Responsibility

Our purpose is to provide safe, nutritious and affordable food, and good quality clothing that is great value for money. We live and breathe our values through the work we do every day. They guide our behaviour and help us deliver long-term benefits for our people, suppliers, communities, customers and the environment.



"As a business we have a clear sense of our social purpose. We work hard to provide safe, nutritious and affordable food and good quality, affordable clothing to millions of customers worldwide every day. Only if we do these things well should we make a profit."

George Weston Chief Executive

Our approach

Our environmental, social and governance (ESG) agenda is shaped by our values and the leaders within each of our businesses. Environmental and social challenges differ by business and geography, and local knowledge is vital to setting and implementing meaningful programmes and delivering for stakeholders. As such, our reporting reflects the diversity of our five business segments – Retail, Grocery, Ingredients, Sugar and Agriculture.

Our Group ESG governance

All our businesses operate within a clear governance framework defined by the Group. Our devolved business model gives our businesses autonomy to assess and manage their own ESG impacts, risks and opportunities within this framework.



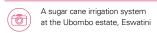
We adapt our governance process as required to cover all relevant ESG issues, including climate-related matters.

The ABF Board (the Board) has oversight and overall responsibility for ESG across the Group, including climate-related matters. The Board holds our businesses accountable for their assessment and management of ESG impacts, risks and opportunities, which includes an annual review of material ESG matters. The Chief Executive and Finance Director have responsibility for assessing and managing material ESG matters across the Group, including climate-related matters, and reporting this to the Board.

In carrying out its duties the Board is also supported by:

- our Director of Legal Services and Company Secretary, who reports to the Chief Executive and has responsibility for material Group ESG issues and acts as the focal point for communications to the Board and shareholders on ESG matters;
- our Chief People and Performance Officer (CPPO) who reports to the Chief Executive and has responsibility for all Group employee matters, including safety, mental health, financial wellbeing, employee development, workforce engagement, diversity, equity and inclusion (DEI), as well as having the oversight of programmes across our own operations, how we ensure security for our people and assets, and initiatives within central procurement in our supply chains;
- our Group Corporate Responsibility Director who leads the Group's Corporate Responsibility Hub team which is responsible for providing guidance and support to the businesses on ESG matters as well as for Group ESG reporting; and
- our Group Financial Controller who leads the Finance Transformation Team, which is responsible for all non-financial data used for Group reporting.

The Finance Transformation team, which is part of the Group Finance team, oversees and collates all non-financial data used for Group reporting, collaborating closely with the CR Hub to ensure timely and accurate reporting. It coordinates with other finance teams within the businesses across the Group to ensure robust and consistent data collection aligned with assurance requirements. Additionally, dedicated teams covering specific areas such as DEI, health, safety, environment and procurement ensure the businesses have a comprehensive level of support across ESG matters.



The Board receives regular updates each year on material ESG matters, including climaterelated matters from a variety of sources including senior management and internal reporting. In 2025 these included updates on the following:

- strategic decisions taken by the businesses in addressing climate change and wider ESG issues:
- health and safety performance of our operations;
- · environmental performance of our operations;
- employee development, workforce engagement and DEI;
- Task Force on Climate-related Financial Disclosures ('TCFD') requirements;
- our businesses' continued approach and development of transition plans;
- UK mandatory climate disclosures and which entities are in scope; and
- the EU Corporate Sustainability Reporting Directive ('CSRD') and implications of the EU's
 package of proposals to simplify sustainability rules (the EU Omnibus), including a
 summary of work conducted by a number of our businesses on their double materiality
 assessments.

Since 2022, we have included strategic ESG KPIs in our short-term incentive plan (STIP) for executive directors. We report to the Remuneration Committee on progress against these KPIs three times each year. The measures applied in 2025, and how we assessed progress against them, are disclosed in the Directors' Remuneration Report on our Annual Report.

Our ESG Policy and Reporting Group is a central, cross-functional group that meets regularly and is responsible for overseeing the ESG reporting strategy, allocating central resource, prioritising activities, and reviewing Group ESG reporting or policy as needed. It sits at the ABF Group level and includes representatives from Finance, ESG Legal, Risk, CR Hub and People and Performance, supported by subject matter experts (SMEs) as required.

In 2025, we have further strengthened our governance of ESG matters through introducing quarterly ESG Update Meetings with the Chief Executive and Finance Director. These meetings are run by the Group Corporate Responsibility Director and include senior leadership members from the Finance, Legal, People and Performance and Business Performance teams. The meetings cover monitoring progress against material Group ESG topics, receiving regular updates on priorities, and horizon scanning, as well as providing a route for escalation where required on any material topics.

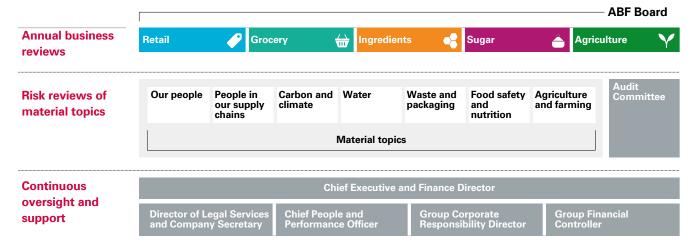
Responsibility within our businesses

Under ABF's devolved structure, each of our businesses is required to understand its material ESG impacts, risks and opportunities, and is given the responsibility as well as the independence to put in place the necessary measures and policies that it believes will effectively manage such matters.

In addition to individual business leaders, divisional chief executives are accountable for their businesses taking the appropriate action in relation to ESG risks, opportunities and impacts, including assessing, managing and mitigating the impact of climate change on their

Across most of our divisions, ESG measures are part of the personal objectives of the divisional chief executives, with appropriate KPIs in place to reflect the nature of their business. In addition, for the last two financial years, all Primark directors have had ESG measures for a significant part of their short-term incentive performance targets.

Divisional management presents quarterly to the Chief Executive and Finance Director on business performance including relevant material ESG issues and, where appropriate, on significant climate-related matters. They also have other regular touch points with the Chief Executive where these matters are also discussed as needed. Additionally, the businesses periodically present material ESG matters to the Board.



Management of risks and opportunities

The identification, assessment and management of ESG risks and opportunities resides within the business where the risk or opportunity sits. This is the same process for all other business risks. Annually, risks are collated and reviewed at individual business and divisional level and then reviewed also at Group level. Where risks or opportunities are not deemed material for the Group, the businesses incorporate these into their risk registers and their wider ESG strategies as appropriate.

The Board is accountable for overall risk management, which includes agreeing the principal risks facing the Group, both existing and emerging, and ensuring these are effectively managed by the businesses. Further details on risk management can be found in our Annual Report.

We recognise that climate change presents a material risk throughout our businesses' operations and supply chains, resulting in challenges as well as opportunities for our businesses. While each business is responsible for identifying and managing its climate risks, we also undertake certain risk assessments at Group level, which include climate risk. Individual businesses may also include climate-related matters in their regular updates to the Board. Divisional chief executives are responsible for managing and mitigating the impacts of climate change on their divisions.

Our Task Force on Climate-related Financial Disclosures (TCFD) reporting is overseen by a cross-functional steering committee, which briefs the Board and the Audit Committee. As part of the 2025 disclosure, we have included a summary of the transition plans for the Primark, ABF Sugar and Twinings Ovaltine businesses, our most significant contributors to Scope 1 and 2 GHG emissions and adjusted operating profit. For more information on our TCFD reporting, see our Annual Report.

Our Group-level policies

We maintain and keep under review a series of Group-level policies and position statements. Ranging from Health, Safety and Wellbeing, Environment, Animal Health and Welfare, and Board Diversity (which also applies to the Group approach to DEI) to our Supplier Code of Conduct, our policies and position statements articulate the Group's requirements and set expectations for the actions of our businesses, employees, suppliers and partners.

It is the responsibility of the chief executive of each business to ensure that their business is compliant with relevant legislation and Group policies.

Our Group policies, position statements and Supplier Code of Conduct can be accessed online.

Anti-Bribery and Corruption Policy

Our approach to governance is to respect not simply the letter, but also the spirit, of our Anti-Bribery and Corruption Policy and always act with integrity. All of our businesses are responsible for their compliance with our policies and procedures. To ensure effective implementation each business has its own designated Anti-Bribery and Corruption Officer, and we have monitoring systems in place at various levels within the Group, including global risk assessments. In addition, all relevant employees are required to complete an e-learning course on the subject when they join the Group and at regular intervals thereafter, and those who work in higher-risk roles are required to attend regular face-to-face training.

Our approach to the recently introduced failure to prevent fraud offence in the UK has involved conducting ongoing risk assessments across the Group and building on our existing Anti-Bribery and Corruption Policy and processes, including the Anti-Bribery and Corruption training and due diligence processes.

A copy of the policy is available online.

Speak Up

We are committed to always acting with integrity. We proudly promote and protect a culture of trust, fairness and accountability.

Our Speak Up Policy empowers our people to raise a grievance or tell us whenever they encounter anything inappropriate, improper, dishonest, illegal or dangerous, including fraud, and ensures that their concerns will be handled confidentially and professionally. Speak Up includes both a telephone line and a web reporting platform, managed by an independent provider.

We encourage all individuals working for the Group in any of our businesses, in any country and in any capacity, to use Speak Up, including employees at all levels, directors, officers, part-time and fixed-term workers, casual and agency workers, seconded workers and volunteers

Speak Up also enables issues to be raised by third parties that are, will be, or have been associated with our Group.

In the year to 30 June 2025, 434 notifications were received, of which:

- 19% were resolved, with outcomes ranging from reviews of processes and support for individual employees to, where necessary, disciplinary procedures being followed;
- 55% were investigated as appropriate and required no action; and
- 26% remain under investigation.

A copy of the ABF Speak Up Policy is available online.

Materiality

In line with our devolved business model, assessing and prioritising material environmental and social impacts, risks and opportunities starts with our businesses. This process builds on their business-level assessments of overall risk and opportunities, including ESG matters.



At Group level, we aggregate the material ESG topics and risks identified by our businesses and incorporate a Group perspective. This includes considering topics discussed through stakeholder engagement, including with investors.

Within our Group material topics we have a number of Group priorities, which evolve as programmes come to completion or issues emerge across our businesses and their value chains. For example, last year, waste water treatment at AB Mauri was a Group priority, however with the investment and programme of work now close to completion, it is no longer a Group priority. Our Group priorities are:

- human and labour rights in the Primark supply chain;
- decarbonisation at British Sugar;
- employee accommodation and living standards at our sugar businesses in Africa;
- understanding our wider Scope 3 GHG emissions across our businesses; and
- human and labour rights in the Twinings supply chain.

We will continue to focus on these Group priorities and expect our individual businesses to set their own additional priorities as they see fit.

There will always be a need for the Group and our businesses to be responsive to new and emerging priorities that may occur at any time.

In addition, the topics presented in the table have been identified as material for the Group. Most are material for some or all businesses, however the degree to which each topic is material for each business varies.

As part of our ongoing review of material topics at Group level, we will update the consolidation of topics as necessary. Our current grouping of material topics is detailed below:

- our people;
- people in our supply chains and surrounding communities;
- carbon and climate;
- water:
- waste and packaging;
- · food safety and nutrition; and
- agriculture and farming practices.



British Sugar engineers with the boilers for the animal feed dryers at its factory in Wissington, UK

Double materiality and CSRD

With divisions operating across the EU, we have continued to prepare for the upcoming disclosure requirements under CSRD, including supporting businesses with their double materiality assessments where relevant.

The EU Omnibus has had an impact in terms of the timing and potentially the content of the CSRD reporting requirements. We have spent time working through the implications of the recent EU Omnibus proposal and this has been taken into account in our approach to meeting the requirements of the Directive.

Our material topics

Our business segments















Our value chain



Supply chains



Operations



Products

Our People

Group-level material topics
Health, safety
and wellbeing
Diversity, equit

Impacts on the business segments









Our businesses' priority is to safeguard the wellbeing, health and safety of employees, contractors and visitors to sites.

and inclusion







Fostering inclusive cultures and providing tailored support makes the most of all employees' unique backgrounds and characteristics.

Engagement and development









We support our people to develop skills and capabilities through training, and we create opportunities for professional and personal development.

People in our supply chain and surrounding communities

Group-level material topics **Human and labour**





Impacts on the









Impacts in the



The risk of human rights and labour issues occurring across our businesses' supply chains.

supply chains Supporting communities

rights in our









Contributing to the development of the communities in which our businesses work protects our licence to operate, supports job creation and builds public trust.

Carbon and climate

material topics **GHG** emissions

Group-level

Impacts on the business segments

Impacts in the value chain

Why it is material

Our businesses and supply chains operate in many areas subject to climate risks and opportunities as we transition to a lower carbon world. Our success depends on managing and mitigating these risks and making the most of the opportunities. We need to cut greenhouse gas (GHG) emissions and build resilience to secure a net zero future.

Energy and renewables











Efficient energy use and switching to renewables in our businesses' operations and supply chains are vital to reducing emissions and costs and increasing energy security.

Water

Group-level material topics Water use

Impacts on the business segments

Impacts in the value chain



Why it is material

Our suppliers and our operations use water, and the communities and environment around them need it too. We recognise water as a very valuable, shared resource that is becoming increasingly scarce in some parts of the world.

Water treatment

















Water treatment is essential for our businesses to minimise environmental impact, ensure legal compliance, and manage water risks at their production sites. It also enables some sites to reuse water and recover valuable co-products.

Waste and packaging

Group-level material topics	Impacts on the business segments	Impacts in the value chain	Why it is material
Waste and circularity			A shift towards a more circular economy, focusing on waste reduction and sustainable material use, presents significant opportunities and urgent challenges for our businesses.
Plastic and packaging			Packaging has an important role to play in ensuring the safety and quality of food products. Less plastic and using plastic which contains more recycled materials and is recyclable contributes to reducing waste and moving towards circularity.

Food safety and nutrition

Group-level material topics	Impacts on the business segments	Impacts in the value chain	Why it is material
Nutrition and health			Governments and consumers are increasingly focused on healthier lifestyles. We want to support consumers' preferences and governments to achieve their wider health and wellbeing goals.
Food safety			As a leading food manufacturer and retailer, it is vital that we manage the safety and quality of our products throughout our operations and value chain.

Agriculture and farming practices

Group-level material topics	Impacts on the business segments	Impacts in the value chain	Why it is material
Responsible agriculture			Our businesses depend upon agricultural systems for most of the raw materials we use in our products.
Biodiversity and land use			Our products are made from agricultural commodities, which are dependent on biodiversity and healthy natural ecosystems.
Animal health and welfare		6 6	A number of our businesses have direct involvement with animals. Several also purchase ingredients derived from animals and some sell products into the livestock industry.

Our impact on the Sustainable Development Goals

We understand the potential to contribute towards certain Sustainable Development Goals (SDGs) through the ESG programmes of some of our businesses.



SDG 2: Zero Hunger

Several businesses donate surplus products to food banks and other organisations that support vulnerable people in need. Some of them are involved in initiatives that aim to increase the yields and incomes of smallholder farmers or improve their resilience to the impacts of climate change.



SDG 3: Good Health and Wellbeing

A number of our businesses implement initiatives that aim to improve the physical and emotional health and wellbeing of their people and some, for example our sugar businesses in Africa, provide a wide range of healthcare benefits for their workforce and their families such as health clinics and vaccination programmes.



SDG 9: Industry, Innovation and Infrastructure

Across the Group, our businesses continue to invest in upgrading facilities and systems with the aim of improving the efficiency of their manufacturing and agriculture operations. These range from the irrigation technology used on our sugar estates to energy reduction programmes at our production sites.



SDG 10: Reduced Inequalities

Several programmes across our Group are designed to promote inclusion, including initiatives to empower women and people with disabilities. For example, Primark has worked with ILGA World to promote LGBTQIA+ rights and has amended its recruitment process to remove barriers to candidates with a disability.



SDG 5: Gender Equality

Across our businesses' operations and their supply chains there are many initiatives aimed at supporting the development of women. For example, Illovo Sugar Malawi's Illovo Women in Leadership Forum, which aims to help businesses attract and retain female employees.



SDG 6: Clean Water

By assessing water scarcity risks at a site level and building partnerships in water-stressed areas, our businesses seek to improve water quality and water management by reducing pollution, treating waste water and reusing or recycling more water in their operations.



SDG 13: Climate Action

There are many projects that seek to mitigate our businesses' contribution to climate change and assess and improve their capacity for adaptation. These include process developments that aim to reduce GHG emissions through a mix of energy efficiency, lower-carbon fuels and renewable energy.



SDG 7: Affordable and Clean Energy

Many of our businesses seek to improve energy efficiency through energy management systems and several businesses self-generate or procure renewable energy for their operations. In some of our businesses renewable energy is generated on site from biogenic sources.



SDG 15: Life on Land

Many projects aim to protect the ecosystems surrounding our businesses' operations and supply chains, and minimise deforestation associated with the sourcing of key commodities such as palm oil and soya. With urgent action needed to reduce habitat and biodiversity loss, we support nature and wildlife habitat projects that seek to protect and restore nature reserves surrounding our businesses' operations and within their supply chains.



SDG 8: Decent Work and Economic Growth

Our businesses offer programmes to encourage inclusive working practices, fulfilling employment and fair rewards within our businesses and their supply chains. All of our businesses are expected to follow the Group Supplier Code of Conduct and have initiatives in place that seek to promote labour rights and maintain safe working conditions.

Stakeholder engagement

At business and Group level, we engage directly with many different stakeholder groups, including our shareholders, customers, consumers, employees, suppliers, workers in the supply chain, communities, NGOs, industry and trade associations, trade unions, institutional investors and governments.

We believe that ongoing dialogue with stakeholders across the Group's businesses is fundamental to our success. ESG is a part of our conversation with different stakeholder groups, and we consider their views and priorities in our materiality assessments. Read more about stakeholder engagement and decision-making in our Annual Report.

Our key stakeholders

- 1. Employees
- 2. Suppliers and workers in supply chains
- 3. Customers and consumers
- 4. Communities and the environment
- 5. Shareholders and institutional investors
- 6. Governments

Stakeholder	Why our businesses engage	Key matters	How the businesses engage with this stakeholder group
Employees	We employ approximately 138,000 people. Our people are central to our success.	 Health, safety and wellbeing Diversity, equity and inclusion Cost of living Culture Engagement Development 	 Day-to-day engagement Email Town halls Surveys Health and safety programmes Training Notice boards Newsletters Intranet and website
Suppliers and workers in supply chains	As a diversified international Group, our businesses have many complex supply chains.	 Responsible sourcing Supply chain sustainability Payment practices Human and labour rights in our supply chains Transparency in supply chains 	 Conversations (face-to-face or virtual) Training Communication sessions Correspondence Audits Engagement with supplier representatives and NGOs
Customers and consumers	The buyers of our safe, nutritious and affordable food, and clothing that is great value for money.	 Healthy and safe products Value for money Availability of products Customer relations Social and environmental impact Store environment 	 In-store signage (Primark) Face-to-face interactions with staff Customer surveys Websites Labelling Social media Customer/consumer contact lines Market data analysis
Communities and the environment	Supporting society and respecting the environment are two of the key ways we live our values and make a difference.	 Climate change mitigation and adaptation Natural resources and circular economy Social impact – including employment opportunities Agriculture and farming practices 	 Various environmental programmes Dealings with NGOs and other expert programmes and schemes Coaching and training programmes Community programmes and schemes
Shareholders and institutional investors	The Company has a mix of individual and institutional shareholders, including bondholders, whose views are valued.	 Strategic updates Business and financial performance Return on investment ESG Remuneration 	 Results announcements Press releases Annual general meeting Annual Report Website Meetings Registrar
Governments	The Group is impacted by changes in laws and public policy.	 Climate and environment-related matters Tax and business rates Agricultural and trade policy Public health Support of businesses and workers Energy support schemes 	 Meetings, calls and correspondence Responding to consultations and calls for evidence Providing data/insights (e.g. supply challenges) Participation in government schemes Parliamentary events Industry forums Site visits Attendance at conferences

Our material topics

Our people

The people across our businesses are united by our purpose, culture and passion for delivering for our customers. We empower them to innovate and support them to grow and develop.

People in our supply chains and surrounding communities

Our Group Supplier Code of Conduct is the foundation of our businesses' work with respect to working conditions and labour standards in their supply chains.

Carbon and climate

We are focusing on taking action today, in line with our ambition of achieving net zero by 2050 or sooner.

Water

Our businesses work to reduce water consumption, maximise reuse, and return treated water safely to the environment.

Waste and packaging

We have a long history of finding ways to make more from less and maximise the use of byproducts and co-products from our operations.

Food safety and nutrition

Our businesses are united by our purpose to provide safe, nutritious and affordable food.

Agriculture and farming practices

Across the Group, our food and retail businesses depend on agricultural systems for the majority of the raw materials and ingredients required to make our products.

Our people

The people across our businesses are united by our purpose, culture and passion for delivering for our customers. We empower them to innovate and support them to grow and develop.



We employ more than 138,000 people and have operations in 56 countries across the United Kingdom, Europe, Africa, the Americas and Asia Pacific.

Health, safety and wellbeing

Our businesses prioritise safeguarding our people when they are working or travelling for business, including contractors and visitors to our sites. We have processes and programmes in place and strive to foster cultures to ensure their safety and wellbeing at all times. Our businesses take a holistic approach to safety and wellbeing, considering aspects such as mental, physical and financial wellbeing as well as physical safety.

Loss of life in any of the operations across the Group is unacceptable and we expect all colleagues and contractors to return home after work as well as when they arrived. As such, we are deeply saddened to report three fatal injuries to contractors¹. Two of the incidents involved contract delivery drivers, who both tragically lost their lives in road traffic accidents, one in Tanzania and the other in Spain. The third death occurred in Zambia in August 2025 where a contractor was fatally injured when he was inflating the tyre of an agricultural vehicle.

Following these tragic events, our priority was to ensure the families and colleagues of those who died were supported. A thorough root cause investigation was conducted by the relevant businesses, and the learnings shared with all our operations.

All of our businesses have a strong focus on contractor management and supervision. Vehicle and driver safety is a top priority and all our businesses are working with their contracted hauliers to ensure a robust focus on driver safety.

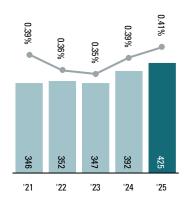
All of our businesses must comply with our Group Health, Safety and Wellbeing Policy. They supplement this with additional local and business-specific policies. Responsibility for ensuring compliance with these policies sits with the chief executives of the various businesses. Each business also has a nominated director with specific accountability for health, safety, and wellbeing, including mental health.

 In 2025, we reported two contractor fatalities in the year to 31 July and a further fatal incident in August 2025, which will be reported in next years data.



A senior engineer at Allied Mills, Manchester, UK

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



Numbers prior to 2025 have been restated to reflect the disposal of AB Sugar China, disposed of in 2024. The adjustment ensures comparability and accuracy in reporting the Group's continuing operations. In line with the Group Policy, our businesses focus their safety efforts in five key areas:

- providing strong and visible safety leadership from senior management;
- identifying and managing activities with the highest risk of fatal and serious injuries;
- supporting all line managers with their accountability for workplace safety with safety specialists and training;
- actively involving employees in their own health, safety and wellbeing; and
- reporting against both leading and lagging indicators and implementing continuous improvement programmes and activities, taking learnings from other businesses where relevant.

Across the Group, we have identified the following key on-site and off-site critical-to-life safety risks:

- · harm from moving vehicles, which includes driving for company business;
- · falls from height and falling objects;
- · machinery safeguarding;
- the storage and handling of hazardous materials;
- working in confined spaces;
- electrical risks; and
- the management of contractors, who often carry out these high risk operations.

To support our businesses, we are developing resources and toolkits focused on helping them to address these critical-to-life safety risks.

The on-site employee Lost Time Injury ('LTI') rate in 2025 is 0.41% compared with 0.39% last year. LTIs cover a broad range of situations and the majority result in a low number of days lost. On average 5% fewer days were lost this year per injury. The businesses are focused on driving initiatives to reduce the LTIs while encouraging a culture of reporting. The on-site contractor LTI rate in 2025 has decreased from 0.34% to 0.25%.

We are disappointed the employee LTI rate has increased, and all of our businesses have put actions in place to reduce risk and address the causes of these incidents. Our businesses remain focused on leading indicators and on investing in risk reduction initiatives. In 2025 £48m was invested in reducing health and safety risks across a wide range of operational hazards.

The businesses continue to focus on their safety culture, governance approach and processes to keep their people safe, especially those related to managing critical-to-life activities. This includes increasing or improving the number and quality of safety observations, with additional focus on line manager training and leadership initiatives to increase their involvement and direct ownership of safety. All the businesses have improved their reporting of near misses and have placed increasing focus on reporting and investigating significant events linked to their critical risks. The learnings from any significant incidents are shared across the divisions by Group.

Many of our businesses are now starting to explore how artificial intelligence can assist them to identify risks to reduce accidents and improve efficiencies in their risk management systems.

See our Data page for more details on our health and safety data.

Wellbeing

The mental health and wellbeing of our people is central to who we are and how we perform. By supporting a healthy and engaged workforce, we strengthen our capacity to deliver sustainable results, adapt to change, and remain a place where people want to work. We encourage a culture of open conversations with the aim of removing the stigma associated with mental health, including supporting employees to share their personal stories. We continue to invest in support across the Group, including programmes designed to raise awareness and provide practical assistance, resources and tools across all areas of wellbeing, including mental and financial. Our businesses use multiple communication methods to ensure our different workforce audiences have easy access when they need it, including notice boards, shift briefings and virtual platforms.

The line managers in many of our businesses share information on wellbeing support and explore any necessary adjustments to ensure our employees can perform effectively throughout their careers with us. This includes temporary or permanent adjustments to work scheduling and workloads.

We aim to continuously improve our holistic approach to supporting our people with their physical, mental and financial wellbeing. We utilise feedback from external organisations, such as CCLA Corporate Mental Health Benchmark UK 100, to benchmark our progress and reporting transparency.

We continue to provide financial and mental wellbeing tools and resources, easy access to employee assistance programmes and information across a range of topics to support our people internationally. We also invest in training and resources for our line managers, recognising the pivotal role they play in the wellbeing of our employees at key lifecycle moments of on-boarding, career development conversations, performance reviews return to work discussions and stress risk assessments.

Many of our businesses also have formal wellbeing activities in place for their people, like AB Mauri's 'Thrive' health and wellbeing programme, AB Agri's employee networks and Primark's 'Spark' wellbeing programme.

Diversity, equity and inclusion (DEI)

Engaging diverse talent is a competitive advantage for us and strengthens the Group's ability to deliver long-term success. Our businesses work hard to ensure we attract and develop diverse talent and establish meaningful connections with the varied communities we serve.

Our Board Diversity Policy sets out our groupwide approach and is complemented by local business policies, DEI teams and dedicated programmes. These initiatives aim to support all employees, including women, ethnic minorities, individuals with disabilities and members of the LGBTQIA+ community, through equitable access to employment, training, career development and promotion opportunities. We are committed both to enabling our people to perform at their best and realise their career potential, and to eliminating discrimination and bias that can harm their mental health and physical wellbeing.

Our Group Inclusion Network, made up of colleagues from across all our segments, accelerates change by sharing knowledge, best practice and ideas. We have almost 480 DEI advocates across the Group, and provide access to training and thought leadership from expert external partners across culture and inclusion topics, incorporating allyship, handling difficult conversations, neurodiversity inclusion, racial and ethnic diversity, female careers and leadership, disability inclusion and LGBTQIA+ inclusion.

All our businesses have access to materials and training they can use to raise awareness of unconscious bias and create more inclusive cultures. The materials are provided in eight of our key business languages and we have over 100 trained facilitators across the Group.

A significant number of our businesses use the Develop Diverse platform to support the consistent use of inclusive language on business policies, job adverts, job descriptions and interview questions. The insights around the importance of inclusive language have also been adopted in line manager training, such as Primark's Hiring Inclusively programme. We continue to raise awareness and educate our people, advocates and leaders on the evolving field of diversity, equity and inclusion. We partner with external experts to provide robust and thorough materials on a range of topics that include disability inclusion, female careers and leadership, racial and ethnic diversity, neurodiversity inclusion and LGBTQIA+ inclusion.

We utilise our dedicated internal website to connect everyone across the Group with our DEI and wellbeing corporate partners, easy to use resources, training materials and internal case studies highlighting great practice and learnings including British Sugar's 'conscious inclusion' e-learning module, and Twinings' health and wellbeing agenda. We foster active communities of advocates and leaders who are driving their local plans and identifying where synergies could be helpful. Over recent years our most active communities have been Menopause & Menstruation, Disability & Neurodiversity, and Wellbeing, including a network for those leading Mental Health First Aid (MHFA) groups in our businesses.

Our leaders and line managers are empowered and equipped with the skills needed to create inclusive cultures in their businesses and local settings. Unconscious bias training, cultural awareness programmes and a range of tools are also provided to support our businesses in promoting inclusivity.

Our 'Women in ABF' network, which has been running for 15 years, has helped women develop skills and business awareness, and build connections that enhance their current performance and future careers prospects. Women across the Group have access to virtual events featuring both internal and external speakers as well as valuable networking opportunities.

We prioritise attracting and developing a broader range of talent, maintaining our focus on gender and ethnicity imbalances through identifying and removing barriers that could discourage talent from being attracted to or joining ABF, or from advancing to leadership positions.

Overall, the gender balance of the Group is that women make up57% of our total global workforce.

We remain focused on addressing gender imbalances and are committed to a continued focus on ensuring women are represented at all levels, including those in the most senior roles.

We are pleased that our talent pipeline for senior roles is now more gender balanced. Women account for 39% of senior management roles across the Group, and we have an increasing proportion of women among our groupwide Executive Leadership Programme alumni

At the most senior levels, which covers those reporting to the divisional chief executives and group functional directors, our gender balance as reported to FTSE Women Leaders for 2025 is 27%. This is disappointing as we have focused significant effort on our talent pipeline as outlined above. This percentage in part reflects internal restructuring of leadership teams to align to strategic priorities. It also illustrates that this way of measuring the seniority of women in the organisation is an inflexible tool for a portfolio of diversely-sized businesses, as part of the change in score this year reflects women taking on larger roles that happen to be at the next reporting level in some of our larger businesses. Where the size of roles (in terms of scale and complexity) is considered, as opposed to reporting line only, over 30% of senior roles are held by women.

Our leadership teams across the Group remain highly multicultural and ethnically diverse, with 29 nationalities reporting to the divisional chief executives and group functional directors. Globally, 18% of these roles are held by leaders from minority ethnic backgrounds based on UK definitions, up from 12% in 2023. We commit to a continued focus on ensuring those from ethnic minorities are represented in our most senior roles.

We prioritise attracting and developing a broader range of talent, maintaining our focus on gender and ethnicity imbalances through identifying and removing barriers that could discourage talent from joining ABF or from advancing to leadership positions.

We voluntarily report on our overall gender pay gap for employees in Great Britain (GB) on page 134 of our Annual Report. Each of our GB-based businesses with over 250 employees also reports on their own gender pay gap, with these reports published on their websites.

Our businesses' gender and ethnicity pay gap reports share some inspirational business-level insights about the actions being taken to enable all employees to successfully grow their careers with us.

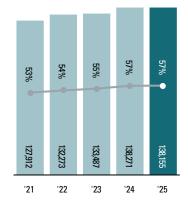
Following AB Agri UK's successful start in reporting UK ethnicity pay gap last year, they are joined this year by Twinings Ovaltine, and we anticipate more of our UK businesses reporting in the coming years.

Location of employees – 2025 (number, %)



United Kingdom	44,202	32 %
Europe	49,445	36 %
The Americas	8,417	6 %
 Asia Pacific 	10,559	8 %
Africa	25,532	18 %

Number of employees and percentage of women in workforce



Engagement and development

The engagement and development of our people is fundamental to the performance and long-term sustainability of our businesses. A highly-engaged workforce drives productivity, innovation and operational excellence, while robust and relevant development programmes help to ensure we have the talent and capabilities to meet future challenges. By investing in our people, we aim to grow a culture of continuous improvement that fuels stronger financial outcomes, enhanced customer satisfaction and a competitive edge.

We prioritise open communication across all our businesses, providing multiple channels for employees to share their views and engage in meaningful two-way dialogue. In addition to direct conversations with managers and leaders, we use engagement surveys, discussion groups and digital forums to encourage feedback and foster transparency.

In her role as designated Independent Non-Executive Director for workforce engagement, Annie Murphy leads activities that provide assurance to the Board that our businesses have cultures of openness, where our people can share their views and have their voices heard and acted upon. All non-executive directors on the Board have now committed to participating in engagement sessions with colleagues across the Group. Read more about workforce engagement, including how employees are consulted so that their views are taken into account in decisions likely to affect their interests, on pages 99 and 100 of our Annual Report.

We are focused on attracting and nurturing talent, and creating opportunities for professional and personal growth. Our businesses support their people to leverage their unique skills and diverse abilities through a range of development opportunities. This equips our people to thrive in their current roles and progress their careers within their business or across the Group

Our businesses encourage employee involvement in their performance, with many offering incentives to employees based on the performance of the business where they work.

Engagement

Our businesses engage with their people in a variety of ways to ensure employees across the Group can share their views and opinions openly, and know businesses will listen and act on their suggestions. Mechanisms include engagement surveys, social platforms like Zing in Primark, listening groups, town hall events and local events. At present, over 96% of our businesses are using engagement surveys provided by experts in the field including Willis Towers Watson, Mercer, Peakon Workday and Great Place to Work. The small proportion of businesses not utilising engagement surveys include some newly acquired businesses.

The frequency of engagement surveys varies from business to business and region to region. 96% of those using engagement surveys ran one in the last financial year, inviting 89% of their people to participate, with an 81% response rate. Across the Group all of our businesses are focused on increasing the proportion of their people they invite to participate in engagement surveys. A great example of a mechanism used to increase participation included the use of QR codes so more of our factory, field or retail employees could join in despite not having laptops or desk-based computers.

Themes and action plans from the feedback are identified and developed at a local level. However, we see strong, positive themes emerging for the Group overall, such as pride in the organisation, inspirational leadership, the quality of supportive line management, opportunity for learning and growth, flexible and inclusive environments, focus on colleague wellbeing and safety, and the benefits of autonomy and accountability in our business model.

Development

We are focused on attracting and nurturing talent, and creating opportunities for professional and personal growth. Our businesses support their people to leverage their unique skills and diverse abilities through a range of development opportunities. This equips our people to thrive in their current roles and progress their careers within their business or across the Group.

We have multiple development programmes across the Group, with groupwide executive leadership and functional excellence programmes for senior leaders, while the businesses focus on development interventions for cohorts within their businesses. In addition, the Group works with a range of partners to provide bespoke development initiatives, including coaching and mentoring for leaders and potential successors.

Across our businesses, Primark's Early Careers programme is creating a talent pipeline for the future, our sugar businesses in Africa have executive development courses created in partnership with Toyota Wessels Institute for Manufacturing Studies, and AB Mauri has a Global Technology Centre to deliver technical bakery training. The Group provides an Executive Leadership Programme for those in senior roles, and functional development programmes to support Finance excellence and enhanced business acumen within our People and Performance community. We run an induction programme for new colleagues in senior roles across the Group to enable them to form networks and understand the purpose, culture and values of the Group and how we operate at our best.

Our groupwide Career Conversations site gives people in all our businesses access to advice, guidance, resources and templates to plan their careers, as well as job adverts for opportunities across the Group.

People in our supply chains and surrounding communities

Our Group Supplier Code of Conduct is the foundation of our businesses' work with respect to working conditions and labour standards in their supply chains.



Human and labour rights in our supply chains

Our businesses work with a diverse range of suppliers from large businesses to smallholder farmers.

Our Group Supplier Code of Conduct is an essential requirement of the responsible business conduct of our businesses. This Code is based on the core conventions of the International Labour Organization ('ILO') and on the Base Code of the Ethical Trading Initiative.

Human rights due diligence across our Group

In their application of the Group Supplier Code of Conduct, many of our businesses continue to develop and improve human rights due diligence processes. Some of them are guided by the United Nations Guiding Principles on Business and Human Rights ('UNGPs'), the Organisation for Economic Co-operation and Development ('OECD') Due Diligence Guidance for Responsible Business Conduct, and the ILO Decent Work Agenda.

Our devolved business model requires each of our businesses to adopt tailored approaches based on their specific supply chains and the nature of their supplier relationships. Assessing where potential negative human rights risks and impacts might exist, combined with supply chain mapping, helps some of our businesses identify, monitor and, where applicable, manage risks and impacts related to people and communities in the supply chain.

Risk management and monitoring

Our businesses use a number of data platforms to help assess and monitor potential human rights risks including the Verisk Maplecroft's risk assessment tool, which provides country risk data for 150 commodities, and the Sedex (Supplier Ethical Data Exchange) online database. In some of our businesses, risk monitoring is conducted through audits carried out by internal teams or third parties. Some businesses also engage workers and their representatives directly outside of the audit process to understand what issues they face.



A rice farmer growing Hom Mali rice for Westmill using the Sustainable Rice Platform Standard, Thailand For example, Primark's Ethical Trade and Environmental Sustainability ('ETES') programme is one of the key elements for how human rights due diligence is implemented in its product supply chains. Through this programme, Primark conducted over 2,400 social audits in its suppliers' factories over the calendar year 2024. Primark carries the full cost of these audits, which include rigorous checks for human rights issues against the requirements of the Primark Supplier Code of Conduct, based on first-hand assessment of the working environment, reviews of relevant documentation and confidential worker interviews. At the end of each audit, supplier factories are issued with a time-bound corrective action plan that outlines any areas for improvement. Primark uses these audits in the approval process for all new tier one factories¹. Any potential new factories are audited and only if the outcome of the audit is satisfactory can any orders be placed.

Governance and policies

The chief executives and senior leaders of each business are accountable for managing risks related to human and labour rights in their businesses' supply chains.

The Group Supplier Code of Conduct underpins any relevant policies that our businesses may choose to follow. Twinings Ovaltine and Primark have also developed their own human rights policies and, in 2025, ABF Sugar launched its own too.

Grievance mechanisms and remedy

Our businesses seek to use the leverage they have with their suppliers to cease, prevent or mitigate the risk of negative human rights impacts on workers in their supply chains, where appropriate. Some of our businesses have or are developing grievance mechanisms to give workers a voice on the issues they face in the workplace. Primark has multiple approaches to achieving effective grievance mechanisms. As a result, in Bangladesh, India, Türkiye and Pakistan, workers' grievances are routed to specific grievance mechanisms run by local implementation partners such as non-governmental organisations (NGOs) or unions. For example, the Amader Kotha Helpline in Bangladesh provides workers in supplier factories with a confidential and accessible means to raise concerns. Where issues are raised through grievance mechanisms linked to our businesses, they will endeavour to follow up and investigate accordingly, with the interests of those affected front of mind.

Stakeholder consultation and transparency

Different stakeholders including NGOs, trade unions, governments, other businesses (subject to relevant competition and anti-trust laws) and industry bodies such as AIM-Progress, provide inputs into the approach adopted by some of our businesses on human rights due diligence. They work with these organisations due to their expert knowledge and we acknowledge the value that their contribution brings.

Transparency about who and where our businesses source from is essential to their understanding of human rights risks and, where necessary, enables collaboration to resolve issues both locally and across our industry.

Twinings and Primark both publish sourcing maps to help their customers understand their supply chains better.

1. Tier one: factories manufacturing finished goods.

Supporting communities

Alongside our work to respect human and labour rights, some of our businesses aim to positively contribute to the communities in which they operate. For instance, our sugar businesses in Africa recognise that their sugar estates are a key part of the communities where they operate. This is reflected in their activities to support those communities, such as providing clinics, schools and local services to support their workforce, and in some cases their communities and surrounding neighbours. In 2025, our sugar businesses in Africa continued to invest in several community support projects across their operational areas. These initiatives focus on providing access to potable water, offering natural disaster relief, improving healthcare, advancing education and developing infrastructure.

Carbon and climate

We are focusing on taking action today, in line with our ambition of achieving net zero by 2050 or sooner.



As a Group, we have an ambition to achieve net zero by 2050 or sooner. Beyond that broad ambition, we do not set groupwide climate-related plans or commitments. In line with our devolved business model, our businesses set plans and commitments appropriate to their operations and supply chains. Several of our businesses have set their own GHG emission reduction commitments.

ABF Sugar, Primark and Twinings Ovaltine each have specific public commitments for reducing their GHG emissions. The reduction targets for these businesses have been validated by the Science Based Targets initiative (SBTi), ensuring they align with the latest climate science. ABF Sugar, Primark and Twinings Ovaltine have published transition plans detailing their strategies for achieving these goals. Achieving our ambition of net zero across the Group will depend on a number of factors that are beyond our control, however, we will aim to deliver on this objective in our businesses while balancing environmental and financial impacts.

Grocery Group UK businesses are signatories to the UK Food and Drink Pact, which outlines an ambitious set of industry-wide targets aligned to the 1.5°C pathway and a commitment to achieve net zero emissions by 2050. These businesses have committed to reduce emissions by 50% across Scope 1, 2, and 3 by 2030 against a 2015 baseline, in line with the UK Food and Drink Pact commitment. In 2025, AB World Foods, also part of Grocery Group, committed to near-term, business-wide emission reductions to 2031 through the Science Based Target Initiative (SBTi), aligned to the 1.5°C pathway.

As climate-related disclosure expectations continue to evolve, our businesses are also preparing to meet emerging regulatory requirements alongside our Group-level TCFD statement. This includes mandatory reporting under Australia's new Climate-Related Financial Disclosure regime, which came into effect on 1 January 2025.

Achieving net zero across the Group will depend on a number of factors that are beyond our control, however, we will do our upmost to deliver on this objective.

Our businesses are addressing the challenge of climate change in four ways:

- 1. improving their understanding and responses to climate-related risks and opportunities;
- 2. reducing their own GHG emissions (Scope 1 and 2);
- 3. supporting their suppliers and partners to reduce their GHG emissions (Scope 3); and
- 4. providing products that help others reduce their GHG emissions.

We regularly review our methodologies for assessing our carbon footprint, including calculations and estimations where relevant. To ensure we align with the latest protocols, we use the best data available and continually work to improve the accuracy of our reporting.



A British Sugar engineer inspecting an evaporator at our factory in Wissington, UK

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



Numbers prior to 2025 have been restated to reflect the disposal of AB Sugar China, disposed of in 2024. The adjustment ensures comparability and accuracy in reporting the Group's continuing operations.

Energy and renewables

We remain focused on energy efficiency and transitioning to renewable energy where viable. In 2025 our businesses consumed 18,459 gigawatt hours (GWh) of energy in our operations, which is an 11% decrease compared with last year, largely due to lower production volumes in Sugar and increased efficiencies in our factories.

Of this total energy, 54% was derived from renewable sources, predominantly biomass fuels from by-products generated from production processes. Of the renewable energy we generate, 84% comes from bagasse, the plant-based fibre that remains after the extraction of juice from the crushed stalks of sugar cane. Some renewable energy is also derived from the anaerobic digestion of a range of waste materials.

In 2025 37% of the electricity we bought came from renewable sources, up from 31% last year, with the majority coming from the UK and European renewable energy markets. Some of our businesses also generate and use renewable electricity from site-based solar panels.

Several of our businesses export surplus energy back into national grids. During 2025, 795 GWh of energy generated by our sites was exported, with ABF Sugar contributing 95%.

Scope 1 and 2 GHG emissions

Our Scope 1 and 2 (market-based) GHG emissions decreased by 8% this year, from 2,627kt to 2,410kt of CO₂e. Our Sugar segment is the most significant contributor of Scope 1 and 2 (market-based) GHG emissions within the Group, at 72%. As a result, decreasing the carbon emissions from our Sugar businesses continues to be a priority for the Group.

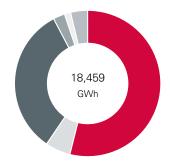
In 2025, Sugar's Scope 1 and 2 (market-based) GHG emissions decreased by 9% compared to the previous year and by 23% against their 2018 baseline by continuously improving how efficiently it produces sugar, investing in new technology, innovating to use less energy and fuel-switching to lower-emission sources.

British Sugar, the largest contributor to the Group's Scope 1 GHG emissions at 715kt CO2e and 38% of Group, has made significant investment across its sites to reduce GHG emissions. From its 2018 baseline year through to 2025, British Sugar has invested approximately £134m in various initiatives, resulting in a cumulative reduction of above 160 kt of CO₂e. Key initiatives include the energy reduction scheme at its Wissington site, which reduced its annual steam usage by 25%, the recent installation of the Cantley site's new combined heat and power (CHP) plant, and ongoing improvements in pulp pressing processes across multiple sites. Additionally, British Sugar is improving factory performance and efficiency by upgrading heaters, evaporators and dryers to save energy and reduce coal and gas consumption. In 2025, British Sugar eliminated coal usage in its CHP plants and animal feed combustion operations through fuel switching investments. These efforts have contributed substantially to reducing Scope 1 emissions.

Looking ahead, British Sugar plans to continue its decarbonisation strategy through projects which include a new diffusion heating configuration and evaporator station optimisation at Newark, an animal feed steam drying plant at Wissington and resin separation plant improvements.

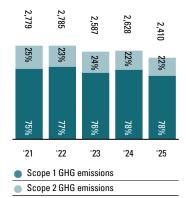
Our Retail and Grocery segments have also reduced their Scope 1 and 2 (market-based) emissions compared with last year, by 39% and 9% respectively. These reductions were driven by reduced energy consumption and increased use of renewable energy sources.

Energy use by source – 2025 (GWh, % of total)

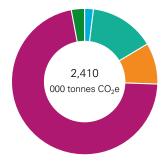


Renewables	9,955	54 %
Electricity – non- renewable source	1,031	6 %
Natural Gas	6,055	33 %
Imported steam	476	3 %
Liquid Fuels	252	1 %
Solid fuels	691	4 %

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



Scopes 1 and 2 (marketbased) GHG emissions by segment – 2025* (000 tonnes CO₂e, % of Group total)



Retail	47	2 %
Grocery	349	14 %
Ingredients	221	9 %
Sugar	1,724	72 %
Agriculture	71	3 %

Numbers prior to 2025 have been restated to reflect the disposal of AB Sugar China, disposed of in 2024. The adjustment ensures comparability and accuracy in reporting the Group's continuing operations.

Scope 3 GHG emissions

Understanding our Group GHG emissions will be an important step towards achieving our ambition to meet net zero by 2050. At a Group level, we are supporting the divisions in the process of calculating their material Scope 3 GHG emissions, which will help us identify where to focus our priorities. Most of our divisions have either published or are in the process of calculating their Scope 3 GHG emissions from across their value chains.

Primark first completed this process in 2021 and in 2025 reported 5,993kt of $\rm CO_2e$ for its Scope 3 emissions, which is a 3% decrease compared with 2024. This represents a 4% decrease against its 2019 baseline. These reductions were achieved through investments in its Environmental Sustainability team, in supplier factory efficiency programmes aimed at supporting GHG emission reductions through targeted training, upskilling, and energy-saving projects and the increased use of primary data. Primark also supports suppliers in switching to renewable energy and requires its key suppliers to set their own carbon reduction targets.

See our data page for more details on our Scope 3 emissions.

Products that help others reduce their GHG emissions

Our businesses provide some products and services that have the potential to assist others in reducing their carbon emissions, often referred to as carbon enablement. This is a key focus for investment and innovation. In particular, ABF Sugar, AB Enzymes and AB Agri help to facilitate the potential reduction of other businesses' emissions.

Water

Our businesses work to reduce water consumption, maximise reuse, and return treated water safely to the environment.



Our businesses aim to reduce the amount of water they abstract for their operations, reuse water as much as possible, and return treated waste water to nature after ensuring it meets or exceeds local and national water regulations and standards. In line with our devolved business model, our businesses set and manage appropriate plans and commitments to achieve these aims.

In 2025, businesses across the Group collectively abstracted 808 million m³ of water for use in their own operations, an 8% decrease compared with last year, due to lower production volumes in Sugar as well as water efficiency efforts across several businesses. Our African sugar businesses accounted for 97% of this total, with the majority of the water used for sugar cane irrigation. Those businesses are actively working to reduce their water footprint, with innovative irrigation pilot projects underway.

Water is used carefully and extensively throughout the sugar manufacturing operation, from the processing stage where the sugar is extracted and refined, to generating steam in the boilers, through to cleaning of equipment. A significant portion of the water abstracted across our businesses is used for crop irrigation by the sugar cane sites in our African operations. Those businesses are working to reduce their water footprint, with innovative irrigation pilot projects underway.

Of the water used by our businesses, 97% comes from surface water, such as rivers, lakes and reservoirs. The remaining water comes from ground water and third party sources.

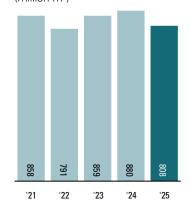
In 2025, across the Group, 25% of the water abstracted was reused before being returned to the environment, up from 24% in the previous year. This is both a more cost and resource efficient way of managing water. Our sites reuse the water for irrigation, land spreading, cleaning vehicles and machinery, and horticultural purposes. The businesses, in particular AB Mauri and ABF Sugar, are assessing new ways of reusing water within their manufacturing sites, aiming to reduce the amount of water abstracted and enhance operational efficiency.

To identify and manage potential risks to our operations in areas facing water scarcity, we carried out a high-level water risk assessment in 2024 for our Group operations using internationally recognised methodologies to identify sites operating in water-stressed areas. We provide a more detailed picture of water-stress risk in our CDP submission.



Solar irrigation project, Azucarera, Spain

Total water abstracted in own operations* (million m³)



* Numbers prior to 2025 have been restated to reflect the disposal of AB Sugar China, disposed of in 2024. The adjustment ensures comparability and accuracy in reporting the Group's continuing operations.

Water treatment

Our businesses' sites return as much water as possible to the environment by treating the waste water on-site or by using external treatment plants.

Water treatment is a key topic for AB Mauri. Since 2010, the business has invested \$150m in wastewater treatment. Many of its production facilities have complex on-site effluent treatment plants that include biological processes, evaporators and reverse osmosis membrane systems that can produce reusable water and useful co-products. The selection of technologies addresses the local aquatic sensitivities and water quality objectives. At a minimum, sites design their treatment systems to comply with any applicable permits and to not disrupt any downstream municipal processes.

Water in our businesses' supply chains

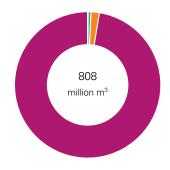
Water is an essential input for clothing and food production. It is used throughout the value chains across our businesses, in our operations, by independent farmers and in suppliers' facilities. Ensuring efficient water use in agriculture has become increasingly crucial, especially under changing climate conditions.

Some of the farm management standards supported by our businesses incorporate water management strategies which aim to address this challenge. For instance, Westmill aims to promote the standards of the Sustainable Rice Platform (SRP) Standard, the Primark Cotton Project trains farmers to reduce water use, and ABF Sugar, through the use of the SAI Platform FSA 3.0 tool, works closely with its growers to enhance water efficiency.

Primark's approach to water stewardship aims to enhance water management practices, reduce product water footprints, and mitigate adverse effects on hydrological systems, ecosystems and human health. The approach includes mapping basin-level risks and evaluating operational water dependencies to identify suppliers and basins most vulnerable to water-related challenges.

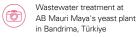
Total water abstracted in own operations by segment – 2025

(million m³, % of Group total)



Retail	1	0.1 %
Grocery	5	0.6 %
Ingredients	15	1.9 %
Sugar	787	97.4 %
Agriculture	0.2	0.0 %





Waste and packaging

We have a long history of finding ways to make more from less and maximise the use of by-products and co-products from our operations.



Waste and circularity

We believe that waste materials are simply products for which we have not yet found a use. With that in mind, our businesses are implementing practices to reuse, recycle or reduce all sources of waste, including food, feed, plastic and textile.

Our businesses produce many commercially viable products from sources potentially considered waste. For example, several of our businesses have become major suppliers of raw materials for animal feed, an important feedstock source for many different sectors, and are suppliers of raffinate and betaine for use in the petrochemical and pharmaceutical sectors. Additionally, several of our businesses divert low-value waste from landfill for use as a soil improver. For example, filter cake residue is used as a soil improver in the sugar cane fields at Nakambala, Zambia.

Our food and ingredients businesses aim to avoid products going to waste by donating surpluses to food banks, community groups and charities. Where applicable, food waste is used as animal feed or in energy generation.

Across the Group, we generated 510kt of waste in 2025 which is a 2% increase compared with the 499kt tonnes generated in 2024. The majority of this waste was recycled or reused, with the increase mainly linked to temporary operational inefficiencies in AB Agri, which have now been addressed.

Of the total waste generated by the Group, 94% was recycled or repurposed for other beneficial uses. Within our sugar businesses, 98% of total waste is recycled or sent for other beneficial use. Across our businesses, 53 sites sent no waste to landfill and an additional 21 sites recycled or sent for reuse more than 95% of their waste. See our data page for more details on our waste data.

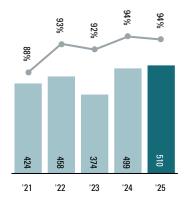
Some businesses use on-site anaerobic digesters to generate biogas from waste water. Several sites generate and use biogas as a renewable fuel source. Our sugar businesses in Africa use bagasse, the dry fibrous material that remains after crushing sugar cane, as a feedstock to meet up to 83% of their annual power requirements.

Primark has worked with the Ellen MacArthur Foundation since 2018 and sits on its Advisory Board for Fashion. In 2024, Primark joined the Foundation's The Fashion ReModel to help the industry unlock the barriers to scaling circular business models.



Pressed sugar beet pulp, which is a by-product from sugar production, and dried animal feed, which British Sugar manufactures from the pulp, Wissington, UK

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



* Numbers prior to 2025 have been restated to reflect the disposal of AB Sugar China, disposed of in 2024. The adjustment ensures comparability and accuracy in reporting the Group's continuing operations.

Plastic and packaging

As a leading provider of food, ingredients and clothing, packaging contributes significantly to our groupwide environmental footprint. Paper is the main packaging material used across the Group, followed by plastic and glass. Our businesses also use wood, steel, aluminium and a number of other materials.

Though we fully recognise the harmful effects of plastic waste on ecosystems, plastic currently plays a vital role in both ensuring the safety and quality of products and reducing food waste by extending the shelf life of food. The challenge for our businesses is to find solutions that balance the needs of our customers and our focus on reducing the impact of plastics on ecosystems. Where viable, our businesses are doing this by removing unnecessary packaging, switching to more easily recyclable types of plastic and increasing the use of recycled content in the plastics we use.

Our businesses also demonstrate their commitment to tackling plastic and packaging challenges by being involved with and supporting a number of collaborative industry pacts and programmes, including the WRAP UK Plastics Pact and the Soft Plastic Recycling Scheme in New Zealand.

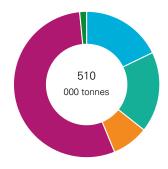
In 2025, our businesses used 250kt of packaging compared with 241kt used in 2024, representing a 4% increase, primarily driven by higher usage in our sugar businesses to meet customer demands, including a shift from bulk formats to smaller pack sizes.

In the UK, our businesses have been investing in the collection, verification and reporting of additional packaging data to facilitate compliance with the requirements of the Recyclability Assessment Methodology under the UK's Extended Producer Responsibility for Packaging regulations.

Our food businesses are striving to reduce packaging, improve recyclability and replace plastic with alternative materials such as cardboard. For example, in calendar year 2024, 88% of Grocery Group's packaging materials were either fully recyclable in the UK or recyclable where recycling facilities exist. Twinings has removed plastic wrap from around 75% of its cartons and ensured all tea bags produced at its main manufacturing sites in Andover, UK and Swarzędz, Poland are made with plant-based, industrially compostable tea paper. Tip Top has also moved to 100% recycled cardboard cartons across all retail and food service products, eliminating around 500 tonnes of virgin cardboard each year. As one of its main sources of non-clothing waste, product packaging is a priority focus area for Primark and the business has established a dedicated packaging team to drive innovation. See our data page for more details on plastic and packaging.

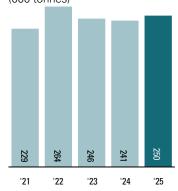
Total waste generated by segment – 2025*

(000 tonnes, % of Group total)



Retail	91	18%
Grocery	91	18%
Ingredients	41	8%
Sugar	279	55%
Agriculture	8	2%

Quantity of packaging used* (000 tonnes)



* Numbers prior to 2025 have been restated to reflect the disposal of AB Sugar China, disposed of in 2024. The adjustment ensures comparability and accuracy in reporting the Group's continuing operations.

Food safety and nutrition

Our businesses are united by our purpose to provide safe, nutritious and affordable food.



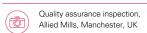
Food safety

Our food and drink businesses operate quality management systems based on the WHO Codex Alimentarius Hazard Analysis Critical Control Point (HACCP) principles and the Global Food Safety Initiative (GFSI) range of standards, with most retailer-facing businesses required to seek formal GFSI certification, typically via unannounced audit schemes. Additionally, each division, as a minimum, sets and monitors a range of KPIs for each of its sites, including in relation to recalls and withdrawals, incidents and complaints.

These KPIs are reported to the Board on an annual basis, and any themes identified are relayed to the cross-business Product Risk Reduction Group for review and resolution. To help navigate the ever-changing legal landscape pertinent to food law, all divisions have access to a food law specialist within the Group legal team.

Each division employs staff to assure the safety, quality, legality, integrity and authenticity (Vulnerability Assessment and Critical Control Points) of both raw materials and finished products. Raw material approval format is dependent on the risk posed but will typically comprise vendor assessment by audit or questionnaire, supplier certification review and product testing.

At site level, HACCP outcomes and Good Manufacturing Practice determine the scope of quality assurance and quality control regimes. To continually improve site practices, structured food safety and quality culture programmes are in place. Threat Assessment and Critical Control Points protocols covering supply chains and site activities to counter malicious intent are also in place. All of the above regimes are subject to ongoing verification and validation activities.



Nutrition

Relevant businesses take nutritional factors into account across their product portfolio. Many of our food products already support healthier choices – from high-fibre breakfast cereals, wholemeal bread and crispbreads to specialist sports nutrition products. Product reformulation can help to gradually shift consumer tastes towards foods that support better long-term nutrition, and our food businesses actively review their portfolios with this in mind.

Making Sense of Sugar is ABF Sugar's global platform for providing access to information based on science, helping to find collaborative solutions to health challenges as part of its commitment to thriving and healthy communities. In the UK, it draws from the UK Government's Eatwell Guide to aid consumer understanding. Guidance includes practical suggestions for estimating portion sizes that are easy to follow at home and examples of alternative healthy options to reduce consumption.

We have a Group policy laying out our approach to genetically modified (GM) ingredients, including compliance with local regulations on their use and the labelling of GM ingredients. Seven separate ABF brands, including Ryvita, Jordans Cereals and Kingsmill, are among 24 brands that have signed up to the UK Food and Drink Federation's Action on Fibre pledge, to increase fibre consumption in the UK. The UK businesses of our Grocery Group are members of the British Nutrition Foundation.

In Australia and New Zealand, George Weston Foods actively participates in the Health Star Rating system, a voluntary front-of-pack labelling system that helps consumers to make informed choices about the healthiness of products. Yumi's displays the Health Star Rating across its entire range, making it easier for consumers to understand its nutritional values. All Tip Top retail products in Australia have a Health Star Rating, with 95% achieving a Health Star Rating of 3.5 or higher.





An application development technologist inspects bread rolls at the AB Enzymes baking lab, Singapore

Agriculture and farming practices

Across the Group, our food and retail businesses depend on agricultural systems for the majority of the raw materials and ingredients required to make our products.



We recognise the importance of managing those agricultural systems responsibly if we are to meet a growing population's need for safe, nutritious and affordable food and clothing that is great value for money.

We also recognise the interconnectivity between agriculture and climate change, and how efforts to address the risks, opportunities and impacts related to climate change, land use, water, soil health and waste all have an impact on agriculture. Our businesses support a wide range of interventions at the agricultural and farm level, with a focus on more sustainable farm management practices and addressing the most material impacts, risks and opportunities. This includes a number of activities, including certified organic production, engagement with smallholder growers and adoption of farm management systems focused on driving more sustainable farm productivity.

We have a strong association with the UK agricultural sector, and our food businesses are working closely with UK farmers to support more regenerative farming practices for cereals such as wheat and oats. We are a significant purchaser of cotton, sugar beet, sugar cane, tea and cereals, and a number of our businesses are working directly with farmers to identify opportunities within the supply chain to protect and enhance biodiversity.

Our businesses are expected to continuously consider and implement activities, voluntary commitments and internationally recognised management systems that can guide and assist efforts to reduce their environmental and social impacts and risks.

This encompasses our responsible approach to the environment in line with the following requirements as a minimum:

- Group Environment Policy;
- Group Animal Health and Welfare Position Statement; and
- Group Supplier Code of Conduct.



Responsible agriculture, biodiversity and land use

Our businesses support a wide range of agricultural, farm-level social and environmental interventions. These involve a number of farm management models, including standards to promote wildlife biodiversity, engagement with smallholder growers in developing markets, certified organic production, and adoption of farm management systems built on driving more sustainable farm productivity.

A number of the farm management standards supported by our businesses align with the core principles of Integrated Farm Management. These principles incorporate a range of management practices across a number of designated criteria, from the safe handling of agrochemicals and improving soil structure, to water management practices and pollution control. The objective of these is to shape management practices to promote systemic commercial, social and environmental resilience for the long term.

ABF Sugar promotes more sustainable farming practices across both sugar beet and sugar cane production, implementing more regenerative agriculture approaches in some of its operations. It works with growers across its agricultural supply chains to support access to the necessary expertise for successful sugar cultivation, increasing the resilience of its value chain.

Some of our Grocery businesses source cereals, including wheat, oats and rye, from UK farmers. All the UK wheat sourced by Allied Mills is Red Tractor or TASCC (Trade Assurance Scheme for Combinable Crops) assured. Through its partnership with Frontier Agriculture, an ABF joint venture, Allied Mills has delivered a five-year wheat sustainability project with farmers in the south-east of England aimed at improving soil health, supporting biodiversity and reducing GHG emissions through the adoption of more regenerative farming practices. Jordans Cereals sources some of its grains through the Jordans Farm Partnership, which offers farmers a premium for their produce in exchange for their commitment to more sustainable land management practices. Another Grocery business, Westmill, a leading supplier of food products to the Indian, Chinese and Thai foodservice sectors within the UK, aims to promote the standards of the Sustainable Rice Platform, a multi-stakeholder partnership set up by the United Nations Environment Programme, of which Westmill is a founding member. The UN Sustainable Rice Platform Standard, for example, requires alternate wet and dry farm management techniques to reduce water use and GHG emissions in the rice sector.

Primark launched its Primark Cotton Project in 2013 which aims to equip smallholder farmers with essential knowledge and skills to drive the adoption of more sustainable agriculture practices. These practices are intended to reduce the environmental impacts of growing cotton, lower input costs by replacing chemical pesticides with biological alternatives, which results in increased yields and improved farmer profits. In 2025, 57% of the cotton clothing units sold contained cotton that was organic, recycled or sourced from the Primark Cotton Project.

Some of our businesses support the responsible use of precision science and technology to maximise efficiency, reduce GHG emissions and limit biodiversity losses while maintaining commercially productive agricultural outputs. For example, British Sugar is piloting AI and high-resolution camera technology to treat individual plants with pinpoint accuracy and reduce the use of herbicides. To further enhance on-farm biodiversity, it is also piloting pollinator sensors that deliver real-time data to guide spraying decisions and identify opportunities to strengthen pollinator habitats.

To address commodity-specific environmental risks, for example in the supply chains for tea, soy and palm oil, several of our businesses use third-party certifications. Certifications from organisations such as the Rainforest Alliance, Fairtrade and the Roundtable for Sustainable Palm Oil (RSPO) support responsible sourcing practices and help reduce potential impacts on biodiversity and forests.

Products and services for efficient farm management

Some of our businesses supply a range of products and services to the agricultural sector that facilitate efficient farm management and more regenerative approaches, such as cover cropping to improve soil structure and water retention. AB Agri is the UK's largest supplier of animal feed and nutrition products to the dairy, poultry and pig sectors, providing a range of technology and consultancy services to promote efficiency.

Supporting customers in achieving more sustainable farm ecosystems has become an essential part of AB Agri's service offering. Its 'Farm Footprints' on-farm carbon footprint assessment service, launched in 2007, helps major international food producers to measure their supply chain emissions. Additionally, AB Agri's dairy consultancy business, Kite Consulting, provides practical guidance on emissions reduction and nutrient conservation to individual farm operations.

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Deforestation

Some of our businesses source commodities that are linked with potential risks related to deforestation and biodiversity loss, such as palm oil. ABF has been a member of the RSPO since 2010. We are committed to increasing our use of sustainably sourced palm oil and for 100% of our palm-related ingredients to be sourced through one of the RSPO's four recognised supply chain models. In calendar year 2024, 10% of the palm-related ingredients sourced by our businesses was certified through segregated RSPO supply chains, while 17% was certified through mass balance RSPO supply chains. The remaining 73% of palm-related ingredients sourced across the Group were covered by RSPO book and claim credits.

AB Agri has committed that all palm oil and soya usage, including derivatives, will be certificated supporting zero deforestation responsible sourcing schemes by the end of 2025 across all geographies, except China, which will be certificated by 2028. Although significant progress has been made by its China business, which sells all its products to the local market, AB Agri acknowledges that the Chinese market presents greater challenges particularly for soya.

In calendar year 2024, 100% palm oil and derivatives were certificated, supporting more sustainable production, using a combination of RSPO book and claim credits and mass balance. As of October 2025, 94% of the soya products AB Agri purchased globally, excluding China, were certificated to schemes meeting the European Feed Manufacturers' Federation (FEFAC) benchmark for responsibly sourced soya, and the plan is to achieve 100% before the end of 2025. Including China, this figure was 83%. AB Agri is an active member of the FEFAC Sustainability Committee, the Agricultural Industries Confederation Sustainability Committee and the UK Roundtable on Sustainable Soy, all of which are working on supply chain solutions to achieve more sustainable supply.

Primark's policy for responsible sourcing of wood and wood-derived products supports its efforts to reduce the risk of deforestation across the supply chain, both for goods for resale, such as wood homeware products, and goods not for resale such as packaging and paper.

In preparation for the EU Deforestation Regulation (EUDR), our businesses have been working to identify products in scope of the regulation and ensure the relevant policies, controls, procedures and systems are in place to ensure compliance. This has been supported by guidance and tools to support understanding and effective EUDR due diligence.

Animal health and welfare

At ABF, we believe in the importance of maintaining appropriate animal health and welfare standards, and the Group Animal Health and Welfare Position Statement sets out how we expect our businesses to approach this issue. Within the Group, only AB Agri and DON have direct involvement with the farming of animals. Where the farming of animals is or may become relevant to any of our businesses, or when any of them conduct animal feed trials¹, we expect their approach to be governed by policies or procedures which are guided by internationally recognised standards such as the Five Domains Model of animal welfare assessment. Many of our businesses purchase ingredients derived from animals, such as eggs and dairy products, or materials derived from animals, such as leather and wool. We expect our businesses to develop their own appropriate animal health and welfare sourcing standards and requirements in relation to the ingredients and materials they source, and to require their suppliers and representatives to comply with those standards and requirements. For more information, find our Animal Health and Welfare Position Statement here

The small number of our businesses that purchase eggs are either already sourcing from cage-free hens or have a cage-free commitment in progress. Learn more about our commitment on cage-free eggs.

 Animal feed trials refers to nutritional evaluation trials with animals, based on what an animal would be expected to experience either in its natural environment or in a typical domestic or farmed situation.

Our commitment on cage-free eggs

A small number of our businesses purchase eggs. We have a Group commitment that by the end of 2025 all eggs purchased by our businesses will be cage-free, with the exception of AB Mauri targeting 100% cage-free egg sourcing across the Americas by 2030.

We have seen progress this year in some regions and our businesses continue to work with suppliers, customers, and industry partners to advance cage-free sourcing.

The overall proportion of cage-free eggs purchased within the Group remained flat at 26% compared to 2024, with progress in some regions offset by a more static picture in Latin America, where cage-free sourcing is less advanced. We have seen progress this year in some regions and our businesses continue to work with suppliers, customers, and industry partners to advance cage-free sourcing. We remain committed to publishing annual updates to track progress and ensure transparency for stakeholders. All data quoted relates to the regions where we purchased eggs in the reporting period 1 September 2024 to 31 August 2025.

Europe Region

In the UK and Ireland, 56% of eggs purchased by weight were cage-free in 2025, up from 44% in 2024. Several businesses, including British Sugar and Westmill Foods, sourced 100% cage-free eggs during the year, while others have transitioned or aim to transition by the end of the calendar year 2025, meaning in some cases that they will not be captured in the data until our reporting next year. Our Grocery businesses in this region have reached cage-free status for all own-branded products. The balance of egg sourcing relates to licensed products for customer brands, where sourcing decisions are externally controlled. These businesses are engaging with their customers to support transition efforts, but the reality is that our ability to leverage change here is limited, and some customers have their own targets with longer timelines. In the rest of Europe, all egg-purchasing businesses have already achieved 100% cage-free sourcing.

Asia Pacific Region

In Australia and New Zealand, 50% of eggs purchased by weight were cage-free in 2025, up from 42% in 2024. Our businesses continued to progress toward the cage free commitment, with Mauri ANZ sourcing 100% cage-free eggs during 2025. Other businesses plan to complete the transition by the end of the calendar year 2025 and this progress will therefore be reported in our 2026 financial year disclosures. However, due to market challenges, including avian flu risks and supply constraints, some businesses are now targeting full conversion by the end of 2026.

Americas Region

In 2025, cage-free eggs represented 22% of purchases by weight in Latin America and 0% in US. AB Mauri, a significant purchaser in the region, targets 100% cage-free sourcing across the Americas by 2030. In Brazil, where the cage-free industry is less developed, AB Mauri is targeting 50% cage-free sourcing by 2028 and 100% by 2030. We recognise that unforeseen events, such as avian flu outbreaks, may impact progress toward these long-term goals.

Responsibility in our businesses



Agriculture

AB Agri is passionate about helping to create a world where responsible nutrition is available to all.

Sugar

ABF Sugar focuses on keeping its people safe, reducing its carbon footprint, and managing water and natural resources responsibly.

Retail

Primark is working to make more sustainable fashion affordable for everyone through its Primark Cares sustainability strategy.

Grocery

Our grocery businesses are taking action on key ESG priorities. With programmes tailored to local needs, they aim to support people, strengthen supply chains and protect the environment.

Ingredients

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



ESG at Retail

Primark is working to make more sustainable fashion affordable for everyone through its Primark Cares sustainability strategy.



Primark's business model is underpinned by its long-standing Ethical Trade and Environmental Sustainability (ETES) programme, which has been a cornerstone for over 15 years. Building on this foundation, in 2021 the business launched Primark Cares, its ambition to make more sustainable fashion accessible to everyone. Through a focus on three key areas, Product, Planet and People, Primark is evolving its operations and supply chain. This includes the design and production of its clothing, the selection of materials, its collaboration with suppliers and partners, and the packaging and shipping of its products.

The Primark Cares strategy is enabled by four key elements:

- a commitment to ethical trade and human rights set out in its Supplier Code of Conduct and Supply Chain Human Rights Policy;
- a commitment to reduce its environmental impact, articulated through its Environmental Policy;
- how the business collaborates and innovates with suppliers, stakeholders and partners; and
- traceability and transparency.

For more information on ESG at Primark please see their Primark Sustainability and Ethics Progress Report.

ESG Governance

Primark has established a governance framework to oversee ESG, including its Primark Cares strategy. Critical risks relating to ESG are raised through the Primark Risk Committee or through Steering Committees, which are cross-functional groups bringing together all relevant internal stakeholders. These committees give guidance and propose appropriate actions. Its Chief Executive and senior directors are responsible for all decision making and implementation. Relevant topics are fed into the wider business governance strategy as needed.

To effectively understand, manage and mitigate risks, Primark actively engages with a broad range of stakeholders, including policymakers, workers' rights organisations, civil society groups, and industry initiatives at both national and international levels.

Primark continuously reviews its ESG governance to ensure it evolves with the latest legislation and compliance requirements, in addition to its business priorities.



A farm in the Primark Cotton Project, India

Our people - Retail

Primark places its people at the heart of its business strategy. Supporting its people and fostering an engaged workforce is an integral part of the business's ongoing success.



Health, safety and wellbeing

Primark expects its employees and contractors to return home after work as well as when they arrived. As such, we are deeply saddened to report that a contract delivery driver tragically lost their life in a road traffic accident in Spain. Following this tragedy, Primark prioritised providing appropriate support to the family and an in-depth investigation process was undertaken to identify the root causes and apply corrective actions. Primark continues to work with its hauliers to ensure robust safety processes are in place.

In 2025, the number of employee on-site Lost Time Injuries (LTI) increased from 192 in 2024 to 213, resulting in an employee LTI rate of 0.42%. The number of contractor on-site LTI decreased from 39 in 2024 to 32. Primark is disappointed with this performance and has put in place actions to address the underlying causes.

Primark's health and safety strategy, Safe Today, Safe Tomorrow, supports a safe and healthy work environment. A cross-functional initiative has been established, bringing together colleagues from across the business to challenge existing management systems and drive improvement across key areas including policies, procedures, contractor management and leader commitment.

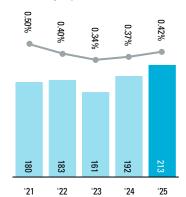
Primark continues to use its Incident Notification System to report and investigate all incidents and near misses. This is underpinned by its Incident and Accident Management procedure which provides a clear commitment to investigating root causes.

Primark has a comprehensive EHS audit programme covering compliance and behaviour. Audits are unannounced and carried out by an independent third party. Each site receives one audit annually with results published internally through PiNS (Primark Incident Notification System). Primark is developing a transport EHS assurance programme to further encourage driver safety in its logistics supply chain.



Colleagues at Primark's Oxford Street East store, London, UK

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



Wellbeing

Primark has several initiatives in place to support the wellbeing of its employees. One such initiative is the Spark wellbeing programme, which focuses on the three pillars of Mind, Body and Life.

Under the Spark programme, Primark offers its Let's Talk Employee Assistance Programme (EAP) which enables its colleagues and members of their households to access free, confidential 24/7 independent support in local languages around mental health, legal and financial matters. Primark continues to offer training and events around key focus areas such as mental health awareness and wellbeing, and also launched free period products for colleagues in Ireland and Portugal in 2025.

Following a detailed colleague listening exercise in 2025, Primark has refocused Spark on the following areas:

- Basics: Creating safe and comfortable work environments;
- Support: Caring for its colleagues; and
- Balance: Hard work with moments to connect, rest and celebrate.

The aim is to build on the success of the Spark programme and support colleagues in a more effective way moving forward.

Diversity, equity and inclusion (DEI)

Primark works with partners and colleague networks to deliver a wide range of initiatives that promote diversity and inclusion across its stores, offices and supply chain. Primark is guided by its core values and behaviours: Caring, Dynamic and Together. By embedding these into daily working life, the business is nurturing a culture that colleagues can be proud of.

Primark aims to create spaces where everyone can feel they belong, where they are free to express their identity and feel seen, heard and understood. Acknowledging the importance of purpose and meaning in the workplace, Primark encourages colleagues to give back and celebrates the impact of collective action.

While Primark's core offering is affordable fashion that helps people look and feel good, the business also works to remove barriers to inclusion, increase access to products, services and experiences, and create pathways to brighter futures in the communities it serves.

Engagement and development

Creating an engaged workforce means encouraging open dialogue and giving colleagues the chance to express their views, contribute ideas and take part in shaping decisions and strategies. Primark's colleague engagement survey, Your Voice, offers a platform for colleagues to provide feedback on various topics. Insights from the survey informed changes to policies and strategies that matter to colleagues, helping improve their overall experience. In 2025, this feedback led to several initiatives, including a 15% product discount for colleagues, a new uniform for all retail colleagues in 2026, expanded mentorship programmes to support colleague learning and development, and enhancements to the business's recognition strategy.

Another initiative, FWD Th!nk, is a voluntary programme that gives retail and office-based colleagues the opportunity to share their ideas on dedicated topics. Primark has received over 3,000 ideas from colleagues in 10 markets across its business, resulting in more than 100 winning ideas that have been taken forward by the business.

Primark continues to invest in its Primark's Early Careers programme to create a talent pipeline for the future. Engaging with students early in their careers allows the business to attract and retain people who can enable continued growth and innovation at Primark.

Investing in people and supporting career growth continues to be a priority for Primark. In 2025, Primark invested in leadership development and upgrading its digital learning platform, which is now available to over 17,000 colleagues. In the same period, nearly 110,000 hours of online learning were completed by Primark colleagues. Primark plans to expand the reach of its digital learning resources further.

Number of employees and percentage of women in the workforce





Breast Cancer Awareness

Primark is committed to supporting women for life. It promotes and supports Breast Cancer Awareness in October, and all year around through charity partnerships and its affordable and accessible post-surgery products.

2024 marked its fourth year of support and its 37-piece product range includes a collection of post-surgery bras, specially developed for women affected by breast cancer, which is available in selected stores, all year round. A limited edition solidarity range is available to customers in October each year to mark Breast Cancer Awareness Month.

As part of this long-standing commitment to Supporting Women For Life, Primark worked with local teams to donat to and raise funds for cancer charities across its markets, to help advance the work of these partners, funding research, services and support for people impacted by breast cancer and their families.

In the UK, Primark supports the Breast Cancer Now organisation, donating funds to the charity's support programme Someone Like Me, connecting those newly diagnosed with trained volunteers who have had similar experiences of breast cancer. In 2025 the programme:

- arranged 2,200 volunteer matches;
- provided over 2,900 hours of calls to people affected by breast cancer; and
- grew the numbers of volunteers to 300.

The funds raised in stores have supported vital research into treatments that will allow people with breast cancer to live and live well.



Primark's breast cancer awareness campaign spotlighted three women on their own breast cancer journeys



Accessible Primark

Primark wants to be inclusive for everyone. That means supporting people with disabilities, chronic health conditions and post-operative or age-related needs.

Primark continues to implement various initiatives to make its products, stores and workplaces more accessible:

Accessible Products

In January 2025, Primark launched a 49-piece Adaptive collection of its bestsellers across ladies and menswear in 96 stores across 10 markets, working in partnership with renowned adaptive designer Victoria Jenkins as part of Primark's ongoing commitment to introduce more adaptive items and apply inclusive design principles to more products.

Accessible Stores

In 2024, Primark partnered with AccessAble, who reviewed all its stores and offices in the UK and ROI, providing its customers with information to help them make informed decisions about their shopping experience, and sharing learnings that can be applied across other markets in the future. Primark's stores are equipped with accessible till points and fitting rooms to enhance the customer experience, and it has introduced sensory-friendly shopping hours in all stores in ROI, with plans to extend this further in future. In 2025, the business added NaviLens codes to its Adaptive range to support visually impaired customers in locating and identifying the products. Also in 2025 Primark unveiled its first seated mannequin in stores, designed to represent manual wheelchair users. It was launched in collaboration with British broadcaster, disability advocate and wheelchair user Sophie Morgan, and is available in 22 stores across nine markets.

Culture of Accessibility

In 2024, Primark's partners included accessibility specialist Dr Shani Dhanda, the Business Disability Forum and Purple Tuesday, who helped create an action plan to make targeted improvements to the accessibility of the customer and colleague experience, and to conduct a full audit of recruitment processes and a review of the Diversity and Inclusion policy. In December 2024, Primark became a member of the Valuable 500.

Inclusive Representation

In 2024, Primark increased its work with disabled creators from 12 to 24 across its social and communication channels. It also created a guide to improve the accessibility of future events based on learnings and informed by its expert partners and feedback received from the disabled community. Primark made adaptations to its production studio to make it more accessible, including the introduction of ramps and lowered hooks and a video tour for all models to view before attending to help them share their accessibility requirements.

Accessible Communities

Across its markets, Primark has formed strong relationships with multiple charities and organisations that support disabled people and those who are at a distance to the labour market, including Fundación ONCE in Spain, Lebenshilfe in Austria, WorkEqual in Republic of Ireland and UWV in the Netherlands. Primark also supports local initiatives, including DuoDay in France.



Primark's adaptive fashion range was developed alongside Victoria Jenkins, pictured top centre in this campain image.

People in our supply chains and surrounding communities – Retail

Primark has a long-term commitment to promote decent work in its supply chain.



Human and labour rights in our supply chains

Primark's Supply Chain Human Rights Policy outlines its commitment to human rights due diligence in its supply chain, the foundation of which is built on its Supplier Code of Conduct which sets out the standards the business expects of its suppliers.

The Primark Supplier Code of Conduct, which is based on the Core Conventions and the Fundamental Principles and Rights at Work of the International Labour Organization, covers Primark's supply chain, including goods for sale and services such as service providers, logistics and transportation. It includes supplier requirements on labour rights such as health and safety, freedom of association, discrimination and child and forced labour. It also covers suppliers and providers of those goods and services Primark does not sell, but which it consumes itself or requires in the running of its operations. Compliance with the Supplier Code of Conduct is a key condition of doing business with Primark.

Primark takes a risk-based, worker-centric approach to human rights due diligence that makes use of multiple channels of information to set priorities and manage risk within its supply chain. This includes desk-based research, audits, direct engagement with workers and their representatives, as well as engagement in local and international forums.

Primark greatly values engagement with a global network of local and international stakeholders, unions, governments and civil society organisations whose support and feedback are essential to its progress.

Primark's ETES team has over 130 people based predominantly in its 10 key sourcing markets. The work of the team ranges from risk assessment to supporting suppliers and their factories in implementing its Supplier Code of Conduct.



A trainee operator in the Sudokkho programme at a Primark supplier factory in Dhaka, Bangladesh Primark's social audit and monitoring programme is one of the key elements of how human rights due diligence is implemented in its product supply chain. Through this programme, Primark conducted over 2,400 social audits during the calendar year 2024. These audits are carried out by Primark employees based in sourcing countries, and also by carefully selected third parties. Primark carries the full cost of these audits, which include rigorous checks for human rights issues based on first-hand assessment of the working environment, reviews of relevant documentation and confidential worker interviews. At the end of each audit, supplier factories are issued with a time-bound corrective action plan that outlines any areas for improvement. Primark uses these audits in the approval process for all new tier one factories¹. Any potential new factories are audited and only if the outcome of the audit is satisfactory can any orders be placed.

Primark also implements additional due diligence activities where necessary. For example, its Structural Integrity Programme was established in 2013 in Bangladesh to assess the safety of all supplier factory buildings against international standards. If areas are found to require improvement, it works with the suppliers and their factories, in collaboration with a team of structural and civil engineers from international engineering firms, to provide technical support and guidance. The Structural Integrity Programme was expanded to Pakistan and Cambodia in 2023, with ad hoc support for other sourcing countries as required.

Primark believes it is important that organisations, workers and their representatives can raise grievances and alert the business to potential breaches of standards. The business is committed to making grievance mechanisms available to its colleagues and people in its supply chain. This includes:

- having grievance mechanisms which allow for anonymous reporting;
- expecting Primark-approved factories to make grievance mechanisms available to their workers;
- where applicable, working with third parties, including non-governmental organisations (NGOs), to support the implementation of industry-wide grievance mechanisms in our sourcing countries. For example, the Amader Kotha Helpline in Bangladesh and the Hamary Awaz hotline in Pakistan are both external and independent grievance mechanisms that provide workers with a confidential and accessible means to raise concerns and access remedy; and
- providing a separate, widely available Primark-funded grievance mechanism for workers in its supply chain, called Tell Us. This began in Bangladesh and has now been extended to suppliers in most sourcing countries, covering both resale and non-resale goods.

Primark also receives grievances through other channels, including the customer services section of its website, confidential worker interviews during social audits and workers having direct contact with Primark colleagues and its partner organisations. When issues or grievances are raised, Primark investigates thoroughly while protecting the confidentiality of those raising the complaint, and anyone else who might be affected. Primark does not tolerate any retaliation against those who have raised a grievance and any affected stakeholders.

More detail about Primark's approach to human rights due diligence can be found in its Modern Slavery Statement, Supply Chain Human Rights Policy and Sustainability and Ethics Report.

1. Factories manufacturing finished goods.

Solutions and projects for systemic issues in factories

Where inherent risks and more systemic issues are identified, Primark's Social Impact team works with suppliers and their factories, as well with partners and other brands, to support suppliers to address these through longer-term solutions and projects. The first of these projects began well over a decade ago, and the portfolio of work continues to grow and develop. Local teams play a key role in working closely with the supply chain and external experts to identify issues, find solutions and share learnings with others. Over the years, Primark has identified several thematic areas to support factory workers in its supply chain, some of which are included in the Primark Cares strategy and are aligned with the activities undertaken as part of Primark's supply chain human rights due diligence. These include:

- creating financial resilience;
- promoting equal opportunities for women; and
- improving health and wellbeing.

Primark continues to address the specific challenges faced by vulnerable workers in its supply chain, including migrant workers, particularly in India, which is a key sourcing country. Since 2017, Primark's My Life programme has supported these workers by equipping them with essential life skills, including communication, knowledge of workplace rights and health practices, with a strong focus on women. Developed in partnership with NGOs Women Win and Maitrayana, the programme has been adapted over time to meet local needs, including language and cultural barriers.

Alongside this, Primark has expanded its efforts to strengthen the financial resilience of workers through several initiatives focused on social protection and financial inclusion. In 2025, these initiatives are run in three countries and provide a wide range of support, from supporting factories to transition to digital wage payments in Cambodia, to essential life skills training for workers in India and supporting access to social insurance in China. These initiatives aim to build long-term stability and reduce vulnerability across the supply chain.

Primark's work on living wages

Primark's work in this area continues to be focused on industry collaboration through its membership of ACT (Action, Collaboration, Transformation), working on transparency on wage data and continued embedding of ACT's purchasing practices. Primark's social audit programme also monitors supplier factories' compliance with legal wage requirements.

Every two years, ACT conducts a survey on purchasing practices with suppliers and employees of its member brands. In February and March 2025, an updated version of the survey was completed by Primark's colleagues and suppliers. The full set of results for the 2021 and 2023 surveys have been published by Primark on its Sustainability and Ethics Progress Report. The aggregate results for the 2025 survey, for all ACT brands, are expected to be published at the end of 2025.

Primark recognises that embedding responsible purchasing practices² will support better conditions to enable suppliers and their factories to pursue a living wage.

The business set up a working group, comprising some of its key suppliers and its own in-country teams, to develop a tool to identify labour costs. To date, Primark has also provided training to 350 suppliers and 550 buying and merchandising colleagues on this costing method. Following training on the ACT Labour Costing Protocol, 98% of final orders placed with Cambodian factories for Primark Spring/Summer 2025 season provided the labour cost of products. Primark continues to train and upskill its product teams on the importance of implementing responsible purchasing practices. Further details on Primark's work in this area can be found in its Sustainability and Ethics Progress Report.

2. Read more about the purchasing practices commitments of ACT members here.

Transparency and traceability

Primark's Global Sourcing Map³ covers tier one factories that make its products, and the number and gender of workers at each site. Since 2022, Primark has been rolling out its Traceability programme. Primark is using the platform TrusTrace to map its products. In 2025, the programme reached 230 suppliers and 10 raw materials. This includes Primark's clothing, textile and footwear suppliers, meaning it now has a dashboard of these supply chains, from raw material to finished product. Primark trains suppliers on data requirements within this programme and how they can support it.

3. The factories featured on the map are Primark's suppliers' production sites which represent approximately 98% of Primark products for sale in its stores. A factory is detailed on the Map only after it has produced products for Primark for a year and has become an established supplier. Tier one factories manufacture finished goods.



Sudokkho – Upskilling workers, empowering women in Bangladesh

Primark's Sudokkho programme in Bangladesh was developed to enhance in-house technical training capabilities within supplier factories. The programme continues to expand its reach, with new factories joining and existing ones increasing their involvement. As of 2025, Sudokkho covers 28 factories across Bangladesh.

The technical training that Sudokkho delivers has several layers. The foundational level trains factory workers through a dedicated initiative in the factory, where trainees acquire new required skills. The initiative develops and trains assessors who support overseeing the technical standards of trainees on the training line before they enter the main production line. Finally, the technical training includes training existing skilled operators, with a specific focus on women, to be supervisors. Its delivery partner, Rajesh Bheda Consulting has been collecting data to evaluate the extent to which factories can maintain Sudokkho training without ongoing support and to measure the programme's long-term effectiveness. This includes evaluating factors such as the presence of a dedicated training line, skilled supervisors and trainers who can train others.

In 2025, Primark's team in Bangladesh surveyed workers and management from 20 factories involved in the programme.

Factory workers undergoing training as part of the Sudokkho

Addressing genderbased violence in the workplace in India

Gender-based violence and harassment (GBVH) is an extremely sensitive issue globally, primarily faced by women. This is often a difficult issue to identify in factories in the garment supply chain, but the risk is real, particularly in South Asia. This is a priority for Primark as it recognises that it is also a barrier to women's progression.

In India, Primark has partnered with St John's Medical College in Bangalore to develop and deliver workplace wellbeing programmes. Building on the success of its mental health initiative, My Space, Primark and St John's created a new programme called Maitri to address GBVH in the workplace through peerbased interventions.

Maitri has been implemented in nine factories and is already helping Primark identify and better understand GBVH risks in the supply chain. The programme trains selected workers to become Gender Champions, trusted peers who listen to colleagues and act as a source of support when GBVH concerns arise.

It is still too early to measure the full impact of Maitri, but initial outcomes suggest the model is effective in surfacing sensitive GBVH issues that might otherwise go undetected. This is helping Primark explore more informed ways to respond and support resolution.

Maitri also complements Primark's existing grievance mechanisms by offering a more informal, peer-led channel for workers to raise concerns.





Attendees at an event organised as part of the Maitri programme,



Deepening our engagement to support workers' social protection

Across Primark's sourcing regions, most workers are entitled to state benefits, including social protection, and often it is mandatory for factory workers and employers to contribute to employee pension funds. Primark is investing in a number of financial literacy programmes to help workers in its supply chain access the knowledge and tools they need to take control of their finances, from understanding payslips to registering for social insurance. In 2025, these initiatives now run in factories across four countries and cover a wide range of support.

In India, workers in the garment supply chain often have difficulty in accessing their pension funds, held in the state-run Employee Provident Fund (EPF), because of complexities in the system. There are also a number of state-run social protection schemes that workers in India are eligible to access, adding further to the complexity.

To help tackle this, Primark has developed a programme called Securing Futures, which trains select workers to become Nanbans whose role it is to help workers register their details on a government portal in order to access the EPF. Primark has rolled out this initiative in India with the aim of demonstrating to workers the benefits of and requirements for accessing the EPF.

Primark has also invested in a partnership and programme with Haqdarshak. Now running across seven factories, the Haqdarshak programme supports workers to access a broader suite of government welfare through better access to technology.

Primark is working with Haqdarshak to understand the impact of the pilot to date, including the value of potential state benefits workers could access, in addition to collecting worker feedback on the programme.

Primark is currently supporting similar programmes in China.



Garment workers in Primark's supply chain who have participated in the Securing Futures programme, India

Having mental health conversations in Primark's supply chain

Primark continues to support programmes to improve mental health awareness in its supplier factories. Research by Primark and its partners identified depression and anxiety among factory workers and that access to mental health services is generally poor.

In Bangladesh, in partnership with the British Asian Trust, the Moner Kotha ('mind talk' in Bengali) programme aims to increase awareness of mental health issues and build resilience among workers. This is done by providing support for workers through training, capacity building and the provision of mental health information in the workplace.

Taking learnings from a British Asian Trust review and a programme evaluation, Primark designed the next phase to have more of an emphasis on showing factory management the importance and impact of good mental health, encouraging them to support access to counselling among teams.

Primark's My Space programme in India has become a leading example of how workplaces can change attitudes and behaviours around mental health. Similar to Moner Kotha, the programme trains selected factory staff to become lay counsellors who support colleagues experiencing poor mental health or stress. In the long term, improved dialogue and understanding of mental health can reduce the stigma. Primark runs the programme in partnership with St John's Medical College, India. In 2025, the programme has started segregating workplace and personal issues, so that steps can be taken to alleviate those related to work. My Space has also added art therapy and physical health discussions to its curriculum and strengthened engagement with migrant workers through tailored training to overcome language barriers.

To further this agenda, Primark established the Workplace Mental Health Network in 2023, inviting other international apparel brands to build a network of experience in enhancing the availability of mental health support for workers in supply chains. The aim is to encourage knowledge sharing and to build a platform of resources for those involved. As of 2025, there are nine global brands participating in the programme.



Partnership with Clear Vision to support workers' eye health in Bangladesh

Vision is essential for garment workers performing detailed tasks like sewing, fabric cutting and operating machinery. Poor vision impacts productivity, increases the possibility of faulty production and accident risk, and can lead to absenteeism, reduced earnings and mental health issues.

Primark's Clear Vision workplace programme, in partnership with Vision Spring, provides vision tests and glasses to the factory workforce, aiming to increase earning potential, learning ability, safety, and wellbeing in Bangladesh.

Common causes of vision loss include uncorrected refractive errors, cataracts and glaucoma, with 80% of cases being preventable or treatable. Barriers to treatment include limited rural access, infrastructure gaps and financial constraints. Suppliers share a proportion of the total cost for the project implementation, demonstrating a strong recognition of the need for glasses as well as their benefits to workers and factories.

Primark has partnered with Clear Vision to deliver a programme which aims to support workers through the provision of glasses, helping them experience the benefits of clear vision and improved quality of life.

In 2025, nearly 35,000 eye tests were carried out, with glasses provided to 12,982 workers. 90% of these were first-time wearers. Following the project's success across the initial 16 factories, Primark will continue to expand the project into more factories in Bangladesh.



Factory worker participant from the Clear Vision workplace programme,

Carbon and climate – Retail

Reducing its carbon footprint is imperative to Primark meeting its environmental commitments and ensuring it does its part to mitigate the impacts of climate change.



Greenhouse gas (GHG) emissions, energy and renewables

As part of its Primark Cares strategy, Primark has set a target to achieve a 50% reduction in absolute Scope 1, 2 and 3 greenhouse gas (GHG) emissions by 2030, from a 2019 base year.

In addition, the Science Based Targets initiative (SBTi) has validated Primark's near-term target to reduce absolute Scope 1 and 2 GHG emissions and absolute Scope 3 GHG emissions from purchased goods and services respectively by 50% by 2030 from a 2019 baseline. These targets align with commitments Primark has made through the UNFCCC Fashion Industry Charter for Climate Action (FICCA) and the UK Textiles Pact by WRAP (formerly Textiles 2030).

In 2025, Primark achieved a 4% decrease in emissions across Scope 1, 2 (market-based), and 3 compared to 2024 and a 6% decrease against its 2019 baseline.

For more detail on how Primark aims to achieve its Scope 1, 2 and 3 emissions reduction targets, please see its Transition Plan below.

Scope 1 and 2 GHG emissions, energy and renewables

In 2025, Primark decreased its Scope 1 and 2 market-based GHG emissions by 39% compared to 2024 and by 71% compared with its 2019 baseline. This marks the second consecutive year that these emissions have remained below the threshold of its science-based target. This reduction was achieved mainly in its Scope 2 GHG emissions, through energy efficiency measures in its stores and the procurement of renewable and low-carbon electricity.

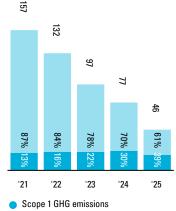
Primark aims to source 100% renewable electricity by 2030, in line with the FICCA. In 2025, 76% of electricity used in Primark operations came from renewable energy sources, up from 64% in the previous year. Most of this electricity was purchased from the grid through renewable energy certificates (RECs) that meet the RE100 criteria. Where possible, Primark is transitioning to power purchase agreements, which help finance new renewable energy capacity. However, this remains challenging in certain regions and may not be possible across its total store estate.



Solar panels on the roof of a Primark supplier factory, Bangladesh

Scope 1 and 2 (marketbased) GHG emissions

(000 tonnes of CO2e, % of total)



Scope 2 GHG emissions

Since 2022, Primark has been rolling out a multi-year project to retrofit stores with LED lighting. As of July 2025, the project had covered 323 stores with an average electricity saving of 35% compared to pre-implementation levels. The business continues to identify opportunities to improve energy efficiency and reduce its carbon footprint. A network of Energy Champions operates across its stores, offices and distribution centres to drive energy efficiency. All its stores and distribution centres are certified to ISO 50001 energy management standard.

Scope 3 GHG emissions

Primark is dedicated to minimising the environmental impact of its products throughout the supply chain. Although it does not own manufacturing facilities, Primark works closely with suppliers to align their practices with its environmental goals.

In 2025, Primark's absolute Scope 3 emissions decreased by 3% compared to 2024 and against its 2019 baseline. Scope 3 emissions from purchased goods and services, which underpin Primark's science-based target, totalled $4,595tCO_2e$ in 2025, and decreased by 4% compared to 2024, though these emissions remain 2% above the baseline.

Primark has requested its top 100 suppliers, which together accounted for approximately 79% of its procurement spend for goods for resale in 2025, to set climate targets. This initiative enables Primark to recognise and reward supplier efforts while aiming to accelerate progress for decarbonisation.

To support suppliers in meeting these targets, Primark has been investing in supplier factory efficiency measures through targeted training, upskilling and energy-saving projects under its Primark Resource Efficiency Programme. Delivered in partnership with external consultants, this programme helps suppliers identify opportunities to use energy, water and chemicals more efficiently, reducing both GHG emissions and operating costs across its suppliers' tier one, two and three factories¹.

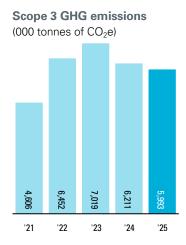
Between 2022 and 2025, Primark piloted the programme across 97 factories in Bangladesh, China and India. Recent assessments showed an annual saving of 49,400tCO $_2$ e in GHG emissions and of 822,000 m 3 in water usage across 28 participating factories. Building on these results, Primark developed a tailored approach for each factory to maximise efficiency and it is setting long term factory plans for continued progress.

Alongside the work on factory efficiency, Primark is developing initiatives to support suppliers switching to renewable energy. Much of this work focuses on providing suppliers with the information needed to make informed investment decisions and facilitating their participation in third party schemes. For example, in China, Primark partnered with HSBC and the China Climate Fund to sponsor a study under the China National Textile and Apparel Council assessing the feasibility of direct investment into renewable energy projects for textile industry decarbonisation.

Primark is also working to reduce GHG emissions from upstream transportation. The business primarily ships products by sea rather than air, resulting in comparatively lower GHG emissions for the longest leg of transport. Since 2018, Primark has partnered with Maersk to ship its products from factories to depots. Through this partnership, Primark invests in Maersk's ECO Delivery Ocean product which uses fossil fuel alternatives such as biofuels, which emit approximately 40% less GHG emissions annually than traditional fuel.

In 2025, Primark began working with Maritime Transport in the UK to transition its road freight fuel from diesel to HVO (hydrotreated vegetable oil), which is a lower carbon fuel alternative. During 2025, Primark saved approximately 4,700tCO $_2$ e of Scope 3 emissions in its UK logistics operations.

1. Tier one: factories manufacturing finished goods. Tier two: factories which provide materials and services to Tier one factories. Tier three: producers of raw materials.



Primark's Transition Plan

Governance

A comprehensive governance system has been established at Primark in relation to ESG matters, including the delivery of the commitments related to its Primark Cares strategy (see Strategy, metrics and targets below), which aligns to Primark's transition plan (the "Plan") in the medium term.

There has been no change in this position from last year. The Primark Leadership Team led by the Interim Chief Executive Officer remains responsible and accountable for all decision-making and implementation of the Plan. Effective since the prior reporting year, ESG-associated performance incentives are extended to Primark directors and wider senior leadership. The overall remuneration package includes a percentage tied to ESG performance, including climate. This remuneration element is payable in deferred ABF shares to promote alignment with Primark's commitment to become a more sustainable and circular business. Please refer to Primark's most recent Sustainability and Ethics Progress Report for a more detailed understanding of the ESG governance structure.

Risk management

Over the course of 2025, Primark has launched the development of a climate risk management framework through a cross-functional, multi-stakeholder process that involves representatives of Primark's Leadership Team and wider senior leadership from key areas of the business, as well as the ABF Group. Activities covered:

- a refreshed scenario analysis to assess climate risks across Primark's upstream value chain and own operations, identifying material risks in the relevant time horizons;
- for material risks identified, a review of risk owners and risk controls was initiated to ultimately feed into Primark's risk management process.

Primark plans to continue and expand the above activities into the next financial year.

Strategy, metrics and targets

In 2021, Primark launched its Primark Cares strategy building on the work of its Ethical Trade and Environmental Sustainability ('ETES') programme. Under the strategy, Primark has set out a number of public commitments up to 2030 which are aimed at supporting our transition to a lower-carbon economy¹. As such, in the medium-term Primark's Plan aligns to the Primark Cares strategy. Currently Primark does not include carbon offsets in the Plan. Primark plans to review its ESG strategy in 2026 to make sure it stays focused on the areas where it can make the most meaningful difference.

GHG emissions baseline and targets

Under Primark Cares, the business has set an overarching objective to halve carbon emissions across its value chain by 2030 from a 2019 base year. Within the same timeframe, Primark set Science-Based Targets committing to reduce absolute Scope 1 and 2 GHG emissions by 50% and also reduce absolute Scope 3 GHG emissions from purchased goods and services by 50%. The SBTi has classified Primark's Scope 1 and 2 target ambition as in line with a 1.5-degree trajectory. Under the UNFCCC Fashion Industry Charter for Climate Action ('FICCA'), Primark has pledged to achieve net zero emissions no later than 2050. The organisation is working to define a plan to reach this long-term goal, taking into consideration uncertainties beyond 2030 in technology development and innovation, as well as the political and regulatory global landscape.

Primark's baseline GHG emissions (2019) (tCO₂e, % of total emissions)

Total scope 1, 2 and 3	6.41m
Scope 1 and 2 (location-based)	2.5%
Scope 3	97.5%
Of which:	
Purchased goods and services	76.4%
Capital goods	2.0%
Fuel and energy-related activities	0.6%
Upstream transportation	8.1%
Waste generated in operations	0.1%
Business travel	0.2%
Use of sold products	12.1%
End-of-life treatment of sold products	0.6%

^{1.} As referenced in the TCFD Guidance on Metrics, Targets and Transition Plans.

Critical path to 2030

To achieve our 2030 decarbonisation commitments, Primark has developed a critical path aligned with broader business strategy for the same period. The path leverages a series of combined decarbonisation levers to achieve critical reductions in Primark's emissions, focusing on the most material emissions sources for scope 3 as described below.

Supply chain energy procurement and consumption: product manufacturing and related energy consumption represents the biggest contributor to Primark's emissions. However, similar to other clothing retailers, the business does not own any of the factories in its supply chain. To tackle emissions from this source, Primark plans to leverage minimum environmental performance requirements for suppliers and further develop its country-specific programmes. These support key suppliers and factories to improve their energy efficiency performance and transition to renewable energy, for example through on-site energy audits.

Raw materials: extraction of raw materials used in products is the second key contributor to Primark's emissions in the supply chain. Under Primark Cares, the business has pledged:

- to use more regenerative farming practices through its own Primark Cotton Project by 2030;
- that all its clothes will be made from recycled or more sustainably sourced materials by 2030, including cotton from its Primark Cotton Project.

The achievement of the targets above is expected to contribute to the decarbonisation of Primark's material mix.

Distribution mode optimisation and fuel switching: emissions related to transporting goods from suppliers to Primark depots, and from depots to Primark stores, represent the third key contributor to Primark's baseline emissions in the supply chain. Primark already ships most of its products by sea freight, which has a lower environmental impact than air transport.

Primark has launched a partnership with its shipping partner Maersk to use more sustainable fuel alternatives, such as Maersk's Eco Delivery Ocean biofuel, instead of fossil fuel, when shipping Primark products. The biofuel must be certified by a third party to verify that the stated GHG emissions savings are accurate. Once certified, it is blended with conventional fuel and used on Maersk shipping vessels.

Primark's own energy procurement and consumption: emissions from running Primark stores, offices and distribution centres, as well as the corporate fleet, represent a small fraction of Primark's emissions but is also where Primark has the most direct influence and can impact change. Initiatives in this area will continue to focus on energy efficiency improvements, like LED fitting of Primark stores, and scaling low-carbon energy² procurement. Under the UNFCCC FICCA, Primark is committed to secure 100% of electricity from renewable sources with minimal other environmental or social impacts, for owned and operated (Scope 2) emissions by 2030. The business plans to reach this goal in line with RE100³ and GHG Protocol guidelines.

Capital investment

Primark's funding model for the Plan includes various elements. Capital expenditure is allocated to improve the energy efficiency of Primark's assets: for example, the total investment to date in LED retro-fitting of 176 UK stores amounts to approximately £60m. In addition, the company pays a price premium to procure lower impact goods and services, such as raw materials to use in Primark products, and renewable power for stores and transport fuel. For example, to date Primark has invested more than £4m in Maersk's Eco Delivery Ocean biofuel initiative. Lastly, for other initiatives such as supply chain energy procurement and consumption, Primark funds enabling activities, like energy audits.

- Low-carbon refers to lower carbon dioxide (CO2) emissions than conventional energy sources. There are four main types of low-carbon energy: wind, solar, hydro or nuclear power.
- 3. RE100 is the global corporate renewable energy initiative bringing together hundreds of large and ambitious businesses committed to using 100% renewable electricity.

Progress to date

This year, the business saw a 6% reduction in total emissions (market-based) compared to base year and a 3% reduction compared to previous year. Please refer to pages 63 to 64 of the ABF Annual Report for more detailed commentary.

Target: Halve carbon emissions across our value chain by 2030 from a 2019 base year

			Previous	Current	Current Year vs	
	KPI	Base Year*	Year*	Year*	Baseline	Methodology
Decarbonisation levers		5.2	5.2	5.0	(4)%	We have developed detailed reporting guidance in line with the GHG Protocol, covering estimations, calculation methodologies and assumptions. Annual
Supply chain energy procurement and	Scope 3 emissions from purchased goods and					
consumption	services – Tier 1, 2, 3	3.6	3.8	3.4	(7)%	
Raw materials	Scope 3 emissions from purchased goods and	0.0	1.0	4.0	070/	
	services – Tier 4	0.9	1.0	1.2	37%	emission calculations are in
Distribution mode optimisation and fuel	Scope 3 emissions from upstream transportation					scope of EY limited assurance.
switching		0.5	0.3	0.3	(39)%	
Primark's energy procurement and	Scope 1 and 2 emissions (market-based)**					
consumption		0.2	0.1	0.0	(71)%	
Other Scope 3 categorie	es	1.2	1.1	1.1	(13)%	
Total value chain emiss	ions					
(Scope 1, 2 and 3 market-based)**		6.4	6.3	6.0	(6)%	

^{*} Expressed in mln tCO2e.

Assumptions, uncertainties and challenges

- Data availability: as mentioned, the majority of Primark's emissions occur in our wider value chain. Sourcing and collating data on these impacts is evolving as the business progresses its decarbonisation programme and improves data around product traceability. Primark is increasing the amount of data sourced from suppliers, which is incorporated into the scope 3 calculation, but it still also relies on industry average data for many of the impacts assessed as part of this calculation. These data limitations should be considered when reading and interpreting the results and critical path presented above.
- Supply chain management: Primark's supply chain is global and complex, and this can
 affect the success rate and scaling potential of Primark's decarbonisation programme.
 The business is working to rationalise its supplier base while also tackling supply chain
 emissions, which might result in progress variability in the immediate term but ultimately
 will enable more effective deployment of projects and programmes in the medium term.
- Regulatory landscape: Primark is aware of the ever-changing complexity of the national, regional and global regulatory landscapes in which it operates. Dedicated personnel across the business, centrally and regionally, monitor the regulatory landscape to incorporate any relevant developments and their impacts into the Plan as and when needed.
- Innovation gap: in addition to the decarbonisation levers currently included in this Plan, Primark continues to explore the decarbonisation potential of other initiatives under the Primark Cares strategy, including circular design and extending the durability of our clothes. Moreover, Primark recognises that innovations will be needed to meet its decarbonisation targets, and Primark acknowledges it has a role to play to support the development of these from pilot to scale.

^{**} Scope 2 figures for 2019 to 2022 represent location-based emissions. For the purpose of reporting against targets, Primark has been tracking Scope 2 (market-based) since 2023.

Water – Retail

Water is a critical natural resource within the fashion industry, from the irrigation of cotton fields to the dyeing and finishing of fabrics and materials.



Primark joined the Alliance for Water Stewardship (AWS) as a funding member in 2021, supporting its approach to improve the use of water resources and its commitment to adopt and promote a universal water stewardship framework: the AWS Standard. The AWS sets out five key outcomes associated with good water stewardship: sustainable water balance, good water quality status, healthy status of freshwater ecosystems, improved water governance, and Water Sanitation and Hygiene (WASH) for all.

Primark's approach to water stewardship aims to enhance water management practices, reduce product water footprints, and mitigate adverse effects on hydrological systems, ecosystems and human health. The approach includes mapping basin-level risks and evaluating operational water dependencies to identify suppliers and basins most vulnerable to water-related challenges. Primark recognises that climate change, increasing global demand for freshwater, and the rising levels of global pollution are putting additional pressure on already scarce water resources. Water quality and quantity risks are a key focus, and Primark aims to minimise these risks by prioritising basins with the greatest opportunities for impact.

The approach includes three focus areas for water management: product-based, site-based and basin level.

Product-based

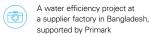
For its product-based approach, Primark aims to reduce the water footprint of products sold in the UK by 30% by 2030, in line with its commitment to WRAP's (Waste and Resources Action Programme) UK Textiles Pact. Primark takes into account its entire value chain from cotton cultivation to consumer use.

In the calendar year 2024, Primark's water footprint per tonne of products sold in the UK^1 decreased by 22% against its 2019 baseline. This intensity reduction is driven by a combination of more sustainable materials use and supplier engagement on production practices.

Site-based

For its site-based approach, Primark works with suppliers to reduce their water footprint, improve water quality and reuse wastewater.

Primark conducts an annual water footprint assessment of its value chain. The assessment has identified wet processing factories and cotton cultivation stages as the most dependent on freshwater. It also provides insights into the water footprint of the materials used in its products. This information is being used to develop internal measures aimed at increasing the adoption of more sustainable materials.



By 2025, Primark had over 100 factories engaged in resource efficiency programmes across key sourcing regions including Bangladesh, India and China. Some of these programmes focus specifically on water while others take a holistic approach to energy, water and chemicals management as a part of the Primark Resource Efficiency Programme. Through these programmes, Primark has identified a total of approximately 880,000m³ of water savings through improvement actions which are being implemented by the supported factories.

In 2025, Primark also began to incorporate supply chain water management practices into its supplier evaluation scorecard using the three criteria below to assess efforts to reduce water footprint. As of July 2025, of the wet processing factories engaged in resource efficiency programmes:

- 66% of factories had set a baseline;
- 55% of factories had set a 2030 target; and
- 65% of factories had developed and formally signed off an improvement plan to meet the set targets.

Primark is also piloting collaborative projects that apply innovative water management practices in key sourcing regions. One such initiative focuses on Bangladesh's textile industry, where the business has trialled advanced wastewater recycling and pollution control measures. Please read more in the case study below.

Basin level

Primark identifies water-stressed basins using tools such as WWF's Water Risk Filter and WRI Aqueduct's screening tool, which assess water availability, quality and access. In these water-stressed areas, Primark collaborates with suppliers, other brands and governing bodies to address shared water challenges.

Beyond reducing its water footprint, Primark is involved in broader water stewardship initiatives to address shared challenges. A key part of this approach is identifying priority basins where climate-related water risks intersect with its suppliers' operational dependency on freshwater. Ten priority basins have been identified and Primark is committed to supporting catchment-scale projects in these regions.

The membership of AWS is integral to this approach, incorporating community engagement, biodiversity and governance considerations to address water challenges holistically. Primark has engaged with 20 suppliers in AWS programmes across three priority basins in China, India and Bangladesh.

To ensure the business is contributing towards basin-level resilience, Primark has aligned its priority basins within its supply chains with those identified by the UN's Water Resilience Coalition, which has identified the world's 100 priority basins for collective action, enabling the business to collaborate and scale impact with other water dependent stakeholders. In 2024 Primark joined the CEO Water Mandate, which is a commitment to take action within the priority basins that also intersect with Primark's water footprint.

1. Reporting against WRAP's UK Textiles Pact.

Chemicals

Chemistry is crucial to the creation of many components used in Primark's products. It presents opportunities to enhance product performance, safety and our environmental footprint, while being essential in the material processing phase. In textiles and leather, the majority of chemicals are applied during the wet processing stage, which includes dyeing, printing, bleaching, tanning and washing.

Primark's Restricted Substance List (RSL) was updated in 2024 to align with the AFIRM Group's¹ 2024 RSL and continues to include, at a minimum, the Zero Discharge of Hazardous Chemicals (ZDHC) Manufacturing Restricted Substances List.

Primark is a board member of the ZDHC Foundation, reinforcing its commitment to chemical management. In 2025, Primark also joined the ZDHC Leaders of the Advisory Groups, which were established to foster dialogue across the value chain and includes representatives from brands, wet processors, chemical suppliers and service providers.

Primark continues to carry out an annual assessment of its chemical management programme, evaluated by KPMG. In recognition of its ongoing progress and leadership in sustainable chemistry, Primark was again rated at the second-highest level, Accelerator, in the ZDHC Supplier to Zero programme.

In calendar year 2024, Primark made continued progress in ZDHC Performance:

- 487 wet processors were actively included in the chemistry programme, of which 485 (>99%) registered to the ZDHC Gateway.
- Of the 337 wet processors in scope of the ZDHC Wastewater Guidelines, 236 (70%) generated ZDHC ClearStream Reports, with 90% of directly discharging facilities achieving at least the Foundational level compliance for conventional parameters.
- 201 wet processors completed Supplier to Zero (StZ) certification, supported by Primark using Brand Implementation Support Vouchers.

To further enhance data visibility, Primark deployed the CleanChain Compass Dashboard to improve monitoring and analytics of ZDHC data. Primark has also piloted chemical inventory software at non-wet processing tier one factories, broadening data collection beyond ZDHC scope processes. Additionally, new chemistry criteria were introduced into Primark's Technical Audit pilot, and chemistry KPIs for InCheck and ClearStream reporting have been rolled out through the Vendor Scorecard to evaluate suppliers.

Primark remains committed to building supplier capability and advancing safe chemical usage across its supply chain:

- regional environmental teams are based in key sourcing regions to provide training and support;
- Primark funded ZDHC Chemical Management System Technical Industry Guide training and certification for 70 facilities across China, India, Bangladesh and Türkiye. Of these, 30 facilities were selected for on-site assessments and improvement planning, which will be supported by Bureau Veritas into the next financial year;
- Primark funded InCheck Verification at 10 facilities in Bangladesh to improve the accuracy and completeness of chemical inventories;
- through Primark's Wastewater Due Diligence Testing Programme, 22 facilities were targeted for risk-based testing and remediation support to help drive further improvements in wastewater management; and
- 20 facilities completed the ZDHC Effluent Treatment Plant Operator Training and gained certification, with support from Primark.

Recognising their interconnectedness, Primark's chemistry and water programmes have developed a joint strategy to prioritise and align activities through the new Cleaner Water Programme.

Primark is actively working with ZDHC and industry partners to develop collaborative approaches for implementing more sustainable chemistry in wastewater, with a focus on delivering co-benefits such as increased energy and water efficiency alongside improved chemical performance.

Primark also piloted the Apparel Impact Institute's Clean by Design Chemistry and Wastewater Programme at three facilities in Bangladesh, which concluded with measurable improvements across chemicals usage, energy consumption and water withdrawal.

1. The Apparel and Footwear International RSL Management (AFIRM) Group.



Advancing Primark's Cleaner Water Programme

Addressing water pollution in supply chains requires a holistic and regionally informed approach. In many of the locations where Primark sources products, untreated or poorly managed waste water can have serious consequences for people, biodiversity and local ecosystems. Water quality challenges vary by region. For example, high salinity and dissolved solids in parts of India, or elevated levels of biological and chemical oxygen demand in surface water in Bangladesh. These localised risks make it critical to prioritise interventions that are both appropriate and impactful.

At the same time, Primark must respond to increasing regulatory expectations, including alignment with ZDHC guidelines. The Cleaner Water Programme was established to address these needs by focusing on water quality from multiple angles: the quality of water inputs, chemical management, wastewater treatment and monitoring.

In 2024, Primark advanced its Cleaner Water Programme by addressing four key focus areas. Firstly, the business began using WWF's Water Risk Filter to assess the quality of water inputs and identify high-risk locations. This tool allows Primark to evaluate river basins based on water quality indicators, enabling targeted and data-driven action.

Secondly, the programme worked closely with the chemical management team to restrict harmful substances and prevent pollutants from entering water systems in the first place. This complements efforts already underway through Primark's alignment with ZDHC and wider chemical compliance initiatives.

Primark has also initiated the development of a supplier toolkit to support improved effluent treatment. The aim of this work is to help suppliers with a high dependency on water to better understand different treatment technologies and processes, and connect them with relevant solutions and technology providers based on their local context.

Water reuse and recycling are encouraged where appropriate, but the focus is on matching treatment approaches to the specific risks each site presents.

The business also continued its long-term collaboration with Oxford Molecular Biosensors (OMB) to develop new methods for water quality monitoring. This included the completion of a new phase of Integrated Catchment Modelling, focused on the Meghna basin in Dhaka, Bangladesh. By mapping Primark's supplier factories and analysing discharge data, the model enables Primark to better understand the aggregate impact of its operations in the basin, identify priority interventions and forecast outcomes. The business plans to involve broader stakeholders in the next phase of this work, with the goal of enabling collective, industry-wide action in key basins.

In parallel, a second stream of work with OMB focused on the development of a proprietary biosensor that aggregates water quality indicators into a single ecotoxicity indicator, allowing for a more efficient way to identify water quality risks. This year's results confirmed the sensor's potential to offer a more holistic and efficient method for monitoring water quality. Plans are now underway to explore opportunities to pilot the technology in supply chain settings.

In addition, Primark continued its membership of the Microfibre Consortium and the ZDHC Foundation, contributing to broader industry efforts to reduce microplastic pollution and hazardous chemical discharge in waste water



OMB scientist testing wastewater samples, sent from Primark supplier factories, Bangladesh.



A collaborative approach to reducing water use in Bangladesh's textile industry

Textiles are the cornerstone of Bangladesh's economy, but the industry places pressure on the country's limited water resources. For the past two years, Primark has collaborated on a project aiming to demonstrate the commercial, technical and environmental viability of water reuse and advanced pollution control in the textile industry in Bangladesh. The project is supported by the UK Government as part of its Sustainable Manufacturing and Environmental Pollution (SMEP) programme, as well as by H&M Group, international non-profit organisation WaterAid and water industry specialists.

The project has resulted in the largest wastewater recycling facility of its kind within the textile sector in Bangladesh, which will introduce innovative technologies to reduce micro pollutants and enable wastewater recycling. This project takes a holistic approach to the supply chain, examining how wastewater recycling can be integrated within a factory's broader resource management, energy, water and chemicals.

Primark has piloted the scheme with its supplier Fakir Knitwear, a factory in Dhaka that supplies Primark and many other brands. Primark found that by integrating innovative technologies such as ultrafiltration and reverse osmosis, the factory could reuse around 50% of its waste water (400,000m³ a year) and cut its use of chemical softening agents.

This could also lead to GHG emission reductions, as well as reducing the extraction and pollution of fresh water. UN Trade and Development (UNCTAD) estimates that if similar systems were scaled to 25% of waste water treated across the industry, Bangladesh could conserve over 43 million m^3 of groundwater annually and cut GHG emissions by 1.5 to 2.6 million tonnes CO_2e .

Primark will work with local stakeholders in both the public and private sectors to share project outcomes and promote improvements in local water governance.

For Primark, collective action also means working through public-private partnerships to influence local policy and access to affordable finance for supplier factories, where related to national water challenges. In 2025, Primark became a member of the National Alliance for Water Reuse and Recycling in Bangladesh. The alliance is formed of government stakeholders, trade associations, brands and finance institutions, and is chaired by the World Bank's 2030 Water Resource Group. The SMEP project marks the first example of driving national progress on water recycling and advanced water pollution control by the newly formed alliance.



Water filtration equipment installed in a supplier factory in Bangladesh as part of Primark's wastewater recycling and micro pollution removal project

Waste and packaging - Retail

From the raw materials it sources to the waste in its stores, Primark is striving to responsibly manage the natural resources it relies on.



Waste and circularity

Primark continues to take an increasingly circular approach to fashion – one that aims to keep products and materials in use for longer and reduces waste over time. This includes embedding circular design principles into how products are created, expanding access to reuse and repair options for customers, and strengthening the systems needed to support change at scale.

At the same time, Primark continues to incorporate recycled and more sustainably sourced materials into its clothing and strengthen their durability. While there is no single solution, these efforts reflect the business's ambition to help give clothes a longer life. Primark is continuously reviewing and developing its approach to ensure that efforts are aligned with industry best practice.

Circular product design

For Primark, 'circular by design' means designing products that can stay in use longer, be reused and ultimately be recycled back into new garments. Primark is focused on expanding the number of products that are circular by design in certain categories, creating specific product guidelines and engaging and training colleagues and suppliers on circular design principles. In other product categories, it is focused on testing, trialling and learning to overcome significant and inherent challenges. Some types of products and materials are much harder than others to move to a circular design.

There are many challenges. For example, not all product types can be circular by design based on current recycling technologies.

Although there is no single agreed industry-level definition of what constitutes 'recyclable' clothing, there are several key criteria that are universally recognised as supporting improved recyclability of clothing at scale, including:

- making clothing out of one type of material or fibre and avoiding blends; and
- reducing, removing or minimising disruptors to the recycling process, such as metal trims or synthetic components and decoration.



Cardboard hangers on Primark's babywear range

Primark has worked with the Ellen MacArthur Foundation since 2018 and sits on its Advisory Board for Fashion. In 2024, Primark joined the Foundation's The Fashion ReModel to help the industry unlock the barriers to scaling circular business models.

As of July 2025, 5% of all of Primark's clothing unit sales are circular by design, meeting the 'Foundational' criteria set out by our Circular Product Standard. Within its focus categories, 20% of all jersey and 8% of all denim clothing unit sales are now circular by design.

Primark's Circular Product Standard (CPS) is a framework for how it intends to design products now and in the future. The CPS was launched in 2023 after a two-year project with three partners; the non-governmental organisation WRAP (Waste and Resources Action Programme), the circularity think tank Circle Economy and the non-profit sustainability educator Sustainable Fashion Academy. The framework is built on the vision of the Ellen MacArthur Foundation, for a circular economy for fashion.

The CPS sets out that a circular product must meet three fundamental criteria and be designed:

- · with recycled or more sustainably sourced fibres;
- for physical durability; and
- to be technically recyclable at commercial scale.

Primark's Circular Product Standard is a starting point towards meeting its commitment that more of its clothes will be recyclable by design by 2027.

Primark has a Circular Design training programme, co-developed by Circle Economy and the Sustainable Fashion Academy. In 2024, Primark advanced its circularity training programme in collaboration with the Circular Textiles Foundation (CTF). The programme supports teams across buying, design and quality, as well as key suppliers, to apply circular design principles to more clothing categories such as knitwear and shirts.

The CTF works with product teams and suppliers to put principles like 'designing for recyclability' into practice with real life examples of Primark's current products and adapt these to the various needs and nuances of each individual product category (for example Nightwear and Leisurewear). As part of this programme, Primark product colleagues also co-author and co-create specific 'Circular Design Guidelines' for individual product categories.

Primark supports suppliers with making the necessary changes to support its circularity aims. Support and engagement practices include briefings, training sessions and webinars on specific product guidelines, technical and design standards, and the data they need to provide for its validation processes. Primark also uses some of these sessions to discuss design techniques and strategies that support its ambitions for more recyclable and durable clothing.

Plastic and packaging

As one of its main sources of non-clothing waste, product packaging is a priority focus area for Primark and the business has established a dedicated packaging team to drive innovation.

Despite increased packaging volumes due to business expansion, Primark has achieved a reduction in plastic content in 2025. These improvements reflect targeted initiatives across hangers and other types of packaging. Clothes hangers are estimated to account for around two thirds of total single-use plastic volumes used within Primark. The business is aiming to move to recycled materials for hangers over time.

While technical constraints remain, Primark continues to make measurable progress in reducing single-use plastics and eliminating unnecessary packaging through department-specific projects led by in-house packaging technologists. For example, rigid plastic packaging for bottles and tubes containing liquids and creams are necessary to ensure hygiene, usability and compliance with safety standards. Flexible plastic packaging used for items like wet wipes and face sheet masks are needed to maintain moisture and scent integrity.

Case study - Retail



Removing plastic hangers from Primark's Babywear

Primark identified plastic hangers as a major focus in its ambition to reduce single-use plastic in its business. Primark has transitioned most of its babywear range from single-use plastic hangers to fully recyclable, fibre-based cardboard alternatives, a project which was initiated in 2023.

Primark partnered with nominated packaging suppliers to ensure consistency, streamline sourcing, and deliver a solution that is more environmentally responsible and operationally efficient.

Key design innovations, such as colour-coded sizing printed directly on the hangers, have enhanced in-store presentation and improved the customer experience. The project also rationalised the hanger range, contributing to supply chain efficiency.

By early 2024, the new hangers were rolled out across 17 international markets. This scalable solution sets a vision for future packaging transformation for the business. The project reflects Primark's continued focus on sustainable packaging innovation.



Agriculture and farming practices – Retail

Primark depends on effective agricultural practices and natural commodities to make its products.



Responsible agriculture, biodiversity and land use

Primark depends on the agricultural sector for its raw materials, such as cotton, which is the main fibre used in its products. Globally, cotton is the most widely grown non-food crop, providing income for more than 250 million¹ people. Climate change and extreme weather events pose significant risks to this sector, threatening both the supply chain and the livelihoods of farmers.

Primark set up the Primark Cotton Project (PCP) in India in 2013. The PCP trains farmers, predominantly smallholder farmers, to reduce water use and dependence on chemical fertilisers and pesticides. It also teaches skills such as seed selection, land preparation, sowing and harvesting. You can read more about the PCP in the case study below.

Soil health and biodiversity loss pose potentially significant challenges to the global agricultural system. Conventional farming methods, which can depend on chemical inputs, may contribute to soil degradation, reduced agricultural productivity and a decline in biodiversity.

Primark has partnered with Biodiversify since 2021 to develop a biodiversity monitoring framework for the PCP. This is aligned with leading standards and guidelines, including the Science Based Targets for Nature (SBTN), the Task Force on Nature-related Financial Disclosures (TNFD) and the International Union for Conservation of Nature (IUCN). This framework aims to enable the business to identify and mitigate biodiversity-related risks within the supply chain.

Primark is also working with its partners Biodiversify and the Srushti Conservation Foundation to develop a methodology for assessing biodiversity levels on farms participating in the PCP to achieve consistency, repeatability and scientific rigour. Since 2024, this methodology has been piloted and implemented on 14 farms in Gujarat, India.

1. https://www.worldwildlife.org/industries/cotton



Deforestation

Primark uses man-made cellulosic fibres derived from wood-pulp, such as viscose, to make some of its products. It also uses paper in its packaging and wood in some of its products. Primark has its own Wood and Wood-Derived Fibre Policy, which sets out its approach to sourcing these materials responsibly. This Policy applies to all Primark-branded products, product packaging (primary and secondary) and transit packaging (tertiary).

Primark is committed to reducing its impact on the environment. This includes the reduction and reuse of materials as a priority for the protection of the world's limited forest resources.

Primark has been a partner of the not-for-profit environmental organisation, Canopy, since 2022. Primark continues to work alongside other fashion brands through the CanopyStyle initiative, which aims to transition fashion supply chains away from using ancient and endangered forest material and bring lower-impact fabric alternatives to customers. Primark is part of Canopy's Pack4Good initiative, which is working to ensure companies move away from forests to use low-impact paper packaging options and reduce dependency on virgin wood-derived packaging.

All Primark suppliers are required to source only from man-made cellulosic fibre producers that are green rated by Canopy's Hot Button ranking. Regular due diligence is carried out to check compliance with this requirement.

In preparation for the EU Deforestation Regulation (EUDR), Primark is working with external bodies and suppliers to address the requirements.

Animal health and welfare

As Primark increases the use of more sustainably sourced materials across its product range, it continues to ensure that animal welfare is part of its selection criteria.

Animal-derived materials such as leather, wool, cashmere, mohair and alpaca make up around 1% of the materials used in Primark products. The business is committed to responsibly sourcing any materials, even if used in small quantities. Primark supports the development of animal welfare standards and certifications, having an Animal-Derived Material Policy that requires suppliers to comply with industry standards.

Primark does not support the use of animal testing that is not required by law. Its own-brand cosmetics have been approved by the Leaping Bunny Program, an internationally recognised gold standard for cruelty-free products, since 2021.



The Primark Cotton Project

Improving farming practice

The Primark Cotton Project provides farmers with three years of agronomic training in more regenerative agricultural practices. This includes best practice in areas including seed selection and pesticide use. These practices are intended to reduce the environmental impacts of growing cotton, lower input costs by replacing chemical pesticides with biological alternatives, which results in increased yields and improved farmer profits.

In 2025, the programme extended its work to farmers who had already completed the three-year foundational training, offering targeted guidance to further embed more regenerative practices. It also identified a diversified set of regenerative methods tailored to smallholder farmers in different geographical regions, for example, intercropping with legumes in Pakistan, and using mulch to improve soil health in India

Primark's approach to promoting more regenerative agricultural practices was reviewed by agronomic experts at Harper Adams University to ensure it reflects global best practice and the latest scientific insight.

As of March 2025, the majority of farmers in the Primark Cotton Project have adopted at least two agricultural practices that are considered 'more regenerative'. These include:

- reduced or no-tillage, minimising soil disturbance to preserve structure and sequester carbon;
- cover cropping and intercropping, e.g., planting crops like sorghum between cotton plants or along borders to enhance nutrients and attract beneficial insects and birds;

- rotation, alternating cotton with other crop species sequentially to break pest cycles, improve soil fertility, optimise nutrients in the soil, and diversify outputs:
- natural fertilisers, using farmyard manure, bio-compost or vermicompost to enrich soil organic matter, reduce the use of synthetic alternatives and improve microbial life;
- integrated pest management, using biological and ecological control methods that preserve beneficial insects, such as pheromone traps and bird perches; and
- incorporation of cotton stalks into the soil, instead of burning, to maintain soil organic matter. This can reduce the use of chemical fertilisers and prevent nitrogen-driven algae blooms that harm river ecosystems.

Strengthening farmers' resilience

Primark has implemented measures to help strengthen the resilience of farmers participating in the programme.

It has partnered with Haqdarshak, an Indian social enterprise, to support the farmers in the programme with accessing government-funded benefits.

Primark also assessed the availability and uptake of insurance products that protect farmers against risks such as extreme heat, working with the International Institute for Environment and Development to research barriers to access. The research outlined potential solutions to these challenges, and drawing on these insights, Primark is considering how it can support new approaches to facilitate farmers' access to suitable insurance.

Meeting the needs of Primark's supply chain

Primark employs the traceability system of its partner, Cotton Connect, which tracks the cotton grown by farmers trained in the Primark Cotton Project as it passes through some of the supply chain. Primark uses a digital platform called TraceBale to track the cotton from farmer to ginner to spinner. To give further assurance, Primark uses forensic analysis undertaken by Oritain, a specialist scientific verification firm, which helps verify the origin of cotton in the programme.

The programme's impact

The Primark Cotton Project has been operating for over 12 years in India, seven years in Bangladesh and Pakistan, and two years in Türkiye. As of July 2025, the programme has supported 309,394 smallholder farmers.

In 2025, 57% of the cotton clothing units sold contained cotton that was organic, recycled or sourced from the Primark Cotton Project



Cotton Project, India



ESG at Grocery

Our grocery businesses are taking action on key ESG priorities. With programmes tailored to local needs, they aim to support people, strengthen supply chains and protect the environment.



Our Grocery segment is comprised of the Grocery Group, Twinings Ovaltine, George Weston Foods and ACH.

Each division within this segment manages its ESG strategies and initiatives independently, tailoring its activities to address specific needs and priorities. This allows each division to effectively manage environmental and social impacts, risks and opportunities across its operations and supply chains.

ESG Governance

Grocery Group

Businesses within the Grocery Group division have established their own medium to long term actions to address their most material ESG issues. These actions aim to reduce plastic use, carbon emissions, water consumption and waste, and improve working conditions and livelihoods of people in their supply chains. The businesses are also guided by their collaboration with organisations such as WRAP (Waste and Resources Action Programme), the Sustainable Spice Initiative and the Sustainable Rice Platform.

The Finance Director of the Grocery Group is accountable for the division's overall ESG agenda, while the individual businesses are responsible for implementing ESG programmes and policies at business level. There is also a divisional ESG team at the Grocery Group level whose function is to provide guidance and oversight on ESG topics.

Each business within the Grocery Group has dedicated policies for Responsible Sourcing, Environment, and Escalation and Remediation, alongside roadmaps to meet the expectations set out by their policies.



Twinings Ovaltine

At Twinings Ovaltine, the Chief Executive, Chief Financial Officer, International Supply Chain Director and Chief Brand Officer have oversight and overall responsibility for effective ESG risk management across the business. The ESG Governance Committee meets quarterly to formally review the risks and opportunities and to oversee implementation and direction of the strategy.

To help identify, assess and manage ESG risks and opportunities, Twinings Ovaltine has a Human Rights Due Diligence Steering Committee and an Environmental Steering Committee. Both cross-functional teams are responsible for implementing the strategy across the value chain and providing a forum to discuss progress. Challenges and emerging risks are identified and assessed through horizon scanning, salient risk reviews, stakeholder engagement and third-party research.

Twinings Ovaltine also has a process to identify and manage issues, such as material human rights concerns, that require investigation and, where necessary, remediation support for suppliers.

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

George Weston Foods

The division operates a decentralised model with distinct business units and employs a range of governance measures both at the individual business unit level and divisional level. A cross-business Sustainability Taskforce comprising senior representatives from each business unit works to ensure local ESG-related plans and priorities are aligned with divisional priorities. ESG initiatives are guided by a central Sustainability Framework, built around three core pillars: People, Products and Planet.

For more information on ESG at George Weston Foods please see its website.

ACH

At ACH, ultimate responsibility and accountability for risk management, including ESG risks, sits with the Chief Executive. ACH has established a cross-functional team, including members from Supply Chain, Packaging Development and People teams who are actively engaged in managing critical ESG areas for its businesses, such as solid waste reduction, GHG emissions reduction and people safety.

Our people – Grocery

Our Grocery businesses share a focus on developing diverse talent, fostering inclusion and supporting safety, health and wellbeing.



Health, safety and wellbeing

Ensuring the physical safety of employees, contractors and visitors remains a priority for our Grocery businesses. Increasingly, this is supported by initiatives that promote broader health and wellbeing, including mental health.

In 2025, the number of employee on-site Lost Time Injuries (LTI) across our Grocery businesses decreased from 119 injuries in 2024 to 106, resulting in an employee LTI rate of 0.79%. The number of contractor on-site LTIs also decreased from 13 to four in 2025. Grocery businesses remain focused on strengthening initiatives to assess and mitigate risks alongside transparent reporting.

Grocery Group

Throughout 2025, businesses across the Grocery Group division continued to refine health and safety systems, with senior leaders focused on improving safety performance. Detailed analysis of all LTIs and first aid cases was carried out to identify and address causal factors. The Grocery Group businesses are strengthening their external health and safety audit programmes to include a behavioural and cultural assessment.

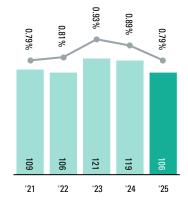
All businesses ran initiatives to improve safety culture, behaviours and ownership. Examples include:

- Jordans Dorset Ryvita introduced duty holder competency programmes to develop expertise through industry training providers. The business also began the Institution of Occupational Safety and Health (IOSH) business assurance programme, a framework for measuring safety governance, leadership and culture, and is progressing towards ISO45001 certification at its Biggleswade site.
- Silver Spoon rolled out online health and safety training to all employees on topics such
 as noise awareness, hazardous substances, homeworker safety and mental health.
 Its 'wellbeing group' supported mental health awareness courses, while 90% of line
 managers completed mental health training. The business encourages open conversations
 about mental health through update meetings and line management.
- Allied Milling & Baking launched a safety training programme for front line managers (FLMs) in logistics, using scenario-based sessions to improve performance and safety conversations. Lost time accidents in logistics fell by 53% and overall by 28%. The training has now rolled out to other functions, alongside the introduction of a 'Just Culture' model to encourage openness around safety issues.



A colleague at the Allied Mills flour mill in Manchester, UK

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



- Westmill addressed high levels of hand injuries with site-wide training, 'toolbox talks'
 and corrective actions, which are now built into annual health and safety priorities.
 Its employee safety pledge has also been formalised in new starter inductions.
- AB World Foods introduced a Safety Champions programme at its Nowa Sól site in Poland. Champions conduct safety walks, lead conversations and attend annual training on specific risks such as machinery and chemicals.
- In addition, all Grocery Group businesses now have trained Mental Health First Aiders (MHFAs). In the UK, there is one MHFA for every 30 employees, offering peer support and signposting colleagues to help. At Silver Spoon, MHFAs also run activities such as 'brekkie and a brew' sessions to encourage open discussions about mental health.

Twinings Ovaltine

Twinings Ovaltine continued to deliver its Beyond Zero initiative, which uses neuroscience insights to encourage health and safety-conscious behaviours among employees. The programme goes beyond the goal of zero accidents to create a culture of care, collaboration and understanding so that all employees can work safely and effectively while also aiming to enhance their physical and mental wellbeing.

Beyond Zero modules are being rolled out across Twinings Ovaltine sites in Australia, North America, China, India, Poland, Switzerland and the UK. This global initiative is tailored by local teams to reflect regional needs and address potential cultural differences. Over 80% of employees have completed the coaching sessions across key manufacturing sites and the aim is to have this rolled out across all global sites by the end of the next financial year. The business has also promoted the benefits of Safety Learning Opportunities at Work (SLOWs) and, as a result, use of those has increased by 30%. The Ovaltine factory in Thailand received a National Excellence Award in Health and Safety for its initiatives to drive safety standards.

As part of Twinings Ovaltine's health and wellbeing programme, UK employees have access to a range of support for their physical, mental, financial and medical wellbeing. The on-site ActiviTEA Centre provides a gym, classes, changing facilities, treatment room (with subsidised monthly therapies) and a contemplation space. A confidential Employee Assistance Programme (EAP) is available 24/7, offering proactive and reactive mental health support, including short-term counselling if appropriate, and advice on a range of issues including finance and legal matters. The Simply Health cash plan enables employees to claim money back against everyday health costs. Annual flu vaccinations and health checks are also provided. Financial wellbeing is supported through access to guidance on mortgages and pensions, as well as a benefits platform that provides reward points and retail discounts.

George Weston Foods

2025 was a disappointing year for George Weston Foods in terms of the number of injuries, particularly at Tip Top where its efforts on improving safety were not matched by its safety performance. This performance has resulted in an increased focus on safety.

George Weston Foods continues to work across all five pillars of its occupational health and safety strategy. These include shift mindsets, contain the risk, established processes, develop skill sets, and competencies and system improvements.

George Weston Foods took its specialist health, safety and environment AI tool "Soter AI" from trial to scale across its businesses. This tool has been able to add an additional assurance that documentation has been checked against the latest legislation. It also uses both still and video imaging to get a new perspective on risks both on-site and in the field.

Work was also completed with DSS+, formerly DuPont, which examined the latest safety perception survey completed by nearly 4,000 staff and took a deeper dive conducting 'mirror walks' where the business 'hold up the mirror' to see in more detail what was happening on safety. This identified that more work was needed to continue to build skills and competencies as well as areas of excellence that can be learnt from.

As part of its safety system digital transformation process, George Weston Foods successfully rolled out new modules in visitor management, contractor management and truck/lorry driver management, which has been well received by all parties as it is easier to use.

Additionally, George Weston Foods continues to work with a consultant who provides focused support on health and safety through initiatives such as the Safety Perception Survey and targeted coaching for employees.

ACH

ACH Foods supports employee wellbeing with a comprehensive suite of mental health and substance use resources. Through partnerships with providers such as ComPsych (an EAP provider), Teladoc Health (a global telemedicine leader) and AbleTo (a behavioural health platform), employees and their families have access to free or low-cost counselling, coaching and therapy services, many of which are made available remotely and 24 hours a day to ensure continual access. These benefits are designed to address a broad spectrum of needs, from everyday stress to more serious mental health concerns, reinforcing a workplace culture that genuinely values mental health and employee care. In addition, in 2025, ACH Foods launched a programme to recognise and reward positive behaviours across the workplace.

Diversity, equity and inclusion (DEI)

Our Grocery businesses regularly review and embed practices which build inclusive workplaces and engage colleagues through training, education, celebrations and events.

Grocery Group

In 2025, new and enhanced DEI policies were introduced across the Grocery Group. Westmill updated its Family Leave Policy to include improved maternity pay, a shorter qualifying period and added support for fertility treatment and neonatal care. AB World Foods launched maternity leave support groups to help women share experiences and ease their return to work. Policy language across the division was also updated to reflect diverse family structures, and co-parenting leave benefits were strengthened.

All businesses engaged employees from under-represented backgrounds, including racial, ethnic, gender, sexual orientation and religious groups, through training, discussion toolkits and employee networks. Topics included invisible disabilities, neurodiversity and Black history.

In recent years, Grocery businesses have worked to increase understanding of the menopause and its potential impact at work. For example, Jordans Dorset Ryvita has introduced educational and support workshops open to all employees, creating space for important conversations, personal stories and practical actions. Plans are in place to extend these workshops to our manufacturing teams and work towards Menopause accreditation.

Westmill has expanded its Employee Resource Groups (ERGs) to cover LGBTQ+, ethnic diversity, disabilities, neurodiversity and women. These groups organise bronze, silver and gold tier celebrations and events throughout the year, including Black History Month, Disability Awareness Month, LGBTQ+ Month, Diwali, Ramadan, Chinese New Year and International Women's and Men's Days.

AB World Foods uses storytelling to build inclusion through its Smashing Stigma programme, where employees share personal experiences of ADHD, breast cancer, postnatal depression and anxiety.

Twinings Ovaltine

Twinings Ovaltine's Belong programme builds awareness, knowledge and understanding to create an environment where all colleagues can succeed. DEI is embedded through policies and practices across the whole employee lifecycle, starting with recruitment and onboarding, through to personal development and career progression.

The global DEI strategy is built around three core pillars:

- Environment creating inclusive physical and psychological spaces;
- Talent Practices embedding equity, diversity and inclusion into all aspects of talent acquisition, development and retention; and
- Pay and Policy ensuring equity in compensation and people policies.

Each business unit and function tailors its approach to these pillars, aligning with local legislation, cultural context and market needs. Progress is tracked through a Diversity Dashboard, business unit-specific plans and employee engagement surveys. These tools provide insights into employee experience, inform action plans and ensure accountability at both global and local levels, driving meaningful, measurable change across the organisation.

To support this strategy, Twinings Ovaltine has started to invest in Employee Network Groups (ENGs), learning opportunities and open communication. DEI is integrated into global leadership development programmes, including dedicated training on inclusive leadership and psychological safety.

In the UK, three new ENGs that reflect the diverse needs and interests of people are in the process of being launched: Cultural Inclusion, Pride and Neurodiversity. Twinings Ovaltine is also exploring how ENGs can extend across international teams, with the Cultural Inclusion Group acting as a pilot to help shape the global approach.

Number of employees highlighting percentage of women in the workforce



George Weston Foods

George Weston Foods has an Inclusion and Diversity Taskforce to continually review and embed practices that support an inclusive and diverse workforce. The Taskforce actively supports and celebrates diversity through year-round networking events, educational initiatives and open communication. In 2025, the division continued educating its leaders and people on unconscious bias and improving recruitment policies.

George Weston Foods businesses including DON, Tip Top and Mauri ANZ have inclusion plans with a focus on cultural learning, creating employment pathways, opportunities to engage Indigenous suppliers and supporting local Indigenous community partners.

ACH

ACH fosters an inclusive culture where diverse perspectives are recognised as essential to organisational success, with senior leadership driving this focus. ACH's Flourishing Together framework underpins its approach to talent development and employee engagement, ensuring people are valued and able to reach their full potential. Through shared experiences, learning and expertise, ACH fosters a culture that supports the mental, physical and financial wellbeing of employees and their families. A recent employee pulse survey showed an 80% approval rating for ACH's business-wide messaging, which highlights how diverse backgrounds and experiences contribute to stronger business outcomes.

Engagement and development

Grocery Group

Grocery Group businesses offer development opportunities at all career stages, targeting both personal effectiveness and leadership qualities.

Jordans Dorset Ryvita expanded its leadership development strategy, shifting the focus from high-performing individuals and teams to supporting career development for all. It introduced coaching workshops that combined theory with practical exercises. Although designed for mid to senior leaders, strong interest led to wider participation across all levels of management, with attendees rating its impact 9/10. The programme will now be extended to first line leaders in manufacturing teams.

AB World Foods partnered with a resilience coach during Mental Health Awareness Week. Over 200 employees attended sessions on personal and leadership resilience, with follow-up individual coaching. The training helped normalise open conversations and informed a shift in performance management to include support alongside stretch goals. Westmill continues to focus on people management skills and launched an Effective People Management Programme supported by a line manager toolkit, building on its leadership framework to create three integrated development tools.

Twinings Ovaltine

Twinings Ovaltine is embedding a culture of coaching and growth to create an environment where everyone is inspired and can fulfil their potential. LinkedIn Learning is currently being rolled out across the organisation, giving employees access to self-led, personalised learning. In addition, there are a number of targeted development programmes aimed at developing the capabilities of managers and emerging leaders to create a culture of coaching and high performance. The Coaching Academy programme now has 90 alumni who continue to be part of a thriving global coaching community of practice.

Employee engagement is tracked through Engage, an always-on employee listening tool. Twinings Ovaltine achieved an engagement score in the top 25% of the consumer food and beverage industry benchmark. The tool also captures employee sentiment on a range of topics such DEI, health and wellbeing.

George Weston Foods

George Weston Foods continues to invest in measuring and enhancing employee engagement, with most of its businesses reporting high survey participation and strong engagement levels.

In 2025, the third cohort of the Thrive programme was launched, which is designed to extend leadership reach, increase visibility and build critical future capabilities. Investment also continues in frontline leader training to strengthen leadership capability at all levels, alongside broader initiatives to cultivate leadership talent. A strong emphasis remains on developing change leadership and agility across its businesses.

ACH

ACH is committed to helping its people reach their full potential. A culture of growth is actively supported through a range of programmes and initiatives, from a library of online learning resources, to facilitated workshops on key topics. Beyond formal learning, ACH focuses on compelling career experiences to expand the breadth and depth of its organisational talent. This commitment not only enhances individual capabilities but also underpins the business's success in providing trusted brands and products for its diverse consumers across North America.

People in our supply chains and surrounding communities – Grocery

Our Grocery businesses recognise their responsibility to respect human rights and the impact their actions can have on human rights across the value chain.



Human and labour rights in our supply chains

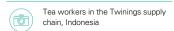
Our Grocery businesses respect internationally recognised human and labour rights and work to identify and manage adverse impacts in their supply chains and operations in line with the requirements of the Group Supplier Code of Conduct.

Grocery Group

Grocery Group businesses are prioritising their efforts to monitor human and labour rights risks by focusing on specific value chains with the highest perceived risks for workers. These include raw materials, packaging, finished goods and services (including security, cleaning workwear, temporary labour and logistics providers).

Risks are assessed through the Sedex (Supplier Ethical Data Exchange) online database for in-scope tier one and key tier two supplier sites in these categories. A central data management team continues to track in-scope supplier engagement and shares monthly reports with procurement and responsibility teams. These reports inform sourcing decisions and provide information on non-conformances identified during audits, allowing the businesses to work with suppliers to resolve issues effectively and promptly.

Tier one and tier two suppliers of raw materials and other key commodities are required to complete the Sedex self-assessment questionnaire, with a completion rate of 90% in 2025. Subsequently, in-scope suppliers are required to upload the results of all respective ethical audits conducted onto the Sedex platform. Any critical non-conformances identified are escalated to the Grocery Group Corporate Responsibility Leads as well as technical and procurement contacts within the relevant businesses. They then follow internal escalation and corrective action processes, with suppliers engaged to cease, minimise, prevent or mitigate the issues raised. All identified issues are continuously monitored and reviewed to support ongoing improvement.



Twinings Ovaltine

Twinings Ovaltine has controls and processes in place to assess and manage human and labour rights risks across its global supply chain. It recognises that upholding and promoting human rights practices across its value chain can be a critical foundation for a more sustainable and resilient business. The business is committed to embedding the UN Guiding Principles on Business and Human Rights and the OECD Guidelines for Multinational Enterprises into its sourcing, and thereby conducting business with integrity and respecting human and labour rights principles through its Code of Conduct and Human Rights Policy.

Twinings Ovaltine continues to develop its due diligence approach, including audit procedures and training to support the implementation of its Code of Conduct and Human Rights Policy. These include its Factory Monitoring and Improvement Programme (FMIP), the Twinings Community Needs Assessment (TCNA) programme and Modern Slavery Awareness training.

FMIP covers its own operations as well as tier one supplier sites, including third-party manufacturers (e.g. co-manufacturers, licensing), warehouses, packaging, raw materials processors and branded items for promotion, as well as construction services at their own sites. Each site is risk assessed, taking into account country, products, labour rights risk and the importance of the supplier to the business. All high-risk suppliers, defined as those with significant potential for human rights and labour issues, as well as being significant suppliers to Twinings Ovaltine, are audited by an independent third party. Based on their findings and requirements, high-risk sites are re-audited at least every three years, or sooner to check the required action has been completed. Sites assessed as medium or low risk are subject to ad hoc semi-announced spot checks, where suppliers are given a two-week window in which the spot check will be conducted. Where non-compliances are identified, suppliers are required to take action to resolve the issues, within a specified time frame. In 2025, Twinings completed a comprehensive review of its FMIP audit framework against Lloyd's Register Quality Assurance (LRQA) standards and Sedex's SMETA (Sedex Members Ethical Trade Audit) 7.0 Framework, updating its materials and process where required, including developing a bespoke foreign migrant worker assessment tool.

Modern slavery training continues to be rolled out for tier one supplier factories operating in high-risk countries, with a focus on suppliers employing migrant workers. The e-learning course is developed by Twinings, and suppliers are able to complete the course once they have registered.

In its tea and herb supply chains, Twinings Ovaltine is working towards supporting suppliers to address the needs of the communities from which it sources. It purchases tea only from Rainforest Alliance certified gardens, and complements this with its own Twinings Community Needs Assessment across tea gardens, estates, farms and key herb suppliers to better understand the issues in its tea and herb supply chains. To strengthen its approach to monitoring its supply chain, it is moving to an annual risk-based approach cycle. It will carry out a full TCNA in year one, which is repeated in year two for high-risk sites, and for lower-risk sites it will carry out a follow-up visit to focus on implementation of the action plan and context-specific risks.

Twinings' TCNA framework takes a holistic approach to assessing human rights risks and community needs in its supply chain. It focuses on hearing directly from workers, farmers and community members through focus group discussions, interviews, surveys and observations. This provides first-hand insight into the challenges and aspirations of these communities and helps identify areas for improvement.

A TCNA covers issues related to human rights and the welfare of workers in its supply chain such as gender, health and nutrition, children's rights, livelihoods, water and sanitation, natural resources, farming practices, housing and working conditions. This approach allows Twinings to identify specific issues and develop targeted programmes that help to address the needs of each community.

Following issues identified in its Kenyan tea supply chain in 2023, Twinings developed a Gender Based Violence and Harassment (GBVH) Policy to help tea gardens effectively prevent and address GBVH, reduce risks, and aim to protect women workers.

Twinings is committed to playing a leading role in developing a progressive and thriving tea and herbs industry. It recognises that this will require collaboration with a range of stakeholders across the sector to help bring about industry-wide change. To achieve its ambitions, it works with partners on the ground in its key sourcing regions to help address societal and environmental industry-wide issues. Its partners include producers, NGOs, government agencies and industry platforms, as well as the tea and herb growing communities it sources from.

George Weston Foods

George Weston Foods continues to take steps to improve the visibility and the ethical performance of its supply chains, including registering some of its businesses on the Sedex online database and requesting suppliers to do the same. Tip Top has onboarded a significant portion of its suppliers and all of its bakeries onto Sedex, Mauri ANZ rolled out Sedex to its suppliers for bakery ingredients and packaging, with a broader implementation programme underway.

ACH

ACH has started engaging its supply base on human rights issues within the supply chain.

Case study - Grocery



Westmill partners with AB Mauri to support turmeric farmers in India

In May 2024, Westmill, in partnership with AB Mauri, launched a series of social and environmental initiatives to support turmeric farmers in Maharashtra, India. The programme aims to enhance farmer livelihoods and deliver community-wide benefits by increasing yields by 10%, raising women's annual incomes and improving access to healthcare and safety resources.

Since the projects started, 125 farmers have registered, with early results showing a 15% increase in yields as of mid-2025.

Key initiatives in the first year include:

- distribution of high-quality seeds for 30% of crop areas;
- provision of boiling machines to improve turmeric quality;
- creation of a designated waste chemical area to enhance health and safety practices;
- supply of personal protective equipment to farmers and access to bi-annual medical camps for the wider community;
- construction of a shared toilet facilities in key public areas where people frequently gather for work and social activities; and
- distribution of around 800 packs of sanitary pads to women in the village.

In 2025, Westmill purchased 74 tonnes of turmeric from the project, representing 21% of the total turmeric purchased by the business, which is sold under the Bajah brand in the UK.



Turmeric farmers from the Westmill spice project, India

Carbon and climate – Grocery

Our Grocery businesses are addressing the risks associated with climate change by focusing on reducing energy use and emissions while also preparing for regulatory changes.



GHG emissions, energy and renewables

Our Grocery businesses are improving energy efficiency and increasing their use of renewable energy to reduce greenhouse gas emissions and costs.

In 2025, across our Grocery businesses, energy consumption decreased by 10% and Scope 1 and 2 market-based GHG emissions decreased by 9% compared to 2024.

Grocery Group

The Grocery Group UK businesses are signatories to the UK Food and Drink Pact, which outlines an ambitious set of industry-wide targets aligned to the 1.5°C pathway and a commitment to achieve net zero emissions by 2050. These businesses have committed to reduce emissions by 50% across Scope 1, 2, and 3 by 2030 against a 2015 baseline, in line with the UK Food and Drink Pact commitment.

In 2024, AB World Foods committed to near-term, business-wide absolute emission reductions to 2031 through the Science Based Target Initiative (SBTi), aligned to the 1.5°C pathway.

The Grocery Group's total energy consumption for 2025 was 416GWh, a decrease of 7% compared with 448GWh in 2024. Of the total energy consumed, 10% came from renewable sources. In 2024, the Acetum business in Italy installed 694 photovoltaic panels at the San Felice site, significantly increasing the share of energy generated from renewable sources. The system is expected to produce between 150-200MWh annually, supporting one of the division's most energy-intensive sites, where vinegar fermenters operate continuously.

Grocery Group Scope 1 emissions decreased by 19% compared to 2024, primarily due to energy efficiency projects, and total Scope 1 and 2 market-based GHG emissions decreased by 7%.

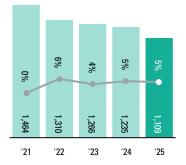
Grocery Group's UK businesses achieved a decrease of 50% in their total Scope 1 and 2 market-based GHG emissions compared to the 2015 baseline. These reductions have been driven by operational structure changes, investment in renewable energy and ongoing capital investment in more efficient equipment.

All Grocery Group businesses have started work to map and calculate their Scope 3 emissions.



Solar panels, George Weston Foods, Australia

Total energy consumed highlighting percentage from a renewable source (GWh, % of total)



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



Scope 1 GHG emissions

Scope 2 GHG emissions

Twinings Ovaltine

Twinings Ovaltine recognises the risk climate change poses to its business and supply chains and has set near and long-term science-based targets, with a commitment to reach net zero by 2050. These targets and this commitment are in line with limiting global warming to within 1.5°C, and have been validated by the Science Based Targets initiative (SBTi).

Addressing climate change is particularly important for the gardens, farms and communities that grow its raw materials, as extreme weather and natural disasters like heat waves, irregular rainfall, flooding and drought, continue to affect the growing of healthy crops and the livelihoods of communities who rely on them.

In 2025, Twinings Ovaltine's total energy consumption was 153GWh, reflecting a 4% increase from 2024. Of this total, 7% was sourced from renewable energy sources. The division's Scope 1 and 2 market-based GHG emissions decreased by 3% compared to 2024. This was driven by more efficient use of electricity as well as the purchase of greener electricity.

Twinings Ovaltine has started work to map and verify its Scope 3 emissions. Further information about Twinings is available on its Sourced with Care website.

George Weston Foods

George Weston Foods recognises the importance of contributing to the transition to a low-carbon economy and managing its climate risks and impacts. It is also preparing to meet regulatory requirements under Australia's new Climate-Related Financial Disclosure regime, which came into effect on 1 January 2025.

In 2025, Scope 1 and 2 market-based GHG emissions totalled 179kt $\rm CO_2e$, a 1% decrease from the previous year. This reduction was driven by site-level energy efficiency initiatives and equipment upgrades implemented across the division, as well as an increase in use of renewable energy.

Tip Top continues to install solar arrays at its bakeries across Australia. The business has already installed solar panels at its Townsville, Bendigo, Dry Creek, Carrara, and Chullora bakeries. In New Zealand, Tip Top has replaced gas ovens with new electric ovens in its gluten-free bakery, resulting in a 64% reduction in CO_2 emissions for bread production.

ACH

ACH's total energy consumption for 2025 was 14GWh and the business reported 5kt of Scope 1 and 2 market-based GHG emissions.



Twinings Ovaltine SBTi validated target

Overall net-zero target

Twinings Ovaltine commits to reach net-zero greenhouse gas emissions across the value chain by 2050.

Near-term targets

Energy & Industry: Twinings Ovaltine commits to reduce absolute Scope 1 and 2 GHG emissions by 42% by 2030 from a 2020 base year. Twinings Ovaltine also commits to reduce absolute Scope 3 GHG emissions by 42% within the same timeframe.

FLAG: Twinings Ovaltine commits to reduce absolute Forest, Land and Agriculture (FLAG) Scope 3 GHG emissions by 30.3% by 2030 from a 2020 base year*. Twinings Ovaltine commits to no deforestation across its primary deforestation-linked commodities, with a target date of 31 December 2025.

Long-term targets

Energy & Industry: Twinings Ovaltine commits to reduce absolute Scope 1 and 2 GHG emissions by 90% by 2050 from a 2020 base year. Twinings Ovaltine also commits to reduce absolute Scope 3 GHG emissions by 90% within the same timeframe.

FLAG*: Twinings Ovaltine commits to reduce absolute FLAG Scope 3 GHG emissions by 72% by 2050 from a 2020 base year*.

* Target includes FLAG emissions and removals



AB World Foods SBTi validated target

Near-term targets

Energy & Industry: AB World Foods commits to reduce absolute Scope 1 and 2 GHG emissions by 46.2% by 2031 from a 2021 base year. AB World Foods also commits to reduce absolute Scope 3 GHG emissions from purchased goods and services, fuel and energy-related activities, and upstream transportation and distribution by 27.5% within the same timeframe.

FLAG: AB World Foods commits to reduce absolute Scope 3 Forest, Land and Agriculture (FLAG) GHG emissions by 33.3% by 2031 from a 2021 base year*. AB World Foods also commits to no deforestation across its primary deforestation-linked commodities with a target date of 31 December 2025.

* Target includes FLAG emissions and removals.



Blue Dragon Original Sweet Chilli Sauce produced by AB World Foods



Twinings Ovaltine Transition Plan

Governance

The overall accountability for Twinings Ovaltine's transition plan lies with the Twinings Ovaltine Chief Executive and the Chief Financial Officer. Implementation is the responsibility of the Environmental Steering Committee, a cross-functional project management team including the five business leaders who represent the five main contributors to Twinings Ovaltine's carbon emissions: its manufacturing facilities, packaging, logistics, tea, herbs and the raw materials and ingredients for Ovaltine.

Individuals responsible for delivering the ESG strategy are incentivised through their annual personal objectives and contributions.

Risk Management

Twinings Ovaltine meets periodically with ABF to discuss material climate-related topics. The Twinings Ovaltine Chief Executive and Chief Financial Officer are responsible for effective risk management of climate-related risks, opportunities, overall strategy and transition plans.

To ensure oversight and progress against plans, the business has a formal governance process for managing ESG risk through quarterly ESG Governance meetings, supported by outputs of the Environmental Steering Committee. The business leaders who are accountable for identifying, assessing and managing risks to deliver the transition plan, form part of the Environmental Steering Committee and attend its quarterly meetings.

These meetings focus on the implementation of the climate-related strategy and are a formal opportunity to discuss progress and challenges. This provides a forum to raise concerns around pertinent emerging climate-related risks, identified and assessed through horizon scanning, salient risk reviews, third-party research and insights, and internal expertise, particularly from procurement.

In 2022, the Group impact of climate risks relating to Twinings Ovaltine was assessed as being low by the ABF centre following scenario analysis performed in line with TCFD guidelines. In 2025, Twinings Ovaltine completed a double materiality assessment, in line with the European Sustainability Reporting Standards, for several companies and their value chains, which confirmed that climate change is a material risk at the individual company level. No new material climate impacts and risks were identified in the process. Financial materiality risk assessment, including new legislation or taxes, are completed locally every quarter and built into the overall business risk review.

Strategy, metrics and targets

Addressing climate change is a key pillar of Twinings Ovaltine's ESG strategy. The SBTi has approved and independently validated Twinings Ovaltine's near-and long-term science-based emissions targets and the business' commitment to achieve net zero across its value chain by 2050. It has also validated the near-term commitment to an absolute reduction in their Scope 1 and 2 GHG emissions of 42% by 2030.

To achieve its Scope 1 and 2 commitment, Twinings Ovaltine has categorised its plans and projects into three focus areas of renewable energy sourcing, energy usage reduction and energy shifts through technology.

Emissions reduction plan

Looking forward there are several projects that Twinings Ovaltine has in the pipeline as shown in the figure below.

IMPACT FROM TODAY

Completed or in implementation

- Renewable energy sourcing: photovoltaic panels installation, purchase renewably generated energy
- Energy reduction: tri-generation system, energy and building management systems, air compressor and boiler improvements
- Energy shift: manufacturing improvements

MOVING TOWARDS 2030

Planning and scoping

- Renewable energy sourcing: photovoltaic panel further phases, purchase renewably generated energy
- Energy reduction: heat recovery, energy management systems

BEYOND 2030

New technology

- Renewable energy sourcing
- Energy reduction: manufacturing technologies

Progress to target

Twinings Ovaltine's Scope 1 and 2 emissions represent 2% of total Group emissions. Since its baseline financial year 2020, Twinings Ovaltine has implemented projects to achieve a 21% reduction, 50% of its 2030 target. Investment in transition projects to date are £10.4m, through:

Renewable energy sourcing:

- Photovoltaic panel installation in the largest three of six main sites
- Renewable energy sourcing in Switzerland, Poland, Australia and the UK

Energy reduction:

- Energy management system in China
- Building management system in the UK
- Tri-generation system in Poland
- Air-compressor optimisation in Poland and Australia
- Boiler upgrades in China

Energy shift:

 Manufacturing improvements in Thailand to reduce steam usage, shifting to supply of lower CO₂ energy supply





Solar panels on the roof at the Twinings manufacturing facility in Swarzędz, Poland

Case study – Grocery Projects supporting carbon reduction towards 2030 target

Project	Renewable Energy: photovoltaic panels in the manufacturing facilities (Phase 1, 2, 3)	Energy Reduction: Tri-generation	Energy Shift: System technology change	Energy Reduction: Energy management systems	Renewable Energy: Purchased energy from renewably generated sources	Energy Reduction: LED light bulbs
GHG	6%	5%	8%	2%	8%	< 1%
improvement Sites	UK, Poland, Thailand, Switzerland and Australia	Poland	Thailand	China and the UK	Switzerland, Poland and Australia	Poland, the UK Thailand and Switzerland
Start year	2023	2022	2024	2023	2024	2024
Description	Installation of photovoltaic system for solar energy generation onto site roofing across all major production sites	Installation of turbines producing electricity from natural gas, which is less carbon intensive than fossil fuels	Technology and equipment change in key production stages to remove steam usage and improve use of condensers, shifting from LPG to lower CO ₂ energy source	Technology and equipment measuring real time data to support improved building energy management and performance (data on energy intake and CO ₂ emission)	Shifting energy provider to renewably generated sources. Switzerland shifted to hydropower in 2024, expected 3% savings. Poland wind power and Australia shifted late 2025	Essential replacement of light bulbs in the manufacturing facilities combined with installation of movement sensors to reduce unnecessary energy usage
Total tCO2e savings (annual)	2808	2430	3973	1022	3871	No visible CO ₂ benefits
Underlying uncertainties, challenges and assumptions	Risk – Weather reliance on solar energy source. Expected savings based on analysis at time of implementation, subject to production volume and weather fluctuations each year. These changes will be assessed with actual consumption tracking each year	Risk in the increased exposure to natural gas prices. Opportunities are in alternative fuel use for higher efficiency	implementation	enables early identification of issues, resulting in increased efficiencies (e.g. identifying equipment failures through the system to prevent water wastage and gas leakage). Ongoing monitoring by a qualified production and energy management team	Cost of renewable energy fluctuates depending on renewable generation variability and seasonal demand	
Progress to date (narrative)	Completed phases 1 and 2. Phase 3 in progress	Completed	Completed	Completed	Completed in Switzerland, Poland and Australia. The UK is in progress	Completed in Poland, the UK and Thailand; in delivery in Switzerland
Project close						
out date	September 2026	October 2023	May 2025	February 2024	December 2025	December 2025

Water – Grocery

Water is a key component in some of our Grocery businesses' manufacturing processes.



In 2025, water abstraction across our Grocery businesses' manufacturing sites was mostly flat compared to the previous year, increasing by 1% overall. Our Grocery businesses reused 5% of the water entering their sites in 2025, an improvement compared with the previous year.

Grocery Group

As part of the UK Food and Drink Pact, all Grocery Group UK businesses have signed up to the WRAP Water Roadmap, which targets 50% of fresh food being sourced from areas with sustainable water management from a 2015 baseline. They use the World Wildlife Fund (WWF) water risk tool to assess their high volume ingredients and follow WRAP stewardship guidance to reduce water risk in the supply chain. In addition, sustainable spice and rice projects deliver significant water reduction benefits. In the UK, water abstraction across the Grocery Group sites has reduced by 16% since 2015. Although water is a key ingredient for many of its products, ensuring water usage in non-ingredient applications is minimised has helped achieve this reduction.

Allied Bakeries, Jordans Dorset Ryvita, Westmill Foods and Speedibake all decreased their water use at their sites in 2025. In addition, Silver Spoon's Bardney site reduced its water use by 15% compared to 2024 through improved efficiency at site. Contributing initiatives included more efficient pump use, wash outs and recycling more water in the cooling tower.

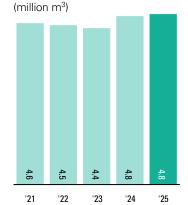
In 2025, AB World Foods joined the WRAP Collective Action Project, which focuses on improving water security in key growing regions. The first phase is centred on Doñana in Spain, a UNESCO World Heritage site and hub of the country's berry industry where illegal irrigation and tourism have put pressure on water resources, threatening the supply of key fruit. The project aims to improve water management and ecosystem health through business and supplier workshops, on-the-ground restoration, stronger assurance standards and advocacy for better water governance.

AB World Foods has also partnered with a key supplier in Thailand to fund drip irrigation systems on chilli farms supplying its Blue Dragon Sweet Chilli Dipping Sauces, helping to reduce water use and improve sustainability in the supply chain. In 2025, drip irrigation was installed at an additional 16 farms, bringing participation to 50% of chilli farmers and covering 87 acres of land. Early results show benefits across the 16 farms as a result of the changes made, with yields improving by around 20%, irrigation water use decreasing by around 40% and farmer workload reducing by up to 75%, easing the time spent working in high temperatures.



Ageing barrels for balsamic vinegar of Modena at Acetum's factory in Cavezzo, Italy

Total water abstracted in own operations



Waste and packaging – Grocery

Our Grocery businesses continue to focus on making improvements in their waste and packaging.



Waste and circularity

The principles of circularity and efficient resource use align with the management approach across our Grocery businesses, because alongside delivering environmental benefits, they directly support operational efficiency and cost control.

Stricter regulations on waste management, single-use plastic and carbon emissions, alongside rising consumer expectations, are also shaping how our Grocery businesses manage resources.

In 2025, the Grocery businesses decreased total waste by 3% compared with the previous year. The decrease was driven by waste management projects across the segment. Of the total waste generated, 86% was recycled, recovered or sent for other beneficial use.

Grocery Group

With a portfolio including staples such as bread, flour, rice, noodles, bagged sugars, tea, cooking sauces and breakfast cereals, reducing food waste is a major focus for Grocery Group businesses.

In the UK, they are signatories to the UK Food and Drink Pact, which targets a 50% per capita reduction in food waste by 2030 against a 2007 baseline. Each business has set internal food waste reduction targets and is implementing strategies under the Pact's 'Target, Measure, Act' framework. For example, Silver Spoon's investment in a new pump at its Bardney site in the UK has cut liquid sugar waste by an average of 1 tonne per week, which represents a 40% reduction.

Between 2015 and 2024, food waste tonnage from Grocery Group business operations in the UK decreased by 22%. By the end of calendar year 2024, 90% of food waste was sent to the animal feed sector, and a further 8% was used for energy generation as it was unsuitable for animal feed. Additionally, Grocery Group businesses in the UK have increased donations of surplus food to food banks again, with over 650 tonnes donated in calendar year 2024.

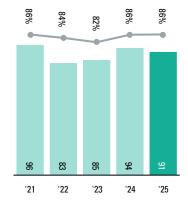
Twinings Ovaltine

Twinings Ovaltine is reducing its waste output by focusing on improved operational efficiencies, implementing various initiatives to reduce waste at source. These initiatives include improving machine efficiencies, reusing production waste, returning plastic packaging materials back to suppliers after use and promoting a waste segregation culture across the business.



Dorset Cereals packaging on the production line in Poole, UK

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



Twinings is progressing towards its Zero Waste to Landfill target. All manufacturing waste is recycled or recovered, with organic waste sent for industrial composting or used in animal feed. All packaging waste is recycled and the business is working towards a circular model for tertiary packaging, with pallets and plastic reels returned to suppliers for reuse. Its UK and Polish manufacturing sites achieved zero waste to landfill in 2025.

Ovaltine is close to achieving Zero Waste to Landfill, with most waste recovered or recycled for use as animal feed, fertiliser or biogas.

George Weston Foods

Since 2022, Tip Top has been a signatory of the Australian Food Pact, which aims to halve food waste in Australia by 2030. The business has developed a Food Waste Action Plan on reducing returns and food waste in its bakeries and customers' homes. It has an efficient resource use programme with most waste repurposed into breadcrumbs or animal feed. Less than 1% of its food waste is sent to landfill.

ACH

ACH has made an investment in reducing waste by enhancing production efficiency and recycling waste materials.

Plastic and packaging

Packaging has an important role to play in ensuring the safety and quality of products. Across many programmes and initiatives, the businesses are working to reduce packaging and increase recyclability and reusability.

In 2025, our Grocery businesses' total packaging increased by 5% compared to the previous year, in part due to increased production volumes. Across the segment, businesses are working on changes in production mix and volumes, as well as projects within the businesses to replace plastic packaging with alternative materials such as cardboard.

Grocery Group

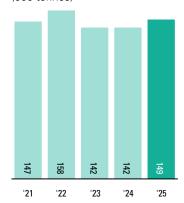
Since 2018, the Grocery Group's UK businesses have been members of the UK Plastics Pact, led by WRAP. The Pact commits signatories to eliminate problematic or unnecessary single-use packaging through redesign, innovation or alternative delivery models. The commitment requires food producers and other users of plastic materials to factor recyclability into the specification and design of their packaging. It also requires the waste reprocessing sector to adapt to ensure that those materials that technically can be recycled easily are collected and taken for reprocessing.

In calendar year 2024, 88% of packaging materials were either fully recyclable in the UK or recyclable where recycling facilities exist. Materials classified as difficult to recycle across branded foods account for less than 0.2% of all packaging and materials.

In 2025, AB World Foods incorporated 30% post-consumer recycled content into PET bottles and introduced recycled stretch film at its Leigh factory, significantly reducing virgin plastic use. Jordans Dorset Ryvita reduced plastic use associated with their granola pouches by 11% through a granola film down-weighting project, while Silver Spoon is transitioning its larger packs to more recyclable materials, which will eliminate 47 tonnes of non-recyclable packaging. Additionally, Silver Spoon has completed a plastic reduction project to reduce new plastic across all sites for shrink and stretch wrap, which has removed 33 tonnes of plastic annually.

The Grocery Group businesses in the UK have been investing in the collection, verification and reporting of additional packaging data to facilitate compliance with the requirements of the Recyclability Assessment Methodology under the UK's extended producer responsibility for packaging regulations.

Quantity of packaging used (000 tonnes)



Twinings Ovaltine

Twinings is working hard to minimise its packaging materials, with the aim of using more sustainable alternatives, increasing recycled content, eliminating single-use plastic and improving recyclability. To help achieve this, packaging sustainability is built into its new product development process and design for recyclability guidelines.

Twinings has already made significant progress, removing plastic wrap from around 75% of its cartons and ensuring all tea bags produced at its main manufacturing sites in Andover, UK and Swarzędz, Poland are made with plant-based, industrially compostable tea paper. Its string and tag bags produced in Swarzędz, accounting for 70% of the bags it produces, are also third-party certified as home compostable. In terms of overall consumer packaging from these two manufacturing sites, 25% is currently compostable, 64% recyclable¹, 1% is designed for recycling and 10% is currently not recyclable.

George Weston Foods

George Weston Foods is a signatory to the Australian Packaging Covenant Organisation (APCO), a non-profit organisation established under Australian regulation to advance recycling. While APCO is a key element of its plastics and packaging strategy, the business also addresses packaging challenges through a Packaging Working Group and by trialling new materials. For example, Tip Top has introduced bread bags with 30% post-consumer recycled plastic, certified under the International Sustainability and Carbon Certification PLUS Scheme, using the mass balance method. This industry-leading first for the Australian sliced packaged bread aisle will remove 160 tonnes of virgin plastic by the end of 2025.

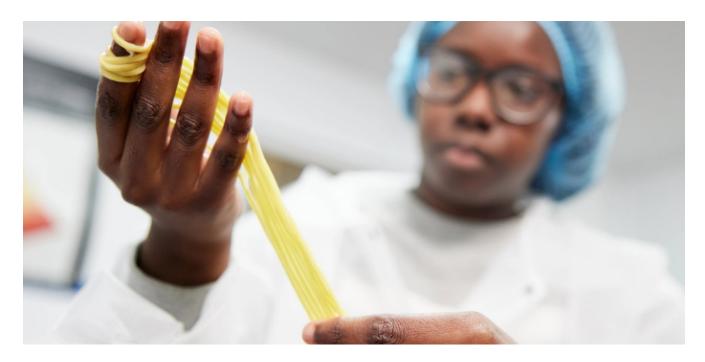
Tip Top has also moved to 100% recycled cardboard cartons across all retail and food service products, eliminating around 500 tonnes of virgin cardboard each year, reducing reliance on virgin fibre while maintaining food safety and quality standards.

DON is shifting from traditional thermoforming packs to innovative resealable packaging, cutting plastic use by up to 50%.

For packaging to be considered recyclable, recycling must be available 'in practice and at scale', beyond lab
or pilot tests, to demonstrate that the design is not a barrier to recycling and can be widely replicated.

Food safety and nutrition – Grocery

Our Grocery businesses are united by our Group purpose: to provide safe, nutritious and affordable food.



Food safety

In line with the Group approach, all Grocery businesses work to ensure the safety, legality, quality, integrity and authenticity of their raw materials and products. This is achieved by manufacturing sites maintaining a business management system, which is typically subject to unannounced audits by third parties, against a Global Food Safety Initiative (GFSI) standard. The standard requires the effective operation of Hazard Analysis Critical Control Points, Threat Assessment and Critical Control Points and Vulnerability Assessment and Critical Control Points protocols, alongside Good Manufacturing Practices and product assessment. Raw materials and products are monitored on a risk-assessed basis, either in-house or by third-party accredited laboratories, and in many cases both.

Grocery Group businesses employ food safety specialists who are responsible for ensuring ongoing compliance to the required legislation, certification, in-house and customer standards, and the approval of third-party manufacturers and their products. Food Safety and Quality Culture programmes are in place across all businesses. Food safety related training is typically refreshed annually.

Processes and equipment used to measure food safety and quality parameters are subject to ongoing verification and at least annual validation. ABF commissions random food safety audits at manufacturing sites, which are conducted by RQA, an insurance-approved risk reduction company. ABF food businesses also participate in working groups to share learnings about food safety issues and, where appropriate, discuss corrective actions.

In 2025, Silver Spoon introduced a Food Safety Culture programme at its Bardney site as part of a continuous improvement plan, which included establishing food safety culture champions.

Twinings Poland is certified against the FSSC 22000, a GFSI standard, and is regularly audited. It employs food safety specialists responsible for ensuring ongoing compliance with the required certification, in-house and customer standards.

At George Weston Foods, food safety and quality are the most important topics for the business and its stakeholders. As one of the largest food manufacturers in Australia and New Zealand, it has a fundamental commitment to provide safe, nourishing food for the communities it serves. George Weston Foods is constantly seeking to enhance its food safety and quality programmes.



A colleague checks Westmill noodles for quality at our factory in Trafford, UK

Nutrition and health

Our Grocery businesses have always taken nutritional factors into account when developing their product portfolios, which include staples such as bread, flour, rice, noodles, sugar, tea, cooking sauces and breakfast cereals.

To support this, and wherever relevant to the product category, they follow nutrition policies and a framework for communicating any health and environmental claims across their products and brands.

Grocery Group

Grocery Group businesses in the UK have internal policies to ensure compliance with relevant regulations and industry codes of practice on responsible marketing. They also carefully consider the placement, content and execution of advertising for products considered high in fat, sugar or salt (HFSS), ensuring children under 16 are not targeted.

Many products already support healthier choices, from high-fibre breakfast cereals, crispbreads and wholemeal bread to specialist sports nutrition ranges. In 2025, new product development focused on delivering non-HFSS and fibre-rich products. Silver Spoon extended its no-added-sugar Crusha milkshake range with two new recipes: Banana and Caramel Latte. Dorset Cereals launched Fruit & Nut Granola as a source of fibre. Kingsmill relaunched its Soft White Rolls with added fibre to meet consumer demand for products that taste great while also providing nutrition benefits. The rolls now carry a 'source of fibre' claim while retaining their signature soft texture and popular taste.

Consumer interest in products offering protein continues to influence Grocery product ranges. In 2025, Jordans launched Protein Boost Granola in Chocolate & Hazelnut and Red Berry flavours, while Westmill converted a long-established and popular food service high-protein noodle to consumer channels. Since their business to business launch in 2018, these noodles have become a successful part of Westmill's portfolio of functional, health-conscious products. Developed in collaboration with AB Mauri, they combine pea and wheat proteins with a clean, neutral flavour, delivering 119% more protein than standard noodles and meeting the 'high in protein' claim criteria. Initially adopted by business customers for ready meals and fresh stir-fry formats, the noodles are now available year-round in retail packs at major UK retailers.

Grocery Group continues to work closely with the UK's Food and Drink Federation (FDF), participating in industry-wide programmes designed to deliver meaningful health benefits to consumers. Ryvita, Jordans Cereals and Kingsmill remain signatories to the FDF's Action on Fibre, an initiative to increase fibre consumption in the UK. Participating businesses pledge to bring more fibre to the national diet, through new products or reformulation. Since the programme began in 2021, members across the industry have launched nearly 400 new and reformulated products, delivering an additional 1.5 billion servings of fibre to the UK population¹.

Nutrition reporting - Grocery Group UK businesses

As part of its commitment to responsibly produce and market safe, nutritious and affordable food, our Grocery Group businesses in the UK report revenue based on the UK's 2004/5 Nutrient Profiling Model and the Food (Promotion and Placement) (England) Regulations 2021. The Nutrient Profiling Model uses a formula to assess the nutritional content of foods, enabling them to be categorised as either HFSS (high in fat, sugar or salt) or non-HFSS.

In 2025, the fourth year of voluntary reporting, 96% of the revenue generated from the UK Grocery Group businesses' branded portfolio came from non-HFSS products or HFSS products that are not subject to restrictions under the Food (Promotion and Placement) (England) Regulations 2021. For context, this includes everyday staples like bagged sugars, cooking oils, cooking sauces and condiments that are not within the scope of public health-related sales restrictions.

Foods designated as HFSS that are also subject to sales restrictions amounted to 4% of revenue from the Grocery Group businesses in the UK. They include a small number of baked breakfast cereals, some ice cream accompaniments and a selection of baked goods. Many of these product ranges will be considered for reformulation in the future, subject to feasibility and consumer acceptance. This group of products also includes some that are classified as HFSS based on 100g servings although they are typically eaten in much smaller quantities, like cooking pastes, soy sauce and balsamic vinegar, as well as some high-fibre mueslis with no-added-sugar that are classified as HFSS due to containing natural sugars and fats from fruits, nuts and seeds.

In the same period, some 59% of revenue from the branded portfolio of the Grocery Group businesses in the UK came from foods that are classified as non-HFSS. These include staples such as bread, crispbreads, tea, flour, rice and noodles, as well as some breakfast cereals (including muesli and some granola recipes), cooking sauces and condiments.

1. https://www.fdf.org.uk/fdf/news-media/press-releases/2025/new-research-shows-millions-of-brits-are-missing-out-on-health-benefits-of-fibre/

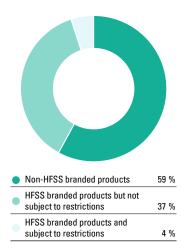
George Weston Foods

In Australia and New Zealand, George Weston Foods' businesses Tip Top and Yumi's support clear food labelling practices. The division actively participates in the Health Star Rating system, a voluntary front-of-pack labelling system that helps consumers to make informed choices about the healthiness of products. Yumi's displays the Health Star Rating across its entire range, making it easier for consumers to understand its nutritional values.

Tip Top was the first bakery brand to adopt the Health Star Rating system in Australia. Since 2018, all Tip Top retail products in Australia have displayed a Health Star Rating, with 95% achieving a Health Star Rating of 3.5 or higher. Demonstrating a further commitment to nutritional improvement, Tip Top has also voluntarily committed to the Australian Government's Healthy Food Partnership nutrition targets for the bread category, meeting the guideline target of 80% compliance, ahead of schedule.

2025 Nutrition reporting - Grocery Group UK businesses

(% revenue)



Agriculture and farming practices – Grocery

The businesses within our Grocery segment are highly dependent on agricultural commodities and supply chains to deliver both their leading brands and their ESG agenda.



Responsible agriculture, biodiversity and land use

The Grocery businesses have strong links to the global farming sector, sourcing products from crops grown on farms, tea gardens and smallholdings around the world. The approached they take reflect the complexity of supply chains and the nature of their operations.

As they adapt to the evolving regulatory ESG landscape, our Grocery businesses are broadening their approach to managing environmental and social risks, opportunities and impacts in agricultural supply chains. Recognising the critical need for collaboration across the industry, they are working with civil society partners and other industry players to help address supply chain issues.

To help assess environmental risks such as deforestation and biodiversity loss, our Grocery businesses are focusing on specific projects within their most important supply chains. They are also prioritising water reduction and yield increase for certain key commodities such as rice. Climate change is particularly impactful in the supply chains across the division, as extreme weather and natural disasters continue to affect the growth of healthy crops and the livelihoods of the communities that rely on them.

Several businesses leverage third-party certifications from organisations such as the Rainforest Alliance, Fairtrade and the Roundtable for Sustainable Palm Oil (RSPO). Twinings is also actively involved in the International Cocoa Initiative, the World Cocoa Foundation, the Ethical Tea Partnership (ETP), the Sustainable Spices Initiative and the RSPO.



A farmer growing Hom Mali rice for Westmill using the Sustainable Rice Platform Standard, Thailand. How our Grocery businesses approach responsible agriculture across some of their most material commodities is presented below.

Rice

Traditional rice-growing methods are water-intensive and release a significant amount of greenhouse gases into the atmosphere, accounting for an estimated 8% of global methane emissions. Westmill Foods, a UK based Grocery Group business and leading supplier of food products to the Indian, Chinese and Thai food service sectors, is a founding member of the Sustainable Rice Platform (SRP) and is committed to its standards.

The SRP is a multi-stakeholder partnership established by the United Nations Environment Programme. Through this partnership, Westmill Foods supports initiatives that aim to promote climate-smart agriculture, protect biodiversity, fight climate change and support smallholder farmers. By adopting SRP standards, Westmill helps produce high-quality rice while reducing environmental impact.

In Pakistan, where Westmill Foods sources basmati rice, the business is now in the sixth year of its collaborative project with Galaxy Rice, a key supplier in Pakistan, focused on equipping them with the tools and techniques needed to train their farmers on more sustainable farming methods in line with the SRP standard.

The programme aims to benefit both farmers and their communities, and covers topics such as water management, pesticide management and agribusiness techniques. In particular, it covers the use of water-saving technologies, including land laser levelling and alternate wetting and drying techniques which also help to reduce GHG emissions.

As of May 2025, the project included 1,200 farmers across 75km of land. In 2025, farmers within the programme have seen a 48% reduction in GHG emissions, a 30% reduction in water usage, a 9% increase in net yield and a 26% increase in net income compared to a set of non-SRP farmers.

Westmill has also completed the second year of a similar project working with its supplier Olam Agri to train smallholder Thai Hom Mali rice farmers located in Ubon Ratchathani, Thailand, on the SRP standards. In 2024, this project supported 800 farmers, and achieved a 56% reduction in fertiliser usage and a 12% increase in net income for farmers compared to 2022. Additionally, farmer groups in the project since 2023 achieved a 22% reduction in GHG emissions compared to 2022.

During 2025, Westmill purchased 67% of their basmati rice and 9% of Thai Hommali rice as SRP-certified rice from the projects mentioned above.

Tea and spices

Twinings sources approximately 13,500 tonnes of tea and more than 180 herbal raw materials, including spices. It does not own any tea or herb estates, farms or gardens and is selective about who it sources from, purchasing tea only from Rainforest Alliance certified gardens across seven regions, China, Kenya, India, Sri Lanka, Argentina, Indonesia and Japan.

Its tea supply chain includes approximately 270,000 workers and smallholder farmers. Central to Twinings' responsible sourcing programme is Sourced with Care, which aims to drive positive change through empowering women, supporting incomes and improving living standards within these communities. Through this initiative, Twinings recognises and supports the vital contributions of people and communities in tea and herb production, through programmes which are designed to address issues identified through its Twinings Community Needs Assessment (TCNA) programme. The business also collaborates with key partners in the tea sector, such as the ETP, IDH – the Sustainable Trade Initiative and Rainforest Alliance.

Twinings publishes a sourcing map on its website detailing the tea gardens it buys from, as well as the countries from which it sources its key herbs, as part of its efforts to drive collaboration and greater transparency of reporting.

Twinings has achieved 100% traceability for all the tea it sources. For its 17 key herbs and spices¹, it has 94% traceability by volume, back to farm or producer community. Across all herbs and spices sourced, Twinings has reached 85% traceability by volume.

AB World Foods and Westmill are members of the Sustainable Spice Initiative (SSI) and have committed to sourcing 25% of spices in their top three categories among spices, herbs and dehydrated vegetables from SSI-qualified certifications by 2025, rising to 50% by 2030.

Both businesses are making progress towards these targets. In 2025, Westmill sourced 42% of its top three spices (turmeric, chilli and cumin) from Rainforest Alliance-certified sources. AB World Foods sourced 22% of its top three products (coriander, paprika and kibbled onions) from SSI-certified sources. AB World Foods has also set a new target for three additional spices, and from 2025, in addition to the above, it will source 25% sustainably certified material for turmeric, chilli and cumin.

Since 2019, AB World Foods has been working on Project SPICE with partner GRAVIS, a community development organisation in Rajasthan, India, to support rural cumin and coriander farming communities. The project has delivered agronomy and business skills training to over 1,000 farmers, installed rainwater harvesting systems, and delivered wider social benefits to the farming communities including adolescent health education and women's empowerment. In March 2025, Project SPICE won the Edie Sustainability Project of the Year Award, see more information in our case study.

 The 17 key herbs and spices are: Apple, Blackberry Leaf, Camomile, Cardamon, Cinnamon, Ginger, Hibiscus, Lemongrass, Lemon Peel, Liquorice, Orange, Peppermint, Rosehip, Rooibos, Spearmint, Turmeric and Vanilla.

Cereals

The Grocery businesses buy around 6% of the UK milling wheat crop which is a core ingredient for Allied Mills, Allied Bakeries, Jordans Dorset Ryvita (JDR), Silver Spoon and Westmill Foods. JDR also sources UK oats and rye.

Jordans Cereals, a premium cereal brand within our Grocery Group, sources some of its grains through the Jordans Farm Partnership, which covers its branded sales volume in the UK and France. This collaboration pays a premium to the farmers involved for their oats, wheat and barley in exchange for them managing at least 10% of their land for the benefit of wildlife. Since 1985, Jordans Cereals has worked with these farmers to promote biodiversity on their land.

Allied Mills ensures all the UK wheat it sources is Red Tractor or TASCC (Trade Assurance Scheme for Combinable Crops) assured. The business is currently five years into its Wheat Sustainability Supply Project, where select farmers adopt techniques that aim to improve soil health and support wildlife.

Silver Spoon, through Allied Mills, is working with four wheat farmers in partnership with Frontier, to source wheat grown using more regenerative agriculture practices. The initiative focuses on crop rotation, soil health, carbon footprint reduction and enhancing biodiversity. This wheat will be used in Allinson's 1kg Strong White Flour from the autumn 2025 harvest.

Allied Mills and Silver Spoon are supporting nature-positive farming practices among wheat suppliers within their value chain, as part of Tesco's Nature Programme. The retailer, which is a key customer of those businesses, established a partnership with the Royal Society for the Protection of Birds (RSPB), through which RSPB Farm Advisors deliver farm walks and advisory visits to growers supplying wheat to Allied Mills and Silver Spoon. These visits, coordinated in collaboration with Frontier, are designed to promote habitat interventions that support biodiversity and wildlife, while providing practical advice tailored to the needs of farmers. Potential outcomes include the development of habitat action plans, identifying key opportunities for habitat creation, and identifying relevant funding streams to implement work identified.

Animal health and welfare

Grocery Group

The Grocery Group makes products primarily derived from ingredients of plant origin, except for a small quantity of dairy products, eggs and honey. It believes in the importance of high animal health and welfare standards within agricultural systems and supports the principles in the Group's Animal Welfare Position Statement.

The businesses are working towards sourcing 100% cage-free eggs by the end of 2025, please read more here.

George Weston Foods

George Weston Foods purchases ingredients derived from animals, including eggs, dairy products, pork and other meat. The business believes in maintaining and improving animal welfare and meeting relevant animal welfare standards, including the internationally recognised Five Domains. It is working towards sourcing 100% cage-free eggs by the end of 2025, please read more here.

George Weston Foods piggeries in Australia have been sow stall-free since 2010, with directly owned and supplier owned piggeries in Australia certified by the Australian Pork Industry Quality Assurance (APIQ) programme. For pork sourced by George Weston Foods from overseas, their suppliers in Europe and North America are required to undertake continuous improvement in animal welfare standards and meet all legal requirements.



Broadcasting radio training to smallholder tea and herb farmers

Through its Twinings Community Needs Assessment (TCNA) programme, Twinings identified that smallholder farmers in Kenya, especially women, often lack access to information on health, gender-based violence and harassment (GBVH), farming practices and income diversification. Many live in remote areas and juggle farm work with household responsibilities, leaving little time for formal training.

Radio provided the ideal solution. Research by BBC Media Action¹ shows that it is the most trusted way to reach rural communities, with 95% of people having access at home and 70% listening daily.

In 2022, Twinings first partnered with the Lorna Young Foundation's Farmer Voice Radio programme and local implementing partner, NOPE (National Organisation of Peer Educators) to launch an 18-month programme in Kenya.

More than 50 programmes were broadcast, designed by and for women, in local dialects. Episodes were aired twice a week and also uploaded to YouTube, reaching a regular listenership of more than 8,400 households with information on farming, health and gender equality.

Following this success, Twinings extended the series for a further 10 months with support and funding from the UK Foreign, Commonwealth & Development Office (FCDO) under their Work and Opportunities for Women (WOW) initiative. The additional funding enabled the expansion into two local language stations, with a focus on climate resilience, helping farmers adapt to irregular rainfall, drought and other threats that put tea production and livelihoods at risk.

 https://www.communityengagementhub.org/wp-content/ uploads/sites/2/2019/09/Kenya-Media-Landscape-Report_BBC-Media-Action_November-2018v2.pdf

A smallholder farmer in Twinings

Programmes were co-created with farmers and experts, covering a range of topics including soil health, fertiliser use, pest management, clean energy and income diversification. The topics were chosen by farmers, informed by lived experience and timed with seasonal issues. As the farmers shared their own knowledge and discussed challenges and solutions with experts, it helped ensure the content was engaging and relevant for the farming community who would listen to the programme either in their own homes or in communal listening sessions.

More than 30,000 people tuned in weekly, with over two-thirds of them women. Listeners reported adopting new practices to help mitigate climate change, improving tea yields and quality, and increasing their incomes. This feedback was corroborated by local tea factories. Farmers also reported reducing deforestation, where previously trees had been cut for timber to generate income. Beyond farming, the broadcasts inspired shifts in household decision-making, greater sharing of domestic responsibilities and stronger advocacy for women's empowerment.

Building on its success in Kenya, Twinings launched a radio series in Nigeria in April 2024 for ginger and hibiscus farmers. Over 10 months, 64 episodes aired in local dialects across three radio stations, reaching an estimated 200,000 farmers in the Kaduna, Kano and Jigawa states in the north of the country.

Plans are now in place to take the programme to Sri Lanka, with the aim of providing 60,000 smallholder tea farmers with training on crop diversification, environmentally friendly farming techniques and gender equality.

By bringing vital knowledge to farmers in a format that works for them, Farmer Voice Radio is helping to build more resilient livelihoods and communities, and shaping a more sustainable future for tea.



Jordans Farm Partnership

The Jordans Farm Partnership (JFP) is a UK programme built through a partnership between Jordans, The Wildlife Trust, Linking Environment and Farming (LEAF), and the UK oat farms that Jordans partner with (JFP Farmers). Through this programme, the JFP Farmers are supported as they grow oats that meet the JFP Standard for use in certain Jordans Cereals. It is a working collaboration where each partner brings a different area of expertise to shape the JFP, including habitat creation and restoration knowledge from The Wildlife Trusts, insights on more sustainable farming practices from LEAF, and on-the-ground experiences of their own unique farming model from the JFP Farmers.

Every one of the JFP Farmers agrees that their farm will meet the JFP Standard. The JFP Standard includes a requirement that JFP Farmers receive LEAF Marque certification. As of 2025, all JFP farms are certified to LEAF Marque Standard Version 16.1.

In addition, the JFP Farmers are required to meet additional criteria on wildlife and habitat provision that are specific to the JFP. Specifically, each JFP Farmer works with a dedicated wildlife advisor from their local Wildlife Trust to make sure that at least 10% of their land is managed for wildlife on their farm (the average for the year 2023-2024 was 30%). By working with the JFP Farmers, The Wildlife Trusts and LEAF, the JFP has managed 4,320 hectares for wildlife since 2015.

As part of the Jordans oat sourcing process, it follows an industry-standard mass balance approach. As a result, the Jordans products may contain a mix of JFP and non-JFP oats. Rather than diverting resources to build a costly system to segregate the JFP oats, it believes its resources are best invested in the JFP, to support JFP Farmers and help them to protect wildlife habitats.

For more information refer to Jordans website.





Project SPICE: Award-winning initiative empowering farmers and building climate resilience in rural India

Since 2019, AB World Foods has funded Project SPICE with partner GRAVIS, a community development organisation in Rajasthan, India, to support the livelihoods of rural cumin and coriander farming communities. In its first three years, the project organised 1,000 farmers from two districts in Jodhpur into 50 Farmer Interest Groups (FIG). It delivered focused agronomy and business skills training, created 30 model farms, and supported women within the community, raised awareness of the importance of girls' education, and delivered water, sanitation and hygiene (WASH) training. Two formal Farmer Producer Organisations were also established and approved by the Indian Government, providing the structure needed for longevity of the farmer collectives.

Launched in January 2023, SPICE II has continued to support farming communities, with an additional focus on building climate resilience. During the three-year project, AB World Foods has funded the installation of 50 'taankas' (drinking water storage tanks), 50 bio-sand water filters, and 50 'khadins' (drainage dykes) for those families identified by the FIG as most in need.

By July 2025, these had all been constructed, providing much better access to safe drinking water and resulting in household savings. Soil moisture levels on farms have also improved, with initial indications showing more than a 20% increase in yield and an almost 30% reduction in irrigation water. The impact this project is having on the daily lives of farmers involved is tangible and feedback has been positive, with farmers sharing that by having taankas installed in their homes, they no longer have to walk over 10km each day to fetch water.

SPICE II also aims to address broader social and community health issues, with sessions on adolescent health that include topics such as personal hygiene and menstruation, balanced diets, and understanding gender and gender discrimination.

The project is also mobilising women farmers into 50 Women Self-Help Groups, with the aim of creating informal associations to help them find solutions to some socioeconomic problems through dedicated empowerment training activities, including financial literacy and business skills. As of 2025, 40 SHGs have been formed, including an additional group solely for younger women.

Another focus of SPICE II has been to work with farmers to grow integrated pest management (IPM) grade cumin. As part of this effort, project farmers have been linked to one of AB World Foods' key spice suppliers in the region, which already runs its own integration programme with the farmers, educating on programmes to improve yield, minimise waste and support sustainable agriculture. In 2025, over 15 tonnes of cumin met IPM standards, with 10 tonnes procured for the AB World Foods supply chain via its strategic spice supplier in the region, up from just over one tonne in 2024.

In March 2025, Project SPICE won the Edie Sustainability
Project of the Year Award, with the judges commenting:

"This project shows the measurable positive impact of providing long-term support to smallholder farmers and their communities. AB World Foods recorded impressive increases in crop yield and results in terms of water management which is vital in water scarce areas. The project also demonstrates enhanced climate resilience – something not strategically prioritised or measured by many businesses."



A farmer who has worked with the SPICE II programme on pest management. India



Allied Mills Wheat Sustainability Supply Project

Since 2020, Allied Mills has partnered with Frontier Agriculture, an ABF joint venture, to deliver a five-year Wheat Sustainability Supply Project with a group of growers in south-east England. The initiative supports the adoption of more regenerative farming practices, such as crop rotation, minimal tillage and precision agriculture. All of these practices are aimed at improving soil health, supporting biodiversity and reducing GHG emissions. Participating farmers receive a premium for their more sustainably grown wheat.

Despite challenges from extreme weather and market volatility, including fertiliser price spikes linked to the war in Ukraine, the project has demonstrated measurable environmental benefits. Emissions from participating farms were found to be 17% lower than standard UK wheat emission factors, with lower nitrogen fertiliser use identified as the most significant driver of emissions reduction. Nitrogen fertiliser accounts for over 60% of milling wheat's carbon footprint.

A farm in south-east England that has participated in the Wheat Sustainability Supply Project

Building on this success, Allied Mills has committed to extending the trial through to 2029, with plans to expand into new regions including Manchester. The next phase will explore low-emission fertiliser technologies, nitrification inhibitors and enhanced nitrogen optimisation strategies to further reduce environmental impact while maintaining crop quality and yield.

Allied Bakeries is also championing more sustainable sourcing by using LEAF Marque certified wheat for two of its Allinson's lines, The Champion Wholemeal and Scandalous Seeds. This partnership began in February 2025 and operates on a mass balance basis.

The on-pack copy states:

"Allinson's is proud to support farms independently certified by LEAF, helping to deliver environmental benefits such as nurturing the soil and sustaining habitats for wildlife. We do this by sourcing wheat from LEAF Marque farms, following a mass balance approach to cover 100% of the wholemeal wheat flour needed to make these loaves."



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.

ABF

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 Bandrima, 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 worklife 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.

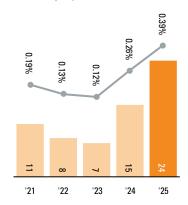
Central to AB Mauri's safety culture is the programme SAFE, Safety For Everyone, which is a set of systems designed to increase awareness of health and safety issues, highlight best practice and reduce or eliminate risk wherever possible. The programme is embedded in the culture of the businesses and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



Time Injury Rate %

Number of employee on-site Lost Time Injuries and Lost



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.

ABF

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.

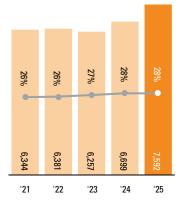
AB Mauri Brazil has gender-neutral hiring and promotion policies, with centralised salary decisions to ensure equitable pay. In Spain, the UK and Ireland, their businesses are developing female pipeline succession planning for key roles such as sales and new product development. Enhanced paid parental 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 ondemand 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.

ABF

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.

ABF

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.

 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.

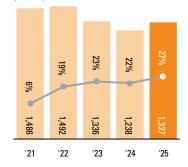
To support this, AB Mauri has developed an internal tool to forecast GHG emissions through to 2030. It uses five-year capital plans to model the impact of initiatives on emission levels, changes in production volumes and shifts in electricity grid carbon intensity where data is available. Results are 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.

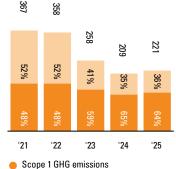


The anaerobic digestion facility at AB Mauri's yeast plant in Hull, UK

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



Scope 1 and 2 (marketbased) GHG emissions (000 tonnes of CO₂e, % of total)



Scope 2 GHG emissions

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 400tCO₇e 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 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

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,

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 bippolishing processes.



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

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.

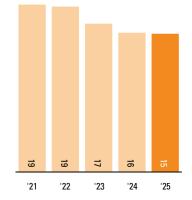
Since 2010, AB Mauri has invested \$150m in improving its wastewater treatment facilities. Production facilities in several locations have complex on-site effluent treatment plants that include biological processes, evaporators and/or reverse osmosis membrane systems that can produce reusable water and 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.

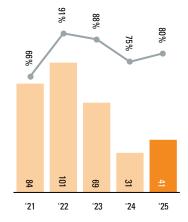
In addition, in six manufacturing sites, biogas captured from yeast wastewater treatment is reused on-site, replacing natural gas for heat and electricity generation.



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.



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.



ESG at Sugar

ABF Sugar focuses on keeping its people safe, reducing its carbon footprint, and managing water and natural resources responsibly.



Across its own operations and supply chains, ABF Sugar adopts strategies and practices that aim to manage its environmental and social impacts. Its businesses focus on maximising the efficient use of raw materials, like sugar beet and sugar cane, as well as educating consumers on sugar and health.

In 2018, ABF Sugar launched its 2030 commitments in a sustainability framework, Global Mind, Local Champions, which categorises its environmental and social focus areas under three pillars: supporting rural economies; thriving and healthy communities; and consuming resources responsibly. The division is also committed to reducing its carbon emissions and, in January 2024, the Science Based Targets initiative (SBTi) validated its near-term and net zero GHG emissions targets.

In 2025, British Sugar was awarded a Royal Warrant of Appointment by His Majesty King Charles III, recognising a century-long commitment to quality, service and sustainability. This year, British Sugar has also achieved a Gold EcoVadis rating; this builds on its Silver rating achieved in 2024.

ESG Governance

ABF Sugar is strengthening its governance framework to better integrate social and environmental risks and opportunities into its decision-making and its strategic five-year plans at divisional and business level.

The Senior Executive Team has oversight of and responsibility for ESG risks and opportunities that are material to the division. In 2025, ABF Sugar introduced a new ESG Forum to oversee the governance of ESG impacts, risks and opportunities and to monitor the progress of priority projects and KPIs, including SBTi targets. A divisional dashboard was also developed to track ESG performance, such as GHG emissions reduction.

Managing directors of each business are accountable for setting strategies and action plans based on their material risks, local regulations and customer expectations. Where a divisional approach is required, such as for GHG emissions reduction, ABF Sugar sets divisional-level targets and develops frameworks and guidance to support its businesses in achieving these goals.

For more information on ESG at ABF Sugar please see its website.



British Sugar engineers inspecting an evaporator at our factory in Wissington, UK.

Our people – Sugar

ABF Sugar recognises its responsibility to foster safe, inclusive and fulfilling workplaces for its diverse workforce.



Health, safety and wellbeing

At ABF Sugar, caring for people is a core value guiding all of its businesses. Its Chief Executive leads a comprehensive programme of work designed to ensure that everyone returns home safe, every day, everywhere.

ABF Sugar is strengthening its safety culture through a structured roadmap of initiatives integrated into the responsibilities of line managers and leaders, and supported by dedicated safety experts. ABF Sugar continues to invest in leadership development, infrastructure and key safety initiatives that reinforce collaboration, accountability, and transparent communication across all levels.

In 2025, a health and safety specialist delivered advanced training to all senior leadership teams across all businesses, equipping them with the tools and knowledge to embed a robust and consistent safety culture throughout the division. We are deeply saddened to report two contractor fatalities in 2025. In Tanzania, a contractor haulage driver succumbed to injuries after a road traffic accident while transporting our sugar to customers. In Zambia, a contractor was fatally injured by a tyre assembly while inflating the unit. Following these events, the priority has been to provide support to their families.

An in-depth investigation was also undertaken to identify the root causes of these incidences and apply corrective actions. The outcomes of the investigations were shared across ABF Sugar businesses and actions relating to contractor management, supervision and change management were assigned where appropriate and are being tracked to completion.

In 2025, the number of employee on-site Lost Time Injuries (LTI) increased from 57 in 2024 to 66, resulting in an employee on-site LTI rate of 0.21%. The number of contractors on-site LTI decreased from 33 in 2024 to 30.

As safety is one of ABF Sugar's most material issues and a number one strategic priority, the overall safety performance in 2025 was very disappointing.

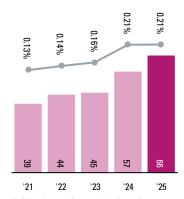
All ABF Sugar businesses are dedicated to providing a safe place to work and to creating a culture of zero compromise towards safety.

In 2025, ABF Sugar focused on empowering people by implementing various programmes tailored to its businesses' needs such as the Personal Choices programme, Ways of Working programmes and Safety Leadership programmes at site level.



British Sugar colleagues at the Wissington sugar factory, UK.

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



Numbers prior to 2025 have been restated to reflect the disposal of AB Sugar China, disposed of in 2024. The adjustment ensures comparability and accuracy in reporting the Group's continuing operations. Illovo Sugar South Africa's Sezela operations are developing a positive safety culture through safety-focused employee engagement initiatives. The Vula Mehlo (meaning 'open your eyes') initiative, launched in October 2024, introduced daily, safety-focused, non-hierarchical meetings that encourage open dialogue and shared ownership of safety across all levels of employees and contractors. Within the first six months, the initiative has resulted in increased near-miss reporting and increased participation, with employees and contractors demonstrating greater ownership and accountability for safety performance.

Azucarera in Spain developed a Health and Safety Competency Management Model, transitioning from traditional job specifications to competence-based management. A safety competence matrix was created to identify the technical and soft skills necessary for each role. This successful approach is now being adapted by other ABF Sugar businesses.

The Personal Choices Initiative encourages individuals to reflect on how they assess and respond to risk, exploring the subconscious factors that influence decision-making such as habits, time pressures and the disconnect between mind and body. Programmes have been adopted by British Sugar, Illovo Sugar Malawi, Zambia Sugar and Illovo Sugar South Africa, each tailoring the approach to resonate within their unique cultural settings.

British Sugar's Personal Choices programme has been rolled out at all sites. Early results show an improvement in both language and behaviour across all employees, a reduction in all types of injuries, and an increase in near-miss reporting.

Zambia Sugar launched its Behavioural Safety Programme, branded Busongo (meaning 'wisdom'), at its Nakambala site in October 2024. The programme encourages employees to reflect on their daily decisions, empowering them to adopt safer behaviours. As part of the initiative, employee workshops were held and theatre performance was used to demonstrate how personal choices influence behaviour. These performances were made accessible to deaf employees through the use of sign language interpretation. In support of the programme, 251 supervisors across all departments participated in workshops on personal choice and behavioural coaching.

At Illovo Sugar Malawi, a safety leadership training programme is underway, involving the leadership teams at all sites. The programme aims to develop leadership skills and enhance the safety culture within the organisation. It offers interactive group sessions and individual coaching to help leaders understand and apply key concepts, including cultural maturity, personal purpose and coaching techniques. The programme consists of six modules delivered over six months, and participants work together between modules.

Wellbeing

ABF Sugar businesses prioritise employee wellbeing, implementing programmes designed to promote physical, emotional, mental, social and financial wellbeing.

At its sugar businesses in Africa, new employee wellbeing committees were established in 2024 as part of the new operating model of the businesses' medical services, which deliver primary health care and occupational health services to support colleagues and their families across all estates. This model aims to improve the medical services' capability to provide risk-based medical surveillance. The businesses proactively screen employees for workplace risks they may be exposed to, supporting the objective of achieving safety through preventive measures rather than a more reactive approach.

During 2025, the sugar businesses in Africa recorded a total of over 55,000 visits to its medical facilities for occupational health services, including pre-employment, periodic, and exit medical examinations, lung function tests, hearing tests, biological monitoring, and vision screening. All new employees at ABF Sugar's African businesses are required to undergo an occupational health evaluation to assess their fitness to work in their specific work environments. These occupational health services are also provided to contractors working on African sugar sites.

ABF Sugar's African operations support women's health through outreach clinics that provide regular cervical cancer screenings and prenatal care to remote communities, as well as partnerships with local NGOs to expand maternal and reproductive health services, including family planning. Within workplaces and surrounding areas, peer educator programmes are equipping women to serve as health champions and over 30 have been trained at Ubombo Sugar in Eswatini. Awareness and screening initiatives also target early detection of breast and cervical cancer. Women are taught how to perform breast self-examinations, complemented by clinical breast exams at healthcare facilities to ensure timely referrals and broader access to care.

Malaria control remains a public health issue in Africa. ABF Sugar's African estates implement comprehensive prevention programmes, including health education and community outreach, distribution of insecticide-treated mosquito nets to vulnerable groups and Indoor Residual Spraying (IRS) in both staff and community housing. The aim is to significantly reduce malaria incidence. Zero or negligible cases are now recorded across our estates in Zambia, Eswatini and Tanzania. These efforts mark a major milestone in protecting the health of our employees, their families and the surrounding communities.

The British Sugar team has implemented several holistic wellbeing initiatives to support both office-based and site-based employees. Access to dedicated quiet rooms and wellbeing gardens are either in place or being developed across our sites. Additionally, CPR training is continuing to equip staff with the skills and confidence to intervene in life-saving situations. Financial support and advice is also available through an independent advisor to help employees manage their finances more effectively.

Mental Health

ABF Sugar's mental health medical services across its five African countries of operation recognise the diverse working environments in which employees operate, from agricultural fields and factories to administrative offices. In response, each business implements tailored mental health initiatives that prioritise employee wellbeing and reflect the specific needs of their workforce.

Since the 2023 launch of ABF Sugar's mental health portfolio, it has seen a 30% increase in referrals, including self-referrals, peer referrals and those initiated by supervisors, reflecting a growing awareness and trust in the support systems available. The outcome of this work in 2025 indicates that there is increased awareness of mental health, with the medical teams identifying needs earlier and giving assistance in a more timely manner to support its employees.

At British Sugar, awareness around mental health and the support available to individuals has increased over 2025. This has been driven by colleagues across the business sharing their own support mechanisms, strategies or ideas during periods of national awareness such as Mental Health Awareness Week and World Mental Health Day, alongside reminders about the team of trained mental health first aiders at each site, and the Employee Assistance Programme and BUPA services available for all employees to access.

In 2025, Azucarera introduced a wellbeing platform at its head office, offering employees access to a range of programmes focused on mental health and overall wellness. These include resources on stress management, mindfulness and improving sleep quality. The subsidy programme also supports employees by covering expenses related to medical consultations and mental health treatments.

Employee accommodation and living standards at our sugar businesses in Africa

Our sugar businesses in Africa have sugar estates situated in rural and remote areas, creating a need to provide accommodation for many employees and their families. Each relevant business has a comprehensive plan to continuously invest in its accommodation infrastructure.

In 2024, ABF Sugar began a review of the housing and living conditions across its sugar estates in Zambia, Malawi, Eswatini, South Africa and Tanzania. The findings of this review formed the basis for its new ABF Sugar Housing and Living Standards Programme, which began implementation in 2024.

The programme aims to enhance decent and safe living conditions for those living on the estates. Each relevant country team has developed an updated set of minimum standards informed by the ILO Recommendation No.115 on Workers' Housing and other internationally recognised best practices. These standards cover various aspects, including occupancy level, number of rooms per household and provision of amenities such as washing and cooking facilities.

The programme is divided into three streams of work:

- implementing action plans to address outstanding maintenance and repairs. In 2025, ABF Sugar upgraded more than 1,000 houses across its African operations, building on the renovations completed in the previous financial year;
- ensuring all entry-level estate houses meet updated minimum standards, with completion expected by 2029 across more than 4,000 houses; and
- investigating future housing options, including off-estate housing and rental models, to meet the evolving needs of its workforce, while reducing long-term maintenance liabilities.

Diversity, equity and inclusion (DEI)

ABF Sugar believes that diversity, equity and inclusion positively impact business performance, innovation, talent attraction and retention and employee wellbeing. The business aims to ensure that it reflects the markets in which it operates and creates an inclusive environment where employees feel a sense of belonging.

In 2025, the Spanish Government awarded Azucarera the 'Igualdad en la Empresa' (Equality in Business) distinction. This accolade recognises companies that create fair and inclusive workplaces and highlights Azucarera's ongoing commitment to gender equality. Central to this achievement is a comprehensive Equality Plan, which outlines 46 strategic actions across 12 focus areas, including work-life balance, combatting gender-based violence, prevention of sexual harassment and discrimination, and promotion of occupational health and safety. These efforts have contributed to women holding 75% of management roles. Azucarera also promotes inclusion through its annual Diversity Week, engaging employees and external stakeholders in gender equality initiatives.

In 2025, Azucarera renewed its commitment to the 'Fundación para la Diversidad' (Diversity Charter), reaffirming its dedication to fostering a diverse, equitable and inclusive workplace. The business joined the Diversity Charter in 2022. The 'Fundación Diversidad Seal' is awarded to businesses and institutions that demonstrate an active commitment to diversity, equality and inclusion in their culture and business practices.

Illovo Sugar Malawi established a Women in Leadership Forum designed to support the attraction, retention and advancement of women across the business. Since 2023, the forum has engaged close to 4,500 employees and students, the vast majority being women. As part of its outreach, the programme also connected with female students through STEM-focused initiatives, helping to inspire the next generation of women leaders.

Illovo Sugar South Africa advanced its DEI agenda through awareness workshops, a zero-tolerance harassment policy and the launch of The Women's Circle, a support platform for women in the workplace. Additionally, a learning programme for individuals with disabilities is being implemented across the Illovo Sugar South Africa business, combining classroom learning with practical experience to foster workplace inclusion.

At British Sugar, inclusion and diversity remained a key focus in 2025. Spotlight Inclusion Events were held across sites, addressing topics such as visible and hidden disabilities, menopause, prostate cancer, driving awareness and engagement. The Conscious Inclusion e-learning module was completed by over 95% of employees in 2025, reinforcing a culture of awareness and respect.

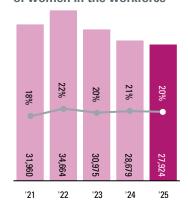
Engagement and development

ABF Sugar is dedicated to developing the skills and capabilities of its people, supporting career progression through targeted learning, mobility and leadership development initiatives.

To promote capability-building, cultural exchange and internal mobility, 71 cross-business exchanges were active in 2025 across the division. Since 2020, the Lumina programme, a tool bringing high performing teams together, has engaged over a thousand leaders across almost 100 teams in workshops focused on self-awareness, trust-building and collaboration. The programme aims to increase self-awareness and build trust and collaboration, enhancing team performance and emotional agility. Nearly 400 employees have also completed Career Conversation Masterclasses, equipping them to lead effective development discussions and support succession planning.

Each business tailors its approach to reflect regional needs. In Africa, over 300 frontline leaders have completed the Leadership Fundamentals Programme, while almost 200 senior managers have participated in executive development courses through the Toyota Wessels Institute for Manufacturing Studies. At Ubombo Sugar, over 300 employees have taken part in leadership coffee sessions, informal forums that promote openness, inclusivity and continuous improvement.

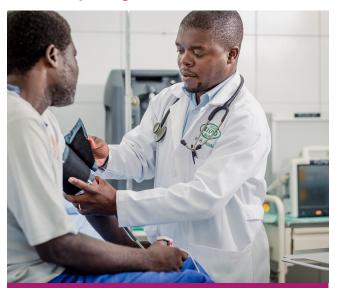
Number of employees highlighting percentage of women in the workforce



In 2025, Azucarera launched its engagement survey across the business. Also in 2025, 40 employees from across all areas and sites have participated in Azucarera's talent programmes, and 40 managers have received training in career conversations to support people development within their teams.

At British Sugar, a network of communication champions ensures consistent engagement across sites, supported by regular briefings and a 2025 communications survey which was complemented by focus groups to gather qualitative insights and improve internal dialogue.

British Sugar is continuing to invest in its employees by launching the First Line Leader Programme, designed for those stepping into or aspiring to achieve line leader roles, targeting critical role succession and first-line leadership capability.



Investing in health across our estates

ABF Sugar's health and wellbeing agenda is constantly evolving to address the real needs of employees, their families and the communities where it operates. It is committed to building resilient and thriving communities by implementing effective, context-specific healthcare solutions throughout Africa.

At Illovo Sugar Malawi's Dwangwa Estate, a transformative project is underway to upgrade the existing clinic into a fully equipped, 40-bed hospital. The new facility, part of a major capital investment valued at over £3 million, will feature an operating theatre and maternity services and will serve as the referral centre for 10 government clinics in the district. The aim is to have the facility completed by June 2026. Once complete, it will become a vital lifeline during medical emergencies and natural disasters. This investment builds on our long-standing efforts to combat communicable diseases. The new hospital will expand access and amplify ABF Sugar's impact where it matters most.

In Zambia, the Chuula Clinic, a key medical facility situated on the edge of the Nakambala estate, has undergone a significant upgrade to better serve estate-based employees and their families. The renovated clinic now offers a comprehensive suite of services, including primary healthcare, maternal and child health services, and HIV/AIDS prevention and treatment programmes.



An employee at Illovo Sugar Malawi's Nchalo estate has his blood pressure tested at the main factory clinic

RoSPA Gold Standard for Safety

In 2025, British Sugar received six prestigious Roya Society for the Prevention of Accidents (RoSPA) Gold Awards, showcasing the business's outstanding commitment to health and safety excellence. The Bury Pre-Silo site, and Cantley and Newark sites retained their Gold status, while Wissington site improved from Silver to Gold. Additionally, both the Bury Customer Supply and Riverside sites achieved Gold on their first attempt.

Apprenticeships at British Sugar

In September 2024, British Sugar welcomed 24 apprentices in roles ranging from agriculture, design, mechanical and electrical engineering, through to IT and commercial roles. Five new career pathways were introduced, with apprenticeships lasting between 18 and 48 months. From September 2025, there is a new career pathway entry in control engineering.

Over 80% of apprentices still work within the business after 10 years. ABF Sugar is committed to developing the next generation of talent and welcomes applicants from all backgrounds.

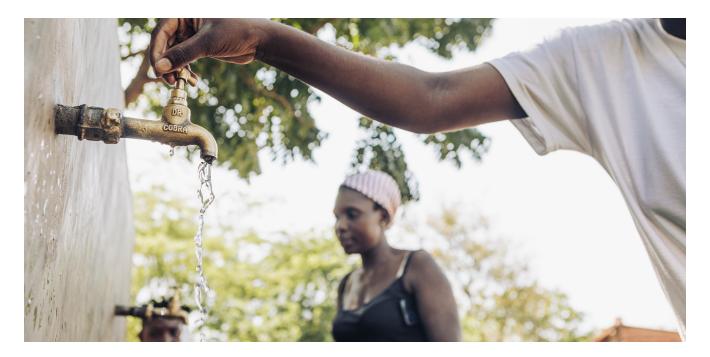




A British Sugar process team, two members of which are former apprentices, Wissington, UK

People in our supply chains and surrounding communities – Sugar

ABF Sugar recognises that its long-term success relies on upholding the respect and dignity of its workforce, supply chain workers and communities.



Human and labour rights in our supply chains

The global sugarcane industry is vulnerable to human rights-related risks due to its reliance on labour-intensive and seasonal activities such as weeding, planting, cane cutting and harvesting.

In 2025, the division launched a Human Rights Policy, aligned to international standards, including the UN Guiding Principles on Business and Human Rights, the OECD Guidelines for Multinational Enterprises, the ILO's Decent Work Agenda.

The division refers to the ILO's Decent Work Agenda to guide its operations, which includes paying fair wages, providing safe working conditions and promoting dignity and equality.

In 2025, in response to evolving regulatory requirements, the ABF Sugar businesses initiated a review of social impacts in their operations, supply chains and community activities. This assessment, guided by a risk-based approach, identified opportunities for improvement. ABF Sugar is working at a divisional level to support its businesses to address these findings, including the development of a Human Rights Due Diligence Framework. These findings form part of the businesses' five-year plan priorities.

Training remains a key pillar of ABF Sugar's approach to mitigate human and labour rights-related risks. All head office and business unit staff complete online training every three years, with additional sessions for new starters, in-person training for relevant teams and training for grower partners. Topics include child labour, forced labour and workplace safety.

In the UK, British Sugar has a Responsible Procurement Policy to guide supplier engagement and manage environmental and social risks. The policy covers key areas such as decarbonisation, sustainable agriculture and respect for human rights.



A pump station provided by Illovo Sugar Malawi to supply potable water.

Supporting communities

ABF Sugar's businesses continue to invest in their relationship with communities and key stakeholders. For instance, its businesses in Africa recognise that their sugar estates are a key part of the communities where they operate, and this is reflected in their activities that aim to support those communities, such as by helping with the provision of clinics, schools or local services to support their workforce, and in some cases their communities and surrounding neighbours.

In 2025, its businesses in Africa continued to invest in several community support projects across their operational areas. These initiatives focused on providing access to potable water, offering natural disaster relief, improving healthcare, advancing education and developing infrastructure.

In April 2025, an assessment of 11 primary schools on two estates in Malawi was conducted to create a roadmap for the long-term sustainable improvement of educational facilities. Throughout 2025, efforts were made to address infrastructure maintenance needs and improving sanitation facilities.

British Sugar is committed to being a good neighbour and community partner. In 2025, the business supported over 200 local charities, good causes and community projects across East Anglia and the East Midlands.

Carbon and climate - Sugar

ABF Sugar aims to reach net zero greenhouse gas emissions across its entire value chain by 2050.



Climate change is affecting ABF Sugar, with changing weather patterns, extreme events and an increasing lack of water security. To address these challenges, the division is seeking solutions to reduce its carbon footprint, understand its GHG emissions across Scope 1, 2 and 3, and drive innovation in agriculture, transportation and its manufacturing sites.

GHG emissions, energy and renewables

ABF Sugar aims to reach net zero greenhouse gas emissions across its entire value chain by 2050. To reach this goal, it has set ambitious targets to reduce Scope 1, 2 and 3 and FLAG (Forest, Land and Agriculture) GHG emissions by 2030. These targets, including its net zero commitment, have been validated by the Science Based Targets initiative (SBTi).

Each ABF Sugar business has developed a carbon reduction plan as part of its five-year strategy. Progress is monitored through the ABF Sugar decarbonisation dashboard, which consolidates all the plans and aligns them with the science-based targets that have been set. The dashboard enables teams to focus on priority areas, monitor progress and make informed decisions on resource allocation and capital investment in each business.

ABF Sugar consumed 15,340GWh of energy in 2025, a 13% reduction compared to 2024, largely due to lower production volumes in some businesses and increased efficiencies across its factories. Of this total energy, 60% came from renewable sources, primarily from bagasse, the plant-based fibre that remains after the juice is extracted from crushed sugar cane stalks.

ABF Sugar remains focused on reducing Scope 1 and 2 market-based GHG emissions, achieving a 23% decrease against its 2018 baseline. British Sugar, the largest contributor to ABF Sugar's Scope 1 and 2 GHG emissions, has reduced its Scope 1 and 2 market-based GHG emissions by 31% from the 2018 baseline year.

In 2025, ABF Sugar's Scope 1 and 2 market-based GHG emissions decreased by 9% compared to the previous year. Overall efficiency management and innovation across its businesses have contributed to the reduction.

ABF Sugar is continuing to work on projects to support the transition to a low-carbon economy, focusing on energy efficiency, switching to renewable energy and implementing process improvements. Initiatives that have already been implemented include mechanical cane harvesting, heat recovery, steam reduction and renewable energy power purchase agreements. Further action will focus on efficient drying processes, fuel switches and implementation of new farming systems. Beyond 2030, ABF Sugar plans to explore hydrogen use and further develop biomethane production, electrification and anaerobic digestion technologies.



British Sugar engineers with the boilers for the animal feed dryers at our factory in Wissington, UK.

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



Numbers prior to 2025 have been restated to reflect the disposal of AB Sugar China, disposed of in 2024. The adjustment ensures comparability and accuracy in reporting the Group's continuing operations. Combined heat and power (CHP) plants are used across many of ABF Sugar's sites to provide the necessary steam and electricity required throughout the sugar-making process. By efficiently generating its own heat and electrical energy, the business is reducing its GHG emissions and impact on the environment. The surplus electricity produced is fed back to the national grids in the UK, Spain and Eswatini.

British Sugar (UK), Azucarera (Spain), and Illovo South Africa are businesses critical to delivery of ABF Sugar's carbon reduction targets. A crucial component of ABF Sugar's decarbonisation strategy is supporting these businesses in transitioning from fossil fuels to lower-carbon alternatives. ABF Sugar's other African operations primarily use bagasse as their main energy source.

British Sugar has reduced its Scope 1 emissions by 30% from the 2018 baseline. This reduction has been achieved through a series of targeted initiatives. At its Wissington site, the energy reduction scheme commissioned for the 2024 sugar beet campaign reduced steam demand by 25% in its first year. The business has also eliminated coal as a fuel source and installed a new CHP plant at Cantley. At Bury St Edmunds, an energy reduction project aims to cut CO_2 e emissions by 20,000 tonnes a year. In addition, ongoing investments in pulp pressing improvement processes are being implemented across multiple sites.

At Azucarera's Jerez site in Spain, the installation of two second-hand pre-scalders and the implementation of a refurbished evaporator in 2024 have resulted in a reduction in the factory's energy consumption. The new evaporation configuration is designed to positively impact the heating steam system for several heat exchangers. This setup enables a 5% reduction in steam demand, leading to lower natural gas consumption and CO₂ emissions, as well as reduced pulp losses.

Illovo South Africa has implemented a series of projects to decrease its carbon emissions, focused primarily on improving plant reliability and efficiency, and as a result reducing the instances of interrupting operations, which negatively impacts its performance. The Sezela and Noodsberg factories have reduced coal use in boilers by optimising the use of bagasse, steam usage and operational efficiencies. Projects at the Noodsberg Mill and Eston Mill have driven approximately 30kt of carbon savings. Its five-year plan includes a coal-reduction roadmap to further reduce coal usage, with projects focusing on the modification of boilers, new technologies deployed and further efficiencies on steam usage.

Scope 1 and 3 GHG emissions from forest, land and agriculture (FLAG)

As part of its science-based targets, ABF Sugar has developed targets covering Scope 1 and Scope 3 emissions from forest, land and agriculture activities. It is also developing plans at business unit level and gaining a deeper understanding of the emissions factors linked to its agriculture activities.

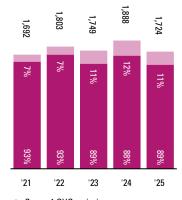
As the sugar industry faces the effects of climate change, ABF Sugar is focusing on building resilience at its own estates and with its farming partners. The aim is to maintain yields and improve them in the medium term where possible.

ABF Sugar has identified synthetic nitrogen fertilizer and field movements as the two highest sources of emissions within its agricultural operations and supply chain. Given that maximising yield is central to ABF Sugar's agricultural strategy, reducing GHG emissions from these areas is a priority to support its ambition to maintain and improve yields. For instance, minimising field movements preserves soil structure, enhances water retention, improves air circulation and boosts organic matter, all of which contribute to better yields. Proper application of synthetic nitrogen at optimal times in the growing cycle is essential for maintaining or increasing yields.

In addition to fertiliser management and field movements, other factors affecting yield include moisture management (irrigation scheduling), timing of operations, planting at the right time, crop management and integrated pest management. Efficient use of land through best practices that maximise yields is vital for maintaining the current land footprint while expanding high-yielding crops using more sustainable and regenerative agricultural principles.

Scope 1 and 2 (market-based) GHG emissions*

(000 tonnes of CO2e, % of total)



Scope 1 GHG emissions Scope 2 GHG emissions

Numbers prior to 2025 have been restated to reflect the disposal of AB Sugar China, disposed of in 2024. The adjustment ensures comparability and accuracy in reporting the Group's continuing operations.



ABF Sugar's SBTi-validated target

Overall net-zero target

ABF Sugar commits to reach net-zero greenhouse gas emissions (GHG) across the value chain by 2050.

Near-term targets

Energy and Industrial

- ABF Sugar commits to a 52% reduction in absolute Scope 1 and 2 GHG emissions by 2030 from a 2018 base year*.
- ABF Sugar also commits to a 30% reduction in absolute Scope 3 GHG emissions from purchased goods and services, capital goods, fuel-and energy-related activities, upstream transportation and distribution, waste generated in operations, business travel, employee commuting and downstream transportation and distribution within the same timeframe.
- * The target boundary includes biogenic land-related emissions and removals from bioenergy feedstocks.

Forest, Land and Agriculture (FLAG)

- ABF Sugar commits to reduce absolute Scope 1, 2 and 3 FLAG GHG emissions by 36.4% by 2030 from a 2018 base year*.
- ABF Sugar also commits to maintain no deforestation across its primary deforestation-linked commodities.
- * The target includes FLAG emissions and removals.

Long-term targets

Energy and Industrial

- ABF Sugar commits to reduce absolute Scope 1 and 2 GHG emissions by 90% by 2050 from a 2018 base year*.
- ABF Sugar also commits to reduce absolute Scope 3 GHG emissions by 90% from purchased goods and services, capital goods, fuel-and energy-related activities, upstream transportation and distribution, waste generated in operations, business travel, employee commuting and downstream transportation and distribution within the same timeframe.
- * The target boundary includes biogenic land-related emissions and removals from bioenergy feedstocks.

Forest, Land and Agriculture (FLAG)

- ABF Sugar commits to reduce absolute Scope 1 and 2 FLAG GHG emissions by 90% by 2050 from a 2018 base year*.
- ABF Sugar also commits to reduce absolute Scope 3 FLAG GHG emissions by 72% by 2050 from a 2018 base year*.
- * The target includes FLAG emissions and removals.



One of our Azucarera employees demonstrating the Visor crop monitoring platform to a sugar beet farmer on his farm, Spain

ABF Sugar's transition plan

ABF Sugar has SBTi-validated targets, designed to articulate its intended progress towards reducing its Scope 1, 2 and 3 emissions. These targets, in combination with the other elements of this transition plan, create a roadmap for managing the business going forward.

Governance

The ABF Sugar Chief Executive and business unit managing directors continue to be responsible and accountable for overseeing climate-related risks, opportunities, overall strategy and transition plans. Please refer to its website for a more detailed understanding of its governance process.

The ABF Sugar Results Delivery Office (RDO) continues to measure carbon savings and categorise projects related to all ESG areas to ensure plans will be delivered and savings captured. All ABF Sugar businesses have access to a central system that provides up-to-date carbon information to track targets and define savings which is used to manage projects.

In 2025, ABF Sugar has established an ESG Committee to monitor business performance on all ESG matters including climate change and SBTi targets.

Risk management

The ABF Sugar risk management process has remained consistent with prior year. Each business within ABF Sugar develops action plans to respond to the climate-related risks and opportunities that apply to them. All plans and projects have passed through a well-established governance process that examines each performance improvement proposal against internal rate of return criteria and ESG and climate factors. These plans are then approved by the ABF Sugar Chief Executive and business unit managing directors.

Strategy, metrics and targets

In working towards reducing greenhouse gas emissions (GHG) for Scope 1 and 2, ABF Sugar has categorised its proposed plans and projects into three focuses.

Immediate term: Focusing on reducing operational GHG emissions, investing in energy efficiency with the aim of reducing energy consumption and eliminating coal.

Short term (to 2030): Targeting key sites and pairing them with key technological resources.

Long term (to 2050): Focusing on employing low emission technologies, managing climaterelated risks across the value chain, and partnering to innovate at factories across the business.

ABF Sugar does not intend to utilise carbon offsets in its decarbonisation strategy.

ABF Sugar GHG improvement roadmap IMPACT FROM TODAY MOVING TOWARDS 2030 Plan and execute GHG • Fuel Switch from coal Develop projects / BEYOND 2030 Improvement commercial relationships • Efficiency Programmes Roadmap -• Co-Generation in Africa Solar electricity Monitor the horizon Scope 1 and 2 Feed Drying • Tactical electrification Hydrogen / CCUS / • EU Biogas / Biomass Negative Carbon (Other) General Electrification New Sugar Process Technology Yield · Farming system Precision agriculture Adaptation characterised by regen Variety optimization Pest and disease practices and outcome and breeding Technologies Green cane harvesting Irrigation innovations • Irrigation and drainage modernisation · Using field data to drive optimisation

Figure ABF Sugar roadmap 1. Note – ABF Sugar's GHG improvement roadmap has been refreshed as part of its five-year planning process. The updates from last year show a more robust action plan.

Case study - ABF Sugar

Assumptions and challenges

In planning the above roadmap ABF Sugar has made various assumptions. These include its ability to estimate the predicted impact of each project, a constant supply of machinery and associated expertise to complete projects. Additionally, in implementing this roadmap ABF Sugar anticipates that government regulation, timeframes to deliver and ongoing communication with local communities will continue to be a challenge.

Progress to target

As a group, ABF Sugar has seen movement in its Scope 1 and 2 (location-based) emissions from its 2018 baseline year. For each business

- British Sugar: reduction 30%
- Sugar businesses in Africa: reduction 8%
- Azucarera: reduction 12%
- Vivergo: reduction 14%

ABF Sugar has a continued focus on Scope 1 and 2 as this is the most material risk to the business and is an area of significant spend. In 2025 ABF Sugar spent approximately £285m on approved projects. To date 20 of these projects have contributed a saving of 83.5 ktCO $_2$ e. For its decarbonisation plan, ABF Sugar is planning to spend 66.5% of its planned capital expenditure to support its climate change strategy and ESG initiatives.

Scope 1 and 2 reduction by 2030

The reductions have been achieved by a focus on three areas

- efficiency, fuel switch and investment in new technology. Each business has a decarbonisation plan focused on their area of risk and opportunity, British Sugar is focused on Scope 1 factory emissions reduction with projects, efficiency programmes and clear KPIs. The reductions are achieved by capital investments but also understanding and running its factories more efficiently.

Our sugar businesses in Africa main focus to reduce GHG emissions is coal usage. They have continued to reduce coal usage in Sezela, Noodsberg and Eston through efficient use of bagasse.

Projects supporting carbon reduction

Entity	British Sugar – Bury
Project	Decarbonisation steam reduction (Phase 1) – Efficiency programme
Description	This project is in the process of replacing four existing Roberts type evaporators with three new falling-film type evaporators. This is realising a significant reduction in LP liquid propene gas burn for sugar manufacturing (approx. 25%) as well as increasing engineering reliability of the station. The second main element of the project is the upgrade to the Raw Juice Heating Station. This project has replaced the station as a whole, eliminating the planned essential replacement plan spend, and will allow the factory to realise the full gas burn reduction of the three new evaporators as well as improving engineering and process reliability of the site.
Year of approval	2024
Expected tCO₂e saving (annual)	19,500
Target project close-out date	1 December 2026
Entity	British Sugar – Cantley – Efficiency programme
Project	Provision of modular steam and power – Efficiency programme
Description	This project has re-established a steam generation capacity of up to 60 t/hr at the Cantley factory to meet a range of business requirements within upcoming medium combustion plant directive emission limits. The low-pressure 'modular technology' utilised is in the process of delivering process/maintenance simplification, improving process safety, as well as enabling operational effectiveness through 'Industry 4.0' methodology.
Year of approval	2024
Expected tCO₂e saving (annual)	16,000
Project close-out date	1 September 2025

Case study - ABF Sugar

Entity	Azucarera – Miranda
Project	Energetic improvements APRO (Phase 1) – Efficiency programme
Description	The objective of the project is to modify the heating of raw juice, improving the use of pan vapours and reducing the consumption of steam in the heating of the purification stage.
Year of approval	2024
Expected tCO ₂ e saving (annual)	1,000
Target project close-out date	1 December 2025
Entity	Illovo Sugar – Malawi, Nchalo
Project	Irrigation and Drainage Upgrade – Shire Valley Transformation Project – Irrigation and drainage modernisation
Description	The project entails reversing the existing on-farm pumping infrastructure of Nchalo Estate (from east to west) to a gravity pressurised pipeline distributed system from the Shire Valley Irrigation Project ('SVIP') high-level canal. The SVIP potentially represents a significant opportunity to reduce production cost for Nchalo by reversing the existing irrigation infrastructure from an electricity intensive lift pumping system to a gravity water feed system with energy savings of up to 91% of the current energy consumption and approximately 17.5% saving in irrigation bulk water consumption due to the change from an open channel canal to an embedded pipeline.
Year of approval	2025
Expected tCO ₂ e saving (annual)	23,140
Target project close-out date	Delivered in phases through 2028 and 2029
Entity	Illovo Sugar – Nakambala
Project	Farming system – yield
Description	The Nakambala sugar cane estate in Zambia has implemented a new farming system to improve resource stewardship, yields and agricultural profitability. Following early analysis of the data gathered, results show that the system has led to significant improvements in yield, with an increase of 20 tonnes per hectare compared to the previous growing cycle
Year of approval	2025
Expected tCO ₂ e saving (annual)	2,000
Target project close-out date	System implementation delivered in phases over the near term.

Emission reduction plan

Looking ahead and per above figure *ABF Sugar roadmap 1*, there is a strong pipeline of accretive GHG reduction projects. Each business has its own environmental plan which has been categorised between short and long term.

Short term

- British Sugar: Projects focus on smaller factory energy efficiency/steam reduction, coal elimination and reduction of energy use for pulp drying
- Sugar businesses in Africa: across all businesses projects focus on energy efficiency and farm system, while Illovo Sugar South Africa has coal elimination/reduction projects
- Azucarera: Projects focus on factory energy efficiency and automation as well as the specific Guadalete project efficiency programme.

Long term

- British Sugar: Projects focus on technological advancements for factory energy efficiency/steam reduction and alternate pulp drying technologies Tactical electrification, feed drying, efficiency programmes, and new sugar process technology.
- Illovo Sugar South Africa: Projects are aligned to those in the short term, however, the technology is yet to be developed efficiency programmes and new sugar process technology.
- Azucarera: Projects focus on alternate fuel projects, however, current regulations present a challenge at this point in time fuel switching.

Case study - British Sugar



British Sugar decarbonising operations

British Sugar has established a decarbonisation strategy to significantly reduce its Scope 1 and 2 emissions by 2030. The business has implemented a range of projects focusing on energy efficiency, steam reduction, renewable resources and fuel switching.

From its 2018 baseline year through to 2025, British Sugar has invested approximately £134m in various initiatives, resulting in a cumulative reduction of above 160kt of CO₂e.

At Bury St Edmunds, the energy reduction project was successfully delivered with commissioning that took place in September 2025. This project mirrored the success of similar initiatives implemented at Wissington and is expected to reduce the site carbon emissions by approximately 20,000 tonnes of CO₂e per year at the Bury site.

At Cantley, the installation of a new modular gas-fired Combined Heat and Power (CHP) plant was fully commissioned in September 2025, which has enabled the decommissioning of the previous coal boiler. This project is set to reduce the site carbon emissions by around 16,000 tonnes of CO₂e annually.

At Newark, fuel switching projects have transitioned dryers to operate on natural gas, displacing higher carbon-emitting fuels, and there has been an investment of £2.5 million into a new white sugar pan seeding system. This is expected to improve the reliability and energy performance of the refinery process.

At the Wissington site, a substantial 50,000 tonnes of Scope 1 emissions are set to be reduced as a result of a £42 million investment in a new steam drying project. This will enable the existing animal feed gas dryers to be replaced by a steam drying plant, taking steam directly from the CHP plant on site and using it to dry the pulp. Construction has started in order for the project to be ready for commissioning in Autumn 2026.

Looking ahead, British Sugar plans to continue its decarbonisation strategy through projects which include a new diffusion heating configuration and evaporator station optimisation at Newark, an animal feed steam drying plant at Wissington and resin separation plant improvements.



British Sugar engineers with a new evaporator that is helping to reduce GHG emissions at its factory in Wissington, UK

Water – Sugar

ABF Sugar recognises the critical importance of water for its crop growing activity and factory operations, making water management a key focus area.



Water is essential to ABF Sugar's agricultural and manufacturing operations, particularly as it operates in water constrained landscapes. As a major water user, the division continues to prioritise efficient water management. This includes improving the accuracy of water measurement and investing in smarter irrigation systems, aiming to ensure every drop reaches the crop.

Water is of critical importance in both crop production and factory operations, making it a key focus alongside other nature dependencies and risks. Each business within ABF Sugar conducts a water risk assessment and, where water use is identified as a material risk, businesses develop a targeted action plan within their five-year strategy to deliver measurable progress in water stewardship. A few sites from its African sugar businesses have been identified as being located within regions of water stress. You can read more about this in our CDP submission.

ABF Sugar decreased water abstraction in 2025 by 8% compared with the prior year. It also reduced water abstraction per tonne of product by 1% compared to 2024. Additionally, 25% of the total abstracted water was reused before being returned to the environment.

Water use within sugar businesses in Africa

ABF Sugar's primary use of water is for growing crops at its sugar businesses in Africa. These businesses have a long-standing focus on optimising water use and investing in improved irrigation systems across their estates. Water management programmes are implemented across their operations in Zambia, Malawi, and Eswatini, which collectively account for 88% of the water abstracted.

Each business has an action plan aimed at improving outcomes in three areas: reducing water loss, increasing water productivity and fostering a culture of expertise in more sustainable water use. To reduce water consumption, businesses focus on reducing bulk water losses, reducing infield water losses and improving irrigation schedules.



A highly efficient centre-pivot crop irrigation system at the Ubombo Sugar estate, Eswatini

Total water abstracted in own operations and percentage of total water reused* (million m³)



Numbers prior to 2025 have been restated to reflect the disposal of AB Sugar China, disposed of in 2024. The adjustment ensures comparability and accuracy in reporting the Group's continuing operations.

To improve water efficiency and deliver more water to the crop, businesses are investing in advanced irrigation systems. For example at Nakambala in Zambia, the business is replacing traditional furrow irrigation with sub-surface drip irrigation and synergistic surface irrigation and drainage, a new system that will improve crop yield and soil health. Additionally, the business is actively considering further investments in these systems at Nanga Farms in Zambia. By utilising precision agriculture technologies, businesses in Zambia can concentrate on areas of the field where the crop experiences weather stress and can adapt field layouts so that every stick of cane receives the exact amount of water it needs.

These projects are driving better yields while improving water use efficiency and providing greater weather resilience. Over the seven-year period of implementation, the investment at these two estates has been approximately \$20m.

Water use across supply chains

ABF Sugar's Spanish business, Azucarera, is leveraging innovative and smart technology with its growers at 80 watering systems. It is collaborating with AIMCRA (the Research Association for Sugar Beet Crop Improvement) to reduce irrigation water usage and promote energy efficiency in sugar beet production. Through this collaboration, it offers irrigation advice to growers to help them cut costs, improve efficiency and reduce carbon emissions.

AIMCRA is working on a project to develop an innovative tool for accurate and continuous measurements of evapotranspiration and crop coefficients, helping improve water-use efficiency and crop growth. The tool utilises artificial intelligence, satellite data and humidity probes. AIMCRA is also a participant in the Voltagro operational group, which studies the compatibility of agricultural activities with the installation of solar panels in the field. The objective is to create crop, climate and photovoltaic panel production models that will enable optimal management of the irrivoltaic system, enhance agro-environmental performance and maximise economic benefits.

Water efficiency is also a priority for British Sugar, as most of its growers are based in the beet-growing areas of East Anglia, which face water shortage challenges. The business works closely with growers, external organisations and the National Farmers Union (NFU) Sugar Board to manage on-site operations and minimise water usage and reduce water pollution throughout the supply chain.

Water treatment

British Sugar treats all of the water it uses on-site before discharging it into the environment, as required by environmental permits. The construction of new water treatment plants at Cantley and Newark were successfully commissioned and have been fully operational throughout the 2025 sugar beet campaign. British Sugar has invested over £20 million since 2022 to further improve the quality of water discharged from its sites. This includes two new water treatment plants, as well as the upgrading of existing facilities at other locations.

British Sugar's sites return more water into the catchment area than they consume, as they use the water contained in the raw sugar beet. The business is currently evaluating the possibility of achieving water self-sufficiency at two of its sites, which would reduce the need to extract water from rivers or boreholes.

Waste and packaging – Sugar

ABF Sugar strives to be efficient in its use of resources across sugar beet and sugarcane production, from the field to the factory and to customers and consumers.



Waste and circularity

ABF Sugar's approach is that waste materials are products for which it has yet to find a use. This is demonstrated by its bio-refineries, which transform sugar beet and sugarcane waste into a range of commercially viable products thanks to innovative manufacturing processes. Its businesses continue to work to maximise the quantity of sugar beet processed, so as little as possible is left in the field. ABF Sugar continually invests in new technology and process optimisation to make its factories more efficient, improve its use of raw materials and move towards a more circular approach.

ABF Sugar businesses use by-products to generate renewable electricity. British Sugar uses bio-methane produced from its fermented sugar beet pulp to generate electricity, and carbon dioxide and low-grade heat generated at its operations to grow medicinal non-psychoactive cannabis under licence.

Its sugar businesses in Africa use bagasse, the dry fibrous material that remains after crushing sugarcane and extracting the sugar, with more than 91% of the energy used onsite coming from renewable sources. It also provides the opportunity to co-generate electricity in Eswatini which goes into the national grid. Its Eston plant in South Africa also exports power into the national grid.

Among the commercially viable products its businesses produce, British Sugar is a major producer of animal feed and a supplier of raffinate and betaine for use in the petrochemical and pharmaceutical sectors. African sugar by-products include furfural, a natural chemical feedstock with numerous applications in the food and other industries.

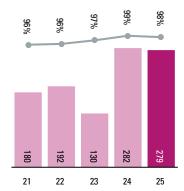
Vivergo ceased all production of bioethanol and animal feed on 31 August 2025. The plant converted low-grade wheat into bioethanol used in petrol, while also producing animal feed as a co-product. At full capacity, it was estimated that the Vivergo plant produced 420 million litres of ethanol product per year. The net benefit of using this product blended with gasoline to create E10 was estimated to be a saving of approximately 500,000 tonnes of CO_2 which would otherwise be emitted from vehicle tailpipes annually. Further information on the closure of the Vivergo plant is available in our Annual Report.

In 2025, ABF Sugar decreased the total amount of waste produced through its activities by 1% compared with last year, with 98% sent for recycling or reuse.



Production of the bagasse co-product at the Nakambala sugar factory, Zambia

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



Numbers prior to 2025 have been restated to reflect the disposal of AB Sugar China, disposed of in 2024. The adjustment ensures comparability and accuracy in reporting the Group's continuing operations.

Plastic and packaging

ABF Sugar is striving to reduce packaging to minimise the impact on the environment, while recognising the role plastic plays in maintaining the integrity and safety of products for customers.

In 2025, ABF Sugar's total packaging increased from 11kt in 2024 to 15kt. Its businesses continue to explore innovative packaging to reduce the volume of materials used.

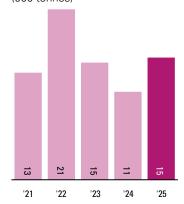
Azucarera implemented various initiatives to reduce plastic use and increase the share of recyclable and recycled plastics. This included gradually reducing the weight of plastic used for pallet banding, testing a higher percentage of recyclable material in bale shrink wrap and developing a new, thinner cap for icing bottles.

ABF Sugar's African businesses' strategy is to reduce packaging weight and use more packaging that can be reused or recycled. They have over 20 workstreams looking at packaging solutions and trialling new products. In Tanzania, it has completed a project evaluating opportunities to minimise packaging volume and eliminate non-essential plastic liners, while assessing the recyclability and long-term viability of the new packaging solutions. The learnings from this project are being applied across its other African operations.

At British Sugar, a £20 million investment at the Bury Customer Supply site has transformed packing, palletisation and distribution to Silver Spoon for their retail customers. The project included new and refurbished packing machines, upgraded palletisation equipment and a redesign of retail and shelf-ready packaging.

This transformation has delivered major environmental benefits. Single use labels have been removed completely, over 60% of plastic has been reduced through greater reliance on cardboard within the packaging mix, and brown and white paper waste has been reduced by over 45%. Additionally, the project is expected to deliver carbon reductions of about 229 tonnes of CO2e and a reduction of 470 tonnes of water per year. A new packaging design was also introduced across the 20/25kg bags range which includes communication on recyclability, helping customers make informed packaging waste decisions.

Quantity of packaging used* (000 tonnes)



Numbers prior to 2025 have been restated to reflect the disposal of AB Sugar China, disposed of in 2024. The adjustment ensures comparability and accuracy in reporting the Group's continuing operations.

Case Study - Sugar



Innovating waste use at Illovo Sugar Sezela Mill. Turning ash into building materials.

At the Illovo Sugar South Africa Sezela mill, a new initiative is turning boiler ash, a by-product of sugar production, into a high-quality aggregate similar to river sand. This is used across multiple construction uses, for example for brick manufacture, ready-mix concrete and fill material. In 2025, the team secured its first commercial contracts, marking a key milestone.

The programme offers a scalable solution that improves waste management, boosts operational efficiency and supports efforts to cut carbon emissions.



Processed ash from Illovo Sugar South Africa's Sezela mill for brick and block manufacturing

Food safety and nutrition – Sugar

ABF Sugar takes a responsible approach to informing and educating people about sugar and its role in a healthy balanced diet.



Food safety

Food safety and quality remain central to ABF Sugar's operations across its businesses, underpinned by robust management systems, regular audits and reviews, targeted education and training, and investment.

British Sugar has maintained its FSSC 22000 certification and built on its ISO 9001 Quality Management Systems through improved internal audits and continuous improvement initiatives. The Raising Site Standards programme has delivered improvements in hygiene, housekeeping and fabric standards, while targeted investments in product protection systems at the Wissington and Bury Customer Supply sites have further reinforced food safety management and controls. In Spain, Azucarera continues to strengthen its Quality Culture and Food Safety Plan, with a focus on digitalisation, preventive maintenance, lean manufacturing and continuous improvement.

In Malawi, the development of a new packing facility has enabled the creation and testing of new standards designed to strengthen food safety controls, such as preventing contamination, ensuring hygienic handling and maintaining product integrity throughout the packing process. In Zambia, the introduction of in-house paper bag manufacturing has improved packaging integrity, which is essential for protecting food products from external contaminants and preserving shelf life, while also reducing waste and cost. Strategic investments in new packing and warehousing facilities in Zambia and Tanzania will further strengthen the food safety and quality agenda of its African businesses.

Nutrition and health

Making Sense of Sugar is ABF Sugar's global platform dedicated to providing access to information based on science and finding collaborative solutions to health challenges as part of its commitment to thriving and healthy communities. The platform is live in Malawi, Tanzania, Zambia, Spain, the United Kingdom and Latin America, where it aims to inform and educate people about sugar and the role it can play as part of a healthy, balanced diet.

In the UK, British Sugar draws from the UK Government's Eatwell Guide to aid consumer understanding. Guidance includes practical suggestions for estimating portion sizes that are easy to follow at home and examples of alternative healthy options to reduce consumption.



Granulated sugar on the packing line at British Sugar's packing and warehouse facility in Wissington, UK

Agriculture and farming practices – Sugar

ABF Sugar's businesses are working to deploy more sustainable farming practices across their estates, trialling more regenerative agriculture approaches in some of their operations and working to increase resilience among growers in the agricultural supply chain.



ABF Sugar's businesses are working to deploy more sustainable farming practices across their estates, trialling more regenerative agriculture approaches in some of their operations, and working to ensure growers in their agricultural supply chains have access to the necessary expertise for successful sugar cultivation, with the aim of increasing resilience.

ABF Sugar attributes part of its business success to productive, high-yielding and robust agricultural practices at its African sugar estates and those of its third-party growers. The production of sugar beet and sugar cane faces potential challenges due to changing weather patterns, loss of biodiversity, land degradation and water scarcity. These conditions can lead to more volatile crop yields, further exacerbated by rising pest and plant disease pressures, as well as the reduced availability of active plant protection products due to stricter regulatory controls.

To gain deeper insight, ABF Sugar has partnered with Risilience, a sustainability intelligence company, to comprehensively assess its material nature-related dependencies, impacts, opportunities and risks. The insights gained from this project are informing ABF Sugar businesses' strategic direction and plans over the next five years, enabling the division to make more informed decisions on future agricultural strategies that integrate both nature dependencies and climate impacts.

In 2025, ABF Sugar businesses faced significant challenges due to extreme weather events, including heatwaves, droughts and floods, which had a substantial impact on their agricultural and farming practices. These experiences have driven the development of innovative approaches that seek to strengthen resilience and create new opportunities for the future.



Cane fields on the Ubombo sugar estate, Eswatini

Responsible agriculture, biodiversity and land use

ABF Sugar is an active member of the Sustainable Agricultural Initiative (SAI), the global food and drink industry platform that aims to develop more sustainable agriculture solutions. It is also a founding member of SAI's Regenerative Agriculture Platform.

Growers for Azucarera in Spain and British Sugar in the UK, as well as its estates in Africa, are using the SAI Platform Farm Sustainability Assessment (FSA) 3.0 tool to drive continuous improvement on-farm. The tool assesses operations and benchmarks them against standards already being used in the field, such as Red Tractor Crops and Sugar Beet Standards in the UK or the Sustainable Sugarcane Farm Management System (SUSFARMS®) in South Africa.

ABF Sugar has achieved FSA silver level equivalence across all its businesses' own operations, and also grower operations in Nchalo and Dwangwa in Malawi. Illovo Sugar South Africa has achieved Proterra Certification for selected farms, Sezela Sugar Mill and Sezela downstream products factories. The long-term goal is to expand this programme to include additional cane-growing regions, ensuring that a greater volume of sugar delivered to the mills meets the criteria set by the FSA.

In Spain, Azucarera was awarded FSA silver level equivalence after an audit process that took place in the last months of 2024. This process of assessing, improving and validating on-farm sustainability using SAI's FSA tools will help to encourage farmers towards more sustainable practices and enable ABF Sugar to measure and demonstrate its collective progress toward its GHG emissions reduction targets.

In Tanzania, Kilombero Sugar introduced the FSA for Harambee AMCOS (Agricultural Micro-Credit Organisations) who supply its factory to evaluate farming practices, identify opportunities for improvement, and develop strategies for a continuous improvement plan. The initiative also aims to strengthen the economic resilience of local farmers.

ABF Sugar businesses co-fund research institutions and partnership organisations with its growers, including:

- the Research Association for Sugar Beet Crop Improvement (AIMCRA) (Spain);
- Agroteo (Spain);
- the South African Sugarcane Research Institute (SASRI); and
- the British Beet Research Organisation (BBRO).

These engagements aim to enhance crop resilience and productivity while reducing negative environmental impacts. This is achieved by partnering with SASRI in South Africa to trial new sugar cane varieties and working with the BBRO in the UK to test different approaches to monitoring emissions from sugar beet cultivation. The collaboration with AIMCRA and Agroteo in Spain strengthens the links between individual farmers and field technicians to provide better guidance on crop management.

ABF Sugar is also promoting biodiversity and ecosystem health across its operations and supply chains through various initiatives. These include the creation of projects such as beetle banks and refuge areas, the use of cover crops and tree planting at its Nakambala site in Zambia and its sites in Malawi. As of August 2025, just under 6,000 trees have been planted at its Nakambala site, supporting ecosystem and biodiversity restoration. In addition, Illovo Sugar Malawi established protected areas on both the Dwangwa and Nchalo estates, which are home to diverse plant and animal life.

As a member of the Integrated Kilombero Multi-stakeholder Platform, led by the African Wildlife Foundation, Kilombero Sugar supports collaborative efforts in managing the conservation of natural resources including land, forests and water sources across the Kilombero Valley. By engaging in this platform, ABF Sugar aims to help protect critical ecosystems and support long-term water availability for agriculture and communities.

In recent years, the sugar beet industry has been significantly impacted by Virus Yellows disease, which is transmitted by aphids and reduces the yield and sugar content of each plant. Research into integrated pest management and more sustainable solutions for controlling Virus Yellows has become a priority for ABF Sugar's UK and Spanish businesses.



Fighting Virus Yellows disease in the field at British Sugar and Azucarera

In 2025, British Sugar has continued its collaborative work within its Virus Yellows Pathway, alongside NFU Sugar and the BBRO.

Within the Virus Yellows Pathway, work continues on researching innovative grower practices that can affect the aphids' ability to detect sugar beet crops. This includes exploring the use of natural soil colourings or inter-row crops and grasses to camouflage the sugar beet, as well as using odours like onion, peppermint and garlic to distract the aphids from identifying the crop. In 2025, there are two more partially Virus Yellows-tolerant seed varieties available on the Recommended List that growers can choose to sow.

British Sugar has also invested in a collaborative project with agriculture biotechnology business Tropic and the plant science institute, The John Innes Centre, to explore how gene editing (GE) can be used to specifically target the yellowing viruses. This collaboration makes use of Tropic's GE induced Gene Silencing (GEiGS®) technology platform to make minimal and precise gene edits in sugar beet enabling the crop to resist infection. The initial stages of the project, including mapping the sugar beet genome sequence, identifying viral target genes, GEiGS® solution design and initial tissue culture experiments have now been completed.

In 2024, the project received a boost with a £660,000 grant from Innovate UK's Farming Futures R&D Fund, jointly awarded to British Sugar, Tropic and The John Innes Centre with support from The British Beet Research Organisation (BBRO). The grant runs until the end of 2028, when British Sugar will continue to fund the project in pursuit of a commercially viable beet seed.

A recent survey conducted by British Sugar revealed that 69% of UK adults support gene editing in farming, with Gen Z showing the highest support at 80%. This technology is seen as a crucial step towards creating stronger, disease-resistant crops, reducing pesticide use and improving yields. The research coincides with the secondary legislation for the Precision Breeding Act passing through the UK Parliament, with a new regulatory framework coming into force in November 2025.

However, the UK sugar beet industry faced challenges when the government refused emergency authorisation for the use of Cruiser SB pesticide in 2025, leaving the industry exposed to Virus Yellows disease. British Sugar, along with NFU Sugar, has requested urgent support from Defra to expedite trials and research within the Virus Yellows Pathway. Despite this setback, British Sugar remains committed to finding more sustainable solutions to protect crops and support British farmers.

In Spain, the Research Association for Sugar Beet Crop Improvement (AIMCRA) has continued to monitor aphid populations on plants and analyse early symptoms, such as yellowing and other potential indicators. As part of its ongoing activities, it has requested exceptional approval for the use of four active ingredients in cultivation for 2025, three insecticides and one fungicide. On a regular basis, the team has continued to test various plant varieties and assess their impact on production, analyse resistance to fungicides, and develop strategies related to beet cultivation.



One of our Azucarera employees examining a sugar beet with



South Africa and growers supporting soil health outcomes

ABF Sugar businesses in Africa are building stronger relationships with the communities surrounding their factories through a mutually beneficial community bean planting programme. This initiative, in place at the Sezela, Glenroy, Esperanza and Isonti farms, allows approximately 150 community members to use the fields between sugar cane harvests to plant their own beans. This provides a food source to help sustain their families and helps them earn an income.

The programme runs when the sugar cane harvest is complete, typically between February and May. Beans are a cover crop that benefit the land by increasing soil organic matter, controlling pests and fixing nitrogen. Sugar cane and soyabeans complement each other in pest control, disrupting pest cycles and reducing overall pest populations by decreasing the concentration of host plants. Intercropping with soyabeans benefits the businesses as the leftover soyabean residue decomposes and acts as a natural fertiliser for the next sugar cane season. It also improves crop development.

Pilot to improve soil biodiversity

In collaboration with experts from the University of Cape Town, our sugar businesses in Africa are conducting research on soil biodiversity in order to improve sugar cane yields in their southern African supply chains and establish more sustainable agricultural practices. The project aims to educate local teams and to develop protocols for on-farm teams to monitor soil biodiversity.

Overall, this project will contribute to deepen ABF Sugar's understanding of the composition and resilience of soil biodiversity in sugar cane cropping systems while providing insights into how to improve soil biological quality. In 2025, the University of Cape Town concluded their second round of baseline tests, collecting over 2,000 samples from sugar cane fields at Nakambala in Zambia, Nchalo in Malawi and Ubombo in Eswatini.

Looking ahead, ABF Sugar's businesses in Africa plan to adopt the protocols recommended by this research to measure soil health in their fields with the aim of encouraging and accelerating the adoption of these practices across their operations.





Sugar cane growers at Illovo Sugar South Africa's 2024 growers' day in Sezela, South Africa



Soil samples being collected at the Nakambala estate. Zambia



British Sugar focus on improving agricultural practices to reduce environmental impacts

Working closely with partners, researchers and its own in-house farming operations, British Sugar is exploring and piloting innovative approaches to reduce environmental impact while maintaining crop performance.

One key area of focus is through the work of the British Beet Research Organisation (BBRO), co-funded by British Sugar and NFU Sugar. BBRO is investigating a range of strategies to lower the carbon footprint of sugar beet production, including:

- low-carbon nitrogen fertilisers tailored to the crop's specific nutritional needs;
- precision fertiliser application using placement and banding techniques to reduce waste and emissions; and
- sustainable soil management practices that minimise compaction, retain organic matter and boost microbial activity, all supporting long-term soil health and productivity.

Alongside research, British Sugar is trialling practical innovations on its own 'self-grow' farms. A pilot is underway using the ARA Field Sprayer by Ecorobotix, which leverages Al and high-resolution camera technology to identify and treat individual plants with pinpoint accuracy. This Plant-by-Plant™ technology has the potential to cut herbicide use by up to 90%, protecting biodiversity, improving soil quality, reducing impacts on water quality and reducing the risk of pesticide resistance.

In a further step to support on-farm biodiversity, British Sugar has partnered with AgriSound to run a 24-month pilot of in-field pollinator sensors. These smart devices track the number and frequency of pollinators in real time via a live dashboard. The insights are helping growers make informed spraying decisions and identify areas where additional habitat or interventions could enhance pollinator activity.

Together, these initiatives highlight British Sugar's commitment to building a more sustainable, resilient and environmentally responsible agricultural future.



A sugar beet grower with one of the agricultural account managers from British Sugar, UK



ESG at Agriculture

AB Agri is passionate about helping to create a world where responsible nutrition is available to all.



AB Agri's goals and initiatives are designed to support the agriculture industry's long-term sustainability, characterised by its capacity to produce food that is more responsible and affordable.

In 2025, AB Agri launched its first Impact Report. The report provides insights into the key trends shaping the sector and highlights how AB Agri is addressing critical challenges and opportunities to build a more sustainable future where responsible nutrition is available for all.

ESG Governance

AB Agri has established an ESG governance framework to effectively manage and oversee its impacts, risks and opportunities. Monthly steering groups comprised of representatives from across all AB Agri businesses, led by the Director of Responsibility, focus on climate, responsible sourcing, and animal health and welfare. Each of these groups govern their respective areas using specific metrics and action plans.

AB Agri's Managing Directors' Responsibility Forum meets quarterly, bringing together managing directors or their delegates from each business unit. This forum facilitates the connection of senior management across businesses and integrates the management of ESG actions with commercial decisions and business strategy.

AB Agri has carried out a materiality assessment to identify its key ESG impacts, risks and opportunities. This process included independent consumer surveys in several countries, research on future trends in retailer demand and government policy, and an analysis of the scientific evidence behind policy and consumer perceptions.

The assessment identified nine 'Care' factors across four main themes:

- nutrition: to be responsible and affordable;
- environment: to reduce GHG emissions, resource use, land use and plastic waste, and to protect water and biodiversity;
- supply chain: to support lives and livelihoods; and
- animal welfare: to safeguard animal health and wellbeing.

AB Agri has a Responsibility Policy, along with a number of related policies and statements, all available on its website.

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



A colleague sampling feed at a customer farm in Somerset, UK

Our people – Agriculture

AB Agri's ambition is to create workplaces where every colleague can develop and succeed. Its action is focused on diversity and inclusion, safety and wellbeing and talent development.



AB Agri provides a variety of initiatives designed to enhance employees' knowledge, strengthen its talent pipeline, and support individual growth. It offers development and career progression opportunities to help individuals reach their full potential and positively contribute to business goals. Additionally, it seeks to nurture and maintain a fair, innovative and inclusive culture where people can bring their whole selves to work every day.

Health, safety and wellbeing

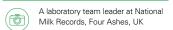
AB Agri manages health and safety through its Target Zero programme, which also covers feed safety, site environmental compliance and security. Alongside its commitment to safety, AB Agri seeks to provide healthy working environments and enhance all colleagues' working lives.

AB Agri has a robust set of global standards that define clear expectations across all operations. These are set out in its Health and Safety Policy. A dedicated global group of HSE leads provides strategic oversight and ensures consistent implementation of protocols throughout the business globally. This governance structure enables effective monitoring of risk reduction initiatives and supports the delivery of AB Agri's Health and Safety objectives.

In 2025, AB Agri continued to strengthen its Target Zero programme across its expanding global operations. Each business unit maintains a comprehensive continuous improvement roadmap focusing on three key pillars, risk reduction, training and competence development, and the reinforcement of a positive safety culture.

Leadership accountabilities remain central to AB Agri's approach, with responsibilities clearly defined at all management levels. Alongside this, in 2025, AB Agri continued to enhance its health, safety and wellbeing support structure by expanding the number of health and safety resources available within the businesses and increasing the number of operational managers with recognised health and safety management qualifications.

The Target Zero leadership training has been cascaded further across the business, with a focus on leading by example, involvement, communication, challenge, positive reinforcement and reward. AB Agri is also embracing technological innovation through a pilot programme involving an Al-powered camera system to leverage artificial intelligence to support the identification of potential hazards and create safer working environments.



In 2025, the number of employee on-site Lost Time Injuries (LTI) increased from 9 in 2024 to 16, resulting in an employee on-site LTI rate of 0.51%. One contractor also experienced an on-site LTI in 2025. All were low-severity incidents with full recovery. An analysis of these incidents identified higher risks with newer employees and during operational transitions. Targeted interventions have been implemented to address these factors.

The business is targeting incident reduction through a severity-focused approach, assessing all incidents, near misses and learning opportunities based on potential severity to prioritise proactive prevention measures. This approach provides valuable data to support risk reduction roadmaps and enables more accurate measurement of the business's improvement journey towards zero harm. Training programmes demonstrated significant engagement with over 7,000 e-learning modules completed, while Safety Learning Opportunities reporting increased by over 26% across operations.

During 2025, AB Agri concluded legal proceedings that related to a serious workplace injury from 2021 at one of its UK sites, resulting in a prosecution. AB Agri accepted full responsibility and has implemented comprehensive measures to prevent recurrence. These actions included strengthening procedures, enhancing training on critical controls and establishing critical-to-life standards. AB Agri has also adopted such measures across all of its operations globally, and has intensified its focus on machinery safety through awareness campaigns and enhanced internal audit processes, ensuring all protocols align with its Target Zero commitment.

AB Agri operates the Take 2 approach as a core component of its Target Zero programme. This initiative empowers every individual to pause and reflect for two minutes before beginning any task, based on the principle that all incidents and injuries are preventable. By giving colleagues the authority and responsibility to assess potential risks and take appropriate action, Take 2 fosters a culture where health and safety is prioritised at every level.

In 2025, AB Agri held a World Health & Safety Day event during which all its operations globally paused to conduct comprehensive hazard identification walks. This initiative reinforced safety vigilance and collective responsibility, contributing to the culture of safety awareness.

AB Agri has strengthened its approach to risk assurance through targeted projects involving operational teams and data-driven insights. Additionally, over 200 people attended sessions on critical-to-life risk standards, enhancing awareness of high priority safety-critical activities across the business.

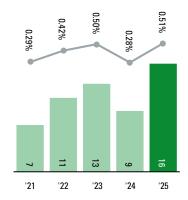
Wellbeing

AB Agri is dedicated to providing a healthy working environment and improving the quality of working lives for all colleagues. It participates annually in World Wellbeing Week, which aims to raise awareness of the importance of keeping fit and well, inside and outside of work. In 2025, over 2,000 colleagues participated in events during the week from all over the globe which included walks, meditation, resilience talks and skills sharing.

In addition, a number of services are in place to help colleagues balance work and family commitments, manage stress and enjoy a healthier lifestyle. These include:

- Nudge an impartial, global financial education platform that coaches people to better understand their finances, manage their money and plan for their future;
- Employee Assistance Programme a service that delivers advice and solutions on mental health, practical problems, medical and nutrition worries, and any legal or financial issues; and
- Mental Health First Aiders 52 trained individuals who provide initial support, encouragement and guidance, and who understand mental health and what factors can affect wellbeing. All are re-trained every three years.

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



Diversity, equity and inclusion (DEI)

AB Agri is committed to creating an inclusive workplace where all employees feel respected, valued and empowered to succeed. This culture is central to achieving equal opportunities and forms the foundation of the business's approach to employee attraction, engagement, development and retention. This commitment, under the umbrella of the This is Me inclusion campaign, is supported by internal policies, targeted programmes and inclusive leadership practices that collectively promote a diverse workforce. It aims to create a sense of belonging where everyone feels comfortable being themselves, delivering inclusive processes and practices such as gender-balanced leadership recruitment and flexible working policies.

AB Agri has established several employee network groups, such as PRIDE, Parents and Carers, Women at Work, Race and Ethnicity, Enable (Disability Inclusion) as well as support groups covering Menopause and Men as Carers. In 2025, a new Fusion group was launched to celebrate the richness of diverse cultures. Each group has a sponsor from the senior leadership team and the leads for each group meet monthly with the AB Agri Chief Executive and Group People and Performance Director to discuss challenges, advocate for underrepresented groups and seek support. In 2025, the groups saw an 18% growth in membership numbers and won an internal award for their work.

AB Agri focuses on attracting, developing and retaining a diverse workforce. Senior leaders embed DEI into business strategy and all have an inclusion measure in their objectives. Line managers are equipped with toolkits to promote diversity, lead inclusive conversations and provide support. In 2025, the division worked with a consultant to pilot a cultural audit aimed at identifying barriers to inclusion and informing a global roadmap for action.

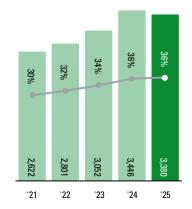
These efforts have delivered tangible progress. Since 2022, formal flexible working arrangements to support improved work-life balance have increased by 141%, carers leave uptake has more than doubled, and in the past year, shared parental leave participation rose by 57%. In 2025, 36% of AB Agri's workforce was female, with women receiving 45% of all promotions, this is a rise of 2% on the previous year. The division has maintained a gender pay gap below 2% (0.4% in 2024) for the fourth year, and in 2025, AB Agri was listed in The Times Top 50 Employers for Gender Equality, reflecting its commitment to gender parity.

In 2025, AB Agri also collaborated with the Armed Forces Careers Transition Service to reach military personnel transitioning to civilian careers, with STEM Women to engage female talent in science and engineering fields, and with Job Centre Plus to support individuals facing barriers to employment, including older workers and those with disabilities. It also partnered with the Business Disability Forum to develop an accessibility checklist to assess and improve site accessibility standards.

Recruitment outcomes have seen increased applications, interviews and offer acceptance rates among women, ethnic minorities and individuals with disabilities. AB Agri prioritises fair and inclusive recruitment practices to ensure a diverse talent pool of candidates from a variety of sources, enabling the business to find the best candidate for each role. The division actively promotes gender balance when recruiting and selecting senior roles across all its businesses by encouraging a balanced shortlist of male and female candidates. It also uses CV anonymising practices to mitigate unconscious bias.

Globally, all recruitment agencies working with AB Agri are required to sign an agreement confirming their adherence to the Group Supplier Code of Conduct. This agreement also references AB Agri's policies on Equality, Diversity, Inclusion and Dignity at Work. AB Agri also joined the UK government's apprenticeship levy transfer scheme. This scheme allows large employers to transfer unused apprenticeship levy funds to smaller businesses or organisations that do not pay the levy. This scheme aims to support local businesses in training apprentices. AB Agri has funded 12 agriculturally related apprenticeships to date.

Number of employees and percentage of women in the workforce



Engagement and development

Attracting talent to agriculture is an industry-wide challenge, with a need to compete for specialist skills in areas such as technology, marketing, engineering and data insights. In response, AB Agri has established four key focus areas aligned to its business strategy:

- build high-performance practices to drive excellence across businesses;
- develop future-proof capability to expand impact across markets;
- make everyday teamwork and collaboration a strength to enable performance and growth;
 and
- invest in people and performance tools and technologies to enable data-led decision making.

AB Agri offers a wide range of development initiatives to broaden employee knowledge and skill to drive internal career progression and cultivate a deeper talent pool. All senior leader successors are offered career conversations with their executive and people leads to identify individual support requirements and actions needed to be ready for promotion. In 2025, the business introduced the Shadow Board initiative to develop senior successors. This group worked together to develop solutions to a live business challenge. Of the 10 Shadow Board members eight are alumni of the internally-led high potential development programmes. Nearly half of all participants to these programmes since 2024 have been promoted since completing the programme and their new rotational programme to support talent progression in the ruminant business has been awarded with a Princess Royal Training award for exceptional commitment to learning and development.

In 2025, over 1,500 delegates participated in 135 development workshops. In addition to an offering of virtual and in-person workshops, they have over 40 different e-learning programmes available in five different languages to ensure everyone has an opportunity to learn and develop.

AB Agri offers levy-funded apprenticeships for employees who reside in England, giving colleagues the opportunity to study for a formal qualification and support their development and potential career progression.

Beyond internal skills development, AB Agri supports the next generation of food and farming talent. This includes sponsorship of the Nuffield Farming Scholarship programme, a 12-month placement for a Harper Adams University student, and funding for 11 PhD students by AB Vista, its feed additives technology business.

Keeping colleagues engaged is crucial for AB Agri who approach this in a number of different ways:

- Listening: the quarterly Engagement survey, Pulse, allows colleagues to provide feedback, ideas and suggestions. The results provide valuable insights for both line managers and People and Performance teams. Line managers are provided with toolkits to facilitate regular action planning sessions where teams discuss their results and any potential improvements to be made;
- Connecting: business-led communication channels such as intranets, town halls and the
 internal publication, Between the Lines cascade information and news stories such as the
 results from wellbeing week while site visits from senior leaders help colleagues feel part
 of the wider organisation; and
- Events: the Extended Leadership Conference for senior leaders of the organisation connects strategic thinking and implementation wider than immediate teams. in addition, the annual awards event, RoadRunner, engages colleagues on what excellence looks like within the organisation.

People in our supply chains and surrounding communities – Agriculture

AB Agri recognises the risk of human rights impacts in its businesses' global supply chains and believes in respecting human rights.



Human and labour rights in our supply chains

AB Agri's businesses source around 3,000 raw materials from over 1,400 suppliers, including bulk commodity suppliers and ingredient manufacturers. AB Agri values supply chain diversity and seeks to support small and mid-sized suppliers in upholding its standards. If the business needs to implement new standards or data collection requirements, it aims to work in partnership with its suppliers and engage them as early as possible.

AB Agri's Responsible Sourcing Policy and its internal Responsible Sourcing Standards apply to all its businesses. The Policy outlines areas of focus, including deforestation and conversion of natural ecosystems, human and labour rights, and efficient and more sustainable resource use. It also explains the roles and responsibilities of the businesses and their employees in the procurement process. The Responsible Sourcing Standards, based on the Group Supplier Code of Conduct and the Ethical Trading Initiative Base Code, describe the sourcing approach and processes required for different sourcing categories.

AB Agri is implementing the requirements of its Responsible Sourcing Policy, starting with the raw material category. This category includes a wide range of bulk agricultural commodities such as cereals, oilseed meals, macro minerals, feed additives and coproducts. In the longer term, the division has committed that all procurement categories will adhere to defined responsible sourcing standards by 2030.

Human and labour rights risks linked to certain raw materials are identified and monitored using the Verisk Maplecroft global risk analysis tool and the Sedex (Supplier Ethical Data Exchange) online database. Ultimately it is the suppliers' responsibility to manage impacts in their supply chains, in accordance with AB Agri's Responsible Sourcing Standards. AB Agri uses information from its risk analysis to inform conversations with relevant suppliers, and to encourage their work to comply with these standards.



By engaging with its direct suppliers, AB Agri has mapped the country of origin for over 95% of its raw material supplier base. Based on this information, an initial rating on human and labour rights risks is assigned using the Verisk Maplecroft global risk analysis tool. Certain suppliers are then required to complete an online Sedex assessment, which is reviewed by the AB Agri ethical compliance team. Depending on the findings, this may result in an onsite audit.

Throughout this process, AB Agri focuses on supporting its suppliers to achieve its Responsible Sourcing Standards and only considers alternative sourcing where efforts to use its leverage to address any relevant issues have failed.

By the end of 2025, 96% of AB Agri's raw material suppliers had either received a low-risk rating according to the Verisk Maplecroft evaluation or were actively engaged in ongoing risk mitigation efforts in line with its Responsible Sourcing Standards.

In 2025, AB Agri continued to work collaboratively with its suppliers, particularly those identified as higher risk. During the year, the business engaged with some raw material suppliers to share insight on their supplier approval processes and any subsequent audit process. AB Agri seeks partners that can demonstrate robust ethical oversight across their supply chains. It also commissioned social audits, including audits at third-party manufacturers in China and palm product suppliers in Malaysia. These audits resulted in positive actions from suppliers to address non-conformances and align with the Ethical Trading Initiative (ETI) Base Code.

AB Agri has expanded its focus beyond raw materials to include third-party manufacturing and contracted labour to this process. It conducted a review of contracted labour used across its own manufacturing sites globally, identifying potential risks. It has also assessed all its third-party manufacturers using a set of critical factors to evaluate risk levels.

AB Agri also provides information and training on issues relating to human rights for new employees as part of its induction process.

Regarding its own operations, all AB Agri manufacturing sites have completed an annual Sedex self-assessment. In 2022, it implemented a three-year rolling internal audit plan to conduct assessments on all its manufacturing sites globally. These have all been completed.

Carbon and climate – Agriculture

AB Agri is working to reduce GHG emissions across its business and aims to support its customers in reducing the environmental impact of food production.



GHG emissions, energy and renewables

AB Agri seeks to improve energy efficiency and reduce the fossil fuel reliance of its sites globally. The business has set a roadmap for reduction, with energy used in manufacturing and distribution operations its priority focus areas.

AB Agri's total energy use in 2025 was 194GWh, a decrease of 2% compared with 2024. Of that total energy consumption, 6% came from a renewable source. During 2025, AB Agri exported 37GWh of energy to the national grid and continued to implement energy efficiency measures across its sites, while monitoring the feasibility of larger-scale solutions. In addition 12% of Agri's sites use self-generated solar power as a renewable energy source.

AB Agri's Scope 1 and 2 market-based emissions were 71kt CO_2e in 2025, a 4% increase compared to 2024. Scope 1 emissions reduced by 4% compared to 2024 due to the implementation of projects to improve process efficiencies, investments in technology and switching to lower emission fuel sources. Future opportunities for reducing Scope 1 and 2 emissions include further improving energy efficiency, expanding on-site renewable energy and transitioning to low-emission heavy goods vehicles. However, progress in the latter two areas has been constrained by infrastructure limitations and the availability of viable vehicle alternatives.

AB Agri continues to make progress in transitioning to lower emission energy sources across its operations, with solar panels installed at nine sites globally. Additionally, its anaerobic digestion plant in Yorkshire, UK, produces renewable gas from food and feed waste, equivalent to 53% of the gas used to power AB Agri's UK manufacturing sites.

AB Agri has started work to map and verify its Scope 3 emissions. Further information will be made available on the AB Agri website.

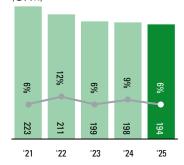
Climate risk

A warming planet, evidenced by rising global temperatures and increasingly volatile weather patterns, poses a significant challenge to agriculture. Extreme heat, drought and flooding have the potential to disrupt AB Agri's supply chain at every stage, from sourcing crops for feed to manufacturing operations and customers' farm businesses.

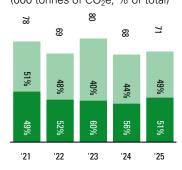


The Amur Energy anaerobic digestion plant in Yorkshire, UK

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



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



Scope 1 GHG emissions

Scope 2 GHG emissions

As an integral element of its risk management process, AB Agri has identified an initial set of climate-related physical and transition risks and opportunities. These are actively managed through the AB Agri risk register. Key risks include extreme weather events and temperature fluctuations that could impact the availability of critical raw materials or disrupt manufacturing operations. To mitigate these risks, AB Agri has implemented stock management strategies and contingency plans for critical raw materials. At its manufacturing sites in the UK and China, the division has introduced controls and mitigation measures to address risks related to snow, flooding and extreme temperatures. Additionally, AB Agri uses the Verisk Maplecroft global risk analysis tool to monitor temperature trends and assess potential business interruptions linked to severe weather events.

Waste and packaging – Agriculture

AB Agri takes pride in its heritage and track record of sourcing ingredients for animal feed that would otherwise go to waste, reducing the use of primary products.



Waste and circularity

AB Agri contributes to more responsible and efficient resource use in agriculture. Its nutritional expertise supports the optimal use of various food co-products, such as the fibre-rich pulp from sugar beet production and the nutritious grains left over from brewing beer and whisky. Any co-products and food waste not suitable for animal feed are used to generate bio-energy through its specialist anaerobic digestion business, Amur.

In 2025, AB Agri's total waste increased by 25% from 6.3kt in 2024 to 7.8kt. Of this waste, 92% was recycled or sent for reuse, with less than 0.6kt being sent to landfill. The increase was primarily due to commissioning a new software system at one of its sites. To ensure feed safety during the transition, additional flush batches were produced, temporarily increasing waste. This material was diverted to a local anaerobic digestion plant, where it was used to produce biogas. The software has now been fully commissioned and operations have returned to normal waste levels.

Plastic and packaging

At AB Agri, the use of plastic packaging for finished goods is low with most of its products being delivered as bulk. There are some businesses where it is more significant, due to the nature of the products and services being offered, in particular at Global Supplements and National Milk Records (NMR).

AB Agri remains committed to eliminating, reducing or redesigning the packaging it uses for its products. It has successfully conducted trials aimed at transitioning towards using recycled content plastic packaging. Changes have been implemented across some of its UK businesses, such as using recycled materials in shrink wrap, tote bags and plastic tubs within Premier Nutrition's equine range.

AB Agri continues to map its packaging data to build a more detailed understanding of its packaging usage, focusing on the identification of opportunities for improvement. This analysis has helped to set internal targets at business unit level, aimed at reducing overall packaging use and increasing the volume of recycled plastic content.

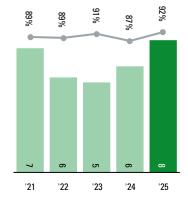
In 2025, AB Agri used 6.6kt of packaging, a 9% increase compared to 2024, due to the introduction of new product lines requiring different packaging materials.



Testing the gas-yield potential of waste for use as anaerobic digestion feedstock at Amur Energy's lab in York, UK

Total waste generated in own operations and percentage sent for recycling or other beneficial use

(000 tonnes)



Case study - Agriculture



Amur turning waste into energy

AB Agri's anaerobic digestion (AD) business, Amur, helps AD operators increase biogas production through performance products, feedstocks and technical advice. By maximising value from raw materials that would otherwise go to waste, Amur contributes to waste reduction and reuse, as well as reducing reliance on fossil fuels.

Amur continues to invest in developing new products to increase biogas production and replace the minerals and additives that are currently used with materials that have a lower environmental footprint. One example is the ADFe additive, an iron hydroxide-rich material sourced from disused coal mines in partnership with the British Coal Authority. ADFe is a recovered material and has a lower carbon footprint compared to other similar dry materials such as Iron Hydroxide, as it is dried naturally in the sun rather than through energy-intensive methods. Iron hydroxide is an essential additive needed to manage hydrogen sulphide levels in biogas facilities. In trials, ADFe has been shown to be 30% more effective than conventional products.

Premier Nutrition implementing more sustainable packaging solutions

In 2021, AB Agri's business, Premier Nutrition, undertook a project to find and implement more sustainable packaging solutions for its equine product range. The project initially focused on a pilot with its largest equine customer.

During a comprehensive review of all packaging product lines, it was discovered that 40% of the plastic packaging used was in the form of plastic tubs and lids. The business worked with its supplier to successfully trial and implement an alternative, with 30% recycled plastic content, leading to a significant reduction in the use of new plastic.

The success of this project inspired Premier Nutrition to explore other opportunities for improvement, resulting in 30% recycled content now being used in other types of packaging, such as tote bags and shrink wrap. This positive change extended beyond its Premier Nutrition business, benefitting other AB Agri businesses as well. The knowledge and experience gained from this initiative has led to ongoing trials on plastic bags, which constitute the majority of packaging used across AB Agri.





Packaging product at our manufacturing site in Staffordshire,

Food safety and nutrition – Agriculture

Animal feed safety is non-negotiable for all AB Agri's businesses. The division strives to supply safe products, services and advice, supported by clear and consistent policies and standards.



Delivering feed safety and quality in a continually changing global environment poses significant challenges, particularly with risks related to economic, biological, technological and labour factors. To address these, AB Agri adopts a systematic approach to identifying, assessing and mitigating risks related to feed safety and quality.

Food and feed safety

AB Agri manages feed safety through its Target Zero programme, which also covers health and safety, site environmental compliance and security.

Target Zero ensures all teams are equipped to deliver their feed safety responsibilities by driving collaboration across the businesses and continuously seeking effective solutions to meet both current and future safety and quality challenges.

In 2024, working with RQA, a leading provider of risk management services, AB Agri conducted a comprehensive review of its Threat Analysis and Critical Control Point (TACCP) programme. In addition to its long-standing HACCP (Hazard Analysis and Critical Control Point) programme, which focuses on unintentional contamination, TACCP complements its overarching Feed Defence Plans by identifying vulnerabilities where intentional threats may be present.

The assessment included a selection of AB Agri sites, based on their different activities, and allowed the business to critically assess the comprehensiveness of its existing plans against the latest thinking in this critical area, particularly in risk identification and mitigation.

As a consequence, AB Agri's training programmes and business support tools were strengthened, ensuring its sites are better supported to meet the standards set by the AB Agri Feed Safety policy and the newly introduced AB Agri Standard, which encompasses feed safety, and is applicable to all operations globally.



A quality control technician speaks to the site manager while testing ingredient samples at Premier Nutrition, Fradley, UK

Nutrition and health

As a supplier of animal nutrition and farm performance services to the agri-food supply chain, AB Agri recognises the growing importance of responsible and affordable nutrition for both people and animals. AB Agri is committed to supporting the agriculture industry in providing affordable, safe and nutritious food. This includes meeting the growing demand, particularly in developing markets, for accessible protein sources such as chicken, milk and eggs.

Dairy products are widely recognised for their nutritional value and dairy processors are increasingly rewarding farms that produce milk meeting higher environmental standards, aligning profitability with both output and environmental stewardship. AB Agri has developed a comprehensive portfolio of products and services for the dairy industry. This includes data and advisory services through National Milk Records (NMR), IFCN, Kite Consulting and its feed and on-farm carbon measurement services from AB Sustain. This unique offering allows AB Agri to provide extensive insights into both output data, such as production volumes, milk quality and on-farm emissions, and input data, including genomics and feed analysis. By integrating these insights with specialist knowledge, AB Agri helps dairy farmers optimise their operations, enhance productivity and support a more responsible and sustainable dairy industry.

As global dietary habits shift and nutritional challenges emerge due to population growth, rising incomes and changing consumer preferences, AB Agri is strategically positioned to anticipate and respond to future food demands.

Agriculture and farming practices – Agriculture

For AB Agri, building more sustainable ecosystems means optimising land use across both individual farms and entire food systems. This approach helps to ensure that land is effectively utilised at all levels for food and feed production, carbon storage, energy generation and human activities.



Some essential inputs for agriculture, such as CO_2 for plant growth and nitrogen for livestock feed, contribute to climate change. Improving the efficiency of these inputs not only reduces CO_2 emissions per unit of food, such as per kilo of chicken or litre of milk, but also helps keep food affordable by optimising the use of nutrients.

AB Agri evaluates the livestock farming ecosystem to identify commercial opportunities and develop solutions to address these challenges. Science and research are the cornerstones of its approach. Underpinned by its community of scientists, all commercial solutions developed by its businesses are rigorously assessed for safety and to demonstrate efficacy. Its businesses invest in researching scientific advancements by collaborating with universities and utilising its own laboratories and trial sites. These include the AB Neo Centre of Excellence trial farm in Spain and the Amur laboratory at the University of York Science Park.

External standards and the regulatory landscape are also vital considerations for AB Agri. While the agriculture industry upholds high standards, regulatory frameworks do not always keep pace with scientific developments. This creates opportunities in more adaptable markets to implement new technologies.

Industry groups and bodies play an essential role in agriculture. They help to improve food production standards and represent agricultural businesses in interactions with stakeholders such as consumers and governments. AB Agri businesses and employees actively participate in industry organisations at national and international levels.

These include representation on the Agriculture Industries Confederation (AIC), the European Feed Manufacturers' Federation (FEFAC), the International Feed Industry Federation, the Global Feed LCA Institute, the Global Dairy Platform and the British Equestrian Trade Association, to name just a few.

The UK Dairy Carbon Network is a UK-wide consortium, led by The Agri-Food and Biosciences Institute, and is a three-year project funded by Defra.

The project aims to establish a network of 56 dairy farms across four major dairy regions in the UK: Northern Ireland, Cumbria and Southwest Scotland, Northwest England, and South/Southwest England and West Wales. These networks will serve as demonstration hubs where farmers, industry, scientists and policy representatives will work together to deploy, assess and measure the impact of solutions to reduce GHG emissions on farms.



One of our AB Agri consultants with a client farmer on their farm in Somerset, UK

These measures will include innovations in animal management to improve health and welfare, feeding strategies and nutrient management as well as additives and technology.

AB Agri is a key stakeholder for this project, working closely with the project partners to enable all its relevant products and services to be offered to farmers as part of the network. These products and services can then be assessed for impact through a combination of direct measurements, novel indicators and farm-level carbon footprint models. It is envisaged that AB Agri businesses such as Kite, NRM, KW/Trident, Intellync and Bodit will have key roles to play throughout the duration of the project.

Responsible agriculture, biodiversity and land use

For AB Agri, more sustainable ecosystems relate to both individual farms and whole food systems, where land use is optimised for food and feed production, carbon storage, energy generation and human use. Nutrients are retained within the agri-food ecosystem and distributed to wherever they can have the greatest value.

There are three interconnected principles which underpin AB Agri's priorities for action in this area:

- conserving and elevating nutrients within its farming ecosystems, reducing biogenic emissions and pollution;
- reducing use of fossil fuel (thermogenic emissions) and fossil-derived products (plastics);
 and
- removing potential links to deforestation from the supply chain.

Traceability and risks

Over the last century, improvements in farming practices and technology have enabled food to be produced at scale, and more economically than ever before. In addition, as the world has globalised, agricultural supply chains have become increasingly complex.

In managing its supply chain, AB Agri prioritises the safety and quality of its products while respecting the lives and livelihoods of those within the supply chain and the environment. AB Agri recognises the unique contribution that each business along the value chain plays, from micronutrient producers for animal feed to milk processors. AB Agri assesses its supply chain risk against criteria aligned to its 'Care Factors' and has prioritised mapping specific ingredients with high inherent risk or where a single market supplies over 90% of global demand. In complex areas where traceability is challenging, AB Agri believes that transparency and good supply chain governance are critical, while recognising the potential for traceability enhancements in the future through better use of technology.

Deforestation and forest risk commodities

As a user of soya and palm oil derivatives, AB Agri has long prioritised mitigating the risks associated with forest-risk commodities¹. Considerable progress has been made, particularly with soybean meal, a key ingredient in poultry feeds due to its nutrient content and cost-effectiveness.

AB Agri has committed that all palm oil and soya usage, including derivatives, will be certificated supporting zero deforestation responsible sourcing schemes by the end of 2025 across all geographies, except China, which will be certificated by 2028. Although significant progress has been made by its China business, which sells all its products to the local market, AB Agri acknowledges that the Chinese market presents greater challenges particularly for soya.

In calendar year 2024, 100% palm oil and derivatives were certificated, supporting more sustainable production, using a combination of RSPO book and claim credits and mass balance.

As of October 2025, 94% of the soya products AB Agri purchased globally, excluding China, were certificated to schemes meeting the European Feed Manufacturers' Federation (FEFAC) benchmark for responsibly sourced soya, and the plan is to achieve 100% before the end of 2025. Including China, this figure was 83%. AB Agri is an active member of the FEFAC Sustainability Committee, the Agricultural Industries Confederation Sustainability Committee and the UK Roundtable on Sustainable Soy, all of which are working on supply chain solutions to achieve more sustainable supply.

Since September 2023, all of AB Agri's South American maize and maize co-products have been certificated as a minimum to a book and claim standard². AB Agri has also adopted a supplier scheme for sourcing segregated Argentine flint maize, where AB Agri takes the co-product, maize germ.

In 2007, AB Agri's UK businesses supported the Soya Moratorium which committed to end the purchase of soybeans produced on deforested land in the Brazilian Amazon Biome.

New laws addressing deforestation, such as the EU Deforestation Regulation (EUDR), will require new supply chain practices across global markets, especially with respect to traceability and data management. AB Agri is working closely with external bodies such as FEFAC, AIC, suppliers and customers, and internally with its purchasing and commercial teams, to build knowledge, capability and develop enhanced processes across its supply chains to address these requirements. AB Agri is reassessing how its forest-risk commodity targets should evolve, taking into account new regulatory requirements, as well as emerging market expectations and best practices.

- Forest Risk commodities for AB Agri are defined as soya, palm oil and derivatives, cocoa, wood flour, and South American maize.
- The supply chain model book and claim represents the trade of credits through a credit trading platform. The certificates are separated from the physical flow of feed.

Animal health and welfare

Consumers expect the global agricultural industry to uphold high standards of animal health and welfare in livestock farming. Although AB Agri does not operate commercial livestock farms, its technical expertise helps to support animal health through advanced technology and better nutrition.

Animal health and welfare relates to a broad spectrum of considerations, from disease prevention to stocking density and other living condition factors. These are best described by the Five Domains Model for animal health and welfare, which form the basis of AB Agri's Animal Health and Welfare Policy.

Antimicrobial resistance is recognised as a threat to human health and the livestock sector has been making efforts to reduce antibiotic use for decades. In 2016, a UN declaration encouraged governments to work together on responsible antibiotic use and international co-operation on the topic.

While significant progress has been made, concerns remain around the risk and impact of disease, which can lead to reduced production rates and lead to waste. To minimise this risk, AB Agri has operational procedures in place to prevent being a vector in the spread of diseases in customer farms.

In 2025, AB Agri updated its Animal Health and Welfare Policy to reflect the increased scope of its business units. The Policy also includes the indirect roles that its NMR laboratory services business and its dairy consultancy business, Kite Consulting, play in supporting improvements in animal health and welfare in dairy farms across the UK.

AB Agri's Animal Health and Welfare Steering Committee, which is responsible for monitoring and responding to animal health and welfare challenges, has mapped the top five focus areas across its species groups: pigs, poultry, ruminants, pets and equines.

The five issues currently cover:

- prevalent diseases;
- commercial and economic pressures;
- product regulatory requirements;
- · problems associated with inefficient production; and
- animal robustness.

AB Agri has mapped where its businesses can offer support to livestock farmers and horse and pet owners to address these concerns and how it can positively influence the welfare for each species group.

It annually reviews these five areas of focus to ensure it continues to offer relevant products and services, including technical consultation to improve health and welfare across the industry. Four material components, genetics, nutrition, management, testing and monitoring, work in harmony to better support animal health and welfare today and in the future.

Where veterinary medicines can only treat illness once it is already present, AB Agri's approach is to focus on proactively protecting animal health and supporting immune systems through nutritional strategies, monitoring and advice.

Animal testing

In 2024, the AB Agri Animal Health and Welfare Steering Committee updated the AB Agri Animal Testing Policy, covering all business activities related to animal testing. As part of the approval process of any trials that are defined as animal testing, AB Agri has included an independent third-party expert reviewer to evaluate all trial protocols and the justifications for performing the trial. The reviewer has the authority to challenge any aspect of the trial, and it cannot be approved until they are satisfied.

1. Defined as scientific procedures performed on living animals outside of what an animal would expect to experience either in its natural environment or in a typical domestic or farmed situation

Case study - Agriculture



Supporting food and farm ecosystems

Supporting customers in achieving more sustainable farm ecosystems has become an essential part of AB Agri's service offering.

AB Sustain plays a crucial role in connecting consumers, retailers, processors and farmers by offering farm and supply chain programmes and tools which support more sustainable supply chains. Its 'Farm Footprints' on-farm carbon footprint assessment service, launched in 2007, helps major international food producers to measure their supply chain GHG emissions. Additionally, AB Agri's dairy consultancy business, Kite Consulting, provides practical guidance on GHG emissions reduction and nutrient conservation to individual farm operations.

In 2025, AB Agri partnered with leading dairy processor Müller on an initiative designed to reduce GHG emissions from dairy farms by harnessing real-time data analysis and benefiting from real-time data insights. Initially involving 40 farms across Great Britain, the Fast Track programme aims to move beyond traditional annual GHG emissions reporting by utilising automated data integration from numerous sources including Feedlync, an AB Agri-provided cloud-based feed management system. Fast Track will provide farmers with real-time insights into critical data related to feed efficiency, fertility, stock numbers and energy-corrected milk, empowering them to make data-driven decisions that accelerate GHG emission reduction.

AB Agri has committed to calculating product environmental footprints for all branded animal nutrition products by 2027. This initiative leverages diverse data sources, including primary production data, Global Feed Lifecycle Assessment Institute information and suitable proxies for unlisted materials. The tool and its methodology have been peerreviewed and validated by University College London.

In 2023, AB Agri completed the collection of GHG emission values for all the raw materials used in its compound feeds globally. AB Agri is now collecting carbon values for its speciality feed ingredients, where data is often scarce or hard to obtain. However, AB Agri is working closely with its technical teams, suppliers and carbon footprint specialists, and aims to have completed this work by the end of 2025, with all remaining products completed by 2027.

This work has also enabled the business to support customers in calculating their feed emissions. Premier Nutrition, AB Agri's UK-based premix business, launched an Equine Feed Emissions calculator in 2025. Using the tool, customers input their feed materials and calculate GHG emissions for the feed.



A colleague sampling feed at our ABN mill, Enstone, UK

Building nutritional knowledge to support animal health

AB Agri's business, AB Neo, which focuses on neonatal and maternal stages in animals, uses its Centre of Excellence piglet trial farm facility in Spain to better understand the impact of early nutrition for piglets. This has included trials focused on supporting gut health during the 'transition' period, where a piglet's diet shifts from milk to solid feed. This is a critical period for piglets, due to significant changes in the gut environment. By optimising the diet during this phase, AB Neo aims to harness its transition-period expertise to help the animal maintain robust health.





Piglet feed, AB Neo Centre of Excellence, Spain

NMR early detection

In recent years, there have been improvements in the potential for testing and monitoring to detect early, sub-clinical signs of infection in livestock. Developed by AB Agri's milk testing and analytics business, NMR, GenoCells is a next-generation milk test that provides individual cow Somatic Cell Counts (SCC) using a single bulk milk sample enabling the early detection of mastitis. GenoCells analyses the genetics of all cows in the herd. If the bulk milk sample shows a high SCC, GenoCells can pinpoint the specific cow responsible. This allows for early intervention, helps to detect sub-clinical mastitis, improves milk quality and reduces the need for antibiotics.





Milk testing at NMR laboratory in Wolverhampton, UK

Pet supplement to support psychological wellbeing

A new product from AB Agri's Global Supplements business, Zilcalm, was launched in 2024 under the Nutrilabs brand into the European veterinary market to help support calm behaviour in dogs and cats. The rise in pet ownership during the pandemic, followed by a return to normal working patterns, had left many owners and vets looking for ways to support the mental wellbeing of the animals under their care. Zilcalm is a nutritional supplement that contains a milk protein that is clinically proven to reduce anxiety and stress in dogs and cats. The product also includes herbal actives, amino acids, vitamins, a postbiotic yeast and Omega-3 fatty acids, all carefully formulated to work together to help provide support for both short-term stress and longer-term cognitive health.

Stress is a well-known precursor to many physiological issues that can affect a pet's overall health in a variety of ways, and being able to offer a science-led nutritional product that complements training and environmental enrichment has been well received by Nutrilabs' customers.





The Zilcalm supplement, produced by AB Agri's NutriLabs business