

PAULIG

Annual Report 2025

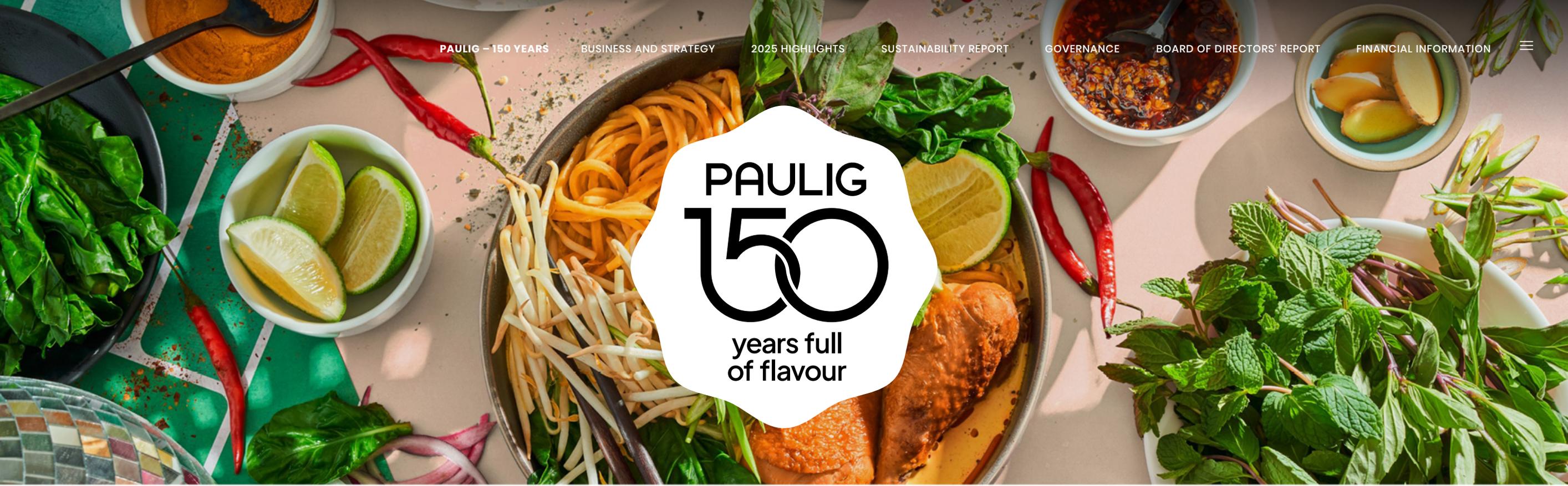


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PAULIG – 150 YEARS OF LIFE FULL OF FLAVOUR



PAULIG
150
years full
of flavour

150 years full of flavour

In 2026, Paulig marks 150 years of shaping popular food culture. From the perspective of 2025, this milestone invites us to pause and reflect on an extraordinary journey that began in Helsinki in 1876. What started as a small coffee business, has grown into an international food and beverage company, built on curiosity, courage and a deep love for flavour, and home to brands and products that have become part of everyday life.

Across generations, family-owned Paulig has continuously renewed itself to meet changing tastes and needs. This progress has been driven by our people and strengthened through close collaboration with customers, suppliers and partners. Today, we serve retailers and consumers, professional chefs, private label customers and the wider food industry, combining deep flavour expertise with strong market insight to create food experiences that truly matter.

For 150 years, caring for people and the planet has been an integral part of our journey, and sustainability is at the core of how we future-proof our business. Turning 150 is more than a celebration of our past. It is a promise for the future. A commitment to keep creating value, taste and inspiration, driven by a growth-minded spirit, an obsession with flavour, and a curiosity that pushes us to explore what food can be, today and tomorrow. For a life full of flavour!



2025 in brief

REVENUE

1,388.9 MEUR

EBIT

87.1 MEUR

OPERATIONS IN

13 COUNTRIES



- Nordic countries 49.1%
- Continental Europe 33.4%
- United Kingdom and Ireland 10.0%
- Baltic countries 6.2%
- Other countries 1.4%

REVENUE BY BUSINESS AREA

BRANDED

855.3 MEUR

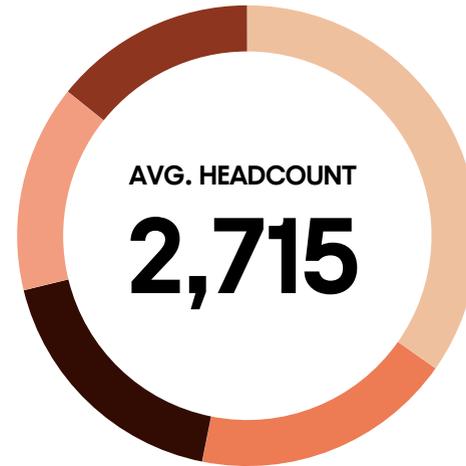
CUSTOMER BRANDS

532.4 MEUR



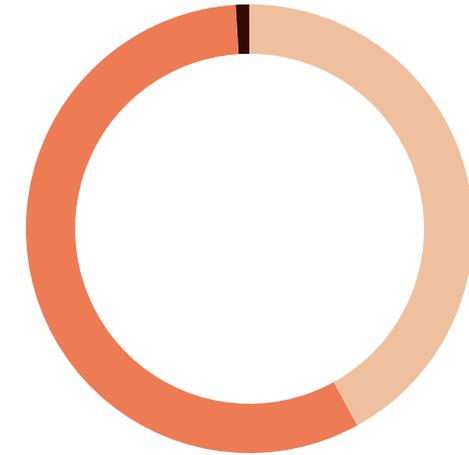


AVG. HEADCOUNT PER COUNTRY



- Belgium 855
- Sweden 452
- UK 444
- Finland 358
- Spain 350

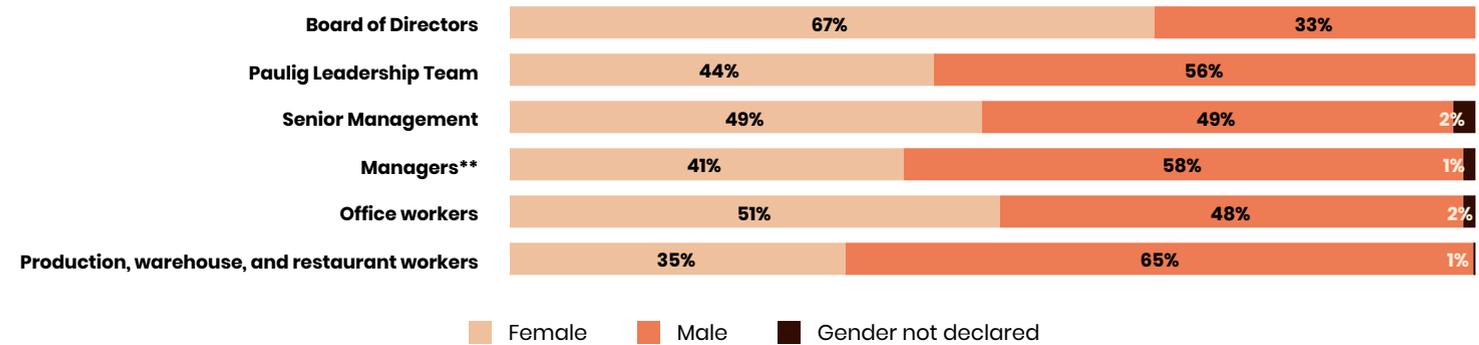
GENDER DISTRIBUTION



- Female 42%
- Male 57%
- Not declared* 1%

*Situation December 31st 2025

GENDER BY POSITION 2025*



*Situation December 31st 2025 **Managers leading a team

CEO's review

2025 was a year of significant growth for Paulig. We achieved double-digit growth, increasing revenue by 16% and reaching EUR 1.39 billion for the first time. This reflects the relevance of our categories, the strength of our brands and also the successful acquisitions we've carried out. The year also set the stage for Paulig's 150th anniversary in 2026, a milestone shaped by continued reinvention and relevance.

The comparable EBITDA was EUR 146.8 million, while operating profit amounted to EUR 87.1 million, representing 6.3% of revenue. Paulig's profitability was negatively impacted by all-time high green coffee prices and higher operational expenses. In a market environment marked by continued volatility and uncertainty, managing these challenges required decisiveness and strong execution across the organisation. Despite these headwinds, we delivered solid progress on our long-term growth strategy. As we now mark Paulig's 150-year anniversary, we look to the future with confidence and a strong foundation for continued growth. Our ambition is to become one of the fastest-growing, profitable food and beverage companies in Europe and a sustainable frontrunner in our industry. Four consecutive years of growth, alongside continued progress in our sustainability work, demonstrate the direction we are taking and the ambition we are delivering on.

World Foods keep growing

Today, Paulig serves customers across Europe through a broad portfolio of food categories, including Tex Mex, Asian food, and snacks and spices, with a leading position in Tex Mex. The performance in 2025 was driven by our Branded business area, spearheaded by the Santa Maria, Conimex and Paulig brands. It accounted for 60% of revenue in 2025,

benefiting from growth in World Foods. The Customer Brands business area, which includes private label and industry customers, represented 39% of our revenue. Both business areas contributed to making food trends more accessible to professionals and everyday cooks. E-commerce continued to grow across both business areas and today accounts for around 10% of our revenue, with further growth potential ahead.

Scaling our presence in European kitchens

In 2025, we completed the acquisition of Conimex and continued the integration of UK-based Panesar Foods, strengthening our innovation capabilities and enabling several new product launches. These steps further reinforced our position in World Foods. With a growing international footprint and increased capacity to scale product development, Paulig is well-positioned to accelerate its vision across new cuisines and formats.

Bringing global flavours to everyday cooking

Our vision to be the shaper of popular food culture. We bring this to life by drawing inspiration from global cuisines and scaling food trends that resonate with





professionals and everyday cooks alike. In 2025, we launched more than 70 new products, reinforcing our commitment to innovation and meeting consumer needs. These included Asian rice flour wraps and sauces, crispy corn chips, instant coffee, Tex Mex sauces and seasoning, as well as a product range in Eastern Mediterranean cuisine for the out-of-home market. Additionally, we updated approximately 200 existing items to keep our portfolio competitive and aligned with evolving consumer demands. Through PINC venture investment arm, we also continued to explore innovative food technologies and sustainable solutions to future-proof our offering.

Investing in capacity, quality, and efficiency

In 2025, we started the investment in a new tortilla line at our site in Spain. The EUR 12 million investment strengthens Paulig's long-term position in Tex Mex and supports improved quality, efficiency and customer satisfaction. Further investments were also made in our Tex Mex operations, covering factories in Belgium, Sweden, the UK, and Spain. Investments also included upgrades in roasting, flavouring, snacking and automation across several sites. We also continued to deliver efficiencies, automation and scale in our supply chain, with targeted actions to future-proof our operations. Our business transformation programme reached several key milestones with successful go-lives in the Baltics and Finland.

Delivering on our climate targets

Sustainability is a core part of Paulig's long-term competitiveness. In 2025, we achieved our climate target of reducing greenhouse gas emissions from our own operations by 38% from the 2018 baseline. We also took steps to lower emissions in our value chain, including switching to biofuel-based ocean



**“WE LOOK AHEAD
WITH AMBITION AND
A STRONG FOUNDATION
FOR THE FUTURE.”**

freight for all green coffee and spice shipments, reducing annual emissions by up to 10,000 tonnes. In Belgium, we introduced electric trucks and moved to a fully automated warehouse located just six kilometres from our production site. In addition, Paulig's updated climate targets were revalidated by

the Science Based Targets initiative (SBTi), in line with the latest criteria including FLAG guidance. We are now committed to a 43% reduction in emissions across our operations and value chain by 2030, aligned with the 1.5°C target.

Safe operations, safe products

Safety is a top priority at Paulig, shaped by a culture of care and accountability. In 2025, our total recordable case frequency improved by 36% to 14.84 which is the best result in our history. This reflects strong everyday safety practices and active engagement from our teams. Food safety was also a key focus area, ensuring high standards in raw material sourcing, manufacturing and finished goods.

Celebrating 150 years of flavour and looking ahead

In 2026, Paulig marks 150 years as a food and beverage company shaping everyday life, evolving tastes and changing food cultures. Founded in 1876, the company has grown from a family-owned coffee business into an international food and beverage company, still family-owned, and today present in 80 markets with its products. This milestone reflects our journey of continuous reinvention and bringing flavour into everyday life.

Thank you to our employees for your dedication throughout the year – it is the foundation of our continued growth and development – and to our owners, customers and partners for their trust and collaboration. Together, we look forward to continue shaping the future of food for many flavourful years ahead.

Rolf Ladau, CEO of Paulig
Helsinki, March 2026



BUSINESS AND STRATEGY **– WHERE FLAVOUR** **DRIVES GROWTH**



Our business

DOUBLE STRENGTH IN FLAVOUR

BRANDED BUSINESS AREA

REVENUE 855 MEUR

With our own brands we create products and concepts for both consumers and professional customers.

CHANNELS



Retail



OOH
(Paulig PRO)



eCommerce

CUSTOMER BRANDS BUSINESS AREA

REVENUE 532 MEUR

We bring our expertise to other companies by producing private label products for retail, out-of-home, and industry customers.

CHANNELS



Retail



OOH



Industry



Brands and products

Paulig has a wide portfolio of loved food and beverage brands. Among them are Santa Maria, Paulig, Conimex, Risenfa, Poco Loco, Zanuy, and Indi Grand.

Santa Maria

Founded in Sweden in 1911, Santa Maria is today a popular brand across Europe – and beyond. Santa Maria's portfolio includes Tex Mex, spices and flavouring, Asian concepts, snacks and BBQ. Great tastes from destinations, near and far, have always been a part the Santa Maria brand.

Paulig

Paulig coffee brands hold a strong market position in Finland and the Baltics. We sell and market roasted coffee, ready coffee drinks, chocolate drinks and filter services. A wide range of brand products, continuing product development, seamless quality control, responsibility from bean to cup, and creating new coffee trends are the hallmarks of Paulig.

Conimex

Since 1932, Conimex has been bringing delicious Eastern flavours to the Netherlands. Over the years, it has grown into a market-leading brand known for its' range of Asian meal makers, prawn crackers, soups, sauces, and seasonings.

Risenfa

Risenfa stands for tasty, naturally healthy food that provides energy. By offering products and inspiring more people to eat healthy, we want to support the wellbeing of people.

Poco Loco

Bringing great tasting products to consumers is what the Poco Loco brand is all about. While the core originates from the Tex Mex cuisine, Poco Loco has become much more than that. It is a brand for easy and versatile cooking and snacking, from creating a delicious Tex Mex meal, a quick and tasty sandwich wrap or a delicious snack.

Zanuy

Zanuy is one of Spain's most beloved Tex Mex brands. The brand invites you on a culinary journey that takes you from the most authentic Mexican tradition to the trendiest Organic and Veggie recipe experience.

Indi Grand

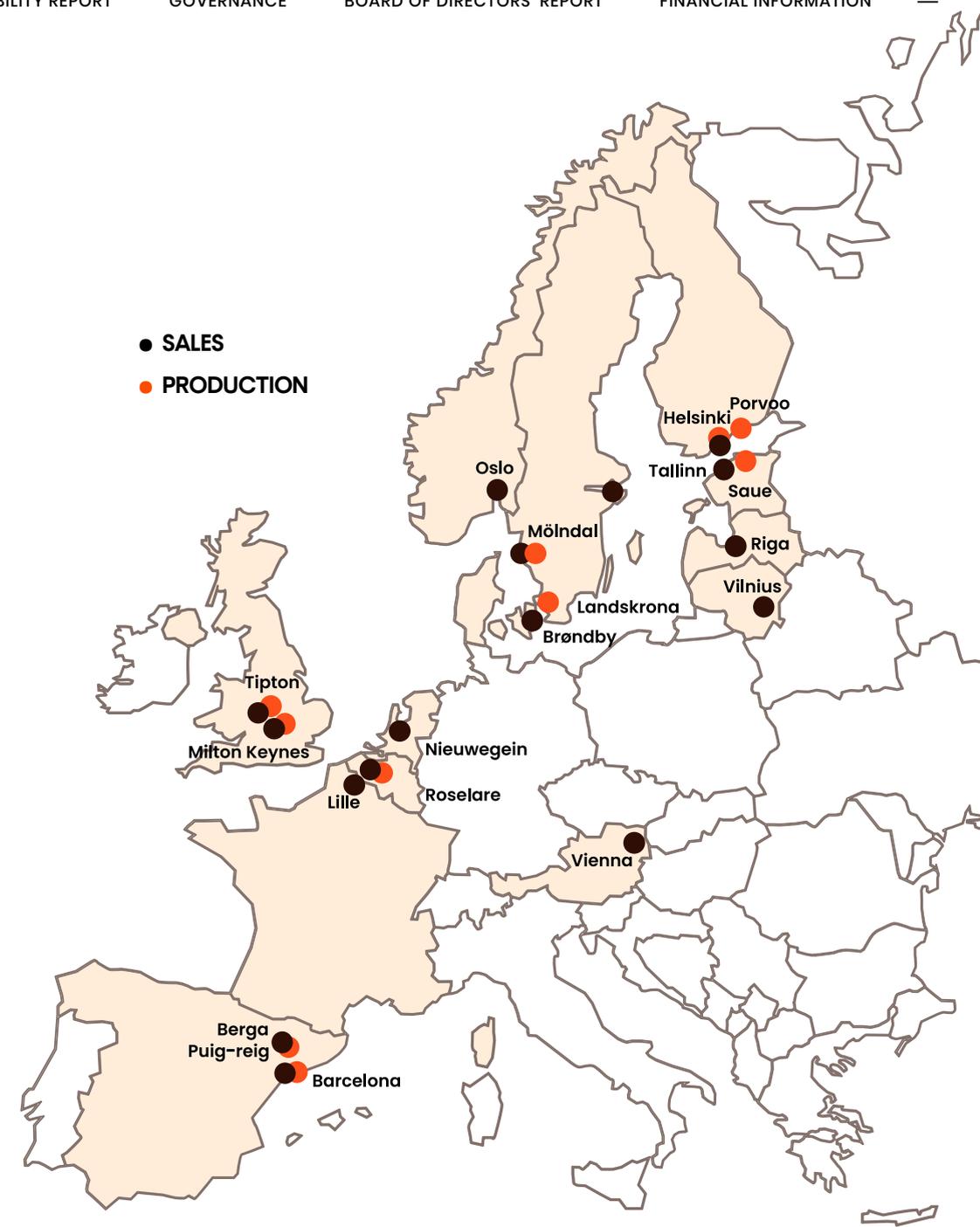
Launched in 2012 by Panesar Foods, Indi Grand represents a complete meal range encompassing authentic Indian cooking sauces, chutneys, and dips. Indi Grand offers consumers an authentic and flavourful dining experience with products for every occasion and level of cooking expertise, bringing vibrant, traditional tastes to a broader audience.

We create flavour across Europe

We're an international food and beverage company with 14 production facilities across Europe, where expertise and passion transform quality ingredients into exceptional flavour. We sell to over 80 markets across the world.

THIS IS WHERE WE PRODUCE OUR FOOD AND BEVERAGES

<p>BELGIUM</p> <p>Roeselare: Three tortilla factories and chips factory</p> 	<p>ESTONIA</p> <p>Saue: Spices and wet flavoring factory</p> 	<p>FINLAND</p> <p>Helsinki: Coffee roastery Porvoo: Coffee roastery</p> 
<p>SWEDEN</p> <p>Möndal: Spices & mixing factory Landskrona: Tortilla factory</p> 	<p>UK</p> <p>Milton Keynes: Tortilla factory Tipton: Three wet flavouring factories</p> 	<p>SPAIN</p> <p>Berga: Snacks and tortilla factory Puig-reig: Popcorn factory</p> 



Our strategy

Our ambition is to become one of the fastest-growing profitable food and beverage companies in Europe and a sustainable frontrunner in our industry.

Our vision is to be The Shaper of Popular Food Culture. We want to offer delicious and convenient food concepts and create experiences that are good for both people and the planet. In our strategy, we focus on profitable, sustainable growth and place the consumer at the centre.

Safety remains our top priority, from working towards our goal of a zero-accident workplace to upholding the highest standards in food safety. Sustainability is embedded in our strategy and business and continues to inform our choices and guide us on our journey.

Looking ahead, our key priorities include:

- Tex Mex, World Foods and Snacking as our growth drivers
- Leveraging Panesar and Conimex to grow in World Foods both in Branded and Customer Brands business
- Focusing on driving efficiency, automation and scale in supply chain.

Our values – **Stay Curious, Strive for Excellence, Grow Together** – lead us on our growth journey towards our vision, so we can deliver on our higher purpose
For a life full of flavour.

**“OUR VISION IS TO BE
THE SHAPER OF POPULAR
FOOD CULTURE.”**



2025 HIGHLIGHTS – SCALING OUR BUSINESS FURTHER



Acquisition integrations

Panesar Foods

In 2024, Paulig strengthened its position in World Foods with the acquisition of Panesar Foods Ltd, a UK-based manufacturer of sauces, salsas, and condiments.

2025 was a year of collaboration and a joint integration project for several parts of the Paulig organisation and over 300 employees of UK-based Panesar Foods. During the year, work on the integration of Panesar Foods into Paulig progressed, the governance was harmonised and collaboration started on various areas across the organisation. The new offering of World Foods sauces and condiments were also added to Paulig's product portfolio. Our combined taste expertise and innovation capabilities were realised as product launches to various European markets.

Conimex

On April 1st, Paulig officially closed the acquisition of Conimex from Unilever and took full ownership of the brand. With the acquisition, Paulig strengthens its position in the Asian food category and its presence in the Netherlands, supporting the company's growth strategy in Europe. The closing of the acquisition was followed by a 6-month transition period where the daily operations was supported by Unilever. During this period, a joint team between Paulig and Unilever prepared for the separation and executed the handover of the brand and its associate business.

As of October 1st, Conimex was operationally separated from Unilever and fully integrated into Paulig systems and processes. A 2026 plan has been developed to bring a strong start for Conimex as part of Paulig, with exciting products to be developed for our consumers.

Investments

New flour tortilla production line in Berga

A significant investment in the Tex Mex category was the decision to install a new flour tortilla line at the Berga factory in Spain, amounting to EUR 12 million in total. This investment responds to the growing global demand for Tex Mex products and reinforces the strategic role of the region within the company. Works are ongoing to adapt and condition the space to comply with production and food safety standards. New solar panels are being also installed. The new line is expected to become operational by the end of 2026.



Vuosaari roastery investment

The project to replace packaging lines with advanced vacuum pack solutions and upgrade the End Of Line (EOL) palletising system in Vuosaari continued, representing the largest share of the EUR 4.5 million invested in roasting in 2025.



Snacking in Spain: Safety, efficiency, and automation

The Snacking area comprised several smaller investments across multiple initiatives in Berga and Puig-Reig, including automation at End of Line (EOL), safety enhancements, replacement of packaging machines, dryers for pellet lines, and installation of new solar panels, collectively totalling EUR 4.5 million.



Sustainability

WE DRIVE A SUSTAINABLE FUTURE OF FOOD

From road to ocean: Paulig accelerates low-carbon logistics

In 2025, Paulig made significant strides in decarbonising our logistics operations. In Belgium, we introduced electric trucks and centralised warehousing just 6 km from the production site, reducing transport GHG emissions by approximately 100 tonnes of CO₂e annually. This shift not only enhances delivery efficiency but also supports Paulig's goal to cut value chain emissions by 50% by 2030.

In the beginning of the year, Paulig transitioned its ocean freight for green coffee and spices to biofuels, achieving a 40% reduction in related emissions – saving around 2,000 tonnes of CO₂e. These shipments represent roughly 80% of Paulig's total imports, making this change a key milestone in our climate strategy.

Increased positive advocacy presence

We believe systemic transformation can only be achieved through partnerships, and transparent communication of our sustainability actions and challenges. In 2025, our Public Affairs team strengthened our role as a proactive and constructive voice in various policy dialogues.

The regulatory landscape continued to evolve rapidly, with various changing regulatory proposals, for instance regarding EU Deforestation Regulation (EUDR) and the Corporate Sustainability Due Diligence Directive (CSDDD). In this challenging and highly uncertain regulatory environment, our engagement was focused especially on advocating a predictable and sustainability-driven operating environment for the food and beverage industry.



Mapping nature dependencies, impacts, and hotspots

In 2025, we advanced our nature strategy by completing a comprehensive project to evaluate our dependencies and impacts on nature and further sharpen mitigation actions. The initiative prioritised mapping ecological hotspots across our global supply chains, identifying areas where our operations most critically impact nature.

Using a science-based, Science Based Targets for Nature (SBTN) framework-inspired methodology, the project quantified biodiversity pressures and mapped them geographically to prioritise the key areas for action. This work laid the foundation for setting nature-related targets and building strategic roadmaps to reduce negative impacts, and to build long-term resilience.



Strengthening our climate ambition

In 2025, Paulig revised and received revalidation for our climate targets as part of the mandatory five-year update cycle for the Science Based Targets initiative (SBTi). The updated targets have been set in line with the new Forest, Land, and Agriculture (FLAG) methodology, including emissions from land use change, land management and biogenic removals.

Paulig targets a 65% reduction in greenhouse gas emissions from its own operations (Scope 1 and 2), a 37% decrease in FLAG-related emissions within its value chain (Scope 3), and a 51% reduction in non-FLAG value chain emissions, all compared to the 2018 baseline. These efforts will represent a 43% reduction across all scopes by 2030.

Transitioning further ahead to net-zero, Paulig aims to reduce emissions from its own operations and the non-FLAG part of its value chain by 90% by 2045, alongside a 72% cut in FLAG emissions. This will result in a 79% overall decrease in total emissions compared to 2018 levels.

AMBITION 2030

43%

REDUCTION IN GREENHOUSE GAS
EMISSIONS FROM ENTIRE
VALUE CHAIN

Advancing toward 100% verified sustainable sourcing

Our long-term ambition is clear: 100% of raw materials sourced from high-risk areas will come from sustainable sources verified by independent third parties. In 2025, we made strong progress toward this goal, achieving 98% verified sustainable sourcing for our top six spices. While we did not fully meet the 100% target for these 6 spices, this result represents a significant achievement given challenges such as quality issues and crop delays, which limited the availability of verified alternatives.

Building on this progress, we are expanding the programme in the future to cover additional raw materials and regions. 100% of Paulig coffee has come from verified sustainable sources since 2018.

Strengthening supplier collaboration on human rights

Despite a highly uncertain regulatory environment and significant legislative changes introduced by the EU Omnibus packages, our commitment to respecting human rights remains steadfast. In 2025, we continued human rights impact assessments at our contract manufacturing suppliers in Thailand. The main goal of these assessments is to gain an understanding of the actual and potential adverse impacts and have meaningful engagement with affected rights-holders, as well as to conduct a rapid analysis of the root causes of the identified impacts.

The assessments strengthen supplier collaboration, build scalable models for future evaluations, and reinforce compliance with evolving human rights and due diligence regulations.



Empowering sustainable choices through increased product-level transparency

We strengthened our partnership with HowGood, a sustainability research and technology company, to enhance sustainability insights across our product portfolio by leveraging their leading sustainability food database and life-cycle assessment methodology. This investment in data and technology enables us to assess the sustainability impact of over 2,500 products in our portfolio across eight key metrics, including greenhouse gas emissions, biodiversity, soil health and water use.

In December 2025, we executed a project to share the sustainability impact information externally, starting with data for Paulig core products – Tex Mex meal products in key markets – ready to be published at the beginning of 2026. This marks an important step towards more transparent communication and empowering consumers to make more sustainable choices. In 2026, we will expand disclosures to additional product categories and markets, reinforcing our commitment to delivering sustainable products and driving positive impact across the value chain.



New product launches

In 2025, we launched over 70 new products, reinforcing our commitment to innovation and meeting consumer needs.



PAULIG INSTANT PRODUCT RANGE

New York, Sydney & Parisien

Paulig coffee entered a completely new coffee segment with an exciting instant coffee range under the successful City coffee concept.



The Cheese strips and Cheesy Taco Spice Mix

These products offer cheese lovers a new delicious taste experience, perfect as part of Tex Mex meals.



REWIND

Challenger in Snacking

Four exciting flavours packed with a modern twist on nostalgia: Creamy Paprika, BBQ & Honey, Tangy Sriracha, and Cheese & Onion



OOH

Keys to Eastern Mediterranean taste

Our keys to Eastern Mediterranean taste toolbox for the foodservice industry makes it easy for any chef to tap into the wonderful flavours of Eastern Mediterranean food culture.



SANTA MARIA ASIAN TACOS

Asian Wrap Rice Flour, Hot Kimchi Style & Sweet Korean BBQ sauces

The new additions make cooking Asian food as easy and fun as preparing a taco dinner.



SANTA MARIA INDIAN

Tikka Masala, Butter Chicken, Korma

The new products combine an aromatic dry spice mix and a rich sauce in one jar, making it easier and quicker than ever to create an authentic Indian taste experience at home.

Development programmes

Paulig Efficiency programme

2025 was the final year of a 3-year efficiency programme which has aimed at improving the overall profitability and efficiency of Paulig's operations. The programme consisted of several streams which worked on efficiencies and optimising commercial excellence, sourcing, improving the profitability of our portfolio and optimising net working capital.

In 2025, the most significant savings realised both in direct and indirect sourcing gained in the logistics and packaging. Development on the customer management model continued with a focus on trade terms and promotion management. This realised also as a favourable development to net working capital.

Paulig Business Transformation programme

Paulig's Business Transformation programme is a multiyear initiative to harmonise processes, systems, data and ways of working across Paulig.

In 2025, the programme reached several key milestones with successful go-lives in the Baltics and Finland. In the Baltics, a new enterprise resource planning (ERP) system, together with purchase invoice processing and unified e-invoicing, supported more harmonised financial processes.

In Finland, the most extensive implementation to date was completed, including the ERP transition, reconnection of manufacturing systems, and the introduction of an integrated planning solution, strengthening end-to-end planning and operational stability. A new distributor operating model was also introduced in the Baltics, supporting a more integrated system landscape.

Preparations for the next phase continued, with planning and readiness activities underway for the 2026 rollouts, further strengthening Paulig's foundation for future growth and operational excellence.

Digitalisation

Digitalisation continued to be a key enabler of Paulig's strategy in 2025, supporting growth, operational excellence, and improved employee experience. With strong groundwork in place, the year marked a clear shift to execution, with a strong focus on strengthening digital foundations, enhancing the digital workplace, improving data-informed decision-making, and enabling new ways of working across functions and value chain.

During 2025, Paulig made progress in advancing its core digital programs, strengthening data and insight capabilities, and scaling selected AI-enabled solutions in a responsible and value-driven manner. Alongside technology, continued investments were made in employee capabilities, governance, and collaboration models to ensure that digitalisation delivers sustainable business impact and remains closely aligned with Paulig's long-term priorities.

Capability building programme

In 2025, we launched the Paulig Academy, bringing everything related to learning and development in one place. The Academy connects all employees with programmes, curated learning content, and resources that support both personal and professional growth. This initiative supports continuous skill building and career progression across all roles, including those without traditional office-based learning environments.

Key initiatives included the launch of a Leadership Academy, offering structured learning programmes for first time managers, experienced managers, and senior leaders, supported by coaching and mentoring frameworks.



SUSTAINABILITY REPORT



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General information

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Our strategy, business model, and value chain

Our ambition is to become one of the fastest-growing profitable food and beverage companies in Europe, and a sustainable frontrunner in the industry. We recognise our role in global climate, nature, and health solutions, and we want to contribute to the sustainable future of food. We strive to cultivate a food culture for the future, providing inspiration and means for a life that is sustainable, healthy, and tasty.

The food industry plays a crucial role in providing solutions for global climate, nature and health challenges. Therefore, at Paulig, we are committed to helping solve the global challenge of transforming food systems. To achieve this, the Paulig Sustainability Approach 2030 sets the direction for our company and brands throughout this decade.

We connect the entire food value chain by sourcing raw materials and products from agricultural producers and suppliers, processing them into high-quality products, and delivering them to customers and retailers.

Through our brands, products, and private-label partnerships, we ultimately reach consumers. Our portfolio encompasses TexMex and world cuisines, spices, coffees, snacks, and breakfast products.

Positioned in the middle of the food value chain, we not only take independent actions but also influence both ends of the chain through collaboration with our partners and customers. This position enables us to address climate, nature, and human rights issues at the root of where our raw materials come from. Additionally, we focus on developing products that enable better health and wellbeing for both people and the planet.

In 2025, we continued the business integration and scaling of strategic sustainability initiatives, guided by the Paulig Sustainability Approach 2030. Our three focus areas with long-term ambitions are:

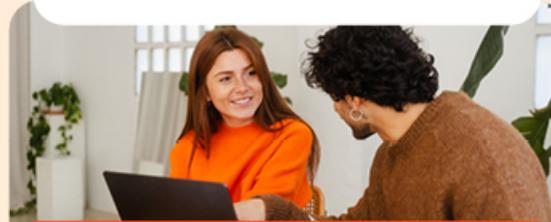
- Products that enable health and wellbeing of people and planet,
- Climate and nature actions, and
- Fair and inclusive way of working.

We continued building our capabilities to assess our impacts and dependencies on nature and initiated a process for setting nature targets for Paulig. This will include scaling regenerative agriculture practices in our value chain to alleviate pressures on nature.



OUR SUSTAINABILITY APPROACH 2030

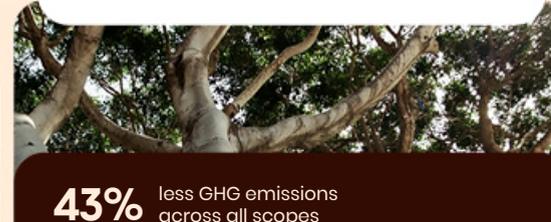
HEALTH AND WELLBEING OF PEOPLE AND PLANET



70%

of our net sales comes from products and services that enable the health and wellbeing of people and the planet.

CLIMATE AND NATURE ACTIONS



43% less GHG emissions across all scopes

50% less food loss in our value chain

All our packages will be recyclable, and we are increasing the share of renewable and recycled packaging materials.

FAIR AND INCLUSIVE WAY OF WORKING



100%

of raw materials from high-risk areas come from sustainable sources verified by external parties.



Interests and views of stakeholders

Many of our largest impacts occur within our value chain. To mitigate those, and to drive the transition of food systems, we need the right partners. It is important for us to engage in dialogue and collaboration with key stakeholders through concrete actions.

Paulig actively participates in industry associations across our countries of operation. Additionally, we contribute to, and express our views on various collaborative platforms. We strive to take a more visible role in global events and to find the right partners to collectively drive our key ambitions. We aspire to collaborate with industry players, contribute to EU policy discussions, and work towards a sustainable and prosperous future for the food and drink industry. More details regarding our role in advocacy, can be found in the section 'Governance information' in this report.

Beyond industry and policy discussions, we acknowledge the necessity for a diligent approach concerning all rights-holders in our supply chain. As an example, we have conducted human rights impact assessments at our contract manufacturing suppliers in Thailand. The main goal of these assessments is to gain an understanding of the actual and potential adverse impacts and to have meaningful engagement with affected rights-holders. In 2025, informal group dialogues primarily involving migrant workers from Myanmar, complemented by discussions with Thai workers, helped to build and strengthen common trust.





PROGRESS TOWARDS OUR AMBITIONS

	AMBITION 2030	PROGRESS 2025	FOCUS 2026	KPI STATUS 2025
HEALTH & WELLBEING OF PEOPLE AND PLANET	<p>70% of net sales comes from products and services which enable health and wellbeing of people and the planet</p>	<ul style="list-style-type: none"> Update of the reformulation roadmap towards the goal on health for people. Launch of Nutri-Score D to B upgraded Poco Loco tortilla. Feasibility study on front-of-pack nutrition labelling executed. Sustainability impact of over 2,500 Paulig products assessed, covering 82% of total sales from foods and beverages. (Farm-level impact of product ingredients across the metrics: greenhouse gas emissions, processing/energy use, blue water usage, land occupation, soil health, biodiversity, labour risk, and animal welfare). 	<ul style="list-style-type: none"> Update people health status including Panesar portfolio, and review further health integration to acquisition strategy. Execute reformulation activities. Create education material and establish ways of working on product sustainability information to customers. Create a roadmap for improvement of data accuracy and sustainability performance of the product portfolio assessment. Establish a definition for a product 'enabling health for planet'. Monitor and update Paulig guidelines on product-level sustainability communication, according to legal decisions. 	<p>37% of net sales of foods & drinks enabling health for people.</p>
CLIMATE AND NATURE ACTIONS	<p>65% less GHG emissions from own operations,</p> <p>43% less GHG emissions in our value chain</p> <p>All our packages will be recyclable and we are increasing the share of renewable or recycled packaging materials</p>	<ul style="list-style-type: none"> Energy efficiency study conducted at Saue site in Estonia, and the energy saving actions incorporated in the GHG reduction roadmap. Collaboration with wheat and coffee suppliers on farm actions that reduce the carbon footprint at the farm phase. Climate targets revalidated by SBTi, including new FLAG target and net-zero target. Transition to biofuel in sea freight of coffee and spices. Integration of Panesar Foods Ltd and Conimex into Paulig's emissions accounting completed. 	<ul style="list-style-type: none"> Implementation of roadmap for own operations to achieve 65% reduction in GHGs by 2030. Continue scaling climate and nature projects together with suppliers in the wheat supply chain. Initiate climate and nature projects in the corn supply chain. Initiate collection of data and plans to reduce GHGs from packaging suppliers. 	<p>38% GHG emissions reduction in own operations and 4% GHG emissions reduction in value chain since 2018 baseline.</p>
	<p>50% less food loss and waste in our value chain</p>	<ul style="list-style-type: none"> Development ongoing for recyclable coffee, tortilla, and spice packaging. Detailed implementation roadmaps created. Assessment of EU Packaging and Packaging Waste Regulation (PPWR) impacts on Paulig's entire packaging portfolio. Creation of roadmaps to fulfil requirements stemming from the PPWR's secondary legislation, which will be developed and adopted in the coming years. 	<ul style="list-style-type: none"> Undertake an alignment of our calculation principles, harmonising data collection methods, and revising our underlying methodology based on the new requirements introduced by the PPWR. Increase the share of both recycled and renewable content in our packaging, with a formal target to be established in 2026. Continue the development of recyclable tortilla, coffee and spice packaging. 	<p>86% of packages by weight recyclable.</p>
FAIR AND INCLUSIVE WAY OF WORKING	<p>100% of raw materials from high-risk areas come from sustainable sources verified by external parties</p>	<ul style="list-style-type: none"> Outlined a new approach and scope, following EU and UN guidance and anticipated legislative developments. Defined our food loss and waste target for our own operations. Initiated a target of reducing approximately one-third of food waste in our own operations by 2030, using the baseline required by the Waste Framework Directive. 	<ul style="list-style-type: none"> Focus on production-site specific roadmaps for food waste reduction and continuous improvement in own operations. Identify focus areas and develop approach for food loss and waste prevention in the up- and downstream value chain. 	<p>Our food waste has decreased by 6% compared with 2024, excl. food that is sold or donated, not ending up in waste.</p>
		<ul style="list-style-type: none"> Maintained 100% of coffee from verified sustainable sources. 98% of the six spices in scope (black pepper, onion, Indian chillies, oregano, turmeric, and cumin) were sustainably sourced. Published Responsible Sourcing Guidelines, and trained key stakeholders Roadmap development ongoing for other high-risk raw materials. 	<ul style="list-style-type: none"> Extend the strategic initiative with the rest of spices and herbs from high-risk origins, build the roadmap for whole Group, set yearly KPIs until 2030, and monitor the progress. Engage suppliers to ensure meeting the targets, and identify opportunities. Update the Responsible Sourcing Guidelines and Paulig Supplier Code of Conduct. 	<p>98% of the sourced volumes for the six spices externally verified.</p>



150 years of purpose – building the future of foods

This year, Paulig celebrates its 150th anniversary. Looking back, sustainability has always been integral to our business and operations. Its form, however, has evolved with the times. We have transitioned from an era of philanthropy to one of compliance, and now to a stage where sustainability serves as the lifeline of our business and the foundation of our resilience. To ensure we can operate successfully for the next 150 years, we must safeguard the future of food.

The current global situation makes this mission more concrete than ever. The impacts of climate change and nature loss are already visible in the availability of our raw materials. Record-high market prices for coffee and challenges with harvest seasons serve as clear warning signs – and a prelude to what changing circumstances could also inflict on other crops, such as wheat and corn in the long term as well as on our factories operating across Europe. These are the daily reality of our business, calling for immediate action.

Although sustainability themes may not dominate the headlines quite as they once did, and despite a fluctuating legislative environment within the EU, Paulig's direction remains clear. We aim to be a frontrunner and a standard-bearer in our industry. Challenges do not disappear by waiting, which is why we continued our work with determination towards our Sustainability Ambitions 2030 and our ambition to reach net-zero emissions by 2045. The Paulig Climate Fund plays a vital role in this, allowing us to effectively scale climate and nature projects throughout our value chain.

We have taken significant strides in our climate action by decarbonising our logistics and scaling up regenerative farming initiatives. Already, more than 30% of our wheat volume is sourced from sustainable farming programmes, and we are now expanding these efforts to corn. Furthermore, we have mapped the nature impacts of our operations, assessed the sustainability impacts of thousands of our products, and improved the nutritional profile of our portfolio through recipe changes. To foster further progress, we continue to build our capabilities and to enhance our communication through increased product-level transparency.

The change requires both diligence and patience. Product reformulation and the gathering of detailed, product-level information, for example, takes time. Moreover, not all technological solutions, such as zero-emission ovens, are yet available. Nevertheless, we consider our role as a pioneer is to signal to the market that the need for these solutions is real and permanent. If major players step out of line in the face of challenges, the market will not evolve.

Our success relies on strong collaboration across the value chain and with suppliers. Sustainability is a collective effort, and our role is to inspire partners to join this transformation, ranging from farm-to-fork climate action to the upholding of human rights. Moving forward, we will focus on quantifying how sustainability creates genuine added value for the business, beyond mere compliance.

I am proud of the tangible progress we have made. Let us continue our impactful initiatives together, striving for sustainable success for the next 150 years!

Kaisa Lipponen

SVP, Sustainability, HSE and Communications





Steering sustainability

Governance and development

Our commitment to sustainability begins with our Board of Directors, which approves our long-term ambitions and regularly reviews sustainability performance against established targets. Progress on the strategic sustainability initiatives, along with findings from sustainability reporting assurance and related development areas, is reported to the Board's Audit Committee.

Paulig's sustainability governance model outlines the roles and responsibilities for steering our sustainability actions. The strategic sustainability initiatives outlined in Paulig Sustainability Approach 2030 are integral to Paulig's overall strategy and are incorporated into our annual planning cycles. The progress of these initiatives is monitored several times a year in leadership meetings. The Senior Vice President for Sustainability, HSE, and Communications serves as a member of the Paulig Leadership Team.

Furthermore, a key strategic driver within Paulig's sustainability governance framework is the cross-functional Sustainability Management Group. This group, comprising representatives from all key functions and operations, acts as the principal steering body for our strategic sustainability initiatives, ensuring effective coordination and oversight across departments to advance our sustainability objectives.

At the operational level, Paulig's Sustainability Team is responsible for driving strategic planning and development related to sustainability. The team ensures that the necessary processes and policies are established and maintained to support the effective implementation of sustainability initiatives across the organisation. In collaboration with key internal groups, the team leads Group-level strategic sustainability initiatives, contributing to the achievement of Paulig's long-term sustainability objectives.

SUSTAINABILITY GOVERNANCE MODEL

Paulig Board	<ul style="list-style-type: none"> • Approves focus areas and targets for our sustainability work • Reviews sustainability development, KPIs, and the annual sustainability reporting
Paulig Leadership Team	<ul style="list-style-type: none"> • Approves strategic sustainability initiatives as part of the company strategy • Approves Paulig-level sustainability principles and policies • Defines and approves sustainability approach focus areas (incl. targets, roadmaps, and KPIs) • Reviews sustainability development, implementation, KPIs and the annual sustainability reporting
Sustainability Management Group	<ul style="list-style-type: none"> • Acts as a steering group for the strategic sustainability initiatives, and proposes adjustments to sustainability approach and initiatives • Supports prioritisation and steering of sustainability implementation • Validates performance and oversees sustainability risk management
Sustainability Team	<ul style="list-style-type: none"> • Responsible for sustainability strategic planning, development and initiatives, leading strategic sustainability initiatives • Provides internal consulting, supports sustainability implementation and follows up on performance • Ensures necessary processes and policies are in place • Monitors and assesses trends, expectations, and policy and regulation developments • Leads stakeholder engagement and public affairs programme
Business Areas & Functions	<ul style="list-style-type: none"> • Aligns sustainability approach, strategic sustainability initiatives and roadmaps with annual planning • Integrates strategic sustainability initiatives and targets into sourcing, production and product development processes

SUSTAINABILITY-RELATED PERFORMANCE IN INCENTIVE SCHEMES

Sustainability performance is integrated into the remuneration of all Paulig employees, including members of the Paulig Leadership Team. Paulig's internal short-term incentive plan incorporates targets related to reducing carbon emissions in our own operations and improving safety performance. Furthermore, the terms of the company's financing arrangements are linked to the achievement of defined sustainability targets and overall performance.

In 2025, we further enhanced the integration of sustainability goals into employee-level target setting by introducing personal sustainability targets for key functions. Aligned with Paulig's Group-level sustainability ambitions, these targets help ensure that progress on material sustainability ambitions is systematically embedded into operational performance across the organisation.

Strategic sustainability development process

Monitoring and considering the expectations of our different stakeholders, as well as the impacts of global developments and external factors on our approach, is organised according to our strategic sustainability development process.

This process defines the inputs and actions, such as adjustments to strategic sustainability initiatives, and related outputs, such as annual situational analyses. The process effectively links our development efforts to other parts of the organisation, ensuring alignment with shared annual timelines.



DUE DILIGENCE

At Paulig, we carry out continuous sustainability due diligence to identify, assess, prevent and address actual and potential adverse impacts on people and the environment across our global supply chains and own operations. As an international food and beverage company, we recognise that many of our raw materials originate from regions with elevated environmental and social risks, making responsible sourcing and proactive risk management critical. Our due diligence process aligns with international standards, including the UN Guiding Principles on Business and Human Rights and the OECD Guidelines for Multinational Enterprises.

We identify and manage sustainability risks across our global supply chains through contextual and supplier-level assessments, focusing on high-risk and high-volume commodities and geographies. Social and environmental criteria are integrated into supplier evaluations, audits, and corrective action plans. Suppliers are expected to implement due diligence systems, proactively address risks, and demonstrate continuous improvement, supported by Paulig through dialogue, audits, and capacity building. In addition, external sustainability verifications are required for raw materials from high-risk areas.

Our environmental due diligence reflects our commitment to addressing our key environmental impacts and risks throughout our global supply chains and own operations. We place particular focus on climate action, biodiversity and nature protection, deforestation prevention, and efficient, circular resource use. A significant share of our environmental impacts and risks stems from the agricultural raw materials we source, highlighting the importance of responsible sourcing and proactive risk management in collaboration with our suppliers. This approach is guided by OECD principles and Paulig's Environmental and Deforestation policies.

At Paulig, we recognise that our activities and business relationships can have actual and potential impacts on human rights within our value chain, and we consider it our responsibility to address these. Our human rights risk screening provided us a high-level, comprehensive view, confirming that the most significant impacts, particularly regarding living income and wages, and forced and child labour, occur within our supply chains. For these prioritised issues, our objective is to conduct human rights impact assessments to deepen our understanding and strengthen measures and controls to mitigate the associated risks and impacts.

Our due diligence approach is regularly updated to reflect evolving legislation and business requirements. These include the Corporate Sustainability Due Diligence Directive, the Corporate Sustainability Reporting Directive, and the EU Deforestation Regulation. This approach applies to all supply chains, both direct and those managed through co-manufacturers, and is supported by strategic sustainability initiatives under our 2030 sustainability ambition.

Reporting principles

This Sustainability Report covers the entire Paulig Group for the year 2025. The contents and the selected indicators are based on the Paulig Sustainability Approach 2030. Indicator-specific boundaries are stated separately, where relevant. The report is compiled in reference to the Global Reporting Initiative standards (GRI, 2021), and also includes the Food Processing Sector Specific Disclosures relevant to Paulig's operations. The report is published annually.

During 2025, and on an ongoing basis, we continued to develop our environmental reporting processes and methodologies to further improve data quality. These developments may affect comparability with previously published sustainability reports. All material methodological changes are described in this report and have been applied consistently to all reported years.

Paulig acquired Panesar Foods Ltd in November 2024. The company's sustainability data has been incorporated into Paulig's 2025 sustainability figures, unless otherwise specified. For greenhouse gas emissions, Panesar Foods' data has also been integrated into the recalculation of Paulig's greenhouse gas base year and applied to all subsequent reporting years to ensure consistency and comparability.

GREENHOUSE GAS REPORTING

Our greenhouse gas reporting adheres to the Greenhouse Gas Protocol and the GRI standards. A more detailed description of the GHG inventory and calculation methodology is presented in a separate document: [Paulig GHG Inventory report 2025](#).

In 2018, we assessed the climate impacts of our full value chain and our own operations to establish science-based climate targets. In 2025, these targets were updated, maintaining the same baseline year whilst

recalculating the emissions values for the baseline and subsequent reporting years. We continue to refine the baseline as we receive more granular, higher-quality data from our value chains.

A series of methodological refinements have been implemented to ensure alignment with the Science Based Targets initiative (SBTi) requirements. For Scope 2, the emission factors for renewable district heating have been updated to incorporate CH₄ and N₂O emissions across all reporting years. Additionally, several categories under Scope 3 were revised:

- Scope 3.1 Purchased Goods and Services, the emission values for the baseline year and subsequent reporting years have been refined. The purchased volumes for wheat, corn, packaging materials, and flavourings have been corrected using more accurate and complete data.
- Scope 3.3 Fuel and Energy Related Activities, emissions from the upstream production of renewable electricity and renewable district heating have been included for all reported years.
- Scope 3.6 Business Travel, emissions associated with hotel nights have been removed across all reporting years.
- Scope 3.10 Processing of Sold Products, the boundary has been expanded to include intermediate products sold by Paulig.
- Scope 3.12 End of Life Treatment of Sold Products, emissions from the handling of food waste at the consumer stage have been incorporated.

Furthermore, Paulig acquired the Conimex brand and its associated business in April 2025. Following the acquisition, the GHG emissions related to Conimex's purchased goods (Scope 3, Category 1) have been incorporated into the recalculation of Paulig's greenhouse gas base year and into the full 2025 reporting year.

DATA COLLECTION AND REPORTING OF OTHER DATA

Employee-related data is derived from statistics compiled by People & Culture. The data presented includes our permanent and temporary employees, and is expressed as the total number of active employees at year-end. Additionally, total numbers and rates for new hires and employee turnover are presented, disaggregated by age group, gender, and region.



Health, safety, and environmental data (including waste, GHG emissions, energy use, and water consumption) are reported for our production sites, controlled warehouses, and material office facilities. Emissions from small sales offices (those with fewer than ten employees) are excluded from the total for our operations calculations due to their relative insignificance to overall Scope 1 and 2 emissions.

For the sustainable sourcing of spices, a priority group of six spices has been identified. Targets have been established for the proportion of sustainably sourced volumes (kg) relative to the total combined sourcing volume of these six spices. These spices include black pepper, onion, Indian chillies, oregano, turmeric, and cumin. The definition of 'sustainably sourced' is based on Paulig's accepted portfolio of third-party certifications and verification methods.

The agreed-upon volumes are sourced through purchasing agreements, with relevant information integrated into our ERP system. Details regarding the certifications and verifications will be automatically transferred from purchase agreements to the purchase orders. The volumes are tracked upon arrival. A dashboard has been developed to monitor overall progress in sourcing the six specified spices, accessible via a Power BI report.

EXTERNAL ASSURANCE

External independent assurance, provided by Paulig's financial auditor EY, has been conducted for greenhouse gas emissions (Scope 1-3; GRI 305-1-4), employment indicators (GRI 401-1), diversity indicators (GRI 405-1), health and safety indicators (GRI 403-9), environmental indicators (GRI 302-1, 302-3, 302-4; 303-5; 306-3, 306-4; 306-5), and the reported Key Performance Indicators for the sustainable sourcing of key six spices: black pepper, onion, oregano, Indian chillies, cumin and turmeric. The assurance statement is presented on page [70](#).





Our economic impact

As an international company, our operations exert direct and indirect economic impact on the economies where we are present. Our direct economic impacts encompass the procurement of goods from suppliers, wages and benefits paid to employees, dividends distributed to shareholders and income taxes contributed to the public sector.

The indirect impacts are most pronounced in our supply chain. Sourcing raw materials, products, and services from over 70 countries, we actively contribute to the creation of business and job opportunities throughout the value chain.

Tax payments and policies

OUR APPROACH TO TAXES

Our approach to taxes is guided by our tax policy, ensuring steadfast compliance with regulations, transparency, cooperation with authorities, and effective management of tax risks. The tax policy is approved by the Board of Directors.

At Paulig, we are dedicated to paying the correct amount of taxes in the appropriate country and at the right time. Our business models are driven by commercial rationale, and taxes are paid in accordance with the value creation principle. Our transfer pricing policy adheres to the arm's length principle, following the OECD Transfer Pricing Guidelines and local regulations in our operational countries.

To uphold transparency in taxation, we commit to complying with all applicable tax reporting obligations and promptly disclosing necessary information to tax authorities when requested. We strive for predictability in tax matters, preferring proactive communication and seeking advance rulings with tax authorities whenever possible.

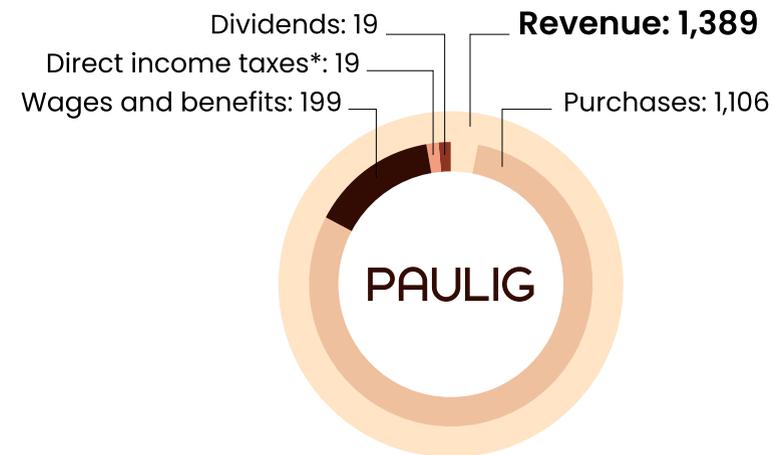
The international tax framework is undergoing rapid changes due to numerous legislative initiatives from the OECD and EU aimed at addressing aggressive tax planning. To mitigate tax risks, we closely monitor legislative developments in our operational countries and engage early to implement necessary changes in our processes. We believe that internal guidelines, training, documentation, and pre-defined processes are key measures for effectively mitigating tax risks.

OUR TAX PAYMENTS

In 2025, the paid direct income taxes by Paulig were EUR 19.4 million. The table to the right presents the selected financial results and income taxes paid in our operating countries.

In addition to direct income taxes, we contribute to society in the form of pension and social security contributions, payroll taxes, value-added taxes, customs duties, as well as excise, real estate, and environmental taxes. Payroll-related tax payments and VAT constitute the largest part of our tax footprint.

OUR ECONOMIC VALUE CREATION AND DISTRIBUTION 2025, MEUR



*Taxes recorded for the financial year 2025

COUNTRY BY COUNTRY INFORMATION (MEUR)

Tax jurisdiction	Revenues ¹	Profit (loss) before income tax ²	Income tax paid on cash basis	Remarks
Finland	457.9	-9.3	-2.5	Tax refund from previous year
Sweden	449.4	81.4	5.2	Profit includes tax exempt income from the sale of subsidiary shares
Belgium	424.4	24.0	9.9	
United Kingdom	188.8	12.6	3.0	Profit includes change in accounting practice for capital allowance
Estonia	103.1	4.4	0.5	Tax paid on distributed dividends
Spain	87.8	-5.0	0.0	
France	86.7	3.7	0.6	
Netherlands	70.0	2.8	1.6	Timing differences
Norway	56.6	2.3	0.5	
Denmark	31.7	1.3	0.6	
Lithuania	12.0	0.8	0.1	
Austria	4.9	0.2	0.0	
Latvia	2.1	0.2	0.0	
Total	1,975.4	119.4	19.4	

1 Revenues include external and internal revenue and financial income.
 2 Profit (loss) before income tax excludes internal dividends.



Incubating positive impact through investments

Paulig actively seeks innovative products and solutions that benefit both people and the planet. Our venture arm, Paulig Incubator, PINC, invests in early-stage European startups with a high degree of innovation that aligns with our vision to contribute to a sustainable food culture.

PINC was established to ensure Paulig remains at the forefront of relevant innovations whilst contributing to a tastier, healthier and more sustainable planet. PINC's primary focus is on societal impact, coupled with the goal of establishing a strategic connection between Paulig and emerging start-ups.

PINC invests across the agri-food value chain with a focus on three major impact themes:

- 1. Improving human and planetary health within the current food system.** This involves innovations in agriculture promoting soil health, biodiversity and food security, innovative ingredients and next-generation healthy foods, as well as data solutions for tracking and reporting climate and nature footprints.
- 2. Inventing novel technologies to feed 10 billion people by 2050.** This encompasses exploring 'post-agriculture' technologies such as precision fermentation and cell culture with food growing in bioreactors. This approach, to some extent, decouples food production from land use, serving as an important vehicle for sustainably feeding a growing global population.
- 3. Creating a circular system for food & material.** Regardless of whether food is grown on land or in bioreactors, the system must be circular and minimise waste. This includes upcycling ingredients, sourcing food from underutilised streams, reducing or introducing new packaging, and implementing various technologies to improve shelf life and prevent waste.

These initiatives present significant opportunities to address global challenges such as food security, climate change, and resource depletion. For instance, BlueRedGold, in which PINC invested in 2025, utilises AI and automation to facilitate indoor, year-round cultivation of high-quality saffron. This not only opens the door for the use of this highly

valuable spice in the medical and cosmetic sectors but also secures its long-term supply amidst geopolitical and climate-related challenges.

Our way of creating an impact

PINC operates like any other professional venture capital unit. However, as an evergreen fund, it is not bound by a predetermined exit timeframe. PINC specialises in early-stage investments, focusing on pre-seed and seed stages where conventional venture capital is relatively scarce, thereby allowing us to make a more significant impact.

Typical initial investments range from EUR 200,000 to 1,000,000. PINC actively engages with portfolio companies and, when acting as the lead investor, typically secures a seat on the board. The support provided to the start-up is tailored to its specific needs and our role within the investment.

PINC invests across the whole value chain to support the transition of the food system, often targeting start-ups that operate upstream of our own suppliers. Examples of these investments include:

- Glenntex: developing a graphene-based solution to improve the circularity of plastics and reduce packaging requirements.
- Elaniti: building an agronomic tool that maps soil microbiomes to improve farmers' decision-making and reduce the need for chemical inputs.
- Scindo: enabling the transition away from fossil-fuel-based chemicals in food ingredients such as aromas through an enzyme-based platform.

Contributing to a more sustainable planet

PINC's impact is driven by the collective contributions of its portfolio companies, many of which are dedicated to climate change mitigation or the responsible use of natural resources. For example, Kaffe Bueno and WinWin offer products with significantly lower emissions compared to their more traditional alternatives, as indicated by life-cycle analyses. WinWin's cocoa-free alternatives to chocolate demonstrate an 80–90% lower carbon footprint than regular chocolate.



Another example is EvodiaBio, a bio-industrial company that reinvents the production of natural aromas, which reduces water consumption, CO₂ emissions and land usage by over 80%. Improvin', an AI-powered platform, contributes to emission reductions and soil health across the agri-food value chain by enabling better data and pricing mechanisms for farmers.

Furthermore, PINC reinforces its commitment to crop resilience and food security through investments in Amatera, OlsAro, and the 2025 additions BlueRedGold and Rainbow Crops. Rainbow Crops works to secure the supply of corn and other crops through AI-enabled crop breeding utilising advanced technology.

Additionally, PINC emphasises promoting people's health through ventures like For Real! Foods, disrupting conventional convenience foods with whole-food, nutrient-dense pizzas and wraps. Frequently, our start-ups make a positive impact across multiple areas. Melt&Marble, creating designer fats through precision fermentation for food and personal care, not only provides more functional, better tasting and more sustainable fats. They can also make fats with lower saturated levels and incorporate healthy fatty acids.

For an overview of the portfolio, please read more on our [website](#).



Environmental information

- Climate change 32
- Biodiversity and ecosystems 39
- Resource efficiency & circular economy 40
- Products enabling the health of the planet 45

Climate change

Climate transition plan

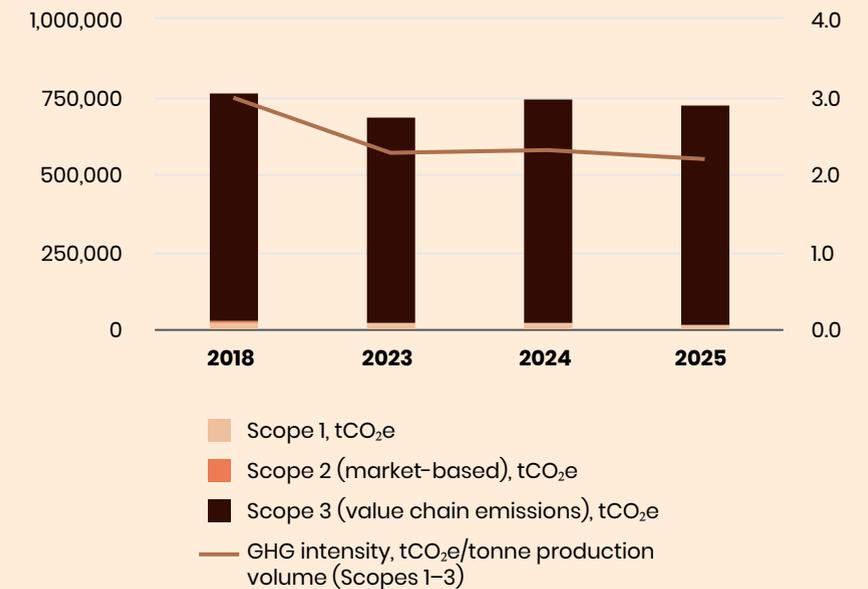
Our climate ambition and the transition plan towards net-zero by 2045 encompass both near- and mid-term actions. This involves iteratively refining our roadmaps for coffee, wheat, corn, logistics, and packaging, alongside investing in innovative technologies and reformulating our products and portfolio.

At Paulig, we first set our SBTi (Science Based Targets initiative) validated 2030 climate targets in 2020. These targets were revalidated and expanded in 2025 to include a separate FLAG* target as well as a commitment to reach net-zero by 2045. We aim to reduce 43% of emissions across all scopes in the near-term, by 2030, from the 2018 base year. Looking further ahead, our net-zero ambition is a 79% overall decrease in emissions compared to 2018. Details of the targets, and the division between FLAG and non-FLAG emissions are elaborated in the section [Targets related to climate change](#).

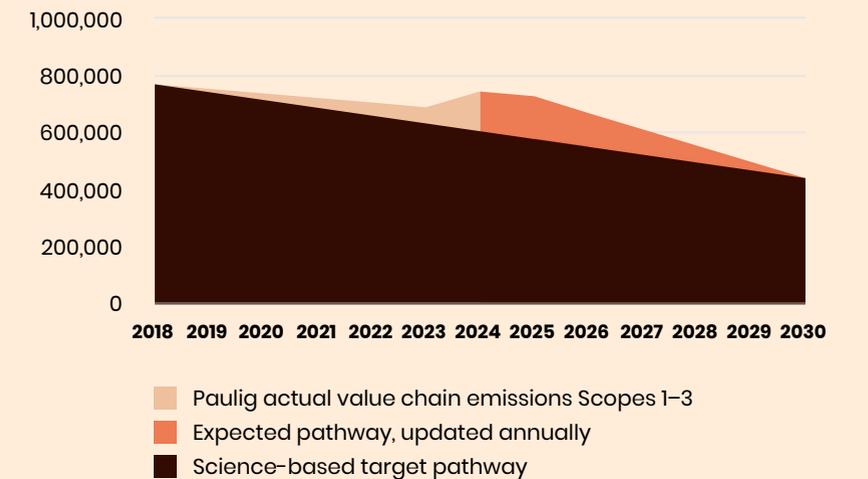
Most of Paulig’s greenhouse gas emissions originate from the value chain, with the highest impact in the agricultural production of key raw materials – primarily coffee, wheat, corn, and vegetable oils. Therefore, the most significant reduction opportunities lie in lowering the carbon footprint at the farm level for these ingredients. Our approach focuses on close collaboration with suppliers of our highest volume inputs, including setting clear expectations for their emission reduction targets and roadmaps. Through our Climate Fund, we help accelerate supplier actions that lead to measurable emission reductions.

*Forest, Land and Agriculture (FLAG) methodology, addressing emissions from land-use change and on-farm activities.

GHG EMISSIONS AND INTENSITY



EMISSIONS REDUCTION PATH TO 2030 (tCO₂e)





Our direct operations account for only 3% of Paulig's total emissions, yet we remain committed to systematic efforts to reduce emissions and improve operational efficiency. A key challenge is the limited availability of market-ready technologies for certain operations, such as zero-emission ovens.

The overall approach and targets are approved by the Board and Paulig Leadership Team. A detailed emission reduction plan is aligned with, and approved by, the Paulig Sustainability Management Group, which oversees all strategic sustainability initiatives across the company.

Climate-related impacts, risks and opportunities

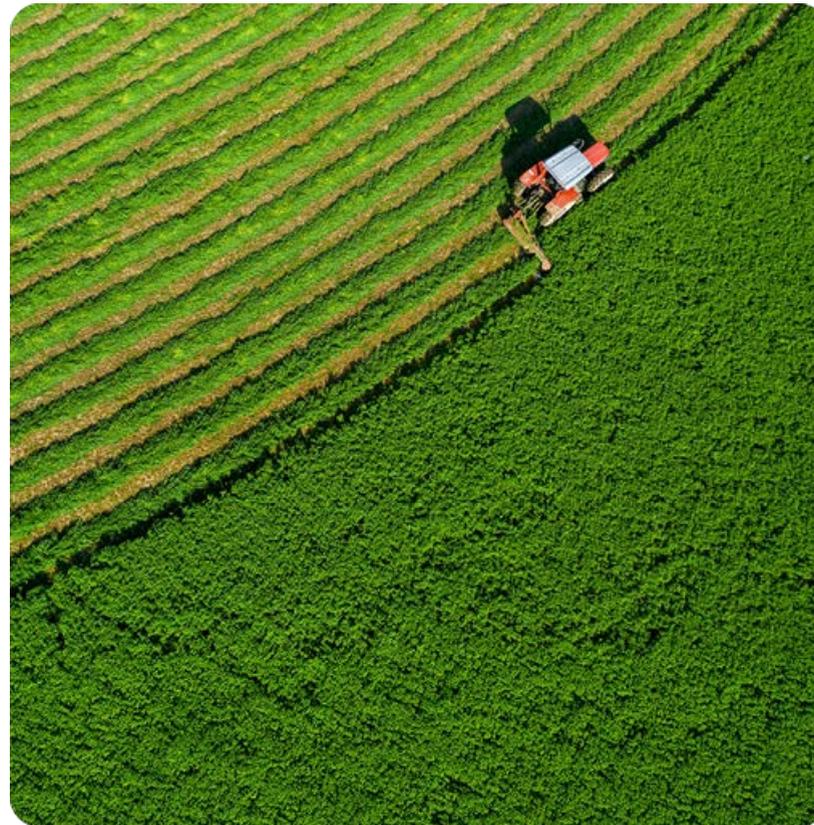
The food system accounts for approximately one-third of global human-caused greenhouse gas emissions, playing a significant role in the climate and biodiversity crises we currently face. Key drivers include agricultural production, such as land use and fertiliser application, processing and packaging, transport and distribution, and food waste across the value chain.

At the same time, the food industry is already negatively impacted by climate change and nature loss. Climate change represents the most significant long-term sustainability risk for Paulig. We have carried out a comprehensive assessment of our climate risks at the Group level, focusing on transitional, acute and chronic physical risks at our production sites. This work was expanded in 2025 to include the assessment of physical risks within our key supply chains. According to the climate model used, drought and flooding together with extreme heat will be Paulig Group's key climate risks already within the next decade if left unmitigated.

The vast majority of Paulig's carbon footprint, 97%, is derived from our value chain, particularly linked to the agricultural production of raw materials. The physical impacts of climate change and nature loss are already visible in the availability of our raw materials. Record-high market prices for coffee and challenges with harvest seasons serve as clear warning signs—and a prelude to what extreme weather phenomena could also inflict on other crops, such as wheat and corn. For instance, rising temperatures, plant diseases or other invasive insects, altered rainfall patterns, and the increased frequency of extreme

weather events can significantly reduce yields and crop quality, leading to increased price volatility and potential supply disruptions.

Findings from the transition risks assessment also confirmed focus areas to continue in-depth assessments and advocate for. For example, the limited availability of renewable energy alternatives in some of our operating countries poses a risk to achieving our emission reduction targets, particularly without biogas certificates. At the same time, implementing energy efficiency measures and exploring alternative lower-carbon manufacturing solutions offer opportunities for us to reduce our energy consumption and reliance on e.g. biogas certificates.



Climate scenarios towards 2030–2060

We utilise climate scenarios to assess risks and opportunities for our business across various time horizons, extending to 2060. These scenarios are based on IPCC temperature models, specifically the Representative Concentration Pathways (RCPs), which project potential global temperature increases by the end of the century, and the Shared Socioeconomic Pathways (SSPs), which outline global socioeconomic changes.

The assessed scenarios include temperature rises of 1.5°C, 2°C, and 3°C or more. For the transition assessment, these scenarios were enriched with specific insights from the food, agriculture, and forestry sectors, alongside Paulig-specific forward-looking context. This context covered areas such as current and emerging regulations on packaging and water use, shifts in consumption patterns, and technology outlooks.

Input was collected from key functions to evaluate risks and opportunities for each scenario. Our scope extends beyond our own operations to encompass impacts along the entire value chain.

For physical climate risk assessments, we have conducted a desktop study to perform a high-level screening of acute and chronic hazards across our key production sites, suppliers and raw materials. The hazards included extreme heat, drought and water scarcity, flooding and precipitation, high winds, and wildfires. This screening was aligned with the transition risk scenarios predicting a temperature rise of over 2°C.

In the analysis, we identified the most significant inherent impact factors affecting our sites and sourcing locations. We continue to strengthen our climate assessment by complementing the modelling with site-specific analyses and expanding the assessment to further value chains, ensuring a more detailed understanding of potential climate-related risks and priorities for future mitigation and adaptation measures. As part of the annually updated process, our climate transition-risk assessment will also be refined and enhanced with a more comprehensive financial-impact analysis.



Policies

Our approach to climate change is guided by three key policies: the Environmental Policy, the Deforestation Policy, and the Paulig Code of Conduct for Suppliers.

During 2025, Paulig updated its Environmental Policy to further strengthen the company's environmental governance and clarify the principles guiding environmental management across the Group. The policy outlines clear commitments to mitigating climate change, reducing energy, water and resource use, and protecting biodiversity across both operations and the entire value chain. It emphasises continuous assessment of environmental impacts, employee involvement through training and awareness, and robust emergency preparedness to minimise environmental risks.

Furthermore, all our suppliers must comply with the minimum sustainability requirements set out in the Paulig Code of Conduct for Suppliers. Through this Code, we expect our suppliers to take full responsibility for their impact on the climate and the environment. We encourage them to set their own science-based emissions reduction targets, and to gather and report relevant information related to their greenhouse gas emissions.

Actions and resources in relation to climate change mitigation and adaptation

At Paulig, climate-related risks and impacts are managed through our integrated risk management processes and our strategic sustainability initiatives. These efforts focus on reducing greenhouse gas emissions across our own operations and value chain, and on ensuring the sustainable sourcing of raw materials from countries identified as having higher risk.

Mitigation actions within our own operations focus on energy-efficiency improvements, the transition to renewable energy sources and optimising processes. In the value chain, mitigation is advanced through collaboration with suppliers and Paulig Climate Fund-supported initiatives that help reduce emissions in key sourcing areas and promote more sustainable agricultural and logistical practices.





Climate-related adaptation measures are implemented both at our own sites and throughout our value chain. Our adaptation work is guided by our continuous climate-risk assessment process for Paulig's key production sites and value chains. In the physical climate risk assessment, we identified drought, flooding, and extreme heat as the most material physical risks for our operations and sourcing regions. At our own sites, adaptation actions focus on strengthening facility resilience and business-continuity readiness.

We collaborate closely with our key suppliers in sourcing countries to strengthen climate-resilient agricultural practices. This work includes supplier-level physical-risk assessments and the scaling of regenerative farming methods in the wheat, corn and coffee supply chains. The Paulig Climate Fund supports projects that develop and pilot innovative high-impact solutions, methods, and technologies together with suppliers. These initiatives support suppliers in reducing emissions, adopting more climate-resilient practices and securing the long-term availability and quality of raw materials under changing climate conditions.

OWN OPERATIONS

Reducing dependency on natural gas

Our main contribution to Scope 1 emissions is natural gas, primarily used at our sites in Roeselare, Belgium and Berga, Spain. In 2025, we further increased our purchase of biogas certificates, resulting in an overall reduction in our Scope 1 and 2 emissions of 38% compared with 2018.

Uncertainties surrounding the registries for renewable gas certificates, crucial for cross-border transactions and determining accounting methodologies, are hindering our longer-term investments and transition plans that rely on green gas from the grid.

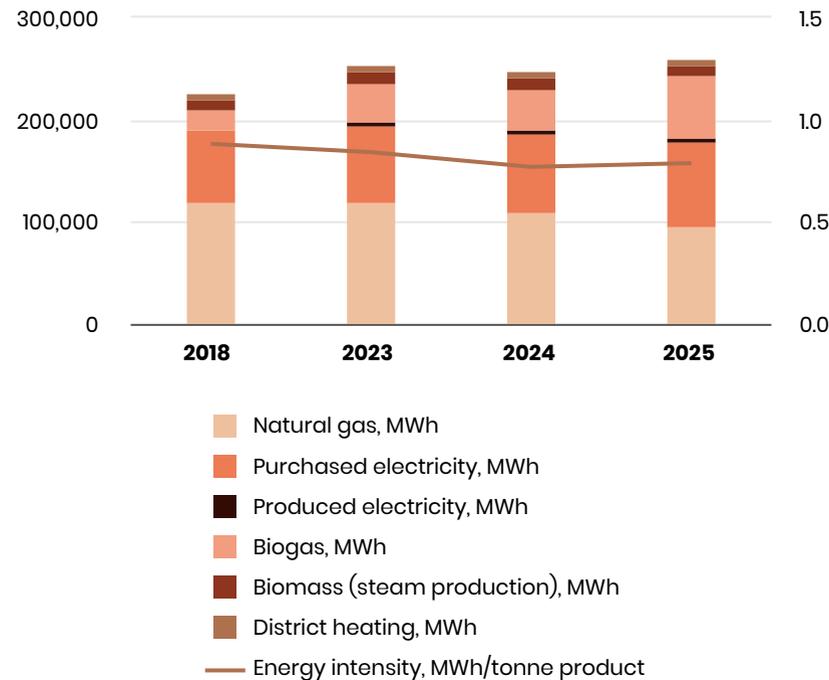
Nonetheless, we have roadmaps developed that include technical solutions to reduce our dependency on natural gas, for example switching to electric ovens and fryers. As part of our journey to electrifying manufacturing lines and move away from gas, a feasibility study of an electrical oven for chips was performed. Preparations for full-scale tests to ensure end-product quality are underway. However, as full implementation takes some years to complete, we continue to rely on biogas certificates to reduce our emissions in the interim.

Improving energy efficiency

During 2025, we conducted in-depth energy-efficiency audits in our Saue, Estonia, and Berga, Spain, sites, utilising the findings for roadmap development. Building on this, the next energy efficiency audit is scheduled for 2026 at our newly acquired site in Tipton, United Kingdom. Concurrently, an in-depth analysis at our Estonian site resulted in a list of actions now integrated into its five-year plan for execution.

Furthermore, to enhance our energy management, we have implemented a dashboard for improved data tracking, maintained ISO 50001 Energy Efficiency Certification in Roeselare site in Belgium, and installed a heat recovery unit there to reduce gas consumption from air compressors. Identifying such savings forms part of the ongoing work required for the certification.

TOTAL ENERGY CONSUMPTION BY SOURCE AND INTENSITY



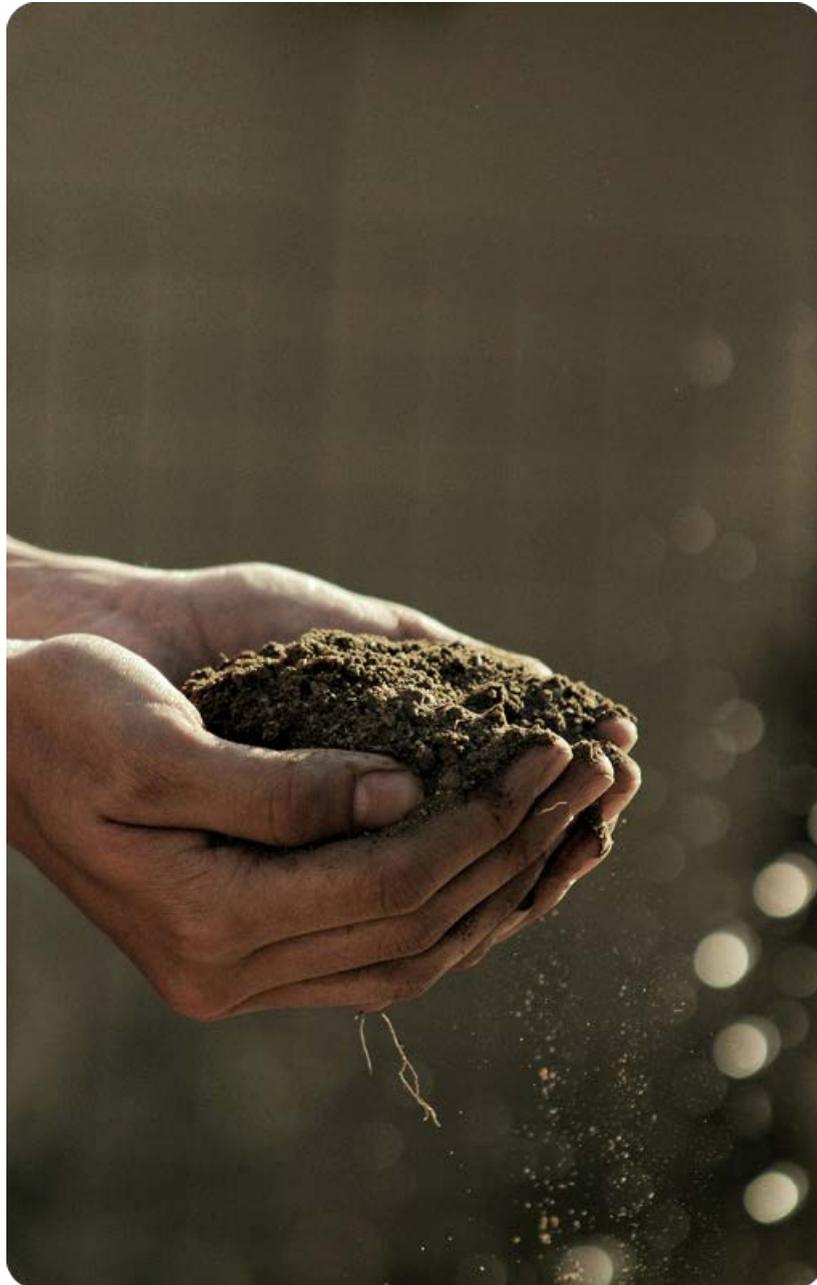
CASE

Paulig's climate fund accelerating actions from pilots to scale

Paulig's Climate Fund, launched in 2023 with EUR 2.7 million, was established to support the faster adoption of novel climate and nature practices especially in our value chains. An internal carbon price of EUR 50 per ton of CO₂ was initially used to determine the size of the fund, with a similar level of impact expectation from the projects. Most funded projects are longer-term collaborations, typically 2–4 years. The portfolio of activities financed from the fund are reviewed annually, focusing on criteria such as the project's potential for reduced climate impact, innovativeness, cost-effectiveness, and scalability.

In 2025, our main focus remained in our wheat, corn, coffee value chains, and logistics with the pipeline of promising projects expanded. New metrics and co-benefit impact assessments were developed, including social impact, and water and biodiversity considerations, especially for regenerative agriculture practices. Most projects focusing on scaling new farming methods are achieving approximately 30% lower emissions, while a few have the potential to nearly halve the emissions in some locations whilst improving farmers' resilience and restoring nature.

In logistics, funded projects in 2025 varied from investments to electric trucks infrastructure to biofuels for both ocean freight and road transport, enabling up to 90% emissions reductions in selected routes.



OUR VALUE CHAIN

Regenerative agriculture in key supply chains

In 2025, we conducted a study to identify areas in our supply chains with the greatest potential to reduce negative impacts on biodiversity, including areas such as land-use with a potentially high negative climate impact. This study supports our current focus of collaborating with suppliers to increase on-farm measures that both reduce the carbon footprint and improve biodiversity for our key commodities, coffee, wheat, and corn.

Currently, we cover 32% of our wheat flour with such programmes (with Lantmännen in Sweden and Paniflower in Germany) and will start a similar collaboration expanded for corn in 2026. Regarding coffee sourcing, we have projects ongoing in Brazil and Colombia. This type of co-operation will be instrumental in reducing our Scope 3 emissions to meet our ambition for 2030.

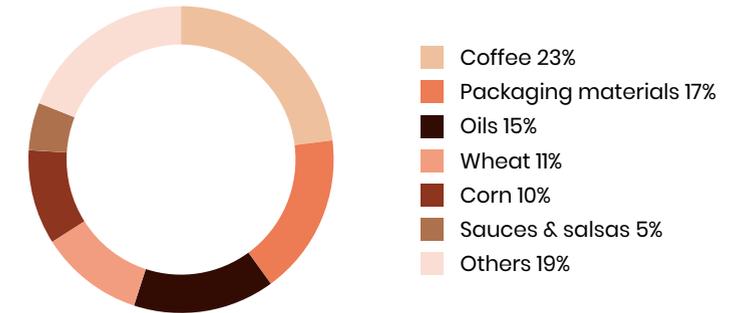
These programmes typically show emissions reduction potential of up to 30–50% compared to the programme initiation stage, but realising full potential typically requires a minimum of 3–5 years. For wheat flour from Lantmännen we have seen an emission reduction of 27% per kg of flour since our baseline year 2018. We expect to see similar effects for other commodities and programs in the coming years as we continue to scale up these projects.

Decarbonising our logistics

In 2025, Paulig transitioned part of its ocean freight for green coffee and spices to biofuels, achieving a 40% reduction in related GHG emissions—saving around 2000 tonnes of carbon dioxide equivalents (tCO₂e). We also continued to invest in the electrification of key routes following good experiences from our investments in Sweden in 2024.

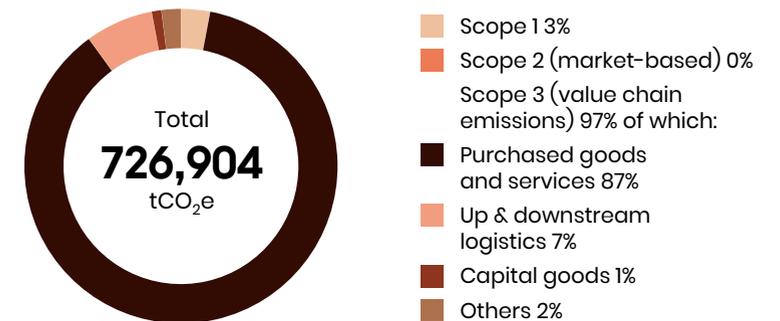
In 2025, in Belgium, we introduced electric trucks and centralised warehousing just 6 km from our production site, reducing transport emissions by approximately 100 tonnes of CO₂e annually.

SHARE OF GHG EMISSIONS BY RAW MATERIAL GROUPS 2025¹



¹ Based on purchased volumes of raw materials and finished goods.

GHG EMISSIONS FROM PAULIG'S OPERATIONS AND VALUE CHAIN 2025





Targets and metrics

TARGETS RELATED TO CLIMATE CHANGE

In 2025, our updated climate targets were validated by the Science Based Targets initiative (SBTi) as part of a five-year review process. In line with the latest SBTi criteria, we are committed to reducing our operational and value chain emissions by 43% by 2030 (across Scope 1-3) from a 2018 baseline.

As a food & beverage company, the key part of Paulig's emissions is related to the farming of the ingredients used in our products. Therefore, the updated climate targets have been set in line with the Forest, Land, and Agriculture (FLAG) methodology. FLAG emissions include those from land use change, land management (e.g. use of fuel and fertilisers at the farm) and biogenic removals such as forest restoration and soil carbon sequestration. Non-FLAG emissions stem from the stages after the farm, for example, the use of energy for logistics and industrial production.

More specifically, Paulig intends to reduce greenhouse gas emissions from its own operations (Scope 1 and 2) by 65%, decrease FLAG-related emissions in its value chain (Scope 3) by 37%, and reduce non-FLAG value chain emissions by 51% compared to the 2018 baseline. These efforts together account for a 43% reduction across all scopes by 2030.

AMBITION 2030

43%

LESS GHG EMISSIONS ACROSS ALL SCOPES

Net-zero ambition

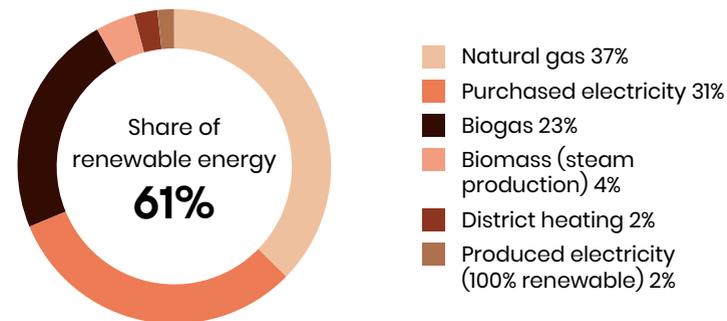
Transitioning further ahead to net-zero, Paulig aims to reduce emissions from its own operations and the non-FLAG part of its value chain by 90% by 2045, alongside a 72% cut in FLAG emissions. This will result in a 79% overall decrease in total emissions compared with 2018 level.

Energy consumption and mix

The switch towards 100% renewable electricity across our sites has been a key factor in our emission reductions, the most recent one being the switch at our newly acquired site in Tipton, United Kingdom. Our main remaining fossil source is natural gas, particularly at our sites in Belgium and Spain. We have made a partial switch to biogas at these sites through Renewable Gas Guarantees of Origin, which has been the second largest contributor to our achieved reductions.

In 2025, our absolute energy consumption increased by 5% compared to the previous year. This increase can be attributed to the increase in production volume. The share of renewable energy now stands at 61%, up from 54% last year.

ENERGY CONSUMPTION BY SOURCE 2025



GHG EMISSIONS

In our own operations, our actions have resulted in 38% reduced greenhouse gas emissions (Scope 1 and 2) since 2018. This result was primarily achieved through the transition to renewable electricity and the expanded purchase of biogas certificates.

Despite a 25% increase in our sold volumes compared to the 2018 baseline, driven by overall business growth, our value chain GHG emissions have seen a slight decrease in the same time period.

In 2025, our Scope 3 emissions decreased by 4% compared to the baseline, while they decreased by 2.0% compared to the previous year. These changes are primarily due to shifts in our product portfolio composition. Additionally, we are starting to see the impact of our emission reduction initiatives with wheat suppliers.

Since our baseline year of 2018, we have significantly expanded our business, resulting also in increased logistics operations. Consequently, our GHG emissions from transport have risen by 17%, primarily due to increased road transport of incoming raw materials and outbound products to customers. Therefore, efforts are being undertaken to reduce emissions from transport by transitioning to renewable fuels and electrification.

In 2025, our absolute emissions across all Scope 1-3 were reduced by 6% compared to the baseline year of 2018.

During 2025, we implemented data quality improvements and methodological updates that affect the comparability of figures reported the previous year. In addition, the integration of Panesar Foods Ltd data and Conimex brand purchases data has resulted in restatements across all years. For further details, please refer to [Paulig GHG Inventory report 2025](#).



VOLUMES (t)*

	2018	2023	2024	2025	Change 2018–2025
Production volume	257,789	302,661	322,371	331,644	29%
Sold volume	284,964	350,571	350,447	357,230	25%

*2018, 2023 and 2024 restated, due to the incorporation of Panesar Foods.

ENERGY CONSUMPTION BY SOURCE (MWh)*

	2018	2023	2024	2025	Change 2018–2025
Natural gas	119,415	119,673	110,956	97,522	-18%
Purchased electricity	71,951	76,325	77,268	82,050	14%
Produced electricity (100% renewable)	581	2,894	2,579	4,453	666%
Biogas	19,355	37,187	40,942	60,281	211%
Biomass (steam production)	9,673	12,948	10,730	10,570	9%
District heating	6,447	5,579	5,460	6,338	-2%
Group total	227,421	254,606	247,935	261,214	15%
Energy intensity, MWh / tonne production volume	0.88	0.84	0.77	0.79	-11%
Share of renewable energy	30%	52%	54%	61%	

*2018, 2023 and 2024 restated, due to the incorporation of Panesar Foods.

GHG EMISSIONS BY SCOPE (tCO₂e)*

	2018	2023	2024	2025	Change 2018–2025
Scope 1 (net) ¹	24,825	24,544	23,217	20,222	-19%
Scope 2 (market-based)	10,150	1,177	1,296	1,574	-84%
GHG intensity, tCO ₂ e / tonne production volume (Scope 1 and 2)	0.14	0.08	0.08	0.07	-52%
Total, own operations (Scopes 1-2)	34,976	25,721	24,513	21,796	-38%
Scope 3 (value chain emissions)	734,341	662,266	719,526	705,108	-4%
GHG intensity, tCO ₂ e / tonne production volume (Scope 3)	2.85	2.19	2.23	2.13	-25%
Paulig total (Scopes 1-3)	769,317	687,987	744,039	726,904	-6%
GHG intensity, tCO ₂ e / tonne production volume (Scopes 1-3)	2.98	2.27	2.31	2.19	-27%
GHG intensity, tCO ₂ e / tonne sold volume (Scopes 1-3)	2.70	1.96	2.12	2.03	-25%

*2018, 2023 and 2024 restated, due to the incorporation of Panesar Foods and Conimex brand and its associated business, as well as methodology changes.

See page 28, and the GHG Inventory report for further details: [Paulig GHG Inventory report 2025](#).

¹ The figure has been deducted with the use of Renewable Energy Certificates for biogas.

2025 Location-based Scope 2: 9,209 t CO₂e

2025 Biogenic CO₂ Scope 1: 15,697 t CO₂e

2025 Scope 1 without biogas certificates: 32,426 t CO₂e

GHG EMISSIONS SCOPE 3 (tCO₂e)*

	2018	2023	2024	2025
1. Purchased goods and services	667,435	589,725	638,977	630,592
2. Capital goods	6,842	9,178	12,070	7,903
3. Fuel and energy related activities	6,753	5,620	5,388	5,359
4. Upstream transportation & distribution	32,418	33,423	38,425	36,056
5. Waste generated in operations	380	603	474	458
6. Business travel	1,981	2,043	1,891	1,473
7. Employee commuting	2,483	1,841	1,933	2,240
9. Downstream transportation & distribution	10,987	14,371	14,858	14,582
10. Processing of sold products	61	251	224	298
12. End-of-life treatment of sold products	5001	5211	5287	6,147
Total Scope 3	734,341	662,266	719,526	705,108

*GHG emission figures for 2018, 2023, 2024 restated.

2025 Biogenic CO₂ purchased goods and services: 39,674 t CO₂e

Detailed information on Scope 3 category calculation methodologies and restatements in a separate [Paulig GHG inventory report 2025](#).



Biodiversity and ecosystems

Impacts, risks and opportunities

As a food and beverage company, our operations are intricately linked to the health of the planet, and we are greatly dependent on nature. The raw materials needed for our products cannot be produced without the ecosystem services provided by nature, such as water supply, soil fertility, and a favourable local climate for cultivation and pollination. Simultaneously, Paulig impacts nature by the purchase of these raw materials, which results in land and water use, contributes to pollution (for example, leakage of excess nutrients) and generates climate impacts.



In addition to climate change, biodiversity loss has been identified as a material sustainability topic and risk for Paulig, as our business is highly dependent on healthy ecosystems, particularly in upstream agricultural production. Biodiversity loss poses significant risks to our supply chain, product quality, and long-term business resilience. At the same time, we acknowledge that our operations contribute to biodiversity pressures, primarily during the agricultural phase.

In terms of addressing deforestation, the most relevant raw materials sourced by Paulig include palm oil, soya, coffee, cocoa, and wood-derived products, such as paper and fibre-based packaging.

An earlier screening clarified our dependencies on water and biodiversity, revealing a high reliance on biodiversity for the agricultural production of our raw materials across approximately 70 sourcing countries. Additionally, over 15% of these countries presented risks related to the water dependency.

Policies

Our approach to nature and biodiversity is guided by three key policies, namely the Environmental Policy, the Deforestation Policy, and the Paulig Code of Conduct for Suppliers.

The Environmental Policy outlines clear commitments to protecting biodiversity across both operations and the entire value chain.

Our approach to deforestation is described in our Deforestation Policy, in which we commit to deforestation-free sourcing across our primary deforestation-linked commodities. Towards the end of 2025, we initiated a review of this policy, with the aim of elaborating on our approach and requirements as well as alignment with the upcoming EU Deforestation Regulation (EUDR).

Paulig is firmly committed to meeting the requirements of the Deforestation Regulation, and will comply with the applicable obligations when the EUDR is applied from the end of 2026. We have strengthened our readiness by implementing an EUDR risk assessment tool, which supports our due diligence processes.

The Paulig Code of Conduct for Suppliers defines the minimum sustainability requirements for our suppliers. We expect our suppliers to take full responsibility for their impact on the environment. We urge them to develop an understanding of nature loss, deforestation and water risks in their operations and supply chains, and to implement diligent measures to address and mitigate them.

Actions related to biodiversity and nature

In 2025, we conducted a study to explore Paulig's impact and dependencies on biodiversity, aiming to quantify hot spots in our supply chains. This study provided a sound foundation for steering our future efforts to improve biodiversity and to set nature targets.

The study indicates that our greatest impact stems from the cultivation of wheat, corn, coffee and crops for vegetable oils, and that the main environmental pressure affecting biodiversity negatively is land use and water stress. During 2026, we will utilise these findings to shape relevant and effective nature targets, ensuring we focus on actions that both reduce climate impact and enhance biodiversity in our supply chains.

SETTING TARGETS

Currently, our primary focus is on establishing the baseline and targets for biodiversity and nature. We have explored the Science Based Targets for Nature as a potential approach for our work. The findings from our study will be instrumental in defining specific nature targets. We continue to monitor our compliance readiness for the EUDR, ensuring all necessary systems are in place ahead of the regulatory deadline.

INCREASING KNOWLEDGE ON IMPACTS OF OUR PRODUCTS

We are continuously building our knowledge on how our products affect the environment. In 2025, we reached a major milestone by assessing the farm-level ingredient impact across eight sustainability metrics of more than 2,500 of our products. For more details, please see section [Products enabling the health of the planet](#).

We also joined the GreenGrocer project, a four-year research initiative in which we will perform an in-depth life cycle assessment of three of our top spices together with our suppliers. This will help us focus on the most effective measures to further reduce the environmental impact of our spice supply chains.



Resource efficiency & circular economy

Impacts, risks and opportunities

For a future within planetary boundaries, embedding circular thinking across our value chain is essential. We pursue this commitment through improving water use efficiency, enhancing packaging recyclability and reducing food loss and waste.

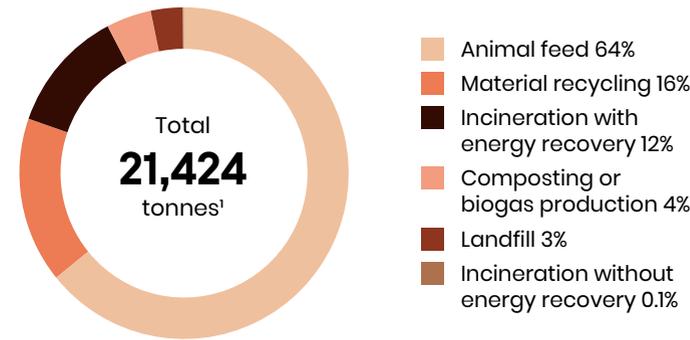
Water scarcity is an issue we must address in our operations and across our value chain. We acknowledge that our factories in Spain are situated in partly water-stressed areas, which poses an operational risk particularly as our business relies on water availability for production processes and hygiene maintenance. However, this challenge also offers the opportunity to innovate our processes, improve efficiency, and align with regional conservation efforts.

One-third of globally produced edible food goes to waste at all stages of the value chain, resulting in unnecessary emissions and consumption of raw materials. Packaging plays a crucial role in preventing food loss by protecting product quality and extending shelf life.

All our products require packaging to minimise food waste and guarantee safe delivery to consumers. It is crucial to both optimise raw material usage and to ensure that, once their primary purpose is served, the packaging materials can be recycled or reused.

For Paulig, reducing food loss and waste offers a dual opportunity to diminish our environmental footprint and enhance operational efficiency. Our greatest ability to impact food waste lies within our own operations, where prevention is directly linked to efficiency and continuous improvement. This approach also extends to managing various waste streams from our factories, where growth in production volumes can lead to increased waste generation.

TOTAL WASTE BY DISPOSAL METHOD 2025



¹ Not including volumes sold as II-quality or donated for human use.

Policies

Our approach to resource efficiency and circularity is guided by our Environmental Policy, the Deforestation Policy, and the Paulig Code of Conduct for Suppliers.

The Environmental Policy outlines clear commitments to reducing resource use across both our own operations and the entire value chain. Furthermore, our Deforestation Policy outlines our commitment and approach, including the main commodities associated with deforestation, such as pulp and paper-based packaging materials used in our products. We are committed to sourcing all our fibre-based packaging from certified sources, with accepted certifications including FSC and PEFC.

Our approach to water management is similarly guided by our Environmental Policy, which emphasises the efficient use of resources and the minimisation of environmental impacts. We align our water usage with regional government guidelines, particularly in water-stressed areas, ensuring compliance with restrictive measures while maintaining operational standards.

The Paulig Code of Conduct for Suppliers defines the minimum sustainability requirements for our suppliers. We encourage our suppliers to investigate renewable alternatives and opportunities for circularity in

their operations, for example, by turning waste and side-streams into new products.

Paulig is committed to the global challenge of reducing food loss and waste in the value chain by 50% by 2030, aligning with the UN Sustainable Development Goals. Our waste management practices adhere to the waste hierarchy principles, prioritising avoidance and reduction first, followed by reuse and recycling.

Our commitment to using recyclable packaging is based on the principle that the quality and food safety of our products must never be compromised. To guide our efforts, we have established internal rules and guidelines for packaging recyclability that align with the guidelines of Recyclclass, a cross-industry initiative, and CEPI, a non-profit paper industry association.

Actions related to water management

ASSESSING OUR IMPACTS ON WATER SECURITY

We have conducted an in-depth assessment of long-term water availability and stress, considering the socio-economic situation and reviewing governmental mitigation actions at selected sites. As part of the study, we utilised two extreme climate scenarios from the IPCC to evaluate future water availability. The study identified a range of risk mitigation measures within our control, such as the use of wells, as well as ongoing initiatives from local authorities.

Water consumption in our production varies significantly between sites, depending on the type of end products. While spice blending processes do not require water, it is a vital ingredient in the production of tortillas and tacos. Additionally, water is used for cleaning our production lines and facilities.

Although water usage in our processes has remained stable, we recognise that our factories in Spain are situated in water-stressed areas. Consequently, our team in Spain is actively developing a roadmap and implementing measures to address these water stress concerns. This aims for a substantial long-term reduction in our water usage, while aligning with the regional government's restrictive measures and guidelines that vary annually.



However, compared to 2024, water use at our Berga site in Spain increased by 16% in 2025. The increase reflects the end of temporary governmental drought measures, alongside operational factors such as elevated production volumes and process changes. While year-to-year fluctuations may occur, our long-term efforts remain focused on reducing water consumption in line with local water-stress conditions and regulatory requirements.

We have also joined the three-year GloWater research project, in which solutions for sustainable water security are being explored together with Finnish researchers and other food and drink companies.

AMBITION 2030

50%

LESS FOOD LOSS AND WASTE IN OUR VALUE CHAIN

Actions to reduce waste

FOCUS ON FOOD WASTE REDUCTION

We follow the regulative developments regarding food waste and participate in discussions, for example, through industry working groups. We also follow the EU and UN guidance and the foreseen legislative developments. Basing on this, we have outlined a new approach and scope for the food loss and waste work in our own operations.

In 2025, food waste accounted for 70% of our total waste. We re-initiated a strategic focus on reducing food loss and waste from our own production facilities. A new working group was formed in 2025 to focus on collecting baseline data, revising indicators, and identifying best practices. Based on this work, we have defined our food waste reduction target in own operations and established workstreams for preventing food waste in areas identified most impactful.

At Paulig, our continuous improvement work at the sites is constant, as food waste prevention is also linked to efficiency in our operations. For example, leftover tortilla dough is being reground, resulting in less food waste.

CUSTOMER AND CONSUMER ENGAGEMENT

We actively engage with the downstream of our value chain to support our goal to minimise food waste, through careful production planning and joint forecasting with customers. We also address food waste from consumer perspective. Food waste in households often occurs when excess ingredients are purchased and not used before their best-before date, or when still-edible ingredients are discarded instead of being repurposed. Household food waste can be reduced by encouraging the use of products such as tortilla bread to repurpose leftovers.





Paulig representatives also participated as mentors and judges in the “Hävikkihyppy” (food waste) challenge, coordinated by The Consumers' Union of Finland, in spring 2025. The purpose of the challenge was to innovate and exchange ideas on preventing household food waste. The participants in this challenge were individuals or groups with ideas at different stages from planning to implementation.

Actions related to circularity

PACKAGING DEVELOPMENT FOCUS ON THE HIGHEST-VOLUME PRODUCTS

All our products require packaging to minimise food waste and guarantee safe delivery to consumers. It is therefore crucial to both optimise raw material usage and to ensure that, once their primary purpose is served, the packaging materials can be recycled or reused. Accordingly, our focus is on enhancing the recyclability rate of our packaging. Currently, we are focusing our development efforts on our highest-volume products, namely tortillas, coffee, and spices. In collaboration with our packaging suppliers, we are actively developing and testing various packaging structures.

We have made significant progress with our coffee packaging development. The substantial investment of EUR 25 million in new packaging lines at our Helsinki roastery since 2024 is facilitating our transition from conventional multi-material plastic coffee packages to recyclable alternatives. As a direct result of these efforts, we have already introduced the first batch of recyclable vacuum coffee packaging. The development of this packaging alone required over 100 tests and extensive collaborative research.

The new coffee packaging features a distinctive white interior that is suitable for plastic recycling. As most of Paulig's coffees are sold in vacuum packaging, the launch of these recyclable packages represented a significant step towards our recyclability goal.

Simultaneously, our packaging development team has continued commercial trials of recyclable packaging for tortillas. However, these trials still present challenges, primarily due to the thicker material needed for efficient machine runnability of recyclable packaging, and its comparatively high price.

As we progress, we are entering the most demanding phase to address the remaining non-recyclable share. Advancing towards our ambition will require strong collaboration with our partners. Looking ahead, we also aim to increase the share of both recycled and renewable content in our packaging.

IMPROVING PACKAGING DATA

Beyond packaging development, we place strong emphasis on data quality, recognising the challenges that currently arise from varying national reporting practices and data management approaches across our operating countries. Considering the new requirements introduced by the EU Packaging and Packaging Waste Regulation (PPWR), we are undertaking an alignment of our calculation principles, harmonising data collection methods, and revising our underlying methodology. These measures will enhance the consistency and robustness of our data across all Paulig entities.

ASSESSING THE NEW REGULATORY REQUIREMENTS

To gain a comprehensive understanding of the revised EU's Packaging and Packaging Waste Regulation, which came into force in February 2025, we are diligently assessing its potential impacts on Paulig's entire packaging portfolio. Furthermore, we are creating roadmaps to fulfil all other requirements stemming from the PPWR's secondary legislation (comprising delegated and implementing acts), which will be developed and adopted in the coming years.

As the term 'recyclability' still lacks an official definition within the EU and globally, we maintain multiple solutions in reserve, depending on materials that can be efficiently recycled into new products across diverse markets in the future. This, coupled with significant differences in recycling processes, regulatory landscapes, customer demands, and attitudes toward waste sorting across diverse markets, complicates our efforts.

Despite these complexities, we are committed to supporting the proper sorting of empty packages and guiding consumers on best practices. We closely monitor regulations and new developments, and actively engage in industry discussions to help drive more effective and sustainable solutions.



CASE

Paulig calls for smart implementation of the packaging regulation supporting the single market

Paulig supports the goals of the EU Packaging and Packaging Waste Regulation, which entered into force in February 2025, and anticipates the regulation benefitting the European Single Market. The primary goal of the regulation is to prevent and reduce packaging waste while promoting closed-loop recycling.

We call for a strong focus on enabling smart and efficient implementation. This includes the timely delivery of promised guidelines and definitions, with no room for national level differences in interpretation.

We note with concern that, to date, the European Commission has not succeeded in delivering the guidelines within the established timelines. We look forward to the harmonised legislation with clear definitions for recyclability. The secondary legislation must succeed in aligning with existing frameworks, such as those for food contact materials, and provide feasible, scientifically supported options for packaging materials intended for food contact.



Targets and metrics

WATER

As of the reporting year, Paulig has not yet established a formal water-related target for its own operations. We are committed to improving water use efficiency and are investigating new opportunities to reduce water consumption. We have also started developing context-based water targets for most relevant sites.

WATER CONSUMPTION (m³)*

	2023	2024	2025
Group total	263,175	240,130	264,248
Water intensity, m3 / tonne production volume	0.87	0.74	0.80
Water consumption in water-stressed areas			
Berga, Spain	55,905	43,348	50,442
Puig-Reig, Spain	1,094	908	851

*Figures restated, due to the incorporation of Panesar Foods.

WASTE

In 2025, we achieved an average recycling rate of 85%. We are continuously working to further enhance this performance in the coming years. Approximately 70% of our total waste generated is food-related, mainly non-marketable items and by-products from production. Most of this is recycled as animal feed, composted, or used for biogas production.

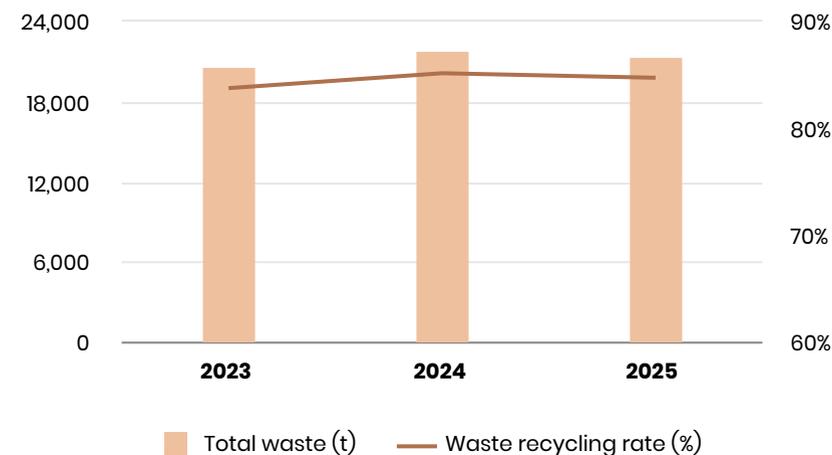
In 2025, the total amount of waste generated in our operations decreased by ~2% Waste generation relative to production output has remained broadly stable over the past years.

TOTAL WASTE BY DISPOSAL METHOD (t)*

	2023	2024	2025
Sold or donated for human use	465	580	603
Animal feed	13,593	14,646	13,746
Incineration with energy recovery	2,358	2,499	2,574
Material recycling	2,891	3,248	3,462
Composting or biogas production	784	720	947
Landfill	937	693	675
Incineration without energy recovery	52	51	20
Total waste (t)	20,616	21,858	21,424
Waste recycling rate (%)	84%	85%	85%
Total waste (t) / tonne production volume	0.07	0.07	0.06
Hazardous waste			
	132	66	155
Non-hazardous waste			
	20,483	21,792	21,270
Hazardous waste, share of total waste (%)	0.6%	0.3%	0.7%

*Figures restated, due to the incorporation of Panesar Foods.

TOTAL WASTE AND RECYCLING RATE



FOOD WASTE

Our ambition for 2030 is to achieve 50% less food loss and waste in our value chain, with a specific target of reducing food waste in our own operations by approximately one-third. The baseline for these targets aligns with the EU Waste Framework Directive, which advises using the annual average from the years 2021–2023. The Directive mandates EU member states to reduce food waste by 10% within the processing and manufacturing industry – the sector in which Paulig operates – and by 30% in downstream value chains, including retail, food services, and households.

In 2025, we achieved a 6%*, reduction in food waste generated within our own operations, compared with the previous year. A portion of the food loss results from safeguarding product quality and food safety, which we never compromise.

*This figure excludes the food waste from our operations that is sold or donated, as these streams are directed to beneficial use rather than classified as waste.



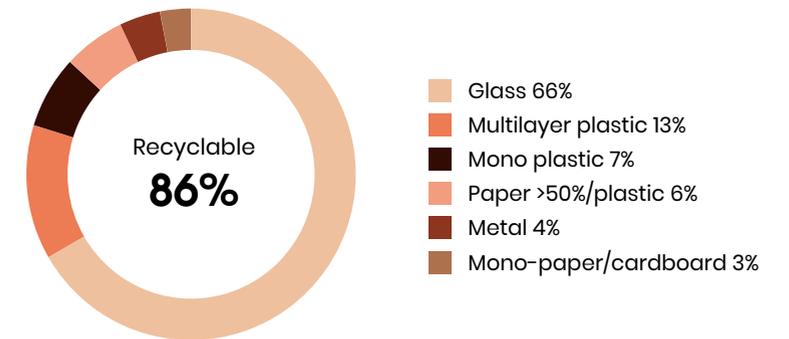
PACKAGING RECYCLABILITY

Our ambition for 2030 is that all our packaging will be recyclable and we will increase the share of renewable or recycled packaging materials. While ensuring the minimisation of food waste and the security of food safety, our target is for 90% of our packaging by weight to be recyclable by the end of 2027, and all packaging by 2030. Additionally, we are working to increase the share of renewable and/or recycled content in our packaging materials, and we will verify this specific target in early 2026.

Today, all Paulig’s retail and transport packages, along with 86% of our consumer packages by weight, are recyclable according to our definition based on 2023 data*.

*Due to the ongoing data quality improvements and methodological updates, we cannot provide a verified recyclability percentage for 2025. However, considering the current product portfolio, we do not anticipate significant deviations from the previously reported level. The reported figure does not include Liven or Panesar Foods data.

PACKAGING MATERIAL USAGE AND RECYCLABILITY 2025¹



¹ These figures are estimates based on 2023 data, under the assumption that there have been no changes to the recyclability share since last year.

Products enabling the health of the planet

Our overarching ambition is to have 70% of our net sales derived from products that enable the health and wellbeing of the planet. This presents a significant opportunity but also requires a robust framework to understand and measure complex environmental impacts.

Gathering detailed, product-level information, including recipes, ingredient shares, and country of origin for thousands of products is a complex task. This data complexity extends beyond any single project and is a prerequisite for achieving our other sustainability targets.

AMBITION 2030

70%

OF NET SALES COMES FROM PRODUCTS AND SERVICES WHICH ENABLE HEALTH AND WELLBEING OF PEOPLE AND THE PLANET

Furthermore, the forthcoming EU legislation, designed to combat false green claims, highlights the necessity for accurate, verifiable communication. This legislation simultaneously offers an opportunity to communicate effectively about well-performing products on a level playing field.

Our ambition of reaching 70% 'planet healthier' sales requires us to assess the product sustainability performance of our portfolio. In turn, this presents the opportunity to start communicating the sustainability impact of a large share of products now—not only the best-performing ones for the sake of transparency and responsibility.

Policies

Our approach to product sustainability and communication is guided by several key policies. To ensure transparent and reliable environmental claims, any sustainability claims intended for use on packaging or related product communication undergo a thorough evaluation by the Paulig Legal Advisory Board. This process ensures the correct interpretation of legislation and the responsible use of the claim.

We aim to be well-prepared for forthcoming EU legislation, including Empowering Consumers for the Green Transition Directive, and the proposed Directive on Green Claims, designed to combat potentially misleading sustainability claims. Since 2024, we have created an internal information package, guidance and trainings to support preparedness for the Directive. These guidelines will be continuously updated following the implementation of directives at national levels and developments around the potential Green Claims Directive.

In a broader context, all our claims and communications are guided by Paulig's Responsible Marketing & Communications Guidelines, which commit us to the principles of integrity, accuracy, honesty, transparency, and inclusivity.





Our actions

Following the pilots, during 2025, we conducted an extensive project involving our 1,000 most significant product recipes, defined by sales from clusters of products using the same recipe. This translates to an assessment covering approximately 2,500 products and 92% of Paulig's total sales. The product sustainability information was subsequently transferred to an internal tool built for this purpose, displaying the information in an easily accessible format for interpretation and analytics. This tool, in conjunction with the HowGood platform, can further be used to simulate product reformulation scenarios, facilitating the creation and execution of a roadmap to achieve our ambition.

Gathering detailed information at the product level, including recipes, ingredient shares, and country of origin for each ingredient across thousands of products for the sustainability assessment, has proven challenging. This comprehensive exercise, which is essential for evaluating our progress towards our ambition, will be further refined.

Nevertheless, the execution of this extensive assessment marks an important step closer to our 70% planet-healthy target. The next stage involves creating the roadmap to achieve this ambition.

We also joined the project GreenGrocer, a four-year research initiative in which we will perform an in-depth LCA of three of our top spices together with our suppliers. This will help us focus on the most effective measures to further reduce the environmental impact of our spice supply chains.

IMPROVING DATA MANAGEMENT

A sustainability data collection project was initiated during 2024, involving mapping all sustainability-related initiatives and data point requirements to identify overlaps and data sources. Relevant resources and projects are being prioritised, initiated, and overseen going forward. In 2025, the project resulted in a systematic collaboration between our IT and sustainability functions, which has greatly facilitated and made our sustainability work more efficient. We also stepped up our participation in the Paulig-wide programme aimed at harmonising and streamlining systems, data, and processes, thereby supporting a unified Paulig way of working.

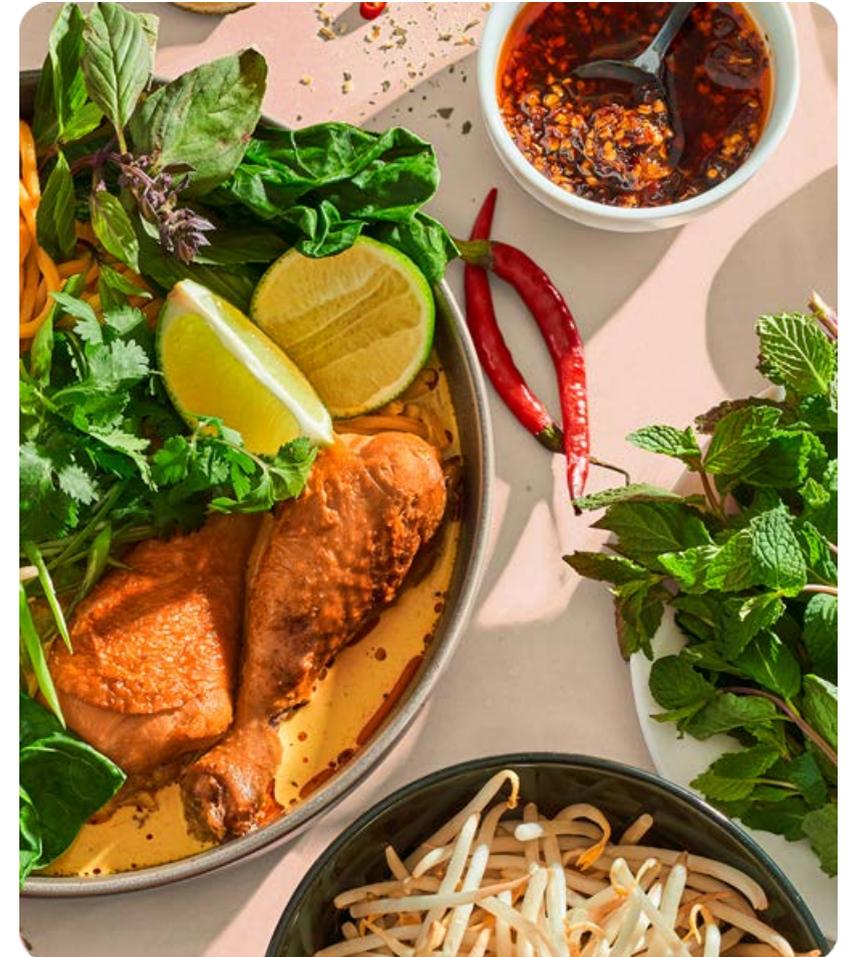
TRANSPARENT COMMUNICATION

We are committed to publicly presenting and sharing the results of our extensive product sustainability assessment for our core products during 2026. For this purpose, key products have been selected from the Santa Maria Tex Mex meal range, representing a core concept from the Paulig portfolio. These products were chosen based on their significant contribution to Paulig's sales, rather than solely on their sustainability performance, thus avoiding the presentation of only the very best.

With this approach, we aim to pave the way for sustainability communication in a transparent manner, whilst covering a spectrum of metrics rather than just a select few, such as greenhouse gas emissions and water use.

Furthermore, one of the results from the broad assessment in preparation for the Empowering Consumers for the Green Transition Directive, was replacing the '100% verified sustainable' emblem from all coffee packages with 'From farm to cup, every choice counts' and directions to more specific information on the Paulig website.

We have also removed the claims of 'carbon neutral sites' to avoid messages that could potentially be difficult to interpret. Instead, we focus on clear communication on actions taken to reduce emissions from our production sites.





Social information

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Own workforce

Impacts, risks and opportunities

Paulig's employees comprising 2,854 professionals across thirteen European countries, including production, warehouse, and office-based roles, reflect a diverse range of skills and expertise crucial for our growth.

Workforce availability presents a potential risk, as challenges in attracting and retaining sufficient employees could affect our operations. At the same time, investing in competence development, training and employee well-being offers an opportunity to strengthen engagement and workforce stability. Our clear belief is that empowered individuals, supported by meaningful development and a shared sense of purpose, are key to delivering long-term, sustainable success.

Paulig's employees, operating in production, warehouse, and office-based roles, necessitates careful recognition of the associated health and safety risks. These include hazards inherent in working with machinery, handling materials, and the logistics involved in transporting products to our clients. Consequently, safety remains an integral part of our operations and a core element of our culture, supported by shared accountability, visible leadership commitment, and continuous learning.

Our ambition is to ensure that all employees can work safely and return home without harm. To achieve this, we collaborate with Pauligians to eliminate or mitigate risks, prevent occupational injuries and illnesses, and promote overall physical and mental well-being. The success of this journey relies on increasing safety awareness, reinforcing safe behaviours, and fostering a culture where safety is never compromised.

In our human rights risk assessment, we have also identified risks related to our own employees, particularly regarding health and safety, gender equity, and data privacy. For all identified risks, our aim is to continuously improve our ways of working.

Policies

Paulig strives to enjoy the trust of consumers, customers, and our partners alike. To maintain this trust and our valuable assets, we are committed to a highly ethical way of operating. Our Ethical Principles set the standard for all employees and are supported by Paulig's policies and management systems.

The ethical principles are supplemented by Paulig's Human rights principles, recognising that our activities can have actual and potential impacts on human rights. These principles are applicable to all Paulig employees, and anyone working on behalf of the company.

The Paulig Health and Safety Policy defines the fundamental principles for health, safety, and well-being, applicable to all Paulig employees, contractors, and suppliers whilst on Paulig premises.

We are also dedicated to fostering an inclusive working environment. This work is guided by our Diversity, Equity, and Inclusion (DEI) policy, which ensures fairness and consistency in our people processes. This policy underpins our commitment to creating an equitable and inclusive workplace where everyone feels valued and supported.

Our employee-related policies encompass also Anti-harassment policies alongside our Communications, and Privacy policies. To support our work, we also provide various guidelines, including those for hybrid work, travelling, and recruitment.

We want our employees to feel comfortable with voicing dissenting opinions and concerns at the workplace. We enable our people in all operating countries to report potential issues anonymously via a third-party maintained whistleblowing tool, which is accessible in six languages. For more details, please refer to page 64.

Our actions related to own employees

SUPPORTING OUR PEOPLE THROUGH CHANGE

2025 was a year dedicated to building the foundations for a stronger, more connected Paulig. Following the organisational restructuring in 2024, we focused on embedding new ways of working, strengthening collaboration across business areas and functions, and supporting our employees as the organisation settled into the new model.

To ensure employees' voices remained to be heard during this phase, we conducted two targeted surveys for office-based employees across all locations to assess their experience of the changes and how effectively the new structure was supporting collaboration, clarity, and wellbeing.

A strong majority of respondents reported good cooperation with colleagues, clarity in roles and responsibilities, and confidence in managerial performance. The results also showed improvements particularly in role clarity, leadership effectiveness, and perceived support during change. Whilst the results indicated overall positive adaptation to change, cross-functional collaboration remains a primary focus for improvement. This is particularly critical as teams operate across boundaries within an increasingly interconnected organisation.

Looking ahead, we have designed and validated a renewed approach to gathering employee feedback, and are preparing to launch an enhanced engagement measurement in 2026. This will allow us to better translate feedback into concrete action plans, track progress, and continuously improve the employee experience.



BUILDING CAPABILITIES FOR THE FUTURE

During the year, we evolved our capability-building strategy to ensure strong alignment with business priorities and long-term growth ambitions. A three-year roadmap was confirmed, focusing on digital excellence, leadership enablement, commercial and marketing excellence, and supply chain efficiency.

We established a Paulig-wide academies structure and soft-launched curated learning content. Based on early insights, we pivoted to a single integrated Paulig Academy model to enable scalability. Key initiatives included the launch of the Leadership Academy, offering structured

learning programmes for first-time managers, experienced managers, and senior leaders, supported by coaching and mentoring frameworks.

In addition, we introduced Leading the Way, a quarterly leadership forum. This initiative brings managers together across functions and geographies to connect, learn, and strengthen leadership capabilities.

To broaden access to development opportunities, LinkedIn Learning was rolled out to all employees, providing access to over 20,000 learning resources. This initiative supports continuous skill building and career progression across all roles, including those without traditional office-based learning environments.



DIALOGUE THROUGH COUNCILS AND FORUMS

We foster constructive social dialogue through works councils and employee forums in all countries where we operate. In 2025, these bodies played an important role, particularly in discussions related to organisational change, health and safety, and local matters. Our European Works Council and local councils continue to ensure that employee perspectives are represented and considered, supporting fair and transparent decision-making.

EMBEDDING DIVERSITY, EQUITY AND INCLUSION

We continued embedding diversity, equity and inclusion (DEI) into our everyday processes. We strengthened fairness and consistency through initiatives such as the WeGrow performance review framework, standardised onboarding, and increased the use of competency-based recruitment, supported by training and guidance.

Furthermore, DEI-related content was integrated into our onboarding and leadership development programmes. Also, psychological safety became a core focus in manager training, reinforcing inclusive leadership practices, and respectful team dynamics.

SUPPORTING CULTURE INTEGRATION DURING ACQUISITIONS

Following the acquisition of the UK-based Panesar Foods in late 2024, we welcomed over 300 new colleagues into Paulig. Recognising that acquisitions can create uncertainty, we wanted to ensure successful integration by reinforcing our people-centred integration approach. A dedicated Transition Coach was introduced for the first year of integration. Through regular on-site presence, coaching, and facilitation, the coach provided support, helped build trust, and created a safe space for dialogue. Dedicated change management support complemented this approach, reinforcing our commitment to a people-centered integration experience.



Our actions related to health and safety

ADVANCING ZERO ACCIDENTS GOAL

Our health and safety programmes are integrated into our annual planning process. In 2025, we continued to strengthen our Zero Accidents goal, which is grounded in the principle that everyone is entitled to a healthy and safe working environment. Oversight of these efforts is provided by the HSE Steering Committee, which supports strategic alignment and ensures implementation of key HSE priorities across the organisation.

To further advance the Zero Accidents programme, several initiatives progressed during 2025. A key milestone was the continued development of the HSE Integrated Management System (IMS). Following this, our sites began assessing gaps between local procedures and the newly established standards. Implementation of all first-wave requirements is scheduled for completion by the end of 2026, whilst the second wave of the IMS will be developed during the same year.

A SHIFT TO PROACTIVE SAFETY MANAGEMENT

Our efforts to manage high-risk activities, strengthen preventive measures, and increase employee engagement resulted in our best historical safety performance*. This progress reflects our strong collective commitment and a growing shift from reactive to proactive safety management. While these results represent our best performance to date, maintaining momentum remains critical. By continuing to combine strong governance, standardised processes, effective training, and active employee engagement, we aim to further embed safety as a core value and make Paulig an even safer place to work.

One measure supporting our shift more proactive safety management was the transition of our key indicator from Lost Time Accidents to Total Recordable Cases. This shift adopts a more proactive perspective on workplace safety, providing a consistent approach for managing both low and high-severity incidents.

*Excluding Panesar Foods

STANDARDISATION EFFORTS

Standardisation plays a critical role in improving safety performance. Our measures included harmonised approaches to incident management and reporting, structured root cause analysis methodologies, standardised risk assessment processes, and agreed procedures for machine intervention. Collectively, these initiatives strengthen consistency, transparency, and learning across our operations.

COMPETENCE DEVELOPMENT AND PROACTIVE MEASURES

Training and competence development remained a central focus area, with particular emphasis placed on strengthening proactive safety management in 2025. We encouraged employees to actively identify risks, report unsafe conditions, and engage in preventive actions.

To support this, we continued rolling out the standard HSE induction programme, further developed the HSE training framework and matrix, and expanded the use of digital and AI-enabled tools.

These initiatives aim to ensure that both employees and contractors are equipped with the necessary knowledge and skills to identify risks and act safely in their daily work.

EMPLOYEE ENGAGEMENT AND CULTURE

Employee engagement was further reinforced through both Paulig-wide and local initiatives. Safety Day and European Safety Week continued to engage employees across sites, creating opportunities for dialogue, shared learning, and the reinforcement of safe practices.

In parallel, the STOP–THINK–ACT campaign served as a consistent behavioural framework, encouraging employees to pause, assess risks, and make safe decisions before commencing tasks. Together, these activities support a more reflective and proactive approach to safety.

Looking ahead, our focus will be on further strengthening proactive safety indicators, deepening our safety culture through structured assessments and improvement actions. The Culture Improvement Programme, launching in 2026, will play a key role in evaluating and improving safety culture across all sites, supporting long-term safety performance.

Our values support the implementation of Zero Accidents programme





Targets and metrics

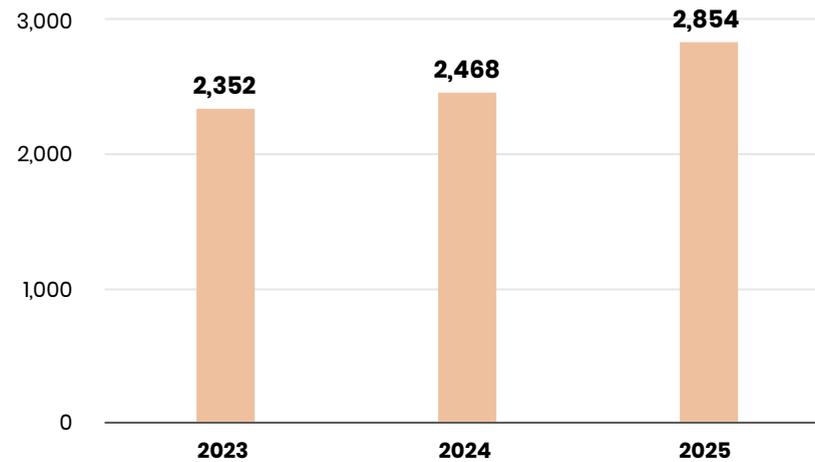
EMPLOYEE METRICS

At the end of 2025, we employed 2,854* professionals (compared to 2,468 in 2024).

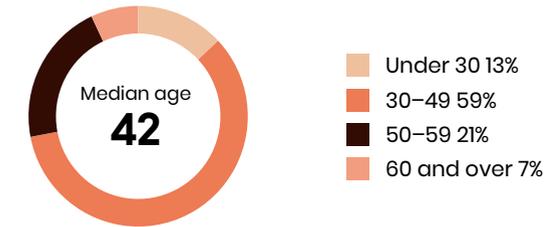
In 2025, two targeted surveys were conducted among office-based employees across all locations. These surveys aimed to assess experiences regarding the major organisational change implemented in 2024, and to gauge perceptions of the new structure's effectiveness. The results indicated an overall positive adaptation to the changes.

*Total workforce of which 2,741 active employees at the year end.

PAULIG PERSONNEL 2023–2025



AGE GROUPS 2025



PERSONNEL GROUPS 2025

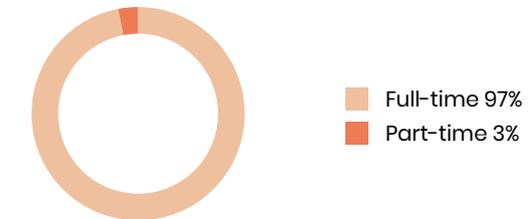


RECRUITMENTS BY AGE GROUP AND GENDER 2025

	< 30	30-49	50-59	60 and over	Grand Total
Female	53	87	11	3	154
Male	77	138	21	5	241
Gender not declared	8	12	2	1	23
Total	138	237	34	9	418

The rate of new employee hires was 15.2% of the total active 2,741 employees as of 31.12.2025

EMPLOYMENT TYPE 2025



EMPLOYEE TURNOVER BY AGE GROUP AND GENDER 2025

	> 30	30-49	50-59	60 and over	Grand Total
Female	35	67	23	21	146
Male	52	95	18	19	184
Gender not declared	4	1	0	0	5
Total	91	163	41	40	335

The turnover rate was 12.2% of the total active 2,741 employees as of 31.12.2025.

EMPLOYMENT CONTRACT 2025





HEALTH AND SAFETY TARGETS AND METRICS*

Our focus on managing high-risk activities, strengthening preventive measures, and enhancing employee engagement led to our strongest safety performance to date. This development was supported by shifting our primary safety metric from number of lost time accidents to total recordable cases, strengthening our focus on proactive risk identification and prevention.

In 2025, our total recordable case frequency improved to 14.85, representing a 36% reduction year-on-year and the lowest level achieved to date. A total of 59 total recordable cases were recorded during the year. This improvement reflects a more systematic approach to risk identification, incident analysis, and preventive action.

The lost time accident frequency is retained as a secondary indicator and stood at 4.78, performing below the target of 4.97. The total number of lost time accidents was 19, further demonstrating improved control of serious risks.

Close to 20,000 proactive safety observations were received during the year. In 2025, we launched a new HSE Tool – Safety Walk and Talk – which is a leadership observation conducted at the shop floor. These observations are recorded separately, but are counted alongside regular observations, indicating a high level of employee involvement in identifying and addressing potential hazards. In addition, 13 serious near misses were recorded, reinforcing the importance of learning from high-potential events before injuries occur.

As Panesar Foods, acquired in late 2024, is still implementing tools for proactive safety management, such as tracking lost-time days, near misses and safety observations, it is not yet included in all of the reported health and safety indicators. The year 2025 served as a transition period focused on aligning safety practices and strengthening proactive measures. Full implementation is planned for 2026, after which Panesar Foods will be incorporated into group-wide reporting.

*Panesar Foods is excluded from the reported Health and Safety KPIs within the text.

HEALTH & SAFETY*

	2023	2024	2025	2025 (excl. Panesar Foods)	Target 2025
Number of lost time accidents (LTA)	37	24	31	19	19
Lost time accident frequency rate ¹	9.80	6.23	6.68	4.78	4.97
Number of lost time days (LTD)	448	799	N/A	428	N/A
Number of near misses	441	419	N/A	339	N/A
Number of safety observations	9,507	14,041	N/A	19,909	15,351

	2024	2025	2025 (excl. Panesar Foods)	Target 2025
Number of total recordable cases (TRC)	90	75	59	63
Recordable case frequency rate ¹	23.32	16.16	14.85	16.30

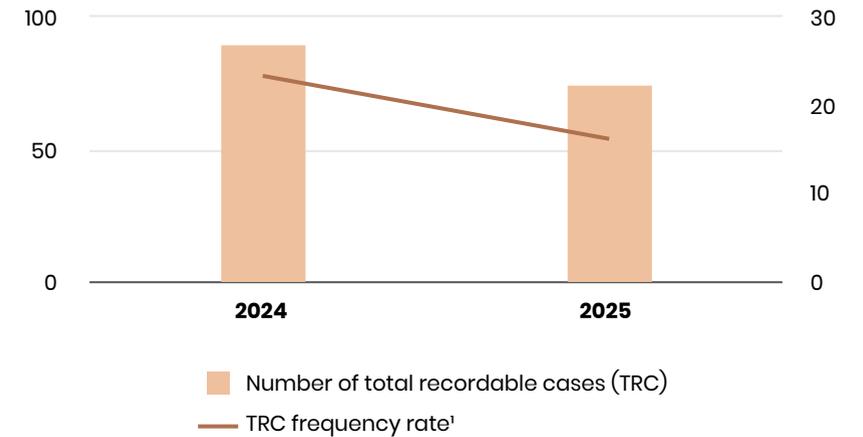
¹ Number of accidents per 1 million hours worked.

*Panesar Foods is not incorporated in the 2025 figures for Lost Time Days (LTD), near misses or safety observations due to the unavailability of compatible data. LTA and TRC indicators for 2025 encompass the entire Paulig Group. Contractor LTAs are monitored but not reported. No work-related fatalities occurred during 2025.

2025 target-setting does not include Panesar Foods.

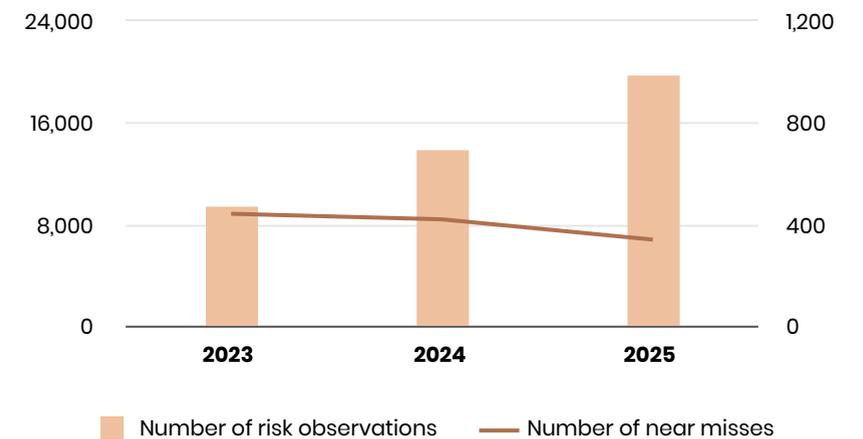
The most typical injuries include human-machine interaction, 46% of total. Typical injuries impacting hands and fingers.

TOTAL RECORDABLE CASES (TRC) AND FREQUENCY*



¹ Number of accidents per 1 million hours worked
*Figures do not include Panesar Foods.

SAFETY OBSERVATIONS AND NEAR MISSES*



*Figures do not include Panesar Foods.



CASE

Talent mobility supporting our growth

Our Marketing and Innovations business function emerged as a shining example of what internal mobility and development can truly achieve. Our people are not just adapting to change, they are thriving and shaping our future.

Take, for instance, the career journey of **Eva Hopia**. As a Portfolio and Concept Manager, Eva recognised an opportunity to deepen her understanding of product innovation. She embraced a ten-month secondment as Head of Brand and Portfolio, a move that proved transformative.

In this role, she not only spearheaded a major product launch, but also honed vital skills in market analysis, project management, and leadership. Armed with fresh insights and a broader perspective, Eva's next step was a further twelve-month secondment to the marketing operations team. Here, she expanded her expertise, bringing valuable insights to brand and portfolio development.

Eva's story is a powerful testament to personal growth, and her success has, in turn, inspired her colleagues to explore similar developmental paths.



Eva Hopia
Head of Regional Marketing,
North-Eastern Europe

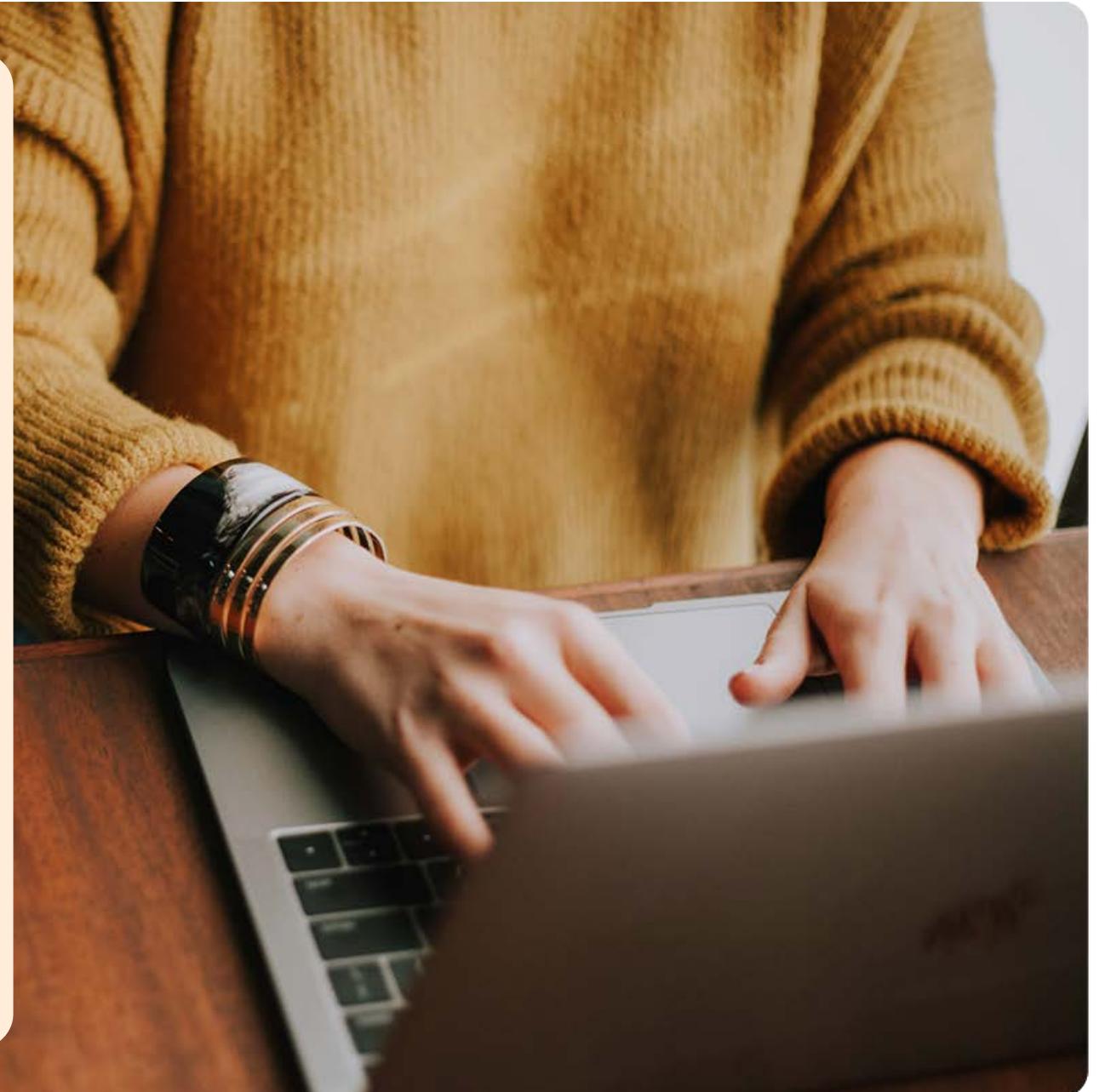


Ida Engsfors
Head of Portfolio

Similarly, **Ida Engsfors**, another seasoned Portfolio and Concept Manager, made a seamless transition into a permanent team lead role within the Brand and Portfolio organisation. Her success was largely underpinned by the supportive culture and knowledge-sharing networks fostered by our new strategy. Her expert leadership contributed to the success of her team, which has expanded its remit to embrace the new Conimex brand.

It has become evident that offering both permanent and temporary career moves has been key to success. Some team members have relished the chance to broaden their expertise through short-term projects, whilst others found their true calling in new, permanent roles.

Crucially, this emphasis on internal mobility is not just about individual career progression; it actively galvanises cross-team collaboration and our day-to-day processes. As individuals return to their original teams or settle into new roles, they bring with them a deeper, more holistic understanding of how our organisation operates.



Workers in the value chain

Paulig sourcing in figures

With a network comprising more than 480 direct and 6,395 indirect suppliers*, and value chains spanning 70 countries, a significant number of workers are connected to Paulig's upstream operations. Consequently, whilst Paulig risks contributing to adverse impacts on workers at the first-tier supplier level and further down the value chain, this extensive reach also presents us with the opportunity to drive positive change on a global scale.

The majority of purchases involves long-term partners with whom Paulig has well-established sourcing relationships. Our direct sourcing covers raw and packaging materials, green coffee and contract manufactured products. In 2025, our direct purchasing expenditure totalled approximately EUR 683 million, with raw and packaging materials accounting for slightly over EUR 558 million.

Our key sourcing countries by expenditure include Brazil (green coffee), Belgium (raw materials, contract manufacturing, and packaging materials), Colombia (green coffee and contract manufacturing), Spain (raw materials, contract-manufactured products, and packaging materials) and Sweden (contract manufacturing, packaging materials, and raw materials).

*Panesar Foods not included in these figures.

Impacts, risks and opportunities

The majority of our raw materials are derived from agriculture, a sector inherently carrying a higher risk of adverse impacts. Agricultural work is characterised by a high degree of seasonality and labour intensity, often leading to long working hours, particularly during harvesting.

Paulig has identified the material impacts, risks, and opportunities within its value chain as part of its materiality assessment and human rights risk screening. As a food and beverage company, our value chains are

global and complex, with a significant proportion of raw materials sourced from countries classified as risk countries.

Potential areas of impact within our supply chain include working conditions, adequate wages and living incomes, and health and safety, as well as the risks of child labour, forced labour, and the use of migrant workers.

Based on our assessment, and considering existing mitigation measures, we have identified living incomes and wages, as well as forced and child labour, as the most significant human rights risks within our supply chain. For these prioritised issues, our objective is to conduct detailed human rights impact assessments to deepen our understanding and strengthen the measures and controls required to mitigate adverse impacts.

We are actively engaged in mapping human rights-related risks, developing processes, and establishing more systematic due diligence practices in collaboration with our suppliers and partners. Furthermore, we are committed to continuously enhancing internal understanding of human rights issues. To this end, we have introduced human rights impact assessments for supply chains where the identified risks are highest. These assessments function as 'deep dives', evaluating actual and potential adverse impacts and expanding our understanding of key risks, including their root causes.

AMBITION 2030

100%

OF RAW MATERIALS FROM HIGH-RISK AREAS COME FROM SUSTAINABLE SOURCES VERIFIED BY EXTERNAL PARTIES

VULNERABLE WORKER GROUPS

The workers most subject to material impacts are those situated in the upstream supply chain. This group includes individuals involved in the cultivation and harvesting of raw materials, as well as those engaged in processing and manufacturing at our supplier sites. We acknowledge the presence of vulnerable groups within these chains, including migrant workers, women, young people, ethnic minorities, and those working in unsafe conditions.

SECTOR-SPECIFIC CHALLENGES

The most severe impacts – specifically child and forced labour – are more prevalent in agriculture. Indeed, the agricultural sector accounts for the largest share of child labour worldwide. The risk of forced labour is heightened in regions where the use of migrant labour (both international and domestic) is common, and where workers are recruited through informal intermediaries. Consequently, global sourcing, particularly from outside the EU, increases exposure to risks concerning child and forced labour.

A significant proportion of Paulig's raw materials and products by volume are sourced from Europe, specifically from Belgium, Spain, and Sweden, where the risk of negative impacts is lower. However, approximately one-third of our raw materials by volume originate from risk countries*, such as Brazil, Colombia, and India.

We recognise several contributing factors that elevate the level of human rights-related risk:

- supply chains reliant on seasonal, temporary, or low-skilled workforces
- complex, extended supply chains where visibility is limited
- regions with high levels of migration, and
- countries where legislation is either less developed or poorly enforced.

*As defined by the Paulig risk country list, based on the SEDEX risk country classification.

Policies related to value chain workers

Our commitment to human rights and the protection of workers across the value chain is formalised in our Human Rights Principles and the Paulig Code of Conduct for Suppliers.

Paulig's Human Rights Principles outline our commitment to respecting internationally recognised human rights and define our approach to managing them. Approved by the Paulig Board of Directors, these principles apply to all Paulig entities, employees, and any external parties working on the company's behalf, including contractors and consultants.



The Paulig Code of Conduct for Suppliers stipulates the minimum standards suppliers must meet, including the provision of safe and decent working conditions and the observance of human rights and environmental standards within their own operations and supply chains. The Code applies to all first-tier suppliers delivering goods or services to any entity within the Paulig Group and forms a mandatory component of our supplier agreements. To promote transparency, we ensure these policies are publicly available. Furthermore, the Code of Conduct is communicated directly to all first-tier suppliers.

Our Responsible Sourcing Guidelines provide guidance to our employees for aligning with Paulig's sustainability ambitions, monitoring compliance with the Paulig Supplier Code of Conduct, and meeting evolving legal and customer requirements. These requirements also inform the development of our products and services, as well as the formulation of future strategies.

Paulig strives to maintain a transparent business environment and high standards of business ethics. We value the safety and dignity of everyone affected by our operations. Consequently, we provide a Whistleblowing channel that allows any individual to report misconduct –specifically, activities that do not align with our values, ethical principles, or the Supplier Code of Conduct.

Paulig also publishes an annual Modern Slavery Statement in accordance with Section 54 of the UK Modern Slavery Act 2015, which applies to organisations that maintain a business presence in the United Kingdom. In the statement we disclose the steps we take to identify, prevent and address risks of modern slavery within our own operations and supply chains, including information on our organisational structure, relevant policies, due-diligence processes, risk assessment and management, measures, and training.

Our actions

SUPPLIER ASSESSMENTS AND AUDITS

When aiming to be a frontrunner in sustainability, the careful selection of suppliers and the establishment of robust collaborations are essential. We employ a combination of country risk assessments, supplier self-assessments, and both internal and third-party audits to manage risks. We prioritise partnerships with suppliers who not only comply with our

requirements but also demonstrate a tangible commitment to ethical and sustainable practices.

Responsible sourcing requirements are integral to Paulig's core procurement practices. This approach spans the entire supplier lifecycle, from initial selection to annual performance reviews and contract renewals. A supplier risk assessment is conducted prior to initiating collaboration with any new partner. Furthermore, existing approved suppliers are re-evaluated based on specific criteria, such as significant operational changes or stakeholder feedback.

Supplier-specific risks are re-assessed triennially by our sustainability team using self-assessment questionnaires. These assessments gather data regarding suppliers' participation in sustainability initiatives, external certifications and verifications, and their processes for managing human rights and environmental impacts, both within their own operations and across their supply chains. We also trace the country of origin for raw materials. Based on the responses and any audit results, supplier sustainability risk is categorised as low, medium, or high, with appropriate actions planned accordingly.

We conduct our own sustainability audits to monitor compliance with the Paulig Code of Conduct for Suppliers, foster mutual trust, and align sustainability efforts. These audits, combined with external verifications, enhance our due diligence, enabling us to mitigate risks and identify areas for improvement. Direct dialogue with workers is a standard component of both on-site visits and third-party audits.

In instances where adverse impacts on workers' rights are identified through supplier audits, the supplier is required to prepare a corrective action plan to stop, correct and remediate the actual negative impacts. Paulig actively monitors the implementation of these plans to ensure compliance.

In 2025, we conducted eleven audits for suppliers in origin countries, with the primary findings related to the integration of sustainability considerations into upstream supply chain management and health and safety in supplier own operations. Furthermore, we continued with in-depth human rights impact assessments at two of our suppliers in Thailand. These "deep dive" assessments aimed to evaluate adverse human rights impacts, engage meaningfully with affected rights-



holders, and conduct a rapid analysis of the root causes behind identified impacts.

DEVELOPING OUR TOOLS AND COMPETENCIES

In early 2025, Paulig Group joined Sedex (Supplier Ethical Data Exchange), a global data and auditing platform connecting suppliers and buyers. Sedex provides tools and services that assist companies in improving responsible business practices and categorises countries and regions into three levels of inherent risk: low, medium, and high.

We utilise the Sedex country risk classification as part of our value chain risk management. While Sedex considers a country high-risk if its score is six or above, Paulig applies a modified threshold of five or above. This adjustment ensures continuity with the previously utilised amfori BSCI risk classification, which remains relevant to many of our customers. Additionally, Sedex enables Paulig sites to share sustainability performance data directly with our customers.

Furthermore, we have identified red-flag and prohibited sourcing regions, classified as the most severe risk countries according to the World Bank's Worldwide Governance Indicators, or categorised as conflict zones with high risks of human rights abuses. This list is communicated to all our first-tier suppliers.

We prioritise continuous competence development for staff engaged in sustainability and sourcing. Our own employees conducting supplier sustainability audits are required to complete external auditor training, such as the SA8000 social accountability training, while our sourcing teams receive capacity building on responsible sourcing guidelines. To drive sector-wide improvements, we collaborate with industry peers through the Sustainable Spices Initiative and the Sedex community.

Targets and metrics

OUR AMBITION

Our ambition is to ensure that, by 2030, all raw materials sourced from high-risk areas originate from sustainable sources, and are verified by external parties. To realise this ambition, we utilise best practices, specialised tools, and collaborative projects. As a foundational step, we have defined Paulig's accepted standards and verification methods for contract manufacturing facilities and raw materials sourced from risk areas. These standards cover both social and environmental aspects, and we provide ongoing training on these methodologies for relevant internal and external stakeholders.

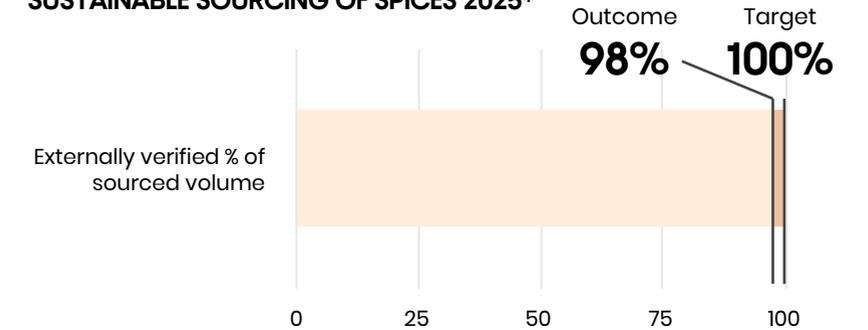
SUSTAINABLE SOURCING OF SPICES

We established sustainable sourcing targets for six key spices: black pepper, onion, oregano, Indian chillies, cumin, and turmeric. Spices and herbs account for a relatively small share of our total sourcing volumes compared with green coffee, flours, and oils sourced from high-risk countries. Despite their limited volume, they constitute one of our most complex raw material categories from a sustainability perspective. Most of our spice and herb volumes originate from high-risk countries and cover a broad, highly variable range of raw materials, largely produced by smallholder farmers who are particularly exposed to environmental, social and economic vulnerabilities. This is why we prioritised the spices and herbs category after coffee and chose to pilot only six key spices, which together represent roughly half of our total spice and herb volume. Although the 2025 target of 100% was not fully met due to quality challenges and higher-than-anticipated demand, we achieved a sustainable sourcing rate of 98%* for the spices within this scope.

Building upon the initial group of six spices, in 2025 we achieved 100% sustainably sourced volumes for several further spices and herbs. These include fennel, anise and coriander seeds, sage, rosemary, and green pepper.

We also expanded the scope of our roadmap to encompass additional ingredients, including fenugreek and dill seeds, green pepper, cloves, garlic, nutmeg, paprika, and bell pepper. With these additions, 53%* of the total volume of spices and herbs sourced from high-risk countries now originates from externally verified sources.

SUSTAINABLE SOURCING OF SPICES 2025*



Spices in scope:

Black pepper | Indian chillies | Onion | Oregano | Cumin | Turmeric

EXTERNALLY VERIFIED SUSTAINABLE SOURCING*

	2023	2024	2025	TARGET 2025
Share of sourced volumes of top spices ¹ from externally verified sustainable sources ²	71%	92%	98%	100%
Green coffee	100%	100%	100%	100%
Contract manufacturing sites in high-risk countries externally verified for sustainability	95%	95%	88%	100%

1 Scope: black pepper, onion, Indian chillies, turmeric, oregano, cumin.
 2 The KPI has been externally assured.

SOURCING SPEND FROM HIGH-RISK AREAS¹ 2025*

Share of Paulig total sourcing spend

	2025
Green coffee	35%
Raw materials	15%
Traded goods	7%
Packaging materials	1%
High-risk area spend share of total spend	58%

1 Classified as risk areas by SEDEX.
 *Panesar Foods is not included in the reported figures.



ROADMAPS FOR OTHER RAW MATERIALS

Since 2018, Paulig has sourced coffee exclusively through third-party certifications or verified partner programmes. Third-party certifications – such as Fairtrade, Rainforest Alliance, and Organic – serve as reliable indicators that products meet recognised sustainability standards, covering both fair labour practices and environmental performance.

In 2025, we began transferring the responsibility for third-party verification of supplier-led programmes directly to the suppliers. This process will continue into 2026, by which time all supplier programmes are expected to be third-party verified.

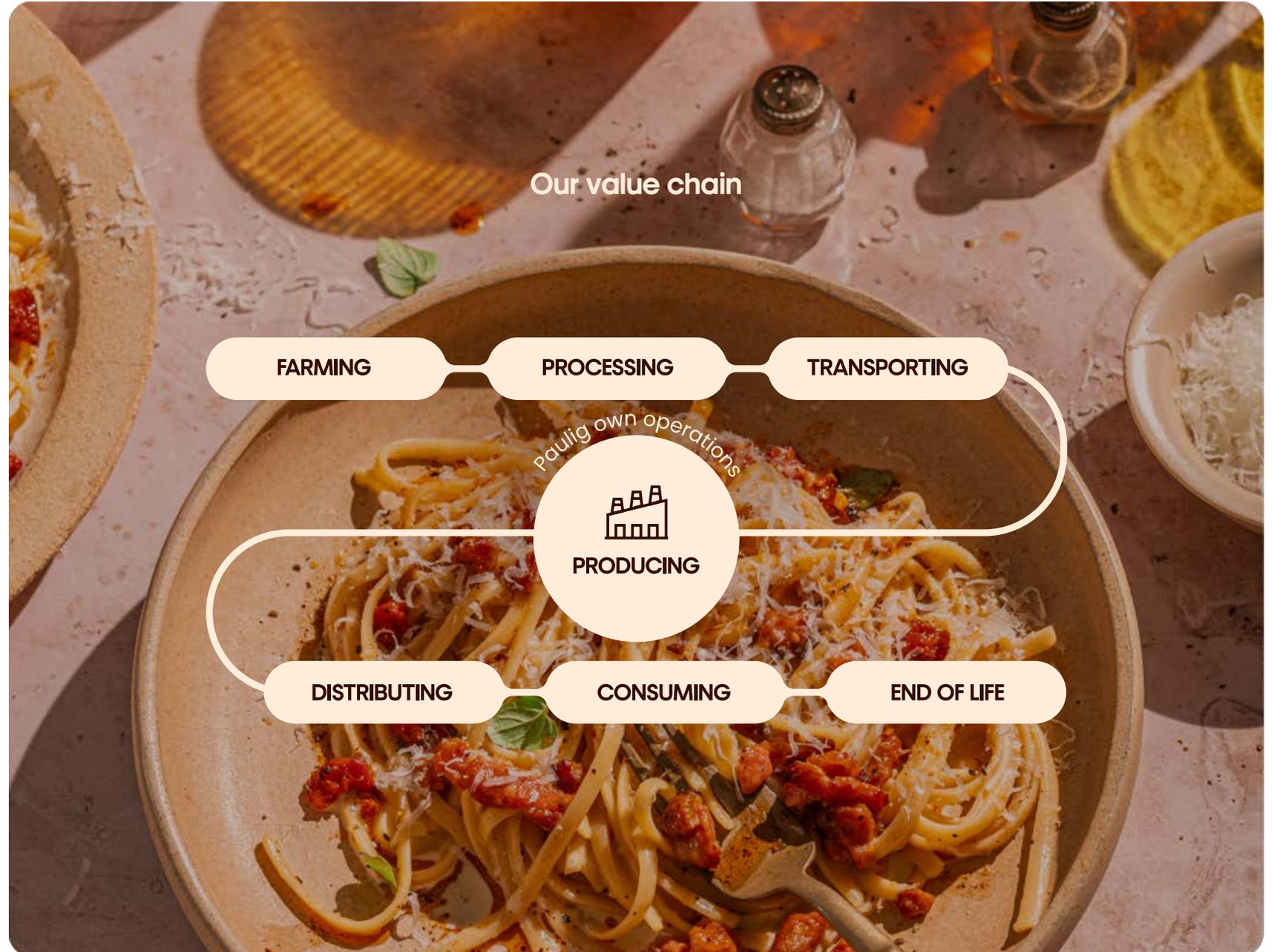
Verified partner programmes are developed by our long-term partners embedded in the regions of origin, who possess deep insight into the local challenges and opportunities associated with coffee farming. Sourcing through these programmes enables Paulig to support a wider demographic of farmers – particularly smallholders and family farms – in their transition towards formalised and improved agricultural practices.

Paulig has reviewed and approved key supplier programmes that meet our requirements, including full alignment with the Paulig Code of Conduct for Suppliers. Furthermore, these programmes have been independently assessed and recognised by the Global Coffee Platform as second-party assured sustainability schemes.

We have also continued to develop roadmaps for major raw material categories. After coffee, oils and flours represent the largest raw material groups by volume, with a portion originating from high-risk countries. In 2025, we initiated a collaboration with suppliers to explore external verification options for these commodities. Given the complexities inherent in these value chains, concrete targets have not yet been defined. Consequently, further analysis is required to determine feasibility before specific goals can be established.

Regarding contract manufacturing, our objective is to ensure that all facilities located in risk areas undergo external verification via Sedex or amfori BSCI. Currently, audit coverage for these factories stands at 88%*.

*Panesar Foods not included in the figure





Consumers and end-users

FOOD SAFETY AND QUALITY

Impacts, risks and opportunities

Ensuring the health of consumers and safeguarding food safety and quality is of paramount importance to us, serving as the cornerstone for building trust with our customers and consumers. Our commitment to safeguarding the quality and safety of our products extends from the cultivation and sourcing of raw materials all the way to the end consumer.

The regulatory landscape for food safety is evolving rapidly, with increasing complexity and stricter requirements across markets. New legislation on contaminants, packaging, and sustainability demands continuous adaptation of processes and supply chains. These changes are not merely legal obligations but also critical for maintaining consumer trust and brand integrity.

Moreover, we continually recognise food safety risks, such as allergen contamination and food fraud. We actively address the potential for negative impacts, which necessitates efficient processes for prompt and proper actions, such as recalls and withdrawals.

Proactive compliance, involving the anticipation of regulatory trends, investment in robust systems, and the fostering of a strong food safety culture, is essential for minimising risks and avoiding disruptions.

While this evolving operating environment presents risks to compliance and food safety, our strong capabilities in these areas enable us to mitigate those risks and turn them into an opportunity to build stronger consumer confidence through proactive measures.



Policies related to food safety and quality

Our work is guided by Paulig's Food Safety and Quality policy. As stated in the policy, we ensure uncompromising food safety and quality to protect consumers and end-users. We never compromise on safety, compliance, authenticity, or quality and proactively work with food defence and food fraud prevention to remain a trusted and preferred partner.

Furthermore, in line with Paulig's Allergen Policy, we manage allergen risks throughout the value chain, provide clear allergen information, and take extra precautions at our sites to prevent cross-contamination.

Our actions

MANAGING QUALITY AND FOOD SAFETY

To uphold our stringent standards, we proactively assess risks and regularly engage with our suppliers to review their quality and food safety management practices. To verify the supply chain for raw materials and contracted products, our audit team conducts supplier audits in the countries of origin, tracing the flow from the fields through transportation, processing, and packaging. This approach enables us to identify food safety risks and areas for improvement that might not be detected otherwise.

In our production processes, we carefully adhere to established procedures, ensuring that all process phases are robust. Our quality and food safety protocols are in line with certified management systems such as ISO 9001, FSSC 22000, IFS and BRC Food. All our production sites are certified according to a food safety standard approved by the Global Food Safety Initiative.

For a comprehensive list of Paulig's management systems, please, refer to page 69.

To continually manage risks related to quality, food safety, and food fraud, as well as to ensure legal compliance regarding raw materials, packaging, semi-finished, and finished products, we implement extensive incoming control plans. We also learn from industry incidents and regularly update our control plans, expanding their scope as needed.

An essential part of meeting customer and consumer expectations is frequent analysis of our finished products. For example, every batch of coffee that leaves our factories undergoes sensory evaluation by trained tasters.

EFFICIENT PROCESSES FOR RECALLS AND WITHDRAWALS

We maintain efficient processes for recalls and withdrawals. These may be initiated by a supplier, our own operations, or prompted by authorities or customers. In 2025, we experienced a few withdrawals and minor recalls, but no major recalls and no incidents that posed a risk to consumer health.

Regardless of how a case is initiated, a rapid response and the implementation of appropriate measures are crucial to protect consumers from potential harm. Our robust and well-structured recall process serves as a critical safeguard, ensuring decisive and timely measures.



ENSURING CONSISTENT LEGAL COMPLIANCE

Our Public and Regulatory Affairs team plays a key role in ensuring and maintaining legal compliance by monitoring legislative developments, interpreting requirements, and guiding the organisation in implementing necessary measures. In addition, the team actively provides input and helps shape legislative proposals and drafts, supporting regulations that promote food safety.

DEVELOPING OUR FOOD SAFETY CULTURE AND TOOLS

In addition to implementing technical and compliance measures, we are committed to fostering a unified food safety culture throughout our organisation. Whilst we already have strong local examples, we pursue a shared culture and tools that encompass the entire company.

In 2025, we expanded our internal Quality Champion programme, a platform that provides training and serves as a forum for sharing food safety topics and best practices. By engaging more Pauligians, we are strengthening collaboration, boosting awareness, and embedding food safety into everyday decisions. This progress reflects our strong commitment to building an even more proactive and collaborative food safety culture. We also have a Paulig Food Safety e-learning, which is mandatory for all our employees.

Targets and metrics

To measure and continuously improve our performance, we monitor several critical KPIs. These are reviewed regularly and serve as a foundation for corrective actions, continuous improvement initiatives, and strategic decisions to strengthen our food safety and quality culture

- **Number of recalls and withdrawals:** This reflects the effectiveness of our preventive measures and the robustness of our food safety systems. Our goal is to minimise these occurrences through proactive risk management.
- **Consumer complaints:** Tracking complaints helps us identify trends, root causes, and areas for improvement in product quality and safety.
- **Customer complaints:** Feedback from our business partners is equally important for maintaining trust and ensuring compliance with agreed specifications.

PRODUCTS ENABLING HEALTH AND WELLBEING FOR PEOPLE

Our overarching ambition is that by 2030, 70% of the sales from our products and services will enable the health and wellbeing of people and the planet. This presents a significant opportunity, but also demands a robust framework to understand and measure complex nutritional and environmental impacts related to our products.

Our ambition is set against a backdrop where global food production places significant pressure on the climate and ecosystems. Meanwhile, unhealthy diets considerably raise the risk of morbidity and mortality. It is therefore essential for both people and the planet to transition towards more sustainable diets. As an industry frontrunner, Paulig is committed to steering this change, future-proofing our business and products for generations to come.

A key challenge lies in reformulating our existing products to better meet the health criteria we have established for ourselves, whilst retaining the same taste, function and price. Additionally, the task of gathering detailed information on ingredients and nutritional content for several thousand of our products to calculate the Nutri-Score for each of them, presents a further challenge.

We are committed to developing our products in a healthier direction, as well as innovating new products that are better for both people and the planet.

Paulig's nutrition framework steering our way forward

Paulig's nutrition framework is built upon the Nutri-Score model, chosen as the currently most widely used front-of-pack nutrition label in the EU, developed by independent researchers. Endorsed by organisations such as the World Health Organisation's International Agency for Research in Cancer (IARC) and the European Consumer Organisation (BEUC), Nutri-Score evaluates products based on established nutrients and food groups known to impact health.

Nutri-Score categorises food products based on their nutritional quality, presented through a five-grade, colour-coded scale ranging from A (dark green) to E (dark orange). The score is determined by the sum of 'unhealthy points' and 'healthy points', derived from the content of nutrients and food components with well-established health effects.

The components contributing to:

- unhealthy scores include energy, sugar, saturated fat and sodium.
- healthy scores include fibres, protein, and healthy foods, such as herbs, legumes, nuts, seeds, and healthy oils.

For a product to be classified as having sufficient nutritional quality and to meet our target, Paulig's nutrition framework requires it to have a Nutri-Score of A or B. We have aligned our framework with the algorithmic updates of Nutri-Score from 2024 onwards. We also have nutritional guidelines for the products in our portfolio that are not targeted for reformulation to meet the 70% healthier sales target.

AMBITION 2030

70%

OF OUR NET SALES COMES FROM PRODUCTS AND SERVICES WHICH ENABLE THE HEALTH AND WELLBEING OF PEOPLE AND THE PLANET





RESPONSIBLE USE OF NUTRITION AND HEALTH CLAIMS

At Paulig, we have taken measures regarding the responsible use of nutrition and health claims. The green colours of Nutri-Score not only define a product as 'enabling health for people' but also as a product suitable for using claims regarding nutrition or health. We currently do not use Nutri-Score in packages, but continue to assess which markets this would be most feasible. Furthermore, any health claim intended for use on packaging or related product communication undergo a thorough evaluation by the Paulig Legal Advisory Board to ensure the correct interpretation of legislation and the responsible use of the claim.

In a broader context, all our claims and communications are guided by Paulig's Responsible Marketing & Communications Guidelines.

Our actions

DEVELOPING OUR PRODUCT PORTFOLIO

We have been working to improve the health aspect of our products for years. To accelerate the work towards healthier products, we developed and now actively utilise a nutrition framework based on the front-of-pack nutrition label Nutri-Score. This framework guides the evaluation of our status, allowing for continuous monitoring and development of our product portfolio. This has been instrumental in identifying focus areas and creating roadmaps to achieve our health ambition, with implementation throughout the organisation.

In 2024, we launched a strategic nutrition initiative that adopts a systematic approach to continuously review our reformulation roadmap while coordinating and supporting our journey towards our goals.

The previous roadmap was renewed, with a clear target of transforming our core products to achieve Nutri-Score A or B. For simulations of various R&D scenarios, providing a systematic approach and assisting in decision-making, we have also created and made good use of a Nutri-Score scenario simulation R&D tool.

During 2025, we further refined the roadmap to clearly show the timeline and sales contribution of each Nutri-Score A or B product launch. This makes the process and progress toward the goal more useful and integrated across functions and organisational levels. The status is reported regularly to Paulig's Leadership Team and to the Board.



CASE

New recipes for healthier and tasty meals

We strive to offer consumers healthy products, defined by a Nutri-Score of A or B. One important step in 2025 was the reformulation of our original PocoLoco tortilla from a Nutri-Score D to a B, whilst retaining its characteristic taste. The new recipe contains more fiber and proteins, and less salt and saturated fat.

Reformulating the core products to healthier, rather than solely developing separate product lines aimed at health-conscious consumers, exemplifies the core of our sustainability strategy: taking science-based actions where it has the most impact.

INTEGRATING THE NUTRITION FRAMEWORK IN OUR INNOVATION PROCESS

Our nutrition framework enables us to identify and prioritise major opportunities for the reformulation of our products. We are continuing our efforts, building on the previous achievements, such as a reduction of salt, sugar, and saturated fats in Tex Mex products, while increasing the use of fibre, herbs, and spices. Besides improving our existing products, we have integrated the nutrition framework into the broader concept and innovation process across the entire organisation. This ensures that all our development efforts and their implications are evaluated through the nutrition framework, reinforcing our commitment to the health ambition.

Throughout the innovation process, starting from the early concept development phase, the nutrition framework is a key consideration. Moreover, if a concept involves any health communication or claims, it must meet the criteria outlined in our nutrition framework for a product enabling health (Nutri-Score A or B) in order to proceed. Even for concepts that focus on areas other than health, a healthier scoring shall nevertheless guide the product development throughout the entire innovation process. In cases where a healthy score is not attained, we have established checkpoints for alignment and evaluation of the implications for our health target.

GLOBAL COOPERATION AND DEVELOPMENT

Paulig has been part of the development and supports a global nutrient-profiling alignment project, led by the Access to Nutrition Initiative, involving academia, NGOs, investors, and industry. The purpose is to standardise the assessment of food healthiness across the industry, encouraging companies to disclose portfolio status based on independent nutrient-profiling models in a systematic manner. One element of the proposed reporting guidelines is the requirement for companies to utilise one or more nutrient-profile models, specifically Health Star Rating, Nutri-Score, or the United Kingdom nutrient profiling model to disclose the nutritional performance of the product portfolio.

Paulig also supports the Institute for Scientific Information on Coffee and is actively involved in funding research projects on coffee and health.



DATA MANAGEMENT AND CAPABILITIES

Gathering detailed information on ingredient and nutritional content for several thousand products to calculate the Nutri-Score has proven to be challenging. This comprehensive exercise, essential for evaluating our progress towards the ambition, is repeated annually to include new and reformulated products. During 2025, we worked to ensure that Nutri-Score and nutrition-related data is well accounted for in the Paulig-wide programme aimed at harmonising and streamlining systems, data, and processes. This work extends into 2026 and beyond.

DEVELOPING OUR CONSUMER COMMUNICATIONS

In 2024, we launched a strategic initiative to integrate sustainability systematically across our brand and product portfolios. This involved identifying key consumer communication touchpoints, such as packaging, in-store displays, and social media. In 2025, actions within this initiative were intensified, preparing us to actively communicate our sustainability efforts. As part of this effort, we also explored the practical implications to include Nutri-Score in our product packages in selected markets. The aim is to provide clear yet appealing information to consumers to inspire healthier purchases and consumption, while expanding the advertising share of healthy products.

Paulig is also a supporting member of a Swedish public private partnership, FullkornsFrämjandet, which is aiming at increasing whole grain consumption in Sweden. Tortillas and baked products are central to Paulig's portfolio, and Sweden is one of our biggest markets. Therefore, contributing to the partnership is a valuable opportunity for us to support in communication campaigns that inspire consumers to increase their whole grain intake, shift sales from regular to whole grain baked products, and discover effective ways to incorporate whole grains into regular baked goods.

Targets and metrics

Our ambition is that by 2030, 70% of the sales from our products and services will enable the health and wellbeing of people and the planet. For a product to be classified as having sufficient nutritional quality and to meet our target, Paulig's nutrition framework requires it to have a Nutri-Score of A or B*.

In 2025, the share of sales from products enabling health for people was 37%. The distribution of sales by Nutri-Score for Paulig's product portfolio 2025 was as follows:

- A: 6%
- B: 32%
- C: 24%
- D: 27%
- E: 11.0%.

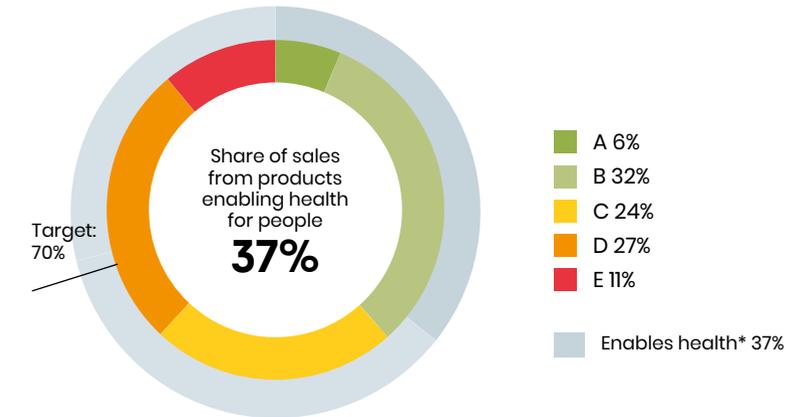
The progress towards the 2030 goal is mainly explained by higher coffee sales in 2025 compared to the previous year. When it comes to impact from food products, reformulation activity takes time. The roadmap in place is expected to yield an increased share of sales from nutritionally improved product launches in the coming years.

In late 2024, Paulig acquired the food manufacturer Panesar Foods, which has not yet been incorporated into these figures. An assessment of its portfolio impact will be conducted and included in the course of 2026.

*This also includes coffee. However, pot-brewed coffee is excluded from the healthier sales categorisation, even if it has a Nutri-Score of B, as scientific studies indicate it may elevate cholesterol levels.

PAULIG NUTRITION KPI FRAMEWORK

Share of sales from Nutri-Score



*Unallocated net sales, representing 6.6% of the overall net sales, are excluded. The unallocated sales can include, for example, intra-company sales, non-food/drinks items, and sales from one-pallet-units, and mixed trays, containing mixed products.

If the unallocated sales are included in the KPI calculation, with the conservative assumption that no product contributes to share of sales enabling health, the total share enabling health is still 37%.

Coffee is classified as Nutri-Score B and included in the share of sales enabling health. However, we have specifically excluded coffee products with on-pack instructions solely for pot brewing, due to their potential cholesterol-elevating properties.



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Business Conduct

Impacts, risks and opportunities

Paulig's commitment to ethical conduct extends across its value chain, which is particularly vital given its international food and beverage operations. We recognise that many raw materials originate from regions with elevated environmental, social and governance risks, thereby making responsible sourcing and proactive risk management critical. This commitment presents both opportunities to uphold high ethical standards and risks if these are not consistently maintained.

A key risk lies in navigating the complex and often unpredictable EU regulatory environment. The lack of predictability in this area continued in 2025. While we welcome the European Commission's aim to reduce the administrative burden through simplification, we remain concerned about the related legal and regulatory uncertainty. This highlights both a challenge for compliance and an opportunity to advocate for well-informed, scientifically-based legislative decision-making. Such decisions, combined with timely guidance, are crucial for effective implementation and for ensuring regulations steer stakeholders towards desired outcomes.

Policies for Business Conduct

Ethical Principles and Code of Conduct for Suppliers

Paulig's Ethical Principles express our commitment to promoting ethical behaviour beyond legal requirements. These principles, which ensure all business decisions are transparent, objective, and align with our zero-tolerance approach to bribery and corruption, set the standard for all employees. Every Pauligian completes online training on these principles as part of their onboarding programme, ensuring they are well understood and reflected in our daily operations.

The Paulig Code of Conduct for Suppliers extends these Ethical Principles across our value chain. Since 2024, it has been included in all direct sourcing agreements and all new indirect sourcing agreements, forming a mandatory part of every agreement for first-tier suppliers.

Human Rights Principles

Our Human Rights Principles complement the Ethical Principles and the Code. They outline our commitment to respecting internationally recognised human rights and provide a structured approach to identifying, managing, and mitigating related risks across our operations and supply chain. We will continue to advance this work by benchmarking our human rights practices against industry best practices and embedding respect for human rights throughout our policies and business practices.

Responsible Sourcing Guidelines

Responsible Sourcing Guidelines provide guidance to our employees for aligning with Paulig's sustainability ambitions, for monitoring compliance with the Supplier Code of Conduct, and for meeting evolving customer and legal requirements.

Group Risk Policy

Risk management aims to support Paulig's long-term capability to deliver value to its shareholders. The Group Risk Policy sets out the key principles of our risk management framework and defines the roles, responsibilities, and reporting structure throughout our organisation. The most significant risks are regularly reported to the Audit Committee of the Board of Directors and the Paulig Leadership Team.

GMO Policy

Paulig maintains a company-wide commitment to not using genetically modified organisms (GMO) in any products across all Paulig-owned brands and customer brands produced by Paulig. This is a principle-based policy that reflects our ethical stance and consumer expectations. This commitment is explicitly outlined in the Paulig GMO Policy.

Our policies and guidelines are available on our [website](#).

Our actions

SUPPLIER DUE DILIGENCE

To evaluate the performance of our suppliers and sustainability risks within our supply chain, we employ a combination of country risk assessments, supplier self-assessments, and both internal and third-party audits. Before collaborating with a new supplier, we conduct a risk assessment, using self-assessment questionnaires to evaluate their social, environmental, and sustainability performance. Based on supplier



responses and audit results, the supplier's sustainability risk is categorised as low, medium, or high, and actions are planned accordingly.

To mitigate risks associated with operations in unstable or high-risk regions, we established and communicated a list of restricted countries and regions to our first-tier suppliers. Throughout 2025, we continued efforts to identify any presence of these countries within our supply chains and initiated corrective actions with suppliers to eliminate them.

We prioritise continuous competence development for staff engaged in sustainability and sourcing. Our own employees conducting supplier sustainability audits are required to complete external auditor training, while our sourcing teams receive capacity building on responsible sourcing guidelines.

For further engagement with our suppliers regarding the improvement of their sustainability performance, please refer to the section [Workers in the value chain](#) in this report.

WHISTLEBLOWING CHANNELS

We want our employees to feel comfortable with voicing dissenting opinions and concerns at the workplace. Paulig enables its personnel in all operating countries to report potential issues anonymously via a third-party maintained whistleblowing tool, which is accessible in six languages. The tool consists of a Group channel and local reporting channels for Finland, Belgium, Estonia, Sweden and Spain. In parallel with the internal channels, we provide a Whistleblowing channel to our external stakeholders to report any misconduct on our part.

We encourage external stakeholders to primarily contact a manager at Paulig, but the anonymous whistleblowing tool ensures that we receive feedback even if the person feels that they cannot be open with their concern. A dedicated team evaluates and investigates non-conformities, ensuring that all actions are meticulously logged and handled with strict confidentiality. Cases are reported annually to the Paulig Board of Directors.

In 2025, we received a total of 32 cases, comprising 6 external and 26 internal reports, four of which were tests. The primary areas of concern reported were related to HR. Our team responded to all cases, with four cases still under investigation at year-end. Most of the reports did not qualify as whistleblowing cases, but merely as expressions of discontent.

POLITICAL INFLUENCING AND LOBBYING

We have taken a more active and visible role in advocacy, working with selected partners to collectively drive our key ambitions. We contribute to EU policy discussions, and work towards a sustainable and prosperous future for the food and drink industry in Europe, while maintaining its competitiveness. 2025 was the first full year for Paulig as a member of FoodDrinkEurope, the European trade association that advocates on behalf of the entire food industry towards the EU institutions.

Furthermore, Paulig's representative served as the President of the Board of FoodDrinkEurope until the end of June 2025. Throughout 2025, our representatives held keynotes and participated in panel discussions at international and national events and summits, including European Business and Nature Summit and Elintarvikpäivä in Finland, to share our perspectives, for example regarding actions for more sustainable food systems from farming to consumer engagement.

We are registered to the Finnish Transparency Register and the European Transparency Register.

NAVIGATING THE REGULATORY ENVIRONMENT

We advocate for well-informed legislative decision-making that is based on scientific impact analyses. This, combined with timely delivered guidance, is crucial for implementation and ensuring that regulations effectively direct stakeholders toward the desired outcomes.

At the EU level, our priority issues have included the EU Deforestation Regulation, the Packaging and Packaging Waste Regulation and the Green Claims Directive. Together with our supplier partners, we have advocated for incentivising and sufficient monetary support for regenerative transition within the renewal of the Common Agricultural Policy framework.

We also closely monitor developments that impact the competitiveness of the food industry, including fairness in the value chains. The Vision for Agriculture and Food, published in February 2025, was a slight disappointment due to the lack of acknowledgement of our industry.

Throughout 2025, we continued to work on the EU Deforestation Regulation (EUDR) from both implementation and advocacy perspectives. In late 2025, following the introduction of changes to the requirements of the EUDR by the European Commission, we reached out

to national and EU-level decision-makers to advocate for the approval of a 12-month extension of the transition period to secure some legal certainty and time to address the suggested changes.

We find it unfortunate that a legislative proposal for a harmonised, mandatory front-of-pack nutrition label has not progressed. Paulig continues to support harmonised front-of-pack nutrition labelling across the EU and endorses Nutri-Score as the preferred label.

Memberships of associations

We participated in the work of the following industry organisations and collaboration platforms:

- Consumer Goods Forum (CGF)
- FoodDrinkEurope
- European Coffee Federation (ECF)
- European Spice Association (ESA)
- European Snacks Association (ESA)
- The Finnish Food and Drink Industries' Federation (Elintarviketeollisuusliitto, ETL)
- The Finnish Packaging Association
- Finnish Business & Society (FiBS ry)
- The Swedish Food Federation (Livsmedelsföretagen, Li)
- DLF Sweden, Grocery Suppliers Association (Dagligvaruleverantörernas Förbund)
- Swedish Flavour and Spice Association (Arom & Krydd Föreningen)
- The Belgian Food Federation (Fevia)
- Belgian Federation for Bakery (FBCG)
- The Estonian Food Industry Association
- Estonian Responsible Business Forum (Vastutustundliku Ettevõtjate Foorum)
- Federation of Dutch Grocery and Food Industry (FNLI)
- Spanish Snacks Association
- Institute for Scientific Information on Coffee (ISIC)
- Roundtable for Sustainable Palm Oil (RSPO)
- Sustainable Spices Initiative (SSI)



Supporting local communities

In addition to systematically enhancing sustainability in our value chains and sourcing origins, supporting local communities where we operate has always been a vital part of our approach. We sponsor, support, and partner with international NGOs and local organisations through various forms of collaboration to create a greater impact.

In Finland, during the last 25 years, Paulig has supported the Aseman Lapset (Children of the Station) organisation's Walkers concept. This initiative provides young people with safe environments with volunteer adults and professionals, operating a network of youth cafés, buses, and other meeting places across Finland. We contribute by supplying coffee to these facilities twice a year.

In Sweden, since 2001, Paulig has donated 80 tons of surplus food to MatRätt, a social supermarket that offers vocational training opportunities for individuals entering work life. We also collaborate with several food banks in Sweden to donate products that would otherwise go to waste.

In Estonia, we uphold an annual tradition of organising a summer event with Haiba Children's Home, our long-term partner. This event features fun activities and games for the children, along with offerings from our Santa Maria food truck. For the second year, we also did a Christmas event with the children and instead of giving Christmas presents to our business partners, we made a donation to Haiba Children's Home. We are also working with Estonian Foodbank. In 2025, we donated 8,250 packages of chips and 1,008 packages of tortillas.

In Belgium, we partnered with local authorities, nature organisations and schools to support the expansion of a local forest. More than 60 employees and volunteers planted hundreds of young trees across a 1.7-hectare site, contributing to increased biodiversity and climate action. This initiative reflects our commitment to sustainability beyond our operations and to actively supporting the communities where we operate. Additionally, we became a Climate Ambassador for the City of



Roeselare for the first time and donated to the Climate Fund, which supports sustainable and social projects in the region.

In Spain during 2025, in addition to our regular collaborations with food banks and local charities, we started to work on a pilot initiative sponsored by the Berguedà regional Development Agency to show through video interviews how the industry can be a way of integrating newcomers in society, a role traditionally taken by schools. We also sponsored the new year calendar of Grup Hortizó, a non-profit organisation, with some of our colleagues teaming up with their beneficiaries in the photos illustrating each calendar month. The photos were taken at our Berga plant. And last, but not least, we held the Mirada Jove awards among all Primary, Secondary and Music schools of the region, moving the award ceremony this time to Puig-reig.



GRI-table 2025

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Management systems in Paulig

Area	Certification	Description	Tortilla factory Landskrona, Sweden	Spice & Mixing factory Mölnådal, Sweden	Spice & wet factory Saue, Estonia	Coffee roastery Helsinki, Finland	Coffee roastery Porvoo, Finland	Business Area Finland & Baltics	Snacks factory Berga, Spain	Snacks and packaging factory Puig-Reig, Spain	Tortilla & chips factories Roeselare, Belgium	Tortilla factory Milton Keynes, UK	Wet flavouring factory Black Lake, UK	Wet flavouring factory Ockerhill, UK	Distribution center Kungsbacka, Sweden
Quality/ Food safety	BRCGS Food	Food safety standard							•	•	•	•	•	•	
	BRCGS Storage & Distribution	Food safety standard for warehouse													•
	BRCGS Packaging	Food safety standard for production of packaging material								•					
	FSSC 22000	Food safety standard	•	•	•	•	•								
	ISO 9001	Quality management				•	•	•							
	IFS Food	Food safety standard							•	•	•				
	AIB	Prerequisite and food safety													
	EU organic	Organic production and sales	•	•	•	•	•			•	•				•
	V-label	Vegan/vegetarian standard							•	•	•				
	BRCGS GFCP	Gluten-free certification programme									•		•	•	
	Crossgrain SE	Gluten-free standard in Sweden		•											
	Halal certification	Halal certification (certain products)								•	•	•	•	•	•
	Kosher certification	Kosher certification (certain products)								•	•	•		•	
E-label	E-label for weight control (certain products)	•	•	•											
Environment/ Sustainability/ Health & Safety	ISO 50001	Energy management									•				
	ISO 14001	Environmental management	•	•	•	•	•	•	•	•		•			•
	Fairtrade	Sustainable supply chain				•	•								
	RSPO	Palm oil certificate							•	•	•	•			
	Rainforest Alliance	Sustainable supply chain				•	•								
	ISO 45001	Health & safety management				•	•	•							
	SMETA 2 Pillar	Social and H&S										•		•	
SMETA 4 Pillar	Social, H&S, Environment, Business ethics							•	•	•					



Independent practitioner's assurance report

To the management of Paulig Ltd

Scope

We have been engaged by Paulig Ltd (hereafter "Paulig") to perform a 'limited assurance engagement,' as defined by International Standards on Assurance Engagements, hereafter referred to as the engagement, to report on Paulig's percentage of volume of selected six (6) spices sourced from verified sustainable sources and the selected GRI indicators (the "Subject Matter") in Paulig's Annual Report 2025 for the period 1.1.2025 to 31.12.2025 (the "Report").

Selected GRI indicators:

- Greenhouse gas reporting (scope 1, scope 2, scope 3) (305-1, 305-2, 305-3, 305-4,)
- Energy consumption within the organization (302-1),
- Energy intensity (302-3),
- Reduction of energy consumption (302-4)
- Water consumption (303-5)
- Waste generated (306-3)
- Waste diverted from disposal (306-4)
- Waste directed to disposal (306-5)
- New employee hires and employee turnover (401-1)
- Work-related injuries (403-9)
- Diversity of governance bodies and employees (405-1)

Other than as described in the preceding paragraph, which sets out the scope of our engagement, we did not perform assurance procedures on the remaining information included in the Report, and accordingly, we do not express a conclusion on this information.

Criteria applied by Paulig

In preparing the Subject Matter, Paulig applied the Global Reporting Initiative (GRI) and the Paulig's internal reporting guidelines related to spice sourcing (Criteria). Such Criteria were specifically designed for Paulig's sustainability reporting. As a result, the subject matter information may not be suitable for another purpose.

Paulig's responsibilities

Paulig's management is responsible for selecting the Criteria, and for presenting the Subject Matter in accordance with that Criteria, in all material respects. This responsibility includes establishing and maintaining internal controls, maintaining adequate records and making estimates that are relevant to the preparation of the subject matter, such that it is free from material misstatement, whether due to fraud or error.

Ernst & Young's responsibilities

Our responsibility is to express a conclusion on the presentation of the Subject Matter based on the evidence we have obtained.

We conducted our engagement in accordance with the International Standard for Assurance Engagements Other Than Audits or Reviews of Historical Financial Information ('ISAE 3000'), and the terms of reference for this engagement as agreed with Paulig on 8.9.2025. Those standards require that we plan and perform our engagement to express a conclusion on whether we are aware of any material modifications that need to be made to the Subject Matter in order for it to be in accordance with the Criteria, and to issue a report. The nature, timing, and extent of the procedures selected depend on our judgment, including an assessment of the risk of material misstatement, whether due to fraud or error.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusions.

Our Independence and Quality Management

We have maintained our independence and confirm that we have met the requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants and have the required competencies and experience to conduct this assurance engagement.

Ernst & Young also applies International Standard on Quality Management 1, Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services engagements, which requires that we design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Description of procedures performed

Procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

Although we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems.

A limited assurance engagement consists of making enquiries, primarily of persons responsible for preparing the Subject Matter and related information, and applying analytical and other appropriate procedures.



Our procedures included:

- a) development of our knowledge and understanding of Paulig's material sustainability reporting topics, organization and activities,
- b) interview with senior management to understand Paulig's sustainability management,
- c) interviews with personnel responsible for gathering and consolidation of the Subject Matter to understand the systems, processes and controls related to gathering and consolidating the information,
- d) assessing sustainability data from internal and external sources and checking the data to reporting information on a sample basis to check the accuracy of the data.

We also performed such other procedures as we considered necessary in the circumstances.

Conclusion

Based on our procedures and the evidence obtained, we are not aware of any material modifications that should be made to the Subject Matter in Paulig's Annual Report 2025 for the period 1.1.2025 to 31.12.2025 in order for it to be in accordance with the Criteria.

Helsinki, 16th March 2026

Ernst & Young Oy
Authorized Public Accountant Firm

Terhi Mäkinen
Authorized Public Accountant



GOVERNANCE



Corporate governance 2025

Paulig Ltd, the Parent Company of Paulig Group, is a Finnish family-owned company incorporated under Finnish law. The corporate governance is based on the company's Articles of Association, the Limited Liability Companies Act, applicable codes and standards, ethical principles and other instructions and policies. Paulig Group also follows applicable parts of the recommendations for listed and family-owned companies.

Annual General Meeting

Paulig Group's highest decision-making body is the Parent Company's Annual General Meeting (AGM). The AGM passes resolutions on matters that are covered by legislation and by the Articles of Association, such as the adoption of the financial statements, dividend distribution and the election of Board members and the auditor as well as their remuneration.

Board of Directors

COMPOSITION AND TASKS OF THE BOARD

According to the Articles of Association of Paulig Ltd, the AGM elects a minimum of four and a maximum of eight Board members. Under the Limited Liability Companies Act, the Board is responsible for the administration of the company and the appropriate organisation of operations. It is also the Board's responsibility to ensure that the supervision of accounting and asset management has been organised appropriately. The tasks also include determining the Group's strategy and the annual business plan and deciding on acquisitions and strategic investments. The Board oversees the Group's financial performance and financial position.

The Board appoints the Managing Director and CEO and approves the appointment of members of the Group management. The Board decides on the remuneration of the Group's management. The Board undertakes regular reviews of its own activities and of its cooperation with the management.

MEETINGS

In 2025, the Board convened eight times. The Board deals with the financial statements in March, finalises the Group's strategy in June and decides on the business plan and financial plans for the following year in December.

CHAIRMAN OF THE BOARD

The Chairman of the Board is appointed by the AGM. The Chairman's role is to lead the activities of the Board, convene the Board and prepare the meetings together with the CEO. The Chairman is in active dialogue with the CEO and stays informed about events in the company and the operating environment. Together with the CEO, the Chairman ensures that the notice, agenda and any necessary material for a meeting are delivered to the members of the Board as agreed before the meeting.

BOARD COMMITTEES

The Board resolves on the appointment of committees and their members. The committees prepare matters for the decision of the Board. Paulig Ltd's Board has appointed an HR & Safety Committee, an Audit Committee and a PINC Investment Committee.

CEO AND LEADERSHIP TEAM

Paulig Ltd's Board appoints the Managing Director who also serves as the CEO. The Managing Director's task is to manage the company's current affairs according to the Board's instructions and to ensure that the company's accounting is managed responsibly and according to law.

The Managing Director reports to the Board and keeps the Board informed about the company's business environment, financial situation

and development. The Group's Leadership Team consists of the Managing Director, who is also the Chairman, SVPs of Business Areas and SVPs of Business Functions. Together with the Group's Leadership Team, the Managing Director prepares and implements the strategy and steers business operations. The Leadership Team also coordinates the Group's various functions and ensures efficient operations at the Group level.

RISK MANAGEMENT

The principles guiding Paulig Group's enterprise risk management have been determined in the risk management policy approved by Paulig Ltd's Board. According to these principles, risks are identified, evaluated and handled systematically. The objective is to attain strategic and operating targets and to secure the continuity of the business.

AUDITING

The AGM appoints an auditor. The auditor's task is to audit the company's financial statements and administration, and to assess the effectiveness of internal controls and legal compliance in accordance with statutory requirements and established auditing standards.

PAULIG GROUP'S ETHICAL PRINCIPLES

The purpose of Paulig Group's ethical principles is to promote responsible entrepreneurship and sustainable development as well as to support decision-making. Based on strong shared values, the ethical principles guide the Group's employees in their cooperation with colleagues, customers, suppliers and other business partners.



Board of Directors



Jukka Moisio

YOB 1961
M.Sc. (Econ), MBA
Chair of the Board since 2020
Member of the Board since 2019



Mathias Bergman

YOB 1956
Ph.D
Vice-Chair of the Board since 2025
Member of the Board since 2020



Arancha Cordero

YOB 1970
M.Sc. (Econ. & B.A.), LL.M.
Member of the Board since 2024



Jessica Jungell-Michelsson

YOB 1986
M.Sc. (Econ.),
PhD (Sustainability Science)
Member of the Board since 2025



Anna Paulig

YOB 1994
M.Sc. (Econ.)
Observer of the Board since 2024



Petra Teräsaho

YOB 1966
M.Sc. (Econ.)
Member of the Board since 2020



Rob Versloot

YOB 1967
M.Sc. (B.A.)
Member of the Board since 2024



Christina Wergens

YOB 1969
M.Sc. (Econ.)
Member of the Board since 2020



Sarah Tähkälä

YOB 1969
LL.M.
Secretary of the Board since 2019



Leadership Team



Rolf Ladau

CEO
YOB 1967
Working for Paulig since 2018



Dennis Andersen

SVP, People & Culture
YOB 1973
Working for Paulig since 2025



Noel Clarke

SVP, Customer Brands
YOB 1978
Working for Paulig since 2025



Lenita Ingelin

SVP, Branded Business Area
YOB 1967
Working for Paulig since 2013



Kaisa Lipponen

SVP, Sustainability, HSE & Communications
YOB 1980
Working for Paulig since 2019



Thomas Panteli

SVP, Supply Chain & Sourcing
YOB 1970
Working for Paulig since 2019



Mariell Toiger

CMO
YOB 1987
Working for Paulig since 2015



Kati Nurminen

CMO (Acting) 1.7.2025–31.1.2026
YOB 1975
Working for Paulig since 2024



Sarah Tähkälä

SVP, Legal
YOB 1969
Working for Paulig since 2010



Juha Väre

CFO
YOB 1970
Working for Paulig since 2019



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Board of Directors' report for 1 January–31 December 2025

In 2025, Paulig Group's revenue was EUR 1,388.9 million (1,198.9), an increase of 15.8% on the previous year. The Group's operating profit was EUR 87.1 million (77.6), which represented 6.3% (6.5) of revenue. Paulig Group employed 2,715 people on average during the year (2,374).

Changes in the Group's structure during the financial year

The following change took place in the Group's structure in 2025:

- Paulig Foods Ltd was liquidated.

Revenue

In 2025, Paulig Group's revenue was EUR 1,388.9 million (1,198.9), an increase of 15.8% on the previous year. Revenue growth was mainly driven by high green coffee price, customer price increases, volume growth within the Branded Foods and the full year impact of the acquisition of Panesar Foods as well as acquisition of Conimex brand (April to December).

Of Paulig Group's total revenue of EUR 1,388.9 million, 49% came from the Nordic countries, 33% from Continental Europe, 10% from United Kingdom and Ireland, 6% from Baltics and 1% from other countries. Business area Branded accounted for 62% of the external revenue, Customer Brands 38% and Other 0%.

Result for the financial year

The Group's operating profit was EUR 87.1 million (77.6), and its ratio to net sales was 6.3% (6.5).

The consolidated net profit for the financial year was EUR 55.1 million (65.8). Depreciation, amortisation and impairment losses totalled EUR 51.2 million (45.4). The net financial items were EUR -13.9 million (8.6).

Furthermore, raw material prices, with the exception of green coffee and packaging materials, decreased somewhat during the year. Employee benefit expenses were higher due to salary inflation and acquisition of Panesar Foods full year impact. The increased expenses reduced the overall profitability during the period.

Financial position

The financial position remained good for the entire financial year. The net cash flow from operations was EUR 111.7 million (89.9). The Group's solvency was on a good level throughout the year.

Investments

Investments during the financial year totalled EUR 88.3 million (107.0). The most significant investment was related to the acquisition of Conimex, a market leading brand on the Dutch market known for its range of Asian cuisine meal makers, prawn crackers, soups, sauces, and seasonings.

Other important operative investments were related to the installation of a new tortilla line in Spain, high-capacity vacuum pack and palletising automation solution renewal in roasting, business transformation, Customer Relationships Management application, as well as improvements in in-house seasoning capabilities and automation and efficiency improvements in Tex Mex production.

REVENUE (MEUR)

	2025	2024	CHANGE
Branded	855.3	710.0	20.5%
Customer Brands	532.4	482.2	10.4%
Other	1.3	6.7	-80.8%
Total	1,388.9	1,198.9	15.8%

KEY INDICATORS OF PAULIG GROUP'S FINANCIAL STATUS AND RESULT

	2025	2024	2023
Revenue, MEUR	1,388.9	1,198.9	1,167.6
Other income, MEUR	3.0	1.7	2.6
Share of results in associated companies, MEUR	0.0	0.0	0.0
Operating profit, MEUR	87.1	77.6	90.1
Operating profit, % of revenue	6.3	6.5	7.7
Operating profit before depreciation, amortisation and impairment, MEUR	138.4	123.0	132.4
Profit for the financial year, MEUR	55.1	65.8	89.1
Shareholders' equity, MEUR	666.3	600.2	583.2
Return on equity, %	8.7	11.1	13.7
Equity ratio, %	61.3	59.1	61.3
Cash and short-term deposits, MEUR	51.3	60.5	51.4
Interest-bearing liabilities, MEUR	95.1	100.5	94.4
Interest-bearing liabilities excl. IFRS16 leasing liabilities, MEUR	0.1	0.9	1.1
Investments during the financial year, MEUR	88.3	107.0	39.6



Risk Management

Paulig Group applies a structured risk management framework based on the Board-approved Group Risk Policy. The Board of Directors has ultimate responsibility for risk oversight, supported by the Audit Committee. Risk management is embedded in decision-making across the Group and aligned with strategic priorities.

Strategic risks arise from changes in consumer behaviour, competitive dynamics, macroeconomic uncertainty, and geopolitical developments that may disrupt markets and supply chains. The current geopolitical situation has raised a risk that the war in Ukraine could escalate further to Paulig's core markets, including the Nordics and Baltics. Climate change and sustainability risks also influence sourcing and production.

Financial risks primarily relate to commodity price volatility, currency and interest rate fluctuations, counterparty credit risk, and liquidity. These risks are managed under Group-level risk management policies, including hedging and credit risk assessments. The most significant exposure is to US dollar currency risk due to dollar-denominated raw material purchases.

Operational risks are linked to supply chain and sourcing, production, and IT. Supplier risk assessments, structured sourcing processes, and robust cyber security and data privacy measures support operations and business continuity.

Hazard risks include low-probability, high-impact events such as natural disasters or major accidents. Insurance coverage is in place to limit the financial impact of property damage, business interruption, and product liability exposures.

Personnel

Paulig Group's average number of employees 2,715 increased by 341 persons from the previous year. The majority of the Group's 2,715 employees on average were employed in Belgium 31%, Sweden 17%, United Kingdom 16%, and Finland 13%. The increase in the average number of personnel relates mainly to the full year impact of the acquisition of Panesar Foods Limited in the UK.

PERSONNEL

	2025	2024	2023
Average number of employees	2,715	2,374	2,209
Employee benefit expenses, MEUR	198.8	170.5	162.6

Innovation and product development

In 2025, Paulig launched more than 70 new products, reinforcing our commitment to innovation and meeting consumer needs. Highlights included the first Nutriscore B Wheat Tortilla under Poco Loco, the relaunched OOH Tortilla assortment, and the Santa Maria Asian Tacos concept. Paulig expanded the Tortilla Rolls platform with Spicy Rolls and Corn Taquitos, introduced new snack concepts such as the Christmas Tree shaped tortilla chips and chickpea micropellets, and finalized the Santa Maria Giant Tortilla Chip. Coffee innovations featured Vivid Light roasted coffees Sävy and Sarastus for Juhla Mokka, Paulig's entry into the instant coffee market with three new City Coffee products, and new private label SKUs for Gateau.

In addition, Paulig strengthened our sauces and spices portfolio with innovative developments such as Eastern Mediterranean Step 2, a new food concept for OOH, and technical reformulations of ingredients to be compliant in and enable international sales. Packaging innovations focused on sustainability and efficiency, including paper-based spice mix bags with reduced plastic, optimized laminates on high-speed lines, and recyclable material capability for coffee packaging. These efforts ensure Paulig's portfolio remains competitive and aligned with evolving consumer demands.

PINC, Paulig's venture arm, invests in early-stage startups with the aim of supporting innovations enabling a more sustainable future of food. In 2025, PINC added five new startups to its investment portfolio. These were Scindo, developer of an AI platform to discover and design next-generation enzymes to accelerate sustainable ingredients; BlueRedGold, developer of AI-based precision automation to revolutionise saffron production; Rainbow Crops, AI-powered AgTech creating climate-smart high-yield crops through multiplex genome editing and precision breeding; Elaniti, accelerator of soil microbiome intelligence for improved soil health; and Glenntex, reducing virgin plastic consumption

through smarter material design to drive more sustainable packaging innovation.

Sustainability

In 2025, Paulig continued to scale up its strategic sustainability practices, guided by Paulig Sustainability Approach 2030. Paulig's long-term ambitions remain focused on three areas: products that enable health and wellbeing of people and planet, climate and nature actions, and fair and inclusive way of working. Despite ongoing regulatory uncertainty, Paulig proactively advanced key initiatives aligned with its long-term sustainability goals, while preparing for evolving sustainability compliance requirements across markets. We remained active in sustainability advocacy, engaging with industry peers and policymakers to accelerate systemic change.

During the year, Paulig updated its climate targets in line with the SBTi's Forest, Land and Agriculture (FLAG) methodology, reflecting the significant role of agricultural raw materials in the company's emissions profile. The revised targets commit Paulig to reducing overall emissions across value chain 43% by 2030 and 79% by 2045 from the 2018 baseline. These targets form the foundation of Paulig's long-term net-zero pathway and reinforce its commitment to a science-based and credible transition.

In 2025, Paulig continued to decouple business growth from emissions, achieving reductions across both operations and the supply chain despite increasing production volumes. Emissions from own operations decreased by 38%, in line with the target for the year, while value chain emissions decreased by 4%. Progress was made in logistics decarbonization, including the electrification of key transport routes in Belgium and a 90% reduction in some ocean-freight emissions through optimized routing, modal shifts, and strengthened supplier collaboration.

The adoption of the FLAG methodology strengthens Paulig's ability to drive emissions reductions across its agricultural supply chains. This transition is supported by regenerative agriculture practices, with early progress reflected in the growing share of wheat sourced from farms applying these methods. In 2025, approximately 32% of Paulig's wheat was sourced through regenerative agriculture projects. Continued investments in renewable energy, energy efficiency, and close supplier



partnerships further reinforce the company's commitment to achieving its 2030 and 2045 climate goals.

Paulig continued to develop capabilities to generate product-level environmental data, such as carbon footprint, for more than 2,500 key products, improving transparency, and enabling more informed choices for customers and partners. This data infrastructure strengthens lifecycle assessments, supports credible sustainability claims, and prepares Paulig for future reporting requirements.

During the year, Paulig further advanced its approach to nature and climate resilience by deepening its understanding of climate-related risks and nature impacts and dependencies through targeted studies on production and sourcing locations that inform long-term strategic planning. Building on these insights, we initiated the development of nature targets aimed at minimizing negative impacts and building our resilience across the value chain.

We also continued our progress towards the strategic initiative target of securing external verifications for a selection of our top spices. We achieved 98% of our 2025 target, just 2% below the goal. The variance was primarily driven by quality issues and crop delays impacting certain raw materials within scope. Despite efforts to source verified alternatives, these challenges could not be fully mitigated.

Management and auditors

At the end of the financial year, Paulig Ltd's Board of Directors had seven members: Jukka Moisio (Chairman), Mathias Bergman, Arancha Cordero, Jessica Jungell-Michelsson, Petra Teräsaho, Rob Versloot and Christina Wergens. Anna Paulig is the observer of the Board.

Jessica Jungell-Michelsson was elected as a new Board member in April 2025. She joined the Board as representant of the Paulig family.

The mandate period of Board Member and Vice-Chair Eduard Paulig ended in April 2025.

The Group's CEO is Rolf Ladau.

The Group's auditor was Ernst & Young Oy, with Authorised Public Accountant Terhi Mäkinen as the principal auditor.

Shares

The company's stock is divided into A shares (487,765 shares) and B shares (15,000 shares), a total of 502,765 shares. There were no changes in this during the financial year.

The Articles of Association contain restrictions specific to share series that concern the right to dividends and company assets, as well as a series-specific redemption clause.

Proposal by the Board of Directors for the distribution of profit

The consolidated profit for the financial year was EUR 55,054,670.00. The Parent Company's distributable shareholders' equity was EUR 400,332,425.53 according to the financial statements on 31 December 2025. The Board of Directors proposes that a dividend of EUR 53.21 per share be paid, amounting to EUR 26,752,125.65 in total, and that the parent company retains distributable equity of EUR 373,580,299.88.

There have been no fundamental changes in the company's financial position since the end of the financial year. Liquidity is at a good level, and the proposed disposal of profits will not, in the Board's view, endanger the company's solvency.

Outlook for the current financial year

Consumer demand and purchase behavior are impacted by the global uncertain economic outlook and low GDP growth expectations particularly in the Eurozone. Continued geopolitical and foreign trade policy uncertainties may impact Paulig's supply chain.

Nevertheless, we expect our revenue and profitability to improve in 2026.

Events following the end of the financial year

In January 2026, Paulig announced its intention to consolidate its spice production for the Santa Maria brand by summer 2027. The change would involve closing down operations in Mölndal, Sweden, and concentrating the operations to Saue, Estonia, where Paulig already operates a spice, salsas and sauces factory. The closure of the spice factory in Mölndal would affect all 86 employees at the factory, and some roles at the company's Mölndal office.



Consolidated Statement of Comprehensive Income

EUR 1,000	Note	2025	2024
Revenue	3.1	1,388,941	1,198,931
Other operating income	3.2	3,042	1,716
Materials and services	3.3	-814,861	-695,652
Employee benefit expenses	3.4, 5.7	-198,758	-170,475
Depreciation, amortisation and impairment losses	4.1-4.4	-51,226	-45,383
Other operating expenses	3.5	-239,998	-211,539
Operating profit		87,140	77,598
Financial income	3.6	15,272	18,748
Financial expenses	3.6	-29,163	-10,176
Net financial expenses		-13,891	8,571
Profit (-loss) before taxes		73,249	86,170
Income taxes	3.7	-18,195	-20,335
Profit (-loss) for the financial year		55,055	65,834

EUR 1,000	Note	2025	2024
Other comprehensive income (OCI)			
Items that may be reclassified to profit or loss in subsequent periods			
Foreign currency translation difference		3,512	-3,392
Change in fair value of hedging instruments	6.4	26,900	-23,325
Items that will not be subsequently reclassified to profit or loss			
Actuarial gains and losses from defined benefit plans	5.7	-128	-80
Changes in fair value of equity investments through OCI		255	74
Tax effect	3.7	-36	-7
Other comprehensive income (-loss), net of tax		30,503	-26,731
Total comprehensive income (-loss) for the year		85,557	39,104
Profit for the financial year attributable to			
Owners of the Parent Company		55,055	65,834
		55,055	65,834
Total comprehensive income for the year attributable to			
Owners of the Parent Company		85,557	39,104
		85,557	39,104

The consolidated financial statements should be read in conjunction with the accompanying notes.



Consolidated Statement of Financial Position

EUR 1,000	Note	2025	2024
ASSETS			
Non-current assets			
Goodwill	4.1, 4.2	100,675	98,595
Intangible assets	4.1	96,728	46,501
Tangible assets	4.3	365,339	373,669
Other receivables	5.2	1,877	1,606
Non-current financial assets	6.2	12,761	20,149
Deferred tax assets	3.7	10,955	5,519
Total non-current assets		588,335	546,039
Current assets			
Inventories	5.1	184,932	187,652
Trade and other receivables	5.2	203,083	170,471
Other current financial assets	6.2–6.4	56,432	48,489
Income tax receivable		2,612	2,847
Cash and short-term deposits	5.3, 6.2	51,348	60,489
Total current assets		498,407	469,947
Total assets		1,086,742	1,015,986

EUR 1,000	Note	2025	2024
EQUITY AND LIABILITIES			
Equity			
Share capital	6.1	8,204	8,204
Other equity		658,094	592,004
Equity attributable to equity holder of the parent		666,298	600,208
Total equity		666,298	600,208
Non-current liabilities			
Interest-bearing liabilities	5.6	84,164	88,795
Other non-current financial liabilities		2,194	1,681
Provisions	5.5	4,394	4,442
Net employee defined benefit liabilities	5.7	1,905	1,857
Deferred tax liabilities	3.7	27,715	23,104
Total non-current liabilities		120,373	119,879
Current liabilities			
Interest-bearing liabilities	5.6	10,944	11,733
Trade and other payables	5.4, 6.2–6.4	286,419	280,471
Income tax payable		2,708	3,696
Total current liabilities		300,072	295,900
Total liabilities		420,444	415,779
Total equity and liabilities		1,086,742	1,015,986

The consolidated financial statements should be read in conjunction with the accompanying notes.



Consolidated Statement of Cash Flows

EUR 1,000	Note	2025	2024
Cash flows from operating activities			
Net profit (-loss) before taxes		73,249	86,170
Adjustments ¹		95,185	10,572
Change in net working capital:			
Change in trade and other receivables		-32,630	26,246
Change in inventory		2,720	-43,033
Change in trade and other payables		6,222	28,910
Interest received		6,168	10,967
Interest paid		-12,071	-6,886
Other financial income and expenses, net		-7,657	5,555
Income taxes paid		-19,440	-28,624
Cash flows from operating activities (A)		111,747	89,876
Cash flows from investing activities			
Investments in tangible and intangible assets	4.1-4.4	-88,280	-40,684
Proceeds from disposal of tangible assets		257	270
Investments in other investments (subsidiary acquisitions)		0	-66,318
Dividends received		259	212
Net cash flow from investments		-134	59,721
Cash flows from investing activities (B)		-87,899	-46,799

EUR 1,000	Note	2025	2024
Cash flows from financing activities²			
Increase (-), decrease (+) in long-term receivables		-89	-248
Dividends paid		-19,467	-22,061
Repayment of borrowings	5.6, 6.2	-763	-682
Repayments of leasing liability	4.4	-12,332	-11,356
Cash flows from financing activities (C)		-32,651	-34,347
Change in cash flows (A+B+C)			
		-8,804	8,730
Cash and short-term deposits at 1 January	5.3	60,489	51,428
Net foreign exchange difference in cash		-337	331
Cash and short-term deposits at 31 December	5.3	51,348	60,489
Change		-8,804	8,730
Adjustments			
Depreciation, amortisation and impairment losses	4.1-4.4	51,226	45,383
Eliminated foreign exchange gains and losses		-358	-138
Net financial expenses	3.6	13,891	-8,571
Other adjustments		30,425	-26,101
Total		95,185	10,572

² Changes in liabilities arising from financing activities

Cash flow from financing activities consists of dividends paid, proceeds from borrowings, received finance lease receivable payments and repayments of leasing liability. The movements in leasing liabilities are presented in note 4.4 Leases.



Consolidated Statement of Changes in Equity

EUR 1,000	Equity attributable to shareholders of the Parent Company							Total Equity
	Share capital	Other restricted equity funds	Cash flow hedge fund	Other OCI items	Translation fund	Unrestricted equity funds	Retained earnings	
Balance at 1 January 2024	8,204	4,168	-2,759	3,384	-15,282	4,324	581,130	583,166
Profit (-loss) for the period							65,834	65,834
Other comprehensive income								
Cash flow hedge, net of tax			-23,325					-23,325
Change in fair value of equity instruments at FVOCI				60				60
Defined benefit plan actuarial gains and losses, net of tax				-73				-73
Translation differences					-3,392			-3,392
Total comprehensive income			-23,325	-13	-3,392		65,834	39,103
Transactions with owners of the Parent Company								
Dividend							-22,061	-22,061
Balance at 31 December 2024	8,204	4,168	-26,084	3,370	-18,674	4,324	624,903	600,208
Profit (-loss) for the period							55,055	55,055
Other comprehensive income								
Cash flow hedge, net of tax			26,900					26,900
Change in fair value of equity instruments at FVOCI				204				204
Defined benefit plan actuarial gains and losses, net of tax				-113				-113
Translation differences					3,512			3,512
Total comprehensive income			26,900	91	3,512		55,055	85,557
Transactions with owners of the Parent Company								
Dividend							-19,467	-19,467
Balance at 31 December 2025	8,204	4,168	816	3,461	-15,162	4,324	660,490	666,298

The consolidated financial statements should be read in conjunction with the accompanying notes.



Notes to the Consolidated Financial Statements

1. ACCOUNTING PRINCIPLES FOR THE CONSOLIDATED FINANCIAL STATEMENT

1.1 Corporate information

Paulig Ltd, the Parent Company of Paulig Group, is a Finnish limited liability company incorporated under the Finnish law with its domicile in Helsinki, Finland. The registered office is located at Satamakaari 20 in Helsinki. The consolidated financial statements comprise the Parent Company, Paulig Ltd and its subsidiaries (collectively "Group", "Paulig Group" or "Group companies").

Paulig Group is an international family-owned Group in the food industry offering products such as coffee, spices, plant-based products and snacks. The Group's business is divided into two business areas: Branded and Customer Brands. Paulig Group operates in 13 countries with the largest markets in Northern Europe, continental Europe, the UK and the Baltics.

The Board of Directors of Paulig Ltd has approved these financial statements for publication at its meeting on 16 March 2026. Under Finland's Limited Liability Companies Act, the shareholders have the option to accept or reject the financial statements in the Annual General meeting of the shareholders, which will be held after the publication of the financial statements.

Copies of the financial statements are available on the internet, at www.pauliggroup.com.

1.2 Basis of preparation

Paulig Group's consolidated financial statements have been prepared in accordance with IFRS Accounting Standards, as adopted by the European Union, including International Accounting Standards (IAS) and Interpretations issued by the IFRS Interpretations Committee (IFRIC) or its predecessor Standing Interpretations Committee (SIC). The notes to the

consolidated financial statements also comply with Finnish accounting and corporate law.

The 2025 consolidated financial statements have been prepared based on original acquisition costs, except for financial assets and financial liabilities (including derivative instruments) that have been measured at fair value through profit and loss or other comprehensive income (OCI).

Financial statement presentation is in thousands of euros. Figures presented have been rounded and therefore the sum of individual figures might differ from the presented total figure.

Detailed accounting principles are disclosed in the relevant note to the consolidated financial statements.

1.3 Foreign currency

PRESENTATION CURRENCY

The Group's consolidated financial statements are presented in euros, which is also the parent company's functional currency. For each entity, the Group determines the functional currency and items included in the financial statements of each entity are measured using that functional currency. The Group uses the direct method of consolidation and on disposal of a foreign operation, the gain or loss that is reclassified to profit or loss reflects the amount that arises from using this method.

FOREIGN SUBSIDIARIES

The income statements of the foreign subsidiaries in their local currencies are translated into euro at the average rates for the period during the financial year and the balance sheets at the rates determined by the European Central Bank at the closing date (balance sheet date). The figures in the notes (specifications) are translated into euro in the similar manner as the income statements and balance sheet depending on which the notes relate to. The exchange differences arising on

translation for consolidation are recognised in other comprehensive income. On disposal of a foreign operation, the component of other comprehensive income relating to that particular foreign operation is reclassified to profit or loss.

FOREIGN CURRENCY TRANSACTIONS

Business transactions in foreign currencies have been valued using the exchange rate at the date of transaction. Receivables and liabilities on the balance sheet date are valued using the exchange rate on the balance sheet date. Advances paid and received are valued in the balance sheet using the exchange rate at the date of payment. Exchange rate differences on trade receivables and payables are treated as the adjustments to revenue and materials and services. Exchange rate differences on other receivables and liabilities are entered under financial income and expenses.

1.4 Critical accounting judgements and estimates

The preparation of Paulig Group's consolidated financial statements according to IFRS requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the accompanying disclosures, and the disclosure of contingent liabilities. Although estimates and assumptions are based on the management's best knowledge of current events, actual results may differ from the estimates used in the financial statements. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of assets or liabilities affected in future periods.

Identified significant accounting judgements, estimates and assumptions are presented in connection to the items considered to be affected and are attached to the underlying note as follows:



Note	Note number
Change in deferred tax assets and liabilities	3.7
Goodwill and impairment testing	4.2
Leases	4.4
Provisions	5.5
Pensions and other post-employment benefit plans	5.7

1.5 New and amended standards and interpretations

AMENDMENTS AND ANNUAL IMPROVEMENTS TO IFRS STANDARDS

Amendments and annual improvements effective from the beginning of January 2025, have not had a major impact on Paulig Group's result, financial position or the presentation of the financial statement.

NEW AND AMENDED STANDARDS AND INTERPRETATIONS TO BE APPLIED

In April 2024, the IASB issued IFRS 18, which replaces IAS 1 Presentation of Financial Statements. IFRS 18 introduces new requirements for presentation within the statement of profit or loss, including specified totals and subtotals. Furthermore, entities are required to classify all income and expenses within the statement of profit or loss into one of five categories: operating, investing, financing, income taxes and discontinued operations, whereof the first three are new.

It also requires disclosure of newly defined management-defined performance measures, subtotals of income and expenses, and includes new requirements for aggregation and disaggregation of financial information based on the identified 'roles' of the primary financial statements (PFS) and the notes.

In addition, narrow-scope amendments have been made to IAS 7 Statement of Cash Flows, which include changing the starting point for determining cash flows from operations under the indirect method, from 'profit or loss' to 'operating profit or loss' and removing the optionality around classification of cash flows from dividends and interest. In addition, there are consequential amendments to several other standards.

IFRS 18, and the amendments to the other standards, is effective for reporting periods beginning on or after 1 January 2027. IFRS 18 will apply retrospectively.

Paulig continues working to identify all impacts.

2. CONSOLIDATION

2.1 General consolidation principles

SUBSIDIARIES

The consolidated financial statements include the financial statements of the Parent Company and all companies controlled by Paulig Group. Control is achieved when the Group is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. Subsidiaries, in which the Parent Company owns over 50% of the voting rights, either directly or indirectly, are fully consolidated from the date on which control is transferred to the Group, and are no longer consolidated when this control ceases.

In the consolidated financial statements, all intra-group assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full. When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies in line with the Group's accounting policies.

Acquired and established companies are accounted for using the acquisition method. The cost of an acquisition is measured as the aggregate of the consideration transferred, which is measured at acquisition date fair value, and the amount of any non-controlling interests in the acquiree. For each business combination, the Group elects whether to measure the non-controlling interests in the acquiree at fair value or at the proportionate share of the acquiree's identifiable net assets. The excess of acquisition cost over the fair value of net assets acquired is recognised as goodwill. Acquisition-related costs are expensed as incurred and included in administrative expenses. Any contingent consideration to be transferred by the acquirer will be recognised at fair value at the acquisition date. Contingent consideration classified as equity is not remeasured and its subsequent settlement is accounted for within equity.

If the Group loses control over a subsidiary, it derecognises the related assets (including goodwill), liabilities, non-controlling interest and other



components of equity, while any resultant gain or loss is recognised in profit or loss. Any investment retained is recognised at fair value.

2.2 Subsidiaries

31 December 2025	Group ownership %
AS Paulig Baltic, Estonia	100
AS Santa Maria, Estonia	100
BJ Packaging Solutions Limited, United Kingdom	100
Euroleasing Ltd, Finland	100
Global Choice Foods Limited, United Kingdom	100
Liven S.A.U., Spain	100
Nordfalks AB, Sweden	100
NV Snack Food Poco Loco, Belgium	100
Panesar Foods (Holdings) Limited, United Kingdom	100
Panesar Foods Limited, United Kingdom	100
Paulig Austria GmbH, Austria	100
Paulig Belgium NV, Belgium	100
Paulig Denmark A/S, Denmark	100
Paulig Estonia AS, Estonia	100
Paulig Finland Ltd, Finland	100
Paulig Latvia SIA, Latvia	100
Paulig Lietuva UAB, Lithuania	100
Paulig Netherlands B.V., Netherlands	100
Paulig Norway AS, Norway	100
Poco Loco France SARL, France	100
Santa Maria AB, Sweden	100
Santa Maria UK Ltd, United Kingdom	100
Snack Food Poco Loco UK Ltd, United Kingdom	100
Taljegården Fastighets AB, Sweden	100

Paulig Foods Ltd was liquidated during 2025.

2.3 Business combinations and disposals

§ Accounting principles

Paulig applies the IFRS 3 Business Combinations standard. The business combinations where control of a business has been acquired are accounted for using the acquisition method in which the acquired assets and liabilities are measured at their fair values at the acquisition date. Identifiable assets, liabilities and non-controlling interests are recognised separately from goodwill. Goodwill is measured as the difference between the aggregate of the consideration transferred, non-controlling interest and fair value of previous equity interests, and the net assets recognised.

ACQUISITIONS IN 2025

On 1 April 2025, Paulig acquired Conimex, a market leading brand on the Dutch market known for its range of Asian cuisine meal makers, prawn crackers, soups, sauces, and seasonings. Conimex, with an annual net sales of approximately EUR 49.0 million, was acquired from Unilever Plc. The acquisition included the Conimex brand and its associated business, encompassing all trademarks and related intellectual property (asset acquisition). Conimex' portfolio of Asian cuisine products aligns perfectly with Paulig's World Foods portfolio, creating opportunities for scaling Paulig's sourcing and supply chain while delivering more flavourful experiences to its customers and consumers. Paulig aims to share popular food culture, and the acquisition of Conimex, Paulig wants to make it easier for even more consumers to enjoy cooking Asian food at home. This acquisition establishes Paulig's position in the Asian category in the Netherlands. It also allows Paulig to combine portfolio and concept development, leveraging Paulig's strong R&D and production capabilities to grow the World Foods portfolio in Europe.

The net sales of Conimex branded products during April-December 2025 was EUR 35.1 million.

The purchase price for the Conimex brand was EUR 55.0 million. The acquisition has been allocated to Intangible non-current assets based on fair value with indefinite useful life on the consolidated level, and is subject to impairment testing within the Business Area Branded. The trademark is amortised by the Group company that acquired the

Conimex brand as allowed by the local GAAP. On the consolidated level, the amortisations are reversed, and therefore, a deferred tax liability for the permanent difference has been recorded.

The acquisition-related transaction costs of EUR 1.9 million, consisting of legal fees and due diligence costs, have been included in the Other operating expenses.

DISPOSALS IN 2025

There were no disposals in 2025.

ACQUISITIONS IN 2024

On 29 October 2024 Paulig acquired all the shares and the businesses of Panesar Foods (Holdings) Limited ("Panesar Foods") together with its three subsidiaries from the Panesar family. Based in Tipton, the UK, Panesar Foods is a manufacturer of sauces, salsas and condiments with net sales of approximately EUR 68.7 million and Operating Profit of approximately 5.9 million during its financial year 2023-2024. The final acquisition price was GBP 58.2 million (EUR 69.9 million) including the acquired factory property in Tipton. The net sales of Panesar Foods during November-December was GBP 8.6 million (EUR 10.2 million) and Operating Profit was GBP 0.9 million (EUR 1.1 million). If the acquisition would have taken place in the beginning of the financial year, the net sales of Panesar Foods would have been approximately GBP 59.0 million (EUR 69.5 million) and the Operating Profit GBP 5.5 million (EUR 6.5 million).

The acquisition accelerates Paulig's growth in the World Foods category and through the acquisition, Paulig will bring even more flavourful experiences to its customers and consumers. The acquisition combines Paulig's strong flavouring expertise with Panesar Food's excellent manufacturing and innovation capabilities and their ability to quickly bring products to market. Through complementary geographies and portfolios, both Paulig and Panesar can strengthen their positions in World Foods.

Founded in 1992, Panesar Foods has focused on the United Kingdom as their main market, where it is one of the market leaders in manufacturing of sauces, salsas, and condiments.

The purchase price allocation was finalised during Q2 2025 with an immaterial impact.



The fair value of the acquired net assets of Panesar Foods was GBP 58.2 million (EUR 69.9 million). GBP 21.2 million (EUR 25.5 million) of the fair value was allocated to the customer relationships and tradenames, GBP 10.3 million (EUR 12.4 million) to land, buildings and PP&E, and GBP 0.8 million (EUR 1.0 million) to inventories. GBP 8.4 million (EUR 10.2 million) of the fair value was allocated to goodwill, which relates to the expected synergies from the acquisition. Goodwill is not amortised nor tax deductible.

The following fair values of the assets and liabilities of Panesar Foods have been consolidated to Paulig balance sheet.

EUR 1,000	Fair value
Intangible non-current assets	25,481
Goodwill	10,167
Other non-current assets	28,634
Inventories	10,514
Accounts receivables and other receivables	12,088
Cash	2,732
Total assets	89,616
Deferred tax liabilities	10,028
Interest-free liabilities	9,645
Total liabilities	19,673
Net assets	69,943
Purchase price	69,943

ANALYSIS OF THE CASH FLOWS FROM THE ACQUISITION

EUR 1,000	Fair value
Purchase price	-69,943
Panesar Foods cash	2,732
Transaction costs	-3,343
Net cash flow from acquisition	-70,554

The acquisition-related transaction costs, consisting of legal fees and due diligence costs, have been included in the Other operating expenses.

DISPOSALS IN 2024

There were no disposals in 2024.



3. FINANCIAL PERFORMANCE

3.1 Revenue

§ Accounting principles

Paulig applies IFRS 15 Revenue from Contracts with Customers standard. Revenue from the sale of goods is recognised in the consolidated statement of income when the control and significant risks and rewards related to the ownership of the goods have been transferred to the customer. Control is seen to be transferred either at a point in time or over time. Revenue is recognised to the amount to which Paulig Group expects to be entitled in exchange for goods or services and to the extent that is highly probable that significant reversal will not occur. Revenue is measured as gross sales less indirect taxes, discounts and exchange rate differences.

Paulig Group companies manufacture and sell food products such as coffee, spices, plant-based products and snacks. Usually individual products or batches of products form a performance obligation and the revenue is recognised at a point in time, when the control of goods is transferred, generally based on delivery terms.

In addition, Paulig Group also sells and leases coffee machines to workplace offices and shops including related maintenance services. Revenue from maintenance services is recognised over time, when the service is completed. Revenue from the sales of coffee machines are recognised at a point in time when delivered.

Revenues from licenses and royalties are recognised when the subsequent sale is entered as income. Lease income from coffee machine leases is recognised according to IFRS 16 Leases standard and is included in the revenue in the consolidated statement of income (see note 4.4 Leases).

Customer contracts may include terms related to customer rebates, right to return delivered goods and penalties if certain service level is not met. These terms give rise to variable consideration and are recorded to their most likely amount. Paulig Group considers whether the variable amount shall be allocated entirely to one performance obligation or to a distinct good or service that forms part of a single

performance obligation. Revenue will be recognised to the extent that Paulig is entitled to the consideration. Contract terms do not contain a significant financing component as all the payment terms are under 1 year.

The Group exercises the practical exemption provided in IFRS 15 and does not disclose any outstanding performance obligations on the reporting date related to contracts with a maximum duration of one year.

EUR 1,000	2025	2024
Revenue by market area		
Nordic countries	681,387	581,148
Continental Europe	463,516	424,567
United Kingdom and Ireland	138,618	88,459
Baltic countries	85,488	83,134
Other countries	19,932	21,623
Total*	1,388,941	1,198,931

EUR 1,000	2025	2024
Revenue by Business area		
Branded	855,263	710,026
Customer Brands	532,396	482,222
Other	1,282	6,683
Total*	1,388,941	1,198,931

EUR 1,000	2025	2024
Timing of revenue recognition		
At a point in time	1,384,836	1,194,819
Over time	4,106	4,112
Total*	1,388,941	1,198,931

*Revenue includes EUR -0.8 million (2024: EUR 0.1 million) realised exchange rate differences and EUR 1.5 million (2024: EUR -1.9 million) unrealised exchange rate differences.

Paulig Group operates in 13 countries with the largest markets in Northern Europe, Continental Europe, the UK, and the Baltics. Goods are sold under the brands Paulig, Santa Maria, Conimex, Risenta, Zanuy and Poco Loco which are sold in the Retail and Out-of-home market. Also coffee related equipment and maintenance services are sold under the Paulig brand.

Paulig coffee brands hold a strong market position in Finland and the Baltics. Santa Maria is the leading seasoning brand on the Nordic market. Product concepts are Spices, Tex Mex, Thai Food, Indian Food, BBQ and snacking. The Risenta portfolio holds products with Breakfast, Seeds & Kernels, Cooking, Baking and Fuelling. Paulig Customer Brands Business Area is known for the Poco Loco brand and for the excellent know-how in private label manufacturing. The Spanish Group company Liven S.A.U. has the Zanuy brand and is engaged in manufacturing products in the Tex Mex and Snacking categories. Panesar Foods specialises in the manufacturing of private label products for retailers and sells also its own branded products, e.g. Indi Grand. Conimex is a market leader in the Dutch market with its product range of Asian cuisine meal makers, prawn crackers, soups, sauces and seasonings.

Paulig's debt or equity instruments are not traded in a public market thus IFRS 8 Operating Segments is not applied and segment information is not presented.

3.2 Other operating income

EUR 1,000	2025	2024
Sale of tangible assets	61	74
Government grants	1,152	118
Other income	1,829	1,524
Total	3,042	1,716



3.3 Other Materials and services

EUR 1,000	2025	2024
Materials and services		
Purchases during reporting period	781,090	698,305
Change in inventories	3,174	-32,125
External services	30,597	29,472
Total*	814,861	695,652

*Materials and services include EUR 0.7 million (2024: EUR -0.6 million) realised exchange rate differences and EUR 0.3 million (2024: EUR 1.0 million) unrealised exchange rate differences.

3.4 Employee benefit expenses and number of employees

EUR 1,000	2025	2024
Salaries and remuneration for Managing Directors and the members of the Board of Directors	2,219	2,176
Wages and salaries	150,522	126,781
Pension expenses – defined contribution plans	11,134	10,465
Pension expenses – defined benefit plans	686	810
Other personnel expenses	34,197	30,243
Total	198,758	170,475

Average number of employees	2025	2024
Nordic countries	855	827
Central and Southern Europe	1,237	1,178
United Kingdom and Ireland	444	193
Baltic countries	180	176
Total	2,715	2,374

3.5 Other operating expenses

EUR 1,000	2025	2024
Energy	19,673	16,876
Rents and leases	4,860	4,838
Sales freights and logistics	31,663	31,972
External services	49,227	29,624
Marketing activities	82,282	62,762
IT expenses	21,230	20,270
Other expenses	31,063	45,198
Total	239,998	211,539

Auditor's fees	2025	2024
Audit	679	464
Tax services	36	41
Other services	171	105
Total	886	610

3.6 Other operating income

FINANCIAL INCOME

EUR 1,000	2025	2024
Dividend income	259	212
Interest income derivatives	4,339	5,521
Interest income other	1,910	4,465
Fair value gain on financial assets and derivatives	572	1,209
Exchange rate gains from derivatives	3,116	0
Other exchange rate gains	0	672
Financial income on derivatives	5,056	6,639
Other financial income	20	29
Total	15,272	18,748

FINANCIAL EXPENSES

EUR 1,000	2025	2024
Interest expenses derivatives	6,994	1,751
Interest expenses other	6,636	2,352
Fair value loss on financial assets	405	851
Exchange rate losses from derivatives	0	810
Interest on lease liability	3,867	3,854
Financial expenses on derivatives	7,207	0
Other financial expenses	565	559
Total	29,163	10,176
Financial income and expenses, net	-13,891	8,571

The Group's hedge accounting effectiveness testing was found to be effective thus no inefficiency is included in the financial items for 2025 nor 2024.

Exchange rate gains and losses in financial income consist of EUR 53.0 million (2024: EUR 16.8 million) realised exchange rate gains, EUR 3.1 million euro (2024: EUR 1.5 million) unrealised exchange rate gains, EUR -52.8 million (2024: EUR -17.0 million) realised exchange rate losses and EUR -3.6 million (2024: EUR -1.4 million) unrealised exchange rate losses. Net result of other exchange rate gains and losses is included in the financial expense for year 2025 and in the financial income for year 2024. Net result of exchange rate gains and losses from derivatives is included in the financial income for year 2025 and in the financial expense for year 2024.



3.7 Income taxes

§ Accounting principles

The Group's income tax expenses include taxes of Group companies calculated on the basis of the taxable profit for the period, with adjustments for previous periods, as well as the change in deferred income taxes. Current tax is calculated from each Group company's taxable profit by using the valid tax rate of each country.

Deferred tax is provided using the liability method on temporary differences between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes at the reporting date. Deferred income tax assets are recognised to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilised. Deferred income tax is determined using tax rates that are in force at the balance sheet date and are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled.

Critical accounting judgements and estimates

Deferred tax asset is recognised to the extent that realisation of the related tax benefit through future profits is probable. Significant management judgement is required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing and the level of future taxable profits.

INCOME TAXES RECOGNISED IN PROFIT OR LOSS

EUR 1,000	2025	2024
Current tax for the reporting year	-18,676	-21,444
Current tax adjustments for prior years	-11	299
Changes in deferred taxes	492	809
Total	-18,195	-20,335

RECONCILIATION BETWEEN INCOME TAX EXPENSE IN PROFIT OR LOSS AND TAX EXPENSE CALCULATED BY THE FINNISH TAX RATE

EUR 1,000	2025	2024
Profit before tax	73,249	86,170
Tax calculated using Finnish tax rate 20%	-14,650	-17,234
Effect of tax rate in foreign subsidiaries	-1,689	-728
Non-deductible expenses	-2,402	-1,703
Tax-free income		
Effect of unrecognised tax on profit*	45	80
Other tax-free income	1,633	268
Utilisation of tax losses	-50	16
Change in other tax credits	-352	-714
Other temporary differences	10	-112
Previous years taxes	-11	299
Change for tax in distributable profits	-729	-508
Income taxes in the statement of comprehensive income	-18,195	-20,335
Effective tax rate %	24.8%	23.6%
Other comprehensive income		
Tax effects in other comprehensive income	-36	-7
Total	-18,231	-20,342

*2025 and 2024: Profit for subsidiary for which tax is not recognised due to previous year's losses

Changes in deferred tax assets and liabilities

Deferred tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities and when the deferred income taxes relate to the same fiscal authority. Deferred tax assets and liabilities are determined in accordance with that country specific corporate tax rate.



3.7 Income taxes continues

CHANGES IN DEFERRED TAX ASSETS AND LIABILITIES

2025

EUR 1,000	1 January 2025	Recognised through profit or loss	Recognised in OCI	Exchange rate differences	Other	Transfer	31 December 2025
Deferred tax assets							
Tangible and intangible assets	20,368	2,661		-49	-1,268	1,457	23,169
Employee benefits	543	17	4	23			588
Internal margin in inventory	146	10		9			165
Tax losses	2,551	1,737		-8		-1,457	2,823
Other temporary differences	-105	1,031		0			926
Total	23,503	5,456	4	-25	-1,268	0	27,671
Netting of deferred taxes	-17,985				1,268		-16,717
Total deferred tax assets	5,519	5,456	4	-25	0	0	10,955
Deferred tax liabilities							
Tangible and intangible assets	36,193	3,797		-360	-1,268	1,013	39,374
Financial assets	1,110	113	51				1,274
Depreciation difference and optional provisions	1,801	1,279		-33			3,046
Other temporary differences	1,985	-225	-11			-1,013	737
Total	41,089	4,964	40	-393	-1,268	0	44,431
Netting of deferred taxes	-17,985				1,268		-16,717
Total deferred tax liabilities	23,104	4,964	40	-393	0	0	27,715



2024

EUR 1,000	1 January 2024	Recognised through profit or loss	Recognised in OCI	Exchange rate differences	Other	Acquired companies	31 December 2024
Deferred tax assets							
Tangible and intangible assets	19,706	-387		5	963	80	20,368
Employee benefits	636	-86	8	-15			543
Internal margin in inventory	95	54		-3			146
Tax losses	2,243	304		4			2,551
Other temporary differences	269	-373		0			-105
Total	22,949	-488	8	-10	963	80	23,503
Netting of deferred taxes	-17,022				-963		-17,985
Total deferred tax assets	5,927	-488	8	-10	0	80	5,519
Deferred tax liabilities							
Tangible and intangible assets	25,938	-868		47	963	10,114	36,193
Financial assets	1,067	28	15				1,110
Depreciation difference and optional provisions	1,881	-32		-47			1,802
Other temporary differences	2,410	-425					1,985
Total	31,295	-1,297	15	-1	963	10,114	41,090
Netting of deferred taxes	-17,022				-963		-17,985
Total deferred tax liabilities	14,273	-1,297	15	-1	0	10,114	23,104

At 31 December 2025, the tax credits carried forward in the Group (including carried forward tax losses, net interest expense and capital allowance) amounted to EUR 28.4 million (2024: EUR 8.3 million). The tax losses EUR 4.8 million derive from Spanish business losses for which there is no expiration date and EUR 6.2 million from Finnish entities expiring 2034-2035. Without expiration date there are net interest expenses in Paulig Oy for EUR 1.9 million and capital allowances in Santa Maria UK Ltd for EUR 10.7 million. Deferred tax asset has been recorded for EUR 2,8 million (2024 EUR 1.1 million) relating to the losses from the previous years. Deferred tax liability of EUR 0.7 million (2024: EUR 0.5 million) has been recognised for undistributed earnings of subsidiaries where income tax will be payable upon distribution.

OECD PILLAR TWO

Paulig group is within the scope of the OECD Pillar Two model rules. Pillar Two legislation was enacted in Finland 2023, the jurisdiction in which Paulig Ltd is incorporated, and has been effective in the Group since 1 January 2024. Paulig Group applies the exception to recognise and disclose information about deferred tax assets and liabilities related to Pillar Two income taxes, as provided in the amendments to IAS 12 issued in May 2023. According to the Pillar Two legislation, the entities in scope are liable to pay a top-up tax for the difference between their GloBE effective tax rate per jurisdiction and the 15% minimum rate, if any.

Based on the assessment performed by Paulig Group for the financial year beginning 1 January 2025, the jurisdictions in which the group operates will be either within the scope of the transitional safe harbours or have a jurisdictional GloBE effective tax rate above 15%. Consequently, the Group and does not expect any top-up taxes payable under Pillar Two rules.

4. INTANGIBLE AND TANGIBLE ASSETS AND LEASES

4.1 Intangible assets

§ Accounting principles

An intangible asset is recognised in the balance sheet at original cost if it can be reliably measured and it is probable that the economic benefits attributable to the asset will flow to the Group. The useful life of an intangible asset is assessed as either definite or indefinite. Intangible assets with definite useful life are amortised with straight-line method over a useful life of 3–10 years. Intangible assets with indefinite useful life are not amortised but are tested for impairment.

Amortisation of intangible assets begins when the asset is available for use, i.e. when it is in such a location and condition that it is capable of operating in the manner intended by the management.

The amortisation method, residual values and useful lives of assets are reviewed and adjusted where appropriate at each balance sheet date. The carrying amounts of assets are reviewed at each balance sheet date to determine whether there is any indication of impairment. Gains and losses on the disposal of intangible asset are recognised in profit or loss in other operating income or expenses. The impairment loss is recognised in profit or loss in depreciation, amortisation and impairment losses.

Research and development expenses are mainly expensed as incurred. In significant product development projects for which Paulig Group can reliably demonstrate that they will generate probable future economic benefits, the expenses related to development phase can be capitalised and recognised as intangible assets.

EUR 1,000	Goodwill	Intangible rights	Intangible rights with indefinite useful life	Other intangible assets	Total
Acquisition cost 1 January 2025	104,204	71,337	0	32,990	208,531
Exchange rate differences	2,079	-403		723	2,399
Additions		3,668	54,972	64	58,705
Disposals		-2,718		-1,252	-3,969
Transfers		-8,707		8,738	30
Acquisition cost 31 December 2025	106,284	63,177	54,972	41,263	265,695
Accumulated amortisation and impairment losses 1 January 2025	-5,609	-30,185	0	-27,641	-63,435
Exchange rate differences		-816		-722	-1,538
Amortisation on disposals and transfers		2,718		1,202	3,920
Amortisation for the reporting period		-4,538		-2,702	-7,240
Accumulated amortisation and impairment losses 31 December 2025	-5,609	-32,821	0	-29,862	-68,292
Carrying amount 1 January 2025	98,595	41,152	0	5,349	145,096
Carrying amount 31 December 2025	100,675	30,355	54,972	11,401	197,403

The Group's intangible assets include trademarks acquired through business combinations. The trademarks are recognised initially at cost, which corresponds to their fair value at the acquisition date. Subsequent to initial recognition, the trademarks are measured at cost less accumulated impairment losses, if any.

Management has assessed the trademarks to have indefinite useful lives, as there is no foreseeable limit to the period over which the trademarks are expected to generate net cash inflows for the Group. Accordingly, the trademarks are not amortised. Trademarks with indefinite useful lives are tested for impairment annually, and whenever there is an indication that the asset may be impaired.

The carrying amount of trademarks with indefinite useful lives amounted to EUR 55.0 million at the end of the reporting period (2024: none).

No impairment losses were recognised in respect of trademarks with indefinite useful lives during the reporting period.



EUR 1,000	Goodwill	Intangible rights	Other intangible assets	Total
Acquisition cost 1 January 2024	95,442	47,473	29,547	172,461
Exchange rate differences	-1,404	-484	-401	-2,290
Additions		2,590		2,590
Disposals		-76	-8	-84
Acquisitions and disposals of subsidiaries	10,167	25,609		35,776
Transfers		-3,775	3,853	78
Acquisition cost 31 December 2024	104,204	71,337	32,990	208,531
Accumulated amortisation and impairment losses 1 January 2024	-5,609	-27,739	-25,593	-58,940
Exchange rate differences		477	397	874
Amortisation on disposals and transfers		76	22	97
Amortisation for the reporting period		-2,999	-2,467	-5,466
Accumulated amortisation and impairment losses 31 December 2024	-5,609	-30,185	-27,641	-63,435
Carrying amount 1 January 2024	89,833	19,734	3,954	113,521
Carrying amount 31 December 2024	98,595	41,152	5,349	145,096

4.2 Goodwill and impairment testing

§ Accounting principles

Goodwill arising from the business combinations is the excess of the cost of an acquisition over the fair value of the Group's share of the net identifiable assets of the acquired subsidiary or associate at the date of acquisition. Separately recognised goodwill is tested for impairment annually and recognised at cost, less accumulated impairment losses.

The impairment testing is done annually and whenever there is an indication that the value may be impaired. For the purpose of impairment testing, goodwill acquired in a business combination is, from the acquisition date, allocated to each of the Group's cash generating units that are expected to benefit from the combination, irrespective of whether other assets or liabilities of the acquiree are assigned to those units. Impairment exists when the carrying value of an asset or cash generating unit exceeds its recoverable amount,

which is the higher of its fair value less costs of disposal and its value in use. Paulig Group has determined the recoverable amount by using the value in use method. The discount rates used in impairment testing of goodwill represent the WACC specified for the business area in question pre-tax and reflects the time value of the money and asset specific risks. Impairment loss identified is recognised in the profit and loss in depreciation, amortisation and impairment losses and is never reversed.

Critical accounting judgements and estimates

The recoverable amounts of cash generating units have been determined by using value in use calculations in the Group. The use of estimates is required in the preparation of these calculations. Estimates are based on budgets and forecasts which contain some degree of uncertainty. The main uncertainties relate to the discount rate used for the DCF model as well as the expected future cash inflows and the growth rate used for extrapolation purposes.

For the purpose of impairment testing, goodwill acquired in a business combination is allocated to the business areas. CGUs for the yearly testing were BA Branded and BA Customer brands.

The recoverable amounts for the CGUs are determined based on the value in use calculations according to the discounted cash flow method using cash flow projections covering a five-year period added with a terminal year. For each CGU cash flows calculations are based on a 3-year business plan approved by the Board of Directors. The Cash flow projections are prepared by using compound annual growth rate determined in the business plan. For the terminal year, the growth rate of 2.0% is used according to the market practice.

Discount rate, which is determined using the weighted average cost of capital, is based on the optimal finance structure or the average finance structure of industry peers (reflects the total cost of equity and debt). The components of the discount rate are risk free long-term government bond yields rates, market and company specific risk premium, debt to equity ratio and cost of debt.



CARRYING AMOUNT OF GOODWILL ALLOCATED TO THE CGUS:

EUR 1,000	31 December 2025		31 December 2024	
	Goodwill	Discount rate % (WACC)	Goodwill	Discount rate % (WACC)
Cash generating units				
BA Branded	56,592	7.8%	54,006	8.0%
BA Customer Brands	44,083	8.2%	44,589	8.4%
Total	100,675		98,595	

SENSITIVITY TO CHANGES IN ASSUMPTIONS

For BA Branded CAGR-% used in cash flow projection is 4.8% reflecting expected growth in sales mainly through categories Tex Mex, World Foods including Asian and Korean meal concepts as well as Snacking. Recoverable amount for BA Branded is well above the carrying value of assets. Based on the sensitivity analysis, the headroom turned negative when EBITDA was decreased by 39.9% of the planned level or discount rate was increased to 104.8%.

For BA Customer Brands CAGR-% used in cash flow projection is 7.7% reflecting expected growth for private label products and snacking. Recoverable amount for BA Customer Brands is well above the carrying value of assets. Based on the sensitivity analysis, the headroom turned negative when EBITDA was decreased by 30.9% of the planned level or discount rate was increased to 66.8%.

4.3 Tangible assets

§ Accounting principles

Tangible assets are measured at historical cost in the balance sheet, net of accumulated depreciation and accumulated impairment losses, if any. Such cost includes the cost of replacing part of the plant and equipment and borrowing costs for long-term construction projects if the recognition criteria are met. When significant parts of plant and equipment are required to be replaced at intervals, the Group depreciates them separately based on their specific useful lives. Likewise, when a major inspection is performed, its cost is recognised in the carrying amount of the plant and equipment as a replacement if the recognition criteria are satisfied.

All other repair and maintenance costs are recognised in profit or loss as incurred.

The depreciable amount of an asset is allocated on a systematic basis over its useful life. Each part of an item of tangible asset with a cost that is significant in relation to the total cost of the item is depreciated separately. Land areas are not depreciated. Depreciation is calculated on a straight-line basis over the expected useful lives of the assets as follows:

- Buildings and constructions 25 years
- Machinery and equipment 3–10 years
- Other tangible assets 3–10 years

Depreciations commence when the asset is available for use i.e. when it is in a location and condition that it can operate as intended by the management.

The depreciation method, residual values and useful lives of assets are reviewed and adjusted where appropriate at each balance sheet date. The carrying amounts of assets are reviewed at each balance sheet date to determine whether there is any indication of impairment. Gains and losses on the disposal of tangible asset are recognised in profit or loss in other operating income or expenses. The impairment loss is recognised in profit or loss in depreciation, amortisation and impairment losses.

Accounting principles for right-of-use assets are described in note 4.4. Leases.



TANGIBLE ASSETS

EUR 1,000	Land and water	Buildings and constructions	Machinery and equipment	Advance payments and work in progress	Total
Acquisition cost 1 January 2025	23,429	298,893	461,282	27,732	811,336
Exchange rate differences	-309	3,750	947	71	4,459
Additions		6,037	11,575	17,724	35,335
Disposals		-2,268	-33,378	0	-35,646
Transfers		2,446	27,580	-30,057	-30
Acquisition costs 31 December 2025	23,120	308,858	468,007	15,469	815,453
Accumulated depreciation and impairment losses 1 January 2025		-125,352	-312,315		-437,668
Exchange rate differences		-2,119	-1,071		-3,190
Accumulated depreciation on disposals		2,192	32,537		34,729
Depreciation for the reporting period		-16,471	-27,516		-43,986
Accumulated depreciation and impairment losses 31 December 2025		-141,750	-308,366		-450,116
Carrying amount 1 January 2025	23,429	173,541	148,967	27,732	373,669
Carrying amount 31 December 2025	23,120	167,107	159,641	15,470	365,339



EUR 1,000	Land and water	Buildings and constructions	Machinery and equipment	Advance payments and work in progress	Total
Acquisition cost 1 January 2024	16,186	269,264	414,318	32,237	732,004
Exchange rate differences	-29	-1,960	-1,025	13	-3,001
Additions		22,456	15,089	23,151	60,697
Disposals	-977	-3,542	-15,324		-19,843
Acquisitions and sales of subsidiaries	7,272	9,262	22,402	2,619	41,556
Transfers	976	3,414	25,821	-30,289	-78
Acquisition costs 31 December 2024	23,429	298,893	461,282	27,732	811,336
Accumulated depreciation and impairment losses 1 January 2024		-110,157	-290,644		-400,801
Exchange rate differences		929	591		1,519
Accumulated depreciation on disposals		3,446	15,878		19,325
Depreciation for the reporting period		-15,368	-24,549		-39,917
Depreciations on acquisitions and sales of subsidiaries		-4,202	-13,590		-17,792
Accumulated depreciation and impairment losses 31 December 2024		-125,352	-312,315		-437,668
Carrying amount 1 January 2024	16,186	159,107	123,674	32,237	331,204
Carrying amount 31 December 2024	23,429	173,540	148,967	27,732	373,669



RIGHT-OF-USE ASSETS INCLUDED IN TANGIBLE ASSETS

EUR 1,000	Buildings and constructions*	Machinery and equipment	Total
Acquisition cost 1 January 2025	144,935	15,141	160,076
Exchange rate differences	3,731	214	3,944
Additions	2,394	3,366	5,759
Disposals	3,123	-2,322	800
Acquisition costs 31 December 2025	154,182	16,397	170,579
Accumulated depreciation and impairment losses 1 January 2025	-58,215	-8,545	-66,760
Exchange rate differences	-1,913	-140	-2,053
Accumulated depreciation on disposals	-3,146	2,138	-1,009
Depreciation for the reporting period	-10,140	-3,390	-13,531
Accumulated depreciation and impairment losses 31 December 2025	-73,414	-9,937	-83,351
Carrying amount 1 January 2025	86,720	6,596	93,316
Carrying amount 31 December 2025	80,768	6,461	87,229

EUR 1,000	Buildings and constructions*	Machinery and equipment	Total
Acquisition cost 1 January 2024	135,481	13,676	149,157
Exchange rate differences	-1,572	-120	-1,693
Additions	14,261	4,218	18,479
Disposals	-3,256	-2,764	-6,020
Acquisitions of subsidiaries	21	132	153
Acquisition costs 31 December 2024	144,935	15,141	160,076
Accumulated depreciation and impairment losses 1 January 2024	-52,580	-8,117	-60,697
Exchange rate differences	811	82	892
Accumulated depreciation on disposals	3,171	2,519	5,691
Depreciation for the reporting period	-9,618	-3,028	-12,646
Accumulated depreciation and impairment losses 31 December 2024	-58,215	-8,545	-66,760
Carrying amount 1 January 2024	82,902	5,559	88,461
Carrying amount 31 December 2024	86,720	6,596	93,316

*Land areas included in the lease contracts of buildings and constructions are not a material part of the contract and therefore are included in the right-of-use asset of underlying building or construction.

4.4 Leases

§ Accounting principles

Group as a lessee

The Group assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. Paulig Group leases mainly consist of leased premises and machinery and equipment, such as cars and production equipment. The Group applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

The Group recognises right-of-use assets at the commencement date of the lease (i.e. the date the underlying asset is available for use).

Right-of-use assets

Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, estimate of costs to be incurred by Paulig in restoring the assets to the condition required by the terms and conditions of the lease, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets. If ownership of the leased asset transfers to the Group at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset. The right-of-use assets are also subject to impairment. The Group's right-of-use assets and changes are presented in tangible assets, see note 4.3 Tangible assets.

Lease liabilities

At the commencement date of the lease, the Group recognises lease liabilities measured at the present value of lease payments to be



made over the lease term. The lease payments include fixed payments less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating the lease, if the lease term reflects the Group exercising the option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses in the period in which the event or condition that triggers the payment occurs. In calculating the present value of lease payments, the Group uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily available. The incremental borrowing rate has been defined separately for each group company and with consideration to company-specific, geographical and currency risks. Average incremental borrowing rate for the Paulig Group was approximately 4.6% during the financial year 2025 (2024: 5.5%). After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g. changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset. The Group's lease liabilities are included in interest-bearing liabilities, see note 5.6 Interest-bearing liabilities.

Short-term leases and leases of low-value assets

The Group applies the short-term lease recognition exemption to its short-term leases of machinery and equipment (i.e. those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases of office equipment that are considered to be low value. Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis over the lease term.

Group as a lessor

A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership of an underlying asset. Otherwise a lease is classified as an operating lease. Rental income arising from operating lease is accounted for on a straight-line basis over the lease term and is included either in revenue or in other operating income in the statement of profit or loss based on its operating nature. A lessor shall recognise assets held under a finance lease in its statement of financial position and present them as a receivable at an amount equal to the net investment in the lease. A lessor recognises finance income over the lease term of a finance lease, based on a pattern reflecting a constant periodic rate of return on the net investment.

Critical accounting judgements and estimates

Paulig Group has lease contracts with indefinite lease term and contracts which included extension/termination option rights. In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension or termination option.

GROUP AS A LESSEE

Right-of-use assets included in tangible assets

EUR 1,000	31 December 2025	31 December 2024
Buildings and constructions	80,768	86,720
Machinery and equipment	6,461	6,596
Total	87,229	93,316

Leasing liability included in the interest-bearing liabilities and the movements during the period:

EUR 1,000	Current lease liability	Non-current lease liability
As at 1 January 2024	9,697	83,616
New contracts	869	2,515
New contracts from acquisitions of subsidiaries	59	94
Modifications to contracts	2,066	12,896
Cash flows	-11,356	0
Reclassification between short-term and long-term liabilities	9,660	-10,494
As at 31 December 2024	10,996	88,628
New contracts	977	2,960
Modifications to contracts	576	1,247
Cash flows	-12,332	0
Reclassification between short-term and long-term liabilities	10,696	-8,780
As at 31 December 2025	10,913	84,055

The most significant individual lease agreement in the Group is the rent agreement regarding the coffee roastery in Helsinki. The right-of-use asset as of 31 December 2025, amounted to EUR 46.1 million including EUR 1.5 million provision related to the obligation to restore premises and land areas after lease period ending 31 December 2049. Corresponding lease liability amounted to EUR 54.8 million.

Amounts recognised in profit or loss

EUR 1,000	2025	2024
Depreciation expense of right-of-use assets	13,531	12,646
Interest expenses on lease liabilities	3,867	3,854
Expenses - short-term leases	1,152	1,174
Expenses - leases of low-value assets	266	829
Total amount recognised in profit or loss	18,816	18,504

There were no lease expenses relating to variable lease payments not included in lease liabilities during the years 2025 and 2024.



GROUP AS LESSOR

Maturity of rental receivable as of 31 December 2025:

EUR 1,000	<1 year	1-5 years	> 5 years	Total
Operating lease receivables	160	0	0	160
Total	160	0	0	160

Amounts recognised in profit or loss:

EUR 1,000	2025	2024
Operating lease income	957	2,209
Total amount recognised in profit or loss	957	2,209

Operating lease income in Paulig Group consists of mainly income from coffee machine leases which is included in the Revenue in the comprehensive income statement.

5. OPERATIONAL ASSETS AND LIABILITIES

5.1 Inventory

§ Accounting principles

Inventories include materials and supplies, unfinished and finished goods. Inventories are measured at the lower of cost and net realisable value.

Costs incurred in bringing each product to its present location and condition are accounted for, as follows:

- Raw materials: purchase cost on a first-in/first-out basis or alternatively weighted average cost or standard cost method where it approximates FIFO
- Finished goods and work in progress: cost of direct materials and labour and a proportion of manufacturing overheads based on the normal operating capacity, but excluding borrowing costs

A net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of the completion of the product and the cost of sale.

EUR 1,000	31 December 2025	31 December 2024
Materials and consumables	81,960	84,203
Work in progress	2,369	2,029
Finished goods	103,276	104,026
Provision for obsolete inventory	-2,674	-2,606
Total	184,932	187,652

5.2 Trade and other receivables

§ Accounting principles

Trade receivables are usually receivables from the sale of goods, products and services of the normal business of the company. Also lease receivables and receivables from the sale of non-current assets and investments are reported as trade receivables. Customer payment terms vary from 30-90 days from the delivery. Trade and other receivables are recognised initially at the original invoice amounts and subsequently valued at amortised cost.

For trade receivables, the Group applies a simplified approach in calculating expected credit losses (ECL). The Group recognises a loss allowance based on lifetime ECLs at each reporting date. The Group has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

TRADE AND OTHER RECEIVABLES IN CURRENT ASSETS

EUR 1,000	31 December 2025	31 December 2024
Trade receivables	182,087	146,676
Allowance for expected credit losses	-870	-859
Total trade receivables	181,217	145,818
Other receivables	21,867	24,653
Total trade and other receivables	203,083	170,471

Group companies are responsible for the credit risk arising from business operations. Each Group company is responsible for managing and analysing the credit risk of both existing and potential new clients. Risk control is based on assessing the credit quality of the customer, taking into account the financial position, past experience and performance as well as forward looking macroeconomic factors. Actual credit losses recognised were less than 0.015% out of total net sales during financial years 2025 and 2024. Also, the majority of the Group's customers are major retailers with a very low risk of insolvency. Based on historical loss



rate and customer credit risk analyses, the risk of material credit losses is deemed to be very low. Expected credit losses for year end 2025 amounted to EUR 0.9 million (2024: EUR 0.9 million). Due to the immaterial amount of expected credit losses, no separate provision matrix of allocating the amount to days past due is presented.

SPECIFICATION FOR OTHER RECEIVABLES IN CURRENT ASSETS

EUR 1,000	31 December 2025	31 December 2024
VAT receivable	7,821	7,899
Derivative instruments	2,794	6,617
Other receivables*	11,252	10,138
Total other receivables in current assets	21,867	24,653

*Includes prepaid expenses EUR 10.5 million (2024: EUR 9.3 million)

OTHER RECEIVABLES IN NON-CURRENT ASSETS

EUR 1,000	31 December 2025	31 December 2024
Employee benefits	7	50
Other receivables	1,870	1,556
Total other receivables in non-current assets	1,877	1,606

5.3 Liquid funds

Cash in the statement of financial position comprise cash at banks on hand.

EUR 1,000	31 December 2025	31 December 2024
Cash and bank	51,348	60,489
Total	51,348	60,489

5.4 Trade and other payables

EUR 1,000	31 December 2025	31 December 2024
Trade payables	194,077	200,704
Other payables	92,342	79,767
Total	286,419	280,471

Paulig has a supplier financing programme with a bank involving eight suppliers. The total amount of trade payables in the consolidated balance sheet as of 31 December 2025, was EUR 194.1 million, of which the debt from open purchase invoices under the financing programme was EUR 87.5 million. In supplier financing, the supplier utilises the buyer's credit rating when selling their receivables to the financial institution. Once the buyer company has approved the invoices, the bank pays them to the supplier without recourse, allowing the supplier to quickly access the cash flows related to their receivables. Open purchase invoices covered by the programme are presented as trade payables in the Group's balance sheet. The impact of these trade payables is reflected in the cash flow from operations as a change in working capital.

SPECIFICATION FOR OTHER PAYABLES IN CURRENT LIABILITIES

EUR 1,000	31 December 2025	31 December 2024
Accrued personnel expenses	34,225	31,534
Annual discounts to customers	22,577	20,739
VAT payables	14,330	10,375
Derivative instruments	1,672	238
Other*	19,538	16,882
Total	92,342	79,767

*Includes accrued expenses EUR 12.7 million (2024: EUR 9.2 million)

5.5 Provisions

§ Accounting principles

A provision is recognised in the consolidated statement of financial position when the Group has a present legal or constructive obligation as a result of a past event, and it is probable that the obligation will result in payment, and the amount of payment can be estimated reliably. Provisions can arise from environmental risks, litigation, restructuring plans or onerous contracts. Provisions are measured at the present value of the expenditures expected to be required to settle the obligation. For the calculation of the present value, the chosen discount rate is one that reflects the time value of money and the risks specific to the obligation.

Critical accounting judgements and estimates

The existence of criteria for recognising provisions and the amounts of provisions are determined based on estimates. The amount to be recorded is the best estimate of the cost required to settle the obligation at the reporting date or transfer to a third party. The estimate of the financial impact of the past event requires management judgement, which is based on similar events occurred in the past, and where applicable, the opinion of external experts.

EUR 1,000	Dismantling of leased premises	Other	Total
1 January 2025	4,428	14	4,442
Exchange rate difference	-47		-47
31 December 2025	4,380	14	4,394

The most significant provisions in the consolidated statement of financial position relate to contractual obligation to restore premises and land areas after lease period. Dismantling of leased premises provisions are based on the management's best estimate of remediation costs.



5.6 Interest-bearing liabilities

EUR 1,000	31 December 2025	31 December 2024
Non-current liabilities		
Term loan	109	167
Lease liabilities	84,055	88,628
Total	84,164	88,795
Current liabilities		
Term loan	31	737
Lease liabilities	10,913	10,996
Total	10,944	11,733

Paulig Group interest-bearing liabilities consist of lease liabilities and a term loan. Accounting principle for lease liabilities is described in note 4.4 Leases and for a term loan in note 6.2 Classification of financial assets and liabilities.

5.7 Pensions and other post-employment benefit plans

§ Accounting principles

The Group has pension schemes in different countries, which are generally funded through insurance companies. Pension cover is based on the legislation and agreement in force in each country. Pension schemes consist of both defined benefit and defined contribution plans. Finnish statutory pensions are accounted for as a defined contribution plan in the consolidated financial statements.

Short-term employee benefits

The Group recognises short-term employee benefits as an expense to profit or loss. The expense recognised is the undiscounted amount of short-term employee benefits expected to be paid in exchange for employee's service rendered during an accounting period.

Defined contribution plans

Contributions to the defined contribution plans are charged directly to the statement of income in the year to which these contributions relate. In defined contribution plans, the Group has no legal or contractive obligations to pay further contributions in case the

payment recipient is unable to pay the retirement benefits. All arrangements that do not fulfil these conditions are considered defined benefit plans.

Defined benefit plans

In defined benefit plans, after the Group has paid the amount for the period, an excess or deficit may result. The defined benefit obligation represents the present value of future cash flows from payable benefits, which are calculated annually by independent actuaries using the projected unit credit method. The discount rate assumed in calculating the present value of the pension obligation is based on the market yield of high-quality corporate bonds with appropriate maturities.

The liability or asset recognised in the statement of financial position in respect of defined benefit plans is the present value of the defined benefit obligation at the reporting period closing date less fair value of plan assets.

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to equity in other comprehensive income in the period in which they arise. Remeasurements are not reclassified to profit or loss in subsequent periods. Pension costs are recognised in the consolidated statement of income so as to spread the current service cost over the service lives of employees based on actuarial calculations. The net interest is included as part of the employee benefit expenses in the consolidated statement of income.

Other long-term employee benefits

Other long-term employee benefits are long-service remunerations, which are accounted for as an unfunded defined benefit plan in accordance to IAS 19. The liability or asset recognised in the statement of financial position in respect of defined benefit plans is the present value of the defined benefit obligation at the reporting period closing date less fair value of plan assets. The service cost, net interest and remeasurements are all recognised in the consolidated statement of income.

Termination benefits

Termination benefits are employee benefits provided in exchange for the termination of an employee's employment. The Group recognises a liability and expense for termination benefits at the earlier of when the Group can no longer withdraw the offer of those benefits and when the Group recognises costs for a restructuring.

Critical accounting judgements and estimates

The present value of defined benefit obligations are determined using actuarial valuations. An actuarial valuation involves making various assumptions that may differ from actual developments in the future. These include the determination of the discount rate, future salary increases, employee service life and future pension increases. Due to the complexities involved in the valuation and its long-term nature, a defined benefit obligation is highly sensitive to changes in these assumptions. All assumptions are reviewed at each reporting date.

DEFINED EMPLOYEE BENEFIT ASSETS AND LIABILITIES

EUR 1,000	31 December 2025	31 December 2024
Voluntary Insurance plan in Finland	-7	50
Post-employment benefit plan Belgium	1	3
Jubilee plans	1,904	1,805
Total defined benefit liability (+)/asset (-)	1,898	1,857

VOLUNTARY INSURANCE PLAN IN FINLAND

A group of employees is covered by a defined benefit pension plan in Finland. The plan is a final average pay pension plan concerning additional pensions. The benefits are insured with an insurance company. The plan provides an old age benefit to complement the statutory old age pension. The level of additional old age pension and the retirement age is agreed in the contract between the employer and the insurance company.



POST-EMPLOYMENT BENEFIT PLAN BELGIUM

Paulig also has a post-employment benefit plan in Belgium. The benefits include both defined benefit (DB) and defined contribution (DC) parts as defined in IAS 19.

JUBILEE PLANS

Paulig has Jubilee plans in Finland and in Estonia which are classified as defined benefit plans under IAS 19. Employees have the possibility to earn extra holiday days based on the length of their employment. Alternatively, an employee can choose to have the earned benefit paid as a salary.

NET BENEFIT EXPENSE (RECOGNISED IN PROFIT OR LOSS)

EUR 1,000	31 December 2025	31 December 2024
Current service cost	686	710
Interest cost (+) income (-) on benefit obligation	201	218
Actuarial gains	0	-285
Total	888	643

AMOUNTS RECOGNISED THROUGH OTHER COMPREHENSIVE INCOME

EUR 1,000	31 December 2025	31 December 2024
Experience adjustments	-32	-79
Actuarial gains (-) / losses(+) from changes in financial assumptions	172	88
Other gains (-) / losses (+)	-12	72
Remeasurements in other comprehensive income	128	81

CHANGES IN THE PRESENT VALUE OF THE DEFINED BENEFIT OBLIGATIONS:

EUR 1,000	31 December 2025	31 December 2024
Defined benefit obligation at 1 January	6,442	6,299
Current service cost	686	710
Interest cost	204	223
Actuarial gains	0	-285
Expense recognised in profit/loss	891	648
Changes in actuarial assumptions	-11	41
Experience adjustment	-32	-79
Remeasurement recognised through OCI	-43	-37
Benefits paid	-532	-469
Defined benefit obligation at 31 December	6,758	6,442

CHANGES IN FAIR VALUE OF PLAN ASSETS

EUR 1,000	31 December 2025	31 December 2024
Fair value of plan assets at 1 January	4,585	4,260
Interest income	3	5
Items recognised through profit and loss	3	5
Actuarial gains/losses (-)	-88	-46
Items recognised through OCI	-88	-46
Contributions paid	764	702
Benefits paid	-404	-337
Fair value of plan assets at 31 December	4,860	4,585

VOLUNTARY INSURANCE PLAN ASSETS ARE COMPRISED AS FOLLOWS

%	31 December 2025	31 December 2024
Listed shares	25	50
Debt instruments	75	50
	100	100

DEFINED BENEFIT PLANS: PRINCIPAL ACTUARIAL ASSUMPTIONS

EUR 1,000	31 December 2025	31 December 2024
Discount rate		
Voluntary insurance plan in Finland	3.50%	3.40%
Post-employment benefit plan Belgium	3.90%	3.25%
Rate of salary increase		
Voluntary insurance plan in Finland	1.90%	2.00%
Post-employment benefit plan Belgium	2.50%	2.60%
Rate of inflation		
Voluntary insurance plan in Finland	1.90%	2.00%
Post-employment benefit plan Belgium	2.00%	2.10%
Life expectation for pensioners at the age of 65:	Years	Years
Voluntary insurance plan		
Male	22.9	21.4
Female	27.2	25.4



MATURITY PROFILE OF THE DEFINED BENEFIT OBLIGATION OF VOLUNTARY INSURANCE PLAN IN FINLAND

The weighted average duration of defined benefit obligation is 12 years. The weighted average duration is calculated with discount rate 3.5%.

EUR 1,000	Future benefit payments (Undiscounted defined benefit obligation)
Maturity under 1 year	0
Maturity 1-5 years	95
Maturity 5-10 years	386
Maturity 10-15 years	201
Maturity 15-20 years	79
Maturity 20-25 years	73
Maturity 25-30 years	64
Maturity over 30 years	119
Total	1,015

SENSITIVITY ANALYSIS

Sensitivity analysis describes the effect of change in actuarial assumptions to net defined benefit obligation. The sensitivity analyses are based on a change in a significant assumptions, keeping all other assumptions constant. The sensitivity analyses may not be representative of an actual change in the defined benefit obligation as it is unlikely that changes in assumptions would occur in isolation from one another.

VOLUNTARY INSURANCE PLAN IN FINLAND

Actuarial assumptions	Change in assumption	Change in Defined benefit obligation EUR (1,000)	
		2025	2024
Discount rate %	+0.50%	-34	-41
	-0.50%	37	47
Salary increase	+0.50%	14	19
	-0.50%	-14	-17

Change in mortality basis so that life expectancy will increase by one year increases net liability EUR 6,271 (-86.9%). During the previous period the change was EUR 7,978 (15.7%). Voluntary pension fund plan is in Finland. Finnish legislation requires pension funds to be fully funded.

POST-EMPLOYMENT BENEFIT PLAN BELGIUM

Actuarial assumptions	Change in assumption	Change in Defined benefit obligation EUR (1,000)	
		2025	2024
Discount rate %	+0.50%	0	0
	-0.50%	0	1

RISKS ASSOCIATED WITH DEFINED BENEFIT PLANS

Paulig is exposed to a number of actuarial risks through its defined benefit plans, e.g. changes in interest rates or changes in the expected salary increases or life expectancy.

DISCOUNT RATE

The discount rate is set by looking at mortgage bonds with a duration corresponding to the average remaining maturity of the obligation. If the discount rate is changed it will result in an actuarial gain or loss. An increase of the discount rate results in a decrease of the liability and thus an actuarial gain appears. A decrease of the discount rate gives the opposite effect.

LONG-TERM SALARY INCREASE ASSUMPTION

The long-term salary increase assumption is used to evaluate future benefits for the part of the collective that is in service. If the actual salary increases diverge from the chosen assumption or the assumption is changed, it will result in an actuarial gain or loss.

MORTALITY

If mortality occurs before the expected age, it results in an actuarial gain. If mortality occurs after the expected age, it results in an actuarial loss.'

6. CAPITAL STRUCTURE AND FINANCIAL RISK

6.1 Shareholders equity and capital management

	A - shares	B - shares	Total number of shares	Share capital EUR 1,000
1 January 2024	487,765	15,000	502,765	8,204
31 December 2024	487,765	15,000	502,765	8,204
1 January 2025	487,765	15,000	502,765	8,204
31 December 2025	487,765	15,000	502,765	8,204

MAIN PREFERENCES AND RESTRICTIONS OF CLASSES OF SHARE CAPITAL

The Parent Company's share capital registered with the Trade Register as of 31 December 2025, totalled EUR 8 203 618.4, divided into 487 765 A Class shares and 15 000 B class shares. The nominal value of one share is not determined.

Class B shares give a preferential right to a dividend of EUR 16 per share. In the event that the company is unable to pay a dividend of EUR 16 per each Class B share, these shares confer the right to receive any unpaid portion of the dividends in later years before any dividend can be paid for Class A shares. If the dividend per share is EUR 16 or more, both classes of shares carry the same right to dividend.

If the company is dissolved, Class B shares do not give any right to the shareholders' equity accrued in the company before 1 January 2009; instead, these shares give the right to the portion of added value generated in the company after 31 December 2008.

Issues of new shares may consists of either Class A or Class B shares or both. Only Class A shares give the right of first refusal to subscribe new shares irrespective of the class of shares involved.

If a Class A share in the company is transferred to a new shareholder the holders of Class A share in the shareholders register at the time of



transfer have the right of first refusal, and the company the right of second refusal, to redeem Class A shares. The right of redemption does not apply to transfers of Class A shares to direct heirs in a descending order. No redemption right applies when a share is transferred to a new owner by the company.

If a Class B share in the company is transferred to a new shareholder the holders of Class B shares in the shareholders register at the time of transfer have the right of first refusal, and the company the right of second refusal, to redeem Class B shares.

Specific terms and conditions applied to transfers of Class A and B shares are specified in the Paulig Ltd's Articles of Association.

OTHER FUNDS

Other restricted equity fund comprises of restricted funds other than share capital.

The revaluation fund includes revaluation made to land areas.

The cash flow hedge fund includes the effective portion of accrued fair value changes of derivative instruments used for cash flow hedging.

Other OCI items include the net change of the fair value of equity investments measured through OCI and remeasurements of the net defined benefit liability (asset), to be recognised in other comprehensive income.

The unrestricted equity funds consist of the invested non-restricted equity fund held by the Parent Company.

The foreign currency translation fund include exchange differences resulting from the translation of income statement of foreign entities at the average exchange rates and balance sheet at the closing rates and is also included in the OCI.

DIVIDENDS

After the closing date, the Board of Directors has proposed dividend distribution of EUR 53.21 per share.

Statement of changes in shareholder's equity

EUR 1,000	2025	2024
Share capital on 1 January	8,204	8,204
Share capital on 31 December	8,204	8,204
Other restricted funds on 1 January	4,168	4,168
Other restricted funds on 31 December	4,168	4,168
Cash flow hedge fund on 1 January	-26,084	-2,759
Change for the financial year	26,900	-23,325
Cash flow hedge fund on 31 December	816	-26,084
Foreign currency translation fund on 1 January	-18,674	-15,282
Change for the financial year	3,512	-3,392
Foreign currency translation fund on 31 December	-15,162	-18,674
Other OCI items on 1 January	3,370	3,384
Changes for the financial year	91	-13
Other OCI items on 31 December	3,461	3,370
Unrestricted equity funds on 1 January	4,324	4,324
Unrestricted equity funds on 31 December	4,324	4,324
Retained earnings on 1 January	624,903	581,130
Dividend	-19,467	-22,061
Retained earnings on 31 December	605,436	559,069
Profit for the period	55,055	65,834
Total shareholders' equity on 31 December	666,299	600,208

CAPITAL MANAGEMENT

For the purpose of Paulig Group's capital management, capital includes issued capital, an invested distributable equity fund and all other equity reserves attributable to the equity holders of the parent. The main objective is to maintain strong capital structure and to ensure the Group's capacity to fund its operations on a long-term basis in order to be able to maximise the shareholder value. Based on the Group's policy, the target is to keep equity ratio above 50%.

The Group manages its capital structure and makes adjustments in light of changes in economic conditions. To maintain or adjust the capital structure, the Group may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares. The development of the Group's capital structure is continuously monitored by equity ratio, by gearing ratio and by comparing net debt to EBITDA.

6.2 Classification of financial assets and liabilities

§ Accounting principles

Financial assets

Under IFRS 9 Paulig Group classifies financial assets in the following measurement categories: amortised cost, fair value through other comprehensive income and fair value through profit or loss. The classification depends on the financial asset's contractual cash flow characteristics and the Group's business model for managing them. Financial assets are classified as current assets, except when the remaining maturity exceed 12 months after balance sheet date, which are classified as non-current assets.

Financial assets measured at amortised cost

Financial assets recognised at amortised cost include the financial assets where the business model is to hold the asset to collect the contractual cash flows which represent solely payments of principal and interest. Financial assets at amortised cost are subsequently measured using the effective interest method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired. The Group's financial assets at amortised cost consist of cash and cash equivalents, trade receivables and other held-to-maturity receivables that are non-derivative assets.

Financial assets at fair value through profit or loss

The Group's financial assets at fair value through profit or loss consist of investments in funds, equity investments, debt instruments and derivatives which do not meet the criteria for hedge accounting. Financial assets with cash flows that are not solely payments of principal and interest are classified and measured at fair value through profit or loss, irrespective of the business model. If the fair value of investments in unlisted companies cannot be reliably measured, the assets can be measured at cost. Change in fair value and gains or losses are included in financial income and expenses including the results from impairment assessment.

Financial assets at fair value through other comprehensive income

Financial assets measured at fair value through other comprehensive income are debt instruments or receivables held within business model whose objective is to collect contractual cash flows and selling financial assets, and where contractual cash flows represents solely payments of principal and interest. Interest income, foreign exchange revaluation and impairment losses or reversals are recognised in the statement of profit or loss and are measured in the same manner as for financial assets measured at amortised cost. The remaining fair value changes are recognised in OCI. Upon derecognition, the cumulative fair value change in OCI is recycled to profit or loss. The Group includes derivative instruments under hedge accounting in this measurement category.

The Group has also made an irrevocable election to recognise particular equity instruments at fair value through other comprehensive income that would otherwise be measured at fair value through profit or loss. Gains and losses on these financial assets are never recycled to profit or loss. Only dividends are recognised through profit or loss in accordance with IFRS 9. These particular equity instruments are considered long term investments and are not held for trading purpose. Equity instruments designated at fair value through OCI are not subject to impairment assessment.

Impairment of financial assets

The Group recognises an allowance for expected credit losses (ECLs) for all debt instruments not held at fair value through profit or loss.

ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive. For trade receivables, the Group applies a simplified approach in calculating ECLs. The Group recognises a loss allowance based on lifetime ECLs at each reporting date. The Group has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

Derecognition of financial assets

Financial assets are derecognised when the rights to receive cash flows from the investments have expired or have been transferred and the Group has transferred substantially all risks and rewards of ownership.

Financial liabilities

Financial liabilities are classified, at initial recognition, as financial liabilities at fair value through profit or loss, net of transactions costs. For purposes of subsequent measurement, financial liabilities are classified in two categories: amortised costs and fair value through profit or loss. Financial liabilities are classified as liabilities, except when the remaining maturity exceed 12 months after balance sheet date, which are classified as non-current liabilities.

Financial liabilities at amortised cost

Financial liabilities recognised at amortised cost consist of interest-bearing loans, lease liabilities, trade payables, advance payments and other liabilities and financial instruments included in accrued expenses. Financial liabilities measured at amortised cost are recognised initially at fair value, net of transaction costs, on the trading date and subsequently measured at amortised cost using the effective interest method. Financial liabilities are included in current and non-current liabilities and may be either interest-bearing or non-interest-bearing.

Financial liabilities at fair value through profit or loss

Financial liabilities at fair value through profit or loss include financial liabilities held for trading and financial liabilities designated upon initial recognition as at fair value through profit or loss. In Paulig

Group, financial liabilities recognised through profit or loss include commodity and currency derivatives that do not fulfil the terms of hedge accounting. Realised and unrealised profits and losses caused by changes in the fair values of derivatives are recognised through profit and loss for the period in which they originate. The accounting principle for derivative financial liabilities under hedge accounting is presented in note 6.4. Derivative instruments.

Derecognition of financial liability

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires.



CARRYING AMOUNTS AND FAIR VALUES OF FINANCIAL ASSETS AND LIABILITIES BY VALUATION CATEGORY:

31 December 2025

EUR 1,000	Fair value through OCI	Fair value through profit or loss	Total fair value	Fair value hierarchy	Amortised Cost	Total carrying amount
Non-current financial assets						
Equity securities	4,876		4,876	1		4,876
Equity securities		7,886	7,886	3		7,886
Current financial assets						
Trade receivables					181,217	181,217
Equity securities		40,088	40,088	1		40,088
Convertible loan		872	872	3		872
Receivable from the sale of the associated company					10,000	10,000
Derivative financial instruments	4,214	1,257	5,472	2		5,472
Cash and bank					51,348	51,348
Total financial assets	9,090	50,103	59,193		242,565	301,758
Non-current financial liabilities						
Lease liabilities					84,055	84,055
Term loan					109	109
Current financial liabilities						
Lease liabilities					10,913	10,913
Term loan					31	31
Derivative financial instruments		1,672	1,672	2		1,672
Trade payables					194,077	194,077
Total financial liabilities		1,672	1,672		289,186	290,858



31 December 2024

EUR 1,000	Fair value through OCI	Fair value through profit or loss	Total fair value	Fair value hierarchy	Amortised Cost	Total carrying amount
Non-current financial assets						
Equity securities	4,621		4,621	1		4,621
Equity securities		5,528	5,528	3		5,528
Receivable from the sale of the associated company					10,000	10,000
Current financial assets						
Trade receivables					145,818	145,818
Equity securities		35,330	35,330	1		35,330
Convertible loan		376	376	3		376
Receivable from the sale of the associated company					10,000	10,000
Derivative financial instruments	768	2,015	2,783	2		2,783
Cash and bank					60,489	60,489
Total financial assets	5,389	43,249	48,638		226,307	274,944
Non-current financial liabilities						
Lease liabilities					88,628	88,628
Term loan					167	167
Current financial liabilities						
Lease liabilities					10,996	10,996
Term loan					737	737
Derivative financial instruments		238	238	2		238
Trade payables					200,704	200,704
Total financial liabilities		238	238		301,232	301,470



TOTAL FAIR VALUE OF FINANCIAL ASSETS AND LIABILITIES BY MEASUREMENT CATEGORY

EUR 1,000

Financial assets	31 December 2025	31 December 2024
Level 1	44,964	39,951
Level 2	5,472	2,783
Level 3	8,757	5,904
Total	59,193	48,638
Financial liabilities		
Level 1	0	0
Level 2	1,672	238
Level 3	0	0
Total	1,672	238

DETERMINATION OF FAIR VALUES

For financial instruments that are measured at fair value in the balance sheet, the following measurement hierarchy and valuation methods have been applied:

- Level 1 = Fair values are based on identical assets or liabilities quoted (unadjusted) in active markets
- Level 2 = Fair values are based on other than level 1 quoted prices and are observable for the asset or liability, either directly (i.e. prices) or indirectly (i.e. derived from prices)
- Level 3 = Fair values are not based on observable market data

The equity securities measured at fair value through OCI at level 1 consist of listed equity investments which are directly valued based on exchange quotations. The equity securities measured at fair value through profit or loss at level 3 include unlisted shares for which the fair value cannot be reliably determined. The management assessed that cash and bank and short-term deposits, trade receivables, trade payables, bank overdrafts and other current liabilities fair value approximate their carrying amounts largely due to the short-term maturities of these instruments.

There have been no transfers between levels during years 2025 nor 2024.

INVESTMENTS IN EQUITY INSTRUMENTS

Paulig Group has made an irrevocable election to recognise following equity instruments at fair value through other comprehensive income. These equity instruments are considered long term investments and are not held for trading purpose.

RECONCILIATION OF FAIR VALUE MEASUREMENT OF LISTED EQUITY INVESTMENTS CLASSIFIED AS EQUITY INSTRUMENTS DESIGNATED AT FAIR VALUE THROUGH OCI:

EUR 1,000	Kesko Oyj
Fair value as at 1 January 2024	4,546
Remeasurement recognised in OCI	75
Fair value as at 31 December 2024	4,621
Remeasurement recognised in OCI	255
Fair value as at 31 December 2025	4,876

Paulig Group received EUR 0.24 million dividend from Kesko Oyj during year 2025 (2024: EUR 0.20 million).

6.3 Financial risk management

THE PRINCIPLES AND ORGANISATION OF FINANCIAL RISK MANAGEMENT

The nature of Paulig business operations exposes the company to various financial risks such as commodity, foreign exchange, credit and liquidity risks. Group's risk management aim is to minimise the adverse effect on the Group's financial performance. Paulig Board of Directors has approved risk management guidelines in the Group Treasury Policy and Commodity Risk Policy. Paulig's treasury operations are managed centrally by the Group Treasury unit. Operating as a counterparty to the Group's operational units, Group Treasury is responsible for managing external financing, liquidity and external currency hedging operations. Treasury is also responsible of investing excess liquidity. Commodity hedging operations are managed separately by sourcing organisation. Centralised treasury operations aim to ensure financing on flexible and

competitive terms, optimised liquidity management, cost-efficiency and efficient management of financial risks.

CREDIT RISK

Credit risk is the risk that a counterparty will not meet its obligations under a financial instrument or customer contract, leading to a financial loss. Group Treasury is responsible for managing the credit risk of the financial instruments and transactions on a Group level. The principle is that Paulig Group requires a minimum credit rating of A-, A- or A- (Moody's, Standard & Poor's, or Fitch Ratings) when entering into an agreement or transaction with a financial counterparty. Separate rules and principles are in force when investing excess liquidity. Counterparty specific risk limits are set for each financial institution consisting of a limit for balances on bank accounts, term money market investments and a net fair value on derivatives of outstanding transactions with the counterparty. Counterparty specific risk limit is also set for each counterparty in which investment of excess liquidity is made. Prior to entering into a financial derivative transaction with a bank, a master agreement between the Group and the counterparty needs to be in effect, e.g. ISDA (International Swap Dealers Association) or an equivalent master agreement.

Group companies are responsible for the credit risk arising from business operations. Each Group company is responsible for managing and analysing the credit risk of both existing and potential new customers. Risk control is based on assessing the credit quality of the customer, taking into account the financial position, past experience and performance as well as forward looking macroeconomic factors. For trade receivables and contract assets, Paulig Group applies a simplified approach in calculating Expected Credit Loss (ECL), which uses a lifetime expected loss allowance to be assessed and recognised regularly, see note 5.2.



LIQUIDITY RISK

Liquidity risk materialises if a company ceases to have cash or has insufficient credit limits and borrowing facilities to meet its contractual obligations. The Group monitors its risk of a shortage of funds using a liquidity planning tool.

Group Treasury is responsible for maintaining sufficient liquidity resources and borrowing facilities in order to secure the availability of liquidity needs arising from the Group's operations. For cost efficiency reasons liquid funds are kept at 2% or below of the Group's annual net sales as long as the Group has net external long-term debt.

COMMODITY RISK

Paulig Group is exposed to market price risk of commodities (raw material). The largest risk arises from green coffee purchases. Global trading volumes in the green coffee market are significant and speculative trading exists. The market price volatility is high and sudden and sharp movements in the market price are possible. Hedging is conducted according to Paulig's commodity risk management policy, which covers the main principles of the green coffee price risk management and hedging practices. Based on 12-month rolling forecast of the required coffee supply, the Group hedges the coffee margin by using forward and option commodity purchase contracts. Commodity derivatives do not result in physical delivery of coffee, but are designated as cash flow hedges to offset the effect of price changes in coffee.

FOREIGN EXCHANGE RISK

Foreign currency risk is the risk that the fair value or future cash flows of an exposure will fluctuate because of changes in foreign exchange rates. The Group is exposed to transaction risk resulting from cash flows related to revenue and expenditure in different currencies other than the operating's units own functional currency. The Group's main foreign selling currencies are SEK and NOK. The majority of the raw material purchases are done in USD.

TRANSACTION EXPOSURE

Group companies are responsible for identifying exposures and monitoring balances against transaction risk related to their business operations in accordance with the Group Treasury Policy.

Group Treasury is responsible for the external execution of the transaction exposure of Paulig Group and for ensuring that hedging guidelines are followed. Group Treasury supports Group companies in determining their foreign exchange exposures. The Group company has the primary initiative for the hedging decision, and Group Treasury offers hedging solutions. The exposure is defined from each Group company's perspective on a rolling 12-month period of cash flows per currency. The main principle is to hedge an exposure which exceeds 5% of the net sales of the Group company. The foreign currency risk is hedged by using foreign currency forward contracts. The Group does not apply hedge accounting to foreign exchange derivatives.

NET FORECAST FOREIGN CURRENCY TRANSACTION EXPOSURE, OTHER THAN OPERATING UNITS FUNCTIONAL CURRENCY

31 December 2025

EUR 1,000	USD	SEK	NOK	DKK
Next 12 months forecast foreign currency cash flow	-263,048	-61,766	43,731	20,346
Cash flow, hedges at 31 December 2024	113,106	13,091	-15,756	-8,114
Total exposure	-149,942	-48,675	27,975	12,232

31 December 2024

EUR 1,000	USD	SEK	NOK	DKK
Next 12 months forecast foreign currency cash flow	-264,971	-68,160	37,657	16,970
Cash flow, hedges at 31 December 2024	33,834	28,029	-17,618	-9,735
Total exposure	-231,137	-40,132	20,039	7,236

A 10% adverse change in the foreign currency exchange rates above would result in a loss of EUR 30.7 million (2024: EUR 32.4 million loss) in net result and equity, based on forecasted cash flow. Net result of open

foreign exchange contracts would result in a gain of EUR 16.0 million (2024: EUR 4.7 million gain). Adverse change refers to the weakening of the currency, except in the case of USD and SEK.

TRANSLATION RISK

Currency translation risk is defined as the risk arising from the translation of a foreign subsidiary's profit and loss statement and balance sheet into the Group's base currency in consolidation. When the income statement and balance sheet of the subsidiaries in foreign currency are translated into EUR, the values of Paulig Group's consolidated assets, liabilities and equity will be affected. The policy is that the translation risk is not hedged, since the risk has no short-term cash flow impact.

INTEREST RATE RISK

Interest rate risk is the exposure of the Group to fluctuations of market interest rates and interest margins influencing finance costs, returns on financial investments and valuation of interest-bearing balance sheet items. The Group's interest rate risk is managed by Group Treasury. The objective is to control the effects of fluctuations in the interest rates on the Group's financial position and profitability and to minimise the net interest cost over time.

Group interest-bearing liabilities consist mainly lease liabilities related on buildings and constructions. Interest-bearing assets are not exposed to interest rate risk at the end of years 2025 and 2024.



MATURITY OF THE GROUP'S FINANCIAL LIABILITIES AND TRADE PAYABLES

31 December 2025

EUR 1,000	2026	2027	2028	2029	2030	Later
Leasing liabilities*	10,913	9,133	8,072	6,939	6,414	53,497
Term loan	31	31	31	31	16	
Derivative liabilities	1,672					
Trade payables	194,077					
Total	206,694	9,164	8,103	6,970	6,430	53,497

31 December 2024

EUR 1,000	2025	2026	2027	2028	2029	Later
Leasing liabilities*	10,996	9,346	7,671	6,593	6,036	58,981
Term loan	737	42	31	31	31	31
Derivative liabilities	238					
Trade payables	200,704					
Total	212,675	9,388	7,702	6,625	6,068	59,012

*Leasing liabilities include interest payments.

6.4 Derivative instruments

§ Accounting principles

The Group uses derivative financial instruments, such as forward currency contracts and future commodity contracts, to hedge its foreign currency risks and commodity price risks, respectively. Such derivative financial instruments are initially recognised at fair value on the date on which a derivative contract is entered into and are subsequently remeasured at fair value. Derivatives are carried as financial assets when the fair value is positive and as financial liabilities when the fair value is negative. Commodity derivatives are carried as part of inventory. Later derivatives are remeasured at their fair value each reporting date and any subsequent change is recognised at profit and loss if hedge accounting is not used.

If hedge accounting is applied, the Group formally designates and documents the hedge relationship to which it wishes to apply hedge accounting and the risk management objective and strategy for undertaking the hedge, at the inception of a hedge relationship. The documentation includes identification of the hedging instrument, the hedged item, the nature of the risk being hedged and how the Group will assess whether the hedging relationship meets the hedge effectiveness requirements.

Derivatives are classified as non-current assets or liabilities when the remaining maturities exceed 12 months and as current assets or liabilities when the remaining maturities are less than 12 months.

Cash flow hedge

The Group applies cash flow hedge accounting to commodity derivatives, mainly futures and options, to manage the cost of green coffee as a part of the coffee margin in USD. Hedging is conducted according to Paulig's commodity risk management policy, which covers the main principles of the green coffee price risk management and hedging practices.

The change in fair value of the effective portion of derivative instruments designated as cash flow hedges are recognised in OCI in the cash flow hedge fund. Gains or losses for commodity derivatives used to hedge the commodity price risk exposure are accrued over the period to maturity and are recognised in the materials and services in the consolidated statement of profit and loss adjusting the coffee margin. If a hedged transaction is no longer expected to occur, the cumulative gain or loss recognised in equity is immediately transferred to the profit or loss.

The Group assess hedging effectiveness both at hedge inception and annually whether the derivatives used in hedging are effective in offsetting changes in the fair value of the hedged item. The effective portion of the gain or loss on the hedging instrument is recognised in OCI in the cash flow hedge fund, from which it is transferred to the income statement when the hedged item is realised. Any ineffective portion is recognised immediately in the statement of profit or loss.

There is an economic relationship between the hedged item coffee margin in USD and the hedging instruments (coffee futures/options) as the critical terms of the hedging instrument and the hedged item are closely aligned consisting the same element, coffee price. The Group has established a hedge ratio of 1:1 for the hedging relationship as the rolling sales forecast covers the estimated monthly coffee sales volumes 12 months forward which determines the monthly volumes for hedging. According to Treasury Policy only A- or better rated counterparties are used for hedging activities and therefore counterparty rating does not affect nor dominate the hedged item. Credit ratings of counterparties are being monitored on a yearly basis. Credit risk management is described in more detail in note 6.3.

The Group does not apply hedge accounting to foreign exchange derivatives.



THE EFFECT OF THE CASH FLOW HEDGE IN THE STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME:

Hedging gains and losses 2025

EUR 1,000	Change in fair value of the hedging instrument recognised in OCI	Amount reclassified from OCI to profit or loss*	Line item affected in profit or loss because of the reclassification	Hedging gains and losses for derivatives not hedge accounted	Line item affected in profit or loss
Derivatives hedge accounted					
Commodity derivatives	26,900	-178,918	Materials and services		
Derivatives outside hedge accounting					
Commodity derivatives				4,977	Financial income
Commodity derivatives				-5,426	Financial expenses
Currency derivatives				-7,207	Financial expenses
Currency derivatives				80	Financial income

Hedging gains and losses 2024

EUR 1,000	Change in fair value of the hedging instrument recognised in OCI	Amount reclassified from OCI to profit or loss*	Line item affected in profit or loss because of the reclassification	Hedging gains and losses for derivatives not hedge accounted	Line item affected in profit or loss
Derivatives hedge accounted					
Commodity derivatives	-23,325	-12,382	Materials and services		
Derivatives outside hedge accounting					
Commodity derivatives				1,963	Financial income
Currency derivatives				4,676	Financial income
Currency derivatives				-1,071	Financial expenses

*The figures for the financial years 2025 and 2024 are not comparable. In prior years, the amount included realised coffee derivatives. Following a change in process, as of 1 June 2025 the amount includes the realised green coffee price.

Hedging is verified to be effective, no ineffectiveness have been booked.

The amount of cost of hedging is not material and is recognised simultaneously with underlying sales to profit or loss.



FAIR VALUES OF DERIVATIVE INSTRUMENTS

EUR 1,000	31 December 2025			31 December 2024		
	Pos.	Neg.	Net	Pos.	Neg.	Net
Derivatives in hedge accounting						
Commodity derivatives, cash flow hedges	4,214	0	4,214	768	0	768
Derivatives not in hedge accounting						
Foreign exchange derivatives, not in hedge accounting	1,257	1,672	-415	2,015	238	1,777
Interest rate swaps, not in hedge accounting	0	0	0	0	0	0
Total	5,471	1,672	3,799	2,783	238	2,545

Positive (negative) fair value of hedging instruments on 31 Dec 2025 is presented in the statement of financial position in the item Other current financial assets (derivative liabilities within Trade and other payables).

EUR 1,000	31 December 2025	31 December 2024
Nominal values of derivative financial instruments	Nominal	Nominal
Commodity derivatives and foreign exchange derivatives	214,269	197,229

6.5 Contingent liabilities and other commitments

EUR 1,000	31 December 2025	31 December 2024
Guarantees		
Other guarantees for own commitments	113,463	63,040
Other commitments		
Repurchase commitments of coffee machines	265	279
Commitments for purchase of assets	7,833	14,713
Leases not yet commenced to which Paulig is committed	157	98
Total contingent liabilities and other commitments	121,718	78,130



7. OTHER NOTES

7.1 Related party transactions

Paulig Group related parties consists of its subsidiaries and associate companies, The Board of Directors, the CEO and the Leadership team, their closely related family members as well as companies or joint ventures owned by them.

PAID EMPLOYEE BENEFITS OF MANAGEMENT:

EUR 1,000	2025	2024
Salaries and other short-term benefits	4,432	4,473
Post-employment benefits	1,284	1,627
Other long-term benefits	1,474	1,756
Termination benefits	0	114
Total	7,189	7,971

During the year 2025, there were no payments done by Paulig (2024: EUR 0.89 million) for obtaining key management personnel services provided by a separate management entity.

The following table provides the total amount of transactions that have been entered into with related parties for the relevant financial year.

EUR 1,000	Sales to related parties	Purchases from related parties	Amounts owed by related parties	Amounts owed to related parties
Kahvimo Oy	2025			54,781
	2024			55,794

Paulig Group company has entered into a lease agreement over Vuosaari roastery and office premises with Kahvimo Oy, which is a related party to Paulig Group based on the ownership structure. Amounts owed to Kahvimo Oy represent the lease liability over the roastery rent agreement. See note 4.4 Leases for more information.

TERMS AND CONDITIONS OF TRANSACTIONS WITH RELATED PARTIES

The sales to, and purchases from related parties are made at terms equivalent to those that prevail in arm's length transactions. Outstanding balances at the year-end are unsecured and interest free. There have not been any guarantees provided or received for any related party receivables or payables. For the year ended 31 December 2025, the Group has not recorded any impairment of receivables relating to amounts owed by related parties (2024: EUR 0). This assessment is undertaken each financial year by examining the financial position of the related party and the market in which the related party operates.

7.2 Events after the reporting period

In January 2026, Paulig announced its intention to consolidate its spice production for the Santa Maria brand by the Summer 2027. The change would involve closing down operations in Mölndal, Sweden, and concentrating the operations to Saue, Estonia, where Paulig already operates a spice, salsas and sauces factory. The closure of the spice factory in Mölndal would affect all 86 employees at the factory, and some roles at the company's Mölndal office.



Parent Company's Income Statement

EUR 1,000	Note	2025	2024
Net sales	1	17,602	20,700
Other operating income	2	9,156	9,883
Personnel expenses	3	-9,622	-10,571
Depreciation and value adjustments	4	-2,466	-1,940
Other operating expenses	5	-37,104	-38,586
		-49,192	-51,097
Operating profit		-22,434	-20,514
Financial income and expenses	6		
Dividend income on long-term financial assets		31,514	54,790
Interest income and other financial income		1,081	1,910
Interest expenses and other financial expenses		-188	-2,837
		32,408	53,863
Profit before appropriations and taxes		9,974	33,350
Appropriations	7		
Group contribution		15,100	19,000
Income taxes	8	0	-30
Net profit for the financial year		25,074	52,320



Parent Company's Balance Sheet

EUR 1,000	Note	31 December 2025	31 December 2024
Assets			
Fixed assets	9		
Intangible assets			
Other long-term expenses		10,947	4,643
Advanced payments		1,967	7,008
		12,914	11,650
Tangible assets			
Land and water		122	122
Buildings and constructions		1,218	1,304
Machinery and equipment		100	126
		1,440	1,552
Long-term financial assets	10		
Shares in associated companies		348,886	348,886
Other shares		6,524	4,756
Other receivables		1,522	1,522
		356,932	355,165
Total fixed assets		371,286	368,367

EUR 1,000	Note	31 December 2025	31 December 2024
Current assets			
Long-term receivables			
Loan receivables		0	10,000
		0	10,000
Short-term receivables	11		
Receivables from Group companies		36,025	23,355
Loan receivables		10,759	10,238
Accruals and deferred income		3,797	5,427
		50,580	39,019
Total current assets		50,580	49,019
Total		421,866	417,387



EUR 1,000	Note	31 December 2025	31 December 2024
Shareholders' equity and liabilities			
Shareholders' equity 12			
Share capital		8,204	8,204
Premium fund		3,058	3,058
Reserve fund		76	76
Reserve for invested non-restricted equity		4,050	4,050
Retained earnings		371,208	338,355
Net profit for the financial year		25,074	52,320
Total shareholders' equity		411,670	406,063
Liabilities 14			
Current liabilities			
Accounts payable		3,930	4,281
Liabilities to Group companies		181	8
Other liabilities		208	181
Accruals and deferred expenses		5,876	6,854
		10,196	11,324
Total liabilities		10,196	11,324
Total		421,866	417,387



Parent Company's Cash Flow Statement

EUR 1,000	Note	2025	2024
Cash flow from operating activities			
Profit after financial items		9,974	33,350
Adjustments, total	15	-29,461	-50,982
Operating profit before change in net working capital		-19,487	-17,632
Change in net working capital	15	19,662	27,239
Cash generated from operations		176	9,607
Interest received		751	1,286
Interest paid		-132	-2,837
Income taxes paid/received		0	-49
Net cash flow from operating activities		795	8,006
Cash flow from investing activities			
Capital expenditures		-3,667	-2,176
Purchase of other shares		-2,076	-1,232
Increase (-), decrease (+) in long-term receivables		9,389	10,000
Dividends received and capital returns from investments		31,514	84,790
Net cash flow from investing activities		35,160	91,382

EUR 1,000	Note	2025	2024
Cash flow from financing activities			
Increase (-), decrease (+) in short-term receivables		-16,488	-6,777
Increase (+), decrease (-) in long-term liabilities		0	-70,550
Dividends paid		-19,467	-22,061
Net cash flow from financing activities		-35,955	-99,389
Change in liquid funds		0	0
Liquid funds on 1 January		0	0
Liquid funds on 31 December		0	0



Parent Company's Accounting Principles

The Parent Company's financial statements have been prepared according to the Finnish Accounting Standards (FAS).

Comparability of data from the previous financial year

Paulig Ltd was the receiving company in cross-border merger in previous financial year as Sauerklee A/S was merged into Paulig Ltd on 30 August 2024.

Foreign currency items

Foreign exchange gains and losses related to operative business are recognised as adjustments to sales, purchases and investments. Foreign exchange gains and losses associated with financing are recognised as financial income and expenses.

Receivables and liabilities in foreign currency are valued at the rate of the closing date.

Net sales

Net sales are calculated as gross sales less indirect taxes, discounts and exchange rate differences.

Pension expenditures

The pension cover of the personnel of the Parent Company is based on pension insurance.

Income taxes

Taxes calculated based on result for the financial year and tax adjustments for the previous financial years have been entered as direct taxes.

Fixed assets and depreciation

Fixed assets are reported in the balance sheet at their original acquisition cost less planned accumulated depreciation. Planned depreciation is based on the following estimated lifetimes:

Intangible rights	3–10 yrs
Goodwill	5–10 yrs
Other long-term expenses	5–10 yrs
Buildings and constructions	25 yrs
Machinery and equipment	3–10 yrs

No depreciation is made on land.

Securities included in fixed assets and other long term investments are valued at their acquisition cost or, if their current value has been permanently depreciated, at the depreciated value.

Financial assets

Securities included in financial assets are valued at the acquisition cost or, if their market value is lower than that, at the lower value.

Provisions

Provisions comprise items which the company has committed to cover either through agreements or otherwise, but which have not yet materialised. In the income statement, the change in provisions is included in the appropriate expense item.

Appropriations

The appropriations consist of depreciation difference.



Notes to the Financial Statements

1. Net sales

EUR 1,000	2025	2024
Net sales by market area		
Nordic countries	8,944	10,407
Continental Europe	6,173	7,473
United Kingdom and Ireland	1,087	1,326
Baltic countries	1,398	1,495
Total	17,602	20,700

2. Other operating income

EUR 1,000	2025	2024
Other income	9,156	9,883
Total	9,156	9,883

3. Notes concerning the personnel and the members of administrative bodies

EUR 1,000	2025	2024
Personnel expenses		
Salaries and remuneration for Managing Director and the members of the Board of Directors	1,947	1,891
Other wages and salaries	5,943	6,986
Pension expenses	1,353	1,492
Other personnel expenses	380	203
Total	9,622	10,571

Average number of personnel	2025	2024
Nordic countries	61	58
Total	61	58

4. Depreciation and value adjustments

EUR 1,000	2025	2024
Depreciation on tangible assets	112	112
Depreciation on intangible assets	2,354	1,828
Total	2,466	1,940

5. Other operating expenses

EUR 1,000	2025	2024
Merger losses	0	523
External Services	24,023	22,655
Ernst & Young		
Statutory auditing fees	147	95
Other fees	131	60
Others		
Tax consulting	64	50
Other fees	873	1,517
Other	11,866	13,686
Total	37,104	38,586

6. Financial income and expenses

EUR 1,000	2025	2024
Dividend income		
From Group companies	31,270	54,592
From others	244	198
Total	31,514	54,790

EUR 1,000	2025	2024
Interest income and other financial income		
From Group companies	171	145
From others	910	1,766
Total	1,081	1,910

EUR 1,000	2025	2024
Interest expenses and other financial expenses		
To Group companies	130	2,344
To others	58	493
Total	188	2,837

7. Appropriations

EUR 1,000	2025	2024
Group contribution	15,100	19,000
Total	15,100	19,000

8. Income taxes

EUR 1,000	2025	2024
Income tax on ordinary business	-3,020	-3,800
Income tax on Group contributions	3,020	3,800
Total	0	0



9. Fixed Assets

INTANGIBLE ASSETS

EUR 1,000	Intangible rights	Other long-term expenses	Advanced payments	Total
Acquisition cost 1 January 2025	188	9,905	7,008	17,100
Increase			3,667	3,667
Decrease	-175	-890		-1,065
Transfers		8,707	-8,707	0
Acquisition costs 31 December 2025	15	17,722	1,967	19,703
Accumulated depreciation and impairment losses 1 January 2025	-188	-5,263	0	-5,451
Accumulated depreciation on disposals	175	841		1,015
Depreciation for the reporting period		-2,354		-2,354
Accumulated depreciation and impairment losses 31 December 2025	-15	-6,775	0	-6,789
Carrying amount 1 January 2025	0	4,642	7,008	11,650
Carrying amount 31 December 2025	0	10,947	1,967	12,914

EUR 1,000	Intangible rights	Other long-term expenses	Advanced payments	Total
Acquisition cost 1 January 2024	188	6,072	8,665	14,925
Increase			2,176	2,176
Transfers		3,833	-3,833	0
Acquisition costs 31 December 2024	188	9,905	7,008	17,100
Accumulated depreciation and impairment losses 1 January 2024	-188	-3,435	0	-3,623
Depreciation for the reporting period		-1,828		-1,828
Accumulated depreciation and impairment losses 31 December 2024	-188	-5,263	0	-5,451
Carrying amount 1 January 2024	0	2,637	8,666	11,303
Carrying amount 31 December 2024	0	4,643	7,008	11,650



TANGIBLE ASSETS

EUR 1,000	Land and water	Buildings and constructions	Machinery and equipment	Total
Acquisition cost 1 January 2025	122	2,158	410	2,689
Acquisition costs 31 December 2025	122	2,158	410	2,689
Accumulated depreciation and impairment losses 1 January 2025	0	-853	-283	-1,136
Depreciation for the reporting period		-86	-26	-112
Accumulated depreciation and impairment losses 31 December 2025	0	-939	-309	-1,248
Carrying amount 1 January 2025	122	1,305	126	1,553
Carrying amount 31 December 2025	122	1,218	100	1,440

EUR 1,000	Land and water	Buildings and constructions	Machinery and equipment	Total
Acquisition cost 1 January 2024	122	2,158	410	2,689
Acquisition costs 31 December 2024	122	2,158	410	2,689
Accumulated depreciation and impairment losses 1 January 2024	0	-767	-257	-1,024
Depreciation for the reporting period		-86	-26	-112
Accumulated depreciation and impairment losses 31 December 2024	0	-853	-283	-1,136
Carrying amount 1 January 2024	122	1,391	152	1,665
Carrying amount 31 December 2024	122	1,304	126	1,552



10. Financial assets

EUR 1,000	31 December 2025	31 December 2024
Shares in Group companies		
Acquisition cost on 1 January	348,886	378,886
Decrease	0	-30,000
Book value on 31 December	348,886	348,886
Other shares		
Acquisition cost on 1 January	4,756	3,743
Increase	2,165	1,432
Decrease	-398	-419
Book value on 31 December	6,524	4,756
Other receivables		
Pension insurances	1,522	1,522
Total	1,522	1,522
Pension insurances relate to Mandatum Life pension insurances		
Acquisition cost	1,522	1,522
Market value	2,215	2,587

11. Receivables

LONG-TERM RECEIVABLES

EUR 1,000	31 December 2025	31 December 2024
From others		
Loan receivables	0	10,000
Total	0	10,000

SHORT-TERM RECEIVABLES

EUR 1,000	31 December 2025	31 December 2024
From Group companies		
Accounts receivables	88	6
Other receivables	35,936	23,355
Total	36,025	23,361
Loan receivables from others		
Loan receivables	10,759	10,238
Total	10,759	10,238
Main items included in accruals and deferred income		
Income tax receivables	0	2,003
Other	3,797	3,424
Total	3,797	5,427

12. Shareholders' equity

EUR 1,000	31 December 2025	31 December 2024
Share capital on 1 January	8,204	8,204
Share capital on 31 December	8,204	8,204
Premium fund on 1 January	3,058	3,058
Premium fund on 31 December	3,058	3,058
Reserve fund on 1 January	76	76
Reserve fund on 31 December	76	76
Reserve for invested non-restricted equity on 1 January	4,050	4,050
Reserve for invested non-restricted equity on 31 December	4,050	4,050
Retained earnings on 1 January	390,675	360,416
Profit distribution	-19,467	-22,061
Retained earnings on 31 December	371,208	338,355
Net profit for the financial year	25,074	52,320
Total shareholders' equity	411,670	406,063
Distributable equity		
Retained earnings from previous periods 31.12.	371,208	338,355
Reserve for invested non-restricted equity	4,050	4,050
Net profit for the financial year	25,074	52,320
Distributable equity	400,332	394,726



13. Liabilities

SHORT-TERM LIABILITIES

EUR 1,000	31 December 2025	31 December 2024
Main items included in accruals and deferred expenses		
Accrued personnel expenses	4,666	5,753
Other	1,210	1,101
Total	5,876	6,854

14. Contingent liabilities

EUR 1,000	31 December 2025	31 December 2024
Other guarantees on behalf of Group companies		
Guarantees given	115,000	65,000
Total	115,000	65,000
Leasing liabilities		
Leasing liabilities, which mature within one year	215	232
Leasing liabilities, which mature after one year	139	222
Total	353	454

15. Cash flow statement

EUR 1,000	31 December 2025	31 December 2024
Depreciation	2,466	1,940
Sales gains and losses on fixed assets	49	0
Dividends received and capital returns from investments	-31,514	-84,790
Interest income	-751	-1,286
Other financial items	290	2,631
Other income and expenses	0	523
Total	-29,461	-80,982
Change in net working capital		
Increase (-), decrease (+) in short-term receivables	1,790	-1,512
Increase (+), decrease (-) in non interest bearing short-term liabilities	17,872	28,750
Total	19,662	27,239



The Board's proposal to the Shareholders' meeting

The distributable equity of the Parent Company according to the financial statements of 31 December 2025, is EUR 400,332,425.53 including retained earnings for the previous years EUR 371,208,453.40, reserve for invested non restricted equity EUR 4,050,000.00 and result for the financial year EUR 25,073,972.13.

The Board proposes that a dividend of EUR 53.21 per share on 502,765 shares be paid, totalling EUR 26,752,125.65. The Parent Company will retain distributable equity of EUR 373,580,299.88.

Signature of the financial statements and the Report of the Board of Directors

Helsinki, 16 March 2026

Jukka Moisio

Chair of the Board

Jessica Jungell-Michelsson

Member of the Board

Christina Wergens

Member of the Board

Mathias Bergman

Member of the Board

Petra Teräsaho

Member of the Board

Rolf Ladau

CEO

Arancha Cordero

Member of the Board

Rob Versloot

Member of the Board

Auditors' report has been issued today.

Helsinki, 16 March 2026

Ernst & Young Oy
revisionsamfund

Terhi Mäkinen,

Authorised Public Accountant



Auditor's report (Translation of the Swedish original)

To the Annual General Meeting of Paulig Ltd

Report on the Audit of the Financial Statements

OPINION

We have audited the financial statements of Paulig Ltd (business identity code 0112563-0) for the year ended 31 December, 2025. The financial statements comprise the consolidated balance sheet, statement of comprehensive income, statement of changes in equity, statement of cash flows and notes, including material accounting policy information, as well as the parent company's balance sheet, income statement, statement of cash flows and notes.

In our opinion

- The consolidated financial statements give a true and fair view of the group's financial position, financial performance and cash flows in accordance with IFRS Accounting Standards as adopted by the EU.
- The financial statements give a true and fair view of the parent company's financial performance and financial position in accordance with the laws and regulations governing the preparation of financial statements in Finland and comply with statutory requirements.

BASIS FOR OPINION

We conducted our audit in accordance with good auditing practice in Finland. Our responsibilities under good auditing practice are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report.

We are independent of the parent company and of the group companies in accordance with the ethical requirements that are applicable in Finland and are relevant to our audit, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of the Board of Directors and the Managing Director for the Financial Statements

The Board of Directors and the Managing Director are responsible for the preparation of consolidated financial statements that give a true and fair view in accordance with IFRS Accounting Standards as adopted by the EU, and of financial statements that give a true and fair view in accordance with the laws and regulations governing the preparation of financial statements in Finland and comply with statutory requirements. The Board of Directors and the Managing Director are also responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board of Directors and the Managing Director are responsible for assessing the parent company's and the group's ability to continue as going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting. The financial statements are prepared using the going concern basis of accounting unless there is an intention to liquidate the parent company or the group or cease operations, or there is no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance on whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with good auditing practice will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could

reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with good auditing practice, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the parent company's or the group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of the Board of Directors' and the Managing Director's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the parent company's or the group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.



- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events so that the financial statements give a true and fair view.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Other Reporting Requirements

OTHER INFORMATION

The Board of Directors and the Managing Director are responsible for the other information. The other information comprises the report of the Board of Directors and the information included in the Annual Report but does not include the financial statements or our auditor's report thereon.

Our opinion on the financial statements does not cover the other information.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. With respect to the report of the Board of Directors, our responsibility also includes considering whether the report of the Board of Directors has been prepared in compliance with the applicable provisions.

In our opinion, the information in the report of the Board of Directors is consistent with the information in the financial statements and the report of the Board of Directors has been prepared in compliance with the applicable provisions.

If, based on the work we have performed, we conclude that there is a material misstatement of the other information, we are required to report that fact. We have nothing to report in this regard.

Other statements based on law

Our responsibility is to, based on our audit, express an opinion on the registration and publication of the income tax report required in Chapter 7 b of the Accounting Act.

The Board of Directors and the Managing Director are responsible for the registration and the publication of the income tax report.

In our opinion, the company has not been obliged to register and publish an income tax report referred to in Chapter 7 b of the Accounting Act for the financial year immediately preceding the financial year.

Helsinki 16.3.2026

Ernst & Young Oy
Authorized Public Accountant Firm

Terhi Mäkinen
Authorized Public Accountant

PAULIG

