



ESG at Ingredients

Our Ingredients businesses are investing to improve performance across a wide range of material ESG topics.



ESG Governance

Each Ingredients business manages its ESG impacts, risks and opportunities independently, tailoring strategies to its specific business needs.

AB Mauri

AB Mauri places ownership and accountability for ESG at a country and business unit level. This empowers local teams to make decisions and oversee topics in the context of their local markets.

The divisional ESG Steering Group provides guidance and oversight to local teams on common priority areas across environment, social and governance topics. Individual priority activities and programmes, such as the health and safety of our employees, water stewardship, and energy efficiency, are supported by global champions, providing subject matter guidance and facilitating the sharing of best practices across the division.

For more information on ESG at AB Mauri please see its website.

ABFI

The division's ESG strategy is based on three pillars: People, Planet and Customers. These pillars reflect its efforts to help protect people and preserve the environment, and to respect its partners. This framework guides the division's approach, while its decentralised structure allows each business to define and implement specific ESG goals and activities that are relevant to its respective industries, markets and communities.

The ABFI Chief Executive is responsible for the ESG agenda including impacts, risks and opportunities. The ABFI Divisional Safety, Risk and Sustainability Director serves as the liaison between the ABF Group and its businesses, facilitating communication, collaboration and strategic direction on ESG matters. The business-level managing directors have overall responsibility for the implementation of their ESG strategy and for the performance of their business unit. A cross-business Sustainability Committee also supports collaboration and knowledge sharing.

For more information on ESG at ABFI please see its website.



Wastewater treatment at AB Mauri
Maya's yeast plant in Bandırma,
Türkiye

Our people – Ingredients

Our people are central to the success of our Ingredients businesses. Each business prioritises having a positive impact across health, safety and wellbeing, diversity, equity, inclusion and work-life balance.



Health, safety and wellbeing

Keeping people safe remains the top priority for our Ingredients businesses. Their ultimate aim is to create a safe working environment that results in zero injuries and no work-related ill-health.

In 2025, the number of employee on-site Lost Time Injuries (LTI) across our Ingredients businesses increased from 15 in 2024 to 24, resulting in an employee LTI rate of 0.39%. The number of contractor on-site LTIs increased from four in 2024 to five. In 2025, 78% of Ingredient production sites recorded zero employee or contractor LTI.

AB Mauri

Health and safety topics are prioritised at all meetings of AB Mauri's Global Management Team, where performance is closely monitored through benchmarks and reviews of any work-related accidents, to identify areas for improvement and implementation of corrective actions. Leaders play a key role in fostering a culture of safety and promoting wellbeing across all sites.

AB Mauri also established a health and safety steering group responsible for developing and overseeing new strategies, supported by health and safety champions and a health and safety leadership team made up of regional health and safety managers who coordinate and implement activities across regions. Health and safety performance is also monitored at several other global functional leadership meetings, including those focused on manufacturing and logistics.

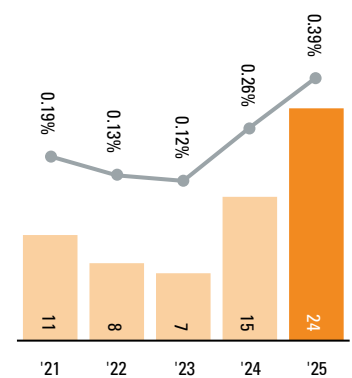
Central to AB Mauri's safety culture is the programme SAFE, Safety For Everyone, which is a set of systems designed to increase awareness of health and safety issues, highlight best practice and reduce or eliminate risk wherever possible. The programme is embedded in the culture of the businesses and continues to evolve as the division learns from its experiences.

Despite the increase in LTIs, AB Mauri's commitment to health and safety remains a key focus area. Several areas for improvement have been identified and the business is actively addressing them as a priority for the coming year. For example, the business is updating its Leading for Safety training programme, which addresses technical requirements around critical risks and behavioural safety to develop the capability of its front-line managers and safety champions to help deliver safety targets.



A colleague at AB Mauri's plant in Hull, UK

Number of employee on-site Lost Time Injuries and Lost Time Injury Rate %



Additionally, AB Mauri's health and safety awards programme, now in its 13th year, further contributes to a culture of strong performance through continually highlighting and sharing outstanding achievements.

AB Mauri is managing two greenfield projects in India. Together, these projects have successfully reached significant safety milestones, achieving a combined total of 6.75 million hours without any Lost Time Injuries (LTIs).

ABFI

Health and safety considerations are integrated into the ABFI businesses strategy, supported by robust systems, proactive risk management, regular audits and transparent engagement with regulators and communities.

Since 2017, the annual ABFI Health, Safety & Environment Recognition Awards have highlighted outstanding contributions to workplace safety, celebrating individuals and teams across the group who demonstrate exceptional commitment to HSE excellence. These awards play a crucial role in promoting a culture of health and safety awareness among all employees across the organisation.

Across its businesses, ABFI promotes a strong safety culture through targeted initiatives. At Ohly, the My Safety, My Movie campaign encourages employees to create safety videos, fostering creativity and personal ownership of safety practices. At PGPI, a complete rebuild of an extruder was undertaken with a focus on safety, enhancing ergonomic design and access while reducing the need for awkward or hazardous working positions. At SPI Pharma, the focus of safety conversations is evolving to be more strategic, with an emphasis on the highest-risk tasks. The team has developed scorecards based on the outcomes of safety reviews and is investing in in-person training and external expertise to enhance employee awareness and engagement.

Mental health and wellbeing

Our Ingredients businesses deliver a range of programmes to improve employees' mental and physical health, providing support, protection and education to employees and their families.

Wellbeing programmes vary across the businesses to reflect local needs, they all cover a broad range of topics, including:

- physical wellbeing – health promotion, good rehabilitation, diet and exercise;
- mental wellbeing – mental health awareness, dignity at work, stress management and emotional support; and
- social wellbeing – employee voice and social events.

AB Mauri and ABFI also have channels in place for their employees to raise wellbeing concerns via Speak Up, ABF's confidential whistleblowing service. In addition, businesses are using their engagement surveys to gain insights on employee wellbeing.

AB Mauri

Across AB Mauri, there are many examples of wellbeing initiatives. Thrive is the health and wellbeing framework for its UK and Ireland business, which recognises the interconnected nature of home and work life, and importance of physical and mental health. The programme aims to support and enable employees to bring their whole self to work and to flourish, grow and contribute to business performance. Initiatives are focused around healthy minds, healthy bodies, healthy homes and healthy work.

In 2025, AB Mauri's North America business introduced a comprehensive health advocacy programme designed to support its employees in navigating the complexities of the local healthcare system. This initiative provides employees with assistance in finding suitable healthcare providers, resolving billing issues and securing access to prescribed treatments.

AB Mauri also focuses on financial wellbeing through pension advice and financial education programmes. For example, in 2025, its Philippines business provided financial literacy seminars for their employees.

ABFI

Many ABFI businesses offer employee assistance programmes (EAP) to provide support and resources and to promote mental health and wellbeing among employees. For example, Ohly offers all employees free and confidential external mental health and life events coaching and has seen an 11% utilisation rate for this service. Similarly, SPI Pharma provides EAP resources to all employees and offers internal training on EAP capabilities.

SPI Pharma's business in France implemented a Respect week, initiated and driven by employee volunteers, to address concerns raised in their bi-annual engagement survey around inclusive and respectful behaviours in 2021. By 2023, the score on this measure had increased from 67% to 78%. The programme has continued throughout the years since, informed and driven by employees. The engagement survey will run again in 2026 and will provide a chance to assess further progress.

Diversity, equity and inclusion (DEI)

Our Ingredients businesses respect all individuals, striving to foster a sense of belonging among employees, and create workspaces that value cultural diversity. Through action and initiatives, they are working to build a diverse pipeline of talent and strengthen their high performing teams through equal opportunities and inclusive cultures.

AB Mauri

AB Mauri welcomes and values diversity across the 32 countries it operates in, respecting and embracing the local cultures and traditions of the communities it serves.

To ensure that diversity, equity and inclusion are effectively embedded throughout the organisation, local businesses are empowered to determine which DEI aspects are most relevant to their specific contexts. Globally, two DEI champions drive expertise, improvements and best practice across the businesses.

AB Mauri recognises that there is always more work to be done in advancing DEI, especially in the manufacturing and science, technology, engineering and mathematics (STEM) fields where gender imbalances persist in key roles. For example, it encourages greater female representation through its Annual Girls Day, allowing female high school students to experience a day working as scientists at the AB Mauri Global Innovation Centre in the Netherlands.

AB Mauri aspires to achieve greater female representation, particularly at the senior leadership level. It has committed to diversity in its recruitment, with an expectation to always have at least one female candidate for consideration. The business monitors its gender balance throughout the organisation, and the balance of candidates and hires in its top 100 recruitment. These KPIs are also reviewed by the senior leadership team monthly. As a result of this work, the business has seen a continuous and material increase in the number of women in its top three layers of management from 24% in 2016 to 34% in 2025, as well as in key operational roles like plant management, maintenance, engineering and product development.

AB Mauri is embedding DEI practices across its businesses, including family-friendly policies, awareness and education, unconscious bias training, external partnerships and support of charities.

AB Mauri Brazil has gender-neutral hiring and promotion policies, with centralised salary decisions to ensure equitable pay. In Spain, the UK and Ireland, their businesses are developing female pipeline succession planning for key roles such as sales and new product development. Enhanced paid parental leave and unconscious bias training are provided in North America, UK, Ireland and Italy. Since 2021, AB Mauri Italy has expanded professional opportunities for disability inclusion in the workplace and community.

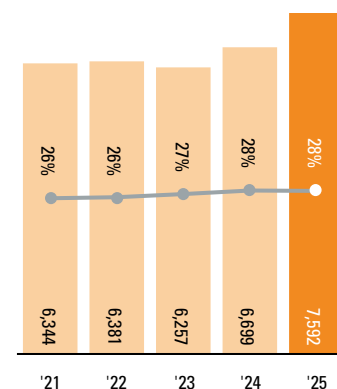
ABFI

ABFI is committed to creating a workplace where everyone feels respected, included and able to contribute. Across its international businesses, there is a shared belief that diverse teams lead to better thinking, stronger innovation and long-term success. As a science-led group of businesses, ABFI is especially focused on supporting representation and leadership of women in STEM (science, technology, engineering and mathematics) roles, ensuring that talent and opportunity are equally accessible across their operations. In 2025, ABFI became a sponsor of Women In Nutraceuticals (WIN), backing gender equality, supporting representation and female leadership development in the nutraceutical industry.

This sponsorship supports female empowerment, career mentorship and development and diversity as drivers of innovation for industry growth.

Other initiatives are shaped by individual businesses to reflect their people and communities. For example, Ohly has DEI committees at every site, made up of volunteers from across the business who lead awareness activities. At SPI Pharma's Septèmes site in France, colleagues ran a Respect Week for the second year running, with workshops on appropriate communication and inclusivity in the workplace. AB Enzymes continues to focus on growing the number of women in technical and management roles, offering targeted support and development.

Number of employees highlighting percentage of women in the workforce



Engagement and development

Building the skills and experience of their people is vital for our Ingredients businesses. Alongside the need to provide ongoing development opportunities, they strive to ensure all employees are engaged and informed about the business in which they work.

Learning and development

AB Mauri

AB Mauri prioritises on-the-job experience, complemented by formal training, coaching and mentoring. A global performance management toolkit for line managers sets the standards expected across the business. Individual high performance is boosted through various inputs, including a network of Talking Talent leaders with specific functional expertise or competencies that are then leveraged across the businesses.

The businesses are responsible for tailoring learning approaches to their specific local needs. Technical experts from AB Mauri's Global Technology Centre in Etten-Leur, Netherlands, developed a Technology Bakery Ingredients training programme. This modular programme, designed to build knowledge on specific bakery product applications, is available to all regions. Training is provided at foundation, specialist and master levels through a combination of online and in-person sessions.

ABFI

ABFI has enhanced its learning initiatives through its Development Academy, which successfully delivers structured virtual, classroom training sessions and provides an on-demand learning platform. The platform was designed for individuals requiring development of essential skills, or those seeking to improve their soft skills and leadership abilities. Its Study Sponsorship Programme offers employees access to fully funded, higher level education where they have previously not had this opportunity in life. ABFI is now on its fourth cohort of this programme.

Employee engagement

AB Mauri

AB Mauri businesses engage with employees through periodic employee engagement surveys, town hall meetings, toolbox talks, newsletters and updates. It has conducted surveys in all regions and most countries over the last two years, with an average participation rate of 93%. Its average engagement score of 85% performs well against an industry norm of 80%. All surveys are followed up with participants to ensure tangible action plans are created where needed.

AB Mauri businesses have been acknowledged by external organisations for their employee commitment, with AB Mauri Brazil and AB Mauri Sri Lanka receiving the Great Place to Work® certification for the second and sixth year running respectively. AB Mauri Sri Lanka has also been named among the Best Workplaces™ in Manufacturing & Production for 2023, 2024, and 2025 and is also acknowledged as one of the Best Workplaces™ in Sri Lanka for Young Talent for both 2024 and 2025.

ABFI

ABFI's engagement survey helps shape a positive working environment by asking what is working well and where there is room to improve. The second division-wide survey, carried out in 2024, showed higher overall engagement and improved scores in 14 out of 15 categories and achieved a 93% response rate. In 2025 the businesses have been focused on implementing initiatives to address issues identified.

Feedback from the survey led to meaningful change in colleagues' experiences at work. ABFI enhanced its quarterly town halls to better connect with teams across the division. These sessions now include success stories, customer and innovation highlights and a live Q&A to help build awareness, share inspiration and strengthen two-way communication. At a business level, it has also led to business values being updated, refreshed and communicated, as well as facility and working space upgrades.

People in our supply chains and surrounding communities – Ingredients

Our Ingredients businesses understand the importance of working conditions and labour standards within their supply chains and are committed to operating as responsible neighbours to their surrounding communities.



Human and labour rights in our supply chains

Our Ingredients businesses adhere to the Group Supplier Code of Conduct which sets out the expectations of suppliers when it comes to managing human rights issues within their supply chains. Each business determines the most effective application of the Group Supplier Code of Conduct for their specific raw material supply chains.

AB Mauri

Some AB Mauri businesses use desk-based screening to identify suppliers deemed to be at a potentially higher level of risk of human rights issues. A supplier self-assessment questionnaire is sent to high-risk suppliers to assess working practices.

AB Mauri has been using the Sedex (Supplier Ethical Data Exchange) online platform in the UK to help identify suppliers at risk of human rights issues. The use of Sedex is now being adopted by other AB Mauri businesses across the division.

ABFI

ABFI uses desk-based screening processes to identify potential risks associated with human rights in its supply chains, based on product origins. Where potential risks are identified, ABFI engages with relevant suppliers to investigate further. Where necessary, ABFI proactively works with supply chain partners to provide training and education to increase awareness of social accountability practices and standards. Some ABFI businesses use the Sedex online database for supply chain mapping and risk management, as well as to promote supply chain transparency and data exchange among industry partners.

ABFI has an online training module for senior leadership members, as well as other relevant employees in different teams across the businesses, to help them understand the risks of modern slavery within the industry. The objective of this training is to equip its employees with knowledge and tools they can use to identify relevant issues that may arise.



AB Mauri programme for unemployed people with bakery skills, Chile

Supporting communities

AB Mauri and ABFI pursue opportunities to add value to communities beyond their business operations. Areas of focus across the global network include donating food and promoting education and inclusion.

AB Mauri

AB Mauri is actively engaged with local communities through various initiatives. In South America, AB Mauri has a longstanding tradition of supporting the training of professional artisan bakers and pastry chefs. In recent years, its businesses in Chile and Argentina have established partnerships with local educational institutions, a college in Chile and a university in Argentina, to deliver certified training programmes. These initiatives are designed to open doors for individuals from disadvantaged backgrounds, equipping them with recognised professional qualifications and improving their employment prospects. At the same time, the programmes help address the declining number of skilled artisan bakers and pastry chefs in the region. To date, more than 700 individuals have graduated from these programmes, with many now working in the baking and pastry industry.

In Sri Lanka, AB Mauri launched an initiative seeking to address the lack of safe, potable drinking water in rural villages, a challenge that has contributed to chronic kidney disease (CKD) affecting 8-20% of the population¹. As part of this initiative, a reverse osmosis plant was constructed at a community school in a rural village in Anuradhapura district. The plant, with a daily capacity of 10,000 litres, serves 1,100 students and 400 households, providing clean water and helping reduce the risk of CKD.

AB Mauri Brasil collaborated with its distribution partners and a local NGO to distribute products made from cashew nuts grown by the NGO's members in an underdeveloped region of the country.

ABFI

ABFI continues to promote careers in science, technology, engineering and mathematics (STEM) to young people in its local communities. For the third consecutive year, AB Enzymes welcomed school children into its laboratories in Darmstadt, Germany, offering hands-on experiences in enzyme technology and encouraging students to explore STEM careers. Similarly, Ohly's Boyceville site in the US participated in the 2024 Smart Girls Rock event, aimed at raising awareness of STEM opportunities among middle school girls. SPI Pharma partnered with the Delaware Department of Education and held a STEM day to provide teachers with a better understanding of what STEM careers are available for students in the area.

1. Asanga Venura Ranasinghe, Lakshmi C. Somatunga, Gardiye W. G. P. Kumara, et al., "Decreasing Incidence of Hospital Diagnosed CKD/CKDu in North Central Province of Sri Lanka: Is It Related to Provision of Drinking Water Reverse Osmosis Plants?" BMC Nephrology 25, no. 91 (2024), <https://bmcnephrol.biomedcentral.com/articles/10.1186/s12882-024-03534-w>

Carbon and climate – Ingredients

AB Mauri and ABFI recognise that climate change poses risks to their operations and supply chains, while the transition to a low-carbon economy brings potential opportunities.



GHG emissions, energy and renewables

AB Mauri and ABFI are looking to improve the efficiency and resilience of their operations by producing more, while using less energy and switching to renewable energy sources. They also seek to help customers reduce their GHG emissions.

In 2025, the Ingredients businesses consumed 1,238GWh of energy, a 7% increase compared to 2024, driven largely by higher production volumes. Scope 1 and 2 (market-based) GHG emissions increased by 5% compared with 2024, reflecting the energy demand associated with operational growth. Of the total energy consumed, 27% came from renewable energy sources including biogas, wood and on-site solar generation. Six sites within the Ingredients segment operate on-site solar installations, accounting for 13% of the total self-generated renewable energy across the ABF Group.

AB Mauri

AB Mauri's approach to GHG emissions is governed by its Environment Policy, which requires its businesses to identify opportunities to reduce GHG emissions and share best practice across the division. While AB Mauri does not have division-wide GHG targets, all its businesses are required to assess the carbon impact of major capital investments, specifically those affecting Scope 1 or 2 emissions, as part of the investment approval process.

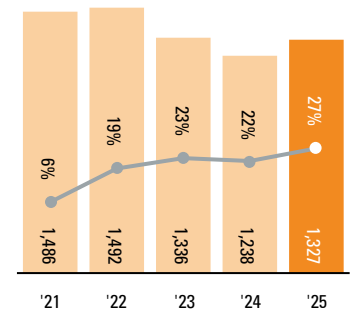
To support this, AB Mauri has developed an internal tool to forecast GHG emissions through to 2030. It uses five-year capital plans to model the impact of initiatives on emission levels, changes in production volumes and shifts in electricity grid carbon intensity where data is available. Results are reviewed twice a year by the global leadership team, led by the Head of Environment and regional managing directors.

In 2025, AB Mauri used 1,048GWh of energy, a 2% increase compared to 2024. The increase is less than the increase in production, due to energy savings projects across its businesses. Renewable energy sources, including biogas, wood and on-site solar, accounted for 27% of the total energy consumed, an increase compared to 24% in the previous year. Scope 1 and 2 GHG emissions increased by 4% compared with 2024. This is largely due to increased production volumes.

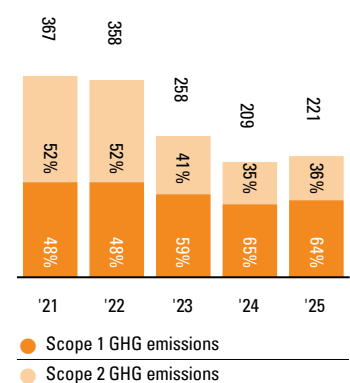


The anaerobic digestion facility at AB Mauri's yeast plant in Hull, UK

Total energy consumed and percentage from a renewable source (GWh)



Scope 1 and 2 (market-based) GHG emissions (000 tonnes of CO₂e, % of total)



AB Mauri focuses on reducing energy use and GHG emissions by investing in energy efficiency and increasing the use of renewable energy. Sites have access to a wealth of energy efficiency tools and a shared database of proven carbon reduction initiatives from across the division. A network of regional Energy Champions, with engineering and operational expertise, helps evaluate and implement the most impactful technologies.

Opportunities already identified to reduce both GHG emissions and costs have been successfully implemented at several sites, including on-site renewable energy generation, long-term power purchase agreements with renewable energy suppliers and a range of energy efficiency upgrades. These will be further expanded across the businesses.

During 2025, a number of AB Mauri sites purchased renewable energy from external suppliers, with manufacturing sites in Brazil, Colombia and Spain all using 100% renewable electricity. AB Mauri businesses in Mexico and India purchased approximately 87% and 56% renewable electricity respectively, as a percentage of their total electricity consumption during 2025. AB Mauri sites in Argentina now purchase 38% of their electricity directly from a renewable supplier. Five sites in Italy, Spain, the US and Mexico also have on-site solar installations. At six of AB Mauri's yeast plants, biogas created from biological waste water treatment is turned into a source of heat and/or power for operations where feasible.

AB Mauri has undertaken a number of projects to decarbonise operations across its businesses and geographies. Its yeast plants are focused on energy efficiency, in particular advanced fermentation aeration technology, new highly efficient natural gas boilers, steam distribution optimisation and new heat recovery technologies. In 2025, its plant in Casteggio, Italy introduced a new heat recovery setup to pre-heat process air in one of its yeast driers by recovering heat from exhaust gases, reducing steam production needs and natural gas consumption. This initiative, part of a long-term strategy to improve energy efficiency, is expected to reduce GHG emissions by over 400tCO₂e per year.

In addition, AB Mauri's LaSalle plant in Canada has successfully completed an upgrade of a ventilation system for its dryers' area. The new installation draws pre-heated air from within the dryer building to feed the dryers themselves. As a result, the plant has reduced its natural gas consumption, leading to a reduction in GHG emissions by 259tCO₂e per year.

In 2025, AB Mauri has started work to map and calculate its Scope 3 emissions.

ABFI

ABFI's approach to energy management, GHG emission reduction and renewable energy transition is guided by its Environmental Policy, which promotes energy efficiency and continual efforts to minimise environmental impacts.

In 2025, ABFI consumed 279GWh of total energy and reported 44kt Scope 1 and 2 market-based GHG emissions. Of the total energy used, 24% came from renewable sources, up from 11% in the previous year.

While there is no ABFI target for GHG emissions reduction, each business develops its own roadmap to reduce energy consumption and emissions, tailored to its operations, supply chain and local context. Its businesses are also promoting awareness and education with employees on decarbonisation. The transition to renewable energy is progressing across the division, with four sites operating entirely on renewable electricity.

At its Hamburg site in Germany, Ohly has transitioned from natural gas to renewable electricity and invested in new fermentation and spray drying facilities. These investments continue to improve efficiency in manufacturing processes through lowering thermal energy usage, reducing packaging use and water consumption. The site has also introduced electric vehicle and bicycle charging infrastructure to support low-carbon commuting.

AB Enzymes has implemented a heat recovery system at its Finland facility, capturing waste heat for use in heating and hot water. This initiative has reduced steam consumption by 9,500MWh and avoided approximately 380tCO₂e a year. The site also sources its electricity from wind power, supported by certified Renewable Energy Guarantees of Origin under the European Energy Certificate System.

In 2025, some of the businesses in ABFI have started work to map and calculate their Scope 3 emissions.

Carbon enablement

Some Ingredients businesses provide products and services that have the potential to assist others in reducing their carbon emissions, often referred to as carbon enablement. Carbon enablement is integral to these businesses' customer proposition and a key focus for investment and innovation.

AB Enzymes, an industrial biotech business that specialises in the development of enzymes used in multiple industries for various applications, has enablement at the core of its purpose. Enzymes are biological catalysts that accelerate biochemical reactions, making them a very effective alternative to petrochemical-based products.

AB Enzymes has developed a number of innovative products such as ECOPULP® that enable emissions reductions in comparison to using traditional products, with no impact on product performance.

Case study – Ingredients



Helping customers with climate change resilience

AB Mauri is developing solutions which aim to help its customers adapt to the challenges posed by climate change. A key example of this effort is the development of yeast strains for bioethanol production that can perform efficiently at higher temperatures. Fermentation typically takes place in temperatures between 30-34°C.

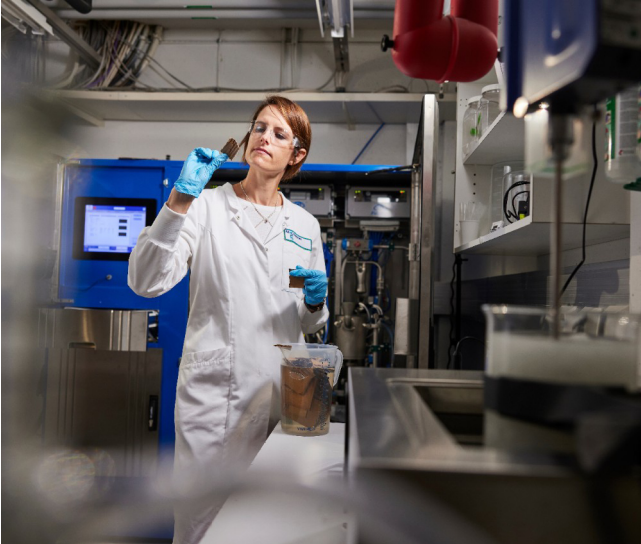
Temperatures higher than this can cause heat stress to yeast cells, which reduces fermentation efficiency and impacts overall yield (i.e. the amount of bioethanol produced for a given quantity of input). As ambient summer temperatures rise with climate change, bioethanol producers require increasing amounts of energy to cool the fermentation process to ensure decent yields.

To address this issue, AB Mauri has launched a new product called Summit Olympus in Europe, India and other markets which operates at higher temperatures, reducing costs for cooling compared with traditional methods while maintaining optimal yields.



An AB Mauri colleague at the Global Strain Development Centre in St. Louis, United States

Case study – Ingredients



Enzyme carbon enablement ECOPULP®

The pulp and paper industry faces numerous challenges in resource usage and efficiency, as well as reducing emissions. Cellulase enzymes, including AB Enzymes' ECOPULP®, are seen as part of the solution to these and many other challenges.

Cellulase enzymes are responsible for the degradation of cellulose structures, which are a major component of plant cell walls and thus wood pulp, the primary material in paper making. Cellulase enzymes impact paper and pulp milling in three key ways:

- fibre modification: cellulase enzymes can help modify the cellulose fibres in wood pulp, allowing for efficiency in the mechanical refining processes;
- reduced refining time: by breaking down cellulose fibres, cellulase enzymes may reduce the time needed for refining; and
- improved drainage: cellulase enzymes may improve the drainage of water from the pulp during the refining process, meaning less energy is needed for water removal and drying processes.

Findings show that the addition of AB Enzymes' ECOPULP® cellulase enzymes to non-integrated paper mill production over a 72-hour period had immediate production benefits. This included a 20% reduction in the refining energy required, which equates to a potential emissions reduction of 15.6kg CO₂e/kWh for one tonne of enzyme-treated pulp compared to untreated pulp in a paper refining process¹.

1. AB Enzymes' calculations focus on the potential emission savings from reduced energy consumption. Based on real-time experience, the business observed an average energy saving of 20% after using its enzyme in refining processes in a paper mill. AB Enzymes then looked into the country specific average CO₂e emissions for a given year which depends on the energy mix of the country. Taking this number for the European market AB Enzymes could equate a potential carbon saving of 15.6kg CO₂e /kWh for one tonne of enzyme-treated pulp compared to unrelated pulp in a paper refining process.



Lab colleague testing enzymes for pulp and paper at AB Enzymes, Finland

Enzyme carbon enablement – BIOTOUCH® and ECOSTONE®

Enzymes are biological catalysts that accelerate biochemical reactions, making them a very effective alternative to petrochemical-based products. AB Enzymes has developed a number of innovative products that enable emissions reductions with no impact on product performance.

For example, BIOTOUCH® is a washing powder incorporating a specialist enzyme developed by the business, that allows the average washing temperature to be decreased by 13°C. This can potentially lower electricity consumption by about 260kWh or 120kg of CO₂e per 1,000 washes¹.

Another product, ECOSTONE®, reduces the water temperature needed for biopolishing cotton textiles, a process that cleans the surface and removes fluff, from 50°C to 30°C. This can result in energy savings of approximately 350kWh or 360kg of CO₂e for every tonne of cotton processed, a significant reduction given the carbon intensive nature of textile processing².



1. Calculations are based on the emissions saving from the reduced energy consumption when using an average detergent and washing machine type with 164 cycles per household in Central Europe. The use of the enzyme results in an average reduction of 13°C in washing temperature compared to when using an average detergent, which equates to a reduction of 258kWh electricity and 119kg avoided emissions per 1,000 washing cycles.
2. Calculations are based on the emissions savings from the reduced energy consumption in the South East Asia region, which is the largest cotton producing region. The use of the enzymes results in an average reduction of 20°C in water temperature, which equates to a reduction of 350kWh and 360 kg avoided emissions for every tonne of fabric processed compared to untreated biopolishing processes.



Testing of washing liquid made using enzymes that enable effective washing at cooler temperatures, Finland

Water – Ingredients

Water is vital to our Ingredients businesses, in particular AB Mauri which relies on water as the medium in which yeast cells grow and reproduce.



Our Ingredients businesses aim to minimise their impact on local water resources, communities and biodiversity by working to use water more efficiently and return it safely to the environment after use.

In 2025, Ingredients businesses abstracted 15.5 million m³, a 1% reduction compared to 2024. Of this, 76% is attributed to AB Mauri which continues to reduce its need for water through targeted water management initiatives.

The amount of waste water generated across the Ingredients businesses decreased in 2025 by 2% compared with 2024. This reduction in water use and effluent generation occurred despite increased production volumes at AB Mauri and ABFI, and reflects the impact of targeted water efficiency initiatives.

AB Mauri

AB Mauri's total water abstraction in its operations in 2025 was 12 million m³, a reduction of 6% from the previous year. Its water strategy focuses on reducing water use and reusing water where possible, and recycling after treatment where feasible. Each site assesses local water risks to help ensure that any water returned to the environment is managed as safely as possible.

To support this strategy, AB Mauri has developed strong in-house capabilities in water usage and wastewater management, formalised through guidance documents, reporting tools, procedures and standards. A Global Water Champion works with a group of regional water leads to implement this strategy.

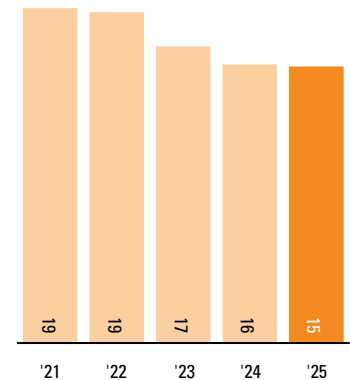
Since 2010, AB Mauri has invested \$150m in improving its wastewater treatment facilities. Production facilities in several locations have complex on-site effluent treatment plants that include biological processes, evaporators and/or reverse osmosis membrane systems that can produce reusable water and useful co-products. A selection of technologies addresses the local aquatic sensitivities and water quality objectives. At a minimum, sites design their treatment systems to comply with applicable permits and also not disrupt any downstream municipal processes.

The division is also focused on reducing its water intensity ratio (the quantity of water consumed per tonne of product, excluding by-products). In 2025, production volumes increased while water use decreased. Initiatives include large, capital-intensive projects such as the installation of new cooling towers in the Tucuman yeast factory in Argentina completed in March 2025, which reduced its total water abstraction by 31%, and smaller initiatives like reusing wash water at the Bandirma site in Türkiye. Since 2018, AB Mauri has reduced its water use intensity by over 28%.



A wastewater treatment plant at SPI Pharma's manufacturing site in Lewes, Delaware, United States

Total water abstracted in own operations (million m³)



To manage water risks, AB Mauri has developed an internal tool to assess current and future water supply risks and flood risk using data from the WWF Water Risk Filter, and Aqueduct platforms, as well as local site knowledge. The tools evaluate risks such as water stress, regulation, reputation and quality, and the risk information is updated annually at all relevant sites. Results are reviewed by senior leadership teams and inform the division's water reduction strategy to 2030.

ABFI

ABFI's total water abstraction in its operations in 2025 was 4 million m³.

ABFI businesses continue to identify opportunities for water management improvement and to increase efficiency, such as by recirculating water. For example, at ABITEC's Janesville site in the US, a distributed control system was installed to reduce water used in cooling chemical reactors. As a result of this project, water consumption decreased from 175 litres per kilogram to 67 litres per kilogram of product, saving 1.06 million m³ of water over two years. Additionally, SPI Pharma has optimised its filter washing processes to enhance cleaning efficiency and further reduce water consumption.

Waste water is treated before discharge and ABFI businesses monitor various parameters of waste water across their operations. This regular monitoring is essential to help ensure compliance with environmental regulations and to maintain high operational standards.

Waste and packaging – Ingredients

Our Ingredients businesses are committed to protecting finite resources and reducing the waste generated by their operations.



Waste and circularity

Across our Ingredients businesses, waste streams are increasingly repurposed for new uses and markets. If waste cannot be eliminated or repurposed, it is recycled wherever possible.

In 2025, waste generated within the Ingredients segment increased by 33%, largely driven by the increase in production volumes. Most of the additional waste was sent for recycling or reuse. The rate of recycling improved from 75% last year to 80% in 2025. This was as a result of the businesses undertaking a range of initiatives to manage waste, including recycling paper and plastics and repurposing waste streams for fertiliser and animal feed.

AB Mauri

AB Mauri aims to reduce waste by continuously improving the efficiency of its operations, including through smarter production line design, and by ensuring the production of quality co-products that avoid the creation of waste.

In several locations, waste from bakery ingredient manufacturing is collected and sold as by-products, turning waste into value. A dedicated co-products technology team evaluates and develops a portfolio of technologies to better exploit these opportunities, overseen by a monthly steering group chaired by the AB Mauri Chief Executive.

One example is vinasse, a by-product of yeast production, which is used in fertilisers and high-value animal feed. Similarly, soya husks from the Royston site in the UK are sent for processing into animal feed, helping the site maintain zero waste to landfill.

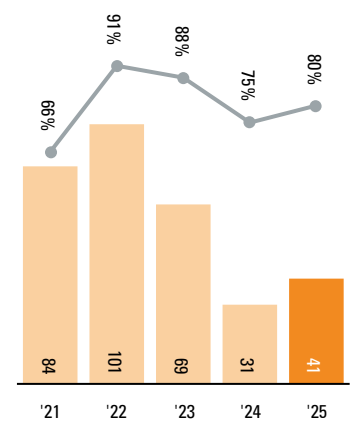
Several AB Mauri businesses repurpose waste as an ingredient in organic fertiliser, while others send waste for composting, reducing reliance on nitrogen-based fertilisers that are carbon intensive to produce. A co-product based alternative to potash, a mined potassium fertiliser, is also in development.

In addition, in six manufacturing sites, biogas captured from yeast wastewater treatment is reused on-site, replacing natural gas for heat and electricity generation.



Anaerobic digestion plant at AB Mauri's site in Hull, UK

Total waste generated in own operations and percentage sent for recycling or other beneficial use (000 tonnes)



ABFI

ABFI businesses are focused on eliminating waste and promoting recycling wherever possible. Training and education play a key role in raising awareness and understanding of waste management opportunities across its business activities. Guided by the ISO 14001 certification, businesses implement tailored waste management strategies that reflect their operational needs. These strategies focus on eliminating waste at source, improving reuse and recycling, and collaborating with value chain partners to convert waste into usable materials. For example, SPI Pharma recovers biogas from non-hazardous waste through incineration that is carried out by a third-party. ABITEC has also reprocessed distillation by-products into commercial products, converting 77 tonnes of waste into saleable output.

Food safety and nutrition – Ingredients

The quality and safety of products are critical to our Ingredients businesses, alongside developing healthier and more nutritious products.



Food safety

Our Ingredients businesses have robust processes and policies in place for their operations and supply chains. They rely on a well-established process for identifying emerging food safety and regulatory risks. These risks are proactively evaluated and managed through their risk registers.

AB Mauri

AB Mauri aims for zero food safety incidents or recalls and full customer satisfaction through a Right First Time Product Quality approach. The division uses risk-based food safety and quality (FSQ) systems focused on assessing, mitigating and controlling potential hazards both at production facilities and throughout the supply chain. These FSQ systems, along with scorecards and toolkits that provide procedures, guidance and best practices, reinforce food safety initiatives at every level of the organisation. All AB Mauri FSQ toolkits aim to meet the requirements of one of the Global Food Safety Initiative (GFSI) recognised standards, such as FSSC 22000, Safe Quality Food, British Retail Consortium Global Standard (BRCGS) and International Featured Standard (IFS).

All activities are governed by the AB Mauri Global Food Safety internal policy. The FSQ steering group sets the overall approach and direction, while the strategy is implemented through the FSQ leadership team, which consists of regional FSQ heads. The Global Head of Food Safety collaborates with the FSQ leadership team to enhance capabilities through toolkits, scorecards and performance monitoring. AB Mauri conducts formal management reviews of its FSQ management systems annually to ensure their effectiveness.

AB Mauri sites participate in World Food Safety Day activities, with the number of sites participating increasing each year. Many AB Mauri sites join in activities to raise awareness and educate employees, sometimes extending activities to employees' families and local community organisations and schools.



AB Mauri Chromatography Analysis,
Global Technology Centre laboratory,
Etten-Leur, Netherlands

ABFI

Food and product safety are paramount to ABFI, which maintains high standards across its operations. To uphold this commitment, ABFI has developed robust governance structures and holds regular product safety working group sessions to share best practices among its businesses. Each business also has internal teams focusing on safety performance tailored to its product portfolios.

The division conducts regular assessments by third-party auditors to ensure compliance with recognised safety standards, such as GFSI and certifications like FSSC 22000, SQF, BRCGS and IFS. In the event of a food safety incident, ABFI works with its product safety consultant, RQA, to review business continuity and crisis management plans.

ABFI integrates product safety into its innovation process, helping to ensure that all new ingredients meet strict internal and external safety standards, including compliance with regulations.

ABFI also includes food safety assurance programmes within its supply chains, ensuring supplier compliance through rigorous testing and risk assessments.

Additionally, ABFI collaborates with customers to ensure that its ingredients perform safely and effectively in their end-use applications. The division provides guidance on formulation, application and labelling.

Nutrition and health

Our Ingredients businesses develop and produce a range of ingredients that aim to offer health and wellbeing solutions for customers in the food and beverage, functional food, nutraceutical and pharmaceutical industries.

AB Mauri focuses on producing healthier alternatives that prioritise taste and nutritional content, aiming to contribute to a shift towards healthier consumption patterns. Its Global Technology Centre in the Netherlands has successfully developed solutions for its sweet bakery portfolio that enable significant reductions in sugar and fat for different applications, as well as increasing the fibre content, further enhancing their nutritional value.

ABFI's business activities focus on fostering healthy lives and promoting wellbeing across all ages. With a diverse portfolio of speciality ingredients serving the food, beverage and health sectors, ABFI is well positioned to contribute to global health and nutrition challenges. Health and nutrition are central to its long-term purpose, and science and innovation are leveraged to develop solutions that support better health outcomes, while meeting customer expectations and regulatory standards.

Agriculture and farming practices

– Ingredients

Our Ingredients businesses create products from a range of agricultural commodities and support the adoption of more responsible farming practices.



Biodiversity and land use

Our Ingredients businesses source agricultural ingredients that are linked with potential risks related to deforestation and biodiversity loss, such as palm oil. AB Mauri and ABFI's purchasing practices are informed by awareness of these risks.

AB Mauri

AB Mauri has identified palm oil as a high-risk commodity due to its association with deforestation. As part of the Group membership of the Roundtable on Sustainable Palm Oil (RSPO), the division is committed to sourcing palm oil that is physically certified to RSPO standards. Where possible, AB Mauri will purchase RSPO certified palm oil from local markets. However, in instances where certified palm oil is not purchased, the business will acquire RSPO credits. These credits are purchased through AB Mauri's sourcing partner AchieveNow, which maintains direct relationships with RSPO certified producers globally and conducts due diligence. More than 95% of the palm oil purchased for the AB Mauri UK and Ireland business was certified through Identity Preserved, Segregated and Mass Balance RSPO supply chains.

AB Mauri's UK and Ireland business operates to the standards set out in its responsible soya sourcing policy and is a signatory to the UK Soy Manifesto, an industry commitment to ensuring all soya entering the UK is deforestation and conversion free by 2025. The policy includes commitments to sourcing deforestation and conversion free, non-GMO, fully traceable soya, requiring direct suppliers to adopt and cascade the same commitment, and integrating these requirements into supplier contracts. More than 99% of the business's soya products were sourced from a crop grown in Canada in 2025, which can be traced and verified as deforestation and conversion free. The business submits a progress report to the UK Soy Manifesto, detailing progress against the Manifesto commitments on an annual basis.



A harvested rice field, California, United States

ABFI

Some of ABFI's businesses utilise Sphera Risk, an online risk management procurement tool to evaluate the environmental risk associated with the materials they purchase and the locations they source from in their supply chains.

ABFI recognises the risk of deforestation linked to global palm oil supply chains. Since 2016, ABITEC, which sources a limited amount of palm-related raw materials, has been using RSPO certified palm oil ingredients through a book and claim supply chain model.

Another ABFI business, PGPI International, procures rice and rice flour from California and the southern states of the US. The business participates in the USA Rice Millers' Association, an organisation advocating for environmental responsibility, biodiversity preservation and conservation efforts as a part of the USA Rice Group.