



# SUSTAINABILITY REPORT 2025

Taking action today, for the beverages of tomorrow

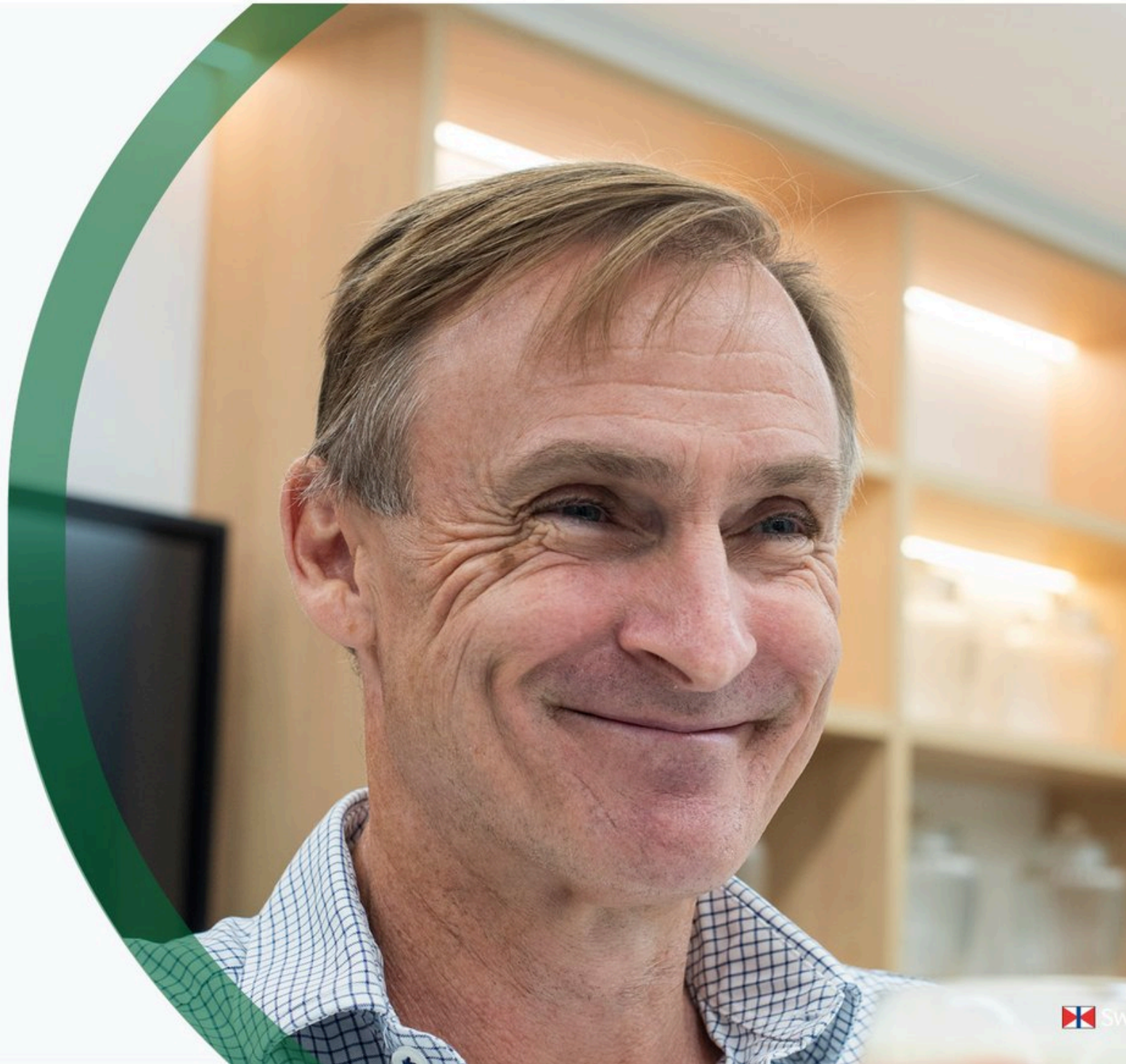




# SUSTAINABLE FUTURE 2030

## FOREWORD

Group Managing Director  
James Woodrow



# Welcome to Finlays' annual Sustainability Report

**2025 was yet another year defined by volatility for the global beverage industry.**

Climate change continues to reshape agricultural reality with droughts, heatwaves and unpredictable rainfall, reducing yields and impacting supply. The supply chain disruption we've experienced over recent years persists. And the people bearing the brunt of these macro conditions are those at farm level and their communities. Alongside this, the industry faces ever increasing regulation, not to mention inflationary pressures. Against this backdrop, one thing is clear: it has never been more important for the industry to "take action today for the beverages of tomorrow".

Reading our report, I am encouraged by the progress we made in 2025 against the three pillars of Sustainable Future 2030. We continued to reduce emissions, optimize water-use and minimize waste. 100% of our tea and soluble coffee

supply chains were traceable to tea factory or garden mark and mills, respectively. We have made good progress embedding Human Rights Due Diligence across our business. And I am particularly proud of Finlays Colombo's response to the devastation caused by Cyclone Ditwah in late 2025.

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**It has never been more important for the industry to “take action today for the beverages of tomorrow”**

James Woodrow

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Writing this in mid-2026, as we approach the midpoint of Sustainable Future 2030, we must also recognize the need to move faster if we are to achieve our long-term sustainability goals. This is particularly true in the context of our business, which grew significantly in 2025 through the acquisition of one of the leading aseptic packers and formulators of natural fruit-based beverages. Leahy-IFP has now been integrated into our existing US business, Finlays Solutions, approximately doubling the size of our business in North America.

This not only adds to our footprint, but it also adds complexity to our supply chain, and increases the

number of people connected to our business. The challenge before Finlays Solutions is to grow sustainably by putting Sustainable Future 2030 at the core of how it operates. You can read more in [“Turning growth into sustainable opportunity”](#) later in this report.

As ever, our efforts will be guided by our core values: “Acting for the Long Term”, “Taking Accountability”, “Doing Better Each Time”, and “Succeeding Together”. The challenge before us is substantial, but I have no doubt we are helping to deliver a more sustainable future for the beverages industry, while empowering our customers to create a world where every sip brings joy.



**James Woodrow**  
Group Managing Director  
James Finlay Limited



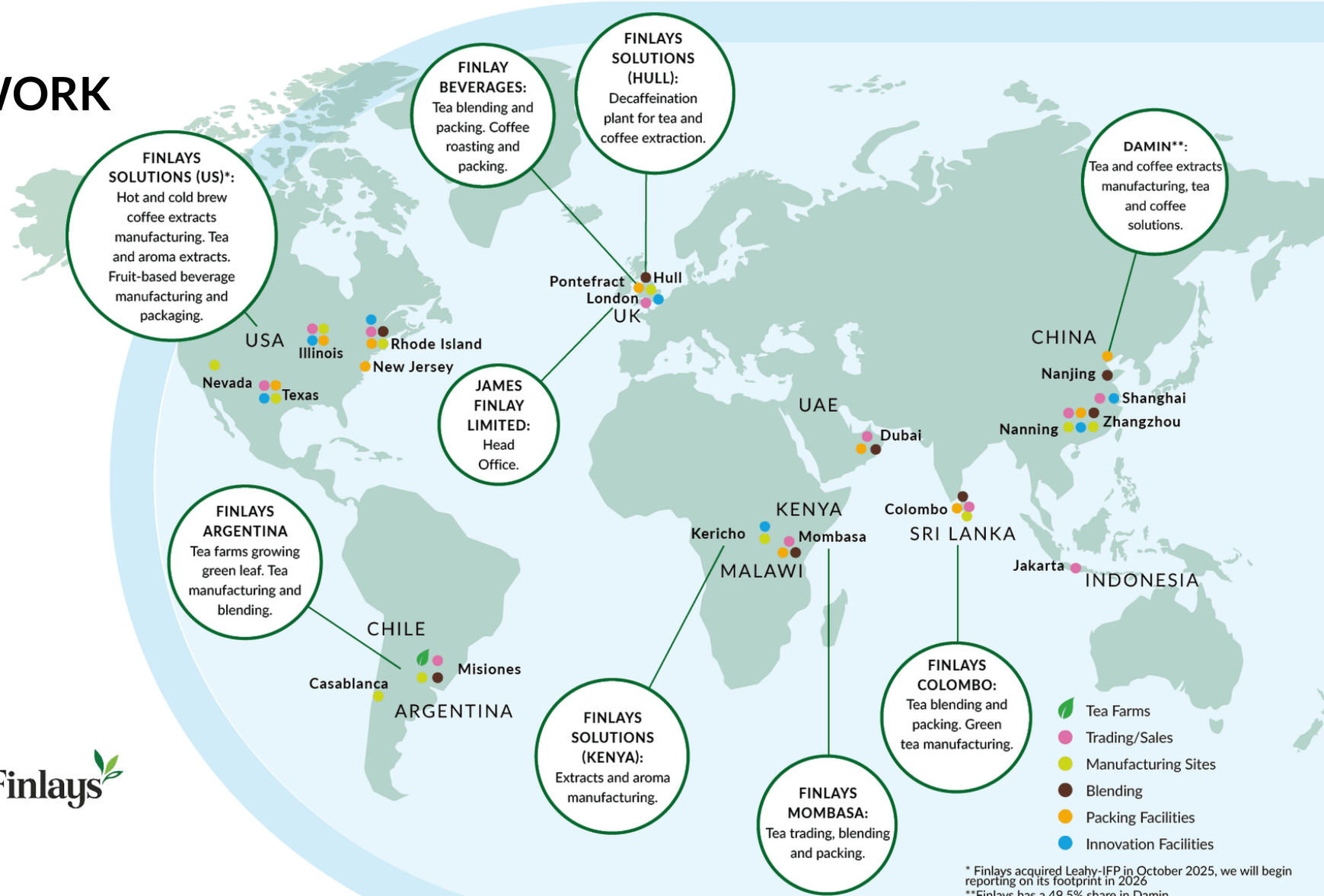
# Introduction to Sustainable Future



  
SUSTAINABLE  
FUTURE 2030

**James Woodrow**  
Group Managing Director

# The Finlays GLOBAL NETWORK 2025





SUSTAINABLE  
FUTURE 2030

# PROGRESS AND HIGHLIGHTS IN 2025





# SUSTAINABLE FUTURE 2030

# 2025 HIGHLIGHTS

**26%**

reduction in scope 1 & 2 emissions vs. 2022



Finlays Argentina launches Carbon Removal Project

**100%**

made tea & green leaf tea traceable to factory or farm

Multiple businesses achieved target of

**42%**

of women in management roles



**93%**

of waste is recycled, recovered, or reused



Finlays Colombo achieved Great Place to Work certification

**75%**

of employees globally are paid a Living Wage or more

Finlays Solutions installs their first Mechanical Vapor Recompression system in Kenya

**64%**

increase in renewable electricity used vs 2022



Finlay Beverages helped Sainsbury's launch UK's first low carbon coffee

**100%**

soluble coffee traceable to mill



# Sustainable Future 2030: Reviewing Our progress in 2025

As we approach 2030, you can be assured that our sustainability ambition is higher than ever

Finlays' 2025 Sustainability Report sets out our progress against our sustainability strategy, Sustainable Future 2030. Built around three pillars – Climate Net Zero, Sustainable Supply, and Our People – Sustainable Future 2030 defines how we are responding to the sustainability challenges facing the global beverages industry. It is our approach to creating measurable impact across the value chain.

In 2025 we continued embedding sustainability across Finlays through the three pillars of our sustainability strategy. In Climate Net Zero we focused on decarbonization of our operations

through expanded use of renewable energy, implementing engineering projects and completing a project to further understand emissions from forestry, land and agriculture (FLAG). We also continued developing our water strategy establishing a risk-based approach to key sites and the basis for a water replenishment approach.

In Sustainable Supply we continued implementing the Supplier Relationship Management (SRM) programme, improving the way we work with our suppliers more systematically to meet customer expectations.



Looking across our business, globally we worked on simplifying our approach to supply chain issues across compliance, quality, regulation and sustainability. At Finlays Colombo, this approach was at the heart of a renewed sustainable supplier roadmap which will deliver value for its customers through to 2030 and beyond.

And finally, progress on the Our People pillar is demonstrated by our businesses around the world continuing to develop, progress and take ownership of their plans for women in management and a living wage. To support Finlays at a global level, an action plan and the development of a roadmap to embed Human Rights Due Diligence as a management system by 2030 is now in place.

Our annual sustainability report is also a good opportunity to step back from the day to day and ask ourselves, “are we making sufficient progress to deliver on our goals?”. This is doubly true given that we are approaching the halfway point to 2030. And the reality is that, currently, we are off track on a number of key commitments, particularly relating to Climate Net Zero. Our priority in 2026 is therefore to increase the pace of change across all three pillars by embedding sustainability more deeply into our operating model and strategic decision-making process.

As we approach 2030, you can be assured that our sustainability ambition is higher than ever. I look forward to keeping you updated on our continued progress.



**Joe Yalley-Ogunro**  
Head of Sustainability  
James Finlay Limited



# Sustainable Future 2030: 2025 Highlights



# OUR SUSTAINABILITY STRATEGY



SUSTAINABLE  
FUTURE **2030**

## PILLARS AND PRIORITIES



### CLIMATE NET ZERO

*Protecting the Planet to Safeguard  
Natural Beverages*

**Achieve 50%  
reduction in Scope  
1 & 2 emissions by  
2030 and net-zero  
emissions by 2040\***

#### Focus Areas

- Scope 1, 2, 3 and FLAG emissions reduction roadmaps
- Supplier engagement programme
- Carbon mitigation approach
- Framework for protecting nature



### SUSTAINABLE SUPPLY

*Building Trusted Partnerships  
for Stronger Supply Chains*

**Sustainable and  
ethical sourcing  
across tea, coffee,  
and extracts  
by 2030**

#### Focus Areas

- Improve traceability
- Enhanced supplier due diligence
- Manage performance and risk of key suppliers
- Partner with suppliers on continuous improvement



### OUR PEOPLE

*Advancing Human Rights  
to Empower All*

**A business where  
people are valued  
and treated fairly,  
encouraging growth  
and development**

#### Focus Areas

- Human Rights Due Diligence approach
- Achieve 42% women in management by 2030
- Build a culture of belonging where everyone feels engaged, connected and empowered
- Become a Living Wage Employer by 2030



**CLIMATE  
NET ZERO**

# CLIMATE NET ZERO

*Progress in 2025*





# CLIMATE NET ZERO

Protecting the  
Planet to  
Safeguard  
Natural Beverages

## OUR AMBITION:

Achieve net-zero  
emissions by 2040

SCOPE 1 & 2

**50%**  
reduction  
by 2030

SCOPE 3

**42%**  
reduction  
by 2030

FLAG\*

**30%**  
reduction  
by 2030

### Progress across Finlays in 2025:

- We increased use of renewable electricity from 31% in 2022 to 64% in 2025.
- We reduced Scope 1&2 (market-based) emissions by 26% between 2022 to 2025.
- 93% of waste was diverted from landfill.
- We maintained CDP Climate 2025 B rating.

### Progress at a business unit level in 2025:

- Finlay Beverages commissioned a rooftop solar system through a physical power purchase agreement.
- Finlay Beverages achieved zero waste to landfill in 2025.
- Three sites at Finlays Argentina used solar electricity for their entire supply for the whole of 2025.
- Two Finlays Solutions sites in the US have signed up to 100% green tariff for electricity supply in August 2025.
- The decaffeination plant at Finlays Solutions site in Hull Hull nearly halved water intensity from 0.019 to 0.010 l/kg.
- Finlays Colombo launched phase two of its PV solar installation at its Welisera facility.
- Finlays Tea Extracts Kenya installed their first Mechanical Vapor Recompression system.
- Finlays Tea Extract Kenya installed a Battery Energy Storage System (BESS) for uninterrupted power supply.

## CLIMATE NET ZERO REFLECTIONS ON PROGRESS IN 2025

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A healthy climate and environment is the foundation for our entire value chain and the natural beverage industry at-large. That's why our commitment to net zero matters so deeply. In 2025 we made meaningful progress: stronger collaboration across our origins, clearer pathways to decarbonise production, and a sharper understanding of where we can have the greatest impact.

But we also have to be honest with ourselves. The pace isn't yet where it needs to be. As we look to 2026, our focus is shifting from ambition to execution. We're making strategic decisions that translate into operational solutions, and embedding climate projects directly into business planning.

The challenge ahead is significant, but if we move faster, together, we can protect the environments that sustain our industry and create long-term value for the communities we serve.



Amélie Rey-Giraud  
Climate & Nature  
Manager



Javier Letamendi  
Climate & Nature  
Manager



Josette Bogerman  
Sustainable Operations  
Manager

# Sustainable operations in tea and coffee manufacturing

Our manufacturing sites are central to reducing the environmental footprint of our beverage portfolio. These categories involve energy-intensive processes such as roasting, extraction, pasteurization, sterilization and filling. Since 2022, we have advanced our Operational Year-on-Year sustainability performance in reducing Scope 1 and 2 carbon emissions by 3,623 tonnes of CO<sub>2</sub>e through optimizing thermal energy use and expanding renewable energy use across all sites.

## Water Stewardship

Water is essential for extraction, cleaning, cooling and steam generation, and our net year-on-year water-use has risen from 384,000 m<sup>3</sup> in 2023 to 478,000 m<sup>3</sup> in 2025 and is projected to follow this trajectory due to production volume growth across the business. To mitigate the environmental impact,

optimization initiatives will be implemented, and we are working with an external provider to deliver water replenishment projects in 2026 to 2027.

## Energy and Carbon Reduction

To reduce thermal energy-use, we installed the first phase of mechanical vapor recompression (MVR) systems to reduce the use of biomass and steam demand. We also replaced diesel generators with a UPS Battery Energy Storage system and transitioned several sites to 100% renewable electricity.

We will continue installing MVR phases, expanding water-reuse initiatives, investing in digital optimization tools and advancing our science-based carbon-reduction goals to build a more sustainable, efficient and resilient manufacturing network.

## Looking Ahead

We have made good progress reducing the Scope 1 & 2, water and waste impact from the 2022 baseline year, however we are currently not on track to deliver the 50% carbon reduction by 2030. Our main challenge is finding economically and environmentally sustainable alternatives for our operations to eliminate or significantly reduce reliance on natural gas and biomass consumption. All of our businesses are seeking to maximize effective and optimal usage of these energy sources, while central teams are working with external expert partners to map out feasible options that can be deployed in as much of our sites as fast as possible.



# OUR 2025 ENVIRONMENTAL DATA

## *GHG emissions*

We quantify and report our organizational Greenhouse Gas (GHG) emissions to the standards of the Greenhouse Gas Protocol and therefore report a location-based as well as a market-based figure for our Scope 2 emissions.

The scope of the data reported in this section reflects the boundaries of the group as of January 2025 and therefore does not include emissions from Finlays Botanicals, James Finlay Kenya, and James Finlay Guizhou, which are no longer part of our business.

Emissions from the Leahy-IFP businesses can be found in the Climate Net Zero Data section of the report, but have not been included as part of the analysis and narrative of this section because they were acquired in late 2025.

For more details on the 2025 reporting process and methodology see our [Basis of Reporting](#) document.



# OUR 2025 ENVIRONMENTAL DATA

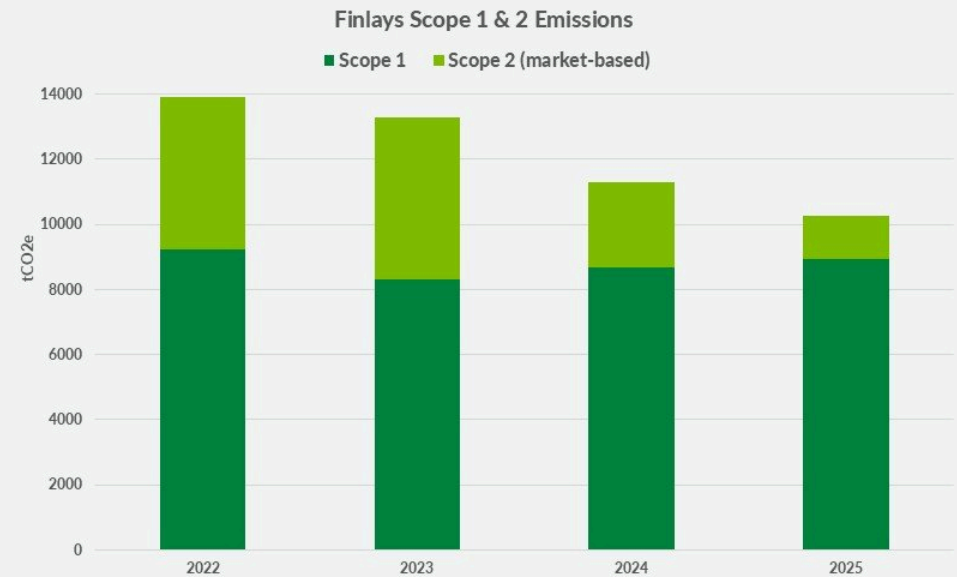
## Scope 1 and 2 Emissions



Scope 1 & 2 (market-based) emissions have decreased 9% since 2024, and 26% since 2022.

Scope 2 emissions fell by 49% thanks to multiple sites switching to renewable electricity sources. Finlay Beverages switched to a 100% renewable tariff in mid-2025, while at the same time covering part of their consumption via a new onsite PV solar system, and Finlays Solutions US switched to a 100% renewable tariff at two of their sites in mid-2025.

In 2025, we continued to improve the quality of our reporting, specifically applying more accurate market-based emission factors. Our Scope 1 emissions rose by 3%, growth explained by a variety of factors. Emissions increased primarily due to higher production volumes, which drove greater natural gas use at Finlays Solutions Hull (up 21% since 2024 across both the decaffeination and cold brew plants), increased biomass consumption at Campo Grande in Argentina (up 18% since 2024), and higher natural gas demand at three US sites producing new products for key customers. This increase was partially offset by reduced emissions at our tea extracts facility in Kenya, mainly due to improved power stability and reduced reliance on diesel generators.



# GHG EMISSIONS

## Assurance Statement



Bureau Veritas UK Limited ('Bureau Veritas') has been engaged by James Finlay Limited ("Finlays") to provide limited assurance of its Scope 1 and 2 Greenhouse Gas (GHG) emissions data within Finlays' Sustainability Report 2025.

The review covered the period 1 January–31 December 2025. Bureau Veritas performed the work to a limited level of assurance in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised). The full verification statement – including the scope of work and Bureau Veritas' assurance conclusion, methodology, exclusions and limitations, and a statement of independence and impartiality – will be published alongside the Report and is available [here](#).



**BUREAU**  
**VERITAS**

# OUR 2025 ENVIRONMENTAL DATA

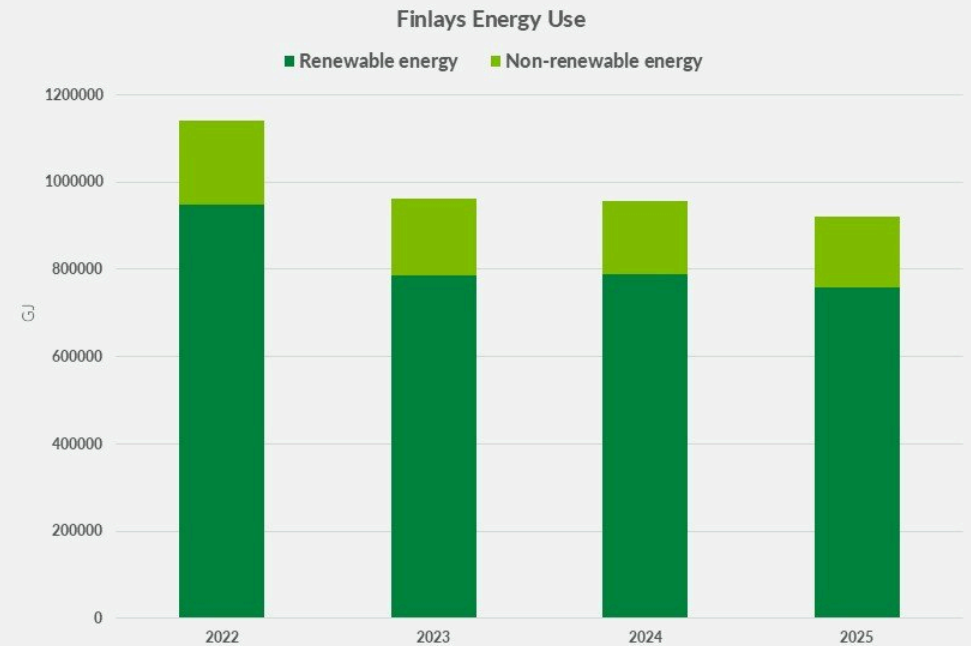
## Energy



Our energy usage has decreased by 4% since 2024, and 19% since 2022.

This was achieved even with increased production at our largest manufacturing facilities over the year, reflecting the impact of some of our energy efficiency initiatives. For example, at Finlays Tea Extracts Kenya, improved power stability on-site resulted in reduced reliance on diesel generators (over 40% reduction in diesel consumption). Our use of non-renewable energy decreased by 4.5%.

Our overall use of renewable energy decreased by 3.8%. This was mainly driven by a decrease in biomass and hydro electricity consumption in Kenya, resulting from improved process control and energy management practices, and a 15% reduction in rainfall, respectively, offsetting the increase in solar and other renewably source electricity use across the global business.



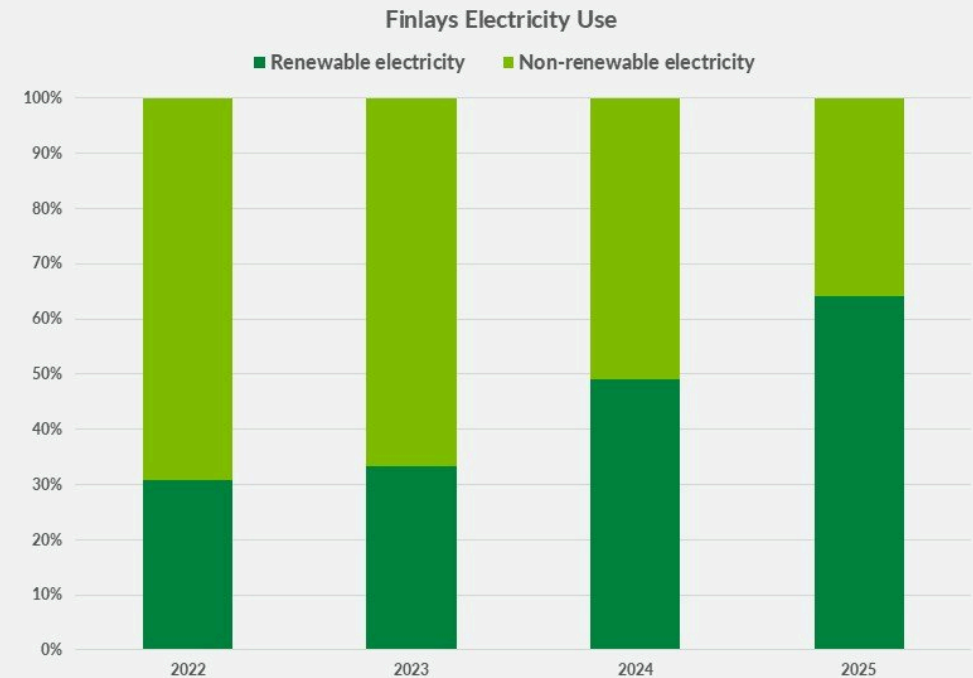
# OUR 2025 ENVIRONMENTAL DATA

## Electricity



We made good progress towards our target of operating with 100% renewable electricity by 2030, achieving several milestones in 2025 and with further projects in the pipeline for 2026 and beyond.

- Finlays Argentina purchased renewable electricity from solar accounting for 93% of their total electricity use, up from 26% in 2024.
- Finlays Colombo installed solar systems at both sites, in late 2023 and late 2024, and they achieved 40% of electricity-use provided by grid and onsite renewable sources up from 35% in 2024, and 6% in 2023.
- Finlays Tea Extracts Kenya generated 52% of its electricity needs through hydro and solar. The remaining electricity comes from the Kenyan grid, which is ~90% based on renewables, but which we have not considered as part of the renewable proportion of consumption.
- In mid-2025, Finlays Beverages installed a solar system, enabling on-site electricity generation while already operating on a 100% renewable electricity tariff.
- Two of our US sites transitioned to fully renewable electricity tariffs, with additional sites working towards this goal in 2026. Strategic planning is underway across all locations to ensure the company meets its targets on time, supporting significant progress towards our decarbonization objectives.



# THE FUTURE IS BRIGHT – THE FUTURE IS GREEN

## *Case Studies*



### ***Making the Switch to LED Lighting (Finlays Solutions, UK)***

In 2025, the Finlays Solutions facility in Hull reduced non-production electricity use by 89% by replacing 90W fluorescent lights with 5W LEDs, converting 96% of the site's 689 lights. Next steps will include completing the upgrade where access allows and introducing timers or automated controls to further improve energy efficiency.



### ***Transitioning to Renewable Electricity (Finlays Solutions, US)***

In 2025, Finlays Solutions transitioned the Cranston and Lincoln sites to renewable electricity, sourcing Renewable Energy Certificates in line with our shareholder Swire's requirements, with Scope 2 emissions expected to reach zero by the end of 2026. Next steps will include expanding renewable electricity procurement to additional US sites, including the newly acquired Leahy locations, to support company-wide decarbonization goals.

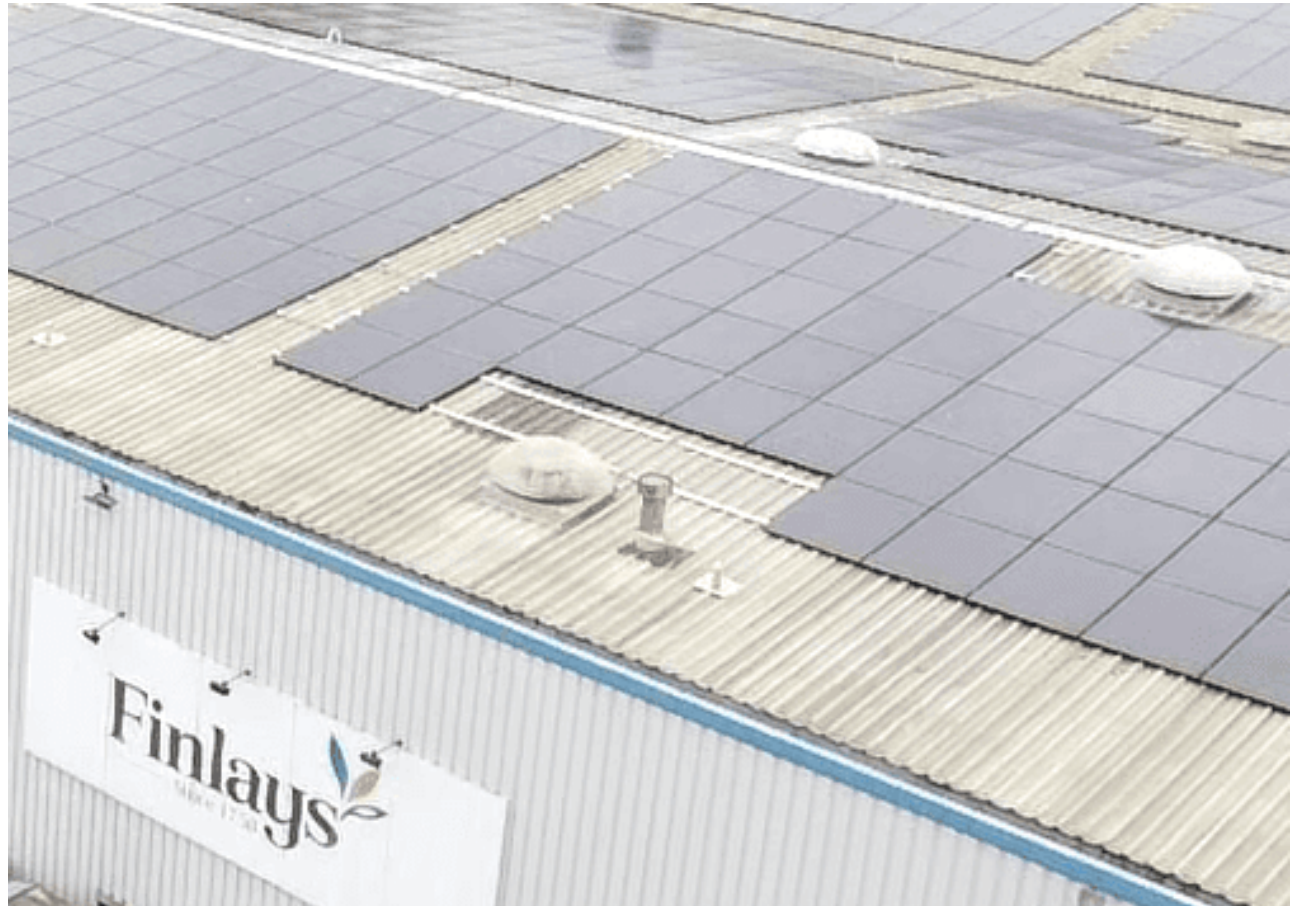
# THE FUTURE IS BRIGHT – THE FUTURE IS GREEN

## *Case study*

### *Installing solar at our UK factories (Finlay Beverages, UK)*

Finlay Beverages invested in and installed solar panels across two of its factories in just three months, without interrupting operations during the installation.

Since going live at the end of July 2025, solar has supplied more than 10% of total electricity demand, reducing reliance on other sources and further improving efficiency in addition to the business already using 100% renewable electricity.



# OUR ENVIRONMENT DATA

## Scope 3 and FLAG Emissions

In line with the GHG Protocol's latest guidance, this report discloses Scope 3 and FLAG emissions from Forestry, Land, and Agriculture (across our operations and value chain). The data reflects the boundaries of the group as of January 2025 and excludes Finlays Botanicals, James Finlay Kenya, and James Finlay Guizhou, which are no longer part of the business. Emissions from Legacy Leahy sites are also excluded, as these were acquired in October 2025.

At the time of reporting, 2025 Scope 3 and FLAG emissions were undergoing third-party assurance and will be disclosed once complete. Further details are available in the [Basis of Reporting](#) document.

In 2024, Scope 3 and FLAG emissions accounted for 98% of Finlays' footprint (577,433 tCO<sub>2e</sub>, excluding Use of Sold Products). As products sold by Finlays only generate emissions from indirect

use (for example boiling water), this category is considered "optional" under the Science Based Targets initiative (SBTi) Net Zero Standard and is not included in Finlays' targets.

Scope 3 emissions (excluding Use of Sold Products) decreased by 42% from 2022, driven by reduced raw material purchases and upstream freight. FLAG emissions declined by 36%, largely due to lower tea and coffee sourcing. However, planned business growth from 2025–2030 is expected to increase value-chain emissions, creating further pressure on delivery against 2030 targets.

In early 2026, Finlays launched a pilot programme with 11 key tea and coffee suppliers to identify data and capability gaps, test emissions reduction approaches, and improve data consistency, supporting a scalable model to support the wider supply chain.

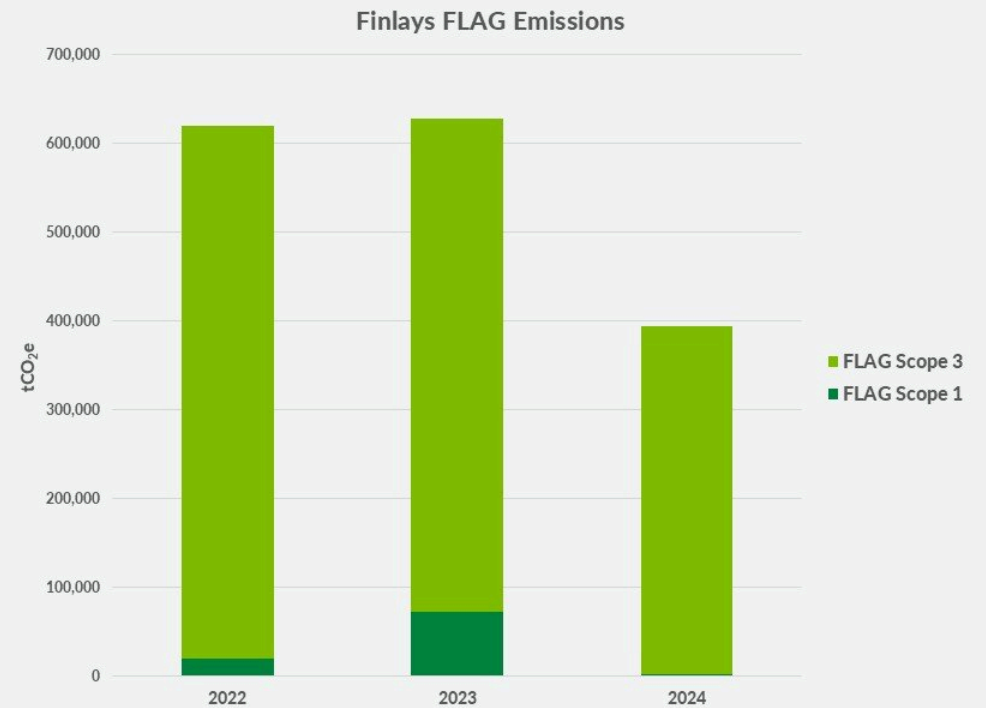
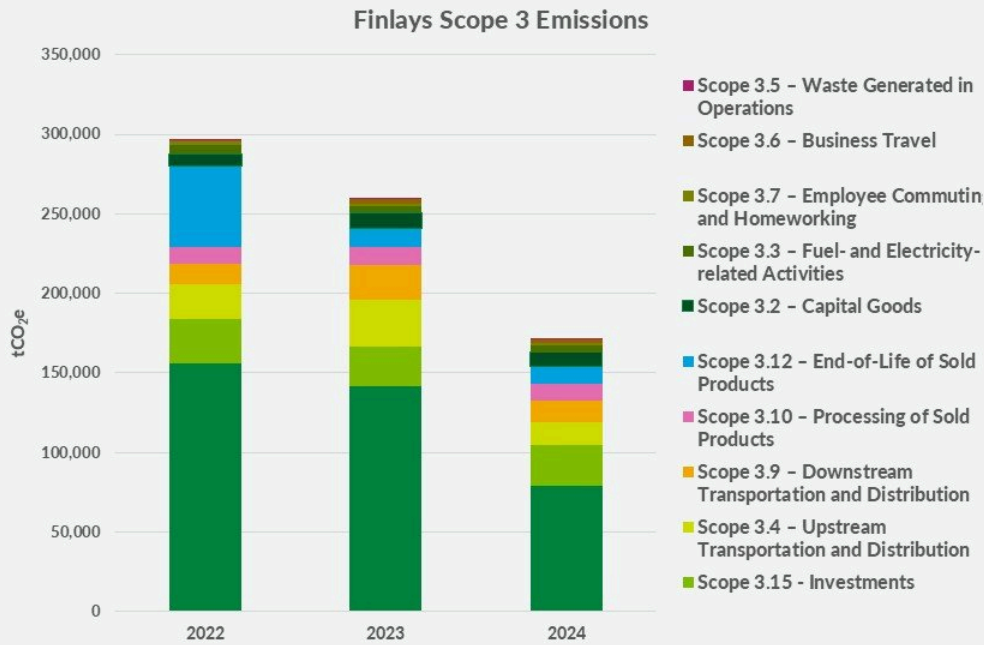
Business units are also engaging suppliers directly to reduce emissions and improve data. For example, Finlay Beverages supported Sainsbury's launch of the UK's first low-carbon coffee available at mainstream scale in the UK.

While FLAG emissions from our supply chain represents a large share of our footprint, we are also addressing FLAG emissions from our tea business in Argentina. In 2025, a review with Schneider Electric Advisory Services identified carbon removal opportunities and accounting approaches, leading to further collaboration with consultants and universities to quantify removals at the estate level.

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**In 2025, a review with Schneider Electric Advisory Services identified carbon removal opportunities and accounting approaches**

# OUR 2025 ENVIRONMENT DATA

## Scope 3 and FLAG Emissions



# DIGGING DEEPER

## Case study

### *Understanding the Carbon in Our Soil (Finlays Argentina)*

**In 2025, Finlays Argentina launched a carbon removal project to better understand the carbon stored in our tea plantation soils and surrounding native forest areas. The project aims to quantify how different land-management practices affect soil carbon levels and to calculate carbon stocks within forest biomass. These insights will help us balance our carbon footprint and develop a replicable approach for our supplier network.**

The project is being delivered through several parallel stages, including land stratification, sample-size determination, field sampling, laboratory analysis, and final reporting. Finlays partnered with Prosustentia, soil specialists from

the National University of the Northeast and the National Institute of Agricultural Technology, and forestry experts from the Faculty of Forestry Sciences of Misiones.

Not only will this significantly contribute to reducing Finlays' FLAG emissions, but the study is also generating valuable biodiversity data, and highlighting wider ecosystem benefits such as improved soil health, species protection, and water resource conservation - particularly through the preservation of native forest areas.

Looking to the future, the team will continue analyzing the data, and as part of a five-year monitoring cycle, repeat measurements are planned for 2030 to assess long-term carbon sequestration performance.



# OUR 2025 ENVIRONMENTAL DATA

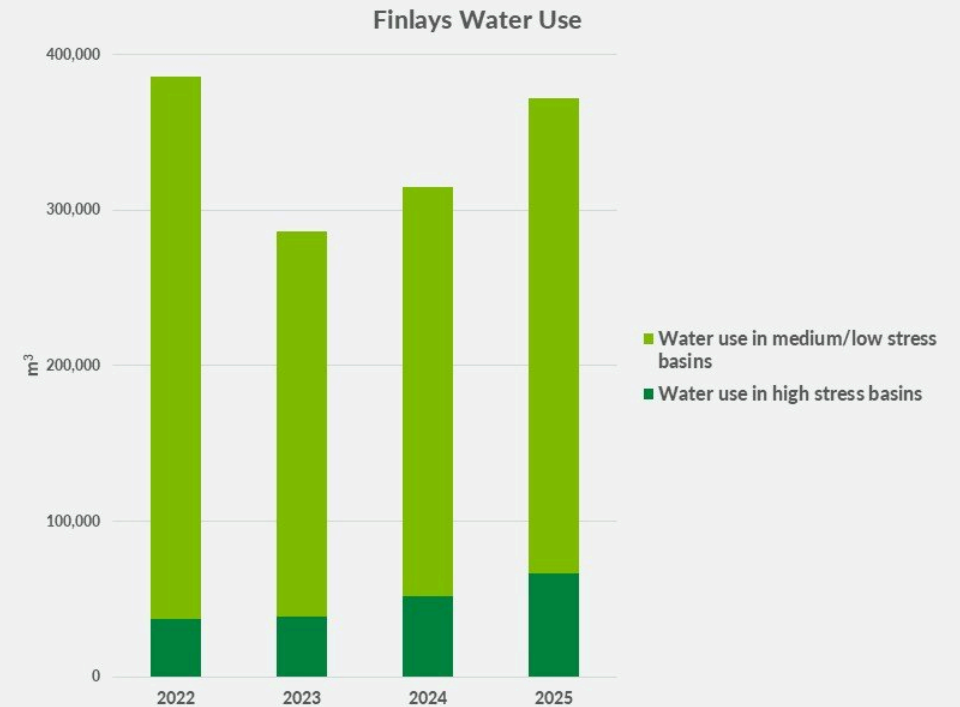
## Water



Water is used in our products but also in our processes to produce tea and coffee extracts, to generate steam, and for cooling and cleaning. Our extract facilities in Texas, Rhode Island, Kenya and the UK make up the majority of our water footprint.

In 2025, we developed a risk-based approach for key sites and established the foundations for a water replenishment strategy. We improved water-use reporting by installing meters and developing detailed water balances, ensuring an accurate baseline at both site and group level. The next step is to enhance water discharge reporting.

Water use increased by 18% compared with 2024, mainly due to higher production at our tea extraction facility in Kenya and our coffee extract facility in Texas. Water use is defined as the sum of all water drawn from surface water, groundwater, seawater, or a third party for any use minus the water treated onsite that is returned to the environment to an equal or better-quality level, over the course of the reporting period (ISO 14046:2014). Despite this, sites continued to optimize withdrawals through various initiatives expected to significantly reduce both water use and CO<sub>2</sub>e emissions.



## WATER WISE

### *Case study*

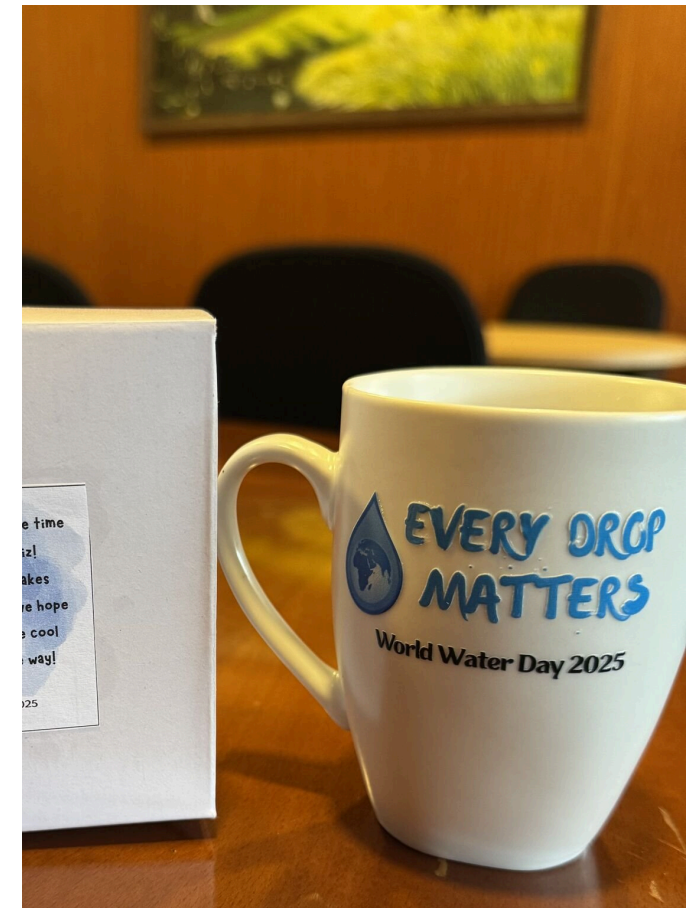
## “Every Drop Matters” – Campaign for Water Stewardship (Finlays Colombo)

In 2025, Finlays Colombo strengthened its approach to water management through initiatives focused on awareness, behavior change, and practical conservation at the Welisara and Haldummulla sites.

Following water audits in August 2024, Finlays Colombo launched the “Every Drop Matters” campaign to address identified gaps. This included organization-wide awareness sessions, a World Water Day quiz, and a suggestion competition, generating strong employee engagement and practical ideas now being developed further.

Operational improvements included expanding rainwater harvesting at the Haldummulla green tea factory for boiler use and introducing a new system at Welisara for gardening and vehicle washing. By the end of 2025, total water consumption fell by 3%, community water use at Haldummulla dropped by 45%, and rainwater use increased by 106% year-on-year. To improve monitoring and decision-making, water and wastewater meters were calibrated, record keeping enhanced, and monthly dashboards introduced, supported by a third-party water footprint assessment.

Next steps include strengthening water governance, deepening employee engagement, adopting new technologies, and partnering with external stakeholders to support water-stressed communities in Sri Lanka.



## WATER WISE

### Case study

# Significant Water Reduction in Decaffeination (Finlays Solution, UK)

In 2025, Finlays Hull launched a targeted water-reduction project aimed at lowering overall water consumption and effluent output by replacing outdated equipment with more efficient alternatives. The initiative focused on two major upgrades: replacing the Wet Dust Extraction System with a Dry Dust Extractor (DCE) and installing a new, more efficient cooling tower to address leaks and operational inefficiencies.

The project was delivered with the support of three external partners: Vistech, which designed and installed the new cooling tower; Donaldsons,

which developed the DCE; and APS Ltd, which managed the installation process.

The impact has been significant. The previous Wet Dust Extraction System used 2.5m<sup>3</sup> of water per hour in the decaffeination plant, whereas the new DCE uses no additional water, saving 8,913.45m<sup>3</sup> from June 2025 onward. The reduction in

moisture also decreased tea waste by an average of 23%. Installation challenges were minimal and resolved quickly.

Next steps include applying to the Swire Sustainable Development Fund to install more accurate water metering, enabling further identification of water-saving opportunities.



# OUR 2025 ENVIRONMENTAL DATA

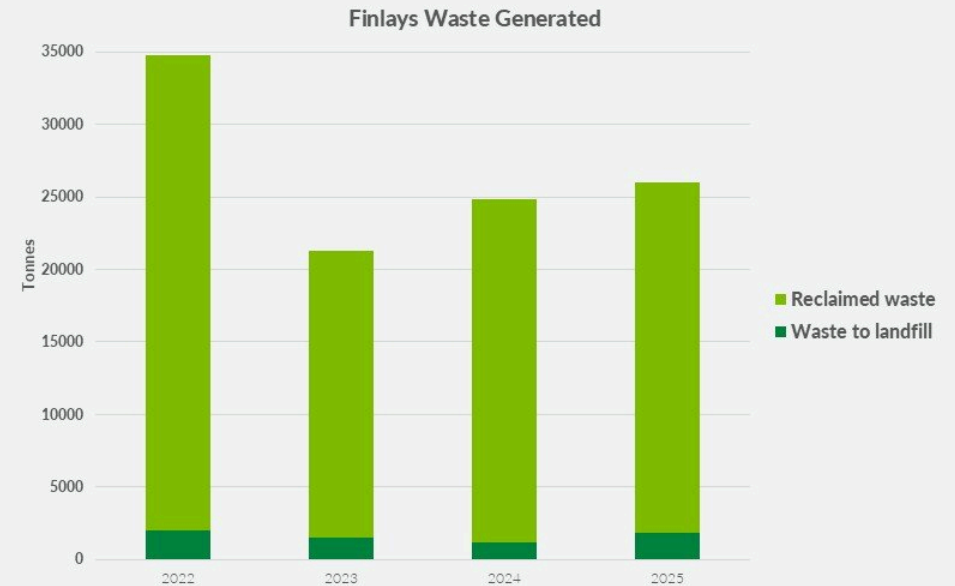
## Waste



Our operations generated 5% more waste in 2025 than in 2024, partly reflecting improved data collection that closed reporting gaps and captured new waste streams.

Waste to landfill increased 53%, mainly due to the inclusion of liquid sludge from effluent treatment at our tea extraction facility in Kenya, alongside new data from U.S. sites and higher production volumes for new customer products.

Reclaimed waste rose by 2%, driven largely by US sites and business growth, as well as increased green waste sent for composting in Argentina following prior-year accumulation and weather impacts. This increase was partly offset by reduced reclaimed waste in Kenya due to higher product rework rates. Despite higher overall waste generation, strong segregation and diversion efforts meant 93% of waste was reclaimed in 2025, broadly in line with 95% in 2024.



# WASTE NOT. WANT NOT.

## Case study

### *Reducing raw tea waste and improving employee safety (Finlay Beverages, UK)*

In 2025, UK-based Finlay Beverages successfully reduced raw material waste sent to landfill in the tea cleaning plant, down from 80.5 kg to 9 kg per batch against a target of under 10 kg. This also delivered £72,329 in savings by project close, alongside clear gains in process quality and reliability.

The upgrades modernized the operation, improved food safety through compliant materials, and reduced contamination risk by adding metal-detectable rubber gaskets, food-grade transfer belts and inspection hatches.

Workplace conditions also improved, with better air quality and fewer slip hazards, while strong employee involvement boosted team morale and reinforced a culture of continuous improvement.

The success of the project directly contributed to the creation of a Focused Improvement

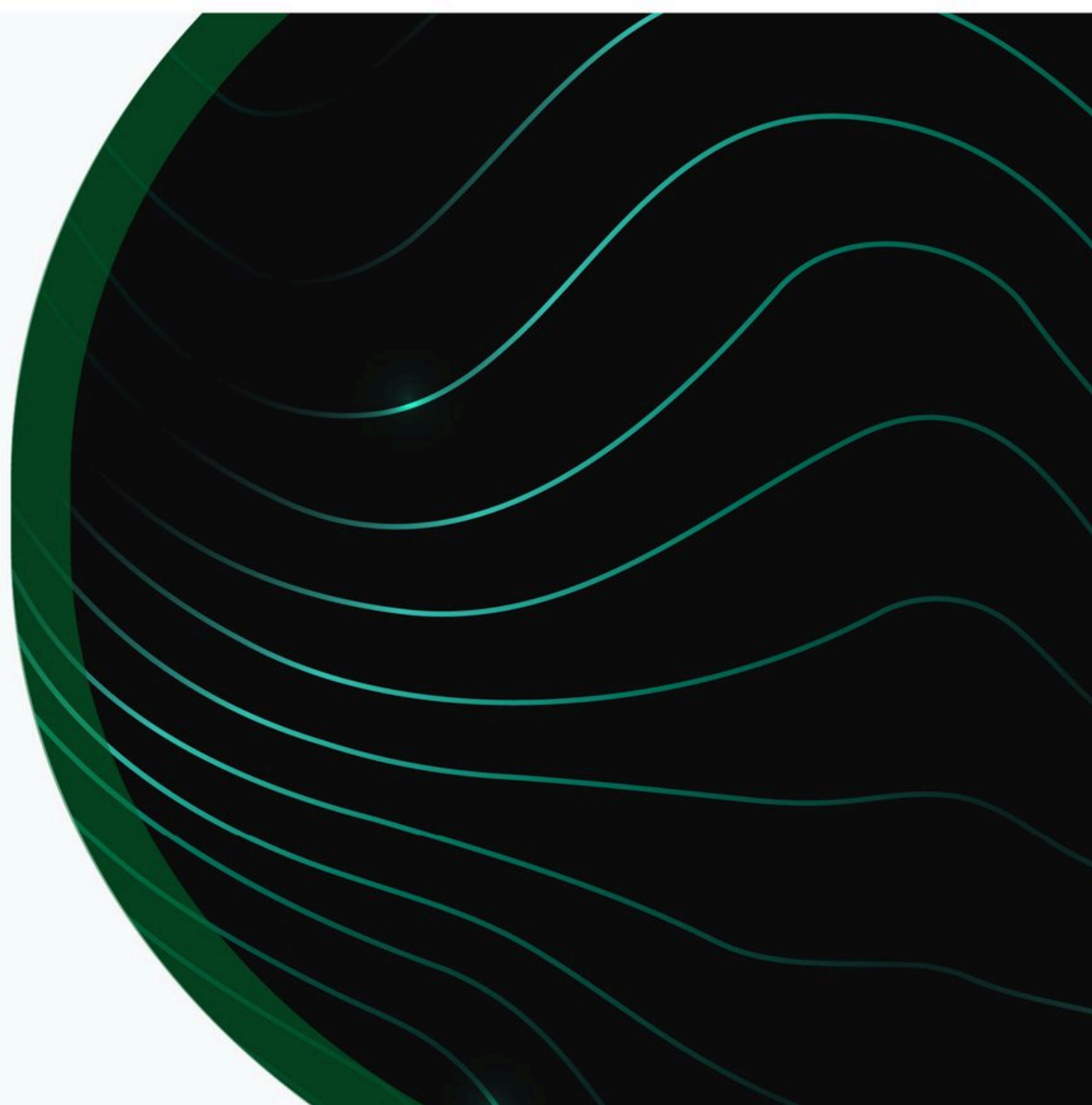
Engineering Department in January 2026, ensuring sustained optimization. Only minor refinements are now expected, with ongoing monitoring in place to maintain performance.





**CLIMATE  
NET ZERO**

**CLIMATE NET  
ZERO DATA**



# OUR GHG EMISSIONS

## Scope 1 and 2 emissions

SCOPES	ENTITY	2022	2023	2024	2025
Scope 1	Finlays Businesses	9,247	8,324	8,671	8,938
	Leahy-IFP Businesses	-	-	-	3,623
	Total	9,247	8,324	8,671	12,561
Scope 2 (location-based)	Finlays Businesses	5,816	6,256	6,182	5,174
	Leahy-IFP Businesses	-	-	-	1,113
	Total	5,816	6,256	6,182	6,287
Scope 2 (market-based)	Finlays Businesses	4,651	4,954	2,614	1,337
	Leahy-IFP Businesses	-	-	-	610
	Total	4,651	4,954	2,614	1,947
<b>Total – Scope 1 + 2 (location-based)</b>		<b>15,064</b>	<b>14,580</b>	<b>14,853</b>	<b>18,848</b>
<b>Total – Scope 1 + 2 (market-based)</b>		<b>13,898</b>	<b>13,278</b>	<b>11,285</b>	<b>14,508</b>

All figures in the table above are in tCO<sub>2</sub>e.

Leahy-IFP businesses are not included as part of the analysis and narrative of the report. Their emissions data was externally audited along with the rest of Finlays data; therefore, we report it separately for transparency and accuracy purposes

# OUR GHG EMISSIONS

## Scope 1, 2 and 3 emissions

Non-FLAG Scope	2022	2023	2024	2025
Total – Scope 1 + 2 + 3 (location-based)	401,057	361,468	279,531	-
Total – Scope 1 + 2 + 3 (market-based)	399,892	360,166	275,962	-
Scope 3*	385,994	346,888	264,678	-
Scope 3.1 – Purchased Goods and Services	155,955	141,561	78,692	-
Scope 3.2 – Capital Goods	7,320	9,686	8,573	-
Scope 3.3 – Fuel- and Electricity-related Activities	5,874	3,804	4,147	-
Scope 3.4 – Upstream Transportation and Distribution	22,426	28,918	14,386	-
Scope 3.5 – Waste Generated in Operations	257	1,307	788	-
Scope 3.6 – Business Travel	768	3,076	1,719	-
Scope 3.7 – Employee Commuting and Homeworking	1,927	1,483	2,045	-
Scope 3.9 – Downstream Transportation and Distribution	12,408	22,199	13,156	-
Scope 3.10 – Processing of Sold Products	10,972	11,284	11,100	-
Scope 3.11 – Use of Sold Products	89,503	86,554	93,094	-
Scope 3.12 – End-of-Life of Sold Products	10,941	11,927	10,965	-
Scope 3.15 - Investments	27,642	25,089	26,012	-

Open full table in browser:

<https://finlays.turtl.co/story/finlays-sustainability-report-2025/page/5/2>

All figures in the table above are in tCO<sub>2</sub>e

\*Although Finlays leases some upstream assets, related emissions are considered under Scope 1 & 2 instead, as these are long-term agreements which allow Finlays to control and decide how these assets are operated. Finlays does lease a building to a third party in Pakistan, but related emissions have been estimated and considered as negligible, as per our [Basis of Reporting document](#). Finlays does not operate any franchises.

# OUR GHG EMISSIONS

## FLAG

FLAG Scope	2022	2023	2024	2025
<b>FLAG – Scope 1*</b>	<b>19,911</b>	<b>73,158</b>	<b>1,864</b>	-
Scope 1 - Land use change	1,331	72,163	0	-
Scope 1 - Land management	18,580	995	1,858	-
Scope 1 - Waste	-	-	6	-
<b>FLAG – Scope 3**</b>	<b>600,700</b>	<b>553,445</b>	<b>392,701</b>	-
Scope 3 - Land use change	65,069	102,285	65,069	-
Scope 3 - Land management	482,457	432,315	482,457	-
Scope 3 - Unknown	53,174	19,845	53,174	-
Scope 3 - Waste	65,069	-	-	-
<b>Total FLAG</b>	<b>620,611</b>	<b>627,603</b>	<b>394,565</b>	-
<b>Out of Scope***</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Biogenic CO <sub>2</sub> emissions	151,900	126,065	87	-
Biogenic CO <sub>2</sub> removals	151,900	126,065	87	-

\*This reflects FLAG emissions occurring on Finlays Argentina land associated with the cultivation of tea and disposal of organic waste

\*\*This includes FLAG emissions associated with our Purchased Goods & Services and disposal of organic waste handled by third parties

\*\*\*Out of Scope emissions include both biogenic CO<sub>2</sub> emissions and removals. These account for the direct CO<sub>2</sub> impact of burning biomass and biogas in our operations. As per the Science based target initiative standard practices, when removals data is unavailable companies report biogenic CO<sub>2</sub> removals as equal to biogenic CO<sub>2</sub> emissions (when biogenic emissions are only those from the biofuel combustion without consideration of the LUC and land management emissions).

## ENVIRONMENTAL DATA TABLES

### *Finlays Total Energy Use*

Sources	2022	2023	2024	2025
Renewable energy	947,173	785,782	788,357	758,323
Non-renewable energy	193,653	176,103	169,290	161,658
<b>Total (GJ)</b>	<b>1,140,790</b>	<b>961,885</b>	<b>957,646</b>	<b>919,981</b>

All figures in the table above are in GJ. Figures include electricity from the grid (both, EAC-backed and not backed), diesel for generators, directly supplied renewable electricity (solar and hydro), and solar electricity generated and consumed onsite.

Leahy-IFP businesses are not included as part of 2025 figures. This data was externally audited along with the rest of Finlays data; therefore, we report it separately for transparency and accuracy purposes. Their non-renewable electricity consumption rose up to 12,078 GJ. These sites did not consume electricity from any renewable source during 2025

## ENVIRONMENTAL DATA TABLES

### *Finlays Electricity Use*

Sources	2022	2023	2024	2025
Renewable electricity	32,867	32,082	51,346	62,268
Non-renewable electricity	74,086	64,511	53,507	34,944
<b>Total (GJ)</b>	<b>106,953</b>	<b>96,592</b>	<b>104,854</b>	<b>97,212</b>

All figures in the table above are in GJ. Figures include electricity from the grid (both, EAC-backed and not backed), diesel for generators, directly supplied renewable electricity (solar and hydro), and solar electricity generated and consumed onsite.

Leahy-IFP businesses are not included as part of 2025 figures. This data was externally audited along with the rest of Finlays data; therefore, we report it separately for transparency and accuracy purposes. Their non-renewable electricity consumption rose up to 12,078 GJ. These sites did not consume electricity from any renewable source during 2025.

# ENVIRONMENTAL DATA TABLES

## Water Use

Sources	2022	2023	2024	2025
Water withdrawal in high stress basins	37,212	38,543	50,081	66,537
Water withdrawal in medium/low stress basins	484,549	348,015	376,538	411,781
Water discharged (treated on site and returned to equal or better quality) in high stress basins	-	-	-	-
Water discharged (treated on site and returned to equal or better quality) in medium/low stress basins	135,926	99,991	113,494	104,017
Water use in high stress basins	37,212	38,543	51,670	66,537
Water use in medium/low stress basins	348,623	248,024	263,044	305,346
Recycled / Rainwater use	2,149	2,742	127	269

All figures in the table above are in m<sup>3</sup>.

Water withdrawn, discharged and used at the Leahy-IFP businesses we acquired in late 2025 are not included. This data was externally audited along with the rest of Finlays data; therefore, we report it separately for transparency and accuracy purposes. Their water withdrawal rose up to 115,690 m<sup>3</sup>. These sites are in high stress basins. They did not discharge water treated on site and returned to equal or better quality. Therefore, the total water use of these sites was 115,690 m<sup>3</sup> during 2025.

# ENVIRONMENTAL DATA TABLES

## *Waste Generation*

Sources	2022	2023	2024	2025
Reclaimed waste	32,785	19,785	23,624	24,137
Waste to landfill	1,985	1,462	1,212	1,849
<b>Total waste (tonnes)</b>	<b>34,770</b>	<b>21,247</b>	<b>24,836</b>	<b>25,986</b>

All figures in the table above are in tonnes.

Leahy-IFP businesses are not included as part of 2025 figures. This data was externally audited along with the rest of Finlays data; therefore, we report it separately for transparency and accuracy purposes. Their waste generation rose up to 253 tonnes, all sent to landfill.



## OUR PEOPLE

# OUR PEOPLE

*Progress in 2025*





# OUR PEOPLE

## Advancing Human Rights to Empower All

### OUR AMBITION:

A business where people are valued and treated fairly, encouraging growth and development

HUMAN RIGHTS

**2030**  
Implement a Due Diligence Framework (HRDD)

WOMEN IN MANAGEMENT

**42%**  
Management roles to be held by women by 2030

LIVELIHOODS

**2030**  
Finlays to be a Living Wage Employer

### Progress across Finlays in 2025:

- 34% of management and leadership roles globally are held by women.
- Multiple Finlays entities have already achieved our target of 42% Management roles to be held by women by 2030.
- 75% of employees receive a living wage or more, with most of Finlays businesses meeting our 100% living wage target.
- We have embedded modern slavery considerations into our governance, risk assessments, supplier due diligence and remediation processes.
- HRDD champions appointed across the business.
- Finlays Colombo achieved Women Friendly Workplace and Great Place to Work Certifications.

### Our HRDD Framework



## OUR PEOPLE

### *Reflections on progress in 2025*

“

**Our people are at the heart of Finlays' Sustainable Future 2030 strategy. Across our global operations, we are committed to being a great place to work, where people are respected, supported, and empowered to thrive.**

**In 2025 we advanced Human Rights Due Diligence through improved governance; visible and accountable leadership; and worked with business units to develop clear roadmaps with appropriate resources. I'm confident we can deliver lasting impact and meaningful progress toward our 2030 ambitions worldwide through inclusive data, targets, and continuous improvement across all teams.**

**Looking ahead, we will continue to safeguard human rights, invest in fair pay and inclusive leadership, and ensure our people and communities benefit from our operations.**



**Rachael Steed**  
Head of People

# REPORTING ON OUR PEOPLE

## 2025 Employee data

In 2025, Finlays employed 1,756 people globally, of whom 26% were women and 74% were men.

Country	Total Number of Employees	Number of Male Employees	Number of Female Employees	Number of Temporary Workers and Contractors
Argentina	320	279	41	13
China	4	2	2	0
Indonesia	2	1	1	0
Kenya	508	398	110	98
Malawi	3	3	0	0
Sri Lanka	231	188	43	125
United Arab Emirates	6	4	2	2
United Kingdom	429	279	150	11
United States of America	253	154	99	24
<b>TOTAL 2025</b>	<b>1756</b>	<b>1308</b>	<b>448</b>	<b>273</b>

Notes: Total employee data covers the headcount of permanent and fixed-term employees of Finlays as at the end of December 2025.

Temporary Workers and Contractors refers to individuals who carry out short-term assignments for the Company. The majority of Temporary and Contractor Workers will be employed by a 3rd party, such as an Agency or Supplier.

## HRDD

### *Strengthening our approach to Human Rights Due Diligence*

Respect for human rights is the foundational element of Finlays' Sustainable Future 2030 strategy within the Our People pillar. In 2025, while strengthening our systematic approach to Human Rights Due Diligence (HRDD) across our own operations has been our main focus, we also recognize due diligence is essential to identifying, preventing and addressing adverse impacts on people – particularly in our supply chains.

Modern slavery – including forced labor and human trafficking – remains one of the most severe human rights risks in global supply chains and is therefore a core component of our HRDD approach. In 2025, we maintained our focus on identifying salient human rights risks and embedding modern slavery considerations into our governance, risk assessments, supplier due diligence and remediation processes, rather than treating modern slavery as a standalone issue.

Building on the development of our HRDD framework, during the year we continued to embed a structured, risk-based approach aligned with the UN Guiding Principles on Business and Human Rights and the Ethical Trading Initiative (ETI) Base Code. This included ongoing implementation of our HRDD action plan, covering commitment and governance, risk identification, action and mitigation, and performance tracking. Our Human Rights Policy, Sustainable Sourcing Policy and Code of Conduct provide the foundation for this work and explicitly prohibit all forms of forced labor across our operations and supply chain.

“  
**In 2025, we maintained our focus on identifying salient human rights risks**



# HRDD

## *From Activity to Impact: The Next Phase for Finlays*

**Approaching the midpoint of Sustainable Future 2030, there is real progress to recognize. Finlays has built a substantial architecture for human rights due diligence (HRDD) - policy commitments published, governance structures established, salient issues identified, and a roadmap in place. More significantly, 2025 has seen that work begin to take root across the business: a cross-functional HRDD committee in MEAC; a workforce at Finlay Beverages in the UK actively shaping its own action plan; a 34% increase in women in operational roles in Argentina. HRDD is spreading from the sustainability strategy into the Business Units, and that matters.**

One of Finlays' core commitments by 2030 is to have HRDD embedded as a management system across the whole business. The test of an embedded system is whether it is materially

shifting how decisions are made in the business, and whether Finlays can demonstrate that those decisions are producing real change for the people most affected. The challenge for Finlays now is to move from a series of strong initiatives towards exactly that. It is an achievable ambition - but one that will require deliberate acceleration from 2026.

The supply chain is where that acceleration must be felt most. Finlays has prioritized embedding HRDD within its own operations first; the task now is to extend that work outward. For a company whose business is built on tea, coffee and botanicals, the supply chain is the human rights story - in the smallholder supply base, in the labor conditions of third-party producers and logistics providers, in the structural inequalities that certifications alone cannot resolve.

Effective HRDD demands treating the supply

chain as a living risk landscape. That will require genuine capacity-building - equipping people across the business and deep into the supply chain with the knowledge and confidence to identify human rights risk and act on it. It also requires honest impact measurement: tracking not just what has been done, but whether it is making a difference for the people most affected.

The ambition in Sustainable Future 2030 is real, and the foundations are solid. What the next phase demands is clarity about what success will look like for the people most affected - and the commitment to measure honestly whether it is being achieved.



**Claire Lynch**  
Director, CLC

## HRDD

### *Browns Plantations Kenya – Consolidating progress and ensuring worker outcomes*



**A programme addressing human rights and organisational development issues is being implemented at Browns Plantations Kenya (BPK) with support from Finlays and external stakeholders. The long-term initiative has been in response to an investigation following a BBC documentary identifying labor and human rights risks, and especially risks of sexual and gender-based violence and harassment (SGBVH). The action plan is structured around three core streams: immediate priority actions, organisational transformation, and embedding human rights due diligence (HRDD).**

The focus throughout 2025 was on consolidating improvements, completing actions, and strengthening systems to ensure sustainability beyond the formal project period. Quarterly updates were shared with customers and stakeholders, including detailed reporting on grievance mechanisms, worker welfare, governance, and monitoring outcomes.

A key area of progress during the year was the continued strengthening and increased use of grievance mechanisms at BPK. Confidential reporting channels – managed by an independent third party – were operational, accessible to workers and outgrowers. A key focus area has been ensuring welfare cases are logged and addressed, with follow-up actions including psychosocial support, disciplinary measures, training, and referrals to authorities where appropriate. Importantly, improved trust in these systems was evidenced by higher engagement across channels and feedback from worker engagement sessions.

Independent monitoring remained central to Project Kulinda in 2025. Ethical Trade Services Africa (ETSA) conducted continued verification and assessment, including site visits and interviews, feeding into quarterly and end-of-project reporting.

## HRDD

### *Browns Plantations Kenya – Consolidating progress and ensuring worker outcomes*

ETSA concluded that BPK had made significant progress against the action plan, with issues identified as isolated rather than systemic, demonstrating the effectiveness of systems put in place.

The two-year phase of the project formally concluded in December 2025, with the majority of actions closed and remaining activities being worked on to embed them into BPK's business-as-usual operations. Ongoing ownership now sits with BPK's Welfare, Gender and Human Rights functions, ensuring continued improvement beyond the project lifecycle.

The focus is now on institutionalizing BPK's approach to human rights and environmental due diligence (HREDD), led by the Welfare and Safeguarding department and overseen at board and executive level. BPK is committed to preventing and mitigating risks, while driving continuous

improvement. Their approach will be reinforced through regular engagement and transparent reporting. By embedding HREDD for the long term, BPK will continue to strengthen ethical practices

and provide assurance to its people and customers that tea is being produced responsibly and sustainably for the future.



## EMBEDDING HRDD

### Case study

## Engaging key stakeholders on HRDD (Finlay Beverages, UK)

Finlay Beverages undertook a structured Human Rights Due Diligence (HRDD) engagement initiative to assess operational risks and strengthen its action plan. It partnered with Claire Lynch of CLC, a specialist in worker engagement in manufacturing settings. During a three-day site visit, Claire conducted interviews, group discussions, and short training sessions to ensure participants understood the process and could contribute effectively.

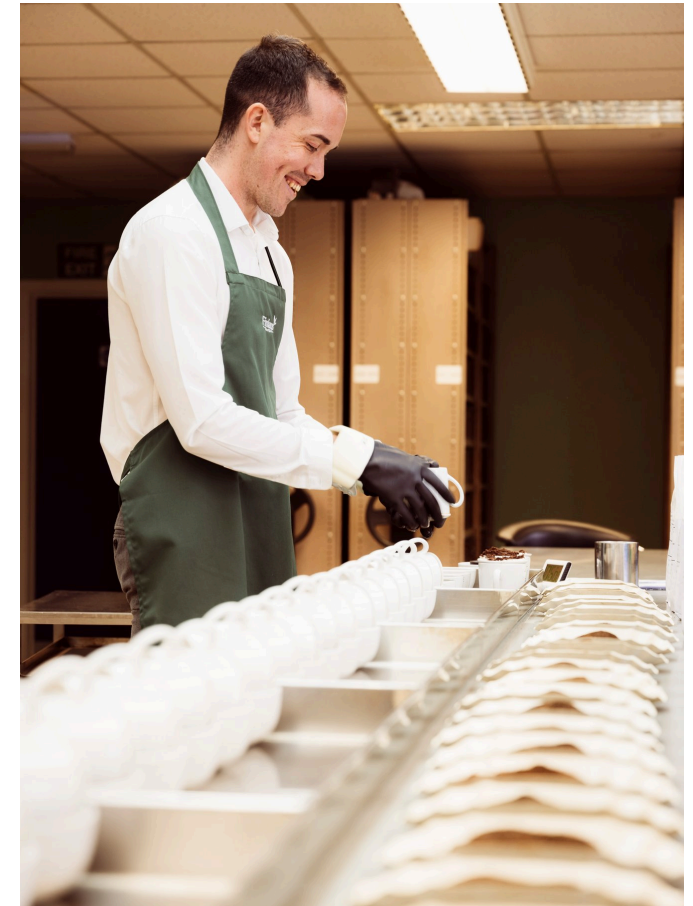
Around 30 employees and third-party providers took part. The sessions confirmed most salient human rights risks were identified and reflected the progress made on the HRDD action plan, helping to inform refinement of risk prioritization

and next steps. Engagement was strong, with participants contributing openly and valuing the opportunity to be consulted. A key challenge was reinforcing that human rights are a material business risk, even in lower-risk settings, and should be managed alongside other critical risks.

Next steps include aligning operational and supply chain risks and developing a five-year HRDD roadmap to support continued, organisation-wide progress.



**The sessions confirmed most salient human rights risks were identified and reflected the progress made on the HRDD action plan**



## EMBEDDING HRDD

### *Case study*

## *Establishing a HRDD Framework (Finlays Middle East, Africa and CIS)*

**In April 2025, Finlays Middle East, Africa and CIS (MEAC) launched a Human Rights Due Diligence (HRDD) project to identify, assess, and manage human rights risks across its operations.**

A seven-member, cross-functional committee was formed, including representatives from Commercial, Quality Control, Procurement, Production, Human Resources, and Health & Safety, reflecting the interconnected nature of human rights impacts across the business and its partners. The assessment established clear priority action areas, enabling more structured risk monitoring, stronger compliance, and better-informed decision-making. Responsibilities were assigned to specific functions to improve

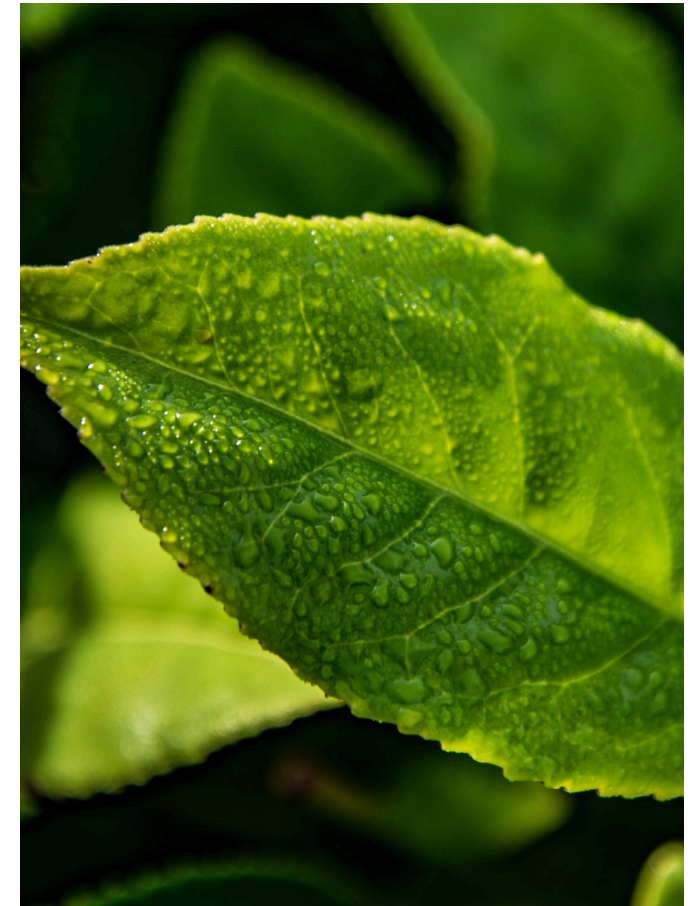
accountability and maintain focus on key risks.

Key challenges included the sensitive nature of human rights issues, difficulties in measuring the less-tangible risks, and coordinating input across diverse teams.

The project identified five priority risks: discrimination, excessive working hours, occupational health and safety, precarious employment, and gender inequality. A three-year action plan (2026–2028) outlines mitigation measures, accountable owners, and implementation timelines.



***A three-year action plan outlines mitigation measures, accountable owners, and implementation timelines.***



# GENDER

## *Women in Management*

**Increasing the representation of women in management is a core part of Finlays' commitment to inclusive leadership and equality of opportunity. But representation alone is not enough. Creating environments where women feel a strong sense of belonging, benefit from active allyship, and can bring their whole selves to work is essential to building sustainable leadership pipelines, high-performing teams, and strong retention.**

As part of Sustainable Future 2030, Finlays is focused on strengthening a leadership culture that values diverse perspectives and shared accountability. This includes addressing structural and cultural barriers to career progression, encouraging inclusive leadership behaviors, and fostering allyship at all levels of the organization so that responsibility for gender equity does not sit with women alone.

In 2025, 34% of management and leadership roles globally were held by women, putting us closer to meeting our global goal of achieving 42% women in management roles by 2030. We are proud that several Finlays entities are Business Units have already achieved this, namely our Head Office, Finlays Indonesia, Mombasa, as well as several of our Solutions businesses like James Finlay Americas, Finlays Extracts and Ingredients UK, and Finlays Solutions Asia.

Other Business Units continue to make steady progress on women in leadership, such as Finlay Beverages, which increased from 11% in 2023 and then 30% in 2024 to 35% in 2025. Meanwhile Finlays Colombo increased from 30% in 2024 to 34% in 2025. While the pace of change varies across geographies, Finlays remains committed to sustained, long-term action to build more balanced leadership teams and ensure women have equal opportunities to enter, progress and succeed in management roles within our industry.



## GENDER

### Case study

# Supporting women to thrive in the tea industry (Finlays Argentina)

In 2025, Finlays Argentina expanded opportunities for women in operational, technical, and production roles, where women have historically been underrepresented. The objective was to build a more diverse, inclusive, and sustainable industrial environment by improving recruitment, training, workplace conditions, and cultural practices.

The project involved awareness-raising sessions to challenge biases and encourage inclusive behaviors. A **'Women's Committee'**, with representatives from all sites, was established to identify issues, guide new employees, and advise on improvements. Significant infrastructure upgrades were completed, including new women's

restrooms, changing rooms, showers, and lockers across three factories — creating safe and dignified spaces essential for staff. Finlays Argentina can report a 34% increase in women in operational roles, 11 new hires, and a 98% retention rate. Additionally, 280 employees participated in equity and awareness training.

Next steps include expanding awareness programs, strengthening recruitment strategies, enhancing onboarding for women, creating a **'Belonging Committee'**, upgrading remaining infrastructure, and establishing robust KPIs to measure progress. The organization will continue driving cultural and operational change to ensure women can enter, grow, and thrive across all industrial areas.

34% increase in women in operational roles



## GENDER

### Case study

# Finlays celebrates International Women's Day 2025

Finlays marked International Women's Day 2025 with celebrations across our global operations, each reflecting our commitment to wellbeing, empowerment, and gender equality.

- In **Argentina**, the Annual Women's Gathering centered on holistic health and wellbeing. Set in a peaceful natural environment, employees participated in sessions on gynecological health, nutrition, mental wellbeing, and self-care, guided by Dr. Silvana Gamarra. The event fostered connection, reflection, and a shared commitment to personal and collective wellbeing.
- At **Finlays Solutions in Kenya**, the team celebrated their colleagues, with a focus on recognition and appreciation of each other. An

inspiring talk encouraged growth, resilience, and leadership — particularly among women in technical roles.

- **Mombasa's** event highlighted women's achievements and rising representation across the business. Guest speaker, Ms. Brenda Williams, delivered a powerful address on breaking stereotypes and overcoming 'imposter syndrome'. The celebration emphasized collective support and the importance of championing one another.
- And globally, Finlays hosted our first **Women in Business Forum**, uniting over 200 participants under the theme "For ALL Women and Girls: Rights. Equality. Empowerment." Speakers shared insights on empathetic leadership, confidence, and creating inclusive spaces.

Together, these events showcased Finlays' global commitment to empowering women at every level.



# LIVING WAGE PROGRAMME

## Progress in 2025

Paying a living wage is central to Finlays' commitment to human rights and to supporting fair, dignified livelihoods. It enables employees to meet basic needs and maintain a decent standard of living, strengthening wellbeing, financial security, and long-term resilience. It is also a key part of addressing the human rights risks identified through our HRDD processes.

Finlays has committed to ensuring all direct employees are paid a living wage by 2030, aligned with internationally recognized benchmarks such as the UN Global Compact's Forward Faster ambition. While our primary focus is on our own operations, we recognize that advancing living wages across the tea, coffee, and beverages sector is critical for long-term sustainability.

In 2025, we focused on strengthening the systems and governance needed to drive sustained progress. This included embedding living wage considerations into decision-making, advancing action plans based on baseline assessments, and supporting local teams to develop context-appropriate approaches to closing gaps. As a result, 75% of direct employees were paid a living wage or above in 2025, from an estimate of 70% in 2024. This progress reflects the efforts of our teams and is reviewed annually as part of our broader human rights performance management.

Finlays Businesses	Employees on Living Wage (%)
Finlays Colombo (all sites)	36%
Finlays Solutions	74%
Finlay Beverages	90%
Finlays Argentina	100%
Head Office	100%
MEAC (Indonesia, Blantyre, Dubai, and Mombasa)	100%

Notes: Within Finlay Solutions, the living wage percentage for Finlays Tea Extracts Kenya (FTEK), sitting at 64%, needs further verification; for other Finlays Solutions businesses, Asia and Finlays Extracts and Ingredients UK are both on 100%, James Finlays America is at 89%, and Finlays Hull 61%.

# HEALTH & SAFETY

## Data and Strategic reset

We capture a wide range of metrics, but as part of our proactive safety culture we currently focus on four key performance indicators to measure safety performance. These include two lagging and two leading indicators, providing a balanced scorecard:

Key Performance Indicator		2023	2024	2025	Diff
Lagging	Lost Time Injury Frequency Rate (LTIFR)	0.31	0.47	0.74	+0.27
	Total Incident Rate (TIR)	2.62	3.51	3.90	+0.39
Leading	Hazard Report Closure Rate	83%	92%	95%	+3%
	Safe Day Attainment Rate	50%	54%	58%	+4%

### Notes:

1. Total Incident Rate (TIR) = Fatalities + LTI's + Minor Injuries/Total Hours Worked x 200,000
2. Hazard closure and safe day attainment rates are measured by number of hazard raised/number of hazards closed x 100, and number of safe days recorded/number of safe days available x 100. Reported as percentages.

## Strategic reset to deliver Health & Safety Excellence

In 2025, we reset our Health & Safety (H&S) strategy to address rising injury and incident rates. This increase was partly due to improved reporting transparency introduced in 2024, which strengthened confidence in our data. With a 57% rise in Lost Time Injury Frequency Rate (LTIFR), alongside increased leading indicator reporting, we reviewed our strategy to achieve best-in-class H&S performance.

Health & Safety and Process Safety are now integrated into a single function, reflecting their shared focus on risk management. We also updated our KPIs expanding measurement beyond LTIFR to include Total Recordable Injury Rate (TRIR) and Tier 1 Process Safety events. To strengthen prevention, we enhanced leading indicators by tracking unsafe conditions and behaviors, alongside near misses. We also introduced H&S management indicators, including leadership safety walks, tracking critical actions, compliance monitoring, and preventative maintenance. These measures aim to build a more proactive safety culture, strengthen our management system, and reduce overall risk.

## HEALTH & SAFETY

### Case study

## Finlays joins the Center for Chemical Process Safety

Process safety is a fundamental part of our commitment to our value of Acting for the Long-term. In line with this, in 2025 we became an official member of the [Center for Chemical Process Safety \(CCPS\)](#), marking a significant step in strengthening world-class process safety practices across our operations.

As part of our membership, Finlays will adopt the CCPS 20-Element Risk-Based Process Safety Framework as a company-wide policy.

This recognized framework provides a structured and proven approach to identifying, managing, and mitigating process safety risks, supporting safe and reliable operations.

CCPS membership also provides access to a wide range of learning and improvement resources, including webinars, eLearning courses, Safety Beacons, technical publications, and the Process Safety Incident Database.

Together, these tools will help strengthen our safety culture and embed process safety at the heart of everything we do.



# SUPPORTING OUR COMMUNITIES

## Overview



Our responsibility to people extends beyond our workforce to the communities where we operate. Many of our sites are located in areas that face social, economic, or environmental challenges, and we aim to be a positive and trusted local partner wherever we work.

In 2025, our businesses continued to support communities through employee-led initiatives, charitable giving, volunteering, and crisis response. This included supporting local children's centers, promoting inclusion and wellbeing through community engagement, and providing assistance during times of urgent need, such as our response to the impacts of Cyclone Ditwah in Sri Lanka, where employees and the business came together to support affected communities.

These initiatives are grounded in our core values of Succeeding Together and Acting for the Long Term and demonstrate how our people contribute to meaningful local impact beyond their day-to-day roles.

## SUPPORTING OUR COMMUNITIES

### Case study

## Finlays Colombo Supports Cyclone Ditwah Relief Effort

In late November and early December, Cyclone Ditwah caused widespread devastation across Sri Lanka, impacting almost every part of the country.

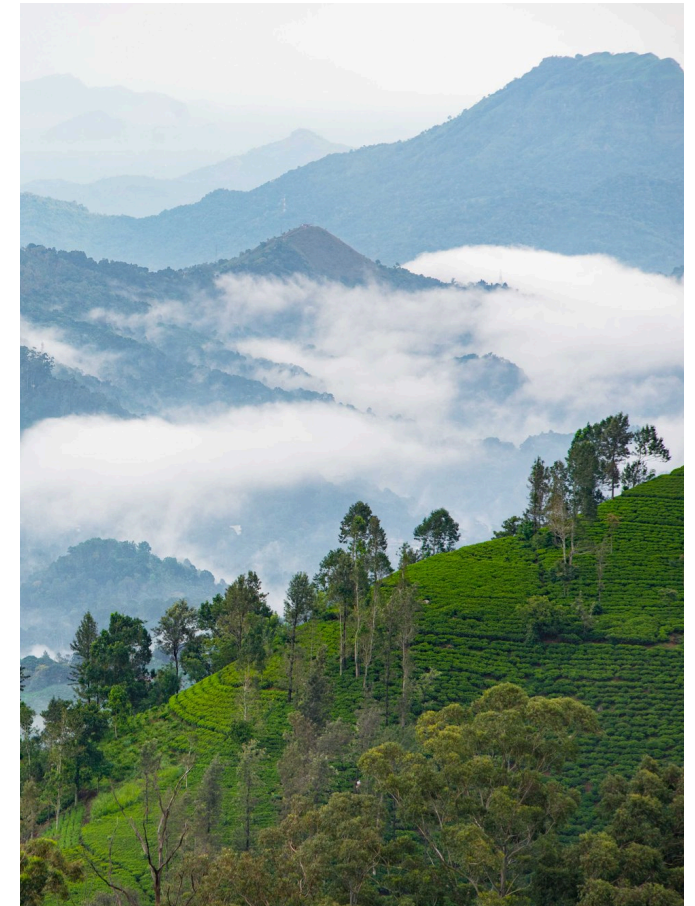
Severe flooding and damage to infrastructure disrupted daily life, with hundreds of lives lost and millions of people affected. Many families were displaced, homes were damaged, and communities were cut off from essential services.

In response, the team at Finlays Colombo demonstrated remarkable solidarity, with many voluntarily contributing a day's salary towards national flood-relief efforts, collectively matching the company's own contribution.

In recognition of the scale of the devastation, Finlays donated £35,000 to the disaster relief effort, alongside a further £20,000 donation from the Swire Charitable Trust. These funds are being used to support the ongoing recovery of communities across Sri Lanka.



**Many voluntarily contributing a day's salary towards national flood-relief efforts, collectively matching the company's own contribution.**



## SUPPORTING OUR COMMUNITIES

### *Case study*



## *Finlays Solutions Sponsors Hull FC Women's Team*

In 2025, Finlays Solutions Hull became a sponsor of local rugby team Hull FC Women, where Logistics and Office Manager Jade Key is also a player. With women's rugby league growing rapidly across the UK, the partnership aligned with our commitment to inclusion and equal opportunity.

Women's teams often face greater barriers to visibility and resources, making this support especially meaningful. The sponsorship helps promote women's sport while strengthening Finlays' connection to the Hull community. Factory Manager Rick Keane was invited to present the 'Player of the Year' award to Lily Bunby, recognizing her outstanding first season. She has since made her debut for the England Lions women's team.

## SUPPORTING OUR COMMUNITIES

### *Case study*

## *Supporting the Ayati Centre for Children with Disabilities (Finlays Colombo)*

In 2025, Finlays Colombo strengthened its social responsibility efforts through a Friendship Day initiative at the Ayati Centre for Children with Disabilities. The programme aimed to promote empathy, inclusion, and meaningful community engagement.

More than ten employees volunteered, spending the day supporting children through inclusive activities that encouraged joy, connection, and confidence. They also provided essential materials to support the center's ongoing programs.

The initiative reflected Finlays' values of Succeeding Together and Acting for the Long Term, while strengthening employees' understanding of inclusion and community responsibility.



# BELONGING

## Case study

### *Finlays Colombo achieves Women Friendly Workplace and Great Place to Work Certifications*

**In 2025, Finlays Colombo was awarded the Women Friendly Workplace certification from SatynMag and Great Place to Work certification from Great Place to Work, reflecting significant progress in building a safe, equitable and high-trust work environment.**

The Women Friendly Workplace initiative aimed to reinforce gender inclusion, safety and equal opportunity across the organisation. Through a structured review of workplace policies, facilities and practices, Finlays Colombo strengthened measures related to dignity at work, prevention of

harassment, employee wellbeing and professional growth for women. Awareness programs further supported a culture of respect and accountability. SatynMag conducted the evaluation, with employees and leadership participating actively in the assessment process.

The Great Place to Work certification process sought to deepen understanding of employee experience and workplace culture. Through an independent survey, employees shared perspectives on trust, leadership, communication, recognition and fairness. Great Place to Work evaluated these insights alongside organisational practices, enabling Finlays to identify strengths and opportunities for continuous improvement. The certification reflected strong employee trust and reinforced the company's commitment to transparency, wellbeing and long-term engagement.

Both initiatives delivered meaningful impact: strengthened policies, improved understanding of employee expectations, increased awareness of inclusive practices and formal recognition of Finlays as a responsible employer. Looking ahead, Finlays Colombo Limited will continue expanding diversity, inclusion and wellbeing initiatives, strengthening leadership accountability and building a workplace where all employees feel valued, respected and motivated to contribute to the organization's long-term success.





**SUSTAINABLE  
SUPPLY**

# SUSTAINABLE SUPPLY

*Progress in 2025*





# SUSTAINABLE SUPPLY

Building Trusted Partnerships for Stronger Supply Chains

## OUR AMBITION:

Sustainable and ethical sourcing across tea, coffee and extracts by 2030

TEA & COFFEE

**100%**  
traceable  
by 2025

TEA & COFFEE SUPPLIERS

**100%**  
approved  
by 2025

STRATEGIC SUPPLIERS\*

**100%**  
managed through  
SRM by 2030

### Sustainable supply 2025 progress

- 100% of made tea traceable to tea factory/garden mark.
- 100% of green leaf traceable to farm.
- 100% of soluble coffee traceable to mill.
- 99.4% of green bean coffee traceable to mill.
- 75% tea and coffee volume certified by Rainforest Alliance or Fairtrade (up from 66% 2024).
- 100% approval of all strategic suppliers approved under our Supplier Relationship Management program.
- 95% tea and coffee was bought from approved suppliers within our SRM program, up from 88% in 2024 and 59% in 2023.
- Our third-party compliance system for supplier screening and reputational risks was rolled out.

\*For tea, coffee, direct materials and services

## SUSTAINABLE SUPPLY REFLECTIONS ON 2025

“

**As a global business, we can only thrive when the communities and environments we source from thrive too. With that comes a responsibility not only to manage risks, but to support resilient livelihoods, respect human rights and strengthen the long-term sustainability of our sourcing regions.**

**Climate change, market volatility and geopolitical uncertainty are increasing pressure and exacerbating vulnerabilities on agricultural supply chains. These challenges contribute to proneness to climate events and increased human rights risks, making meaningful engagement with suppliers, farmers, workers and communities more important than ever.**

**At Finlays, responsible sourcing is not about meeting requirements on paper, but delivering meaningful outcomes. Through a risk-based approach, transparency, continuous improvement, and collaboration, we continue to focus our efforts where they can have the most impact and build more resilient supply chains for the future.**



**Francisca Sasseti**  
Sustainability Manager

# OUR SUPPLY CHAIN

Finlays sources agricultural raw materials through globally diversified supply chains, designed to support quality, security of supply and long-term resilience. Coffee, tea and soluble coffee are sourced predominantly from Latin America, Africa and Asia, with supply chains that include smallholder farmers, estates, cooperatives, exporters and traders, depending on crop and origin. This geographic spread supports customer requirements while helping to mitigate climate, geopolitical and logistics-related risks.

Agricultural commodities such as coffee and tea are subject to significant market and price volatility, driven by weather events, supply-and-demand dynamics, currency movements and broader macroeconomic conditions. Climate-related disruption at origin can increase this volatility, reinforcing the importance of responsible sourcing, transparency, and long-term supplier relationships.

## Supply chain transparency and origin overview

Finlays supports supply chain transparency through the disclosure of first-tier supplier locations via the Open Supply Hub, which can be accessed [here](#). Detailed origin information is presented on the following pages by commodity.

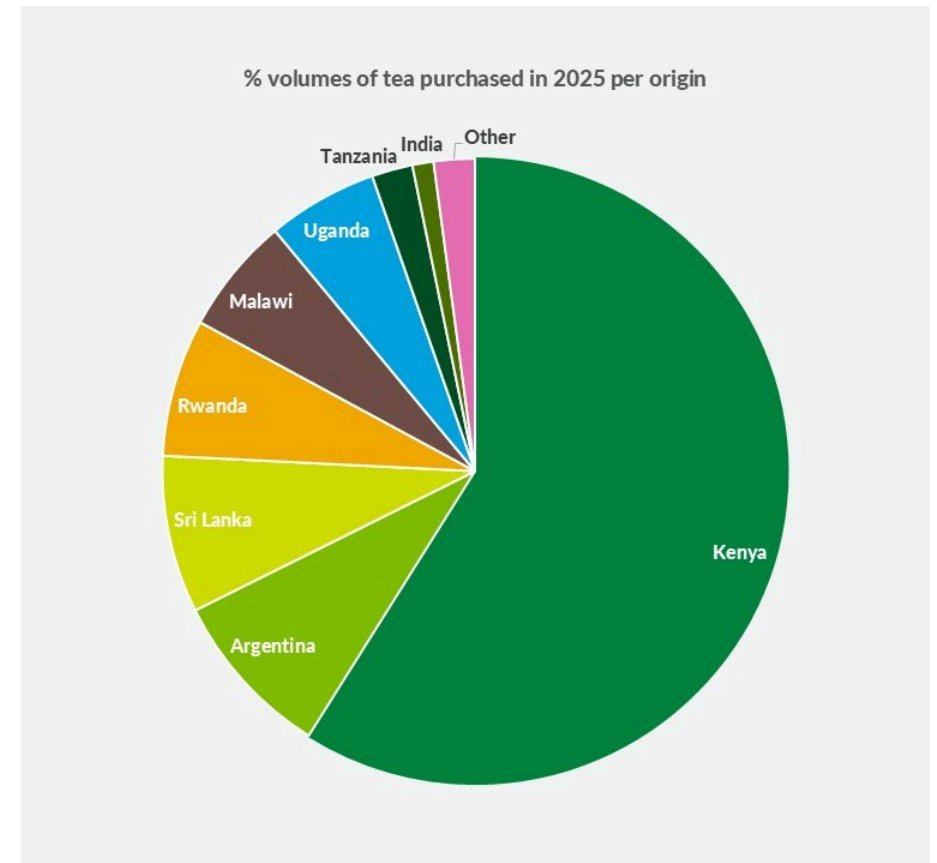


# OUR SUPPLY CHAIN

## Tea

Country of origin	% volume
Kenya	58.9%
Argentina	8.7%
Sri Lanka	8.1%
Rwanda	7.1%
Malawi	6.1%
Uganda	5.7%
Tanzania	2.1%
India	1.1%
People's Republic of China	0.9%
Vietnam	0.7%
Indonesia	0.3%
South Africa	0.2%
Zimbabwe	0.1%
Burundi*	0.0%

\* Notes: Burundi is 0.02%.

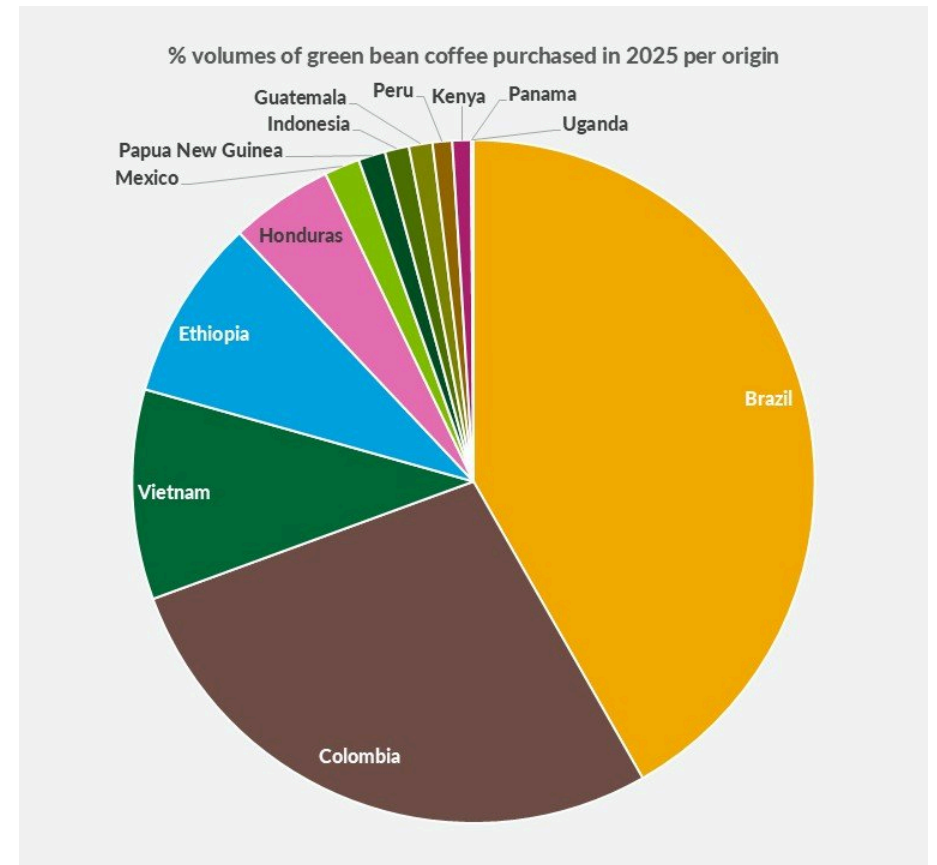


# OUR SUPPLY CHAIN

## Green Coffee

Country	% volume
Brazil	41.7%
Colombia	27.7%
Vietnam	9.9%
Ethiopia	8.6%
Honduras	4.9%
Mexico	1.7%
Papua New Guinea	1.3%
Indonesia	1.1%
Guatemala	1.1%
Peru	0.9%
Kenya	0.9%
Panama	0.1%
Uganda*	<0.0%

\*Notes: Uganda 0.01%.

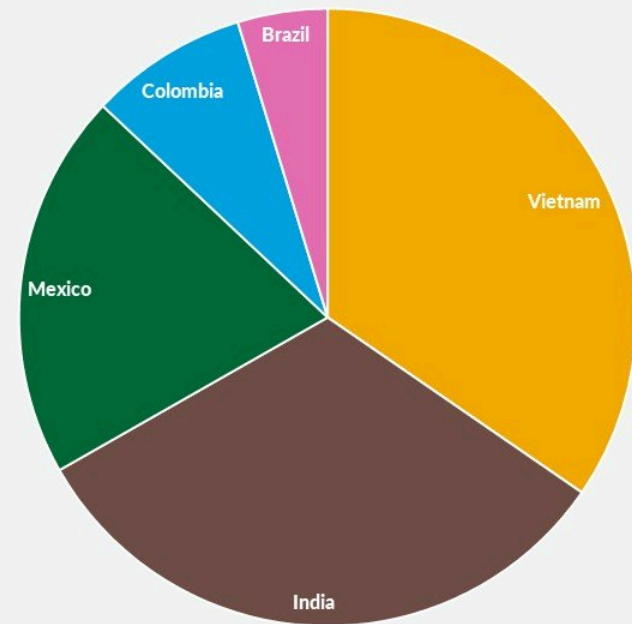


# OUR SUPPLY CHAIN

## Soluble Coffee

Country	% volume
Vietnam	34.6%
India	32.2%
Mexico	20.2%
Colombia	8.3%
Brazil	4.7%
<b>Total</b>	<b>100%</b>

% volumes of soluble coffee purchased in 2025 per country of manufacturing site



## SUSTAINABLE AND ETHICAL SOURCING

### *Supplier Relationship Management (SRM)*

At Finlays, we manage suppliers through our Supplier Relationship Management (SRM) program. This is designed to build strong, transparent and responsible supplier partnerships that ensure all suppliers consistently meet Finlays' requirements for compliance, sustainability, quality and food safety. Through collaboration, the program supports the minimization of supply chain risk, the building of resilience, and the delivery of continuous improvement, creating long-term shared value for Finlays and its suppliers.

The SRM program has historically focused on tea and coffee supply chains, where traceability and risk oversight were already well established. In 2025, the scope of SRM expanded to include direct materials and services including ingredients, reflecting a broader view of supply chain risk and spend. This expansion is reflected in the country-of-origin and category-level risk assessments, enabling more consistent identification and management of sustainability and human rights risks across a wider supplier base.

In 2025, we proudly increased the volume of tea and coffee bought from approved suppliers under our Supplier Relationship Management (SRM) program to 95% (up from 88% in 2024 and 59% in 2023). This means we are buying more from suppliers who confidently meet our requirements and undergo risk-based due diligence, promoting longer-term and trusted supplier relationships.



# SUSTAINABLE AND ETHICAL SOURCING

## Case study

### **UK's first low carbon coffee available in retail (Finlays Beverages, UK)**

**Sustainable supply chains depend on raw materials produced responsibly, with respect for people, planet and profit. In the coffee supply chain, this requires farm-level action, where up to 70% of emissions occur, driven mainly by fertilizer use and soil management. Interventions such as low-carbon fertilizer adoption are, therefore, critical to reducing Scope 3 FLAG emissions. By 2050, up to 50% of current coffee-growing areas could become unsuitable, placing supply chains and farmer livelihoods at significant risk.**

La Celia, named after the Colombian coffee-

producing community at the heart of the project, is a low carbon coffee launched by Sainsbury's in partnership with Finlay Beverages, and represents a major milestone for sustainable retail as the UK's first low carbon coffee available at mainstream scale. The product is the result of a four-year partnership between Finlays, COOPCAFER, the University of the Andes, the University of Cardiff, and the Swire Development Fund, focused on developing a climate-smart farming model in La Celia, Colombia, using a recognized carbon footprinting methodology to measure and reduce farm-gate emissions.

The programme engaged 34 women-led smallholder farms in Colombia, supporting the adoption of innovative, low impact agricultural practices, including smart fertilization

techniques, forest restoration, and the use of low carbon fertilizer, leading to a 30% reduction in carbon emissions at farm-gate level per kilogram of green coffee, without reducing yields. Their leadership demonstrates how climate resilience and gender inclusion can work hand-in-hand.

La Celia's arrival brings this impact directly to consumers, offering high quality coffee grounded in environmental stewardship and female empowerment. For Finlays, it provides a replicable model for reducing embedded emissions while strengthening supply resilience at origin. Building on its success in Colombia, Finlay Beverages is expanding the approach, starting with Brazil, supporting the continued transition towards more resilient, lower carbon coffee supply chains for retail partners.

# SUSTAINABLE AND ETHICAL SOURCING

## Case study

### Strengthening Supplier Management Processes at Finlays Colombo

In August 2025, colleagues from Head Office joined the Finlays Colombo team for a week of supplier visits and a two-day workshop focused on strengthening collaboration and advancing our Sustainable Supply pillar in Sri Lanka.

Over six days, the team visited eight factories across both low-grown and high-grown regions, gaining first-hand insight into operations ranging from plantation companies to independent factories and smallholders. These visits helped the team better understand key risks within the supply chain, including recurring quality and food safety issues, alongside more localized sustainability challenges such as excessive working hours and an ageing workforce.

The follow-up workshop brought together sourcing, sustainability, quality, regulatory and compliance colleagues to review findings and align on a refreshed due-diligence approach. The session underscored the importance of

transparency, local engagement and pragmatic risk management to ensure a resilient, responsible supply base that supports Finlays Colombo's five-year strategy.



# SUSTAINABLE AND ETHICAL SOURCING

## *Our Supplier Policies*

**Finlays' Supplier Relationship Management program is underpinned by a set of core policies and standards that set clear expectations for suppliers on areas such as human rights, labor standards and ethical conduct, environmental responsibility, and quality.**

Our main supplier policy is the Sustainable Sourcing Policy (SSP), which also serves as our Supplier Code of Conduct. The SSP is aligned with the ETI Base Code and other internationally recognized standards such as the UN Guiding Principles on Business and Human Rights, also reflected in Finlays Human Rights Policy. Through this policy, suppliers commit to acting responsibly and

“**Through this policy, suppliers commit to acting responsibly and ethically, and to cascading the requirements further up the supply chain.**”

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ethically, and to cascading the requirements further up the supply chain. It also establishes our right to make site visits, undertake audits of our suppliers or to request specific information and documentation to verify compliance.

Suppliers must acknowledge and sign our main policy prior to commencing trade. Suppliers that do not meet Finlays' standards are not approved; however, we aim to work with suppliers to make required improvements, recognising that there are many smallholders in our supplier base.



# SUPPLY CHAIN TRANSPARENCY

## Traceability

Traceability is critical to achieving sustainable and ethical sourcing, as it enables Finlays to understand where products come from and the conditions under which they are produced. Finlays recognizes that human rights, environmental and compliance risks are typically higher upstream in supply chains, particularly at the raw-material production stage, reinforcing the importance of traceability to origin as a foundation for effective due diligence and responsible sourcing.

A key aim of the SRM program is to strengthen traceability by improving transparency across supply chain relationships. This enables effective due diligence to be conducted against Finlays' Quality and Food Safety, Sustainability and Ethical, and Compliance standards, across different tiers of the supply chain, and supports risk-based supplier engagement in line with

our HRDD approach.

As part of Sustainable Future 2030, Finlays set a target to achieve 100% traceability for tea and coffee by the end of 2025. For tea and coffee suppliers, traceability is defined as visibility to the tea garden or tea factory for tea, and to the coffee mill for green coffee and soluble coffee.

By the end of 2025, we reached 99.4% traceability for green coffee, from 99% in 2024. The small gap against our target was primarily due to limited spot market purchases, where short-term sourcing can constrain traceability, and a small number of suppliers not yet fully aligned with our programme. We continue to strengthen collaboration across procurement, sourcing and supply chain teams to close the final gap and achieve full traceability.

### Traceability by product

Raw material	Volume (traceable)	Volume (non-traceable)
Green leaf tea	100%	0%
Made tea	100%	0%
Soluble coffee	100%	0%
Green bean coffee	99.4%	0.6%



**A key aim of the SRM program is to strengthen traceability by improving transparency across supply chain relationships**

# SUPPLY CHAIN TRANSPARENCY

## Certification

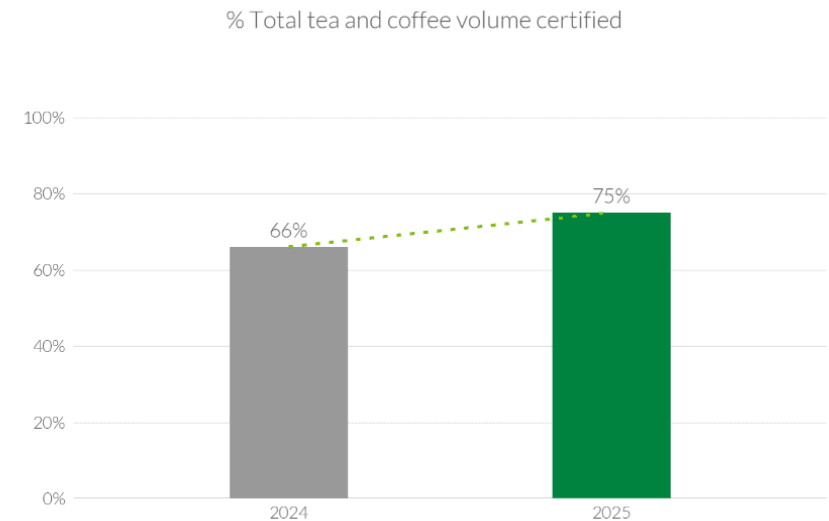
Certification plays an important role in Finlays' ethical and sustainable sourcing approach as it reinforces traceability outcomes and provides independent assurance. Finlays uses recognized certification schemes, including Fairtrade and Rainforest Alliance, to give customers greater confidence that our products are sourced in line with social and environmental standards.

For Finlays, certification is one part of a broader responsible sourcing framework, rather than a substitute for direct engagement or due diligence. Certification requirements, including chain-of-custody controls, are integrated into Finlays' SRM program and support traceability, audit activity and customer assurance. However, they are deliberately complemented by risk-based human rights due diligence, supplier self-assessments, audits and targeted engagement, particularly in higher-risk upstream supply chains.

The share of certified tea and coffee increased in 2025, reflecting strong progress in tea certification, with certified tea volumes rising from 62% in 2024 to 76% in 2025.

In 2024 and 2025, certification across tea and coffee commodities was as follows:

Year	% Total tea and coffee certified volume
2024	66%
2025	75%



## ADDRESSING RISK IN OUR SUPPLY CHAIN

**Finlays' first group-wide Human Rights Risk Assessment (HRRRA) in 2024 identified salient human rights risks across operations and supply chains. In 2025, the HRRRA informed priority areas for engagement in high-risk countries and led to more detailed Business Unit level risk assessments. For example, Finlays Beverages conducted cross-functional workshops with sustainability and buying teams to identify human rights, environmental and economic risks, informing their responsible sourcing strategy.**

In 2025, Finlays also conducted its annual supplier risk assessment, applying the same Country-of-Origin (COO) risk assessment methodology used in 2024. This combines external human rights and environmental indicators with internal sourcing data to assess inherent contextual risk and assign an overall sustainability risk rating by origin. COO risk assessments inform prioritization for enhanced due diligence and supplier engagement and do not represent individual supplier performance.

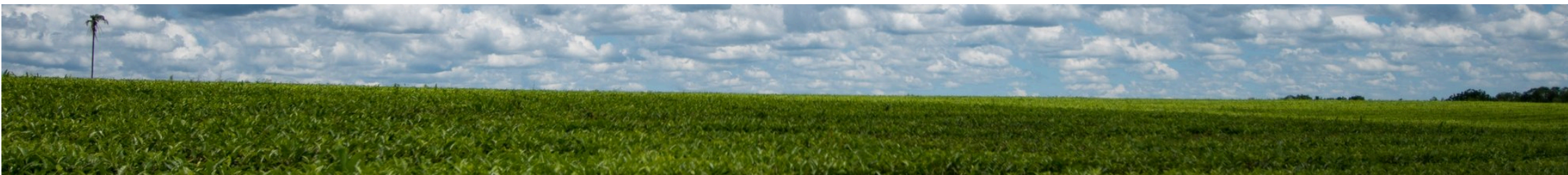
For green bean coffee, the assessment identified Colombia,

Ethiopia, Guatemala, Honduras, India, Indonesia, Kenya, Laos, Malawi, Nicaragua, Papua New Guinea, Peru and Vietnam as 'high-risk' countries of origin, reflecting elevated human rights and environmental risks.

For tea, Uganda was assessed as the highest risk country of origin, with very high human rights risk and high environmental risk. A number of additional tea sourcing countries, including Burundi, the Democratic Republic of Congo, India, Indonesia, Kenya, Malawi, Mozambique, Tanzania and Zimbabwe, were

assessed as high risk.

As part of the expansion of Supplier Relationship Management to direct materials and services in 2025, COO and category-level risk assessments also identified higher risk sourcing linked to packaging suppliers in Kenya and ingredient suppliers in China and Kenya. This broader application of COO risk assessment supports a more consistent, risk-based approach to supplier engagement across both agricultural raw materials and non-agricultural inputs.



# ADDRESSING RISK IN OUR SUPPLY CHAIN

## Case study

### *Strengthening Supplier Relationships Across Kenya and Uganda (James Finlay Mombasa)*

**In 2025, James Finlay Mombasa strengthened supplier assurance, relationships, and operational performance across its leaf-tea supply chains in Kenya and Uganda, with the aim of ensuring compliance with Quality, Food Safety, and Sustainability standards while building long-term, mutually supportive partnerships.**

This effort delivered 100% approval of all strategic suppliers, and 78% across the wider supplier base, supported by improved documentation reviews, structured follow-ups, and stronger supplier engagement.

A core element of the programme involved physical audits and engagement visits to 14 strategic suppliers across Kenya's East and West of Rift regions and Uganda. These visits enabled teams to verify compliance on-site, jointly review quality systems, and reinforce alignment with Finlays' long-term sustainability priorities.

Looking ahead, suppliers demonstrated strong commitment to sustainability, with initiatives in workplace inclusion, and community engagement. Finlays will continue fostering this progress, aligning supplier ambitions with the company's Sustainable Future 2030 vision and strengthening responsible growth across the supply chain.



## ADDRESSING RISK IN OUR SUPPLY CHAIN



### *Supplier due diligence and continuous improvement*

**All in-scope suppliers undergo desktop audits, including completion of a Supplier Self-Assessment Questionnaire (SSAQ) covering human rights, labor standards, health and safety, and environment. SSAQ responses are reviewed and used to identify potential risks or gaps.**

Where concerns, risks or issues are identified, Finlays undertakes risk-based further due diligence, which may include clarification requests, corrective action plans, enhanced engagement, supplier visits, asking suppliers to link up on Sedex, and conducting physical ethical or social audits, such as SMETA or in-house audits, where appropriate.

In 2025, we identified the following top sustainability and ethical risks flagged during supplier due diligence including supplier questionnaires and audits, several linked to potential indicators of forced labor:

- Excessive overtime.
- Lack of or ineffective grievance mechanisms.
- Lack of regular employment (due to high rate of temporary workers).
- Withholding of worker ID documents.
- Lack of labor providers / contractor due diligence.

These due diligence activities support Finlays' continuous improvement approach by enabling risk prioritization, targeted corrective actions and ongoing supplier engagement.

# ADDRESSING RISK IN OUR SUPPLY CHAIN

## *Case study*

### ***Strengthening Ethical Due Diligence for new Suppliers (Finlays Dubai)***

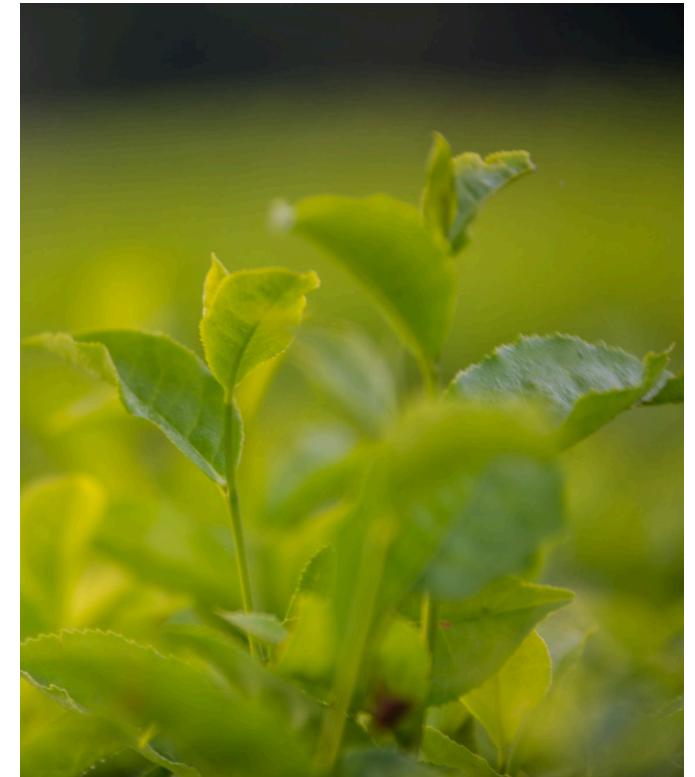
In 2025, during the onboarding of a new supplier, serious ethical risks were identified through due diligence, breaching Finlays' Human Rights and Sustainable Sourcing Policies. Given the severity of the findings, onboarding was paused, and a third-party ethical and human rights audit was required before any commercial engagement could proceed.

Finlays Dubai's sourcing team worked closely with the Sustainability team and supported the additional due diligence. The team coordinated closely with the supplier to ensure timely audit booking, transparent sharing of results, and active engagement with a corrective action plan. Clear communication was maintained with internal

stakeholders and the supplier to align on expectations, timelines, and the importance of meeting Finlays' ethical standards prior to starting trade. Key areas that the supplier demonstrated improvement in following the audit related to management of working hours to prevent excessive overtime, and on wages paid to workers. This enabled Finlays Dubai to start working with the supplier, with confidence and stronger management systems.

In countries where legal restrictions limit unionization, we will work with suppliers to identify and discuss alternative forms of worker representation so that suppliers can work towards meeting sustainable and ethical standards in line with the ETI Base Code. Our proactive due diligence approach in the cases shared helped protect the integrity of our supply chain, strengthening long-term confidence in supplier relationships, respecting the rights of workers, and

reinforcing consistent application of Finlays' sustainability requirements in practice.



## SUPPLIER COLLABORATION

### *Case study*

## *Hosting the Next Generation of Coffee Farmers (Finlay Beverages, UK)*

In September 2025, Finlays hosted a delegation of young Brazilian coffee farmers from Cooperativa Mista Paraguaçu (COOMAP), a long-standing partner supplying Fairtrade coffee to Finlay Beverages UK.

The group included agronomy students, recent school leavers considering farming careers, and young producers already building on family coffee businesses. During the visit, they toured Finlays' UK manufacturing sites and met customers to see how the UK coffee market works and where their coffee is used.

They also explored Rochdale's co-operative heritage, visited Fairtrade's London headquarters and Co-op's Manchester offices, reinforcing shared values-led, sustainable supply chains.



# SUPPLIER COLLABORATION

## Case study

### *How collaboration strengthens our supply chain*

As part of Finlays' Sustainable Future 2030 strategy, Supply Chain Sustainability Manager Roberto Rodriguez Sabater visited strategic suppliers in Kenya and Uganda to strengthen ethical and sustainable sourcing. Beyond checking compliance, the visits deepened relationships and shared practical learning.

Key challenges included severe energy instability in Uganda, putting production efficiency and food safety at risk, and climate change reducing suitable tea-growing areas, driving replanting and soil conservation.

Maintaining fair wages, safe working conditions and consistent quality also requires ongoing support. The engagement strengthened traceability for made tea and green leaf, reinforced accountability and product integrity, and promoted better contamination control, cleaning and process standardization. The next steps are to focus on renewables, supplier training and climate adaptation.



**The engagement strengthened traceability for made tea and green leaf**



SUSTAINABLE  
FUTURE **2030**

# PROGRESS UPDATE FROM FINLAYS SOLUTIONS

Turning growth into  
sustainable opportunity



# Finlays solutions – Turning growth into sustainable opportunity

In September 2025, Finlays acquired Leahy-IFP, a major aseptic packer and formulator of natural fruit-based beverages headquartered in Glenview, Illinois and with manufacturing facilities in Illinois and Nevada.

Since then, Finlays has integrated Leahy-IFP with its global extract business – [Finlays Solutions](#) – doubling Finlays Solutions' footprint in North America. Here, CEO Darnell Ross explains how Finlays Solutions is turning growth into sustainable opportunity.

*CEO Darnell Ross shares an update on how Finlays Solutions is turning growth into sustainable opportunity...*

Since Finlays acquired Leahy IFP in 2025, and I stepped into the CEO role of the integrated business, one thing has been clear – sustainability is core to how Finlays operates. The integration of Leahy into Finlays Solutions has doubled the size of our US operations, and I personally feel the weight of responsibility to ensure that we don't just continue to grow, but we continue to grow sustainably and in line with Finlays' Sustainable Future 2030 commitments.

The challenges ahead of us are considerable but not insurmountable. Finlays Solutions now plays a central role in delivering progress across Finlays' overall Climate Net Zero, Sustainable Supply and Our People commitments. Our business now has a larger footprint, more complex supply chains and connections with more people and communities around the world. In short, we are under no illusion that our task is large and complex.



That's why, since we began integrating these two businesses together at the end of 2025, we have been focused on embedding sustainability into our operating model. This means integrating sustainability considerations into core decisions – from how we design and run our operations, to how we source raw materials, work with suppliers and invest for growth, and how we partner with our customers.

In the short term, much of the work has focused on building understanding: bringing together data, aligning ways of working, and increasing visibility of our combined footprint. This has been a critical foundation, enabling informed decision-making and honest conversations about where the risks, challenges and opportunities lie as an integrated business.

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**Much of the work has focused on building understanding: bringing together data, aligning ways of working, and increasing visibility of our combined footprint.**

Darnell Ross

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Looking ahead, the global scale of our business creates a stronger platform to accelerate progress. By combining complementary expertise, systems and perspectives, we are better positioned to:

- **Drive meaningful progress towards Climate Net Zero**, by scaling operational decarbonization, improving data quality and transparency, and prioritizing investments that reduce emissions while strengthening long-term resilience.
- **Strengthen Sustainable Supply**, embedding responsible sourcing, traceability and human rights due diligence more deeply into our supply chains, and working in genuine partnership with suppliers to deliver lasting and material impact.
- **Put Our People at the center of growth**, by creating safe, inclusive and rewarding workplaces, developing future-ready skills, and ensuring our culture reflects our values as we grow.

Integration has increased both our opportunity and our accountability. Finlays Solutions has a critical role to play in delivering Sustainable Future 2030, and we are committed to leading that responsibility with focus, discipline and ambition. We look forward to partnering with our customers, suppliers, employees and other stakeholders to lead on delivering a Sustainable Future 2030.



**Darnell Ross**  
CEO, Finlays Solutions

# Finlays Solutions Sustainability targets and priorities in 2026



## CLIMATE NET ZERO

*Protecting the Planet to Safeguard  
Tea and Coffee Production*

### Priorities

- Understand Leahy's emissions and water footprint
- Data and reporting Leahy scope 1,2,3 for 2025 & 2026 to maintain SBTi
- Update priorities and capex plan to achieve Scope 1&2 reduction target
- Scope 3 - Update roadmap



## SUSTAINABLE SUPPLY

*Building Trusted Partnerships  
for Stronger Supply Chains*

### Priorities

- Map Leahy Supply Chain/ Suppliers
- Map Supply & conduct Chain Risk Assessment and prioritize audit/qualification roll out accordingly
- On board Leahy supply chain to SRM program

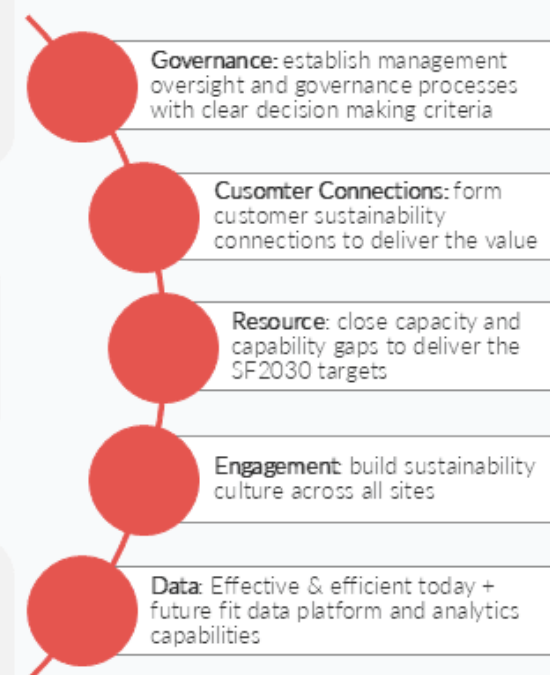


## OUR PEOPLE

*Advancing Human Rights  
to Empower All*

### Priorities

- Understand Leahy People & Update Human Rights Due Diligence approach (conduct HRRA)
- Revise Road map to 39% women in management by 2027
- Continue to build a culture of belonging where everyone feels engaged, connected and empowered
- Update Living wage assessment and plans to Become a Living Wage Employer





SUSTAINABLE  
FUTURE **2030**

# PARTNERSHIPS



# Driving progress and value through partnerships and collaboration

The accelerating impacts of climate change on sourcing regions and communities, as well as the systemic social risks that affect tea and coffee sourcing such as forced labor and gender-based violence and harassment (GBVH) are sustainability challenges that cannot be addressed by any one company acting alone. Achieving outcomes such as credible progress towards carbon net zero, while protecting livelihoods and ecosystems, requires collective action across global supply chains.

This is why Finlays works with a wide range of industry initiatives, multi-stakeholder platforms and partners to drive shared solutions, align approaches and build resilience. We are a signatory to the UN Global Compact (UNGC) and an active member of the Ethical Trading Initiative (ETI), alongside other industry bodies and certification organizations, supporting collaboration on responsible sourcing, human rights and climate action across our value chain.

Organizations we work with  
and/or are members of:



## PARTNERSHIPS

### Case study

# Finlay Beverages UK Joins Ethical Tea Partnership

In 2025, Finlay Beverages strengthened its commitment to responsible sourcing by joining the Ethical Tea Partnership (ETP), a global organisation focused on improving the lives of people who rely on tea for their livelihoods. As the UK's leading own-brand tea and coffee partner, Finlay Beverages brings deep industry expertise and influence across international supply chains, supporting ETP's mission to drive long-term, positive systemic change.

Through this collaboration, Finlay Beverages will contribute programs addressing some of the most pressing challenges in the tea industry. These

include safeguarding human rights, enhancing worker livelihoods, tackling inequality, preventing deforestation, and promoting sustainable farming practices.

For Finlays, joining ETP reinforces our commitment to acting for the long term - supporting tea workers, strengthening supply chain sustainability, and turning industry challenges into opportunities for positive transformation.

This partnership represents a significant step toward creating a tea industry where people, communities, and the environment can thrive together.



**This collaboration will contribute programs addressing some of the most pressing challenges in the tea industry.**



# BUILDING A CREDIBLE CARBON BASELINE FOR TEA

## *A case study from Sharon Hall and Shabnam Weber*

Tea has long been regarded as a relatively low-carbon beverage, yet historically this assumption was not supported by robust, verifiable data. We set out to address this evidence gap by building a credible, consistent foundation for measuring tea's environmental footprint.

Specifically, we sought to develop a shared approach to carbon accounting that would support regulatory compliance, science-based targets, and transparent, consumer-facing sustainability claims across the global tea industry.

We first created a Tea Industry Carbon Roadmap to identify the needs of members, which led to the creation of The Associations' Tea-Specific Carbon Calculator that enables stakeholders across the supply chain to measure their own corporate emissions across Scope 1, 2, and 3 emissions.

To ensure consistency from farm through to finished product, we then convened a broad industry consortium, including Cranfield University, Finlays and 15 other leading tea sector organizations (listed below\*), to work with the Cool Farm Tool Alliance. The Alliance is a pre-competitive community of collaborators from the food and drink industry with a mission to accelerate the transition to regenerative and sustainable agriculture. The 16 consortium members, including Finlays, were also proud to provide financial support for the project.



Together the consortium developed a tea-specific typology within the Cool Farm Platform, replacing generic agricultural assumptions with tea-specific agronomic data, enabling more accurate greenhouse gas calculations and consistent reporting across origins and supply chains.

The tea typology is now live within the Cool Farm Platform, providing the first globally recognized, science-based framework designed specifically for tea Scope 3 farm emissions. It improves data credibility, supports comparability, and enables companies to model emissions reduction pathways aligned with net-zero commitments.

Looking forward, the consortium is focused on expanding uptake, harmonizing data collection, and developing shared training approaches. Continued refinement of the tea typology will support wider adoption and ongoing improvements in tea-sector climate performance.



**Dr Sharon Hall**  
Chief Executive UK Tea &  
Infusions Association and  
President, Tea & Herbal  
Infusions Europe



**Shabnam Weber**  
President, Tea and Herbal  
Association of Canada &  
Tea Association of the  
USA

# SwireTHRIVE

Finlays is a wholly owned subsidiary of John Swire & Sons Limited (Swire).

There is a Group-level commitment at Swire on key sustainability issues, delivered through the SwireTHRIVE strategy. At Finlays, this is embedded through our Sustainable Future 2030 strategy.

SwireTHRIVE focuses on five key areas that are highly material across the Swire Group:

- **Climate:** Decarbonize our business and build climate resilience
- **People:** Foster a company culture that is accessible, inclusive, and safe
- **Water:** Use and manage water responsibly
- **Communities:** Position our community initiatives as part of our core business value
- **Waste:** Turn today's waste into tomorrow's resource

Swire's Sustainable Development Committee has set up a sustainable development fund, which operating companies can apply to for financial support for sustainability initiatives.





SUSTAINABLE  
FUTURE **2030**

# GOVERNANCE



# GOVERNANCE

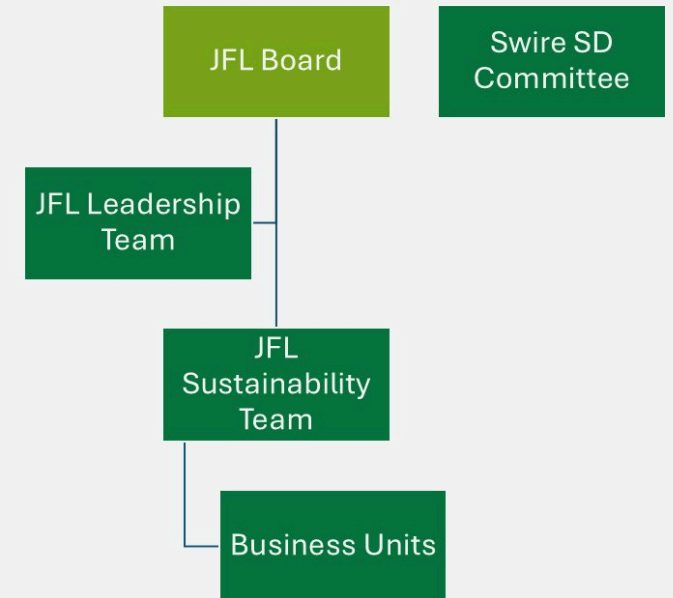
## *Sustainability oversight and accountability at James Finlay Limited (JFL)*

**Board:** The James Finlay Limited (JFL) Board comprises two executive directors and five non-executive directors. The Board meets three times a year and has direct oversight of the sustainability strategy as well as decision-making responsibility for all commitments and targets.

**Global Leadership Team:** The James Finlay Executive oversees the day-to-day running of Finlays, including all business units and sites. This executive function plays a key sponsorship role for the sustainability strategy and provides oversight and direction in all areas.

**Finlays Sustainability Team:** The Head Office Sustainability Team is responsible for setting Finlays' sustainability strategy, commitments, objectives, and targets. This team also develops and executes effective delivery plans and roadmaps within the business units, making sure effective accountability is in place.

**Swire Sustainable Development Committee:** The Sustainable Development Committee of Finlays' parent company, John Swire & Sons Limited (Swire), oversees the approach to sustainability for its operating companies. Reports and updates are shared with the Committee at least twice a year to ensure alignment on approach and progress.



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## *Our approach to policy and compliance*

Corporate policies at James Finlay Limited are part of our global compliance program and are overseen by Finlays' Chief Operating Officer. The Compliance team ensures all employees understand and can access those policies. This is an important part of increasing awareness of key policies within our businesses. Policies are updated every two years to a minimum standard, or when any new regulation comes into place or there is a material update to existing regulations. Internal stakeholders participate in the review of policies relevant to their day-to-day activities, and a company-wide communication is sent to everyone with access to our global policies.

The following policies are publicly available to stakeholders via Finlays Website:

- Code of Conduct
- Human Rights
- Data Privacy
- No Deforestation
- Environmental

All global policies are made available to all employees via Finlays' Intranet.

### **Training**

The following training is mandatory to all Finlays employees globally on an annual basis:

- Code of Conduct
- Modern Slavery
- Human Rights

The Compliance Team also provides in-person training to some of our business units on compliance and ethics, covering topics such as modern slavery and human rights every year.

### **Internal audit**

JFL has an extensive Internal Audit function that monitors financial and certain non-financial aspects of the business. It is monitored by a series of committees that report to an Audit Committee comprising one independent non-executive director and two representatives of John Swire & Sons (Swire). In addition, the JFL Managing Director, JFL Chief Operating Officer, and Director of Corporate Affairs also attend the Audit Committee meetings together with the Internal Auditor and, as required, a representative from our external auditors, Grant Thornton.

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## *Risk management*

The enterprise risk management (ERM) program at Finlays is overseen by the JFL Board and our Chief Operating Officer is the Risk Executive. The program consists of a dynamic corporate risk register (CRR) that must be updated at least once a year. The Head of Risk and Compliance consolidates the information provided by the business units in their local CRR and updates the CRR on an annual basis. The CRR document is a live document that sets a risk agenda which can be included in the company's business plan.

The JFL Risk Committee is responsible for reviewing and assessing the JFL CRR and any emerging risks flagged by the business units.

The CRR is updated via the following steps:

- 1. Identification:** Senior Leadership Team (SLT) identify a range of organizational risks in workshops, and agrees the top risks based on a standardized risk taxonomy.
- 2. Quantification/dimensioning:** SLT define, describe, and score risks in dimensioning workshops, evaluating risks by considering scenarios in which they might occur and breaking out scores by impact and vulnerability.
- 3. Mitigation and action plan:** A subject matter expert (SME) works with the Head of Risk and Compliance to review the risk and develop mitigation measures via a questionnaire. SLT agrees with action plans to

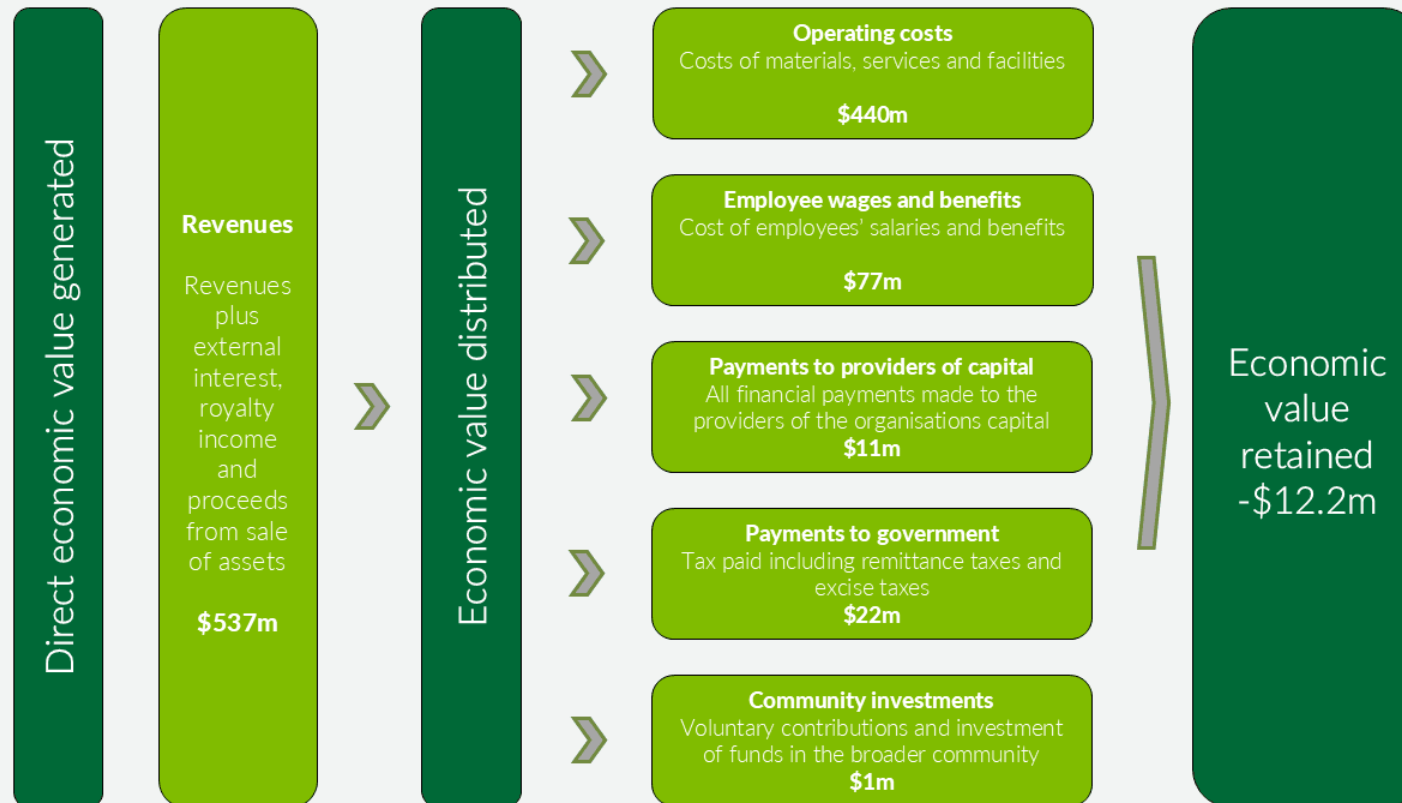
target specific impacts and vulnerabilities as part of the business plan.

- 4. Reporting:** Risks are monitored, reported, and visualized on a risk heatmap and various dashboards using the Risk360 integrated risk management platform.

In 2025, Finlays revamped the Enterprise Risk Management Program with the aim to bring together an aligned approach to Finlays with minimum requirements on business units for their corporate risk register, crisis management plan and business continuity. In Q1 2026 the SLT members from business units attended a risk management training with the Head of Risk and Compliance with business units submitting their updates CRR by end of April 2026. With this updated approach Finlays is better equipped to manage risks across the business.

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## 2025 Financial overview



This was prepared in accordance with statutory reporting guidance, meaning this year, Damir is counted as an investment and therefore not included in the figures.



SUSTAINABLE  
FUTURE 2030

# SCOPE OF THE REPORT





## SCOPE OF THE REPORT

This report covers organizational activity for the 2025 calendar year (January – December). It includes information from our global businesses and spans all our products and services, except as set out below. Finlays uses the Resource Advisor platform to manage our environmental data for reporting, tracking key performance indicators, and providing ongoing visibility into our global operations.

### Exceptions to full disclosure:

- Finlays holds a 49.5% share in Damim International Holdings Limited, China. As we do not have operational control, data from Damim is not included in this report, except in our Scope 3 GHG baseline and financial overview.
- In October 2025, Finlays acquired Leahy-IFP, a major aseptic packer and of natural fruit-based beverages headquartered in Glenview Illinois. Throughout the remainder of 2025 and into 2026 we will integrate Leahy into Finlays Solutions and will report further on the addition of Leahy as part of the overall business footprint in 2026.



Thank you for reading

For more information on  
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