



Sustainability Progress Report
How we make food matter

2025

2025 Sustainability highlights



Sustainable Food System

100%
sustainable sourcing from strategic and preferred suppliers

By strictly working with suppliers who share our sustainability ambition, we make meaningful impact at all levels of our value chain.

97%
of our manufacturing sites certified
Quality as a priority, GFSI – recognized scheme audits passed – very close to our 100% target.



Environmental Impact

10%
reduction of Scope 1 & 2 **greenhouse gas emissions** since 2022 while our production volumes increased by 12%.

More than **80%** of our **electricity** is coming from **renewable sources**.



Performance & Reporting

SILVER
for the second year in a row, **EcoVadis** ranks Solina among top 15% companies in our industry.



People & Culture

Safety First the frequency and severity of workplace accidents has decreased for the third consecutive year.

Our employee **retention rate** continues to increase to **85%**

8000 +
hours of sustainability training since the beginning of the program.

100%
of our sites **completed a Human Rights risk assessment**. We are focused on making an impact.



Innovations & Solutions

53%
of our sales are Better-for-You
We are above our target and our robust plan means we will continue to increase.

81%
of our packaging is now recyclable-ready
With the right focus on the customers and the markets where we make the biggest difference.

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Message from our CEO

BUILDING MOMENTUM IN A CHANGING ENVIRONMENT

The food industry is evolving faster than ever. Around the world, our customers are navigating a complex environment shaped by changing consumer expectations, economic pressure, evolving regulations and growing sustainability demands.

At Solina, we see this not only as a challenge, but as an opportunity to help build a better and more resilient future for food.

Sustainability is no longer a separate conversation. It is increasingly connected to how products are developed,

sourced, manufactured and experienced by consumers every day. Our role is to help customers move forward with practical, scalable solutions that combine taste, nutrition, performance and responsibility. Whether we are helping reformulate recipes, improve ingredient sourcing, reduce complexity or adapt to changing market needs, our ambition remains clear: to make food matter for people, businesses, and the planet.

Over the past year, we have continued to embed sustainability more deeply across our business - from innovation and sourcing to operations and customer collaboration. We believe progress happens when sustainability is integrated into everyday decisions and supported by strong partnerships across the value chain.

CUSTOMER-FIRST SOLUTIONS

What makes Solina different is our ability to combine culinary creativity, technical expertise and close customer relationships. We work side by side with our customers to develop solutions that are not only ambitious, but achievable in practice. This collaborative approach delivered on its promise, 53% of our portfolio come from Better-for-You solutions, already above our target and continuing to grow as consumers increasingly seek healthier and more nutritious food choices.

At the same time, we continue to strengthen how we operate. By improving responsiveness and focusing on operational excellence, we can better support our customers in a rapidly changing environment. This same mindset is reflected in our environmental progress: Today, more than 80% of our electricity comes from renewable sources - proof that growth and environmental responsibility can move forward together.

WORKING ACROSS THE VALUE CHAIN

Collaboration continues to remain essential. No company can address sustainability challenges alone. Across our supply chain and partner ecosystem, we are working together to improve transparency, accelerate innovation and create long-term positive impact on our industry. We are building stronger partnerships with companies that share our long-term vision and values.

Most importantly, our progress is driven by our people. Safety remains our first priority, and I am encouraged that both the frequency and severity of workplace accidents have decreased for the third consecutive year.

As we look ahead, our ambitions for 2030 remain strong. We are confident in our direction and pragmatic in our approach - focused on delivering meaningful progress where we can create the greatest impact. Across Solina, I continue to see remarkable commitment to our customers, real expertise and can-do entrepreneurial spirit. Because lasting change is built step by step, together.

Let's make food matter, for people and the planet

Anthony Francheterre, CEO

Solina's 2025 in key figures

OUR OPERATIONS



30+

R&D centers
that design cutting-edge
food solutions



53

facilities
that produce about
432,000 tons each year



5

acquisitions

OUR PEOPLE



+4,400

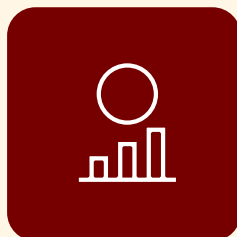
colleagues
united by a true
passion for food



A

employer rating
according to
our employees

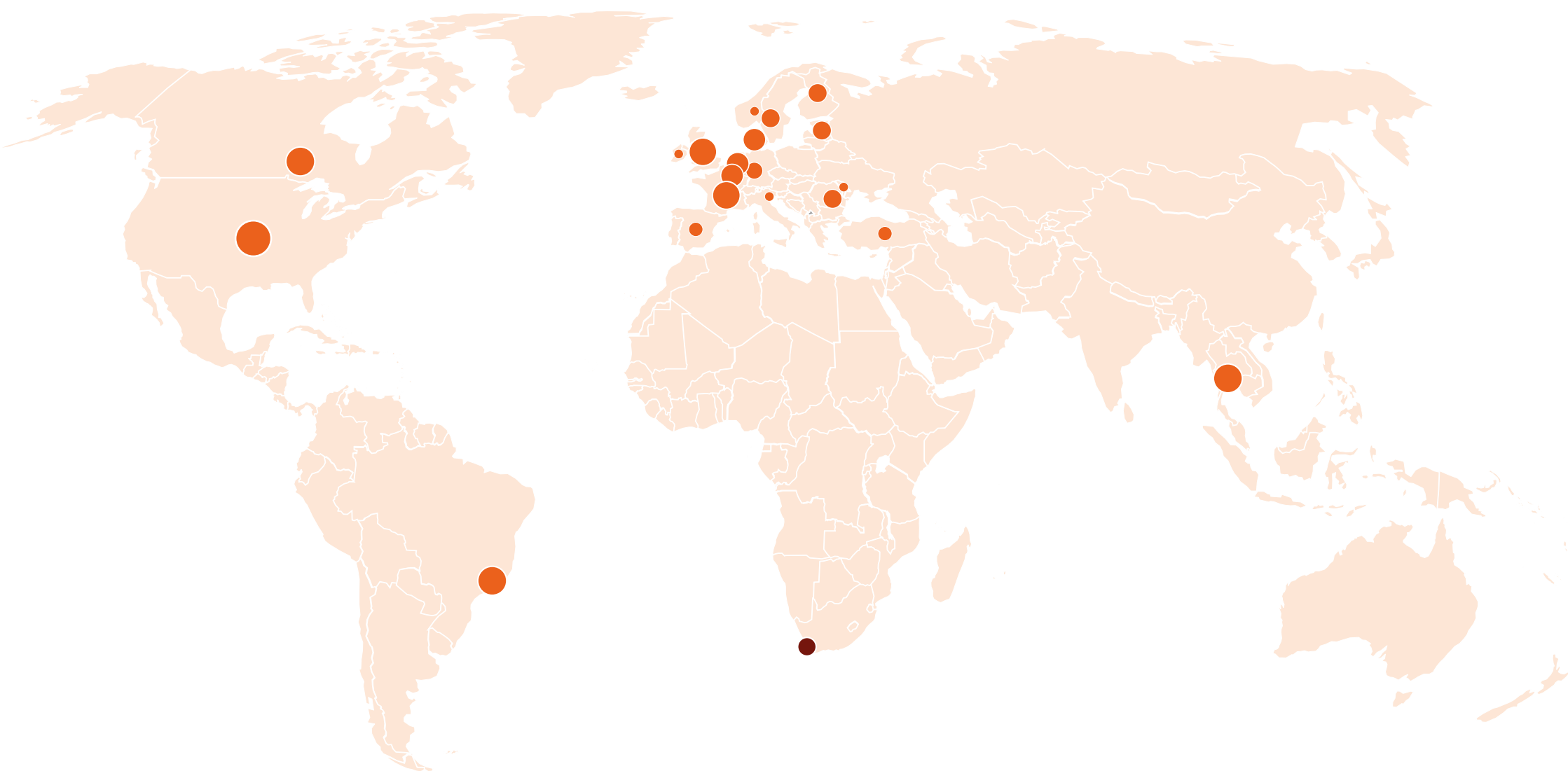
OUR BUSINESS



€1.6

billion
revenue generated
in 2025

SOLINA AROUND THE WORLD



Growing with purpose: the role of M&A

Mergers and acquisitions have always been a part of our DNA. M&A allows us to move faster with new technologies that help both Solina and our customers to deliver on the sustainability targets. Using M&A to open up new geographies also supports our customers where they need us. Finally, it allows us to tackle long term trends and acquire great talents which both help us do a better job of looking ahead for our customers.

We focus on identifying the right partners first: businesses with complementary strengths, sustainability principles and shared values. Once integrated into Solina, we prioritize what matters most, while allowing local teams to keep doing what they do best.

EXPANDING INTO LATIN AMERICA

We are proud to have expanded into a new region: Latin America.

To unlock the market's strong potential, support our global customers locally and bring our expertise directly into the region, we have established a dedicated platform: **Solina do Brasil**.

Based in the São Paulo region, the team brings deep market knowledge and over 40 years of combined experience across Brazil and Latin America.

Their focus is twofold: supporting the growth of our recent acquisition, New Max, accelerating the transfer of Solina's expertise. At the same time, they are building a platform to enable further expansion opportunities, in capabilities in the region.



At Solina, M&A is a growth engine. We partner with strong local businesses that bring distinctive expertise, technology and talent, and we give them the platform to go further. We integrate with discipline, move fast and preserve what makes them successful.

Baptiste Farrando, Chief Strategy and Transformation Officer



Welcome to our group!



January

With the acquisition of Sokol, we are strengthening our sauce platform while adding valuable contingency capacity and a strategic Midwest distribution hub. Backed by a strong management team, Sokol also supports our diversification beyond the meat market, reinforcing the long-term resilience of our business.



With over 200 recipes from locally sourced onions - Solions portfolio offers a remarkable range of colors, textures and flavors, almost like a full palette of possibilities. While their technology is relatively new within the Group, it opens up exciting opportunities to expand the use of onions across our recipes worldwide.

May



Solions Spain



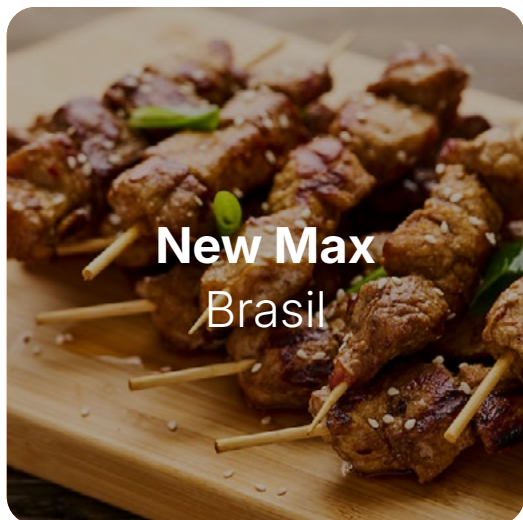
June

Building on its strong family-owned heritage, and located in one of the world's key poultry hubs, Bowman Ingredients Thailand strengthens our core coating expertise — particularly in high-quality breadcrumb and panko solutions — while creating new opportunities to support food partners across Asia and Europe. Thailand will play an important role as a growth platform in the region.



New Max adds valuable flavor expertise, in-house production of natural color solutions and advanced technical capabilities. Beyond expanding our coating and dry solution applications into ready meals and snacks, this partnership enables deeper R&D collaboration between Europe and Latin America.

July



New Max Brasil



November

With the acquisition of Phenofarm, we are entering fast-growing clean-label markets with a highly differentiated platform. Their patented, solvent-free extraction technology transforms olive by-products into premium natural antioxidants — turning waste into high-value, clean-label preservation solutions rooted in local sourcing. It also brings a strong cultural fit and sustainability standards fully aligned with Solina's ambitions.



Sustainability embedded in every step of our farm to fork value chain ...

FARMERS

We work with partners to source high quality ingredients and support farmers to adopt more sustainable agricultural practices.

INGREDIENT PROVIDERS

We select partners who share common principles; a commitment to creating more resilient supply chains and a passion for food.

FOOD SOLUTIONS PARTNER

We help our customers bring their culinary visions to life. We have embedded sustainability in our range of services. This means we can help them solve challenges by optimising flavor, function and affordability with customized solutions.

Our unique local footprint of energy-efficient sites enables us to tailor and produce as close to our customers as possible.

CUSTOMERS

We serve customers in more than 20 countries and 3 key sectors: the food processors, food service operators and chains, and fresh specialty stores.

CONSUMERS

We help our customers deliver great tasting meals that also meet the Better-for-You and affordability expectations of consumers.



... and in our customer proposition

By embedding sustainability in our full customer proposition, we are able to solve our customers challenges both in the short and in the longer term.

Sustainability built into seven service levers, making sure that responsible choices are integrated in every solution we design. From sourcing to product development and packaging, sustainability is not a separate initiative, but a core part of how we support our customers.



Our governance model

Our governance model supports decision-making by combining long-term impact with clear performance tracking. It strengthens accountability and helps build strong relationships with our stakeholders.

Sustainability is fully embedded in our growth strategy, governance model and across our five priority domains.

SUSTAINABILITY BOARD

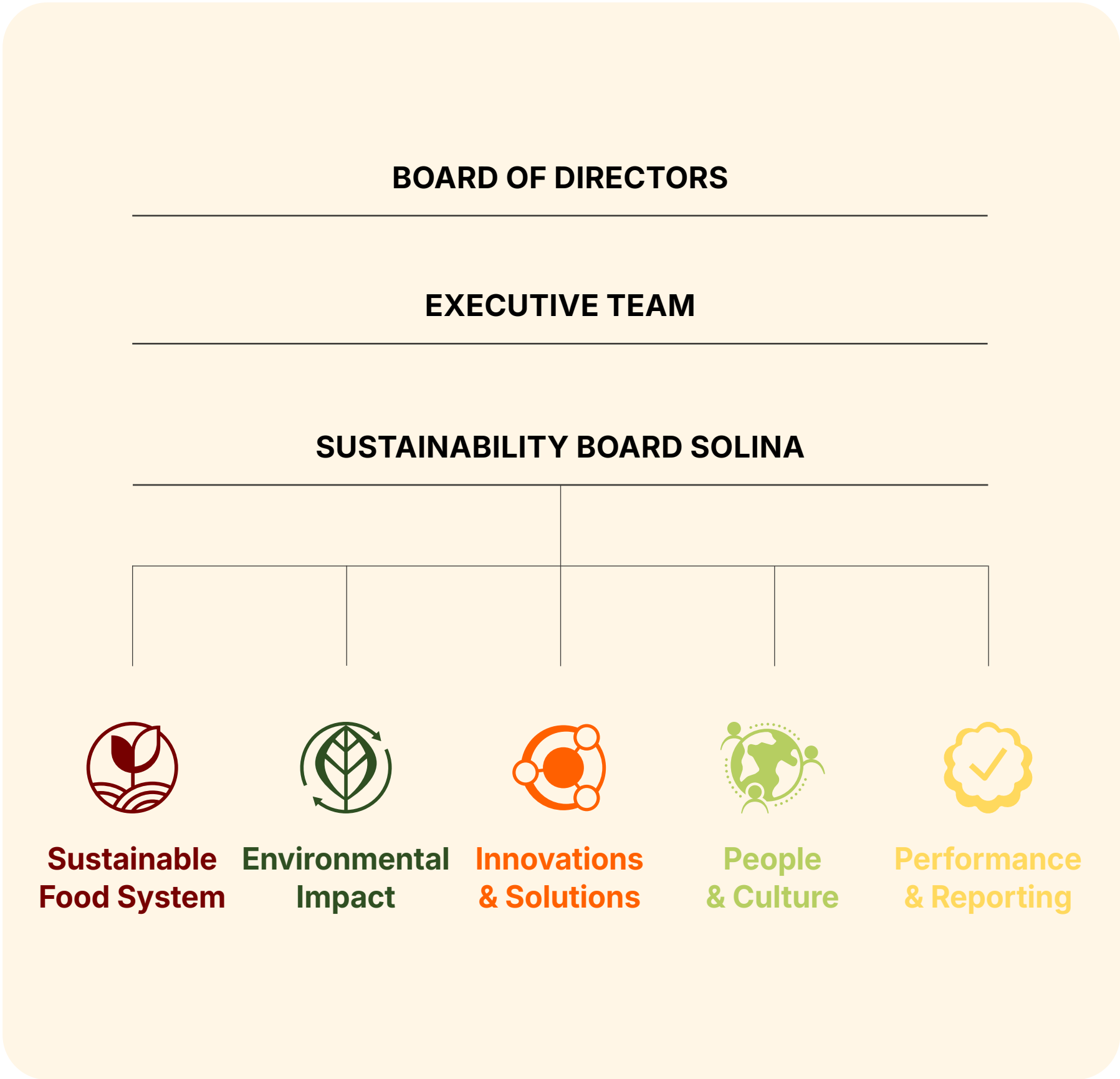
Our Sustainability Board is chaired by Sibylle Lamy, Head of Sustainability. It brings together the Executive leadership team and the leaders of our sustainability roadmap workstreams. The Board meets quarterly to review performance, track progress and take decisions to drive improvement. It ensures clear oversight.

The Solina Board of Directors consists of Anthony Francheterre (CEO Solina) and Marieke Van Troys (CFO Solina), and the Solina Group Supervisory Board members Eric Terré and representatives of the majority shareholder Astorg.

EXECUTIVE LEADERSHIP TEAM

(as of January 1, 2026)

- Anthony Francheterre**
– Group Chief Executive Officer (CEO)
- Frédéric Gaillet**
– Interim MD Canada
- Marieke Van Troys**
– Chief Financial Officer (CFO)
- Baptiste Farrando**
– Chief Strategy & Transformation Officer
- Christophe Gyselinck**
– Chief Technical & Innovation Officer
- Johann Bailly-Salins**
– Chief Information Officer (CIO)
- Adam Jones**
– Chief Operating Officer (COO)
- Ellen Madsen**
– Regional CEO UK, Ireland, Northern Europe & Asia
- Geert Verhelst**
– Regional CEO EMEA
- Michael Marks**
– Regional CEO US
- Gregory Jacques-Aumérégie**
– Regional CEO LATAM

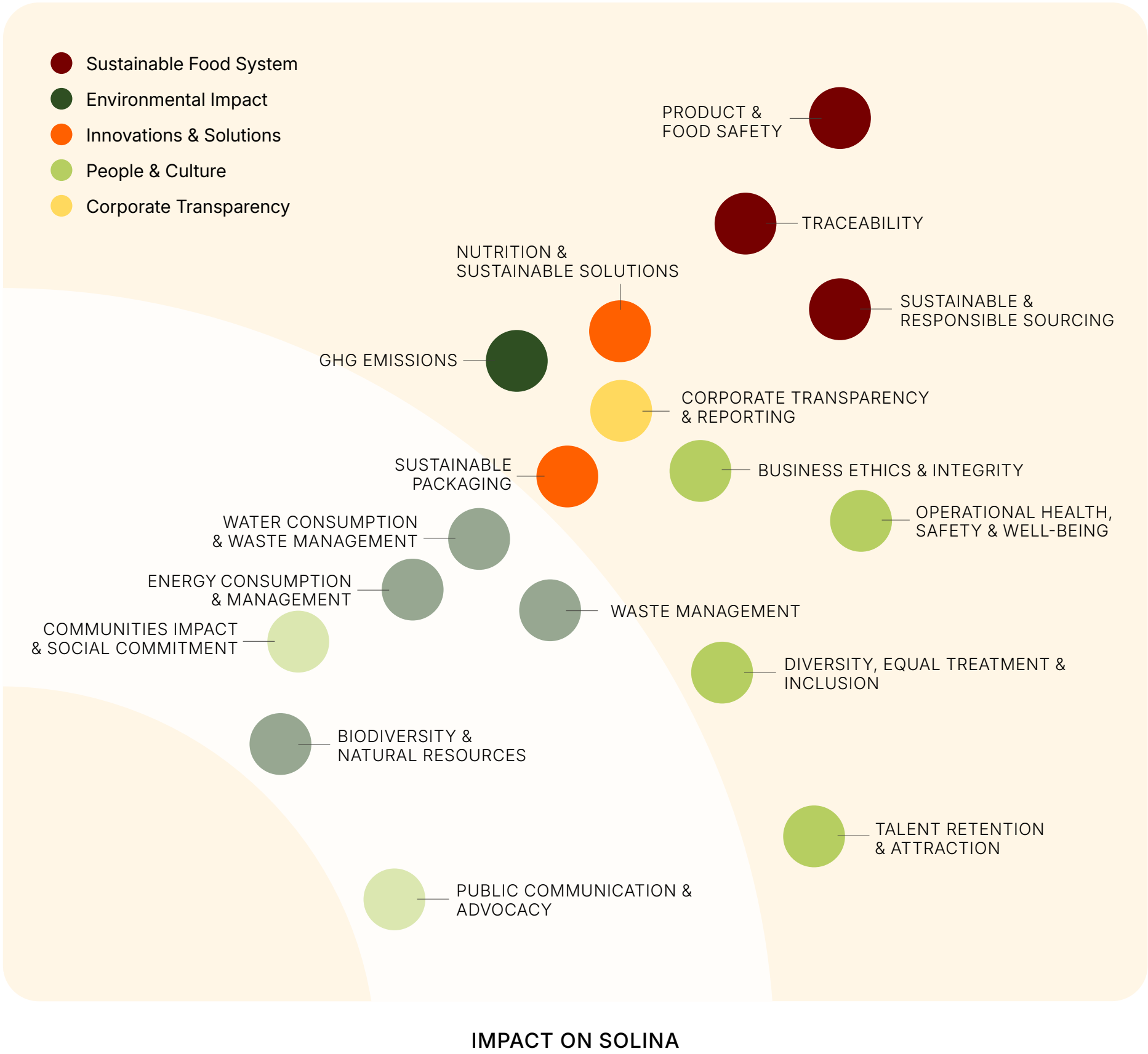


Our sustainability strategy

Together with our key stakeholders – customers, suppliers, employees and investors – we conducted a multi-phase materiality assessment to identify the sustainability topics that are most relevant to Solina and its stakeholders.

In the final phase, we grouped 11 material topics into five domains. These domains now form the foundation of our strategy and the structure of this report.

ALIGNMENT WITH THE SUSTAINABLE DEVELOPMENT GOALS (SDGS)





Sustainable Food System

Sustainable sourcing
Quality & Food safety



Sustainable sourcing

SUPPLY CHAIN RESILIENCE STARTS IN THE SOIL

How ingredients are grown determines taste, consistency and availability. At Solina, responsible sourcing is not just an add-on. It is how we protect quality and continuity for the long term.

We support farming practices that restore soil health, preserve water, protect biodiversity and respect the people behind our ingredients. Our performance depends on the strength of our value chain. That is why we continue to invest in sustainable sourcing with trusted suppliers, securing reliable, high-quality and affordable ingredients for our customers.

SUSTAINABLE SOURCING: VALUE FOR OUR CUSTOMERS

Sustainable sourcing helps our customers meet rising expectations and build trust in their brands. It supports their climate, biodiversity and social responsibility goals, including the management of Scope 3 emissions. It also strengthens regulatory compliance through better traceability, documentation and alignment with evolving reporting requirements. At the same time, responsible farming practices and long-term partnerships create a more resilient and reliable supply chain.

RAW MATERIAL EMISSIONS

Most of our greenhouse gas emissions (80%) come from the raw materials we purchase. Four product categories – spices, starches, animal protein and flour – account for around 50% of these emissions. These are our high-impact categories, where we focus our efforts.

But calculating Scope 3 emissions remains complex. We combine external data with supplier-specific data to build the most accurate picture possible.



Our targets

Target 01

Source 100% of our ingredients from sustainable suppliers by 2030

Target 02

Achieve 100% sustainable sourcing of high-impact raw materials (spices, starches, animal protein, flour) by 2030

Target 03

Reduce Scope 3* greenhouse gas emissions by 25% (vs. 2022 baseline) by 2030

WHAT WE MEAN BY "SUSTAINABLE SUPPLIERS"

A sustainable supplier is a partner who:



Signs our Supplier Code of Conduct



Completes an EcoVadis assessment with a minimum score of 50 (60 for preferred suppliers) or a Sedex assessment with a low or medium risk score



You can find Solina's complete carbon footprint on [Solina.com](https://solina.com).



* Our Scope 3 reduction target is validated by the Science Based Targets initiative (SBTi). We cover both FLAG (Forest, Land and Agriculture) and non-FLAG emissions, ensuring full accountability across agricultural and industrial sources. The reduction target is 30.3% for FLAG emissions and 25% for non-FLAG emissions by 2030.

Our progress & highlights

Target 01

SUSTAINABLE SUPPLIERS

- In 2025:**
- 100% of preferred suppliers held a valid sustainability assessment¹
 - 55% of purchased spend came from sustainably assessed suppliers

Suppliers with strong sustainability performance deliver more consistent results. That is why we are starting to track the sustainable credentials of all our suppliers, not only preferred and strategic suppliers.

We can now measure and track how much of our total spend comes from verified sustainable suppliers, thanks to the work of our IT and data teams. We will continue to raise our standards while making sure that all preferred suppliers meet our verification requirements.

Target 02

SUSTAINABLE RAW MATERIALS

By 2030, we will source 100% of our high-impact raw materials sustainably. Progress is measured through the Farm Sustainability Assessment (FSA). To qualify, materials must meet at least FSA Silver or an equivalent SAI-recognized standard.

For animal protein, the approval is based on cage-free egg certificates and national animal welfare schemes.

Target 03

REDUCING SCOPE 3 EMISSIONS

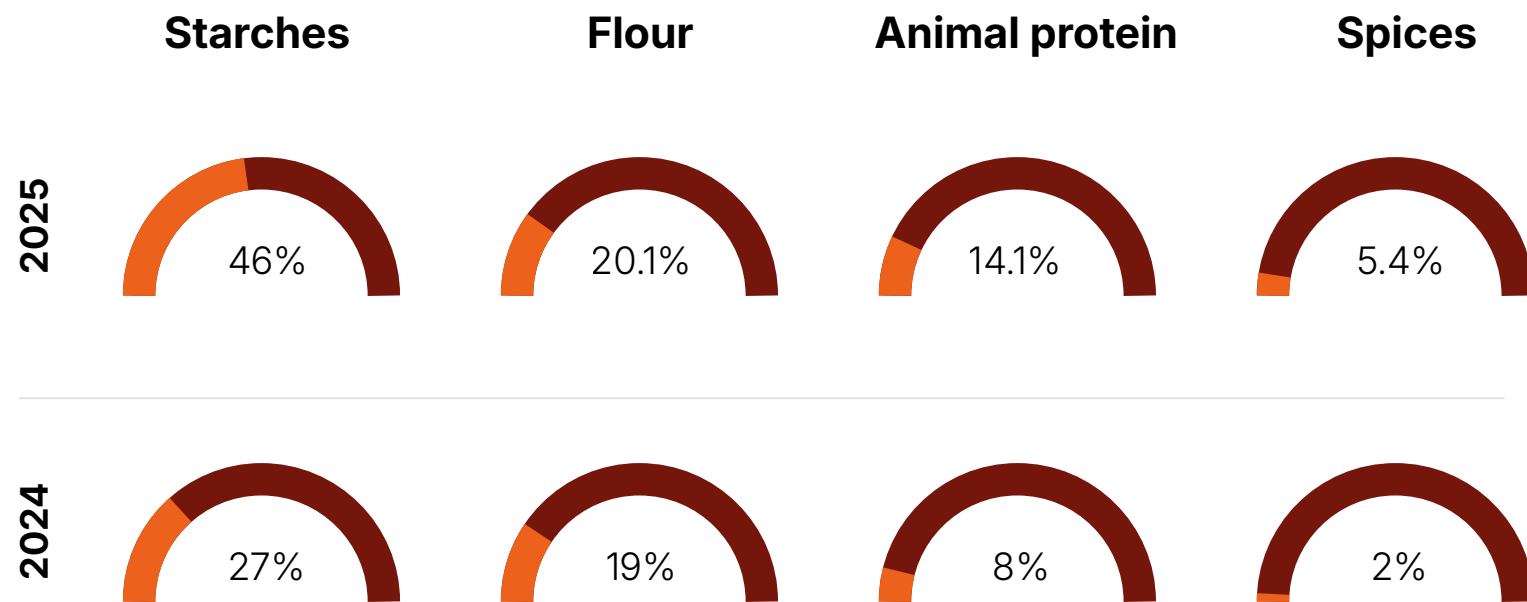
Scope 3 is our largest emissions category and our biggest opportunity to drive change and control supply chain volatility. We will reduce Scope 3 emissions from purchased goods and services by 25% by 2030, compared with our 2022 baseline. In 2025, Scope 3 emissions totaled more than 900,000 tons of CO₂.

High-impact categories: progress across the board

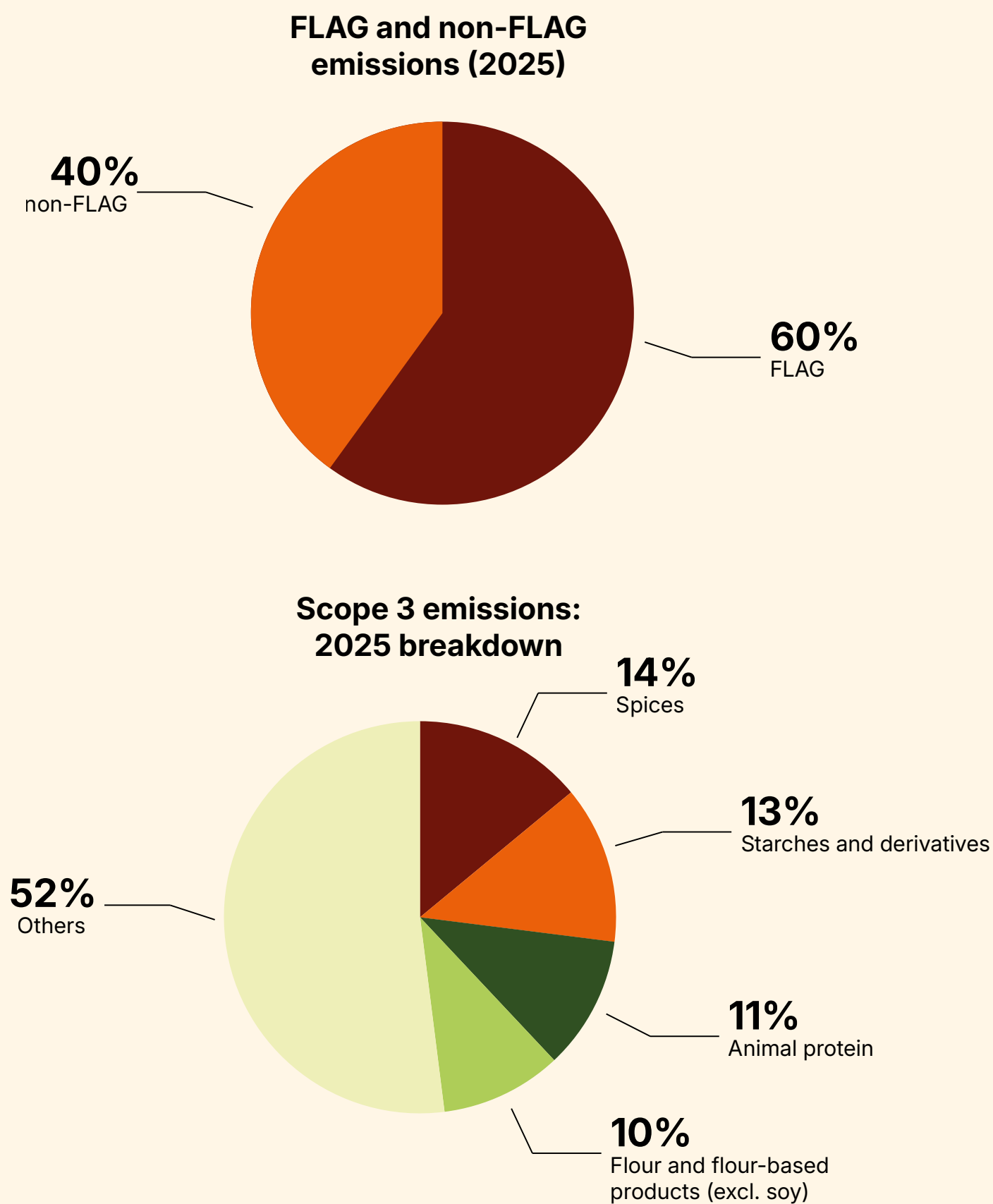
In 2025, we invested €1 million in sustainable raw materials and advanced across all key categories. We reached intermediate targets in:

- **Starches:** 46% (2024: 27%)
- **Flour:** 20.1% (2024: 19%)

Our volumes of sustainable animal protein (14.1%) and spices (5.4%) respectively doubled and tripled since 2024. We are working with partners to further accelerate both categories. Our target remains unchanged: 100% sustainable sourcing across all high-impact categories by 2030.



¹ This excludes businesses acquired in 2025.



BETTER BUILDING BRICKS

Better data leads to better decisions and measurable reductions. In close collaboration with our highest-emitting partners, we are replacing generic secondary data with supplier-specific primary data. This increases precision and shows us where reductions actually happen.

In 2025, our business growth and M&A strategy outpaced primary data collection. As a result, reductions are not yet measurable at scale. In 2026, we will intensify the current supplier collaboration to improve the data and make reductions visible.

INVESTING IN SMARTER CARBON MODELLING

In 2026, we will implement new software to manage ingredient-level carbon emission factors. This system will improve modelling accuracy and enable better forecasting of future emissions from purchased raw materials.

REGENERATIVE AGRICULTURE

With the FLAG (Forest, Land and Agriculture) measurement, we need to look closely at what is happening at farm level. That’s why we are investigating regenerative agriculture.

Regenerative agriculture consists of farming practices that increase the resilience of the soil, and help reduce Scope 3 emissions along the way.

These practices:

- › Improve soil health
- › Increase soil carbon
- › Promote biodiversity
- › Reduce dependency on synthetic inputs

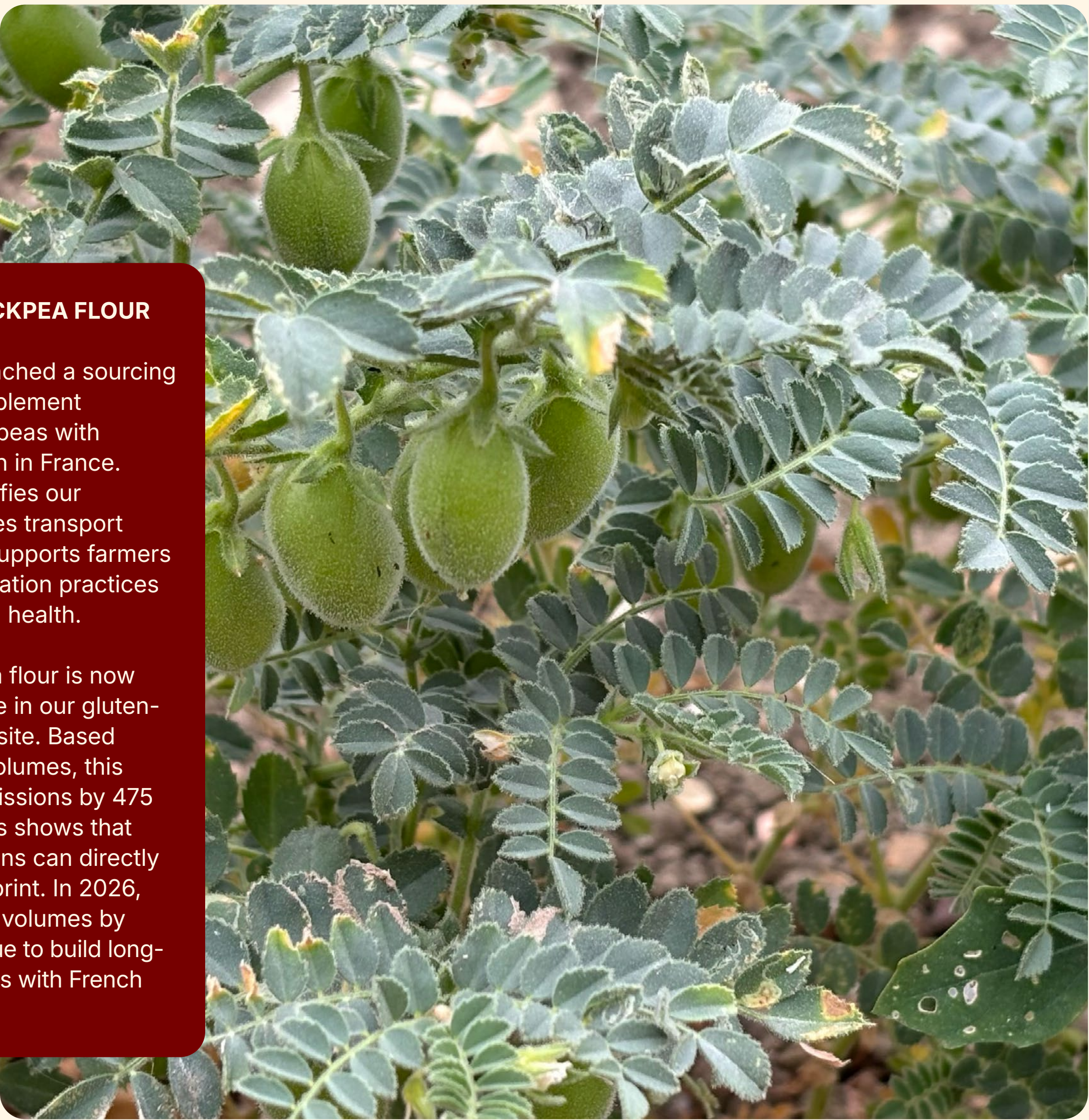
Examples include cover cropping, reduced tillage and lower fertilizer use: techniques that rebuild soil while lowering the environmental impact.

From 2026 onward, we will invest in regeneratively grown flour with key suppliers. These practices will deliver clear benefits for the environment, biodiversity and farmers’ livelihoods, while contributing to carbon reductions.

EXAMPLE: CHICKPEA FLOUR

In 2024, we launched a sourcing initiative to complement Australian chickpeas with chickpeas grown in France. This shift diversifies our sourcing, reduces transport emissions and supports farmers through crop rotation practices that improve soil health.

French chickpea flour is now approved for use in our gluten-free production site. Based on contracted volumes, this has reduced emissions by 475 tons of CO₂. This shows that sourcing decisions can directly reduce our footprint. In 2026, we will increase volumes by 25% and continue to build long-term partnerships with French farmers.



Sustainable sourcing in a changing environment

Markets shift. Regulations evolve. Expectations rise. We anticipate and build governance accordingly.

In 2025, we redesigned our risk management approach in line with our CSRD preparation. We tightened governance across climate, biodiversity and human rights risks.

RAISING THE BAR ON HUMAN RIGHTS

We completed a full gap analysis of human rights practices in our sourcing processes and benchmarked them against best-in-class standards. In 2026, we will extend our grievance mechanism to workers across our supply chain, and implement our updated Human Rights Policy (see Chapter 4).

ADDRESSING BIODIVERSITY RISKS AT THE SOURCE

We mapped biodiversity risks at raw material level and identified two high-risk commodities, including wheat. We are directing our investment in regenerative agriculture towards these areas to mitigate impact at the source.

UNDERSTANDING CLIMATE RISKS AND RESILIENCE

We identified raw materials that are most exposed to climate risk and analyzed price volatility between conventional and regenerative sourcing models. These insights will guide our long-term sourcing decisions and protect supply continuity.

OUR 2025 FOCUS: PALM OIL

Palm oil represents a limited share of our portfolio, but we apply strict standards anyway. Our policy requires an RSPO (Roundtable on Sustainable Palm Oil) certification or equivalent. This guarantees no deforestation and fair working conditions.

By the end of 2025:

- › 94% of our palm oil was certified
- › The remaining volumes are being phased out

Quality & Food safety

**QUALITY AND FOOD SAFETY
ARE NON-NEGOTIABLE**

They protect consumers. They protect our customers and their brands. They protect our license to operate.

Expectations for quality and food safety continue to rise. Consumers, customers and regulators demand greater transparency, stronger traceability and consistently high standards. At the same time, supply chains are becoming more complex, and new ingredients and formats bring additional risks to the table.

In this context, food safety goes beyond compliance. It protects brands in the food supply chain, helps them earn trust and supports long-term partnerships.

Strong management systems, clear accountability and reliable data help companies manage that complexity and deliver consistent quality.

**QUALITY AND FOOD
SAFETY AT SOLINA**

At Solina, quality and food safety are embedded across governance, operations and daily decisions.

They:

- Protect consumers and customers
- Secure business continuity
- Enable responsible innovation
- Reduce waste and recall risk



Our target

Target 01

100% of manufacturing sites certified under a GFSI-recognized scheme by end of 2026 (Global Food Safety Initiative)

GLOBAL FOOD SAFETY INITIATIVE (GFSI) AUDIT NUMBERS

Target	100% compliance with quality and food safety standards		
	2023	2024	2025
GFSI audits complete	35	34	43
Certification rate	90%	91%	97%



Integrating supplier quality with sustainable sourcing

Safety, compliance and sustainability do not operate in silos. In 2025, we further aligned supplier quality with sustainable sourcing.

We further strengthened:

- › Supplier approval and monitoring
- › Performance follow-up
- › Complaint management
- › Risk assessments for raw materials and suppliers

Supplier requirements are now aligned across GFSI standards, EcoVadis performance, traceability and regulatory compliance. This reduces risks in every link of the value chain.

QFSR roadmap progress

In 2025, we further advanced across four strategic priorities:

1

**ENSURE FOOD SAFETY
AND COMPLIANCE
BY MEETING ALL
REGULATIONS AND
STANDARDS**

Non-negotiable standards
and stronger risk
management across
all sites.

2

**CONTINUOUSLY
IMPROVE QUALITY
TO SATISFY
CUSTOMERS AND
SUPPORT GROWTH**

Quality-by-design is
better integrated into
product development,
and we apply a structured
quality approach for new
acquisitions.

3

**TRACK AND IMPROVE
OPERATIONS TO
DELIVER THE
BEST VALUE**

Enhanced KPI tracking,
digital quality tools,
dashboards and
continuous improvement
systems.

4

**REINFORCE EXPERTISE
AND LEADERSHIP**

Stronger governance,
quality leadership and
development of expertise
across regions.

FOOD SAFETY AND COMPLIANCE

Food safety is non-negotiable at Solina. In 2025, we continued the deployment of standards across sites and categories. Strong GFSI results followed suit: we remain on track toward full certification.

HACCP-based risk management is now reinforced across the entire value chain, from supplier and raw material to finished product. At group level, we improved KPI definition, tracking and reporting, visibility and control.

This reduced the risk of major food safety incidents, boosted audit readiness and increased customer confidence.

In our latest customer interviews, we were recognized as a leading player in product quality – an achievement we are truly proud of! Our roadmap helps us to maintain that position and to remain best in class.

QUALITY PERFORMANCE AND CUSTOMER PROTECTION

Quality performance improved again in 2025. There were no product recalls, which underscores the effectiveness of our quality and safety systems. Food safety-related complaints decreased. Focused actions on foreign body prevention, packaging integrity and tighter process control made a real difference.

Overall complaint rates also declined. Strong root cause analysis and

disciplined corrective actions prevented repeat issues. At the same time, we maintained a high audit success rate despite stricter customer requirements.

The result: a lower recall risk, a stronger reputation and deeper customer trust.

OPERATIONAL EXCELLENCE AND 'RIGHT FIRST TIME'

Right First Time performance remained strong across dry, liquid and coating operations. We introduced harmonized dashboards and integrated Power BI reporting: clear data, clear priorities, clear targets for 2026 and beyond.

We also improved how we track and prioritize issues, reducing the cost of errors. These actions led to less waste, less rework and smarter decisions.

PEOPLE, SKILLS AND CULTURE

Best practices do not work without skilled people. In 2025, we continued to build competence through targeted training and development.

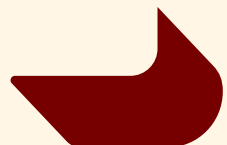
Employee engagement increased in prevention, reporting and continuous improvement, thanks to a reinforced quality culture. This is supported by clear governance and defined leadership roles at group, regional and site level.

Strong standards, skilled people, full ownership: it is how we protect our customers. Every day.



**Food safety isn't just
standards and audits.
It's a shared responsibility
we live every day.**

Delphine Risch, Quality, Food Safety & Regulatory Director



Sustainable Food System: our progress at a glance



TARGET	YEAR	2025 RESULT
Sustainable sourcing • 100% sustainable sourcing of high-impact raw materials • Achieve 100% sustainable sourcing of high-impact raw materials • Reduce Scope 3 greenhouse gas emissions by 25% (vs. 2022 baseline)	2030 2030 2030	• 100% of preferred suppliers held a valid sustainability assessment • 55% of purchased spend came from sustainably assessed suppliers • Starches: 46% • Flour: 20.1% • Animal protein: 14.1% • Spices: 5.4% • Total Scope 3 emissions: 946,000 tons of CO₂
Quality & Food Safety • 100% of our manufacturing sites certified under a GFSI recognized scheme	2026	• 97% of our manufacturing sites secured a GFSI certification

02

Environmental Impact

Greenhouse gas emissions



Solina is growing fast. The more we grow, the more responsibility we carry.

Our entire value chain is closely interconnected through greenhouse gas emissions. This means that we have a collective role to play in reducing emissions. Not just within our own activities, but also across our value chain and for our customers. We focus on where we can make the biggest difference.

NATURE UNDER PRESSURE

Natural systems are increasingly under pressure, and food supply heavily depends on them. In 2025, soil degradation and biodiversity loss reduced long-term yield stability in several regions in Europe. Severe water shortages pushed reservoir levels in Turkey to critical lows, directly threatening agricultural output. Protecting ecosystems today is essential to securing supply tomorrow.

BOOSTED GOVERNANCE AND DATA DISCIPLINE

The EU Corporate Sustainability Reporting Directive (CSRD) requires large EU enterprises like Solina to report their sustainability information transparently and accurately. Since 2023, we have identified our most material sustainability topics and strengthened regional governance. Every quarter, local Finance and Operations leaders review energy consumption in detail. This increases data accuracy, gives us insight into our local actions, and keeps momentum high for continuous improvement.



Our targets

Target 01

Reduce Scope 1 & 2 greenhouse gas emissions by 42% by 2030 (vs. 2022 baseline)

Target 02

Purchase 100% renewable electricity by 2030

Target 03

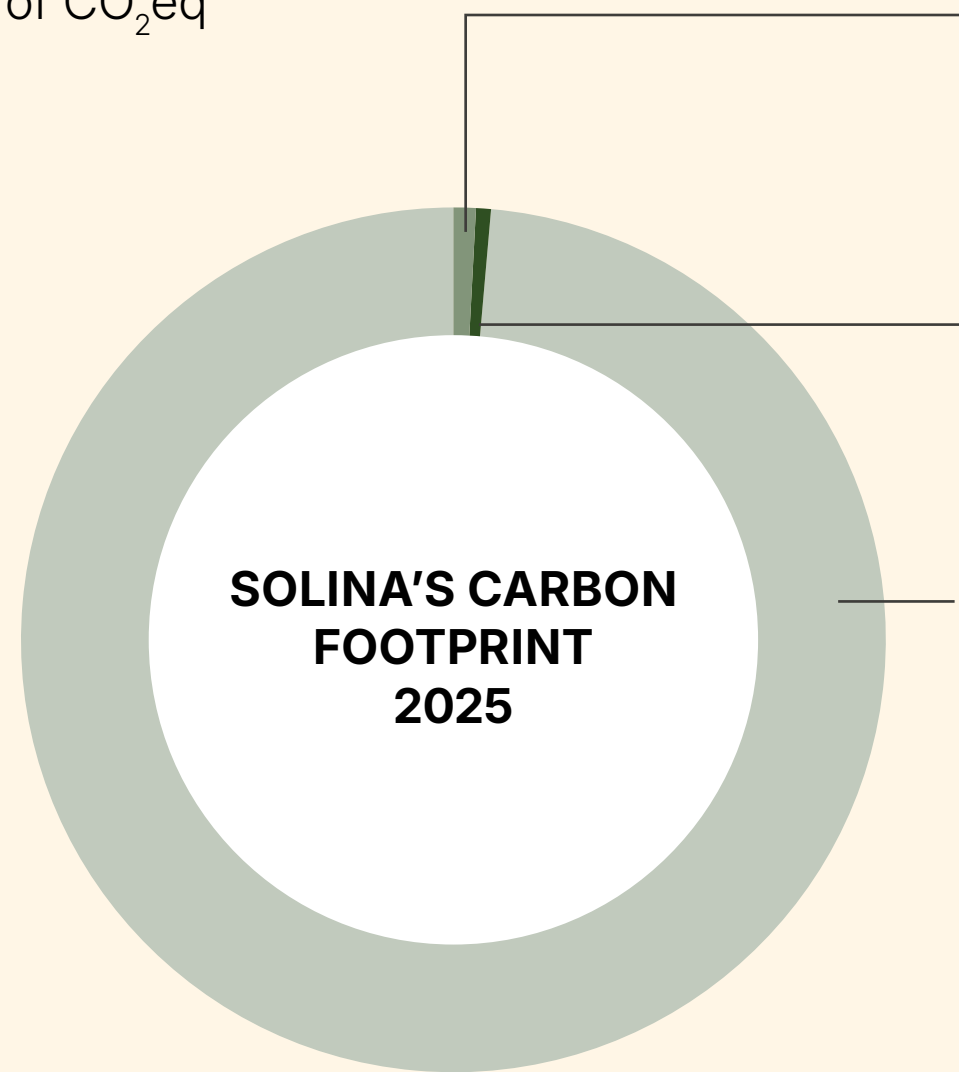
Reduce Scope 3 greenhouse gas emissions by 25% by 2030 (vs. 2022 baseline)



Our progress

SOLINA'S CARBON FOOTPRINT IN 2025

965,000 tons
of CO₂eq



Scope 1 1.7%

Carbon coming from our own facilities (production plants, warehouses, offices and own vehicles)



Scope 2 0.3%

Carbon linked to the electricity we buy



Scope 3 98%

Carbon linked to our upstream and downstream value chain

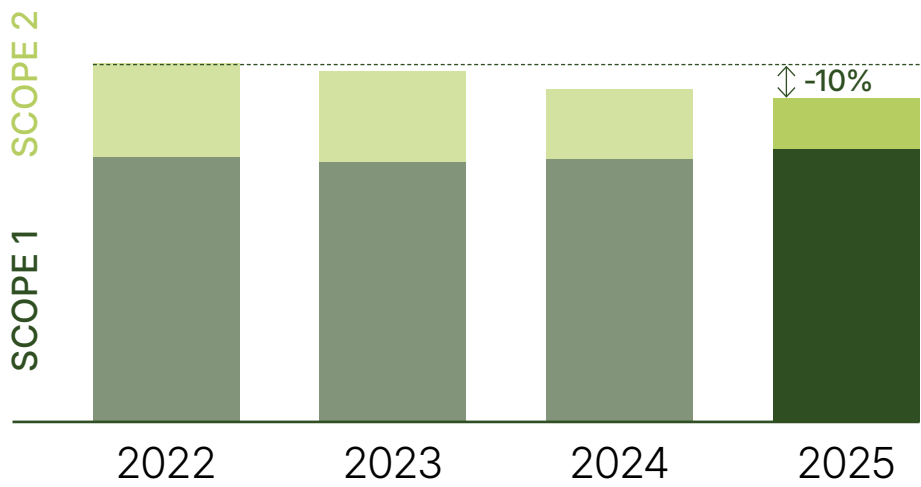
› 79%
purchased goods and services

› 9%
processing and use of sold products

› 6%
transportation

Some things do not change, over **98%** of our carbon footprint is linked to our value chain emissions. That's why we made GHG reduction in our value chain an important goal in both our sourcing strategy and the way we work together with customers and consumers. It will allow us to develop more sustainable food solutions and reduce food waste.

CARBON FOOTPRINT 2025 VS 2022



Since 2022, we have been recalculating our carbon footprint to include recent acquisitions in our scope. This makes sure that our reporting remains accurate and aligned with the GHG Protocol. In 2024, we were on track with a 14% reduction. In 2025, we made progress but didn't quite reach our planned reduction pathway. This is a setback, but it does not change our direction. Our decarbonization plan remains strong, and we are confident in our ability to meet our SBTi commitments.

You can find Solina's complete carbon footprint on [Solina.com](https://solina.com).

Target 01

Reduce Scope 1 & 2 greenhouse gas emissions by 42%

10% REDUCTION SINCE 2022

Following a correction of last year's data, the overall reduction in Scope 1 and 2 emissions is lower than previously calculated. We now have a strong integration playbook for our new companies and greater confidence in the primary data we collect.

In 2025, despite our efforts, Scope 1 and 2 emissions only decreased by 2%.

HOW WE REDUCE EMISSIONS ON OUR SITES

› **Creating awareness:** every kWh counts. We promote energy awareness across our sites to make sure that energy is used efficiently and responsibly. Both by organizing on-site training (Climate Fresk®) and by investing in data monitoring.

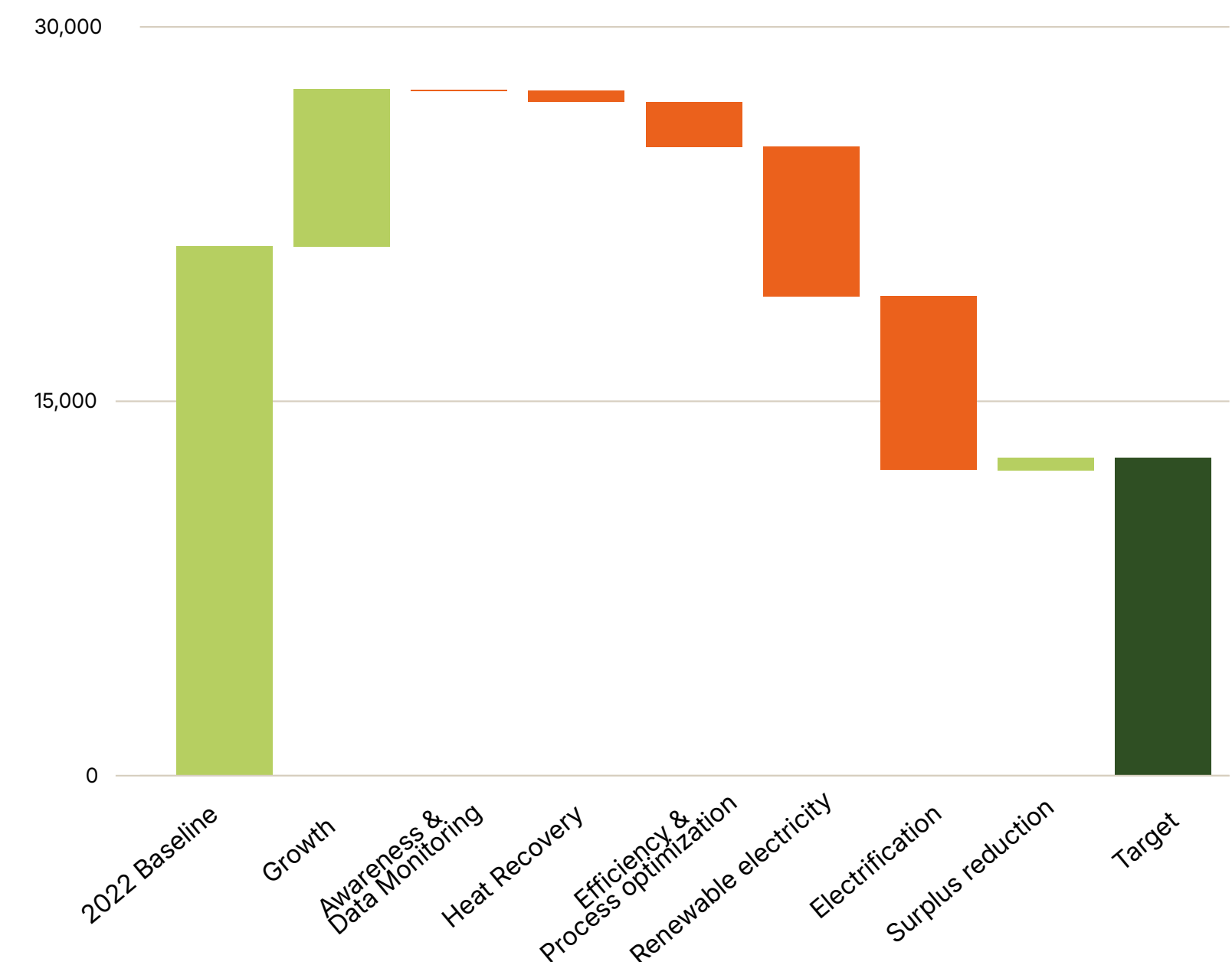
› **Reusing energy wherever possible:** we invest in heat pumps, economizers and energy recovery systems to reduce overall consumption.

› **Improving processes:** we upgrade production lines with energy-saving technologies and replace equipment with energy-efficient alternatives.

› **Electrification:** we electrify selected equipment to further reduce our emissions.

SCOPE 1 & 2 DECARBONIZATION PLAN

■ Increase ■ Decrease ■ Total



OUR 2025 RESULTS

The main reasons for our Scope 1 & 2 decreases are structural:

- › Continued electrification of our car fleet
- › Integrating our latest acquisitions into our renewable electricity contracts
- › The measurable impact of our awareness training, putting energy savings top of mind
- › Repair of refrigerant gas leaks, avoiding nearly 300 tons of CO₂e
- › As part of an optimization process, we made the difficult decision to close one facility in the United States

Two factors offset these gains in part:

- › Operating hours at our most energy-intensive site increased to meet business demand
- › Technical issues at our Finnish biogas plant made the site more reliant on conventional energy

We are optimizing high-consumption sites and stabilizing the Finnish biogas plant, so we can return to our planned decarbonization pathway in 2026.

GOOD NEWS FOR OUR CUSTOMERS

On the bright side, our production volumes increased by more than 12%, while the carbon intensity of our products decreased by 20%. This means that our products now carry less carbon per unit; a positive outcome for our customers. It also confirms that we are moving in the right direction as we decouple greenhouse gas emissions from production volumes.



Target 02

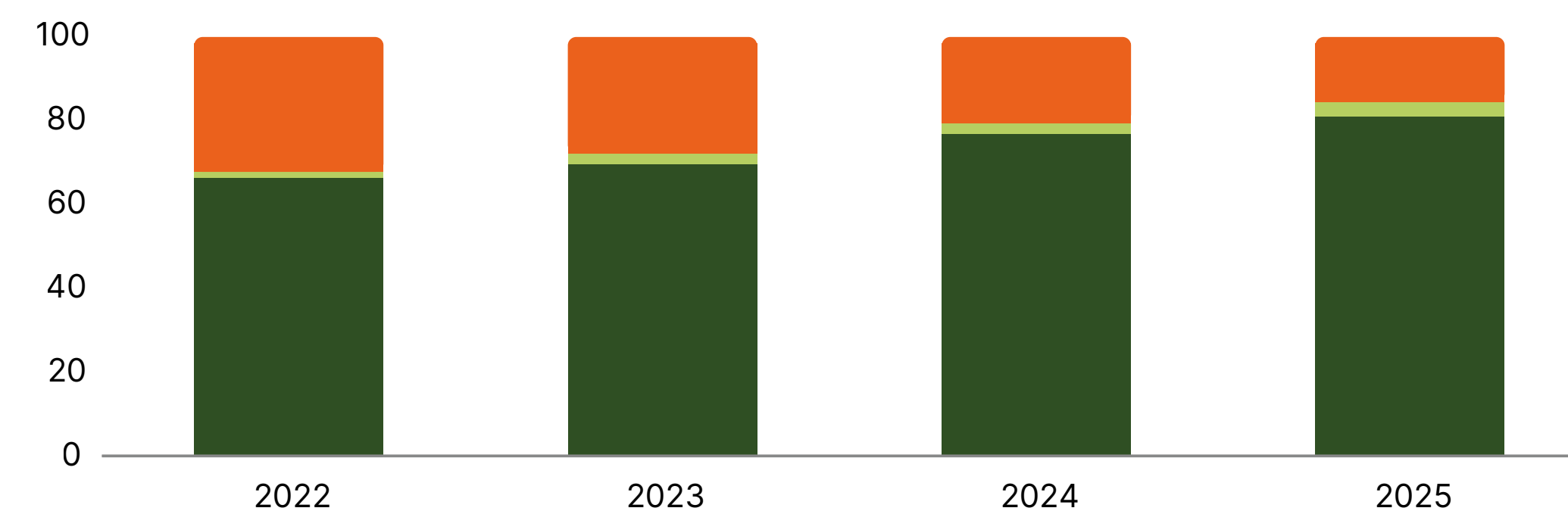
100% renewable electricity purchased by 2030, and 80% by 2025

In 2025, we reached our interim milestone: 80% renewable electricity. We continue to transition electricity contracts toward renewable sources wherever we can. In countries where 100% has not yet been reached, we strengthened reporting systems to improve transparency and reporting precision of each country's electricity mix.

Next step: we will keep supporting newly acquired companies in securing the most appropriate renewable electricity contracts.

RENEWABLE ELECTRICITY ACROSS THE GROUP

- Renewable electricity - Purchased
- Renewable electricity - Produced
- Nonrenewable electricity



Environmental impact: main takeaways from 2025

SOLAR PANELS IN BRÉAL-SOUS-MONTFORT

In 2025, our site in Bréal-sous-Montfort (France) was equipped with solar panels, producing nearly 600 MWh of renewable electricity. Installed over the parking area, they provide shade for employees' cars while they generate clean energy: a practical solution that supports sustainability and everyday use.

DID YOU KNOW?

Our site in Malmö (Sweden) reduced its Scope 2 emissions by 88% in 2025 – from 45.68 to 5.54 tCO₂e – by switching to renewable district heating. The site is now almost carbon neutral, even though production has increased by 14%. Electricity consumption remained stable, even with more employee vehicles charging onsite during the day. This shows that reducing emissions is possible even as we continue to grow. Bra gjort, Malmö!



Our progress

Target 03

Reduce Scope 3 greenhouse gas emissions by 25%

Scope 3 remains our largest emissions category and our most important lever for long-term impact. The most significant actions sit at raw material level (see Chapter 1).

At Solina, we are proud of our decentralized customer centric operating model. It allows us to stay close to our customers and enables us to move fast and with flexibility. But for measuring Scope 3 emissions, this model also brings challenges.

These emissions sit largely outside our direct control, and we have few centralized tools to measure them accurately. With 55 sites operating with a mix of group and local governance, we can track the transport of overall volumes. Capturing the full impact of local improvements remains challenging, however.

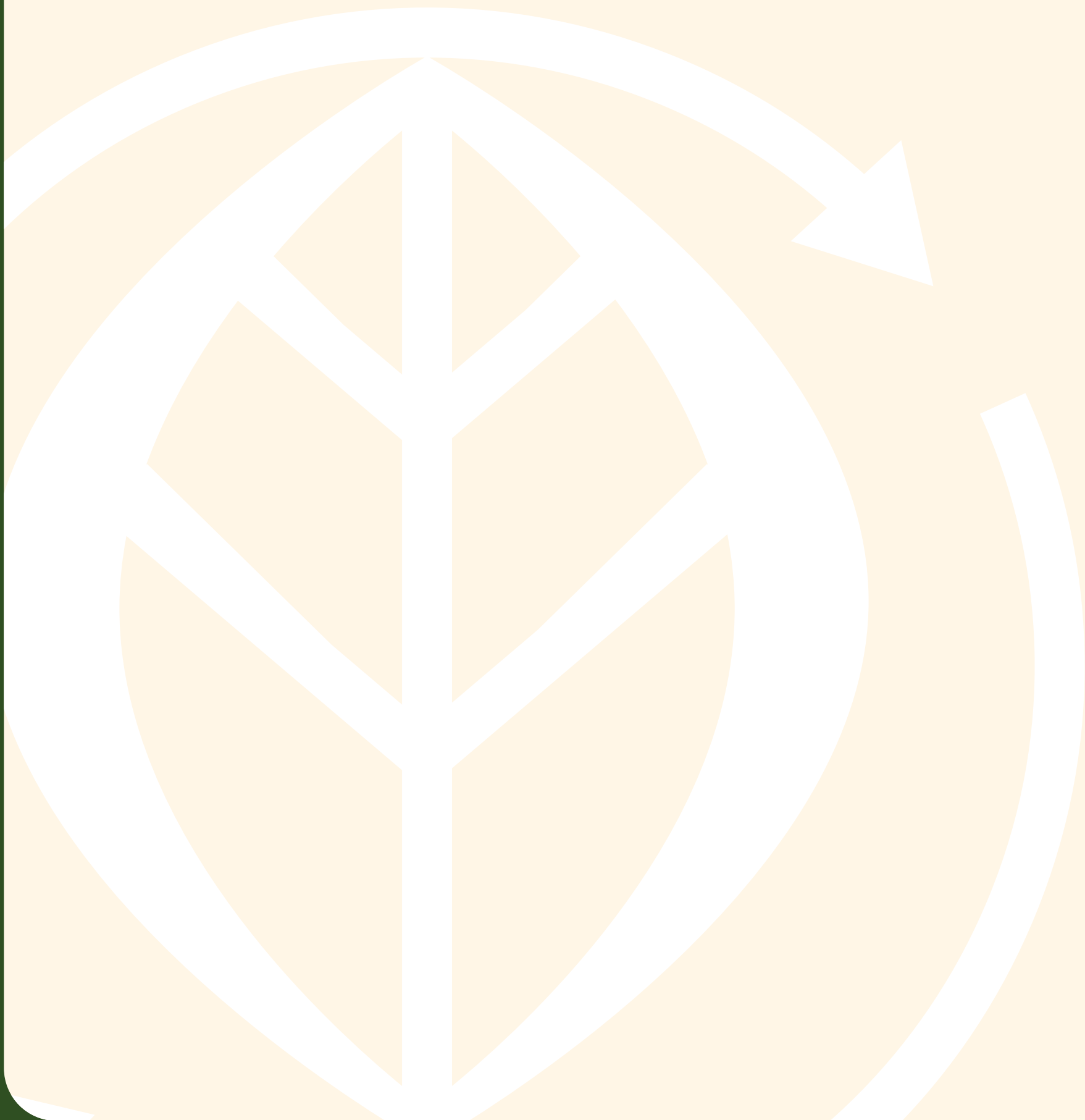
We know we are making the right operational decisions. Our focus now is to improve measurement and make that impact visible.

SOLINA'S VERY OWN 'TOO GOOD TO GO'

A customer-focused model can sometimes lead to leftovers. Instead of wasting those, we redistribute them. Raw materials that become dead stock at one site are shared with other sites across our network. This approach reduces food waste, while maintaining strict food safety standards.



Environmental Impact: our progress at a glance



TARGET	YEAR	2025 RESULT
Greenhouse gas emissions		
• Reduce Scope 1 & 2 greenhouse gas emissions by 42%	2030	• 10% reduction (vs. 2022 baseline)
• Purchase 100% renewable electricity	2030	• 81% (2024: 77%)
• Reduce Scope 3 greenhouse gas emissions by 25%	2030	• Rebaseline in progress

03

Innovations & Solutions

Better nutrition and sustainable solutions
Sustainable packaging



Better nutrition and sustainable solutions

Consumers are increasingly aware of the way food impacts their health and our planet. Their food expectations sharpen every day: better nutritional values, better and more transparent labels, lower environmental footprint – so they can make healthier and more sustainable food choices.

We act on that shift. We help our customers develop food that is better for people and better for the planet, without compromising on taste, quality and ease of use. Our strength lies in combining R&D expertise, market intelligence and a deep understanding of our customers' products. This allows us to turn challenges into tasty, healthier, sustainable and affordable solutions.



Our targets

Target 01

100% of our mid-long term innovations are Better-for-You

Target 02

50% of our sales are Better-for-You

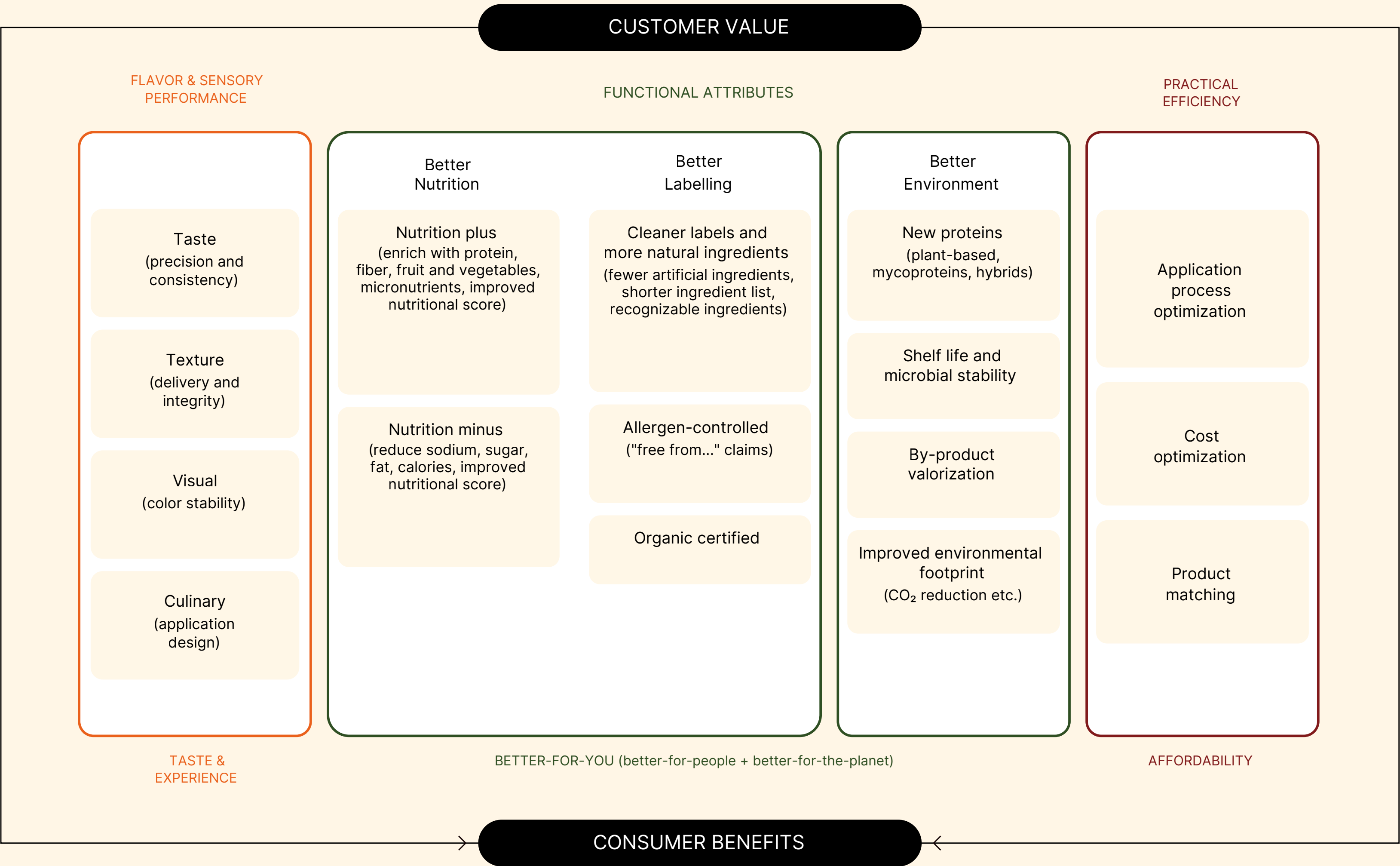
Target 03

Always inspire and support our customers on their journey to more nutritious and sustainable food



How we turn ambitions into products

We combine a thorough understanding of our customers' challenges with R&D expertise, market insight, innovation power and technical support to develop innovative solutions. Our priorities are structured around our innovation framework.



Our progress

Target 02

Target achieved: 53% of our sales are Better-for-You

In 2025, 53% of our sales came from Better-for-You solutions – a major milestone for Solina and a reason to celebrate! We could not have done this without the strong contribution of every Solina employee. They turn our story and strategy into concrete results, guiding our customers to more nutritious and sustainable solutions every day.

OUR INNOVATIONS IN ACTION

HYBRID MEAT SOLUTIONS

We use our expertise in various protein sources to develop hybrid meat solutions that are tailored to our customers' needs. Our solutions are deployed all over the world: Sweden, Brazil, Belgium, France, Spain, South Africa, the Netherlands, Romania etc.

Examples:

- **Minced meat applications:** solutions that partially replace meat with plant-based ingredients while maintaining taste and functionality
- **Hybrid chicken nuggets:** a combination of mycoproteins and chicken that delivers a clean-label, high-protein and high-fiber product with the right texture and taste



COATING SOLUTIONS

Delicious, nutritious and sustainable.

Examples:

- **Nutritious coatings:** a full range of coating solutions that reduce fat uptake or eliminate the frying step, while increasing fiber and protein content
- **Coatings with an improved footprint:** reformulated solutions that use lower-impact raw materials, reducing the carbon footprint up to 22%



MEAT SOLUTIONS

Cleaner and more natural meat solutions that avoid artificial ingredients wherever possible.

Examples:

- › **Nitrite alternatives:** to maintain taste, shelf life, food safety and that typical pink color
- › **Juiciness and taste solutions:** to preserve that juicy texture and meaty taste in a variety of applications
- › **Freshness and taste-stability solutions:** to ensure both taste and a long shelf life
- › **Natural antioxidant solutions:** to secure the overall taste, smell and eating experience



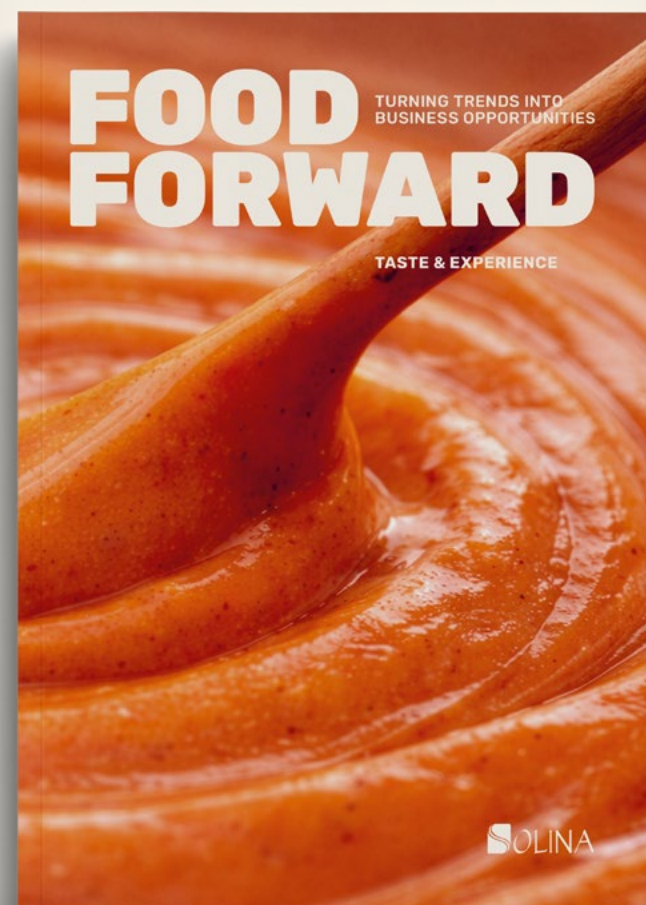
SAUCES

Clean-label, more natural and healthier sauces.

Examples:

- › **Better-for-You sauces:** no artificial preservatives, reduced sugar and salt content
- › **Puljonki & Sign'Nature range:** based on a natural stock cooking process with vegetables, meat, fish and spices
- › **High-protein dressing:** avocado ranch dressing, high in protein (5.34g/100g) and reduced in fat without sensorial impact





INSPIRING AND SUPPORTING OUR CUSTOMERS WITH MARKET INTELLIGENCE

Solutions development is only part of the equation. We provide market insights, regulatory guidance and forward-looking perspectives to support our customers' decisions.

Through platforms such as our **Food Forward magazine**, we translate trends into actionable, market-ready opportunities.

ACQUISITIONS TO SPEED UP OUR BETTER-FOR-YOU AGENDA

We completed several acquisitions that support our nutrition and sustainability ambitions:

- Vegetable solutions
 - ◆ Majority stake in **Solions**, specialized in processed onion solutions
 - ◆ Minority stake in **Natural Innovations**, focused on plant-led ingredient solutions
- Cleaner and more natural solutions
 - ◆ **PhenoFarm**, specialized in natural antioxidants
 - ◆ **New Max**, specialized in natural colorants

BUILDING INTERNAL NUTRITION KNOWLEDGE

In 2025, we launched the 'Brilliant Basics on Nutrition' training across Solina, to make sure that all employees of Solina receive a solid foundation in nutritional science. The training is tailored to Solina's applications and customer base, and has been developed by professional nutritionists.

By strengthening our internal knowledge, we ensure that nutrition is part of everyday conversations, with our customers and within our teams. Solina employees have completed more than 1,000 nutrition trainings to date.



Where nutrition meets taste: designing food people choose

PERSPECTIVE

Healthy eating is often framed as a problem of information: provide clearer nutritional labelling, update dietary guidelines, give consumers the knowledge they need, and better choices will follow.

But eating is not rational. It is emotional, social and deeply contextual. Ask most people whether they care about eating healthily and they will say yes; watch what they reach for at the end of a long day, and it will likely be a product that promises comfort, not virtue.

Bridging that gap means treating nutrition and taste as parts of the same eating experience – designing healthier foods that people actively want to choose.

DESIGNING HEALTHIER FOOD SOLUTIONS

Translating that principle into product development calls for culinary expertise and food science to work hand in hand – not just to decide what to remove or add, but how to make the product better than before. One of the most powerful tools in this redesign is flavor complexity.

On their own, reducing fat can strip away creamy or juicy mouthfeel; lowering salt and sugar can flatten flavor (and can weaken microbiological safety); adding fiber or protein risks introducing grit or off notes. However, well-constructed flavor and functional food solutions – combining spices, aromatics, function – can replace much of what’s lost when fat, salt, or sugar are reduced.

For example, increasing heat or aromatic intensity can enable

meaningful reductions in animal protein by partially replacing meat’s umami contribution. Similarly, when salt or fat is reduced, greater flavor depth and textural contrast can make a leaner product feel just as indulgent.

Consumer feedback is also important. When changes are too drastic, consumers often react negatively, comparing the product to both competitors and their memory of the original, as well as what feels authentic for that cuisine. One major dairy brand instead reduced sugar in a flagship product gradually over several years, using regular taste tests to identify the threshold at which changes became noticeable. By staying just below that threshold each time, they achieved a substantial reduction without consumers ever perceiving a change.

Taken together, these approaches demonstrate how reformulation, done

well, supports better nutrition without ever asking consumers to sacrifice enjoyment.

TASTE AS A DESIGN PRINCIPLE

Solina takes a holistic approach to food design, drawing on market insight, R&D and innovation expertise, and culinary craftsmanship to create complete food solutions across categories – from meat and poultry to sauces, coatings, snacks, plant-based and vegetable applications.

The goal is to enhance what makes food taste good – crunch, juiciness and flavor impact – while ensuring every product delivers on nutrition, shelf life, and cost. Because building nutrition into a genuinely enjoyable eating experience is how better food gets made – and how it gets eaten.

This article was written in collaboration with Ghislaine Challamel, Senior Advisor at the Stanford Food Institute and the Teaching Kitchen Collaborative. Her work focuses on eating behavior, food systems and the role of institutional environments in shaping healthier food choices.

Sustainable packaging

Packaging plays a critical role in keeping our food safe, fresh and enjoyable, while providing convenience and clear information for customers. It is also one of the most effective levers to prevent food waste and reduce environmental impact across the food value chain.

At Solina, sustainability is not an add-on to packaging performance, it is embedded in every decision we make. The materials we choose directly influence our carbon footprint, regulatory compliance and the overall quality of our solutions. This calls for a careful balance between sustainability ambitions, product safety, quality standards and evolving global and regional requirements.

We see this complexity as a driver for progress. We invest in equipment, materials, and dedicated R&D expertise to build a strong foundation for innovative and sustainable solutions. In addition, our packaging specialists work closely with customers and partners to develop solutions that excel in performance, compliance, and sustainability, now and in the future.

INNOVATION AS AN ENABLER

Innovation accelerates our packaging transition. We work with our customers to understand their operational needs, test solutions thoroughly and implement them at scale. Because packaging must perform in real conditions, not just in theory.

At the same time, we monitor evolving regulations and translate them into practical, workable solutions, particularly in high-impact segments such as QSR.



Our targets

Target 01

Integrate an ecodesign framework into all new packaging developments

Target 02

Work toward 100% recyclable*, reusable or compostable packaging

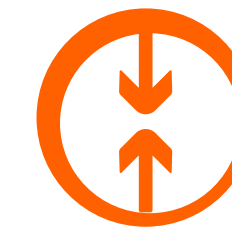
Target 03

Increase the proportion of recycled content by 2030

Our objective is clear: protect product safety and quality while reducing CO₂ emissions. We focus on three levers: reduce, reuse and recycle.

OUR APPROACH: REDUCE, REUSE, RECYCLE

Reduce



- › Lower packaging weight across materials
- › Remove unnecessary or excessive materials
- › Optimize logistics through improved secondary and tertiary packaging

Reuse



- › Expand reusable systems for secondary packaging
- › Increase the use of foldable, returnable crates
- › Launch new projects to scale up reusable solutions across operations

Recycle



- › Transition further to recyclable mono-material packaging
- › Phase out materials such as polystyrene, PVC and carbon black
- › Increase recycled content in packaging materials over time

Our progress & highlights

Target 02

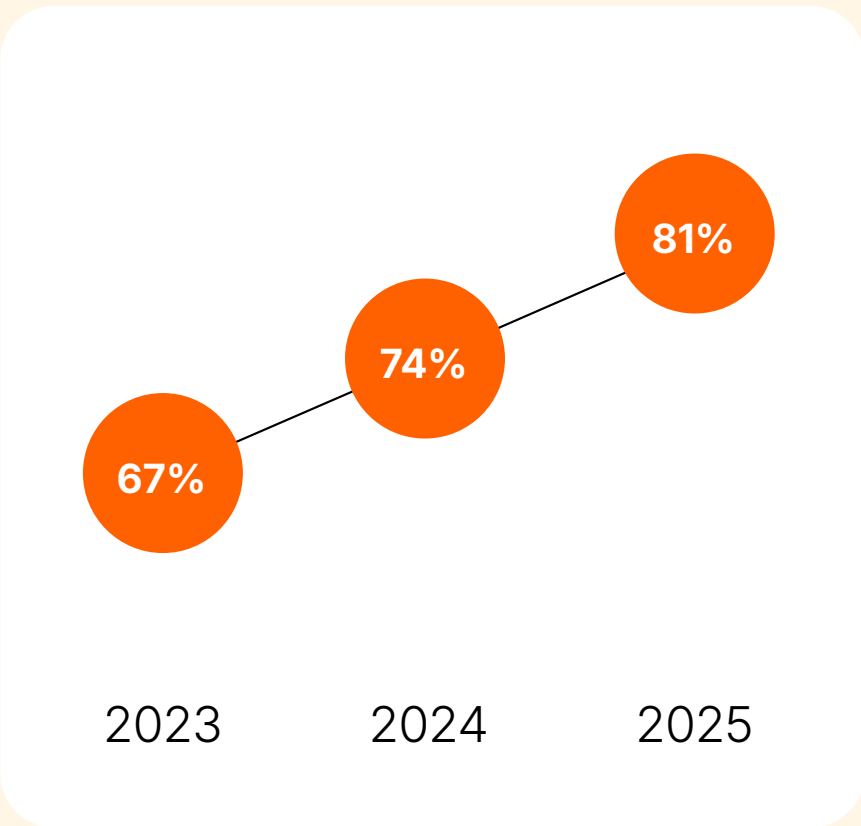
100% RECYCLABLE-READY

By the end of 2025, 81% of our packaging portfolio was recyclable-ready. We did not achieve 100% and we are sharing this transparently, because it also reflects the reality of a complex transition. Reaching 81% marks significant progress versus 2024 and confirms that our direction is right. Next year we aim to achieve 90%.

Progress varies across regions. Europe is close to full transition, while other regions and newly acquired businesses are advancing at different speeds. We have taken a pragmatic approach, focusing our efforts and resources where they create the most value for our customers.

DID YOU KNOW?

In our EcoPack project, we explore and test packaging solutions in food service and dining segments. These solutions avoid or limit the use of plastic, while we maintain food safety, quality and convenience in line with the Packaging and Packaging Waste Regulation (PPWR).



WHY OUR TIMELINE SHIFTED

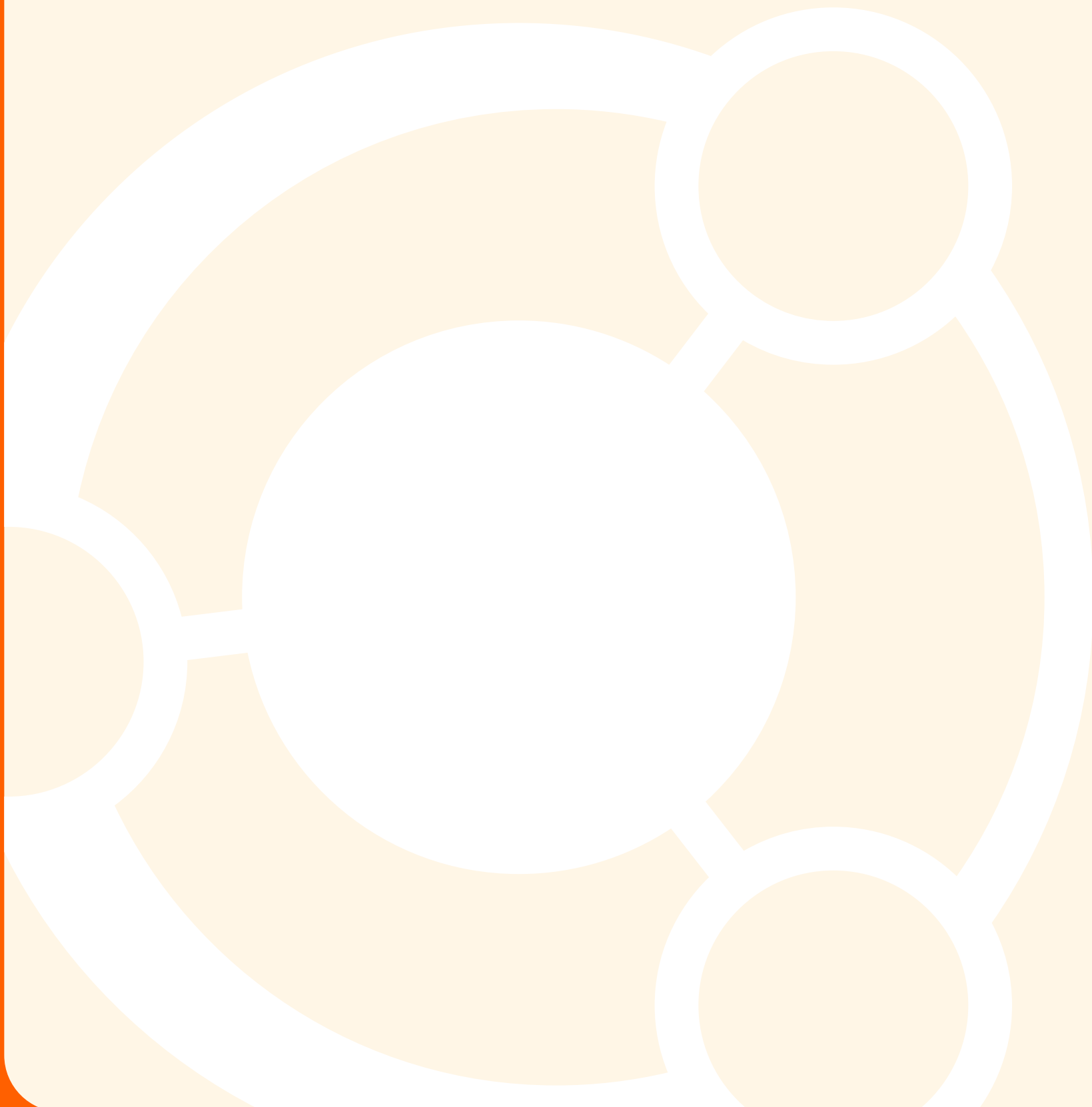
- › Transitioning from complex multilayer materials to recyclable mono-material solutions proved more challenging than expected
- › We had to find ways to protect shelf life, food safety, quality and functionality throughout that transition
- › New acquisitions required extra time to align the different packaging standards

We prioritize quality and safety over speed. Several initiatives are well on their way and expected to reach full commercialization in 2026. Our next milestone: to make 90% of our packaging recyclable, reusable or compostable. We remain committed to eventually achieving our 100% target, in full compliance with upcoming regulations.

Our ambition is to deliver packaging solutions that our customers can rely on: solutions that protect product quality and safety, while we reduce our environmental impact through smarter material selection.

Guus Lueb, Global R&D Packaging Lead

Innovations & Solutions: our progress at a glance



TARGET	YEAR	2025 RESULT
Better nutrition and sustainable solutions • 100% of our mid-long term innovations are Better-for-You • 53% of our sales are Better-for-You • Always inspire and support customers on their journey to more nutritional and sustainable food	2030 2030 2030	• All mid- to long-term innovations are Better-for-You • 53% of sales are Better-For-You (2024: 48%) • On track, e.g. via our <i>Food Forward magazine</i>, among others, we translated trends into market-ready business opportunities.
Sustainable packaging • Work toward 100% recyclable*, reusable or compostable packaging by 2030	2026	• 81% of our packaging portfolio is recyclable-ready (2024: 74%)

04

People & Culture

Talent retention & attraction
Occupational health, safety & well-being
Business ethics & integrity
Human rights



People & Culture

SOLINA, WHERE PEOPLE MATTER

Our success is built on our people. They bring our purpose to life: we make food matter for people and the planet. We continue to invest in a safe, inclusive and ethical work environment to build a strong and shared identity across our international and fast-growing group.

To support our employees in reaching their full potential, we focus on four complementary domains, each with clear 2030 ambitions:

TALENT RETENTION
& ATTRACTION

OCCUPATIONAL
HEALTH, SAFETY
& WELL-BEING

BUSINESS ETHICS
& INTEGRITY

HUMAN RIGHTS

4,253

Total permanent headcount:

All permanent employees as of Dec. 31st 2025

4,439

Total full-time equivalents:

YTD average including temp. workers

HOW TO SUPPORT SUSTAINABLE GROWTH

In 2025, we refreshed our People & Culture strategy to align with our growth ambitions and sustainability goals. Our focus is clear: the right culture, the right operating model and the right leaders with the right capabilities – supported by strong data governance and effective tools.

Talent retention & attraction

Our targets

Target 01

Increase our employee retention rate to 90% by 2030

Target 02

Achieve and maintain an employee engagement rating of A+

Target 03

Unique & United: Inclusive environment, pay equality and balanced gender representation

Our progress

Target 01 & 02

BUILDING COMMITMENT FROM DAY ONE

We focus on what matters most to our employees and to Solina: improving overall experience and ensuring meaningful performance development. We are pleased to see that these efforts are directly contributing to a higher employee retention number.

Our retention rate increased to:

2023	2024	2025
83%	83%	85%

THE WELCOME DAYS: A MEANINGFUL START OF THE SOLINA JOURNEY

Our onboarding program combines global and local initiatives to make sure that new colleagues feel welcomed, supported and connected from day one. The Welcome Days play a central role in this approach. This two-day program introduces our culture and strategy, and helps new employees build networks across countries and functions.

PULSE

The global HR platform, Pulse, remains the backbone of our People & Culture processes and helps implement our renewed strategy. It consolidates HR data, streamlines core processes, supports a unified employee experience and helps us deliver on our growth and sustainability targets.

LEARNING & DEVELOPMENT

In 2025, we enriched local training opportunities with centralized training access on Pulse. Employees can now manage their own development through easily accessible and relevant learning paths.

INTERNAL MOBILITY

Our new Job Hub was launched in 2025, giving all employees insight in internal growth opportunities and support for cross functional and international moves.

ENGAGED PERFORMANCE

74%* of our colleagues actively participate in performance management through ongoing conversations and regular feedback throughout the year, showing strong willingness to build a culture of high performance.

It turned my first days into a meaningful experience I'll remember throughout my journey at Solina.

Participant in the Solina Welcome Days



Target 03

UNIQUE AND UNITED: FROM TARGETS TO ACCOUNTABILITY

In 2025, we moved from purely numerical targets to a clear commitment to action.

We focused on building an inclusive environment and balancing our gender representation to achieve equity.

Increasing the share of women in leadership positions continues to be a priority. Our ambition is clear: an environment where everyone has equal access to opportunities and can progress based on their skills and potential.

This includes transparent promotion processes and a reduced bias in recruitment and decision-making.

HOW WE WALK THE TALK

Our first steps were to reinforce our DE&I culture across the organization.

In 2024, 94% of our employees participated in a DE&I workshop, which created a strong foundation across the organization. In 2025, we made sure that all newcomers completed this training as well. We remain committed to maintaining participation above 90%.

We now focus on equal opportunities through equal access to development and career growth.

- › Equal access to training and development, including leadership programs and coaching
 - › Embracing different perspectives helps to improve Solina’s decision making and accelerate innovation for our customers. At Solina, we call this being Unique & United.
- To further increase our gender-balanced representation throughout the organization we improved workplace ergonomics, particularly in production environments.

INCLUSIVE ENVIRONMENT
(INCLUSIVITY INDEX
ABOVE NORM)

PAY EQUITY
(TO ZERO PAY GAP)

A BALANCED GENDER
REPRESENTATION
(THROUGHOUT THE
ORGANIZATION)

Occupational health, safety & well-being

We seek to improve health and safety in all its dimensions: physical, mental and psychosocial. Ergonomics, noise exposure, repetitive tasks and psychosocial factors are evaluated through risk assessments, medical surveillance and targeted prevention programs. We also continue to invest in well-being initiatives to protect our workforce and support long-term employee health.

ALIGNMENT WITH INDUSTRY PRACTICES AND EXPECTATIONS

We operate in an industrial environment, where the main risks include ergonomic strain, slips, trips and falls. Our approach aligns with recognized standards such as ISO 45001:

- › Structured Health & Safety Management Systems across all sites
- › Clear prevention standards and governance
- › Increased use of leading indicators to anticipate risks
- › Transparent and structured reporting

Despite our significant growth, accident numbers remained stable. In 2025, we recorded 97 Lost Time Accidents globally and 0 work-related fatalities. Most incidents were low in severity and operational in nature. We did not see any significant decline in work-related health indicators at group level.



Health and well-being initiatives remain central to how we support our workforce.

Daniel Mellado, Health & Safety Group Lead

Our targets

Target 01

Reduce the Lost Time Accident Frequency Rate (LTAFR) to below 8

Target 02

Reduce the Severity Index (SI) to below 0.11

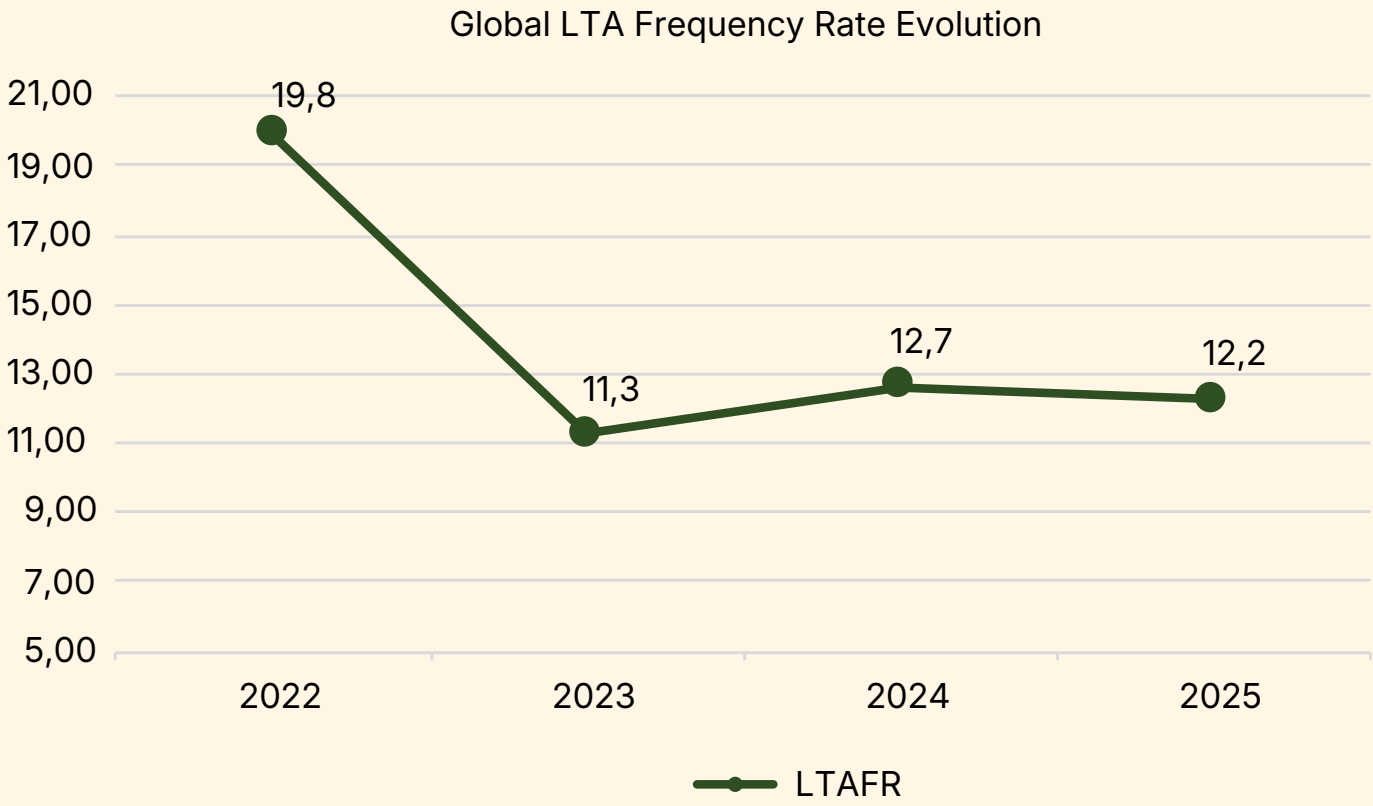
Target 03

Achieve at least 90% compliance with Prevention Standards at all sites

Our progress

EFFECTIVELY SCALING SAFETY MANAGEMENT

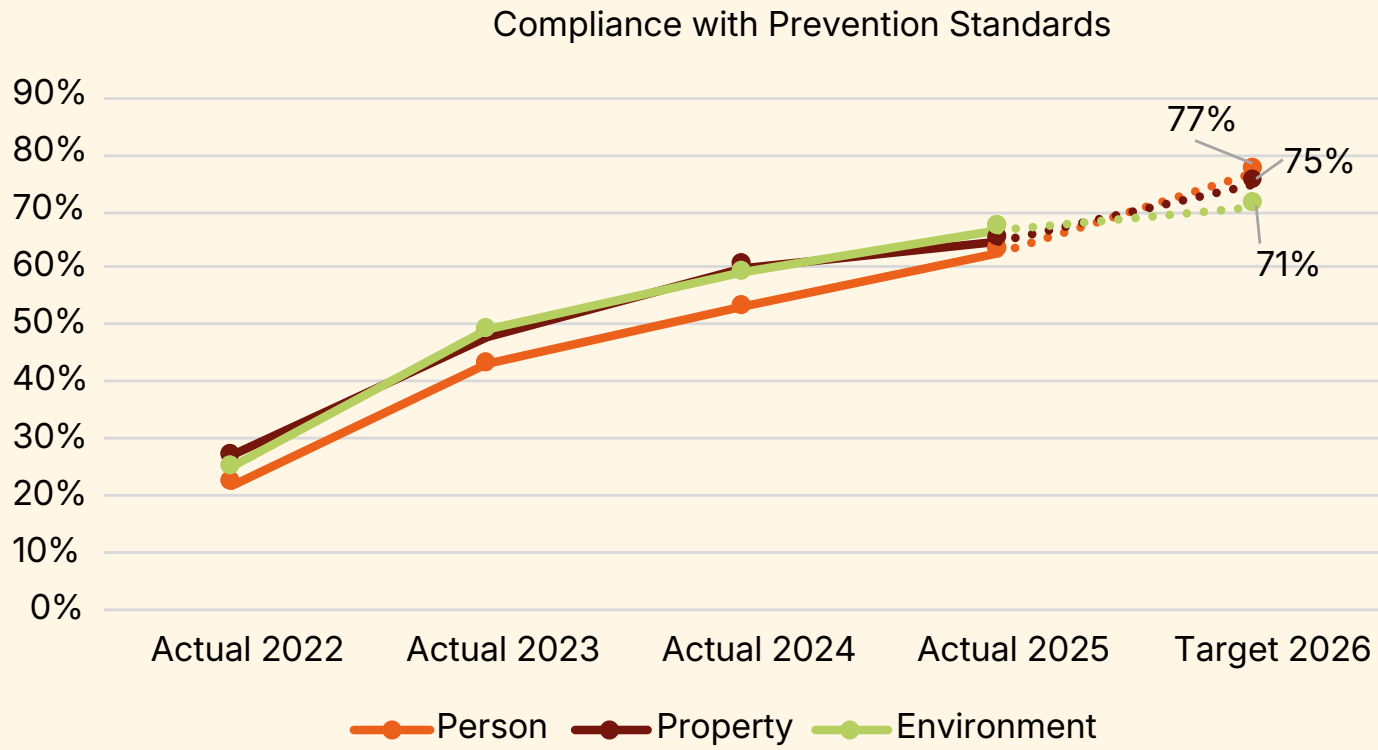
In 2025, we strengthened governance and proactive safety practices. With engaged leadership and a more mature safety framework, our Health & Safety performance improved across the board, even as the business continued to grow.



12.2 (-4%)
Lost Time Accident
Frequency Rate
(LTAFR)

0.20 (-9%)
Severity Index (SI)

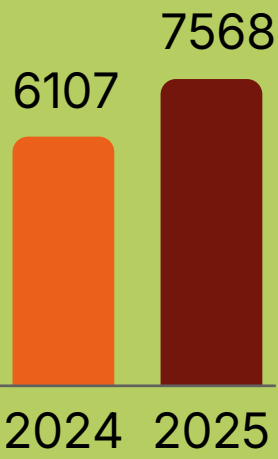
61%
Compliance
Prevention
Standards at all sites



MOVING TOWARDS PROACTIVE SAFETY MANAGEMENT

Reporting of near misses and unsafe situations increased by 20%, reaching a total of **7,568 reports**. We now have a better overview of risks, so we can act before any injuries happen. It also reflects higher employee engagement and growing trust in the reporting process.

Reported Near Misses and Risky Situations (December 2025)



Health & Safety: main takeaways from 2025

A STRONGER FRAMEWORK AND GOVERNANCE

In 2025, we introduced the Solina HSE Manual, which defines clear Health & Safety requirements and shared expectations across all sites. It complements Prevention Standards, our self-assessment tool. We will ensure monitoring through quarterly Prevention Standards self-assessments. From 2026 onwards, these will be independently validated through a Global Internal Audit Program.

KEY PRIORITIES FOR 2026

- › Improve safety maturity through a Global Internal Audit Program
- › Remove root causes of the most significant risks
- › Share best practices on ergonomic and engineering improvements across sites
- › Further strengthen safety leadership



Business ethics & integrity

In 2025, we launched our updated global Code of Ethics & Business Conduct, supported by targeted e-learning on anti-bribery, anti-corruption, antitrust and fair competition.

**RESPONDING TO
CHANGING EXPECTATIONS**

Our customers, employees, business partners and investors expect transparency, accountability and responsible conduct. At the same time, geopolitical tensions and complex supply chains increase exposure to risks such as corruption, conflicts of interest and unfair competition.

We continue to strengthen our Business ethics & integrity framework to address these risks. The launch of our updated Code of Ethics & Business Conduct, supported by targeted e-learning, face-to-face training and structured onboarding, is part of this effort. These actions embed clear ethical principles into daily decision-making and support responsible growth.



Our targets

Target 01

Zero tolerance for any
corruption, bribery or unethical
behavior

Target 02

Zero tolerance for harassment,
misconduct and discrimination

Target 03

Zero tolerance for Human
Rights breaches

Our progress

A NEW CODE OF ETHICS & BUSINESS CONDUCT

The updated Code brings together our ethical principles and business standards in one clear reference document. It emphasizes that ethics at Solina are both values we believe in and concrete rules that guide our daily decisions.

STRONG ENGAGEMENT IN E-LEARNINGS

- › 87.2% completed the Code of Ethics & Business Conduct module
- › 90.2% completed the Anti-Trust and Fair Competition module
- › 75% completed the Anti-Bribery and Anti-Corruption module

DEDICATED FACE-TO-FACE TRAINING FOR NEWCOMERS

All newcomers at Solina receive dedicated Business Ethics training during their Welcome Days. This gives them the opportunity to understand our standards from the start and to raise questions about real-life situations they may face in their roles.

MAIN TAKEAWAY FROM 2025

The rollout of our updated global Code of Ethics, combined with strong training participation, shows that employees are engaging with both our ethical values and the practical standards that guide Solina’s daily decisions. This provides a solid foundation to further integrate ethical reflexes, personal accountability and collective responsibility in the near future.



Human rights

In 2025, we moved from a principles-based and local compliance commitment to a global approach, covering both our operations and supply chain.

This is reflected in our updated [Human Rights Policy](#), which ensures clearer governance, accountability and oversight at group level.

MEETING RISING EXPECTATIONS WITH MEANINGFUL DATA

Expectations on business and human rights are becoming increasingly stricter, driven by regulations such as the Corporate Sustainability Reporting Directive (CSRD) and the Corporate Sustainability Due Diligence Directive (CS3D) – as well as stakeholder demands. That is why, in 2025, we assessed our existing practices and identified gaps in how we report them.

We introduced:

- › Structured risk mapping
- › Site-level data collection
- › Defined targets
- › A clear roadmap aligned with OECD* due diligence steps

This makes our human rights approach more meaningful, impactful and able to withstand scrutiny.

In our supply chain, we focus on those areas where we can make a difference. Tools such as Sedex and EcoVadis help us identify and prioritize risk hotspots. At the same time, we are building a deeper understanding of country-level risks linked to raw material origins, and we improve coverage, depth and decision-making.

You can find more information on our supply chain work in the Sustainable Sourcing section of this report (see p. 14).



Stronger regulations and stakeholder expectations are shaping how we approach business and human rights.

Marlena Lesak, Head of Learning & Development



Our targets

Target 01

Achieve a 100% response rate
for self-assessments

Target 02

Conduct audits and provide
training for all high-risk sites
within one year

Target 03

Address all high and critical
risks at group level by 2030

Our progress

UPDATED HUMAN RIGHTS POLICY WITH CLEAR AND AMBITIOUS TARGETS

- › Clear governance and defined accountability
- › Annual self-assessments for risk prioritization
- › Structured audit cycle combining internal and external assessments
- › Formal remediation and responsible exit procedures
- › Strengthened stakeholder engagement and reporting

RISK VISIBILITY ACROSS OUR OWN OPERATIONS

In 2025, we performed a Human Rights risk assessment across all sites. Based on responses from 49 sites, 85.7% of our sites fall within the 'medium risk' range.

Externally, SMETA (Sedex Members Ethical Trade Audit) identified one higher-risk site, despite no high-risk flags in our self-assessments. We take this seriously. It confirms that self-assessments alone are not enough, and reinforces the benefits of our multilayered due diligence approach.

Corrective actions have been initiated at site level, with progress closely monitored.

A targeted remediation plan is in place, and we are strengthening the ways in which we identify and manage risks across all sites.

This allows us to focus actions where they matter most, with tailored support for higher-risk locations and a stronger integration of human rights in M&A processes.



EARLY INDICATORS AND BASELINE STRENGTHS

The first self-assessment cycle also provided important baseline insights:

- › **Child labor:** in line with our policy and international standards, no cases of child labor (under 15 years of age) have been identified by responding sites
- › **Working hours:** sites reported alignment with legal requirements and internal standards
- › **Social dialogue and freedom of association:** 98% of sites confirmed that employees are free to join a trade union
- › **Discrimination and harassment:** group-wide training programs continue to reinforce prevention and awareness

This approach provides a clear baseline and allows us to measure progress as human rights due diligence becomes fully embedded across the group.

This way we can tackle higher risks quickly and make a real difference.

Human rights: main takeaways from 2025

➤ **Visibility drives action**

The rollout of self-assessments and risk heat mapping enabled a more focused and constructive dialogue with regional and site leadership.

In 2026, we will focus on supporting higher-risk sites, strengthening our supply chain analysis and embedding our HRDD framework more deeply into daily operations and decision-making processes.

➤ **Not all risks are equal**

Concentrating our efforts on higher-risk sites and contexts delivers greater impact than applying the same controls everywhere.

Looking ahead to 2030, our priority will shift from building frameworks to delivering measurable improvements for people across our operations, supply chain and the communities connected to our business.

➤ **Multi-layered due diligence**

Platforms such as Sedex and EcoVadis provide a solid foundation, but are complemented by Solina-specific analyses, clear ownership and (where necessary) in-depth assessments.

➤ **Maturity requires continuous effort**

Sustained focus, training and governance are essential to maintain progress.



From policy to practice: managing labor rights in the modern food chain

PERSPECTIVE

Agriculture accounts for around 61% of all child labor.¹ Children on small family farms may work before or after school, or miss it entirely, often doing hazardous tasks like cutting crops or carrying heavy loads without protection. Yet because such work sits deep within complex, informal supply chains — and is even seen as normal in many communities — it is hard for brands to see, let alone address.

This raises a practical question: how can companies today take responsibility for the least visible parts of their value chains?

THE REALITIES BEHIND EVERYDAY FOOD

In many agricultural commodities, producers face sustained commercial pressure: incomes remain low or volatile while costs and risks continue to rise. Tight pricing, last-minute orders and short-term contracts

squeeze margins, pushing producers to reduce labor costs or rely more heavily on unpaid family labor. This creates cycles of poverty that make child labor, forced labor and overwork more likely. That same structural vulnerability informs the experience of migrant and seasonal workers from field to processing facility. Many face recruitment fees, tied visas or informal employment that increase the risk of forced labor – not only in lower income countries, but also across Europe and North America.

On top of this, many workers simply do not have a safe way to speak up about pay, hours or treatment. Where grievance mechanisms do exist, they stop at tier one suppliers or ask workers to complain directly to the same supervisors whose behavior they may want to challenge. Fearing retaliation — or simply believing that this is just the way things are done — many, unsurprisingly, stay silent.

FROM VOLUNTARY COMMITMENTS TO HARD ACCOUNTABILITY

What has changed in recent years is less the existence of these problems than the expectations on companies to manage them. In the EU, new rules on corporate sustainability reporting and due diligence now require large companies to identify, prioritize and address human rights risks across their value chains. In parallel, withhold release orders in the United States allow authorities to block imports where forced labor is suspected, and the EU is developing a similar forced labor regulation.

Court cases are also growing, including against European firms over overseas subsidiaries and supply chains. At the same time, social media and cheap mobile connectivity make abuses harder to hide: from online groups to videos posted from fields and factories, workers now have more tools to share their experiences.

Yet one reason these conditions persist is that responsibility is genuinely hard to pin down; the food value chain is long, and not every actor has the same visibility or influence at its furthest reaches. Experience shows that lasting change depends not only on setting standards, but on how those standards are put into practice with suppliers and workers on the ground.

WHAT BETTER LOOKS LIKE

Most food and ingredient manufacturers today have human rights policies, supplier codes and audit programs in place. These tools matter, setting expectations on issues like child labor, wages, working hours, and health and safety. Solina's Supplier Code of Conduct, for example, sets clear principles on human rights, remuneration, and child labor, while preferred suppliers are assessed through platforms such as EcoVadis or Sedex.

But codes and audits alone rarely transform conditions. Traditional social audits tend to be checklist-driven, focusing on documents and management systems – they are less suited to uncovering issues that depend on trust and confidentiality, such as debt bondage, harassment, or intimidation. Multiple, overlapping audits can also create fatigue for producers, taking up time and resources without fixing root causes.

What works better is a shift in approach:

- Focus where it matters most by mapping risks and prioritizing the areas with the greatest potential harm.

- Look beyond tier one, especially for high-risk materials, using a mix of tools including certification, farm sustainability assessments and sector initiatives like the Sustainable Spice Initiative.
- Build trust with workers by combining audits with local-language interviews, confidential grievance channels and a clear focus — when harm is found — on protecting those affected.
- Treat buyer–supplier relationships as long-term partnerships, with joint investment in remediation and practical support.

THE OPPORTUNITY IN THE MIDDLE OF THE CHAIN

Ingredient and solutions providers have a particular opportunity here. Sitting between global brands and a fragmented supplier base, they can spot patterns of risk no single brand can and bring buyers and suppliers together around practical solutions.

They can also use their reach across multiple suppliers to lift standards across the value chain so that farming remains a viable livelihood for the next generation. When farm work provides a fair income and children are able to stay in school — gaining the knowledge and skills needed to adapt to a changing climate — this becomes a foundation for long-term supply resilience.

Solina's sustainability roadmap reflects efforts to turn this responsibility into action, linking key issues to clear 2030 targets. The work is ongoing but the direction is set: ensuring commitments on paper translate into safer, fairer conditions for the workers and producers at the furthest points of the chain.

This article was written in collaboration with Priyanka Kanani, Principal Consultant at Impactt. Her work focuses on human rights due diligence, labor risk assessment and responsible supply chain engagement across global food value chains.

People & Culture: our progress at a glance



TARGET	YEAR	2025 RESULT
Talent attraction & retention		
• Increase our employee retention rate to 90%	2030	• 85% (2024: 83%)
• Achieve and maintain an employee engagement rating of A+	2030	• In progress
• Unique & United: Inclusive environment, pay equality and balanced gender representation	2030	• In progress
Occupational health, safety & well-being		
• Reduce the Lost Time Accident Frequency Rate (LTAFR) to below 8	2030	• LTAFR: 12.2 (2024: 12.66)
• Reduce the Severity Index (SI) to below 0.11	2030	• SI: 0.20 (2024: 0.22)
• Achieve at least 90% compliance with Prevention Standards at all sites	2030	• An average of 61% compliance with Prevention Standards at all our sites



TARGET	YEAR	2025 RESULT
Business ethics & integrity		
• Zero tolerance for any corruption, bribery or unethical behavior	Always	• We launched our new Code of Ethics & Business Conduct, supported by targeted e-learnings:
• Zero tolerance for harassment, misconduct and discrimination	Always	• overall completion rate of 87%. • 0 reported incidents of corruption, bribery or Human rights breaches.
• Zero tolerance for Human Rights breaches	Always	
Human rights		
• Achieve a 100% response rate for self-assessments	2025	• 100%
• Conduct audits and provide training for all high-risk sites within one year	2026	• In progress
• Address all high and critical risks at group level	2030	• In progress

05

Performance & Reporting

Towards full CSRD compliance



We share our ambitions, actions and progress openly – both within Solina and with our stakeholders.

This Sustainability Report reflects where we stand today and where we are heading. It provides a clear view of our priorities, progress and areas where we need to improve.

Throughout the year, we continue to engage and work with our employees through internal communication, training opportunities and dedicated sustainability sessions. We also maintained an active dialogue with customers and partners, as we shared our progress, targets and innovations across channels such as LinkedIn, direct customer engagement and industry events.

Across all those platforms, our message remains consistent: sustainability is central to everything we do.



Our targets

Target 01

Fully compliant CSRD reporting

Target 02

Keep our EcoVadis Silver Medal and remain in the top 15% of EcoVadis-rated companies

Our progress

OUR SECOND ECOVADIS SILVER MEDAL

For the second year in a row, Solina has been awarded a Silver Medal by EcoVadis, one of the leading sustainability rating platforms. We achieved a score of 78, an improvement of 7 points compared to 2024. This places us in the top 6% of all assessed companies, close to the Gold level.

This recognition confirms the strength and consistency of our ESG performance and it allows us to continuously build on customer trust.



Preparing for CSRD

We keep monitoring developments related to the Corporate Sustainability Reporting Directive (CSRD).

In 2025, the European Commission announced adjustments to the CSRD, including simplified requirements and a reduced scope (dubbed ‘the Omnibus package’). Updates are expected by mid-2026.

While the framework evolves, we are strengthening our foundations:

- Improving data collection processes
- Refining our double materiality assessment
- Reinforcing internal governance

We introduced a formal validation process for key environmental data points in our sustainability roadmap. Each quarter, Operations and Finance teams jointly review and approve these at regional level. This improves reliability, accountability and audit readiness.

We have also applied CSRD reporting principles throughout this report and in the Annex (see Annex for full reference details).



Performance and reporting: main takeaway from 2025

UNDERSTANDING SUSTAINABILITY TOGETHER

In 2025, we continued to build a shared understanding of sustainability across the organization. Employees participated in a wide range of learning initiatives. Since 2023:

- Around 1,100 colleagues have joined a Climate Fresk® workshop



- Employees have taken part in 11 sustainability webinars
- Nutrition training has been rolled out across teams



8,000+

hours were dedicated to sustainability training

An engagement that boosts our internal capabilities and embeds sustainability into our culture and decision-making processes.

Communicating sustainability

Clear communication matters. It connects insights, actions and impact. With our sustainability communication, we inspire people inside and outside of Solina, but we also demonstrate what we do and why it matters.

**EXTERNAL COMMUNICATIONS:
LINKEDIN AND FOOD FORWARD**

In 2025, we strengthened our presence on LinkedIn, our main external channel. We shared solutions that reflect our expertise and sustainability focus, including:

- Fat-reduced and fiber-enriched coating solutions
- Hybrid meat solutions
- Onion solutions
- Nutrition-focused innovations

In addition, we start our customer engagement with market intelligence. By continuously monitoring relevant trends, we keep identifying opportunities for our customers. This approach led to the launch of our new digital magazine 'Food Forward: Turning Trends into Business Opportunities'.

**INTERNAL COMMUNICATIONS:
A TRUSTED PARTNER FOR
SUSTAINABLE FOOD SOLUTIONS**

Internally, our communication is anchored in our purpose: we make food matter for people and the planet. With our Sustainability Roadmap fully integrated, we focus on strengthening understanding across teams.

In 2025, we continued live webinars and shared concrete examples linked to our roadmap. That included key topics such as nutrition, and the ways in which Solina is responding to changing consumer needs and evolving customer expectations.

**OUR EMPLOYEES TALKED,
WE LISTENED**

Acting on feedback is where true change happens. In 2025, we shared the actions taken in response to employee feedback, reinforcing our commitment to listen and act. These actions were based on insights from the 2024 Solina Employer Engagement Survey, where colleagues shared their views and priorities.

**BRILLIANT BASICS
ON NUTRITION**

To make a complex topic such as nutrition more practical and accessible, we launched 'Brilliant Basics on Nutrition', a series of 9 short videos for all employees. Our goal: to better understand how nutrition helps us stay ahead of trends, to inspire confident customer conversations, and to identify new commercial opportunities.



We transformed our sustainability progress and targets into an engaging infographic and shared it across all sites to raise awareness and communicate our ambitions more effectively.

Performance & Reporting: our progress at a glance



PERFORMANCE & REPORTING

TARGET	YEAR	2025 RESULT
Fully compliant CSRD reporting	2028	We are strengthening our CSRD foundations by improving data collection, refining our DMA and reinforcing internal governance.
Keep our EcoVadis Silver Medal and remain in the top 15% of EcoVadis-rated companies	Always	Achieved in 2024 & 2025

Conclusion

This report offers a glimpse of our journey toward a narrow but essential convergence: where business performance, resilience, and social progress meet.

WHAT’S NEW THIS YEAR?

Healthier solutions have evolved into more nutritious solutions, in line with changing consumer expectations. We also introduced Human Rights as a standalone topic, strengthening our commitment in this area. I hope you found the external perspectives on these subjects insightful.

ARE WE MAKING PROGRESS?

Across all our sustainability domains, we have made year-on-year progress, building on our 2022 baseline. This is an achievement to be proud of, as

sustainability is embedded throughout our value chain and increasingly recognized externally, as reflected in our EcoVadis score.

HOW DO WE MARK THIS PROGRESS?

By sharing these achievements with our customers, partners, and stakeholders.

IS IT PERFECT?

Of course not, what is? In financial terms, we could say that in some areas we are slightly below budget. This does not reflect a lack of ambition or commitment. Rather, it reflects deliberate choices: focusing our efforts where they create the most value for our customers and future-proof our business in an evolving landscape.

Looking ahead, we will continue to build on the foundations laid this year — strengthening accountability and turning ambition into measurable results. Our roadmap is clear and the teams are fully engaged. We move forward with discipline, transparency and the adaptability that defines Solina.

See you soon,

Sibylle Lamy
Head of sustainability



Leading sustainability at Solina is a privilege. From our specialized teams to our executive team, we are all aligned on the direction of travel.

Sibylle Lamy, Head of sustainability



Annex

ESRS E1 - Climate change

CSRD - ENVIRONMENT QUANTITATIVE KPI							
ESRS	Disclosure Requirement	Datapoint name	Unit of measure	Value			
				2022	2023	2024	2025
E1 - Climate change	E1-5 – Energy consumption and mix	Fuel consumption from renewable sources	MWh	1,050	1,563	2,119	1,838
		Fuel consumption from coal and coal products	MWh	0	0	0	0
		Fuel consumption from crude oil and petroleum products	MWh	27,676	26,957	23,830	23,316
		Fuel consumption from natural gas	MWh	49,428	48,778	52,566	57,759
		Fuel consumption from other fossil sources	MWh	0	0	0	0
		Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources	MWh	31,879	34,162	39,589	41,747
		Consumption of purchased or acquired electricity, heat, steam, and cooling from fossil sources	MWh	16,392	13,926	11,913	8,327
		Consumption of self-generated non-fuel renewable energy	MWh	975	1,781	2,205	2,944
		Total energy consumption from activities in high climate impact sectors	MWh	127,400	127,167	132,222	135,931
	E1-4 – Targets related to climate change mitigation and adaptation	Scope 1	tCO ₂ e	15,326	15,146	15,276	16,008
		GHG Emissions Reduction – Absolute value of Scope 1 GHG emissions	tCO ₂ e	-	-180.59	-50.08	+682.05
		GHG Emissions Reduction – Percentage of Scope 1 GHG emissions (as of emissions of base year)	%	-	-1.17	-0.33	+4.27
		Scope 2 (market-based)	tCO ₂ e	5,838	5,590	4,203	3,075
		GHG Emissions Reduction – Absolute value of Scope 2 market-based GHG emissions	tCO ₂ e	-	-248.02	-1,635	-2,762
E5 - Circular economy	E5-5 – Resource outflows	GHG Emissions Reduction – Percentage of Scope 2 market-based GHG emissions (as of emissions of base year)	%	-	-4.25	-27.99	-47.41
		Total Waste generated	Tons	21,154	19,160	23,895	25,418
		Total amount of waste diverted from landfill	Tons	17,664	15,182	20,776	22,845

RENEWABLE ELECTRICITY ACROSS THE GROUP				
	2022	2023	2024	2025
Renewable electricity	70%	73%	81%	86%
purchased	67%	69%	77%	81%
produced	3%	4%	4%	5%
Nonrenewable electricity	31%	26%	19%	14%

METHODOLOGICAL NOTES

“Our methodology is aligned with the GHG Protocol. The organizational boundaries were drawn using the operational control-approach. This approach considers all activities that the organization has operational control over, but not necessarily financial control. It considers that if the company is the operator of a facility, it will have the full authority to introduce and implement its operating policies.

- We follow a systematic process to:
- Identify GHG sources and activities within the chosen scope.
 - Calculate emissions using accepted methods. Our results have been critically reviewed by an external partner and expert in Carbon reporting.
 - Report the findings in a transparent, consistent, and comparable manner.

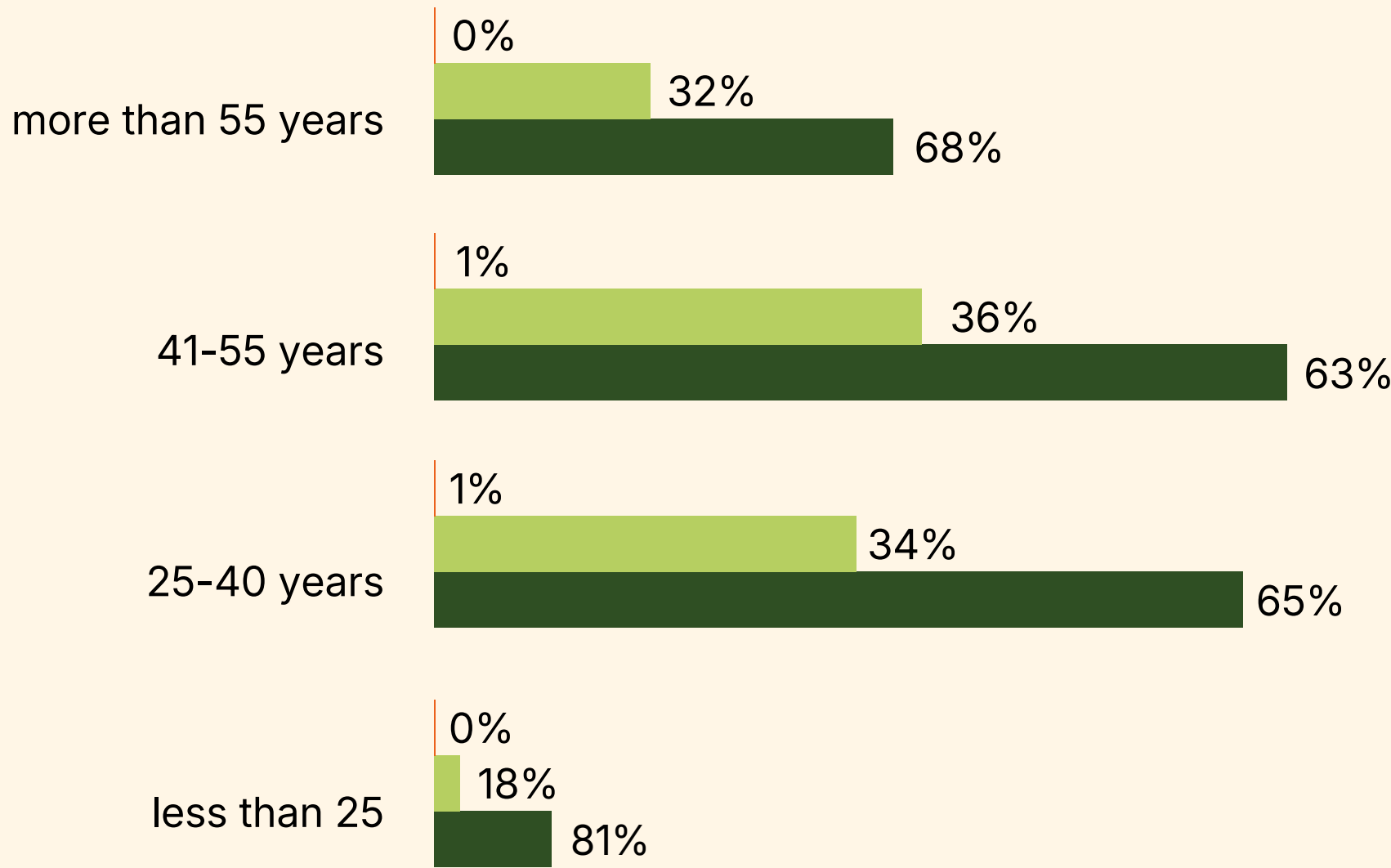
Our scope 1 and 2 results presented in the CSRD format also align with GRI disclosures 305-1, 305-2 and 305-3.”

ESRS S1 - Own workforce

DR S1-9 DIVERSITY METRICS

% OF EMPLOYEES GENDER BY AGE BRACKETS

- Male
- Female
- Not declared



DR S1-6 CHARACTERISTICS OF THE UNDERTAKING'S EMPLOYEES

Number* of employees in countries with 50 or more employees representing at least 10% of total number of employees. Total number of employees is available at p. 49.

United States of America	865
United Kingdom	793
France	645
Canada	496
Belgium	395
Netherlands	257
Romania	250
Denmark	174
Germany	134
Estonia	103
Sweden	82
Poland	80
Finland	79

About this report

REPORTING ORGANIZATION

Solina is a public limited-liability company incorporated as société anonyme (SA) under French law. The majority shareholder is private equity firm Astorg.

In this report, we also refer to Solina as our company or our Group.

LOCATION OF ORGANIZATION

Our registered head office is located in Paris, France. Solina also has various direct and indirect subsidiaries, both in Europe and North America.

REPORTING PERIOD

Publication date: 28 May 2026.

This 2025 Progress Report encompasses the period between 1 January 2025 and 31 December 2025. It's accessible online at www.solina.com, where you can also find our previous sustainability reports. Hard copies on request.

SCOPE OF THE REPORT

This report covers all Solina entities worldwide. For some domains, we also include data from our value chain.

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Let's make food matter

