

DEVRO

Continued Sustainability Commitment at Devro

Dear Stakeholders

We are pleased to present our 2025 Sustainability and Climate-related Financial Disclosure (CFD) report, highlighting our ongoing commitment to reducing our environmental impacts, ensuring responsible operations and maintaining our positive societal engagement. As a global leader in collagen-based products for the food industry, we recognize the importance of conducting business in a way that preserves the environment, supports local communities and contributes to a more sustainable future.

Our long-term track record on energy, water and waste reductions demonstrates the integral nature of sustainability to our operations. However, the increasing evidence of the importance to act on sustainability has further driven our commitment to the environment, people and communities and is at the core of our operations. We continue to focus on how we deliver on our published targets following our roadmap to Net Zero. We act with honesty and integrity in everything we do conducting our business fairly and ethically throughout the world. In this report, you will find detailed information about our sustainability priorities, with attention on the five focus areas that underpin our approach: **Climate, Water, Waste, People** and **Communities**.

This report aims to provide an update of our continuous sustainability journey, reflecting our progress relative to our ambitions. It outlines our key initiatives, performance indicators and the measures we have taken to integrate sustainability into every aspect of our operations. We have used internationally recognised sustainability reporting frameworks and methodologies as a guide in the preparation of this report. Where relevant, we have utilised third-party expertise to verify our methodologies and guide us in our activities.

As part of the SARIA Food & Pharma Division, our core objectives such as alignment to the UN SDGs, commitment to SBTi and other environmental and social targets and disclosures such as CFD and CDP reporting remain. We will continue to work closely with our stakeholders, value chain and national industry associations on the journey towards a more sustainable future.

We invite you to read on and thank you for your continued support. Your feedback and collaboration are invaluable as we continue this important sustainability journey together.

Sincerely,

Kevin Shoemaker
Supply Chain Director
Devro (SARIA Food & Pharma Division)

Our progress in 2025

In 2025, we achieved the following objectives:

- Achieved validation of our SBTi target.
- Maintained our CDP Climate and Water ratings at B, B.
- We recorded zero work related fatalities in 2025. However, the number of recordable work related injuries and the severity of these injuries increased compared the previous.
- Obtained EcoVadis – Gold as part of our parent company assessment.
- Continued to integrate our Sustainability ethos, policy, target approach and practices into the SARIA Food & Pharma Division.

Moreover, against our base year 2020, we achieved the following:

- Reduced our absolute scope 1 and 2 carbon emissions by 27%, exceeding our 2025 short-term reduction goal by 2%.
- Increased the percentage of renewable electricity purchased to 80.4%, exceeding our 2025 stated goal by 0.4%.
- Reduced our absolute water consumption by 5% and our relative water consumption by 22%, exceeding our 2025 stated goal by 2%.
- Substantially reduced our absolute quantity of operational waste by 21% and diverted all our collagen waste from landfill within the end of 2025, achieving our commitment.

Our sustainability framework and double materiality assessment

We have revised our 2021 materiality assessment and updated to a double materiality assessment (DMA), which considered the entirety of our value chain. The relevant internal Subject Matter Experts assessed the relevant Impact, Risks and Opportunities and determined their materiality to Devro.

We have assessed our positive and negative impact on the environment, and the sustainability related financial risks and opportunities. In total, we considered 95 topics of which 25 were determined to be material to Devro, as reported in the table below. We have utilised European Sustainability Reporting Standards (ESRS) topic framing, and we have also aligned those to UN Sustainable Development Goals (SDGs) which remain the basis for sustainability action across Devro.

Our most material IROs

The material topics identified are detailed below, along with their alignment to the UN Sustainable Development Goals (SDGs). The IROs are categorised as positive impacts (+), negative impacts (-), opportunities (*) and risks (!). Both positive and negative impacts encompass actual as well as potential effects. Where negative impacts—whether actual or potential—have been identified, appropriate mitigation measures are in place to reduce or prevent them.



Our sustainability framework continued



Climate change mitigation / SDG 13

1. High manufacturing GHG emissions (-, actual)
2. Partner sustainability misalignment (-, potential)
3. SBTi targets and monitoring (+, actual)
4. Manufacturing efficiency improvements (+)
5. Energy efficiency and cost savings (*)
6. Carbon pricing regulatory risks (!)



Climate change adaptation/SDGs 13,14,15

1. Climate impact on raw materials (!)
2. Sustainability-linked financial access (*)
3. Changing sustainability regulations (!)
4. Extreme weather disruption risks (!)
5. Heat stress energy demand (!)



Energy management/ SDG7

1. Renewable electricity transition (+, actual)
2. Rising energy costs (!)
3. Energy supply disruption (!)



Water/SDG 3

1. Renewable electricity transition (+, actual)
2. Rising energy costs (!)
3. Energy supply disruption (!)



Climate change adaptation/SDGs 13,14,15

1. Climate impact on raw materials (!)
2. Sustainability-linked financial access (*)
3. Changing sustainability regulations (!)
4. Extreme weather disruption risks (!)
5. Heat stress energy demand (!)



Working conditions & Workers in the value chain / SDG 8

1. Strong internal remuneration policies (+, actual)
2. Value chain transparency gaps (-, potential)



Consumers and end users/SDG 12

1. Supply chain quality risks (-, potential)



Governance /SDG 16

1. Ethical business conduct and governance framework (+, actual)
2. Engagement in sustainability related policy making (*)
3. Failure to anticipate sustainability development (!)

Culture Principles

Our Purpose and Culture Principles are fundamental to our approach and provide guidance and direction for our business, which underpins our strategy.



Environmental:			
From a 2020 baseline	2025 - All targets met	2030	2045
Carbon reduction - absolute (Scopes)	25% Scope 1 & 2	45.8% Scope 1 & 2 25% Scope 3 (from 2024 baseline)	90% Scope 1, 2 & 3 (NET ZERO ²)
FLAG Emission Reduction (Forestry, Land & Agriculture)	N/A No deforestation commitment (Dec 31st)	30.3% (from 2024 baseline)	75%
Renewable Purchased electricity ¹	80%	100%	100%
Water reduction	20% relative (per km)	20% absolute	50% absolute
Waste reduction	Achieve Zero product waste to landfill	-30% absolute product waste	-90% all waste
Packaging	Continuous improvement on recyclability of materials and reduction of packaging waste. Targets TBC for 2030 and 2045		
People and communities:			
Wellbeing	An employer who proactively supports the overall health of our employees (including leading safety metrics)		
Culture	A great place to work (with top quartile engagement scores)		
Communities	Recognised in our local communities for our contribution and as an employer of choice		
A NET-ZERO COMPANY BY 2045			

In 2025, we achieved validation of our targets by the Science Based Target initiative (SBTi) regarding energy, setting near and mid-term and Net Zero targets aligned to a 1.5oC increase in climate temperature change in line with the Paris Agreement.

We have set interim Scope 1 & 2 targets for 2030 against a 2020 base year and we have set Scope 3 targets against a 2024 base year. Those years were chosen as the reference years for which we have reliable data, in line with the SBTi Net-Zero Standard. By Net Zero we mean reducing our emissions by Scope 1, 2, and 3 emissions to at least 90% with any residual emissions neutralised through the permanent removal and storage of an equivalent amount of carbon from the atmosphere.

To support our emission ambition, we will continue to increase our renewable energy purchased to achieve 100% by 2030 and we will reduce our water use by 20% by 2030.

Our social targets remain unchanged and outline how we intend to support, protect and connect with our People and Communities.

The safety and wellbeing of our people remains our highest priority. We are committed to the continual improvement of our health and safety performance and to pursuing our aspiration of becoming a Zero Accident Community.

In 2025, we began aligning our Health & Safety strategy with that of our sister businesses within SARIA Food and Pharma. This alignment will continue in 2026, with a focus on harmonising management information and metrics, establishing consistent safety messaging, and leveraging shared expertise across the businesses.

A highly engaged business performs better; therefore, it is our priority to connect with all our people and ensure their voices are heard. Understanding our employees' priorities helps shape the future of our business. In 2025 we aligned with SARIA Food & Pharma's Culture Principles, ensuring that we continue to provide a rewarding environment for our people and cultivate an engaged workforce. Our target looking forward is to achieve an engagement score within the world top quartile benchmark

Our operations are seen as part of the community in which they are located. We strive to be an employer of choice for our communities and encourage local employment into our businesses.

Sustainability Governance Structure

Our sustainability governance provides the necessary oversight and structure to effectively manage our sustainability issues. Management of sustainability at Devro is integral to our strategic business goals, such that sustainability objectives are fully embedded within our corporate strategy and capital allocation management process. The structure is outlined in more detail in our accompanying CFD Report.

The Devro Management Team (DMT) has ultimate responsibility and approves all key sustainability activities, for example our policies, targets, and core priorities. Our Sustainability Committee chaired by our Supply Chain Director and led by our Sustainability Manager regularly meets to update on progress on targets, achievements, and barriers to be resolved. The outcome of these meetings and any issues requiring further direction are communicated to and considered by the DMT in regard to delivery of the sustainability strategy and performance of the business. Each Committee member has a key role in delivering our sustainability commitments across the business within their scope of sustainability responsibility and a role as champion for sustainability within their function. Monthly internal workforce communication on Devro's key sustainability focus areas ensures awareness and engagement with these issues throughout all levels of our business.

¹ targets are for purchased electricity, excluding combined heat and power generation, ² Aligned to SBTi definition of Net Zero.

Impartial carbon accounting verification (Scope 1, 2 and Scope 3 category 3)

We have undertaken a limited insurance validation of our 2025 carbon data for the fiscal year starting in January 2025 and ending in December 2025 via a third-party entity (Carbonology) that is CDP accredited, following ISO 14064 standard. Our reporting boundaries include all seven Devro manufacturing sites and the verification was conducted to a materiality threshold of 5%.



ESG Ratings

Our performance is recognised externally through third-party ESG ratings. Choosing to submit our data to CDP supports the critical need for increased disclosure and to drive earth-positive decisions for future generations, creating a world where people, planet and profit are truly balanced.

A CDP Water score of B is an improvement on previous years and lifts us above Global, Regional and Food and Beverage sector peers.

We stay committed to re-assessing our ESG performance through CDP in 2026 and beyond.

A CDP Climate score of B, as per the previous year, keeps us on par to Global, Regional and Food and Beverage sector peers.

Our 2026 intentions

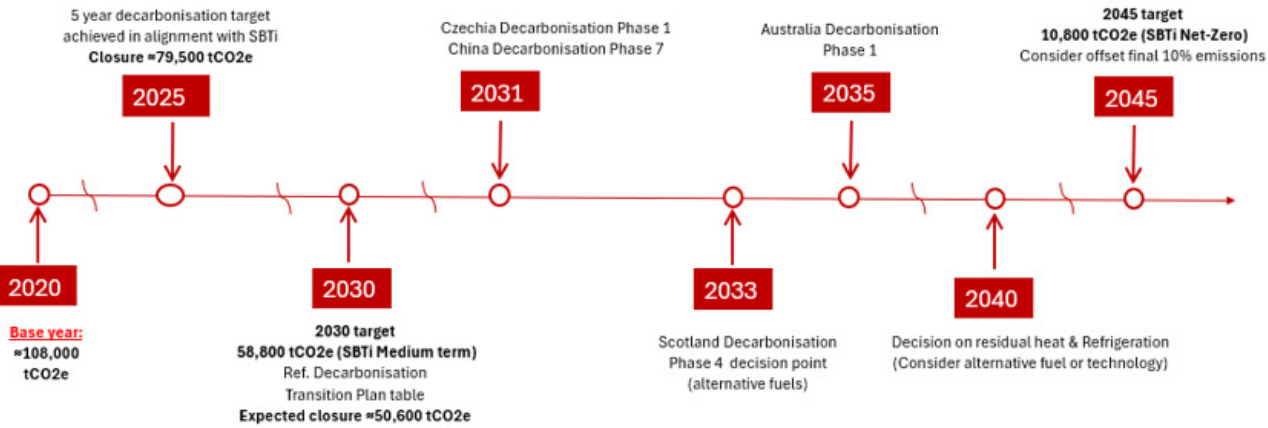
- Increase sustainability education throughout our wider business.
- Continuing to deliver on our publicised roadmap.
- Continuous improvement of our CDP climate score.
- Continue Integration of our Sustainability ethos, policy, targets and approach into our parent SARIA Food & Pharma Division.

Our Transition Roadmap

In line with our validated SBTi targets, we are publishing a transition roadmap to support delivery of our near- and long-term targets. It is our intention to review this roadmap annually, to benchmark our progress against

aspiration and to review our pathway as technology develops and new more cost-effective or efficient options become available.

(SCOPE 1+2) ROADMAP SUMMARY

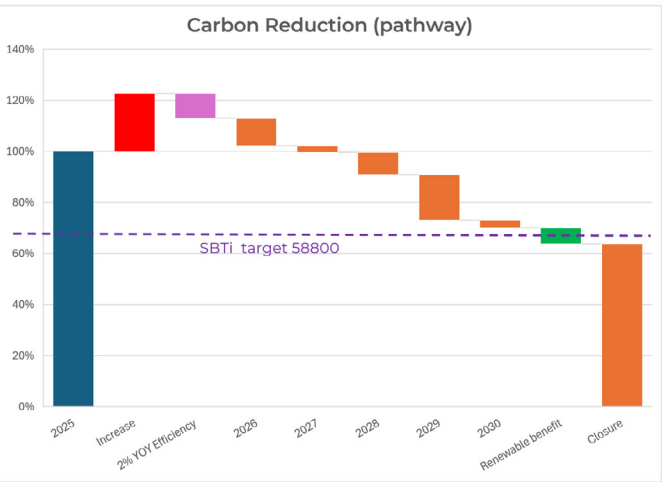


Our roadmap takes into account projected increases in manufacturing and involves all Devro sites in the journey of decarbonisation. We will target a year-on-year efficiency improvement in our energy usage. We have also considered in our transition plan the commitment to move to 100% renewable energy by 2030.

Details of our 5-year short term decarbonisation plan are below:

Decarbonisation Transition Plan 2025-2030	
	NOTES
2025	
Increase	Carbon increase due to manufacturing increase at all sites
YOY Efficiency	Non-project specific efficiencies improvement at all sites
2026	Heat pump installation in Scotland (decarbonisation phase 2), Czechia product range rationalisation, China decarbonisation phase 2, Australia Photovoltaic, Czechia 100% renewable
2027	China decarbonisation phase 3, Czechia efficiency projects
2028	China decarbonisation phase 4
2029	China Decarbonisation phase 5, America decarbonisation phase 1
2030	China Decarbonisation phase 6, America decarbonisation phase 2
Renewable benefit	Devro transition to 100% renewable

Figure 1: 2025-2030 detailed decarbonisation roadmap.



On the longer timescales, our roadmap considers the further transition of our sites to net zero. In line with the SBTi recommendations, we will not consider carbon offset until we have reduced our emissions by 90% compared to our base year.

The below graph shows our projected carbon footprint from 2020 to 2045, with and without the implementation of the transition roadmap. The progress that Devro has already made in the first five years since the baseline is clearly noticeable in the gap between actual figures and projected business as usual.

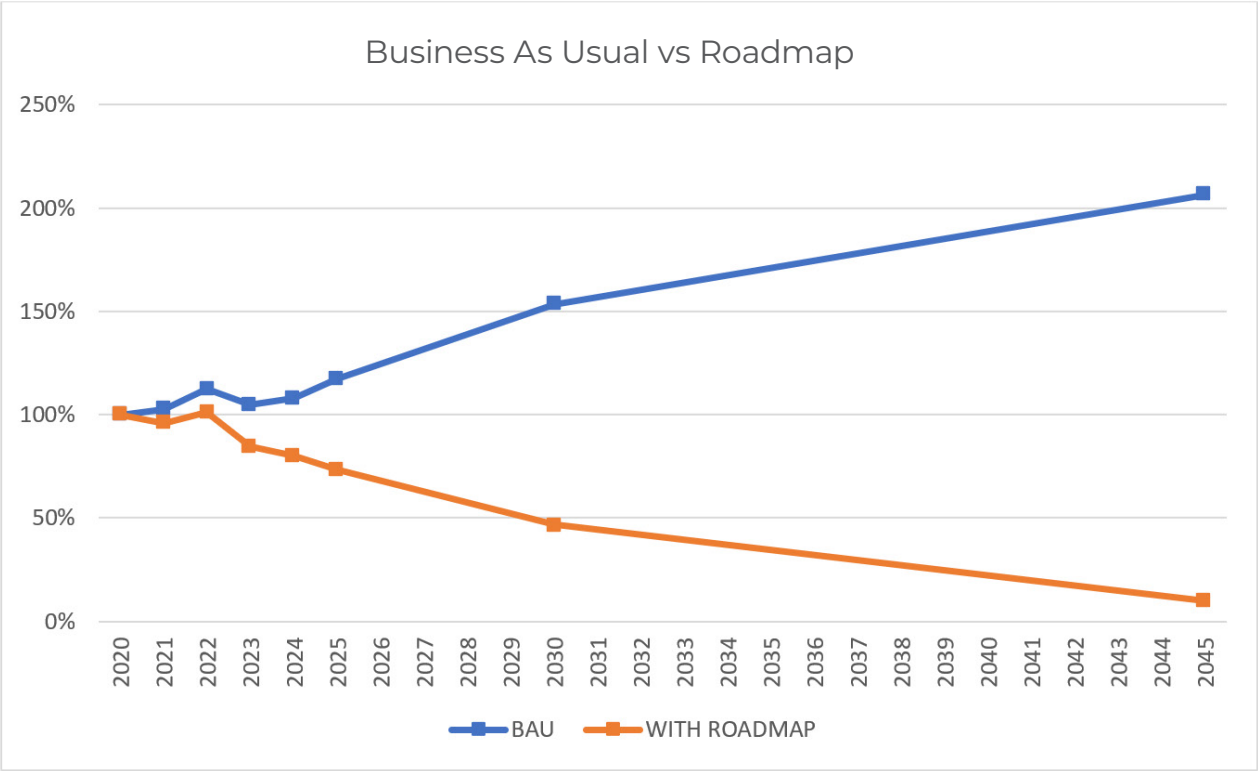


Figure 2 Scope 1 & 2 carbon footprint: business as usual vs roadmap implementation outcomes.

Our environmental impact

Managing environmental performance

At Devro, we have a long history of managing our environmental impact with a focus on reducing energy use and thereby emissions, water use, total waste and waste to landfill. This commitment is visible in our long-term performance on emissions, water, and waste intensity. From our base year 2020, we have reduced our carbon intensity by 41%, our water intensity by 23% and our waste intensity by 39%.



Our individual manufacturing sites track performance of their environmental impacts aligned to our Group-level targets, but also with awareness to specific country or regional legislation. The main vehicles for compliance and improvement across sites are our environmental management systems. All our main production sites are certified according to the ISO 14001 standard.

We manage environmental issues through a network of specialists operating within our manufacturing sites. Active global cooperation between our sites ensures that country-specific solutions become adopted across business units where a common solution is practical. Our 2025 Sustainability performance review across all sites confirmed positive performance and learnings have been shared across the Group.

During 2025, we continued to engage external engineering consultants to help identify and confirm the feasibility of major projects to reduce our energy usage and decarbonise our production.

Energy and greenhouse gas emissions

We aim to minimise our impact on climate change by reducing our energy intensity and carbon emissions. The main contributor to our greenhouse gas emissions is site energy from the heat and electricity used in our manufacturing processes. Emissions associated with purchased steam and the generation of heat, or co-generation, account for around three quarters of our scope 1 & 2 emissions. We monitor and maintain our equipment and processes to reduce the impact of CO₂e emissions and major capital projects incorporate the best available technologies at the design stage to minimise emissions and energy usage per kilometre of product. For planning purposes, we set an annual internal carbon price linked to the external EU carbon price currently using €80/tCO₂e, helping to properly embed the future cost of carbon into present-day business decisions and key business case. The carbon price is re-evaluated on a yearly basis.

Our targets do not assume any significant step-change in innovation, although we aim to be at the forefront of the available technology as it develops. During 2025 we have continued to invest in efficiency improvements, and we have started implementation of a multi-million pound heat pump project in Scotland. Our Nantong site has continued the implementation of innovative technology to recover process heat, delivering steam and carbon savings. We have also invested in further metering in all our sites on improving our understanding of how our resources are used. For 2030, we will focus of improving our efficiency, reducing our thermal energy demand (heat pump technology) and further renewable procurement such that we have 100% renewable purchased electricity and the decarbonisation of our heat requirements.

The tables shown below have been prepared for the reporting period of 1 January 2025 to 31 December 2025 using the same reporting periods for 2020-2024 for comparison.

Our Operational Emissions

	2025	2024	2023	2022	2021	2020
GHG emissions (tCO ₂ e)	Group Total	Group Total	Group Total	Group Total	Group Total	Group Total
Total Scope 1	56,350	54,178	56,620	61,875	55, 654	57,885 ¹
Total Scope 2	23,193	32,667	36,078	48,606	49,160	52,674
Total Scope 1 & 2	79,543	86,845	92,698	110,418	104,814	109,186

¹Re-stated to keep into account vehicles and fugitive emissions

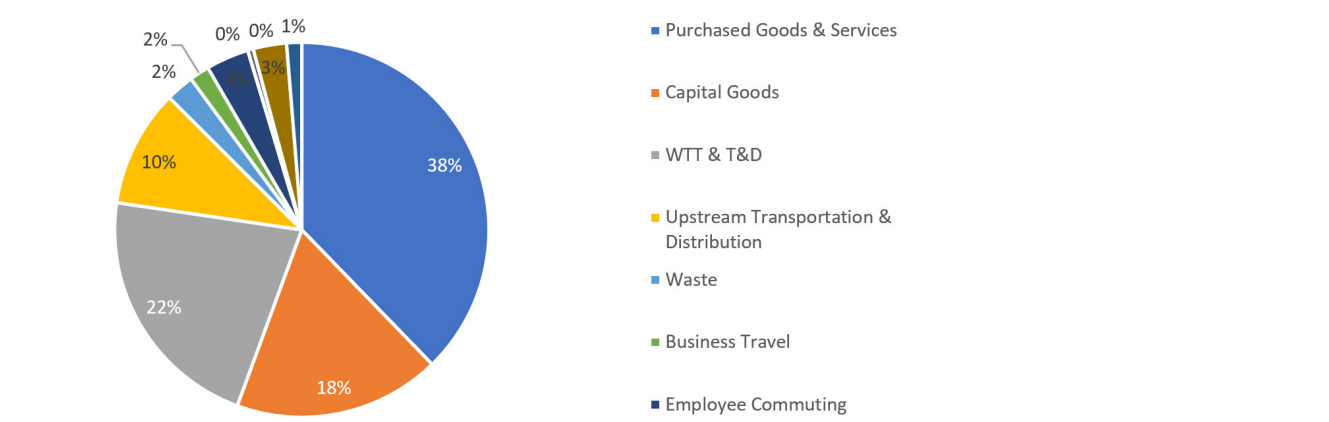
The Group has defined its organisational boundary using an operational control approach. GHG emissions are in CO₂e, including GHGs in addition to carbon dioxide, and have been calculated from monthly measured data (e.g., fuel and electricity use) using the appropriate conversion factors in accordance with the principles and requirements of the World Resources Institute (WRI) GHG Protocol: A Corporate Accounting and Reporting Standard (revised version) and (UK) Environmental Reporting Guidelines: Including Streamlined Energy and Carbon Reporting requirements (March 2019). We reported our scope 3 emissions for the first time in 2022 based on principals from the GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard and the GHG Protocol Technical Guidance for Calculating Scope 3 Emissions. Our scope 1 & 2 emissions data covers 100% of emissions from facilities under our operational control.

Historically our emissions data was closely aligned to our energy consumption data as our greenhouse gas emissions were mainly due to the use of energy in our sites and centre on heat and electricity for our manufacturing processes. This relationship is decreasing as we generate and purchase more renewable electricity on our journey towards our net zero target.

In 2025, the Group's combined scope 1 & 2 emissions intensity decreased by 41% versus our base year and 18% against prior year. Absolute emissions decreased by 27% versus base year and 8.4% against prior year.

In 2026 we are expecting the realisation of further carbon saving coming from decarbonisation projects in Moodiesburn and Nantong and range rationalisation in the Czech Republic. Our forecast for 2025 is to close the year with a carbon intensity reduction of 55% compared to our base year. If we had taken no action, our projected carbon emission for the year 2026 would be approximately 136,600 tonnes of CO₂e – we are instead aiming to close the year at below 76,000 tonnes of carbon.

2025 Scope 3 emmision



Item	2024 Category Total tCO ₂ e	2024 % of Total Scope 3	2025 Category Total tCO ₂ e	2025 % of Total Scope 3
Scope 3.1 purchased goods and services ¹	30,965	42%	32,361	38%
Scope 3.2 Capital goods	7,507	10%	15,328	18%
Scope 3.3 WTT & T&D	17,546	24%	18,628	22%
Scope 3.4 Upstream transportation	6,915	9%	8,701	10%
Scope 3.5 Waste	1,878	3%	2,089	2%
Scope 3.6 Business Travel ¹	1,295	2%	1,476	2%
Scope 3.7 Employee Commuting	3,458	5%	3,177	4%
Scope 3.8 Upstrem leased assets	6	0%	6	0%
Scope 3.9 Downstream transportation	331	0%	408	0%
Scope 3.10 Processing of sold product ¹	2,388	3%	2,470	3%
Scope 3.12 End of life ¹	1,095	1%	1,117	1%
TOTAL SCOPE 3	73,384	100%	85,762	100%

¹Re-stated

The majority of our Scope 3 emissions are related to our upstream emission, with the biggest category being our purchased goods and services.

In our Scope 3 calculations we have excluded categories 11 (Use of sold product), 13 (Downstream leased assets), 14 (Franchises) and 15 (Investments) as those are not relevant to Devro. In particular, category 11 was not considered as the products sold by Devro do not directly emit carbon through fuel combustion.

In our scope 3 emissions inventory, where possible, weight data has been used and our spend-based approach has been limited just to the categories where weight data were unfeasible to obtain (e.g. services procurement). We are investigating reporting methodologies and internal and external data sources for accuracy and completeness – the 2025 reporting methodology aligns with what we used in 2024, but values might be restated as understanding progresses, and more accurate reporting frameworks are developed. From the results of this assessment, we have concluded that our scope 3 emissions are 51% of our total emissions for the year (vs 45% in 2024), and we will be stating more granular targets for their reduction in the coming years.

Energy use

	2025	2024	2023	2022	2021
	Group total	Group total	Group total	Group total	Group total
Energy consumption (kWh)					
Diesel	2,977,395	2,370,436	2,538,253	20,095,763	2,340,744
Gas	287,329,315	272,310,99	289,788,567	294,576,803	292,669,762
Total non-renewable fuels consumption	290,083,030	274,040,168	292,326,820	314,672,566	295,010,506
Purchased electricity renewable	70,665,263	32,861,059	17,185,060	1,966,459	1,378,935
Self-generated renewable electricity (all solar)	1,551,515	1,279,096	1,340,650	1,132,101	110,446
Total renewable electricity consumption	72,216,778	34,140,155	18,525,710	3,098,560	1,489,381
Purchased electricity non-renewable	17,257,601	44,813,983	59,967,926	80,831,817	79,140,743
Total purchased electricity	87,922,864	77,675,042	77,152,986	82,798,276	80,519,678
% renewable from total electricity	64.7%	33.5%	22.3%	3.7%	1.8%
% grid electricity from total electricity	78.8%	76.2%	77.7%	98.7%	99.9%
Total electricity consumed	89,474,379	78,954,138	78,493,636	83,930,377	80,630,124
Non-renewable other energy consumption (Steam)	39,808,775	36,932,721	33,531,377	34,258,140	35,144,644
Total other energy consumption	39,808,775	36,932,721	33,531,377	34,258,140	35,144,644
Total renewable energy consumption	72,216,778	34,140,155	18,525,710	3,098,560	1,489,381
Total non-renewable energy consumption	347,773,446	355,786,872	385,826,123	429,762,523	409,295,893
Total energy consumption	419,372,814	389,927,027	404,351,833	432,861,083	410,785,274

*The total electricity consumed figure does not account for electricity generated by co-gen and CHP systems,

Water

Our water consumption is a mixture of well extracted and mains supply. We use water for hide washing, gel production and casing production. Our focus is on reducing water use, and we are investigating opportunities to re-use water in process after filtration and chemical treatment, but potable water is required in food production processes, which limits our water recycling capabilities.

Devro is committed to complying with all legal requirements relating to water use, consumption and site-specific customer and certification requirements and to voluntarily disclose water data, risks and impacts via the Carbon Disclosure Project (CDP) Water questionnaire.

In 2025 we surpassed our stated target by reducing our relative water usage by 22% versus a target of 20%. We are committed to further reducing water use in our processes through reduction and recycling projects across all sites in the Group.

Within four of our major locations, and because of local regulatory requirements, we operate our own wastewater

treatment plants. In Scotland, we partially treat our effluent to ensure we meet the outflow parameters before discharging directly into the public sewerage system, where our waste is combined with domestic effluent and treated by Scottish Water. In the Czech Republic we treat some municipal wastewater alongside our own prior to discharge. We are committed to ensuring that all effluent is within the consent levels agreed with the appropriate water authority and to monitoring to ensure that limits are not exceeded, taking appropriate investigation and actions should they be exceeded.

In 2025, our water withdrawal in cubic metres per million metres production decreased by 2.7% compared to 2024.

In 2026, Devro commits to implement opportunities for pollution reduction through the upgrading of our effluent treatment facilities for instance in Sandy Run, and to implementing water conservation opportunities throughout the business that provide for a viable economic return on investment without a negative impact on personnel safety, product, plant or the environment.

Freshwater withdrawal (m3)	2025	2024	2023	2022	2021	2020
UK	317,115	295,708	352,779	376,844	438,913	492,434
Czechia	600,252	542,534	574,747	590,217	593,885	569,196
Australia	279,194	286,274	254,298	297,797	306,945	304,277
USA	245,550	169,248 ¹	144,526	188,874	201,806	201,225
China	221,817	207,785	196,843	183,677	158,620	180,919
Netherlands	155,541	16,413	17,970	20,538		
Group Total	1,663,590	1,517,966	1,541,160	1,637,409	1,700,169	1,748,051

¹USA data is adjusted to account for coextrusion

Waste

In December 2025, we have diverted all product waste from landfill in 100% of our sites, in line with our stated commitments. Moreover, we have reduced our waste intensity by 4% compared to 2024, and by 26% compared to our baseline year 2020. In 2026, we have a further objective to reduce our waste intensity by a further 6%, to enable us to achieve our stated objectives of a 20% absolute product* waste reduction compared to baseline by 2030.

Our ambition is also to achieve zero total waste to landfill by 2045 for all forms of waste. Product waste is organic and by avoiding non-organic contamination we have an opportunity to dispose of this in an environmentally responsible manner, such as sending this to third parties to produce energy via anaerobic digestion. Other waste is solid waste which is not necessarily generated directly by the process and includes some potentially recyclable materials, such as packaging waste that is separated and sent for recycling.

Waste treatment/disposal (tonnes)	2025	2024 ¹	2023	2022	2021	2020
Waste other (e.g., recycled, converted to RDF pellets, anaerobic digestion)	6,839	5,844	7,906	8,159	5,174	8,502
Waste to landfill	1,203	1,020	930	446	1,666	2,306
Total waste	8,042	6,864	8,836	8,605	10,446	10,808

¹Re-stated

People

Devro operates as a responsible business, looking after the interests of the people who work for us. We engage our employees with respect in a manner that values and capitalises upon our cultural differences and synergies, and we do our best to make Devro a safe and fulfilling place to work. We support the professional development of our people, which helps our employees progress whilst ensuring the continuous development of our company. We promote diversity and ensure equal opportunities for all our employees. We operate with respect for human rights throughout our business and respect their freedom of association. All relevant policies can be found on our corporate website.

Health and Safety

At Devro, our ambition is to build a Zero Accident Community across all sites and functions. We believe that every colleague has the right to return home safely every day, and our long-term objective remains a zero-harm culture, where safety is embedded in everything we do.

Throughout 2025, we continued to implement our Group Health & Safety strategy, reinforcing the expectation that everyone is thinking safe, working safe, and going home safe (and returning safe) every day. This approach applies to all employees, agency workers, and contractors working under our operational control.

2025 Performance and Trends

In 2025, we experienced an increase in both recordable incidents and injury severity compared to recent years. While our performance remains better than the industry average, the results did not meet our own expectations or internal standards. All incidents are taken seriously, and this outcome has reinforced the need for stronger proactive controls and consistent execution across all locations.

2025 Safety performance

Safety Performance ²	2025	2024	2023	2022	2021
Fatalities	0	0	0	0	0
Lost Working Day Incidents	8	2	5	0	1
Recordable Incidents	15	13	7	14	15
Days Lost	295	245	53	0	3
First Aid Incidents	64	72	71	66	71
Minor Injuries	89	84	97	84	52
Near Misses	189	184	185	264	274
Occupational Illnesses	7	9	13	20	17

¹All Safety numbers include our employees and contractors.
²Safety data include employees and other workers whose work is controlled by Devro, including agency workers and contractors. Lost days represent the total number of calendar days lost due to work-related injuries, counted from the day after the incident until the return-to-work date following a Lost Working Day Incident.

Encouragingly, several sites have maintained long-standing records of zero recordable incidents, demonstrating what can be achieved through strong leadership, disciplined safety practices, and an embedded safety culture. Learnings from these locations are actively shared and applied to strengthen performance across the wider organisation.

Strengthening Prevention and Safety Culture

In response to the 2025 performance, Devro is intensifying its focus on proactive safety management. Greater emphasis is being placed on leading indicators, including safety training, leadership presence in operational areas, safety observations, and timely closure of safety actions.

Our loyal but ageing workforce also requires continued attention to ergonomics and sustainable work design, ensuring tasks remain safe over the long term and occupational health risks are properly managed. Additionally, we have reemphasized our life saving rules and other key standards for work in our factories.

To reinforce consistency across all operations, we are rolling out updated Key Safety Principles, clearly defining expectations for high-risk activities and critical controls. In parallel, we are defining role-based safety competencies, ensuring that leaders, managers, and technical specialists have the necessary skills and behaviours to manage risks effectively.

Continuous Improvement and 2026 Focus

Structured peer safety reviews are being introduced to encourage knowledge sharing between sites, strengthen accountability, and support continuous improvement. These reviews provide an additional mechanism to identify risks, share best practices, and verify the effectiveness of local controls.

Devro remains fully committed to providing a safe and healthy working environment for everyone who works with us. The actions underway aim not only to improve safety outcomes but also to further embed health and safety as a core value across our organisation.

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Our 2026 Health & Safety Year Plan is built around four key focus areas, supporting the transition from lagging to leading performance and strengthening safety culture across all sites.

Leading KPI's	Key Safety Principles	Safety Competences	Peer Reviews on Safety
<p>Introduce common Leading KPI's for all sites and report on these.</p> <p>Leading KPI's:</p> <ul style="list-style-type: none">• Leadership visibility• Safety Training• Safety Observations• Action Management <p><i>Stimulate and engage with those activities which prevent Incidents.</i></p>	<p>Develop Key Safety Principles.</p> <p>Complete a gap analysis by all sites.</p> <p>Create plan for gap closure by 2027.</p> <p><i>Identify gaps on procedures and technical measures which we consider to be key safety principles.</i></p>	<p>Identify Safety Competencies required for Devro (sites and global) in a training matrix.</p> <p>Develop proposal for management of defined competencies.</p> <p>Define training requirements for each role.</p> <p><i>Sites and departments needs specific Safety competences and these need to be available.</i></p>	<p>Complete 4 on-site Peer reviews including follow-up by Supply Chain colleagues from other sites.</p> <ul style="list-style-type: none">• Nantong• Bathurst• Moodiesburn• Gendt• Construction Project <p><i>Support each other in identifying safety improvements and learn from best practices.</i></p>
Planned for Q1	Planned for Q2	Planned for Q3	Planned for Q1, Q2, Q3

Our people

Devro is an international business, with production sites across four continents. As at 31 December 2025, the Group employed 2101 people (2024: 2079).

Employee Experience

As a purpose-led business we seek to 'Create the Added Layer of Value' in all that we do. We recognize that this requires all employees to be actively engaged in performing to the best of their abilities and in line with our company values. Therefore, we strive to achieve 'best in class' levels of engagement and wellbeing.

We place considerable value on the active involvement of our employees on matters which affect them both locally and at Group level. This is achieved through visible and regular communications, both formal and informal, from their own local management and that of visiting executives and senior managers. In 2025 we continued organizing our European Forum. The forum brings together recognised Trade Union and employee representatives from our three European sites, along with HR and Senior Management, to consult on pan-European matters, both current and future focussed.

We want to reflect the diversity of the national, regional and international communities that we work in and aim to be a place where people feel free to be themselves no matter their identity or background. It is common practice to bring together teams from multiple countries to work on strategically important projects and to participate in training and development programs. This has many benefits, not least of which is creating a more unified and consistent business culture, as well as promoting diversity of thought and experience.

We believe it takes diversity of thought, culture, background and perspective to create a truly innovative company. And as an equal opportunities' employer, all our employees and applicants are treated fairly and equally, regardless of their age, colour, creed, disability, full or part-time status, gender, marital status, nationality or ethnic origin, race, religion or sexual orientation.

In recent years we have revised our EDI Policy and our recruitment practices to ensure these reflect best practice. We see it as essential to keep the conversation about Equity, Diversity and Inclusion alive and explore areas where we can continue to learn and improve our practices. To support the strong culture at Devro, we mobilised cross functional, global focus groups that built the plans for our culture priorities. Sponsored by Devro Management Team and connected to bring diverse deep insights, these Groups strongly contributed to our long term, lasting cultural efforts.

As part of our commitment to fair and transparent reward practices, in 2024 we have taken steps to unify our global Short-Term Incentive (STI) program. This harmonized approach ensures that employees across all

regions are rewarded consistently based on shared principles of performance, contribution and business outcomes. By aligning the STI framework globally, we aim to foster equity, strengthen our performance culture, and support our sustainability goals through clear and consistent recognition of results and behaviours that reflect our company values.

In our efforts to foster a positive workplace we routinely promote physical and mental health. We do this through raising awareness using our global intranet (Connect), locally organised events and resources (such as medical checks and vaccination campaigns) and promotion of our Employee Assistance Program, which is available to all employees in the Group, in their local languages.

Talent and professional development

Attracting and retaining a highly skilled workforce is key to our future success. Therefore, we are committed to the continual development of our employees, investing both time and money. In addition to the provision of locally managed learning and development budgets and compliance training, we offer support for employees with further education and recognised qualifications, bespoke Leadership and Management programs and interpersonal/team development workshops and coaching.

Many employees across our global business continue to benefit from a wide range of online and face-to-face learning opportunities that support their development and help them build the skills and knowledge needed to perform at their best. Throughout 2025, we have maintained the same positive momentum in providing formal training opportunities across the organization, building on the strong foundation set in previous years. This is in addition to ongoing operational and informal, experience-based learning that takes place daily across teams. Our office-based employees have again engaged in our Performance Review process, setting clear goals and development plans aligned with both individual aspirations and business needs.

Our Leadership Program continues to be delivered virtually, connecting a diverse, cross-functional, and international group of participants. Likewise, our Management Program—targeted at leaders in key roles—has progressed into 2025, helping managers grow their impact, lead with our company values, and drive high performance across their teams.

We seek to maximise the investment we make in our people and create continuity for our business through frequent review of our talent pipelines and succession planning. As far as possible, we promote from within our business and in 2025 filled 19% of our vacancies with internal candidates. (2024: 23%, the decline is caused by positive growth of number of Operators' roles which are typically externally filled)

The gender analysis of the workforce as at the end of the year is shown in our website [\(Gender Pay Gap | Devro\)](#).

Communities and Charities

Devro is well-respected as an organisation within the communities it operates, and we encourage the employment of local people into our businesses. This develops loyalty in our employees but also makes us an employer of choice in our locations. Our ongoing commitment to offering school visits, work experience and student placements within the locality of our manufacturing sites has been reinvigorated in recent years and followed as one of our priorities.

In 2025, a number of our sites continued their close cooperation with local schools to support their students, provide valuable resources and educate them on STEM-based career choices.

The Company also provides support through other charitable donations across the regions within which we operate, totalling more than £100,000 (2024: £62,640). We intentionally choose to take a local focus, with the aim creating a positive impact where we have a presence.

Ethical conduct

Business conduct

All business partners are expected to comply with all parts of our Business Conduct Policy. We adopt Legal and Regulatory Compliance principles of SARIA, which is then disseminated to all employees in the Group at the beginning of the year. At the start of the year, each employee with a Devro email address must sign a certificate confirming full compliance with the Legal and Regulatory Compliance Policy throughout the previous year. We have a zero-tolerance approach to bribery and corruption. All computer-based staff are required to complete online training on bribery and corruption, reinforced by face-to-face training where appropriate. Employees or contractors may also be required to complete the training in circumstances where we have identified a potential risk. The main Board reviews the risks associated with bribery and corruption every year to ensure that our procedures remain appropriate and effective.

Human & employee rights

Devro does not have a specific Company human rights policy since we consider that we are served in this area by the developed culture of ethical business practice and strong labour regulation present in most of the countries in which the Group operates. All the Group's sites, wherever located, adhere to our own high-standard labour practices, even where local regulatory requirements are not as advanced. We run our business responsibly and ensure that all our employees,

customers, suppliers and other stakeholders are treated fairly and with respect. There have been no violations reported against the Company on human rights in 2025 or the previous four fiscal years. Any violations on human rights would be reported and action taken.

Whistleblowing

Devro maintains an open environment in which colleagues and other stakeholders can raise any issue about any aspect of our business. We support anyone who voices genuine concerns, even if they turn out to be mistaken. We use an externally hosted global Integrity Line Platform and encourage stakeholders to 'speak up' as necessary. This covers all individuals working at all levels of the global organisation, including contractors, casual and agency staff and is designed to offer employees and third-party stakeholders a confidential and anonymous way of raising issues. A procedure for handling any issue raised through the hotline is in place.

In accordance with the Modern Slavery Act 2015, the Group has published a statement on its website setting out the steps taken to prevent modern slavery and human trafficking in its business and supply chains.

All our employees are entitled to a fair salary and other terms and conditions of employment as appropriate. We benchmark salary and benefits against similar roles in the same local area annually to ensure that we are competitive. Our policy is to comply, at the very least, with minimum wage legislation for any job role for all employees and we seek to be competitive where our facilities are based; in many instances, wage rates and salaries are higher. We pay benefits as appropriate to local markets and these are reviewed annually to ensure competitiveness. Legally required benefits such as annual leave, sick leave, maternity

leave and normal working patterns and hours are of course applicable to all. The terms and conditions on working hours are detailed in our contractual terms and, where applicable, within agreements with our Trade Union groups. Overtime is voluntary and the Company will always abide by the legal requirements relating to overtime and payment for it.

Freedom of association

We have recognised Trade Union groups in our facilities in the Czech Republic, China, Scotland and Australia and value their partnership and involvement. We encourage collective bargaining with Trade Union groups and negotiate with them on the terms and conditions for their members and consult with them on changes within the organisation. Employees can become affiliated with a Trade Union and their involvement in that organisation will not affect them in terms of recruitment, promotion, transfers, development opportunities or any other employment arrangements. In Europe, we have a long-established European Forum consisting of management and employee representatives, who meet annually to discuss, communicate and consult on trans-national issues relating to the business. Where there is no representative group, we establish and encourage an open two-way communication process with employees and have various communication mechanisms and methods to keep this active.

Tax transparency

Devro Limited and its group companies are part of the SARIA Food & Pharma Division. Devro's approach to taxation is aligned with the SARIA Food & Pharma Global Tax Policy and Global Tax Control Framework, which set out the principles, governance and controls for managing tax matters across the division.

As a multinational business, we recognize that paying taxes is a societal duty that supports the stability and infrastructure of national economies. We therefore seek to maintain a sustainable tax environment by ensuring that our tax returns and tax payments are accurate, timely and compliant with applicable laws and regulations. We aim to comply with both the spirit and the letter of the law in the jurisdictions in which we operate.

Our tax approach is guided by the following principles:

- Due compliance with applicable tax laws and relevant international standards;
- Reasonable tax planning, meaning we may choose tax-efficient outcomes where consistent with law and commercial substance, but we do not enter into artificial arrangements without commercial purpose;
- A business-driven group structure, under which we do not use abnormal or opaque structures intended for tax avoidance and do not generally use entities in jurisdictions considered tax havens under EU standards, except in exceptional cases where operationally necessary and appropriately assessed;
- Reasonable transfer pricing, based on the arm's-length principle and aligned to where value is created;

- Constructive relationships with tax authorities, based on transparency, trust and timely cooperation; and
- Seeking tax rulings for certainty, not for optimisation, and only where substantial uncertainty exists, based on full disclosure of the relevant facts.

Devro applies the SARIA Food & Pharma tax risk standard that tax positions should generally meet a “more likely than not” threshold. Tax risk appetite is not determined by the likelihood of audit. Material or higher-risk matters are escalated under the division's governance framework and, where required, are supported by external advice and approval by the Head of Tax and CFO in line with the applicable thresholds and delegation of authority.

Tax risks are managed through the SARIA Food & Pharma Global Tax Control Framework, including defined roles and responsibilities, periodic reporting, annual compliance confirmations, and global tax controls covering key areas such as corporate income tax, VAT, wage tax, customs and transfer pricing. Devro's local finance and tax teams are responsible for day-to-day compliance, with oversight and support from the Division Tax Team.

Where uncertainties or errors are identified, we seek to address them responsibly through appropriate analysis, documentation, escalation and, where relevant, proactive engagement with tax authorities. We regard tax audits and inquiries as part of the normal tax compliance environment and aim to respond fully, timely and transparently.

As of 31 December 2025, Devro did not use abnormal or opaque tax structures intended for tax avoidance and had no operations in jurisdictions considered tax havens under EU standards.

Cooperation with external parties

Devro were founding members of, and currently chair the Collagen Casing Trade Association, an organisation representing the interests of collagen casing manufacturers globally, especially around global regulatory controls. Devro is also part of national associations such as the UK-based Food and Drink Federation, the British Meat Processors' Association and chair the Food and Drink Federation of Scotland, where our representatives inform the sector thinking on standards, legislation, environmental and food safety issues across the UK and European food industry. We also actively participate within our regions with any legislative consultation process relating to food production, market access, labour rates and engage with trade associations for our industry to develop the standards for our employees and others in the industry. We are also members of environmental working groups within these organisations to better understand and influence developing or current legislation or industry guidance.

Customers, product and innovation

We are always developing new products and technologies as we respond to customer demand and in response to our drive for an efficient business. We work in close collaboration with our customers to meet their needs and in the development of the consumer market. However, our

product makes up such a small proportion of our customers product that anything we do has limited impact on our customer carbon footprint. However, we can provide information and guidance.

Product integrity

Our modern processing sites use state of the art production equipment, including a high degree of automation which minimises handling. This combined with our high standards of hygiene and control ensures we meet our customers' expectations for quality. All our production sites are certified to ISO 9001 (quality management system) and all sites are certified to FSSC 22000 (food safety). Our processes and raw materials are several steps removed from the animal, but we source from countries (UK, EU, US and Australia) with animal welfare standards for all our production. We offer customers full bovine collagen traceability back to the individual animal within our range which provides customers knowledge that they are getting a high quality, secure product. Where possible we use recycled board and/or renewable materials in our packaging, but we are restricted by regulation to the extent in which recycled materials can be used in our food contact packaging. Our Global Food Safety and Quality Statements are available on our website.

Responsible sourcing

Our original process was designed to utilise certain co-products from slaughterhouses and tanneries, which removed the need for their disposal and created an economic stream from what was effectively waste. We work closely with our suppliers to set clear specifications for the products they supply. The quality of raw materials we use contributes significantly to the achievement of consistent finished product quality. We assure the safety, traceability, quality and provenance of our raw materials through our supplier audit and assessment process. It is important that our suppliers also apply the same principles of value, transparency and respect as we do, to ensure our products are sourced and manufactured in a fair, ethical and environmentally responsible manner.

The Group undertakes audits and questionnaires for each supplier, including physical site audits for all our major ingredient suppliers and for new suppliers. We take into consideration their environmental policies, whether they have a formal recognised Environmental Management System and any third-party certification held by the supplier, which is to Global Food Safety Initiative recognised standards. We request specific information on environmental impacts in our questionnaires (GHG, CO₂, water use, resource utilisation, waste and pollution targets and performance) and follow up in our physical audits of suppliers, where we discuss any non-conformance and agreed actions. We request information from all our suppliers on social issues, including child or forced labour, equal opportunities, non-discrimination, freedom of association, labour practices (such as avoidance of excessive hours, minimum wage) and health and safety standards. We assess for the potential for poor labour conditions during the physical audits of

all our major raw material suppliers, although the risk of this is low given our suppliers are large production processes or large reputable organisations. We use this compliance information to make decisions overseen by the Group Supply Chain Director.

All non-conformance is required to be corrected promptly. For raw materials we complete a quality and food safety vulnerability risk assessment including the quality controls of the manufacturer and traceability. All our raw materials suppliers provide their environmental policies and relevant data. The Group also considers social factors including working practices and health and safety. Further details of our supply chain policy can be found on our website.

All non-conformance is required to be corrected promptly. For raw materials we complete a quality and food safety vulnerability risk assessment including the quality controls of the manufacturer and traceability. All our raw materials suppliers provide their environmental policies and relevant data. The Group also considers social factors including working practices and health and safety. Further details of our supply chain policy can be found on our website.

Supplier compliance

During 2025 we conducted 79 supplier audits. Through our raw material supplier audits, with higher-risk suppliers being audited more regularly, we check our suppliers have policies or processes in place which promote respect for workers' rights (including policies on anti-discrimination, freedom of association, child and forced labour) and we seek assurances of the steps they have in place to ensure these are followed. To ensure that we maintain a high level of understanding of the risks of modern slavery and human trafficking in our supply chains and in our own business, we have trained key personnel who are involved in our Supplier Management process. We are also in the process of issuing a 'Supplier Code of Conduct' ensuring our suppliers' adherence through our audit programme. The table below tracks our total supplier audits, outlining those audits which included quality, environmental and social assessments.

Our supplier audits

Year	Audits total	Audits inc. Quality	Audits inc.. Environmental	Audits inc.. Social
2018	42	42 (100%)	41 (98%)	36 (86%)
2019	54	54 (100%)	52 (96%)	52 (96%)
2020	95	95 (100%)	95 (100%)	95 (100%)
2021	40	40 (100%)	40 (100%)	38 (95%)
2022	64	64 (100%)	64 (100%)	64 (100%)
2023	87	77 (89%)	85 (97%)	75 (86%)
2024	66	66 (100%)	64 (100%)	66 (100%)
2025	79	74 (97%)	79 (100%)	71 (90%)

Introduction

This TCFD report outlines our approach to climate change governance and how we incorporate climate-related risks and opportunities into our risk management and strategy, aligned to our net zero ambition.

In this report, we set out our climate-related financial disclosures consistent with all the Task Force on Climate-related Financial Disclosures (TCFD) Recommendations and Recommended Disclosures as detailed in “Recommendations of the Task Force on Climate-related Financial Disclosures”, (2017), with use of additional guidance from “Implementing the Recommendations of the Task Force on Climate-related Financial Disclosures”, (2021).

While Devro is no longer required to produce a TCFD report, the Group continues to report in line with TCFD recommendations as they provide a useful framework for communicating how climate-related risks and opportunities are governed, assessed, and integrated into strategy and risk management.

Governance

Devro’s Management Team (DMT) has responsibility for the oversight of climate-related risks and opportunities, as with all matters which impact the strategy and risk management of the Group. The DMT is responsible for the oversight of the Group’s climate change policy and monitors and oversees progress of the Group’s sustainability targets against our recorded emissions, energy and water use and waste. Our public commitment to Net Zero and our near-term emissions and renewable electricity targets highlight that the management of Devro’s climate change exposure and impact is fundamental to the Group’s business Purpose (see Metrics and Targets below for further details). The CEO has overall responsibility for oversight, ensuring that climate-related issues are considered in the review of Devro’s strategy, budget and business.

Within the risk management framework, the DMT delegates its authority to oversee climate-related risks to the Sustainability Committee. The output from any climate-related risk reviews is incorporated into the overall risk report.

Executive management level oversight of climate-related issues at Devro is performed by the CEO and the DMT who monitor progress against our climate-related targets, achievements, and key climate-related issues. An internal report, including climate related KPIs, is prepared on a monthly basis by the Sustainability Manager and reported to the DMT. The Global Supply Chain Director is also chair of the Sustainability Committee that meets eight times per annum. Our cross-functional Sustainability Committee support and informed the DMT on delivery of the climate-related strategy and performance of the business. The Sustainability Committee in turn are informed by divisional and operational management who manage climate-related risks and report and deliver on projects and initiatives, such as the progress on renewable electricity across sites.

Risk Management

Risks and opportunities relevant to Devro were re-assessed this year with the help of external consultants and refined through consultation with the Sustainability Committee and senior management. Devro considers climate-related risks and opportunities in all physical and transition risk categories, current and emerging, whether they occur within our own operations, or upstream and downstream of the Group and whether they occur within the short-, medium- or long-term time horizons.

Climate-related risks and opportunities are evaluated separately from other Group risks as the timelines tend to be significantly longer for climate related developments. Climate related risks are generally managed within the Sustainability Committee with reference to the DMT as deemed necessary. If there is elevated risk the DMT has an option to raise to the Group Risk Committee.

The climate-related risk assessment incorporates measures for both likelihood (Rare – once in 10 years, to Almost certain – once or more in the next year) and impact (£’m impact on Group EBIT) with a threshold of £0.5 million impact over the rolling three-year period.

Risk materiality is assessed on a 5x5 risk matrix, taking both impact and likelihood into account. Further details related to each key risk and opportunity, such as a quantification of the financial impact, the appropriate strategic response, cost of response and the variance of key risks in relation to climate-related scenarios is also developed. These details help us to determine if further management response is required (e.g., mitigation, acceptance, control) and help to prioritise resources in managing our most material climate-related impacts.

Our climate-related risk register is reviewed every six months to incorporate material changes from our internal assessment and to ensure the register reflects material changes in the operating environment and business strategy.

Strategy

Devro is not exposed to all categories of climate-related risk. Below we outline key climate-related physical and transition risks and opportunities which could have a material financial impact on the organisation. We monitor several additional risks and opportunities to these, which at this stage we determine are not material, and/or do not impact our businesses, strategy, and financial planning beyond the boundaries of business-as-usual.

In consideration of the often longer time horizons for climate-related issues and in keeping with the interim target dates we historically set for the business in 2025, 2030 and our 2045 net-zero aspiration, the time horizons for our risk assessment analysis have been

- Short-term: reporting year
- Medium-term: up to five years
- Long-term: more than five years

We use climate-related scenario analysis to improve our understanding of how different climate outcomes impact certain risks. We employed four public climate-related scenarios which help us better understand the resilience of the business to climate change:

Scenario	Source	Outline	Notes
Net Zero Emissions by 2050 Scenario (NZE)³	IEA	Actions limit the global temperatures rise to 1.5 °C by 2100, with 50% probability	A pathway for the global energy sector to achieve net zero CO ₂ emissions by 2050. This scenario is included as it informs decarbonisation pathways used by the SBTi.
Stated Policies (STEPS)	IEA	Global temperatures rise by around 2.5°C by 2100, with 50% probability	A combination of physical and transitions risk impacts as. This scenario is included as it represents a mid-way pathway with the trajectory implied by today’s policy settings.
SSP2-/RCP4.5	IPCC	Global temperatures rise between 2.1-3.5°C by 2100	This scenario is included as an intermediate warming scenario, which represents the most likely pathway the world currently faces.
SSP5-/RCP 8.5	IPCC	Global temperatures rise between 3.3-5.7°C by 2100	This scenario is included as a worst-case scenario, and stress test for risks under severe physical climate impacts.

³ Sources: IEA (2022), Global Energy and Climate Model, IEA, Paris <https://iea.blob.core.windows.net/assets/3a51c827-2b4a-4251-87da-7f28d9c9549b/GlobalEnergyandClimateModel2022Documentation.pdf>; IPCC (2014), Climate Change 2014: Synthesis Report. Contribution of Working Groups I, II and III to the Fifth Assessment Report of the Intergovernmental Panel on Climate Change

These scenarios have been supplemented with additional internal and external sources specific to each risk to inform our assumptions. Our overall assessment is that the business remains resilient to climate-related risks in all scenarios, especially given our existing and planned mitigation strategies. We do not foresee any material fundamental change to our business strategy or budgets resulting from climate change, especially given our plans already accommodate our ambition for net zero. There are no effects of climate-related matters reflected in judgements and estimates applied. Some work has been undertaken to quantify risks, and that this will be continually revisited as new data is made available.

Transition risks

Risk/ Opportunity Description	Climate risk category	Area of prevalence	Primary Potential financial impact	Potential Impact on the business	Scenario Implications	Time horizon	Mitigation / actions to manage risk*
Carbon tax	Current & Emerging Regulation	Own operations	Operational costs	<ul style="list-style-type: none">Higher direct operating costs from carbon pricing on own operations.Margin pressure unless costs are reduced or passed through.	<ul style="list-style-type: none">Higher-policy scenarios (NZE) would increase carbon cost exposure over time.Faster decarbonisation would reduce this risk if emissions fall quickly.	Medium-term	<ul style="list-style-type: none">Planned capex into energy efficiencies and de-carbonisation, self-generation
Carbon tax	Current & Emerging Regulation	Upstream	Operational costs	<ul style="list-style-type: none">Higher input costs as suppliers pass through carbon-related charges.Potential squeeze on procurement budgets and product margins.	<ul style="list-style-type: none">Supplier cost pass-through is likely to rise under stricter carbon regulation.Exposure increases where the supply chain remains emissions-intensive.	All time horizons	<ul style="list-style-type: none">Supplier engagement; lower-carbon procurement planning
Litigation/ Compliance	Policy & Legal	Own operations	Operational costs	<ul style="list-style-type: none">Fines, legal costs, and remediation spend from non-compliance or claims.Reputational damage could also disrupt sales and customer trust.	<ul style="list-style-type: none">Stricter disclosure and claims rules could raise compliance expectations across markets.Exposure grows if governance and evidence for claims do not keep pace.	All time horizons	<ul style="list-style-type: none">Stronger governance over claims; disclosures; compliance
Supply challenges	Market/ Technology	Upstream	Operational costs	<ul style="list-style-type: none">Reduced livestock supply could increase raw material prices and shortages.Supply disruption may raise costs and affect production continuity.	<ul style="list-style-type: none">Transition policies in agriculture could tighten livestock supply over the long term.Risk is greater in scenarios with stronger methane, land, or biodiversity controls.	Long-term	<ul style="list-style-type: none">Supplier diversification; longer-term sourcing planning, building strategic supplier relationship, identifying risk and implementing mitigation plan

Customer requirements	Reputation	Downstream	Revenue	<ul style="list-style-type: none">Customers may favour lower-emissions suppliers, risking lost sales.Pressure to improve product footprint data and sustainability credentials.	<ul style="list-style-type: none">Customers may tighten low-carbon sourcing requirements as climate targets advance.Commercial pressure could intensify in more ambitious transition scenarios.	All time horizons	<ul style="list-style-type: none">Better product footprint data; customer engagement
Exposure to geopolitical shocks	Technology	Own operations	Operational costs	<ul style="list-style-type: none">Continued fossil fuel dependence could increase exposure to energy price spikes.Volatile utility costs may weaken margins and planning certainty.	<ul style="list-style-type: none">Higher-emissions or delayed-transition scenarios could keep energy markets volatile.Faster electrification and decarbonisation would help reduce this exposure.	All time horizons	<ul style="list-style-type: none">Reduced energy dependence through efficiency; electrification
Transition opportunities							
Risk/ Opportunity Description	Climate risk category	Area of prevalence	Primary Potential financial impact	Potential Impact on the business	Scenario Implications	Time horizon	Mitigation / actions to manage risk*
Water, energy, waste savings	Resource Efficiency	Own operations	Operational costs	<ul style="list-style-type: none">Efficiency projects could lower energy, water, and waste costs over time.Savings can improve margins and resilience as the business grows.	<ul style="list-style-type: none">Resource efficiency benefits become more valuable as utility costs and constraints rise.More climate pressure would improve the business case for savings projects.	Medium-to Long-term	<ul style="list-style-type: none">Planned efficiency projects across energy; water; waste
Expanding green generation	Energy Source	Own operations	Operational costs	<ul style="list-style-type: none">Greater self-generation could reduce purchased energy costs over time.May also lower exposure to carbon costs and grid price volatility.	<ul style="list-style-type: none">On-site renewable generation becomes more attractive if grid prices or carbon costs rise.Benefits increase in scenarios with supportive policy and sustained energy volatility.	Medium-to Long-term	<ul style="list-style-type: none">Targeted review of self-generation opportunities at key sites

Physical risks

Risk/ Opportunity Description	Climate risk category	Area of prevalence	Primary Potential financial impact	Potential Impact on the business	Scenario Implications	Time horizon	Mitigation / actions to manage risk*
Flooding	Physical	Own operations	Revenue and operational costs	<div>• Flood events at sites could halt production and damage assets or stock.</div> <div>• Lost output and recovery costs could materially affect revenue and operations.</div>	<div>• More severe rainfall events could increase disruption frequency and losses at sites.</div> <div>• Exposure is higher in high warming scenarios without additional resilience measures.</div>	Medium- to Long- term	<div>• Site resilience measures; contingency planning physical barriers at vulnerable sites</div>
Water Scarcity	Physical	Own operations	Revenue and operational costs	<div>• Water shortages could constrain production and raise utility or treatment costs.</div> <div>• Prolonged scarcity may reduce output and disrupt site operations.</div>	<div>• Drier conditions could increase operational stress where water availability tightens.</div> <div>• Risk rises in scenarios with more frequent drought or competing water demand.</div>	Medium- to Long- term	<div>• Water efficiency measures; site contingency planning</div>
Flooding	Physical	Upstream, own operation	Revenue and operational costs	<div>• Upstream flooding could interrupt key supplier deliveries and input availability.</div> <div>• This may increase costs, delay production, and affect customer service.</div>	<div>• More intense flooding could disrupt upstream supply more often or for longer periods.</div> <div>• Exposure is greater where supplier resilience and logistics alternatives are limited.</div>	Medium- to Long- term	<div>• Supplier resilience reviews; alternative sourcing options</div>
Storm Surge	Physical	Upstream	Operational costs	<div>• Coastal storm impacts on suppliers could disrupt sourcing and logistics.</div> <div>• Short-notice mitigation may require higher-cost alternative supply routes.</div>	<div>• Sea-level rise and coastal storm intensity could worsen supplier and port disruption.</div> <div>• Risk is highest in exposed coastal sourcing or transport locations.</div>	Medium- to Long- term	<div>• Developing contingency planning for supply disruptions</div>

Precipitation	Physical	Upstream	Operational costs	<div>• Heavy rainfall could disrupt suppliers and damage infrastructure or transport links.</div> <div>• Resulting delays may raise input costs and interrupt manufacturing schedules.</div>	<div>• Heavier rainfall could increase transport, infrastructure, and supplier downtime.</div> <div>• Impacts may escalate under scenarios with more frequent extreme precipitation.</div>	Medium- to Long- term	<div>• Developing Logistics contingency planning for severe rainfall eventss</div>
Heat	Physical	Upstream	Operational costss	<div>• Supplier heat stress may reduce availability of key inputs and raise costs.</div> <div>• Expected business impact is lower than other upstream physical risks.</div>	<div>• Higher temperatures could weaken supplier productivity, animal health, or operations.</div> <div>• Exposure increases under sustained heat extremes across sourcing regions.</div>	Medium- to Long- term	<div>• Developing supplier engagement on heat resilience; continuity plannings</div>

Metrics And Targets

Devro monitors and measures scope 1, 2 and 3 GHG emissions and our energy, water use and waste as reported earlier in this document under Our environmental impact.	<div>• Reduce absolute scope 3 GHG emissions 90.0% by 2045 from a 2024 base year.</div> <div>• Reduce absolute scope 3 FLAG GHG emissions 72.0% by 2045 from a 2024 base year (The target includes FLAG emissions and removals).</div> <div>• Achieve net-zero greenhouse gas emissions across the value chain by 2045.</div>
Devro has had a long-standing public commitment to be net-zero across all scopes. We strengthened our commitment in 2025 through the setting and validation of targets with SBTi for the near-term and long-term, including FLAG.	
For our Near-Term Targets, we commit to:	Following up on our ambition of linking our carbon emissions performance to short term incentives, 10% of the Devro key management roles' bonus will be linked to sustainability metrics (absolute carbon emissions).
<div>• Reduce absolute scope 1 and 2 GHG emissions 45.8% by 2030 from a 2020 base year.</div> <div>• Increase active annual sourcing of renewable electricity from 0.0% in 2020 to 100.0% by 2030.</div> <div>• Reduce absolute scope 3 GHG emissions 25.0% by 2030 from a 2024 base year.</div> <div>• Reduce absolute scope 3 FLAG GHG emissions 30.3% by 2030 from a 2024 base year.</div>	
For our Long-Term Targets, we commit to:	
<div>• Reduce absolute scope 1 and 2 GHG emissions 90.0% by 2045 from a 2020 base year.</div>	

APPENDIX 1 – IMPARTIAL CARBON VERIFICATION



The Group Sustainability Department, led by the Sustainability manager Mariella Barra, was responsible for the organization and presentation of the data. The data collection was the responsibility of the sites' Environmental and Sustainability functions. The Scope 3 Category 3 emission accounting was prepared by an external consultant (CEN-ESG).

Intended users of the report are the Sustainability team, the Marketing and Communications team and the Devro Management Team. The report has been published on our website and shared with all relevant stakeholders. The purpose of the report is to obtain a clear understanding of the carbon emissions generated by the Devro sites with the view of informing the company strategy to achieve Net Zero emissions by 2045 and conforming to SBTi standards.

The Scope 1, 2 and Scope 3 Category 3 emissions were quantified in accordance with ISO 14064-3:2019, annex C. The issued report has been used by Devro to validate its data collection and reporting methodologies.

- The verification procedures included:
- * Interviews with relevant personnel responsible for GHG data collection and reporting.
 - * Review of the company's GHG management systems, procedures, and controls.
 - * A sample-based review of underlying source data and calculations to verify the accuracy of the reported emissions.
 - * Assessment of the appropriateness of the quantification methods and emission factors used.
 - * Evaluation of the overall presentation of the GHG emissions statement to ensure it is fair, accurate, and complete.

A detailed breakdown he verified emissions for year 2025 are as below:

SCOPE	CATEGORY	Tonnes of CO2e
2025 Scope 1	Stationary	55,189.6
2025 Scope 1	Vehicles	62.34
2025 Scope 1	F-gas	1,098.1
2025 Scope 2	Market Based	23,193.0
2025 Scope 2	Location Based	49,324.7
2025 Scope 2	Location Based (electricity only)	34,406.7
2025 Scope 3	Cat 3 - WTT & T&D	18,628.2

Based on the procedures performed, as described in this statement, nothing has come to our attention that causes us to believe that the GHG emissions statement for Devro for the fiscal year as defined by 1st Jan to 31st Dec 2025 is not materially correct, and is not a fair representation of the GHG emissions in accordance with the criteria listed.

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