Chief People and Organisation Officer oversees all People policies and the aspects of our Code of Conduct designed to ensure there is no tolerance for discrimination or harassment.

Progress and actions

2025 was a year of consolidation and consistency, focused on strengthening initiatives that continue to deliver impact across Flora Food Group. We advanced inclusive talent practices through the rollout of our Values Framework for recruitment at the Manager Band, embedding greater objectivity into how we attract and assess candidates.

Gender balance in management and above roles reached 47% while progress on equal pay continued in line with our commitment to fairness.

Our ‘Come As You Are’ mindset remained central to our culture, activated through regional and local campaigns that promoted everyday inclusion and open dialogue. This was further reinforced by the launch of our new Code of Conduct training and the Values Framework, designed to increase objectivity in hiring.

We continued investing in Flora Foodies through flagship programmes: The Upside, Elevate, LIFT, Ignite, and Global Mentoring, alongside a refreshed Cultivate platform, which enabled over 19,759 hours of digital learning, up from 14,589 in 2024. Local and functional initiatives such as Monthly Coffee with IT, Partner with Impact for Finance, and Marketing Campus sessions brought teams together to learn, upskill, and collaborate.

Employee engagement remained stable year-on-year, with an engagement score of 7.6, a marginal decrease of 0.2 points versus the prior year. This results sits within the mid-range of consumer companies benchmark, reflecting a resilient and consistent employee experience during a year of consolidation.

47% of managers and above are women^

40% of employees are women^

^ See this theme disclosure and associated accounting policy (at appendix page 99) for details on how these metrics are defined and calculated,

Our people (own workforce) continued

Importantly, our listening approach remains a core strength. Survey insights, leader fireside chats, and targeted focus groups enabled deeper dialogue and transparency, helping leaders prioritise actions that matter most to their teams. Engagement data continues to inform our people plan, ensuring actions are grounded in employee feedback and aligned to business priorities.

We also strengthened goal-setting discipline and quarterly check-ins, reinforcing accountability and ownership mindset across the organisation.

Engagement champions played a key role in bringing our culture to life, delivering more than 180 local events aligned to our values of Performance, Care and Passion.

Metrics, Performance and Targets

Flora Food Group tracks progress on gender balance and equal pay as part of our broader commitment to fairness and inclusion.

Our ambition is to create the conditions for everyone to succeed, through access to development opportunities, unbiased hiring practices, and transparent performance and reward processes.

Our focus on gender pay equality continues through regular pay reviews at all organisational levels, ensuring differences for similar roles are justified and aligned with our pay-for-performance approach.

By the end of 2025, 47% of managers and above roles were held by women, with 40% representation across the total employee population.

For detail on our accounting policies and definitions, see Appendix 2, page 58.

Total number of employees (Headcount)	2025	
	Total	%
By gender	**4,580**	**100%**
Male	2,730	60%
Female	1,819	40%
Undisclosed or not classified M/F	31	1%
By region	**4,580**	**100%**
Europe	2,650	58%
Asia, Middle East & Africa	912	20%
North America	713	16%
Latin America	305	7%
By country[1]	**4,580**	**100%**
Greece	701	15%
Poland	570	12%
Germany	545	12%
United States	529	12%
Other countries	2,235	49%
By age	**4,580**	**100%**
Under 30 years old	593	13%
30 to 50 years old	2,900	63%
Over 50 years old	1,087	24%
Employee turnover	**1014**	
Leavers	1,014	
Employee Turnover ratio	22%	
Gender Pay Gap		
Gender Pay Gap (unadjusted)	1.2%	

Total number of employees (Headcount)	2025	
	Total	%
Gender distribution at top management		
Board	**7**	**100%**
Male	5	71%
Female	2	29%
Executive Committee	**9**	**100%**
Male	6	67%
Female	3	33%
Gender distribution at managers and above	**1,031**	**100%**
Male	547	53%
Female	482	47%
Undisclosed or not classified M/F	2	0%
By contract type and gender	**4,580**	**100%**
Permanent employees	**4,414**	**96%**
Male	2,642	58%
Female	1,746	38%
Undisclosed or not classified M/F	26	1%
Temporary employees	**131**	**3%**
Male	69	2%
Female	58	1%
Undisclosed or not classified M/F	4	0%
Apprentice & intern	**35**	**1%**
Male	19	0%
Female	15	0%
Undisclosed or not classified M/F	1	0%

1 Number of employees in countries with 50 or more employees representing at least 10% of total number of employees

Employee health and safety (own workforce)

Health and safety is at the heart of Flora Food Group and exemplifies our value of Care.

Our commitment

Grow our people
Foster engagement, embrace difference and ensure safety enabling opportunities for fulfilling work.

Our material theme

Our people

Risks, impacts and opportunities

Description	Value chain	IRO
Accidents and injuries in our workplace impact our employees' health. (Negative)	Own operations	Impact

Introduction
Accidents and injuries in the workplace impact our employees health and productivity. We all play an integral role in keeping everyone on our premises safe and well.

Providing a safe and secure workplace is critical for our operations, especially manufacturing site workers. Our dedicated Health and Safety programmes ensure that employees and visitors to our sites remain safe. Our employees continue to engage in our Vision Zero mission where all sites prioritise compliance with Health and Safety regulations and legal requirements.

Approach and policy
We have a robust approach and a clear Occupational Health and Safety (OHS) Policy, that is the foundation of our safety culture. It outlines our commitment and details Health and Safety responsibilities and expectations.

This approach is part of Flora Food Group's Code of Conduct and is supported through its Core Operations Standards and Guidelines, Process Safety Management Standards and Life-Saving Rules form the basis of our OHS Management System.

Implementation & Governance
OHS policy is a global policy that applies to every employee or contractor acting on our behalf. Compliance with all applicable legislation and regulations is a mandatory minimum. Flora Food Group's Global End-to-End Supply Chain Director is responsible for cascading and overseeing the implementation of the Policy by Manufacturing Directors.

The OHS policy is supported by embedding our safety culture and OHS Management System across the business considering:

- Non-negotiable life-saving rules
- Robust task risk assessments
- Risk-based culture assessments
- Rigorous process safety management
- Shared learning from incidents
- Training and awareness
- Safety care conversations
- Courage to Care Programme

Progress and actions
Flora Food Group's commitment is to grow our people and ensure safety, enabling opportunities for fulfilling work.

Non-negotiable life saving rules
In 2024, we introduced guidelines and standards on Life-Saving Rules, focused on the preventions of serious injuries and fatalities. In 2025, there were 3 minor injuries related to the Life Saving Rules on machine intervention.

Learning from incidents
For recordable incidents, we share simple and explicit actions to be taken by all sites to help prevent similar incidents occurring elsewhere. The Lesson Learnt document includes timelines for implementation and we monitor progress on our reporting platforms. In 2025 83% of the recommended actions were closed by the sites.

Courage to Care Programme
Courage to Care connects closely with our value of Care and reminds all employees that everyone is responsible for ensuring we all go home safe to our families.

The programme is an always-on campaign running both at manufacturing sites and in offices. In 2025 nominated safety champions were recognised and rewarded.

Manufacturing site leadership teams increased the number of Safety Care Conversations by 84%.

Culture excellence
In 2025, Manufacturing sites continued to close actions from the risk based safety culture assessments and were at 82% closure. A framework of how this progressed was developed to support our sites.

We assess the impact of the Courage to Care programme through questions in our Peakon engagement survey. In 2025, safety received one of the top scores at 8.6.

40% fewer accidents^

84% more safety care conversations^

^ See this theme disclosure and associated accounting policy (at Appendix 2, page 99) for details on how these metrics are defined and calculated.

Employee health and safety (own workforce) continued

Process Safety Management (PSM) Audits
In 2025, all sites were audited on process safety by an external consultant. The audit gave us insights on areas that needed urgent attention and those that were best practice. Key areas to focus on included:

- Asset integrity and reliability (maintenance plans)
- Emergency response management
- Design of installations - compliance with standards
- Process knowledge management (manuals, drawings, piping and instrumentation diagrams etc.)
- Hazard identification and risk analysis
- Safe work practices - Permit-to Work systems

The Senior Leadership Team is committed to having the findings resolved.

Piloting internal safety audits based on core LSR standards
At Flora Food Group, we audit the implementation of standards and share results of the findings with the site team, with recommendations on ways to address the gaps.

Initial pilot audits were conducted in 2025 on 3 sites Brantford, Santa Iria & Nairobi. Site safety leads from other sites visited the 3 sites together with central team members conducting the audits, enabling sharing experiences from different sites and knowledge on auditing. The pilot process was successful and is expected to continue in 2026.

Safety Brilliant Basics
Launched in September 2025, the Safety Brilliant Basics initiative standardises critical safety processes and governance across all manufacturing sites. All locations have aligned with relevant standards, shared learnings, and begun closing identified gaps through a unified compliance dashboard. Completion stands at 83% and compliance at 82%, with all targeting 100% by 2026.

Progress and actions

We are continually encouraged by the improvements in our lagging and leading KPIs each year as and we keep striving for zero incidents. Highlights from this year include:

- Zero fatalities and high consequence injuries in all our manufacturing sites.
- Reducing Total Incidents Rate (TIR) including minor First Aid Cases (FACs) by 40% compared to 2024.
- First Aid Cases alone reduced by 50% vs 2024.
- Reducing the absolute number of recordable incidents by 1, with Restricted Work Cases accidents (RWC) reducing from 7 to 4 and Lost Time Accidents (LTA) increasing by 3 vs. 2024, which resulted in flat Total Recordable Frequency Rate (TRFR) compared to 2024.
- Task Risk Assessments for the sites have been 100% reviewed. Sites also completed and shared learnings from conducting risk assessments for common items including machines and oil offloading process.
- Training and awareness occurs throughout the year, where, employees are reminded of the importance of staying safe, following procedures and going back home healthy and safe.

Case study: Katowice Safety Ambassadors' Program

The Ambassadors' Program was introduced in 2025 following 2-days of Safety Awareness Workshops and was also an audit recommendation on Safety culture.

During a Safety Awareness Workshop, production team leaders and managers defined areas for improvement in Safety and actions resulting from the audit.

The role of the ambassador is to support his or her team in working on tasks, help in defining priorities, bottom-up communication, and recognition for achievement.

Individuals from ambassadors teams present progress during quarterly Safety Steer-Co meetings.

Metrics, Performance and Targets

As part of Flora Food Group's Sustainability Framework, Flora Food Group has a goal in line with its commitment to grow our people.

- Achieve zero occupational or process safety incidents.

Flora Food Group's progress, actions and KPIs demonstrate how we uphold our OHS policy and continually improving safety practices to protect the well-being of our employees.

Key health and safety metrics	2025
Fatalities	0
High-consequence work-related injuries	0
Recordable work-related accidents	21
Rate of recordable work-related accidents	2.2
Lost time accidents	16
Lost time incident rate (LTIR)	1.7
Days lost to work-related injuries and fatalities	191
Own workforce covered by health and safety management system	100%

For detail on our accounting policies and definitions, see Appendix 2, page 58.

Human rights in our supply chains

Respect for human rights is fundamental to sustainable business success and a just society.

Our commitment

Enhance livelihoods
Respect human rights and support livelihoods through our supply chain.

Our material theme

Human rights in the supply chain

Impacts, risks and opportunities

Description	Value chain	IRO
Forced labour in our supply chains. (Negative)	Upstream	Impact
Breach of health and safety standards, working hours and legal wages for workers in our supply chains. (Negative)	Upstream	Impact

Introduction

Our value chain relies on millions of people, from the farmers who grow our ingredients, to the consumers who choose our products. We are committed to upholding the dignity and rights of every individual. That is why Flora Food Group recognises the importance of respecting and promoting human rights. In compliance with all the relevant local and international regulations we have implemented a Human Rights Due Diligence (HRDD) approach. This focuses on identifying, prioritising, preventing, mitigating and, where appropriate, remediating the adverse human rights impacts that our operations might cause.

This section focuses on the human rights due diligence strategy applied to the supply chain and the human rights salient issues identified within it. For details of programmes in our own operations refer to Our people and Employee Health and Safety sections.

Approach and policy

Respecting and promoting human rights are non-negotiable to Flora Food Group. This is reflected in our Human Rights Policy, which covers our commitments, principles and approach.

The Human Rights Policy is aligned with applicable international guidelines, including the:

- Universal Declaration of Human Rights
- International Bill of Human Rights
- International Labour Organization's Fundamental Conventions
- U.N. Global Compact Ten Principles
- U.N. Guiding Principles on Business and Human Rights
- Organisation for Economic Cooperation and Development (OECD) Guidelines for Multinational Enterprises

In addition, requirements relating to human rights are incorporated in the relevant sourcing and HR policies,

including, but not limited to, our Code of Conduct, Business Partner Code of Conduct, Responsible Sourcing Policy and ingredient-specific policies for high-risk ingredients.

Implementation and governance

In 2025, the CSO was accountable for the Human Rights Policy. Employees of all Flora Food Group entities, manufacturing sites, offices and business partners, including suppliers, must adhere to the policy.

Approach

We have an integrated approach to human rights. Where appropriate, we embed requirements into business processes. Our programme includes several core elements further described below.

Risk assessment
At a group level, human and social risks are considered within our Enterprise Risk Management Framework. In addition, we undertake human rights-focused risk assessments across the value chain. We review those assessments annually.

Our most salient human rights risks and impacts were identified through a risk assessment in 2023, which was reviewed and revalidated in 2025. The aim was to ensure that our supply chain due diligence prioritises the most salient issues.

As part of this process we reviewed the actual and potential impacts within the scope of our operations and supply chain. This included analysing the approach of our peers and industry sector, and the social risks our operations and supply chain (based on factory location and high-risk commodity sourcing 30

origins). In addition we considered public reports on human rights issues raised by civil society and NGOs, and complaints received through our grievance mechanisms.

Based on the above, we concluded that in our supply chain the salient issues are the non-respect of health and safety standards, working hours and legal wages, and forced labour issues, particularly in our palm oil supply chain.

Mitigating the Salient Issues
Through the validation of the risk assessment, we also ensured that the identified issues had specific actions and programmes to mitigate their occurrence.

As outlined in the following subsections, Flora Food Group's contractual requirements and due diligence processes—such as the Sedex Self-Assessment Questionnaire (SAQ) and Sedex Members Ethical Trade Audits (SMETA) —already identify and prioritise the mentioned salient issues.

To monitor progress, we track and measure risk mitigation using existing Sedex KPIs.

Contractual requirements and due diligence
We deploy human rights requirements in our contracts and due diligence processes, as needed. This includes contracts and processes for third-party manufacturers, suppliers, significant investments, acquisitions and joint ventures.

In addition, we conduct social and environmental due diligence on our suppliers. This includes self-assessment to screen risks and evaluate social performance.

96% suppliers in Sedex^

^ See this theme disclosure and associated accounting policy (at Appendix 2, page 99) for details on how these metrics are defined and calculated.

Human rights continued

Independent external ethical audits
As part of our due diligence processes, we require independent ethical audits for our manufacturing sites, third-party manufacturers and high-risk suppliers, we primarily use SMETA.

Certification
Collaboration and common standards, across shared supply chains, are key to driving progress. We use a range of certifications, based on these standards, for our high-risk ingredients.

Training
We provide training on human rights as part of teaching on the Code of Business Conduct, for all employees, and focused functional training, as appropriate.

Complaints and grievances
We maintain robust processes for the management of human rights related complaints and grievances. This comprises the Speak Up channel and a robust grievance mechanism. For more information refer to the Nature and Biodiversity and Ethical Business Conduct sections.

Partnerships
We recognise that collaboration across shared worldwide supply chains is critical. We partner with NGOs and specialist advisors to better understand complex human rights issues and develop solutions to common supply chain concerns.

Transparency and communications
We are committed to transparent communication with all our stakeholders. We have established a range of channels with those who could, directly or indirectly, be affected by our operations and supply chain.

Externally, we use our corporate website to publish materials related to human rights matters, including our Grievance Tracker. Internally, we communicate through a variety of shared communications channels.

Progress and actions

We continued to make progress in our own operations and across our supply chains.

Our manufacturing sites

In 2025, we continued our SMETA programme at our owned manufacturing sites. This helps to ensure our manufacturing sites meet our ethical and human rights standards. Audits include worker and contractor interviews.

By the end of 2025, 92% of our manufacturing sites have been audited within the last 3 years. In 2025, operations started in our Hugoton manufacturing site and it will be audited in 2026.

Third-party manufacturers

This year, we also continued the programme to audit third-party manufacturers, in addition to their Sedex SAQ assessment. By the end of 2025, 73% of our third-party manufacturers had done a SMETA audit within the last 3 years (as per SEDEX recommendation).

Our suppliers

We also continue to make progress across our supply chains. By the end of 2025, 96% of our in-scope suppliers (based on spend) have completed an SAQ. This is an increase from the 2021 baseline of 27%. We continue to work towards ensuring all suppliers in-scope meet this requirement.

In 2025, 84% of our high-risk suppliers (Sedex score above or equal to 6) have completed a SMETA audit. We had a specific focus on the following categories: Logistics, Packaging and Equipment and MRO reducing our risk exposure of unassessed suppliers by 60%.

Progress in partnership

With complex supply chains across multiple geographies, working in partnership is essential. We seek to advance human and labour rights in our value chain through active engagement in multi-stakeholder initiatives.

As part of this effort, we contribute to the Consumer Goods Forum's Human Rights Coalition and their Palm Oil Working Group. This collaboration of retailers, manufacturers and other stakeholders aims to raise industry standards and promote ethical practices.

We are also contributing to the Human Rights Living Income working group of the Sustainable Coconut Partnership. This multi-stakeholder partnership has been working to make coconut supply chains more sustainable since 2022.

Through our partnership with Earthworm Foundation (EF), we enhance our programme and due diligence efforts across areas critical to our operations and supply chain.

Case study: Workers and Families: Advancing Social & Human Rights with Earthworm Foundation

In 2025, Flora Food Group continued our partnership with EF, supporting the Social and Human Rights programme of the Southern and Central Forest Spine Landscape in Malaysia.

The efforts in 2025 focused on strengthening partnerships and driving collective action to address systemic labour challenges, including forced labour and unethical recruitment practices. With refineries, this programme cascaded HRDD practices across palm oil supply chains. Engagement with civil society organisations (CSOs) supported the development of remediation frameworks, while partnerships with government agencies ensured alignment with national labour priorities. EF also worked with private recruitment agents to promote ethical hiring standards.

Furthermore, EF played a pivotal role in amplifying industry perspectives during national consultations, contributing to Malaysia's National Action Plan on Business and Human Rights (NAPBHR) and the Anti-Trafficking in Persons Plan (NAPTIP 4.0). These initiatives aim to embed robust human rights policies, strengthen grievance mechanisms, foster sector-wide collaboration, and protect vulnerable workers through transparent and accountable practices.

Additionally, our partnership with EF has also focused on contributing to collective action initiatives included targeted training on forced labour risks for suppliers within refinery-linked supply chains. This training equipped participants with practical tools to identify and mitigate risks, enhance governance systems, and align with responsible business practices.

Metrics, Performance and Targets

The key measures of progress for our human rights programme are based on assessments, audits and certifications. They include both social and environmental requirements, aligned with our policies, particularly those specific to labour rights and forced labour.

The key measures are:

- All **our own manufacturing sites** to conduct a SMETA audit once every three years.
- All **third-party manufacturers** and **high-risk suppliers** to conduct a SMETA.
- All **in-scope suppliers** to complete the Sedex self-assessment questionnaire (SAQ).

Key human and labour rights metrics	2025
SMETA audit coverage:	
Own manufacturing sites	92%
Third-party manufacturers	73%
Suppliers in Sedex (SAQ)	96%

For detail on our accounting policies and definitions, see Appendix 2, page 59.

Flourishing Planet

Climate change

Encouraging more people to adopt healthy, sustainable diets is a major form of climate action.

Our commitment		
Drive climate action Make food that is better for the planet and reach net zero emissions across our value chain.		
Our material theme		
Climate change.		
Impacts, risks and opportunities		
Description	**Value chain**	**IRO**
Our value chain contributes to greenhouse gas emissions. (Negative)	Upstream, own operations, downstream	Impact
Emerging regulation fails to favour lower carbon products, leading to less favourable pricing compared to dairy.	Upstream, own operations	Risk
Physical climate risks (e.g. flooding) affecting our own operations and the ingredients in our supply chain.	Upstream, own operations	Risk
Use of non-renewable energy contributes to emissions. (Negative)	Own operations	Impact

Introduction

The ingredients we use, the way we make our products, and how they reach kitchens around the world all have a climate impact.

Where possible, we make our operations and supply chains less carbon intensive, to align with the UN development goal of keeping global temperature from rising more than 1.5 degrees Celsius.

The majority of our emissions come from ingredients, packaging and logistics. For this reason, it is essential, in addition to reducing our own Scope 1 and 2 GHG emissions, to also reduce our Scope 3 emissions to mitigate the climate impact of our value chain.

How our products help

Encouraging more people to adopt healthy, sustainable diets is a major form of climate action. Whilst we champion choice across plant oils, blends and dairy, our plant-based ingredients typically require fewer natural resources and generate lower GHG emissions than animal-sourced foods.[2]

Using science-based approaches, we measure and demonstrate the impact of our products, ensuring actions align with the latest advancements in sustainability.

Since 2018, we have been calculating the environmental impact of our products through peer reviewed, ISO-compliant, lifecycle assessments (LCAs) and putting carbon information on packs. Building further on our LCA data, we now calculate the avoided pressures on climate, land and water of our product portfolio.

In 2025, we updated our portfolio assessment, covering 50% of our global products. The assessment found that where we offer plant-based alternatives, on average, across butters, spreads, creams and cheeses, Flora Food Group products have 70% lower climate impact; require 70% less land and; use 60% less water compared to dairy equivalents.

This reflects a weighted average across categories. Individual product claims, where used, are available on brand websites. We continue to work on enhancing data accuracy and the environmental performance of our products.[3]

Approach and policy

We have a robust approach to address climate change:

- To better understand our climate risks and opportunities, in 2023, we conducted a Taskforce on Climate-Related Financial Disclosures (TCFD) assessment. We considered our activities and their climate-related impacts, risks and opportunities.
- Our Climate Transition Plan explains the actions we are taking to decarbonise our operations and value chain. Our decarbonisation plans are integrated in how we operate and are a component of our yearly financial planning.
- We have a clear Climate Policy which guides us to address our impact across our value chain. The policy provides guiding principles to follow as we work towards our science-based targets and net-zero ambition.

The following section outline our approach to each of these.

Reduced more than 40% GHG emissions

(since 2020)^

Avoided emissions equal to twice the yearly electricity usage of Amsterdam

(by choosing our products)^^

2 Diets for a Better Future: Rebooting and Reimagining Health and Sustainable Food Systems in the G20, EAT, 2020.
3 For more details on how we calculate comparative LCA, see our Portfolio Claim Methodology on our website.
^ See this theme disclosure and associated accounting policy (at Appendix 2, page 59) for details on how these metrics are defined and calculated.
^^ For more details on how we calculate avoided pressures, see our Avoided Pressures Methodology on our website

Climate change continued

TCFD assessment

Our TCFD assessment followed the Intergovernmental Panel on Climate Change (IPCC) scenario models and assessed the impact of the climate risks and opportunities.

TCFD climate scenarios

The analysis of climate impact on the business and strategy is based on TCFD guidance using various policy scenarios. We considered 3, 2 and 1.5 degree Celsius climate scenarios across a five-year horizon to model our risks and opportunities. We also used a five-year forecast of our business's future financial risk.

We assessed business-as-usual risks to understand gross risks, as recommended by TCFD. The modelling excludes actions planned as part of our sustainability and net zero targets, and mitigating factors. Scenarios have been modelled independently, assuming no correlation between different risks.

TCFD results

The exercise identified the climate risks as low financial impact and below our thresholds. The physical risks potentially affecting our own operations and the ingredients in our supply chain were found to be low.

For our operations, we have business continuity (resilience) plans in place. In our supply chain, we have diversified sourcing practices and flexible recipes that mitigate potential single-commodity risk.

The strategy for mitigation is to monitor and tolerate a below-threshold risk. If any changes are identified, they will be presented to the Risk Committee.

Some of the risks are mitigated and transferred via insurance coverage on our sites. Other risks are mitigated as part of business continuity planning and applying best practices.

The climate experts we partnered with concluded that 29% of the global population needs to shift to lower emission diets by 2026. They considered research on the reductions in GHG intensity for food consumption and the average carbon footprints deemed necessary to reach the Paris Agreement targets.

Climate Transition Plan

Our Climate Transition Plan details our actions and activities to decarbonise our operations and value chain, in line with our science-based targets. The Climate Transition Plan explains:

- Our ambition and baseline
- Our climate journey
- Key levers, actions, dependencies and challenges
- The enablers that support our climate ambition

Our climate levers include:

- **Consumers' choice:** Provide consumers with a choice of more sustainable, lower-carbon products in our categories.
- **Own operations (Scope 1 and 2):** Increase the use of renewable energy in our operations and reduce energy consumption by increasing efficiency.
- **Recipe design (Scope 3):** Lower carbon impact by reducing the use of high carbon-impact ingredients and integrating carbon considerations in our innovation and development process.
- **Ingredients (Scope 3):** Source our ingredients sustainably, removing deforestation from our supply chain, and encourage suppliers to set carbon reduction targets aligned with the Science Based Targets initiative (SBTi).
- **Packaging (Scope 3):** Increase the use of recycled materials and reduce our overall packaging weights, continually innovate packaging design to reduce carbon emissions and eliminate packaging materials with high-carbon footprints.
- **Logistics (Scope 3):** Increase transportation efficiency through load fill and network optimisation. Increase share of low-carbon transportation modes through intermodal freight, and explore new modes such as electric vehicles and increase use of low-carbon fuels.

Across Scope 3, we will collaborate with suppliers throughout our value chain, encouraging them to reduce emissions.

Climate Policy

Our Climate Policy guides us to address our impacts and support more sustainable diets. Our policy recognises the climate impact of our value chain, including operations, ingredients, logistics, packaging and production. The policy provides guiding principles to follow as we work towards our science-based targets and net-zero ambition.

Implementation and governance

The Board is responsible for oversight of the Flora Food Group's Sustainability Framework, including climate.

In 2025, the CSO was responsible for the development of our climate strategy. Relevant senior leaders were accountable for their respective impact area, including Operations, Procurement, Logistics, R&D and Packaging. Those senior leaders are all part of the implementation taskforce.

Dedicated working groups ensure consistent monitoring and progress on our decarbonisation efforts. The groups include our Carbon Control Tower. The Carbon Control Tower ensures delivery across all carbon levers by reviewing the company's decarbonisation plans and performance.

Climate change continued

Progress and actions

We are committed to driving climate action and we have plans in place under each of our key levers and actions that support this. Progress for 2025 is detailed below.

While we are driving action to achieve our net zero targets, we are highly dependent on the pace of external change on policy, energy pricing, affordability of new technologies, and global and local regulations. There are worldwide factors and macro-events outside our control that may limit our ability to achieve the targets at pace.

Consumer choice

Ultimately, what a consumer chooses to buy and eat plays a key role in decarbonising the food system. We aim to offer consumers a choice of more sustainable products, with lower-carbon products on average across the majority of our categories.

In 2025, choosing Flora Food Group's butters and spreads, creams and cheeses, compared to a representative market mix of dairy and non-dairy alternatives, avoided an estimated 2.8million tonnes CO_2-equivalent emissions, 3,863 km^2 land occupation, and 66.3 million m^3 of water withdrawal globally.

This is equivalent to the CO_2 emissions from over two years of electricity usage in Amsterdam, the land area the size of approximately 1,130 New York City Central Parks, and the water volume sufficient to fill more than 26,500 Olympic-sized swimming pools.[4]

Scopes 1 and 2 (own operations)

Scope 1 and 2 baseline emissions account for 2% of our total baseline emissions, primarily from operations at our manufacturing sites. In 2025, we reduced absolute Scope 1 and 2 emissions by ~4% and reduced the GHG volume intensity of Scope 1 and 2 emissions by ~4% compared to 2024. We focused on efficiency, switching to low-carbon fuels (e.g., biogenic processing carbon), and minimising refrigerant leakages.

For example, our factory in Pratau, Germany achieved a ~30% reduction of energy related emissions per ton of production (compared to 2024), primarily by optimising heat production and reducing natural gas consumption. This contributed to an absolute reduction of 1.6Kt CO2e reduction in Scope 1 and 2 emissions from previous year.

In Germany and the USA, our focus on shifting to lower carbon fuels, delivered a combined 2.5 Kt CO2e (3%) reduction in Scope 1 and 2 emissions (compared to 2024). Whilst factories in Colombia and Greece, implemented advanced leak detection systems and other measures to eliminate refrigerant emissions. This delivered an additional 2.1Kt CO2e (3%) absolute reduction in Scope 1 and 2 emissions (compared to 2024).

Scope 3

Scope 3 emissions account for 98% of total baseline emissions, with the majority being emissions attributed to ingredients. Therefore, we focus on all ingredients that have a significant impact on upstream FLAG (forest , land, agriculture emissions)and non-FLAG emissions.

We managed to reduce our Scope 3 absolute emissions by ~5% from 2024 and our carbon intensity emissions per ton production of Flora Food Group product by ~6.5% compared to 2024. The main driver behind this reduction is our continued no-deforestation efforts in our supply chain, recipe reformulation to reduce high-carbon ingredients, logistical efficiency, and collaborating with our suppliers.

Recipe design

The R&D and Procurement teams worked together to successfully reduce the carbon intensity per kilogram of our products. This achievement was driven by:

- Targeted recipe reformulations.
- Minimising the use of ingredients with high emissions impact.
- Enhancing sourcing to refine our product portfolio.

These initiatives contributed to approximately a 0.6% GHG intensity reduction of overall Scope 3 emissions compared to 2024, mainly driven by the reduction of high carbon ingredients in our recipes.

Ingredients

In order to reduce the emissions from our ingredients, we focus on procuring those with no deforestation impact, especially our high-risk ingredients. In 2025 this has resulted in an absolute emission reduction of ~4% compared to 2024. For further details see the section on Nature and Biodiversity.

Since 2019, we have been committed to eliminating deforestation from our supply chains. We partnered with Quantis to quantify and track the carbon emissions progress we have made since 2019. We continue to review the land-use change (LUC) component of our palm oil carbon emission factors regularly , based on the imagery from the Starling satellite monitoring tool and deforestation verification reports from Earthworm Foundation, together with the expertise of Quantis.

Packaging

We deployed several packaging innovation practices to further reduce our packaging emissions. Our overall packaging absolute emissions reduced by 1% compared to 2024. The main driver behind this reduction is through lowering the weight of our packaging and the increased use of recycled materials.

Projects in 2025 included those focused on:

- Reducing the overall weight of packaging by implementing lightweight and packaging design opportunities.
- Reducing the overall use of plastic per kilogram of our product.
- Increasing the use of recycled materials, such as recycled paper and polyethylene terephthalate (PET).
- Reducing the use of materials with a high emissions footprint, such as aluminium.

For example, we increased the use of recycled PET in our 750ml creams bottle packaging, reducing emissions for the pack type by 30% compared to 2024.

4 For more details on how we calculate avoided pressures, see our Avoided Pressures Methodology on our website

Climate change continued

Logistics

In 2025, our overall logistics emissions increased by 1% due to portfolio changes compared to 2024. Subsequently we continued to focus on reducing our logistical emissions through logistical efficiency, increasing low-carbon fuel, increasing intermodal and aligning our carrier selection to sustainability performance.

In North America, we continued our collaboration with Breakthrough Fuel to track and reduce transportation-related emissions. Breakthrough fuel intelligence platform enables us to gain deeper visibility into our transportation movements and identify actionable opportunity for improvements. Leveraging these insights, we optimised route efficiency, refined carrier selection, and improved fuel usage across our network. These efforts resulted in 2% reduction of North American transportation emissions compared to 2024.

Supplier Engagement

We are collaborating with the suppliers who contribute most to our Scope 3 emissions to:

- Stimulate low-carbon practices across our value chain.
- Collect primary data to improve our understanding of our carbon emissions and target action.

In 2025, we continued our partnership with Altruistiq, a leading sustainability intelligence platform, to facilitate the collection, analysis and sharing of carbon emissions data from suppliers. This was the first step towards more engagement with key suppliers who contribute the most to our emissions.

We continue to obtain and explore how to credibly integrate primary data from suppliers in our corporate footprint calculations.

Case Study: Partnering to reduce emissions

In 2025, we successfully executed a programme with Altruistiq, to engage our top 50 material and strategic suppliers covering the majority of our corporate footprint emissions. Altruistiq is a sustainability intelligence platform built for Food and Beverage organisations. The programme was established to collect supplier-specific product carbon footprint (PCF) data, strengthen our carbon baseline, and improve visibility of supplier progress and data maturity.

To support consistent and high-quality data collection, suppliers were provided with structured onboarding, clear guidance materials, and ongoing access to technical support throughout the programme. This approach helped ensure alignment on data requirements, supported supplier participation, and reduced barriers to engagement.

We saw strong engagement: more than 120 PCFs were collected, with consistently high data quality. Suppliers responded actively via the Altruistiq platform, providing primary emissions data. This data has already improved our emissions visibility and is helping inform our procurement decisions and carbon planning.

Looking ahead, this programme will be embedded within our procurement strategy. In 2026, we plan to scale supplier participation further, strengthen supplier capability building, and engage more deeply on emissions reduction opportunities across our value chain, building on this improved foundation of supplier-specific carbon data.

Metrics, Performance and Targets

As part of our commitment to climate action we have set carbon reduction targets across our own operation and value chain, as outlined below. Our ambition is aligned with science, seeking to achieve reductions to limit temperature rises to 1.5- 2 degrees.

As the vast majority our our emissions are within our value chain, we are highly dependent on the pace of external change in policy, energy pricing, affordability of new technology as well as global and local regulation.

Near-term targets

By 2030, in absolute figures, achieve:

- 42% reduction in Scope 1 and 2 GHG emissions.
- 25% reduction for Scope 3 non-forest, land and agriculture (FLAG) GHG emissions from purchased goods and services, fuel and energy related activities, and upstream transportation and distribution.
- 30.3% reduction for Scope 3 FLAG GHG emissions.[5]

Long-term targets

By 2050, in absolute figures, achieve:

- 95% reduction in Scope 1 and 2 GHG emissions.
- 90% reduction in Scope 3 non-FLAG GHG emissions.
- 72% reduction in Scope 3 FLAG GHG emissions.

We continue to work towards these science-based targets. Progress in 2025 is detailed below.

This year, our absolute total emissions were 2,338 kilotonnes CO_2-equivalent. Compared to our 2020 baseline (4,115 kt CO2e) this is a reduction of more than 40%, and we are on track with our targets. As part of our continuous improvement efforts, we have restated our baseline 2020 GHG emissions to align with the latest methodology such as GHG protocol and latest EF updates (e.g. Ecoivent version 1.11).

Compared to 2024 (2,459 kt CO2e), we reduced our total absolute emissions by 5%. In 2025, we updated our emissions factors database. Therefore, to explain progress compared to 2024, we applied the most relevant up to date emissions factors to 2024 and 2020 figures for a more consistent comparison. GHG emissions production intensity (emissions divided by volume of products produced) is a measure of progress we use in this section.

For detail on our accounting policies and definitions, see Appendix 2, page 59.

5 Emissions related to capital goods, waste generated in operations, business travel, employee commuting and end-of-life treatment of sold products are out of scope of our net zero target

Climate change continued

Key climate metrics	2025
GHG emissions (Kilotonnes CO_2e)	
Scope 1	49
Scope 2 (market-based)	13
Scope 2 (location-based)	73
Scope 3	2,275
Total GHG emissions (market-based)	**2,338**
Biogenic emissions (Kilotonnes CO_2e)	
Scope 1	3
Scope 2	1
Scope 3	0
Total Biogenic emissions	**4**
GHG emissions revenue intensity (Kilotonnes CO_2e per €M revenue)	
Market-based	0.79
Location-based	0.79
Scope 3 by Category (Kilotonnes CO_2e)	
Purchased goods & services	1,871
Capital goods	7
Fuel-and energy-related activities	36
Upstream transportation and distribution	288
Waste generated in operations	1
Business travel	8
Employee commuting	4
End-of-life treatment of sold products	60
Total Scope 3[22]	**2,275**

GHG emissions (Kilotonnes CO_2e)	Retrospective			Milestones and Target Years		
	2020 (Base year)	2024	2025	2030	2050	Annual % target / Base year
Gross Scope 1 & 2 GHG emissions	91	65	63	53	0	not linear
Gross Scope 3 GHG emissions	4,024	2,393	2,275	n/a	n/a	n/a
Total GHG emissions (market-based)	**4,115**	**2,459**	**2,338**	**n/a**	**n/a**	**n/a**
Scope 3 (Non-FLAG)	*1,995*	*1,396*	*1,391*	*1,496*	*136*	*not linear*
Scope 3 (FLAG)	*2,109*	*997*	*885*	*1,475*	*655*	*not linear*

Energy consumption metrics* (GWh)	2025	
	Total	%
Natural gas	184	
Purchased electricity and steam from fossil sources	47	
Other fossil sources	0	
Total fossil energy consumption	**231**	**59%**
Purchased electricity and steam from renewable sources	152	
Fuel from renewable sources	7	
Self-generated non-fuel renewable energy	0	
Total renewable energy consumption	**160**	**41%**
Total energy consumption	**391**	**100%**
Energy consumption (MWh per €'000 net revenue)	0.13	

* Energy consumption from manufacturing sites only, excludes Flora Food Group's offices, which account for less than 2% of total energy consumption.

Nature and biodiversity

We are committed to protecting nature and biodiversity, ensuring our business, products and value chain are more sustainable.

Our commitment
Protect nature and biodiversity Protect nature and biodiversity, focusing on sustainable sourcing practices and no deforestation.

Our material theme
Nature and biodiversity.

Impacts, risks and opportunities

Description	Value chain	IRO
Deforestation in our supply chains may result in non-compliance with regulations as well a reputational damage.	Upstream, own operations	Risk
Investing in solutions to protect and restore nature and biodiversity in our supply chain. (Positive)	Upstream	Impact
Emerging nature and biodiversity regulation may increase operating expenses.	Own operations	Risk

Introduction

The ingredients we use in our products and packaging come from natural sources, including farmed land and forest ecosystems. Healthy ecosystems are the foundation of food supplies and the planet's future.

The extent of impacts on nature and biodiversity depends on the ingredient, where it comes from and how it is grown. Our aim is to protect nature and biodiversity through responsible sourcing practices, achieving no-deforestation, and environmental management of our own operations. We recognise the risks and impacts from nature degradation, biodiversity loss and land use change and are committed to addressing them to ensure resilience of both business and planet.

Approach and policy

We have a robust approach and clear supplier policies, including our Supplier Code of Conduct, Responsible Sourcing Policy, and specific sourcing policies for deforestation-linked, high-risk commodities, including palm, soy and pulp and paper.

Our approach to sustainable and responsible sourcing, especially for commodities with a high- risk of deforestation and conversion is embedded into our supplier processes.

This include key policies, standards, certifications and programmes that cover our commitments and expectations. As a business, we expect our suppliers to meet our policies and standards.

Policies and processes

Our Supplier Code of Conduct and Responsible Sourcing Policy covers our environmental and social requirements for all suppliers. In addition, we maintain specific policies for high-risk commodities, including palm, soy, and pulp and paper.

Our Deforestation and Conversion Free (DCF) commitment is included in these policies. We require evidence and verification for palm, soy and paper to demonstrate suppliers comply with these commitments and maintain sustainable practices.

We have comprehensive due diligence and grievance processes. When our due diligence processes identify potential non-compliance with our policies, we engage directly with the relevant supplier and request that they investigate the incident. We collaboratively develop a remediation plan to restore compliance and, if necessary, take action with non-compliant suppliers.

In addition, our Environmental Policy outlines environmental management practices across our own operations.

Overall approach

Our commitments to protecting nature and biodiversity cover our supply chain and own operations.

Our supply chain

While agriculture has an impact on nature and biodiversity, we believe that crops can be grown in a more sustainable way. We have a comprehensive responsible sourcing programme, to ensure compliance with our requirements, improve transparency in our supply chain and address material deforestation risks.

Our specific policies for palm, soy and paper products focus on upholding high standards. Our sourcing policies are based on five core principles: no deforestation or conversion of natural ecosystems, no new development on peat, respect of human rights, positive social and economic impact and transparency and accountability.

Our approach is aligned with the principles of the Accountability Framework initiative (AFi).

Assessing deforestation risks

Based on the ingredients we buy and the results of our DMA, our main nature and biodiversity risk is deforestation.

To understand in greater detail and better manage risks associated with ingredients, we conduct a yearly forest risk assessment. This helps us to identify and manage key ingredients with the highest risk of deforestation.

As part of this assessment, we analyse a combination of our exposure (based on our volumes), deforestation risks by commodity, and the magnitude of potential impacts by country (based on data from Global Forest Watch and SBTi requirements).

During 2025 we also conducted a macro assessment of nature and biodiversity risks across our value chain. We manage deforestation risks for these ingredients through commodity-specific programmes and practices. These align with local regulations and global standards, and also help to achieve our DCF and responsible sourcing goals.

97% Deforestation and conversion free (DCF)
(Palm, soybean, paper supply chains)^

Avoided land occupation equal to 1,130 NYC Central Parks
(by choosing our products)^^

^ See this theme disclosure and associated accounting policy (at Appendix 2, page 60) for details on how this metric is defined and calculated.
^^ For more details on how we calculate avoided pressures, see our Avoided Pressures Methodology on our website.

Nature and biodiversity continued

Deforestation and Conversion Free methodology
As deforestation is a material risk, we report on progress in relation to verifying DCF and compliance with our deforestation-related policies. We follow the Accountability Framework initiative Common Methodology for reporting on DCF.

With this we assess the proportion of our volumes that can currently be verified as DCF. This assessment is based on criteria including certification, farm-level and area-level traceability and farm monitoring.

We keep engaging with our suppliers to improve transparency and request evidence towards DCF volumes.

Our own operations
In addition to our focus on our supply chain, we recognise we may also have impacts on nature at our own sites. We have a process to assess where our locations are close to sensitive landscapes.

We use the Integrated Biodiversity Assessment Tool (IBAT) to understand our proximity to sites of special scientific interest or protected areas. IBAT uses the most up-to-date information from various global datasets to ensure the assessment accurately reflects ever-changing biodiversity landscapes.

If a site is identified as high risk, further local assessment is completed to understand the actual and potential risks. If required, additional actions are undertaken to ensure we minimise the risk of impacting these areas.

Sustainable diets

Our products also have less impact on nature. On average they use less land and water across their full lifecycle, when compared to dairy equivalents. For more information on the environmental comparison of our portfolio refer to the Climate Section.

Implementation and governance

In 2025, Flora Food Group's Chief Procurement Officer and Chief Sustainability Officer were responsible for implementing our nature and biodiversity policies – the Responsible Sourcing Policy and those specific to palm oil, soy, and pulp and paper.

The Grievance Committee is responsible for our grievance process, which deals with both social and environmental concerns raised in relation to our deforestation-linked commodity supply chains.

Policies, such as the Responsible Sourcing Policy and those related to deforestation-linked commodities, are integrated into our governance documents, business sourcing practices and contracting practices. Contracts with our suppliers reflect these requirements.

The Grievance Committee is responsible for our grievance process, which deals with both social and environmental concerns raised in relation to our high-risk commodity supply chains.

Our grievance process
As we are evolving in a complex environment, with very diverse supply chains, we acknowledge that incidents can happen. That's why we have established strong mechanisms for people impacted to raise a complaint.

There are multiple routes to raise a grievance including thought the Speak Up line, media or our NGO partners.

All complaints are reviewed and assessed against our policies. If the claim is confirmed as a potential breach of our policies, the Grievance Committee will investigate, engage the relevant parties and monitor the implementation of time-bound action plan. See our public Grievance Tracker for updates on recent investigations.

Progress and actions

We continued to make progress in 2025 through various activities in our supply chain and our own operations.

Our supply chain

Our 2025 forest risk assessment re-confirmed that palm oil represents the highest risk of deforestation, followed by soy and timber.

DCF palm
The palm oil we sourced this year was confirmed to be 96.8% DCF, an improvement of 22% compared to 2024. To achieve this we focused on traceability and supplier engagement. In partnership with our commercial team and Earthworm, we worked closely with those suppliers identified to have the most significant opportunity to improve. We defined and implemented improvement roadmaps supported by monthly supplier engagement. In addition our investment in landscape projects also supported improvements.

This year in 2025 we were able to trace 100% of our palm oil to mill level. Through our supplier engagement process, we increase transparency, addressing cases of potential deforestation and agreeing actions to improve DCF scores.

DCF soy
The soybean oil we sourced this year was confirmed to be 95.8% DCF.

We mainly source soybean oil from areas with low, or negligible, risk of deforestation. We conduct an annual risk assessment of sourcing origins as disclosed by our suppliers. In 2025, more than 96% came from low or negligible risk areas (+4% vs 2024).

For the remaining volumes, sourced from areas that are not classified as low or negligible risk, we continued to work with our suppliers to improve traceability and confirm there is no contribution to any new deforestation or ecosystem conversion. If any risk is identified, we will develop a remediation plan with any suppliers connected to the issue.

DCF paper and pulp
For the paper and pulp we sourced this year, 99.7% are DCF, driven mainly by our engagement to buy third party certified paper based packaging and our efforts to increase the % of packaging made out of recovered fibre.

Policy compliance and certification
In 2025, we maintained 100% supplier compliance with our policies for palm and soy. In pulp and paper, we integrated a new site and despite the efforts of the team a minor infringement means we achieved 99.7% compliance. This single event was immediately identified and appropriate measures were taken to gain comfort that the paper supply came from a deforestation-free source.

This year we reviewed our policies, aligning them with the Accountability Framework initiative, the updated risk assessment and business priorities.

Nature and biodiversity continued

Our operations

In 2024, we completed an initial biodiversity assessment for our manufacturing sites. Using the IBAT tool, we screened those sites for impacts on the environment, proximity to protected areas and rare species.

Based on this initial analysis, only our site in Kleve Germany, was identified as having high biodiversity sensitivity. In 2025, there were no significant environmental incidents that could impact the protected areas including the rare species identified by IBAT near our Kleve manufacturing site.

For more information on water and our operations, see the Water section.

Collaboration

Through collaboration, we continue to help transform the sector. We are part of multi-stakeholder, sector-wide initiatives focusing on enabling environmental and social progress, including:

- World Business Council for Sustainable Development
- Consumer Good Forum
- Roundtable for Sustainable Palm Oil
- Sustainable Coconut Partnership

We also work with our direct suppliers to improve transparency, partner on programmes and address issues that arise in our supply chain.

Case Study: Building a Forest-Positive Future—How Flora and its partners collaborated to find new solutions to achieve DCF

At Flora Food Group, our journey toward sourcing 100% DCF palm oil by 2025 has been defined by a commitment to transparency and inclusiveness. We recognised early on that achieving this goal meant looking beyond the easiest parts of our supply chain. Our policy applies to everyone we buy from, whether they operate large industrial plantations or are independent smallholder farmers managing just a few hectares of land. Working alongside our partners, we developed a methodology that respects the reality of this diverse network while upholding rigorous environmental standards.

A challenge arose with the thousands of independent smallholders and dealers in our global supply chain. Requesting mapping of every single small family farm is impractical and often impossible due to national regulations and a lack of data. A "one-size-fits-all" methodology would have forced us to exclude these farmers from our supply chain. Instead, we adopted a risk-based approach to keep them inside without lowering our standards.

To strengthen the integrity of this approach, we moved beyond simply identifying village locations and introduced the use of "sourcing grids" to map dealer catchment areas. Because dealers often buy from many small farmers within a specific area, we couldn't always map the individual farms, but we could map the dealer's entire operation zone. By treating these dealer catchment grids as traceable boundaries, we were able to apply our satellite monitoring to the entire area where the dealer operates. We then analysed these grids to see if they were "low risk" —meaning the area had high forest cover but very little historical deforestation activity consistent with smallholder farming practices. This grid-based mapping allowed us to maintain rigorous oversight of potential risks across sourcing areas in our supply chain without needing intrusive personal data from every single farmer.

This approach —utilising catchment grids to assess risk for dealers— has been a game-changer for our work. Over the past year, the consistent application of this methodology, combined with strong supplier engagement, led to the successful verification of several sourcing areas. As a result of this improvement, some suppliers achieved an increase of more than 20% in their percentage of DCF volumes. This success story proves that we don't have to choose between supporting farmers and protecting forests; with the right collaborations and approaches, we can do both.

Metrics, Performance and Targets

In our supply chain, we measure progress and primarily report on our DCF performance. We also cover our performance related to wider policy compliance.

We report on the percentage of DCF for all volumes purchased worldwide for our operations.

We have committed to eliminating deforestation – becoming 100% DCF across our primary deforestation-linked commodities. We have made progress across all deforestation-linked commodities. For example in palm oil, we were at less than 50% DCF in 2021. Through supplier engagement, satellite monitoring and targeted projects we reached 97% of DCF palm in 2025.

We have a commitment of 100% compliance with our policies for palm, soy and paper. We recognise that some commodities and markets continue to face macro issues that limit our ability to reach our 100% DCF target; we continue to explore ways in which some targeted actions can support the shift in the whole ecosystem.

Key DCF metrics DCF volumes of high-risk commodities	**2025**
Palm oil	96.8%
Soybean oil	95.8%
Pulp and paper	99.7%

For detail on our accounting policies and definitions, see Appendix 2, page 60.

Packaging

To be better for the planet, food needs better packaging.

Our commitment		
Design for circularity Focus on circular resource use and innovate better packaging solutions with less plastic.		
Our material theme		
Resource use and circular packaging.		
Impacts, risks and opportunities		
Description	Value chain	IRO
Use of non-recyclable packaging, limited recycled content, and continued reliance on virgin materials contributes to resource depletion and environmental harm. (Negative)	Upstream, own operations, downstream	Impact

Introduction

Packaging is essential to delivering our products to consumers. It protects products against damage, minimises food waste and maintains our high standards of food safety and quality. It is critical to ensure products can be shipped, stored safely and reach their destination in the condition our consumers expect.

Beyond functionality, we recognise that packaging is a key lever in our environmental impact and a critical component of our transition to a circular economy. We use a range of packaging materials, each with its own functional benefit and environmental impact but through our design choices we consistently seek to minimise the environmental impact.

We design packaging that aligns with circularity principles, prioritising materials that are recyclable, reusable, compostable, or made from recycled content, as well as innovating plastic-free solutions.

Approach and policy

We have a robust approach and clear Better Packaging Policy that sets out our commitments to improve the environmental footprint of our packaging through the principles of elimination, innovation, resource conservation and collaboration.

Our approach to packaging is embedded within our overall business strategy and product innovation cycles. It is not only a lever for minimising our environmental impact, but also a driver of product performance, consumer experience, and commercial differentiation. Flora Food Group packaging design principles refer to the voluntary framework developed by the Consumer Goods Forum, called the 'Golden Design Rules for Packaging Sustainability'. These guide current and future packaging design for Flora Food Group.

Consumer Goods Forum: Golden Design Rules for Packaging Sustainability

- Increase value of PET recycling.
- Remove problematic elements from packaging.
- Eliminate excess headspace.
- Reduce plastic overwraps.
- Increase recycling value for PET thermoformed trays and other PET thermoformed packaging.
- Increase recycling value in flexible consumer packaging.
- Increase recycling value in rigid HDPE and PP.
- Reduce virgin plastic use in business-to-business plastic packaging.
- Use on-pack recycling instructions.

Flora Food Group's Better Packaging Policy is a global policy that applies to all employees, sites and partners. Flora Food Group's Head of Packaging is responsible for policy implementation.

Our Policy is complemented by our Packaging Innovation Roadmap towards 2030 that is delivered in collaboration with our packaging partners, Governments, NGOs and other stakeholders. We prioritise the categories of packaging where we can take a leading role and have the scale to drive solutions, focusing on:

- Reduce packaging usage including virgin plastics
- Better packaging through re-design

Progress and actions

Flora Food Group's commitment is to design for circularity, focusing on circular resource use and innovate better packaging solutions with less plastic.

Reduce packaging usage including virgin plastics

Over several years, we've partnered to develop a plastic-free paper pack that successfully protects and preserves our spreads, meeting both functional and sustainability goals. Throughout the process, we've actively listened to consumer feedback and worked closely with our partners to enhance the performance and efficiency of paper pack production. Paper-based packaging presents unique industry challenges, including ensuring barrier protection for food safety, maintaining structural integrity, and scaling production economically, especially when designing new formats to launch in the future.

Better packaging through re-design

Recycled content

The design of food-grade packaging is complex due to strict legal requirements concerning food safety and hygiene. Currently, the main challenge for the food industry is that only mechanically recycled PET is both widely available and allowed to be used in direct contact with food.

Despite these challenges, we are always exploring technically feasible and economically viable solutions to increase the use of recycled content, without compromising food safety or product integrity. For our outer cases, we are seeking to increase the recycled paper content, with a goal to ensure the new outer case still protects our products through the supply chain and maintains our high-quality standards.

93% recyclable, reusable or compostable packaging^

40% recycled content in our packaging^

^ See this theme disclosure and associated accounting policy (at Appendix 2, page 101) for details on how these metrics are defined and calculated.

Packaging continued

Recyclable, reusable and compostable packaging
Creating sustainable packaging starts with designing every component for recyclability, reusability, or compostability. We take a holistic view of the packaging lifecycle considering the environmental impact from raw material sourcing and manufacturing, through to consumer use and end-of-life.

- Recyclable sachets for AMEA – in this region we have developed a recyclable sachet that serves our portfolio from 12g to 500g.
- Pallecon – in the industrial part of our portfolio, we are able to supply a 1,000 litre packaging that is reusable. After cleaning it can be returned to our supply chain.

Looking ahead, we continue to invest in research and development of plastic-free, compostable, and bio-based materials, particularly for challenging formats such as sachets and wrappers. These formats, often used for single-serve and smaller portion sizes, present significant recycling barriers due to their size, material complexity, and food safety requirements.

Flora FG supports the collection and responsible management of plastic packaging at end-of-life by paying Extended Producer Responsibility (EPR) fees in markets where this obligation is regulated, contributing to national systems that promote recycling, recovery, and infrastructure development.

Collaborating for change
Making packaging more sustainable takes collaboration across the industry. In 2025 we joined the Consumer Goods Forum Plastic Waste Coalition working alongside peers to accelerate solutions that reduce plastic waste and support the transition to a circular economy. We are also part of the 4evergreen Alliance, strengthening our approach to alternative to plastic materials research.

Metrics, Performance and Targets

As part of Flora Food Group's Sustainability Framework, Flora Food Group has two goals in line with its commitment to design for circularity including:

Key packaging metrics	2025	
	Total	%
Packaging that can be reused, recycled or composted (tonnes)	65,765	92.6%
Recycled content use (in metric tonnes)	28,624	40.3%
Packaging material by type and volume (tonnes)		
Paper	37,553	53%
PP	24,038	34%
PET	4,097	6%
PE	3,085	4%
Aluminium	1,057	1%
Metal	619	1%
Other plastics	297	0%
Adhesive/Ink/Varnish/Lacquer/Primer	183	0%
PS	18	0%
PA	48	0%
PVC	0	0%
Glass	0	0%
Total	**70,995**	**100%**

- Design all our packaging to be recyclable, reusable, compostable
- Increase recycled content in our packaging

Flora Food Group's progress and actions demonstrate its engagement to embed circularity principles into business operations and product development.

For detail on our accounting policies and definitions, see Appendix 2, page 60.

Waste

Minimising waste is fundamental to conserving the planet's finite resources and running an efficient business.

Our commitment		
Design for circularity Focus on circular resource use and innovate better packaging solutions with less plastic.		
Our material theme		
Resource use and circular packaging.		
Impacts, risks and opportunities		
Description	**Value chain**	**IRO**
Waste from our manufacturing sites contributes to inefficient resource use resulting in adverse environmental impacts. (Negative)	Own operations	Impact

Introduction

In an increasingly resource constrained world, we recognise the importance of adopting circular practices in the management of waste.

Waste in our operations is generated in our manufacturing sites, our owned warehouses and across our value chain.

We recognise that both our business and the environment benefit from the elimination and careful management of waste. Therefore, we minimise resource use and reduce environmental impact.

Approach and policy

The Flora Food Group Environmental Policy sets out our overall commitment to environmental management and the key principles we adopt in relation to waste.

These principles cover maintaining a robust environmental management system (including waste), target setting, monitoring and reporting.

Flora Food Group takes a comprehensive approach to waste. Managing waste is an integral part of daily activities, particularly at our manufacturing sites.

In practice, we follow the waste hierarchy. This is a framework that prioritises waste management strategies in order of impact. We follow the principles from most to least preferred (where economically feasible):

1. **Prevention (reduce)**: Avoiding creating waste in the first place, by reducing the use of materials.
2. **Minimisation (reuse)**: If waste cannot be avoided, we seek to reuse materials.
3. **Recycling:** Collecting waste materials and turning them into new products.
4. **Recovery (energy recovery)**: This involves converting waste materials into usable energy, through processes like incineration or anaerobic digestion.
5. **Disposal (landfill or incineration)**: When no other option is viable, waste is disposed of to landfill or incineration without energy recovery. This is the least preferred option.

We currently focus on prevention and disposal, as these provide the largest opportunities to both address impact and create value.

On prevention, at our manufacturing sites we take a zero-based waste approach. This helps to reduce the use of materials and maximise efficiency. We focus on the materials used before and during manufacturing.

We reduce the waste created by improving control over raw materials, optimising production scheduling and portfolio management (reducing the need for cleaning and refilling).

In 2025, in relation to disposal, we continue to focus on ensuring that no waste is sent to landfill. This encourages sites to find alternative solutions for waste streams that are higher up the hierarchy.

In 2025, the Chief Sustainability Officer was accountable for policy implementation. Heads of Factory, Health, Safety and Environment Leads, Regional Directors and the Global Environmental Project Management Officer are responsible for implementing the Environmental Policy in their respective functions.

Progress and actions

We continued to make progress in 2025. Our waste intensity per tonne of production decreased by 1% compared to 2024. In addition, we diverted 100% of our waste from disposal to landfill and all our 13 manufacturing sites achieved zero waste to landfill.

The amount of non-hazardous waste sent to landfill also decreased by 1.4 kT (compared to 2024), as we increased what we recovered by 4%.

Progress at our sites

Across our sites we continue to make progress applying the waste hierarchy. Examples that have driven improvements include:

1. Prevention (reduce) – through optimising production efficiency, our manufacturing site in Katowice, Poland, reduced their total waste per ton of production by 3% compared to 2024.
2. Minimisation (reuse) – some of our manufacturing sites reuse pallets and we are exploring a project to further close the loop by reusing the solid residues collected through wastewater treatment.
3. Recycling – our manufacturing site in Katowice, Poland, segregates its paper and cardboard, which is then recycled to make paper cups.
4. Recover (energy) – where we have not yet found routes for recycling, we recover waste materials and use them to generate energy. A significant proportion of our waste is from the solid residue collected in wastewater treatment. This residue is frequently sold for use as biofuel (see case study).
5. Disposal – We have achieved zero waste to landfill for all our sites, eliminating total waste send to landfill from our operations.

100% of waste diverted away from landfill^

^ See this theme disclosures and associated accounting policy (at Appendix 2, page 102) for details on how this metric is defined and calculated.

Waste continued

Food waste reduction

We recognise that the largest contribution to waste occurs at the point of consumption.

Many of our products are offered in convenient sizes and we design our products for longer shelf life, which helps to avoid food waste. For example, Elmlea Double multi-purpose cream stays fresher for longer, with a shelf life that is more than double that of dairy cream.

By ensuring we label packaging, with information on disposal and best before dates, we help consumers manage their waste. The vast majority of our packaging is recyclable in our markets. See the Circular packaging section for more information.

Case study: Closing the loop at our Kleve site

In 2025, we commissioned a new wastewater treatment and fat recovery plant at our Kleve site, a key step to improve resource efficiency and circularity of our operations.

A key challenge was our production in Kleve generated wastewater containing high-fat residues. Previously, this stream was transported off-site for third party treatment, adding costs, emissions and complexity to our waste management system.

Through our solution, the new-on site facility separates and recovers the high-fat fraction, allowing the cleaned water to be safely discharged to the sewer. This allows us to upcycle the high-fat as feedstock for biofuel and eliminates the associated truck transport to the third party treatment.

Key benefits include:

- Eliminating waste transport completely cuts supply-chain emissions and reduced operational costs.
- Enhanced circularity as the recover fat is upcycled and potential sold as feedstock for biofuel.
- Improving our environmental performance with cleaner effluent improving local environmental outcomes and regulatory compliance.

We are exploring additional opportunities to recover and valorise other waste streams across our operations, further embedding circularity into our operations.

Metrics, Performance and Targets

We currently measure and monitor waste streams, by disposal route, across our manufacturing sites.

Our primary performance indicator is the proportion of non-hazardous waste sent to landfill.

Key waste metrics (Kilotonnes)	**2025**	
	Total	**%**
Waste diverted from disposal (non-hazardous)	**48.8**	**100%**
Recycled	12.2	25%
Recovered	35.3	72%
Reused	1.3	3%
Waste Directed to disposal (non-hazardous)	**0.1**	**0%**
Incineration	0.1	0%
Landfill	0.0	0%
Waste directed to disposal (hazardous)	**0.1**	**0%**
Total Waste	**49.0**	**100%**
Non-recycled waste	**36.1**	**74%**

For detail on our accounting policies and definitions, see Appendix 2, page 61.

Water

Conserving water is crucial for the communities where we operate and for making our products.

Our commitment		
Design for circularity Focus on circular resource use and innovate better packaging solutions with less plastic.		

Our material theme
Resource use and circular packaging.

Impacts, risks and opportunities		
Description	**Value chain**	**IRO**
Our water consumption contributes to water pressure in the environment. (Negative)	Own operations	Impact
The availability of water in areas of high water stress may limit our ability to produce.	Own operations	Risk

Introduction

Water availability is essential for combating and adapting to climate change. It is critical for drinking, sanitation, agriculture and industry. If water is unavailable, this can result in health impacts, reduced living standards and environmental degradation.

Water availability can also impact our business, directly and indirectly. It is fundamental to our manufacturing as, without a reliable supply of water, our ability to produce consistently high-quality products would be compromised.

We rely on water in many ways:

- Production processes.
- Cleaning and sanitation, to meet the highest standards of safety and hygiene.
- Cooling systems for optimal functioning of equipment.

To manage water usage and reduce its consumption we have to balance increased demand from expanding production, which requires more frequent clean-in-place (CIP) activities, facility cleaning or renovations.

Approach and policy

With water scarcity becoming an increasingly important issue in many areas where we operate, we manage usage carefully.

Our Environmental Policy and Environmental Reporting Guidelines ensure Flora Food Group locations comply with all applicable environmental legislation and regulations.

The policy and guidelines include:

1. **Internal annual targets** to improve on-site water usage.
2. **Monthly reporting** for our own manufacturing sites, to monitor progress against annual targets.
3. **Programmes** to improve our water performance and annually review environmental management plans.
4. **Guidelines** on managing our water resources responsibly, from source to disposal, with a particular focus on areas of high water stress.

In 2025, the Chief Sustainability Officer was accountable for policy implementation. Heads of Factory, Health, Safety and Environment Leads, Regional Directors and Global Environmental Project Management Officer are responsible for implementing measures in their function to meet the policy requirements.

Progress and actions

Flora Food Group's water management covers both usage and discharge.

Reducing usage

We are exploring multiple ways to reduce water usage, including by:

- Identifying and remedying any leakages.
- Improving operational processes, where economically feasible, such as by optimising cooling towers or improving construction processes.

Focus on water-stressed areas

We pay particular attention to our manufacturing sites that may operate in water stressed locations. These are identified using the WRI tool. We identified two water-stressed sites, Piraeus in Greece and Corlu in Turkey.

In 2025, these sites focused on reducing water consumption and discharge. Each site tracks and reports performance monthly.

We usually conduct water stress assessments every two years. In 2024, we started a project to update our water stress assessment. This includes both desk top analysis and local studies to determine which sites may potentially be in water-stressed areas. This will informed our water programme from 2025 onwards.

~1% lower water intensity^

Avoided water withdrawn equal to 26,500 Olympic swimming pools
(by choosing our products)^^

^ See this theme disclosure and associated accounting policy (at Appendix 2, page 102) for details on how this metric is defined and calculated.
^^ For more details on how we calculate avoided pressures, see our Avoided Pressures Methodology on our website.

Water continued

Progress across sites

Our site in Corlu, Turkey, for example, reduced water consumption by reusing cooling water and upgrading the water preparation unit. These initiatives contributed to improved water efficiency, despite a slight increase in usage due to recent start of an on-site steam generation. Contributing to a 13% absolute water consumption reduction (vs. 2024).

Our Pireaus site in Greece, implemented three key initiatives to reduce water consumption: a bi-annual water leakage survey, cooling tower overflow reduction and introduced deep cleaning activities of the fat trap system.

Our other site in Greece, Drama also successfully implemented a water recovery project through several infrastructural upgrades including the redesign of the water tunnel and the installation of a water softening unit. Both contributed to an 11% water consumption reduction compared to 2024.

Managing water discharge

We also focus on effective management of water discharged from our sites. The parameters and limits are set by local authorities. We monitor the various indicator levels at regular intervals at our manufacturing sites and through certified third parties. Authorities also conduct random sampling checks.

Metrics, Performance and Targets

We monitor water usage at all 13 reported manufacturing sites and set annual internal targets for each of them. Although we do not publish those targets, we track progress in reducing water usage, particularly those in high water stress areas.

At a group level, we monitor water consumption monthly to identify any increases or decreases in usage.

In 2025, our total water consumption across all sites increased by 10% due to portfolio changes compared to 2024. For our water-stressed sites we managed a 3% water consumption reduction compared to 2024.

Key water metrics ('000 m³)	2025	
	All areas	Areas of water stress
Water withdrawal	2,207	350
Water discharge	1,322	223
Water consumption	884	127

For detail on our accounting policies and definitions, see Appendix 2, page 61.

Business Conduct

Ethical business conduct

Flora Food Group upholds the highest standards and always seeks to do the right thing.

Our material theme		
Business conduct.		
Impacts, risks and opportunities		
Description	**Value chain**	**IRO**
Unethical business conduct or adherence to compliance principles can undermine stakeholder trust, with potential reputational, legal and societal repercussions. (Negative)	Own operations	Impact
Public policy engagement to support the shift to healthy, sustainable diets. (Positive)	Own operations, downstream	Impact

Introduction

Flora Food Group's culture is made up of the values, behaviours and systems that influence the way we interact and make decisions. The whole culture is oriented around delivering on our purpose.

Our culture is characterised by a fresh 'always day one' mindset, and a relentless focus on consumers and customers. It is built on our key values of Performance, Care and Passion. This ensures we deliver while never crossing the line, backing our people and drive to innovate.

We recognise the importance of ensuring high standards in business conduct as a foundation for business performance and achieving our goals.

Approach and policy

Various policies and programmes guide how we conduct our business. Our Compliance Programme is structured according to international standards on how to act. Its principal features are:

1. **Clear policies:** Our Code of Conduct and group policies cover competition law, data protection, anti-bribery and corruption, trade sanctions, health and safety, and cyber security. Function-specific policies cover issues relevant to that area of our business. They are all available on the policy portal of our company-wide intranet site, providing clear guidance to all employees. Many policies are also publicly available.
2. **Mandatory training:** We provide mandatory Code of Conduct training and specific cyber-security simulations to support employees in understanding these group policies. Where appropriate, groups receive role-specific mandatory training, such as detailed competition law training for the Sales and Marketing function.
3. **Anti-Bribery and Corruption Programme:** This programme has emphasised a zero-tolerance approach since inception of the company. It details our processes for identifying and managing bribery and corruption risks in our own operations. These include policies on sponsorships, donations, gifts and entertainment. We comply with local legislation, such as in Colombia, by implementing a dedicated Anti-Bribery and Corruption and Anti-Money Laundering Programme.
4. **Monitoring suppliers:** We screen all our third-party suppliers and monitor them throughout the lifetime of the contract, ensuring they comply with our ethical standards. This includes checking anti-bribery and anti-corruption, sanctions, government watch lists and adverse media coverage.
5. **Raising concerns:** We offer multiple routes for employees and third parties to raise concerns about potential issues. This includes our SpeakUp whistleblowing hotline, which is third-party-operated and confidential. Our SpeakUp Policy protects any whistleblower from retaliation.

Implementation and governance

The Compliance Committee meets at least four times a year to:

- Discuss the progress of the Compliance Programme.
- Review concerns reported through the SpeakUp line.
- Review and approve new policies.

The Compliance Committee includes the Chief Financial Officer, Chief People and Organisation Officer, General Counsel, and Head of Internal Audit. The Chief Compliance Officer, who reports directly to the General Counsel, chairs the Committee.

The Legal and Compliance function is present in each of the major markets we operate in. Their local expertise enables us to respond with new policies, guidelines and training in a rapidly changing world.

Progress and actions

Here are some key elements of how we deliver our Compliance programme, including recent developments.

New policies

When required, we review and update policies, or create new ones. The launch also provided a live online learning session for employees to better understand the topic and associated risks.

Monitoring

We rigorously enforce our policies and guidelines.
Our Internal Audit team regularly audits to assess the effectiveness of the Compliance Programme.

The integrity of investigations is maintained by the Internal Audit team being independent, not involved in day-to-day management of the business, and reporting directly to the Audit Committee.

Code of Conduct training completed by 98% of employees^

^ See this theme disclosure and associated accounting policy (at appendix 4, page 102) for details on how this metric is defined and calculated.

Ethical business conduct continued

Risk assessments

Based on the anti-bribery and corruption risk assessments we completed in 2024, we conducted follow-up activities with local leadership teams in eight countries. The assessments identified and reviewed various bribery and corruption scenarios including risks associated with:

- Commercial contracts with governments.
- Contacts with governmental officials in permit or licence processes, and in customs dealings.
- Conflicts of interest.
- Gifts and hospitality.

Countries were selected based on the country risk profiles in the Transparency International Corruption Perceptions Index. No new bribery and corruption risks were identified during the follow-up activities.

Political contributions

Flora Food Group does not make financial political contributions, in line with internal policy, and none were made in 2025.

SpeakUp

Flora Food Group promotes a culture of openness and transparency. Everything we do is built on the foundations of integrity and responsibility. It helps to ensure fairness and protection for employees, our supply chain and people in our communities.

We have implemented appropriate mechanisms for employees and business partners to raise potential issues and violations. Our commitment to protect employees, agents or third parties from retaliation is outlined in our SpeakUp Policy.

We take proactive steps to raise awareness and remind employees about the grievance mechanisms available, especially through Code of Conduct training. Employees are encouraged to ask questions or raise any concerns with their line manager, the Human Resources team or Legal and Compliance team.

Suspected policy violations can be reported through the SpeakUp hotline including the following:

- Any violation of the rules mentioned in the Flora Food Group Code of Conduct.
- Any violation of laws and regulations, such as competition law.
- Misbehaviour regarding accounting.
- Fraud and bribery.
- Intentionally providing incorrect information to public bodies.
- Criminal offences.
- Discrimination and harassment.

The SpeakUp hotline is available 24/7 and all calls are answered in the local language of the caller. It is operated by a third-party and concerns can be raised anonymously.

We investigate all suspected breaches promptly, in a confidential and professional manner. The investigation starts with an initial review and fact-finding phase to determine the level of severity of the reported incident. The case is elevated to the appropriate level of management, as determined by the Chief Compliance Officer, for additional investigation. The investigation is based on available documentation and interviews. If it finds the facts support the concern, we take appropriate action.

Metrics, Performance and Targets

To make sure everyone at Flora Food Group understands what our standards require, we set a target that 100% of employees complete our Code of Conduct training. In 2025, 98% completed the online training.

Key business conduct metrics	2025
Employees trained on Code of Conduct	98%
Complaints filed to National Contact Points for OECD Multinational Enterprises	0
Incidents of discrimination	0

For detail on our accounting policies and definitions, see Appendix 2, page 61.

Sustainability Appendices

Appendix 1: EU Taxonomy

Flora Food Group has undertaken a comprehensive assessment to identify eligible activities under the EU Taxonomy Regulation.

Introduction

The EU Taxonomy Regulation was adopted by the European Commission on 4 June 2021 to help identify whether economic activities are aligned with environmental goals (the Regulation).

The Regulation includes a classification system that helps companies and investors identify whether economic activities are environmentally sustainable by considering whether they are 'aligned' with one of the following six environmental objectives (the Environmental Objectives):

- Climate change mitigation (CCM).
- Climate change adaptation (CMA).
- Sustainable use and protection of water and marine resources.
- Pollution prevention and control.
- The transition to a circular economy.
- The protection and restoration of biodiversity and ecosystems.

The Regulation requires companies to assess if their economic activities are within the scope of these objectives.

Companies must first assess whether an economic activity it performs is eligible, which is determined by whether the activity is included in the EU's Climate or Environmental Delegated Acts.[6]

A company must next assess if its eligible activities are aligned to an Environmental Objective. This requires that an eligible activity:

- Substantially contributes to one of the six Environmental Objectives.
- Does no significant harm (DNSH) to any of the other Environmental Objectives.
- Complies with the minimum safeguard requirements.

The technical screening criteria refer to detailed and specific requirements that an economic activity must meet to be classified as environmentally sustainable. The technical screening criteria are defined for substantial contribution and DNSH.

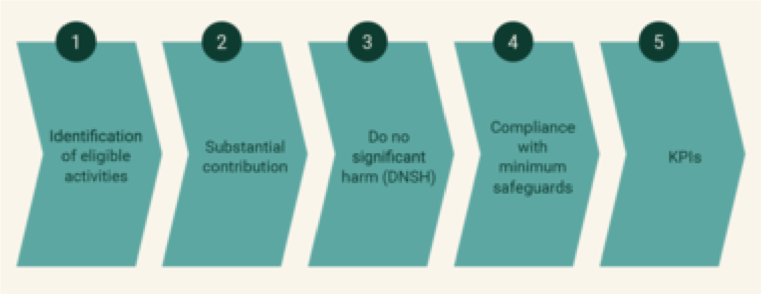
Eligible activities that do not meet these requirements are considered 'not aligned' pursuant to the Regulation.

Approach and methodology

As part of our commitment to sustainable business practices, we have completed a comprehensive assessment to identify if activities are eligible and aligned under the Regulation.

The approach involves a detailed analysis of our operations, focusing on the alignment of specific activities with the technical screening criteria established by the Regulation.

Our assessment applied the following 5-step framework to implement the Regulation:



Eligible activities and substantial contribution

Eligible activities are separated across three KPIs: turnover, CAPEX and OPEX.

Turnover

Flora Food Group generates turnover primarily from the sale of dairy alternatives. We assessed this turnover against the eligibility requirements of the Taxonomy.

The current list of eligible activities in the Taxonomy does not contain any activity descriptions that capture the sustainable nature of Flora Food Group's primary business. Currently, the food retail sector, which also includes companies that produce plant-based alternatives, is not defined as a high-emitting sector by the European Commission.

The restrictions in the Taxonomy do not align with our purpose. Because of this, we cannot take credit for our environmentally sustainable activities under the Regulation connected to the Turnover KPI. We therefore report zero eligibility and alignment for our turnover in the disclosure.

Flora Food Group will continue monitoring the sectors included in the Taxonomy to determine if eligible activities are added that align with our primary business.

Overview of relevant eligible activities

We identified the following activities within the Group that meet the eligibility requirements for sustainable economic activities aligning with the CCM objective.

Activity number	Activity name	Application in Flora Food Group
CCM 4.24	Production of heat/ cool from bioenergy	Flora Food Group invests in biomass boilers that produce steam for production.
CCM 4.25	Production of heat/ cool using waste heat.	Flora Food Group invests in installations to recover waste heat to be used in production.
CCM 5.3	Construction, extension and operation of wastewater collection and treatment.	Flora Food Group is creating a closed circuit lifecycle system where water is extracted, used for production and recycled to re-use..
CCM 6.5	Transport by motorbikes, passenger cars and light commercial vehicles.	The purchase, financing, renting and leasing of vehicles designated as passenger cars (M1) or light goods vehicles (N1) is deemed an eligible activity. The cars included in the car lease programme from Flora Food Group qualify for this category.
CCM 7.5	Installation, maintenance and repair of instruments and devices for measuring, regulation and controlling energy performance of buildings.	Flora Food Group invests in energy management systems to efficiently use energy as part of the production process.
CCM 7.7	Buying real estate and exercising ownership of that real estate.	Flora Food Group has started the lease of a significant distribution centre in the US, reducing GHG emissions for transport.

6 The Regulation, Delegated Acts and all associated EU legislation and guidance are referred to in this report as 'the Taxonomy.'

Appendix 1: EU Taxonomy continued

Activity number	Activity name	Application in Flora Food Group
CCM 9.1	Close to market research, development and innovation.	Research and development investments focused on plant-based food innovation and sustainable packaging solutions.
CCM 9.3	Consultancy for physical climate risk management and adaptation	Consultancy studies performed for the application of heat pumps.

These eligible activities are aligned with the CCM objective because the eligible economic activities identified by Flora Food Group focus on reducing greenhouse gas emissions. This is primarily achieved by:

- Developing plant-based and blended products that are more sustainable than the non-plant-based alternatives.
- Using fewer, or less volume of, packaging materials.
- More environmentally sustainable investments in our supply chain.

Therefore, the substantial contribution and DNSH requirements were assessed with respect to the CCM objective for each individual activity.

CCM 4.24: heat from bioenergy

As part of our commitment to the transition to a low-carbon economy, we seek to install and operate biomass boilers that generate heat for production. This activity is classified under Activity CCM 4.24 of the Taxonomy, which aims to ensure that heat is produced with significantly lower lifecycle greenhouse-gas emissions.

We have invested in a biomass boiler in Corlu, Turkey, that has the capacity to generate heat which is subsequently used in production. By replacing or supplementing fossil-fuel-based heat production, biomass boilers support the decarbonisation of thermal energy demand and help accelerate the transition toward a low-carbon and resource-efficient energy system.

Investments in biomass boilers are recorded as eligible CAPEX investments, accounted for in line with the material accounting policies for Property, Plant and Equipment in note 1.3 of the Consolidated Financial Statements.

CCM 4.25: waste heat

Flora Food Group invests in innovative technologies that enhance energy efficiency and reduce emissions. This includes the installation and operation of a production facility that recovers waste heat, which is subsequently used to heat water for production processes.

This activity is classified under Activity CCM 4.25 of the Taxonomy, which emphasises the importance of reducing energy consumption and emissions through the recovery and use of waste heat.

Our investments in the economizer demonstrate that the heat is being produced using waste heat from an existing manufacturing process, and therefore substantially contributes based on the climate change mitigation criteria set out in the Taxonomy.

Investments in the waste heat recovery system are recorded as eligible CAPEX investments and accounted for in line with the material accounting policies for Property, Plant and Equipment detailed in note 1.3 of the Consolidated Financial Statements.

CCM 5.3: wastewater systems

This activity encompasses the collection, treatment and management of wastewater, aligning with the EU's goals of protecting water resources, reducing pollution and supporting climate change adaptation.

Flora Food Group is dedicated to contributing to environmental sustainability through responsible wastewater management pursuant to Activity CCM 5.3.

The wastewater treatment facility in Hugoton, USA, collects and treats wastewater to ensure it can be safely reused for secondary purposes, such as irrigation. The water is subsequently extracted from the ground and treated, after it is again used for production. This system enables Flora Food Group to recycle and reuse the water consumed in our production processes, creating a closed-loop, lifecycle-based approach to water management.

Water is extracted from the ground, treated, and used in production. After use, the wastewater is sent back to the on-site treatment facility, where it is cleaned to required standards. Once treated, the water is provided to local farmers for irrigation, supporting both responsible water stewardship and regional agricultural activities.

The technical screening criteria for substantial contribution required a calculation of the net energy consumption per population equivalent. The application of kilowatt hours per population equivalent is difficult to apply to such a closed circuit, as the system is not targeted at direct consumer use. We concluded that the system currently does not meet the requirements to substantially contribute to the CCM objective as we are unable to complete this calculation.

Investments in wastewater systems are therefore recorded as eligible, but not aligned, CAPEX investments and accounted for in line with the material accounting policies for Property, Plant and Equipment in note 1.3 of the Consolidated Financial Statements.

CCM 6.5: lease cars

This activity involves providing transportation services or producing and operating vehicles that contribute to the transition to a low-carbon economy by reducing greenhouse gas emissions and improving energy efficiency. The activity is limited to vehicles designated as passenger cars (M1) or light goods vehicles (N1).

Flora Food Group maintains a car lease programme. Substantially all of the cars included in the car lease programme are vehicles used for the carriage of passengers and comprising not more than eight seats in addition to the driver's seat (M1) or light goods vehicles (N1). Considering all cars are leased, additions to IFRS 16 Right-of-use Asset (RouA) for lease cars (CAPEX) are eligible under this activity. The related amount recorded as CAPEX only includes those leases with a lease term longer than one year. Short-term leases, which are car leases with a lease term of a maximum of one year, are not material for Flora Food Group. All car leases are accounted for in line with the material accounting policies for Property, Plant and Equipment in note 1.3 of the Consolidated Financial Statements.

The technical screening criteria for Activity CCM 6.5 focus on CO_2e reductions. This is because only electrical lease cars meet the technical screening criteria for CO_2e reduction.

Total additions for electrical lease cars (i.e., the RoaA balance) are immaterial. As a result, we did not further assess the technical screening criteria. Flora Food Group is currently exploring an update to the car policy that will encourage the use of electrical vehicles. The investments in lease cars are therefore reported as eligible, but not aligned.

Appendix 1: EU Taxonomy continued

CCM 7.5: energy management systems

To enhance energy efficiency and support the transition to a low-carbon economy, we invest in advanced energy management systems. This activity is classified under Activity CCM 7.5 of the Taxonomy, which highlights the importance of systems and technologies that monitor, optimise and manage energy consumption to reduce greenhouse gas emissions and improve energy performance.

The energy management systems enable Flora Food Group to achieve measurable energy savings as part of the production process, and therefore support the transition to a low-carbon economy. Investments under Activity CCM 7.5 are recorded as eligible, but not aligned CAPEX investments and are accounted for in line with the material accounting policies for Property, Plant and Equipment in note 1.3 of the Consolidated Financial Statements.

CCM 7.7: Ownership of real estate

Activity CCM 7.7 focuses on the acquisition and ownership of energy-efficient buildings that contribute to climate change mitigation by reducing greenhouse gas emissions.

Flora Food Group has invested in leasing a new distribution centre located adjacent to the production facility in New Century, USA. The new building is directly connected to the factory and has the capacity to store all required finished products.

This integration has resulted in a significant reduction in greenhouse-gas emissions by eliminating the need for frequent truck movements to and from the previous off-site distribution centre.

By securing this facility, Flora Food Group has also avoided the need for additional development projects that would have required new land use, construction materials, and infrastructure. This has prevented the associated increase in natural-resource consumption, embodied carbon emissions, and operational transport-related emissions.

The investment therefore supports more efficient logistics, reduces our environmental footprint, and contributes to the sustainable acquisition and use of buildings in line with EU Taxonomy objectives.

The substantial contribution criteria require buildings to have an Energy Performance Certificate of class A, which is a European certificate. Considering the manufacturing site is located in the USA, this certificate is not available. Flora Food Group therefore does not meet the technical screening criteria for this activity.

The investment in the new manufacturing site will therefore be recorded as an eligible, but not aligned, CAPEX investment and is accounted for in line with the material accounting policies for Property, Plant and Equipment in note 1.3 of the Consolidated Financial Statements.

CCM 9.1: research and development

Flora Food Group is deeply committed to advancing sustainability through research, development and innovation. CCM 9.1 involves conducting research and development aimed at creating new products, processes or technologies that contribute to climate change mitigation and support the transition to a low-carbon economy.

This economic activity is closely related to Flora Food Group's core business and focuses on the reduction of greenhouse gas emissions by providing sustainable products as an alternative to dairy products. The following Flora Food Group research and development project types focus on this goal:

- Product innovation
- Product renovation
- Efficient packaging

The technical screening criteria for substantial contribution require that the activity researches, develops or provides innovation for technologies, products or other solutions that are dedicated to one or more other activities included in the Taxonomy.

Our eligible research and development activities focus on the project types listed above. Since plant-based products are not contemplated in the Taxonomy as an activity, as outlined in the Turnover section above, our research and development activities do not meet the requirement of being linked to any other activity in the Taxonomy. As such, the research and development activity is eligible, but will never be aligned if the food retail sector, including plant-based alternatives, is not defined by the European Commission as a high-emitting sector.

Investments in research and development are recorded as eligible, but not aligned, CAPEX investments and accounted for in line with the material accounting policies for Other Intangible Assets in note 1.2 of the Consolidated Financial Statements.

CCM 9.3: consultancy advisory

Activity CCM 9.3 covers consultancy, advisory, and analytical services that support companies in identifying, assessing, and managing physical climate risks, and in developing adaptation solutions that strengthen climate resilience.

Flora Food Group has undertaken external consultancy studies focused on the feasibility, performance, and climate-resilience benefits of heat pump technologies at multiple manufacturing sites.

These studies assessed the suitability of different heat pump systems under future climate-change scenarios, including expected temperature increases and shifts in seasonal conditions. The consultancy work supports Flora Food Group in evaluating alternative low-carbon heating and cooling solutions and in identifying adaptation measures that can reduce exposure to long-term physical climate risks.

Investments in these studies are recorded as eligible CAPEX investments and accounted for in line with the material accounting policies for Property, Plant and Equipment detailed in note 1.3 of the Consolidated Financial Statements.

DNSH assessment

The DNSH assessment requires Flora Food Group to show that each eligible activity demonstrating substantial contribution to one of the Environmental Objectives also does no significant harm to any of the other Environmental Objectives.

The criteria linked to the CCA objective require companies to screen an economic activity to identify which physical climate risks may affect the performance of that activity during its expected lifetime.

The climate risk assessment we performed in alignment with the TCFD does not assess economic activities on a standalone basis. As a result, we cannot perform a full DNSH assessment against the CCA objective.

Considering the DNSH technical screening criteria towards the CCA objective are not met, Flora Food Group cannot demonstrate alignment of the activities that substantially contribute to one of the Environmental Objectives.

Appendix 1: EU Taxonomy continued

Minimum safeguards

Minimum safeguards are procedures a company implements to ensure compliance with standards set out in the:

- OECD Guidelines for Multinational Enterprises.
- U.N. Guiding Principles on Business and Human Rights.
- Eight fundamental conventions identified in the Declaration of the International Labour Organisation on Fundamental Principles and Rights at Work.
- International Bill of Human Rights.

The minimum safeguards cover:

- Human rights (including labour and consumer rights)
- Bribery and corruption
- Taxation
- Fair competition

Our minimum safeguard assessment approach

We apply a two-dimensional approach to assess compliance with the minimum safeguards. This means that there are both preventive and detective measures in place.

Preventive measures include adequate processes that have been implemented to prevent negative impacts. As part of the detective measures, outcomes are monitored to check whether the processes implemented at Flora Food Group are effective. The results of this continuous monitoring are applied for our minimum safeguard assessment.

We recognise our responsibility to respect and promote human rights. We acknowledge that, as part of constructing a sustainable food system, Flora Food Group operations and supply chain must implement practices of the highest integrity and ethics, following internationally recognised human rights standards.

Our Human Rights Due Diligence Strategy follows all relevant international instruments that regulate business and human rights matters in the jurisdictions where we and our supply chain operate, including the:

- U.N. Guiding Principles on Business and Human Rights.
- OECD Due Diligence Guidance for Responsible Business Conduct.
- CSRD.

Reporting

Article 8 of the Regulation requires non-financial organisations to disclose:

- The proportion of their turnover derived from products or services associated with economic activities that qualify as Taxonomy-aligned (Turnover KPI).
- The proportion of their capital expenditure (CAPEX KPI) and of their operating expenditure (OPEX KPI) related to assets or processes associated with Taxonomy-aligned economic activities.

In the first year that Flora Food Group is required to report under the Regulation, it is exempt from disclosure of comparative figures. Flora Food Group will start disclosing comparative figures from the second reporting year onwards.

Turnover KPI

The Taxonomy seeks alignment with financial reporting standards and specifies that turnover under the Taxonomy is in line with turnover under IAS 1A. However, due to the restriction in the current legislation explained above, food retail, including plant-based alternatives, is not defined as a high-emitting sector by the European Commission. Flora Food Group therefore reports 0% for both eligibility and alignment in the disclosure.

CAPEX KPI

The CAPEX under the Taxonomy is defined in Annex 1 of the Delegated Act supplementing Article 8 of the Regulation as all additions to tangible and intangible assets during the financial year considered before depreciation, amortisation and any re-measurements, including those resulting from revaluations and impairments, for the relevant financial year and excluding fair value changes.

The definition of CAPEX in the Regulation therefore seeks alignment with the IFRS financial reporting standards. The eligible activities and their respective percentage alignments with Environmental Objectives are reported in the table page 56.

OPEX KPI

The Taxonomy definition of operating expenditures is narrower than the accounting definitions under the IFRS financial reporting standards, as only non-capitalised costs for the day-to-day servicing of assets are treated as in-scope operating expenses. As the eligible OPEX is not material to Flora Food Group, we have not assessed the alignment criteria and report 0% alignment.

Looking forward

The Taxonomy is a complex regulatory framework, especially in its restrictions of certain very impactful sectors, such as the food sector, and the lack of clarity in the interpretation of criteria set out in the Regulation and Delegated Acts.

The Taxonomy has been developed since its initial implementation and it is expected to develop in the coming years. We will continue to monitor developments and updates, whether to the Regulation, Delegated Acts or any guidance, and ensure that Flora Food Group's methodology and processes remain aligned with any changes.

KPI	Million €	Eligibility	Aligned
Turnover	2,966.0	0%	0%
Capex	242.5	50%	0%
Operating expenses	25.8	0%	0%

Appendix 1: EU Taxonomy
continued

Annex III – EU Taxonomy reporting templates

Proportion of turnover from products or services associated with Taxonomy-aligned economic activities – disclosure covering year 2025

				Substantial contribution criteria						Does not significantly harm									
Economic activities	Code	Absolute turnover (millions, €)	Proportion of turnover (%)	Climate Change Mitigation (%)	Climate Change Adaptation (%)	Water (%)	Pollution (%)	Circular economy (%)	Biodiversity and ecosystems (%)	Climate Change Mitigation (Y/N)	Climate Change Adaptation (Y/N)	Water (Y/N)	Pollution (Y/N)	Circular economy (Y/N)	Biodiversity (Y/N)	Minimum safeguards (Y/N)	Taxonomy-aligned proportion of total turnover, year 2024 (%)	Category (enabling activity) (E)	Category (transitional activity) (T)
A. TAXONOMY-ELIGIBLE ACTIVITIES			0%																
A.1. Environmentally sustainable activities (Taxonomy-aligned)																			
Turnover of environmentally sustainable activities (Taxonomy-aligned) (A.1)		0	0%	0%	0%	0%	0%	0%	0%	Y	Y	Y	Y	Y	Y	Y	0%	0%	0%
A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																			
Turnover of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		0	0%																
Total (A.1+A.2)		**0**	**0%**																
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																			
Turnover of Taxonomy-non-eligible activities		2,966	100%																
Total (A+B)		**2,966**	**100%**																

Appendix 1: EU Taxonomy
continued

Proportion of CAPEX from products or services associated with Taxonomy-aligned economic activities – disclosure covering year 2025

				Substantial contribution criteria						Does not significantly harm									
Economic activities	**Code**	**Absolute CAPEX** (millions, €)	**Proportion of CAPEX** (%)	**Climate Change Mitigation** (%)	**Climate Change Adaptation** (%)	**Water** (%)	**Pollution** (%)	**Circular economy** (%)	**Biodiversity and ecosystems** (%)	**Climate Change Mitigation** (Y/N)	**Climate Change Adaptation** (Y/N)	**Water** (Y/N)	**Pollution** (Y/N)	**Circular economy** (Y/N)	**Biodiversity** (Y/N)	**Minimum safeguards** (Y/N)	**Taxonomy-aligned proportion of total CAPEX** (%)	**Category (enabling activity)** (E)	**Category (transitional activity)** (T)
A. TAXONOMY-ELIGIBLE ACTIVITIES																			
A.1. CapEx of environmentally sustainable activities (Taxonomy-aligned)																			
CAPEX of environmentally sustainable activities (Taxonomy-aligned) (A.1)		0.00	0.0%	0%	0%	0%	0%	0%	0%	Y	Y	Y	Y	Y	Y	Y	0%	0%	0%
A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned)																			
Electricity generation using solar photovoltaic technology	CCM 4.1	1.0	0.4%																
Production of heat/cool using waste heat	CCM 4.25	1.1	0.5%																
Construction, extension and operation of water collection, treatment and supply systems	CCM 5.1	2.7	1.1%																
Construction, extension and operation of wastewater collection and treatment	CCM 5.3	4.3	1.8%																
Transport by motorbikes, passenger cars and light commercial vehicles	CCM 6.5	98.3	40.5%																
Installation, maintenance and repair of instruments and devices for measuring, regulation and controlling energy performance of buildings	CCM 7.5	0.0	0.0%																
Acquisition and ownership of buildings	CCM 7.7	13.8	5.7%																
Research and development focused on plant-based food innovation and sustainable packaging solutions.	CCM 9.1	0.3	0.1%																
Consultancy for physical climate risk management and adaptation	CCM 9.3	0.3	0.1%																
Total (A.1+A.2)		**121.5**	**50.1%**																
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																			
CAPEX of Taxonomy non-eligible activities		121.0	50%																
Total (A+B)		**242.5**	**100%**																

Appendix 1: EU Taxonomy
continued

Proportion of OPEX from products or services associated with Taxonomy-aligned economic activities – disclosure covering year 2025

				Substantial contribution criteria						Does not significantly harm									
Economic activities	Code	Absolute OPEX (millions, €)	Proportion of OPEX (%)	Climate Change Mitigation (%)	Climate Change Adaptation (%)	Water (%)	Pollution (%)	Circular economy (%)	Biodiversity and ecosystems (%)	Climate Change Mitigation (Y/N)	Climate Change Adaptation (Y/N)	Water (Y/N)	Pollution (Y/N)	Circular economy (Y/N)	Biodiversity (Y/N)	Minimum safeguards (Y/N)	Taxonomy-aligned proportion of total OPEX (Y/N)	Category (enabling activity) (Y/N)	Category (transitional activity) (Y/N)
A. TAXONOMY-ELIGIBLE ACTIVITIES																			
A.1. Environmentally sustainable activities (Taxonomy-aligned)																			
OPEX of environmentally sustainable activities (Taxonomy-aligned) (A.1)		0.0	0.0%	0%	0%	0%	0%	0%	0%	Y	Y	Y	Y	Y	Y	Y	0%	0%	0%
A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																			
OPEX of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		0.0	0.0%																
Total (A.1+A.2)		**0.0**	**0.0%**																
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																			
OPEX of Taxonomy-non-eligible activities		25.8	100.0%																
Total (A+B)		**25.8**	**100.0%**																

Appendix 2: Accounting policies and definitions

In this section we gather all the accounting policies and definitions for the key performance metrics reported throughout the sustainability statement. It is organised under the heading of the relevant section of the statement. All figures in this report are subject to rounding, therefore, totals may not always add up precisely.

Product innovation

NSV spend on R&D

We report the spend on Research & Development (R&D) as a proportion of Flora Food Group's NSV, in the reporting year. All Flora Food Group R&D costs worldwide are included in the scope of this metric. Intangible asset depreciation and capitalisation, and investment in partnerships, are excluded. Performance is calculated in Euros, using the average exchange rate from the prior year.

NSV from products innovated or renovated

We report on the proportion of Flora Food Group's NSV in the reporting year that has come from products innovated or renovated in the past three years. All Flora Food Group sales are included in the scope of this metric, including sales from products manufactured by third parties. Changes limited to product packaging design, product claims on pack or amendments required by regulation are excluded. Operational efficiency projects are also excluded. Performance is calculated in Euros, using the average exchange rate from the prior year.

Health and nutrition

We report the proportion of our retail sales (by volume) meeting nutrient benchmark targets on saturated fat and trans-fat from PHVO.

Performance is calculated using Flora Food Group's sales data, product nutritional information and the nutrient targets established as per the following process.

Nutrition Benchmarking Programme

Products in scope include retail sales across our core categories: spreads, butters, liquids, cheeses, and creams. Sales from non-core categories (e.g. yogurt drinks, cookies, oil blends), non-Flora Food Group branded products, those not sold to consumers or manufactured by third parties are excluded. Moreover, to maintain the traceability of the data, only products with nutritional information available within the data management systems will be included in the metric calculations.

The latest scientific evidence and official nutrition recommendations and guidelines are used to determine which specific nutrients should be included or limited, as well as form the foundation for the different targets. These authorities include the WHO, Food and Agriculture Organization, European Food Safety Authority and CODEX Alimentarius.

The core categories in scope are separated into three categories for the nutrition benchmarking programme, each with additional classifications. 'Spreads, Butters, Melanges and Liquid Margarines' are split into 7 classifications. While creams and cheeses are divided into 3 and 5 classifications respectively.

For each classification, we define Essential Nutrient Properties , which guide the setting of nutritional targets. These properties identify both the nutrients that should be limited—such as saturated fat, trans fat, sodium, and sugar—and those that should be encouraged, including omega-3 (ALA), omega-6 (LA), vitamin A, vitamin D, vitamin B12, calcium, and protein.

The POF model (Person, Occasion, Frequency) is used to align the nutritional properties of each product to consumer need. The model considers who the typical consumer is, the intended functionality of the product and how frequently it is consumed. Based on the communication on product packaging, we determine the most appropriate nutrition benchmarking classification for each product.

Appendix 2: Accounting policies and definitions continued

Product quality and safety

GFSI-certified manufacturing sites
We report the proportion of Flora Food Group's manufacturing sites certified according to the GFSI standard. All manufacturing sites in Flora Food Group's operational control for more than two years are in scope.

Supplier GFSI certification
A Supplier GFSI is defined as any supplier with manufacturing operations that is required to meet Global Food Safety Initiative (GFSI) benchmarked standards as part of our supplier approval process.

Suppliers must demonstrate compliance with GFSI-recognised certification schemes (e.g., BRCGS, FSSC 22000, IFS, SQF) or meet equivalent GFSI-aligned requirements established by Flora Food Group.

Public food safety product recalls
We report the number of public food safety product recalls during the reporting period in accordance with the Standards from the Sustainability Accounting Standards Board (SASB) for the Food and Beverage Sector.Product recall means taking product out of trade and information to consumers to take action (e.g. destroy, e.g. return) regarding product that they may have at home. This will involve notifications via press, internet, in-store. National/Local authorities usually must be informed (excluded situation when our non-direct business partners execute public recall without informing us). A withdrawal without informing our consumer is not a public recall therefore not included in this KPI

Our people

We report gender balance, employee turnover and gender pay gap as follows.

Gender balance
We report the proportion of women at the following levels:

- All employees
- Manager level and above
- Executive Committee

Data is compiled as at 31 December of the reporting year. Contractors and consultants are excluded from the calculation. Employees can select their own gender in the HR system. 'Manager level and above' refers to employees who hold a Manager, Head Of, Leadership or Exco pay band at Flora Food Group.

Employee turnover
We report the number of voluntary and total leavers as a proportion of the total number of employees. All Flora Food Group employees are in scope of this metric. Contractors and consultants are excluded.

We calculate performance as an average of the monthly employee turnover rate throughout the reporting year. Data is extracted from Flora Food Group's HR system on the last day of each month throughout the reporting year.

Gender pay gap
We report on the difference of average pay levels between female and male employees, expressed as a percentage of the average pay level of male employees. All Flora Food Group employees are in scope. Hourly pay is calculated as (sum of the individual's earnings which includes base pay, allowances, bonus and benefits) / (52 weeks) / (actual hours worked). Salary is taken as at 31 December of reporting year. Base pay is the sum of guaranteed, short-term and non-variable cash compensation. The metric excludes contractors, consultants and employees who identify as neither male or female.

Employee health and safety

We report our health and safety performance for all workers who are directly supervised by Flora Food Group.

The working hours used to calculate the TRFR and LTIR are extracted from Flora Food Group's HR system for Corporate Staff and from PowerBI as reported by manufacturing sites. Working hours exclude sick leave and annual leave for manufacturing sites and will review and incorporate the same changes for Corporate staff on PowerBI. Methodology for calculating working hours was reviewed and implemented as per Flora Food Group guidelines in 2025.

We use the following definitions in our reported data:

Recordable Work-Related Injuries: Injuries classified as Fatality, Lost Time Accident (LTA), Restricted Work Case (RWC) and Medical Treatment Case (MTC) are recordable injuries.

Lost Time Accident (LTA): an accident that result in an employee being unable to undertake their duties on their next scheduled working day or shift. This includes all accidents resulting in a severe injury. If an employee is working a partial shift but leaves early due to the same injury, it is recorded as an LTA. Accidents which occur during business travel by full-time employees are also included.

High Consequence Work-Related Injury: an injury from which a person cannot, does not or is not expected to recover fully to pre-injury health status within six months of the date of injury. This includes injuries resulting in permanent disability or eventual death.

Fatality: any death of an employee that is associated with work. This includes employees travelling or off-site on company business. Any fatalities for non-employee contractors or visitors are reported, but not included in calculations of our performance metrics.

Days Lost to Work-Related Injuries: the total number of workdays lost (as recommended by a designated health practitioner, after attending to a work-related injury in hospital less the days an employee is not scheduled for work) for the injured employee to stay off duty and allow for full recovery before returning to work. Days lost are expressed in the form of full-day equivalent working days to take into account any variation in daily working hours, i.e. based on days scheduled for work).

Appendix 2: Accounting policies and definitions continued

Total Recordable Frequency Rate (TRFR): the sum of all Fatalities, LTAs, RWCs and MTCs, expressed as a rate per million working hours.

Lost Time Injury Rate (LTIR): the sum of all LTAs, expressed as a rate per million working hours.

Human rights in the supply chain

Suppliers in Sedex
When reporting the percentage of supplier assessed in Sedex, we refer to the percentage of suppliers (in spend) in-scope as per the following:

- Direct suppliers that provide goods or ingredients to Flora Food Group that are directly incorporated into the final product being manufactured.
- Any indirect supplier that provides services or equipment with a Sedex risk score of six or more and with whom our annual spend exceeds €100,000.

  Suppliers are considered high risk when they have an overall risk score of 6.0 or above on their Sedex SAQ.

SMETA audits: own sites and third-party manufacturers
When reporting on SMETA audits, all Flora Food Group and third-party manufacturing sites are in scope. The percentage we report represent own-sites or third party manufacturers that have conducted a SMETA within the last 3 years.

Climate change

We report on GHG emissions within our operational control and from our supply chain. We calculate GHG emissions in accordance with the GHG Protocol.

The measuring and reporting of GHG emissions data inevitably involves a degree of estimation. We continually review our GHG footprint estimations to ensure we are using the best available data and thus improve the accuracy of our GHG emissions reporting.

Flora Food Group collects and reports our GHG emissions mainly based on the widely used industry databases by Ecoinvent and World Food LCA Database (WFLDB), along with internally reviewed and verified primary emission factors from suppliers. This approach ensures accurate accounting of the GHGs required by the GHG Protocol.

Scope 1 and 2
During the year of 2025, we restated our Scope 1 and 2 emissions reduction target to 42%. This revision reflects updated data and projections, while our focus on emissions reduction continues. Within this objective we report on:

- Scope 1 GHG emissions – direct GHG emissions that occur from sources owned by Flora Food Group, such as natural gas.
- Scope 2 GHG emissions – indirect GHG emissions associated with the generation of electricity, heating, cooling, or steam purchased for consumption at Flora Food Group's offices, manufacturing sites and owned warehouses.

In accordance with the GHG Protocol, Flora Food Group discloses Scope 2 emissions according to both the market and location-based method.

Scope 1 and 2 emissions include:

- **Losses from refrigerant units,** calculated based on refrigerants purchased by our manufacturing sites.
- **Process carbon,** which is CO_2 used during manufacturing processes.
- **Energy consumption** from electricity, primary fuel sources (e.g. natural gas) and locally generated energy sources is calculated based on invoiced consumption data or meter readings. Electricity and gas consumption is estimated for our offices by multiplying floor area by a benchmark from GRESB.
- **Road travel** by our fleet cars is estimated based on data shared by fleet providers on distances travelled by, and fuel type for, each vehicle.

Scope 3
We report on Scope 3 GHG emissions, which are indirect emissions other than those covered in Scope 2, as per the GHG categories below.

Category 1 and Category 2 – purchased goods and services and capital goods:

- **Ingredients:** Emissions are estimated using volumes purchased multiplied by LCA emission factors for the closest matching product in the LCA databases. The emissions factors include emissions from LUC. When a local factor exists for an ingredient and we have the location of the origin of this ingredient, the emissions factor for exact location of origin is used. LUC emissions for palm oil are based on a causal statistical LUC (sLUC), using a palm plantation presence map. LUC emissions for soy are estimated based on a subnational-level sLUC using crop distributions. For some ingredients, we collect supplier-specific product carbon footprints (PCFs) to accurately reflect the correct emissions factors. We expect to utilise PCFs increasingly in the future to enhance the accuracy of our emissions calculations, in line with the GHG protocol.
- **Packaging:** Calculating emissions associated with packaging and packaging manufacturing uses the total weight of raw packaging combined with the material types and global emission factors.
- **Water:** Emissions are estimated based on total water consumption reported by our manufacturing sites and global emission factors.
- **Intangible services:** Emissions are estimated using spend data, in Euros, and global emission factors..
- **Third-party manufacturers:** Emissions are estimated by multiplying third-party production volumes by total GHG emissions per tonne for Flora Food Group's in-house manufacturing.

Category 3 – fuel- and energy-related activities (FERA):

- Emissions are calculated using the same data sources as Scope 1 and 2 GHG emissions.

Category 4 – upstream transportation and distribution:

- For the delivery of raw ingredients to Flora Food Group's manufacturing sites, emissions are calculated based on estimated distance from ingredient origins to manufacturing site locations, transportation mode and actual quantity distributed to each manufacturing site reported by Flora Food Group, and global emission factors.
- For the distribution of Flora Food Group's products from own manufacturing sites to warehouses, data is reported per operation in Flora Food Group's logistics system, and covers weight, distances, mode of freight and whether transport is ambient or refrigerated.
- Where logistics data is only partially available or not available, Flora Food Group estimates the distance, and mode of transport, using the latitude and longitude of origin and destination cities.
- Energy consumption associated with warehousing is calculated using the volume of products sold multiplied by the warehouse energy intensity, in kWh per m^3 per year, which is modelled based on Product Environmental Footprint Rules (PEFCR) guidance. Emissions are calculated using global emission factors.

Category 5 – waste generated in operations:

- Emissions are calculated based on data is reported on a monthly basis across Flora Food Group's manufacturing sites and global emission factors. Actual data is obtained from waste service providers that collect the waste.

Appendix 2: Accounting policies and definitions continued

Category 6 – business travel:
- Emissions are calculated for air travel, rail travel and hotel stays based on actual data obtained from Flora Food Group's business travel service agents. Emissions from car travel is calculated based on spend data and global emission factors.

Category 7 – employee commuting:
- Emissions are calculated based on the employee headcount of different regions multiplied by the global emission factors per employee commuting per year. We use data from the European Commission on Transport statistics for the EU to calculate the comparative proportion of car, bus, rail, tram and metro journeys taken.

Category 12 – end-of-life treatment of sold products:
- Emissions are calculated using Flora Food Group's packaging data by material type and quantity sold to different countries and the end-of-life disposal routes (incineration and landfill), which are are based on EU or national statistics.

Categories 8-11 and 13-15 are not relevant or not material to Flora Food Group.

Emission factors
Emissions factors are sourced from WFLDB and ecoinvent.

Source of emission factors	GHG categories
World Food LCA database v3.11.1 ecoinvent LCA v3.11 USEEEIO v2.1	• Scope 3: Purchased good and services (PGS)
ecoinvent LCA v3.11	• Scope 1: fuels, vehicle use, refrigerants Scope 2: electricity, and calculated steam EFs • Scope 3: – PGS (water) – FERA (T&D, WTT electricity) – Logistics – Waste in operations (waste, wastewater) – Downstream transportation and distribution (outbound and warehouse) – End-of-life treatment of sold products
DEFRA greenhouse gas reporting conversion factors (2025)	• Business travel (transport and hotel stays) • Employee commuting
USEPA eGRID (2020)	• Scope 2: location-based mix for USA grid

When calculating scope 2 location-based emissions for electricity, if site-level grid connection voltage data were not available, the emission factor for low voltage electricity were applied as a standardized proxy. These emission factors typically include additional distribution, transmission and combustion losses.

To calculate GHG revenue intensity, we divide gross Scope 1, 2 and 3 GHG emissions by total NSV, calculated for both market- and location-based emissions. The figure for total net revenue can be found page 5.

For energy revenue intensity, the total energy consumption is divided by total NSV. All revenue-generating activities in our industry are considered a high climate-impact sector.

We use GHG volume intensity to measure progress towards the decarbonisation of our operations and value chain. For Scope 1 and 2, we calculate absolute emissions divided by total production volume of our manufacturing sites and refineries. For Scope 3, we calculate absolute emissions divided by total product volume produced (i.e. finished goods) including our manufacturing sites and third-party manufacturing.

Baseline Emissions Restatement
In 2025, Flora Food Group has restated the 2020 base year and 2024 climate emissions data to reflect changes in our reporting boundary following the acquisition of a new factory and the divestment of previously owned facilities, as well we updated our emission factor database using the most up-to-date emission factors. In line with the GHG Protocol and industry best practice, emissions from the acquired facility have been integrated into our baseline year, and emissions from divested facilities have been removed to ensure consistency and comparability. This restatement aligns our historical data with the current operational boundary and supports accurate performance tracking against our targets. No assurance procedures have been performed on the restated historical data.

Nature and biodiversity

DCF data
We report on the proportion of our priority ingredients – palm oil, soybean oil and paper – that are considered DCF by applying the Common Methodology, designed by the Accountability Framework initiative.

Our reporting covers all palm oil, soybean oil, embedded soy, and paper and pulp that is purchased by Flora Food Group for our own operations.

We collect traceability data from our palm products, soybean products and paper suppliers on an annual basis. Using this data, we calculate the proportion of DCF volumes for each commodity following the Afi's definition and CGF guidelines

- Option A : Purchased under an approved certification scheme as per Annex 2 of AFi report (e.g. RSPO Segregated or Identity Preserved certifications).
- Option B: Volumes traceable to a negligible risk area
- Option C: Volumes traceable to farm level and assessed through satellite monitoring (using Starling tool)
- Option D: Volumes traceable to production area with field assessment .
- Option E: Volumes delivered by suppliers with a robust control mechanism

Definitions we use
- **Nature**: the physical world and its ecosystems, including all living organisms, landscapes, climates and natural processes, existing independently of human activity.
- **Biodiversity**: the variety of all living organisms in an ecosystem, including species, genetic and ecosystem diversity.
- **Land-use change**: when land is transformed from its natural state to serve new purposes like farming, urban development or industry.
- **Deforestation**: loss of natural forest as a result of (i) conversion to agriculture or other non-forest land use, (ii) conversion to a tree plantation or (iii) severe and sustained degradation.
- **Deforestation Conversion Free:** a commitment to eliminate deforestation and the conversion of other natural ecosystems, such as grasslands, wetlands and savannas, to agriculture or other land uses.

Packaging

We report on:
- The proportion of our packaging that is recyclable, reusable or compostable.
- The proportion of our packaging that is made from recycled content.
- Our total packaging volumes by material type.

Appendix 2: Accounting policies and definitions continued

Packaging materials include primary and secondary packaging used for Flora Food Group's products. Materials used across offices, supply chains and promotional materials are excluded, as well as products manufactured by Flora Food Group that are not sold to consumers as a Flora Food Group brand. Volumes purchased by our Arivia entity are excluded. We plan to integrate packaging data from our Arivia entity in our 2025 disclosure.

Flora Food Group works with partners to perform materials recyclability analysis, which substantiates the recyclability claims for each packaging material and polymer. This uses a number of sources, including On-Pack Recycling Label Scheme, RecyClass Recyclability Methodology, the Ellen MacArthur Foundation's New Plastics Economy Global Commitment, How2Recycle Guide to Recyclability and other packaging material specific industry guidelines.

We identify packaging components as reusable, recyclable or compostable based on industry standards, supplier declarations, and/or testing and certification by external experts. A packaging component must be 95% recyclable, reusable or compostable for us to classify it as recyclable, reusable or compostable.

Definitions we use

- **Plastic:** Materials consisting of a polymer to which additives or other substances may have been added. Flora Food Group uses polypropylene (PP), polyethylene (PE), polystyrene (PS) and polyethylene terephthalate (PET) for tubs, pots, bottles and sachets.
- **Plastic free:** Packaging materials containing no plastic, as defined above. Polymers are only allowed in plastic-free packaging materials when they are present as:
  - Inks and adhesives.[7]
  - Natural polymers that are not chemically modified.
  - Polymeric materials used as synthetic chemical additives in packaging materials, which are not themselves plastic, to achieve specific material properties and higher production process efficiencies, for example as retention agents or binders and processing aids.[8]
- **Primary packaging:** Packaging materials used for individual and consumer units at the point of sale. Primary packaging comes into direct contact with the product itself.
- **Secondary packaging:** Packaging materials used for trade units. Secondary packaging is used to group SKUs together.
- **Recyclable:** Plastic packaging, or packaging components must meet the following conditions to be considered recyclable:
  - The product must be made with a plastic that is collected for recycling, has market value and/or is supported by a legislatively mandated programme.
  - The product must be sorted and aggregated into defined streams for recycling processes.
  - The product can be processed and reclaimed, or recycled, with commercial recycling processes.
  - The recycled plastic becomes a raw material that is used in the production of new products.
- **Reusable:** Packaging that has been designed to accomplish or proves its ability to accomplish a minimum number of trips or rotations in a system for reuse in accordance with ISO 18603.
- **Compostable:** Packaging or packaging component is compostable if it is in compliance with relevant international compostability standards, and if its successful post-consumer collection, sorting and composting is proven to work in practice and at scale.

Waste

We report the waste generated by our operations, which includes manufacturing sites we operate and warehouses we own. Our waste reporting covers solid waste that is no longer intended for its initial purpose and is managed according to the waste hierarchy. Wastewater is monitored separately under water management. Waste generated during construction of our sites is excluded from our numbers.

Waste sent to landfill reporting covers non-hazardous waste only. Hazardous waste is strictly regulated by local laws and regulations.

Waste data is reported by manufacturing sites and warehouses we own based on invoices received from third-party waste vendors, supplemented by manufacturing site-specific measurement methods and compliance with legal requirements.

Water

We report the water withdrawn, discharged and consumed by our manufacturing operations. Our water reporting covers manufacturing sites we operate and warehouses we own.

We also report on our water withdrawal, discharge and consumption at manufacturing sites in water stressed areas. We conduct a water stress assessment every two years using the World Resources Institute's (WRI) Aqueduct tool. Water stressed areas include sites classified as high or extremely high water stress. If more detailed local data is available, such as studies or governmental research, it takes precedence over the WRI tool.

Water data is reported for all sites based on invoices received from third-party water vendors, supplemented by manufacturing site-specific measurement methods and compliance with legal requirements.

Ethical business conduct

We report the proportion of employees that have completed our online training on our Code of Conduct.

Reporting covers all office-based employees only. Employees that join Flora Food Group after the launch of the Code of Conduct training are trained as part of their standard onboarding training package. Employees working at our manufacturing sites receive tailored training from local HR teams and site management.

7 Recital 11, Directive (EU) 2019/904 on the reduction of the impact of certain plastic products on the environment.
8 Point 2.2.1, EC guidelines on single-use plastic products in accordance with Directive (EU) 2019/904.

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