

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

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Giving More

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

The Robertson Trust has grown to become Scotland's largest private grant-making charitable trust. Since its inception, the Trust has donated £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.

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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 13,199tCO₂e. 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.

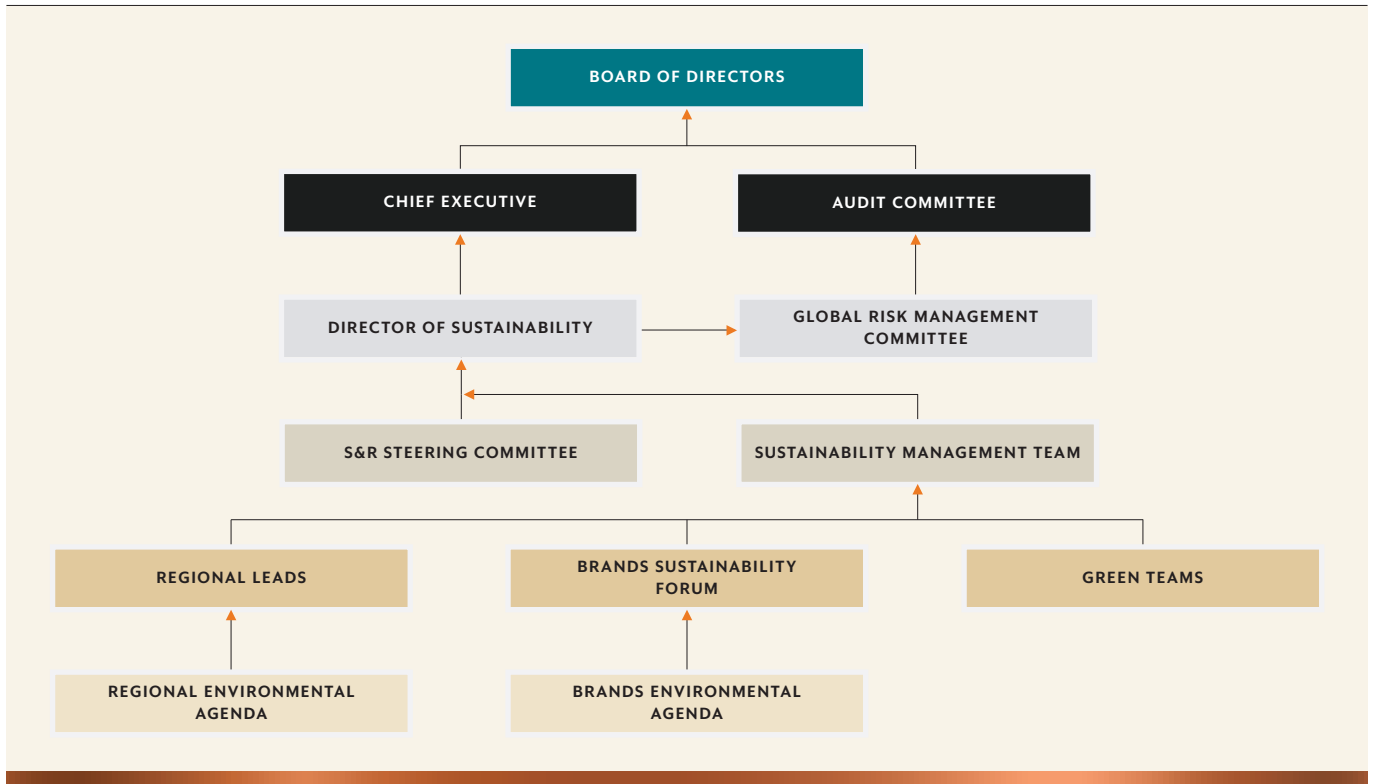
Within the Executive Committee each member is responsible for climate-related issues in their section of the business. These roles include the Chief Marketing Officer, the Managing Director of Global Supply Chain, the Global HR Director, and the Chief Financial and Commercial Officer.

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.



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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
PHYSICAL RISKS	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.
TRANSITION RISKS	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.

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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.

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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
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.

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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 ₂ e)	2024/25 UK (tCO ₂ e)	2025/26 Global (tCO ₂ e)	2024/25 Global (tCO ₂ e)	Global Change vs PY
REPORTED EMISSIONS					
Scope 1	16,250	907	22,606	3,247	596%
Scope 2	4	2	3,188	4,764	-33%
Total Scope 1 and 2	16,254	909	25,794	8,011	222%
SCOPE 1 & 2 BY TYPE					
Gas	13,465	558	17,829	958	1761%
Electricity	-	2	3,185	4,764	-33%
Company Vehicles	166	211	1,597	1,772	10%
Total (Gas, Electricity + Company Vehicles)	13,631	771	22,611	7,494	202%
Other (Thermal Fuels)	2,623	138	3,183	517	5683%
Total Scope 1 and 2	16,254	909	25,794	8,011	222%
INTENSITY RATIO					
Distillery Production (LOA'000)	11,802	15,418	25,889	28,808	-10%
Intensity Metric (kgtCO₂e/LOA)	1.377	0.050	0.996	0.260	283%
ENERGY CONSUMPTION					
Scope 1		85,419	54,822	143,078	112,882
Scope 2		19,006	59,226	28,653	68,620
Total Scope 1 and 2		104,425	114,048	171,731	181,502
SCOPE 1 AND 2 BY TYPE					
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
Total		104,425	114,048	171,731	181,502

* Calculated as (1)X1000/(2)

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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.