



We Feed Success – Responsibly

Sustainability Report for Year 2024

Alltech[®] FENNOAQUA

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1. Introduction to Alltech Fennoaqua

We are experts at sustainable aquaculture feeds

Alltech Fennoaqua Ltd is a Finnish feed producer specialising in sustainable feeds and feeding solutions for the fish farming industry. We focus on crafting high-quality feeds and innovative solutions tailored for fish farmers in Baltic Sea area and beyond. Our annual revenue for 2024 was just over 32 million euros.

To create success, we at Fennoaqua focus on precision and innovation. By excelling in our work, we assist fish farmers in producing nutritious food sustainably, efficiently and economically, all while prioritising animal welfare and respecting the environment. We are committed to addressing global issues like food scarcity and protecting aquatic ecosystems through a circular economy approach.

Fennoaqua's ownership structure

Alltech Fennoaqua's ownership structure consists of three main owners: Finnforel, Alltech Corporation, and

Heino Group. The advantage of this broad ownership base is that it provides extensive expertise and related networks, significantly enhancing Fennoaqua's established expertise in cold-water aquaculture. Our capabilities in feed development are bolstered by access to Alltech's state of the art research facilities, bringing together a wealth of experience and innovation potential.

Operating location and facilities

Fennoaqua operates at its factory in the Raisionkaari industrial park that has been our location for producing premium fish feed since 1982.

Fennoaqua remains committed to serving its key markets, which consist of Finland, Poland, Sweden, and countries around the Baltic Sea, upholding its reputation for resilience and continuity in the industry. We prioritise keeping our products and services accessible to our customers locally while at the same time maintaining a nimble international presence. We feed diverse forms of success.



2. CEO's opening words

We Feed Success – responsibly

The past year, 2024, has been momentous for Alltech Fennoaqua. It has been a year of independence, as we have fully separated from our previous owner, established a new company, developed all the necessary operational processes, and a new way of functioning. Despite the challenges of the transition, we have successfully set our company on a strong and responsible path of growth.

After the acquisition in 2023, Fennoaqua has been on a strong growth path. In our first two years of operation, we have managed to increase our volume by nearly 30%, which can be considered exceptionally good in the feed industry.

Responsible operations begin with our personnel and a well-managed human resources policy. In collaboration with our staff, we have created a workplace development plan that encompasses our policies and principles as well as occupational health collaboration. By 2026, our goal is to integrate a workplace well-being program into the development plan to further increase both the personal well-being of our employees and the overall well-being of the entire community.

Our responsible and thriving staff continues to focus on environmental issues, promoting the circular economy, acting against climate change, and increasing the overall responsibility of our operations, which we describe in this report. Regarding our priority themes for 2024, we have now produced the first feed batch using insect meal as a raw material in Finland. This batch of fish that is fed with our insect-based feed will

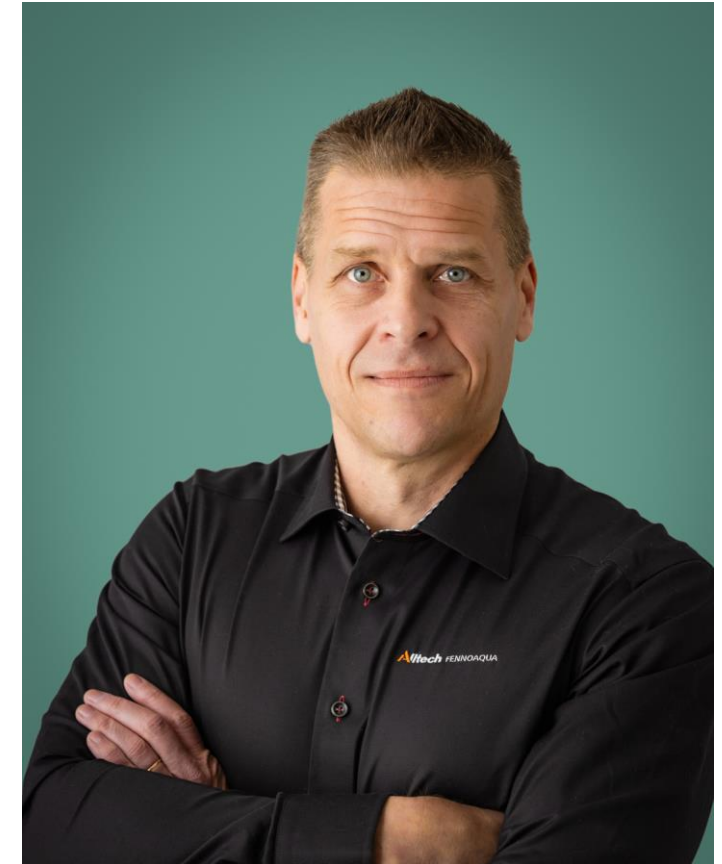
be sold for consumers in the spring of 2025.

The aquaculture industry within our market regions is heavily affected by climate change. Summer heatwaves have become more common, and winters have become harsher. One key area of our product development in 2025 will be the development of feeds that adapt to climate change especially from the perspective of animal welfare, which has always been essential to us. This product development is further discussed in the report.

In 2024, we calculated the carbon footprint of our operations for the first time. Our factory is carbon-neutral and our carbon footprint figures are relatively low for aquafeed industry. Yet, our goal to reduce the footprint further remains.

This second sustainability report of Alltech Fennoaqua is more comprehensive, allowing us to also follow our development over time. Being the only fish feed manufacturer in Finland, we calculated the regional economic impact of our operations. The results are included in this report, and they show, that our factory and operations have a significant positive economic impact locally, in addition to our broader role in food security.

I hope this report gives you a good understanding of our responsible and meaningful operations. The report itself, in my opinion, conveys well why "Feeding Success" has been chosen as our slogan. We truly operate in accordance with this principle.



Tomi Kantola
CEO, Alltech Fennoaqua Ltd
Raisionkaari 55, FI-21200 Raisio, Finland

3. Fennoaqua's business in brief

Operations and products

As a feed factory, Fennoaqua specialises in manufacturing premium fish feed tailored specifically to rainbow trout and whitefish farms, while also undertaking subcontracted pet food production.

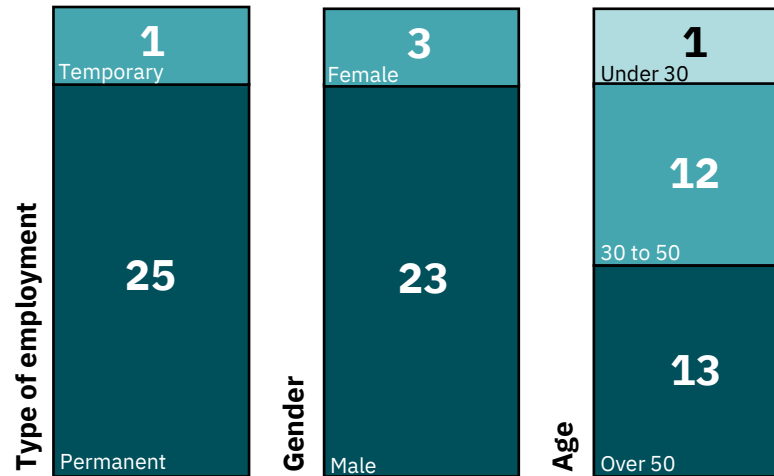
The industrial site in city of Raisio, Finland houses our factory, storage warehouses, technical operations, administrative offices, and social areas for employee engagement. Operations cover everything from feed recipe development and management of raw materials to process of manufacturing and packaging, maintenance, and customer support.

The nature of the work at Fennoaqua is seasonal. The peak production season is from April to October. During this time, the facility operates with three shifts around the clock, covering five days a week. Outside of this busy period, the production scales back to a single shift schedule, still maintaining a five-day workweek to ensure continuous output and operational efficiency.

Employees

Fennoaqua employs a team of 26 individuals, with most being permanent full-time employees. As the only domestic fish feed production facility in Finland, Fennoaqua is a key player in the Finnish aquaculture industry, contributing to job creation throughout the fish-based value chain.

Employee statistics



Strategy and vision

Our vision at Fennoaqua is to lead the way in the creation and manufacturing of cost-effective, circular economy-centric feeds and feeding solutions tailored for cold water species. We strive to cater to both traditional farming methods and modern Recirculating Aquaculture Systems (RAS), ensuring our products support sustainable practices while meeting the economic needs of our clients.

Our commitment is to drive innovation in aquaculture feeds that contribute to a more sustainable and resource-efficient future.

Strategy highlights

- *We are accessible to our customers locally while maintaining a nimble international presence, offering customised solutions that precisely fit their needs.*
- *Our objective is to increase production and to fill our production capacity, all while keeping sustainability at the core of our business. Fennoaqua will become an ASC certified company in 2025.*

Mission and values

At Alltech Fennoaqua Ltd, our purpose is to empower our customers to sustainably, efficiently, and profitably produce wholesome food for consumers. We are dedicated enhancing animal welfare and showing the utmost respect for the environment. Our mantra, "We are working for a planet of plenty," encapsulates our commitment to contributing positively to the world's food system and ecological well-being.

Our core values are courage, fairness and enthusiasm. We set bold objectives and possess the courage to chase them continuously, including the fortitude necessary for decisive action. Our approach is rooted in transparency and equity, as we engage with both our team and external partners with integrity and openness.

Driven by a passion for success, we understand that fostering a positive working environment is key to becoming an employer of choice. It allows us to attract and retain top talent, ensuring that our employees find joy and personal growth in their work, which is essential to our collective success. As a result, Fennoaqua is dedicated to developing a comprehensive workplace well-being plan in 2025.



4. Sustainability at Fennoaqua

Our actions in sustainability affect the whole fish value chain in Finland and abroad

Since the 1990s, Finnish aquaculture has made significant investments in developing feed and refining feeding techniques, substantially lowering environmental impacts. Notably, phosphorus emissions have been cut by over 80 %, and nitrogen emissions by nearly 70 %. Fennoaqua is at the forefront of this progress, offering products that enable further reductions in environmental impact.

We support fish farmers, both domestically and internationally, in achieving success sustainably and guide consumers toward eco-friendly choices. Finnish farmed rainbow trout and whitefish are recognised by the WWF as environmentally preferable options, included on their green list of fish recommendations.

In this sustainability report, we disclose our achievements and commitments towards sustainability environmentally, socially and in our management.

Sustainability themes in this report

Chapter 5 encompasses Fennoaqua's target of understanding and reducing its climate impact. We present the key results from our 2024 carbon footprint calculation and an overview of our environmentally sound operations.

Chapter 6 discusses how our innovative, circular feeding solutions and raw materials help our customers reach their sustainable fish farming goals.

Chapter 7 addresses social responsibility, supporting workers' wellbeing and creating positive impacts for local economy. In 2024, Fennoaqua's local economic impacts were quantitatively modelled, allowing us to illustrate Fennoaqua's benefits for the economy beyond our own operations.

Chapter 8 explains how we create sustainable value with our partners. This chapter includes partnership stories that highlight the importance of collaboration and sustainable raw materials of feeds in fish value chain.



5. Climate-Conscious and Environmentally Sound Operations

Understanding our carbon footprint helps us in reducing our climate impact

At Fennoaqua, we place great importance on minimising our climate impact. In 2024, we calculated our carbon footprint with an external expert. The calculation for 2023 was carried out in accordance with the ASC Feed Standard (Aquaculture Stewardship Council). The calculation also follows the GHG Protocol. The scope of the calculations is Fennoaqua's Raisio production facility and the life cycle of the fish feed raw materials.

The calculation covers the greenhouse gas emissions from Scope 1 and 2 impact categories, which include energy, steam, heating, and fuel consumption, as well as Scope 3 emissions, that represent the life cycle greenhouse gas emissions of the raw materials.

Fennoaqua's Scope 1 and 2 emissions are relatively low, with Scope 2 emissions being zero, as the factory operates with carbon-neutral electricity. Scope 3

emissions constitute the majority of Fennoaqua's carbon footprint. In the report, these Scope 3 emissions are presented using both mass allocation and financial allocation methodologies.

Raw materials hold the greatest potential for reducing our carbon footprint – and that of fish-based dishes

Raw materials present the most significant opportunity for reducing our carbon footprint. Within the fish value chain, the predominant source of emissions arises from the raw materials used in fish feed production. As a feed producer, Fennoaqua occupies a central position in efforts to minimize the carbon footprint throughout the fish value chain, enabling us to make a substantial impact.

Consequently, our focus for 2025 is to investigate the potential of further increasing the use of side-stream based and locally sourced raw materials.

| Greenhouse gas emissions | | |
|--|---------------------------|-------------|
| Coverage | kg CO2e / produced tonne* | kg CO2e / v |
| Scope 1 | 0.03 | 511 |
| Scope 2 | 0 | 0 |
| Scope 3 – mass allocation, Fish feed produced | 2 438 | 44 304 062 |
| Scope 3 – financial allocation, Fish feed produced | 1 156 | 21 020 305 |
| Scope 3 - Feed material logistics | 39 | 703 065 |

*indicates how many kilograms of carbon dioxide emissions are generated when producing one tonne of fish feed

Ambition for the future – reducing the carbon footprint of feed production

Considering carbon footprint in recipe optimization.

Fennoaqua is committed to enhancing the transparency of the carbon footprint associated with feed formulations. We are involved in a doctoral thesis that aims to calculate, for the first time, the emissions generated by various raw materials and additives used in feed production.

Alternative feed ingredients. We also continuously monitor the development and market of alternative feed ingredients and support the startups in that field. A notable example of our commitment to exploring viable alternative raw materials is our collaboration with Volare, Kalavapriikki, and Kalankasvatus Vääräniemi to pilot the production of insect protein fed rainbow trout.

By having invested in energy efficiency, we future proof our operations

Raisionkaari industrial park has the electricity contract under which it distributes the electricity to companies within its area including Fennoaqua. The average energy consumption of our factory over the last five years has been around 0.7 MWh/t of product.

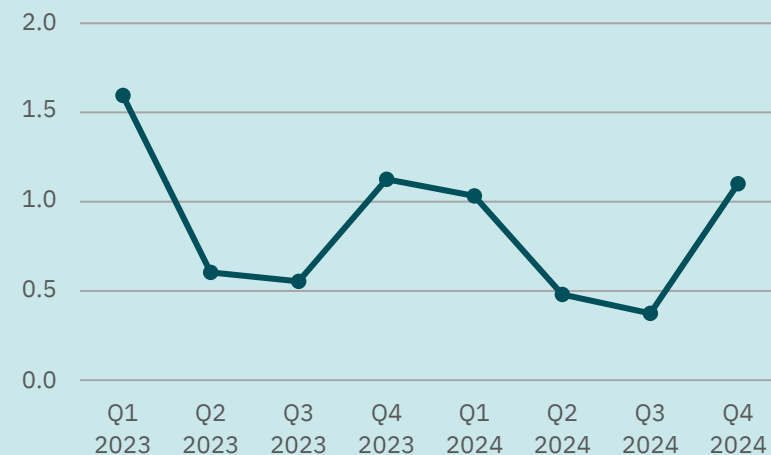
Fennoaqua is part of the Energy Efficiency Scheme for the food industry, which has a certified ETJ+ system (“energiatohokkuusjärjestelmä”, energy efficiency system in Finnish). Targets for our energy consumption and energy efficiency are set in accordance with the applicable Energy Efficiency Agreement. We monitor energy efficiency as part of our environmental management system and monthly in departmental meetings.

In 2024, we conducted a comprehensive energy audit with our partner. It was found that Fennoaqua’s energy efficiency is currently at a satisfactory level overall. The facility has previously invested in various solutions to improve energy efficiency, and efforts have been made to optimize the use of steam, such that most of the energy

from the returning condensate has been utilized for heating the building and water. However, there is still room for improvement in the energy use of the building and processes. Additionally, there is a need for development in the monitoring and tracking of energy consumption.

Energy efficiency is taken into account in particular in factory’s renovation projects. Fennoaqua has decided to make a significant investment in a dryer that will impact both the carbon footprint and energy efficiency of the factory as well as improve the product quality. The planned completion date for the project is during 2026.

Energy efficiency in 2023-2024 (MWh/t of product)



Our goal is to further reduce water consumption in our production process

The water Fennoaqua uses in its operations is supplied commonly to the Raisionkaari industrial park. The water is used as domestic water and as cooling water in the fish feed production process. In 2024, the water consumption of Fennoaqua’s factory was around 4 500 m3, 0.22 m3/t of product. Total wastewater generation was around 1500 m3, 0.09 m3/t of product.

We seek to constantly optimise our water consumption. In 2020 we switched from using external cooling water to internal water circulation which made a considerable cut to our water consumption. Wastewater from Fennoaqua’s feed mill is discharged to wastewater pre-treatment plant on the site of the industrial park.

We minimize waste generation as much as possible

We are motivated to work efficiently and minimise our waste. We reuse and recycle as much of our waste as possible.

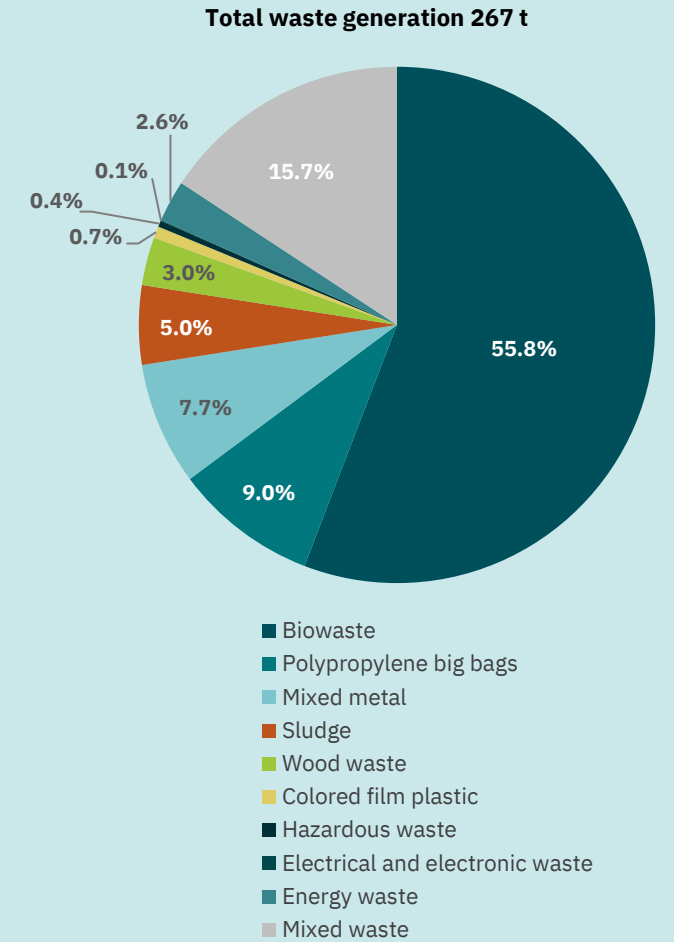
In 2024, our total production volume was 20 944 t while we produced 149 t of biowaste. Consequently, over 99

% of the raw materials ended up to final products. This is possible through the efficient internal recycling process of the production line.

In total, we produced 267 tons of waste, of which the share of the biowaste waste was 55.8%. Alongside this, the most significant waste materials were polypropylene big bags (9.0%), mixed metal (7.7%), and sludges (5.0%). 79% of the total waste was recycled.

| Key resource use indicators | |
|--|----------|
| Total production volume | 20 944 t |
| Utilisation rate of incoming raw materials | >99% |
| Total waste | 267 t |
| Recycling rate | 79 % |

Fennoaqua’s waste composition in 2024



We are committed to prioritising health and safety

Since 1982, Fennoaqua has been operating and expanding its facility within the Raisonkaari industrial park (currently managed by Raisonkaaren Teollisuuspuisto Oy). Our environmental permit oversees the safe and effective management of our factory site.

While Fennoaqua's activities have minimal pollution or environmental harm effects, there might be instances of localised noise, dust, and odour disturbances. Overall, our activities are generally not a threat to human health or the environment, supported by a detailed emergency response plan addressing fire safety and various emergency situations. In 2024, Fennoaqua conducted odour modelling and developed an odour management plan, identifying most persistent odour impacts and establishing daily and long-term actions to minimize them. The factory's total odor emissions have decreased to about one fifth compared to the measurement conducted in 2022.

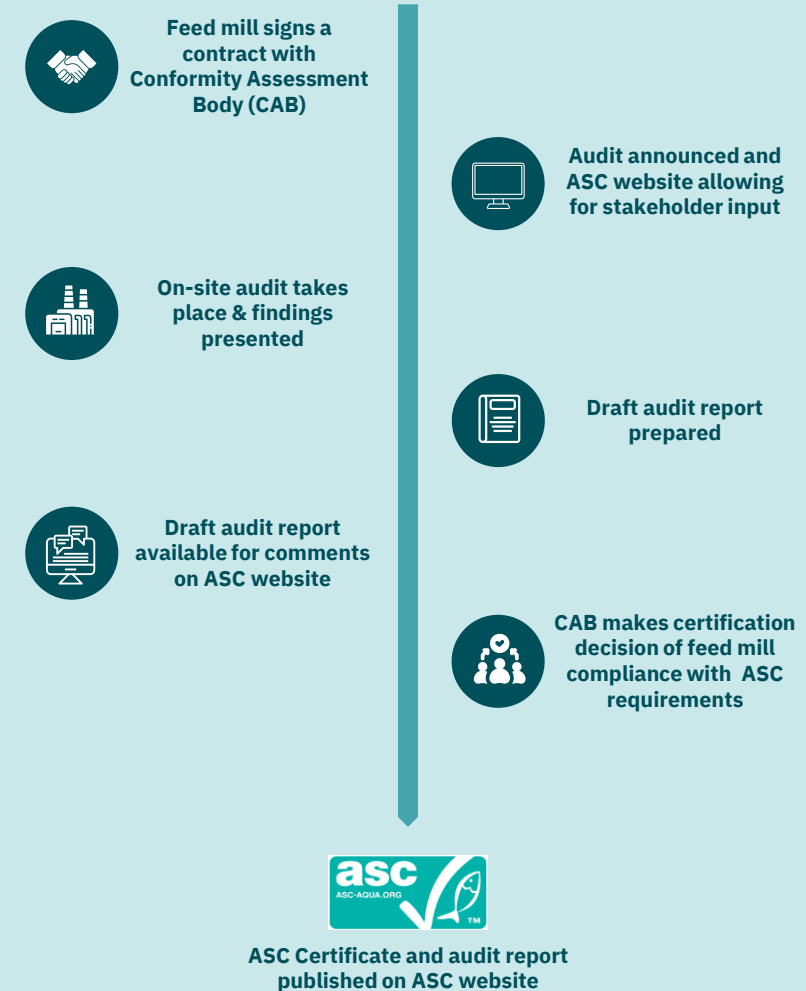
To ensure our product and production safety, we cooperate with Eurofins, Finnish Food Authority and our local safety authorities, the Center for Economic Development, Transport and the Environment (ELY) and the Regional State Administrative Agency (AVI).

In 2025 our production will be ASC certified

We have continuously taken steps forward to objectively affirming the sustainability and responsibility of our performance. In 2025 we will acquire voluntary certification in accordance with the Aquaculture Stewardship Council (ASC) Feed Standard. The third-party assessment covers five separate environmental sustainability and social responsibility criteria. These are 1) responsible management system, 2) responsible sourcing of ingredients, 3) traceability of incoming ingredients and out-going feeds, 4) responsible marine ingredients, and 5) responsible plant ingredients.

Policies, operations, practices and documentation have been thoroughly reviewed during 2024 to fulfil the requirements of the standard. When needed, processes have been updated, complementary procedures developed, and data collection increased. The overall objective to become certified is to show commitment and transparently implement methods to reduce and eliminate negative environmental and social impact associated with aquafeed industry. ASC-certification together with Global G.A.P. certificate ascertain that our processes and operations are regularly critically reviewed and continuously monitored and developed.

Feed production ASC certification process¹



¹Based on <https://asc-aqua.org/producers/get-certified-feed-mill/>

6. Innovative solutions for sustainable aquaculture

Our tailored feeding solutions help in achieving aquaculture success

At Fennoaqua, we are dedicated to the principles of the circular economy, fuelled by a desire to innovate and produce cutting-edge feeds and feeding solutions for cold-water fish. Our expertise extends across various production environments, catering to fish cultivated in recirculating aquaculture systems (RAS) as well as those raised through conventional farming techniques.

Our smaller production volumes provide us with the flexibility to create customised feeds tailored to the specific needs of our clients. This personalised approach ensures that each customer receives a product that aligns perfectly with their unique requirements, while also allowing us to optimise the use of diverse raw materials in accordance with circular economy principles.

As a smaller organisation, we possess the agility and dynamism essential for embracing innovation as a core element of our business philosophy. We are proactively

exploring alternative feed ingredients that align with circular economy principles, focusing on sustainable growth and minimising the consumption of natural resources. Through our innovative ingredient solutions, we position ourselves at the forefront of responsible feed production, contributing to a global movement towards sustainable aquaculture.

Our supplier code of conduct ensures that we are sourcing ethical raw materials

At Fennoaqua, we prioritise the use of raw materials sourced from reputable suppliers that meet our strict quality and traceability standards. All our suppliers and contractors are required to adhere to our ethical principles by signing the Alltech Fennoaqua Supplier Code of Conduct. Suppliers must provide comprehensive information regarding marine ingredients, including species, fishing areas, and assurance that all catches comply with regulated quotas. All our feeds are also compliant with ASC freshwater trout certification criteria.



SUSTAINABILITY THEMES

The fish meal and fish oil that form the cornerstone of our Baltic Blend feeds are sourced predominantly from regulated fisheries within the Baltic Sea that have been recognised for sustainability, with clear documentation and traceability backed by Marine Stewardship Council (MSC) and/or Marine Trust certification. We emphasise the use of domestic raw materials in our production which shortens our supply chains and lowers the risk of raw material production harming biodiversity rich areas somewhere outside of Finland.

Out of our raw materials, 21 % was of marine origin in 2024, including fish meal and fish oil made from Baltic Sea fish. Utilising Baltic Sea fish as a raw material enables us to recirculate nutrients within the Baltic Sea. Our whole production is GLOBALG.A.P. certified. Additionally, our raw materials are monitored according to HACCP (Hazard Analysis and Critical Control Points) making sure that our products are clean, safe and free from any harmful substances.

The raw materials we use may not exceed a set maximum value of dioxins, furans, or polychlorinated biphenyls (PCB-substances) in EU. The purchase of soy-based raw materials includes a specification of GMO

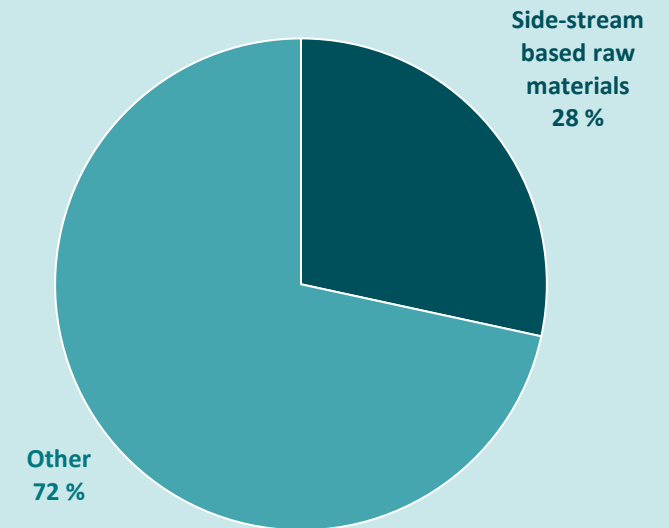
content below 0.9% in accordance with our non-GMO policy and the strictest ProTerra certification for biodiversity conservation.

We invest in new and innovative feed solutions

Fennoaqua actively seeks diverse, economically and environmentally sustainable feed ingredients and raw material solutions that enhance the circular economy. Our goal is to increase the volume of refined food industry by-products reintroduced into the food chain through aquaculture. For example, we utilize by-products of the poultry industry as a source of protein in our feeds.

In 2024 Fennoaqua partnered with insect ingredient company Volare, Kalavapriikki, and Kalankasvatus Vääräniemi to bring a trial batch of partly insect fed rainbow trout to the Finnish markets in the winter of 2024-2025. Introducing new sustainable protein ingredients into fish diets is crucial, as these ingredients are the primary source of most environmental impacts in the farmed fish value chain. One advantage of incorporating insect protein into fish meal is that its production upcycles underutilized by-products from food production.

Side-stream based raw materials in Fennoaqua's production in 2024



Fennoaqua focuses on side-stream-based raw materials in its production. In 2024, 28% of the raw material base was sourced from by-products. In 2023, the corresponding figure was 22%.

Feeds that secure fish welfare in the changing climate conditions

While we work towards feed manufacturing being as climate friendly as possible, climate change affects most concretely on fish itself due to peak temperatures occurring more often and at more unbearable levels. Therefore, promoting fish welfare and providing feed formulations that are season adapted are actively developed at Fennoaqua.

We design our formulations to help the fish to cope with the temperature extremes and to decrease the unnecessary losses. Winter edition formulas designed for harsh winter conditions were tested in 2024 with selected customers. As the feeding ratio for poikilothermic animals, such as fish, decreases with falling winter temperatures, the nutritional significance of the composition of that small amount of ingested feed increases. Several modifications in feed formulations can enhance fish performance in cold water temperatures.

Good nutritional health paves the road for health and welfare also upon any other suboptimal condition that might occur during the life cycle of a fish.

Feeds that make the farmed fish a healthy choice for the consumer

Fennoaqua strongly invests also in the nutritional healthiness of the end-product. We are committed to enhancing the nutritional value of farmed fish through optimal feeds and precise feeding technique recommendations taking care from our part that end-users receive best possible health benefits from consuming fish raised with our feed.

As concrete example, our innovative Opti feeding concept specifically ensures that consumers enjoy a premium, nutritious final product.

We are constantly aiming to find new transparent and reliable ways to communicate about sustainability to our customers. This means, that we are prepared to provide copies of all relevant certifications upon request, ensuring that our partners - and customers may have complete confidence in the integrity and sustainability of our products.



Our feeds support fish farming’s sustainable growth

Finnish fish farming production should triple by the end of 2030 according to strategic national vision¹. Additionally, consumers and stores have an increasing demand for domestic fish. As fishing quotas are already fully utilized, fish farming presents one of the few solutions to produce more domestic fish.

The growth of aquaculture must however not jeopardize the achievement or maintenance of good ecological status in the aquatic environment. Nutrient emissions from fish farming have significantly decreased since the early 1990s largely due to feed development and more precise feeding methods and today, aquaculture accounts for less than 2% of Finland's nutrient load into the Baltic Sea². Nonetheless, aquaculture faces significant pressure to further reduce its nutrient load, and the Domestic Fish Promotion Program states that the sector's total load should decrease by an additional 20% from early 2020s levels by 2035.

For fish farming companies, this pressure requires scaling marine aquaculture based on potential nutrient load rather than market demand. Thus, they have two options:

reduce production or use feeds that enable volume growth without increasing the Baltic Sea's nutrient load.

Fennoaqua is a pioneer in developing nutrient recycling feeds for open sea fish farms that align the environmental and growth objectives of aquaculture. Our Baltic Blend® trademark is a hallmark of environmental stewardship, signifying that the feed is composed of purified fish meal and oil derived from fish sourced from the Baltic Sea.

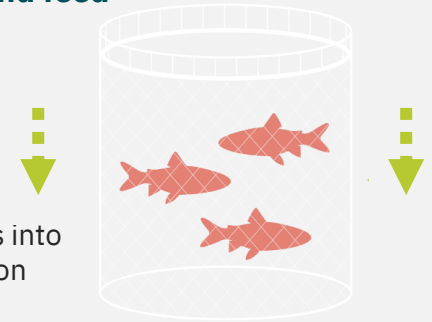
Since its launch in 2016, the utilisation of Finnish fish meal and oil made from Baltic herring and sprat in Fennoaqua's feeds have had a significant positive impact on the marine ecosystem. This innovative approach to aquaculture feed not only recirculates nutrients but also actively contributes to the dephosphorisation of the Baltic Sea, with every kilogram of fish farmed using Baltic Blend feed effectively removing phosphorus from the marine environment. In 2019, Baltic Blend feeds removed 18 000 kg phosphorous from the Baltic Sea which is equivalent to the yearly phosphorous release to the sea of a city of around 225 000 inhabitants. Furthermore, its implementation has led to a remarkable 75 % reduction in the nitrogen output from fish farming activities.

Nutrient recirculation effect on minimising the nutrient load in Baltic Blend feed

Load before

Phosphorus 4.6 g
Nitrogen 39 g

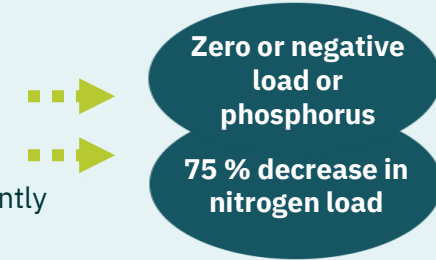
External load of nutrients into Baltic Sea upon production



With Baltic Blend

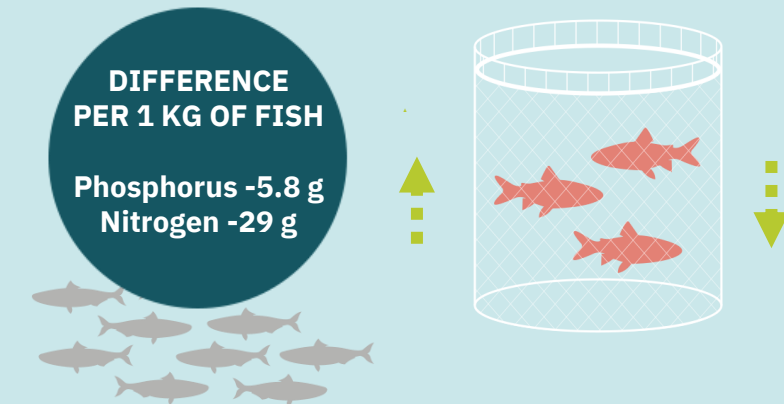
Phosphorus -1.2 g
Nitrogen 10 g

Nutrients recirculate efficiently within Baltic Sea



DIFFERENCE PER 1 KG OF FISH

Phosphorus -5.8 g
Nitrogen -29 g



The performance of our feed is based on science

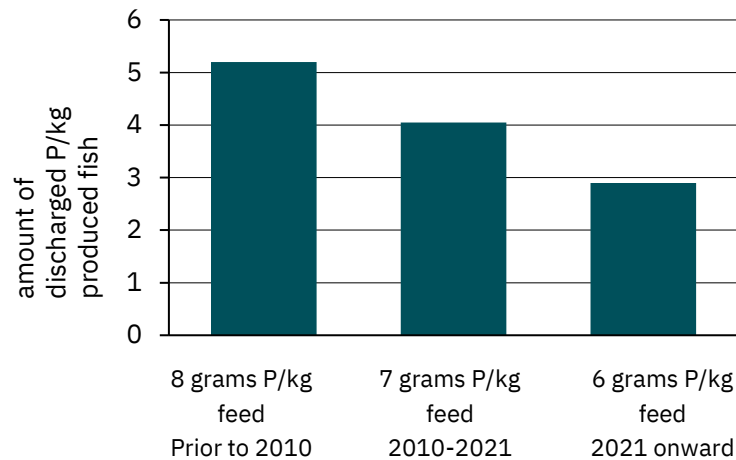
Our strategic vision to lead in sustainable fish feed production has resulted in many globally recognised achievements, especially concerning feed’s nutrition discharge reduction.

In 2010 Fennoaqua became the first producer to introduce a feed with less than 0.8 % total phosphorus content and we improved this record when we incorporated the phytase enzyme into grower feeds. This innovation led to the release of feeds with a phosphorus level of just 0.7 %, reducing the phosphorus footprint of fish farming by a significant 26 %¹. A low phosphorus discharge level indicates that the fish maximize their utilization of phosphorus in the feed, and this optimal nutrient retention safeguards the health and welfare of the fish. Currently we are offering a feed with an even lower total phosphorus level of 0.6 %, being among the first in the world to do so.

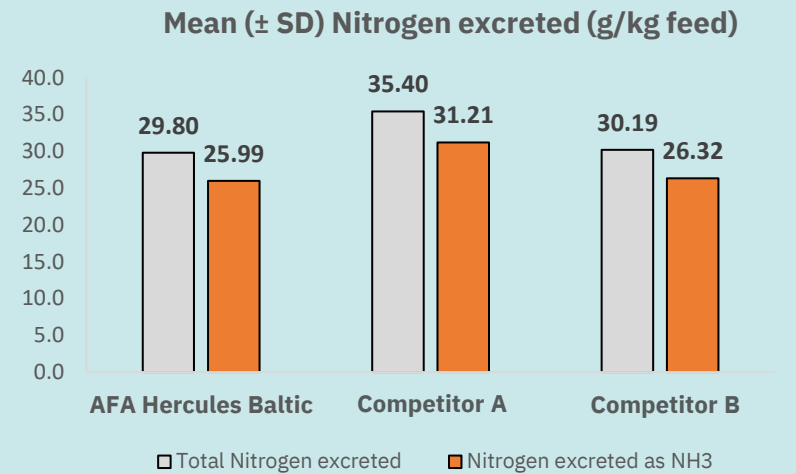
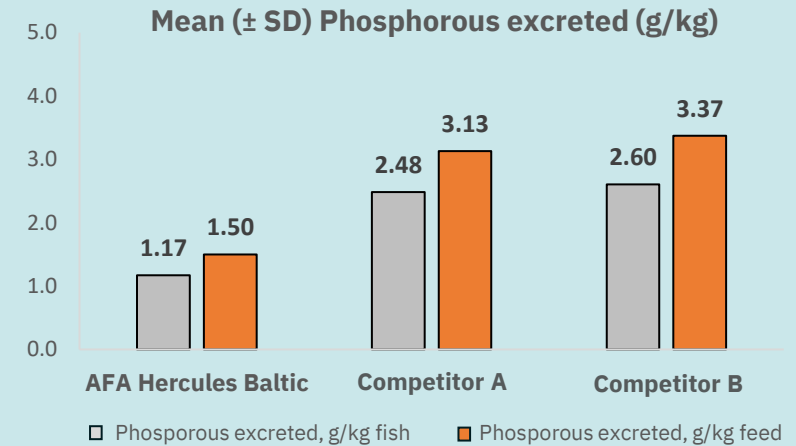
Our continuous aim in feed formulation is to improve the feed conversion ratio so that the maximum gain of produced fish can be achieved with minimal input of resources and ingredients. This is achieved when feeding

is accurate, nutrient digestibility of the feed is high, and the quality of feed pellets is durable, preventing leaching in water before consumption. High-performing feeds require high-quality ingredients, such as LT quality fish meal and oil, as well as plant protein sources of proven, documented quality. Functional components and additives are utilized and actively sought to promote fish robustness, which is essential for good fish health and welfare. The performance and efficiency of our feeds are monitored in fish trials conducted annually.

Reduction in phosphorus (P) discharge from aquaculture with addition of phytase enzyme (FCR 1,15)



Fennoaqua’s feed’s, AFA Hercules Baltic, nutrient retention outperforms other feeds in the market



7. Supporting workers' wellbeing and local economy

We aim to be the best and most desired workplace

Our personnel vision at Alltech Fennoaqua is to be the best workplace, which new professionals want to apply. We are committed to providing a secure and safe environment where each individual feels valued and desired. We nurture a culture of inclusivity with a strong sense of unity, ensuring that there are no barriers within our operations. Courage, fairness and enthusiasm are the cornerstones of our work ethos, all fostered within a framework of exceptional team spirit.

Our people are a pivotal asset, bringing not just expertise but also practical, hands-on knowledge in the field of cold-water species aquaculture. Service is at the heart of what we do, and our customer-centric approach is reflected in the feedback we receive. According to surveys conducted in 2017 and 2022, our dedication to service outshines our competitors which is also a testament to our ongoing commitment to excellence in all aspects of our work environment.

The focus of our occupational safety is on preparedness. Occupational health and safety matters are dealt with by the occupational health and safety committee, whose tasks include making development proposals to the employer concerning occupational health and safety, monitoring the implementation of the occupational health and safety programme and occupational health care.

In 2024, 23 positive safety observations were made and 11 safety rounds were conducted. There were 3 incident reports, none of them were serious.

In 2024, Fennoaqua created a comprehensive internal HR development plan. The HR development plan contains a summary of Fennoaqua's policies and principles, discusses Fennoaqua's cooperation, health and safety cooperation and describes the cooperation on occupational health. In 2025 Fennoaqua will start to prepare a well-being at work programme to further support our employees.



Our impact in employment doubles in local economy

As the only fish feed factory in Finland, Fennoaqua has a significant impact on the entire fish industry. We are a major user of domestic fishmeal and fish oil and thus provide significant employment to the local fishing industry and valorise the underutilised herring and sprat.

To better understand the benefits our production has on local economy, we commissioned in 2024 an external expert to conduct a study on what our economic impacts are in the upstream of our value chain. We examined with two scenarios what is the impact of our raw material procurements and our indirect procurements – such as the maintenance and spare parts of processing equipment – on local employment, wage tax impact, and corporate tax impact.

The first scenario modelled the impacts based on the current share of domestic and imported products and services in our procurement. The second scenario assumed that raw material production in Finland would develop to meet all the needs of our feed recipes.

According to the first scenario, approximately 60% of Fennoaqua’s total procurement budget is directed

towards Finnish goods and service suppliers, generating annually in our upstream operations 62 person-years of employment, over €230,000 in corporate taxes, and over €290,000 in wage taxes. Employment is twice as much compared our own employment within company.

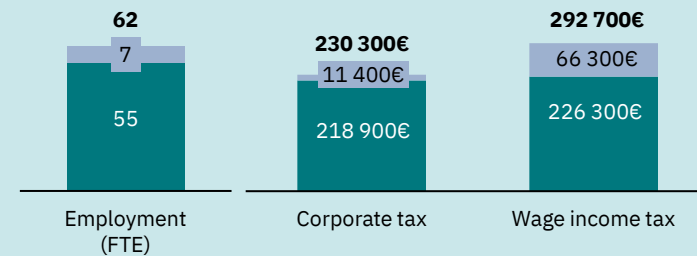
If all of our raw materials could be procured from Finland, modelling based on the second scenario shows that our process would generate an annual increase of 37% in employment, 60% in corporate taxes, and 90% in wage taxes in our upstream operations.

The greatest potential for increasing Fennoaqua’s local economic impacts from domestic raw materials lies in using more Finnish raw materials from fishing and food industry side streams. However, both raw material categories have their own bottlenecks. The size of the Finnish fish catch can only increase within the limits of the fish stocks' carrying capacity and the availability of suitable food industry by-products requires investments and support for new innovations.

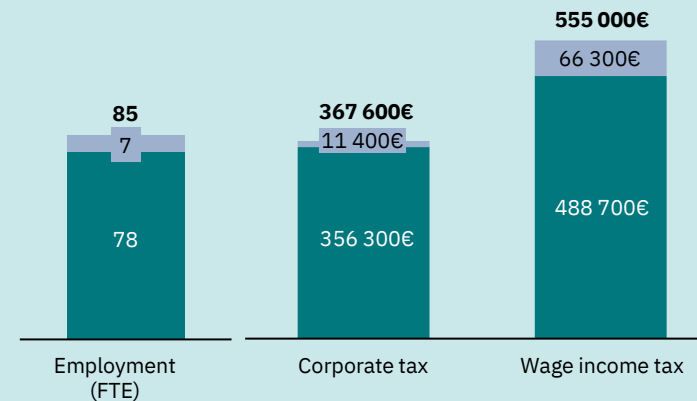
We at Fennoaqua are continuously working towards increasing our domestic procurement share because we see the benefits it creates to our own procurement as well as to Finnish suppliers and local economy.

Results from modelling Fennoaqua’s annual impacts on local economy

Scenario 1 – “Current Procurement”



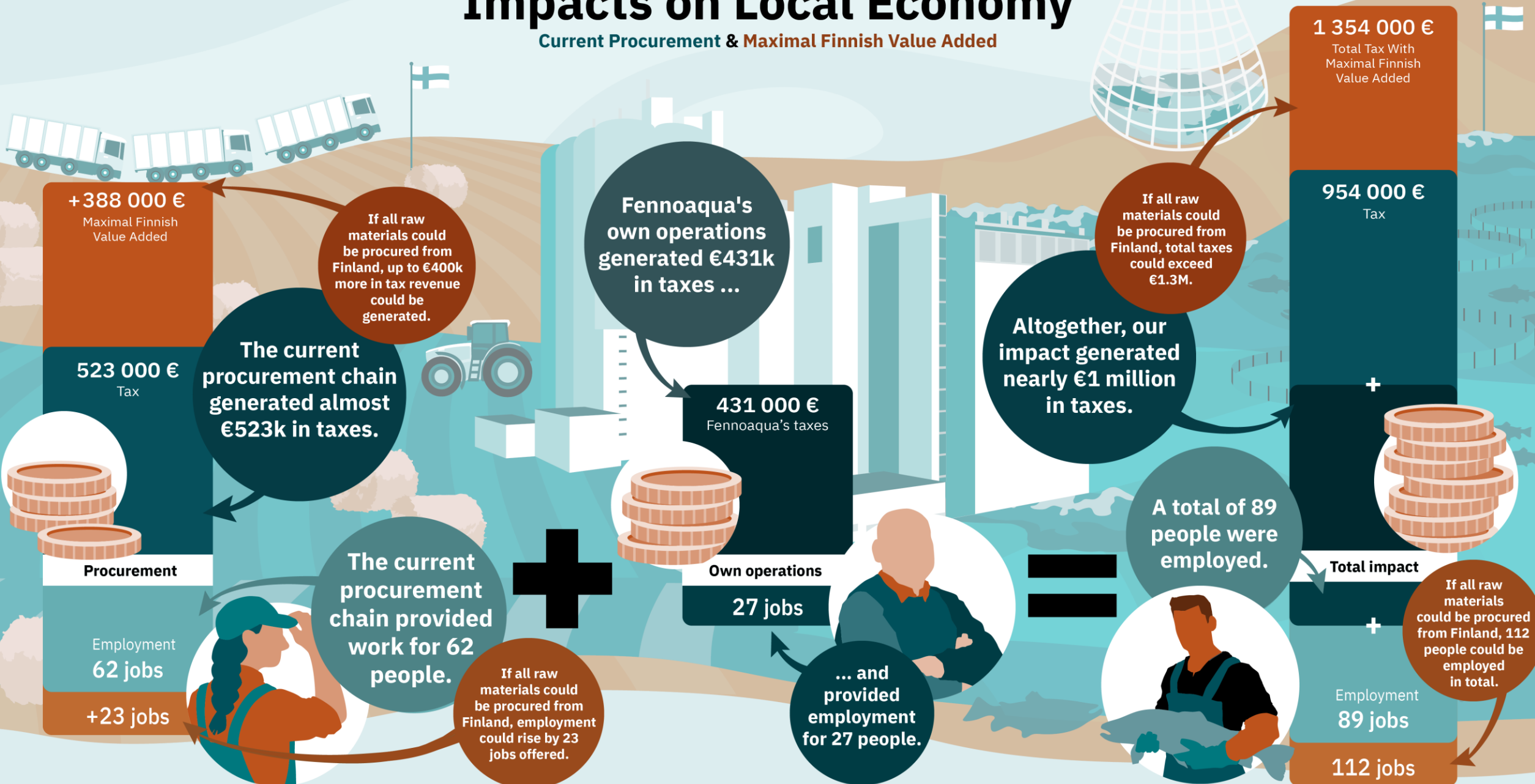
Scenario 2 – “Extra Finnish Value Added”



Legend:
■ Impact from raw material procurement
■ Impact from indirect procurement

Alltech Fennoaqua's Impacts on Local Economy

Current Procurement & Maximal Finnish Value Added



We engage with our stakeholders to improve and learn

Stakeholder engagement is a crucial part of preparing a sustainability report. At Fennoaqua, we value our stakeholders' input and to better understand important topics in our value chain, we conducted interviews with four key stakeholders: Kalankasvatus Vääräniemi Oy, Honkajoki Oy, Kalavapriikki Oy and Ab Salmonfarm Oy.

All our stakeholders agree that fish feed plays a key role in promoting the sustainability of farmed fish. By using raw materials that circulate nutrients in the Baltic Sea and ensuring that minimal amounts of nutrients are left undigested by fish, fish farming minimizes environmental impacts. Our stakeholders also highlighted the importance of using industrial side streams as raw materials in fish feed because it helps valorize underutilized materials and reduce the carbon footprint of farmed fish.

Our stakeholders hope that more Finns will eat domestic fish. Fennoaqua supports this goal by producing fish feeds that enhance the health benefits and sustainability of Finnish farmed fish.

We are committed to upholding human and labour rights

Fennoaqua is committed to comply with all human and labour rights commitments in our own activities. Also, our Supplier Code of Conduct, which we require all our suppliers to sign, sets clear expectations for all suppliers to comply with national and international laws, ethical business practices and sustainability standard, as set by the ASC feed standard.

It requires our suppliers to fully conform with human rights arising from the UN Declaration of human rights, national law and international treaties. Regarding labour rights, our Supplier Code of Conduct requires our suppliers to treat its employees in a fair and equal manner and pay them at least the applicable minimum salary. Suppliers need to respect the employees' freedom of association and right to collective bargaining. Fennoaqua's Supplier Code of Conduct also covers topics like protection of children from economic exploitation, prohibition of any kind of harassment or discrimination, ethical business practices and anti-corruption.



8. Impactful partnerships and collaboration

Collaborative partnerships are a valuable way for us to nurture innovation

Fennoaqua plays a crucial role in the Finnish value chain of farmed fish in which close stakeholder engagement is the key to the success of the whole industry. We listen closely to the needs of our stakeholders and engage with them in diverse collaboration with the focus to improve the sustainability of farmed fish.

By merging our expertise and workforce with the active involvement of our owners in the fish farming value chain, namely Alltech Coppens and Finnforel, we have access to significant research and development resources. Through Coppens, we have access to their research centre in the Netherlands – the Alltech Coppens Aqua Centre – in which we have already carried out for example raw material digestibility tests, growth trials, feed benchmarking, and tests related to environmental efficiency. Through Finnforel, we can directly evaluate and develop our RAS feeds in large scale RAS-farming. Another research partnership that we foster in Finland, is

our partnership with the state research institute LUKE, which also has its own fish farming facilities in different locations.

At the heart of our business is fostering a close engagement with our customers, striving to enhance our understanding of their requirements and expectations. Based on feedback from customer surveys in 2022, our nimble organisation is recognised for its accessibility, problem-solving approach, expertise, and excellent service.

Collaborative partnerships with our customers are vital, as their success directly translates into our success. As part of our feed development, we test our feeding solutions in practice with our key customers based on a tri-party agreement we have made with Kalankasvatus Vääräniemi Oy and Kalavapriikki Oy. More on our collaboration with our partners can be read later on in this chapter. The partnership stories are based on interviews we had with Vääräniemi and Kalavapriikki.



Constant communication connects R&D, procurement, and production

As Finland's only feed manufacturer, we have the responsibility to ensure that our feeds meet the highest nutritional and quality standards. Our product development team consists of individuals with extensive and long-standing experience in fish farming, particularly in feed production, fish biology, and nutrition.

Our organization is small but dynamic, which is why product development is integrated into the entire organization. Raw material procurement, research and development department, and the factory are in continuous interaction with one another, and they are even located in the same facilities in Raisio to ensure constant communication and exchange of ideas.

Skilled salespeople gather feedback on our products and feeding recommendations from our customers to the R&D department, which in turn nourishes our sales with its expertise. The factory contributes its insights from daily operations and the technical functionality of recipes to the factory manager and quality manager. Thus, product development is an ongoing daily activity for the

entire Alltech Fennoaqua staff, even though it is led by the R&D department.

Our aim is to create an educational collaboration network

The training and expertise in Finland's fish sector have alarmingly diminished over the past couple of decades. Fennoaqua's objective is to create positive future prospects and help attract new talent to the field. Our goal is to increase collaboration with educational institutions and universities and to help create internship and thesis positions in the fish sector. This will benefit both students and companies while ensuring the growth of the fish sector in Finland.

In 2024, we began co-funding a doctoral research project with the Alltech European Bioscience Center in Ireland and the University of Stirling, which aims to incorporate life cycle assessment of ingredients as a parameter in feed formula optimization.



The team leader of the R&D department is Susanna Airaksinen (PhD), who has extensive scientific and research experience in the fish sector. Susanna has served as a senior researcher at Natural Resources Institute Finland, among other roles.



Kalankasvatus Vääräniemi Oy's fish farming facility in Koillismaa. Photo by Ida Lohela-Park for "Vetovoimaa kala-alalle" project.

Partnership story – Kalankasvatus Vääräniemi Oy

Since its founding in 2011, Kalankasvatus Vääräniemi Oy has been an important fish farming client to Fennoaqua. In the Finnish regions of Kainuu, Koillismaa and Lappi, Vääräniemi operates fish farming facilities, its own hatcheries and fish processing facilities. Vääräniemi grows various fish species including Baltic salmon, sea trout, rainbow trout, browntrout and whitefish for different purposes from fish farming to restocking some fish populations in fishing ponds and open waters. Joining in the efforts to save the critically endangered landlocked salmon in Finland, Vääräniemi raises landlocked salmon to be released to strengthen the wild populations.

The collaboration between Fennoaqua and Vääräniemi began already during the early years of Vääräniemi's operations. Fennoaqua holds as a core principle to its partnerships that every partner's input is valued equally regardless of their business' size. Following this principle build a very close partnership between Fennoaqua and Vääräniemi filled with mutual trust and freedom of innovation.

The core of the collaboration between Fennoaqua and Vääräniemi lies in testing different feed recipes. Putting Fennoaqua's feed innovations to practical tests in Vääräniemi's fish farming facilities increases reliable and accurate information on the impacts of the feed – both on how it benefits the health and well-being of the fish and keeps the nutrition release to the water ecosystem to a minimum. The partnership between Fennoaqua and Vääräniemi not only hones the feed recipe's performance to its peak but also brings the concrete needs of fish farmers to the feed development.

Vääräniemi emphasizes the importance of collaboration among the actors at different parts of the Finnish fish value chain to support each other's growth. Domestic fish farming is a matter of security of supply and the less it depends on various imported products or services, the better it is secured. For this reason, Vääräniemi appreciates Fennoaqua's objective on prioritizing Finnish raw materials in its feed recipes. Additionally, Vääräniemi and Fennoaqua share the goal of creating more jobs in the Finnish fish farming sector, with Vääräniemi specifically focused on providing employment opportunities in Northern rural areas of Finland.



Partnership story – Kalavapriikki Oy

Kalavapriikki Oy produces various fish products for consumers in Kuopio, Finland. The company aims to be Finland's most responsible fish food producer and promote the continuity and development of traditional livelihoods in the fish sector. In the work towards domestic fish of the highest quality and of the least environmental impact, Kalavapriikki has partnered with Fennoaqua. Kalavapriikki is not a direct customer of Fennoaqua but a customer in the downstream of Fennoaqua's value chain. However, Kalavapriikki is a part owner in Kalankasvatus Vääräniemi Oy which makes Fennoaqua a supplier to Kalavapriikki's daughter company.

Kalavapriikki prioritizes domestic fish farming in its procurement and achieved in 2023 the goal of having 100% of its rainbow trout products sourced from Finnish farms. This approach supports local fish farmers and reduces transportation's environmental impact. The company aims for climate neutrality in its supply chain by 2034 and has found in the carbon footprint calculations of its own products and Kalankasvatus Vääräniemi's fish farming that the main contributor to fish products carbon

footprint is fish feed as a scope 3 emission. For fish farming, feed counts for 78% of the production's emissions. Reducing the carbon footprint of fish feed is thus a goal shared by Kalavapriikki and Fennoaqua.

One solution for reducing the carbon footprint of fish feed is to maximize the use of various side streams as raw materials – an approach that Fennoaqua is actively pursuing. This however should not impact the quality of the fish. Kalavapriikki tests the impact Fennoaqua's new sidestream based recipes have on the final food product and reports to Fennoaqua if the fish is suitable to be processed as various products, e.g. can it undergo different cooking methods.

Kalavapriikki promotes fish that reduces the nutrient load in the Baltic Sea. In 2023, the company acquired the Benella trademark from Fennoaqua. Benella fish are raised on premium feed made from locally sourced fish meal and oil from Baltic herring and sprat, ensuring nutrient recycle in the Baltic Sea without external inputs. As only Fennoaqua's feed meets the strict standards for Benella fish, the partnership between Kalavapriikki and Fennoaqua guarantees that consumers can continue to choose Benella fish for their tables.

We are dedicated to supporting the sustainable growth of the Finnish fish industry

Fennoaqua plays a vital role in the Finnish fish value chain, enhancing food security and driving positive regional economic impacts through the production of fish feed. Central to our operations is a steadfast commitment to resource efficiency, minimizing our environmental footprint, and upholding accountability for our actions. The data presented in this report will serve as benchmarks for our continuous improvement initiatives.

Looking ahead, our sustainability efforts will prioritize raw materials, which present the greatest potential for reducing our carbon footprint. Product development is an integral part of daily operations for all Alltech Fennoaqua staff. Our partnership with Coppens grants us access to essential research resources, for example material digestibility tests, growth assessments, and environmental impact analyses.

In 2025, we aim to investigate the potential of side-stream-based and locally sourced raw materials. Additionally, we are dedicated to developing feeds that

adapt to climate change, ensuring that animal welfare - always at the core of our operation - is prioritized amid changing climate conditions. In 2025 our production will also become ASC certified.

Only through collaboration across the entire fish value chain, nutritious, healthy, and sustainably produced fish can be delivered to consumers. As consumer expectations for sustainably sourced food continue to rise, we are committed to helping our partners provide nourishing options through our eco-friendly practices.

National food production programs aim to increase domestic protein production and self-sufficiency. The Domestic Fish Promotion Program (2022) and the Aquaculture Strategy (2021) support this goal by setting growth targets for domestic aquaculture. Our nutrient recycling-based feed solutions uniquely align environmental improvement with the growth objectives of aquaculture in Finland.

We feed success, now and in the future.



Thank you for reading

Want to know more?

Please visit www.fennoaqua.fi or contact Juha-Matti Mäkelä, tel. +358 40 541 1973

The sustainability report has been prepared by Sweco Finland Oy based on materials provided by Alltech Fennoaqua Ltd.

