





Corporate Sustainability and Responsibility

Edrington aims to contribute positively to the communities where we live and work, and sustain the environment upon which we all depend.

We have developed our Sustainability and Responsibility framework to establish priorities and track progress. This framework targets four areas that help Edrington deliver on its strategy and become a more sustainable and responsible business.

|  <p>GIVING MORE TO OUR COMMUNITIES</p> |  <p>ENGAGING GREAT PEOPLE</p> |  <p>PROMOTING RESPONSIBLE CONSUMPTION</p> |  <p>PROTECTING THE ENVIRONMENT</p> |
|--|---|--|--|
| <p>Focus Areas</p> | <p>Focus Areas</p> | <p>Focus Areas</p> | <p>Focus Areas</p> |
| <p>Support colleague fundraising</p> | <p>Champion development</p> | <p>Responsible brand communication</p> | <p>Reduce carbon emissions</p> |
| <p>Give More globally</p> | <p>Promote Diversity, Equity and Inclusion</p> | <p>Work in partnership</p> | <p>Sustain wood</p> |
| <p>Inspire volunteering</p> | <p>Employee engagement</p> | <p>Educate our People</p> | <p>Protect water</p> |
| <p>Key Objectives</p> | <p>Key Objectives</p> | <p>Key Objectives</p> | <p>Key Objectives</p> |
| <p>Contribute up to 1% of EBIT to Giving More initiatives around the world.</p> | <p>Increase female representation in senior leadership.</p> | <p>Enable our people to be alcohol responsibility ambassadors with year-round education and support.</p> | <p>Net Zero by 2045</p> |
| <p>Double-match all colleague-initiated charitable fundraising.</p> | <p>95% of colleagues to have development plans.</p> | <p>Commit to the Edrington Marketing Code with training for colleagues and adherence in our communications.</p> | <p>Trace oak supply to the region of origin by 2030.</p> |
| <p>Inspire people to use their four days' paid leave for Giving More activities.</p> | <p>Drive top quartile levels of engagement.</p> | <p>Partner with leading responsible organisations to help people make positive choices about alcohol.</p> | <p>Replenish 100% of production water consumption in the Dominican Republic by 2030.</p> |
| | <p>Provide support and engage in wellbeing activities.</p> | <p>Ensure all our brands packaging carries responsibility advice.</p> | <p>Increase the percentage of paper and board secondary packaging made from recycled material to 75% by 2030.</p> |

Edrington has appointed a senior leader to drive the delivery of each area and its associated objectives. Together they form the Sustainability & Responsibility Steering Committee coordinated by the Director of Sustainability, who reports to the Chief Executive.

**CORPORATE SUSTAINABILITY
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Giving More

Giving More is one of Edrington's four core values, and it is integrated into the company's history and ownership model through The Robertson Trust.

The Robertson Trust has grown to become Scotland's largest private grant-making charitable trust. Since its inception, the Trust has donated £396m to a wide range of charitable organisations across Scotland, supporting its mission to fund, support and champion those seeking solutions to poverty and trauma.

In the current and prior year Edrington has triple-matched funds raised by colleagues, so £1 of funds raised becomes £4 when received by the charity. As a result, Edrington donated £4.2m to charities around the world in 2025.

In Scotland, where it operates, The Robertson Trust joins Edrington in matching colleagues' charitable donations to qualifying UK charities.

In addition to charitable funding, Edrington provides colleagues with four days of paid leave to volunteer in their local community. The company encourages its workforce to dedicate this time to the causes that matter most to them. This year 29% of total Giving More days were used by colleagues.

Engaging Great People

Edrington's culture is what makes us different from everybody else. Our ambition is to cultivate an environment where colleagues can be themselves and are motivated to give their best. As part of our wider people strategy, we focus on colleague development, engagement, diversity, equity and inclusion (DE&I), and wellbeing.

We are committed to investing in the growth and development of internal talent. We encourage all colleagues to drive their own development and have extensive resources and tools to support them. 98% of colleagues have a personal development plan in place, exceeding our target of 95%. During quarterly Continuous Performance Management conversations with their line managers, these plans are revisited throughout the year.

Aligned to Edrington's Strategy, we have created a roadmap to strengthen our leadership capabilities and guide colleagues through formal leadership development. 117 senior leaders have participated in our new leadership development programme, 'Spirit of Leadership'. Building on this success, we will roll out two new leadership development programmes for our front-line and mid-managers this year.

Edrington's annual engagement score for 2025 is 74%, just behind the top quartile benchmark of 78%. We have maintained our impressive participation rate, with 92% of colleagues sharing their views on working at Edrington. The engagement survey is a vital listening mechanism for us. Each year, the results are analysed to understand the feedback colleagues have shared, and this is used to inform local action plans. Our focus for these plans will be to enable a route back to top quartile levels of engagement, which we had achieved in the past two previous years.

Edrington continues progressing its DE&I strategy through global and local actions, each centred around three focus areas: culture and engagement, education and awareness and impactful interventions. 81% of colleagues feel that we have a work environment that is open and accepts individual differences. Based on colleague feedback, we have expanded our demographic areas (gender, ethnicity, cultural heritage, LGBTQI+ and disability) of focus within our strategy to include age and socioeconomic background.

Our global wellbeing framework supports health, wealth, and happiness to create a space where colleagues can live well and perform at their best. Led by our network wellbeing representatives across Edrington, activities and sessions to encourage choices that promote a well-rounded life take place throughout the year. Underpinning this, Edrington continues to provide all colleagues and their families with access to free and confidential support through its Employee Assistance Programme.

Promoting Responsible Consumption

A healthy population and a relationship of trust with consumers are intrinsic to our business' success. Edrington is committed to promoting the responsible consumption of its brands for adults who choose to drink alcohol and considers that both the industry and our organisation have a vital role to play in encouraging and assisting consumers in making healthy choices about alcohol.

Edrington's responsibility begins with ensuring that our brands are distilled, packaged and promoted to a consistently high standard everywhere in the world. 96% of people in eligible roles completed our Marketing Code training, a fundamental element of ensuring our people understand the requirements for promoting responsible consumption. The company's previous target of ensuring that all our brands' packaging carries responsibility advice by 2025 has been updated to become a continuing commitment for all new packaging.

CORPORATE SUSTAINABILITY AND RESPONSIBILITY (CONTINUED)

In our policies and training, Edrington is clear that no one is ever required to drink alcohol as part of their role. We enable our people to be ambassadors for alcohol responsibility through a year-round programme of events and training. Confidential advice and support are available to colleagues and their immediate family through the Employee Assistance Programme.

Within local markets, Edrington works with and funds organisations, including Drinkaware and the Community Alcohol Partnership, that support responsible consumption and work to reduce the harms associated with alcohol misuse.

Protecting the Environment

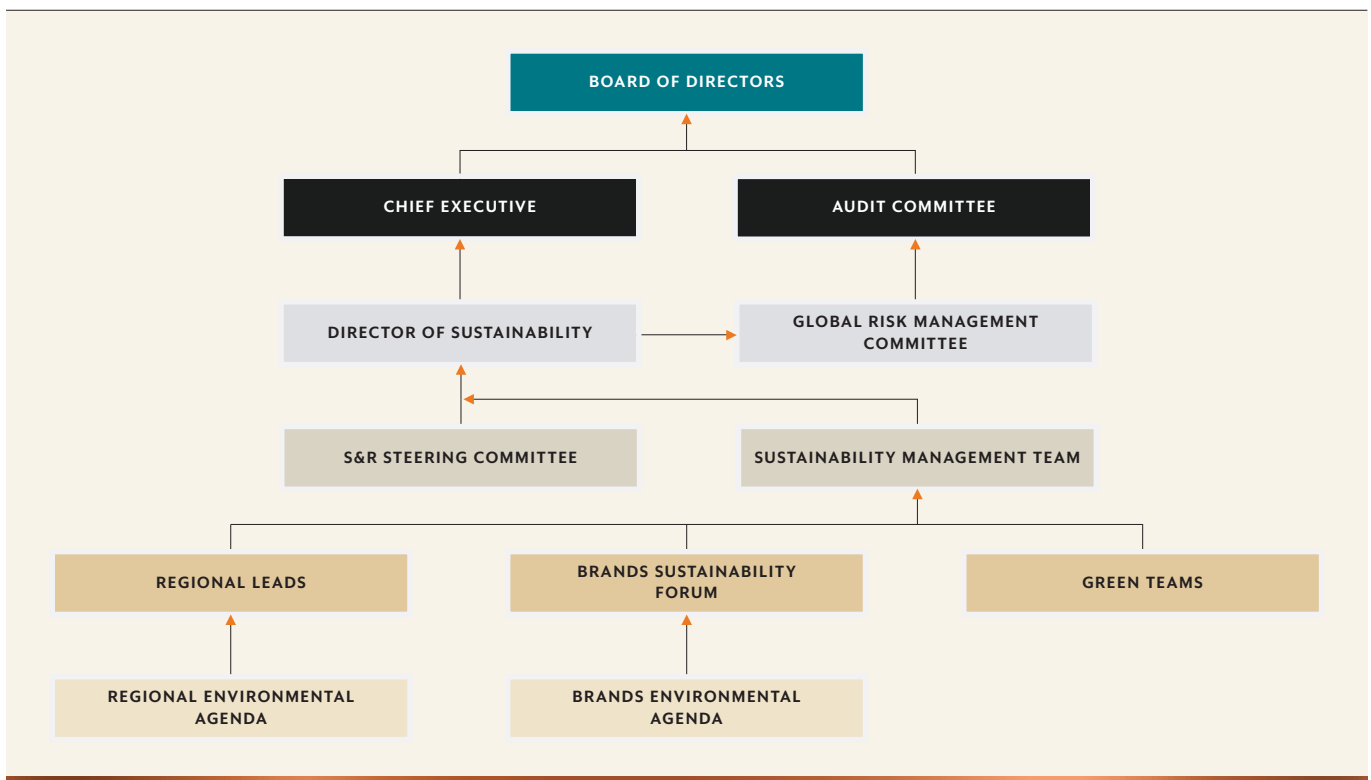
Edrington has continued to drive its sustainability strategy in the past year with further progress toward our Net Zero target. This includes a suite of energy efficiency upgrades to The Highland Park Distillery. These upgrades include implementation of a new heat recovery system, mash house upgrades, and modernisation of key equipment to reduce energy and water consumption. In March, The Macallan Estate began receiving electricity from a new solar farm which has been implemented to deliver renewable electricity to the estate and support further decarbonisation. These are just a few of Edrington’s latest initiatives designed to create a more sustainable future.

Edrington has continued to report annually through the Carbon Disclosure Project (CDP) and has retained a B rating in the climate change category. For the first year Edrington also disclosed under the water and forestry categories achieving a B rating in both, an excellent result for the initial submission.

This report summarises our progress against the requirements of the UK Climate-related Financial Disclosure (CFD) regulations, which adopt the pillars of the Taskforce for Climate-related Financial Disclosures (TCFD) framework: Governance, Strategy, Risk Management, and Metrics and Targets, detailing how we are identifying and managing climate risks in Edrington today, and how we plan to integrate this further over the coming years. The climate-related financial disclosures made by Edrington also comply with the requirements of the Companies Act 2006 as amended by the Companies (Strategy Report) (Climate-related Financial Disclosure) Regulations 2022.

Governance

Appropriate governance for sustainability, including climate-related risk, is critical in enabling the success of the Group. The governance structure details the principal responsibilities and reporting lines relevant to the identification, consideration and management of climate risks and opportunities.



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The Board of Directors is ultimately responsible for the global strategy on climate-related issues with executive control assigned to the Chief Executive.

The Board meets five times a year and each board report includes a dedicated section covering environmental sustainability strategy, as well as an update on key projects and activities. The Director of Sustainability updated the Board twice in the year; these sessions focused on progress against targets and the future sustainability strategy.

The Chief Executive's board-level responsibility for climate-related topics covers oversight of disclosure projects such as internal climate risk assessments, participation in the Carbon Disclosure Project (CDP), CFD reporting and all other climate-related matters and issues.

Within the Executive Committee each member is responsible for climate-related issues in their section of the business. These roles include the three brand Business Unit Managing Directors, the Managing Director of Global Supply Chain, the Global HR Director, and the Chief Financial and Commercial Officer.

The Director of Sustainability reports on climate-related action and progress to the Chief Executive. This role is responsible for implementing the Group Environmental Sustainability Strategy, supporting the Business Unit and Functional Managing Directors in setting more specific, aligned strategies and leading the Sustainability & Responsibility (S&R) Steering Committee in shaping the Group S&R strategy and managing compliance across the four pillars.

The Sustainability Management Team report to the Director of Sustainability. This team is responsible for the ongoing work on sustainability at Edrington; engaging with teams across all functions to ensure that Edrington's Global Environmental Sustainability Strategy is cascaded throughout the business and delivered.

Strategy

Edrington's strategy emphasises sustainability as one part of the mission contributing to the vision of *"Give more by crafting exceptional ultra-premium spirit brands"*.

The environmental strategy is fully embedded within the business and the Sustainability Management Team leads progress towards achieving our objectives.

The strategy for climate-related risks builds on our corporate strategy for sustainability. Edrington has set a science-based target to achieve Net Zero by 2045 with a near-term target of a 50% reduction in emissions by 2030. Our ambitions for tackling climate-related matters and plans for increasing business resilience will be implemented through our sustainability strategies.



CORPORATE SUSTAINABILITY AND RESPONSIBILITY (CONTINUED)

Scenario Analysis

Edrington has used scenario analysis to assess the climate-related risks to the business, focusing on the business as a whole and key raw material supply chains. We have determined the levels of physical climate-related risk under 2°C and 4°C scenarios for short-, medium- and long-term planning by identifying the respective trends up until the 2030s and 2050s. These assumptions have been selected in line with TCFD guidance to utilise a range of scenarios that provide a reasonable diversity of potential future climate states against which to assess our risks.

The climate-related scenario analysis and risk assessments were completed in February 2023 with analysis for operations in Wyoming and Jerez completed in June 2024. These were conducted in accordance with our corporate risk assessment methodology to allow integrated consideration of climate risks within our overall risk management processes.

Scenario Context

| Best Case Climate Scenario | Worst Case Climate Scenario |
|--|--|
| <p>PHYSICAL</p> <p>Representative Concentration Pathway 4.5 – assumes the employment of a range of technologies and strategies to reduce greenhouse gas emissions stabilising global average temperature risk to 2°C by 2100.</p> | <p>Representative Concentration Pathway 8.5 – assumes greenhouse gas emissions continue to grow unmitigated leading to a best estimate global average temperature risk of 4°C by 2100.</p> |
| <p>TRANSITION</p> <p>Sustainable Development Scenario – assumes a forward looking approach, integrating announced pledges from business and governing bodies.</p> | <p>Stated Policy Scenario – reflecting the impact of existing policy frameworks from business and governing bodies.</p> |

Due to the nature of this assessment, publicly available climate information has been extracted from a range of sources, coupled with model intercomparison to inform the analysis. This was then categorised in line with our corporate risk categories to rate the likelihood and magnitude of the climate risks.

The output from the scenario analysis has been integrated into our decision-making, focusing on the medium- and long-term effects on business resilience. The key risks are mapped to our focus goals as detailed within the Risk Management section.

Risk Management

PRINCIPAL RISKS AND UNCERTAINTIES

Our climate-related risks are assessed in line with our corporate risk management processes, as detailed in the principal risks and uncertainties section on page 12. They are linked to our goals and strategic objectives. To manage our principal risks, we have developed KPIs that relate to each of

the five pillars of our Environmental Sustainability Strategy: reduce carbon emissions, sustain wood, protect water, enhance biodiversity, and promote the circular economy. Ensuring that these are aligned with our strategy focuses our attention on more effective outcomes.

OVERVIEW OF OUR PROCESS AND IDENTIFICATION OF RISKS

The outcome from the climate-related risk and opportunity assessment has been integrated into the Sustainability Risk Assessment (SRA), which is reviewed and updated by the Sustainability team in conjunction with the assurance and risk team bi-annually.

EVALUATION AND MANAGEMENT OF RISKS

The leads for each relevant operation within Edrington are responsible for producing the wider risk assessment for their individual operational units. An annual session is held to identify, reassess, discuss, and update sustainability and climate-related risks. The priority risks, those rated as ‘serious’ and ‘high’, in the SRA, are determined using a significance criterion of likelihood versus consequence.

**CORPORATE SUSTAINABILITY
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Metrics & Targets

The table below provides details of Edrington's substantive climate-related risks, and the mitigating actions arising from consideration of the primary goals in the Environmental Sustainability Strategy.

RAW MATERIAL SCARCITY - PHYSICAL & TRANSITIONAL

MEDIUM TO LONG TERM RISK

The risk that the supply of key raw materials oak, barley, sherry, molasses and water, will be constrained due to natural events caused by climate change, leading to effects on supply, production, and distribution.

| Key Focus Area | Metric | Target | Current |
|----------------|--------------------|---|---------|
| Sustain Wood | % traced in Europe | Trace oak supply to region of origin in Europe by 2025. | 100% |

Strategic Response

Following further climate scenario analysis focused on our supply chain, Edrington has developed an individual risk register for each of the raw materials identified as being of medium or high risk to climate-related events. Each register contains clearly defined mitigating actions with a key owner from the related Business Unit.

In the reporting year Edrington achieved the target of 100% traceability to the region of origin for our European oak supply and beyond to the forest of origin for oak procured through our own operations. Ensuring that we have full traceability of our oak supply and continuing to develop strong relationships with oak suppliers will help identify potential supply chain issues early and allow time to react accordingly.

RESTRICTIONS IN USE OF KEY RAW MATERIALS – PHYSICAL & TRANSITIONAL

MEDIUM TO LONG TERM RISK

The risk that our operating practices are not in line with our environmental commitments, leading to major environment damage or regulatory requirements restricting or eliminating the use of key materials:

- Peat: this would significantly hinder our ability to produce certain brands.
- Water: which would impact our business continuity.

| Key Focus Area | Metric | Target | Current |
|----------------------|---|---|------------------------|
| Protect Water | Litres of water per litre of alcohol produced (l/lpa) (average across all production sites) | Manage process water use annually to 12.5-25l/lpa across production sites per the Scotch Whisky Association (SWA) guidance. | 15.18 l/lpa |
| Enhance Biodiversity | Re-certification achieved | Annual re-certification of Hobbister peatland to the 'Responsibly Managed Peatlands Standard.' | Certification achieved |

Strategic Response

This year, Edrington achieved the annual re-certification of the Responsibly Managed Peatlands standard for Hobbister Moor after initially attaining this two years ahead of plan in 2023. In addition to managing process water use in line with SWA guidance, we are also continuing work on our water replenishment project, where we aim to replenish 100% of production water consumption in the Dominican Republic by 2030.

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NET ZERO - TRANSITIONAL

MEDIUM TO LONG TERM RISK

There is a risk that our commitment to Net Zero by 2045 will not be met because of a lack of access to green energy, increased costs, third-party non-compliance, incompatibility with our environmental requirements, or changes in legislation on carbon emissions classification.

| Key Focus Area | Metric | Target | Current |
|-------------------------|-------------------------------------|---|---------|
| Reduce Carbon Emissions | tCO ₂ e (location-based) | Reduce Scope 1 & 2 emissions by 50% by 2030 in line with our Net Zero commitment. | -11% |
| | kg CO ₂ e/10a | Reduce location-based intensity by 50% by 2030 (vs 19-20). | +2% |

Strategic Response

In 2024/25 Edrington reduced annual CO₂e location-based emissions for scopes 1 and 2 compared to the previous year. Edrington have continued to drive carbon reductions by implementing energy efficiency upgrades at The Glenrothes and Highland Park distilleries, and at The Macallan Estate through increased biomass steam import and the introduction of an on-site solar array. This has been supported by good energy management practices on sites through continuous monitoring, targeting and reporting of energy. Lower production volumes in the reporting year have resulted in an increase of location-based intensity versus baseline. In the reporting year, upgrades were implemented at Highland Park Distillery, leading to a temporary pause in operations that contributed to emissions reduction. While we anticipate a partial return of these emissions next year, the removal of coke from the distilling process, combined with improved energy efficiency from the heat recovery system and other upgrades, will result in a net reduction compared to previous years.

Additional details on our emissions results are presented in the section below.

REGULATORY COMPLIANCE - TRANSITIONAL

MEDIUM TO LONG TERM RISK

There is a risk that an inability to comply with environmental requirements or commitments could lead to a loss of license to operate.

Strategic Response

To stay current with environmental regulatory changes, we work with our partners and trade associations and maintain a dialogue with government and regulatory schemes. Edrington also has an internal regulation tracker based on a third-party horizon scan to engage and inform key stakeholders across the business.

As a result of our risk review process this year, Edrington downgraded the risk of a shortage of environmentally compliant packaging material, including glass, wood, paper and cardboard, from significant to moderate due to increased regulation around sustainable packaging. This change is due to our diverse supplier base, strong supplier relationships, and a positive future view of our packaging

requirements. We now consider both the likelihood and impact of this risk as moderate.

Edrington remains committed to reducing the environmental impact of our packaging and will continue to pursue our packaging targets as part of our Environmental Sustainability Strategy.

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Opportunities

Edrington has now identified climate opportunities and created an opportunities register. The definition and classification of opportunities was developed based on our approach to classification of business risk and are determined using a significance criterion of likelihood versus impact. The priority opportunities are those rated as 'significant' or 'gamechanger'. The opportunities register will now be incorporated into the bi-annual risk review where it will continue to be evaluated and actioned.

Examples of opportunities that Edrington have implemented in the reporting year include the use of lower-emissions sources of energy such as solar at The Macallan, the use of new technologies such as the heat recovery system at Highland Park, and the re-use of distillery by-products which we currently use to produce green energy, animal feed and fertiliser across all our distilleries.

Streamlined Energy and Carbon Reporting

The table below reports scope 1 and 2 emissions from our businesses where Edrington has operational control, including our operations in the Dominican Republic, the USA, and Spain. Our scope 2 emissions are reported in line with the Greenhouse Gas Protocol Corporate Standard for the financial year.

| REPORTED EMISSIONS | 2024/25 (tCO₂e) | 2023/24 (tCO₂e) | Change vs PY |
|--|---------------------------------------|---------------------------------------|-------------------------|
| Scope 1 | 3,247 | 9,175 | -65% |
| Scope 2 | 4,764 | 4,121 | 16% |
| Total Scope 1 & 2 | 8,011 | 13,296 | -40% |
| SCOPE 1 & 2 BY TYPE | | | |
| Gas | 958 | 1,314 | -27% |
| Electricity | 4,764 | 4,121 | 16% |
| Company Vehicles | 1,772 | 1,937 | -9% |
| Total (Gas, Electricity + Company Vehicles) | 7,494 | 7,372 | 2% |
| Overseas Offices | 470 | 657 | -29% |
| Other (Thermal Fuels) | 47 | 5,267 | -99% |
| Total Scope 1 & 2 | 8,011 | 13,296 | -40% |
| INTENSITY RATIO | | | |
| Distillery Production (LOA'000) | 28,808 | 34,560 | -17% |
| Intensity Metric (kgtCO₂e/LOA) | 0.260 | 0.213 | 22% |

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| ENERGY CONSUMPTION | 2024/25 (MWh) | 2023/24 (MWh) |
|--------------------------------|------------------|------------------|
| Scope 1 | 54,822 | 95,522 |
| Scope 2 | 59,226 | 55,856 |
| Total Scope 1&2 | 114,048 | 151,378 |
| SCOPE 1 & 2 BY TYPE | | |
| Gas | 52,905 | 72,327 |
| Electricity | 15,910 | 17,076 |
| Company Vehicles | 1,294 | 1,327 |
| Other (Thermal Fuels) | 43,939 | 60,648 |
| Total | 114,048 | 151,378 |

* Calculated as (1)X1000/(2)

Methodology

The emissions and conversion factors used in the calculation come from DESNZ 2024, and where this is not possible, other government or internationally recognised body factors have been utilised.