Mainstreaming Sustainability in the Food and Beverage Industry

Our Journey

Rite Foods Limited

2025 Sustainability Report

CHOOSE Bigi

FOR EVERY MOMENT!



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Vision and Mission

Vision

To be the leader in our chosen fields of operation, which will lead to growth, stability, and enduring legacy

Mission

To create value for the Company by facilitating the attainment of set goals and aspirations through a formidable and exceptional team

Values that Drive Us

- Integrity
- Excellence
- Innovation
- Accountability

INTRODUCTION

About This Report

This 2025 Sustainability Report is the second edition published by Rite Foods Limited. It presents information on our sustainability-related risks and opportunities, governance approach, strategy, performance, and progress during the reporting year. The report is intended to provide transparent, balanced, and decision-useful information that supports stakeholders' understanding of how sustainability matters influence our business model, operational resilience, and long-term value creation, in line with evolving global sustainability disclosure expectations.

As a leading indigenous manufacturer in Nigeria's food and non-alcoholic beverage industry, serving a diverse range of stakeholders, Rite Foods Limited recognises sustainability as a key driver of long-term growth and resilience. We consider it essential to periodically assess and disclose the environmental and social impacts of our operations, as well as our governance practices, to demonstrate responsible corporate citizenship and contribute meaningfully to the achievement of the United Nations Sustainable Development Goals (SDGs).

Building on the foundation established in our inaugural sustainability report, this reporting cycle demonstrates progress in further embedding sustainability into our operations and decision-making processes. It also illustrates how our practices align with global ESG standards and international best practices.

Although Rite Foods Limited is not a publicly listed company, we have voluntarily adopted a comprehensive sustainability reporting approach to strengthen transparency, accountability, and risk awareness.

This reflects our recognition that sustainability-related risks and opportunities - particularly those associated with climate change, resource efficiency, supply chain stability, regulatory compliance, and social factors—can reasonably be expected to affect our financial performance, position, and prospects.

Materiality Assessment

The material topics disclosed in this report were identified through a structured materiality assessment process designed to determine sustainability-related risks and opportunities relevant to our stakeholders and the long-term sustainability of the business. The process incorporated stakeholder engagement, internal risk evaluations, management input, and Board-level oversight, consistent with the principles of enterprise risk management.

Material topics were prioritised based on their potential impact on Rite Foods Limited's operations, reputation, compliance obligations, and value creation, as well as their influence on stakeholder decision-making. This approach supports alignment with IFRS S1 by linking sustainability matters to governance, strategy, and risk management considerations.

Sustainability Framework and Reporting Standards

Our sustainability performance is organised around seven strategic focus areas, which serve as the pillars guiding our ESG initiatives, actions, and performance measurement. The report outlines our strategic priorities within each focus area, the actions implemented during the year, and the outcomes achieved.

This report has been prepared with reference to Global Reporting Initiative (GRI) Standards and draws on other relevant frameworks, including the Nigerian Exchange Group Sustainability Disclosure Guidelines (NGX-SDGs) and the Task Force on Climate-related Financial Disclosures (TCFD). It also reflects our commitment to the United Nations Global Compact and the United Nations Sustainable Development Goals (SDGs).

In addition, the report incorporates some elements of the IFRS Sustainability Disclosure Standards, particularly IFRS S1 – General Requirements for Disclosure of Sustainability-related Financial Information. We are progressively strengthening our governance structures, risk management processes, and data systems to ensure that we continue to identify, assess, manage, and disclose all sustainability-related risks and opportunities in a manner that supports informed decision-making. Full alignment with IFRS S1 and IFRS S2 will be achieved in line with applicable transition timelines for companies operating in Nigeria, as outlined in the Financial Reporting Council of Nigeria's Adoption Roadmap on Sustainability Disclosure Standards.

Scope, Data Coverage, and Reporting Period

The scope of this report covers Rite Foods Limited's operations in Nigeria and includes sustainability information that management considers relevant to understanding the Company's performance, risk profile, and future outlook. These include key performance indicators relating to health and safety, environmental impact (with particular emphasis on climate change), stakeholder engagement, ethics and integrity, sustainable sourcing, and community development. Given the growing challenge of plastic packaging waste in Nigeria's food and beverage industry, particular attention is given to our plastic collection, recycling, and circular economy initiatives. Where applicable, data are presented over two years to support comparability and evaluation of progress made.

Feedback and Engagement

We value feedback from our stakeholders and encourage readers to share their comments or request additional information. For further details, please visit our website at www.ritefoodsltd.com.

Deepening Impact, Strengthening Resilience

"Our focus going forward is on deepening impact, improving data quality, and strengthening the link between sustainability performance and long-term financial resilience."



I am pleased to present our 2025 Sustainability Report, Mainstreaming Sustainability in the Food and Beverage Industry - Our Journey, which reflects a year of deeper integration of environmental, social, and governance (ESG) principles into our strategy, operations, and performance management. At Rite Foods Limited, sustainability has evolved from commitment to action, and from intention to measurable impact. Following the successful publication of our inaugural Sustainability Report in 2024, this edition of our report is a testament to our Board's resolve to sustain annual disclosure of the impact of our operations to inform interested stakeholders as part of our business strategy.

This report has been prepared with reference to the Global Reporting Initiative (GRI) Standards and partially guided by the requirements of the IFRS Sustainability Disclosure Standards (IFRS S1 and IFRS S2). In doing so, we reaffirm our belief that transparent, consistent, and decision-useful sustainability information is essential for building trust with stakeholders and strengthening long-term enterprise value.

Strengthening Governance and Accountability

Rite Foods is driven by the highest standard of corporate governance, and our Board of Directors comprises members with a blend of sustainability-related expertise to provide oversight of all the ESG and CSR commitments of the organisation. During the year, the Board continued to exercise active oversight of sustainability-related risks and opportunities, in line with international best practices. Sustainability considerations are increasingly embedded in enterprise risk management, capital allocation, and strategic decision-making, consistent with the principles of IFRS S1 on sustainability-related financial disclosures,

In 2025, we strengthened internal ESG governance structures, improved data collection processes, and enhanced cross-functional accountability for sustainability performance. These actions support more robust disclosures under GRI and IFRS, and improve our readiness for evolving regulatory and investor expectations.

Environmental Performance and Climate Action

As climate change presents growing risks to business continuity and societal well-being, Rite Foods remains committed to responsible environmental stewardship. In alignment with IFRS S2, we continue to assess climate-related risks and opportunities across our value chain and integrate mitigation measures into our operations. In 2025, we recorded an estimated 7% reduction in emissions intensity compared to the previous reporting year, driven by improved energy efficiency and operational optimisation. Furthermore, over 93% of our energy mix was sourced from gas, which is a cleaner fuel than diesel, while we remain focused on increasing investment in renewable energy solutions, including expanded solar capacity. In addition, in partnership with the Food and Beverage Recycling Alliance (FBRA), we recorded the recovery and removal of over 858.2 tonnes of plastic waste from the environment, contributing to circular economy outcomes and marine protection.

These initiatives demonstrate our commitment to reducing environmental impact while supporting national sustainability priorities.

Social Impact and Shared Value Creation

People remain at the heart of our sustainability strategy. As a proudly Nigerian Company, we recognise our role in supporting inclusive economic growth, decent work, and community development. In 2025, our social investments delivered measurable outcomes, including: sustained employment for approximately 3,000 employees, supported by continuous training, health and safety initiatives, and a strong culture of respect and inclusion; the indirect job creation for over 12,000 youth and women, as well as over 900,000 people engaged in distribution of our products, and other supply chain opportunities across the country. We also made good progress in engaging host communities to address priority social needs and strengthen long-term partnerships.

Beyond our operations, we remain committed to creating positive social impact within our host communities and along our supply chain. Through targeted empowerment programmes, youth development initiatives, and community partnerships, we supported livelihoods, enhanced local capacity, and contributed to economic resilience—particularly in the face of prevailing economic challenges.

Looking Ahead

While we are encouraged by the progress recorded during the year, we recognise that sustainability is a continuous journey. Our focus going forward is on deepening impact, improving data quality, and strengthening the link between sustainability performance and long-term financial resilience.

As expectations continue to rise—from regulators, investors, consumers, and society—we remain committed to transparency, ethical leadership, and continuous improvement. We will continue to refine our disclosures in line with GRI Standards and IFRS Sustainability Disclosure Standard requirements, while advancing initiatives that create enduring value for our stakeholders.

I commend and appreciate all our shareholders, employees, partners, customers, regulators, and communities for their continued trust and collaboration. Together, we are building a resilient, responsible, and future-ready organisation.

Dr. Sulaiman Adebola Adegunwa, OFR
Chairman, Board of Directors

Statement from the Managing Director/Chief Executive Officer

Shared Value, Shared Responsibility

“Our flagship environmental and community initiatives continued to bring together employees, community members, recyclers, and volunteers, reinforcing the principle that sustainability outcomes are best achieved through collaboration and shared responsibility. Together, we are building a business that delivers quality, creates opportunity, and contributes responsibly to society and the environment."



I am delighted to welcome you to our 2025 Sustainability Report, which highlights our operations during the year and the policies, strategies, and approach in managing sustainability-related risks and opportunities toward realising our sustainability goals. At Rite Foods Limited, our purpose extends beyond producing quality food and beverage products—it is about creating shared value for our consumers, employees, shareholders, communities, business partners, society, and the environment. This belief continues to guide our activities and performance in our sustainability journey.

Following the publication of our inaugural sustainability report, the year under review marked a period of deeper integration of sustainability into our day-to-day operations. Sustainability is no longer treated as a parallel initiative; it is embedded in how we plan, manufacture, distribute, and engage with stakeholders across our value chain.

Operationalising Sustainability Across the Business

In 2025, we made deliberate efforts to translate our sustainability commitments into operational outcomes. Our manufacturing processes continue to prioritise efficiency, safety, and environmental responsibility, supported by ongoing investments in modern technology and process optimisation. These efforts have enabled us to reduce waste, improve energy efficiency, and maintain high product quality standards while meeting growing consumer demand.

Environmental responsibility remains a shared obligation. Through continued use of cleaner energy sources, improved resource management, and enhanced waste recovery initiatives, we are working to reduce our environmental footprint and contribute to Nigeria’s transition towards more sustainable production and consumption patterns.

Our production facility operates on a hybrid energy model, deploying both non-renewable and renewable sources to minimize our environmental footprint. Our automated plant runs on natural gas for energy generation, which is supplemented by solar power.

This energy mix facilitates efficient production while reducing our greenhouse gas emissions. In 2025, the level of energy generated from natural gas increased marginally by 4% year-on-year, while the level of energy generated from renewable sources was 3,849.1 Gigajoules. Although the percentage of renewables in the energy mix during the reporting year was low at 1.4%, we are working to increase investments in this area and improve our performance on renewables.

Promoting Sustainability Among Employees and Vendors

We promoted sustainability awareness and encouraged the participation of our workforce through internal sustainability campaigns and volunteering initiatives. Employees actively participated in the Plastic-Free July campaign, designed to promote responsible plastic disposal and environmental awareness within and beyond the workplace. Furthermore, to institutionalise sustainability across the business, ESG metrics were integrated as shared Key Performance Indicators (KPIs) for key employees, reinforcing accountability at all levels of the organisation. This approach ensured that sustainability performance was not limited to a single function but shared across departments. The Company also sustained its Sustainability Champions Programme, with designated employees across departments driving peer education, internal advocacy, and data support for sustainability initiatives. In addition, we made good progress in promoting awareness and adherence to our sustainability policies and practices among our vendors.

Promoting Process and Community Safety

Process and personal safety remain a top priority across the business. We work to continuously deliver high levels of occupational health and safety records through training and placement of safety and caution signs. During the year, our health and safety performance metrics were within set targets. We recorded zero fatalities for the sixth consecutive year, while Lost Time Injury Frequency Rate (LTIFR) was 0.13.

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During World Water Day, we showed support to the everyday heroes who ensure that our communities are safe, clean, and orderly: sanitation workers, waste management personnel, traffic management officers, commercial tricycle riders, and other frontline workers, by sharing water with them across Lagos State.

Creating Value for People and Communities

Our people remain our greatest asset. During the year, we continued to invest in employee well-being, skills development, and workplace safety, recognising that a motivated and empowered workforce is essential to long-term business success. We also strengthened our culture of inclusion, accountability, and ethical conduct across all levels of the organisation.

Consistent with our strategy to support community development and the educational sector, in 2025, Rite Foods donated educational materials to 2,000 pupils in 10 schools across Lagos, Ogun, and Abuja. The materials included school bags and exercise books designed to support pupils in underserved communities on their academic journey. In line with our sustainability goals, we produced the school bags using recycled waste generated from product packaging materials, reducing environmental waste and supporting the circular economy through our operations. In addition, the Company donated and commissioned a Trauma Centre to manage patients at the Olabisi Onabanjo University Teaching Hospital, a major tertiary healthcare facility located in Sagamu, Ogun State, Nigeria.

Our flagship environmental and community initiatives continued to bring together employees, community members, recyclers, and volunteers, reinforcing the principle that sustainability outcomes are best achieved through collaboration and shared responsibility.

Respect and Support for our Culture and Music

During the reporting year, we also demonstrated our commitment to preserving Nigeria's culture through our sponsorship and participation at the popular and well-attended Ojude Oba festival, where we fed over 21,000 guests and tourists who came to savour the cultural celebration. Furthermore, the Company showcased its passion for supporting Nigeria's brightest talents in the music industry through the sponsorship of the Night for Nigerian Idol Top 4 to connect with the contestants and celebrate their achievements.

Responsible Growth and Future Readiness

As we pursue growth, we remain mindful of the evolving risks and opportunities associated with climate change, resource scarcity, and socio-economic pressures. Accordingly, we are strengthening our approach to risk management, data tracking, and performance measurement to ensure that sustainability considerations inform strategic and operational decisions.

While we are encouraged by the progress made, we recognise that sustainability is a continuous journey. Our focus in the coming years will be on deepening impact, improving transparency, and strengthening partnerships that enable us to scale solutions and deliver long-term value.

Appreciation

I would like to thank our Board of Directors for their guidance, our employees for their dedication, and our other stakeholders for their trust and collaboration. Together, we are building a business that delivers quality, creates opportunity, and contributes responsibly to society and the environment. We will keep you informed of the progress that we make along our journey of sustainable development through future editions of this report.

Dr. Seleem Adegunwa,
Managing Director/Chief Executive Officer



OUR COMPANY

RITE FOODS AT A GLANCE



Who We Are

Rite Foods Limited is a leading Indigenous food and beverage company in Nigeria known for innovation, high quality and excellence. We operate locally with world-class standards.

The Company, which is a privately-owned institution, was incorporated in December 2007 as a subsidiary of Ess-Ay Holdings Limited, a conglomerate that formerly operated in the photography industry.

We produce high-quality snacks, carbonated soft drinks, and bottled water.

What We Do

Today, the Company manufactures and markets food and beverage brands that have become household names in Nigeria and are well accepted by millions of consumers. Our brands include Bigi carbonated soft drinks, which parade thirteen different exciting flavours, including cola, apple, tropical, orange, chapman, lemon, lime, bitter lemon, tamarind, cherry cola, ginger ale, soda, water, zero cola and ginger lemon, the highest variety by any operator in the Nigerian food and beverage industry; Fearless Energy drinks, Sosa Fruit Drinks, Rite Spicy Sausage, Bigi Flex Sausage, and Bigi Premium Water.

We are engaged in satisfying the needs of consumers In the food and beverage market through sustained market research, adopting exciting product formulations, producing from a fully automated factory, deploying various communication channels to advertise and promote our brands, and adopting a well-connected distribution network to ensure our products get to the final consumer.

Our state-of-the-art factory is located at Sagamu-Benin Expressway, Ijebu Ososa, Ogun State, Nigeria. The factory is equipped with advanced technology, allowing for large-scale production while facilitating the offering of high-quality products. We keep an eye on the level of greenhouse gas emissions to demonstrate our eco-friendly corporate posture in contributing to preserving the planet.

Besides offering consumers high quality products, we work to make a positive impact on a wide range of stakeholders through our social investments in community development, support to the education sector, sponsorship of sports, music, and empowerment of women, youth, and



Our Board of Directors

Our Board of Directors comprises people with a blend of expertise in various aspects of business and corporate governance, while our operations are managed by a dedicated, experienced, and professional management team.

Our Brands

Our brands portfolio includes the following:

- Bigi Carbonated Drinks (13 flavours)
- Bigi Premium Table Water
- Fearless Energy Drink
- Sosa Fruit Drink
- Rite Spicy Sausage Roll
- Bigi Sausage Roll.
- Bigi Flex Sausage Roll





Our Certifications

Our certifications with international certification institutions speak to our commitment to environmental, social, and governance imperatives as well as quality and environmental management systems. We have the following ISO certifications: ISO 9001:2015 and ISO 14001:2015. We are also Halal certified

2025 Operations at a Glance

Social

3,000
direct jobs

12,000+
indirect jobs

900,000+
retail shops

11 Awards

Production

147.35 million
product packs produced

Environmental

0.41 (MJ/LoB)
Energy usage ratio

858.2 Tonnes
Plastic waste recovery

1.90 (L/LoB)
Water usage ratio

7.71 (g/LoB)
Solid waste ratio

Financials

₦344.15 billion total assets

₦18.41 billion total taxes paid excluding PAYE

₦136.19 billion total value added

₦3 billion dividends paid

Our Business Model

Our model is characterized by high-volume sales, competitive pricing, and efficient supply chain management that supports deep market penetration. This consumer-centric approach has facilitated the fast connection of consumers to our brands

Rite Foods believes in the power of building strong brands. Our experience with our brands like Bigi Carbonated Soft Drinks and Fearless Energy Drinks, which are household names in Nigeria, is a testament to our unique brand differentiation strategy and our brand support effort through advertising across digital platforms, print, and broadcast media to enhance brand visibility.

With a focus on market leadership in our chosen market segments, we have established ourselves as one of the market leaders in the food and non-alcoholic beverage industry, and continuously innovating to meet the evolving tastes and preferences of Nigerian consumers.

Our brands are celebrated due to our commitment to quality and innovativeness.

Awards and Recognitions



Our Company received multiple awards in 2025, including three distinguished awards in the food and beverage sector category, at the Edge Awards (formerly MarketingEdge Awards). We moved five steps higher in the top 50 brand award in 2025, we are now number 22.

These wins highlight Rite Foods' leadership in both specific product categories and overall corporate performance within the Nigerian FMCG landscape. The awards also highlight our commitment to building efficient, responsible, and sustainable supply chain operations that support business excellence while minimising environmental impact. They also underscore the importance the Company places on integrating sustainability across every aspect of its operations, from sourcing to distribution.

Awards Received in 2025

- Most Influential People of African Descent
- Best Health-Focused CSR Programme
- Education Empowerment Champion
- CEO Champion of Corporate Responsibility
- Best in Supply Chain Management
- Top 50 Brands
- Outstanding FMCG Corporate Brand of the Decade
- Outstanding Sausage Brand of the Decade
- Outstanding Carbonated Soft Drink Brand of the Decade
- Most Outstanding Energy Drink on Fearless Energy Drink 2024
- Food Company of the Year 2024



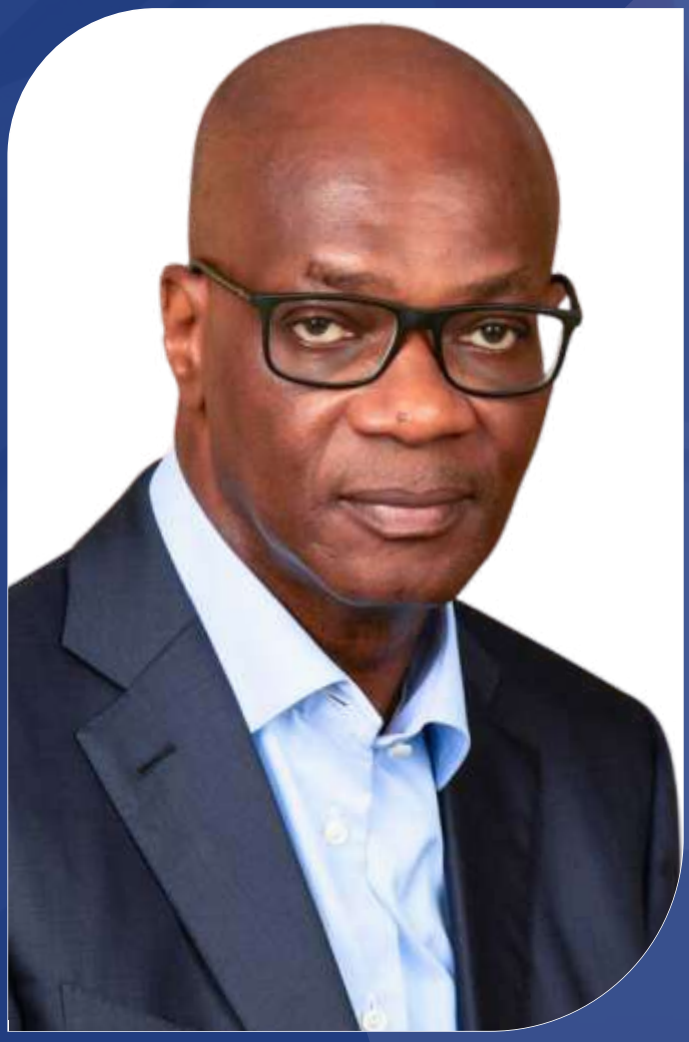


FUNDAMENTALS

Statement from the Chairman, Audit and Risk Committee

Strengthening Oversight for Sustainable and Resilient Growth

"As sustainability reporting expectations continue to expand, the Board Audit and Risk Committee remains committed to strengthening oversight, enhancing assurance, and supporting the Board in fulfilling its governance responsibilities."



Welcome to Rite Foods' 2025 Sustainability Report, which highlights the achievements and progress we made in our sustainability journey during the year and demonstrates how we manage sustainability-related risks and opportunities as we work to achieve our environmental, social, and governance (ESG) aspirations. As the Company advances on its sustainability journey, the role of effective governance, risk management, and assurance has become increasingly critical to delivering transparent, reliable, and decision-useful disclosures.

In 2025, we sustained the alignment of our sustainability practices with our core values of integrity, excellence, innovation, and accountability. For us to continue to deliver on our sustainability imperatives, we create the environment and equip our workforce to operate with integrity and accountability at all times, while emphasizing operational excellence.

Leveraging the foundation laid during the publication of our inaugural Sustainability Report for the year under review, the Board Audit and Risk Committee focused on strengthening internal systems, controls, and oversight mechanisms to support sustainability reporting and long-term value creation. The Committee recognises that sustainability-related risks and opportunities — particularly those associated with climate change, resource efficiency, regulatory compliance, and social impact—are linked to the Company's financial performance and operational resilience.

Oversight of Risk and Internal Control

During the year, the Committee continued to provide oversight of the Company's enterprise risk management framework, ensuring that sustainability-related risks are identified, assessed, and integrated into overall risk management processes. This approach aligns with evolving global best practices and supports the principles underpinning the IFRS Sustainability Disclosure Standards, particularly the linkage between sustainability risks and financial outcomes.
Some of the key areas of our focus included climate and environmental risks affecting operations and supply chains, operational and compliance risks related to waste management, product quality, and occupational health and safety, as well as data integrity and internal controls supporting sustainability performance metrics. The Committee is satisfied that appropriate risk mitigation measures are in place and that management continues to strengthen its risk identification and monitoring processes.

Driving Operational Excellence

Earlier in 2025, there were risks related to rising inflation and the devaluation of the naira, which resulted in the reduction of consumer purchasing power. As a result, we stepped up emphasis on pursuing cost reduction and operational excellence across the business. In the second half of the year, as inflation witnessed a gradual decline while the foreign exchange rate became stable and predictable, our cost reduction measures helped us effectively manage the risks.

Managing Climate-related Risks

Rite Foods operates a robust health, safety, and environmental management system that guides our drive to achieve our goal of a sustainable environment across all our operations. Our goal remains to conduct our operations across the value chain with due regard to protecting the planet through strict compliance with applicable local and international environmental standards. Although the African region where we operate contributes minimally to climate change challenges, we work to establish our Climate Transition Action Plan to guide our future activities to reduce emissions. Furthermore, we are deploying appropriate technology to monitor, control, and minimize our environmental impact, while we aim to achieve net-zero by 2060 in line with the ambition of the Federal Government of Nigeria.

Integrity of Sustainability Information and Disclosures

The Board Audit and Risk Committee recognises that stakeholder confidence in sustainability reporting depends on the quality, consistency, and reliability of disclosed information. During the reporting period, we reviewed the processes for data collection, validation, and consolidation across environmental, social, and governance indicators. We are working to ensure the provision of some of the ESG metrics that are currently not captured and disclosed, especially our direct and indirect emissions.

In line with the Global Reporting Initiative (GRI) Standards, the Committee oversaw management's efforts to improve documentation, internal review procedures, and cross-functional accountability for sustainability data. These enhancements contribute to greater transparency and provide a stronger foundation for future external assurance, as the Company's reporting continues to evolve.

Internal Audit and Compliance

The Committee also reviewed the scope and outcomes of internal audit activities relevant to sustainability, risk management, and internal controls. Where necessary, recommendations were made to management to address identified gaps and strengthen control effectiveness. We are encouraged by management's responsiveness to audit findings and its commitment to continuous improvement in governance, compliance, and ethical conduct.

Continuous Improvement

As sustainability reporting expectations continue to expand, the Audit and Risk Committee remains committed to strengthening oversight, enhancing assurance, and supporting the Board in fulfilling its governance responsibilities. In the coming years, our focus will include further integration of sustainability considerations into financial planning, risk assessment, and performance evaluation.

The Committee is confident that the governance structures and control systems in place provide a sound basis for responsible growth and credible sustainability disclosures. On behalf of the Audit and Risk Committee, I would like to thank management, internal auditors, and all employees for their cooperation and commitment during the year.

Mr. Kunle Elebute,
Chairman, Board Audit and Risk Committee

Our Approach to Sustainability

Our approach to sustainability is an integrated, business-driven model that embeds environmental stewardship, social impact, and responsible operational practices into our core strategy. We do not see sustainability as a standalone corporate social responsibility (CSR) activity, but as a fundamental driver of long-term business growth, operational efficiency, and stakeholder value creation.

We prioritise responsible governance and stakeholder engagement as part of our sustainability philosophy. We consistently demonstrate leadership commitment to sustainability by embedding people, planet, and purpose into our corporate culture and decision-making processes. The Company makes great effort to align business growth with ethical practices, supply chain responsibility, and community development.

The key pillar of our sustainability approach is environmentally responsible manufacturing of food and beverages that meet the needs of our consumers. The Company has deliberately integrated sustainability into the design and operation of its production facilities through the use of energy-efficient technologies, automation, and cleaner energy sources. Our manufacturing operations rely heavily on a cleaner energy mix dominated by natural gas, while we are increasing our generation of solar power, and have limited dependence on diesel. This transition helps us to reduce our carbon emissions, improve energy efficiency, and lower our environmental footprint. The Company is also working to deploy more low-emission infrastructure and advanced cooling systems that eliminate harmful emissions, reflecting our commitment to climate protection, resource efficiency, and environmental care.

The Company also places a premium on the health, safety, and well-being of our employees, and provides them with a suitable work environment, cutting-edge skills and technology, and remuneration that motivates job satisfaction and productivity. To ensure that they consistently deliver our environmental, social, and governance (ESG) aspirations, we have put in place policies, principles, protocols and procedures aligned with international standards.

Beyond energy and emissions management, Rite Foods promotes circular economy and waste management practices. We implement initiatives



Ekuma Eze, Head Corporate Affairs and Sustainability

that focus on plastic waste recovery, recycling, and environmental clean-up activities, particularly in coastal communities. Programmes such as environmental clean-up campaigns and recycling awareness initiatives demonstrate our commitment to reducing pollution, preserving ecosystems, and promoting responsible consumer behaviour. These initiatives also generate economic and social value by creating livelihood opportunities and supporting educational resources for underserved communities.

Another defining feature of our sustainability strategy is our structured social investment framework, which is anchored on the EYEC pillars—Education, Youth Empowerment, Environmental Stewardship, and Community Development. These are part of our seven areas of focus in our sustainability practices. Through this framework, the Company delivers targeted social programmes that support healthcare, education, skills development, and community welfare. These interventions reflect the Company's belief that sustainable business success depends on the well-being and empowerment of host communities and other stakeholders.

Overall, Rite Foods' sustainability approach reflects a balanced integration of environmental performance, social responsibility, and operational excellence. By leveraging innovation, clean energy adoption, community partnerships, and structured social investment, the Company seeks to deliver high-quality products while contributing to environmental protection, socio-economic development, and long-term value creation for stakeholders.



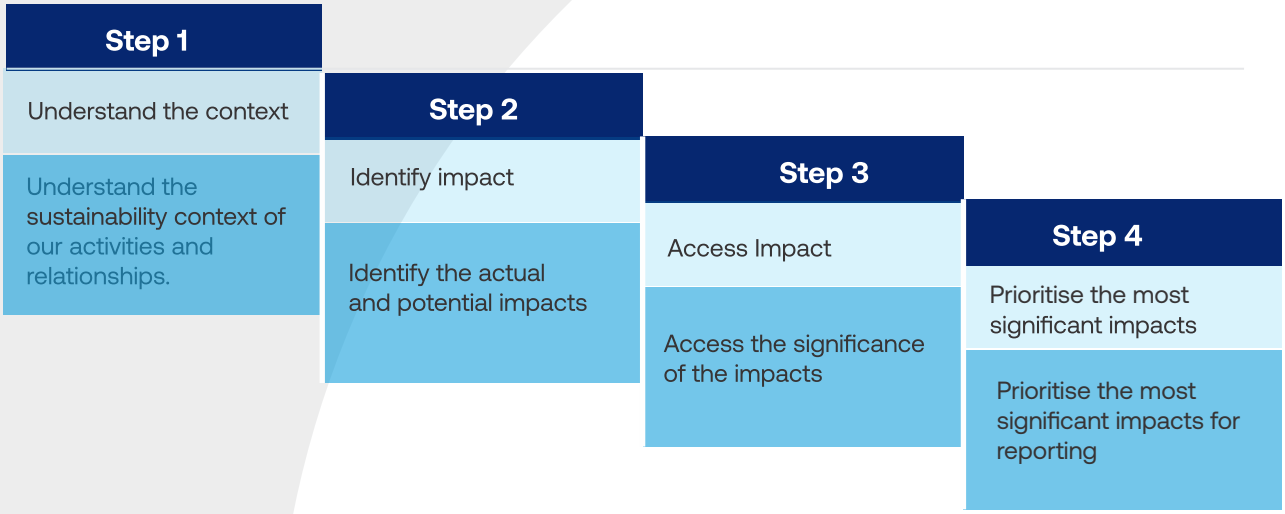
Materiality

Material topics disclosed in this report are those that impact our performance and can influence the assessment or decisions of stakeholders in their relationship with us. The material topics selected were those considered important for reflecting the Company's ESG impacts. These topics have a two-way impact: influencing stakeholders' perceptions, decisions, and actions; and impacting various aspects of our ESG performance. They are highly relevant to the achievement of our business goals, especially those that can present risks and opportunities to our operations.

The material topics disclosed in this report were identified through a structured materiality assessment process designed to identify sustainability-related risks and opportunities relevant to our stakeholders and the long-term sustainability of the business. In identifying material topics to be reported, we followed guidelines outlined in the Global Reporting Initiative (GRI) 3: Material Topics 2021. We were also guided by the IFRS Sustainability Disclosure Standards in identifying the sustainability-related risks and opportunities relevant to our business and stakeholders. Our goal is to focus on the sustainability-related information that is most relevant to our operations and our critical stakeholders.

The process incorporated stakeholder engagement, internal risk evaluations, management input, and Board-level oversight, consistent with the principles of enterprise risk management. Our four-step process of identifying material topics selected for reporting is as follows:

4-Step Process for Identifying Material Topics



For the identification and assessment of the impacts, we engaged relevant internal and external stakeholders and experts in discussions, workshops, and surveys. The stakeholders involved included employees, experts, shareholders, vendors, community members, and regulators. Finally, the most significant impacts were tested on sustainability experts and report users.

Material topics were prioritised based on their potential impact on Rite Foods' operations, reputation, compliance obligations, and value creation, as well as their influence on stakeholder decision-making. This approach supports alignment with IFRS S1 by linking sustainability matters to governance, strategy, and risk management considerations. The material topics selected for reporting, based on a scale of 1 to 4, are shown in the materiality matrix below in Figure 1.

Identified Material Topics: Strategic Approach

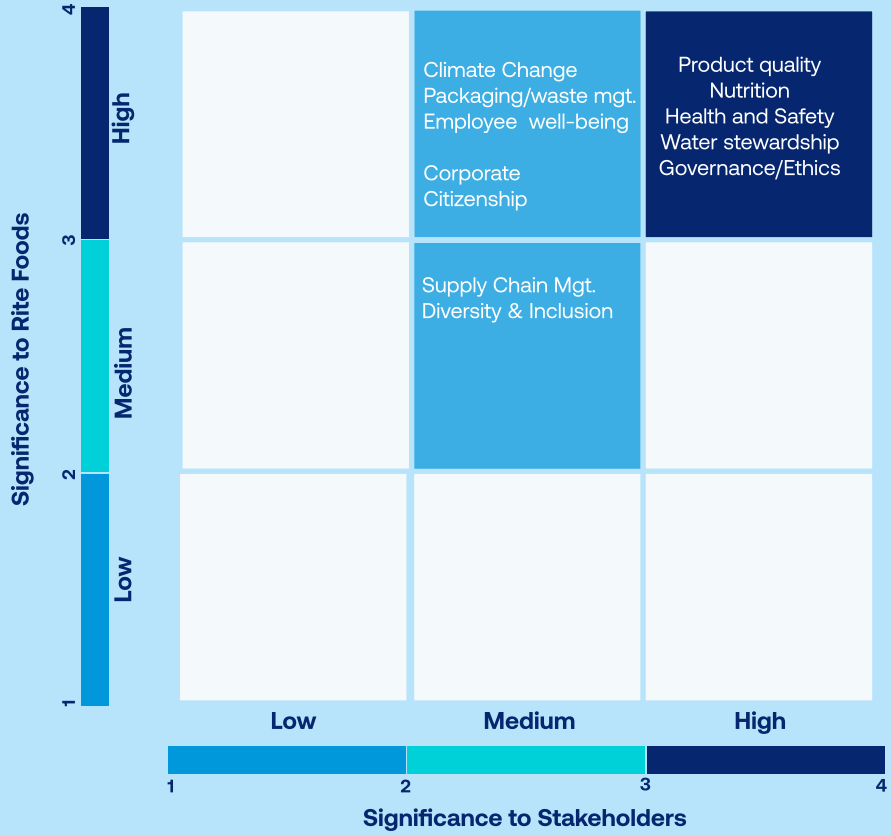


Figure 1: Materiality Matrix

Material Topics

Material Topics	Issues Covered	Description
Product Quality	• Quality of our brand offerings	• Consistent and satisfactory quality of all our products
Nutrition	• Nutritional value • Health implication	• Nutritional value of our brands • Health implication of our brands
Health and Safety	• Occupational health and safety • Process safety • Personal safety	• Health and safety of our employees, contractors, and host community
Water Stewardship	• Water consumption and discharge • Wastewater treatment	• Responsible water consumption is reflected in the water usage ratio • Wastewater management, recycling, and effluent discharge
Governance/Ethics	• Sustainability governance • Risk Management • Business conduct	• High standard of corporate and sustainability governance to achieve goals • Policies and practices that promote adherence to our code of business conduct

Material Topics	Issues Covered	Description
Climate Change	• Greenhouse gas emissions • Environmental management • Energy sources and mix • Renewable energy sources	• Monitoring and control of risks associated with climate change anchored on sound environmental management • Responsible energy consumption, sources of energy, and improvement in the use of renewables to underpin our carbon
Packaging and Waste Management	• Handling of plastic and other wastes • Recycled packaging	• Efficient plastic waste management • Efficient management and disposal of hazardous and non-hazardous waste, recycling, and circular economy. • Clean up exercises
Employee Well-Being	• Capacity building • Employee career progression • Employee rights	• Policies and practices that create a motivating work environment for employees.
Corporate Citizenship	• Access to education • Youth empowerment • Access to water • Community development	• Proactive engagement of our host communities, community development and conflict resolution mechanisms • Women and youth empowerment
Supply Chain Management	• Supply and cost efficiency • Distribution network • Reduction of risks in the value chain	• Sustainable and efficient deliveries of raw and packing materials to support the value chain • Practices for maintaining an efficient distribution network and supporting the value chain.
Diversity and Inclusion	• Equal opportunity • Anti-Bullying	• Policies and behaviours that respect diversity and inclusion and are devoid of discrimination due to gender, race, and other considerations.

Materiality Issues: Strategic Approach to Manage Risks and Opportunities

Material topics and management approach	Sustainability-related risks and opportunities	Stakeholder groups concerned
Product Quality We consistently prioritise high quality products. If we default in offering consumers high-quality products, it will damage our reputation and ultimately result in loss of competitive advantage and market share.	• Supply of acceptable brands to maintain a high market share. • Supply of poor-quality brands	• Consumers • Employees • Shareholders • Vendors and contractors • Retail and distributive outlets • The government/regulators
Nutrition Consumers are currently well-informed and more health-conscious than in the past. Neglecting the nutritional value of our products will negatively impact consumer demand and market share.	• Supply of products with acceptable nutritional value. • Supply of products with unacceptable nutritional value. • Regulatory fines	• Consumers • Employees • Shareholders • Vendors and contractors • Retail and distributive outlets • The government/regulators
Health and Safety We are conscious of the health, safety, and well-being of our employees to motivate their performance and productivity. Regular health checks and surveys are done to promote a healthy and safe working environment.	• Continuous interest and improvement in the health, safety, and well-being of the workforce and communities. • Poor health and safety provisions for our employees.	• Employees • Shareholders • Host communities • The government/regulators
Water Stewardship We prioritise the quality and availability of water as it is the most important ingredient in our products. Lack of water stewardship will cause incalculable damage to our reputation and operations.	• Consistent supply and management of excellent water for production • Use of contaminated water • Shortage of water supplies	• Consumers • Employees • Shareholders • Retail and distributive outlets • The government/regulators
Governance/Ethics We ensure effective Board and management oversight at all times and encourage employees, vendors and other relevant stakeholders to adhere strictly to our code of business conduct, otherwise, our reputation and value creation ability will be eroded.	• Effective corporate governance • Companywide adherence to our code of business conduct. • Incidents of unethical conduct among employees and business partners.	• Consumers • Employees • Shareholders • Vendors and contractors

Material topics and management approach	Sustainability-related risks and opportunities	Stakeholder groups concerned
Climate Change We factor in climate-related risks into our business strategy. We are gradually investing in new technology to help us monitor, manage, and reduce our carbon emissions. Excessive GHG emissions will expose us to regulatory penalties.	• Due consideration of impact of climate change in our operations • Faster investment in technology to help us mitigte the effects of climate change • Adverse effcts of climate change on our value chain ecosystem	• Consumers • Employees • Shareholders • Vendors and contractors • Retail and distributive outlets • The government/regulators
Packaging and Waste Management We prioritise our management of plastic and other packaging materials to mitigate environmental pollution. If we do not sufficiently educate consumers on effective disposal methods, our brands will contribute to environmental degradation, and we will face regulatory penalties.	• Effective clearing of plastic waste through industry partnerships • Establishment of recycling to promote the circular economy • Lack of innovation in the use of plastics • Poor control of plastic retrieval from distribution ecosystem	• Consumers • Employees • Shareholders • Vendors and contractors • Retail and distributive outlets • The government/regulators
Employee Well-being Sustaining the satisfaction of our employees with good working conditions is one of our priorities. Losing the commitment of our staff through low morale will adversely affect the profitability of the business.	• A well-motivated workforce • A poorly motivated workforce	• Employees • Contract Staff
Corporate Citizenship We prioritise our corporate social responsibility programmes to sustain our social license to operate. Losing the trust and partnership of our host communities and other stakeholders will negatively impact business sustainability.	• High reputational capital among our host communities and other critical stakeholders • Trust deficit on the part of our host communities and occasional disruption of our operations.	• Employees • Shareholders • Host communities • The government/regulators
Supply Chain Management An effective supply chain management system is critical to the survival of our operations.	• Sustainable sourcing and delivery of acceptable value • Poor supply chain management system with unethical conduct among vendors.	• Consumers • Employees • Shareholders • Vendors and contractors • Retail and distributive outlets
Diversity and Inclusion If we do not promote diversity, equal opportunity, and inclusion, it will affect the morale of our employees and we will be unable to attract best talents into the business. We lay emphasis on these value drivers.	• Transparent implementation of diversity, equal opportunity and inclusion companywide • Failure to implement diversity, equal opportunity and inclusion	• Employees • Vendors and contractors • Shareholders

Our Seven Focus Areas

Our sustainability agenda is designed to contribute significantly toward the realization of human progress, prosperity, and the protection of the planet. Our approach focuses on seven selected areas, which align with 9 out of the 17 SDGs.

Focus Area	2024 Result	2025 Result
Consumer Satisfaction Our consumer-centric approach demands that we regularly deploy market research to track changes in consumer tastes and needs and present strong brand propositions with healthy food and drinks that satisfy consumer needs	500+ consumers rewarded in brand promotions	325 customers in the beverage and 78 customers in the bakery sections rewarded
Climate Change We invested in new technology to monitor and control our carbon footprint. Carbon intensity of 772 gCO_2/Lob was recorded in 2024 and 598 gCO_2/Lob in 2025	772 gCO2/Lob	598 gCO2/Lob
Water Stewardship We adopt responsible water stewardship as a priority across the business. In 2025, our water quality evaluation results conformed with the stated limits in the Nigerian Industrial Standard (NIS) 554-2015 for drinking water. The water usage ratio was 1.9L/Lob	2.4L/Lob	1.9L/Lob
Energy Efficiency Our energy mix strategy is supporting our match to reduce GHG emissions. Though our renewable energy recovery was low at 2%, we are making slow but steady progress. Energy generated from renewable sources in 2025 was 3,849.12GJoules. Energy usage ratio during the year was 0.41MJ/Lob, and 0.44 MJ/Lob in 2024.	0.44MJ/Lob	0.41MJ/Lob
Packaging and Waste Management. In 2025, our post-consumer plastic waste recovery initiative was recognized in the industry with an award. In partnership with the Food and Beverage Recycling Alliance (FBRA), we cleared 858.2 tonnes of plastic waste from the environment.. During the year, we made good progress in the management and recycling of various wastes during operations, which improved our material use efficiency and cost reduction efforts. We recorded a reduction in the average waste generated per litre of beverage.	11g/Lob	7.7g/Lob
Sustainable Sourcing Our contractors and suppliers are taken on board our sustainability journey through training and awareness. creation. We engaged 2,050 vendors on sustainable sourcing in 2025.	2,154 vendors	2,050 vendors
Engaging Our People/Communities Through positive dialogue, we continually engage our employees and host community people to motivate meeting our mutual expectations. We spent N581.92m in 2025 on social investments (2024: N387.89 million).	₦387.89 million	₦581.92 million

Rite Foods and the Sustainable Development Goals

Focus Area	Issued Covered	Impact on SDGs
Consumer Satisfaction	• Product quality • Healthy food and drinks • Nutritional value	
Climate Change	• Greenhouse gas emissions • Environment management • Towards net-zero	
Water Management	• Water management • Hygiene and sanitation	
Energy Efficiency	• Energy sources and mix • Renewable sources	
Sustainable Sourcing	• Sustainable sourcing • Vendor relations	
Engaging our people and communities	• Health and safety	
	• Diversity and inclusion	
	• Ethics, integrity and anti-corruption	
	• Stakeholder engagement and dialogue	
	• Economic impact	
	• Community development	
Waste management	• Waste management • Recycling	



Details of Our SDG Impact

GOAL 3

Good Health and Well-being

- Provision of free medical support to our employees and their families
- Implementation of strict policies to promote safety and zero fatalities among employees and contractors
- Provision of premium quality water to health and essential workers.

GOAL 4

Quality Education

- Scholarship awards to community children at the secondary school level
- We donated notebooks and school bags to 2000 pupils in undeserved communities.
- Construction and maintenance of an ICT laboratory for a free IT skill acquisition programme.

GOAL 6

Clean Water and Sanitation

- Provision of premium quality water to select hospitals.
- Through voluntary initiatives, our employees take part in environmental sanitation
- We educate suppliers of our food-related materials on food hygiene and environmental sanitation

GOAL 7

Affordable and Clean Energy

- We are making progress in increasing the use of renewable energy in our production processes
- Rite Foods has facilitated the use of gas for electricity generation, which is more environmentally friendly than diesel.



Decent Work & Economic Growth

- The Company creates employment opportunities, especially for new recyclers
- We use some local contractors to supply some of our resources and provide services
- We have trained hundreds of youths through an ICT laboratory built by the Company for the community. This supports entrepreneurial development
- We empowered over 350 women with grants to expand their businesses.

GOAL 8

Industry, Innovation and Infrastructure

- We are actively involved in clearing plastic bottle waste from the environment.
- We are investing in innovative technology to minimize our environmental impact.
- Our factory is fully automated, enhances industry practices, and facilitates GHG monitoring
- We create opportunities for contractors and suppliers who directly employ labour and advance the industry.

GOAL 9

Responsible Consumption and Production

- The Company adopts rigorous quality and hygiene standards to ensure that healthy food and drinks are offered to the market.
- We adopt a responsible approach in marketing and promotion of our brands
- We collaborate with our vendors to promote responsible sourcing of raw and packaging materials

GOAL 12

Climate Action

- We support climate action through investment in monitoring and control of our greenhouse gas emissions
- We use gas to generate over 93% of our energy instead of the use of diesel.
- Part of our energy mix comes from renewable energy sources-solar.

GOAL 13

Partnerships for the Goals

- Rite Foods has built strong partnerships within the industry to stem environmental pollution via plastic waste management.
- The Company is collaborating with partners in promoting recycling.
- We are collaborating with partners in creating awareness on the collection of used plastic bottles and cans.

GOAL 17

Stakeholder Engagement



How we engage

A proactive approach and sustained positive dialogue are essential ingredients of effective stakeholder engagement management.

12,000+
indirect jobs

900,000+
retail points

We established a unique and effective model of stakeholder engagement management, which has continued to strengthen relationships and partnerships with our host communities and other stakeholders. This sustains and reinforces the confidence of our shareholders and other stakeholders. We sustain and improve these relationships through continuing and proactive engagement with the host communities where we operate, as well as other stakeholders, in a manner that builds mutual respect and trust.

Rite Foods established a Stakeholder Engagement Policy to delineate the role of the Company in public affairs and stakeholder engagement, and to establish a general framework for relationships and interactions with stakeholders within its own operations and throughout activities along its value chain. This Stakeholder Engagement Policy is based on the AA1000 Stakeholder Engagement Standard (AA1000SES) and applies to the process of interaction with all our stakeholders.

The objectives of the policy are to ensure consistency across our business units regarding stakeholder interests and engagements, foster mutual awareness of the Company and stakeholder interests, and build trust-based relationships through effective engagement to ensure transparent and honest communication to address stakeholder concerns. Additionally, the policy is designed to provide regular, accessible, and transparent consultation with stakeholders and to establish a framework for constructive, long-term relationships based on dialogue and communication aimed at broad support to impacted communities.

Furthermore, the policy facilitates stakeholder identification, analysis, and mapping, to prioritise consultation and engagement, risk and impact assessment, information sharing, and documentation. It also promotes follow-up actions to deliver positive impacts on stakeholders throughout the value chain in line with our ESG goals.

Rite Foods also played a leadership role within the food and beverage sector by hosting the Food and Beverage Recycling Alliance (FBRA) Q2 Board Meeting and Chief Executives' Meeting. This milestone reinforced the Company's commitment to industry-wide partnerships in addressing shared environmental challenges.

Stakeholder Engagement Management Strategy

Our stakeholder engagement strategic approach, applied across Rite Foods Limited, includes the following:

1. Stakeholder Identification and Prioritisation
We identify and categorize our stakeholders, considering their interests, influence, and relevance to our business. Stakeholders are prioritised based on the significance of their impact on our operations and the importance of their concerns.

2. Effective Communication
Rite Foods is committed to open, honest, and two-way communication with our stakeholders. We actively seek and listen to feedback, concerns, and suggestions from our stakeholders, which are promptly reported and considered by our management team.

3. Customised Engagement
We tailor our engagement strategies to ensure effective communication and collaboration with each group.

4. Transparency and Accountability
We maintain transparency in reporting on our activities, performance, and initiatives, while guaranteeing fairness and integrity.

5. Risk Management
The Company identifies actual and potential sustainability-related risks and opportunities associated with our stakeholder relationships, and develops strategies to mitigate the risks and take advantage of opportunities.

6. Regulatory Compliance
As a highly visible corporate citizen, we ensure that we remain well-informed about all relevant laws, regulations, and industry standards in Nigeria and comply with them accordingly.

7. Employee Engagement
The Company engages with our employees and encourages their active participation in our engagement initiatives.

How We Engaged in 2025

Stakeholders	Nature of Engagement	Impact/Value
Consumer satisfaction	• Offering affordable, high-quality brands • Awareness creation through advertising and promotions, Continuous research and development to meet expectations	• Launched Bigi Flex Sausage Roll, Fearless Energy Drink Redberry can and Fearless 35cl
Employees	• Virtual meetings for distant staff • Webcasts • Onboarding sessions for new staff • Emails/Intranet • Departmental meetings • Newsletters • Town hall meetings • Training sessions • Team bonding sessions	• Impacted over 2000 employees • Over N50 million invested
Stakeholders	• Annual General Meetings • Quarterly and ad-hoc meetings • Virtual meetings • Emails	• Updates on key Company events and developments • Payment of dividends to shareholders
Customers (Distributors, wholesalers)	• There were trade visits to customers, fora, invitation of customers to company events	• 1,500 engaged
Host Communities	• Regular interface meetings • Scheduled and ad-hoc meetings • Invitation to community events • CSR program activations	• 2000+ school children from underserved communities in 3 states received free notebooks and school bags • During World Water Day, we shared bottled water with security and road traffic personnel
Business Partners (Vendors, Suppliers, Consultants, etc	• Vendors forums • Emails • Virtual meetings (Zoom, Microsoft) • Phone calls	• Over 2050 business partners engaged • The Supplier Code of Conduct document was developed, shared,
Media	• Media briefings • Media conferences	• Positive continuing dialogue
Government/ Regulators	• Inspection visits • Excise duty collections •]Payment of taxes • Environmental compliance checks • Submission of reports • Formal and informal meetings	• Adherence to regulatory standards and strong relationship with government institutions
NGOs/Civil society	• Factory visits • Phone calls • Emails • Invitation to Company events • Newsletters	• Supportive partnership • Support in advocacy
The Planet	• Environmental care • Adherence to environmental standards	• Emissions reduction • Partnership with environmental expert • Activation of environmental care initiatives • Transparent disclosure of our impact

GOVERNANCE

Corporate Governance

At Rite Foods Limited, we operate a high standard of corporate governance. Our governance framework provides the foundation for transparency, accountability, ethical conduct, effective risk management, and long-term value creation. It also supports clear oversight and effective decision-making across the business, including sustainability and corporate responsibility priorities. The Company has a seven-member Board with responsibility for policy formulation, strategic direction, and the management of our sustainability-related issues. The Chairman of the Board performs an executive role, while the Board collectively ensures that governance principles are applied consistently across operations.

To support effective oversight, the Board operates through two standing committees: the Governance and Nomination Committee and the Audit and Risk Committee. These committees assist the Board in discharging its responsibilities by providing focused oversight on governance practices, leadership matters, internal controls, risk management, and sustainability-related risks and opportunities.

The Board has approved the Company's sustainability policy and strategy, which guide environmental, social, and governance practices over the short, medium, and long term. These policies are aligned with applicable corporate governance principles, and regulatory requirements.



Governance effectiveness is supported by periodic reviews of Board and committee performance, alongside ongoing evaluation of governance policies and processes. These practices help ensure that oversight arrangements remain fit for purpose and responsive to the Company's evolving risk profile and stakeholder expectations. Furthermore, our governance model is designed to foster trust among key stakeholders, and this creates a strong foundation for long-term, sustainable relationships.

Sustainability Governance

Sustainability oversight is embedded within existing governance structures. The Managing Director and Chief Executive Officer has overall responsibility for sustainability matters at the management level, while the Audit and Risk Committee, led by a non-independent executive director, provides focused oversight on sustainability performance, risk management, and internal control measures.

At the management level, sustainability priorities are coordinated through the management committee, with clear reporting lines to the Chief Executive Officer. Programme implementation is led by the Head, Corporate Affairs and Sustainability, working in collaboration with departmental heads to ensure responsibilities are embedded within operational functions.



RISK MANAGEMENT

Rite Foods Limited has developed and implemented an integrated risk management system aligned to international best practices. The goal of our risk management is to promptly identify and evaluate risks and opportunities and take appropriate measures to take advantage of opportunities, minimize losses, and avoid risks that pose a threat to our Company's survival.

In line with our risk governance structure, our Board Committee on Audit and Risk has oversight of risk management and regularly evaluates the effectiveness of our risk management system and framework. The Company views risk management as a holistic, integrated, structured, and disciplined approach to managing risks to maximize shareholder value. It aligns the Company's strategy, processes, people, culture, technology, and governance to evaluate and manage the uncertainties faced by the organisation while creating value for our stakeholders.

Risk Management System

As part of the strategy to integrate risk management with the overall strategic and operational practices, we have developed and established an Enterprise Risk Management Framework as a comprehensive set of components that lays the foundation for the design, implementation, monitoring, review, reporting, and continuous improvement of risk management practice throughout the Company. Our Enterprise Risk Management (ERM) model is designed to systematically identify, assess, manage, and monitor risks that may impact the achievement of our strategic and operational objectives. The model aligns with leading practices under COSO ERM and ISO 31000 and is embedded throughout the organisation through defined governance structures, clear risk ownership, and consistent reporting processes.

The risk management system comprises a policy, which outlines the institutional and individual responsibilities and requirements. It also recognises the mandate and roles of the Board. It affirms the Company's strategic commitment to building a risk management culture in which risks and opportunities are proactively identified and effectively managed.

The risk management system also embeds the Risk Appetite Statement, which articulates the Company's appetite for risk and associated tolerance levels.

The ERM model adopts a structured approach to managing strategic, climate-related, operational, financial, compliance, and emerging risks. Risks are assessed using standardised criteria, prioritized in line with the Board-approved risk appetite, and supported by mitigation plans with defined ownership and timelines. Regular risk monitoring, revalidation, and reporting enable management and the Board to maintain oversight of the Company's evolving risk profile.

During 2025, the Company made good progress in delivering on the strategic objectives of the model. Risk ownership was strengthened through the appointment of departmental Risk Owners and Risk Champions, improving accountability and consistency in risk identification and reporting. The Enterprise Risk Register was expanded and refined, reflecting a broader and more accurate view of the Company's risk profile.

Furthermore, our Risk and Assurance Team conducted a risk revalidation exercise for Quarter four (Q4) 2025, after full commencement and first presentation of a report to the Board in Q3, resulting in updates to key risk ratings to reflect changing business conditions and control effectiveness. Mitigation plans for priority risks were actively monitored, with increased management oversight applied to areas requiring enhanced control effectiveness.

Additionally, the Company improved the quality and timeliness of risk reporting to the executive management team and the Board, to enable more informed oversight and decision-making. Emerging risks and value-enhancing opportunities were incorporated into risk discussions to support business resilience and sustainable performance.

Climate Transition Action Plan

Rite Foods is working to establish a Climate Transition Action Plan, which will refocus and reinforce our emissions reduction effort, and support our match toward net zero. Part of our plan is to increase our energy generation from renewable sources, maximize our local sourcing of raw materials, drive operational excellence through cost reduction, and collaborate with suppliers of our agricultural ingredients.

Our strategy is anchored on our commitment to contributing toward meeting the 1.5°C temperature goal of the Paris Agreement. As a Company, our ambition is to achieve net zero by 2060. We are working to complete and commence the implementation of the Climate Transition Action Plan as we prepare to register with the Financial Council of Nigeria and fully adopt the IFRS Sustainability Disclosure Standards.

Climate Change-Related Risks and Opportunities

Risks
Climate change presents a range of physical, transitional, and regulatory risks, as well as strategic and operational opportunities, which may impact the Company's operations, financial performance, and long-term sustainability. Management continues to integrate climate considerations into the enterprise risk and opportunity management framework to support resilience and value creation.

Climate-Related Risks

1. Physical Risks
- Extreme weather events (e.g., flooding, heat stress, storms) may disrupt operations, damage assets, and affect employee safety.
- Supply chain disruptions due to climate-related events could impact key suppliers, logistics routes, and raw material availability.
- Water stress and resource scarcity may increase operating costs and constrain production capacity.

The above risks have the potential for negative impacts such as operational downtime, increased repair and insurance costs, reduced productivity, and reputational exposure.

2. Transitional Risks
- Regulatory and policy changes related to emissions reduction, energy efficiency, and environmental compliance may increase compliance costs.
- Rising energy and carbon-related costs could affect margins.
- Market and customer expectations shifting towards low-carbon and sustainable products may reduce demand for noncompliant offerings.

The above risks could increase operating costs, impair asset quality, and create competitive pressure.

Opportunities
While climate change presents material risks, it also creates strategic, operational, and financial opportunities for the Company to enhance resilience, competitiveness, and long-term value. Some of the opportunities are highlighted below.

1. Operational Efficiency and Cost Optimization

- Investment in energy-efficient equipment and processes can reduce energy consumption and operating costs.

- Improved water and waste management practices can lower resource costs and increase operational resilience.
- Process optimization and digitization driven by sustainability initiatives may improve productivity.

The Company could derive benefits from the above opportunities, which would include sustained cost savings, improved margins, and reduced operational volatility.

2. Innovation and Revenue Growth

- Development of low-carbon, environmentally responsible products and services aligned with evolving customer and regulatory expectations
- Entry into new markets or customer segments that prioritise sustainability
- Opportunities to redesign products and packaging to reduce environmental footprint

Potential benefits from the above scenarios could include revenue diversification, enhanced market relevance, and competitive advantage.

3. Access to Capital and Financial Incentives

- Improved eligibility for green financing, sustainability-linked loans, and climate focused investment funds
- Potential access to government incentives, grants, or tax benefits for renewable energy, efficiency, or emissions-reduction projects
- Improved credit perception due to stronger ESG performance.

The potential benefits from the above opportunities could include a lower cost of capital and improved financial flexibility.

4. Supply Chain Resilience and Partnerships

- Strengthening supplier relationships through sustainability standards and collaboration
- Increased resilience by diversifying suppliers and integrating climate considerations into procurement decisions
- Opportunities to partner with suppliers on shared efficiency and emissions-reduction initiatives

Some of the advantages of the above opportunities would include reduced disruption risks and improved supply continuity.

5. Reputation, Brand, and Stakeholder Trust

- Enhanced brand positioning through visible commitment to climate action and transparency
- Stronger relationships with regulators, customers, employees, and communities
- Improved ability to attract and retain talent, particularly among sustainability-conscious professionals

The Company could take advantage of increased stakeholder confidence and long-term brand equity arising from the above scenarios.

6. Strategic Resilience and Long-Term Value Creation

- Integration of climate considerations into strategy, capital planning, and risk management improves decision-making quality
- Early adaptation could position the Company to respond effectively to future market demands.

The Company could experience improved business resilience and sustainable growth. Overall, effective management of climate-related opportunities enables the Company to reduce costs, unlock new revenue streams, strengthen resilience, and enhance longterm enterprise value, while meeting evolving stakeholder and regulatory expectations

Risk Appetite

The risk appetite component of our risk management system reflects the amount and level of risk that the Company is prepared to accept or avoid in the course of pursuing its strategic objectives. A summary of our Risk Appetite Statement is shown in the table below.

Risk Drivers	Risk Appetite Range	Risk Approach
• Strategic growth • Research and Development • Products Offerings and Innovation	High	An entrepreneurial acceptance of risk-taking
• Reputation • Financial sustainability • Sales and Marketing	Moderate	A balanced and informed approach to risk-taking
• People • Business disruption, systems and data security, and physical assets • Environmental sustainability	Low	Accepts as little risk as possible and takes a conservative approach to risk-taking
• Corporate values and culture • Health and safety • Legal and regulatory compliance • Internal policies compliance	Zero	Unacceptable to take risks with a no compromise approach to risk-taking

Table 1: Risk Appetite Statement Summary



Risk Categorization

The Company has identified its enterprise-wise risk categories and sub-risk categories (outlined in the table below) in efforts to manage risks consistently. Risk categories and sub-risk categories are based on the type of risk, its source, and how it will be managed.

Risk Categories	Sub-Categories	Description
Strategic risk Potential events or circumstances that affect or are created by the Company's strategic vision, goals and priorities. These circumstances may impact the Company positively or negatively. Strategic activities are essential to meeting our objectives to provide world-class and innovative products offerings and accept that these activities may carry higher risk that needs to be managed accordingly.	**Strategic growth**	Activities or circumstances that impact the Company's strategic growth, such as: • Collaborating with external partners • Investing in research and development programs • Strategic and competitive positioning • Innovative product offerings • Organisational systems and structures • Strategic portfolio diversification • Competent human resources.
	Products Research and Development Programs	Activities or circumstances that impact the Company's products and market research performance and ability to deliver, such as: • Research capabilities • Research outcomes • Research integrity and ethics • Safety and security of research products
	Market Leadership	Activities or circumstances that impact the Company's objective to attain and maintain market leadership through innovative product offerings to the markets in: • The Beverage segment • Bakery segment • Carbon dioxide (CO_2) segment • Others
	Reputation	Activities or circumstances that impact the Company's image, or the long-term trust placed in the Company by its stakeholders. This may occur due to factors such as performance, strategy execution, or an activity, action or stance taken by the Company and/or individuals aligned with the Company.

Risk Categories	Sub-Categories	Description
Operational risk Activities carried out or circumstances relating to the business of the Company. They may be associated with structure, systems, people, services, or processes.	**Business distruption and system failure**	Activities or circumstances that impact the continuity of business systems and operations, such as access to enterprise level critical systems or information.
	Physical assets	Activities or circumstances that impact the Company's physical assets, such as buildings, machinery and infrastructure, such as: • Natural events (e.g. fire, flood, etc) • Security • Utilisation of facilities • Machine Utilization • Maintenance.
	People and culture	Activities or circumstances that impact the Company's people, such as: • Attraction, recruitment and retention of exceptional talents • Managing, motivating and developing our people • Organisational culture. • Organisational Performance Management
	Safety and health	Activities or circumstances that impact the health, safety and wellbeing of the Company's employees, vendors, and visitors, such as: • Maintaining a safe, healthy and secure environment for employees, contractors, and visitors • Providing resources to support mental health • A strong safety culture • Maintenance of physical buildings and machinery.
	Information and communications technology/cyber and data security	Activities or circumstances that impact the Company's technology and cyber and data security, such as: • Adequate systems and processes that protect critical and sensitive data • Adequate information and communication technology (ICT) resources.

Risk Categories	Sub-Categories	Description
	Fraud (internal and external)	Activities or circumstances that impact the Company's integrity, such as: unethical behaviour, corruption, theft, embezzlement, money laundering, bribery, extortion, etc.
Financial risk	**NA**	Activities carried out, or circumstances related to physical assets or financial resources, such as: corporate funding, budget discipline, accounting, reporting and disclosure, including internal control requirements, investments, capital and cash management, insurance, audit, financial investment decisions, etc.
Environmental risk	**NA**	Activities carried out, or circumstances related to protecting and preserving the environment. Conversely, activities or circumstances that significantly degrade the environment, such as: pollution, impairment of ecosystem, etc.
Legal, compliance and regulatory risk	**NA**	Activities carried out, or circumstances related to compliance with laws and regulations. Conversely, activities or circumstances that do not comply with laws and regulations and result in adverse impacts, such as: fines, reputational damage, material financial loss, sanctions, penalties, stakeholder risk, loss of operating licences/mandates, civil claims or liability, criminal prosecution or inability to enforce contract, etc.
Major project risk	**NA**	Activities or circumstances that impact the delivery of major projects, such as: time, cost, quality, resources, etc. They may be associated with strategic growth, systems, services or infrastructure.

Table 2: Risk categories and sub-categories



STRATEGY TO DELIVER OUR ESG COMMITMENTS

Sustainability Strategy

Our sustainability strategy is designed to align commercial success with responsible business conduct, while creating value to make a positive impact on society and the environment.

Sustainability as a Value Creation Lever

At Rite Foods Limited, sustainability is not an adjunct to our business — it is a core driver of long-term value creation and competitive advantage. Our sustainability strategy underpins the delivery of our business proposition, supports resilience in a changing operating environment, and reinforces our leadership position in Nigeria's food and beverage sector.

As climate change, resource constraints, and evolving stakeholder expectations increasingly shape business performance, we recognise that strong environmental, social, and governance (ESG) practices are essential to protecting earnings, managing risk, and unlocking growth opportunities. Our sustainability strategy is therefore designed to align commercial success with responsible business conduct, while creating value to contribute positively to society and the environment.

Strategic Rationale

Sustainability priorities are embedded within our corporate strategy and operationalised through 11 material topics that guide decision-making, capital allocation, and performance management across the business. The sustainability strategy is structured to protect and enhance long-term enterprise value through proactive risk management and operational efficiency; strengthen brand equity and consumer trust across our portfolio of fast-moving consumer goods, and improve access to capital and investor confidence by demonstrating disciplined ESG governance and transparent performance. Furthermore, it is aimed to support regulatory readiness and licence to operate across our manufacturing and distribution footprint; and create shared value for employees, communities, suppliers, and the wider economy.



Strategic Pillars

1. Responsible Governance and Ethical Conduct
We are committed to robust corporate governance founded on integrity, accountability, and transparency. Our governance framework supports effective oversight, risk identification and mitigation, and ethical decision-making across the organisation. This approach strengthens stakeholder confidence and supports sustainable business growth.

2. Climate Action and Energy Transition
In response to climate-related risks and opportunities, we are progressively increasing investments in renewable energy and energy-efficient technologies, with a long-term ambition aligned with energy transition and net-zero pathways. We are also focused on the continuous reduction of greenhouse gas emissions across our operations, improving efficiency while managing exposure to future carbon-related costs.

3. Plastic Waste Management and Circular Economy
Packaging sustainability remains a strategic priority for our manufacturing and marketing operations. We aim to lead the industry in plastic waste reduction and recovery, working collaboratively with recycling partners and third-party operators within the circular economy. Through plastic collection, recycling support, and awareness initiatives, we are mitigating environmental risks while strengthening our sustainability credentials and brand reputation.

4. People, Health, Safety, and Well-being
Our workforce is central to our performance. We maintain a strong focus on their health, safety, and well-being to sustain zero fatalities and reduce workplace incidents. We also invest in employee development, engagement, and inclusive workplace practices to enhance productivity and retention.

5. Diversity, Equity, and Inclusion
We recognise that diverse leadership improves decision-making and organisational resilience. As part of our social strategy, we are working to increase female representation in management roles, while fostering a culture of fairness, equal opportunity, and respect across the business.

6. Partnerships and Community Impact
The Company leverages partnerships with communities, suppliers, industry peers, regulators, and other stakeholders to scale impact. Our social investments — particularly in education, environmental stewardship, youth empowerment, and community development - are designed to support social stability, strengthen our operating environment, and reinforce long-term market growth and sustainability.

Value to Shareholders and Investors
For our shareholders and investors, our sustainability strategy is designed to deliver enhanced risk management, particularly in relation to climate-related risks, environmental compliance, and social licence to operate, operational efficiencies and cost savings through energy management and waste reduction. It also delivers stronger brand and market positioning, supporting revenue growth; improved governance and transparency, and long-term resilience, ensuring the Company is well-positioned for future regulatory, environmental, and market challenges.

Reporting Approach and Scope
Although a privately held company, Rite Foods voluntarily publishes sustainability reports to provide stakeholders — including current and prospective investors — with clear insight into our ESG performance, priorities, and progress. Our reporting focuses on material environmental, social, and governance issues that have the greatest potential to influence business outcomes and stakeholder decisions. These issues are identified through structured stakeholder engagement and periodic materiality reviews. The report scope includes key ESG risks and opportunities; performance across priority sustainability topics; actions taken to mitigate risks and drive continuous improvements; and progress toward our medium and long-term sustainability goals.

We align our disclosures with the Global Reporting Initiative (GRI) principles of stakeholder inclusiveness, sustainability context, materiality, and completeness, ensuring consistency, credibility, and decision-useful information. We also take due consideration of other sustainability disclosure standards as highlighted on page 6, About this Report.

Outlook
Guided by this strategy, Rite Foods will continue to integrate sustainability into capital investment, operations, and performance management. Our objective remains clear: to deliver sustainable financial performance while creating lasting value for society and future generations.

ESG Disclosures
In the following sections, we discuss details of our strategies, programme implementations, progress, successes, challenges, and plans toward delivering on our ESG commitments.

Environment

97.44%
waste recovery rate

0.41 MJ/Lob
energy usage ratio

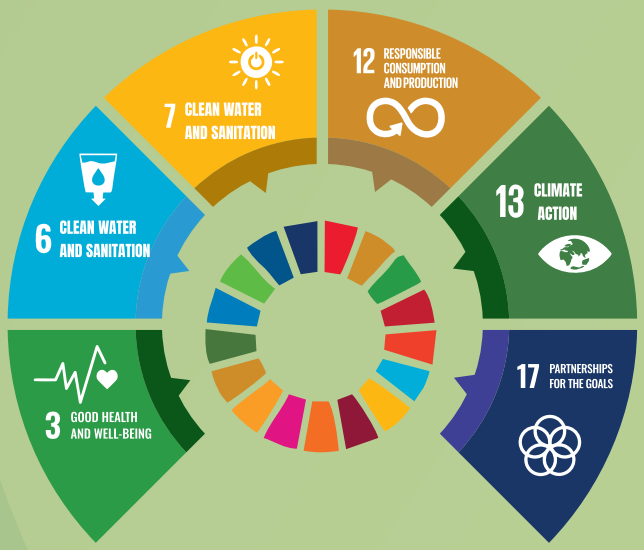
82.5 GWh
total energy consumed in 2025

93%+
energy is sourced from cleaner sources (Gas and Solar)

83%+
of our GHG emissions come from Scope 3 sources

Rite Foods is focused on creating value for various components of society through meeting the needs of our wide range of consumers profitably. We remain committed to caring for and protecting the environment to guarantee sustainability. It is this commitment that drives our investments in technologies and activities to reduce our emissions and promote the circular economy.

Related SDGs



Environmental Stewardship

At Rite Foods, environmental management and control, and continuous improvements in processes to mitigate climate-related risks to our manufacturing activities are integral to our operations. We demonstrate a companywide commitment to managing risks and opportunities associated with climate change and the environment through compliance with local and international standards to ensure sustainability. We continuously strive to improve water and energy consumption efficiency while collaborating with various partners on recycling initiatives and ensuring the quality of effluents.

As a large-scale food and beverage manufacturer, we recognise the environmental impacts of our operations and actively manage them through structured monitoring and continuous improvement. We operate an Environmental Management System (EMS) aligned with ISO 14001:2015, which provides a clear framework for identifying environmental risks, setting performance objectives, and implementing controls across our operations. The EMS also supports regulatory compliance and helps ensure consistent environmental performance across our sites.

We routinely monitor and review environmental data covering energy use, water withdrawal and consumption, waste generation and recovery, effluent quality, and emissions. This enables timely corrective actions, supports performance benchmarking, and informs investments aimed at improving resource efficiency.

In 2025, we optimized the increasing use of gas for energy generation, which we commenced in 2022. During the reporting period, we reduced greenhouse gas (GHG) emissions by over 5% year-on-year. We aim to achieve an additional 10% reduction by 2026 and 40% by 2030. Although we recorded a slight improvement in the contribution of renewable sources to our energy mix, we remain committed to driving increases in the use of solar energy in our operations. Our long-term goal aligns with the ambition of the Federal Government of Nigeria to achieve net-zero emissions by 2060.

Additionally, we made good progress with the introduction of lightweight packaging, which commenced in 2024, advanced recycling programs, and research and development initiatives for innovative packaging solutions. Our regular measurements and reporting cover key environmental metrics, including carbon emissions, water and energy consumption, waste reduction, and responsible sourcing. See our environmental data on the section on metrics and targets.

Our Response to Climate Change

Climate-related risks and opportunities remain a material issue for our business, which we continually factor into our business proposition and operations. As the impacts of climate change continue to pose great threats to society and business, part of our strategic response is to deploy mitigating measures to address risks presented by this global phenomenon while taking advantage of opportunities presented. At the heart of our climate action is a commitment to meeting the SDG targets on climate change through sustainable production processes that take into consideration the climate impact of our activities. As a result, we have invested in understanding the climate risk exposures and in continuous measurement of environmental key performance indicators, transparent reporting, and collaborative implementation. We plan to establish internal methodologies to capture and disclose some of the environmental metrics that are not currently reported.

Targets guide our energy optimisation efforts and inform ongoing assessments of lower-carbon technologies. In 2025, key performance indicators for water use, energy consumption, and waste management showed improvements as most of the annual targets were achieved and surpassed in some cases. This is a reflection of the effectiveness of our operational controls and continuous improvement measures. We continue to embed circular economy principles into materials and waste management.

During the year, we expanded recycling partnerships, strengthened waste segregation practices, and advanced lightweight packaging initiatives. Ongoing research into alternative packaging solutions aims to reduce material intensity while maintaining product quality and safety. As a result of these efforts, we achieved a 97.44% waste recovery rate, significantly reducing landfill disposal and associated environmental risks.

Our strategy to help mitigate climate-related risks and maximise emerging opportunities is anchored on a four-pronged approach outlined below.

- increase investment in new technology to reduce emissions
- Use gas as a transition fuel and gradually upscale the use of renewables
- Optimize electricity generation based on renewables
- Increase use of packaging with lower carbon intensity and collaborate with partners to support recycling.

Scope 1 and Scope 2 Emissions

At Rite Foods, Scope 1 emissions are a result of direct emissions from our energy generation, production equipment and processes, boilers, refrigerant systems, and operations from our offices. Our Scope 1 emissions are mainly CO_2, NO_2, SO_2, and CH_4. Through our gradual but continual deployment of renewables in our energy mix, we hope to achieve significant reductions in Scope 1 emissions and meet our target of 40% reduction by 2030.

Our Scope 2 emissions are a result of indirect emissions from purchased electricity. With our current low level of dependence on purchased electricity since we generate over 92% of our energy requirements from gas, and 1.45% from renewable sources, we face minimal challenges from Scope 2 emissions. Our drive to reduce Scope 2 emissions will continue to yield better results as we increase our energy generation internally, supported by renewables.

Strategy to Capture and Manage our Scope 3 Emissions

Our comprehensive strategy for managing sustainability-related risks and opportunities due to Scope 3 emissions is still evolving, and we have identified the need to evolve a more robust framework to meet the challenges of measuring, managing, and reducing Scope 3 GHG emissions due to the varied nature of the contributing factors. These emissions include those arising from upstream and downstream value chain activities, including suppliers, distribution, waste generated from our processes, company and employee vehicles, and business travels, among others. Overall, it is estimated that 83% of our emissions come from Scope 3 emissions. This reflects the scale and complexity of our value chain and underscores the importance of engaging beyond our direct operations.

In the short and medium term, we will work to establish a methodology for the capture of our Scope 3 emissions to facilitate monitoring, management, and reduction of the emissions. One of our strategic steps is to increase investment in technology to drive the above process. Besides investments, we plan to create awareness and elicit the cooperation of relevant business partners, including suppliers, distributors, and logistics providers, to facilitate collaborative actions toward reducing Scope 3 emissions.

Managing Our Emissions

Building on the greenhouse gas emissions baseline established in 2023, we are strengthening our long-term decarbonisation planning. Our emissions inventory was developed in line with internationally recognised standards, including the GHG Protocol and ISO 14064-1:2018, ensuring consistency, transparency, and comparability.

Recognising the materiality of Scope 3 emissions, we continue to deepen our understanding of upstream and downstream emissions drivers and explore opportunities for collaboration across the value chain. Our current focus areas include improving data visibility across high-impact categories, engaging suppliers on energy use, materials, and efficiency improvements, and collaborating with partners to support recycling initiatives and lower-carbon packaging solutions. These actions are intended to progressively reduce embedded carbon across the product lifecycle.

Safeguarding Air Quality

In addition to climate action, in 2025, we maintained robust controls to safeguard air quality around our operations. In all our operations, we adhere to local and international air quality standards while we continue to explore ways to reduce our emission levels. We maintained a rigorous environmental monitoring programme to ensure compliance with national standards and to safeguard the health of our employees and communities. We conducted regular air quality assessments across critical production areas, measuring pollutants such as Nitrogen Dioxide (NO_2), Sulfur Dioxide (SO_2), Carbon Dioxide (CO_2), Suspended Particulate Matter (SPM), and Methane (CH_4).

All monitoring activities were conducted in compliance with the regulatory standards set by the National Environmental Standards and Regulations Enforcement Agency (NESREA), the Federal Ministry of Environment, and the Ogun State Environmental Protection Agency (OGEPA). Air quality measurements were done in 23 of our operational areas. The results confirmed full compliance across all measured parameters with NESREA regulations. The table below shows the scores on air quality measurements in 8 of the areas as a reference.

Air Quality Performance Indicators

Parameters/Locations	NO_2 (ug/m^3)	SO_2 (ug/m^3)	NO_2 (ug/m^3)	SPM (ug/m^3)	Ch_4 (ug/m^3)
Parameters/Locations	31.20	20,21	12.39	12.12	4.13
Generator house	67.39	4.50	138.10	52..51	0.03
Boiler house	2.13	30.65	238.12	33.20	12.13
Compressor room	4.10	13.67	452.10	74.13	0.01
Table water production	4.64	11.40	1.21	13.31	1.00
CO_2 room	3.17	14.32	523.53	16.10	0.02
Filling area	126.19	132.18	545.20	165.23	1.18
Bottling plant	4.10	13.67	452.10	74.13	0.01
NESREA Limit	**313**	**425**	**30.000**	**250**	**50**

Table 3: Air Quality Performance Indicators

Responsible Water Management

Water is the dominant ingredient in most of our products and is also used in production. Additionally, access to potable water is also critical to life in our host communities. As a result, water stewardship is a material issue and central to our operations and sustainability. We recognise the growing pressures on water resources due to the effects of climate change and population growth. This drives the implementation of our water management strategy, which includes regular assessments of water-related risks through scenario analysis to guide our appropriate response. As a demonstration of our responsible approach to water consumption efficiency, we measure the rate of water usage at various points across our operations. We work to reduce the amount of water used during the production process and ensure proper wastewater treatment and recycling.



Water Sourcing and Abstraction

In 2025, water was sourced exclusively from groundwater through permitted boreholes to support beverage and bakery production. Total water abstraction for the year was approximately 1.58 million cubic metres.

Groundwater abstraction is managed in line with regulatory approvals and monitored to minimise stress on local aquifers. During the reporting period, there were no incidents of groundwater contamination or adverse impacts on surrounding water sources.

Water Use Efficiency

Improving water efficiency remains a key operational priority. Through process optimisation, equipment controls, and strengthened operational discipline, we achieved a water usage ratio of 1.90 litres per litre of beverage (L/LoB) in 2025. This performance exceeded the internal target of 2.24 L/LoB, reflecting continued progress in reducing water intensity across production processes.

Water Consumption and Discharge

Total water consumption during the reporting period amounted to approximately 1.57 million cubic metres. Process effluent is treated before discharge, with discharge volumes remaining low relative to total abstraction. Effluent quality is routinely monitored against regulatory standards. In 2025, no adverse impacts on receiving water bodies or aquatic habitats were recorded, and key parameters remained within acceptable limits.

Water Reuse and Recycling

Water reuse continues to support efficiency gains across operations. Internal reuse systems reduce reliance on freshwater withdrawals and contribute to cost savings on water procurement and disposal. In 2025, we improved the level of efficiency in our water recycling process as part of the water used was sourced through internal reuse systems, reducing reliance on freshwater withdrawals.

Energy Efficiency

Energy Performance and Fuel Management

Our direct and indirect energy consumption impacts natural resource depletion and contributes dominantly to GHG emissions. For a large-scale food and beverage business operation such as ours, energy consumption is a major material issue due to the sustainability-related risks and opportunities presented by a lack or inadequate supply of this key resource. At Rite Foods, energy efficiency is a key measure of operational excellence across our business. As a result, we capture energy consumption across the business in real time to identify where mitigation measures need to be implemented to improve efficiency.

Energy efficiency considerations are integrated into equipment selection, production planning, and maintenance activities, supported by continuous monitoring of energy consumption across facilities. Performance data is reviewed regularly to identify efficiency opportunities and guide improvement actions.

Energy Mix and Supply

To ensure uninterrupted operations and manage energy-related risks, we operate a hybrid on-site energy model combining natural gas, renewable energy, and diesel for emergency backup. In 2025, natural gas accounted for over 92% of the total energy mix, reflecting its role as our primary transition fuel due to its lower carbon intensity compared to diesel. Renewable energy, mainly from solar installations, contributed approximately 1.45% of total energy generated, while diesel use was limited and primarily reserved for emergency and contingency situations.

Total electricity generated on-site during the reporting period was approximately 82.5 GWh, supporting both beverage and bakery operations. We achieved an energy use ratio of 0.41 MJ per litre of beverage (MJ/LoB) in 2025, meeting our internal efficiency target and reflecting continuous improvements in operational energy performance. Our energy efficiency efforts extend beyond electricity generation to include fuel use for boilers and generators.

Waste Management

Plastic waste and production by-products pose a significant challenge in the food and beverage industry. In response, Rite Foods formulated and implemented a waste management strategy to address the risks associated with plastic packaging material and other wastes. Part of the strategy is to categorize all wastes, emphasise recycling and reuse of materials where possible. Furthermore, we work with government-approved contractors in the handling and disposal of waste in line with regulatory protocols. We prioritise the retrieval of used plastic water bottles and PET bottles used for packaging our products. Our employees are engaged in creating awareness among stakeholders and exemplifying the retrieval of used plastic bottles as part of our signature CSR programme, tagged, July-Free plastics.

Our operations generate both hazardous and non-hazardous waste. Hazardous waste is managed in strict compliance with regulatory requirements and handled exclusively by licensed waste contractors to minimise risks to human health and the environment. In line with our responsible business approach, we prioritise the treatment and reuse of non-hazardous materials while ensuring the safe disposal of hazardous materials. We are committed to increasing the volume of waste recovered and reused within our operations or by third parties under the principles of the circular economy.

In 2025, we generated 6,398.8 metric tonnes of solid waste, comprising both non-hazardous and hazardous waste streams. During the year, we recorded a solid waste ratio of 7.71 grams per litre of beverage (g/Lob), exceeding the internal target of 10.6 g/Lob, reflecting improved material efficiency across operations.

Recovery, Recycling, and Reuse

Material recycling and reuse remain our preferred waste management options. In 2025, 97.44% of total waste generated was recovered through recycling and reuse. Over 4,437.87 metric tonnes of non-hazardous waste were recycled, while 1,772.77 metric tonnes of non-hazardous materials were reused within operations or through third-party partners. This strong recovery performance significantly reduces reliance on landfill disposal, which is treated as a last resort and limited to waste streams for which no viable recovery options currently exist. In 2025, landfill disposal accounted for a small fraction of total waste generated, with a landfilled waste ratio of approximately 0.20 g/Lob.

Plastic Packaging

Plastic packaging remains a priority focus area due to its environmental footprint and increasing regulatory attention. Packaging lightweighting initiatives and ongoing research into alternative materials form a key part of our strategy to reduce plastic intensity while maintaining product safety and quality.

Biodiversity Protection

While our manufacturing facilities are located within industrial zones and are not situated in or near designated protected areas, we integrate biodiversity considerations into site management and environmental controls to prevent unintended ecological impacts. Environmental risk assessments are conducted during project planning to evaluate potential effects on land, soil, vegetation, and surrounding ecosystems. Where risks are identified, mitigation measures are incorporated into site design, construction, and operational practices. Following land-clearing activities associated with facility development, we have implemented tree-planting and landscaping initiatives on the factory premises. These efforts help restore local green cover, enhance site aesthetics, and contribute modestly to ecosystem stability within our areas of operation.

Effluent management also helps protect local ecosystems. Treated wastewater is reused in a controlled manner to support a fish pond near our production facility. The remaining treated effluent is discharged to nearby water bodies and is closely monitored to ensure it does not pose risks to aquatic life or downstream ecosystems.



Social

Our People

2,936 "LA"
Employees

80%
average salary increases

17% "LA"
of women in management positions

95%+
overall manpower fill rate

90%+
training plan implemented

₦581.92 million
Social Investments

A well-trained and motivated workforce working with dedication in an encouraging environment is the cornerstone of our value creation and delivery effort. We consider the health, safety, and job satisfaction of our employees as a top priority, and we encourage the growth of all staff through continuous competency development and promote an excellent reward system across the business.

Related SDGs



Rite Foods is responsive and proactive in managing the impact of its operations on the workforce and engages every employee in a manner that promotes their job satisfaction, encourages productivity, and drives the sustainability of the business. We recognise that our successes are integral to a well-motivated, effective, and highly productive workforce. The significant positive outcomes of our engagements with these internal stakeholders will continue to ensure the achievement of our mission of value creation.

We work to integrate human rights considerations, labour laws, equal opportunity, and good ethical conduct, among other principles, in our human resource management. Our operations are done in a manner that promotes mutual respect as well as a free and fair work environment. The Company creates an exciting work environment where employees can unleash their creativity, innovation, and expertise to achieve impressive results compatible with the Rite Foods brand. Our goal is to retain a workforce that comprises well-trained talent who are equipped with cutting-edge skills and technology to deliver their best to ensure operational excellence and the maintenance of our market leadership position.

Furthermore, as an equal opportunity company, Rite Foods treats all our employees with respect and without discrimination based on gender, tribe, religion, or other considerations. Our workplace culture and practices encourage freedom of expression, creativity, high productivity, an unbiased appraisal system, and a fair reward system.

Our operations are guided by relevant international standards and protocols such as the United Nations Universal Declaration of Human Rights, International Covenant on Economic, Social, and Cultural Rights, and the Convention on the Elimination of all forms of Discrimination Against Women, International Labour Organisation (ILO) Declaration on Fundamental Principles and Rights at Work, among others.

Labour Practices and Decent Work

Rites Foods considers the deployment of excellent labour practices and the well-being of our human capital as key material issues, as employees remain the bedrock of our current and future market performance and sustainability. We support a work environment where employees are well motivated to give their best through capacity building, good remuneration, and encouraging career plans. We are intentional about investing annually in employee training and capacity building to sharpen the skills of our workforce, which encourages our high employee retention ratio. By integrating sustainability into our operations, Rite Foods helps advance inclusive growth while mitigating environmental risks that could affect long-term economic stability.

In 2025, we did a company-wide salary review for both full-term employees and contract staff with an average of 80% increment. During the year, we commenced our 18 month Graduate Trainee Scheme, to provide young graduates with well-rounded management development skills through coaching and mentorship in various departments companywide.

As a demonstration of our sustained commitment to promoting ethical conduct in the workplace and adherence to our core values and business ethos, we carried out a company-wide sensitisation of staff on our Code of Business Conduct, Whistle Blowing Policy, Anti-Bullying and Harassment Policy, and embedded the core values as well as launched the 'Just Rite It culture'. In line with Rite Foods' commitment to world-class labour practices and to promote harmony in the workplace, major issues were discussed and agreed upon at the Joint Consultative Committee (JCC) meetings during the year.

Health and Safety

The health, safety, and well-being of our employees are material issues and top priorities for the Company as they guarantee the consistent availability of healthy, safe, and capable people to deploy vital resources for wealth creation and sustainability.

In 2025, we made progress in driving sustainable and continuous improvements in our healthcare delivery system to support the health and well-being of our employees and their family members. Our commitment to the health and safety of our workforce demonstrates our readiness to support measures to prevent work-related injuries and illnesses, and embed occupational health practices throughout the organisation. The healthcare provisions we make through our selected Health Management Organisations (HMOs) encourage employees to request for medical attention for themselves and members of their families whenever there is a need without being held back due to financial or other considerations.

During the year, the Company implemented an increase in the health insurance benefits and provisions on the HMO scheme for employees. Additionally, Rite Foods engaged in a public enlightenment programme delivered through a Fitness Walk Awareness Campaign session in one of the cities, Ijebu Ode, to sensitize community people and workers on work-life balance and overall healthy lifestyle.

Mental Health Initiatives

We organize regular workshops on stress management, resilience building, and access to counselling services. During the reporting year, we provided our employees with dedicated mental health training sessions and an Employee Assistance Program (EAP) to support their mental well-being. Employees utilized the available mental health support system with a reported increase in employees engaging with mental health services.

Safety

Rite Foods lays strong emphasis on providing a safe working environment for all employees. We work to foster and deepen a culture of safety through training, regular inspections, hazard identification, and open communication between employees and management. Employees are encouraged to issue a stop work order when they observe unsafe work situations that could lead to accidents, incidents, or injuries, and to report concerns without fear of reprisals. Furthermore, the Company aligns with relevant local and international safety regulations and allocates necessary resources to maintain a safe working environment.

Our senior management is actively demonstrating a commitment to safety practices by setting clear safety goals, allocating resources to support safety initiatives, and encouraging compliance. We also embark upon risk assessments to identify potential hazards, implement preventive measures, and regularly review controls for effectiveness.

During the year, we achieved total man-hours of 7,591,275 (2024: 5,910,642), and the Lost Time Injury Frequency Rate (LTIFR)`was 0.13 (2024: 1.03), while the Total Recordable Incident Rate (TRIR) during the year was 0.03 (2024: 1.02), indicating a trend of improvement on these key performance indicators.

Capacity Development

We are intentional about investing annually in employee training and capacity building to sharpen the skills of our workforce, which encourages our high employee retention ratio.

Rite Foods remains unwavering in keeping our employees on the cutting edge of modern business practices, from concept development to sourcing, product formulation, production, brand marketing, and delivery to the final consumer, to support our leadership position in a competitive environment. As part of our capacity building protocols, in 2025, we organised internal and external learning and development sessions for over 1,200 of our employees and achieved 90% of the training plans for the year. The training programmes included onboarding sessions for new staff recruited during the year. Our employees were trained on various Company policies, marketing practices, and emerging applications of technology in a digital ecosystem. We also deploy training to ensure that we mitigate risks and explore opportunities to achieve our sustainability aspirations through encouraging employee compliance with the Company's Code of Business Conduct and other policies.

During 2025, we achieved a total of 3,338 training man-days or 26,709 man-hours (2024: 11,190) across all departments and operations. This was a significant improvement from the previous year and reflects the improved level of productivity and impressive scores in other ESG metrics.

Diversity, Equity, and Inclusion

The Company is committed to recruiting best-in-class talent across all operations, irrespective of their gender, religion, nationality, or political leaning. During the year, more opportunities were provided for female and minority groups, based on the Company's strategic thrust as an equal opportunity employer.

The goal of the Company on diversity, equity and inclusion is to continuously improve our performance as an equal opportunity employer with zero tolerance for discrimination toward people irrespective of their gender, age, colour, race, physical disability, etc. We take deliberate actions to increase the number of female employees across the business and ensure that their rights are fully protected at all times.

In 2025, the proportion of women in the Board of Directors was 28.6%; 17%"LA" among senior management positions We are continuing to take steps in our recruitment and career development plans to improve the percentage of women in various positions when we find suitably qualified women for relevant positions. During the year, we had a total of 2,936 workers, out of whom the proportion of women was 26%"LA" (2024: 25.4%). We hope to implement a progressive improvement in the number of women employed to reflect our non-discriminatory practice.

We remain committed to our non-discriminatory posture in recruitment and promotions. We are committed to building a rich and diverse workforce to ensure we have a robust mix of competencies, experience, and value orientation required to drive innovation and sharpen competitive advantage in our chosen markets.

Human Rights

It is imperative that we conduct our business in a way that respects human rights by preventing, minimizing, and mitigating negative impacts and risk exposures due to a lack of respect for people.

At Rite Foods, we respect the rights of people, communities, and their traditions. We value human dignity and accord everyone their due fundamental human rights and privileges. We encourage a culture of mutual respect for individual and group rights and harmony, which are essential to promote excellent interpersonal relationships for organisational integration and optimal productivity. We do not discriminate on the application of our human rights policy among our employees, vendors, contractors, business partners, and in our relationship with other external stakeholders, including local communities.

We remain focused and committed to creating value while respecting people and the environment. Our commitment to care for people is rooted in respecting and promoting their rights.

Respect for all stakeholders and their rights is part of our DNA, and we work to embed it as our corporate culture across the business. Through regular training and day-to-day interactions, we educate employees on respecting people while at work and while acting on behalf of our Company. Furthermore, as a company that aligns its sustainability practices with the United Nations Global Compact and its ten principles, including human rights, labour practices, anti-corruption, and others, we are obligated to comply with the principle of human rights in our facilities. We are committed to international labour rights and a workplace where people's rights are protected and their dignity recognized.



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Community Development

2,000
pupils supported with schoolbags and exercise books

858.2 tonnes
plastic waste recovered

5,000
waste recovery bags
distributed to stakeholders

Rite Foods integrates education support, youth empowerment, environmental sustainability, and community development into its corporate social responsibility strategy, not just through social investments but by actively involving stakeholders in recycling and circular economy efforts and by pursuing other programmes that reduce waste and promote sustainability.

Related SDGs



Our Company adopts a proactive approach to identifying, managing, and mitigating sustainability-related risks associated with our relationships with host communities and other stakeholders. We recognise that strong partnerships with host community members and their leaders, anchored on mutual trust, are critical to our business success and continuity.

Our investments in community development go beyond giving back to society and retaining our license to operate, it is designed to positively impact the quality of life in our host communities and other stakeholder groups and strengthen mutual

relationships and trust between these publics and our Company. Over the years, we have contributed to the development of our host communities by identifying their major developmental needs and providing solutions to them. Our areas of chosen interventions include education, youth employment, environmental sustainability and community development. Below are some of the community development investments we made in 2025.

Support for Education

In 2025, we donated school bags and exercise books to 2,000 pupils across underserved communities in Lagos, Ogun State, and Abuja, during Children's Day. The school bags, were produced from recycled packaging waste materials. While providing the materials to support their education, the initiative also offered a platform to create awareness about promoting recycling and the circular economy among young beneficiaries. Through this flagship programme, Rite Foods reinforced its belief that investing in children's education is a powerful driver of long-term societal development and growth, and is aligned with Goal 4 of the SDGs.

Support to Essential Workers in Lagos State

In 2025, during World Water Day, we supported stakeholders we categorised as everyday heroes who ensure that our communities are safe, clean, and orderly, including sanitation workers, waste management personnel, traffic management officers, commercial tricycle riders, and other frontline workers, by sharing bottled water with them across Lagos State. We reached out to over 10,000 beneficiaries through this CSR initiative.

The RiteOnTheBeach Initiative Promoting Plastic Waste Recovery and the Circular Economy

In 2025, Rite Foods advanced its coastal sustainability agenda through the RiteOnTheBeach partnership, delivering both environmental and social impacts across Lagos coastal communities. The initiative combined beach clean-ups, plastic waste recovery, public awareness, and community engagement, with a strong focus on circular economy practices and keeping plastics out of waterways, and encouraging reuse/recycling. Beyond environmental outcomes, the programme supported education and community development in coastal communities. Through targeted interventions, the Company linked plastic recovery to social value creation by providing back-to-school support to pupils in underserved shoreline areas, reinforcing Rite Foods' integrated approach to environmental stewardship and community empowerment.

During the programme, we distributed over 5,000 waste collection bags among community members to drive their participation in plastic waste recovery. The initiative also engaged volunteer employees in sorting and returning plastic waste, recovering post-consumer PET bottles, which helped reduce our CO_2 emissions. Additionally, multiple public awareness activations were conducted across Lagos coastal and urban locations to sensitize stakeholders on environmental sustainability exemplified by plastic waste recovery and the circular economy. Under the initiative, over 42 tonnes of plastic waste were recovered across Lagos.





Below is a summary of how Rite Foods' 2025 initiative to collect used plastic bottles and other waste was delivered as part of its recycling and circular economy efforts:

1

Community-Driven Plastic Collection

Rite Foods, through its RiteOnTheBeach initiative, organised a large-scale plastic waste recovery campaign in Lagos during Plastic-Free July 2025. The programme focused on collecting plastic waste (including post-consumer PET bottles) from the environment and waterways.

2

Recovery Bags & Public Engagement

To mobilise action, the Company distributed over 5,000 recovery bags at public locations such as Ikeja City Mall. Residents were encouraged to gather discarded plastics and return them for recycling — turning what would otherwise be liter into a recyclable resource.

3

Partnerships with Local Organisations

The project was run in partnership with Pop Beach Club, a Lagos-based eco-resort, and supported by the Office of the Special Adviser on SDGs, to ensure community outreach, clean-ups, and environmental education were efective.

4

Employee Involvement

Rite Foods employees also participated directly by sorting and returning plastics they collected. This included post-consumer plastic bottles (PET), contributing to emissions savings and demonstrating corporate social responsibility leadership.

5

Tangible Results

Across July 2025, the initiative helped remove an estimated 40 tonnes of plastic waste from Lagos environments, which included discarded bottles and other packaging materials.

6

Circular Economy & Community Benefit

Rite Foods' 2025 bottl -collection and recycling drive wasn't just about picking up waste — it combined public participation, corporate commitment, and recycling infrastructure engagement so that plastic bottles and packaging could be transformed into recyclable material rather than ending up in landfills or waterways.



Internal Plastic-Free July Campaign

In 2025, the Company marked Plastic-Free July as part of its ongoing commitment to responsible packaging, waste reduction, and environmental stewardship. During the campaign period, the Company implemented an internal awareness initiative focused on reducing the use of single-use plastics across its offices and operations. Employees were encouraged to adopt reusable alternatives and more sustainable consumption practices, supported by targeted engagements that highlighted the environmental impacts of plastic pollution and the role of individual behaviour in driving change. During the one-month exercise, 78 employees in our Lagos office who participated, recovered 288 kg of plastic waste.

The Supply Chain



Sustainable Sourcing

Responsible sourcing of raw and packaging materials is a material issue for the Company. As a demonstration of our commitment to responsible sourcing, we periodically assess the sustainability-related risks associated with supplies of such materials to help us monitor developments and take mitigating actions

During 2025, We strengthened our sustainability governance by developing and implementing a Sustainable Sourcing Policy to guide responsible procurement across our value chain. The policy established clear environmental, social, and ethical expectations for suppliers, including compliance with applicable regulations, responsible resource use, labour, and human rights standards, and environmental management practices.

We developed a supplier Code of Conduct document, which was shared with vendors and contractors while we obtained their endorsement to show their readiness to abide by the code. During the year, the proportion of the Company's purchases from local and foreign sources was 75% to 25%, respectively.

Economic Impact

3,000 direct jobs

12,000+ indirect jobs

900,000+ retail shops

₦18.41 billion total taxes paid excluding PAYE

The Company's direct and indirect impacts reinforce Rite Foods' role as a key contributor to Nigeria's economic resilience, social development, and sustainable industrial growth.

Related SDGs



Rite Foods' Impact on Nigeria's Economy

Rite Foods contributes directly to Nigeria's economic development through tax remittances, employment creation, local sourcing, and value-added manufacturing. Taxes paid by the Company support government investments in essential public services such as healthcare, education, infrastructure, and transportation, thereby strengthening the broader socio-economic ecosystem. In addition, the Company creates shared value for its shareholders, employees, business partners, and host communities, reinforcing its role as a responsible corporate citizen within Nigeria's fast-moving consumer goods sector.

The Company's operations generate significant direct employment opportunities, with about 3,000 employees engaged across its manufacturing, distribution, and administrative functions. A substantial number of these employees reside within host communities, where their household spending supports local businesses and stimulates economic activity.

In 2025, Rite Foods further strengthened its market position as a leading indigenous FMCG manufacturer, supporting domestic production capacity and consumer access to affordable, high-quality products. The Company's expanding product portfolio continues to drive manufacturing output and reinforce local value addition.

Beyond its commercial footprint, Rite Foods delivers indirect economic impact through strategic corporate social responsibility initiatives implemented under its EYEC Framework - Education, Youth Empowerment, Environmental Stewardship, and Community Development. These initiatives support human capital development, youth skills enhancement, and community resilience, helping to build a foundation for long-term economic productivity. Programmes focused on education and youth empowerment, in particular, contribute to skills development and employability, aligning with Nigeria's broader development priorities.

Environmental sustainability initiatives, including plastic waste recovery, recycling partnerships, and environmental awareness programmes, further extend the Company's indirect economic impact. These efforts support the transition toward greener industrial practices, contribute to waste reduction, and create livelihood opportunities within the circular economy.

Direct Economic Impact

In our quest to promote operational excellence in 2025, we adopted an innovative approach that improved process operations and minimized waste. As a result, we exceeded 100% of the year's target volume with our workforce of approximately 3,000 employees. This was our highest production volume ever, which was achieved in December 2025 during our peak selling period. This feat was supported by adequate raw and packaging materials from our suppliers, and guaranteed sufficient product availability at the retail end to ensure that consumers' demands were fully met during the end-of-year festive season. It was a win-win for the Company and its business partners throughout the value chain. In 2025, we contributed to the government's revenue through payment of various taxes - over N18.41 billion as total taxes paid excluding PAYE, and N136.19 billion as total value added.

Indirect Economic Impact

Beyond direct employment, Rite Foods' extensive network of contractors, distributors, and vendors benefit from sustained commercial engagements, enabling indirect job creation and income generation across the value chain. During the year, the Company created over 12,000 indirect jobs or income opportunities for suppliers, distributors, retailers, transporters, and other value-chain partners. These included over 900,000 retail shops, 2,050 suppliers, and transporters across various cities in Nigeria. The Company sustained its ICT Centre in its host community to promote skills acquisition training for students, while we maintained giving grants for the economic empowerment of women in various communities.

Governance

We are committed to conducting our business responsibly, transparently, and in full compliance with applicable laws, regulations, and recognised international standards. Our Code of Business Conduct is anchored on the Company's core values of integrity, excellence, innovation, and accountability, and provides clear guidance on expected conduct by all our workforce and critical stakeholders.

Ethics and Integrity

Ethical conduct and integrity are central to the way Rite Foods Limited operates and engages with its stakeholders. We are committed to conducting our business responsibly, transparently, and in full compliance with applicable laws, regulations, and international standards. Our approach to ethics reinforces trust, safeguards our reputation, and supports sustainable long-term value creation.
All directors, management, employees, contractors, and business partners are expected to uphold the highest standards of ethical behaviour in every aspect of our operations. We maintain zero tolerance for unethical conduct, including fraud, corruption, and bribery. Upholding integrity is a shared responsibility across the organisation and is embedded in our culture and decision-making processes. Employees and third parties are encouraged to act responsibly, raise concerns when necessary, and make decisions that protect the Company's reputation and public trust, while acting on behalf of the Company.

Code of Business Conduct

The Company's Code of Business Conduct sets out the ethical principles and standards that guide behaviour across the organisation. The Code applies to all employees, directors, contractors, and relevant business partners and forms part of the employee handbook issued during induction and orientation. The Code is anchored on the Company's core values of integrity, excellence, innovation, and accountability, and provides clear guidance on expected conduct, conflicts of interest, confidentiality, fair competition, responsible procurement, and compliance with laws and regulations.

Employees receive periodic awareness and training on the Code to reinforce understanding and practical application. Compliance with the Code is supported through internal monitoring mechanisms, while breaches are addressed through established disciplinary processes. Where appropriate, corrective actions extend to contractors or suppliers to ensure ethical standards are upheld across the value chain.

Anti-Corruption and Responsible Business Practices

Rite Foods maintains a strong stance against corruption, bribery, and fraudulent practices across all business activities. We apply controls and procedures designed to prevent unethical conduct, particularly in high-risk areas such as procurement, supplier engagement, financial transactions, and third-party relationships.

Ethical risk considerations are incorporated into business processes, and employees are required to act with professionalism, fairness, and transparency when dealing with customers, suppliers, regulators, and communities.

Whistle-Blowing and Speak-Up Mechanisms

The Company has established a structured whistle-blowing and anti-bullying framework that enables employees, contractors, and other stakeholders to report unethical behaviour, misconduct, or violations of Company policies confidentially and without fear of retaliation.

The whistle-blowing mechanism supports early identification and resolution of issues, reinforces accountability, and promotes a culture of openness and trust. Reports are treated seriously and handled in line with defined procedures to ensure confidentiality, impartiality, and appropriate follow-up actions. Our approach is aligned with the principles of the United Nations Global Compact and ISO 26000 Social Responsibility Guidance Standard, reinforcing our commitment to ethical governance and responsible business conduct.



METRICS AND TARGETS

2024-2025

We have disclosed various metrics deployed in measuring our performance on various indicators, including production operations, health and safety, environmental, social, and economic impacts of our operations. The tables on the next pages show our performance data for 2025 and 2024.

Performance Data (2024-2025)

Description	2024	2025
Production: Beverage		
Total volume produced (Unit packs)	126,756,340	147,353,313
Number of stock keeping units (SKUs)	16	17
Certification of factory		
ISO 9001 - Quality	Available	Available
ISO 22000 – Operational Food Safety	Available	Available
Production: Sausages		
Total volume produced (Unit packs)	NA	NA
Number of stock keeping units (SKUs)	2	3
Average calorie content – Ratio of volumes sold	6	6
Certification of factory		
ISO 9001 - Quality	Available	Available
ISO 22000 – Operational Food Safety	Available	Available
Health and Safety Data		
Fatalities		
Employees	0	0
Contractors	0	0
Severe Injuries	0	0
Lost Time Injury Cases (LTIC)*	NA	1 "LA"
Lost Time Injury Frequency Rate (LTIFR)	1.01	0.13
Total Recordable incident Rate (TRIR)	1.02	0.03
Man-hours without Lost Time Injury	NA	NA
Man-hours (include contract staff)	5,910,642	7,591,275
Number of fire incidents	1	2
Medical treatment cases	1	0
Absence due to occupational accidents	0	0

KPI	Definition
*Number of lost time injury cases	Number of Lost Time Injury Cases refers to the total count of work-related injuries or illnesses that cause employees or workers to miss one or more workdays or shifts during a reporting period.

Performance Data (2024-2025)

Description	2024	2025
Environment		
Water		
Total water sourced from bore hole (Million litres)	1,382.53	1,580.47
Total water sourced from public sources (Million litres)	0	0
Volume of water consumed for production (Million litres)	1,288.41	1,574.02
Volume of water consumed for bakery operations (Million litres)		3.85
Volume of water donated to host communities (Million litres)		2.58
Volume of water discharged (Million litres)	NA	NA
Total recycling and reuse of water (Million litres)	NA	NA
Percentage of reused water (%)	NA	NA
Volume of groundwater contaminated (Million litres)	0	0
Water habitats afected by water discharges	None	None
Energy		
Energy generated from natural gas (Gigajoules)	255,011.66	270,935.00
Percentage of gas in the energy mix (%)	92.11	92.48
Energy generated from renewable sources (Gigajoules)	3,813.12	3,489.12
Percentage of renewables in the energy mix (%)	1.38	1.42
Energy consumption outside the company (transportation, domestic etc) (Gigajoules)	NA	NA
Emissions		
Total direct greenhouse gas emissions -Scope 1 (Tons CO_2-eq)	85,057	55,596
Total energy indirect greenhouse gas emissions - Scope 2 (Tons CO_2-eq)	10,174	859
Gas emissions from the value chain - Scope 3 (Tons CO_2-eq)	472,796	439,656
Other Significant emissions		
Sox (Sulphur Oxides) (ug/m3)	<0.01	19.12
Nox (Nitrogen Oxides) (ug/m3)	<0.01	13.40
Cox (Carbon Monoxide) (ug/m3)	534.00	521..90

Performance Data (2024-2025)

Description	2024	2025
Waste		
Total organic and inorganic waste (Tonnes)	8,935.60 approx	6,398.84
Total sewage (Tonnes)	8,937.60	8,937.6
Total non-hazardous waste recycled/reused (Tonnes)	8,924.70	6,210.64
Total non-hazardous waste recycled (Tonnes)	7,993.90	4,437.87
Total non-hazardous waste reused (Tonnes)	930.80	1,772.77
Total sewage (non-hazardous) (Tonnes)	8,935.50	2,500.00
Land-filled non-hazardous waste/land applied (Tonnes)	10.80	168.46
Total hazardous waste recycled/reused (Tonnes)	1.97	24.29
Total hazardous waste recycled (Tonnes)	NA	21.08
Total non-hazardous waste recycled (Tonnes)	NA	3.21
Total non-hazardous waste reused (Tonnes)	NA	3.23
Total recycled waste (Tonnes)	8,926.67	6,234.93
TDS (mg/l)	265	NA
Aqueous Effluent Dischage (Average per annum)		
pH	7.9	7.5
BOD (mg/l)	20	6.9
COD (mg/l)	44	17
TSS (mg/l)	3	6
TDS (mg/l)	265	NA
Sourcing		
Number of suppliers trained on responsible sourcing and sustainability	NA	NA
Number of suppliers evaluated on compliance on environmental and social issues.	NA	NA
Others (N Million)		
Indirect Economic Impacts		
Total Assets	30,122.36	344,146.35
Social Investments	387.87	581.92
Total Value Added	30,122.36	136,187.88
Income Tax Expense	4,353.7	4,347.12
Dividend Paid	300	3,000

Performance Data (2024-2025)

Description	2024	2025
Social Data		
Workforce		
No. of Employees (includes contract staff)*	2,767	2,936 "LA"
Total training hours	15,169	26,709
Average training hours per employee	14.3	3.6
No. of women employed as % of total workforce	25.4	26 "LA"
Percentage of women in senior management positions (%)	18	17 "LA"
No. of minors employed as % of workforce	0	0
Employees participating in volunteering activities	NA	34
Percentage employee turnover (%)	NA	5.3
Number of employees from local community	243	253
Employees covered by collective bargaining	1,020	1,258

KPI	Definition
*Percentage of women in the workforce	Female employees engaged in formal employment, encompassing all levels of seniority, employment types and functional roles.
*Percentage of women in management positions	Female employees occupying leadership roles with significant decision-making authority typically at general manager, senior management and manager level within the organization.
*Total Number of Employees including Contract Employees	The aggregate headcount of all individuals engaged under an employment arrangement encompassing both permanent and contract staff, as at the reporting date.


Bigi
Tamarind
Flavour
Bigi
Tropical
Flavour



APPENDICES

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INDEPENDENT ASSURANCE REPORT TO THE DIRECTORS OF RITE FOODS LIMITED ON SELECTED INFORMATION WITHIN THE 2025 SUSTAINABILITY REPORT

Scope

We have been engaged by Rite Foods Limited ('Rite Foods') to perform a 'limited assurance engagement,' as defined by International Standards on Assurance Engagements, here after referred to as the engagement, to report on Rite Foods Limited's selected key performance indicators (KPIs) (the Subject Matter) contained in Rite Foods Limited's Sustainability Report for the year ended 31 December 2025 (the "Report"). The selected KPIs are as follows:

S/N	Key Performance Indicators (KPIs) for the elated risks. period covering 1 January 2025 to 31 December 2025	Unit of Measurement	Page Number
	Total number of employees including contract employees	Number	53, 70
	Percentage of women in the workforce	Percentage	56, 70
	Percentage of women in management positions	Percentage	56, 70
	Number of lost time injury cases	Number	67

TThe selected information prepared and presented in accordance with management criteria are marked with the symbol LA ("Limited Assurance") in the Sustainability Report to indicate that the information has been covered by our limited assurance procedures.

Other than as described in the preceding paragraph, which sets out the scope of our engagement, we did not perform assurance procedures on the remaining information included in the Report, and accordingly, we do not express a conclusion on this information.

Criteria applied by Rite Foods Limited
In preparing the selected KPIs in this Sustainability Report, Rite Foods Limited applied Management's criteria which is derived from the Global Reporting Initiative (GRI) Standards (Criteria). Such Criteria were specifically designed for Rite Foods Limited's Sustainability Reporting; as a result, the subject matter information may not be suitable for another purpose.

Rite Foods Limited responsibilities
Rite Foods Limited's management is responsible for selecting the Criteria, and for presenting the

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Subject Matter in accordance with that Criteria, in all material respects. This responsibility includes establishing and maintaining internal controls, maintaining adequate records, and making estimates that are relevant to the preparation of the subject matter, such that it is free from material misstatement, whether due to fraud or error.

EY's responsibilities
Our responsibility is to express a conclusion on the presentation of the Subject Matter based on the evidence we have obtained.We conducted our engagement in accordance with the International Standard for Assurance Engagements Other Than Audits or Reviews of Historical Financial Information (ISAE 3000 Revised) and the terms of reference for this engagement as agreed with Rite Foods Limited on 2 April 2026. Those standards require that we plan and perform our engagement to express a conclusion on whether we are aware of any material modifications that need to be made to the Subject Matter in order for it to be in accordance with the Criteria, and to issue a report.

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The nature, timing, and extent of the procedures selected depend on our judgment, including an assessment of the risk of material misstatement, whether due to fraud or error. We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusions.

Our independence and quality management
We have maintained our independence and confirm that we have met the requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants and have the required competencies and experience to conduct this assurance engagement.

EY also applies International Standard on Quality Management 1, Quality Management for Firms that Perform Audits and Reviews of Financial Statements, and Other Assurance and Related Services Engagements, which requires that we design, implement, and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Description of procedures performed
Procedures performed in a limited assurance engagement vary in nature and timing from and are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a
reasonable assurance engagement been performed. Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

Although we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems.

A limited assurance engagement consists of making enquiries, primarily of persons responsible for preparing the specified KPIs in the Sustainability Report and related information and applying analytical and other appropriate procedures.

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Our procedures included:

- Obtaining an understanding of:
  - The entity and its environment
  - Entity-level controls The selection and application of sustainability reporting policies, and
  - The significant reporting processes including how information is initiated, recorded, processed, reported and incorrect information is corrected, as well as the policies and procedures within the reporting processes,
- We made such enquiries of management, employees and those responsible for the preparation of the Report and the selected KPIs, as we considered necessary,
- We inspected relevant supporting documentation and obtained such external confirmations and management representations as we considered necessary for the purposes of our engagement,
- We performed recalculations and limited tests of details on selected items, in line with the level of assurance required.
- We evaluated management's basis for calculating the reported information, with reference to relevant best practice guidelines and standards including the GRI Standards and the SASB Standards.

We also performed such other procedures as we considered necessary in the circumstances.

Conclusion

Based on our procedures and the evidence obtained, we are not aware of any material modifications that should be made to any selected Key Performance Indicator for Rite Foods Limited in the Sustainability Report for the year ended 31 December 2025, in order for it to be in accordance with the Criteria.

Restricted use

This report is intended solely for the information and use of Rite Foods Limited for the specified KPIs in the Sustainability Report for the year ended 31 December 2025 and is not intended to be and should not be used by anyone other than this specified party.

Maintenance and integrity of Rite Foods Limited's website is the responsibility of Rite Foods Limited's management. Our procedures did not involve consideration of these matters and, accordingly, we accept no responsibility for any changes to either the selected key performance indicators as reported, or our independent assurance report that may occur subsequent to the initial date of publication of the Sustainability Report on Rite Foods Limited's website.



6/30/2026

Ernst & Young
30 June 2026
Lagos, Nigeria
FRC/2024/PRO/NIM/008/235042

IFRS S1 & S2
Content Index

Pillar	Paragraph	Requirement	Section
Governance	27;6	(a) The governance body(ies) (which can include a board, committee or equivalent body charged with governance) or individual(s) responsible for oversight of sustainability and climate-related risks and opportunities (b) Management's role in the governance processes, controls, and procedures used to monitor, manage and oversee sustainability and climate-related risks and opportunities	Corporate governance Sustainability governance
Strategy	29;9	(a) The sustainability and climate-related risks and opportunities that could reasonably be expected to affect the entity's prospects. (b) The current and anticipated effects of those sustainability and climate-related risks and opportunities on the entity's business model and value chain (c) The effects of those sustainability and climate-related risks and opportunities on the entity's strategy and decision-making (d) The effects of those sustainability and climate-related risks and opportunities on the entity's financial position, financial performance and cash flows for the reporting period, and their anticipated effects on the entity's financial position, financial performance and cash flows over the short, medium and long term, taking into consideration how those sustainability-related risks and opportunities have been factored into the entity's financial planning. (e) The resilience of the entity's strategy and its business model to those sustainability and climate-related risks.	Our approach to sustainability Risk management Our sustainability strategy

Pillar	Paragraph	Requirement	Section
Risk Management	44;25	a) the processes and related policies the entity uses to identify, assess, prioritize, and monitor sustainability and climate-related risks. (b) the processes the entity uses to identify, prioritise and monitor sustainability and climate-related opportunities and (c) the extent to which and how the processes for identifying, assessing, prioritising and monitoring sustainability and climate-related risks and opportunities are integrated into and inform the entity's overall risk management process.	Risk management system Climate change-related risks and opportunities Risk appetite Risk categorization
Metrics and Targets	46;28	a) metrics required by an applicable IFRS Sustainability Disclosure Standard; and b) metrics the entity uses to measure and monitor that sustainability-related risk or opportunity; and its performance in relation to that sustainability and climate-related risk or opportunity, including progress towards any targets the entity has set, and any targets it is required to meet by law or regulation.	

GRI Content Index

Statement of Use	Rite Foods Limited has prepared this report with reference to GRI Standard for the period of January 2025 to December 2025	
GRI 1 Used	GRI 1 Foundation 2021	
Applicable GRI sector standard		
GRI Standard	**Disclosure**	**Location and page number, comment, and information**
The Organisation and its reporting practices (2021)		
GRI 2 General Disclosures	2.1 Organisational details	Sustainability Report 2025 p. 11-14, front and back cover pages
	2.2 Entities included in the organisation's sustainability reporting	Sustainability Report 2025 p. 11-14, front and back cover pages
	2.3 Reporting period, frequency and contact point	This report covers the reporting period 1 January 2025 to 31 December 2025. The report is published annually
	2.4 Reinstatements of information	Not available
	2.5 External assurance	Available
Activities and workers (2021)		
GRI 2 General Disclosures	2.6 Activities, value chain and other business relationships	Sustainability Report 2025 p. 11 -16
	2.7 Employees	Total number of employees by employment contract and gender: **Full time**: Men 1,120; Women 138; **Total 1,258** **Contract Employees**: Men 1,057; Women 621; **Total 1,678** 11% of our FTEs are women because of the nature of our production processes.
	2.8 Workers who are not employees	We engage contractors' staff who are not FTEs, and they provide various services like security, transportation, and catering.

GRI Content Index

Governance		
GRI 2 General Disclosures	2.9 Governance structure and composition	Sustainability Report 2025 p.13, 35
	2.10 Nomination and selection of the highest governance body.	The Board Governance and Nomination Committee is responsible for the nomination and selection of persons to the Board. See details on the Sustainability Report 2025.p.13, 35
	2.11 Chair of the highest governance body.	The Chair of the highest governing body is an executive director and is responsible for oversight of policy direction and sustainability of the business. He is also the founder of Rite Foods. Sustainability Report 2025.p.13, 35
	2.12 Role of the highest governance body in overseeing the management of the impacts	On behalf of the Board of Directors, the Chair of the Risk and Audit Committee has oversight of all sustainability-related issues and performance.
	2.13 Designation of responsibility for managing impacts	Sustainability Report 2025 p 13, 35
	2.14 Role of the highest governance body in sustainability reporting	The Head, Corporate Affairs and Sustainability, is responsible for the preparation of the sustainability reports, while the Chair, Risk and Audit Committee, provides oversight. See Sustainability Report 2025 p 19 - 20
	2.15 Conflicts of interest	Sustainability Report 2025 p 35, 65
	2.16 Communication of critical concerns	Sustainability Report 2025 p 65
	2.17 Collective knowledge of the highest governance body	Sustainability Report 2025 p 13, 35
	2.18 Evaluation of the performance of the highest governance body	Not Available
	2.19 Remuneration policies	Not Available
	2.20 Process to determine remuneration	Not Available
GRI Standard	**Disclosure**	**Location, comment, and information**
Activities and workers (2021)		
GRI 2 General Disclosures	2.22 Statement on sustainable development strategy	Sustainability Report 2025 p.29-31
	2.23 Policy commitments	Our operations are guided by relevant international standards and protocols such as the United Nations Universal Declaration of Human Rights, International Covenant on Civil

GRI Content Index

		and Political Rights, International Covenant on Economic, Social, and Cultural Rights, and the Convention on the Elimination of all forms of Discrimination Against Women, International Labour Organisation (ILO) Declaration on Fundamental Principles and Rights at Work, among others. Sustainability Report 2025 p.54 -56
	2.24 Embedding policy commitments	Sustainability Report 2025 p.54 -56
	2.25 Processes to remediate negative impacts	Sustainability Report 2025 p.48 -52
	2.26 Mechanisms for seeking advice and raising concerns	Whistle-blowing policy/Speak Up Sustainability Report 2025 p.65
	2.27 Compliance with laws and regulations	Rite Foods strictly complies with all laws and regulations guiding our operations. As a result, during the reporting year, no fines were paid for non-compliance. Sustainability Report 2025 p.7–10, 19-20
	2.28 Membership of associations	Rite Foods belongs to various business associations where we canvass for common interests of members, such as clearing plastic waste from the environment. Sustainability Report 2025 p.9 – 10
Stakeholder Engagement		
GRI 2 General Disclosures	2.29 Approach to stakeholder engagement	Sustainability Report 2025 p. 32-34
	2.30 Collective bargaining agreements	There were various collective bargaining agreements during 2025 on improved employee welfare and others. Sustainability Report 2025 p.64
Materiality assessment and list of material topics		
GRI 3 Material topics (2021)	3.1 Process to determine material topics	Sustainability Report 2025 p.23
	3.2 List of material topics	Sustainability Report 2025 p.24 - 25
Product quality and integrity		
GRI 3 Material topics (2021)	3.3 Management of material topics	Sustainability Report 2025 p.26 -28
GRI 416 Customer Health and Safety (2016)	416-1 Assessment of the health and safety impact of products and services in the category.	Sustainability Report 2025 p.26
	416-2 Incidence of non-compliance concerning the health and safety impacts of products and services.	There was no non-compliance with food safety laws and regulations.

GRI Content Index

Health and Nutrition		
GRI 3 Material topics (2021)	3.3 Management of material topics	Sustainability Report 2025 p. 26-28
Additional Disclosure		
Responsible Marketing		
GRI 3 Material topics (2021)	3.3 Management of material topics	Sustainability Report 2025 p.26-28
GRI 417: Marketing and Labelling (2016)	417-1 Requirements for product and service information and labelling	Sustainability Report 2025 p.26-28
	417-2 Incidents of non-compliance concerning product and service information and labelling	Rite Foods had no incidents of non-compliance concerning products and services information and labelling
	417-3 Incidents of non-compliance concerning marketing communications	Rite Foods had no incidents of non-compliance concerning marketing communications
Integrity and Anti-Corruption		
GRI 3 Material topics (2021)	3.3 Management of material topics	Sustainability Report 2025 p.26-28, 65
GRI 205 Anti-Corruption (2016)	205-1 Operations assessed for risks related to corruption	Sustainability Report 2025 p.26-28, 65
	205-2 Communication and training about anti-corruption policies and procedures	We had communication and training sessions on anti-corruption policies and procedures to promote compliance.
	205-3 Confirmed incidents of Corruption and actions taken	There were no confirmed incidents of corruption during the reporting year.
GRI 206 Anti-Competitive Behaviour (2016)	206-1 Legal actions for anti-Competitive behaviour, anti-trust, and monopoly practices	There were no legal actions for anti-competitive behaviour, anti-trust, and monopoly practices during the reporting year
Diversity and Inclusion		
GRI 3 Material topics (2021)	3.3 Management of material topics	Sustainability Report 2025 p.26-28, 65

GRI Content Index

<table>
<tr><td rowspan="2">GRI 405 Diversity and Equal Opportunity</td><td>405 -1 Diversity of governance Bodies and employees</td><td>Composition of employees by age at 31 December 2025)
• Below 30 years:19%
• 30–50 years: 77%
• Over 50 years: 4%</td></tr>
<tr><td>405-2 Ratio of basic salary and remuneration of women to men</td><td>Rite Foods does not discriminate based on gender, race, religion, or other factors in remuneration.
Sustainability Report 2025 p.69</td></tr>
<tr><td colspan="3">Employee Health and Engagement</td></tr>
<tr><td>GRI 3 Material topics (2021)</td><td>3.3 Management of material topics</td><td>Sustainability Report 2025 p.26-27</td></tr>
<tr><td rowspan="2">GRI 401 Employment (2016)</td><td>401-1 New employee hires and employee turnover</td><td>Total number and percentage of new employees.
<table><tr><th></th><th colspan="2">Women</th><th colspan="2">Men</th></tr><tr><th></th><th>Number</th><th>%</th><th>Number</th><th>%</th></tr><tr><td>Below 30</td><td>18</td><td>42</td><td>53</td><td>25</td></tr><tr><td>30 -50</td><td>24</td><td>58</td><td>152</td><td>70</td></tr><tr><td>50+</td><td>0</td><td>0</td><td>11</td><td>5</td></tr><tr><td>Total</td><td>42</td><td></td><td>216</td><td></td></tr></table>
Total number and percentage of employee turnover.
<table><tr><th></th><th colspan="2">Women</th><th colspan="2">Men</th></tr><tr><th></th><th>Number</th><th>%</th><th>Number</th><th>%</th></tr><tr><td>Below 30</td><td>4</td><td>40</td><td>7</td><td>13.5</td></tr><tr><td>30 -50</td><td>6</td><td>60</td><td>40</td><td>75</td></tr><tr><td>50+</td><td>0</td><td>0</td><td>6</td><td>11.5</td></tr><tr><td>Total</td><td>10</td><td></td><td>53</td><td></td></tr></table></td></tr>
<tr><td>401-2 Benefits provided to new employees that are not provided to temporary or part- or time employees</td><td>Rite Foods offers benefits to both longstanding and new employees. We do not recruit temporary or part-time employees. We engage contractors' staff who are catered for by their direct employers.</td></tr>
<tr><td>GRI 402: Labour / Management Relations (2016)</td><td>402-1 Minimum notice periods regarding operational changes</td><td>Minimum notice is dictated by the nature of operational changes and the impact on the achievement of goals.</td></tr>
<tr><td rowspan="3">GRI 403: Occupational Health and Safety (2018)</td><td>403-1 Occupational health and safety management system</td><td>Sustainability Report 2025 p.55</td></tr>
<tr><td>403-2 Hazard identification, risk assessment, and incident investigation</td><td>Sustainability Report 2025 p.55</td></tr>
<tr><td>403-3 Occupational health services</td><td></td></tr>
<tr><td></td><td>403-4 Worker participation, consultation, and communication on occupational health and safety</td><td>In 2025, 60% of workers participated in consultation and training on occupational health and safety.

Sustainability Report 2025 p.55</td></tr>
</table>

GRI Content Index

GRI 404: Training and Education (2016)	404-1 Average hours of training per year per employee	The average hours of training per employee in 2025 were 3.6 hours Sustainability Report 2025 p.56, 69
	404-2 Programmes for upgrading employee skills and transition assistance programmes	,At Rite Foods, programmes for upgrading employee skills and transition assistance programmes include training to fill identified skill gaps, leadership, mentoring, and cross-functional postings.
	404-3 Percentage of employees receiving regular performance and career development reviews	100%
Social Engagement		
GRI 3 Material topics 2021)	3.3 Management of material topics	Sustainability Report 2025 p.32 -34
GRI 413 Local Communities (2016)	413-1 Operations with local community engagement, impact assessments, and development programmes	Sustainability Report 2025 p.32 -34, 58-61
Direct and Indirect Economic Impacts		
GRI 3 Material topics (2021)	3.3 Management of material topics	Sustainability Report 2025 p.63-64
GRI 206 Anti-Competitive Behaviour (2016)	201-1 Direct economic value generated and distributed	Sustainability Report 2025 p.63-64, 70
GRI 203: Indirect Economic Impacts (2016)	203-2 Significant indirect economic impacts	Sustainability Report 2025 p.-70
Water Management		
GRI 3 Material topics (2021)	3.3 Management of material topics	Sustainability Report 2025 p.26-27, 50 -51
GRI 303: Water and Effluents (2018)	303-1 Interactions with water as a shared resource	Our interaction with water occurs through our extraction from boreholes and deployment for production and recycling Sustainability Report 2025 p.50-51
	303-2 Management of water discharge-related impacts	Sustainability Report 2025 p. 50-51, 68
	303-3 Water withdrawal	Sustainability Report 2025 p. 50-51, 68

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	303-4 Water discharge	Sustainability Report 2025 p. 50-51, 68
	303-5 Water consumption	Sustainability Report 2025 p. 50-51. 68
GRI 304: Biodiversity (2016)	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Not material
	304-2 Significant impacts of activities, products and services on biodiversity	Not material
Emissions and Energy		
GRI 3 Material topics 2021)	3.3 Management of material topics	Sustainability Report 2025 p.26-28, 51 - 52
	302-1 Energy consumption within the organisation	Sustainability Report 2025 p.51 – 52, 68
	302-2 Energy consumption outside of the organisation	Sustainability Report 2025 p.51 – 52, 68
	302-3 Energy intensity	Sustainability Report 2025 p.51 – 52, 68
GRI 305: Emissions (2016)	305-1 Direct (Scope 1) GHG emissions	Sustainability Report 2025 p.51 – 52, 68
	305-2 Energy indirect (Scope 2) GHG emissions	Sustainability Report 2025 p.59 – 60, 68
	305-3 Other indirect (Scope 3) GHG emissions	Sustainability Report 2025 p.51 – 52, 68
	305-4 GHG emissions intensity	Sustainability Report 2025 p.p.51 – 52, 68
	305-7 Nitrogen oxide (NOx) Sulphur oxides (SOx), and other signifcant air emissions	These metrics are measured regularly at 23 different locations within our facilities.
Packaging, recycling and waste management		
GRI 3 Material topics 2021)	3.3 Management of material topics	Sustainability Report 2025 p. 26-27, 51-52
GRI 301: Materials (2016)	301-1 Materials used by weight or volume	Not Available
	301-2 Recycled input materials used	Sustainability Report 2025 p.51-52
	301-3 Reclaimed products and their packaging materials	Not material
GRI 306: Waste (2020)	306-1 Waste generation and significant waste-related impacts	Sustainability Report 2025 p.51-52, 69
	306-2 Management of significant waste-related impacts	Sustainability Report 2025 p.51-52, 69

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	306-3 Waste generated	Sustainability Report 2025 p.51-52, 69
	306-4 Waste diverted from disposal	Not applicable
	306-5 Waste directed to disposal	Sustainability Report 2025 p., 69
Sustainable Procurement and Supplier		
GRI 3 Material topics 2021)	3.3 Management of material topics	Sustainability Report 2025 p.27-28,
GRI 204: Procurement Practices (2016)	204-1 Proportion of spending on local suppliers	25%
GRI 308: Supplier Environmental Assessment (2016)	308-1 New suppliers screen using environmental criteria	Not available
	308-2 Supplier assessments for environmental impacts and results	Not available
GRI 414: Supplier Social Assessment (2016)	414-1 New suppliers that were screened using social criteria	Not material
	414-2 Negative social impacts in the supply chain and actions taken	Not material

FOUNDATION AND GENERAL DISCLOSURES

GRI 1 (2021)	Foundation	GRI Index
GRI 2 General Disclosures		
Activities and workers (2021)	2.1 Organisational details	Sustainability Report 2025 p. 11-14, front and back cover pages
	2.2 Entities included in the organisation's sustainability reporting	Sustainability Report 2025 p. 11-14, front and back cover pages
	2.3 Reporting period, frequency and contact point	Sustainability Report 2025 p. 5-6
	2.4 Reinstatements of information	Not applicable
	2.5 External assurance	GRI Index
Activities and workers (2021)	2.6 Activities, value chain and other business relationships	Sustainability Report 2025 p. 11-16
	2.7 Employees	GRI Index
	2.8 Workers who are not employees	GRI Index

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Governance	2.9 Governance structure and composition	Sustainability Report 2025 p. 13, 35
	2,10 Nomination and selection of the highest governance body.	GRI Index
	2.11 Chair of the highest governance body	Sustainability Report 2025 p 7-8, 35
	2.12 Role of the highest governance body in overseeing the management of the impacts	Sustainability Report 2025 p 7-8, 35
	2.13 Designation of responsibility for managing impacts	Sustainability Report 2025 p 13, 35
	2.14 Role of the highest governance body in sustainability reporting	Sustainability Report 2025 p 35
	2.15 Conflicts of interest	Sustainability Report 2025 p 65
	2.16 Evaluation of critical concerns	Sustainability Report 2025 p 65
	2.18 Evaluation of the performance of the highest governance body	Sustainability Report 2025 p 13, 35
	2.19 Remuneration policies	Not available
	2.20 Process to determine remuneration	Not available
	2.21 Total compensation ratio	Not available

GRI Standard	Disclosure	Location, comment, and information
Strategy, policies and practices	2.22 Statement on sustainable development strategy	Sustainability Report 2025 p.29 -31
	2.23 Policy commitments	Sustainability Report 2025 p.54 -56
	2.24 Embedding policy commitments	Sustainability Report 2025 p.54 -56
	2.25 Processes to remediate negative impacts	Sustainability Report 2025 p.48 -52
	2.26 Mechanisms for seeking advice and raising concerns	NA
	2.27 Compliance with laws and regulations	GRI Index
	2.28 Membership of associations	GRI Index
Stakeholder Engagement	2.29 Approach to stakeholder engagement	Sustainability Report 2025 p. 32-34
	2.30 Collective bargaining agreements	GRI Index
GRI 3: Material topics (2021)		
Materiality assessment and list of material topics	3.1 Material Topics	Sustainability Report 2025 p.23
	3.2 List of material topics	Sustainability Report 2025 p.24-25
	3.3 Management of material topics	Sustainability Report 2025 p.26-28

GRI Content Index

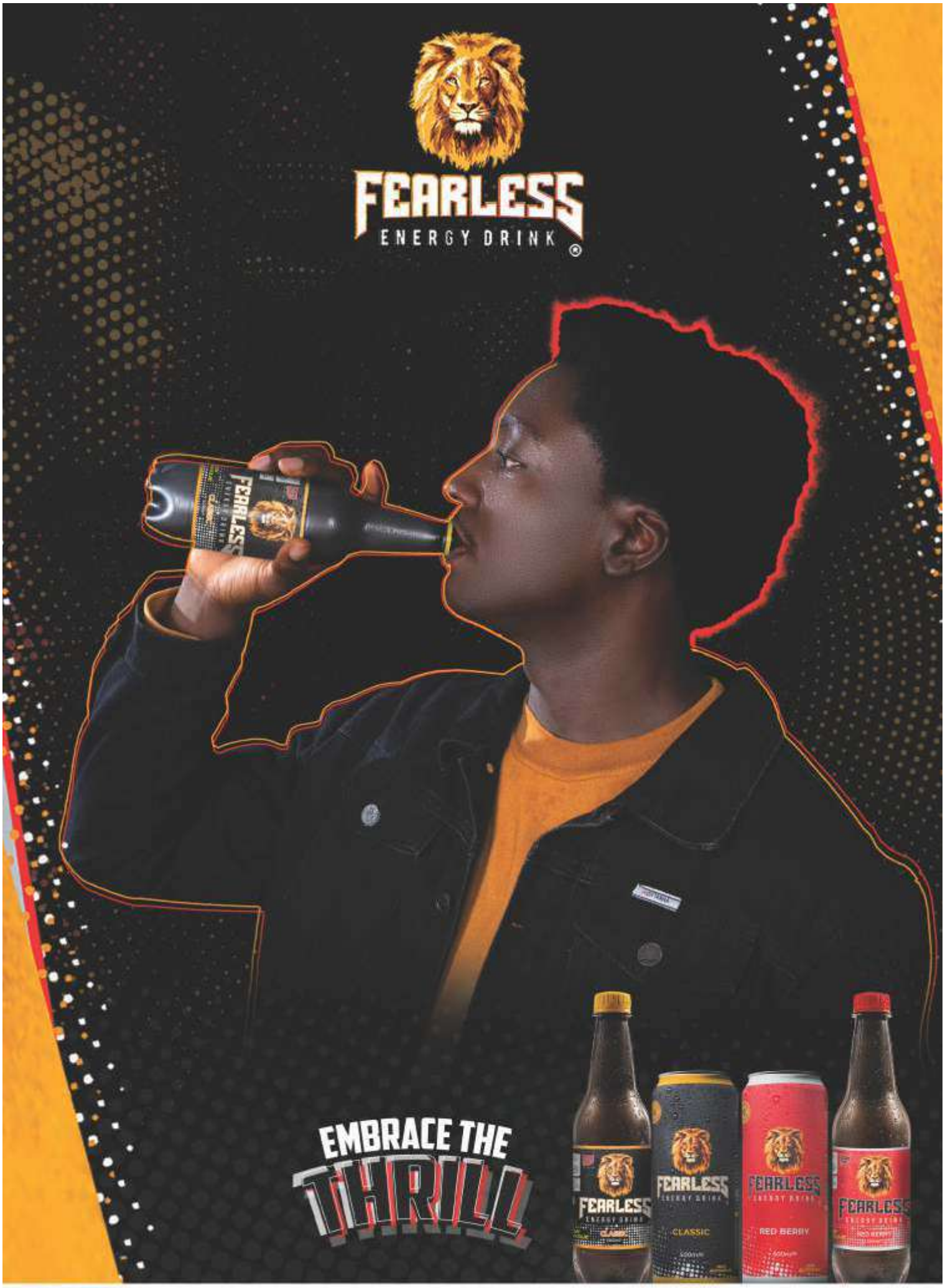
Sustainable Procurement and Supplier		
GRI 201: Direct Economic Impacts (2016)	201-1 Direct economic value generated and distributed	Sustainability Report 2025 p.15, 64, 70
GRI 203: Indirect Economic Impacts (2016)	203-2 Significant indirect economic impacts	Sustainability Report 2025 p. 64, 70
GRI 204: Procurement Practices (2016)	204-1 Proportion of spending on local suppliers	25%
GRI 205 Anti-Corruption (2016)	205-1 Operations assessed for risks related to corruption	Sustainability Report 2025 p.65
	205-2 Communication and training about anti-corruption policies and procedures	Sustainability Report 2025 p.65
	205-3 Confirmed incidents of Corruption and actions taken	GRI Index
GRI 206 Anti-Competitive Behaviour (2016) **GRI 301: Materials (2016)**	206-1 Legal actions for anti-Competitive behaviour, anti-trust, and monopoly practices	GRI Index
	301-1 Materials used by weight or volume	Not available
	301-2 Recycled input materials used	Sustainability Report 2025 p. 52, 68
	301-3 Reclaimed products and their packaging materials	Not available
GRI 302: Energy (2016)	302-1 Energy consumption within the organisation	Sustainability Report 2025 p. 51, 68
	302-2 Energy consumption outside of the organisation	Sustainability Report 2025 p. 51, 68
	302-3 Energy intensity	Sustainability Report 2025 p. 51, 68
GRI 303: Water and Effluents (2018)	303-1 Interactions with water as a shared resource	Sustainability Report 2025 p.50-51, 68
	303-2 Management of water discharge-related impacts	Sustainability Report 2025 p.50-51, 68
	303-3 Water withdrawal	Sustainability Report 2025 p.50-51, 68
	303-4 Water discharge	Sustainability Report 2025 p.50-51, 68
	303-5 Water consumption	Sustainability Report 2025 p.50-51, 68
GRI 304: Biodiversity (2016)	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Not material
	304-2 Significant impacts of activities, products and services on biodiversity high biodiversity value outside protected areas	Not material

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GRI 305: Emissions (2016)	305-1 Direct (Scope 1) GHG emissions	Sustainability Report 2025 p. 48-50, 68
	305-2 Energy indirect (Scope 2) GHG emissions	Sustainability Report 2025 p. 48-50, 68
	305-3 Other indirect (Scope 3) GHG emissions	Sustainability Report 2025 p. 48-50, 68
	395-4 GHG emissions intensity	Sustainability Report 2025 p. 48-50, 68
	305-7 Nitrogen oxide (NOx) Sulphur oxides (SOx), and other signifcant air emissions	These metrics are measured regularly at 23 different locations within our facilities.
GRI 306: Waste (2020)	306-1 Waste generation and significant waste-related impacts	Sustainability Report 2025 p. 51-52, 69
	306-2 Management of significant waste-related impacts	Sustainability Report 2025 p. 51-52, 69
	306-3 Waste generated	Sustainability Report 2025 p. 51-52, 69
	306-4 Waste diverted from disposal	Not applicable
	306-5 Waste directed to disposal	Sustainability Report 2025 p. 51-52, 69
GRI 308: Supplier Environmental Assessment (2016)	308-1 New suppliers screen using environmental criteria	Not applicable
	308-2 Supplier assessments for environmental impacts and results	Not applicable
GRI 401 Employment (2016)	401-1 New employee hires and employee turnover	GRI Index
	401-2 Benefits provided to new employees that are not provided to temporary or part- or time employees	GRI Index
GRI 402: Labour/ Management Relations (2016)	402-1 Minimum notice periods regarding operational changes	GRI Index
GRI 403: Occupational Health and Safety (2018)	403-1 Occupational health and safety management system	Sustainability Report 2025 p.55, 67
	403-2 – Hazard identification, risk assessment, and incident investigation	Sustainability Report 2025 p.55, 67
	403-3 Occupational health services	Sustainability Report 2025 p.56, 65
	403-4 Worker participation, consultation, and communication on occupational health and safety	Sustainability Report 2025 p.69 (3.6)

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GRI 404: Training and Education (2016)	404-1 Average hours of training per year per employee	Sustainability Report 2025 p.69 (3.6)
	404-2 Programmes for upgrading employee skills and transition assistance programmes	GRI Index
	404-3 Percentage of employees receiving regular performance and career development reviews	100%
GRI 405 Diversity and Equal Opportunity (2016)	405 -1 Diversity of governance Bodies and employees	GRI Index
	405-2 Ratio of basic salary and remuneration of women to men	GRI Index
GRI 413 Local Communities (2016)	413-1 Operations with local community engagement, impact assessments, and development programmes	Sustainability Report 2025 p.32 -34, 58-60
GRI 414: Supplier Social Assessment (2016)	414-1 New suppliers that were screened using social criteria	Not applicable
	414-2 Negative social impacts in the supply chain and actions taken	Not applicable
GRI 416 Customer Health and Safety (2016)	416-1 Assessment of the health and safety impact of products and services in the category.	Sustainability Report 2025 p.26-28
	416-2 Incidence of non-compliance concerning the health and safety impacts of products and services.	GRI Index
GRI 417: Marketing and Labelling (2016)	417-1 Requirements for product and service information and labelling	Not available
	417-2 Incidents of non-compliance concerning products and services information and labelling	GRI Index
	417-3 Incidents of non-compliance concerning marketing communications	GRI Index


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