

# EDRINGTON



The Edrington Group Limited  
Abbreviated Annual Report and Financial Statements  
for the year ended 31 March 2026

COMPANY REGISTRATION  
NO. SC036374



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\* In the context of the Annual Report, the 'Company' or 'Edrington' refers collectively to The Edrington Group Limited, and its subsidiaries and joint venture undertakings. Differentiation is made between Company and consolidated group results in the financial statements and the related independent auditor's report.

\*\* Together these sections form the Strategic Report.



# Directors and Auditor

## DIRECTORS

A G Cockburn, Chairman  
SJ McCroskie, Chief Executive  
P A Hyde  
S Fitzgerald  
K Torii  
E S Cumming-Bruce  
P Huyghues Despointes

## SECRETARY

G J Murray

## REGISTERED OFFICE

100 Queen Street  
Glasgow  
G1 3DN

## INDEPENDENT AUDITOR

Deloitte LLP  
Statutory Auditor  
110 Queen Street  
Glasgow  
G1 3BX

# Key Financial Highlights

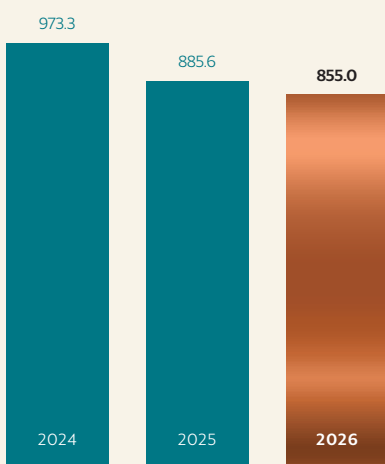
## Core Revenue (£m)

**DESCRIPTION**

Total revenue from our sales of continuing Edrington branded products on a constant currency basis.

**ANALYSIS**

Core revenue declined by 3% despite strong volume growth, reflecting a shift in product mix, with increased sales of core ranges offset by reduced volumes of higher-value prestige expressions.



-3% vs. 2025

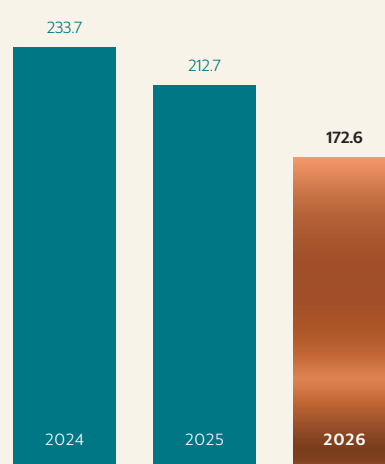
## Brand Investment (£m)

**DESCRIPTION**

Marketing expenditure on our core brands, on a constant currency basis.

**ANALYSIS**

Brand investment decreased by 19%, as we adjust marketing expenditure to the current size of the business. The re-investment ratio remained at a market-leading 21%.



-19% vs. 2025

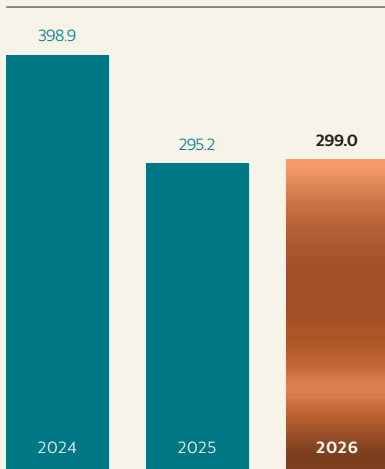
## Core Contribution (£m)

**DESCRIPTION**

Profit from our branded sales and distribution after the deduction of overheads on a constant currency basis.

**ANALYSIS**

Core Contribution increased by 1% despite the 3% decline in Core Revenue due to the reduction in Brand Investment and a restructuring of our cost base.



+1% vs. 2025

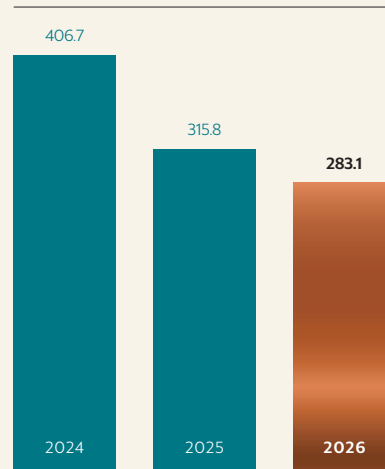
## Earnings Before Interest and Tax (EBIT) (£m)

**DESCRIPTION**

EBIT is a measure of the profit generated by the business before the impact of interest, tax, minority interest charges and items deemed to be exceptional in nature.

**ANALYSIS**

EBIT decreased by 10% despite Core Contribution growing by 1%. This is due to a strengthening of Sterling versus the prior year affecting our reported results and a large non-recurring sale of maturing inventory in the prior year.



-10% vs. 2025

KEY FINANCIAL HIGHLIGHTS  
(CONTINUED)

## Free Cash Flow (£m)

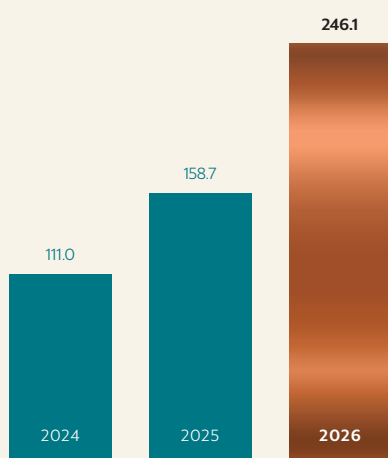
## DESCRIPTION

Net cash flow from continuing and discontinued operations but excluding the movements in borrowings, shares, dividend payments, expansionary capital expenditure and exceptional items.

## ANALYSIS

Free cash flow improved year-on-year, driven by a continued focus on working capital efficiency and the removal of associated working capital requirements following the disposal of The Famous Grouse brands.

+55% vs. 2025



## Net Debt/EBITDA

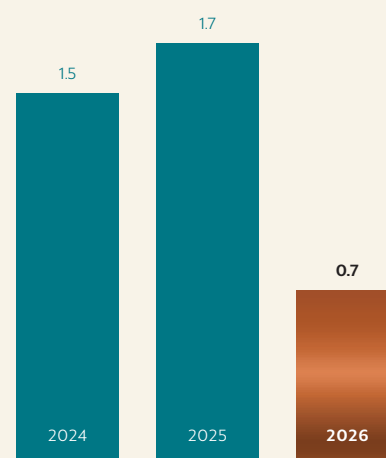
## DESCRIPTION

The ratio of bank and private placement debt after the deduction of cash balances, to reported earnings before interest, tax, depreciation and amortisation.

## ANALYSIS

The decrease is primarily due to the receipt of proceeds from the disposal of The Famous Grouse together with improvement in working capital efficiency.

-58% vs. 2025



## Earnings per Share (p)

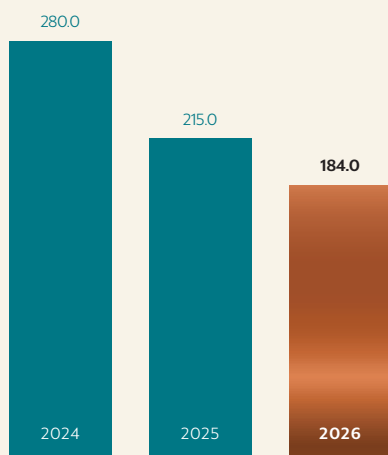
## DESCRIPTION

Profit for the financial year attributable to the owner excluding exceptional items divided by the weighted average number of shares.

## ANALYSIS

The reduction in earnings per share reflects both the reduction in EBIT on our continuing business and the loss of earnings from The Famous Grouse brand, which was sold during the year.

-14% vs. 2025



## Dividend per Share (p)

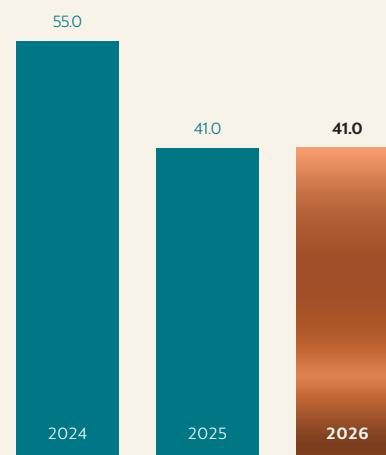
## DESCRIPTION

The total dividend paid per share for the financial year.

## ANALYSIS

The dividend has been maintained at 41.0p per share, due to the significant strengthening of the balance sheet during the year.

0% vs. 2025



# Chairman's Statement

Dear Shareholder,

## Welcome to Edrington's Annual Report for 2026.

The past 12 months have been demanding for spirits producers worldwide, and Edrington has faced the same headwinds as our peers. In that context, it was encouraging to see the business stabilise after a difficult prior year and deliver a resilient performance. This progress speaks to the value of our long term strategy and the dedication of our people, who continue to navigate uncertainty with determination and skill.

### Overview

The turbulence we have faced has been caused in large part by weakened consumer confidence, driven by ongoing conflicts that are further impacting the high cost of living.

This is exacerbated by a rising tide of increasing government regulation, rising taxation, and the high cost of doing business, especially in our home market of the UK.

Trade policy continues to impact our performance, particularly in the United States, where tariffs were reintroduced during the year – although we are encouraged by recent news that we are set to return to tariff free trade with our largest global market. We welcome progress towards improved market access in key regions, including China, where tariffs were halved, and through the free trade agreement between the UK and India. Over time, such developments have the potential to support the growth of our ultra premium portfolio.

Closer to home, continued support from the UK and Scottish governments in reducing the burden of regulation and taxation would help sustain the iconic Scotch Whisky industry. Action by the UK Government to address energy costs and to deliver trade deals in new and emerging markets would be particularly welcome.

Edrington has a well established reputation for investing for the long term, and this discipline underpins the resilience of both the business and our people. I am pleased to report that we have not compromised on our strategic intent of delivering the world's leading ultra-premium spirit. We have worked hard and taken action to mitigate the challenging market conditions but have not taken our eye off the ball in terms of delivering our long-term ambitions.

### The Edrington culture

While last year's challenges were undoubtedly tough for everyone at Edrington, I am heartened to report that our culture of Giving More, so dear to our founders, the Robertson sisters, and to our principal shareholder The Robertson Trust, continued to thrive throughout the year. The countless acts of fundraising across every part of the business are truly inspiring.

I firmly believe that our commitment to encouraging our colleagues to support their communities and local charities is a huge factor in helping the business face up to even the most testing of times. This commitment to Giving More is not separate from our commercial success; it underpins the trust we build with colleagues, communities and consumers around the world.

Thank you to everyone who has taken part in fundraising and volunteering their time to help so many great causes.

**CHAIRMAN'S STATEMENT  
(CONTINUED)****Dividend**

The Board is committed to delivering value to shareholders at a level that reflects the underlying performance of the business. This year we have decided to pay a final dividend of 27 pence per share for the year to March 2026, which together with the interim dividend of 14 pence, brings the total dividend for the year to 41 pence per share. This is in line with the previous financial year and reflects the Company's consistent operating performance over the period.

**Board**

I would like to express my gratitude to Igor Boyadjian for his service to the company, including the past five years as MD of The Macallan and a valued member of the Edrington Board, and to Catherine Rénier who stepped down from the Edrington Board during the year.

**Conclusion**

Edrington is an incredibly resilient company, with some of the world's finest spirits in its portfolio, produced by a dedicated workforce who continue to rise to meet global challenges, while supporting the families and communities in which they live and work.

Guided astutely by Scott McCroskie and his Executive Team, the business has adapted in recent months to deliver the changes necessary for the long term health of this unique company.

The Board remains confident in Edrington's strategy, its people and its values, and we look to the coming year with measured optimism in the face of the elevated levels of global uncertainty. We continue to be very fortunate in having the leadership team, the brands supported by the highest quality products and balance sheet to weather the current headwinds and continue to strengthen our competitive position.



**Angus Cockburn**  
Chairman

22 June 2026

# Chief Executive's Review

My report last year highlighted the challenging trading conditions facing the global spirits industry, and those conditions have persisted through 2025/26. Against this backdrop, Edrington has delivered a resilient performance.

Our results reflect both the strength of our brands and the benefits of disciplined execution of our strategy. At times this has meant that we have prioritised long-term brand health over short-term performance.

## Performance

The year was characterised by strong growth in core ranges, especially within The Macallan and Brugal brands, but we experienced a further decline in sales of products at the top of our price range. The 1% growth in core contribution reflects the net effect of this dynamic, as well as a disciplined approach to pricing and cost management.

Profit before tax (pre-exceptionals) is down 7% on last year. This was driven by the non-recurrence of a sale of maturing stock to the trade which took place last year, adverse foreign exchange movements and a reduced contribution from The Famous Grouse for part of the year, following its sale.

## Brands and Markets

The spirits industry continues to face a combination of cyclical and structural pressures, principally the cost of living crisis which has had a marked impact on consumer confidence and therefore discretionary spending. However, we expect the forces that have driven the long-term trend for premiumisation to continue. The business is well placed to serve the growing numbers of consumers who are interested in exploring high-quality brands and drinking 'less but better'. In this environment our policy has been to protect the long-term health of our brands and maintain the foundations required to support sustainable growth as market conditions stabilise.

Our brand investment ratio was lower than the previous year, which had included higher-than-usual spend to mark the 200th anniversary of The Macallan. The company continues its policy of brand investment that is high relative to the wider industry, reflecting our long-standing policy of prioritising long-term brand building. This policy is borne out by our brand health metrics, which provide an independent assessment of the extent that a brand is well known, well regarded and likely to be chosen by consumers.

Demand was strongest for The Macallan 12-year-old, which showed double-digit growth in net sales, while sales of 25- and 30-year-old expressions declined. This pattern reflects the broader environment facing the industry.

Brugal continues to build on its track record of growth, underpinned by strong foundations in its home market of the Dominican Republic. Its ultra-premium expression, 1888 continued to grow with strong performance in the United States and Sweden.

The Glenrothes has continued to enhance its luxury credentials, with The 51 proving a creative and commercial success within the prestige category, while Highland Park continued to build on its new brand positioning with a number of successful special editions in key markets.

The theme of a resilient overall performance driven by core products was consistent across most markets during the year and industry data from IWSR confirms that The Macallan has gained market share globally and in key markets across Asia Pacific, the Americas, the UK and Europe.

## Strategy Execution

The sale of The Famous Grouse brand, announced in September 2024, was completed in July 2025. This represents a significant step in implementing our strategy of focussing on ultra-premium spirits brands, which offer

**CHIEF EXECUTIVE'S REVIEW  
(CONTINUED)**

better long term growth prospects and is the part of the market where Edrington is best placed to compete. Following this transaction, we have moved from a business unit model that has been in place for thirteen years to a functional structure, designed to strengthen execution and improve our agility. The proceeds from the sale have been used to reduce debt and strengthen the business' balance sheet, which is helpful in the current volatile business environment.

We also marked a significant milestone in our strategy this year with the opening of Edrington India. India represents the world's largest market by volume for Scotch Whisky and is highlighted in our strategy as a significant long term opportunity.

During the year we continued to incorporate recent investments in our Sherry-seasoned cask supply chain. This integrated model, led by our own team in Jerez, ensures consistent cask quality and security of supply, underpinning our 100% natural colour across all our Scotch Whisky brands as well as their character and flavour.

Following these and the strategic developments of previous years, the business is now ideally configured to execute our strategy.

**People**

The downturn in the global spirits market has placed exceptional demands on our people around the world. I would like to thank my colleagues for their commitment and resilience during what has been an extended period of uncertainty and change. The need to adjust the size and shape of our business to reflect both strategic changes and trading conditions and the move to a function-led structure has meant that we had to take difficult decisions this year. These have brought a reduction in employee numbers and I can only apologise to those affected and express my gratitude for their contribution to Edrington.

The results of our employee engagement survey reflect that uncertainty and, while they have risen from last year's total, we have narrowly missed our top quartile target. I remain committed to our ambition to rank in the top 25% of global businesses for employee engagement.

**Outlook**

Looking ahead, the political and economic backdrop remains volatile, and we expect this will continue to weigh on consumer sentiment through the remainder of the current financial year. While we are encouraged by continued consumer demand for our brands, especially The Macallan, we expect market conditions to remain challenging in the coming year.

In response, we will continue to pursue growth opportunities whilst maintaining discipline over costs and continuing to invest in our brands, our operations and sustainability. This will ensure that our brands remain in good health and the business is well positioned to perform strongly in the future.



**Scott McCroskie**  
Chief Executive

22 June 2026

# Financial Review

## Statutory Key Performance Indicators

	2026	2025	vs. 2025
Revenue*	£922.3m	£1,068.7m	-14%
Earnings before interest and tax*	£226.6m	£299.1m	-24%
Profit before taxation*	£199.6m	£257.7m	-23%
Earnings before interest and tax - <i>pre-exceptional items</i>	£283.1m	£315.8m	-10%
Profit before taxation - <i>pre-exceptional items</i>	£256.1m	£274.4m	-7%
Profit for the financial year attributable to owner	£120.0m	£113.9m	+5%
Total equity	£1,547.5m	£1,357.3m	+14%

## Management Key Performance Indicators

	2026	2025	vs. 2025
Core revenue**	£855.0m	£885.6m	-3%
Brand investment**	£172.6m	£212.7m	-19%
Core contribution**	£299.0m	£295.2m	1%
Earnings before interest and tax (EBIT) (pre-exceptional)	£283.1m	£315.8m	-10%
Earnings per share	£1.84	£2.15	-14%
Free cash flow**	£246.1m	£158.7m	55%
Net debt/EBITDA	0.7	1.7	
Dividend per share	41.0p	41.0p	

### CORE REVENUE

Total revenue from our sales of continuing Edrington branded products on a constant currency basis.

### BRAND INVESTMENT

Marketing expenditure on our core brands on a constant currency basis.

### CORE CONTRIBUTION

Profit from our branded sales and distribution after the deduction of overheads on a constant currency basis.

### EARNINGS BEFORE INTEREST AND TAX (EBIT) (PRE-EXCEPTIONAL)

EBIT is a measure of the profit generated by the business before the deduction of interest, tax, minority interest charges and items deemed to be exceptional in nature.

### EARNINGS PER SHARE

Profit for the financial year attributable to the owner excluding exceptional items divided by the weighted average number of shares.

### FREE CASH FLOW

Net cash flow from continuing and discontinued operations but excluding the movements in borrowings, shares, dividend payments, expansionary capital expenditure and exceptional items.

### NET DEBT/EBITDA

The ratio of bank and private placement debt after the deduction of cash balances, to reported earnings before interest, tax, depreciation and amortisation.

### DIVIDEND PER SHARE

The total dividend paid per share for the financial year.

\* Key performance indicators reported on continuing operations.

\*\* A reconciliation of constant currency measures and free cash flow is provided at note 33 to the accounts.

**FINANCIAL REVIEW  
(CONTINUED)**

## Group Financial Performance Overview

2025/26 has continued to be a year of external challenges and change, however against this backdrop Edrington has adapted quickly to reduce the cost base and strengthen our balance sheet whilst delivering a resilient profit performance of 1% growth on our favoured management measure of underlying business performance – core contribution. This measure excludes discontinued and non-core activities and the effect of changes in currency rates.

Our reported earnings before interest and tax (pre-exceptional items) show a decline of 10% in contrast to the

growth in core contribution of 1%. This significant difference is due to both a negative currency impact on the translation of our profits versus the prior year and a non-recurring sale of maturing inventory in the prior year.

Our reported profit for the financial year is further impacted by the discontinued activities of The Famous Grouse brand together with several exceptional items resulting in a decline of 6% pre-exceptional items and a growth of 8% once they are included. The income statement clearly identifies the individual impact of these items.

## Statutory results table adjusted for non-recurring items

	2026	2025	vs. 2025
<b>Profit for the financial year</b> <i>excluding exceptional and discontinued items</i>	<b>£196.2m</b>	£209.0m	-6%
Profit associated with The Famous Grouse <i>(discontinued operations and gain on disposal)</i>	<b>£100.1m</b>	£28.3m	
Other exceptional items	<b>(£55.5m)</b>	(£13.9m)	
<b>Profit for the financial year</b>	<b>£240.8m</b>	£223.4m	+8%

It is with particular satisfaction that we can report a material reduction in our net debt this year and a resulting strengthening of our balance sheet. We have increased our free cash flow in the year through a focus on improving working capital and particularly finished goods inventory. In addition, the proceeds from the sale of The Famous Grouse together with the reduced working capital associated with the brand have further reduced our debt. Our net debt reduced by £425m to finish the year at £265m, a 62% reduction.

## Group Financial Performance (reported on a constant currency basis)

### CORE REVENUE

Core revenue declined by 3% due to a negative product mix with strong growth in The Macallan 12-year-old being offset by lower volumes of higher-value prestige expressions. Brugal and The Glenrothes contributed revenue growth whilst Highland Park reported a decline.

Core revenue grew in our Europe, Middle East & Africa region, in addition to notable growth in China, Latin America and the Dominican Republic. We also outperformed a declining Single Malt category in North America. A number of markets continued to be affected by de-stocking of our customers whilst the underlying consumption was more encouraging.

Independent industry data for the calendar year 2025 confirms that we have grown value market share of both the Single Malt category and the wider super-premium and above Scotch Whisky categories.

### BRAND INVESTMENT

Our level of brand investment reduced during the year to bring it into line with the lower core revenue and reflecting a particularly high level of spend in the prior year relating to The Macallan 200th year anniversary. There was a focus on improving the efficiency of the spend and increasing investment in our highest growth opportunities. We continue to reinvest at industry-leading rates, and our brand health metrics demonstrate the long-term health of our brands.

**FINANCIAL REVIEW  
(CONTINUED)**
**CORE CONTRIBUTION**

In addition to savings in brand investment, we made some difficult but necessary decisions to align the cost base and operations with the future needs of the business. This led to delivery of a very credible result for the year with core contribution growing by 1%.

The Macallan's result reflects the change in product mix. Encouragingly, the core range has continued to perform well with volume growth of 11% reflecting consumers coming into the brand both in existing and emerging markets. This was supported by expanded distribution and the introduction of new products such as The Macallan 110 in the US and other selected markets. This was offset by a year-on-year decline of higher value premium expressions.

Brugal delivered excellent core contribution growth. Our premiumisation journey continued, with Brugal 1888 driving growth in the US, Sweden and France, and Doble Reserva performing strongly in the Dominican Republic.

The Glenrothes delivered strong double-digit revenue growth, driven by increased distribution of the 15-year-old and the successful launch of The 51.

Highland Park was impacted by an increasingly competitive environment in its core markets. As a result, net sales declined, reflecting a modest reduction in volumes.

**STATUTORY RESULTS (REPORTED AT ACTUAL CURRENCY RATES)**

Statutory Group revenue fell by -14% to £922m. The rate of decline is higher than our core revenue fall due to the impact of adverse currency rates versus the prior year together with a number of strategic decisions that affect our non-core revenue. The most significant factor was the decision to cease distributing 3rd party brands in our UK distribution vehicle.

Pre-exceptional profit before tax fell by -7% to £256m, partially benefitting from lower interest costs.

Profit attributable to Edrington shareholders (pre-exceptional items) decreased by -14% to £108m. The profit for the financial year after exceptional items grew by +5% to £120m.

**EXCEPTIONAL ITEMS**

The exceptional items in the current year reflect income and expenditure in relation to material non-recurring items as follows:

- the gain on disposal of The Famous Grouse Company Limited on 1 July 2025,
- the loss on disposal of the Noble Oak brand on 12 March 2026,
- the impairment of assets related to Wyoming Whiskey Inc, and
- the impairment of the carrying value of our joint venture equity investment in Lothian Distillers Limited.

The impairment of Wyoming Whiskey Inc's assets reflects the continuing challenges of the American Whiskey category and the brand's forecast performance. The impairment of our investment in Lothian Distillers Limited reflects the impact of the sale of The Famous Grouse brand, which previously represented a significant revenue stream for the business.

The prior year exceptional items reflected the recognition of an impairment on two of our brands, The Glenrothes and Wyoming Whiskey as the slowing consumer demand and uncertain economic environment impacted the forecasts for both brands.

**NET FINANCE CHARGES**

Net finance charges were £27m, largely comprising interest costs on funding from the Group bank and US private placement debt. The decrease from prior year is driven by a lower debt level with a substantial portion of debt repaid with funds received from the disposal of The Famous Grouse.

**Constituent elements of the interest charge**

	2026	2025
Finance income	<b>£9.3m</b>	£10.1m
Finance costs	<b>(£33.3m)</b>	(£48.8m)
Other finance costs	<b>(£3.0m)</b>	(£2.7m)
	<b>(£27.0m)</b>	(£41.4m)

**FINANCIAL REVIEW  
(CONTINUED)****NET CASH FLOW FROM OPERATING ACTIVITIES  
AND FREE CASH FLOW**

Our net debt at 31 March 2026 was £265m, a material decrease of £425m from 31 March 2025.

Higher net cash from operating activities reflects improved working capital, driven by the removal of associated working capital requirements following the disposal of The Famous Grouse brand, alongside a continued focus on working capital efficiency across the business. This has resulted in a net cash inflow from operations of £343m, representing a 21% increase from the previous year.

The Group has external funding facilities from both US private placement notes and bank debt. The consolidated group net debt to EBITDA ratio at 31 March 2026 was 0.7 times (2025: 1.7 times) and within the 1887 Group, where the debt is principally held, we finished the year with a reported ratio of 1.3 times (2025: 2.2 times) which is comfortably within the limit of our debt covenants.

**BALANCE SHEET**

We maintained a robust financial position this year, total equity increased by £190m (14%) compared with the prior year. Total assets decreased by £103m to £2,638m, primarily reflecting the disposal of assets associated with The Famous Grouse brand. Property, plant and equipment decreased by £19m, driven by higher cask depreciation following a revision to the estimated useful life of a cask. Inventories, largely comprising maturing whisky stocks, increased by £30m, reflecting the impact of accelerated cask depreciation. Cash and other liquid resources increased by £108m, supported by improved working capital management and the receipt of proceeds from The Famous Grouse disposal, net of the repayment of debt.

Total liabilities decreased by £293m to £1,090m, primarily reflecting reduced borrowings.

**POST-EMPLOYMENT BENEFIT OBLIGATIONS**

The Group has obligations in respect of three closed defined benefit pension schemes. As at 31 March 2026, two of the schemes were fully bought in.

At 31 March 2026, the Group recognised a surplus of £5m in respect of these post-employment benefit obligations (2025: £4m). This represents a £1m increase year on year. The recognised surplus reflects the application of the relevant accounting standards.

During the year, the present value of the schemes' liabilities decreased by £4m. Deficit repair contributions of £1m were paid during the year.

**DERIVATIVES AND FINANCIAL INSTRUMENTS**

The Group uses derivative financial instruments to hedge its exposure to fluctuations in foreign exchange. The fair value of these instruments at 31 March 2026 is included in the Statement of Financial Position.

At the year-end there were assets of £5m (2025: £13m) and liabilities of £1m (2025: £1m), principally reflecting the fair value of forward and option foreign exchange contracts outstanding as at 31 March 2026.

**SUMMARY**

Despite the challenging industry environment we have delivered underlying core contribution growth, reduced our operating costs to a level appropriate for the current size of the Group and strengthened our balance sheet materiality through a significant reduction in our net debt. We also continued to prioritise the optimisation of customer stocks over short term reported performance. This positions the company well to navigate the uncertain environment whilst continuing to have confidence in the strength of our brands and the quality of our people to return the business to growth.

**FINANCIAL REVIEW  
(CONTINUED)**

## Going Concern

To assess the appropriateness of adopting the going concern basis for the Group, the directors have reviewed the strategic and financial plan over the next three years. The underlying assumption continues to be that our operations, both in Scotland and the Dominican Republic will remain open, and that our global supply chain continues to support the shipment of product to our markets.

The past experiences of global pandemics and recent market volatility have given us the confidence that we have the ability to adapt quickly and decisively. With the support of our multiple stakeholders, we have the potential to flex the level of dividends and investment to manage our liquidity.

Our current three-year plan shows core contribution continuing at a level that is sustainable in the current economic environment.

The Group has reviewed a number of different scenarios of revenue decline, together with cost and cash savings, to assess the impact on the Group liquidity and our debt covenant conditions.

Based on a scenario showing a contribution decline of 10% from our plan, the business has the ability to remain within our lenders' covenant conditions through a reduction in the cost base and investment levels.

### DEBT FACILITIES AND COVENANT TESTS

The scenario planning shows that there is adequate headroom within the debt facilities and that the covenant tests are met in each test period to 31 March 2027. The Group has two underlying financial covenants; one that measures net debt/EBITDA and the second EBITDA/net interest (banking covenant), EBIT/net interest (private placement covenant).

The results of these assessments were reviewed considering the financial position of the Group at 31 March 2026, the cost and cash mitigation measures available, and the access to ongoing funding facilities. Based on these assessments the Board has a reasonable expectation that the Group will be able to meet its financial obligations for the foreseeable future and has adequate resources to continue to operate for at least 12 months from the date of this annual report. The directors therefore consider it appropriate to adopt the going concern basis in preparing these financial statements.

## Principal Risks and Uncertainties

### OUR APPROACH TO MANAGING RISK

The Board retains ultimate responsibility for the Group's risk management framework and the effectiveness of the controls and compliance environment. This is supported by the Executive Committee and the Audit Committee, with the Audit Committee maintaining direct oversight of the Group Risk Management Committee and the Assurance, Risk and Compliance functions.

Edrington recognises that risk is inherent in the pursuit of our strategic goals, and our approach remains focused on the timely identification, evaluation, and management of both financial and non-financial risks. By minimising exposure to unforeseen events and proactively managing identified risks, the Group aims to preserve its ability to deliver long-term value and achieve its strategic objectives. During the year the Group has continued to reinforce the awareness of risk management responsibilities across the organisation, actively promoting risk considerations at a market, functional, and project-level. Risk assessments are fully integrated into decision-making processes including strategic planning, capital allocation processes and operational decision-making.

The Board regularly reviews the principal risks facing the Group, including those that could impact its business model, future performance, reputation, or financial resilience. A comprehensive review and assessment of principal risks was undertaken in late 2025, which allowed the Board to consider the Group's evolving risk appetite and ensure that significant risks are identified, assessed, and monitored. This assessment includes the evaluation of the likelihood and impact of each risk, the effectiveness of existing mitigating controls, and detailed scenario planning for selected risk areas. Given the dynamic environment in which Edrington operates, the review of principal risks is performed annually by both the Executive Committee and the Board, complemented by specific risk reviews conducted regularly by the Audit Committee and the Group Risk Management Committee.

Risk categories continue to be grouped into macroeconomic and operational themes. Macroeconomic risks stem from external factors and the international markets in which we operate, over which Edrington has limited direct influence. Operational risks are internal in nature and include matters such as supply chain resilience, business systems, and other core operational dependencies.

**FINANCIAL REVIEW  
(CONTINUED)**

Edrington's operating landscape continues to evolve, and the Group remains vigilant to new and emerging risks as well as previously de-escalated risks that may re-emerge. These risks are assessed on an ongoing basis, and appropriate actions are implemented where possible to mitigate their potential impact. This includes maintaining robust crisis management and business continuity arrangements to support organisational resilience during periods of disruption.

During the year, the Audit Committee considered reports from the internal audit function and monitored the actions taken to manage key strategic risks. This process has enabled the committee to assess the overall control environment, identify areas for improvement, and understand the potential impacts associated with control weaknesses.

Edrington's internal control framework is designed to manage, rather than eliminate, the risk of failing to achieve business objectives, providing reasonable assurance against material misstatement or loss. The system incorporates both financial and non-financial controls, and is regularly reviewed to ensure it remains robust, proportionate, and well-integrated into business processes. This supports the Group to continuously monitor and manage relevant business risks.

**OUR PRINCIPAL RISKS**

The wider operating environment continues to be shaped by elevated levels of uncertainty and increasingly interconnected risks across the globe. As part of our annual review, the assessment of principal risks has been updated to align with the latest shifts in the external landscape.

- Geopolitical developments have heightened over the year and continue to create uncertainty in several markets, which may lead to changes in trade conditions, regulation, or operational constraints across our global footprint.
- The risk of a cyber-attack continues to increase, reflecting escalating global cyber-threat levels and growing sophistication. The Group regularly reviews and proportionately enhances our cyber-resilience measures and our ability to recover from an attack.

While shifts in consumer demand and changing preferences are not classified as a principal risk in their own right, Edrington remains vigilant to their potential effects. The Group actively tracks market trends and consumer behaviour through its market insight and strategic planning processes. This enables Edrington to assess possible ramifications and retain a long-term outlook on the development of its brands and portfolio, consistent with its ultra-premium strategy.

In addition, Edrington's exposure to financial risks, including those related to interest rates, exchange rates, and liquidity, is overseen by the Treasury Committee. The Committee implements mitigation measures such as policies for hedging currency exposures and conducts regular reviews of cash flow forecasts to evaluate the Group's financial headroom in relation to lender covenants.

The table below sets out the latest assessment of principal business risks, highlighting key drivers, risk outlooks and current mitigating actions – these are not intended to be an exhaustive list of all risks facing the Group. The developments section outlines progress made over the past year to effectively manage evolving key risks. These will continue to be monitored closely through our structured risk management process.

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(CONTINUED)

Risk and Risk Impact	Risk Mitigating Actions	Developments in 2025-2026
<p><b>Geopolitical Volatility</b></p> <p><b>RISK OUTLOOK:</b> ↑</p> <p>Economic or political instability restricts market activity, affecting access, consumer demand or costs.</p>	<ul style="list-style-type: none"> <li>• Continuous local and global monitoring of changes in economic, political and operational environments that could impact business performance.</li> <li>• Group level strategic analysis and scenario planning to support strategy delivery, risk management and minimise over-reliance on a single country or region.</li> <li>• Regular pricing, tax and customs reviews to enable a timely reaction to changes in legislation.</li> <li>• In a more heightened external business risk environment, the Group will maintain a more prudent financial approach to risk through a lower leverage ratio.</li> </ul>	<ul style="list-style-type: none"> <li>• Scenario and contingency planning reviews have been performed based on current global events and potential international responses.</li> <li>• Assessment of market footprint developments to understand potential concentration risks and recognise opportunities for diversification.</li> <li>• Developments on critical materials focused on dual supply ability and reviewing optimal stockholding levels.</li> <li>• The sale of The Famous Grouse has supported a reset of the Group debt levels and leverage ratio to an appropriate level in the current uncertain operating environment.</li> </ul>
<p><b>Cyber Attack (significant incident)</b></p> <p><b>RISK OUTLOOK:</b> ↑</p> <p>Theft, corruption or failure of digital assets and key systems lead to business disruption, reputational harm, and financial loss.</p>	<ul style="list-style-type: none"> <li>• Group-wide cyber risk management processes and policies, including the restricted use of generative AI systems.</li> <li>• Regular review of effectiveness measures including vulnerability management monitoring, penetration testing and testing measures.</li> <li>• Annual cyber security and incident management reviews performed.</li> </ul>	<ul style="list-style-type: none"> <li>• Deployment of additional cyber-security tools and updates to monitoring processes.</li> <li>• Further deployment of cyber protection measures with regards to Operational Technology.</li> <li>• Improved focus on the Group's ability to recover from a significant cyber-attack.</li> </ul>
<p><b>Disruption to Key Supply Operations</b></p> <p><b>RISK OUTLOOK:</b> ↔</p> <p>Supply chain continuity affected by operational incidents, materials sourcing constraints, or challenges in logistics.</p>	<ul style="list-style-type: none"> <li>• Proactive collaborative business forecasting provides insight into demand requirements that allow for real-time management of potential shortages and overall management of inventory levels across the Group.</li> <li>• Ongoing relationship management of key suppliers and continuous review of materials quality and availability.</li> <li>• Regular review of stockholding levels of both raw materials and finished goods to mitigate the impact of disruption.</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of a supplier management programme which aims to reduce the risk of supplier failure through proactive engagement and capability building, in addition to identifying and realising efficiencies.</li> <li>• Continued progress on strengthening contingency bottling agreements and dual supply on critical materials using a risk-based, value-led strategy.</li> <li>• The development of an internal bottling line resilience project to strengthen contingency plans in the event of bottling line faults or significant demand shifts.</li> </ul>

FINANCIAL REVIEW  
(CONTINUED)

Risk and Risk Impact	Risk Mitigating Actions	Developments in 2025-2026
<p><b>Sustainability: Climate Change</b></p> <p><b>RISK OUTLOOK:</b> ↔</p> <p>Climate related physical and transition risks affect raw materials sourcing or cause significant operational disruption.</p>	<ul style="list-style-type: none"> <li>• Sustainability related KPIs have been defined and assigned across the business and are reflected in strategic objectives. Sustainability risk assessments are reviewed regularly to ensure risks are managed at both a local and Group level.</li> <li>• Risk registers are in place for key raw materials, with detailed risk mitigation plans mapped for the short, medium and long-term.</li> <li>• Ongoing reviews of the quality and sourcing of our raw materials are performed.</li> <li>• The strategic vertical acquisition of the sherry cask supply is enabling greater insight, control and access to the key raw materials for the manufacture of our sherry seasoned casks.</li> <li>• Sustainability focused external and internal audits provide independent review and assessment of sustainability-related controls and processes.</li> </ul>	<ul style="list-style-type: none"> <li>• Detailed review of the risk of water scarcity undertaken with both short and long-term risk mitigation plans progressed across the business.</li> <li>• Further developments implemented on the integration and improvement of the sherry cask supply chain.</li> <li>• Performance objectives assigned to owners of KPIs aligned with Edrington's Sustainability strategy and for key sustainability legislation compliance.</li> </ul>
<p><b>Tightened restrictions on Alcohol Sales</b></p> <p><b>RISK OUTLOOK:</b> ↔</p> <p>Restrictions on promotion, sales or consumption affect revenue.</p>	<ul style="list-style-type: none"> <li>• Membership of national and international organisations that work to encourage the responsible promotion and consumption of alcohol and reduce alcohol-related harms.</li> <li>• Annual review of our policies, communications, and requirements, including Code of Conduct and Marketing Code.</li> <li>• Edrington's policies and campaigns are reviewed annually by the Marketing Code Committee.</li> </ul>	<ul style="list-style-type: none"> <li>• Edrington continues to partner with relevant organisations, including the Scotch Whisky Association, World Spirits Alliance, and other trade organisations, to monitor potential restrictions.</li> <li>• Continued reviews of restrictions across all geographies are performed to enable proactive monitoring of any changes.</li> </ul>

FINANCIAL REVIEW  
(CONTINUED)

Risk and Risk Impact	Risk Mitigating Actions	Developments in 2025-2026
<p><b>Counterfeit Products and Brand Protection (significant incident)</b></p> <p><b>RISK OUTLOOK:</b> ↔</p> <p>IP violations, counterfeit goods affecting reputation and sales.</p>	<ul style="list-style-type: none"> <li>• Ongoing monitoring of the principal exposures of our brands.</li> <li>• Brand security education, surveillance and enforcement activities are performed to identify and address any potential counterfeit and/or refilling operations.</li> <li>• Ongoing monitoring of global trademark applications, opposing those that infringe our rights and seeking the revocation of those that infringe our rights.</li> <li>• Gap-filling in new markets for core marks.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing developments in the detection, monitoring and reporting on counterfeit products.</li> <li>• Industry leading product security features introduced on new packaging.</li> <li>• Expansion of Alliance Against Counterfeit Spirits (AACCS) enforcement program to India and Brazil as a result of company expansion and new threats.</li> </ul>
<p><b>Global Event Disruption</b></p> <p><b>RISK OUTLOOK:</b> ↔</p> <p>New global events disrupting travel, trade or operations.</p>	<ul style="list-style-type: none"> <li>• Scenario planning is carried out to ensure business continuity plans remain relevant and supportive of our operations.</li> <li>• In a more heightened external business risk environment, the Group will maintain a more prudent financial approach to risk through a lower leverage ratio.</li> </ul>	<ul style="list-style-type: none"> <li>• Continued monitoring and stress testing of potential disruptive events.</li> <li>• Strengthened business continuity planning measures.</li> <li>• The sale of The Famous Grouse has supported a reset of Group debt levels and leverage ratio to an appropriate level in the current uncertain operating environment.</li> </ul>

## RISK OUTLOOK LEGEND FROM PRIOR YEAR:

- ↑ Increased
- ↔ Stayed the Same
- ↓ Reduced

Approved and signed on behalf of the Board.



**Paul A Hyde**

Chief Financial and Commercial Officer

22 June 2026

# Corporate Governance

Although Edrington, as a privately owned company, is not required to comply with the UK Corporate Governance Code, the Board remains committed to upholding the highest standards of governance and corporate citizenship. Accordingly, the Group voluntarily adopts those governance and disclosure practices that are considered appropriate and add value to both the organisation and its stakeholders.

## Wates Principles

The Board continues to adopt and apply many of the Wates Corporate Governance Principles for Large Private Companies (the 'Wates Principles') and this section outlines how Edrington has incorporated these Principles into its business operations.

## Principle 1 – Purpose and Leadership

Edrington has a well developed and defined purpose and strategy. Our vision, as set out in the Edrington strategy, is to **“give more by crafting exceptional ultra-premium spirit brands”**. This informs strategic decisions made by the Board and informs the Company’s mission, cultural change priorities and values as set out below.



The Board fosters effective stakeholder relationships aligned to the Company’s purpose. Further details on stakeholder engagement, including in relation to shareholders, are included in the Section 172(l) Statement in this section of the Annual Report.

Our strategy and values are communicated consistently across the organisation through a variety of events and channels. These include the Edrington Leadership Conference, regular townhall sessions, ‘Your Voice’ forums

with colleague representatives and the annual Edrington Year in Review led by members of the executive team. Business performance is shared quarterly through performance updates, supported by the Balanced Scorecard, which tracks key financial and non-financial indicators aligned to our strategic priorities, including diversity and inclusion, sustainability and our ‘Game Changer’ targets. This comprehensive communication framework enables colleagues to understand our financial and strategic

## CORPORATE GOVERNANCE (CONTINUED)

direction, ensures that our values are explained and integrated into the different functions and operations of the business, and provides meaningful opportunities for engagement with senior management. Edrington's values are also embedded with our internal policies, including our Code of Business Conduct, our Conflict of Interest Code of Conduct and our Global Anti-Discrimination and Anti-Harassment Policy. The business has also developed five Leadership Standards – Inspire, Deliver, Change, Engage and Collaborate – which guide and inform behaviours across the organisation and which are reinforced as part of colleagues' annual review processes.

The Board considers Edrington's culture as a significant strategic advantage. Edrington conducts an independent employee engagement survey every two years, with pulse surveys operating at intervals in between, in order to monitor culture and take account of the views of the workforce. The results of the engagement survey are presented to and discussed by the Board. The leadership team assesses the results of the engagement survey and forms an action plan for improvements which is shared with the Board. There is also regular engagement with recognised trade union partners through partnership meetings and with colleague representatives through the Your Voice forums in all regions. In addition, a commitment to Giving More through charitable initiatives and fundraising remains integral to Edrington's culture. Further details on our Giving More ethos and initiatives are set out in the Corporate Sustainability and Responsibility section on pages 31-39 of this report.

Edrington maintains workforce policies and practices that reflect its values and support the long-term sustainable success of the business. The organisation has clear, well-communicated and long established procedures for raising concerns about misconduct or unethical behaviour, reinforced through regular colleague training. Through its Speaking-Up Policy, Edrington provides a confidential channel for colleagues to anonymously report concerns about misconduct or unethical practices and concerns relating to the interests of others, or the interests of the Company. Any concerns raised through the Speaking-Up Policy are reported to the Audit Committee.

### Principle 2 – Board Composition

At 31 March 2026, the Board comprised the Chairman, two executive directors and four non-executive directors. Catherine Renier resigned as a non-executive director on 29 November 2025, and Igor Pierre Boyadjian resigned

as an executive director on 31 January 2026. The Board is supported by the Company Secretary.

The Board believes that its composition – its size, mix of expertise and balance of executive and non-executive directors – is appropriate and that it has a suitable balance of skills, backgrounds, experience and knowledge, with individual directors having sufficient capacity to make a valuable contribution. A biography of each director can be found on the Group's website at [www.edrington.com/en/edrington-leadership](http://www.edrington.com/en/edrington-leadership). Edward Cumming-Bruce is the Senior Director and is appointed on behalf of The Robertson Trust. Kengo Torii is appointed on behalf of Suntory UK Holdings Limited. Angus Cockburn, Stefanie Fitzgerald and Patricia Huyghues Despointes are considered by the Board to be independent directors.

The roles of the Chairman and Chief Executive Officer are separate with each having clearly defined duties and responsibilities. The Chairman leads the Board and is responsible for its overall effectiveness, promoting open debate and facilitating constructive discussion. The Chairman is responsible for chairing the Board meetings and for ensuring that the Board has sufficient time to discuss all items on the agenda. The Chief Executive Officer is responsible for leadership of the Group's management and its employees on a day-to-day basis, and for the implementation of Board decisions.

The Board's process on nominations is undertaken by the Nomination Committee and includes assessing the composition of the Board and its governance structures as well as considering appointments and succession planning. Further information on the Nomination Committee and other Board Committees is set out in the "Board Committees" section.

### EVALUATION OF EFFECTIVENESS

On an annual basis, each director is asked to complete an evaluation on Board structure, the governance process, strategy and leadership, before conducting a one-to-one interview with the Chairman. Based on his findings, the Chairman prepares a report on the overall effectiveness of the Board, which is then discussed by the Board and any recommendations arising from it are implemented.

In addition to the overall Board effectiveness reviews, the individual performance of executive directors is monitored in the Group's performance appraisal programme and by the Remuneration Committee. Furthermore, the Senior Director seeks feedback on the Chairman annually from both the non-executive and executive directors.

**CORPORATE GOVERNANCE  
(CONTINUED)**

The training needs of the Board and its committees are regularly reviewed. Emphasis is placed on ensuring that directors are aware of proposed legislative changes in areas such as remuneration, corporate governance (including directors' duties), financial reporting and sector specific issues. All directors are also encouraged to visit the Group's operating locations, and we were delighted to welcome our Board to both The Macallan and The Glenrothes distilleries and operational sites in Jerez de la Frontera in the year.

The Board is able to approve potential conflicts of interest within the director group. Directors are required to inform the Board of any actual or potential conflicts which may arise with their other professional or personal interests.

**Principle 3 – Director Responsibilities**

The Board is collectively responsible for the long-term success of the Group. The Chairman is responsible for ensuring that the Board is effective and is led in the appropriate way. The offices of Chairman and Chief Executive are separate and distinct with the division of responsibilities between them clearly established.

The Board, which meets at least five times a year, has responsibility for defining and executing the Group's strategy, for reviewing trading performance and funding levels, assessing acquisitions and disposals, changes to the structure of the business and overall corporate governance issues. The Board also approves the Group's budget together with its annual report and financial statements. The Board retains overall responsibility for the Group's systems of internal control, including the financial controls designed to give reasonable assurance against material financial misstatement or loss.

The Board believes the financial controls and delegation of authority framework in place, together with the Edrington values and code of conduct, allow it to meet its responsibility for the integrity and accuracy of the Group's accounting records, and to provide timely and accurate financial information to enable it to discharge its duties.

The directors are required to attend all Board and relevant committee meetings. If directors are unable to attend meetings in person, by telephone or video conference, they are given the opportunity to be consulted and to comment in advance of the meeting. Board papers are circulated at least five working days prior to each Board or committee meeting to ensure that directors have sufficient time to review them before the meeting and the chair ensures that sufficient time is made available for meaningful discussion. Documentation includes detailed reports on current trading

and full papers on matters where the Board is required to give its approval.

Day-to-day management and operational oversight of the business is delegated to the executive directors, who meet regularly with one another and with senior managers as required. Where appropriate, the Board establishes ad hoc committees to address specific matters that arise between scheduled Board meetings.

All directors have a responsibility to ensure that the strategies proposed by the executive directors are properly considered and challenged, and that the performance of the Group is consistently monitored.

The Board has delegated certain responsibilities to established committees, details of which are set out in the "Board Committees" section. Each of the Board committees has terms of reference which set out the authorities delegated to them.

**Principle 4 – Opportunity and Risk**

The Board supports the long-term sustainable success of the Group by continually assessing how value is created and preserved over the long-term. The Group operates on a three-year strategic cycle, and the Board convenes annually for a dedicated two-day strategy session to review progress and set future direction.

Short-term opportunities are identified and addressed as part of regular Executive Team meetings which are attended by the Chief Executive, Chief Financial and Commercial Officer and other members of the senior management team. Long-term strategic opportunities are considered as part of the annual Board strategy sessions. This includes an assessment of how the Group creates and preserves value for the long-term including both financial and non-financial risks and opportunities.

The Board retains overall responsibility for the Group's approach to strategic decision-making and effective risk management. Internal control systems, supported by a framework designed to identify, assess and manage both financial and non-financial risks. The Board regularly reviews the principal risks facing the Group, including those that could affect the business model, future performance and solvency. As part of this oversight, the Board undertakes annual reviews of key strategic and emerging risks, together with the effectiveness of mitigating actions in place. These assessments enable the Board to evaluate the Group's risk appetite, ensure that significant risks are appropriately identified and managed, and determine which risks should be included on the principal risk register. Further details of

**CORPORATE GOVERNANCE  
(CONTINUED)**

the most recent review and Edrington's approach to managing risk more generally are set out on pages 12-16 of the Strategic Report. In addition, further details on Edrington's approach to managing climate-related risks and opportunities are set out in the Corporate Sustainability and Responsibility section on pages 31-39.

The Group Risk Management Committee maintains the principal risk register and provides scoring on these risks. New and emerging risks are identified in several ways – through the Board directly, through the Group Risk Management Committee, or in a "bottom-up" process by the relevant Business Units presenting to the Group Risk Management Committee in scheduled reviews. The Audit Committee is responsible for the direct oversight of the Group Risk Management Committee and the Assurance, Risk and Controls functions. The Group Risk Management Committee reports to the Audit Committee and the Audit Committee chair attends at least one Group Risk Management Committee meeting per annum.

The Board, through delegation to the Audit Committee, the Group Risk Management Committee, and the Assurance, Risk and Controls function has established an internal control framework with clearly defined roles and responsibilities for those involved. Internal controls are assessed and reviewed on an annual basis and required action plans to address any control gaps are monitored on a quarterly basis.

### Principle 5 – Remuneration

Details of the Company's remuneration policy are set out in the Remuneration Committee section on page 28.

Directors' remuneration, which is determined by the Remuneration Committee, is benchmarked triennially with the assistance of independent specialist consultants to ensure that the Board promotes executive remuneration structures aligned to the long-term sustainable success of the Company and with performance, behaviours, and the achievement of the Company's purpose, values and strategy.

Edrington reports gender pay statistics annually and has in place a series of improvement actions and targets to ensure demonstrable progress towards our commitment of narrowing the gender pay gap. Our most recent gender pay gap report was published in February 2026, reflecting the snapshot date of 5 April 2025 shows continual progress. Our mean gender pay gap reduced by 1.5% points to 6.2% and our median pay gap increased by 0.9% points to 2%. Both figures reflect an improvement compared to our 2017 baseline, despite the slight increase in the median pay gap. The detailed gender pay report is available on the Edrington website.

### Principle 6 – Stakeholder Relationship and Engagement

The Board fosters effective stakeholder relationships aligned to the Company's purpose. Further details on stakeholder engagement are set out in the Section 172(l) Statement.

The Board also considers the impact of the Group's activities on both current and future stakeholders as well as on the environment. Additional detail on Edrington's sustainability strategy is set out in the Corporate Sustainability and Responsibility section on pages 31-39.

The Group maintains a website ([www.edrington.com](http://www.edrington.com)) to provide up-to-date, detailed information on the Group's values and business performance as well as news on its operations and brands. All significant Group announcements are available on this site, as are the annual financial reports. The Group's corporate affairs team manages external communications and can be reached at [corporate.communications@edrington.com](mailto:corporate.communications@edrington.com).

### Section 172(l) Statement

The Board's priority is to ensure that the directors have acted both individually and collectively in the way that they consider, in good faith, to be most likely to promote the success of the Company for the benefit of its members with regards to all its stakeholders and to the matters set out in paragraphs a-f of Section 172(l) of the Companies Act 2006. You can read more on how the Board have regard to the matters set out in paragraphs a-f of Section 172(l) in the following sections of this annual report:

- (a) the likely consequence of any decision in the long term  
**WATES PRINCIPLES PAGES 17-20**
- (b) the interests of the company's employees  
**WATES PRINCIPLES PAGES 17-20  
STAKEHOLDER ENGAGEMENT PAGES 21-26**
- (c) the need to foster the company's business relationships with suppliers, customers and others  
**STAKEHOLDER ENGAGEMENT PAGES 21-26**
- (d) the impact of the company's operations on the community and the environment  
**STAKEHOLDER ENGAGEMENT PAGES 21-26**
- (e) the desirability of the company maintaining a reputation for high standards of business conduct  
**CORPORATE SUSTAINABILITY AND RESPONSIBILITY PAGES 31-39**
- (f) the need to act fairly as between members of the company  
**STAKEHOLDER ENGAGEMENT PAGES 21-26**

CORPORATE GOVERNANCE  
(CONTINUED)

## Stakeholder Engagement

Effective engagement with our key stakeholders is critical to the long-term success of the organisation. Dialogue with stakeholders helps the Board to understand the effects of company policies and practices, predict future developments and trends, and align strategy.

The table below sets out our key stakeholders, how we engaged with them during the year and, where relevant, the impact of that engagement on the strategy and the principal

decisions taken during the year. The Board recognise that stakeholder engagement takes place at both the operational day-to-day level within the business and at a Board level. In all cases, the level of engagement informs the Board, both in relation to stakeholder concerns and the likely impact on decision-making throughout the year. The Board uses its regular meetings as a mechanism to address and meet its obligations under Section 172(1) of the Companies Act 2006.

Key Stakeholder	Principal Methods of Engagement	How this stakeholder group Influenced Board / committee discussions and decisions
<h3>Shareholders</h3>	<p>The Company's principal shareholder is The Robertson Trust (the "<b>Trust</b>"). Engagement with the Trust takes place regularly through the Trust's Investor Relations Committee ("IRC"), and where practicable, in advance of Edrington Board meetings. The IRC is the primary forum through which the Trust oversees its investment, monitors performance and engages in constructive dialogue with management. The Chief Executive and Chief Financial and Commercial Officer present the Group's strategic plan annually and provide performance and progress updates at each IRC meeting. In addition, the Board and the Executive Committee meet formally with the Trust each year to discuss financial results, strategic developments and the business outlook, with the Audit, Remuneration and Nomination Committees reporting on their respective areas of responsibility.</p> <p>The Company maintains regular dialogue with employee shareholders through a range of engagement mechanisms (please see "Colleagues" below for further details).</p> <p>The Company also recognises the importance of maintaining open and constructive communication with its wider shareholder base, including non-employee shareholders. In February 2026, the Chief Executive and Chief Financial and Commercial Officer hosted a shareholder event to provide an update on business strategy and performance, with opportunities for shareholders to ask questions. Ongoing dialogue is also maintained with Suntory UK Holdings Limited.</p> <p>An electronic Share Portal platform provides shareholders with access to submit electronic requests to buy or sell Edrington 'B' ordinary shares on the internal market. The platform also provides access to the Company communications and documentation, including the annual report and audited financial statements and an unaudited interim financial report.</p>	<p>The Board is aware that the priorities and strategic imperatives of shareholders will not all be the same. For example, some shareholders may prioritise dividends, whereas others (particularly minority holders of 'B' ordinary shares) may prioritise share liquidity. The Board aims to understand the views of shareholders and to act fairly between members of the Company.</p> <p>The Chief Executive and Chief Financial and Commercial Officer brief the Board on discussions with shareholders and the views are considered in the decision-making of the Board.</p> <p>The Company was pleased to issue an interim dividend of 14p per share in December 2025 and to declare a final dividend of 27p to be paid in July 2026.</p>

CORPORATE GOVERNANCE  
(CONTINUED)

Key Stakeholder	Principal Methods of Engagement	How this stakeholder group influenced Board / committee discussions and decisions
<p><b>Colleagues</b></p>	<p>The Group is committed to engaging colleagues at all levels on matters that affect them and the performance of the business. The Board takes its responsibilities to listen and understand the views of colleagues and believes that strong corporate governance is supported by meaningful engagement between Board members and all stakeholder groups, including colleagues.</p> <p>Eligible colleagues can request to buy or sell Edrington 'B' ordinary shares in the internal market and have the opportunity to participate in share ownership as part of approved incentive or savings schemes.</p> <p>Edrington conducts an engagement survey every two years, with pulse surveys operating at intervals in between. Our overall engagement score for 2026 is 76%. While this is just behind the current top quartile benchmark of 79%, it represents a two-point improvement on last year's pulse survey score of 74%. We have also narrowed the gap to top quartile despite the benchmark itself increasing since last year. We continued to maintain our impressive response rate with 91% of colleagues taking the time to share their views.</p> <p>All colleagues are invited to attend an annual Year in Review event, delivered by a member of the senior management team. These events, held across our global locations, provide colleagues with the opportunity to understand detailed financial and strategic plans for the performance year and beyond and to ask questions of senior leadership. In addition, regular townhall sessions hosted by members of the executive team offer an interactive forum that encourages questions, feedback and opinions from the employee network.</p> <p>Executives and senior management at Edrington undertake learning and engagement sessions aimed at fostering constructive and trusting relationships between executives and colleagues. Regular video interviews with executives and senior management are shared to provide colleagues with further insight into company's operations, performance and priorities throughout the year.</p> <p>The Group continues to progress its diversity, equity, and inclusion (DE&amp;I) strategy with a global DE&amp;I working group of DE&amp;I champions representing each of our functions, regions and the global chairs of our Balance (gender), Kick-start (early careers), Pride (LGBTQI+) and Enable (disability and neuroinclusion) employee networks. The working group provides colleagues at all levels within the organisation an opportunity to input and feedback on our DE&amp;I strategy and actions.</p>	<p>A report from the Group HR Director is presented at each Board meeting. In addition, the results of the engagement survey are presented to the Board each year and inform relevant action plans.</p> <p>Our 'Your Voice' forums operate across the Group with attendees appointed to represent a cross-section of colleagues in the business. The Chief Executive and Global HR Director attend each meeting in the UK and EMEIA, and one meeting regionally each year. The purpose of the forum is to support meaningful engagement and two-way communication with colleagues on topics that matter most to our people such as organisational changes, sustainability, ways of working, learning and reward.</p> <p>Engagement with our trade union partners, through monthly partnership meetings, ensures that we have regular dialogue on important matters, such as improving our places of work, colleague safety and shift working.</p>

CORPORATE GOVERNANCE  
(CONTINUED)

Key Stakeholder	Principal Methods of Engagement	How this stakeholder group influenced Board / committee discussions and decisions
<p><b>Joint Venture Partners and Co-Investors</b></p>	<p>Regular interaction with our joint venture partners and co-investors takes place in several different forums. For example, there are four Board meetings per year for each of Highland Distillers Group Limited and The 1887 Company Limited at which directors appointed by our partner William Grant &amp; Sons are present.</p> <p>Similarly, there are two Board meetings of The Macallan Distillers Limited per year at which directors appointed by our partner Suntory are present.</p> <p>Board meetings are also held with our partners in respect of our joint venture distribution entities and our investments in Bodegas Grupo Estévez, Tevasa Forestal Group, Huberto Domecq, No. 3 London Dry Gin, Wyoming Whiskey, Lothian Distillers and Coopers Oak.</p> <p>A Brugal &amp; Co SA annual general meeting is held each year to which the minority holders of Brugal &amp; Co SA are invited and at which they can ask questions of the Brugal &amp; Co SA Board.</p>	<p>The Chief Executive and Chief Financial and Commercial Officer brief the Board on discussions with joint venture partners and co-investors and their views are considered in the decision-making of the Board.</p>
<p><b>Customers</b></p>	<p>We engage regularly with our customers through face-to-face and virtual meetings, conferences and events. Edrington's commercial teams also conduct quarterly and annual performance reviews with our distributors, providing a structured forum for two-way feedback.</p>	<p>Customers and channels are reviewed in annual Performance and Strategy Reviews, which are attended by, among others, the Chief Executive, the Chief Financial and Commercial Officer, and relevant marketing and commercial teams. Engagement with customers informs discussion at these Performance and Strategy Reviews.</p> <p>During the year we engage with certain key customers on new product development and launches.</p>

CORPORATE GOVERNANCE  
(CONTINUED)

Key Stakeholder	Principal Methods of Engagement	How this stakeholder group influenced Board / committee discussions and decisions
<p><b>Suppliers</b></p>	<p>We have regular engagement with our suppliers through face-to-face or virtual meetings, conferences and events. The Company conducts formal quarterly reviews with key suppliers, involving senior management and covering quality, service, commercial matters, innovation, key business updates, strategic priorities, sustainability commitments and performance.</p> <p>Supplier resilience remains a key focus, supported by a structured resilience programme. We work proactively with key suppliers to ensure the availability of critical components amid ongoing global supply chain uncertainty.</p>	<p>Updates on significant supply chain activities and issues are provided to Board meetings and are considered and discussed by the directors.</p> <p>Engagement with key suppliers during the year inform the Board's discussions and decisions regarding the annual budgeting and long-term strategic planning processes for the Group.</p> <p>Updates from the supplier resilience programme have been shared with the Board, highlighting the progress on key focus areas.</p> <p>Our supplier engagement programme continues to progress as planned and has been recognised with an 'A' rating in the CDP Supplier Engagement Assessment. This score reflects the strength of our approach to supplier climate governance, target setting, emission data collection and engagement. Maintaining this high standard is essential as we continue to support our suppliers in aligning with, and delivering against, comparable carbon-reduction targets.</p>
<p><b>Trade Associations</b></p>	<p>Edrington is an active member of the Scotch Whisky Association (SWA). The SWA is governed by a Council of 16 members, elected at its Annual General Meeting, on which both our Chief Executive and Chief Financial and Commercial Officer serve.</p> <p>At the international level, Edrington is a member of the World Spirits Alliance (WSA), Distilled Spirits Council of the United States (DISCUS) and the Dominican Rum producers' association (ADOPRON).</p> <p>Edrington's Corporate Affairs team regularly engages and participates in the work of these trade bodies on pertinent matters, including understanding potential changes to the regulatory framework, promoting the responsible consumption of alcohol and advancing industry standards.</p>	<p>Where relevant, updates on engagement with the SWA, ADOPRON, DISCUS and WSA are provided to the Board by the Chief Executive or Chief Financial and Commercial Officer.</p>

CORPORATE GOVERNANCE  
(CONTINUED)

Key Stakeholder	Principal Methods of Engagement	How this stakeholder group influenced Board / committee discussions and decisions
<p><b>Pension Trustees</b></p>	<p>The Group operates three principal pension schemes based on final pensionable salary in respect of Edrington Group, Highland Distillers, and Edrington UK. There are also several schemes within the Group based on defined contributions. The assets of the schemes are held separately from those of the Group.</p> <p>There is regular interaction between the chair of the pension trustees in respect of the Edrington Group, Highland Distillers and Edrington UK defined benefit schemes and Edrington's Chief Financial and Commercial Officer and Group Company Secretary.</p> <p>Route map meetings are also held twice annually with the pension trustees of the Edrington Group and Highland Distillers schemes, including attendance from the Chief Financial and Commercial Officer among others.</p>	<p>The Chief Financial and Commercial Officer and Group Company Secretary brief the Board on the views of the pension trustees on matters of relevance.</p> <p>In the year agreement was reached for the buy-out of the Highland Distillers scheme and completed after the year end in May 2026. Further details can be found within note 35.</p>
<p><b>Lenders</b></p>	<p>Our Treasury team maintains regular engagement with our banking partners and Private Placement note holders. Annual review meetings provide an opportunity to present business performance, future plans and strategy, with lenders able to ask questions and share their perspectives; these sessions are attended by the Chief Financial and Commercial Officer or the Group Finance, Strategy and Technology Director. In addition, lenders receive regular performance updates throughout the year.</p>	<p>The Company's lenders give their views on key areas of financial risk management strategy. These are regularly discussed by the Treasury Committee and additionally the Chief Financial and Commercial Officer briefs the Board on the views of the Company's lenders.</p>
<p><b>HM Revenue &amp; Customs</b></p>	<p>Edrington aims to develop and maintain professional working relationships with HM Revenue &amp; Customs (HMRC). Regular dialogue is maintained with our relationship manager, including real time sharing of relevant business developments. In addition, the Group has a Business Risk Review with HMRC every three years. The Chief Financial and Commercial Officer, Group Finance, Strategy and Technology Director and Head of Group Tax, among others are all closely involved with HMRC engagement.</p>	<p>The Chief Financial and Commercial Officer briefs the Board on tax matters such as updates to the tax strategy and policies and tax developments such as tariffs and Pillar Two.</p>

CORPORATE GOVERNANCE  
(CONTINUED)

Key Stakeholder	Principal Methods of Engagement	How this stakeholder group influenced Board / committee discussions and decisions
<b>Other tax authorities</b>	Edrington aims to develop and maintain professional relationships with other tax authorities, engaging proactively where possible.	The Chief Financial and Commercial Officer briefs the Board on tax matters such as updates on overseas tax developments such as tariffs and any APAs.
<b>Government and Regulatory Bodies</b>	<p>Edrington is committed to working constructively with all government and regulatory bodies across our office locations.</p> <p>Through our trade and industry association membership, executive directors and members of the Corporate Affairs team, among others, maintain open and positive dialogue with this group of stakeholders, building trust and reputation.</p>	<p>The Company aims to comply with all laws and regulations wherever it operates, and we actively monitor changes to these requirements.</p> <p>The Chief Executive, Chief Financial and Commercial Officer and Company Secretary brief the Board on the impact of relevant regulatory changes; this is assessed and considered when making decisions.</p>

CORPORATE GOVERNANCE  
(CONTINUED)**Board Committees**

In discharging its governance responsibilities, the Board has established committees to provide oversight and guidance in certain areas on its behalf. Four principal committees report directly to the Board and are supported by a number of advisory committees as detailed below. Each committee is governed by terms of reference, or similar mandates, which define their purpose, duties and interaction with the Board, wider business or other committees.

Further information on the committees and other advisory sub-committees established by the Board is set out below.

Committee	Members	Remit
<b>Nomination Committee</b>	<ul style="list-style-type: none"> <li>• Angus Cockburn (<i>chair</i>)</li> <li>• Stefanie Fitzgerald</li> <li>• Scott McCroskie (<i>stepped down from committee on 19 November 2025</i>)</li> <li>• Catherine Rénier (<i>resigned 29 November 2025</i>)</li> <li>• Edward Cumming-Bruce</li> <li>• Patricia Huyghues Despointes</li> </ul>	<ul style="list-style-type: none"> <li>• reviews structure, size and composition of Board</li> <li>• recommends appointments and considers succession planning</li> </ul>
<b>Remuneration Committee</b>	<ul style="list-style-type: none"> <li>• Stefanie Fitzgerald (<i>chair</i>)</li> <li>• Angus Cockburn</li> <li>• Edward Cumming-Bruce</li> <li>• Patricia Huyghues Despointes</li> </ul>	<ul style="list-style-type: none"> <li>• sets remuneration policy</li> <li>• sets executive director remuneration and incentives</li> <li>• approves annual performance objectives</li> <li>• approves granting of long-term incentives</li> </ul>
<b>Audit Committee</b>	<ul style="list-style-type: none"> <li>• Patricia Huyghues Despointes (<i>chair</i>)</li> <li>• Stefanie Fitzgerald</li> <li>• Kengo Torii</li> <li>• Edward Cumming-Bruce</li> </ul>	<ul style="list-style-type: none"> <li>• reviews and monitors financial results and reporting</li> <li>• approves audit planning</li> <li>• monitors internal financial controls</li> <li>• oversees external audit relationships</li> <li>• considers auditor appointment</li> <li>• reviews audit effectiveness</li> <li>• oversees risk management</li> </ul>
<b>Shares Committee</b>	<ul style="list-style-type: none"> <li>• Angus Cockburn (<i>chair</i>)</li> <li>• Stefanie Fitzgerald</li> <li>• Scott McCroskie</li> <li>• Paul Hyde</li> </ul>	<ul style="list-style-type: none"> <li>• considers and makes recommendations to the Board regarding the appointment, reappointment or dismissal of the independent valuers of the ordinary 'B' shares in the Company</li> <li>• considers and, if thought fit, approves shares trading requests in respect of 'B' ordinary shares and any transfers pursuant to such requests having regard to the Company's share trading protocol</li> <li>• considers and, if thought fit, approves requests for clearance to deal by restricted persons in terms of the Company's share dealing code</li> </ul>

**CORPORATE GOVERNANCE  
(CONTINUED)**

**NOMINATION COMMITTEE**

The Nomination Committee meets at least twice per year to assess the composition of the Board and its governance structures.

The committee is responsible for leading the process for new appointments to the Board and ensuring that these appointments bring the required skills, knowledge, experience and diversity to the Board. As part of this, the committee reviews the structure, size and composition of the Board to ensure it is made up of the right people to direct the Group in the successful execution of its strategy. The committee is also responsible for formulating succession plans for both executive and non-executive directors, as well as reviewing the overall talent and succession plans for Edrington's leadership group.

**REMUNERATION COMMITTEE**

The Remuneration Committee meets at least twice per year.

Together with the committee, the Board determines directors' remuneration policy with reference to an external triennial benchmarking review prepared with the assistance of independent specialist consultants. In addition, the committee recommends and monitors the level and structure of remuneration for senior management, reviews reward initiatives and development programmes for all Edrington wholly owned businesses.

The principles of Edrington's executive remuneration strategy, frameworks and programmes are designed to:

- Apply a pay for performance philosophy that directly links executive reward to the achievement of individual results and the strategic goals and performance of Edrington;
- Align remuneration to business outcomes that deliver value to shareholders;
- Balance incentives appropriately to reward superior performance in the short term and sustained performance over the long term;
- Drive a performance culture by setting challenging objectives and rewarding individual performance;
- Be transparent, consistent and fair; and
- Ensure remuneration is globally aligned but with local flexibility, where required, to be competitive in the relevant employment marketplace.

**AUDIT COMMITTEE**

The Audit Committee meets at least three times a year. The meetings are attended by the external auditors and senior members of the management team and finance function to discuss audit planning, review statutory accounts and address any issues arising from the audit. The committee also considers the ongoing independence of the auditors and the effectiveness of the audit process. The conclusions of the committee are reported to the Board prior to approval of the annual results. The committee meets privately with the auditors at least once a year, without management present, and also engages with them outside scheduled meetings as required. The committee also addresses risk management and internal controls and receives presentations from senior leaders across the business as part of its review and approval of risk management plans.

*Financial statements and audit*

The Audit Committee reviewed and approved the audit plan presented by the external auditors and agreed the scope of the audit work. During the audit process, the committee monitored the consistency and appropriateness of accounting policies, and the methods used to account for significant or unusual transactions. During the year the committee reviewed the accounting policy for the useful life of casks, the future application of IFRS 18, and accounting for the disposal of The Famous Grouse. The committee also received updates from key regions and functions, including technology, legal, Brugal, global supply chain, Americas and the Dominican Republic.

The financial statements were reviewed in detail by the committee before being submitted to the Board. Following completion of the audit, the committee discussed matters arising and any points raised by the auditors. The committee also assessed the effectiveness of the audit process through discussion with the auditors.

*External auditor*

Deloitte LLP continued in their role as external auditor for the audit of the year to 31 March 2026. An audit tender process was completed during the year for the audit of the year to 31 March 2027, and Deloitte LLP was successful in retaining their appointment. The Board is satisfied that the auditors remain independent of the Group and that best practice is being observed.

CORPORATE GOVERNANCE  
(CONTINUED)

Deloitte LLP regularly reports to the committee to confirm compliance with their internal policies, procedures and ethical standards relating to objectivity and independence. The Audit Committee has established a policy regarding the use of the statutory auditors for non-audit work and will award such work to the firm best placed to provide an effective commercial solution.

The Chief Financial and Commercial Officer may approve permitted non-audit engagements up to £25,000 cumulatively and the Chairman of the Audit Committee may approve specific engagements up to £50,000. Fees in excess of £50,000 are subject to approval of the full committee.

## Shares Committee

The Shares Committee meets on an ad hoc basis as required by the chair.

The committee considers and makes recommendations to the Board regarding the appointment of the independent valuers of the 'B' ordinary shares of the Company. The committee is also responsible for a number of matters related to trading in the Company's 'B' ordinary shares, including considering monthly trading requests and the registration of any transfers pursuant to such requests having regard to the Company's share trading protocol. The committee also considers requests for clearance to deal by restricted persons under the Company's share dealing code, and makes determinations on whether particular facts, matters or circumstances constitute inside information for the purposes of the Company's share dealing code.

The advisory sub-committees established by the Board, whose remits are outlined below, comprise certain executive directors and senior members of the Edrington management team:

Committee	Chairman	Remit
<b>Capital Expenditure Committee</b>	Luis Garrido <i>(Managing Director of Global Supply Chain)</i>	<ul style="list-style-type: none"> <li>develops five-year capital expenditure plan</li> <li>ensures evaluation of business cases and that resources are allocated on an appropriate basis</li> <li>ensures risks and interdependencies are clearly understood</li> <li>manages liquidity requirements and post evaluation reviews</li> </ul>
<b>Sustainability and Responsibility Steering Group</b>	Victoria Hollywood <i>(Head of Sustainability)</i>	<ul style="list-style-type: none"> <li>ensures Edrington conducts business in a socially responsible and ethical way</li> <li>setting and adhering to industry standards on responsible consumption of alcohol</li> <li>identification and monitoring of performance against targets on environmental sustainability</li> <li>in conjunction with The Trust and Edrington's network of Trust Ambassadors, ensures the business supports local communities in which it operates</li> </ul>
<b>Marketing Code Committee</b>	Stefanie Fitzgerald	<ul style="list-style-type: none"> <li>sets marketing policy in compliance with industry standards to ensure responsible marketing practice</li> <li>reviews marketing practice on an annual basis and maintains processes for complying with marketing code prospectively</li> </ul>

CORPORATE GOVERNANCE  
(CONTINUED)

Committee	Chairman	Remit
<b>Group Risk Management Committee</b>	Lindsay Campbell <i>(Group Finance, Strategy and Technology Director)</i>	<ul style="list-style-type: none"> <li>• identifies and evaluates principal risks</li> <li>• reviews the adequacy of risk management processes</li> <li>• recommends improvements in risk management processes</li> <li>• reports material findings to the Audit Committee</li> </ul>
<b>Treasury Committee</b>	Paul Hyde	<ul style="list-style-type: none"> <li>• ensures compliance with the terms of Group borrowing facilities</li> <li>• minimises financial risk arising from exposure to fluctuations in foreign exchange rates, interest rates, liquidity and counterparty risk</li> <li>• determines hedging policy on interest rates and currency</li> <li>• approves significant decisions on commercial credit limits</li> <li>• monitors and approves cash signing authority in the Company</li> </ul>
<b>Technology Steering Committee</b>	Euan Fraser <i>(Director of Business Technology)</i>	<ul style="list-style-type: none"> <li>• ensures that the technology strategic plan aligns with business priorities and return on investment</li> <li>• approves proposed technology projects, and scrutinises ongoing activity</li> <li>• audits completed projects to ascertain effectiveness</li> <li>• oversees cyber security management and monitors cyber security improvements</li> </ul>

# Corporate Sustainability and Responsibility

Edrington aims to make a positive contribution to the communities in which we live and work, while sustaining the environment upon which we all depend.

To support this, we have a clear Sustainability and Responsibility Framework that defines our priorities and enables transparent progress tracking. The framework is structured around four strategic pillars, each of which support our ambition to operate as a more sustainable and responsible business. These pillars are embedded into Edrington's overall vision, mission, culture and values.

 <p><b>GIVING MORE TO OUR COMMUNITIES</b></p>	 <p><b>ENGAGING GREAT PEOPLE</b></p>	 <p><b>PROMOTING RESPONSIBLE CONSUMPTION</b></p>	 <p><b>PROTECTING THE ENVIRONMENT</b></p>
<p><b>Vision</b></p> <p>To be a company that makes a positive contribution to the communities in which we live and work.</p>	<p><b>Vision</b></p> <p>To deliver an excellent colleague experience that enables our people to thrive and achieve exceptional results.</p>	<p><b>Vision</b></p> <p>To promote the responsible consumption of our brands by adults who choose to drink alcohol.</p>	<p><b>Vision</b></p> <p>To craft ultra-premium spirits whilst protecting our environment through the reduction of our carbon footprint, managing resources wisely, and addressing biodiversity loss.</p>
<p><b>Mission</b></p> <ul style="list-style-type: none"> <li>Support colleague fundraising</li> <li>Give More globally</li> <li>Inspire volunteering</li> </ul>	<p><b>Mission</b></p> <ul style="list-style-type: none"> <li>Champion development</li> <li>Foster colleague engagement</li> <li>Promote diversity, equity and inclusion</li> <li>Support wellbeing</li> </ul>	<p><b>Mission</b></p> <ul style="list-style-type: none"> <li>Responsible brand communication</li> <li>Work in partnership</li> <li>Educate our People</li> </ul>	<p><b>Mission</b></p> <ul style="list-style-type: none"> <li>Reduce carbon emissions</li> <li>Sustain wood</li> <li>Protect water</li> <li>Enhance biodiversity</li> <li>Promote circular economy</li> </ul>
<p><b>Key Objectives</b></p> <ul style="list-style-type: none"> <li>Contribute up to 1% of EBIT to Giving More initiatives around the world.</li> <li>Triple-match colleague-initiated charitable fundraising in the UK.</li> <li>Inspire people to use their four days' paid leave for Giving More activities and to volunteer in their own time.</li> </ul>	<p><b>Key Objectives</b></p> <ul style="list-style-type: none"> <li>Increase female representation in senior leadership.</li> <li>95%+ of colleagues to have development plans.</li> <li>Drive top quartile levels of engagement.</li> <li>Provide support and engage in wellbeing activities.</li> </ul>	<p><b>Key Objectives</b></p> <ul style="list-style-type: none"> <li>Enable our people to be alcohol responsibility ambassadors with year-round education and support.</li> <li>Commit to the Edrington Marketing Code with training for colleagues and adherence in our communications.</li> <li>Partner with leading responsible organisations to help people make positive choices about alcohol.</li> <li>Ensure all our brands' packaging carries responsibility advice.</li> </ul>	<p><b>Key Objectives</b></p> <ul style="list-style-type: none"> <li>Net Zero by 2045.</li> <li>Trace oak supply to the region of origin by 2030.</li> <li>Replenish 100% of production water consumption in the Dominican Republic by 2030.</li> <li>Increase the biodiversity units at The Macallan and The Glenrothes sites by 10% by 2030.</li> <li>Reuse 100% of distillation co-products for repurposing into green energy, animal feed or (bio)fertiliser.</li> </ul>

**CORPORATE SUSTAINABILITY  
AND RESPONSIBILITY  
(CONTINUED)**

## 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 £420.7m 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 partnership with The Robertson Trust, Edrington currently triple-matches funds raised by UK colleagues, meaning that every £1 raised becomes £4 for the receiving charity. They also contribute £30 per hour to charities supported by UK colleagues who volunteer in their own time. Internationally, colleagues can nominate charities to receive donations in recognition of their fundraising efforts. Through these initiatives, we have supported our people in donating a total of £3.2m to charities around the world in the past year.

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 30% of total Giving More days were used by colleagues.

## Engaging Great People

Edrington's strategy and culture are supported by a strong colleague experience, with a clear focus on enabling people to perform well and develop over time. This work sits within the Engaging Great People pillar and continues to shape how we approach development, engagement, inclusion and wellbeing.

Investment in learning and development remains a priority, reflecting the importance of capability and skills to long term performance. In 2025, 98% of colleagues had a personal development plan in place, exceeding the Group target of 95%. These plans are reviewed through quarterly Continuous Performance Management conversations with line managers, helping colleagues focus on the areas that matter most for their development. Leadership capability has also been a sustained area of focus. Close to 600 leaders have completed programmes such as Spirit of Leadership, Elevate or Front Line Manager. As a result, 77% of colleagues say that Edrington supports their learning and development.

Colleague feedback continues to inform priorities and decision making. In the 2026 annual engagement survey, 91% of colleagues globally took part, demonstrating strong engagement with the process. The overall engagement score was 76%, a two point increase on the previous year. This improvement also narrowed the gap to the current top quartile benchmark of 79%, which rose over the same period.

Progress on diversity, equity and inclusion continues through a combination of global and local actions, guided by three focus areas: culture and engagement, education and awareness, and impactful interventions. 80% of colleagues say they work in an environment that is open and accepting of individual differences. During the year, Enable was launched as Edrington's fourth colleague network, focused on disability and neurodiversity. This network was created in response to colleague interest and supports our wider demographic focus areas, including gender, ethnicity, LGBTQI+, disability and neurodiversity, age and socioeconomic background.

Our global wellbeing framework supports health, wealth and happiness, helping colleagues live well and perform at their best. Led by wellbeing representatives across Edrington, activities and events take place throughout the year to promote a balanced working life. In the 2026 engagement survey, 85% of colleagues said they are aware of the wellbeing framework and related activities. This is supported by the Employee Assistance Programme, providing colleagues and their families with free, confidential 24/7 access to advice, life coaching and mindfulness training.

## Promoting Responsible Consumption

A healthy population and a relationship of trust with consumers are intrinsic to the success of the business. 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. The company exceeded its training target for the year, with 100% of people in eligible roles completing Marketing Code training. 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

This section 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 and Risk Management. This allows us to detail 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.

### OVERVIEW

Over the past year, Edrington has continued to drive its sustainability strategy, making strong progress towards our key objectives. The Macallan Estate has been awarded the Wildlife Estate Scotland (WES) Level 2 Accreditation for sustainable land management and independently verified biodiversity gains. We have extended our Supplier Engagement Programme to include key suppliers, accounting for more than 80% of our scope 3 emissions, with a year-on-year increase in the number of suppliers aligning with carbon reduction targets. We continue to repurpose 100% of distillation co-products across our operations in Scotland and the US to create energy, animal feed and fertiliser.

During this year, infrastructure issues have led to interruptions in the supply of biomass-generated steam to The Macallan Estate. As a result, we have been unable to reduce our scope 1 and 2 emissions in line with the annual market-based target of 13,199tCO<sub>2</sub>e. This will not impact our ability to hit our near-term carbon reduction target of 50% reduction by 2030 across all scopes, and we expect to see aligned reductions in the new year. Encouragingly, following

the installation of onsite renewables, in the reporting year solar generation accounted for 15.1% of electricity use at The Macallan Estate, and 15% of electricity use across all operations in the Dominican Republic.

Edrington has continued to report annually through CDP achieving an A rating in the climate change category and the Supplier Engagement Assessment (SEA). In the second year of disclosing under the water and forestry categories Edrington has retained a B rating in both. Being named on the CDP A-List for Climate Change and SEA is a milestone that reflects the strength of our sustainability strategy and the progress we have made in embedding a robust structure for long term change.

### 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.

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 at least five times a year and each board report includes a dedicated section covering the environmental sustainability strategy, as well as an update on key projects and activities. The Director of Sustainability updates the Board as required on progress against targets, the future sustainability strategy and sustainability risk.

The Chief Executive's board-level responsibility for climate-related topics covers oversight of disclosure projects such as internal climate risk assessments, disclosure through CDP, CFD reporting and all other climate-related matters and issues.

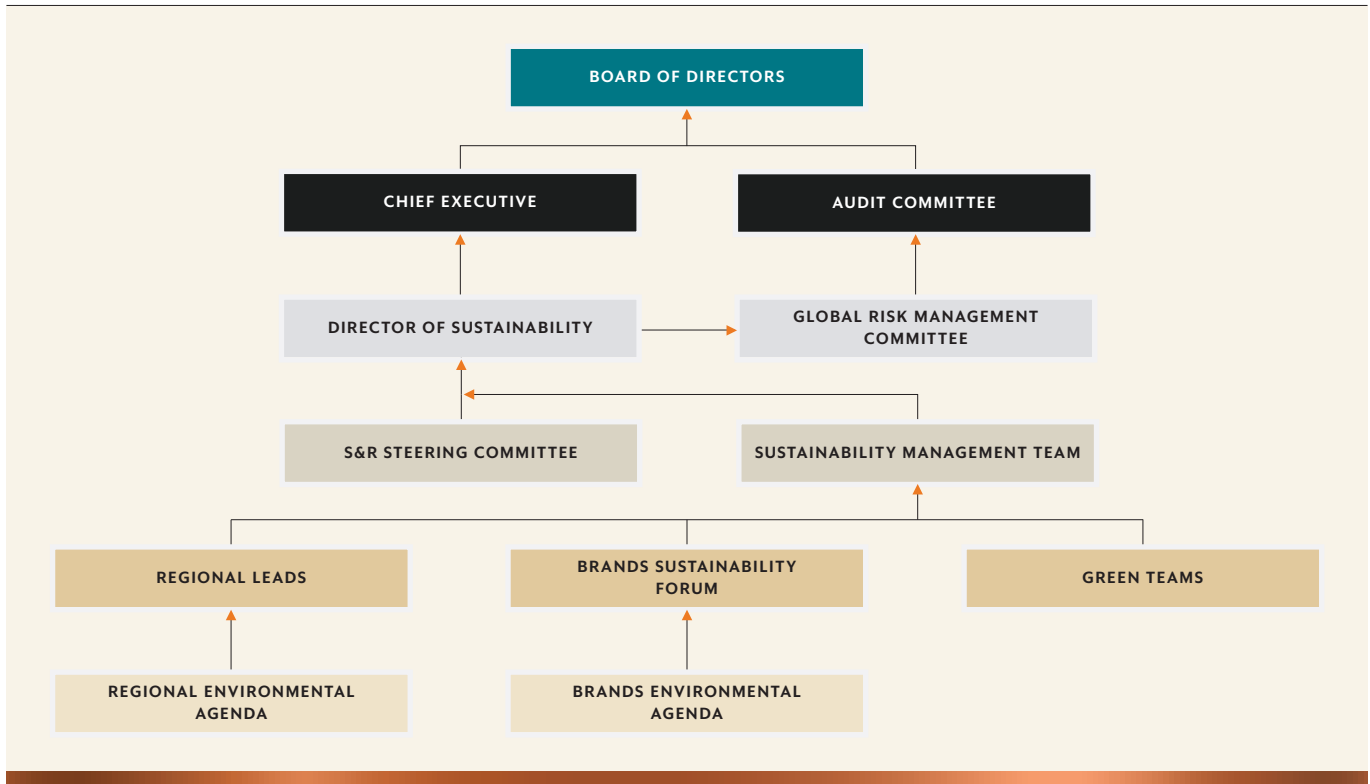
Within the Executive Committee each member is responsible for climate-related issues in their section of the business. These roles include the Chief Marketing Officer, the Managing Director of Global Supply Chain, the Global HR Director, and the Chief Financial and Commercial Officer.

The Director of Sustainability reports on climate-related action and progress to the Chief Executive. This role is responsible for implementing the Group Sustainability and Responsibility Strategy, supporting the wider leadership in setting more specific, aligned strategies and leading the Sustainability and Responsibility Steering Committee, managing compliance across the four pillars.

**CORPORATE SUSTAINABILITY AND RESPONSIBILITY (CONTINUED)**

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 the objectives of the

Protecting the Environment pillar of Edrington’s Sustainability and Responsibility Strategy is cascaded throughout the business and delivered.



**Strategy**

Edrington’s corporate strategy positions sustainability as one part of three missions contributing to the vision of “Give more by crafting exceptional ultra-premium spirit brands”. The environmental strategy, a core pillar of the wider Sustainability and Responsibility 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 across scope 1, 2 and 3 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 uses climate-related scenario analysis to assess the risks arising from climate change across the Group. The assessment considers the business as a whole, covering all geographic locations, and key raw material supply chains.

Physical climate-related risks have been assessed under 2°C and 4°C temperature scenarios across short-, medium- and long-term time horizons, using projected trends to the 2030s and 2050s. These scenarios are aligned with TCFD guidance and provide a diverse range of plausible future climate outcomes against which to test the resilience of our business.

Scenario analysis is conducted on a five-year cycle with additional reviews following material operational changes. The most recent Group-wide analysis was completed in February 2023, with the next update planned to be completed by February 2028. Additional scenario analysis for operations in Wyoming and Jerez was completed in June 2024. All assessments are undertaken in accordance with Edrington’s corporate risk assessment methodology to support integrated consideration of climate-related risks within overall Group risk management.

Scenario type	Lower warming scenario	Higher warming scenario
<b>PHYSICAL RISKS</b>	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.	Representative Concentration Pathway 8.5 – assumes continued growth in greenhouse gas emissions, leading to an estimated temperature increase of 4°C by 2100. of 4°C by 2100.
<b>TRANSITION RISKS</b>	Sustainable Development Scenario – reflecting a forward-looking transition shaped by announced commitments from governments and businesses.	Stated Policies Scenario – reflecting the impact of existing and implemented policies.

Publicly available climate data from multiple sources, supported by model intercomparison, is used to inform scenario analysis. Identified risks are categorised in line with Edrington’s corporate risk classifications and assessed based on both likelihood and magnitude. Outputs from the analysis inform decision-making, with a focus on strengthening medium- and long-term business resilience. Key risks are linked to relevant strategic objectives and are mapped to Group focus goals, as further detailed in the Risk Management section.

## Risk Management

### PRINCIPAL RISKS AND UNCERTAINTIES

Climate-related risks are assessed in line with our corporate risk management processes and incorporated into the wider business risk discussions, as detailed in the principal risks and uncertainties section on pages 12-16. These risks are linked to Group goals and strategic objectives, with likelihood and impact evaluated in conjunction with the climate scenario analysis.

### OVERVIEW OF OUR PROCESS AND IDENTIFICATION OF RISKS

The outputs from the climate-related risk and opportunity assessment are incorporated into the Sustainability Risk Assessment (SRA). The SRA is reviewed and updated biannually by the Sustainability Management team, working closely with the internal risk and compliance team and feeds into the wider business risk management process.

### EVALUATION AND MANAGEMENT OF RISKS

Operational leads across Edrington are responsible for maintaining risk assessments for their respective areas. An annual session is held to identify, reassess and update sustainability and climate-related risks. Priority risks, rated as ‘serious’ or ‘high’, in the SRA, are determined using defined significance criteria based on likelihood versus consequence.

### SUBSTANTIVE CLIMATE-RELATED RISKS

The table below summarises Edrington’s substantive climate-related risks and the key mitigating actions aligned to the environmental sustainability strategy.

During the reporting year, several changes were made to substantive risks following regular reviews:

- The restriction on use of key raw materials has been reassessed. This has been downgraded and is now a standalone risk of peat use that is specific to Highland Park.
- Risks to operations arising from water scarcity are now captured within the broader raw material scarcity risk, reflecting a more integrated assessment of supply-side climate impacts.
- The risk of regulatory non-compliance has been downgraded. While the regulatory environment remains dynamic, enhanced internal horizon scanning and regulatory tracking have strengthened mitigation.

**CORPORATE SUSTAINABILITY  
AND RESPONSIBILITY  
(CONTINUED)**

**RAW MATERIAL SCARCITY**

The availability of key raw materials including oak, barley, sherry, molasses and water, may be constrained as a result of climate change, affecting supply, production, and distribution.

Physical risk: Acute	Time horizon: Short-Term Pervasive*	Impact: Operational Integrity
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Strategic Response

This risk reflects the potential for event led supply disruptions arising from extreme weather events, including crop failure, logistics disruption and short term supply constraints leading to market volatility.

Mitigating actions focus on reducing exposure to short term shocks and strengthening operational resilience. These include securing full control of cask production, including sherry seasoning, through investment in Jerez operations, maintaining long term relationships with malt suppliers supported by favourable sourcing agreements and procurement across multiple UK locations, and establishing long term contractual arrangements with molasses suppliers that incorporate climate-related provisions and safety stock requirements.

During the year, drought conditions in Speyside constrained the operational flexibility at The Macallan during the summer season. Proactive planning and mitigation measures ensured that annual production volumes were not affected.

Physical risk: Chronic	Time horizon: Long-Term*	Impact: Operational Integrity
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Strategic Response

This risk reflects the long term impacts of climate change on growing conditions, crop yields and the sustained suitability of regions for agricultural production. Over time, these structural pressures may increasingly affect the reliability and availability of raw material supply.

Mitigation actions focus on strengthening long term supply resilience and reducing exposure to climate driven constraints. Edrington continues to collaborate with suppliers and engage with industry partners to understand and respond to evolving crop risks, including investment in BonSucro-certified molasses and the evaluation of new genomic approaches to improve barley resilience.

Water stewardship remains a priority. In the Dominican Republic, Edrington is focused on replenishing 100% of operational water use, while similar initiatives are being explored in Scotland. A dedicated working group has also been established to identify long term adaptation measures on The Macallan Estate, aimed at reducing exposure to water stress within the River Spey catchment.

**CORPORATE SUSTAINABILITY  
AND RESPONSIBILITY  
(CONTINUED)**

### DELIVERY OF NET ZERO COMMITMENT

There is a risk that Edrington's commitment to achieve net zero emissions by 2045 is not met due to limited access to green energy, increased costs, third-party non-compliance, incompatibility with environmental requirements, or changes in emissions-related legislation.

Transitional risk	Time horizon: Medium and Long-term*	Impact: Reputational, Strategic Delivery, Compliance
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#### Strategic Response

During the year, Edrington continued to drive carbon reductions across Scope 1 and 2 emissions through energy efficiency initiatives, including heat recovery technology and on-site solar generation. This is supported by robust energy management practices such as continuous monitoring, targeting and reporting. The Group continues to assess emerging technologies, process improvements and alternative fuels to support further decarbonisation of operations. We recognise our short term reliance on the biomass facility supplying the Macallan which has impacted our emissions results for the year. The biomass facility is not a contributing factor to meeting our net zero emissions targets due to longer term electrification plans.

Achieving net zero is dependent on action across the value chain. Supplier engagement tools and scoring mechanisms embedded within procurement processes support the selection of suppliers aligned with Edrington's net zero ambitions. In addition, Edrington continues to collaborate with existing suppliers to support their alignment with science-based target. Further details on our Scope 1 and 2 emissions are included in the Streamlined Energy and Carbon Reporting section below.

\* These time horizons are aligned with Edrington's group risk management framework with short term being up to two years, medium term between three and five years, and long term is greater than five years.

## Opportunities

Edrington continues to develop its climate-related opportunities register, identifying and assessing opportunities based on likelihood and potential impact. Priority opportunities are those rated as 'significant' or 'gamechanger'. The opportunities register is reviewed biannually alongside the SRA, with clear ownership and action plans in place to support delivery.

During the year, opportunities realised included the identification and use of new markets for waste, resulting in updated and new contracts at our Great Western Road site, delivering both financial benefits and waste reduction. Edrington also continued to benefit from increased use of lower-emission energy sources, including decentralised solar generation at The Macallan and in the Dominican Republic, supporting emissions reduction and long-term cost resilience.

CORPORATE SUSTAINABILITY  
AND RESPONSIBILITY  
(CONTINUED)

## Streamlined Energy and Carbon Reporting

The table below reports scope 1 and 2 emissions from our businesses where Edrington has operational control. Our scope 1 and 2 emissions reported are market-based figures, with scope 2 reporting in line with the Greenhouse Gas Protocol Corporate Standard for the financial year.

	2025/26 UK (tCO <sub>2</sub> e)	2024/25 UK (tCO <sub>2</sub> e)	2025/26 Global (tCO <sub>2</sub> e)	2024/25 Global (tCO <sub>2</sub> e)	Global Change vs PY
<b>REPORTED EMISSIONS</b>					
Scope 1	16,250	907	22,606	3,247	596%
Scope 2	4	2	3,188	4,764	-33%
<b>Total Scope 1 and 2</b>	<b>16,254</b>	<b>909</b>	<b>25,794</b>	<b>8,011</b>	<b>222%</b>
<b>SCOPE 1 &amp; 2 BY TYPE</b>					
Gas	13,465	558	17,829	958	1761%
Electricity	-	2	3,185	4,764	-33%
Company Vehicles	166	211	1,597	1,772	10%
<b>Total (Gas, Electricity + Company Vehicles)</b>	<b>13,631</b>	<b>771</b>	<b>22,611</b>	<b>7,494</b>	<b>202%</b>
Other (Thermal Fuels)	2,623	138	3,183	517	5683%
<b>Total Scope 1 and 2</b>	<b>16,254</b>	<b>909</b>	<b>25,794</b>	<b>8,011</b>	<b>222%</b>
<b>INTENSITY RATIO</b>					
Distillery Production (LOA'000)	11,802	15,418	25,889	28,808	-10%
<b>Intensity Metric (kgtCO<sub>2</sub>e/LOA)</b>	<b>1.377</b>	<b>0.050</b>	<b>0.996</b>	<b>0.260</b>	<b>283%</b>
<b>ENERGY CONSUMPTION</b>					
Scope 1		85,419	54,822	143,078	112,882
Scope 2		19,006	59,226	28,653	68,620
<b>Total Scope 1 and 2</b>		<b>104,425</b>	<b>114,048</b>	<b>171,731</b>	<b>181,502</b>
<b>SCOPE 1 AND 2 BY TYPE</b>					
Gas		73,598	52,905	123,091	102,918
Electricity		14,587	15,910	24,234	25,304
Company Vehicles		1,019	1,294	6,870	7,677
Overseas Offices		-	-	1,122	1,125
Other (Thermal Fuels)		15,221	43,939	16,414	44,478
<b>Total</b>		<b>104,425</b>	<b>114,048</b>	<b>171,731</b>	<b>181,502</b>

\* Calculated as (1)X1000/(2)

**CORPORATE SUSTAINABILITY  
AND RESPONSIBILITY  
(CONTINUED)**

## Methodology

The emissions and conversion factors used in the calculation come from DESNZ 2025, and where this is not possible, other government or internationally recognised body factors have been utilised.

## Results

Reported Scope 1 emissions increased during the year. This primarily reflects interruptions to the biomass steam supply at The Macallan Estate, which resulted in increased use of natural gas. In addition, Highland Park Distillery resumed production following the completion of energy efficient upgrades. The increase was further impacted by the conscious decision to not use Renewable Gas Guarantees of Origin (RGGOs), previously used as a market-based Scope 1 emissions reduction instrument, these instruments are not recognised by SBTi in achieving emissions targets. Despite this increase we remain on track to achieve our SBTi-aligned 2030 and 2045 targets with a clear decarbonisation roadmap in place across scope 1, 2 and 3 emissions, with planned actions and long-term initiatives expected to deliver the reductions.

# Directors' Report

The directors present the audited financial statements for the year ended 31 March 2026.

## Results for the year

The Company's financial results, which are detailed in the income statement, cover the year to 31 March 2026.

An interim dividend of 14.0p per share was declared in November and paid in December 2025 (2025: 19.0p per share). The directors have agreed a final dividend of 27.0p (2025: 22.0p per share). The aggregate dividends recognised in the year amounted to £20.4m (2025: £31.0m).

Revenue for the year amounted to £922.3m (2025: £1,068.7m) resulting in a profit before tax (pre-exceptional) of £256.1m (2025: £274.4m) and overall profit for the financial year (pre-exceptional) of £204.8m (2025: £237.3m). Exceptional items total income of £12.0m (2025: cost £12.2m) (after taxation and minority interest), and lead to a profit for the year, attributable to Edrington shareholders, of £120.0m (2025: £113.9m).

A detailed review of the Company's business strategy along with associated risks and uncertainties is included within the Strategic Report.

## Future developments

This is detailed within the strategic report within the "Going Concern" section on page 12, the "Strategic Execution" section on page 6 and the "Outlook" section on page 7.

Subsequent to the year end on 8 April 2026, the Group acquired a further 10% of Huberto Domecq, S.L.U. for €1.8m.

## Directors

The directors who served during the year and to the date of this report were:

C S Gillies (*resigned 1 April 2025*)

S J McCroskie

P A Hyde

A G Cockburn

S Fitzgerald

K Torii

I P Boyadjian (*resigned 31 January 2026*)

C Rénier (*resigned 29 November 2025*)

Edward Cumming-Bruce (*appointed 1 April 2025*)

Patricia Huyghues Despointes (*appointed 1 April 2025*)

## Directors' responsibilities statement

The directors are responsible for preparing the annual report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the Group financial statements in accordance with United Kingdom adopted international accounting standards. The financial statements also comply with International Financial Reporting Standards (IFRSs) as issued by the IASB. The directors have chosen to prepare the parent company financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law), including FRS 101 "Reduced Disclosure Framework". Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and profit or loss of the Company for that period.

**DIRECTORS' REPORT  
(CONTINUED)**

In preparing the parent company financial statements, the directors are required to:

- Select suitable accounting policies and then apply them consistently;
- Make judgements and accounting estimates that are reasonable and prudent;
- State where applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

In preparing the Group financial statements, International Accounting Standard I requires that directors:

- Properly select and apply accounting policies;
- Present information, including accounting policies, in a manner that provides relevant, reliable, comparable and understandable information;
- Provide additional disclosures when compliance with the specific requirements of the financial reporting framework are insufficient to enable users to understand the impact of particular transactions, other events and conditions on the entity's financial position and financial performance; and
- Make an assessment of the company's ability to continue as a going concern.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The directors are responsible for the maintenance and integrity of the corporate and financial information included on the company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Each of the persons who is a director at the date of approval of this report confirms that:

- so far as they are aware, there is no relevant audit information of which the Company's auditor is unaware; and
- the director has taken all the steps that they ought to have taken as a director in order to make themselves aware of any relevant audit information and to establish that the company auditor is aware of that information.

This information is given and should be interpreted in accordance with the provision of Section 418 of the Companies Act 2006.

The Company's Articles of Association provide for the indemnification of its Directors to the extent permitted by the Companies Act 2006 and other applicable legislation, out of the assets of the Company, in the event that they incur certain expenses in connection with the execution of their duties.

### Employee share schemes

The Company operates two share schemes for eligible colleagues in the United Kingdom.

The ShareSave Scheme is an annual scheme enabling eligible colleagues to save for a three-year period to buy Edrington 'B' Ordinary Shares at 80% of the market price. The scheme has been approved by HM Revenue and Customs. The Company charges the fair value of the option at the date of grant to the income statement over the vesting period of the scheme.

The ShareReward Scheme allows Edrington 'B' Ordinary Shares to be awarded annually to eligible colleagues of the Company. The colleague's entitlement to receive shares is dependent on the growth in the Company's core contribution in the year, exceeding a pre-determined growth rate. The scheme has been approved by HM Revenue and Customs. The Company charges the annual fair value of this scheme to the income statement if the performance criteria have been met.

The ShareReward Scheme was active in both the year ended 31 March 2025 and 31 March 2026.

**DIRECTORS' REPORT  
(CONTINUED)**

## Executive incentive plans

An Annual Incentive Plan rewards executive directors and senior executives based on the Company's financial results and the executives' individual performance against business objectives.

The Annual Incentive Plan was active in both the year ended 31 March 2025 and 31 March 2026, further details within note 5 of the financial statements.

The Long-Term Incentive Plan rewards senior executives based on the Company's performance over a three-year period, by awarding a cash incentive. The Company charges any associated costs to the income statement over the period of the plan. The financial performance conditions, which represents 60% of the award, requires fully met threshold performance in respect of the three-year period ended 31 March 2026.

## Energy and Carbon Reporting

Reporting of the Group's energy consumption is detailed within the Corporate Sustainability and Responsibility report on pages 38-39.

## Disabled employees

Applications for employment by disabled persons are always fully considered, bearing in mind the aptitudes of the applicant concerned. In the event of members of staff becoming disabled every effort is made to ensure that their employment with the Company continues and that appropriate training is arranged. It is the policy of the Group that the training, career development and promotion of disabled persons should, as far as possible, be identical to that of other colleagues.

## Employee Engagement

A summary of how the Company engages with its employees is detailed within the "Stakeholder Engagement" section within the Corporate Governance report.

## Business Relationships

Fostering business relationships with our suppliers, customers and lenders is key to the success of the business. Further details of our engagement with our business partners are outlined within the "Stakeholder Engagement" section within the Corporate Governance report.

## Corporate Governance

The group has voluntarily adopted and is complying with the Wates Corporate Governance principles for Large Private Companies. Further detail on the compliance with each of the principles is detailed within the Corporate Governance report on pages 17-21.

## Financial Instruments

The Group's financial risk management objectives and policies, including the policy for hedge accounting and liquidity risk are detailed with the "Accounting Policies" section and in notes 18 and 19 of the Notes to the Financial Statements.


## Going Concern

The Company has carried out assessments of the future trading performance and cash flows with sensitivities completed to reflect the current uncertain environment and is discussed on page 12 of the Strategic Report. The results of these assessments were reviewed considering the financial position of the Group at 31 March 2026, the cost and cash mitigation measures available to it, and the access to ongoing funding facilities. Based on these assessments the Board and directors have a reasonable expectation that the Group will be able to meet its financial obligations for the foreseeable future and have adequate resources to continue to operate for at least 12 months from the date of this annual report. The directors therefore consider it appropriate to adopt the going concern basis in preparing these financial statements.

## Auditors

The Group undertook an audit tender during the year, and following a competitive process, the Board approved the reappointment of Deloitte LLP.

This report is authorised and approved for issue by the Board of Directors



**Gavin Murray**  
Group Company Secretary

22 June 2026

# Independent Auditor's Report

To the members of The Edrington Group Limited

## REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

### Opinion

In our opinion:

- the financial statements of The Edrington Group Limited (the 'parent company') and its subsidiaries (the 'group') give a true and fair view of the state of the group's and of the parent company's affairs as at 31 March 2026 and of the group's profit for the year then ended;
- the group financial statements have been properly prepared in accordance with United Kingdom adopted international accounting standards and IFRS Accounting Standards as issued by the International Accounting Standards Board (IASB);
- the parent company financial statements have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 101 "Reduced Disclosure Framework"; and
- the financial statements have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements which comprise:

- the group income statement;
- the group consolidated statement of comprehensive income;
- the consolidated and parent company statement of financial position;
- the consolidated and parent company statements of changes in equity;
- the group cash flow statement;
- the material accounting policy information and statement of accounting policies; and
- the related notes 1 to 35.

The financial reporting framework that has been applied in the preparation of the group financial statements is applicable law, and United Kingdom adopted international accounting standards and IFRS Accounting Standards as issued by the IASB. The financial reporting framework that has been applied in the preparation of the parent company financial statements is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 101 "Reduced Disclosure Framework" (United Kingdom Generally Accepted Accounting Practice).

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report.

We are independent of the group and the parent company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the Financial Reporting Council's (the 'FRC's') Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Conclusions relating to going concern

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Our evaluation of the directors' assessment of the group's and parent company's ability to continue to adopt the going concern basis of accounting included:

- assessment of financing facilities including nature of facilities, repayment terms and covenants
- linkage to business model and medium-term risks
- assessment of assumptions used in the forecasts
- sensitivity analysis
- assessment of sophistication of the model used to prepare the forecasts, testing of clerical accuracy of those forecasts and our assessment of the historical accuracy of forecasts prepared by management.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's and parent company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

### Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The directors are responsible for the other information contained within the annual

## INDEPENDENT AUDITOR'S REPORT (CONTINUED)

report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

### Responsibilities of directors

As explained more fully in the directors' responsibilities statement, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the group's and the parent company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the group or the parent company or to cease operations, or have no realistic alternative but to do so.

### Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the FRC's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

### Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

We considered the nature of the group's industry and its control environment, and reviewed the group's documentation of their policies and procedures relating to fraud and compliance with laws and regulations. We also enquired of management, internal audit and the directors about their own identification and assessment of the risks of irregularities, including those that are specific to the group's business sector.

We obtained an understanding of the legal and regulatory frameworks that the group operates in, and identified the key laws and regulations that:

- had a direct effect on the determination of material amounts and disclosures in the financial statements. These included UK Companies Act, pensions legislation, tax legislation; and
- do not have a direct effect on the financial statements but compliance with which may be fundamental to the group's ability to operate or to avoid a material penalty.

We discussed among the audit engagement team including significant component audit teams and relevant internal specialists such as tax, valuations, pensions and IT regarding the opportunities and incentives that may exist within the organisation for fraud and how and where fraud might occur in the financial statements.

As a result of performing the above, we identified the greatest potential for fraud in the following areas, and our procedures performed to address them are described below:

- Revenue recognition, specifically in relation to the recording of sales around the year end, the elimination of intra Group trading and the consistency and accuracy of the treatment of price promotions. Our audit procedures to address these risks included, but were not limited to, substantive detailed testing on pre and post year end revenue transactions, intra Group eliminations on consolidation and on price promotions and their application and treatment across the Group.

**INDEPENDENT AUDITOR'S REPORT  
(CONTINUED)**

- Maturing inventory, specifically in relation to existence of inventory. Our audit procedures to address this risk included, but were not limited to, attendance at and re-performance of inventory counts.

In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override. In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments; assessed whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluated the business rationale of any significant transactions that are unusual or outside the normal course of business.

In addition to the above, our procedures to respond to the risks identified included the following:

- reviewing financial statement disclosures by testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- enquiring of management, internal audit and in-house legal counsel concerning actual and potential litigation and claims, and instances of non-compliance with laws and regulations; and
- reading minutes of meetings of those charged with governance.

**REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS****Opinions on other matters prescribed  
by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the strategic report and the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report have been prepared in accordance with applicable legal requirements.

In the light of the knowledge and understanding of the group and of the parent company and their environment obtained in the course of the audit, we have not identified any material misstatements in the strategic report or the directors' report.

**Matters on which we are required to report  
by exception**


Under the Companies Act 2006 we are required to report in respect of the following matters if, in our opinion:

- adequate accounting records have not been kept by the parent company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

We have nothing to report in respect of these matters.

**Use of our report**

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.


**David Mitchell CA***(Senior statutory auditor)*

For and on behalf of Deloitte LLP

Statutory Auditor

Glasgow, UK

22 June 2026

# Group Consolidated Income Statement

year ended 31 March 2026

	Note	Pre-Exceptional 2026 £m	Exceptional (note 2) 2026 £m	Total 2026 £m	Pre-Exceptional 2025 £m	Exceptional (note 2) 2025 £m	Total 2025 £m
<b>Revenue</b>	1	<b>922.3</b>	-	<b>922.3</b>	1,068.7	-	1,068.7
Cost of sales		<b>(602.6)</b>	-	<b>(602.6)</b>	(708.2)	-	(708.2)
<b>Gross profit</b>		<b>319.7</b>	-	<b>319.7</b>	360.5	-	360.5
Other administration costs		<b>(41.6)</b>	<b>(28.7)</b>	<b>(70.3)</b>	(47.3)	(16.7)	(64.0)
<b>Group operating profit</b>		<b>278.1</b>	<b>(28.7)</b>	<b>249.4</b>	313.2	(16.7)	296.5
Loss on sale of investment		-	<b>(3.8)</b>	<b>(3.8)</b>	-	-	-
Share of profit from joint ventures and associates	12	<b>5.0</b>	<b>(24.0)</b>	<b>(19.0)</b>	2.6	-	2.6
<b>Earnings before interest and tax</b>		<b>283.1</b>	<b>(56.5)</b>	<b>226.6</b>	315.8	(16.7)	299.1
Finance income	3	<b>9.3</b>	-	<b>9.3</b>	10.1	-	10.1
Finance costs	3	<b>(33.3)</b>	-	<b>(33.3)</b>	(48.8)	-	(48.8)
Other finance costs	3	<b>(3.0)</b>	-	<b>(3.0)</b>	(2.7)	-	(2.7)
<b>Profit before taxation</b>	4	<b>256.1</b>	<b>(56.5)</b>	<b>199.6</b>	274.4	(16.7)	257.7
Taxation	6	<b>(59.9)</b>	<b>1.0</b>	<b>(58.9)</b>	(65.4)	2.8	(62.6)
<b>Profit after taxation from continuing operations</b>		<b>196.2</b>	<b>(55.5)</b>	<b>140.7</b>	209.0	(13.9)	195.1
Profit for the year from discontinued operations	7, 34	<b>8.6</b>	<b>91.5</b>	<b>100.1</b>	28.3	-	28.3
<b>Profit for the financial year</b>		<b>204.8</b>	<b>36.0</b>	<b>240.8</b>	237.3	(13.9)	223.4
Attributable to non-controlling interests		<b>(96.8)</b>	<b>(24.0)</b>	<b>(120.8)</b>	(111.2)	1.7	(109.5)
<b>Profit for the financial year attributable to owner</b>		<b>108.0</b>	<b>12.0</b>	<b>120.0</b>	126.1	(12.2)	113.9

All the activities of the Group are classed as continuing other than those identified in note 7.

The notes and accounting policies on pages 54 to 108 form an integral part of these financial statements.

# Group Statement of Comprehensive Income

year ended 31 March 2026

	2026 £m	2025 £m
Profit for the year attributable to owner	<b>120.0</b>	113.9
Profit for the year attributable to non-controlling interests	<b>120.8</b>	109.5
	<b>240.8</b>	223.4
<b>Other comprehensive income</b>		
<b>Items that will not be reclassified to profit or loss</b>		
Actuarial (loss)/gain on pension schemes net of non-controlling interests		
Group	<b>(0.4)</b>	(13.3)
Associates and joint ventures	<b>0.2</b>	(0.5)
Non-controlling interests	<b>(0.1)</b>	(6.2)
Movement in deferred tax on pension schemes		
Group	<b>0.1</b>	3.7
Associates and joint ventures	<b>0.1</b>	-
Non-controlling interests	-	1.2
Revaluation reserve movement	<b>0.2</b>	0.2
Movement in financial instruments taken straight to reserves		
Group	<b>2.4</b>	(2.5)
Non-controlling interests	<b>(2.4)</b>	2.5
Other movements in joint ventures		
Group	<b>(0.9)</b>	0.1
<b>Items that will be or have been reclassified to profit or loss</b>		
Exchange differences on foreign operations		
Subsidiaries and associates	<b>2.5</b>	(8.4)
Joint ventures	<b>1.5</b>	(0.6)
Non-controlling interests	<b>2.5</b>	(5.2)
Exchange difference on foreign dividend	<b>(0.9)</b>	0.2
Net investment hedge	<b>(0.8)</b>	(0.1)
Movement on deferred tax taken straight to reserves		
Group	<b>0.5</b>	(2.8)
Non-controlling interests	<b>0.5</b>	(0.3)
Share based payment movements		
Group	<b>(1.2)</b>	1.1
Non-controlling interests	<b>1.2</b>	(2.4)
Cash flow hedge reserve movement	<b>(3.9)</b>	4.9
Other comprehensive loss attributable to parent	<b>(0.6)</b>	(18.0)
Other comprehensive income/(loss) attributable to non-controlling interest	<b>1.7</b>	(10.4)
<b>Total other comprehensive income/(loss) for the year</b>	<b>1.1</b>	(28.4)
<b>Total comprehensive income for the year, net of tax</b>	<b>241.9</b>	195.0
Attributable to parent	<b>119.4</b>	95.9
Attributable to non-controlling interest	<b>122.5</b>	99.1
<b>Total</b>	<b>241.9</b>	195.0

The notes and accounting policies on pages 54 to 108 form an integral part of these financial statements.

# Statement of Financial Position

as at 31 March 2026

	Note	Company		Group	
		2026 £m	2025 £m	2026 £m	2025 £m
<b>Non-current assets</b>					
Intangible assets	9	-	-	357.5	359.7
Property, plant and equipment	10	-	-	679.2	697.9
Right-of-use assets	11	-	-	25.0	27.8
Investment in subsidiary undertakings	12	298.0	316.0	-	-
Investment in joint ventures	12	-	-	64.0	78.4
Investments in associates and other interests	12	-	-	2.1	0.4
Derivative financial instruments	20	-	-	0.8	3.2
Deferred tax asset	21	-	-	55.9	59.5
Pension and other employment assets	27	-	-	2.4	2.5
<b>Non-current assets</b>		<b>298.0</b>	316.0	<b>1,186.9</b>	1,229.4
<b>Current assets</b>					
Inventories	13	-	-	913.2	883.6
Trade and other receivables	15	32.4	52.1	167.9	219.2
Current tax assets	15	-	-	11.9	20.1
Assets held for sale	14	-	-	-	133.2
Derivative financial instruments	20	-	-	3.8	9.7
Cash and liquid resources		87.0	70.0	354.2	245.9
<b>Current assets</b>		<b>119.4</b>	122.1	<b>1,451.0</b>	1,511.7
<b>Total assets</b>		<b>417.4</b>	438.1	<b>2,637.9</b>	2,741.1

The notes and accounting policies on pages 54 to 108 form an integral part of these financial statements.

STATEMENT OF FINANCIAL POSITION  
(CONTINUED)

	Note	Company		Group	
		2026 £m	2025 £m	2026 £m	2025 £m
<b>Equity and liabilities</b>					
<b>Equity</b>					
Share capital	22	5.9	5.9	5.9	5.9
Share premium		0.5	0.5	0.5	0.5
Other reserves	23	7.5	3.1	92.1	87.9
Retained earnings		392.4	420.4	772.3	680.1
Cash flow hedge reserve	24	-	-	1.6	5.5
<b>Equity attributable to owners of the parent</b>		<b>406.3</b>	429.9	<b>872.4</b>	779.9
Non-controlling interests	12	-	-	675.1	577.4
<b>Equity</b>		<b>406.3</b>	429.9	<b>1,547.5</b>	1,357.3
<b>Non-current liabilities</b>					
Borrowings	17	-	-	545.0	736.4
Lease liabilities	30	-	-	19.5	23.2
Deferred tax liabilities	21	5.7	4.9	222.2	211.6
Derivative financial instruments	20	-	-	0.1	-
Other liabilities	16	-	-	0.3	1.0
Deferred consideration	16	-	-	0.6	1.7
<b>Non-current liabilities</b>		<b>5.7</b>	4.9	<b>787.7</b>	973.9
<b>Current liabilities</b>					
Trade and other payables	16	3.2	1.9	56.1	47.6
Borrowings	17	-	-	45.8	167.6
Lease liabilities	30	-	-	9.1	8.9
Derivative financial instruments	20	0.3	-	0.6	0.6
Current tax liabilities	16	1.5	1.3	21.6	16.3
Other liabilities and provisions	16	0.4	0.1	169.5	168.9
<b>Current liabilities</b>		<b>5.4</b>	3.3	<b>302.7</b>	409.9
<b>Total liabilities</b>		<b>11.1</b>	8.2	<b>1,090.4</b>	1,383.8
<b>Total equity and liabilities</b>		<b>417.4</b>	438.1	<b>2,637.9</b>	2,741.1

In the year to 31 March 2026 the Company made a loss of £6.9m (2025: profit of £22.7m). The Group has taken the exemption from the requirement to publish a separate income statement for the parent company as set out in Section 408 of the Companies Act.

The notes and accounting policies on pages 54 to 108 form an integral part of these financial statements.

The consolidated financial statements of The Edrington Group Limited (registered number SC036374) were approved and authorised for issue by the Board of Directors.

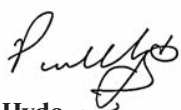
Signed on behalf of the Board:



**S McCroskie**

Director

22 June 2026



**P A Hyde**

Director

22 June 2026

# Consolidated Statement of Changes in Equity

year ended 31 March 2026

	Note	Share capital £m	Share premium £m	Other reserves (note 23) £m	Retained earnings £m	Cash flow hedge reserve £m	Total attributable to owners of parent £m	Non- controlling interests £m	Total equity £m
<b>Balance at 1 April 2025</b>		<b>5.9</b>	<b>0.5</b>	<b>87.9</b>	<b>680.1</b>	<b>5.5</b>	<b>779.9</b>	<b>577.4</b>	<b>1,357.3</b>
Dividends		-	-	-	(21.0)	-	(21.0)	(24.8)	(45.8)
Share based payments	26	-	-	4.4	-	-	4.4	-	4.4
Employee Benefit Trust share movements		-	-	-	(10.1)	-	(10.1)	-	(10.1)
<b>Transaction with owners</b>		-	-	4.4	(31.1)	-	(26.7)	(24.8)	(51.5)
Profit for the year		-	-	-	120.0	-	120.0	120.8	240.8
Other comprehensive income		-	-	-	3.3	-	3.3	1.7	5.0
Cash flow hedge reserve	24	-	-	-	-	(3.9)	(3.9)	-	(3.9)
Revaluation reserve		-	-	(0.2)	-	-	(0.2)	-	(0.2)
<b>Total comprehensive income/(loss) for the year</b>		-	-	(0.2)	123.3	(3.9)	119.2	122.5	241.7
<b>Balance at 31 March 2026</b>		<b>5.9</b>	<b>0.5</b>	<b>92.1</b>	<b>772.3</b>	<b>1.6</b>	<b>872.4</b>	<b>675.1</b>	<b>1,547.5</b>
<b>Balance at 1 April 2024</b>		<b>5.9</b>	<b>0.5</b>	<b>79.6</b>	<b>635.9</b>	<b>0.6</b>	<b>722.5</b>	<b>512.1</b>	<b>1,234.6</b>
Dividends		-	-	-	(32.2)	-	(32.2)	(35.1)	(67.3)
Share based payments	26	-	-	(5.6)	-	-	(5.6)	-	(5.6)
Buy back of shares		-	-	-	0.8	-	0.8	-	0.8
Employee Benefit Trust share movements		-	-	14.1	(15.4)	-	(1.3)	1.3	-
<b>Transaction with owners</b>		-	-	8.5	(46.8)	-	(38.3)	(33.8)	(72.1)
Profit for the year		-	-	-	113.9	-	113.9	109.5	223.4
Other comprehensive loss		-	-	-	(22.9)	-	(22.9)	(10.4)	(33.3)
Cash flow hedge reserve	24	-	-	-	-	4.9	4.9	-	4.9
Revaluation reserve		-	-	(0.2)	-	-	(0.2)	-	(0.2)
<b>Total comprehensive income/(loss) for the year</b>		-	-	(0.2)	91.0	4.9	95.7	99.1	194.8
<b>Balance at 31 March 2025</b>		<b>5.9</b>	<b>0.5</b>	<b>87.9</b>	<b>680.1</b>	<b>5.5</b>	<b>779.9</b>	<b>577.4</b>	<b>1,357.3</b>

The notes and accounting policies on pages 54 to 108 form an integral part of these financial statements.

# Company Statement of Changes in Equity

year ended 31 March 2026

	Note	Share capital £m	Share premium £m	Capital redemption reserve £m	Liability for share-based payments £m	Retained earnings £m	Total equity £m
<b>Balance at 1 April 2025</b>		<b>5.9</b>	<b>0.5</b>	<b>1.7</b>	<b>1.4</b>	<b>420.4</b>	<b>429.9</b>
Dividends		-	-	-	-	(21.1)	(21.1)
Share based payments	26	-	-	-	4.4	-	4.4
<b>Transactions with owners</b>		-	-	-	4.4	(21.1)	(16.7)
Loss for the year		-	-	-	-	(6.9)	(6.9)
<b>Total comprehensive loss for the year</b>		-	-	-	-	(6.9)	(6.9)
<b>Balance at 31 March 2026</b>		<b>5.9</b>	<b>0.5</b>	<b>1.7</b>	<b>5.8</b>	<b>392.4</b>	<b>406.3</b>
<b>Balance at 1 April 2024</b>		5.9	0.5	1.7	7.0	430.0	445.1
Dividends		-	-	-	-	(32.3)	(32.3)
Share based payments	26	-	-	-	(5.6)	-	(5.6)
<b>Transactions with owners</b>		-	-	-	(5.6)	(32.3)	(37.9)
Profit for the year		-	-	-	-	22.7	22.7
<b>Total comprehensive income for the year</b>		-	-	-	-	22.7	22.7
<b>Balance at 31 March 2025</b>		5.9	0.5	1.7	1.4	420.4	429.9

The notes and accounting policies on pages 54 to 108 form an integral part of these financial statements.

# Group Cash Flow Statement

year ended 31 March 2026

	Note	2026 £m	2025 £m
<b>Operating activities</b>			
Operating profit from:			
Continuing operations		<b>249.4</b>	296.5
Discontinued operations	7	<b>11.2</b>	37.3
Adjustments for:			
Depreciation of property, plant and equipment	4	<b>36.0</b>	22.5
Depreciation of right of use assets	11	<b>8.4</b>	9.7
Amortisation of intangible assets	9	<b>3.7</b>	3.9
Loss on sale of fixed assets	4	<b>2.8</b>	0.7
Non-cash impairment		<b>28.5</b>	17.5
<b>Operating cash flows before movements in working capital</b>		<b>340.0</b>	388.1
Increase in inventories		<b>(32.3)</b>	(27.5)
Decrease in receivables		<b>52.8</b>	73.1
Increase/(decrease) in payables		<b>7.6</b>	(74.8)
Employer pension contributions paid	27	<b>(0.8)</b>	(18.2)
Other non-cash movements		<b>6.3</b>	(2.3)
<b>Cash generated by operations</b>		<b>373.6</b>	338.4
Tax on profit paid		<b>(31.1)</b>	(56.2)
<b>Net cash from operating activities</b>		<b>342.5</b>	282.2
<b>Investing activities</b>			
Dividends received from joint venture undertakings		<b>1.2</b>	0.8
Interest received	3	<b>9.1</b>	9.8
Purchase of property, plant and equipment	10	<b>(61.6)</b>	(85.4)
Purchase of intangible assets	9	<b>(1.5)</b>	(2.0)
Sale of property, plant and equipment		<b>0.9</b>	0.9
Disposal of investment		<b>250.4</b>	1.0
Investment in joint venture	12	-	(8.3)
Capital injection in joint venture	12	<b>(4.4)</b>	-
Investment in associate	12	<b>(1.6)</b>	-
<b>Net cash used in investing activities</b>		<b>192.5</b>	(83.2)

**GROUP CASH FLOW STATEMENT**  
**(CONTINUED)**

	Note	2026 £m	2025 £m
<b>Financing activities</b>			
Interest paid		<b>(37.0)</b>	(51.3)
Net (cost)/proceeds from EBT share transactions		<b>(10.1)</b>	0.8
Repayment of lease liabilities	25	<b>(10.1)</b>	(10.7)
Equity dividends paid		<b>(21.0)</b>	(32.2)
Dividends paid to non-controlling interests in subsidiaries		<b>(30.8)</b>	(29.1)
Drawdown of revolving credit facilities	25	<b>49.6</b>	197.2
Repayment of revolving credit facilities	25	<b>(69.7)</b>	(322.0)
Repayment of private placement debt	25	<b>(100.0)</b>	-
Repayment of other loans	25	<b>(297.7)</b>	(10.0)
Drawdown of other loans	25	<b>97.1</b>	100.0
<b>Net cash used in financing activities</b>		<b>(429.7)</b>	(157.3)
<b>Net increase in cash and liquid resources</b>		<b>105.3</b>	41.7
<b>Cash and liquid resources at beginning of year</b>		<b>223.8</b>	181.1
Effect of foreign exchange rate changes		<b>(1.1)</b>	1.0
<b>Cash and liquid resources at end of year</b>	25	<b>328.0</b>	223.8

Cashflows of discontinued operations are shown in note 7.

The notes and accounting policies on pages 54 to 108 form an integral part of these financial statements.

  
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