

ATRIA

**BOARD OF
DIRECTORS' REPORT,
SUSTAINABILITY STATE-
MENT AND FINANCIAL
STATEMENTS 2025**

ATRIA'S YEAR 2025

BOARD OF DIRECTORS' REPORT, SUSTAINABILITY STATEMENT AND FINANCIAL STATEMENTS 2025

GOVERNANCE 2025



CONTENTS

BOARD OF DIRECTORS' REPORT 3

Overview of 2025	4
Key figures	6
Financing and liquidity	6
Strategy, goals and value chain.....	7
Stakeholders' interests and views.....	10
Research and development.....	11
Events after the period under review	12
Risks and risk management.....	12
Governance and operations.....	18
Related-party loans.....	18
Personnel average, FTE.....	18
Incentive programmes for management and key personnel... 19	
Outlook for 2026.....	20
Flagging notifications.....	20
Atria Plc's share capital.....	20
Valid authorisations to acquire the company's own shares or issue shares, grant special rights, and make donations	20
Distributable funds and the Board of Directors' proposal for profit distribution	21
Information about the shares and shareholders	22
Key figures	24
Calculation formulas for key financial figures.....	25
Items affecting comparability of result.....	27

SUSTAINABILITY STATEMENT 28

CONSOLIDATED FINANCIAL STATEMENTS (IFRS) 99

Consolidated financial statements.....	100
Consolidated balance sheet	101
Statement of changes in the Group's equity.....	102
Consolidated cash flow statement	103
Notes to the consolidated financial statements.....	104

PARENT COMPANY'S FINANCIAL STATEMENTS (FAS) 143

Income statement.....	144
Balance sheet	145
Cash flow statement	146
Notes to the financial statements.....	147

SIGNATURES TO THE FINANCIAL STATEMENTS..... 155

AUDITOR'S REPORT..... 156

This part of the Annual Report in PDF format is not an xHTML document compliant with the ESEF (European Single Electronic Format) regulation. The Board of Directors' Report, Sustainability Statement and Financial Statements 2025 in accordance with ESEF regulations are available electronically as an xHTML document in Finnish language at atria.com/sijoittajat/taloustieto/vuosikertomukset

Atria's Annual Report 2025 consists of three parts:



Atria's year 2025



Board of Directors' Report, Sustainability Statement and Financial Statements 2025



Governance 2025

All parts are found on Atria's website:

ATRIA.COM →

CONTENTS

BOARD OF DIRECTORS' REPORT

- Overview of 2025
- Key figures
- Financing and liquidity
- Strategy, goals and value chain
- Stakeholders' interests and views
- Research and development
- Events after the period under review
- Risks and risk management
- Governance and operations
- Related-party loans
- Personnel average, FTE
- Incentive programmes for management and key personnel
- Outlook for 2026
- Flagging notifications
- Atria Plc's share capital
- Valid authorisations
- Distributable funds and the Board of Directors' proposal for profit distribution
- Information about the shares and shareholders
- Key figures
- Calculation formulas for key financial figures
- Items affecting comparability of result

SUSTAINABILITY STATEMENT

CONSOLIDATED FINANCIAL STATEMENTS (IFRS)

PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)

SIGNATURES TO THE FINANCIAL STATEMENTS

AUDITOR'S REPORT



BOARD OF DIRECTORS' REPORT

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT**

REPORT BY THE BOARD OF DIRECTORS 1 JANUARY – 31 DECEMBER 2025

OVERVIEW OF 2025: ATRIA HAD ANOTHER STRONG YEAR – NET SALES AND ADJUSTED EBIT GREW

“The year 2025 was strong for Atria and in many ways a success. Both the net sales and adjusted EBIT reached their highest levels in the Group's history, reflecting our organisation's great performance and the effectiveness of the strategic choices made.

Atria Group's net sales increased to EUR 1,813.7 million. Growth of EUR 58.4 million was achieved compared to the previous year.

Atria Sweden's net sales amounted to EUR 392.7 million, increasing by EUR 32.5 million year-on-year. Sales to the retail trade and Foodservice customers developed favourably. The retail markets for fresh poultry meat and convenience foods have been growing strongly in Sweden. Atria has been able to increase its sales in the growing market. The acquisition of Gooh! in May 2024 increased net sales. The stronger exchange rate for the Swedish krona also increased the net sales in euros.

Atria Finland's net sales were EUR 1,319.6 million, with an increase of EUR 24.0 million year-on-year. The strong sales growth in H2 reversed the downward trend in net sales seen at the beginning of the year. Sales to the retail trade, in particular, increased towards the end of the year. Sales to export and industrial customers, as well as feed sales, were higher than in the previous year. The new nutrition recommendations published at the end of 2024 had a negative impact on consumer demand for meat products, but the decline in demand at the beginning of the year levelled off towards the end of the year. The Finnish Food Workers' Union's strike in April and the related overtime and shift change bans had a negative impact on the net sales of the reporting period.

Atria Denmark & Estonia's net sales were EUR 124.8 million, showing a decrease of EUR 1.1 million year-on-year. Problems with the availability of meat raw material caused by African swine

fever outbreaks in Estonia weighed down Atria Estonia's net sales. Atria Denmark's net sales grew thanks to improved sales volumes, especially to export customers.

Atria Group's adjusted EBIT was EUR 69.9 million, up by EUR 4.5 million from the previous year. In 2025, EBIT was EUR 64.0 million (EUR 66.4 million).

Atria Sweden's EBIT grew by EUR 3.8 million from the previous year, amounting to EUR 8.3 million. The company's performance was boosted by successful sales and marketing measures, an improved sales mix, and increased efficiency in production and logistics.

Atria Finland's adjusted EBIT was EUR 62.2 million, up by EUR 1.8 million year-on-year. The good performance in 2025 resulted from improved efficiency in poultry production and the concentration of production in the new poultry plant in Nurmo. In addition, the growth of net sales in H2, along with the start of chicken exports to China at the end of the year, were key drivers of the improved EBIT. Atria divested the Kuopio plant site, and site restoration was initiated. As a result, a non-recurring expense of EUR 5.9 million, mainly with cash effect, was recorded in the last quarter of 2025. Leaving the plant site will bring Atria annual savings of approximately EUR 0.5 million.

Atria Denmark & Estonia's EBIT was EUR 4.9 million, which was EUR 0.3 million lower than in the comparison period. The decrease in EBIT was due to the detection of swine fever infections at Atria's pig farms in Estonia, which caused additional costs and market disruptions, as well as problems with the availability of meat raw material. During the reporting period, Atria Denmark launched projects to improve production efficiency and productivity.

Despite large investments, the balance sheet was at the planned level. The equity ratio was 45.7% (43.2%), while the strategic target was 40%. Atria's net gearing ratio was also good, at 48.1% (61.8%). The average interest rate on loans at the end of the year was 3.36%, compared to 3.76% in the previous year. Atria has reduced its interest rate risk by dividing financing into instruments with variable and fixed interest rates, and by hedging with interest rate derivatives. At the end of the year, fixed rate debt represented 47.6% of the total loan portfolio.

The Group's liquidity remained good and was secured by undrawn committed credit facilities of EUR 50 million at the end of the year. These were not used at all during the financial period. The Group also has a EUR 200 million commercial paper programme, which was used for short-term financing.

In Atria's history, 2025 was a significant year for strategic investment decisions and improving sustainability. The company continued its determined work for a carbon-neutral food chain and strengthened its position as the winning Northern European food company. The main themes of the year were the modernisation of convenience food production, green transition energy solutions, major lifecycle investments, and numerous consumer-oriented product innovations.

Investments and sustainability

In 2025, Atria's largest project launch was the modernisation of the Nurmo production plant. The company launched an investment of EUR 82.4 million, covering the modernisation of convenience food production and the improvement of energy efficiency. The project modernises the production processes and makes heat production carbon dioxide-free. This investment will reduce Atria's carbon dioxide emissions (Scopes 1 and 2) by approximately 32,000 equivalent tonnes, which means almost halving the emissions from the 2024 level. Energy consumption is

CONTENTS

BOARD OF DIRECTORS' REPORT

Overview of 2025
Key figures
Financing and liquidity
Strategy, goals and value chain
Stakeholders' interests and views
Research and development
Events after the period under review
Risks and risk management
Governance and operations
Related-party loans
Personnel average, FTE
Incentive programmes for management and key personnel
Outlook for 2026
Flagging notifications
Atria Plc's share capital
Valid authorisations
Distributable funds and the Board of Directors' proposal for profit distribution
Information about the shares and shareholders
Key figures
Calculation formulas for key financial figures
Items affecting comparability of result

SUSTAINABILITY STATEMENT

CONSOLIDATED FINANCIAL STATEMENTS (IFRS)

PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)

SIGNATURES TO THE FINANCIAL STATEMENTS

AUDITOR'S REPORT

BOARD OF DIRECTORS' REPORT

estimated to decrease by 50,000 MWh, which equals 21% of Atria Finland's energy use. In addition, the energy solutions will bring annual savings of more than EUR 5 million. The construction of the new facility began in November. Business Finland granted clean transition aid of EUR 24.7 million to the project. The modernised convenience food factory enables the development of innovative products, supporting Atria's strategy of leading the way in sustainable food production.

The investment in the convenience food facility is part of a wider programme of approximately EUR 110 million. Its first phase started in the spring with an investment of EUR 7 million in pancake production. The expansion of the pancake production facilities will be completed in the autumn of 2026.

In addition, Atria will be investing EUR 16 million in the development of the cattle slaughterhouse in Kauhajoki. This project aims to increase production capacity and process efficiency, as well as meeting the growing demand for domestic beef. The investment includes the introduction of new technology that improves animal welfare and increases transparency in production. The Kauhajoki project supports Atria's strategy of strengthening the position of domestically produced meat and ensuring a competitive and sustainable value chain.

At the end of the year, Atria launched an investment of EUR 23 million in the production of meat products at its facility in Sköllersta in Sweden. The investment includes a continuously operating new production line, as well as an expansion and upgrade of the entire production site. This major upgrade will result in the replacement of old production equipment, and the improvement of energy efficiency, product quality and delivery reliability.

BOARD OF DIRECTORS' REPORT, SUSTAINABILITY STATEMENT AND FINANCIAL STATEMENTS 2025

The reduction of greenhouse gas emissions across the food chain is a key environmental goal for Atria's sustainability work. This is reflected in the Group's updated TOGETHER 2030 strategy, whose strategic targets include emissions reduction targets based on the Science Based Targets. In 2025, the company took further significant steps towards reaching its emissions reduction targets.

In the company's own operations (Scopes 1 and 2), the focus was on energy efficiency and energy quality. Several investments were implemented and advanced, including heat recovery at the modern poultry plant, investments in electric boilers, and designing a future convenience-food factory – these solutions will reduce emissions over the long term.

African swine fever in Estonia

In the summer of 2025, African swine fever was detected at two of Atria's pig farms in Estonia. The first infection was found in late June, and the second in August. The infections were handled in close cooperation with the Estonian authorities. The facilities were immediately quarantined, and the authorities carried out thorough cleaning and disinfection. Production is expected to return to normal in the spring of 2026. Thanks to the Estonian state compensation system, the direct financial impact remained limited; Atria was left with costs of approximately EUR 0.5 million, which were recorded in the second and third quarters.

Changes in Atria Group Management Team

When Merja Leino, PhD, Atria Group's long-term Executive Vice President, Sustainability, retires in the summer of 2026, Kati Janhunen, MSc (Econ.), will take on the positions of Executive Vice President, Sustainability, and Atria Group Management

Team member. Janhunen joined Atria 1 February 2026 and will start in the position no later than 1 June 2026.

Tauno Perälä, MSc (Tech.), was appointed to lead the new Group Industrial Operations function of Atria Group and started in his position and as a member of Atria Group Management Team on 1 October 2025. Since joining Atria Finland in 2011, Perälä has served in demanding production leadership positions. Alongside his new responsibilities, he will continue to serve as Senior Vice President of Industrial Operations at Atria Finland and as a member of Atria Finland's Management Team.

Strategy

In 2025, Atria announced its new strategy for 2025–2030. Called TOGETHER 2030, the strategy highlights the importance of working together to achieve our vision – to be the Winning Northern European Food Company. Our strategy focuses on ensuring the competitiveness of our core business, allocating investments and resources to rapidly growing product categories, increasing cross-border cooperation to exploit economies of scale and renewing ourselves to meet future needs.

Sustainable business is part of Atria's strategy and actions. For 2025, Atria prepared its sustainability statement in accordance with the CSRD (Corporate Sustainability Reporting Directive).

The sustainability statement is published as part of the Report by the Board of Directors under "Sustainability Statement".

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT****KEY FIGURES**

EUR million	2025	2024	2023
Net sales	1,813.7	1,755.4	1,752.7
EBIT	64.0	66.4	0.4
EBIT, %	3.5	3.8	0.0
Adjusted EBIT	69.9	65.4	49.6
Adjusted EBIT, %	3.9	3.7	2.8
Earnings per share, EUR	1.44	1.41	-0.70
Adjusted earnings per share, EUR	1.61	1.38	0.98
Dividend / share, EUR *	0.75	0.69	0.60
Dividend / profit, % *	52.0	49.0	-85.4
Adjusted dividend / profit, % *	46.6	50.0	61.2
Return on equity, %	9.9	10.3	-3.5
Adjusted return on equity, %	11.0	10.1	7.3
Equity ratio, %	45.7	43.2	41.7
Net gearing, %	48.1	61.8	66.7

The Board proposes to distribute a dividend of EUR 0.75 per share for the year 2025.

The key figures in their entirety are presented on page 24-26.

FINANCING AND LIQUIDITY

The downward trend in Euribor rates continued in 2025. The 6-month Euribor, the main reference rate for Atria's loans, came down from around 2.6% at the beginning of the year to around 2.1% by the end of the year. Financing terms were normal for availability, loan periods and margins.

On 31 December 2025, the Group's interest-bearing net debt amounted to EUR 218.7 million (EUR 261.8 million).

During the reporting period, the Group's free cash flow was EUR 69.8 million (EUR 41.6 million). Cash flow from operating activities was EUR 120.0 million (EUR 92.4 million), showing an increase of EUR 27.6 million from the previous year. The improvement was supported by a decrease in net working capital and financial expenses. Cash flow from investment activities was EUR -50.2 million (EUR -50.8 million).

At the end of the reporting period, the equity ratio was 45.7% (43.2%). The change in the fair value of the effective portion of derivative instruments designated as hedges and included in equity amounted to EUR 1.1 million (EUR -4.9 million).

In June, Atria Plc repaid a EUR 30 million loan whose original maturity date was 25 September 2027.

The Group's liquidity remained good during the reporting period. On 31 December 2025, the Group's undrawn committed credit facilities amounted to EUR 50.0 million (EUR 50.0 million), and no credit had been drawn from them during 2025. Atria also has a EUR 200 million commercial paper programme, which was used for short-term financing. At the end of the reporting period, the average maturity of loans and committed credit facilities was 3 years 7 months (4 years 1 month).

Atria has hedged against rising interest rates with interest rate derivatives, which stood at EUR 110 million on 31 December 2025 (EUR 90 million). An interest rate swap of EUR 30 million maturing in 2027, which had been allocated to the aforementioned EUR 30 million repaid loan, was terminated in May and, at the same time, a new EUR 50 million interest rate swap was concluded and allocated to the EUR 50 million loan maturing in 2030. Interest income realised as a result of the terminated interest rate swap agreement amounted to approximately EUR 1 million in the second quarter. At the end of the year, the Group's fixed-interest debt represented 47.6% (34.9%) of the loan portfolio. Some loans have been converted into fixed interest-rate loans with derivatives valued at market value.

Net financing costs amounted to EUR -10.7 million (EUR -15.4 million). On 31 December 2025, the average interest rate on the loan portfolio was 3.36% (3.76%).

CONTENTS

BOARD OF DIRECTORS' REPORT

- Overview of 2025
- Key figures
- Financing and liquidity
- Strategy, goals and value chain
- Stakeholders' interests and views
- Research and development
- Events after the period under review
- Risks and risk management
- Governance and operations
- Related-party loans
- Personnel average, FTE
- Incentive programmes for management and key personnel
- Outlook for 2026

- Flagging notifications
- Atria Plc's share capital
- Valid authorisations
- Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

- Key figures
- Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT

CONSOLIDATED FINANCIAL STATEMENTS (IFRS)

PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)

SIGNATURES TO THE FINANCIAL STATEMENTS

AUDITOR'S REPORT

TOGETHER 2030: ATRIA ANNOUNCED ITS AMBITIOUS NEW STRATEGY FOR 2025–2030



BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT**

In September, Atria announced its new strategy for 2025–2030. Called TOGETHER 2030, the strategy highlights the importance of working together to achieve Atria's vision – to be the Winning Northern European Food Company. The strategy focuses on ensuring the competitiveness of our core business, allocating investments and resources to rapidly growing product categories, increasing cross-border cooperation to exploit economies of scale, and renewing ourselves to meet future needs.

Atria starts the TOGETHER 2030 strategy period from a strong position. The company has more than 120 years of tradition, strong economic performance and skilled, motivated people. The new strategy is a managed systematic development path – built on a strong core business and proactive exploitation of future opportunities.

The new strategy's financial objectives remain largely unchanged. Growth-related metrics have been refined: the Group's net sales target – more than EUR 2 billion – has been added to the package, and the target for return on equity has been increased to 12% from the previous target of 10%.

We pursue our objectives through four key strategic actions (Big Moves):**1. Grow and Optimise Core Business:**

Red meat and meat products are a major part of our core business and remain a focus during our next strategy period. The objective is to grow organically and optimise our operational efficiency.

2. Accelerate in Growth Categories:

Poultry and convenience foods are the fastest growing product categories in our portfolio, and we expect to grow fast in them. We have set ourselves up to seize profitable growth opportunities and will invest relatively more into these categories during the current strategy period.

3. Collaborate to Grow and Scale our Operations

We have a strong local presence in our four markets. We drive collaboration and scale to become more efficient and get the most from our assets. Areas for increased collaboration include cross-border scale, net revenue management and product exports.

4. Renew for the Future

In addition to focusing on growth, we must continuously renew ourselves to secure our future competitiveness. Our renewal focus is on sustainability, being the best possible partner for our owner-

producers, developing our unique food chain with technology, continuing to develop our healthy food solutions, and readiness to expand to alternative proteins. We also strengthen our employees' knowledge and skills for growth.

Facilitators of Atria's strategy:

- ONE Atria culture
- Commercial excellence
- Efficiency, digital & AI
- Safety, people & communication

Two new functions were established within Atria Group to support our strategy:

- **Atria Group Industrial Operations** was established to support collaboration between business areas. The function aims to promote production efficiency, the Group's internal supply chain, and the planning and implementation of investments, for example.
- **Atria Group Product Export** supports the objective of increasing product exports outside the core market. Its purpose is to create new product export business and strengthen collaboration between business areas in product export.

CONTENTS

BOARD OF DIRECTORS' REPORT

- Overview of 2025
- Key figures
- Financing and liquidity
- Strategy, goals and value chain
- Stakeholders' interests and views
- Research and development
- Events after the period under review
- Risks and risk management
- Governance and operations
- Related-party loans
- Personnel average, FTE
- Incentive programmes for management and key personnel
- Outlook for 2026
- Flagging notifications

- Atria Plc's share capital
- Valid authorisations
- Distributable funds and the Board of Directors' proposal for profit distribution
- Information about the shares and shareholders
- Key figures

- Calculation formulas for key financial figures
- Items affecting comparability of result

SUSTAINABILITY STATEMENT

CONSOLIDATED FINANCIAL STATEMENTS (IFRS)

PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)

SIGNATURES TO THE FINANCIAL STATEMENTS

AUDITOR'S REPORT

STRATEGY 2021–2025: WINNING NORTHERN EUROPEAN FOOD COMPANY

A new "TOGETHER 2030" strategy was published in September. The previous strategy period "Winning Northern European Food Company 2021 – 2025" concluded at the end of 2025. The previous strategy was successful.



BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT****ACHIEVEMENT OF FINANCIAL TARGETS**

Targets	Results		
	2025	2024	2023
Net sales EUR 2 000 million	1,813.7	1,755.4	1,752.7
EBIT 5% ¹⁾	3.9%	3.7%	2.8%
Equity ratio 40%	45.7%	43.2%	41.7%
Return on equity (ROE) 12% ¹⁾	11.0%	10.1%	7.3%
Capital distribution of the profit for the period 50% ^{1) 2)}	46.6%	50.0%	61.2%

¹⁾ Figures are adjusted for non-recurring items, key figure calculation formulas on pages 25-26.

²⁾ The Board proposes to distribute a dividend of EUR 0.75 per share for the year 2025.

SUSTAINABILITY GOALS

Atria Group's sustainability goals and their achievement are described in the following sections of the Sustainability Statement:

- Climate change
- Biodiversity and ecosystems
- Circular economy
- Own workforce
- Consumers and end users
- Business conduct

BUSINESS MODEL AND VALUE CHAIN

Atria Group's business model and value chain are described in detail in the general information section of the Sustainability Statement.

Atria was listed on the stock exchange in 1991. The company has two share classes: Class KII and Class A, which is a listed share. Each Class KII share entitles its holder to ten (10) votes at a General Meeting, and each Class A share to one (1) vote. Class A shares have a right of priority to a dividend of EUR 0.17, after which Class KII shares are paid a dividend of up to EUR 0.17. If distributable dividends remain after

this, Class A and Class KII shares entitle their holders to an equal right to a dividend. The shareholders that own Class KII shares are Itikka Cooperative, Lihakunta and Pohjanmaan Liha. The aforementioned cooperatives also own more than 50% of the Class A shares.

Atria Plc is a Finnish limited liability company, and the responsibilities and obligations of its governing bodies are determined by Finnish law. The parent company, Atria Plc, and its subsidiaries form the international Atria Group. The company is domiciled in Kuopio. Responsibility for the administration and operations of Atria Group lies with the governing bodies of the parent, Atria Plc. These are the Supervisory Board, the Board of Directors and the CEO.

About 72% of Atria's net sales come from Finland, 21% from Sweden, and 7% from Denmark & Estonia. Atria also engages in export activities. In 2025, Atria exported its products to 25 countries. The operating environment is changing rapidly, although the speed and focus of change varies between business areas. As a financially strong, profitable company, Atria can renew and respond to the continuous changes in all its business areas in line with its strategic goals.

Factors affecting Atria's changing operating environment:

- Growing consumer awareness of an ecologically healthy and sustainable lifestyle and animal welfare
- Shift in protein demand from red meat to poultry and plant-based alternatives
- Increased demand for convenience food, ready-to-eat ingredients and snacks
- Growing popularity of the Foodservice channel, private labels and digital channels
- Increased economic instability, uncertainty, protectionism and localism

STAKEHOLDERS' INTERESTS AND VIEWS

Atria develops its operations in open and tight interaction with its stakeholders. Stakeholder engagement and the mapping of stakeholder expectations take place through regular and structured interaction, the use of public and/or purchased research data, and legislation and standards, for example. The nature of the interaction depends on the stakeholder group's influence and significance for Atria's business. Our stakeholders' interests and views are presented in detail in the stakeholder table included in the general information section of the Sustainability Statement.

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT****RESEARCH AND PRODUCT DEVELOPMENT**

In 2025, Atria invested EUR 14.8 million in research and product development. The investments were at the same level as in the previous year. Atria seeks to serve its stakeholders by making extensive use of research and product development in its business operations to further improve existing products and develop new ones. Atria's main product categories are fresh and consumer-packed meat, poultry products, meat products, such as sausages and cold cuts, and convenience food.

Atria collects market insight and consumer behaviour data through both continuous established processes and tailored studies and surveys when necessary. In recent years, the methods and calculations for predicting market behaviour have developed in a way that enables increasingly specific projections. This also means that forecasts for smaller product segments and trade channels are available. The data used in commercial processes and investment planning, for example.

Atria Group launched 208 new products during the reporting period. The number of new products also includes new packaging and product support innovations. Product innovations by business area:

- Atria Finland: 69
- Atria Sweden: 63
- Atria Denmark & Estonia: 76

Atria Finland launched 69 new retail and Foodservice products in 2025. They accounted for approximately 4.8% of net sales. The banana quark pancake, an addition to the quark pancake success story, exceeded expectations and was one of the best-selling new products of the year. Sriracha pizzas linked to the Street Food trend added new flavours to the established small pizza segment. Launched in the spring, Hornet Wing Duo and Nacho Bites offered solutions for easy delicious meals and have increased the sales of the Hornet family as a whole. Wilhelm Chekoni Grill Sausage combines the consumers' favourite flavours of Cheddar cheese and bacon. The product was the second best-selling new Wilhelm sausage in recorded history. Atria Finland is involved in research projects related to nutritional health, and one of the focus areas of its product development is strengthening the supply of healthier food. In 2025, Atria Finland launched 28 new Heart Label products, and there are currently 201 Heart Label products in the selection.

Atria Sweden launched 63 new brand products in 2025. These products accounted for 3.2% of net sales. Lönneberga BBQ chicken skewers were the cornerstone of Atria's sales growth in the poultry category. In 2025, Atria continued to grow in both volume and market share thanks to the good sales of new poultry products.

Atria's share of the Swedish Foodservice market grew faster than the market. Sales increased in both frozen and fresh products, as well as in cooked poultry products. One of the highlights of 2025 was the success of the Sibylla Chicken Red Bell chicken sausage at the Stockholm Sausage Festival, where it was voted as the best sausage of the event. Sibylla Chicken Red Bell is a tasty chicken sausage with a high meat content, natural intestine casing and alder smoke flavour. Atria Sweden's product selection includes 153 Keyhole products. The Keyhole nutrition label guides consumers to make healthier choices. The label indicates that a product is a better alternative to other products in the same product category in terms of the following criteria: it has less salt, less sugar, less and better quality fat, and more fibre and wholegrain.

Atria Denmark & Estonia launched 76 new products in 2025. They accounted for 8.8% of net sales.

In 2025, Atria Denmark launched 32 new products. Ten were private-label products, five Aalbæk products, and 17 3-Stjernet products. Aalbæk has a strong position in the premium market, while 3-Stjernet is well positioned in the upper middle-class market. Overall, 3-Stjernet is a strong traditional brand, with a high 98% recognition rate and strong popularity among families with children. In 2025, Atria Denmark focused on both launching new packaging for whole meat products and improving animal welfare for poultry. Five poultry products were launched, all bearing the *Bedre Dyrevelfærd* – Better Animal Welfare label. Atria Denmark's product selection includes 20 products with the Keyhole label.

Atria Estonia launched 44 new products in 2025. Its most successful new products of 2025 were Maks & Moorits products: Maks & Moorits Classic fully smoked sausage, Maks & Moorits home-style patties with creamy cheese filling, Maks & Moorits American-style grilled meat and Maks & Moorits Greek-style chicken sausage.

According to Kantar Emor's annual consumer surveys, Atria Estonia's flagship brand Maks & Moorits has consistently been the most popular meat product brand in Estonia. As the leader in its product category, Maks & Moorits is also ranked the second most popular food and beverage brand in Estonia – a position that reflects long-term consumer confidence and strong brand awareness.

Not only is Atria popular, but its commitment to sustainable production in Estonia has been recognised. In 2025, the Sustainable Brand Index ranked Maks & Moorits the most sustainable meat product brand in Estonia, highlighting our consistent efforts for environmental responsibility, transparency and high-quality local production.

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT****Percentage of net sales spent on research and product development in Atria Group in 2023–2025:**

EUR million	2025	2024	2023
Research and product development	14.8	14.8	14.4
% of net sales	0.8%	0.8%	0.8%

EVENTS AFTER THE PERIOD UNDER REVIEW

There have been no significant events after the period under review.

BUSINESS RISKS DURING THE REPORTING PERIOD AND THE NEAR TERM

Atria Group's business, net sales and result are susceptible to many uncertainties.

During the reporting period, uncertainty continued due to both the continuation of the war in Ukraine and the escalation of global geopolitical tensions in the Middle East. Combined with the unstable US tariff policy, these affected market behaviour and consumers' purchasing decisions. China imposed import duties on European pork in September, which affected the pork market, with more products remaining on the European market. The price of pork in Europe therefore fell in the second half of 2025. The pork market is expected to remain unstable for at least the first half of 2026.

European beef production has declined in recent years, while consumption has remained unchanged. This is creating an imbalance in the beef market.

During the reporting period, animal disease risks in Finland and nearby areas remained moderate. African swine fever was detected in Estonia in the summer. At the moment, the situation is calm, but the risk of the disease remains. The economic and operational impacts of the disease on Atria have not been significant. The foot-and-mouth disease situation in Europe has remained stable. Atria actively monitors the animal disease situation in Europe. Atria has protective measures in place in its own production plants and on its contract farms.

The fight against cybercrime and information system disruptions requires continuous development and a proactive approach. Systematic monitoring is key, as it enables the timely detection of threats. The continuous improvement of cybersecurity through system upgrades, employee training and the introduction of new technologies is also very important.

RISKS AND RISK MANAGEMENT

The implementation of Atria's strategy, the achievement of its goals and sustainable operations call for the identification and management of favourable and unfavourable events that may affect operations. Favourable events improve Atria's result and financial position or promote sustainable development. Unfavourable events increase costs and complicate operations.

Atria seeks to prevent unfavourable events and their impact on business operations through risk management as part of its day-to-day operations. Atria's risk management policy and risk management procedures define the goals, principles, responsibilities and authorisations of risk management, as well as operating procedures for risk assessment and reporting. The Board of Directors approves the risk management policy and any changes to it and supervises the implementation of the principles specified in the policy. The identification, management, monitoring and reporting of sustainability-related impacts, risks and opportunities are incorporated in Atria's risk management processes.

Atria divides risks affecting its operations into four categories: strategic; operational; liability; and financial. Risks of various types are identified and assessed using models and tools in line with Atria's risk management framework. Identified risks and opportunities are categorised, and risk management measures prioritised, in accordance with the Group's risk management policy, taking their likelihood, financial impacts, risk management measures and changes in the risk environment, among other things, into account. The sustainability impacts, risks and opportunities of the abovementioned types are discussed in more detail in the Sustainability Statement.

Strategic risks are related to operational development and the planning and implementation of long-term business decisions, as well as to brands, management systems, resource allocation and the ability to respond to changes in the market environment. Operational risks are day-to-day business risks affecting processes, systems and people's activities, for example. Damage risks result from errors, malfunctions and accidents that occur within Atria or in the market environment and cause damage or losses. Damage risks are managed through risk assessments, business continuity planning and insurance. Financial risks have to do with changes in market prices and the sufficiency of financial assets in the short and medium terms as well as with counterparties' ability to meet their financial obligations. Financial risks are managed in cooperation with financial institutions and by making use of various financial instruments in minimising risks.

The Board of Directors and the members of the Atria Group Management Team are tasked with identifying and assessing strategic and operational risks and considering potential alternatives, as well as implementing risk management within their respective areas of responsibility. Strategic and operational risks, including material impacts, risks and opportunities, are addressed by the Board of Directors and the Management Team at least annually (strategic and operational risks: once a year), and separately for each significant business decision. At the same time, decisions are made about

CONTENTS

BOARD OF DIRECTORS' REPORT

Overview of 2025
Key figures
Financing and liquidity
Strategy, goals and value chain
Stakeholders' interests and views
Research and development
Events after the period under review
Risks and risk management
Governance and operations
Related-party loans
Personnel average, FTE
Incentive programmes for management and key personnel
Outlook for 2026
Flagging notifications
Atria Plc's share capital
Valid authorisations
Distributable funds and the Board of Directors' proposal for profit distribution
Information about the shares and shareholders
Key figures
Calculation formulas for key financial figures
Items affecting comparability of result

SUSTAINABILITY STATEMENT

CONSOLIDATED FINANCIAL STATEMENTS (IFRS)

PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)

SIGNATURES TO THE FINANCIAL STATEMENTS

AUDITOR'S REPORT

measures related to the management of impacts and risks. In the Group's largest business areas, risk assessment and monitoring are also carried out by specific steering and responsibility groups within the business area. The members of these groups include management personnel, and their work is coordinated by the Group's Risk Manager. The Risk Manager reports the results and development measures of the steering and responsibility groups, as well as any relevant indicators, at least once a year to the members of the Atria Group Management Team and the Board of Directors. These bodies supervise the risk management activities, setting any objectives and indicators for this work. The Group's Treasury Committee, which consists of the Group's CEO, CFO, Financial Director and Group Controller as permanent members, is in charge of identifying and assessing financial risks and implementing risk management throughout the Group. The work of the Treasury Committee is supervised by the Group's Board of Directors. The findings of risk assessments and internal control (including sustainability-related findings) are integrated into business practices and processes through Atria's management systems. Responsibility for the identified risks, opportunities, measures and monitoring is assigned to the relevant risk owners and the responsible stakeholders.

When preparing an annual plan for internal audit, key observations from the risk assessments conducted as part of the Group's planning process are taken into account. Atria Plc's Board of Directors decides on the focus areas of internal audit for each year. The Group's administrative, management and control bodies use external assistance as necessary to develop risk-management competence and expertise (also with respect to sustainability). The need for special expertise and training is established through internal checks and evaluations.

More information about Atria's framework for risk management is available in the Corporate Governance Statement.

The following table presents a summary of the most significant risks related to Atria's operations. The risks shown in the table are presented in random order.

RISKS RELATED TO RAW MATERIALS AND THEIR PRODUCTION

Description of risk	Risk management
<p>Cost risks associated with production inputs</p> <p>Fluctuation in the demand for meat products, animal diseases, extreme weather events as well as changes in the production costs and production capacity of contract producers have an impact on the purchase prices of the meat raw materials.</p> <p>There are risks related to the price, availability and quality of energy and other commodities and raw materials.</p>	<p>Atria controls the purchasing of meat raw materials centrally and also relies on a wide network of suppliers in the procurement of other raw materials. Atria develops the resilience of primary production in cooperation with the industry and the research sector. Atria offers its producers a wide range of expert services, networking opportunities and research information to support farm development and maintain the competitiveness of farms.</p> <p>Atria has a centralised purchasing organisation that works continuously with suppliers to ensure the quality and availability of the purchased goods. Risks are also managed through purchase terms and various hedging instruments. Regarding sustainability, more information can be found in section <i>G1 Business conduct</i> of the Sustainability Statement.</p>
<p>Risk to product safety</p> <p>It is of primary importance to Atria to ensure the quality of raw materials and products, and safety in the entire value chain. The realisation of a food safety risk may, in the worst case scenario, result in a serious illness or death of a consumer or a group of consumers. The food safety risk is discussed in more detail in the Sustainability Statement.</p>	<p>All Atria's production plants in Finland, Sweden and Denmark have certified GFSI (Global Food Safety Initiative) food safety management systems and the production plants in Estonia have an ISO 22000-certified food safety management system that take product safety throughout their life cycle into account, from raw materials to the consumer.</p> <p>Atria's production plants and processes comply with international food safety, hygiene and standard requirements. The food safety management system includes self-monitoring, which contributes to ensuring the proper functioning of Atria's processes and the safety of products for consumers and consumer groups. More information is available in section <i>S4 Consumers and end-users</i> of the Sustainability Statement.</p>
<p>Impacts of climate change on food production</p> <p>Food production is dependent on ecosystem services provided by the environment, and food production itself also has an impact on the environment and climate.</p> <p>Environmental impacts and climate change as well as efforts to combat them may have effects on Atria's operations, result and reputation. Such effects may include changes in consumption and business processes, material damage, the need for technological changes, increased regulation and heavier environmental taxation and other policy instruments.</p> <p>Risks related to climate change are discussed in more detail in section <i>E1 Climate change</i> of the Sustainability Statement.</p>	<p>In accordance with its environmental policy, Atria consistently works to minimise negative environmental impacts and promote positive impacts. Atria has set SBTi-approved reduction targets for its greenhouse gas emissions and has thus committed to the goals of the Paris Climate Agreement.</p> <p>Atria promotes the adaptation of primary production to climate change by participating in research and development projects and enabling the adoption of best practices by sharing information and training its contract producers. Taking into account the impacts of climate change also in the procurement of other key raw materials and packaging materials and including them as part of supply chain management processes manages the identified risks related to adaptation to climate change.</p> <p>More information is available in section <i>E1 Climate change</i> of the Sustainability Report.</p>

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT****Risk to biosafety in the food chain**

The health and welfare of animals is important to Atria. An animal disease at a critical point in Atria's production chain could interrupt production in the unit concerned and disrupt operations throughout the chain.

Animal diseases may also result in export and import restrictions imposed on meat products.

The impacts and risks related to biosafety are discussed in more detail on page 98 of the Sustainability Statement.

Atria ensures animal welfare with quality requirements pertaining to production and purchasing contracts. Biosafety is continuously developed in cooperation with Atria's contract producers.

In Finland, contract production and the related production guidelines for each species, as well as traceability, are key aspects of monitoring and further improving the welfare of Atria's production animals. Atria's contract producers have comprehensive group animal disease insurance to minimise the impacts of any damage to producers. In addition, Atria continuously assesses risks in the value chain and conducts proactive risk management.

The responsible use of antibiotics and the pursuit of completely antibiotic-free production contribute to the biosafety of the entire food chain.

For more information, see section *G1 Business conduct* of the Sustainability Statement.

RISKS RELATED TO THE GEOGRAPHICAL AREA OF OPERATION AND MARKETS**Risk description****Risk management****Customer risk**

The retail trade in the food industry is centralised in Atria's most important market areas. This enables Atria to develop and diversify its long-term cooperation with customers.

In risk management, Atria makes use of its good customer cooperation, strong market position, well-known brands, efficient industrial processes, high-quality products and financial monitoring.

On the other hand, a decision by a single large customer may have a major impact on Atria's operations.

Consumer behaviour

Changes in consumer behaviour may have an impact on both the short-term and long-term demand for Atria's products. Consumer behaviour may change as a result of factors such as health aspects, the economic situation, regulation, animal welfare, ethical considerations and climate change. Changes in consumer behaviour may have positive or negative impacts on Atria's profitability and the reputation of its brands.

Atria is preparing for changes in demand and consumption habits and the need to adapt its operations by investing in consumer-oriented and sustainable product development and product portfolio.

In addition, Atria informs consumers about its products, its own operations and its responsibility.

Competitors

Competitors' operations and product selections, as well as private labels, affect Atria's profitability.

Atria develops its product range from a customer-driven perspective, monitors market changes actively, ensures the efficiency of operations, maintains good delivery reliability and invests in informative consumer marketing.

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT****Policy and regulation**

Atria's geographical area of operation exposes the company to risks related to the national economies, trade policies, legislation and official regulations of the various countries of operation. Global geopolitical risks and changes in the national and international security situation also affect Atria's operations.

Atria manages the risk with contracts, and by monitoring legislative amendments and investing in quality. Atria also trains its personnel to identify and minimise risks, relies on the services of experts, and conducts audits. The safety and security of the facilities and the supply chain are continuously developed and maintained in Atria's own operations and as part of the national supply security chain.

PERSONNEL RISKS

The impacts, risks and opportunities related to Atria's personnel are discussed in more detail in section *S1 Own workforce* of the Sustainability Statement. Risks exceeding the materiality of sustainability reporting were not identified in the double materiality assessment. The most significant long-term strategic personnel risk is related to the availability of personnel.

Risk description**Risk management****Availability of personnel**

The availability of skilled, suitable and motivated personnel at Atria's plant locations is a risk for the implementation of the strategy and the meeting of the objectives.

Atria manages this risk through interesting jobs, its remuneration policy and investments in personnel development and training. Development needs are also identified through employee surveys.

RISKS RELATED TO INFORMATION MANAGEMENT**Risk description****Risk management****Cybercrime**

The increasing use of digital solutions in production and management processes increases cyber risks associated with operations. Cyber risks can endanger the availability, integrity and confidentiality of the data and information systems used in the processes. For example, they can cause production downtime or leakages of confidential information. Cybercriminals are constantly developing their methods and attack techniques, resulting in the overall risks constantly changing. Increasing dependence on external IT providers may increase the risk due to increased attack surface.

Organisational and technical management tools are used to manage cyber and security risks. The development of cyber security is a continuous process that takes into account the ever-changing threats. Management tools include training, technical supervision, response capability and contingency planning. In addition to its own employees, Atria uses the services of its partners to manage cyber risks.

CONTENTS

BOARD OF DIRECTORS' REPORT

Overview of 2025
Key figures
Financing and liquidity
Strategy, goals and value chain
Stakeholders' interests and views
Research and development
Events after the period under review
Risks and risk management
Governance and operations
Related-party loans
Personnel average, FTE
Incentive programmes for management and key personnel
Outlook for 2026
Flagging notifications
Atria Plc's share capital
Valid authorisations
Distributable funds and the Board of Directors' proposal for profit distribution
Information about the shares and shareholders
Key figures
Calculation formulas for key financial figures
Items affecting comparability of result

SUSTAINABILITY STATEMENT

CONSOLIDATED FINANCIAL STATEMENTS (IFRS)

PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)

SIGNATURES TO THE FINANCIAL STATEMENTS

AUDITOR'S REPORT

DAMAGE RISKS

Risk description

Unforeseeable damage risks at Atria's production plants in Finland, Sweden, Denmark and Estonia may interrupt the operations at production plants.

Risk management

All Atria's production plants are insured against any physical damage and interruptions in operations through the Group's insurance policies. A risk analysis is prepared annually or every two years at key plants. Continuity planning aims to limit potential damage from interruptions and reduce internal and external dependency risks. Atria continuously invests in the safety of its production plants through development measures and investments.

FINANCIAL RISKS

Risk description

Key risks related to the financing of Atria's operations include currency transaction and conversion risks, interest rate and counterparty risks, and the liquidity and refinancing risks.

Risk management

The goal of financial risk management is to reduce the impact of price fluctuations in financial markets and other uncertainty factors on the company's earnings, balance sheet and cash flow, in addition to ensuring sufficient liquidity. Atria's financial risk management is discussed in more detail in Note 29 to the financial statements.

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT****GOVERNANCE AND OPERATIONAL ORGANISATION**

At its organising meeting after the Annual General Meeting (AGM), Atria Plc's Supervisory Board elected Jyrki Halonen as its Chairperson and Juho Anttikoski as its Deputy Chairperson.

The AGM decided that the Board of Directors would consist of nine (9) members. Pasi Korhonen and Jukka Kaikkonen, whose terms were expiring, were re-elected as members of the Board, and Nina Kopola and Jaana Viertola-Truini were elected as new members for the next three-year term. In addition, the Annual General Meeting elected Juha Kiviniemi as a new member of the Board of Directors to replace Ahti Ritola, who resigned before the end of his term. Kiviniemi's term will end at the end of the Annual General Meeting of 2027. In addition, Seppo Paavola, Mika Joukio, Leena Laitinen and Kjell-Göran Paxal will continue as members of the Board. The Annual General Meeting decided to amend the Articles of Association. According to the new Articles of Association, the term of a Board member ends at the end of the first Annual General Meeting following their election.

On 9 July 2025, Jaana Viertola-Truini announced her resignation from the Board of Directors of Atria Plc due to her other work commitments. Atria's Board of Directors decided to continue with eight Board members for the time being.

Tauno Perälä, MSc (Tech), was appointed as Atria Group's EVP, Industrial Operations, and member of Atria Group's Management Team as of 1 October 2025.

The following were elected to Atria Plc's Nomination Committee, appointed by the AGM:

- Juho Anttikoski, farmer, Chairperson of the Nomination Committee, representative of Itikka Cooperative
- Pasi Korhonen, farmer, representative of Lihakunta
- Ola Sandberg, farmer, representative of Pohjanmaan Liha
- Hanna Kaskela, SVP, Sustainability and Communications, representative of Varma Mutual Pension Insurance Company

The governance of Atria Group is described in more detail in the general information presented in the Sustainability Statement and in Atria's separate simultaneously published Corporate Governance Statement. The statement can be found on Atria's website at www.atria.com/en/investors/corporate-governance/corporate-governance-statement/.

RELATED-PARTY LOANS

The parent company of the Group procures financing centrally and the parent company has granted loans to companies belonging to the Group (Note 3.3 to the parent company). The company has granted loans to a related party of a members of the company's Supervisory Board (Note 31 to the consolidated financial statements).

PERSONNEL AVERAGE, FTE

	2025	2024	2023
Atria Finland	2,463	2,594	2,614
Atria Sweden	880	829	827
Atria Denmark & Estonia	442	441	457
Group total	3,785	3,864	3,898
Salaries and benefits for the period, Group total (EUR million)	224.9	217.0	219.1

INCENTIVE SCHEMES FOR MANAGEMENT AND KEY PERSONNEL**Short-term incentive scheme**

The maximum bonus payable under Atria Plc's short-term incentive scheme is 10–50% of an individual's annual salary, depending on the performance impact and requirement level of each individual's role. The criteria used in the performance bonus scheme are EBIT, net sales, and LTIFR at Group level and in the area of responsibility of the person concerned. In addition to the CEO and other members of the Management Team, Atria Plc's performance bonus schemes cover approximately 40 people.

Atria Plc's long-term incentive scheme 2025–2027

Atria has a new long-term incentive scheme for key persons for the 2025–2027 period, approved by the Board of Directors of Atria Plc. The scheme will replace the long-term incentive scheme for 2024–2026 announced on 20 December 2023, and the last two earning periods of that scheme, i.e. 2025 and 2026, will not be started. The purpose of the scheme is to combine the goals of the company's owners and key persons to increase the company's value in the long term, to commit the key persons to implementing the company's strategy, objectives and long-term interest, and to provide them with a competitive incentive scheme based on the earnings and accumulation of the company's shares.

Atria Plc's long-term share-based incentive scheme based on performance for 2025–2027 has one earning period covering the 2025–2027 financial years. The rewards for this three-year earning period will be paid in full in 2028, partly in the company's shares and partly in cash. The cash sum is intended to cover the taxes and tax-like charges arising from the bonus. The earnings criteria for the 2025–2027 period are linked to earnings per share (EPS) (70%), organic growth (20%) and carbon dioxide emissions (10%). If a person's employment or service relationship ends before the payment of the bonus, the bonus may not be paid.

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT**

The aim of the new incentive scheme is to encourage Atria's senior management to acquire the company's shares, and to increase the company's value through management decisions and actions over the long term.

The target group of the share-based incentive scheme can include up to 40 people. The maximum value of bonuses for the earning period is approximately EUR 2 million.

Atria Plc's transitional share-based incentive scheme 2025–2026

In connection with the new long-term incentive scheme, the Board of Directors of Atria Plc has decided to establish a transitional share-based incentive scheme to facilitate the transition from the previous long-term incentive scheme to the new share-based incentive scheme based on performance. The transitional share-based incentive scheme 2025–2026 has two earning periods, the first of which started on 1 January 2025 and ended on 31 December 2025. The bonuses for this earning period will be paid in full in 2026 partly in company shares and partly in cash. The cash sum is intended to cover the taxes and tax-like charges arising from the bonus.

The Board of Directors decides annually on starting the earning periods and their details. The performance criteria for the earning period 2025 are linked to earnings per share EPS (70%) and organic growth (30%) in accordance with the current share-based incentive scheme.

The target group of the share-based incentive scheme can include up to 40 people.

In 2025, the amount of remuneration paid under the share-based incentive schemes was approximately EUR 0.7 million.

Atria Plc's 2026–2028 long-term incentive scheme

The Board of Directors of Atria Plc have decided to establish a new share-based incentive scheme based on performance for the Group's key personnel. The purpose of the scheme is to align the goals of the company's owners and key persons to increase the company's value in the long term, commit the key persons to implementing the company's strategy, objectives and long-term interest, and provide them with a competitive incentive scheme based on the earnings and accumulation of the company's shares.

Atria Plc's long-term share-based incentive scheme based on performance for 2026–2028 has one earning period covering the 2026–2028 financial years. The rewards for this three-year earning period will be paid in full in 2029, partly in the company's shares and partly in cash. The cash sum is intended to cover the taxes and tax-like charges arising from the bonus. The earnings criteria for the 2026–2028 period are linked to earnings per share (EPS) (70%), organic growth (20%) and carbon dioxide emissions (10%). In addition, a separate change factor is applied during the earning period. Its criteria

are product exports and cross-border sales. The amount of bonus based on the achievement of the targets set for the criteria may at most be doubled. If a person's employment or service relationship ends before the payment of the bonus, the bonus may not be paid.

The target group of the share-based incentive scheme can include up to 50 people. The maximum value of bonuses for the earning period is approximately EUR 5 million.

Share-based retention plan for 2026–2028

The share-based retention scheme for 2026–2028 is intended for situations where the Board of Directors deems them necessary, such as for retaining key personnel, recruiting new key personnel, or in other special situations decided by the Board of Directors.

The share-based retention scheme for 2026–2028 has one earning period, covering the 2026–2028 financial years, during which the Board of Directors may allocate rewards from the plan.

The value of the rewards to be paid based on the scheme corresponds to a maximum of 42,000 Atria Plc series A shares, including the portion to be paid in cash. The rewards from the scheme will be paid by the end of May 2027, 2028, 2029, 2030 or 2031.

OUTLOOK FOR 2026

In 2026, Atria Group's adjusted EBIT is expected to be higher than in the previous year (EUR 69.9 million).

Atria's good market position, strong brands and good customer relationships, as well as reliable industrial processes, create conditions for the positive development of the EBIT also in 2026.

The unstable European pork market, animal disease risks and low consumer confidence in Atria's domestic markets are risk factors that may affect the EBIT in the near future.

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT****FLAGGING NOTIFICATIONS**

Atria Plc did not receive any flagging notifications in 2025.

ATRIA PLC'S SHARE CAPITAL

The breakdown of the parent company's share capital is as follows:

Series A shares	(1 vote per share)	19,063,747 shares
Series KII shares	(10 votes per share)	9,203,981 shares

Class A shares have a right of priority to a dividend of EUR 0.17, after which Class KII shares are paid a dividend of up to EUR 0.17. If distributable dividends remain after this, Class A and Class KII shares entitle their holders to an equal right to a dividend.

Atria's Articles of Association include a pre-emptive purchase clause concerning series KII shares. If series KII shares are transferred to a party outside the company or to a shareholder within the company who has not previously owned series KII shares, the proposed recipient of the shares must inform the Board of Directors about this without delay, and KII shareholders have the right to pre-emptively purchase the shares under certain conditions. In addition, the acquisition of series KII shares by means of transfer requires the company's approval. Series A shares have no such limitations.

At the end of the financial period on 31 December 2025, the company held a total of 63,774 treasury shares, accounting for 0.23% of the shares in the company and 0.06% of the voting rights. The number of treasury shares transferred as share-based incentives during the financial period was 24,283.

Information about shareholding, shareholders and management holdings is provided under "Shares and shareholders" on pages 22–23.

VALID AUTHORISATIONS TO PURCHASE OR ISSUE SHARES, GRANT SPECIAL RIGHTS AND MAKE DONATIONS

The General Meeting decided, in accordance with the Board of Directors' proposal, to authorise the Board of Directors to decide on the acquisition of a maximum of 2,800,000 of the company's series A shares, in one or more instalments, using funds from the company's unrestricted equity. However, this is subject to the provisions of the Limited Liability Companies Act on the maximum number of treasury shares that can be held by a company. The company's series A shares may be acquired for use as consideration in any acquisitions or other arrangements related to the company's business, to finance investments, as part of the company's incentive scheme, to improve the company's capital structure, to be otherwise further assigned, to be retained by the company or to be cancelled.

The shares must be acquired in a proportion other than that of the shareholders' current shareholdings in the company in public trading arranged by Nasdaq Helsinki Ltd at the market price at the time of acquisition. The shares must be acquired and paid for in accordance with the rules of Nasdaq Helsinki Ltd and Euroclear Finland Oy. In all other respects, the Board of Directors is authorised to decide on the acquisition of treasury shares.

The authorisation supersedes the authorisation granted by the AGM on 23 April 2024 to the Board of Directors to decide on the acquisition of treasury shares, and it will remain valid until the closing of the next AGM or 30 June 2026, whichever is first.

In accordance with the Board of Directors' proposal, the AGM authorised the Board of Directors to decide, on one or more occasions, on an issue of a maximum of 2,800,000 new series A shares or on the disposal of any series A shares held by the company through a share issue and/or by granting option rights or other special rights entitling people to shares as referred to in Chapter 10, section 1 of the Limited Liability Companies Act. The authorisation is intended to be used for the financing or execution of any acquisitions or other arrangements or investments relating to the company's business, for the implementation of the company's incentive programme or for other purposes subject to a decision by the Board.

The Board is also authorised to decide on all terms and conditions of the share issue and of the granting of special rights as referred to in Chapter 10, section 1 of the Companies Act. The authorisation thus also includes the right to issue shares in a proportion other than that currently held by the shareholders under the conditions provided by law, the right to issue shares against or without payment and the right to decide on a share issue to the company itself without payment, subject to the provisions of the Limited Liability Companies Act regarding the maximum number of treasury shares to be held by a company.

The authorisation supersedes the share issue authorisation granted to the Board of Directors by the AGM on 23 April 2024 and will be valid until the closing of the next AGM or 30 June 2026, whichever comes first.

In accordance with the proposal of the Board of Directors, the Annual General Meeting resolved to authorise the Board of Directors to donate a maximum of EUR 100,000 of the company's distributable funds to support the activities of colleges, universities or other educational institutions, or to support other charitable or similar purposes. At the same time, the Board of Directors was authorised to decide the payment schedules of donations and any other terms and conditions of the donations.

CONTENTS

BOARD OF DIRECTORS' REPORT

Overview of 2025
Key figures
Financing and liquidity
Strategy, goals and value chain
Stakeholders' interests and views
Research and development
Events after the period under review
Risks and risk management
Governance and operations
Related-party loans
Personnel average, FTE
Incentive programmes for management and key personnel
Outlook for 2026
Flagging notifications
Atria Plc's share capital
Valid authorisations
Distributable funds and the Board of Directors' proposal for profit distribution
Information about the shares and shareholders
Key figures
Calculation formulas for key financial figures
Items affecting comparability of result

SUSTAINABILITY STATEMENT

CONSOLIDATED FINANCIAL STATEMENTS (IFRS)

PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)

SIGNATURES TO THE FINANCIAL STATEMENTS

AUDITOR'S REPORT

DISTRIBUTABLE FUNDS AND THE BOARD OF DIRECTORS' PROPOSAL FOR PROFIT DISTRIBUTION

The parent company's shareholders' equity on 31 December 2025 comprises the invested unrestricted equity fund of EUR 237,948,168.12, including the treasury share fund value of EUR -656,424.89, and retained earnings of EUR 38,737,728.40, of which earnings for the financial period total EUR 27,015,314.19.

The Board of Directors proposes to the Annual General Meeting that a dividend of EUR 0.75 (EUR 0.69) per share be distributed for the 2025 financial period.

The Board of Directors proposes to the Annual General Meeting that the distributable funds be used as follows:

- EUR 0.75 per share is distributed as a dividend	
EUR total *	21,152,965.50
- to be retained as equity, EUR	<u>255,532,931.02</u>
	276,685,896.52

* Calculated for the amount of shares outstanding on 31 December 2025

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT****SHARES AND SHAREHOLDERS****BREAKDOWN OF SHAREHOLDINGS**

Shareholders by number of shares held on 31 Dec 2025

Number of shares	Shareholders		Shares	
	Number of	%	1,000 pcs	%
1 – 100	8,943	51.59	373	1.32
101 – 1 000	7,136	41.17	2,572	9.10
1 001 – 10 000	1,176	6.78	2,831	10.02
10 001 – 100 000	68	0.39	1,481	5.24
100 001 – 500 000	4	0.02	517	1.83
500 001 – 1 000 000	5	0.03	3,094	10.95
1 000 001 –	3	0.02	17,399	61.55
Total	17,335	100.00	28,268	100.00

Shareholders by sector on 31 Dec 2025

Shareholder type	Shareholders		Shares	
	Number of	%	1,000 pcs	%
Companies	453	2.61	18,670	66.05
Financial and insurance institutions	18	0.10	1,324	4.68
Public corporations	6	0.04	672	2.38
Non-profit organisations	97	0.56	244	0.86
Households	16,704	96.36	5,914	20.92
Foreign owners	57	0.33	24	0.09
Total	17,335	100.00	26,847	94.97
Nominee-registered, total			1,421	5.03

INFORMATION ABOUT SHAREHOLDERS

Major shareholders on 31 Dec 2025

	KII	A	Total	%
Itikka Co-operative	4,914,281	3,537,652	8,451,933	29.90
Lihakunta	4,020,200	3,848,073	7,868,273	27.83
Mandatum Life Insurance Company Ltd.		1,079,202	1,079,202	3.82
Pohjanmaan Liha Co-operative	269,500	480,038	749,538	2.65
Skandinaviska Enskilda Banken Ab *		640,197	640,197	2.26
Etola Group Oy		625,000	625,000	2.21
Citibank Europe Plc *		554,804	554,804	1.96
Varma Mutual Pension Insurance Company		524,640	524,640	1.86
The Estate of von Julin Sofia Margareta		160,000	160,000	0.57
Clearstream Banking S.A. *		128,854	128,854	0.46

* Nominee registered

Major shareholders by voting rights on 31 Dec 2025

	KII	A	Total	%
Itikka Co-operative	49,142,810	3,537,652	52,680,462	47.42
Lihakunta	40,202,000	3,848,073	44,050,073	39.65
Pohjanmaan Liha Co-operative	2,695,000	480,038	3,175,038	2.86
Mandatum Life Insurance Company Ltd.		1,079,202	1,079,202	0.97
Skandinaviska Enskilda Banken Ab *		640,197	640,197	0.58
Etola Group Oy		625,000	625,000	0.56
Citibank Europe Plc *		554,804	554,804	0.50
Varma Mutual Pension Insurance Company		524,640	524,640	0.47
The Estate of von Julin Sofia Margareta		160,000	160,000	0.14
Clearstream Banking S.A. *		128,854	128,854	0.12

* Nominee registered

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

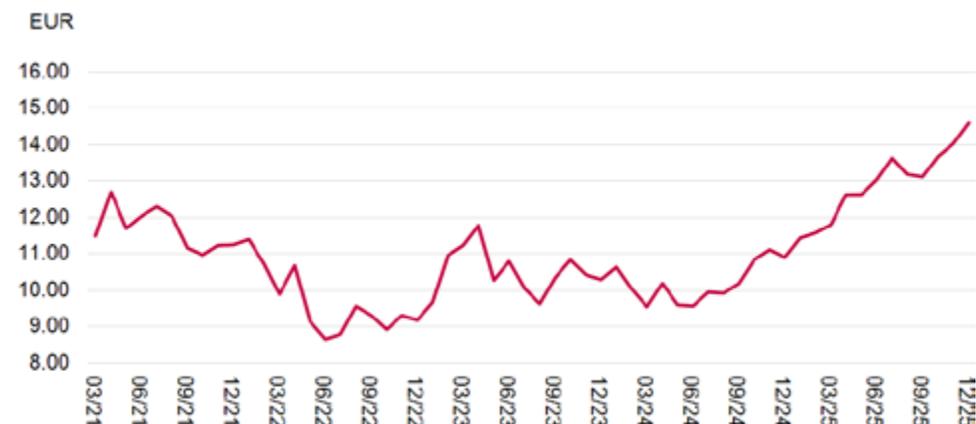
Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT****MANAGEMENT'S SHAREHOLDING**

On 31 December 2025, the members of the Board of Directors and the Supervisory Board, the CEO and Deputy CEO, as well as the members of the Group's Management Team held a total of 75,939 series A shares, or 0.27% of the shares and 0.07% of the voting rights conferred by shares.

MONTHLY TRADING VOLUME OF SERIES A SHARES IN 2025

Month	Trading, EUR	Trading, shares	Monthly lowest	Monthly highest
January	1,563,982	136,712	10.90	12.00
February	2,082,224	179,860	11.05	12.35
March	1,721,283	145,851	11.30	12.30
April	3,979,432	315,128	11.50	13.55
May	1,803,924	142,804	12.25	13.10
June	1,583,558	121,427	12.50	13.65
July	2,109,241	154,597	13.30	14.00
August	1,685,284	127,799	12.75	13.55
September	1,762,614	134,412	12.70	13.55
October	2,505,067	183,059	12.85	14.50
November	1,804,168	128,492	13.55	14.65
December	1,666,682	114,078	14.15	15.45
Total	24,267,459	1,884,219		

DEVELOPMENT OF THE SERIES A SHARE PRICE 2021-2025 (AVERAGE PRICE)

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT****FINANCIAL INDICATORS****FINANCIAL INDICATORS**

EUR million	31 Dec 25	31 Dec 24	31 Dec 23	31 Dec 22	31 Dec 21
Net sales	1,813.7	1,755.4	1,752.7	1,696.7	1,540.2
EBIT	64.0	66.4	0.4	0.1	6.4
% of net sales	3.5	3.8	0.0	0.0	0.4
Adjusted EBIT	69.9	65.4	49.6	49.0	49.2
% of net sales	3.9	3.7	2.8	2.9	3.2
Financial income and expenses	-10.7	-15.4	-13.6	-3.4	-4.9
% of net sales	-0.6	-0.9	-0.8	-0.2	-0.3
Profit before taxes	53.6	52.1	-11.2	1.7	4.8
% of net sales	3.0	3.0	-0.6	0.1	0.3
Adjusted profit before taxes	59.5	51.1	38.0	50.5	47.6
% of net sales	3.3	2.9	2.2	3.0	3.1
Return on equity (ROE), %	9.9	10.3	-3.5	-0.8	-1.2
Adjusted return on equity (ROE), %	11.0	10.1	7.3	8.9	8.2
Return on investment (ROI), %	9.7	10.4	1.0	1.1	1.9
Adjusted return on investment (ROI), %	10.4	10.2	7.6	7.5	8.3
Equity ratio, %	45.7	43.2	41.7	44.9	48.7
Interest-bearing liabilities	249.6	281.7	284.3	265.7	209.9
Gearing, %	54.9	66.5	69.1	56.8	44.9
Net debt	218.7	261.8	274.2	234.7	152.6
Net gearing, %	48.1	61.8	66.7	50.2	32.6
Gross investments	54.2	39.6	111.0	131.4	55.6
% of net sales	3.0	2.3	6.3	7.7	3.6
Average personnel	3,785	3,864	3,898	3,698	3,711
Research and development costs	14.8	14.8	14.4	13.5	15.3
% of net sales *	0.8	0.8	0.8	0.8	1.0
Order stock **	-	-	-	-	-

* Recognised in total as expenditure for the financial year.

** Not a significant indicator as orders are generally delivered on the day following the placement of the order.

SHARE ISSUE ADJUSTED INDICATORS PER SHARE

	31 Dec 25	31 Dec 24	31 Dec 23	31 Dec 22	31 Dec 21
Earnings per share (EPS), EUR	1.44	1.41	-0.70	-0.19	-0.24
Adjusted earnings per share (EPS), EUR	1.61	1.38	0.98	1.43	1.27
Shareholders' equity/share, EUR	15.32	14.28	13.82	15.94	16.14
Dividend/share, EUR*	0.75	0.69	0.60	0.70	0.63
Dividend/profit, %*	52.0	49.0	-85.4	-371.4	-257.3
Adjusted dividend/profit, %*	46.6	50.0	61.2	49.0	49.5
Effective dividend yield, %*	4.9	6.4	5.7	7.6	5.5
Price/earnings (P/E)	10.6	7.7	-14.9	-49.2	-47.0
Adjusted price/earnings (P/E)	9.5	7.8	10.7	6.5	9.0
Market capitalisation	432.5	305.3	295.7	262.0	325.6
Market capitalisation, Series A	291.7	205.9	199.4	176.7	219.6
Share turnover/1,000 shares Series A	1,884	1,336	1,512	3,505	3,536
Share turnover %, series A	9.9	7.0	7.9	18.4	18.6
Total number of shares, 1,000 shares	28,268	28,268	28,268	28,268	28,268
Number of shares, series A	19,064	19,064	19,064	19,064	19,064
Number of shares, series KII	9,204	9,204	9,204	9,204	9,204
Average share issue-adjusted number of shares	28,268	28,268	28,268	28,268	28,268
Share issue-adjusted number of shares on 31 Dec	28,268	28,268	28,268	28,268	28,268

* The Board of Directors proposes that the company distribute a dividend of EUR 0.75 for the year 2025.

Share price development

Series A (EUR)	31 Dec 25	31 Dec 24	31 Dec 23	31 Dec 22	31 Dec 21
Lowest of the period	10.90	9.13	9.20	8.24	9.85
Highest of the period	15.45	11.65	12.48	11.68	13.44
At the end of the period	15.30	10.80	10.46	9.27	11.52
Average rate for the period	12.87	10.23	10.70	9.71	11.60

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT****CALCULATION FORMULAS OF INDICATORS DESCRIBING FINANCIAL DEVELOPMENT**

In addition to the IFRS figures, Atria publishes other widely used alternative financial indicators that can be derived from the income statement and balance sheet.

Principles for calculating financial indicators:

Adjusted EBIT, adjusted profit before taxes and adjusted profit for the period	In addition to reporting EBIT, profit before taxes and profit for the period, the company publishes an adjusted EBIT, adjusted profit before taxes and adjusted profit for the period indicators to describe the actual financial development of the business and to improve comparability between periods. Adjustments to figures may include events that are not part of ordinary business activities, such as restructuring of operations, capital gains and losses attributable to the sale of operations, impairment, and costs of discontinuing significant operations.		
Gross investments	Investments in tangible and intangible assets		
Free cash flow	= Cash flow from operating activities - Cash flow from investments		
FTE	= $\frac{\text{Hours worked during the review period}}{\text{Number of working days during the review period} * \text{normal working hours per day}}$		
Return on equity (%)	= $\frac{\text{Profit/loss for the period}}{\text{Equity (average)}}$	*	100
Adjusted return on equity (%)	= $\frac{\text{Adjusted profit/loss for the period}}{\text{Equity (average)}}$	*	100
Return on investment (%)	= $\frac{\text{Profit/loss before tax + interest and other financial expenses}}{\text{Equity + interest-bearing financial liabilities (average)}}$	*	100
Adjusted return on investment (%)	= $\frac{\text{Adjusted profit/loss before tax + interest and other financial expenses}}{\text{Equity + interest-bearing financial liabilities (average)}}$	*	100
Equity ratio (%)	= $\frac{\text{Shareholders' equity}}{\text{Balance sheet total} - \text{advance payments received}}$	*	100
Interest-bearing liabilities	= Loans + lease liabilities		
Gearing (%)	= $\frac{\text{Interest-bearing liabilities}}{\text{Shareholders' equity}}$	*	100
Net interest-bearing liabilities	= Interest-bearing liabilities - cash and cash equivalents		

CONTENTS**BOARD OF DIRECTORS' REPORT**

Overview of 2025
Key figures
Financing and liquidity
Strategy, goals and value chain
Stakeholders' interests and views
Research and development
Events after the period under review
Risks and risk management
Governance and operations
Related-party loans
Personnel average, FTE
Incentive programmes for management and key personnel
Outlook for 2026
Flagging notifications
Atria Plc's share capital
Valid authorisations
Distributable funds and the Board of Directors' proposal for profit distribution
Information about the shares and shareholders
Key figures
Calculation formulas for key financial figures
Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT**

BOARD OF DIRECTORS' REPORT

BOARD OF DIRECTORS' REPORT, SUSTAINABILITY STATEMENT AND FINANCIAL STATEMENTS 2025

26

Net gearing (%)	=	$\frac{\text{Interest-bearing liabilities – cash and cash equivalents}}{\text{Shareholders' equity}}$	*	100
Earnings per share (basic)	=	$\frac{\text{Profit for the period attributable to the owners of the parent company}}{\text{Weighted average number of outstanding shares}}$		
Adjusted earnings per share (basic)	=	$\frac{\text{Adjusted profit for the period attributable to the owners of the parent company}}{\text{Weighted average number of outstanding shares}}$		
Equity/share	=	$\frac{\text{Equity attributable to the owners of the parent company}}{\text{Undiluted number of outstanding shares on 31 Dec}}$		
Dividend per share	=	$\frac{\text{Dividend distribution during the period}}{\text{Undiluted number of shares on 31 Dec}}$		
Dividend/profit (%)	=	$\frac{\text{Dividend/share}}{\text{Earnings per share (EPS)}}$	*	100
Adjusted dividend/profit (%)	=	$\frac{\text{Dividend/share}}{\text{Adjusted earnings per share (Adjusted EPS)}}$	*	100
Effective dividend yield (%)	=	$\frac{\text{Dividend/share}}{\text{Closing price at the end of the period}}$	*	100
Price/earnings (P/E)	=	$\frac{\text{Closing price at the end of the period}}{\text{Earnings per share}}$		
Adjusted price/earnings (P/E)	=	$\frac{\text{Closing price at the end of the period}}{\text{Adjusted earnings per share}}$		
Average price	=	$\frac{\text{Overall share turnover in euros}}{\text{Undiluted average number of shares traded during the period}}$		
Market capitalisation	=	Number of shares at the end of the period * closing price on 31 Dec		
Share turnover (%)	=	$\frac{\text{Number of series A shares traded during the period}}{\text{Undiluted average number of series A shares}}$	*	100

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT****ITEMS AFFECTING COMPARABILITY OF THE RESULT**

EUR 1,000	2025	2024
EBIT before items affecting comparability	64,018	66,379
Items affecting comparability of EBIT:		
Atria Finland:		
Poultry business reorganisation costs	0	980
Demolition and restoration costs of the old factory area in Kelloniemi, Kuopio, as well as costs arising from the early termination of the lease agreement.	-5,873	0
Total	-5,873	980
Adjusted EBIT	69,891	65,399
Profit before taxes	53,614	52,056
Items affecting comparability	-5,873	980
Adjusted profit before taxes	59,486	51,077
Items affecting comparability of taxes	1,175	-196
Profit for the period attributable to the owners of the parent company	40,702	39,654
Total items affecting comparability	-4,698	784
Adjusted profit for the period attributable to the owners of the parent company	45,400	38,871
Adjusted EPS, EUR	1.61	1.38

EUR 1,000	2025	2024
Items affecting comparability in income statement:		
Other operating income	0	689
Other operating expenses	-5,873	291
EBIT	-5,873	980
Income taxes	1,175	-196
Profit for the period	-4,698	784

CONTENTS

BOARD OF DIRECTORS' REPORT

- Overview of 2025
- Key figures
- Financing and liquidity
- Strategy, goals and value chain
- Stakeholders' interests and views
- Research and development
- Events after the period under review
- Risks and risk management
- Governance and operations
- Related-party loans
- Personnel average, FTE
- Incentive programmes for management and key personnel
- Outlook for 2026
- Flagging notifications
- Atria Plc's share capital
- Valid authorisations
- Distributable funds and the Board of Directors' proposal for profit distribution
- Information about the shares and shareholders
- Key figures
- Calculation formulas for key financial figures
- Items affecting comparability of result

SUSTAINABILITY STATEMENT

CONSOLIDATED FINANCIAL STATEMENTS (IFRS)

PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)

SIGNATURES TO THE FINANCIAL STATEMENTS

AUDITOR'S REPORT

SUSTAINABILITY STATEMENT



CONTENTS

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT

CONSOLIDATED FINANCIAL STATEMENTS (IFRS)

PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)

SIGNATURES TO THE FINANCIAL STATEMENTS

AUDITOR'S REPORT

ATRIA PLC'S SUSTAINABILITY STATEMENT 2025

GENERAL DISCLOSURES

Basis for preparation.....30

Governance.....30

Strategy.....33

Material impacts, risks and opportunities47

ENVIRONMENTAL INFORMATION

EU-Taxonomy.....56

E1 Climate change.....61

E4 Biodiversity and ecosystems.....76

E5 Resource use and circular economy 80

SOCIAL INFORMATION

S1 Own workforce 84

S4 Consumers and end-users.....92

GOVERNANCE INFORMATION

G1 Business conduct95

G1 Animal welfare98

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT**

GENERAL DISCLOSURES - ESRS2

GENERAL BASIS FOR PREPARATION**General**

Atria Plc ("Atria" or the "Group"), together with its subsidiaries, is one of the leading food companies in Northern Europe. The company develops, manufactures, markets and sells fresh foodstuffs and provides services related to them. Our core product categories are fresh meat and consumer-packed meat, poultry products, meat products such as sausages and cold cuts, as well as convenience foods and plant-based products. Atria's customers include consumers, retail trade, the Food Service sector and the food industry.

The Sustainability Statement is published annually as part of the report by the Board of Directors. The reporting period is the same as for financial reporting, i.e. the financial period 1 January 2025–31 December 2025.

General basis for preparation of the sustainability statements

Sustainability reporting covers the parent company Atria Plc and its subsidiaries. The subsidiaries are companies over which the Group has control. The accounting principles are described in more detail in section Notes, IFRS.

In Atria Plc's Sustainability Statement, the primary reporting level is the Group. Key figures for business areas are presented on the metrics required by the ESRS standards. The reporting period is the same as for financial reporting. The reporting principles for the different sustainability matters are presented in the context of each sustainability statement.

The sustainability matters and key figures reported are based on the double materiality analysis updated in 2025, which also takes sustainability impacts into account at the company's upstream and downstream value chain. Based on the double materiality analysis, the reporting requirements of the European Sustainability Reporting Standards (ESRS) relevant to the company's operations, products and stakeholders have been identified. The company does not publish in the Sustainability Statement detailed information relating to intangible assets or innovation outcomes.

Assurance on the Sustainability Statement was conducted by Deloitte Oy (limited assurance). The assurance was conducted in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised).

GOVERNANCE**Supervisory Board**

Atria Group's Supervisory Board oversees the company's management, which is the responsibility of the Board of Directors and the CEO, gives instructions to the Board of Directors on matters that are far-reaching or fundamentally important, and gives its opinion to the Annual General Meeting on the financial statements and the auditor's report.

Atria Plc: members of the Supervisory Board and their main occupations 31 December 2025:

Juho Anttikoski, farmer, beef producer
 Mika Asunmaa, farmer, pork producer
 Jyrki Halonen, farmer, beef producer
 Mika Herrala, farmer, beef producer
 Vesa Isoaho, farmer, pork producer
 Jaakko Isomäki, farmer, beef producer
 Lotta Iso-Tuisku, farmer, piglet and pork producer
 Jussi Joki-Erkkilä, farmer, pork producer
 Jari Kajan, farmer, beef producer
 Ari Lajunen, farmer, beef, dairy farm
 Vesa Lapatto, farmer, beef, dairy farm
 Juha Nikkola, farmer, piglet and pork producer
 Mika Niku, farmer, beef producer
 Ilkka Nykänen, managing director, Itikka Cooperative and Lihakunta
 Ari Pöyhönen, farmer, pork producer
 Suvi Rantala, farmer, chicken producer
 Risto Sairanen, farmer, pork producer
 Ola Sandberg, farmer, beef, suckler cow farm
 Juha Savela, farmer, pork producer
 Pia Uusitalo, farmer, beef producer, dairy farmer

The Supervisory Board has a total of 20 members, of whom three are women and seventeen are men, i.e. women make up 15 per cent of the Supervisory Board's members. None of the members of the Supervisory Board are employed by the Atria Group. All members of the Supervisory Board are dependent on the company, and 45 per cent are independent of the company's significant shareholders. The members of the Supervisory Board have experience in the meat business and various production sectors of the industry. The members represent different geographical areas of Finland based on their places of residence or production sites.

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT****Board of Directors**

Atria's Board of Directors is in charge of the company's administration and the appropriate organisation of its operations in accordance with the Limited Liability Companies Act and Atria's Articles of Association. The Board of Directors is the highest authority responsible for the Group's strategy, which also includes sustainability aspects. It approves the Group's strategy, which includes sustainability, as well as the policies guiding the Group's governance, including Atria Code of Conduct.

Atria Plc: members of the Board of Directors and their main occupations on 31 December 2025:

Mika Joukio, M.Sc., MBA

Jukka Kaikkonen, farmer, beef producer

Juha Kiviniemi, farmer, chicken producer

Nina Kopola, professional board member

Pasi Korhonen, farmer, beef producer

Leena Laitinen, Alko Oy, managing director

Seppo Paavola, farmer, pork producer

Kjell-Göran Paxal, farmer, piglet and pork producer

In 2025, nine (9) members were elected to the Board of Directors, one of whom resigned during the term due to their professional duties, and thus at the end of 2025, the Board consisted of eight (8) members, of whom 75 per cent were men (6) and 25 per cent were women (2). There is no representation of employees on the Board. Of the Board members, 37.5 per cent are independent of the company and 62.5 per cent are independent of the company's significant shareholders. The members of the Board of Directors together have extensive experience in good governance, international business and management in various sectors, such as the food industry and other industries, retail and different stages of the company's value chain.

To this end, the Board of Directors has confirmed written rules of procedure concerning the duties of the Board, the matters to be dealt with, meeting practices and the decision-making procedure. According to these rules, the Board of Directors supervises and monitors the operations and management of the company and discusses and decides on significant matters related to the company's strategy, investments, organisation and financing. According to the rules of procedure, the Board of Directors monitors and evaluates the effectiveness of the company's internal control and audit as well as risk management systems. The Board of Directors regularly monitors sustainability issues, assesses potential risks, impacts and opportunities, and ensures that the Company complies with all applicable regulations and standards in accordance with due diligence processes. In addition, the Board of Directors monitors and evaluates the Group's financial and sustainability reporting systems, as well as the assurance of the financial statements and sustainability reporting. The Board may use external experts to support decision-making.

The Board of Directors approves Atria's strategic sustainability goals, the implementation of which is the responsibility of the Group's CEO. The implementation of the goals is guided by the Group's sustainability programme. In addition, sustainability has been incorporated in the Group's business strategy, long-term investment plans, as well as risk assessments and annual action plans. In accordance with the Board's rules of procedure, the Group's EVP, Sustainability presents the Board with regular reviews of material sustainability impacts, risks and opportunities, as well as the progress of the sustainability programme at least twice a year. In this way, the Board maintains up-to-date expertise in sustainability matters and ensures that its decision-making supports the company's sustainable value creation in the long term.

The Board of Directors has one committee, the Nomination and Remuneration Committee. The Board of Directors appoints the members of the Committee from among its members in accordance with the Committee's rules of procedure. The Committee has no autonomous decision-making power. The Board of Directors makes decisions on the basis of the Committee's preparations and proposals. The purpose of the Nomination and Remuneration Committee is to prepare the CEO's and Deputy CEO's elections as well as the management's terms of employment, ensure the objectivity of decision-making, enhance the achievement of the company's goals through bonus schemes, increase the company's value and ensure that bonus schemes are transparent and systematic. The aim of the Nomination and Remuneration Committee is also to ensure that the performance bonus systems are linked to the company's strategy and the results achieved. The Chairman of the Nomination and Remuneration Committee is Seppo Paavola and the other members are Pasi Korhonen and Leena Laitinen. Women account for 33% of the members of the Nomination and Remuneration Committee. Of the members, one (33%) is independent of the company and two (67%) are independent of significant shareholders. The inclusion of sustainability-related performance in the company's incentive schemes is described in Note 31 to the consolidated financial statements.

Nomination Committee

The task of the Nomination Committee appointed by Atria Group's Annual General Meeting is to prepare a proposal for the election of the members of the Board of Directors and to prepare a proposal on the remuneration of the members of the Board of Directors and the Supervisory Board. A total of four members were elected to the Nomination Committee in the reporting year, of whom 75 per cent were men and 25 per cent were women:

Juho Anttikoski, farmer, chair of the Nomination Committee, representative of Itikka Cooperative

Pasi Korhonen, farmer, representative of Lihakunta

Ola Sandberg, farmer, representative of Pohjanmaan Liha

Hanna Kaskela, SVP, Sustainability and Communications, representative of Varma Mutual Pension Insurance Company

None of the members of the Nomination Committee are employed by the Atria Group. 75 per cent of the members of the Nomination Committee are dependent on the company. 25 per cent of the members of the Nomination Committee are dependent on significant shareholders.

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT****Group CEO and Management Team**

Atria's CEO is responsible for the implementation of the financial targets and sustainability goals confirmed by the Board of Directors throughout the Group. The Management Team assists the CEO in planning the operations and in operational management. The duties of the Management Team include, among others, preparing strategic plans and putting them into practice, handling significant projects and organisational changes, as well as reviewing and implementing the Group's risk management measures in their respective areas of responsibility.

Members of Atria Plc's management team on 31 December 2025:

Kai Gyllström, CEO

Tomas Back, CFO, Deputy CEO

Mika Ala-Fossi, EVP, Atria Finland

Jarmo Lindholm, EVP, Atria Sweden

Meelis Laande, EVP, Atria Estonia

Lise Østergaard, EVP, Atria Denmark

Jennifer Paatelainen, EVP, Human Resources

Pasi Luostarinen, EVP, Marketing & Market Insight

Merja Leino, EVP, Sustainability

Tauno Perälä, EVP, Group Industrial Operations as of 1 October 2025.

In 2025, Atria's Management Team consisted of ten (10) members, of whom 70 per cent were men (7) and 30 per cent were women (3). The members of the Atria Group Management Team are employed by Atria. The Management Team has extensive experience in international business, good governance and various sectors of the food industry.

Atria Group's Management Team reviews the sustainability goals and the sustainability programme before presenting them to the Board of Directors and monitors the implementation of the adopted measures. The Management Team assesses sustainability-related impacts, risks and opportunities as part of strategic management. Based on the Group's sustainability goals and the sustainability programme, the business areas draw up their own sustainability goals and action plans for their implementation. The Executive Vice Presidents of the business areas are responsible for implementing the goals, and the implementation is monitored both by the business area management teams and by the Atria Group Management Team.

Statement on sustainability due diligence

Key elements of the due diligence process	Items in the Sustainability Statement
a) Integration of due diligence into the governance, strategy and business model	95–97
b) Interaction with affected stakeholders at all key stages of the due diligence process	49–50, 86, 97
c) Identification and evaluation of adverse effects	49–50, 86, 96–97
d) Taking action to combat these adverse effects	49–50, 86, 96–97
e) Monitoring and communicating the performance of these activities	31–32, 97

Risk management and internal controls over sustainability reporting

The responsibility for sustainability reporting lies with the company's financial administration. Sustainability reporting is carried out by financial administration together with the sustainability organisation and other company experts. Sustainability reporting is mainly carried out by experts who specialise in it and in industry standards.

Atria's sustainability reporting follows the common principles and processes defined in Atria's financial reporting, risk management and internal control. The Sustainability Reporting Steering Group is responsible for identifying and managing the risks associated with the reporting process. The process includes controls that ensure the completeness of information, the accuracy of the calculation and the timeliness of the reporting. In addition, the Steering Group ensures that reporting complies with ESRS requirements and that approval chains and audit chains are in place to ensure reliability.

The identified risks of sustainability reporting include the accuracy of the information to be reported, the timeliness of the reporting, and the availability of information from the value chain. To ensure the accuracy and timeliness of the information to be reported, roles and responsibilities have been defined for sustainability reporting. The responsibility for the accuracy of the information and for adhering to the reporting schedules lie with Atria's business areas and the Group's expert functions.

BOARD OF DIRECTORS' REPORT

- Overview of 2025
- Key figures
- Financing and liquidity
- Strategy, goals and value chain
- Stakeholders' interests and views
- Research and development
- Events after the period under review
- Risks and risk management
- Governance and operations
- Related-party loans
- Personnel average, FTE
- Incentive programmes for management and key personnel
- Outlook for 2026
- Flagging notifications
- Atria Plc's share capital
- Valid authorisations
- Distributable funds and the Board of Directors' proposal for profit distribution
- Information about the shares and shareholders
- Key figures
- Calculation formulas for key financial figures
- Items affecting comparability of result

SUSTAINABILITY STATEMENT

CONSOLIDATED FINANCIAL STATEMENTS (IFRS)

PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)

SIGNATURES TO THE FINANCIAL STATEMENTS

AUDITOR'S REPORT

GENERAL DISCLOSURES - ESRS2

STRATEGY

STRATEGY, BUSINESS MODEL AND VALUE CHAIN

Strategy

Atria announced its new strategy for 2026–2030 in September 2025. Called TOGETHER 2030, the strategy highlights the importance of working together to achieve our vision – to be the winning Northern European food company. The strategy focuses on ensuring the competitiveness of the company's core business, allocating investments and resources to rapidly growing product categories, increasing cross-border cooperation to exploit economies of scale and renewing ourselves to meet future needs. Atria has over 120 years of tradition, strong economic performance and skilled, motivated people. The new strategy is a managed systematic development path – built on a strong core business and proactive exploitation of future opportunities. The strategy has been approved by the Board of Directors, and every Atria employee is responsible for its implementation.

Business model and value chain

Atria Group is one of the leading food companies in Northern Europe. Geographically, Atria's businesses and a significant part of the value chain are located in the Nordic countries. Atria was founded in 1903. Atria's operations are divided into three business areas. The business areas form the reporting segments. They are listed in order of size: Atria Finland, Atria Sweden and Atria Denmark & Estonia.

About 72 per cent of Atria's net sales come from Finland, 21 per cent from Sweden, and 7 per cent from Denmark & Estonia. Atria also engages in export activities. In 2025, Atria exported its products to 25 countries. The operating environment is changing rapidly, although the speed and focus of change varies between business areas. The food industry and agriculture are heavily regulated and controlled industries. In addition to developing the chain, sustainable business requires preparedness for disruptions and flexibility in supply chains. The current geopolitical situation underlines the importance of security of supply. As a financially strong, profitable company, Atria can renew and respond to the continuous changes in all its business areas in line with its strategic goals. No significant changes occurred in Atria's business areas, market areas or product category structure during the reporting year. Significant business events concerning the business areas in the reporting year are presented in the financial review of the report by the Board of Directors. Significant product segments and their financial development during the reporting year are described in the notes to the consolidated financial statements under Segment Information.

The strength of the Atria Group is based on its ownership structure and, in line with the company's strategy, on close cooperation with Finnish producers. Through its owners, Atria has access to high-quality domestic raw material, which creates a solid foundation for operations and long-term business development. The aim of the services offered to the owners is to ensure the farms' long-term viability and success.

Atria's core product categories by business area

ATRIA FINLAND	ATRIA SWEDEN	ATRIA DENMARK & ESTONIA
<ul style="list-style-type: none"> • Fresh and consumer-packed meat • Poultry products • Cooking products, such as cooking sausages • Sandwich toppings • Convenience food • Animal feed 	<ul style="list-style-type: none"> • Cold cuts • Sausages • Fresh poultry products • Convenience food • Vegetable and delicatessen products 	<ul style="list-style-type: none"> • Meat products, particularly sausages, including cold cuts and spreads • Convenience food • Fresh and consumer packed meat

BOARD OF DIRECTORS' REPORT

- Overview of 2025
- Key figures
- Financing and liquidity
- Strategy, goals and value chain
- Stakeholders' interests and views
- Research and development
- Events after the period under review
- Risks and risk management
- Governance and operations
- Related-party loans
- Personnel average, FTE
- Incentive programmes for management and key personnel
- Outlook for 2026
- Flagging notifications
- Atria Plc's share capital
- Valid authorisations
- Distributable funds and the Board of Directors' proposal for profit distribution
- Information about the shares and shareholders
- Key figures
- Calculation formulas for key financial figures
- Items affecting comparability of result

SUSTAINABILITY STATEMENT

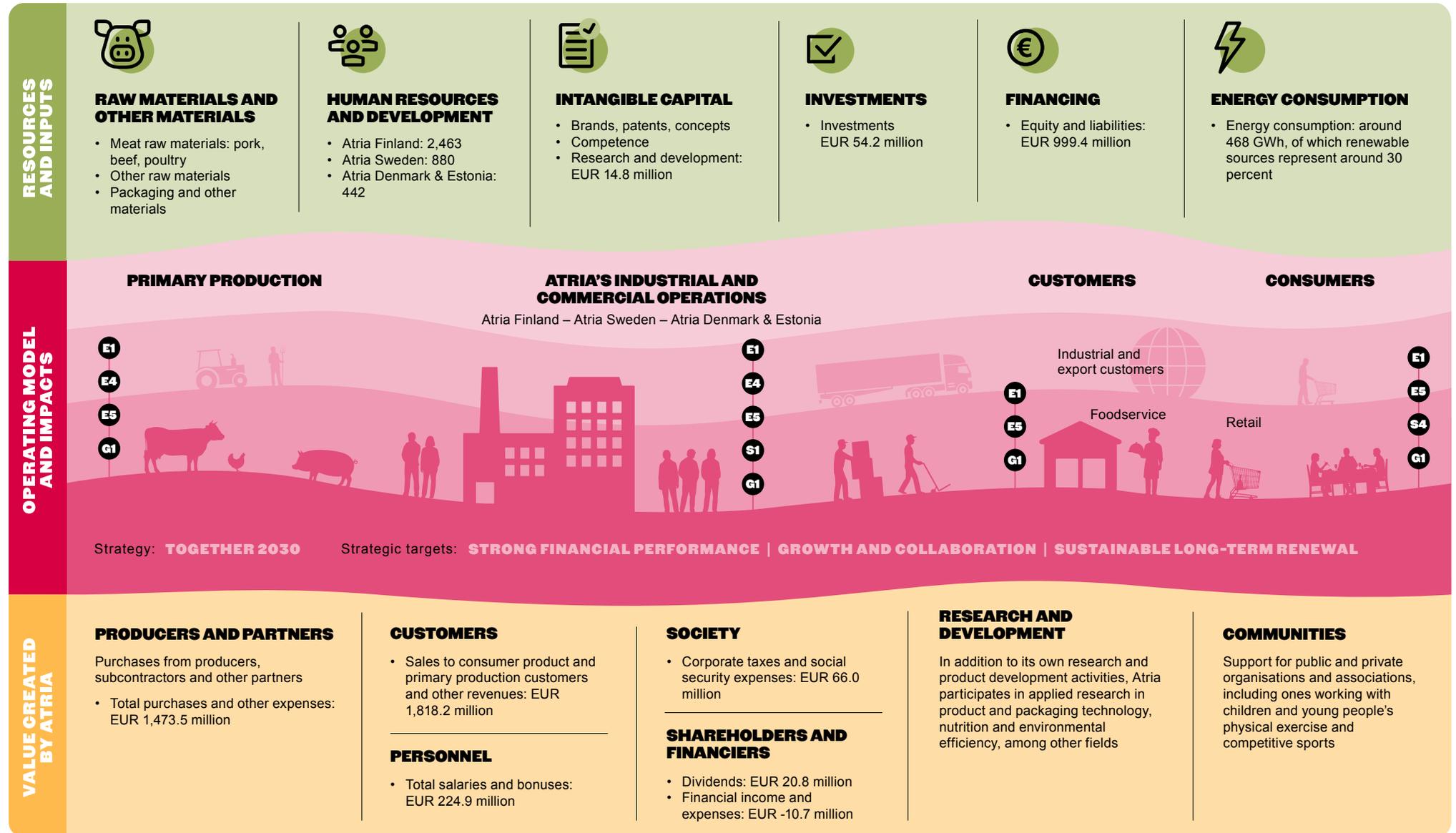
CONSOLIDATED FINANCIAL STATEMENTS (IFRS)

PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)

SIGNATURES TO THE FINANCIAL STATEMENTS

AUDITOR'S REPORT

ATRIA'S STRATEGY, OPERATING MODEL AND VALUE CHAIN



- **E1** Climate change
- **G1** Business conduct (incl. animal welfare)
- **E4** Biodiversity and ecosystems
- **S1** Own workforce
- **E5** Resource use and circular economy
- **S4** Consumers and end-users

BOARD OF DIRECTORS' REPORT

- Overview of 2025
- Key figures
- Financing and liquidity
- Strategy, goals and value chain
- Stakeholders' interests and views
- Research and development
- Events after the period under review
- Risks and risk management
- Governance and operations
- Related-party loans
- Personnel average, FTE
- Incentive programmes for management and key personnel
- Outlook for 2026
- Flagging notifications
- Atria Plc's share capital
- Valid authorisations
- Distributable funds and the Board of Directors' proposal for profit distribution
- Information about the shares and shareholders
- Key figures
- Calculation formulas for key financial figures
- Items affecting comparability of result

SUSTAINABILITY STATEMENT

CONSOLIDATED FINANCIAL STATEMENTS (IFRS)

PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)

SIGNATURES TO THE FINANCIAL STATEMENTS

AUDITOR'S REPORT

Sustainability targets

Sustainability is at the heart of Atria's strategy and business, driving the change towards renewable, transparent and sustainable food production. The aim of sustainability work is to produce long-term value for all stakeholders. Atria's strategy defines Atria's key sustainability targets. The sustainability targets are presented in the attached summary table and explained in more detail in the ESRS-specific disclosure points of the Sustainability Statement.

TOPIC	PRINCIPLES AND POLICY GUIDING TARGET-SETTING	SET QUALITATIVE (Q) AND MEASURABLE (M) GOALS BASE YEAR FOR GOAL COMPARABILITY (B)	Q	M	B
E1 CLIMATE CHANGE	<ul style="list-style-type: none"> • Environmental policy 	<ul style="list-style-type: none"> • SBTi-approved targets (Scope 1 and 2) to reduce greenhouse gas emissions by 42 per cent from 2020 levels by 2030. 		M	2020
		<ul style="list-style-type: none"> • The reduction target for the value chain's (Scope 3) emissions is 20 per cent per tonne of processed meat by 2030. 		M	2020
E4 BIODIVERSITY AND ECOSYSTEMS	<ul style="list-style-type: none"> • Environmental policy 	<ul style="list-style-type: none"> • Reducing the use of soy in animal feed in Atria Finland's contract production: 30 per cent of the 2020 level in feed for chickens and 50 per cent in feed for pigs by 2030. 	Q		
		<ul style="list-style-type: none"> • Preventing forest loss and continuous improvement in the protection of ecosystem services. 	Q		
E5 RESOURCE USE AND CIRCULAR ECONOMY	<ul style="list-style-type: none"> • Environmental policy 	<ul style="list-style-type: none"> • As efficient as possible utilisation of the inflow resources. As efficient as possible use of raw and other materials, the utilisation of side streams and the recycling of valuable nutrients. 	Q		
		<ul style="list-style-type: none"> • The objective of packaging development is to prevent waste and food waste in accordance with the waste hierarchy. 	Q		
S1 OWN WORKFORCE	<ul style="list-style-type: none"> • HR policy 	<ul style="list-style-type: none"> • The goal is to ensure a safe and healthy working environment and to promote the well-being of personnel. 	Q		
		<ul style="list-style-type: none"> • Accident frequency of 8 by 2030. 		M	2020
S4 CONSUMERS AND END-USERS	<ul style="list-style-type: none"> • Food safety, quality, nutrition and product responsibility policy 	<ul style="list-style-type: none"> • The goal is to have zero product recalls per year. 		M	
		<ul style="list-style-type: none"> • The goal is to maintain the certifications of all production facilities in accordance with GFSI-approved food safety standards compared to the level of the 2024 base year. 	Q		2024
		<ul style="list-style-type: none"> • A wide range of options that meet the generally accepted nutritional criteria (heart symbol, keyhole) compared to the level of the 2020 base year. 	Q		2020
G1 BUSINESS CONDUCT	<ul style="list-style-type: none"> • Atria's Code of Conduct and administrative policies 	<ul style="list-style-type: none"> • Maintaining a healthy corporate culture based on respect for laws and regulations. 	Q		
		<ul style="list-style-type: none"> • Zero corruption or bribery incidents per year. 		M	
G1 ANIMAL WELFARE	<ul style="list-style-type: none"> • Animal welfare policy 	<ul style="list-style-type: none"> • Continuous development of production methods based on scientific evidence and ensuring animal welfare outside the contract production as well. 	Q		
		<ul style="list-style-type: none"> • Ensuring animal welfare, the responsible use of antibiotics and biosecurity in the value chain. 	Q		

BOARD OF DIRECTORS' REPORT

- Overview of 2025
- Key figures
- Financing and liquidity
- Strategy, goals and value chain
- Stakeholders' interests and views
- Research and development
- Events after the period under review
- Risks and risk management
- Governance and operations
- Related-party loans
- Personnel average, FTE
- Incentive programmes for management and key personnel
- Outlook for 2026
- Flagging notifications
- Atria Plc's share capital
- Valid authorisations
- Distributable funds and the Board of Directors' proposal for profit distribution
- Information about the shares and shareholders
- Key figures
- Calculation formulas for key financial figures
- Items affecting comparability of result

SUSTAINABILITY STATEMENT

CONSOLIDATED FINANCIAL STATEMENTS (IFRS)

PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)

SIGNATURES TO THE FINANCIAL STATEMENTS

AUDITOR'S REPORT

STAKEHOLDERS' INTERESTS AND VIEWS

Atria develops its operations in open and tight interaction with its stakeholders. Stakeholder engagement and the mapping of stakeholder expectations take place through regular and structured interaction, the use of public and/or purchased research data, and legislation and standards, for example. The nature of the interaction depends on the stakeholder group's influence and significance for Atria's business. The table presents Atria's stakeholders, the ways they are engaged, their

expectations and key sustainability matters, as well as their impact on the organisation's operations, business model and strategy. The table provides a comprehensive idea of how the various stakeholders influence and participate in the organisation's sustainability and strategic planning. As a result of the 2025 stakeholder engagement, no needs were identified to launch new measures in addition to the existing measures listed in the table.

STAKEHOLDER	STAKEHOLDER ENGAGEMENT	STAKEHOLDER EXPECTATIONS AND KEY SUSTAINABILITY ISSUES	IMPACT ON OPERATIONS, BUSINESS MODEL AND STRATEGY
CUSTOMERS	<ul style="list-style-type: none"> • Business negotiations • Audits • Online services • Communications and marketing 	<ul style="list-style-type: none"> • Competitive prices • Customer-focused service • Climate change mitigation • Resource use and circular economy • Food safety • Animal welfare • Ethical corporate culture and supply chain responsibility 	<ul style="list-style-type: none"> • Resource-efficient production • Seamless operation of the order-delivery chain • Climate targets in line with the SBTi pledge • Certified energy and environmental systems • GFSI-certified food safety and quality systems • Promotion of animal welfare • Due diligence and continuous improvement of related performance in supply chain management
CONSUMERS	<ul style="list-style-type: none"> • Consumer research • Consumer service • Communications and marketing 	<ul style="list-style-type: none"> • Tasty, healthy and nutritious food • Affordable prices • Safety and quality • Ethically produced products, including animal welfare • A reliable, sustainable brand 	<ul style="list-style-type: none"> • Productisation that meets consumer needs • GFSI-certified food safety and quality systems • Inclusion of responsibility themes in marketing communications

BOARD OF DIRECTORS' REPORT

Overview of 2025
 Key figures
 Financing and liquidity
 Strategy, goals and value chain
 Stakeholders' interests and views
 Research and development
 Events after the period under review
 Risks and risk management
 Governance and operations
 Related-party loans
 Personnel average, FTE

Incentive programmes for management and key personnel
 Outlook for 2026
 Flagging notifications
 Atria Plc's share capital
 Valid authorisations
 Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures
 Calculation formulas for key financial figures
 Items affecting comparability of result

SUSTAINABILITY STATEMENT

CONSOLIDATED FINANCIAL STATEMENTS (IFRS)

PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)

SIGNATURES TO THE FINANCIAL STATEMENTS

AUDITOR'S REPORT

STAKEHOLDER	STAKEHOLDER ENGAGEMENT	STAKEHOLDER EXPECTATIONS AND KEY SUSTAINABILITY ISSUES	IMPACT ON OPERATIONS, BUSINESS MODEL AND STRATEGY
EMPLOYEES	<ul style="list-style-type: none"> • Supervisory work • Performance appraisals • Personnel surveys • Training • Collaboration with employee representatives • Occupational safety observations and health and safety • Whistleblowing channel • Intranet and other business communications 	<ul style="list-style-type: none"> • Working conditions and other employment-related rights • Health and safety • Equal treatment • Opportunities for career advancement 	<ul style="list-style-type: none"> • Atria's Way of Work – incorporating shared values into HR processes • Management in accordance with Atria's safety principles • Atria's Way of Leading – promoting a uniform, encouraging leadership culture • Development of personnel skills and capabilities to meet strategic needs
PRODUCERS	<ul style="list-style-type: none"> • Producer service including online services • Events for producers • Primary production development teams • Farm visits • Communications and marketing 	<ul style="list-style-type: none"> • Reliable and consistent long-term partner • Expert advice • Competitive producer prices • Research and promotion of best practices: <ul style="list-style-type: none"> ○ Animal welfare ○ Circular economy ○ Climate change ○ Sustainable agriculture 	<ul style="list-style-type: none"> • Implementation of the primary production strategy, the best partner for producers • Comprehensive producer services • Utilisation of research data • Developing animal feeding solutions • Investments in feed production
SHAREHOLDERS AND INVESTORS	<ul style="list-style-type: none"> • Board and Supervisory Board work • Capital Markets Day • Investor meetings • Annual report, stock exchange and press releases • Annual General Meeting 	<ul style="list-style-type: none"> • Return on investments and development of company value • Profitability and sustainability of food production • Social value creation • Profitable and competitive profit distribution models 	<ul style="list-style-type: none"> • Business growth plans • Operational and production efficiency • Renewal and investment • Effective use of research data and modern technology in business development • Risk management
FINANCERS	<ul style="list-style-type: none"> • Meetings with financiers • Financing negotiations • Annual report, stock exchange and press releases 	<ul style="list-style-type: none"> • Solvency and debt management ability • Business continuity • Taking sustainability considerations into account in business strategy 	<ul style="list-style-type: none"> • Business growth plan • Operational and production efficiency • Risk management • Renewal and investment

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT

CONSOLIDATED FINANCIAL STATEMENTS (IFRS)

PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)

SIGNATURES TO THE FINANCIAL STATEMENTS

AUDITOR'S REPORT

STAKEHOLDER	STAKEHOLDER ENGAGEMENT	STAKEHOLDER EXPECTATIONS AND KEY SUSTAINABILITY ISSUES	IMPACT ON OPERATIONS, BUSINESS MODEL AND STRATEGY
AUTHORITIES	<ul style="list-style-type: none"> Supervision activities Cooperation with authorities, including in expert forums Online services Annual report, stock exchange and press releases 	<ul style="list-style-type: none"> Fulfilment of statutory obligations Collaboration and transparency Food safety Animal welfare Environmental protection Occupational health and safety Plant safety 	<ul style="list-style-type: none"> Compliant operating models that take official regulations into account Employee training Consideration of competence requirements in personnel development
SUPPLY CHAIN PARTNERS	<ul style="list-style-type: none"> Business negotiations Audits Online services Research and development projects 	<ul style="list-style-type: none"> Reliable payment of invoices Predictability and increasing demand Climate change Circular economy Responsibility in the supply chain 	<ul style="list-style-type: none"> Collaboration development Evaluation of suppliers' responsibility as part of the selection process and during cooperation Collaboration models that take sustainability aspects into account
OPINION LEADERS AND THE MEDIA	<ul style="list-style-type: none"> Cooperation with the media Communications and marketing Annual report, stock exchange and press releases 	<ul style="list-style-type: none"> Transparency Industry expertise Climate impact of food production Animal welfare Nutrition 	<ul style="list-style-type: none"> Transparency of marketing and communication processes Continuous communication on topical issues Involvement of Atria's experts in communication
LOCAL COMMUNITIES AND EDUCATIONAL INSTITUTIONS	<ul style="list-style-type: none"> Internships and thesis projects Research and development projects Webinars and meetings 	<ul style="list-style-type: none"> Training and skills Working life contacts Investments and jobs Research and development cooperation 	<ul style="list-style-type: none"> Regular meetings with community representatives Educational cooperation and partnerships Provision of jobs and internships Joint research and development projects
TRADE ASSOCIATIONS AND RESEARCH INSTITUTES	<ul style="list-style-type: none"> Work of industry lobbying committees Research and development projects Webinars and meetings 	<ul style="list-style-type: none"> Food safety Promotion of sustainable and competitive food production Adaptation to climate change Climate change mitigation Collaboration on advocacy 	<ul style="list-style-type: none"> Financing and/or resourcing projects that promote sustainable food production Personnel resourcing for lobbying cooperation with industry associations

BOARD OF DIRECTORS' REPORT

- Overview of 2025
- Key figures
- Financing and liquidity
- Strategy, goals and value chain
- Stakeholders' interests and views
- Research and development
- Events after the period under review
- Risks and risk management
- Governance and operations
- Related-party loans
- Personnel average, FTE
- Incentive programmes for management and key personnel
- Outlook for 2026
- Flagging notifications
- Atria Plc's share capital
- Valid authorisations
- Distributable funds and the Board of Directors' proposal for profit distribution
- Information about the shares and shareholders
- Key figures
- Calculation formulas for key financial figures
- Items affecting comparability of result

SUSTAINABILITY STATEMENT

CONSOLIDATED FINANCIAL STATEMENTS (IFRS)

PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)

SIGNATURES TO THE FINANCIAL STATEMENTS

AUDITOR'S REPORT

GENERAL DISCLOSURES - ESRs2

MATERIAL IMPACTS, RISKS AND OPPORTUNITIES AND THEIR INTERACTION WITH THE STRATEGY AND BUSINESS MODEL

E1 CLIMATE CHANGE IMPACTS, RISKS AND OPPORTUNITIES

ENVIRONMENTAL AND/OR SOCIAL IMPACTS	RISKS AND OPPORTUNITIES FOR ATRIA	STRATEGIC MANAGEMENT
Climate change adaptation		
<ul style="list-style-type: none"> + Atria promotes sustainable agriculture in cooperation with its contract producers. The development measures for primary production aim to reduce the environmental impact of food production and help to adapt to the weather changes caused by climate change in the long term. - If the industry is unable to adapt to the extreme events caused by climate change and production costs increase, food will become more expensive and its availability will weaken. 	<ul style="list-style-type: none"> - Measures aimed at climate change adaptation affect the cost structures of primary production and other raw materials supply chains. The effect may increase the cost of Atria's raw materials and packaging materials. The medium-term transition risk is the weakening of competitiveness if the accumulation of costs cannot be redeemed from the consumer market. 	<p>Atria promotes the adaptation of primary production to climate change by participating in research and development projects and enabling the adoption of best practices by sharing information and training its contract producers. For example, increasing the diversity of farming systems helps to reduce the risks associated with pests and plant diseases caused by climate change.</p> <p>Taking into account the impacts of climate change also in the procurement of other key raw materials and packaging materials and including them as part of supply chain management processes manages the identified risks related to adaptation to climate change.</p>
Climate change mitigation		
<ul style="list-style-type: none"> + Atria is committed to reducing its greenhouse gas emissions in accordance with the Paris Agreement, both in its own operations (Scope 1 and 2) and in its value chain (Scope 3). The reduction of emissions in accordance with the targets takes place in the long term. - Atria is responsible for its role in promoting global warming. If Atria and its supply chain fail to reduce their greenhouse gas emissions, it will contribute to global warming. In the long term, global warming is projected to lead to extreme weather events, such as floods and droughts, which damage ecosystems and human living environments. - The shift in consumption towards more affordable and more carbon-intensive alternatives is a potential negative impact on consumers in the long term. 	<ul style="list-style-type: none"> - The costs of achieving the SBTi (Scope 3) objectives of the value chain involve a long-term transition risk. Meeting the objectives of primary production means investing in production technologies that reduce emissions or committing to measures that increase costs. There is a risk of loss of competitiveness if the additional costs related to climate action cannot be redeemed from the consumer market or financed by other means. 	<p>Atria promotes positive impacts such as feed development, sustainable land use, development of manure processing, etc. through measures in accordance with the transition plan to meet the SBTi objectives.</p> <p>The risk associated with the value chain is managed through close cooperation with actors in the primary production chain.</p>

+ Positive impact or financial opportunity

- Negative impact or financial risk

BOARD OF DIRECTORS' REPORT

- Overview of 2025
- Key figures
- Financing and liquidity
- Strategy, goals and value chain
- Stakeholders' interests and views
- Research and development
- Events after the period under review
- Risks and risk management
- Governance and operations
- Related-party loans
- Personnel average, FTE
- Incentive programmes for management and key personnel
- Outlook for 2026
- Flagging notifications
- Atria Plc's share capital
- Valid authorisations
- Distributable funds and the Board of Directors' proposal for profit distribution
- Information about the shares and shareholders
- Key figures
- Calculation formulas for key financial figures
- Items affecting comparability of result

SUSTAINABILITY STATEMENT

CONSOLIDATED FINANCIAL STATEMENTS (IFRS)

PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)

SIGNATURES TO THE FINANCIAL STATEMENTS

AUDITOR'S REPORT

E1 CLIMATE CHANGE IMPACTS, RISKS AND OPPORTUNITIES

ENVIRONMENTAL AND/OR SOCIAL IMPACTS	RISKS AND OPPORTUNITIES FOR ATRIA	STRATEGIC MANAGEMENT
Energy		
<p>+ Improving energy efficiency reduces greenhouse gas emissions. The transition to renewable energy sources, such as solar and wind power, will reduce dependence on fossil fuels and support sustainability. In addition, investments in the use of renewable energy and energy-efficient technologies can lead to new innovations that will benefit society at large and promote technological development in the long term.</p>	<p>The identified risks associated with energy did not exceed the reporting threshold of financial materiality.</p>	<p>Improving operations according to the principles of continuous improvement in accordance with the environmental policy is part of Atria's operational management. Certified management systems guide the identification of efficiency targets and the measurement of operations and require a commitment to continuous improvement.</p> <p>Investments in energy-efficient solutions, energy recovery and the deployment of renewable energy, such as a biogas plant, a photovoltaic park and a wind power project, are key means of managing energy-related climate impacts.</p>

E4 IMPACTS, RISKS AND OPPORTUNITIES RELATED TO BIODIVERSITY AND ECOSYSTEMS

ENVIRONMENTAL AND/OR SOCIAL IMPACTS	RISKS AND OPPORTUNITIES FOR ATRIA	STRATEGIC MANAGEMENT
Direct impact drivers of biodiversity loss, land-use changes		
<p>+ Atria's investments in the development of innovative feed solutions strengthen the protein self-sufficiency of the food chain and support sustainable agriculture.</p> <p>The actions have already been reflected in reductions in the share of soy in animal feed and an increased use of domestic protein, for example, which alleviates the drivers of global land-use change risk and supports biodiversity and climate objectives throughout the value chain.</p>	<p>- Due to climate change, previously arable areas have become unsuitable for cultivation, either because of extreme weather conditions or the disappearance of ecosystem services that support cultivation. Problems in the supply chain can lead to costs that cannot be fully passed on in the value chain.</p>	<p>The development of feed solutions is a strategically significant differentiator in the market and a cornerstone of the resilience of the company's own contract manufacturing. The inclusion of high-quality protein in animal feed requires multidisciplinary expertise in, for example, animal nutrition, agricultural economics and plant production sciences. Besides their effects on nature, feed solutions also have positive impacts on the climate, animal welfare, and the profitability of the company's own primary production chain, as well as securing the availability of raw materials.</p>

+ Positive impact or financial opportunity

- Negative impact or financial risk

- Overview of 2025
- Key figures
- Financing and liquidity
- Strategy, goals and value chain
- Stakeholders' interests and views
- Research and development
- Events after the period under review
- Risks and risk management
- Governance and operations
- Related-party loans
- Personnel average, FTE
- Incentive programmes for management and key personnel
- Outlook for 2026
- Flagging notifications
- Atria Plc's share capital
- Valid authorisations
- Distributable funds and the Board of Directors' proposal for profit distribution
- Information about the shares and shareholders

- Key figures
- Calculation formulas for key financial figures
- Items affecting comparability of result

E5 IMPACTS, RISKS AND OPPORTUNITIES RELATED TO RESOURCE USE AND THE CIRCULAR ECONOMY

ENVIRONMENTAL AND/OR SOCIAL IMPACTS	RISKS AND OPPORTUNITIES FOR ATRIA	STRATEGIC MANAGEMENT
Resource inflows related to products and services, including resource use		
<p>+ Atria promotes the sustainable use of raw materials by sourcing raw materials from responsible sources and by working closely with contract producers and other raw material suppliers. Cooperation and networking lay the foundation for developing the quality and sustainability of raw materials throughout the supply chain in the long term.</p>	<p>Sustainability risks or opportunities exceeding the materiality threshold of reporting were not identified in the inflows of resources.</p>	<p>Atria's environmental policy defines the principles with which Atria promotes the circular economy.</p> <p>Using raw materials and other resources as efficiently as possible, utilising side streams, and recycling valuable nutrients are important ways to reduce the climate and environmental impact of operations, while adding value to the whole value chain.</p> <p>Atria develops animal feeds, maximising the benefits of the circular economy, for example, by making extensive use of the various side streams of plant-based food production and the dairy industry, and by taking optimal feeding solutions into account on a farm-specific basis.</p>
Packaging		
<p>+ The positive impact on the entire value chain arises from packaging solutions that minimise the overall environmental impact of products. Sustainably designed packaging primarily protects the product and plays a key role in minimising environmental impacts throughout the product life cycle.</p> <p>- An increase in food waste and related environmental impacts is a negative impact on the entire value chain in the medium term. The effect will be realised if the new packaging solutions developed under the requirement of EU regulations are not as effective as the current technology in ensuring food safety and quality.</p>	<p>Sustainability risks or opportunities exceeding the materiality threshold of reporting were not identified in the outflows of resources.</p>	<p>Atria's Environmental policy defines the principles that packaging development must follow. Packaging is designed to ensure food safety and reduce food waste, while optimising material efficiency and recyclability. Development work will focus on the principles of the circular economy, such as reuse and recycling, as well as sustainable material selection.</p> <p>Atria is preparing for future regulation, considering the requirements especially in the development of new packaging solutions. In addition, Atria aims to influence critical regulatory details through industry cooperation and to guide packaging development in business areas through internal networking.</p>
Resource outflows related to products and services		
<p>+ A sustainable way of producing food of animal origin in Nordic conditions ensures the availability and security of supply of nutritious and varied food locally. Atria manufactures and markets diverse and safe food products, ensuring that consumers have the opportunity to buy healthy and sustainably produced food. With the help of profitable business, Atria supports domestic primary production in the long term and reduces dependence on foreign food production chains, which improves the long-term security of supply in the domestic market.</p>	<p>Sustainability risks or opportunities exceeding the materiality threshold of reporting were not identified in the outflows of resources.</p>	<p>According to Atria's food safety, quality, nutrition and product responsibility policy, in addition to consumer needs and taste, sustainability matters such as ethical operations, environmental friendliness and nutritional properties of production are considered in productisation. Atria is committed to using only domestic meat raw material in its largest brand products.</p> <p>In Finland, the Atria chain plays a significant role in terms of food security and national security of supply. Atria participates in the activities of the state's security of supply organisation.</p>

+ Positive impact or financial opportunity

- Negative impact or financial risk

BOARD OF DIRECTORS' REPORT

- Overview of 2025
- Key figures
- Financing and liquidity
- Strategy, goals and value chain
- Stakeholders' interests and views
- Research and development
- Events after the period under review
- Risks and risk management
- Governance and operations
- Related-party loans
- Personnel average, FTE
- Incentive programmes for management and key personnel
- Outlook for 2026
- Flagging notifications
- Atria Plc's share capital
- Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT

CONSOLIDATED FINANCIAL STATEMENTS (IFRS)

PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)

SIGNATURES TO THE FINANCIAL STATEMENTS

AUDITOR'S REPORT

E5 IMPACTS, RISKS AND OPPORTUNITIES RELATED TO RESOURCE USE AND THE CIRCULAR ECONOMY

ENVIRONMENTAL AND/OR SOCIAL IMPACTS	RISKS AND OPPORTUNITIES FOR ATRIA	STRATEGIC MANAGEMENT
Resource outflows related to products and services		
<p>+ Side streams from the slaughterhouses and food production that are not suitable for human consumption are valuable raw materials for the circular economy across many other industrial sectors.</p>		Atria's business model supports circular economy by channelling production side streams into the most value-adding sales channels, including exports, pet food raw materials and processing at rendering facilities. In Finland, A-Feed manages and processes side streams from other food industry partners into feed for farm animals.
Waste		
<p>+ By reducing food waste in industry and producing products that meet consumer needs as closely as possible, Atria minimises the environmental impact of food waste both in its own operations and elsewhere in the value chain.</p> <p>- Negative environmental impacts caused by food waste occur at every stage of the food chain.</p>	Sustainability risks or opportunities exceeding the materiality threshold of reporting were not identified regarding waste.	At Atria, waste and the prevention of waste generation are managed comprehensively through the planning of processes, products, product range and production.
		Wastage is managed in accordance with the same principles defined in the environmental policy in all business areas of the Group. For example, the types of process wastage have been identified, and indicators have been created to monitor them. Monitoring metrics are displayed at the departments, and day-to-day management reacts to deviations without delay.

S1 IMPACTS, RISKS AND OPPORTUNITIES RELATED TO OWN WORKFORCE

ENVIRONMENTAL AND/OR SOCIAL IMPACTS	RISKS AND OPPORTUNITIES FOR ATRIA	STRATEGIC MANAGEMENT
Working conditions		
<p>+ Secure employment: Predictability related to the employment relationship provides employees with the opportunity to plan their personal life. In addition, Atria offers opportunities for work in several locations.</p> <p>+ Work-life balance: Atria offers its employees working time flexibility. Flexible working hours make working more efficient and take into account the different life situations of employees.</p>	The identified risks and opportunities related to working conditions did not exceed the materiality threshold for reporting.	Atria has competent human resources management and a comprehensive manager training program. In addition, Atria maintains guidelines for both employment relationships that are valid until further notice and fixed-term employment relationships. The guidance covers the different phases of working life, from probationary period to retirement.
		Atria monitors the development of the labour market in the use of voluntary flexibility models. Development discussions address issues related to the work-life balance of employees at least once a year. The company has in place a time and attendance system in which both managers and employees can monitor working time accumulations and apply working time equalisation. Atria's HR maintains guidelines on various work flexibility models for both managers and employees.

+ Positive impact or financial opportunity

- Negative impact or financial risk

- Overview of 2025
- Key figures
- Financing and liquidity
- Strategy, goals and value chain
- Stakeholders' interests and views
- Research and development
- Events after the period under review
- Risks and risk management
- Governance and operations
- Related-party loans
- Personnel average, FTE
- Incentive programmes for management and key personnel
- Outlook for 2026
- Flagging notifications
- Atria Plc's share capital
- Valid authorisations
- Distributable funds and the Board of Directors' proposal for profit distribution
- Information about the shares and shareholders
- Key figures
- Calculation formulas for key financial figures
- Items affecting comparability of result

S1 IMPACTS, RISKS AND OPPORTUNITIES RELATED TO OWN WORKFORCE

ENVIRONMENTAL AND/OR SOCIAL IMPACTS	RISKS AND OPPORTUNITIES FOR ATRIA	STRATEGIC MANAGEMENT
Working conditions		
<ul style="list-style-type: none"> + Social dialogue, freedom of association and collective bargaining: Open social dialogue improves the personnel's ability to influence their own working environment and working conditions. In the long term, stability and predictability in the workplace will increase when the workplace has commonly agreed operating models, such as the freedom to join trade unions and cooperation negotiations. + Health and safety: Atria supports employees' healthy lifestyles and safe working conditions to enable them to cope better at work and outside work in the long term. The employees' well-being also has a significant impact on safety at work. - Health and safety: Occupational injuries and accidents are possible if occupational safety issues are not in order. 		<p>The HR administration guides the consultation and inclusion processes in accordance with the cooperation legislation at Atria. Atria maintains an active and regular dialogue between the social partners. At Atria, the policy is to inform employees about matters that are important to the company and to consult employees on matters that concern them.</p> <p>Employment relationships comply with collective agreements for salaried employees and employees. Employee's personal membership in the union is voluntary.</p> <p>In accordance with its personnel policy, Atria is committed to ensuring a safe working environment for employees. Health and safety at work in Atria's various business areas is governed by local legislation. Health and safety concern all Atria positions and workplaces.</p> <p>Atria has in force management practices, training and measures and practices based on risk assessments related to occupational safety.</p> <p>The well-being of the personnel is supported by taking into account the hazards and adverse factors in the working environment that affect work ability and health, as well as the resources of the work community and the employee.</p>
Equal treatment and equal opportunities for all		
<ul style="list-style-type: none"> + Gender equality and diversity: Atria's operating methods in accordance with the Code of Conduct to treat employees equally and without discrimination ensure that everyone has the same opportunities. The experience of equal treatment is a positive factor for employees' well-being at work in the long term. - Any experience of unequal treatment or discrimination could have a negative impact on the well-being of personnel. + Training and skills development: Employees have the opportunity to develop professionally and maintain their skills at a competitive level. 	<p>The identified risks and opportunities of equal treatment and equal opportunities for all did not exceed the materiality threshold for reporting.</p>	<p>At Atria, HR decisions are based on mutually agreed non-discriminatory practices and processes. Atria has defined procedures for harassment and inappropriate behaviour. The operating methods are based on zero tolerance.</p> <p>Diversity and equality aspects are taken into account in personnel planning and personnel development. In accordance with the equality plan, the equality situation is evaluated annually.</p> <p>HR management coordinates the mapping of personnel skills and capabilities and draws up targeted training plans in accordance with the company's strategic targets, the annual personnel survey and personal development discussions. This allows each employee to be an active player in their own career, which strengthens motivation and commitment.</p>

+ Positive impact or financial opportunity

- Negative impact or financial risk

- Overview of 2025
- Key figures
- Financing and liquidity
- Strategy, goals and value chain
- Stakeholders' interests and views
- Research and development
- Events after the period under review
- Risks and risk management
- Governance and operations
- Related-party loans
- Personnel average, FTE
- Incentive programmes for management and key personnel
- Outlook for 2026
- Flagging notifications
- Atria Plc's share capital
- Valid authorisations
- Distributable funds and the Board of Directors' proposal for profit distribution
- Information about the shares and shareholders
- Key figures
- Calculation formulas for key financial figures
- Items affecting comparability of result

S4 IMPACTS, RISKS AND OPPORTUNITIES RELATED TO CONSUMERS AND END-USERS

ENVIRONMENTAL AND/OR SOCIAL IMPACTS	RISKS AND OPPORTUNITIES FOR ATRIA	STRATEGIC MANAGEMENT
Personal safety of consumers and/or end-users		
<ul style="list-style-type: none"> - The endangerment of food safety is a potential negative impact on consumers. When realised, food safety risks can be serious and lead to illness, serious illness, or even death of a consumer or group of consumers. + Healthy choices and nutrition: Atria works to promote and communicate healthy choices by maintaining a wide range of products that support the building of a healthy diet. In Atria's product range, a significant number of products meet the generally accepted criteria for healthier alternatives. 	<ul style="list-style-type: none"> - The likelihood of a serious food safety risk is low. Its realisation could pose a significant financial risk to Atria's reputation. 	<p>Food safety management systems at Atria's production plants are GSFI-certified and covered by national authorities' comprehensive supervision. Atria's food safety management system accounts for the safety and health effects of products throughout their lifecycle from the acquisition of raw materials, manufacturing process and distribution chains all the way to consumer use.</p> <p>The food safety management system includes self-monitoring to ensure that the processes work properly, and products are safe for consumers. Self-monitoring at Atria is based on the Hazard Analysis Critical Control Points (HACCP) risk management system and the support system for self-monitoring.</p> <p>The aim is to offer a wide range of options that meet generally accepted nutritional criteria (the Heart Symbol, the Keyhole Symbol). Atria actively communicates healthy choices and sustainability, supporting consumers in making informed decisions in their daily lives.</p>
<ul style="list-style-type: none"> + Use of antibiotics: Atria's animal welfare policy requires the responsible use of antibiotics in the treatment of farm animals. Reducing the use of antibiotics has a long-term positive effect as it significantly reduces the emergence of antibiotic-resistant bacterial strains and the risk of spreading to humans. 	<p>Sustainability risks or opportunities exceeding the materiality threshold for the use of antibiotics were not identified.</p>	<p>Good practices in accordance with the animal welfare policy support the realisation of animal welfare and guide the use of antibiotics in Atria's supply chain.</p>
Social inclusion of consumers and/or end-users		
<ul style="list-style-type: none"> + Atria's products are widely available to consumers in different markets and price ranges, which promotes equitable access to nutritious products and supports social inclusion. Different diets and consumer groups are taken into account in productisation. This is a long-term positive impact on consumers and society at large. 		<p>Product category management implements the company's strategy by ensuring that Atria has products at different prices for various consumer needs. In the development of products, Atria takes into account different diets and consumer groups. In addition, Atria is constantly developing its product range to make healthy and responsible alternatives available to all consumers.</p>

+ Positive impact or financial opportunity

- Negative impact or financial risk

BOARD OF DIRECTORS' REPORT

- Overview of 2025
- Key figures
- Financing and liquidity
- Strategy, goals and value chain
- Stakeholders' interests and views
- Research and development
- Events after the period under review
- Risks and risk management
- Governance and operations
- Related-party loans
- Personnel average, FTE
- Incentive programmes for management and key personnel
- Outlook for 2026
- Flagging notifications
- Atria Plc's share capital
- Valid authorisations
- Distributable funds and the Board of Directors' proposal for profit distribution
- Information about the shares and shareholders
- Key figures
- Calculation formulas for key financial figures
- Items affecting comparability of result

SUSTAINABILITY STATEMENT

CONSOLIDATED FINANCIAL STATEMENTS (IFRS)

PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)

SIGNATURES TO THE FINANCIAL STATEMENTS

AUDITOR'S REPORT

G1 IMPACTS, RISKS AND OPPORTUNITIES RELATED TO BUSINESS CONDUCT

ENVIRONMENTAL AND/OR SOCIAL IMPACTS	RISKS AND OPPORTUNITIES FOR ATRIA	STRATEGIC MANAGEMENT
Corporate culture		
<p>+ The Nordic corporate culture is based on respect for laws and regulations. Atria supports and maintains this culture through the company's policies and by providing training on their contents for management and employees. Atria's corporate culture creates a safe working environment for personnel and provides all stakeholders with a reliable partner.</p>	<p>Sustainability risks or opportunities exceeding the materiality threshold of corporate culture reporting were not identified.</p>	<p>Atria's Way of Work (Values), Atria's Way of Leading, Code of Conduct and policies that are key from the perspective of corporate culture create the basis for a healthy corporate culture. The corporate culture is maintained and strengthened by training the company's management and personnel.</p> <p>The implementation of compliance procedures and internal control support the management of the corporate culture.</p>
Corruption and bribery		
<p>+ Atria's actions to prevent corruption and bribery maintain a healthy and ethical business culture in the market environment and enable stakeholders to cooperate with a reliable operator.</p>	<p>The identified sustainability risks and opportunities concerning corruption and bribery did not exceed the materiality threshold for reporting.</p>	<p>Atria has a policy in place for preventing and exposing corruption and bribery. The personnel receive training on the practices included in the policy to understand and be able to act in situations where a risk of corruption or bribery has been identified. Training targets at-risk work duties.</p> <p>In addition, internal control procedures are in place.</p>
<p>- Possible deficiencies in the prevention and control of, or personnel competence in relation to, corruption and bribery could lead to unethical decision-making, inappropriate influencing or unclear conflicts of interest. Such cases would undermine the integrity of the market and public decision-making, distort competition and weaken shareholder confidence in food industry operators.</p>		

+ Positive impact or financial opportunity

- Negative impact or financial risk

- Overview of 2025
- Key figures
- Financing and liquidity
- Strategy, goals and value chain
- Stakeholders' interests and views
- Research and development
- Events after the period under review
- Risks and risk management
- Governance and operations
- Related-party loans
- Personnel average, FTE
- Incentive programmes for management and key personnel
- Outlook for 2026
- Flagging notifications
- Atria Plc's share capital
- Valid authorisations
- Distributable funds and the Board of Directors' proposal for profit distribution
- Information about the shares and shareholders
- Key figures
- Calculation formulas for key financial figures
- Items affecting comparability of result

G1 ANIMAL WELFARE IMPACTS, RISKS AND OPPORTUNITIES

ENVIRONMENTAL AND/OR SOCIAL IMPACTS	RISKS AND OPPORTUNITIES FOR ATRIA	STRATEGIC MANAGEMENT
Animal welfare		
<p>+ Comprehensive animal welfare: Compliance with the minimum criteria in accordance with the Atria Group's animal welfare policy in the procurement of raw materials of animal origin supports and promotes the welfare work of contract partners on farms. In Finland, animal health systems, such as Naseva and Sikava, as well as the requirement of proactive health care from value chain contract partners, improve the quality of life of production animals and promote sustainability in the long term.</p>	<p>In relation to the comprehensive welfare of the animals, sustainability risks or opportunities exceeding the materiality threshold of reporting were not identified.</p>	<p>The operating methods in accordance with the animal welfare policy and procurement policies support the implementation and continuous improvement of animal welfare in Atria's supply chain. Atria promotes animal welfare in cooperation with its stakeholders (in particular authorities, customers, producers and industry experts) and by developing the production methods of its own contract production chain based on scientific research.</p>
<p>- Comprehensive animal welfare: The operator's challenging financial situation, human or other factors may lead to neglect of animal welfare.</p>		<p>Atria has built primary production operating models to support the work of producers and prevent deviations and neglect.</p>
<p>+ Comprehensive animal welfare: The development of the feed chain enables a positive impact on animal welfare and the environmental performance of the value chain through feeding in the short, medium and long term.</p>		<p>The company's own feed business as well as the resourcing of data solutions, feeding expertise and research create prerequisites for knowledge management in feed development. The impacts of feed on production results, and indirectly, also on animal welfare can be verified in the production chain itself.</p>
<p>+ Biosecurity: Thanks to long-term work aimed at improving biosafety and preventing animal diseases, biosecurity is at a high level in Atria's primary production chain. High biosecurity has led to healthier animals and reduced the need for using medicines and antibiotics.</p>	<p>- Failure of biosecurity measures could lead to the spread of animal diseases such as salmonella, African swine fever or other animal diseases which require legislative control. A larger animal disease epidemic could lead to disruption of production and interruptions in the supply of raw materials, which would also have significant financial consequences for Atria's business.</p>	<p>Atria's biosecurity strategy aims at the prevention of animal diseases. Atria's biosecurity strategy has defined principles for managing animal disease risks both in its own operations and in primary production. Preventive operating methods related to biosecurity have also been taken into account in the instructions for contract production. Atria has prepared continuity plans for its business for the most significant animal disease risks. Contract production is instructed in practical measures in the event of a potential animal disease risk.</p>
<p>- Biosecurity: Failure of biosecurity measures could lead to the spread of animal diseases such as salmonella, African swine fever or other animal diseases which require legislative control. Animal disease cases lead to the systematic renovation of farms and cause production losses, which is financially challenging for producers.</p>		
<p>+ Use of antibiotics: Atria's animal welfare policy requires the responsible use of antibiotics in the treatment of farm animals. Reducing the use of antibiotics has a long-term positive effect as it significantly reduces the emergence of antibiotic-resistant bacterial strains and the risk of spreading to humans.</p>	<p>Sustainability risks or opportunities exceeding the materiality threshold for the use of antibiotics were not identified.</p>	<p>Good practices in accordance with the animal welfare policy support the realisation of animal welfare and guide the use of antibiotics in Atria's supply chain.</p>

+ Positive impact or financial opportunity

- Negative impact or financial risk

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT**

GENERAL DISCLOSURES - ESRs2

MATERIAL SUSTAINABILITY IMPACTS, RISKS AND OPPORTUNITIES

Introduction

Identifying the impacts, risks and opportunities related to Atria's sustainability, as well as assessing their materiality, is part of the company's risk management process, strategic planning and decision-making. The key objective of the identification and evaluation work is to prioritise the material issues related to sustainability for Atria's business. In addition to the company's own operations, the identification and assessment of impacts, risks and opportunities cover the upstream and downstream value chain and other stakeholders affected by Atria's operations. The assessment takes into account both short- and long-term impacts. Atria's risk management process and its responsibilities are generally described in the *Risks and risk management* section of the *report by the Board of Directors*.

Atria carried out a double materiality assessment of sustainability themes (hereinafter referred to as "DMA") in accordance with the requirements of the EU's Corporate Sustainability Reporting Directive for the first time in 2024. Extensive background studies were used in the assessment, and they were the basis for the company's current strategy ending in 2025 and the sustainability programme, as well as their annual updates. In accordance with the EU's Corporate Sustainability Reporting Directive, the impact assessment considered potential impacts, risks and opportunities linked to environmental, social and governance-related sustainability matters. In accordance with the Figure here, the materiality has been assessed in two dimensions: (1) 'impact materiality', meaning the impact of Atria on the environment and society, and (2) 'financial materiality', referring to the impact of external factors on Atria's business. The assessment is based on the company's knowledge and understanding of the expectations of its stakeholders, as well as the positive and negative impacts, risks and opportunities related to the company's market environment.

Assessment process

At Atria, the materiality assessment is an annual four-step process aimed at continuous improvement:

- **Planning:** The Sustainability Reporting Steering Group draws up a plan for carrying out the assessment, its schedule, and the frameworks and tools to be used, and appoints the people from the organisation who will take part in the process.
- **Preliminary expert assessment:** The review and update of the assessment begin with an internal expert assessment, which examines previous findings and identifies potential new impacts, risks and opportunities with respect to ESRs-defined sustainability matters. At the same time, stakeholders' views on the relevant impacts, risks and opportunities are also assessed, primarily gathered from those involved in operational cooperation with stakeholders.

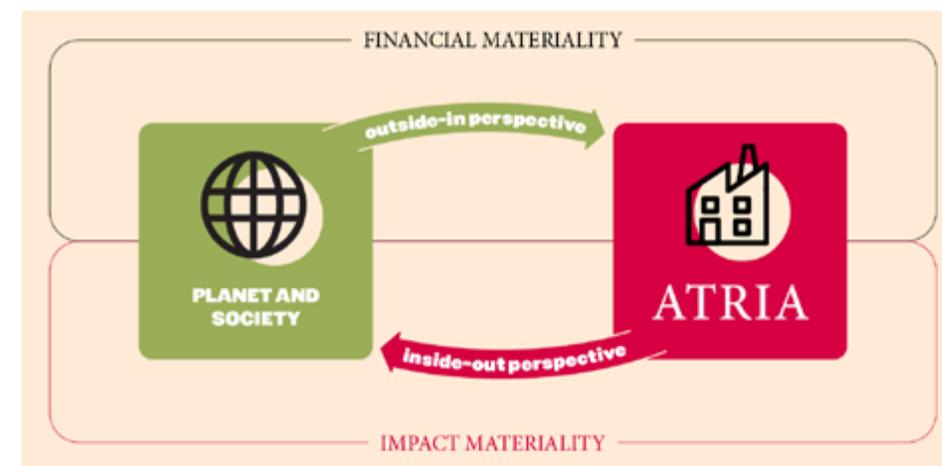
Supplementary information can be collected, if necessary, through a separately defined stakeholder consultation.

- **Consolidation:** The Sustainability Reporting Steering Group processes the qualitative descriptions obtained from the preliminary expert assessments and harmonises the assessment with the help of scoring matrices, for example, so that the results represent materiality throughout the Group.
- **Consideration by the Group Management Team and the Board of Directors:** The consolidated results will be compiled for review by the Atria Group Management Team and further for approval by the Board of Directors.

During spring 2025, Atria's double materiality assessment model was clarified and updated to align with the latest guidelines. A large group of Atria's business representatives from different areas of expertise participated in the review and updating of the previous assessment. The results of the assessment were consolidated by the Sustainability Reporting Steering Group and approved by the Atria Group Board of Directors in September 2025.

The results of the double materiality assessment and the Group's annual risk assessment process guide the Group's sustainability risk management. The following pages provide detailed information about the results of the double materiality assessment and the process applied.

Double materiality approach



BOARD OF DIRECTORS' REPORT

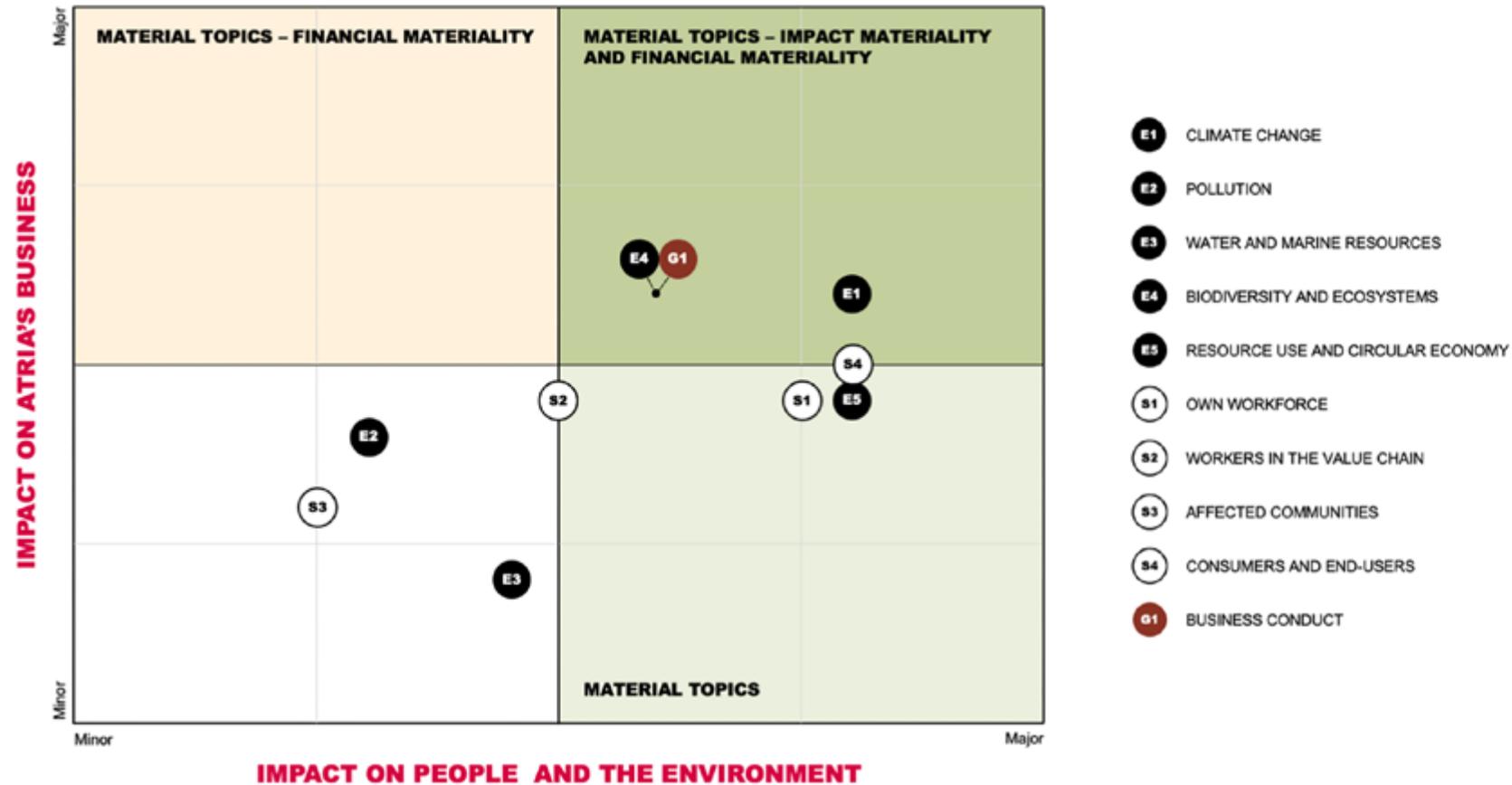
- Overview of 2025
- Key figures
- Financing and liquidity
- Strategy, goals and value chain
- Stakeholders' interests and views
- Research and development
- Events after the period under review
- Risks and risk management
- Governance and operations
- Related-party loans
- Personnel average, FTE
- Incentive programmes for management and key personnel
- Outlook for 2026
- Flagging notifications
- Atria Plc's share capital
- Valid authorisations
- Distributable funds and the Board of Directors' proposal for profit distribution
- Information about the shares and shareholders
- Key figures
- Calculation formulas for key financial figures
- Items affecting comparability of result
- SUSTAINABILITY STATEMENT**
- CONSOLIDATED FINANCIAL STATEMENTS (IFRS)**
- PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)**
- SIGNATURES TO THE FINANCIAL STATEMENTS**
- AUDITOR'S REPORT**

RESULTS OF THE DOUBLE MATERIALITY ASSESSMENT

Atria has identified its impact on the environment and society (impact materiality assessment) as well as the risks and opportunities related to sustainability that are relevant to its business (financial materiality assessment). The results of the DMA matrix show that E1 Climate change, E4 Biodiversity and ecosystems, E5 Resource use and circular economy, S1 Own workforce, S4 Consumers and end-

users, and G1 Business conduct, including animal welfare, are the most relevant sustainability matters for Atria. The impact or risk with the highest score in each sustainability matter or sub-topic determines the ranking in the attached DMA matrix.

DMA Matrix



- E1** CLIMATE CHANGE
- E2** POLLUTION
- E3** WATER AND MARINE RESOURCES
- E4** BIODIVERSITY AND ECOSYSTEMS
- E5** RESOURCE USE AND CIRCULAR ECONOMY
- S1** OWN WORKFORCE
- S2** WORKERS IN THE VALUE CHAIN
- S3** AFFECTED COMMUNITIES
- S4** CONSUMERS AND END-USERS
- G1** BUSINESS CONDUCT

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT****Material sustainability matters**

Atria's business is closely linked to the topics of E4 Biodiversity and ecosystems as well as E5 Resource use and circular economy from both a business and environmental perspective. The sustainability matters addressed by standard E1 Climate change are major global challenges. The climate crisis, biodiversity loss and overconsumption of natural resources affect the functioning of food production chains. The environmental impacts of Atria's products stem mainly from the production of meat raw materials. Sustainable and resilient food production also creates positive impacts on the company's personnel (S1 Own workforce) and society (G1 Business conduct), as well as provides new business opportunities.

The sustainability matters of standard S4 Consumers and end-users are centrally related to the implementation of Atria's Good Food, Better Mood mission. The production of safe products is a prerequisite for the continuity of food production. Caring for the welfare of animals is important to Atria. The sustainability matters of the G1 Business conduct standard identified positive impacts extending society as a whole through farm animal health, biosafety and responsible use of antibiotics. However, business risks were also identified in biosafety.

The relevant topics of sustainability are covered in more detail hereafter in the environmental, social and governance information included in this Sustainability Statement.

Other sustainability matters to monitor

E2 Pollution: The impacts, risks and opportunities identified in the sustainability matters related to pollution were not material from the reporting perspective. In Atria's own industrial operations, environmental pollution is prevented in the manner specified in the environmental permit conditions. The impacts related to the sustainability matters of standard E2 Pollution, identified in Atria's value chain, are also regulated and monitored.

E3 Water and marine resources: Atria is a significant user of water in its plant locations, and food production is dependent on the availability of clean water. Atria's plant operations are not located in water stress areas, and the operating models for responsible water use supported by the market environment are well established. The majority of water-intensive raw materials used by Atria in the value chain are also produced in countries where water stress is low. For these reasons, the sustainability matters of standard E3 Water and marine resources did not become material sustainability matters for reporting.

S2 Workers in the value chain: Supply chain agreements require compliance with the Atria Code of Conduct. Atria Code of Conduct refers to international agreements that cover the sustainability matters included in standard S2 Workers in the value chain. Atria Code of Conduct is described in more detail in section G1 Business conduct. Atria collects information about its supply chain in accordance with the due diligence process, the main features of which are described in the governance information of the Sustainability Statement and in section *G1 Business conduct*. The likelihood of adverse effects on employees in the value chain in the topics detailed in the sustainability matters of standard S2 is

unlikely in Atria's supply chain, as requirements concerning them have been established by law in the countries from which Atria purchases commodities.

S3 Affected communities: Atria's own industrial operations and the majority of raw material suppliers are located in EU countries where political stability and well-being are at a high level. The legislation and regulatory oversight in operating countries support the promotion of S3 standard's sustainability matters comprehensively.

DOUBLE MATERIALITY ASSESSMENT METHOD**Methods and assumptions**

Environmental assessment has made extensive use of international frameworks and tools such as The Task Force on Climate-related Financial Disclosures (TCFD), Task Force for Nature-related Financial Disclosures (TNFD), Exploring Natural Capital Opportunities, Risks and Exposure (ENCORE), WWF Water Risk Filter and WWF Biodiversity Risk Filter.

The assessment of Atria's own operations has applied reports behind the business areas' environmental management and plant-specific environmental permits. For the entire supply chain, important sources of information for identifying the impacts were both Atria's climate impact-focused life cycle assessments of its own supply chain and the broader life cycle assessments of livestock production that also take other environmental impact categories into account in research conducted in the Nordic countries.

The assessment of Atria's environmental impacts is based on a study carried out in 2023 on the environmental impacts of food production. The main principle of the study was to review nature impact drivers (climate change, changes in land-use, changes in the use of freshwater and marine resources, direct exploitation, invasive alien species, pollution and other factors) according to the UN's Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) at different levels based on publicly available reports and expert publications. In addition, the above-mentioned international tools have already been utilised in the DMA process. For the top-level overall assessment, the ENCORE framework, which examines the impacts on biodiversity and ecosystems at the industry level as well as dependencies on ecosystem services has been chosen. The ENCORE tool has been used to assess the materiality of impact factors which have a high and very high score and the materiality of the related system risks from the perspective of Atria's own operations and the upstream value chain. In addition, the WWF Biodiversity Risk Filter tool has been used in the materiality assessment.

Climate and energy, environmental pollution and the use of water and other resources are part of the environmental assessment process of Atria's production plants. The process is guided by an approach in accordance with the ISO 14001 and ISO 50001 standards. The evaluation process includes the screening of operations and assets along the entire value chain, as well as consulting relevant stakeholders. The environmental impacts of production plants are assessed in accordance with the

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT**

environmental permit process, for example, in the environmental impact assessments of investment projects. The need for an environmental impact assessment is decided by the local contact authority. Significant aspects identified in the framework of the units' environmental management have been included in the Group's DMA process.

The climate resilience of Atria's business has been assessed in the short, medium and long term by examining climate-related transition and physical risks and opportunities in accordance with the Task Force on Climate-related Financial Disclosures (TCFD) recommendations. Physical risks were assessed in accordance with the Commission Delegated Regulation (EU) 2021/2139. The regulation categorises threats related to temperature, wind, water and soil into chronic and acute risks. Climate change-related physical risks can cause disruptions in the distribution of utilities, increase the energy demand for cooling and heating production facilities, and strain factory properties, shortening their technical lifespan. In the supply chain, physical risks lead to increased uncertainty in crop yields and, consequently, the availability and market prices of production inputs through various factors. Transition risks have been assessed according to the TCFD classification in events related to the regulatory environment, technology, markets, and reputation to which Atria's business may be exposed. Regulatory environment risks may manifest as tightening legislation, which can increase operating costs and require significant investments in low-carbon technologies. Technological risks may relate to the inability of rapidly implemented technology to reduce emissions as expected. Reputational and market risks include increasing demands from customers and consumers for sustainability and transparency, which can affect product demand and market share if expectations are not met. The assessment assumptions were based on scenarios from the IPCC Sixth Assessment Report and reports from the World Meteorological Organization (WMO). There are no critical climate-related assumptions in the financial statements. So far, Atria has not identified any assets or business operations that would be incompatible with the transition to a climate-neutral economy. A more detailed investigation will be conducted in conjunction with the annual assessment of taxonomy criteria compliance.

In the assessment of the negative impacts on consumers, consumers are assessed according to the risk groups defined by legislation and food safety standards. In food safety systems, risk assessment is based on consideration of risk groups and the need for products to be safe for all consumer groups.

Key input data is generated by the due diligence process in identifying, analysing, and determining controls for impacts, risks, and opportunities concerning corporate governance and corporate culture. In addition, data is produced by reputation surveys and industry reports, media monitoring and the whistleblowing channel. The starting point of the due diligence process is to identify the geographical location, activity, industry and business structure of the actors in own operations and value chain. The geographical location has a key impact on the regulatory environment for both own and value chain operations. In accordance with Atria's procurement policy, supply chain partners are evaluated from the perspective of the supplier's size, financial situation, compliance with legal requirements, reputation, ownership structure, operational risks, business structure and set sustainability targets. The key

elements of the due diligence process applied by Atria are reported in the summary table in the strategy section of the Sustainability Statement.

Scope

The impact of Atria's own operations on people and the environment, as well as the potential risks and opportunities for the business, have been identified and assessed, focusing on own industrial production and manufactured products. Value chain assessments focused mainly on first tier suppliers.

The impact assessment has considered both actual and potential negative and positive impacts. Potential sustainability-related risks and opportunities that may have a financial impact on Atria's business directly or through the value chain have been assessed in the financial analysis.

Assessment time span

The assessment of impacts, opportunities and risks has considered short-, medium- and long-term impacts, opportunities and risks in line with the time frames set out in the risk management policy:

- Short term means the next 12-month period.
- Medium-term refers to the strategy period (1-5 years).
- Long-term refers to the time beyond the strategy period (over 5 years).

Importance of stakeholders

Atria has an ongoing dialogue with its key stakeholders, which is why Atria's key personnel and experts have an overview of the interests and views of the stakeholders. Atria's stakeholder relations are explained in more detail in the strategy section of the Sustainability Statement. Internal experts from all business areas and Group functions have been involved in carrying out the double materiality assessment. The importance of stakeholders has been emphasised in the assessment of the materiality of the impacts. A sustainability matter may be material for reporting if stakeholders expect from Atria transparency, enabled by sustainability reporting, in the management of a matter related to sustainability.

The double materiality assessment is a process recurring yearly. Discussions with key stakeholders on the 2024 results were used to update the 2025 assessment. Stakeholders who participated in the discussions included the company's administration and its own personnel, customers, financiers, suppliers of goods and services.

CONTENTS

BOARD OF DIRECTORS' REPORT

Overview of 2025
Key figures
Financing and liquidity
Strategy, goals and value chain
Stakeholders' interests and views
Research and development
Events after the period under review
Risks and risk management
Governance and operations
Related-party loans
Personnel average, FTE
Incentive programmes for management and key personnel
Outlook for 2026
Flagging notifications
Atria Plc's share capital
Valid authorisations
Distributable funds and the Board of Directors' proposal for profit distribution
Information about the shares and shareholders
Key figures
Calculation formulas for key financial figures
Items affecting comparability of result

SUSTAINABILITY STATEMENT

CONSOLIDATED FINANCIAL STATEMENTS (IFRS)

PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)

SIGNATURES TO THE FINANCIAL STATEMENTS

AUDITOR'S REPORT

Impact materiality

The impact materiality assessment set assessment scales for both positive and negative impacts, considering the scale, scope, duration and the irremediable character of the impacts of different sustainability matters. The materiality of the impacts was calculated for each sustainability matter by multiplying the highest score of the impact by the likelihood score, with an emphasis on stakeholder relevance.

The parameter with the highest score was considered in the impact assessment:

- *Scale* was scored to assess the impact of Atria's activities on the environment or society.
- The scoring of the *scope* assessed the extent to which the impact affects the related impact targets, such as number of sites, share of employees, geographic reach.
- The scoring of the *irremediable character* assessed how difficult it is to repair damage in terms of costs and the time horizon.

The impact of a sustainability matter is material when it relates to material actual or potential positive or negative impacts that Atria has on the environment, society and governance in the short-, medium- or long-term. The impacts include, among other things, those related to Atria's own operations and the upstream and downstream of the value chain.

Financial materiality

Risks and opportunities related to sustainability matters were assessed based on standardised monetary amounts determined in the Atria Group's risk management process. Due to the complexity of determining the exact values of potential sustainability risk scenarios, monetary quantification was also complemented by qualitative assessments. The likelihood was assessed using the scale defined in Atria's risk management process.

Based on the likelihood and financial impact values, a materiality value has been calculated for all sustainability sub-topics, which guides the management and follow-up of the identified impacts in accordance with the process approved by the company's Board of Directors.

From a financial point of view, a sustainability matter is material if it causes, or can reasonably be expected to cause, material financial impacts for Atria. Risks and opportunities have a material impact or can reasonably be expected to have a material impact on Atria's development, financial position, financial performance, cash flows, access to finance, or capital costs in the short-, medium- or long-term.

BOARD OF DIRECTORS' REPORT

Overview of 2025
Key figures
Financing and liquidity
Strategy, goals and value chain
Stakeholders' interests and views
Research and development
Events after the period under review
Risks and risk management
Governance and operations
Related-party loans
Personnel average, FTE
Incentive programmes for management and key personnel
Outlook for 2026
Flagging notifications
Atria Plc's share capital
Valid authorisations
Distributable funds and the Board of Directors' proposal for profit distribution
Information about the shares and shareholders
Key figures
Calculation formulas for key financial figures
Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT**

GENERAL DISCLOSURES - ESRS 2

DISCLOSURE REQUIREMENTS AND INCORPORATION BY REFERENCE

The following tables list all the disclosure requirements for ESRS 2 and the five sustainability standards relevant to Atria. The tables describe the location of the information related to the disclosure requirements in the Sustainability Statement or included by reference to the financial statements information (FS).

All disclosure requirements of the thematic standards E2, E3, S2 and S3 are omitted from the tables as they are below the materiality threshold for reporting.

Non-industry cross-cutting standards

Disclosure requirement		Page	Additional information
ESRS 2	General disclosures		
BP-1	General basis for preparation of the sustainability statements	30	
BP-2	Disclosures in relation to specific circumstances	-	Possible deviations from the data requirements of the standard have been taken into account in the compilation principles of the relevant indicators.
GOV-1	Role of the administrative, management and supervisory bodies	30-32	
GOV-2	Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies	30-32	
GOV-3	Integration of sustainability-related performance in incentive schemes	31	
GOV-4	Statement on sustainability due diligence	32	
GOV-5	Risk management and internal controls over sustainability reporting	32	
SBM-1	Strategy, business model and value chain (Products, markets, customers)	33	
	Strategy, business model and value chain (Number of employees by geographical area)	34	
	Strategy, business model and value chain (Distribution of net sales)	33	
SBM-2	Interests and views of stakeholders	36-38	
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	39-46	
IRO-1	Description of the processes to identify and assess material impacts, risks and opportunities	47-51	
IRO-2	Disclosure Requirements in ESRS covered by the undertaking's sustainability statements	52-55	

Environmental information

Disclosure requirement		Page	Additional information
ESRS E1	Climate change		
ESRS 2, GOV-3	Integration of sustainability-related performance in incentive schemes	31	
E1-1	Transition plan for climate change mitigation	61	
ESRS2, SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	39-40	
ESRS 2, IRO-1	Description of the processes to identify and assess material climate-related impacts, risks and opportunities	49-50	
E1-2	Policies related to climate change mitigation and adaptation	61-62	
E1-3	Actions and resources in relation to climate change policies	62-66	
E1-4	Targets related to climate change mitigation and adaptation	62	
E1-5	Energy consumption and energy mix	67	

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT****Environmental information**

Disclosure requirement	Page	Additional information	
ESRS E1	Climate change		
E1-6	Gross Scopes 1, 2, 3 and Total GHG emissions	68-69	
E1-7	GHG removals and GHG mitigation projects financed through carbon credits	-	Carbon credits are not enabled
E1-8	Internal carbon pricing	-	No internal carbon pricing applied
E1-9	Anticipated financial effects from material physical and transition risks and potential climate-related opportunities	-	Not reported with a transition period
ESRS E4	Biodiversity and ecosystems		
E4-1	Transition plan and consideration of biodiversity and ecosystems in the strategy and business model	77	
ESRS 2, SBM-3	Material impacts, risks and opportunities and their interaction with the strategy and business model	40	
ESRS 2, IRO-1	Description of the processes to identify and assess material impacts, risks and opportunities related to biodiversity and ecosystems	49-50	
E4-2	Policies related to biodiversity and ecosystems	77	
E4-3	Actions and resources related to biodiversity and ecosystems	78	
E4-4	Targets related to biodiversity and ecosystems	79	
E4-5	Impact metrics related to biodiversity and ecosystems change	79	
E4-6	Anticipated financial effects from biodiversity and ecosystem-related impacts, risks and opportunities	-	Not reported with a transition period
ESRS E5	Resource use and circular economy		
ESRS2, IRO-1	Description of the processes to identify and assess material impacts, risks and opportunities	49-50	
E5-1	Policies related to resource use and circular economy	80	
E5-2	Actions and resources related to resource use and circular economy	81	
E5-3	Targets related to resource use and circular economy	80	
E5-4	Resource inflows	81-82	
E5-5	Resource outflows	81-82	
E5-6	Anticipated financial effects from resource use and circular economy-related impacts, risks and opportunities	-	Not reported with a transition period

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT****Social information**

Disclosure requirement		Page	Additional information
ESRS S1	Own workforce		
ESRS 2, SBM-2	Interests and views of stakeholders	37	
ESRS 2, SBM-3	Material impacts, risks and opportunities and their interaction with the strategy and business model	42-43	
S1-1	Policies related to own workforce	84	
S1-2	Processes for engaging with own workforce and workers' representatives about impacts	86	
S1-3	Processes to remediate negative impacts and channels for own workforce to raise concerns	86	
S1-4	Taking action on material impacts on own workforce, and approaches to managing material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions	87	
S1-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	87	
S1-6	Characteristics of the undertaking's employees	87-88	
S1-7	Characteristics of non-employees in the undertaking's own workforce	-	Atria does not collect information on the characteristics of non-employees.
S1-8	Collective bargaining coverage and social dialogue	89	
S1-9	Diversity metrics	89	
S1-10	Adequate wages	89	
S1-11	Social protection	89	
S1-12	Persons with disabilities	-	Data collection is not allowed in all countries.
S1-13	Training and skills development metrics	89	
S1-14	Health and safety metrics	90	
S1-15	Work-life balance metrics	90	
S1-16	Remuneration metrics	90	
S1-17	Incidents, complaints and severe human rights impacts	90	
ESRS S4	Consumers and end-users		
ESRS 2, SBM-2	Interests and views of stakeholders	36	
ESRS 2, SBM-3	Material impacts, risks and opportunities and their interaction with the strategy and business model	44	
S4-1	Policies related to consumers and end-users	92	
S4-2	Processes for engaging with consumers and end-users about impacts	92	
S4-3	Processes to remediate negative impacts and channels for consumers and end-users to raise concerns	92	
S4-4	Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions	93	
S4-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	94	

CONTENTS

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT

CONSOLIDATED FINANCIAL STATEMENTS (IFRS)

PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)

SIGNATURES TO THE FINANCIAL STATEMENTS

AUDITOR'S REPORT

Governance information

Disclosure requirement		Page	Additional information
ESRS G1	Resource use and circular economy		
ESRS 2 GOV-1	Role of the administrative, management and supervisory bodies	30-32	
ESRS 2, IRO-1	Description of the processes to identify and assess material impacts, risks and opportunities	50	
G1-1	Business conduct policies and corporate culture	95-96	
G1-2	Supplier relations	97	
G1-3	Prevention and detection of corruption and bribery	97	
G1-4	Incidents of corruption or bribery	97	
G1-5	Political influence and lobbying activities	-	Not relevant. Atria is registered in the EU's Transparency Register, where the advocacy activities required by law are reported.
G1-6	Payment practices	-	Not relevant. Atria complies with the UTP directive in payment practices.

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT**

ENVIRONMENTAL INFORMATION

EU TAXONOMY

The European Union's Member States are working to address the challenges related to climate change and environmental pollution through the EU's Green Deal programme. One of the programme's objectives is to achieve carbon neutrality in the EU by 2050. The EU has developed a classification system for sustainable economic activities, entitled the EU taxonomy (EU 2020/852, 18 June 2020). The objective of the taxonomy is to have the financial markets to allocate capital to environmentally sustainable solutions.

The taxonomy defines the activities that fall within the scope of the classification system (= taxonomy-eligible activities), as well as the criteria for which of the activities that fall within the scope of the classification system are in accordance with the taxonomy, i.e. environmentally sustainable activities, and which are not.

The taxonomy is based on six environmental objectives:

- 1) climate change mitigation.
- 2) climate change adaptation.
- 3) sustainable use and protection of water and marine resources.
- 4) transition to a circular economy.
- 5) pollution prevention and control.
- 6) protection and restoration of biodiversity and ecosystems.

Business is environmentally sustainable if it contributes significantly to one or more taxonomy objectives and, at the same time, does not cause significant harm to other objectives. It is also required that business complies with the requirements of the minimum safeguards defined and meets the technical screening criteria established by the EU. The minimum safeguards cover four different areas: human rights, bribery, fair competition, and taxation. They seek to ensure that companies comply with internationally accepted business principles in their operations.

Atria respects and supports internationally recognised human rights principles and requires all its employees, suppliers and subcontractors to comply with these principles. In accordance with its Code of Conduct, Atria has zero tolerance for any kind of corruption or bribery. Atria complies with competition law and related practices. In taxation, Atria is committed to complying with both national and international tax regulations, reporting and paying taxes in an accurate and timely manner, and minimising tax-related risks.

The EU's technical assessment criteria for the different environmental objectives have been published in delegated regulations. The food industry's operations have not yet been included in the classification

system, and no specific evaluation criteria have therefore been published for them. In addition, Atria did not make any investments within the scope of the classification system in 2025. Atria will continue to evaluate and implement its operations in accordance with the taxonomy criteria in 2026.

ACTIVITIES RELATED TO NUCLEAR ENERGY AND FOSSIL FUELS**Nuclear energy–related activities**

- | | | |
|----|--|----|
| 1. | The company carries out or finances research, development, demonstration and deployment of innovative electricity generation facilities that produce energy through nuclear reactions, with the aim of minimising waste generated throughout the fuel cycle, or the company has exposures to such activities. | No |
| 2. | The company carries out or finances the construction and safe operation of new nuclear facilities for the production of electricity or process heat, including for district heating or industrial processes such as hydrogen production, as well as the enhancement of their safety, using best available technologies, or the company has exposures to such activities. | No |
| 3. | The company carries out or finances the safe operation of existing nuclear facilities producing electricity or process heat, including for district heating or industrial processes such as hydrogen production based on nuclear energy, as well as the enhancement of their safety, or the company has exposures to such activities | No |

Fossil gas–related activities

- | | | |
|----|---|----|
| 4. | The company carries out or finances the construction or operation of electricity generation facilities using fossil gaseous fuels, or the company has exposures to such activities. | No |
| 5. | The company carries out or finances the construction, refurbishment or operation of combined heat and power or combined cooling and power facilities using fossil gaseous fuels, or the company has exposures to such activities. | No |
| 6. | The company carries out or finances the construction, refurbishment or operation of facilities producing heat or cooling using fossil gaseous fuels, or the company has exposures to such activities | No |

CONTENTS

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT

CONSOLIDATED FINANCIAL STATEMENTS (IFRS)

PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)

SIGNATURES TO THE FINANCIAL STATEMENTS

AUDITOR'S REPORT

ACCOUNTING POLICIES FOR INDICATORS

Turnover

In the taxonomy tables, the same accounting principles in accordance with the International Financial Reporting Standards (IFRS) have been used in the calculation of turnover as in the consolidated financial statements. Further information can be found in Note 2 to the consolidated financial statements.

Capital expenditure (CapEx)

In the calculation of capital expenditure in the taxonomy tables, Atria has included increases in tangible fixed assets recognised on the balance sheet based on tangible and intangible assets for the financial year and lease agreements. Tangible assets include investments in buildings, machinery and equipment. A breakdown of investments is available in Note 12 and 14 to the consolidated financial statements. In 2025, Atria did not have taxonomy-eligible investments that would improve energy efficiency and utilise renewable energy.

Operating expenditure (OpEx)

The calculation of operating expenses presented in the taxonomy tables takes into account the labour costs and spare parts related to the repair, maintenance and servicing of buildings and machinery and equipment, as well as external services.

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT

CONSOLIDATED FINANCIAL STATEMENTS (IFRS)

PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)

SIGNATURES TO THE FINANCIAL STATEMENTS

AUDITOR'S REPORT

Luokitusjärjestelmän mukaisiin taloudellisiin toimintoihin liittyviin tuotteisiin ja palveluihin liittyvä osuus pääomamenoista - vuoden 2025 tiedot

Tilikausi	2025			Merkittävän edistämisen kriteerit						"Ei merkittävää haittaa" -kriteerit (DNSH: Does Not Significantly Harm)						Luokitusjärjestelmän mukaisien (A1) tai luokitusjärjestelmälämpöisten (A2) osuus pääomamenoista, vuosi 2024 (18)	Luokka mahdollistava toiminta (19)	Luokka siirtymätoiminta (20)	
	Koodi (a) (2)	Pääomamenot (3)	Osuus pääomamenoista (4)	Ilmastonmuutoksen hillintä (5)	Ilmastonmuutoksen sopeutuminen (6)	Vesi (7)	Ympäristön pilaantumisen (8)	Kiertotalous (9)	Biologinen monimuotoisuus (10)	Ilmastonmuutoksen hillintä (11)	Ilmastonmuutoksen sopeutuminen (12)	Vesi (13)	Ympäristön pilaantumisen (14)	Kiertotalous (15)	Biologinen monimuotoisuus (16)				Vähenemätön suojelu (17)
Taloudelliset toiminnot (1)		miljoona	%	K, E, E/ES (b) (c)	K, E, E/ES (b) (c)	K, E, E/ES (b) (c)	K, E, E/ES (b) (c)	K, E, E/ES (b) (c)	K, E, E/ES (b) (c)	K/E	K/E	K/E	K/E	K/E	K/E	K/E	%	M	T
A. Luokitusjärjestelmälämpöiset toiminnot																			
A.1 Ympäristön kannalta kestävät (luokitusjärjestelmän mukaiset) toiminnot																			
Ympäristön kannalta kestävien (luokitusjärjestelmän mukaisien) toimintojen pääomamenot (A.1)		0,0	0 %							K	K	K	K	K	K	K	0 %		
losta mahdollistavat toiminnot		0,0	0 %							K	K	K	K	K	K	K	0 %	M	
losta siirtymätoiminnot		0,0	0 %							K	K	K	K	K	K	K	0 %		T
A.2 Ei luokitusjärjestelmälämpöiset mutta ympäristön kannalta kestävät (muut kuin luokitusjärjestelmän mukaiset) toiminnot																			
				KEL: E/KEL (f)	KEL: E/KEL (f)	KEL: E/KEL (f)	KEL: E/KEL (f)	KEL: E/KEL (f)	KEL: E/KEL (f)										
7.1. Uusien rakennusten rakentaminen	CCM 7.1, CCA 7.1, CE 3.1	0,0	0 %	KEL	KEL	E/KEL	E/KEL	KEL	E/KEL								0 %		
7.3. Energiatieteiden asennus, huolto ja korjaus	CCM 7.3, CCA 7.3	0,0	0 %	KEL	KEL	E/KEL	E/KEL	E/KEL	E/KEL								0 %		
Luokitusjärjestelmälämpöisten mutta ei ympäristön kannalta kestävien (muiden kuin luokitusjärjestelmän mukaisien) toimintojen pääomamenot (A.2)		0,0	0 %	0 %	0 %	0 %	0 %	0 %	0 %								0 %		
A. Luokitusjärjestelmälämpöisten toimintojen pääomamenot (A.1+A.2)		0,0	0 %	0 %	0 %	0 %	0 %	0 %	0 %								0 %		
B. Ei-luokitusjärjestelmälämpöiset toiminnot																			
Ei-luokitusjärjestelmälämpöisten toimintojen pääomamenot		61,7	100 %																
Yhteensä		61,7	100 %																

	Osuus pääomamenoista/Pääomamenot yhteensä	
	Luokitusjärjestelmän mukaisista tavoitteen mukaan	Luokitusjärjestelmälämpöistä tavoitteen mukaan
Ilmastonmuutoksen hillintä	0 %	0 %
Ilmastonmuutokseen sopeutuminen	0 %	0 %
Vesivarat	0 %	0 %
Kiertotalous	0 %	0 %
Ympäristön pilaantumisen	0 %	0 %
Biologinen monimuotoisuus	0 %	0 %

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT

CONSOLIDATED FINANCIAL STATEMENTS (IFRS)

PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)

SIGNATURES TO THE FINANCIAL STATEMENTS

AUDITOR'S REPORT

Luokitusjärjestelmän mukaisiin taloudellisiin toimintoihin liittyviin tuotteisiin ja palveluihin liittyvä osuus käyttömenoista - vuoden 2025 tiedot

Tilikausi	2025			Merkittävän edistämisen kriteerit						"Ei merkittävää haittaa" -kriteerit (DNSH: Does Not Significantly Harm)						Luokitusjärjestelmän mukaisen (A1) tai luokitusjärjestelmälämpöisten (A2) osuus käyttömenoista, vuosi 2024 (18)	Luokka mahdollistava toiminta (19)	Luokka siirtymätoiminta (20)	
	Koodi (a) (2)	Käyttömenot (3)	Osuus käyttömenoista (4)	Ilmastonmuutoksen hillintä (5)	Ilmastonmuutoksen sopeutuminen (6)	Vesi (7)	Ympäristön pilaantuminen (8)	Kierros (9)	Biologinen monimuotoisuus (10)	Ilmastonmuutoksen hillintä (11)	Ilmastonmuutoksen sopeutuminen (12)	Vesi (13)	Ympäristön pilaantuminen (14)	Kiertotalous (15)	Biologinen monimuotoisuus (16)				Väestön hyvinvointi (17)
Taloudelliset toiminnot (1)		mEuro	%	K; E; E/ES (b) (c)	K; E; E/ES (b) (c)	K; E; E/ES (b) (c)	K; E; E/ES (b) (c)	K; E; E/ES (b) (c)	K; E; E/ES (b) (c)	K/E	K/E	K/E	K/E	K/E	K/E	K/E	%	M	T
A. Luokitusjärjestelmälämpöiset toiminnot																			
A.1 Ympäristön kannalta kestävät (luokitusjärjestelmän mukaiset) toiminnot																			
Ympäristön kannalta kestävien (luokitusjärjestelmän mukaisen) toimintojen käyttömenot (A.1)		0,0	0 %							K	K	K	K	K	K	K	0 %		
Josta mahdollistavat toiminnot		0	0 %							K	K	K	K	K	K	K	0 %	M	
Josta siirtymätoiminnot		0	0 %							K	K	K	K	K	K	K	0 %		T
A.2 Luokitusjärjestelmälämpöiset muttei ympäristön kannalta kestävät (muut kuin luokitusjärjestelmän mukaiset) toiminnot																			
Luokitusjärjestelmälämpöisten mutta ei ympäristön kannalta kestävien (muiden kuin luokitusjärjestelmän mukaisen) toimintojen käyttömenot (A.2)		0	0 %	0 %	0 %	0 %	0 %	0 %	0 %								0 %		
A. Luokitusjärjestelmälämpöisten toimintojen käyttömenot (A.1+A.2)		0,0	0 %	0 %	0 %	0 %	0 %	0 %	0 %								0 %		
B. Ei-luokitusjärjestelmälämpöiset toiminnot																			
Ei luokitusjärjestelmälämpöisten toimintojen käyttömenot		35,5	100 %																
Yhteensä		35,5	100 %																

	Osuus käyttömenoista/Käyttömenot yhteensä
Luokitusjärjestelmän mukaista tavoitteen mukaan	Luokitusjärjestelmälämpöistä tavoitteen mukaan
Ilmastonmuutoksen hillintä	
Ilmastonmuutokseen sopeutuminen	
Vesivarat	
Kiertotalous	
Ympäristön pilaantuminen	
#NIMI?	

BOARD OF DIRECTORS' REPORT

- Overview of 2025
- Key figures
- Financing and liquidity
- Strategy, goals and value chain
- Stakeholders' interests and views
- Research and development
- Events after the period under review
- Risks and risk management
- Governance and operations

- Related-party loans
- Personnel average, FTE
- Incentive programmes for management and key personnel
- Outlook for 2026
- Flagging notifications
- Atria Plc's share capital
- Valid authorisations
- Distributable funds and the Board of Directors' proposal for profit distribution
- Information about the shares and shareholders

- Key figures
- Calculation formulas for key financial figures
- Items affecting comparability of result

SUSTAINABILITY STATEMENT

CONSOLIDATED FINANCIAL STATEMENTS (IFRS)

PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)

SIGNATURES TO THE FINANCIAL STATEMENTS

AUDITOR'S REPORT

Luokitusjärjestelmän mukaisiin taloudellisiin toimintoihin liittyviin tuotteisiin ja palveluihin liittyvä osuus liikevaihdosta - vuoden 2025 tiedot																			
Tilikausi	2025			Merkittävän edistämisen kriteerit						"Ei merkittävää haittaa" -kriteerit (DNSH: Does Not Significantly Harm)						Luokitusjärjestelmän mukaisista (A1) tai luokitusjärjestelmäkelpoisten (A2) osuus liikevaihdosta, vuosi 2024 (18)	Luokka mahdollista toiminta (19)	Luokka siirtymätoiminta (20)	
	Koodi (a) (2)	Liikevaihto (3)	Osuus liikevaihdosta (4)	Ilmastonmuutoksen hillintä (5)	Ilmastonmuutokseen sopeutuminen (6)	Vesi (7)	Ympäristön pilaantuminen (8)	Kiertotalous (9)	Biologinen monimuotoisuus (10)	Ilmastonmuutoksen hillintä (11)	Ilmastonmuutokseen sopeutuminen (12)	Vesi (13)	Ympäristön pilaantuminen (14)	Kiertotalous (15)	Biologinen monimuotoisuus (16)				Vahvistuksen suodattimet (17)
Taloudelliset toiminnot (1)		mEuro	%	K; E; E/ES (b) (c)	K; E; E/ES (b) (c)	K; E; E/ES (b) (c)	K; E; E/ES (b) (c)	K; E; E/ES (b) (c)	K; E; E/ES (b) (c)	K; E	K; E	K; E	K; E	K; E	K; E	K; E	%	M	T
A. Luokitusjärjestelmäkelpoiset toiminnot																			
A.1 Ympäristön kannalta kestävät (luokitusjärjestelmän mukaiset) toiminnot																			
Ympäristön kannalta kestävien (luokitusjärjestelmän mukaisten) toimintojen liikevaihto (A.1)		0,0	0 %							K	K	K	K	K	K	K	0 %		
Josta mahdollistavat toiminnot		0	0 %							K	K	K	K	K	K	K	0 %	M	
Josta siirtymätoiminnot		0	0 %							K	K	K	K	K	K	K	0 %		T
A.2 Luokitusjärjestelmäkelpoiset mutta ympäristön kannalta kestävät (muut kuin luokitusjärjestelmän mukaiset) toiminnot																			
				KEL; E/KEL (f)	KEL; E/KEL (f)	KEL; E/KEL (f)	KEL; E/KEL (f)	KEL; E/KEL (f)	KEL; E/KEL (f)										
Luokitusjärjestelmäkelpoisten mutta ei ympäristön kannalta kestävien (muiden kuin luokitusjärjestelmän mukaisten) toimintojen liikevaihto (A.2)		0	0 %	0 %	0 %	0 %	0 %	0 %	0 %								0 %		
A. Luokitusjärjestelmäkelpoisten toimintojen liikevaihto (A.1+A.2)		0,0	0 %	0 %	0 %	0 %	0 %	0 %	0 %								0 %		
B. Ei-luokitusjärjestelmäkelpoiset toiminnot																			
Ei luokitusjärjestelmäkelpoisten toimintojen liikevaihto		1813,7	100 %																
Yhteensä		1813,7	100 %																

	Osuus liikevaihdosta/Liikevaihto yhteensä	
	Luokitusjärjestelmän mukaista tavoitteen mukaan	Luokitusjärjestelmäkelpoista tavoitteen mukaan
Ilmastonmuutoksen hillintä		
Ilmastonmuutokseen sopeutuminen		
Vesivarat		
Kiertotalous		
Ympäristön pilaantuminen		
Biologinen monimuotoisuus		

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT**

ENVIRONMENTAL INFORMATION - ESRs E1

CLIMATE CHANGE

TRANSITION PLAN

Atria is committed to reducing its greenhouse gas emissions in line with the Paris Agreement's 1.5°C targets and to developing its business resilience to the impacts of climate change. The target level of Atria's emission reductions is based on climate science and approved by SBTi (the Science Based Target initiative). Atria's medium-term SBTi target has been set and approved in 2022, extending to 2030. In connection with target setting, the emissions of the Atria Group companies were mapped in all emission classes (Scope 1, 2, 3). The survey was carried out with data from 2020, which is also a base year for the targets. Based on the results of the mapping, the most significant emission sources which the measures of the transition program target have been identified. The majority of Scope 1 and Scope 2 emissions is generated in Atria Finland's operations. The major source of emissions in the value chain (Scope 3) is the production of meat used as a raw material. The current target has been set according to an industry-independent 1.5°C scenario. Atria will update the target setting according to the SBTi sector-specific guidelines (Forest, Land, and Agriculture, FLAG) and then align the company's long-term net zero targets more precisely.

Atria's business strategy and transition plan have been assessed in three different climate scenarios in accordance with the TCFD recommendations. A more detailed process for identifying and assessing climate-related impacts, risks and opportunities is described in section *Material sustainability impacts, risks and opportunities*. The results show that Atria is prepared for both a major transition and possible adaptation challenges. The company is able to reduce its emissions as required by the 1.5 °C pathway and ensure profitable operations while managing the identified risks and seizing new opportunities, strengthening the company's long-term value-creating capacity. The key physical risks and transition risks identified in the scenario analysis primarily affect Atria's value chain. Medium- and long-term physical risks include the direct impacts of climate change on agriculture. They can change production conditions and thus affect the availability and price of raw materials. Transition risks related to climate change mitigation and adaptation may weaken the company's competitiveness in the medium and long term if the costs related to emission-reducing technologies and adaptation measures cannot be covered by sales revenue or other revenues. Thus, economic factors may cause greenhouse gas emissions to be locked in the value chain, in particular. Atria's emission profile is particularly affected by methane emissions from cattle metabolism and greenhouse gas emissions from organic soils, the reduction possibilities of which are limited with current production technologies. For this reason, some of the emissions can be considered structurally locked-in, and their reduction requires long-term development work throughout the value chain. So far, Atria has not identified any significant greenhouse gas lock-in related to physical assets or investments, which could jeopardise the achievement of Atria's emission reduction targets.

Promoting energy efficiency and increasing the share of emission-free energy sources are key measures in reducing emissions from own operations. Energy-related medium- and long-term transition

risks are managed through energy planning. Energy planning aims at achieving emission targets and managing energy price risks. The physical risks of the value chain have been prepared for by developing the flexibility of supply chains and the versatility of supply sources. The most significant emission reduction targets in the value chain primarily concern Atria's direct contract-based primary production. The main means of reducing emissions from primary production are the development of productivity, cultivation methods, manure processing and feed solutions. In addition, Atria builds the capability to identify emission sources in its primary production chain and verifies the effectiveness of climate action at the farm level.

The Board of Directors approved the transition plan during the 2025 financial year. Climate-related risks and their impact on business are reported to Atria's Board of Directors. Atria Group's Board of Directors monitors the implementation of the transition plan annually. The members of Atria Group Management Team, in their areas of responsibility, are responsible for assessing and managing climate risks and making strategic decisions based on these risks. The measures in accordance with the transition plan are included in Atria's Group strategy. During the reporting year, Atria has promoted the objectives in accordance with the transition plan.

Atria did not have any economic activities or investments falling within the scope of the delegated regulations on climate change adaptation or mitigation adopted under the taxonomy regulation during the reporting year. Atria's economic activities are not excluded from the EU's Paris Agreement benchmarks.

POLICIES

Atria's environmental policy defines a number of measures for combating climate change and adapting to it. In terms of combating climate change, Atria is committed to reducing its greenhouse gas emissions in accordance with the 1.5°C targets of the Paris Agreement. The company has set SBTi targets based on climate science for emissions from both its own operations (Scope 1 and 2) and the value chain (Scope 3). Promoting energy efficiency and increasing the share of emission-free energy sources are key measures in reducing emissions from own operations. The reduction of emissions in the value chain focuses on the primary production chain, where production efficiency, cultivation methods and animal feed solutions are developed. In terms of adaptation to climate change, key means of promoting climate-friendly and environmentally friendly technology and best practices in own operations as well as in the value chain are multidisciplinary networking and cooperation with operators, experts and scientists in the field. Emissions calculation and reporting are based on the GHG protocol framework. In addition to the climate commitment, the company is committed to continuous improvement of environmental and energy efficiency in its environmental policy and to protecting the environment from pollution.

Environmental policy is one of Atria's corporate policies. It applies to all Atria subsidiaries and is available in its entirety on the company's website. The governance of Group policies is described in

BOARD OF DIRECTORS' REPORT

Overview of 2025
Key figures
Financing and liquidity
Strategy, goals and value chain
Stakeholders' interests and views
Research and development
Events after the period under review
Risks and risk management
Governance and operations
Related-party loans
Personnel average, FTE
Incentive programmes for management and key personnel
Outlook for 2026
Flagging notifications
Atria Plc's share capital
Valid authorisations
Distributable funds and the Board of Directors' proposal for profit distribution
Information about the shares and shareholders
Key figures
Calculation formulas for key financial figures
Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT**

section G1 Business conduct. Atria's environmental policy has implications for both internal and external stakeholders. Internal stakeholders include employees and functions responsible for achieving environmental objectives and implementing policies. External stakeholders include 1) value chain partners involved in joint development activities, 2) authorities that set minimum standards for operations, as well as 3) consumers and customers whose views are heard on environmental responsibility and the setting of targets. The maintenance of environmental management and performance is guided by the requirements of certified quality, environmental management and energy management systems of production facilities, as well as the management principles defined in the environmental policy. Performance is systematically monitored at all levels of the organisation.

In Atria's value chain, suppliers are required to commit to Atria Supplier Code of Conduct or their own similar principles, which set minimum requirements for the environmental sustainability of supply chain operators. The operating principles require the suppliers to comply with the UN Global Compact's environmental sustainability principles, among other things.

TARGETS

Atria's targets for reducing greenhouse gas emissions are in line with the Paris Agreement's 1.5°C targets and serve as a roadmap towards a carbon-neutral food chain. In the targets approved by SBTi, Atria commits to reducing greenhouse gas emissions in its own operations (Scope 1 and 2) by 42 per cent by 2030 from the 2020 levels. This means reducing emissions in absolute tonnage by 35,000 tCO₂e from the base year's 83,500 tCO₂e level. The Scope 2 objective is based on a market-based calculation. The reduction target for the value chain's (Scope 3) emissions is 20 per cent per tonne of processed meat by 2030. This means a total reduction of emissions in absolute tonnage of about 380,000 tCO₂e. The SBTi targets are based on the Group's greenhouse gas inventory and are thus in line with the scope of the company's greenhouse gas inventory and environmental policy. Progress in achieving these targets is regularly monitored and reported to the company's senior management and Board of Directors.

ACTIONS AND RESOURCES**Own operations**

In reducing the emissions of Atria's own industrial operations, the key is a controlled transition towards the use of emission-free and renewable forms of energy, as well as the promotion of energy efficiency. Potential measures for each production facility to meet the emission targets have been mapped. The actions concern fuels and energy sources used for heat production at production facilities, as well as the introduction of new technology. Actions that require investments depend on the availability of resources in relation to the company's investment capacity and the continuity of access to financing at a reasonable cost of capital.

Actions in 2025

- Atria has decided to invest EUR 82.4 million in the modernisation of convenience food production and emission-free energy solutions in Nurmo. The project includes the renovation of an existing production plant and the replacement of structural and other machinery and equipment with more energy-efficient machinery and equipment. The renovation will reduce energy use by 50,000 MWh and CO₂ emissions by 20,500 tonnes at annual level. This project will receive EUR 24.7 million in clean transition investment support from Business Finland.
- Construction work for the electric boiler investment at Atria Finland's Nurmo plant were began as planned during 2025 by a collaboration partner. The total cost of the project is approximately EUR 7 million, and Atria rents electric boilers from a partner. The annual emission reduction effect of the investment in an electric boiler is estimated to be 12,000 tCO₂e (electrification).
- The largest factory units have certified energy management systems that systematically manage energy use and continuous improvement of energy efficiency. In 2025, energy-efficiency measures were implemented across all of Atria's business areas, such as LED lighting upgrades.
- A-Rehu has made an agreement to purchase solar electricity from a nearby solar power plant starting in 2026. The contract has an annual emission reduction effect of approximately 1,150 tCO₂e.

Future action plan

Energy guarantees of origin

- Obtaining guarantees of origin for electricity enables the management of market-based emissions (Scope 2) related to purchased energy. Guarantees of origin can also be obtained for purchased district heating. The costs related to guarantees of origin are small in the total energy costs and are recognised as an annual expense in the company's income statement.

BOARD OF DIRECTORS' REPORT

- Overview of 2025
- Key figures
- Financing and liquidity
- Strategy, goals and value chain
- Stakeholders' interests and views
- Research and development
- Events after the period under review
- Risks and risk management
- Governance and operations
- Related-party loans
- Personnel average, FTE
- Incentive programmes for management and key personnel
- Outlook for 2026
- Flagging notifications
- Atria Plc's share capital
- Valid authorisations
- Distributable funds and the Board of Directors' proposal for profit distribution
- Information about the shares and shareholders
- Key figures

- Calculation formulas for key financial figures
- Items affecting comparability of result

SUSTAINABILITY STATEMENT

CONSOLIDATED FINANCIAL STATEMENTS (IFRS)

PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)

SIGNATURES TO THE FINANCIAL STATEMENTS

AUDITOR'S REPORT

Electrification

- The investment in an electric boiler at the Nurmo plant makes it possible to replace fossil fuels with electricity, which reduces emissions by an estimated 12,000 tCO₂e. The investment is made by a partner from whom Atria leases electric boilers. The related costs are recognised in the income statement in accordance with IFRS 16.
- An investment of EUR 82.4 million in the Nurmo food factory will reduce emissions by an estimated 20,500 tCO₂e per year from 2028 onwards.
- The emission reductions of the future actions being implemented are based on replacing fossil fuel by the electrification of heat production and by committing to the acquisition of emission-free energy, including renewable energy.

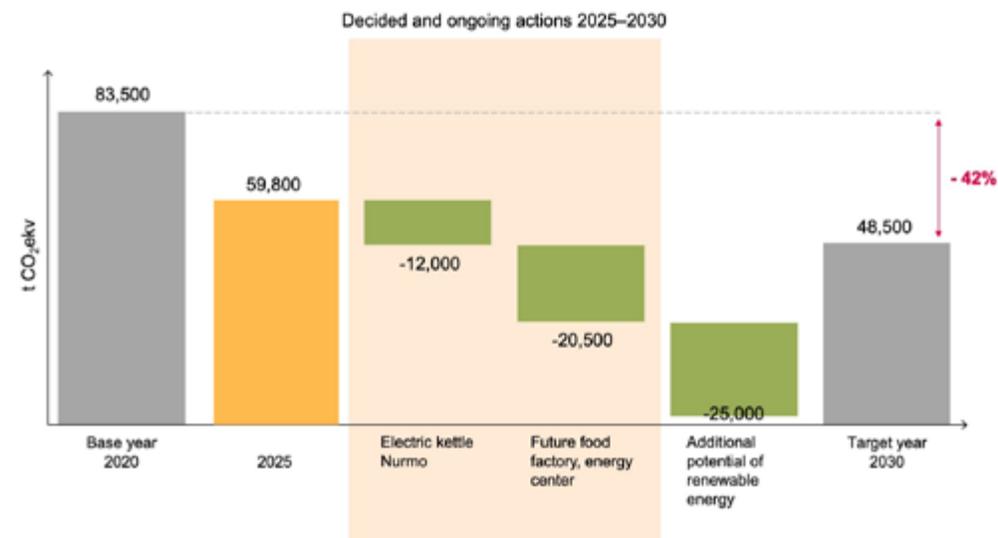
Use of renewable energy

- Atria is considering options to increase the use of renewable energy in its own operations. The aim is to move towards cost-effective solutions that enable emissions to be reduced, especially in the context of replacement investments. Such emission-reduction potential has been estimated at 25,000 tCO₂e in the Group's business areas. The investment needs related to the actions have not been included in the transition plan, as more detailed technical plans have not yet been drawn up.
- Atria continuously evaluates the cost-effectiveness and emission reduction potential of different options to implement the transition to renewable energy as effectively and as economically sustainably as possible.

Energy efficiency

- Energy efficiency actions, such as process development and heat recovery, reduce overall energy consumption and improve resource efficiency.
- The investment in the future food factory is a comprehensive modernisation of production, which also takes into account the plant's energy systems. The investment will significantly improve the efficiency of production processes and energy use.
- Within the framework of certified energy management systems, Atria systematically carries out energy audits and continues to continuously improve energy efficiency in line with the Energy Efficiency Directive (EU 2023/1791) in all its business areas.
- In addition, the old refrigeration systems still in use in Estonia will be replaced by modern, emission-free and more energy-efficient solutions when they reach the end of their technical service life by 2029. This measure is estimated to bring about annual emission reductions of around 1,800 tCO₂e.

Actions under the transition plan, Scope 1 and 2



BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT****Value chain**

The measures in the value chain initially target Atria Finland's contract-based primary production. It is the most significant source of emissions in the entire Atria Group. The measures in the value chain have been identified in cooperation with contract producers.

Atria's ongoing activities in Finland (development of productivity, reducing the use of soy, storage and treatment of manure, increasing the share of renewable energy) are estimated to provide emission reductions of a total of 170,000 tCO₂e by 2030.

The demonstration of positive development with the reported key figures takes place with a delay, because the verification of the effectiveness of the measures taken requires the use of comprehensive primary data in the emissions calculation. Therefore, the reduction of emissions in the value chain does not appear to be a linear development. The emission reduction measures carried out in own primary production chain will start to show in full in the total emissions only when the coverage of the calculation can also be increased in beef and pork production to more than 50 per cent of the contract production facilities.

Actions in 2025

- There was considerable progress in the systematic measurement of the carbon footprint of cattle farms in the reporting year. The measurement is carried out with the Carbo® environmental calculator developed jointly by Valio and the Natural Resources Institute Finland Luke. From the beginning of 2024, the use of the Carbo® environmental calculator has been possible at Atria's contract production farms. With this calculator, Atria's more than 1,200 contract farms specialising in beef production can calculate their environmental impacts and explore the most efficient ways to reduce them.
- Carbon footprint calculators for chicken and pork production have been developed in cooperation with Envitecopolis Oy. Contract production farms can calculate their climate impacts with the EnvitecVision environmental calculator and identify the most effective measures to reduce them. The calculators are used to verify the effectiveness of the measures carried out according to the plans. In 2025, chicken farms carried out the second calculation covering the entire value chain, and calculation for pork production expanded considerably. The carbon footprint of chicken production has decreased by 8.2 per cent and that of traceable pork farms by 8.3 per cent compared with 2020.
- Soybeans used as feed material are the most significant single source of emissions in pork and chicken production. Feed development aimed at reducing the use of soy continued in Finland. The share of soy in chicken feed in 2025 was 11.5 per cent and in pig feed 1.6 per cent.

Measures being implemented

Productivity development

- The goal of the pig chain is an annual productivity growth of about 3 per cent. Atria's smart pig farm project promotes the development of productivity. The impact of productivity development on pork emissions is estimated to be a 1 per cent reduction per year. The measure is estimated to continue at least until 2030.
- It is possible to increase the productivity of the beef chain by increasing beef cross-breeds, steering the sex distribution and the general development of the productivity of beef breeds, as well as better utilisation of the carcass weight potential. The impact of these measures on the carbon footprint of beef is estimated to be an eight per cent reduction in ten years. The measure is estimated to continue at least until 2030.
- Chicken production efficiency is already very high. The emission reduction potential of the carbon footprint by intensifying the production of chickens is estimated at 2 per cent in ten years.
- There are no direct cost impacts associated with the development of productivity. The positive financial effects associated with the development of productivity affects the producers in the value chain.

Renewable energy

- The farms will continue to invest in renewable energy (especially solar panels) and replace the remaining oil boilers with low-emission technologies. In addition, the share of renewable fuels in fuels used in road transport will increase, for example, with the distribution obligation and the emissions trading system 2. The importance of energy in the carbon footprint of meat production is <10 per cent, and these measures are estimated to reduce the carbon footprint of production lines by 2 per cent by 2030. The economic impacts are estimated to be neutral in the value chain, and they do not directly affect Atria.

BOARD OF DIRECTORS' REPORT

- Overview of 2025
- Key figures
- Financing and liquidity
- Strategy, goals and value chain
- Stakeholders' interests and views
- Research and development
- Events after the period under review
- Risks and risk management
- Governance and operations
- Related-party loans
- Personnel average, FTE
- Incentive programmes for management and key personnel
- Outlook for 2026
- Flagging notifications
- Atria Plc's share capital
- Valid authorisations
- Distributable funds and the Board of Directors' proposal for profit distribution
- Information about the shares and shareholders

- Key figures
- Calculation formulas for key financial figures
- Items affecting comparability of result

SUSTAINABILITY STATEMENT

CONSOLIDATED FINANCIAL STATEMENTS (IFRS)

PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)

SIGNATURES TO THE FINANCIAL STATEMENTS

AUDITOR'S REPORT

Reduction in soy use

- In chicken production, it has been estimated that the use of soy can be reduced by 30 per cent without having to resort to a significant amount of foreign feed raw materials. By refining domestic protein sources and improving the feed efficiency, the need for soy in animal feed can be further reduced. The impact of these measures on the carbon footprint of chicken is estimated at -5 per cent in ten years.
- In pork production, the goal is to halve the use of soy from the current share of 2 per cent to 1 per cent. The impact of halving on the carbon footprint of pork is about -5 per cent in ten years.
- Soy is not used in the Atria beef value chain.
- The economic impact of soy use has been assessed by the difference in the price of alternative protein sources.

Manure storage and treatment

- The emission reduction impact of manure processing from Atria's primary production chain to existing and under construction biogas plants is estimated to be 30,000 tCO₂e by 2030. The economic impact is neutral, as it does not require new investments from Atria or the value chain, except in the case of on-farm biogas plants, whose implementation is assessed economically within the value chain as an independent process.

Future action plan

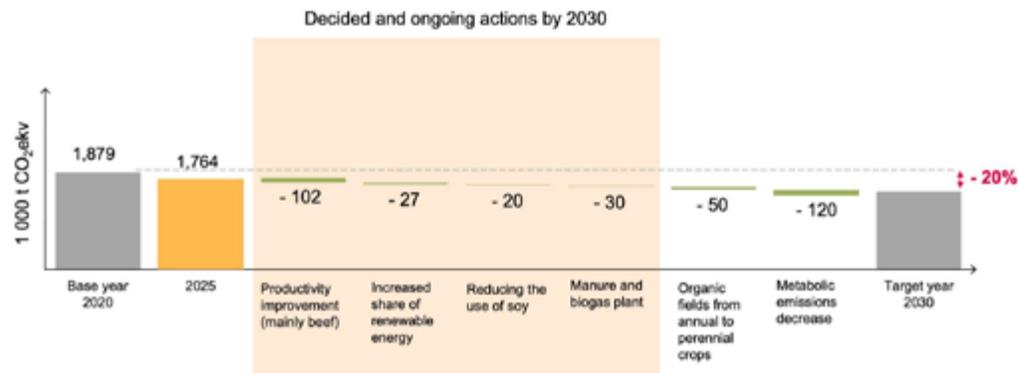
Reducing emissions from cattle metabolism

- According to studies, it is possible to reduce methane emissions from cattle metabolism through various feeding and feed solutions, grazing planning, breeding and development of animal genetic resources. Together with its cooperation network, Atria has launched the preparation of a research project aimed at verifying the effectiveness of the feed solution presented in international studies to reduce metabolic emissions in Finnish conditions.
- If the feed solution under research succeeds in demonstrating a reduction in methane emissions also in Finnish conditions, the economic impact of the actual measure will be neutral.

Replacement of annual crops of peat fields with perennials

- According to the national greenhouse gas inventory, transferring peatland from annual to perennial crops reduces emissions by 10 tCO₂e/ha.
- Based on Atria's soil and land-use study (authored by Luke), it is estimated that replacing annual crops with perennials would be feasible on 5,000 hectares of peatland in the Atria chain by 2030.

Measures under the transition plan, Scope 3



BOARD OF DIRECTORS' REPORT

- Overview of 2025
- Key figures
- Financing and liquidity
- Strategy, goals and value chain
- Stakeholders' interests and views
- Research and development
- Events after the period under review
- Risks and risk management
- Governance and operations
- Related-party loans
- Personnel average, FTE
- Incentive programmes for management and key personnel
- Outlook for 2026
- Flagging notifications
- Atria Plc's share capital
- Valid authorisations
- Distributable funds and the Board of Directors' proposal for profit distribution
- Information about the shares and shareholders
- Key figures
- Calculation formulas for key financial figures
- Items affecting comparability of result

SUSTAINABILITY STATEMENT

CONSOLIDATED FINANCIAL STATEMENTS (IFRS)

PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)

SIGNATURES TO THE FINANCIAL STATEMENTS

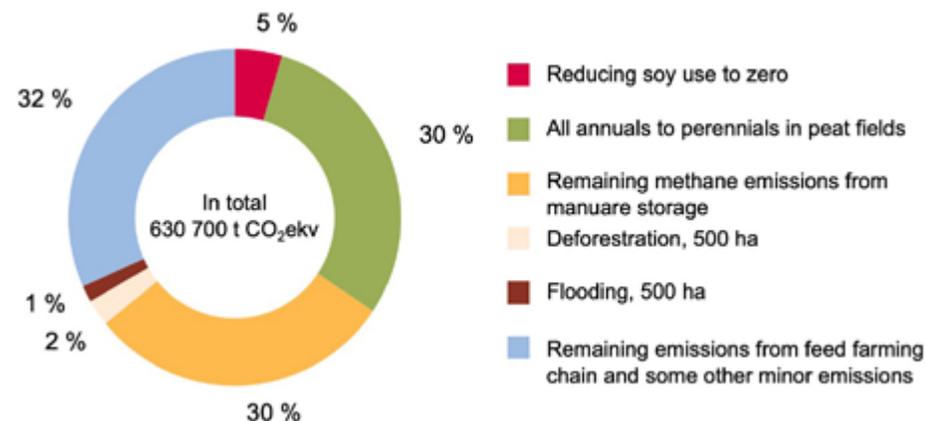
AUDITOR'S REPORT

Additional emission reduction measures

Atria Finland's primary production chain has identified and estimated the total emission reduction potential of the following measures, which totals approximately 630,700 tCO₂e per year. The most significant potential for further emission reductions is in the exchange of annual crops for perennials on peatlands, in the processing of manure in biogas plants and in improving the efficiency of fodder plant cultivation. In addition, emission reductions can be achieved, for example, by further reducing the use of feed soy, by extensive use of carbon farming methods and by restoring and rewetting peatlands. The attached diagram shows the relationship between the different measures. Actions require farm-level investments and/or operational development, and partly also additional scientific research to confirm and verify emission reductions using farm calculators.

- **Replacement of annual crops of peat fields with perennials.** Theoretical potential based on the soil and land-use survey: 180,000 tCO₂e.
- **Methane emissions from manure storage.** Methane is formed during the storage of manure, especially slurry. Methane emissions can be reduced by about 90 per cent if the manure is processed as fresh as possible in the biogas plant.
- **Soy-free chicken and pork production.** Replacing soy completely with other protein sources in animal feed can reduce the carbon footprint of chicken by 10 per cent and the carbon footprint of pork by 5 per cent.
- **Restoration and rewetting of peat fields.** The assessment of the emission reduction potential is based on recent research publications and seminar materials with the help of a comparative 500-hectare example.
- **Improving the efficiency of fodder plant cultivation** by, among other things, raising yield levels, increasing carbon farming measures, improving the efficiency of nutrient use and the use of organic fertilisers. However, cultivation engineering measures will take time to become more common, so more significant impacts are not expected until after 2030.

Potential of identified additional emission reduction measures



BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT****ENERGY CONSUMPTION AND ENERGY MIX**

Atria Group, MWh	2025	2024
Fuels		
Oil	17,899	26,044
Fossil gases	16,489	14,325
Biofuels	50,294	53,659
Purchases energy, electricity, heat, steam		
Fossil sources	120,961	125,725
Nuclear power	174,746	183,000
Renewables, including biomass	87,641	76,377

Atria Group, MWh	2025	2024
Total energy consumption		
Total fossil energy consumption	155,349	169,094
Total consumption of nuclear energy	174,746	183,000
Total renewable energy consumption	137,935	130,037
Total energy consumption	468,030	482,130
Percentage of energy sources (%)		
Share of fossil energy sources in total energy consumption	33%	35%
Share of total energy consumption accounted for by nuclear power sources	37%	38%
Share of renewable energy sources in total energy consumption	30%	27%
Energy efficiency		
Energy intensity based on net sales* (MWh / EUR million)	258	275
Energy intensity based on production volume (MWh/t)	0.66	0.72

ENERGY CONSUMPTION BY BUSINESS AREA

	Atria Finland		Atria Sweden		Atria Denmark		Atria Estonia		Atria Group total	
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
Total energy consumption, MWh										
Total fossil energy consumption	120,443	132,293	7,703	9,930	12,867	12,929	14,335	14,941	155,349	159,094
Total consumption of nuclear energy	146,000	146,000	28,746	37,000	-	-	-	0	174,746	183,000
Total renewable energy consumption	70,899	71,399	58,012	46,216	-	-	9,025	12,422	137,935	130,037
Total energy consumption	337,342	349,692	94,461	93,146	12,867	11,929	23,360	27,362	468,030	482,130

* Net sales, Note 2 to the financial statements

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT****GREENHOUSE GAS EMISSIONS IN THE ATRIA GROUP**

t CO ₂ e	Retrospective			Change from base year (%)	Milestones and target years		Annual % target / base year
	2020 [†]	2024 ^{**}	2025		2025	2030	
Scope 1							
Direct greenhouse gas emissions (Scope 1)	10,283	9,630	9,892 ^{**}	-3.8%			
Percentage of Scope 1 GHG emissions covered by regulated emission trading systems (%)	0	0	0				
Scope 2							
Location-based indirect GHG emissions (Scope 2)	-	52,053	48,585				
Market-based indirect GHG emissions (Scope 2)	73,299	58,006	49,888	-31.9%			
Total Scope 1 and 2 market-based greenhouse gas emissions	83,582	67,636	59,779	-28.5%	66,030	48,478	-4.2%
Significant GHG emissions from the value chain (Scope 3)							
Indirect (Scope 3) total gross GHG emissions ^{***}	2,346,810	2,038,797	2,027,500				
1 Purchased goods and services							
Meat raw material	1,878,868	1,841,672	1,763,990	-2.0%			
Other edible raw materials	73,076	72,532	74,973				
Packaging materials	35,751	34,234	37,583				
Purchased services	-	-	29,515 ^{**}				
Raw materials for feed production sold outside the chain	-	-	61,924 ^{**}				
2 Capital goods	-	-	13,820 ^{**}				
3 Fuel and energy-related activities (not included in Scope 1 or Scope 2 emissions)	-	9,809	8,778				
4 Upstream transportation and distribution	-	5,256	7,651				
15 Investments (shareholding and joint ventures)	-	30,462	29,267				
Estimated Scope 3 emissions for categories 2–15 ^{***}	359,115	44,832	**				
Total location-based GHG emissions		2,100,479	2,085,978				
Total market-based GHG emissions ^{***}	2,430,392	2,106,433	2,087,280				
Greenhouse gas emissions per tonne of processed meat (tCO₂e/t)	7.6	7.7	7.2	- 5%	6.0	-2%	

[†]Figures for base year 2020 are not certified by the sustainability reporting verifier.

^{**} More information on changes on the emissions included in and disaggregated within the emissions inventory can be found in the section "Accounting policies for indicators".

^{***}The other Scope 3 categories for the base year 2020 are reported together as they are a top-level estimate of the emissions mapping phase. The estimate includes services from category 1 and categories 2–15. Broken down, they are not comparable with the corresponding categories reported for 2024 onwards and based on a more detailed calculation. The change in Scope 3 emissions and total GHG emissions between base year 2020 and reporting year 2025 does not reflect a real GHG emission reduction.

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT****GREENHOUSE GAS EMISSIONS IN THE ATRIA GROUP**

GHG intensity in relation to *net sales		
tCO₂e / EUR million	2025	2024
GHG intensity based on net sales, Scope 1, 2 and 3 (location-based)	1,150	1,197
GHG Intensity based on net sales, Scope 1, 2 and 3 (market-based)	1,151	1,200
Biogenic CO₂ emissions		
t CO₂	2025	2024
Biogenic CO ₂ emissions	35,706	37,860

GREENHOUSE GAS EMISSIONS BY BUSINESS AREA

tCO₂e	Atria Finland		Atria Sweden		Atria Denmark		Atria Estonia		Atria Group total	
	2025	2024*	2025	2024*	2025	2024	2025	2024	2025	2024
Direct greenhouse gas emissions (Scope 1)	4,598	5,052	1,942	2,434	1,203	1,062	2,149	1,182	9,892	9,630
Location-based indirect GHG emissions (Scope 2)	41,720	47,923	373	617	522	752	5,971	2,760	48,585	52,053
Market-based indirect GHG emissions (Scope 2)	40,591	46,589	41	18	2,896	4,157	6,360	7,242	49,888	58,006
Total GHG emissions of the value chain (Scope 3)	1,498,522	1,480,155	374,399	401,295	58,408	56,923	96,171	100,425	2,027,500	2,038,797
Total location-based greenhouse gas emissions	1,544,840	1,533,130	376,713	404,346	60,133	58,636	104,291	104,367	2,085,977	2,100,479
Total market-based greenhouse gas emissions	1,543,710	1,531,796	376,382	403,746	62,507	62,041	104,681	108,849	2,087,280	2,106,433
Biogenic CO₂ emissions	14,158	15,121	18,125	17,924	-	-	3,423	4,815	35,706	37,860

* net sales, Note 2 to the financial statements

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT****ACCOUNTING POLICIES FOR INDICATORS****Energy consumption**

Energy consumption data, as well as basic and volume data on products and raw materials, are collected from the companies' accounts. If necessary, the information has been supplemented with detailed information collected from actors in the supply chain.

Energy consumption includes Atria Group's production facilities and premises. Energy consumption is expressed as the end use of energy, in which case the efficiency factors of electricity and heat are not taken into account. In the end use of energy, the fuel consumed in the factories, self-generated solar power and the amount of purchased electricity and purchased heat are added together, and the sold heat is deducted from this in megawatt hours (MWh). New production facilities are considered in the calculation from the moment they start production. Statistics Finland's coefficients are used to calculate the energy contained in different fuels. Untraceable electrical energy is reported to fossil energy sources in accordance with the prudence principle.

The energy intensity based on the production volume takes into account the total energy consumption and outflows of materials that have been subjected to energy consumption. The production volume corresponds to the combined rows "Food products", "By-products of food production" and "Feed" in the indicator E5 Resource use and circular economy, Material flows out.

Greenhouse gas emissions

Greenhouse gas emissions include emissions from all Atria's production plants and properties included in financial reporting. Greenhouse gas emissions are calculated in accordance with the GHG Protocol (GHG Protocol Corporate Accounting and Reporting Standard and Corporate Value Chain (Scope 3) Accounting and Reporting Standard). The scope of the reporting is based on operational control and an emission remapping carried out in 2025 with data from 2024. In 2025, the reporting scope and business operations have not changed significantly compared to the base year.

Reporting covers direct greenhouse gas emissions (Scope 1) from Atria's own operations, indirect greenhouse gas emissions (Scope 2) from the production of purchased energy, and significant indirect greenhouse gas emissions from elsewhere in the value chain (Scope 3) deemed material based on the survey. The calculation includes all greenhouse gases covered by the GHG protocol. Emissions are reported as carbon dioxide equivalents.

In the emissions survey carried out in 2025, all Scope 1 and Scope 2 activities as well as the emissions of all fifteen Scope 3 categories were assessed with 2024 data. Based on the emissions survey, in total the Scope 3 categories included in the 2025 calculation and reporting represent more than 95 per cent of the total Scope 3 emissions assessed with 2024 data. The figures for the base year 2020 have not been verified by the sustainability reporting assurance authority.

Changes in relation to previously reported information

From 2025 onwards, the Scope 1 inventory includes refrigerant emissions that had previously been excluded from the inventory due to their minor significance and limited data availability. The most significant differences compared to previously reported figures were in category 1, where emissions from feed sold outside Atria's contract production (approximately 3 per cent of total Scope 3 emissions) had not previously been included in the inventory. In addition, category 1 Purchased services and category 2 Capital goods were presented as separate line items for 2025. In 2024, these were reported under "Estimated emissions from other Scope 3 categories". Following the emissions mapping conducted in 2024, the previously presented estimate of emissions from other Scope 3 categories has been incorporated into the specified categories, and this line item is therefore not reported in 2025. The calculation methodology is explained in more detail below.

Organisational boundary

The greenhouse gas emissions reported by Atria Finland in 2025 include food production operations at seven plants, located in Nurmo, Kauhajoki, Sahalahti, Jyväskylä, Forssa, Turku, Kauhava and Pietarsaari, as well as feed production in Koskenkorva and Varkaus.

The greenhouse gas emissions reported by Atria Sweden in 2025 include food production operations at seven factories, located in Sköllersta, Tranås, Skene, Borås, Moheda, Norjeby and Järna.

The greenhouse gas emissions reported by Atria Denmark in 2025 include food production operations in two factories, located in the Horsens and Hansted areas. The greenhouse gas emissions reported by Atria Estonia include Scope 1 and 2 emissions from the production of foodstuffs and by-products at the Valga plant, as well as from primary production operations.

Changes in organisational boundaries in relation to the base year

70 per cent of Best-in Oy's pet food business located in Kuopio was sold at the beginning of 2024, and the related emissions were excluded from Atria's Scope 1 and 2 reporting. The electricity consumption of the Kuopio factory property is still included in the inventory in 2025.

The climate impacts of the Pietarsaari plant, acquired by Atria in December 2022, were fully reported for the first time in the 2024 data as part of Atria Finland's emissions. The total emissions related to the procurement were 2.1 per cent of the Group-wide Scope 1 and Scope 2 emissions in 2024 and thus did not exceed the threshold value of the recalculation policy.

From the beginning of 2024, Atria Finland's emissions also include emissions related to the energy consumption of properties and leased premises owned by Atria Group outside the factory areas. The total emissions related to real estate were 1.7 per cent of the Group-wide Scope 1 and Scope 2 emissions in 2024 and thus did not exceed the threshold value of the recalculation policy.

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT**

The Malmö plant was sold in 2022, and production was discontinued in 2023. Atria acquired the entire share capital of the convenience food company Gooh in May 2024. Atria Gooh AB's factory is located in Järna, Sweden. The climate impacts of the Järna plant were reported for the first time in the 2024 data as part of the emissions under Atria Sweden's GHG protocol. The first year's reporting data covered emissions from the time of takeover in September 2024 onwards. The total emissions related to the procurement accounted for 0.03 per cent of the Group-wide Scope 1 and Scope 2 emissions and thus did not exceed the threshold of the recalculation policy.

As of 2024, the reporting of the Estonian business area also includes the emissions related to the energy consumption of Atria's primary production operations. The emissions added to the inventory accounted for 1.8 per cent of the Group-wide Scope 1 and Scope 2 emissions in 2024 and thus did not exceed the threshold of the recalculation policy.

Scope 1

Activity details:

- Consumption of oil, gas and renewable energy sources (bio-based fuels) converted into megawatt hours (MWh).
- Refrigerants

Emission factors and calculation:

- The calculation is based on the emission factors of fuels and refrigerants recorded nationally:
- CO₂ emissions: Statistics Finland, Fuel Classification 2023
- CH₄ and N₂O emissions: Defra 2024, UK Government GHG Conversion Factors for Company Reporting

Scope 2

Activity details:

- Electricity and district heating: consumption data in megawatt hours (MWh) based on supplier measurements and billing.

Emission factors:

- District heating: Supplier-specific emission factors, which are mainly reported by heat suppliers based on the consumption of fuels used in energy production.
- Market-based electricity: The market-based method uses producer-specific emission factors, complemented by national residual distribution electricity emission factors for untraceable purchased electricity. For each country of operation, the latest national Association of Issuing Bodies (AIB) emission factor available at the beginning of the reporting year is used for

untraceable electricity. The emission factors for market-based reporting in 2025 represent the residual distribution in 2024.

- Location-based electricity: The location-based method uses country-specific average emission factors for electricity consumed. Location-based emission factors are taken from the European Commission's Joint Research Centre (JRC) latest annual report: National and European Electricity Emission Factors – NEEFE. Because the emission factor data is updated with a delay, the latest published national emission factors available at the beginning of the reporting year are used in the reporting. The emission factors of location-based reporting for 2025 represent the electricity production situation in 2023.

Calculation:

- Market-based indirect GHG emissions: The amount of guarantees of origin purchased is deducted from the total consumption for the reporting year. The amount of remaining untraceable electricity (MWh) is multiplied by the emission factor of the market residual distribution (AIB) (tCO₂e/MWh).
- Location-based indirect GHG emissions: The total consumption per country for the reporting year (MWh) is multiplied by the NEEFE emission factor (tCO₂e/MWh).

Biogenic CO₂ emissions

Biogenic CO₂ emissions are generated from bio-based fuels. Their calculation includes the Scope 1 and 2 bio-based fuels used in energy production. The emission factors of Statistics Finland's fuel classification have been used for the calculation.

Excluded Scope 1 and 2 activities

The emissions of vehicles owned and managed by Atria were reassessed in 2024 by collecting fuel consumption data from all business areas. The emissions represented less than 0.8 per cent of the combined Scope 1 and Scope 2 emissions, which is why the emission source was excluded from the emission inventory report for the time being due to the low share and difficult access to data. In relation to the base year and the situation reassessed in 2025, no significant changes were observed in the number of company cars in the reporting year that would have altered the situation and created the need to re-evaluate the base year for Scope 1 emissions and the reporting scope for Scope 1 emissions.

The Polish operations of the Sibylla concept have been excluded from the inventory, because they do not manufacture products, but are a sales and marketing organisation with fewer than 50 employees. Compared to the base year, no significant changes were identified in these activities in the reporting year that would have caused the need to reassess Scope 1 and 2 emissions.

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT****Scope 3 categories included in the report**

Scope 3 emissions were mapped in 2025 using data from 2024. The mapping was used to identify significant Scope 3 categories for emission reporting and SBTi targeting. According to the emissions survey, the Scope 3 categories included in the calculation and reporting represent a total of more than 95 per cent of the total Scope 3 emissions estimated with 2024 data.

Compared to the base year, no significant changes were identified in Atria's own businesses and value chain operations in the reporting year that would have caused the need to reassess emissions related to Scope 3 categories. Scope 3 emissions are calculated in tonnes of CO₂ equivalent, excluding biogenic CO₂.

Category 1 Purchased goods and services**1.1 Meat raw materials, Finnish primary production**

The beef, pork and chicken meat produced on Atria's contract producer farms in Finland are the most significant source of Scope 3 emissions. During the reporting year, the calculation covers the total number of slaughters purchased from Atria's contract producer farms, converted into carcass weight (tcw) to be paid by animal species.

The calculation of chickens' emissions is based on a life cycle assessment (LCA) at the farm level (Tier 3) and on the weighted average data produced by the farm-specific EnvitecVision environmental calculator built by Atria for its producers. The average carbon footprint of the chicken in the Atria Finland chain is 2.35 kg CO₂e/kg of carcass weight (CW). The latest farm-level calculation data is from 2024. Atria's own carbon footprint data covers 70 per cent of the chicken purchased by Atria in 2025. The sample is comprehensive to represent Atria's contract production emissions in their entirety.

The calculation of pork emissions is based on national research data and a Tier 3 life cycle assessment (LCA). The average carbon footprint of conventional pork in Finland's primary production is 3.5 kgCO₂e/kg (CW). The emission factor is based on a comprehensive study of Finnish pork production by the Natural Resources Institute Finland. The average carbon footprint of Atria Finland's farm-traceable pork is 2.92 kgCO₂e/kg of carcass weight (CW). The calculation of this emission factor is based on a life cycle assessment (LCA) at the farm level (Tier 3) carried out with 2024 data in 2025 and on the weighted average data produced by the farm-specific EnvitecVision environmental calculator built by Atria for its producers. The sample covers 95 per cent of farm-traceable pork production. The sample of carbon footprint data from Atria's own production chain is not yet comprehensive enough to represent the emissions of contract production as a whole.

The calculation of emissions from beef is based on the Natural Resources Institute Finland's research data on Finnish beef production. According to the study, the emission factor for beef produced in connection with milk production in Finland is 19.5 kgCO₂e/kg CW and for meat from specialised beef

production is 33.6 kgCO₂e/kg CW. The emission factor of the Natural Resources Institute Finland's database is used for turkey meat, which is not based on Finnish primary production.

1.2 Meat, other edible raw materials and packaging materials procured from outside Finnish contract production

The calculation data is based on the purchase volumes (kg) of meat, other edible raw materials and packaging materials purchased in 2025 from all business areas. In the case of edible raw materials, any collected origin data also has an impact on the emission factors. The subcategory is categorized into planning groups for beef, pork, broiler and turkey meat. Other edible raw materials are categorized into a total of 43 planning groups, such as milk and milk powders, egg products, flour, oils, fats, mixtures. Packaging material types have also been divided into their own planning groups.

The emission factor for meat raw materials is the emission factor describing the pan-European meat production method by comparing the data from different databases. For other raw materials and packaging materials, the emission factors were examined by planning group. The emission factors that best represent the largest items in terms of purchasing volume have been selected from the databases. The design group emission factor has been formed by calculating a weighted average of the purchase data of the planning group items from the 2024 sample. The databases used were RI.SE, The Big Climate Database 1.2, LUKE Emission Factor Database 2024, AgriFootprint and Ecoinvent 3.11. Primary supply chain information on the climate impacts of raw materials was not available from suppliers. The emissions in the subcategory have been calculated using secondary emission factors.

1.3 Raw materials for feed production

Of the raw materials from A-Rehu's production, the emissions from the raw materials of feed sold to farms outside Atria's contract production have been included in the emissions inventory report. The emissions in the subcategory have been calculated using secondary emission factors.

Activity data:

- The data are based on the mass quantities of feed, industrial by-products and Finnish feed grains sold to third parties (except for Atria's contract production farms).

Emission factors:

- Finnish feed grains: National average emission factors per grain Hietala et al. (2022a). Environmental impact assessment of Finnish feed crop production with methodological comparison of PEF and IPCC methods for climate change impact.
- Industrial feed ingredients: The GFLI database, Ecoinvent 3.11, primary emission factors available for some individual feeds.

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT**

- Industrial by-products: barley protein feed is based on Hietala et al. (2022b) Environmental competitiveness of pork and chicken (in Finnish), other GFLI database.

1.4 Various indirect purchases and services used by the company

The calculation data is based on the information in the 2025 income statement. The income statement includes other operating expenses as well as costs related to marketing and administration by country of operation. The euro-based emission factor of operations that best represents the cost category represented by the income statement line information was selected from the Exiobase database. The emissions in the subcategory have been calculated using secondary emission factors.

Category 2 Capital goods

Emissions from capital goods have been calculated based on the investment costs related to newly built facilities and equipment by business country. The emission factor has been selected from the Exiobase database based on the economic emission model that best represents the operations. The emissions in the subcategory have been calculated using secondary emission factors.

Category 3 Fuels and energy-related activities (not included in Scope 1 and 2)

The category includes purchased electricity, district heating and heat transmission and distribution losses. Energy consumption data is collected in connection with Scope 1 and 2 calculations in megawatt hours (MWh). Emission factor for life-cycle emissions of fuels and loss of transmission and distribution of purchased electricity, district heating and heat: DEFRA 2024, UK Government GHG Conversion Factors for Company Reporting.

Category 4 Upstream transport and distribution

Information on the operations of Atria Finland, Sweden and Denmark as reported by logistics partners:

- capacity data of the vehicles in which the transport has taken place
- consumption data of the vehicles in which the transport has taken place
- information about quantities transported by Atria's domestic food transport
- information about the kilometres travelled by Atria's domestic food transport
- container transports

In the emissions mapping conducted using 2024 data, emissions reported by logistics partners (primary data) accounted for an estimated 26 per cent of total category 4 emissions. Emissions from incoming material flows not covered by partners' reports were estimated based on the quantities reported under ESRS E5-4. In addition, emissions from the logistics of purchased end products in Estonia were

estimated based on ESRS E5 outbound material flows. Due to poor data quality and availability, the estimated emissions attributable to this category were excluded from the inventory report. When adjusting the emissions data collected from partners in line with changes in the company's revenue, the share of primary data and reported emissions in 2025 is estimated to represent approximately 40 per cent of total category 4 emissions.

Category 15 Investments (associates and joint ventures)

Atria has a total of eight associate or joint ventures: Länsikalkkuna Oy (50%), Honkajoki Oy (50%), Foodwest Oy (25%), Transbox Oy (26%), Tuoretie Oy (33%), Best-in Oy (30%), Findest Oy (33%) and Finnpig Oy (49%).

The Scope 1 and 2 emissions of Atria's joint ventures Länsikalkkuna Oy and Honkajoki Oy, the emissions of which are estimated as the highest, have been included in the inventory report since 2024. In 2025, emissions data were also mapped for companies with smaller holdings, and the 2025 inventory report included the Scope 1 and 2 emissions of Foodwest Oy, Best-in Oy and Finnpig Oy proportionately to the holding of each company. Tuoretie Oy's emissions and part of Transbox Oy's emissions are included in category 4 reporting. Transbox Oy's operations do not themselves generate significant amounts of Scope 1 and 2 emissions, because energy consumption occurs in the operations of the company's customers. Findest Oy's emissions have been included in Honkajoki Oy's emissions data.

Joint ventures and associates are responsible for their calculated and reported emissions. The emissions reports have not been verified by a third party.

Excluded Scope 3 categories

The exclusion criteria were based on the GHG Protocol Scope 3 standard. In line with the criteria of the standard, it has been possible to exclude an individual category or activity from the inventory report if its emissions are expected to be small in relation to other emission sources, and for these activities, the collection of data and the impact on the reduction of greenhouse gases is limited.

Category 1 Purchased goods and services

- Raw materials for feed production
Emissions from raw materials in own feed production have been included in the emission factors for meat raw materials. To avoid double counting, emissions from these material flows have been excluded from the inventory report.
- Individual commodities used in food manufacturing that could not be quantified and/or comparable emission factor data for them could not be found in databases could be excluded from the inventory by means of an expert assessment procedure. In the procedure, the impact of

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT**

the exclusion on total emissions has been estimated to be very small. The same commodities have been excluded from the reporting of E5 material outflows.

Category 5 Waste generated in operations

- Waste at Atria's factories and offices

The share of waste in Scope 3 emissions has been estimated based on waste reporting data for 2024. The category is not significant as at the time of calculation, it accounted for 0.02 per cent of the total estimated Scope 3 emissions.

Category 6 Business traveling

- Flights
- Leasing cars, travel reimbursements and train travel
- Hotel stays

The share of emissions from business travel has been estimated based on the 2024 reporting of financial consumption data and Exiobase emission factors. The category is not significant, as at the time of calculation, it accounted for 0.04 percent of the estimated total Scope 3 emissions.

Category 7 Employee commuting

- Employee commuting (car and public transport)

In the assessment of emissions from commuting, employees were assumed to work onsite. The number of commuting days was estimated based on the number of employees and employment data of the entire Group in 2024. The average commute and the use of different vehicle types were assumed based on a Finnish study (Traficom 2023). The category was excluded from the 2025 inventory report because it is not significant in terms of emissions. Commuting accounted for 0.2 percent of the total Scope 3 emissions estimated in the emissions inventory report.

Category 8 Upstream leased assets

- Emissions related to the energy consumption of leased assets are reported in Scope 1 and Scope 2.

Category 9 Downstream transport and distribution

- Supplier-managed transportation of raw materials and packaging materials.

- Customer-managed transports from the freight terminal onwards.

The emissions of transports in downstream value chain were estimated based on the reported material outflows (ESRS E5-5) in 2024. The average transport distance and method, as well as the energy consumption of cold storage, were estimated for the products. The category was excluded from the 2025 inventory report because it is not significant in terms of emissions. Transport accounted for 0.4 per cent of the total Scope 3 emissions estimated in the emissions inventory.

Category 10 Processing of products sold

The emissions from the processing of sold products were estimated on the basis of the reported material outflows in 2024 (ESRS E5-5) and the average default values for further processing (PEF Guidance, 2022). The estimates concerned food product flows sold to industrial customers and food service customers. Other food products flows were excluded as they were not expected to require further processing prior to their use.

In addition, food production generates side streams in Finland, Sweden and Estonia. In Estonia, the processing of side streams is included in Atria's own operations, which means that emissions from further processing are already included in Scope 1 and Scope 2 emissions. In Finland, these side streams are processed by a joint venture whose emissions are included in category 15 reporting.

The category was excluded from the 2025 inventory report due to the poor quality and limited availability of the calculation data, as well as the fact that it is not significant in terms of emissions volume. The further processing of goods sold accounted for 0.1 per cent of the total Scope 3 emissions estimated in the emissions inventory.

Category 11 Use of products sold

The category is not significant because human metabolism is excluded from the estimation of emissions during the life cycle of food.

Category 12 End-of-life treatment of sold products

The emissions from the end-of-life handling of products sold were estimated on the basis of the reported material outflows in 2024 (ESRS E5-5) and the GHG Protocol Scope 3 Standard assumptions related to the handling.

The category was excluded from the 2025 inventory report due to the poor quality and limited availability of the calculation data, as well as the fact that it is not significant in terms of emissions volume. The category accounted for 0.1 per cent of the total Scope 3 emissions estimated in the emissions inventory.

CONTENTS

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT

CONSOLIDATED FINANCIAL STATEMENTS (IFRS)

PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)

SIGNATURES TO THE FINANCIAL STATEMENTS

AUDITOR'S REPORT

SUSTAINABILITY STATEMENT

BOARD OF DIRECTORS' REPORT, SUSTAINABILITY STATEMENT AND FINANCIAL STATEMENTS 2025

Category 13 Downstream leased assets

Atria does not have any significant leased assets.

Category 14 Franchising

Atria does not have any franchising operations.

BOARD OF DIRECTORS' REPORT

- Overview of 2025
- Key figures
- Financing and liquidity
- Strategy, goals and value chain
- Stakeholders' interests and views
- Research and development
- Events after the period under review
- Risks and risk management
- Governance and operations
- Related-party loans
- Personnel average, FTE
- Incentive programmes for management and key personnel
- Outlook for 2026
- Flagging notifications
- Atria Plc's share capital
- Valid authorisations
- Distributable funds and the Board of Directors' proposal for profit distribution
- Information about the shares and shareholders
- Key figures
- Calculation formulas for key financial figures
- Items affecting comparability of result

SUSTAINABILITY STATEMENT

CONSOLIDATED FINANCIAL STATEMENTS (IFRS)

PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)

SIGNATURES TO THE FINANCIAL STATEMENTS

AUDITOR'S REPORT

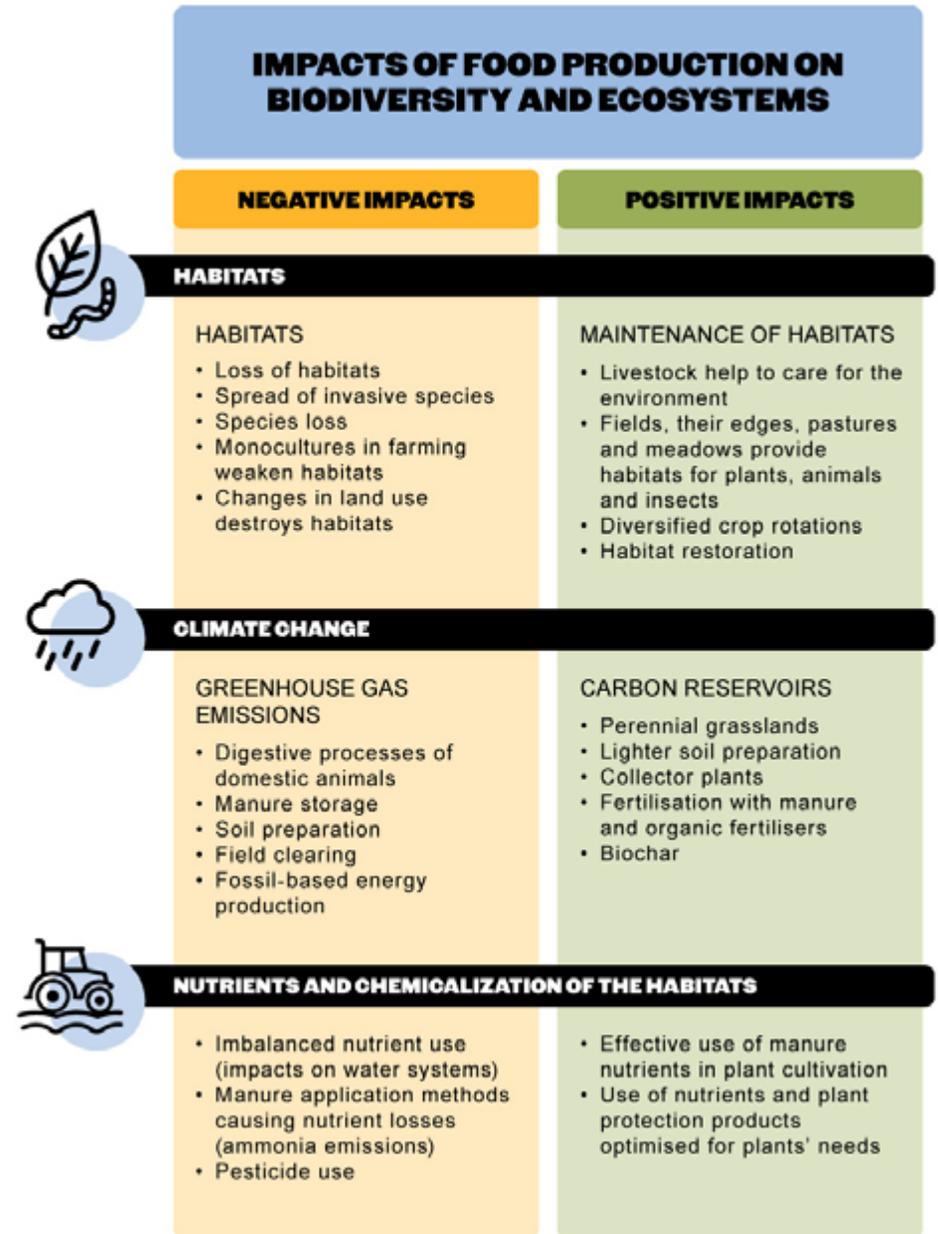
ENVIRONMENTAL INFORMATION - ESRS E4

BIODIVERSITY AND ECOSYSTEMS

With the update of the double materiality assessment criteria, E4 Biodiversity and ecosystems was identified as a material reportable standard. In particular, land use and land-use changes, as well as climate change, constitute essential biodiversity loss risk factors for Atria. The climate change impacts of the company's own operations and the entire value chain are reflected in biodiversity loss; therefore, many factors related to biodiversity and the state of ecosystems are managed by the same means as climate change mitigation.

In addition to the standard heading term, the report uses the synonymous terms nature's diversity and biodiversity, which refer to the species, intraspecific and ecosystem diversity overall.

The most significant environmental impacts of food production occur in the primary production of raw materials. Sustainable farming and production practices take into account impacts on biodiversity and ecosystems by minimising negative impacts and promoting positive impacts. The impacts of food production on biodiversity and ecosystems are shown in the following diagram. Good practices that address these impact factors and are implemented in Atria's supply chain are described in section *Actions and resources related to biodiversity and ecosystem*.



BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT****CONSIDERING BIODIVERSITY AND ECOSYSTEMS IN THE STRATEGY AND BUSINESS MODEL**

In 2024, the company carried out the first double materiality assessment, which assessed, among other things, the impacts and risks related to biodiversity as part of strategic planning. Based on the assessment, it was found that Atria's sites are not located in biologically sensitive areas, and there are no habitats of conservation significance in their vicinity. This means that the company's current production structure does not pose a direct threat to important natural sites. Atria's sites are specified in section *E1 Climate change, Accounting policies for indicators under Organisational boundary*. Environmental impacts are mitigated by measures specified in the environmental permits of the facilities. From a strategic point of view, Atria focuses especially on indirect impacts in terms of biodiversity: the most significant factors affecting nature come indirectly through Atria's value chain, especially climate change and land use. Atria is committed to respecting nature's carrying capacity and preventing biodiversity loss, which is recorded among the company's main environmental policy objectives.

The company has not prepared a separate resilience analysis or a transition plan for managing impacts on nature, as these have been included as part of a broader sustainable programme. The TNFD framework (Taskforce on Nature-related Financial Disclosures) and the ENCORE tool (Exploring Natural Capital Opportunities, Risks and Exposure) have been used to assess Atria's operations and upstream value-chain risks and dependencies. Based on the results, the usual nature risks do not threaten Atria's business. So far, the company has not identified any significant or likely transition or systemic risks. The company's production processes are organised so that the most important ecosystem services, such as clean water supply and soil quality, can be secured. Atria works mainly in areas where there is no water stress. In units that are significant in terms of water resources, the company has long-term cooperation models in place to promote fair water use locally and secure the availability of clean water for Atria.

Atria's feed production as part of integrated food production has been identified as a keyway to reduce primary production emissions and environmental impacts. The development of feeds and the optimisation of feeding are guided by data based on life-cycle assessment- and by developing the controllability of the value chain.

Atria monitors and prepares for EU nature-related regulation (such as the EU Biodiversity Strategy 2030 and the Nature Restoration Regulation) as part of its strategy process. The company has already adapted its procurement practices to the requirements of the EU Deforestation Regulation (EUDR): Atria does not accept raw materials that cause deforestation in its supply chain and ensures compliance through due diligence obligation processes. The preliminary risk assessment shows that there is no significant threat of deforestation in Atria's feed or food raw materials – for example, Atria acquires beef from within the EU and has required certifications for other high-risk raw materials for years.

By managing both the feed business and the sourcing of raw materials for food production, Atria creates a controlled and proactive system. This approach reduces Atria's dependence on raw material markets that carry high nature risks. It also helps the business adapt to nature-related risks and keeps the strategy aligned with the goals of EU policy and the Kunming–Montreal objectives.

Measures related to biodiversity are reported to the company's Board of Directors and senior management as part of the monitoring of the sustainability programme and the annual management review.

PRINCIPLES RELATED TO BIODIVERSITY AND ECOSYSTEMS

Atria's public environmental policy defines the main biodiversity objectives, such as preventing biodiversity loss and promoting the sustainable use of natural resources. The environmental policy has been approved by the company's CEO and guides all business areas. In the policy, Atria recognises its responsibility for the environment and undertakes to respect nature and protect it from harmful effects. In practice, this means that each production unit must comply with the environmental permit conditions and best available techniques (BAT) in order to minimise the negative impact of the activities on the environment. The implementation of the environmental policy is monitored through internal and external auditing processes in the business areas. Environmental management steering groups regularly review the policy and, if necessary, update its content to meet new legal or stakeholder requirements.

Atria has guidelines in place related to sustainable sourcing that support the preservation of biodiversity in the value chain. The Supplier Code of Conduct targeted at Atria's business partners requires all suppliers to comply with environmental legislation and responsible practices. From the perspective of environmental impacts (climate change, land use change), compliance of critical imported raw materials is managed through procurement terms. For example, for soy and palm oil, sustainability certifications are required, and with the deforestation regulation, traceability is also required, so that the cultivation does not destroy rainforests. Deforestation risk is monitored using a risk-based approach, applying the EUDR. Atria's principles regarding animal procurement and the value chain also support biodiversity, as contract producers are committed to good agricultural practices.

The implementation of Atria's environmental policy is largely based on legal obligations. All Atria's production facilities have valid environmental permits, which consider key environmental impacts (water consumption, wastewater, waste, emissions) and set the necessary limits and monitoring obligations. Compliance with these permit conditions is regularly monitored by the authorities. The main idea of the environmental policy is to meet at least all the requirements of the law and to apply proactive environmental management in accordance with the ISO 14001 standard. Since the current environmental permits do not require separate biodiversity conservation measures, it has been considered that the direct environmental impacts of Atria's operations are already, as a rule, under control within the framework of the permit practices. Atria does not have such activities or procurement on special terms from ecosystems that are managed to maintain or improve the conditions for

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT**

biodiversity. In its policies and principles Atria has not considered the social dimension of the impacts related to biodiversity and ecosystems.

ACTIONS AND RESOURCES RELATED TO BIODIVERSITY AND ECOSYSTEMS

Industrial operations

The key starting point for Atria's operations is to comply strictly with the provisions of environmental permits in each production facility – this includes optimisation of water use, wastewater pretreatment and emissions management. For example, the water consumption and wastewater discharges of Atria's factories are constantly monitored, and they are subject to strict limits that protect local water systems from eutrophication and pollution. Environmental responsibility experts, environmental and energy managers and other responsible persons ensure the implementation of the necessary measures and the availability of resources, such as technologies, personnel and investments, to reduce the environmental burden and continuously improve performance.

Value chain

Atria has taken concrete measures to prevent the adverse impacts of its operations on nature and to promote biodiversity in its value chain. The company has its own responsibility team with expertise in nature impacts. In addition, Atria cooperates with research institutes and organisations and utilises the information they produce about environmental impacts. The goal of networking is to ensure the effective use of up-to-date information and best available practices in the development of the value chain.

Atria's opportunities for influence also extend to upstream value chain, i.e. to contract producers and raw material suppliers. At the beginning of the value chain, Atria influences the environmental impacts caused by animal feeding by investing in the development of its own feed business and feeds, as well as in the optimisation of feeding. The biodiversity in primary production survey, conducted in 2023 and updated in 2025, has mapped the environmental impacts of Finnish agriculture and identified recommended measures in the primary production value chain. Based on this study, Atria has prepared an action plan to support biodiversity, in which optimising animal feeding and reducing soy use through improving feed development and enhancing the manageability of primary production are central to the development of its own operations. Improving the controllability of the value chain means that Atria develops operating methods that help to better predict feed demand, secure the availability of feed raw materials — for example, by entering into cultivation agreements with crop farmers — and utilise information system integrations, which enables more efficient information flow and production planning throughout the entire value chain.

Atria Finland is the only Group business area to utilise its own feed production (A-Rehu), which provides full control over feed raw materials and feeding solutions. Own feed production enables a direct and scalable influence on the environmental footprint of animal feed, such as reducing the use of soy and developing domestic protein alternatives throughout the chain. In the reporting year, Atria reduced the share of soy in pig feed in its own supply chain by 36 per cent compared with the base

year 2020; for chickens the share increased by 4 per cent due to the low protein content of grains and the poor availability of domestic peas. Soy is not used in cattle feeding at all.

In addition, Atria encourages its contract production facilities to take measures such as:

- **Grazing:** Sustainable grazing practices on livestock farms help to maintain traditional habitats (such as coastal meadows and wooded meadows) that are important for endangered species. Atria's primary production contributes to maintaining the habitats of these species – according to studies, many endangered birds and insects benefit from grazing, which prevents meadows from becoming overgrown.
- **Sustainable farming methods:** In Atria's development projects, farmers have been trained, for example, to diversify crop rotations, to increase organic matter in the soil, to use nutrients in a balanced way and to support the diversity of the soil microorganisms. At their best, new behaviours improve the diversity of soil microorganisms, reduce nutrient leaching and benefit both the farmer and the environment.
- **Responsible use of chemicals:** In contract production, Atria promotes the minimisation of chemical impacts on nature by developing the responsible use of antibiotics and versatile plant protection methods. In plant cultivation, emphasis is placed on minimising chemical control and on preventive measures, such as crop rotation, selection of plant varieties and soil management. In this way, the spread of animal diseases and the natural effects of chemicals are kept to a minimum.

Atria's supply chain management is also an important part of biodiversity activities. Atria's procurement practices have been adapted to the due diligence obligations of the EU Deforestation Regulation. In the company's due diligence process, environmental risks in the supply chain are regularly assessed. In high-risk raw materials such as beef and soy, Atria requires batch-specific traceability and, where necessary, certifications to ensure that deforestation or human rights violations are not associated with the production of these commodities. Due diligence measures are included in Atria's procurement practices, involving and extensively guiding the entire organization.

OBJECTIVES RELATED TO BIODIVERSITY AND ECOSYSTEMS

At Atria, the objectives related to biodiversity have been recorded in the company's general environmental objectives. Separate numerical biodiversity indicators have not been published as part of the Group's strategic indicators. In setting the objectives, both national and the EU's nature-related regulations have been taken into account, although the relationship of the set objectives to the ecological thresholds has not been determined. Atria's environmental policy, updated in 2024, lists "prevention of biodiversity loss" as one of its key objectives. This objective becomes concrete, for example, through Atria's own operations not weakening biodiversity: the company strives to ensure that its processes do not cause the destruction of species' habitats or the degradation of ecosystem

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT**

services. In practice, this objective means zero tolerance for unauthorised discharges or soil pollution, for example. The meeting of the objective is monitored by compliance with the permit conditions.

Atria's climate targets (science-based emission reduction targets Scope 1, 2 and 3) also support the promotion of biodiversity, as climate change is one of the biggest drivers of biodiversity loss. Atria has set a target of reducing its own greenhouse gas emissions by 42 per cent by 2030 (from the level of 2020) and the emission intensity of the value chain by 20 per cent per tonne of meat produced. The objective of developing feed solutions is to optimise feeding from the point of view of animal welfare, productivity and the reduction of environmental impacts. Atria aims to increase protein self-sufficiency by using more domestic protein sources, such as peas, broad beans and barley protein, as raw materials for feed. This will reduce dependence on imported soy and at the same time reduce the natural risks associated with land use change, as well as promote diverse crop rotations in Finland. According to the EUDR, among other things, soy has been classified as a commodity considered at risk of causing deforestation. For the use of soy, the company has set objectives that support the climate transition:

- **Reducing the use of soy in Atria Finland's contract production:** 30 per cent of the 2020 level in feed for chickens and 50 per cent in feed for pigs by 2030.

In addition, the company has set qualitative objectives for biodiversity:

- **No deforestation:** Atria is committed to ensuring that the company's supply chain does not cause deforestation in accordance with the EUDR definition.
- **Securing ecosystem services:** Atria requires that its own operations do not endanger essential ecosystem services such as pollination, access to clean water or soil fertility. In cooperation with contract producers, Atria has set a goal to increase the use of practices that promote biodiversity and safeguard ecosystem services. For example, with Atria's Antibiotic-Free programme, the company aims for healthier animals and a lower environmental medication load. Primary production development projects aim to improve the carbon sequestration of fields and the quality of cultivated land, which supports soil biodiversity. Although there is no numerical target for these activities, the quality objective is continuous improvement.

IMPACT METRICS RELATED TO BIODIVERSITY AND ECOSYSTEMS CHANGE

Biodiversity indicators are reflected as part of broader environmental indicators. The following are key indicators describing Atria's natural impacts and dependencies:

- **Location of production facilities in relation to the sensitive natural environment: Of Atria's industrial sites, only one is located in the vicinity of a biodiversity-sensitive or protected area.** The result indicates that Atria is not under direct pressure of degradation of ecosystems because of its locations. Atria's factories operate in areas zoned for industry, away from the most valuable natural sites and their immediate vicinity.
- **Observed environmental harms or deviations: During the review period, no significant environmental damage was reported in Atria's own operations.** Significant environmental damage means a deviation that could cause long-term environmental harm and that Atria would also be obliged to report on to the supervisory authority.
- **Indicators derived from environmental permits:** For each of Atria's production facilities, a set of indicators has been established in environmental permits that also affect biodiversity and ecosystems. These include water consumption (m³), the chemical load of wastewater (BOD, TN, TP mg/l), energy consumption (MWh) and the amount of waste (tonnes). **During the review period, one of Atria's units reported repeated deviations from the limit values defined by the environmental permits of the facilities.** The measures for recurring excessive particulate emissions have been defined together with the unit's supervisory authority and will be implemented in 2026. More generally, compliance with the environmental limit values in all other 29 production units indicates that the company's operations remain within the limits of the resilience of ecosystems locally.

ACCOUNTING POLICIES FOR INDICATORS

The location of production facilities in relation to sensitive natural environment areas has been noted in their environmental permits. The persons responsible for the facilities' environmental management report annually on possible environmental damage or repeated deviations from environmental permit obligations as part of the environmental management review and the company's compliance reporting.

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT**

ENVIRONMENTAL INFORMATION - ESRS E5

RESOURCE USE AND CIRCULAR ECONOMY

POLICIES

A sustainable way of producing food of animal origin in Nordic conditions ensures the availability and security of supply of nutritious and varied food locally. Atria manufactures and markets diverse and safe food products, ensuring that consumers have the opportunity to buy healthy and sustainably produced food. With the help of profitable business, Atria supports domestic primary production in the long term and reduces dependence on foreign food production chains, which improves the long-term security of supply in the domestic market. The process of identifying and evaluating impacts, risks and opportunities related to the use of resources and the circular economy is described in the general information section of the Sustainability Statement under *Material impacts, risks and opportunities of sustainability*.

Atria is committed to the efficient utilisation of the inflow resources, such as raw materials, water and energy, as well as to the continuous improvement of its operations in the environmental policy approved by the Group CEO. The environmental policy applies to all subsidiaries of the Atria Group. The policy is implemented by including related policies in the management system of companies within the scope and in the guidelines of operations, which also extend to the value chain. The maintenance of environmental management and performance, as well as the monitoring of these issues, are guided by certified quality, environmental management and energy management systems of production facilities. For more information on corporate governance, stakeholder engagement and communication, see *G1 Business conduct*.

Promoting the circular economy and the responsible sourcing of raw materials are a basic prerequisite for Atria's sustainable operations. The circular economy principles outlined in the environmental policy guide the management of materials inflows and outflows and packaging development at Atria:

1. Atria adheres to the **waste hierarchy**, which emphasises waste prevention, preparing for re-use, recycling, other recovery and disposal. This hierarchy guides Atria's decision-making in promoting the circular economy.
2. Atria **prioritises** measures that **reduce waste generation** or **minimise** its volume. This means, for example, optimising production processes and designing products while minimising waste.
3. Atria takes **eco-design** into account in the design and development of products, packaging and side streams so that environmental impacts are minimised throughout the life cycle. This includes the procurement, manufacture, use and disposal of raw materials.

4. Product and packaging development considers food safety and compliance with legislation, ease of use and recyclability, waste prevention, the circular economy principles and the choice of packaging materials.

In the sustainable procurement of raw materials, Atria procurement policies are followed. Environmental aspects are taken into account in the procurement, both when selecting new suppliers and in connection with the regular supplier assessment. The food safety, quality and nutrition, and product sustainable policy, for their part, guides raw material choices. Atria assesses the life cycle of investments and related environmental aspects in accordance with the requirements set out in local legislation and investment policy.

TARGETS

Using raw materials and other resources as efficiently as possible, utilising side streams, and recycling valuable nutrients are important ways to reduce the climate and environmental impact of operations, while adding value to the whole value chain. Production results in both food products and various side streams, and Atria's own goal is to maximise the utilisation rate of the inflow resources used. Business planning is based on process-specific sales and acquisition targets. For example, in the cutting and processing of meat, the optimal use of the raw material is a significant economic factor. The objectives of the circular economy are thus closely linked to the achievement of financial objectives. Atria has not set quantitative group-level targets for the circular economy.

The objective of packaging development is to prevent waste and food waste in accordance with the waste hierarchy. The EU Packaging and Packaging Waste Regulation (PPWR), adopted in December 2024, guides Atria's target-setting in the use of recycled packaging material. Product and packaging development in accordance with our policies minimises the environmental impacts of products during their life cycle.

CONTENTS

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT

CONSOLIDATED FINANCIAL STATEMENTS (IFRS)

PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)

SIGNATURES TO THE FINANCIAL STATEMENTS

AUDITOR'S REPORT

SUSTAINABILITY STATEMENT

MEASURES

Measures to promote the use of resources essential to Atria and the effects of the circular economy are part of the continuous improvement of operations, which do not require significant operating expenses or capital expenditures.

In all business areas of the Atria Group, management procedures have been established for wastage management according to the same principles, the implementation of which continued during the reporting period. Various types of process wastage have been identified, and indicators have been created to monitor them. Monitoring metrics are displayed at the departments, and day-to-day management reacts to deviations without delay.

The slaughter, cutting and further processing processes of the new poultry factory introduced by Atria Finland in 2024 are highly automated and optimised. They enable the use of raw material to be more efficient, and the amount of waste has decreased. For example, a difference of one gram in cutting precision at a single stage of the process means, on an annual basis, a difference of hundreds of thousands of euros to the company's profit or loss. The process optimisation of the poultry factory has continued during the reporting year.

Atria is committed to the material efficiency commitment of the Finnish food industry, which aims to reduce environmental impacts in food production, distribution and consumption. Atria joined this commitment in 2019, and Atria has defined tangible material efficiency measures that focus on developing material efficiency measures that focus on development of the material efficiency of production processes and product and packaging solutions. The commitment period extends until 2026. Atria's aim is to improve its raw material utilisation and reduce material and food waste at all stages of the product's life cycle. Atria reports on the measures and their progress to Motiva, which operates under the Finnish Ministry of Economic Affairs and Employment. In addition, Atria is committed to promoting consumers' awareness of ways to reduce food waste and has implemented consumer communications related to waste management in several communication channels during the reporting year.

RESOURCE INFLOWS

Material flows entering Atria's business are raw materials and packaging materials used in the manufacture of products. In addition, production processes consume water and require the acquisition and maintenance of tangible fixed assets such as machinery, equipment and buildings. The sustainable sourcing of raw materials follows Atria's procurement policy is followed, taking into account the environmental aspects of procurement, food safety, human rights issues, as well as business-critical importance and continuity. The life cycle and related environmental aspects of capital goods are assessed in accordance with the requirements set out in local legislation and Atria's investment policy.

76 per cent of beef, pork and poultry comes from Atria's contract production farms. Meat and other animal raw materials purchased on the international market are also of European origin. Other raw

materials for Atria's food production include vegetables, egg and milk products, mill products such as flour, grits and pasta, fats and oils, and spices. Packaging materials include plastic films and boxes, wood fibre-based and aluminium packaging, labels, and plastic, fibre and natural intestines. The use of packaging materials in the food industry is regulated by strict EU-level and national legislation aimed at food safety, which, among other things, limits the use of recycled material in food packaging (EU 1935/2004).

Atria promotes the sustainable use of raw materials by sourcing raw materials from responsible sources and by working closely with contract producers and other raw material suppliers. The procurement principles are described in section *G1 Business conduct*. In its production, Atria uses commodities to which the obligations of the EU Deforestation Regulation (EUDR) apply. Atria has been building technical capabilities to respond to the due diligence obligation and information needs of the Deforestation Regulation.

In its feed business, Atria develops feed solutions that utilise the circular economy, which are based on Finnish protein sources and by-products of the food industry. Food industry by-products replace a significant amount of imported soy in animal feed, for example. Side streams used in feed generate from the ethanol, starch, dairy, confectionery and potato industries, for example. Other raw materials for feed production are cereals, fats and minerals.

RESOURCE OUTFLOWS

The essential material outflows in Atria's business are food products, by-products of food production and feed. The generated material flows that cannot be processed into food products are used in pet food or as fur animal feed, or as protein and mineral products in natural cycles in line with the principles of the circular economy. Atria also generates food production side streams classified as waste and non-hazardous recyclable or energy recovery process waste, as well as small amounts of hazardous waste. In the reporting year, outflows classified as waste accounted for a total of 4 per cent of all outflowing material. The indicators of materials' utilisation rate reflect success in the circular economy's primary goal: preventing waste generation.

As regards the proportion of recycled packaging material, Atria does not apply Group-level monitoring as the related legal definitions are not laid down in the EU regulation concerning packaging and packaging waste.

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT**

MATERIAL INFLOWS		
Food production materials, tonnes	2025	2024
Beef	50,736	54,085
Poultry	97,920	92,274
Pork	95,220	93,262
Other raw materials	42,707	43,703
Packaging materials	13,165	11,849
Feed production materials, tonnes	2025	2024
Food industry side streams	224,999	221,050
Other raw materials	324,867	330,211
MATERIAL OUTFLOWS		
Food production, tonnes	2025	2024*
Food products	265,309	260,729
Agency products and subcontracting	11,870	12,590
Food production by-products	86,417	89,069
Packaging materials	13,165	11,849
Feed production, tonnes	2025	2024
Feed	361,851	333,470
Other	284,337	279,453

* More information on changes to previously reported data can be found in the section "Accounting policies for indicators"

WASTE		
	2025	2024
Total waste amount	38,043	40,104
Utilised material flows		
Non-hazardous waste		
i. Preparation for reuse;	0.2	0
ii. Recycling	24,583	25,135
iii. Other utilisation measures	13,240	14,650
Hazardous waste		
i. Preparation for reuse;	0	0
ii. Recycling	6	4
iii. Other utilisation measures	22	27
Waste sent for final disposal		
Non-hazardous waste		
i. Combustion	2	0.8
ii. Landfill disposal	160	248
iii. Other disposal	17	11
Hazardous waste		
i. Combustion	0.5	0.6
ii. Landfill disposal	0	0.6
iii. Other disposal	13	26
Total amount of non-recycled waste	13,455	14,964
Percentage of non-recycled waste	35.4%	37.3%
MATERIAL UTILISATION RATE	2025	2024
Percentage of waste streams of all outflowing material	4%	4%
Percentage of unused waste streams of the total waste volume	0.5%	0.8%

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT****ACCOUNTING POLICIES FOR INDICATORS**

Incoming material flows are collected from the purchase data and inventory records of the companies' accounting. Indicators have not been validated by an external body other than the verification service provider.

Essential material inflows include the raw materials and packaging materials used in Atria's products. Tangible fixed assets in production such as machinery and equipment, utilities such as water and gases or indirect materials such as disposable protective equipment are not included in the reporting of material inflows. Indirect materials are included in the outflow of materials in the total waste reporting volume in kilograms. Material flows are measured in kilograms, but in the following cases it has been necessary to use applied measurement:

When meat is sourced from contract producers, carcass kilograms are used as a measure of quantity.

No specific weight has been available for all items in the packaging materials, and averaged conversion factors have been used for reporting these items.

Individual items with an estimated share of less than 0.01 per cent of the total and whose specific weight data could not be reliably estimated in the reporting year have been excluded from reporting.

Plastic, fibre and natural casings used in meat products have not been included in the reporting of material inflows. The purchase units of intestines are different from the units reported, and their tonnage estimation could not be reliably carried out during the reporting year. In this respect, in order to improve the coverage of reporting, the aim is to collect data from suppliers and maintain it in the basic information of the items.

Transport packages are not included in the reporting of material flows insofar as they are plastic boxes and plastic or wooden pallets that are reused in the logistical cycle. Material outflows are collected from the companies' sales statistics in accounting and are presented as net kilograms without packaging materials. Traded products included in the outflow are food products produced by Atria through subcontracting and which are not processed in Atria's own production processes.

The total amount of waste includes the waste ending up in waste treatment from all production plants. The waste volume includes fractions recovered as material and energy, as well as waste fractions deposited in landfills and those delivered for hazardous waste treatment. The waste volume includes the liquid they contain. External service providers transport and process waste and report waste quantities and disposal method using R/D codes.

- The proportion of waste streams of all outflowing material is calculated as follows: Total waste (tonnes) / [Total amount of food production (tonnes) + Total amount of feed production (tonnes) + Total amount of waste (tonnes)] x 100%

- The proportion of unutilised waste by calculating the proportion of waste streams reported with the R code (Reuse, Recycle, Recovery) in the total amount of waste.

Changes in relation to previously reported information

The reported data for 2024 have been refined for outgoing material flows, in which the classification for food and by-products of food production was corrected.

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT**

SOCIAL INFORMATION - ESRS S1

OWN WORKFORCE

POLICIES

In addition to applicable legislation, the sustainable treatment of Atria's own workforce is guided by the policies approved by the company's Board of Directors, such as the ethical principles (Atria Code of Conduct), as well as the human resources policy and management system. Atria Code of Conduct covers all Atria's personnel and is available to the personnel in Atria's intranet and publicly on Atria's website. More information on the content of the Atria Code of Conduct, its management and stakeholder engagement and communication is in section *G1 Business conduct*. All employment relationships are subject to the national laws, regulations and local collective agreements of each country of operation.

Atria's Human Resources policy defines the material aspects of personnel responsibility related to employment relationships, to which Atria is committed. These include a fair employment relationship, personnel well-being and safety at work, competence development, equality, non-discrimination and freedom of association, as well as the prevention of child labour and forced labour. Factors that increase employees' well-being at work include a physically and psychologically safe working environment, equal treatment of personnel, fair remuneration for work, a balance between work and leisure, and respect for fundamental human rights.

Personnel planning processes are used to identify, prevent and intervene in activities that violate the operating principles. Preventive measures include regular and targeted training of both executive and targeted personnel in the themes included in the human resources policy. Feedback is collected in connection with the trainings. Among other things, this gives employees the opportunity to be consulted on the content of the policies that apply to them.

In Finland and Sweden, personnel planning processes are subject to ISO 9001 certification audits and internal audits that regularly assess compliance.

Employee well-being and safety at work

Atria's duty is to ensure an appropriate working environment in accordance with ILO Convention 155 on occupational safety and health and the working environment, which is confirmed in the legislation of the operating countries. The occupational health and safety management procedures applied in Atria's business areas are based on the requirements of local legislation.

The well-being of personnel is affected by both physical and psychological factors. As a key part of Atria's occupational health and safety, all Atria's workplaces undergo regular job risk assessments. Measures are taken to prevent or mitigate the risks identified by taking the necessary measures.

Accidents, incidents and near misses are thoroughly investigated to prevent similar situations and to identify possible deficiencies in safety management.

Measures are taken to prevent the burden of work by providing the necessary and sufficient work orientation at the beginning of the employment relationship. The orientation also covers matters related to occupational health and safety that are relevant to daily work duties.

Atria's occupational healthcare provision is arranged in each business area as part of the local social welfare and healthcare system. The role of occupational health also includes medical treatment, preventive measures such as vaccinations, and matters related to nutrition, for example. The occupational healthcare services also offer occupational health and safety expert services. The local occupational healthcare service takes many factors into account that affect the employees' health and ability to work, such as the hazards and harm to health present in the work environment, the workload, and the resources of the employee and the work community. Atria's occupational health and safety management system is not certified by an external party.

A fair employment relationship that enables a good life

Atria strives for a good reputation as a reliable employer, offering predictability in the employment relationship and opportunities for work in different locations. Based on the local market statistics of the business areas, the remuneration paid at Atria for work is sufficient to cover the basic prerequisites for a good life, as defined in the UN's International Covenant on Economic, Social and Cultural Rights. Working hours that comply with local legislation ensure sufficient rest time for recovering from work, and there is also time for other important things in life.

The minimum requirements for working hours and pay, as well as the rights to family leave, are defined in the local legislation of Atria's operating areas and in collective agreements. Minimum requirements have been defined in each country of operation to maintain a safe and dignified standard of living. In addition, local labour market practices are followed, and the competitive total remuneration of the staff is ensured. A written employment contract is concluded with each employee, specifying the terms and conditions of the employment relationship. The employment contract and the applicable terms and conditions are presented in a language that the employee understands.

Atria offers its employees working time flexibility. Flexible working hours make working more efficient and take into account the different life situations of employees. Atria monitors the development of the labour market in the use of voluntary flexibility models. Development discussions address issues related to the work-life balance of employees at least once a year. The company has a working time monitoring system in place, from which both managers and employees can monitor the accumulation of working time and take care of the equalisation of working time. Atria's HR maintains guidelines on various work flexibility models for both managers and employees.

Atria's remuneration system consists of wages or salary and employee benefits in accordance with

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT**

local market practices. All levels of the organisation ensure that the system is competitive, understandable, consistent, transparent, equitable, non-discriminatory and up-to-date. Management assesses the competitiveness of remuneration using market statistics, employee satisfaction survey results and personnel turnover indicators. In addition to salary, employee benefits include, for example, voluntary life and accident insurance and occupational health services. Benefits exceeding the statutory level vary by business area. More information about the remuneration for Atria's management and key personnel are described in Note 31 to the consolidated financial statements.

Atria Finland's business area has a personnel fund established and owned by the personnel, which receives funds according to the result of Atria Plc and its Finnish subsidiaries. The personnel fund is the company's optional way of rewarding personnel. The aim of distributing the profit-related bonus is to increase the personnel's interest and awareness of Atria's operational objectives and the conditions for success, as well as the employees' ability to affect the company's profitability through their own work. As a rule, Atria offers the same benefits to full-time and part-time employees.

Cooperation in personnel planning

At Atria, the main objective of personnel planning is to be able to meet future needs in accordance with the company's strategy. Personnel planning is carried out in cooperation with personnel. The cooperation is based on transparency about the profitability of the business and plans at least to the extent and time span required by the legislation of each operating country, at a minimum.

The aim of the cooperation is to develop Atria's operations in agreement with the personnel and to provide them with opportunities to influence decisions concerning their work, working conditions and position at Atria. In connection with operational changes, the focus is on personnel development opportunities and supporting employment. Atria respects the freedom of association of employees. More information about cooperation is provided below in the section *Collaborative activities*.

Equality and diversity

Equality and diversity are key principles that enrich the work community and promote fairness, creativity and innovation. The human resources policy commits to creating and maintaining a working environment where every employee feels valued and respected, regardless of their background, gender, ethnicity, religion, sexual orientation, age or abilities. Atria's Human Resource policy and operations apply to all Group employees, and Atria has not identified any particularly vulnerable groups of employees separately. Atria Finland has joined the FIBS diversity commitment, which provides tools for Atria to develop diversity and inclusion management practices throughout the Group.

Promoting diversity means taking active measures to integrate diverse perspectives and experiences into the organisation. Discrimination will not be tolerated in any form, and any incidents that arise will be addressed immediately. Recruitment processes aim to ensure that every candidate has equal opportunities. Atria also encourages continuous learning and training. Atria Code of Conduct and the human resource policy, as well as process descriptions, create a basis for non-discrimination at Atria. This is supported by management training for managers, which strengthens non-discrimination on a

practical level. In addition, equality planning in business areas supports equality and prevents discrimination. Gender equality planning is based on statutory equality reports. Gender equality plans define objectives and measures for identified development needs. In the largest business areas Finland and Sweden, gender equality planning is guided by occupational health and safety committees consisting of representatives of personnel groups. The implementation of the measures recorded in the equality plan is monitored by the meetings of the personnel groups.

Competence development

Atria is a large multinational company that offers diverse development opportunities. Recruiting and engaging motivated employees and developing their professional skills form the basis of Atria's success. The competence of all personnel is monitored and developed in accordance with Atria's strategy, personnel surveys and personal development discussions.

Personal development assessments and discussions on well-being at work are important in identifying employees' individual development targets and are the basis for an annually updated personnel training and development plan. The Group's HR management is responsible for the principles and methods of competence development, and the business areas are responsible for their application. The most important methods for developing employees' skills are on-the-job learning, on-the-job training, staff mobility for different tasks, also across the boundaries of business areas, sharing best practices, and competence development programmes as well as off-site training.

Atria's own experts are involved in planning and implementing training for personnel. Atria has an extensive online training offering, which includes training related to various work tasks and specific to work duties, as well as general materials that are mandatory for everyone. As part of the company's compliance management, Atria develops statistics on participation in training for the entire personnel or a specific group of personnel.

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT****PROCESSES FOR ENGAGING WITH OWN EMPLOYEES AND THEIR REPRESENTATIVES ABOUT IMPACTS****Atria's Way of Work and Atria's Way of Leading**

Atria's Way of Working and Atria's Way of Leading has formed the basis for the Succeeding Together personnel programme, which aims to develop personnel's management skills and thereby strengthen cooperation, performance and employee commitment.

Collective labour agreements

Collective agreements ensure the renewal and development of working life in cooperation with personnel representatives. An open dialogue improves the personnel's ability to influence their own working environment and working conditions, which also increases stability and predictability in the workplace.

Atria maintains an active and regular dialogue between the social partners. At Atria, the policy is to inform employees about matters that are important to the company and to consult employees on matters that concern them.

Employment relationships comply with the collective agreements that the industry applies in the countries of operation for salaried employees and employees. Employee's personal membership in the union is voluntary. The HR administration guides the consultation and inclusion processes in accordance with the cooperation legislation at Atria.

Collaborative activities

Employees are consulted in cooperation procedures that concern them. These may relate to well-being at work, working conditions and personnel reorganisation, for example.

Group-level cooperation is implemented in the European Works Council (EWC), which meets twice a year at the invitation of the CEO of Atria Group. Representatives of all personnel groups from all business areas within the scope of EU legislation are invited to the meetings. The Works Council discusses the company's strategy and financial situation, the largest strategy projects and measures, as well as personnel-related issues, such as the number of employees, the results of the employee survey, matters related to occupational safety and well-being.

Atria supports the employees' freedom of association, and the membership of employee organisations or trade unions does not affect a person's treatment in the workplace. In each business area, the cooperation between the employer and personnel groups is guided by local legislation.

Personnel survey

The personnel survey carried out annually provides valuable information and understanding of how Atria employees perceive their work and working environment, management, and Atria's operating

methods. This information helps in the development of operations and contributes to Atria's goal of improving the well-being of its personnel. The survey covers the matters of commitment, management and performance in terms of the company, unit and the employee's own work. The personnel survey also measures the effectiveness of communication. The high response rate (2025: 78 per cent) and personnel's positive responses to statements associated with the employer indicate success in the effectiveness of communication. Atria monitors the targets set for organisational culture and personnel development through the employee engagement index and the competence development index, both of which developed positively during the reporting period.

Occupational health and safety committees and safety talks

Atria Finland, Sweden and Denmark have occupational safety organisations that comply with the requirements of local occupational safety laws. They consist of representatives appointed by the employer and elected by the employees. The purpose of the company-specific occupational health and safety committees is to improve the working environment and working conditions in their areas of responsibility, and to secure and maintain the employees' ability to work. Occupational health and safety committees are also responsible for preventing occupational accidents, occupational diseases, and other physical and mental health problems of employees. Occupational health and safety committees represent the entire own workforce, that is, the company's own personnel and temporary workforce.

At Atria, the realisation of occupational safety is promoted by means of monthly safety talks, that is, discussions led by a supervisor.

PROCESSES TO REMEDIATE NEGATIVE IMPACTS AND CHANNELS FOR OWN EMPLOYEES TO RAISE CONCERNS**Whistleblowing channel**

Atria's whistleblowing channel offers the opportunity to report suspicions of irregularities related to Atria's operations confidentially without the threat of retaliation later. For more information about the whistleblowing channel, bringing up grievances and processing notifications, please see section *G1 Business conduct*.

Occupational safety

Atria's occupational safety risk assessment and management is supported by, among other things, a risk management system. As part of this process, incidents, safety observations and near misses, among other things, are investigated to take corrective measures. Atria and its subsidiaries assess and manage occupational safety risks in all areas of their operations.

All accidents and incidents are thoroughly investigated to prevent similar situations and identify possible deficiencies in safety management. Continuous improvement and reporting of occupational safety also include monitoring action plans and evaluating the effectiveness of the implemented measures.

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT****MEASURES**

- ISO 45 001 certification of Atria Finland's occupational health and safety management system.
- In 2025, occupational safety was again given special attention due to the increased accident frequency in 2024. This has been reflected, for example, on personnel training, occupational safety campaigns and management commitments to safety. Occupational safety was also made one of the categories awarded annually at the Atria Awards in 2025.
- Based on the new strategy and the results of the personnel survey, personnel plans have been drawn up to strengthen a unified corporate culture, develop staff skills and improve leadership. These measures apply to all business areas of Atria.

TARGETS

Atria Group's management defines sustainability targets for its own personnel as part of the strategic management processes. The objectives and their realisation are discussed in the meetings of the personnel groups.

- Atria's goal is to continuously reduce occupational accidents and improve occupational safety. The previously set target for accident frequency was 8 by 2025, and the actual accident frequency has averaged 14 during the strategy period 2021–2025. In connection with the strategy update, target levels were reviewed against industry benchmarks, and the new target is to gradually reduce accident frequency so that it is regularly kept below level 10 and that the Group reaches level 8 by 2030.
- Atria's goal is to strengthen a unified organisational culture that enables the growth and development of individuals and the organisation. The target is monitored annually by means of an employee survey, for which the employee engagement index and the competence development index have been selected as specific indicators. Both strengthened further in 2025, and the goal is to continue this development.

METRICS**Characteristics of the undertaking's employees**

Gender	Number of employees* (HC)	
	2025	2024
Men	2,846	2,828
Women	1,945	1,956
Other	N/A	N/A
Not reported	N/A	N/A
Employees total	4,791	4,784
Country	2025	2024
Finland	3,200	3,229
Sweden	1,087	1,056
Denmark	143	154
Estonia	361	345

* In the financial statements (Note 7 to the consolidated financial statements) and in the report by the Board of Directors, the number of employees is indicated as an average of the FTE (full time equivalent) figure for the year. For sustainability reporting, the headcount (HC) or head count 100 (HC 100) figures on the last day of the year are used.

Employee turnover (HC)	2025	2024
Resigned employees	337	282
Employee turnover	7.1%	5.9%

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT**

	2025 (HC 100)				
	Women	Men	Other	Not reported	Total
Number of employees	1,788	2,665	N/A	N/A	4,453
Number of permanent employees	1,537	2,304	N/A	N/A	3,841
Number of temporary employees	251	361	N/A	N/A	612
Number of non-guaranteed hours employees	0	0	N/A	N/A	0
Number of full-time employees	1,689	2,562	N/A	N/A	4,251
Number of part-time employees	101	101	N/A	N/A	202

N/A Employees have declared their gender to be either male or female.

	2025 (HC 100)				
	Finland	Sweden	Denmark	Estonia	Total
Number of employees	2,975	974	143	361	4,453
Number of permanent employees	2,451	887	143	360	3,841
Number of temporary employees	524	87	0	1	612
Number of non-guaranteed hours employees	0	0	0	0	0
Number of full-time employees	2,796	961	137	357	4,251
Number of part-time employees	179	13	6	4	202

	2024 (HC 100)				
	Women	Men	Other	Not reported	Total
Number of employees	1,779	2,663	N/A	N/A	4,442
Number of permanent employees	1,512	2,243	N/A	N/A	3,755
Number of temporary employees	267	420	N/A	N/A	687
Number of non-guaranteed hours employees	0	0	N/A	N/A	0
Number of full-time employees	1,690	2,532	N/A	N/A	4,222
Number of part-time employees	89	131	N/A	N/A	220

N/A Employees have declared their gender to be either male or female.

	2024 (HC 100)				
	Finland	Sweden	Denmark	Estonia	Total
Number of employees	2,992	951	154	345	4,442
Number of permanent employees	2,421	848	147	339	3,755
Number of temporary employees	571	103	7	6	687
Number of non-guaranteed hours employees	0	0	0	0	0
Number of full-time employees	2,821	915	147	339	4,222
Number of part-time employees	171	36	7	6	220

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT****Collective bargaining coverage and social dialogue***

Coverage rate	Coverage of employment contract negotiations	Social dialogue
	Employees	Workplace representation
0–19%	Estonia	Estonia
20–39%		
40–59%		
60–79%	Denmark	Denmark
80–100%	Finland, Sweden	Finland, Sweden

*The situation has not changed from the previous year

Diversity metrics

2025, HC	Women	Men	Total
Senior management	13	32	45
Senior management %	29%	71%	100%
	under 30 years	30–50 years	over 50 years
Employee age distribution	987	2,162	1,613
2024, HC	Women	Men	Total
Senior management	14	28	42
Senior management %	33%	67%	100%
	under 30 years	30–50 years	over 50 years
Employee age distribution	996	2,205	1,554

Adequate wage

All Atria's employees are paid adequate wages in accordance with the applicable benchmarks. Of Atria's business areas, only Estonia has a statutory minimum wage. The definition of adequate wage is based on collective agreements and labour market practices, among other things.

Social protection

All Atria's employees are covered by social protection in case of loss of income due to major life events. Such life events may include illness, unemployment, disability or incapacity at work, parental leave, or retirement.

Training and skills development metrics

Personal development assessments and discussions on well-being at work are important in identifying employees' individual development targets and are the basis for an annually updated personnel training and development plan.

Employees	Women	Men	Total
2025			
Development discussion participants (%)	57	48	51.2
Average training hours	5.0	3.8	4.3
2024			
Development discussion participants (%)*			45.8
Average training hours	6.3	3.6	4.7

* 2024 ei eritelty sukupuolen mukaan kehityskeskusteluihin osallistuneiden määrää.

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT****Health and safety metrics**

	2025	2024
Own workforce covered by occupational health and safety (%)	100	100
Number of deaths due to work-related injuries and work-related health problems	0	0
Number of accidents	76	102
Number of work-related injuries and fatalities due to accidents at work as well as lost days due to work-related health problems and fatalities due to work-related health problems	1,455	2,583

	Base year 2020	2024	2025	Target 2030
Accident frequency rate (LTA)	18	14	10	8

Work-life balance metrics

2025	Women	Men	Total
Employees entitled to parental leave (%)			100*
Employees taking family leave (%)	14.6	10.0	11.9

2024	Women	Men	Total
Employees entitled to parental leave (%)			100
Employees taking family leave (%)	14.7	9.6	11.7

*All Atria employees are entitled to family leave under social policy and/or collective agreements.

Compensation metrics

	2025	2024
Gender pay gap calculated from the average salary of men	11.8	11.2
Annual total earnings ratio	12.7	13.1

Incidents, complaints and severe human rights impacts

	2025	2024
Number of discrimination cases	0	1
Complaints submitted through the whistleblowing channel**	10	1
Fines, penalties and damages related to the cases	0	0
Serious human rights violations	0	0
Fines, penalties and damages related to serious human rights cases	0	0

**During the reporting period, one incident of harassment was reported to the whistleblowing channel. The case has led to labour law actions, and no fines have been imposed on Atria.

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT****ACCOUNTING POLICIES FOR INDICATORS**

In sustainability reporting, the information required by standard S1 Own workforce has been collected from the companies' payroll management or HR management systems. The indicators have not been validated by an external body other than the verification service provider. The number of persons is presented as HC100 figures, unless otherwise stated in the header row of the metrics. The numbers of persons are figures for the last day of the financial year. Atria has no non-binary or unspecified employees.

Atria does not collect information about and has not reported any of the following

- Non-employee labour force. The workforce acquired through subcontractors or temp agencies is estimated to be less than 100 people in the entire Group. The number is not significant for Atria, and these individuals are not included in Atria's HR systems.
- Persons' work ability limitations. The collection of data is not allowed in all of Atria's operating countries.
- The number of days of sick leave for work-related diseases cannot be reported because the collection of data has not been systematic.

Clarification of matters related to the calculation of indicators

- The turnover of employees in an employment relationship has been calculated by dividing the number of people who have left by the total number of employees. The number of employees who have left does not take into account the turnover of seasonal workers. The employment relationship of seasonal workers usually lasts from a few weeks to a few months.
- The gender pay gap is calculated by calculating the difference between men's and women's pay and dividing it by men's pay. Annual total remuneration does not include the salary of the highest-paid person.
- Atria's goal is to hold development discussions with the entire personnel. Development discussions are held regularly with employees, but these have not been recorded in the system for all production employees. Thus, information on development discussions has not been collected in the system for all employees. However, the reported figure is the number of development discussions recorded in the systems.
- In terms of training hours, all recorded and verifiable hours have been reported.
- Occupational accidents take into account accidents that have led to an absence of at least eight hours. For the calculation of days lost, the number of the days is the difference between the start date and the end date, taking into account Monday to Saturday for each full week. The calculation has been refined in the financial year 2025 and it is not directly comparable with the data provided for 2024. The accident frequency measures the number occupational accidents in relation to the hours worked. It is calculated by dividing the number of accidents occurred during the reporting period by the total number of hours worked and multiplying the result by one million (1,000,000). Korv-Görans Kebab Oy is not included in the reporting of Atria Finland's and thus the Group's accident rates.
- Atria has a sales company in Poland, which employed 29 people at the turn of the year. They are considered in the "Number of employed persons" and "Employment relationships" of Sweden's business area but not in other indicators.

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT**

SOCIAL INFORMATION - ESRS S4

CONSUMERS AND END-USERS

POLICIES

Atria's activities related to consumers and end-users are guided by the principles, which consist of Atria Code of Conduct approved by the Board of Directors of the Group, Atria Supplier Code of Conduct, and the food safety, quality, nutrition and product sustainability policy approved by the Group's CEO. Atria Code of Conduct is aligned with internationally recognised consumer and end-user standards, including the United Nations Guiding Principles on Business and Human Rights. Atria has no known cases of non-compliance with the standards. More information about the management of Atria Code of Conduct is in section *G1 Business conduct*.

The aim of the policies is to ensure sustainable and healthy business, to guide active dialogue with all our stakeholders, to prevent adverse impacts on the environment and to promote environmental and social responsibility and human rights. Atria Code of Conduct and the policies implementing it ensure that all consumer and end-user groups have sustainable products.

According to the UN Declaration of Human Rights, all people should have access to sufficient safe and nutritious food that supports their health and well-being. Atria's operations support these human rights for consumers and end-users. Atria is committed to ensuring food safety, promoting continuous improvement in quality and promoting responsibility throughout the value chain. At Atria, good food means taking into account the stakeholder expectations set for the entire food chain and committing to fulfilling all legal requirements concerning business and products.

Legislation regulating consumer information and food safety in operating countries and complied by Atria sets the minimum requirements for the information provided about and labelling of products. With proper product information and labelling, consumers can choose, store and use products safely.

COMMUNICATION WITH CONSUMERS AND END-USERS

Atria makes use of extensive and continuous market research data to identify different customer and consumer needs and to understand how they change. Consumer surveys target consumers directly. Consumer awareness of sustainable food choices, healthy lifestyles, sustainable development and animal welfare is constantly growing. Atria's product development uses research data in a versatile way, both in developing existing products further and in the planning of new products and product concepts. The task of product category management is to ensure that the product range meets different customer and consumer needs.

The aim of Atria's communications to consumers, such as advertising, packaging design and social media, is to provide consumers with relevant information to support their choices. Atria's communications follow the principles of good marketing practice, which create and maintain consumer

confidence in the company and its products. Companies belonging to the Atria Group comply with the International Chamber of Commerce's (ICC) marketing rules.

Atria encourages and guides consumers with its communications to compile a varied diet and guides customers to prepare nutritious and tasty meal. Atria indicates in its packaging, among other things, information on the nutritional content and the ingredients of the product. In accordance with the Regulation on Nutrition and Health Claims Made on Foods (EC) No. 1924/2006, nutrition and health claims are always based on validated scientific studies and officially approved wording. The correctness of the labelling, including the legality of various claims, is part of the food safety monitoring carried out by the authorities.

PROCESSES FOR PREVENTING NEGATIVE IMPACTS AND MANAGING RISKS

The endangerment of food safety is a potential material sustainability impact on consumers and end-users, in connection with which a material financial risk has also been identified. For these reasons, Atria has a food safety management system in place for maintaining and developing food safety. Atria's food safety management system accounts for the safety and health effects of products throughout their lifecycle including the sourcing of raw materials, the manufacturing process, and distribution chains all the way to consumer use. All Atria products go through this review.

Atria's production facilities are subject to comprehensive national regulatory control. In addition, Atria maintains certified food safety management systems approved by the Global Food Safety Initiative (GFSI). The basis of the food safety management system is self-monitoring. Self-monitoring at Atria is based on the Hazard Analysis Critical Control Points (HACCP) risk management system and the support system for self-monitoring. The support system for self-monitoring consists of procedures based on the Good Hygiene Practices (GHP) and Good Manufacturing Practices (GMP) in line with laws and standards, as well as their supervision. The shelf life and safety of Atria's products is analysed in our accredited laboratories. Atria also purchases laboratory services from its accredited partner laboratories. Atria is committed to the continuous improvement of food safety and therefore cooperates with various universities and research institutes in the sector.

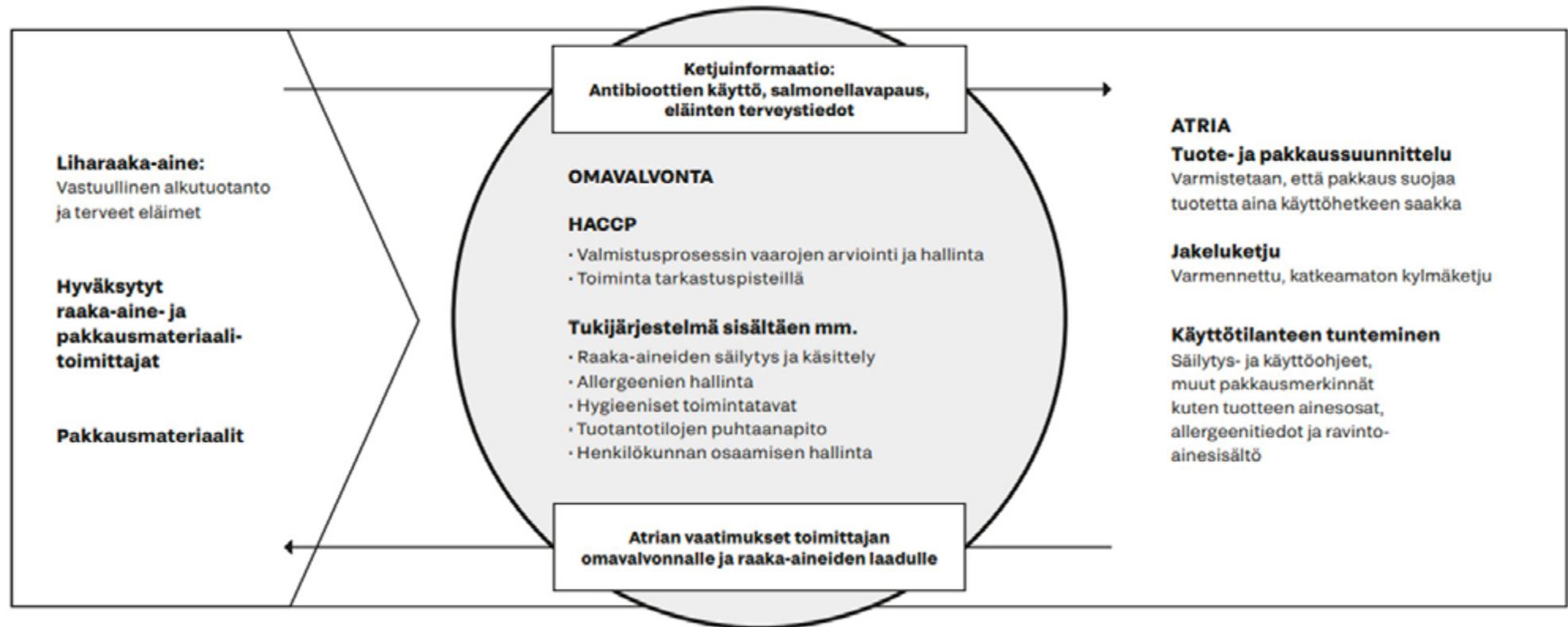
The costs of maintaining and developing the food safety system include the annual operating expenses related to the certification and inspection fees of production facilities, as well as capital expenses related to the company's laboratory activities, as well as the salary costs of the personnel resources allocated to the development of food safety.

- Overview of 2025
- Key figures
- Financing and liquidity
- Strategy, goals and value chain
- Stakeholders' interests and views
- Research and development
- Events after the period under review
- Risks and risk management
- Governance and operations
- Related-party loans
- Personnel average, FTE
- Incentive programmes for management and key personnel
- Outlook for 2026
- Flagging notifications
- Atria Plc's share capital
- Valid authorisations
- Distributable funds and the Board of Directors' proposal for profit distribution
- Information about the shares and shareholders
- Key figures
- Calculation formulas for key financial figures
- Items affecting comparability of result

Channels for consumers and end-users to raise concerns

Contacts from consumers and end-users are processed in the Consumer Service. The Consumer Service receives feedback through various channels, investigates potential problems and offers a solution. Communication takes place in accordance with the consumer's wishes, taking care of the consumer's privacy. Contacts regarding product feedback are used in the development of products and production processes. In case of potential food safety risks, a standardised recall process as defined in the EU (178/2002) Food Regulation is followed in order to remove all products that may be harmful to

health from the market and end users' access. The recall process includes public communications and the withdrawal of defective products from the market. To mitigate the negative impacts on consumers, Atria has taken out product liability insurance. The company has a process in place for managing food safety and quality deviations, according to which the analyses of deviations are carried out, and the necessary corrective measures are implemented. The effectiveness of corrective measures is assessed as part of food safety management procedures, among other things through consumer satisfaction measurements and reports from supervisory authorities.



BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT****TARGETS**

For the guidance and development of food safety, responsible persons from each business area have been appointed, who form the Safe Atria Quality Steering Group. The task of the group is to define the Group's Food Safety, Nutrition, Quality and Product Responsibility Policy and the strategies necessary for its implementation. The Steering Group sets objectives for food safety and organises internal and external development projects with partners, monitors the effectiveness of these projects and reports the results to Atria Group's management.

The authority and stakeholder requirements, such as the assumption of uncompromising food safety, are the basis for Atria's targeted product quality and setting the company's sustainability targets. Facility certifications go beyond the statutory level and include a requirement for a commitment to continuous improvement.

The targets of Atria's strategy period extending to 2030 is to:

- maintain the certifications of all production facilities in accordance with the GFSI-approved food safety standards;
- have zero product recalls; and
- maintain a wide range of options that meet generally accepted nutritional criteria (the Heart Symbol and Keyhole Symbol).

The Heart Symbol and Keyhole Symbol indicate that the product contains less salt and fat than similar products, the quality of the fat is better (a higher proportion of soft fats), sugar has been reduced or not added at all, and the fibre content meets the requirements specific to the product category. These criteria are based on nutrition recommendations drawn up by the authorities and guide the consumer to choose healthier alternatives. Estonia does not have a similar labelling system.

METRICS

	2020	2024	2025
Production volume (%) manufactured in certified facilities (Group total)	-	93	93
Total number of product recalls	5	5	2
• Finland	2	1	2
• Sweden	2	0	0
• Denmark	0	2	0
• Estonia	1	2	0
Total number of products with a Heart Symbol and Keyhole Symbol	354	350	374
• Finland (Heart Symbol)	126	174	201
• Sweden (Keyhole Symbol)	205	152	153
• Denmark (Keyhole Symbol)	23	24	20

ACCOUNTING POLICIES FOR INDICATORS

The "Production volume (%) manufactured in certified facilities indicator is calculated as the volume of food production in certified facilities divided by the production volume of all companies that process and sell Atria's food products (E5-5 Resource outflows: Food products). The indicator does not include subcontracting and other agency products (E5-5 Resource outflows: Agency products). Certification information is public and certificates are also published on Atria's website.

Recalls refer to public recalls that are communicated to all necessary stakeholders in accordance with the company's recall guidelines. Recall data is collected from the organisation responsible for the companies' food safety system.

The number of products with the Heart Symbol (Finland) and Keyhole Symbol (Sweden and Denmark) is calculated based on the product range at the end of the reporting year.

CONTENTS

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT

CONSOLIDATED FINANCIAL STATEMENTS (IFRS)

PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)

SIGNATURES TO THE FINANCIAL STATEMENTS

AUDITOR'S REPORT

GOVERNANCE INFORMATION - ESRS G1

BUSINESS CONDUCT

BUSINESS CONDUCT POLICIES AND CORPORATE CULTURE

Atria's corporate culture is maintained, developed and promoted by implementing Atria's Code of Conduct, related Group policies, Supplier Code of Conduct and the strategic sustainability goals.

In its Code of Conduct, Atria makes a commitment to the following international agreements and recommendations:

- The UN's Global Compact initiative for the promotion of universal principles in the areas of human rights, labour rights, environmental protection and anti-corruption. The initiative is also known as The Ten Principles.
- The UN's Universal Declaration of Human Rights and Convention on the Rights of the Child.
- The ILO Declaration on Fundamental Principles and Rights at Work and the key labour Conventions.
- OECD Guidelines for Multinational Enterprises.
- ICC Business Charter for Sustainable Development and ICC Rules on Combating Corruption.
- Business Social Compliance Initiative (BSCI) Responsible Purchasing Practices.
- Science Based Target initiative (SBTi) approved climate targets.

In its operating principles, Atria defines and articulates its business ethics, stakeholder relations and the promotion of sustainable development in relation to international commitments. The operating principles of the business have also been discussed in the Group policies. The Board of Directors and Atria Group's Management Team annually review nearly twenty administrative and operational policies. The content of the policies has been updated in 2025 due to, for example, the development of legislation and the company's operating practices.

In addition to Atria Code of Conduct, the policies approved by the Board of Directors of the Atria Group include:

- Investment policy
- Anti-corruption and anti-bribery policy
- Related party policy
- Decision-making policy
- Treasury policy
- Risk management policy
- Insider policy
- Electricity procurement policy
- Disclosure policy
- Tax policy

Policies approved by the CEO of the Atria Group are:

- Food safety, quality, nutrition and product sustainability policy
- Animal welfare policy
- Atria Sourcing policy
- Human Resources policy
- Personal Data Processing (GDPR) Policy
- Antitrust policy
- Marketing and communications policy
- Information security policy
- Insurance policy
- Whistleblowing policy
- Environmental policy

The Board of Directors of Atria Plc is the highest responsible party for the business operations of the entire Group, and it approves Atria Code of Conduct and Group policies guiding the operations and internal control of the entire Group. Atria Code of Conduct have been explained in more detail in the Atria Group's policies and guidelines, which define and guide the decisions and operations of the companies belonging to the Atria Group in practice. The process of preparing Group policies identifies the key internal and external stakeholders of the policy and explains the expectations of the

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT**

stakeholders in relation to the sustainability issues addressed by the policy. The Board of Directors of Atria Corporation also approves a version of Atria's Code of Conduct aimed at business partners, which communicates the content of the Code of Conduct as requirements and sustainability objectives for the supply chain.

Atria Code of Conduct and the Supplier Code of Conduct were updated in 2025, and a plan was drawn up to implement the updated Codes of Conduct across operations and with partners. Atria Code of Conduct and the Group policies are available to Atria's employees on Atria's intranet. The most important policies for external stakeholders have been published on Atria's website. The Group's entire personnel must regularly complete training on Atria Code of Conduct. Training concerning Atria Code of Conduct is also an integral part of the induction programme for new employees. Atria's online training concerning the Code of Conduct covers the key ethical principles to be followed at Atria and illustrates best practices related to business responsibility through examples and tasks. Training on the Atria Code of Conduct was revised during 2025, and new training was launched for employees to complete by 31 December 2025. With the system reforms, the aim is that completed training can be reported going forward.

Employees and management are also required to complete online training in other Group policies. In 2025, employees and management had to complete cybersecurity training and competition law training, in addition to the Atria Code of Conduct training. In addition, the Group organised targeted training on preventing money laundering and on complying with sanctions regulations. More information on training is given in section *S1 Own workforce*.

During 2025, a Compliance Board was established within the Group with the purpose of providing guidance, training, ensuring and monitoring compliance with the law and the Group's internal rules. The Compliance Board convened 9 times. The Compliance Board reports to the Board of Directors. In 2025, the Compliance Board prepared Atria Group's compliance programme and launched the compliance training programme.

Atria's management team evaluates success in promoting the corporate culture through reputation surveys, industry reports, media monitoring and irregularities reporting. Atria Plc's Board of Directors reviews, on a quarterly basis, the compliance report (previously the legal review), which includes an overview of significant legal and administrative proceedings, data protection and information security breaches reported to the authorities, possible cases of corruption or bribery, other compliance breaches, as well as serious deviations. In addition, the Group organises an annual legal, compliance and tax review, in which the financial management of all business areas and the Group's financial administration participate.

Mechanisms for identifying, investigating and reporting irregularities

Atria Group introduced a separate channel for reporting irregularities in 2021 in accordance with Regulation (EU) 2019/1937. The technical implementation of Atria's whistleblowing channel is the responsibility of an external service provider, and reporting in the channel can be done anonymously. The channel is available on the company's website and open to all internal and external stakeholders of the company.

More information about reporting irregularities and the related legislation, as well as Atria's processes, is provided in the whistleblowing channel and also in Atria's internal communication channels. Prior to the implementation of the channel, the channel and related processes have been discussed in the meetings of the personnel groups of each business area. The Company is committed to investigating reported and/or suspected irregularities in an appropriate, independent and objective manner and is committed to protecting the rights and privacy of persons who report. The management and investigation of the whistleblowing channel is the responsibility of a separate group external to the operational management, appointed by the Compliance Board, which can delegate the investigation to the company or an external party, if necessary. The legal department takes care of the proper training of the group members for the task. The group prepares a summary of irregularities reports to the Group's Compliance Board, which reports the summary of irregularities reports to the company's Board of Directors as part of the quarterly compliance reporting. The principles and procedures for handling irregularities reports are described in the company's public policy on irregularities reports. In addition, employees still have the opportunity to report any breaches or suspected breaches to their manager, their manager's supervisor, and a representative of Human Resources or Group Legal.

In 2025, the whistleblowing channel received a total of ten (10) irregularities reports. Three of these cases were found to be irrelevant, as they fell outside the Whistleblower Protection Act's (1171/2022) scope. In three cases the necessary additional information for the investigation was not obtained, so the investigation could not be started. Four cases were investigated. Of these, two reports were found to be part of the normal HR management process in closer investigation. No irregularities were found in any of the cases investigated, but one report resulted in more detailed guidance provided to a partner in a GDPR-related case. Based on one report, the internal guidance of one of the Group's business areas on the sale of end-of-life machines was further specified. In future, the company will continue to increase targeted communication to employees and stakeholders about the whistleblowing channel to increase stakeholders' awareness and trust in the use of the channel.

BOARD OF DIRECTORS' REPORT

Overview of 2025
Key figures
Financing and liquidity
Strategy, goals and value chain
Stakeholders' interests and views
Research and development
Events after the period under review
Risks and risk management
Governance and operations
Related-party loans
Personnel average, FTE
Incentive programmes for management and key personnel
Outlook for 2026
Flagging notifications
Atria Plc's share capital
Valid authorisations
Distributable funds and the Board of Directors' proposal for profit distribution
Information about the shares and shareholders
Key figures
Calculation formulas for key financial figures
Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT****SUPPLIER RELATIONSHIP MANAGEMENT, DUE DILIGENCE**

In its business, Atria is committed to a fair and ethically sustainable way of operating in relation to business partners, such as material suppliers, farmers, subcontractors, service providers and other partners. Atria requires its business partners to comply with all applicable laws, regulations and international commitments concerning their own operations and the requirements set for their business partners in Atria's operating principles. Atria confirms the supplier's commitment to the Supplier Code of Conduct by including it in agreements with business partners.

To ensure the compliance of suppliers and other partners, Atria follows a due diligence process based on a systematic and risk-based approach. The processes are described in Atria's procurement policies and comply with, for example, the OECD Guidelines for Multinational Enterprises.

Supplier relations management is based on regular identification and assessment of potential sustainability risks in the supply chain. To assess the suppliers' performance and identify possible deficiencies or adverse effects, Atria uses a combination of country risk mappings and industry reports, supplier surveys, audits and internal performance assessments. Supplier evaluations are carried out both before the contract is signed and during the cooperation relationship.

Atria prioritises risk management activities for business partners according to the above-mentioned risk mapping results and the business criticality of the supplier relationship. If non-compliant practices are detected in the assessment, Atria requires the business partner to commit to corrective actions. If the business partners deliberately act incorrectly or neglect the agreed action plans, Atria may also terminate the business relationship.

PREVENTION AND DETECTION OF CORRUPTION AND BRIBERY

Atria Code of Conduct and the Supplier Code of Conduct include a prohibition of corruption and bribery, as well as principles related to gifts and hospitality. To prevent corruption, bribery and irregularities related to position, Atria's employees have been given more detailed instructions in a separate anti-corruption policy. The policy includes guidelines on business gifts, hospitality and travel, as well as activities with public officials. Corruption and bribery-related irregularities are covered in accordance with the procedures described earlier in the section "Mechanisms for identifying, investigating and reporting irregularities".

The aim is to manage the risk of corruption and bribery in the Atria Group through training, supervision and solutions concerning control, processes and approval procedures. The management, purchasing and sales functions have been identified in the Atria Group as the most exposed to the risk of corruption and bribery.

Atria trains its employees to detect corruption, bribery and irregularities. Employees and management are required to complete online training on the prevention of corruption and bribery regularly. The

trainings cover all risk groups, but for the reporting year there was no formal process for monitoring the completion of trainings, especially for risk groups.

Atria has a procedure in place for the production chain that involves checking the background of partners for corruption, money laundering, human rights violations and various irregularities before entering into a binding agreement. Risks are also regularly mapped throughout the partnership.

INCIDENTS OF CORRUPTION OR BRIBERY

In 2025, no incidents of bribery or corruption came to Atria's attention, that

- would have resulted in the dismissal of Atria's own employees or disciplinary sanctions against them,
- would have resulted in terminating or not renewing contracts with business partners,
- would have resulted in fines or public legal action against Atria or its employees.

Indicators have not been validated by an external body other than the verification service provider.

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT****ANIMAL WELFARE**

Atria's goal is to ensure animal welfare, the responsible use of antibiotics and biosecurity in the value chain. In all business areas, the practices defined in the procurement policy and the contract production model in Finland support the achievement of these objectives. 76 per cent of the meat purchased by Atria comes from contract producers. Atria's contract producers are committed to production guidelines that take into account the above-mentioned aspects.

Atria's animal welfare policy, approved by the CEO of Atria Group, sets the framework for good production practices in contract production and also sets minimum criteria for other procurement of raw materials of animal origin. The animal welfare policy is based on the Five Freedoms for animal welfare issued by the World Organisation for Animal Health:

1. Freedom from hunger and thirst
2. Freedom from physical and thermal discomfort
3. Freedom from pain, injury and disease
4. Freedom to express normal patterns of behaviour
5. Freedom from fear and distress

To develop animal welfare, Atria works closely with contract producers, industry associations, research institutes and authorities, and maintains a dialogue with those interested in and responsible for animal welfare. Regarding animal welfare, the aim is to continuously improve production methods based on scientific evidence and ensure good animal welfare in sourcing other than contract production as well.

Development of feeds

Atria's feed business in Finland is a key part of responsible primary production. Feeding affects animal welfare, the environmental performance of the value chain and the competitiveness of farms. Data solutions and research provide the basis for data-driven management in feed development. When the development of feed is under Atria's control, its impacts on production results and animal welfare can be verified in the production chain. The starting point of the development work is the optimisation of the nutritional properties of feed without compromising animal welfare. Development work focuses on domestic protein sources and resilience of the food chain, which, among other things, strengthens security of supply. For more information on the environmental impacts of feed, see *E4 Biodiversity and ecosystems*.

Responsible use of antibiotics

As stated in Atria's animal welfare policy, responsible use of antibiotics is also required in the meat sourcing chains of all business areas. Preventive work for the welfare and health of animals allows for freedom from antibiotics to such an extent that the animals do not need to be medicated with antibiotics throughout their lives. On Atria's contract farms, antibiotics are not used routinely without justification. Only sick animals are treated based on a veterinarian's diagnosis, avoiding unnecessary medication. Animal medication on farms is supervised by the farm's own attending veterinarian, and the medicine records are supervised by the official veterinarian. Through statutory chain communication, Atria receives information about any medication administered to the animals.

In Atria's contract production, chickens grow completely without antibiotics. The use of antibiotics is subject to the statutory record-keeping and notification obligations of veterinarians and the farm, according to which chickens of the production generation have not received antibiotics during the reporting year. In the production of pork, contract producers have the opportunity to join a production method in which individual pigs who have been raised without antibiotics are kept separate. Antibiotic-free farming makes it possible to commercialise the positive value of the raising method also in pork. Antibiotic-free raising is also promoted in beef production.

Biosecurity

Systematic prevention of various food-related risks such as zoonoses is important for both human health and the continuity of Atria's business. Based on the WHO's One Health philosophy, Atria's biosecurity strategy covers principles and procedures for ensuring the well-being of people, animals and the environment, as well as the safety of products.

At the heart of the biosecurity strategy from the point of view of animal welfare are preventive health care work on animal diseases which require legislative control and contingency planning, among other things. Atria has preparedness plans in place for easily infectious animal diseases for each production line. The purpose of the contingency plans is to prepare for disruptions caused by any animal disease, determine measures to minimise the loss and damage caused by an animal disease and facilitate recovery from the occurrence of animal disease. In addition to Atria's veterinarians and other experts, expert veterinarians from sector associations and attending veterinarians provide farms with support.

CONTENTS

BOARD OF DIRECTORS' REPORT

- Overview of 2025
- Key figures
- Financing and liquidity
- Strategy, goals and value chain
- Stakeholders' interests and views
- Research and development
- Events after the period under review
- Risks and risk management
- Governance and operations
- Related-party loans
- Personnel average, FTE
- Incentive programmes for management and key personnel
- Outlook for 2026
- Flagging notifications
- Atria Plc's share capital
- Valid authorisations
- Distributable funds and the Board of Directors' proposal for profit distribution
- Information about the shares and shareholders
- Key figures
- Calculation formulas for key financial figures
- Items affecting comparability of result

SUSTAINABILITY STATEMENT

CONSOLIDATED FINANCIAL STATEMENTS (IFRS)

PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)

SIGNATURES TO THE FINANCIAL STATEMENTS

AUDITOR'S REPORT

CONSOLIDATED FINANCIAL STATEMENTS (IFRS)

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT****CONSOLIDATED INCOME STATEMENT**

EUR 1,000	Note	1 Jan –31 Dec 2025	1 Jan –31 Dec 2024
Net sales	1, 2	1,813,734	1,755,368
Cost of goods sold	7, 8	-1,615,783	-1,564,062
Gross profit		197,952	191,306
Sales and marketing expenses	3, 7, 8	-72,176	-74,005
Administrative expenses	4, 7, 8	-58,413	-52,462
Other operating income	5	4,474	4,564
Other operating expenses	6, 8	-7,819	-3,023
EBIT	1, 11	64,018	66,379
Financial income	9, 29	7,434	9,544
Financial expenses	9, 25, 29	-18,085	-24,991
Net financial items		-10,651	-15,447
Share of profit (loss) from investments accounted for using the equity method	16	246	1,125
Profit before taxes		53,614	52,056
Income taxes	10, 18	-10,048	-9,060
Profit for the period		43,566	42,997
Profit attributable to:			
Owners of the parent company	11	40,702	39,654
Non-controlling interests		2,864	3,342
Total		43,566	42,997
Basic earnings per share, EUR	11	1.44	1.41
Earnings per share adjusted by the dilution effect, EUR	11	1.44	1.41

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

EUR 1,000	Note	1 Jan –31 Dec 2025	1 Jan –31 Dec 2024
Profit for the period		43,566	42,997
Other items of comprehensive income after tax:			
Items not reclassified to profit or loss			
Actuarial gains/losses from benefit-based pension obligations	10, 26	598	-551
Changes in the fair value of equity investments at fair value through other comprehensive income		0	0
Items reclassified to profit or loss when specific conditions are met			
Cash flow hedges	9, 10, 29	1,069	-4,864
Translation differences	9, 10, 29	6,091	-3,351
Comprehensive income for the period		51,323	34,230
Comprehensive income distribution for the period:			
Owners of the parent company		48,460	30,887
Non-controlling interests		2,864	3,342
Total		51,323	34,230

The notes on pages 104–142 are an integral part of the consolidated financial statements.

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT****CONSOLIDATED STATEMENT OF FINANCIAL POSITION**

ASSETS, EUR 1,000	Note	31 Dec 2025	31 Dec 2024
Non-current assets			
Property, plant and equipment	12	530,060	523,999
Biological assets	13	498	597
Right-of-use assets	14	17,925	22,765
Goodwill	15	84,464	82,270
Other intangible assets	15	59,694	59,663
Investments in joint ventures and associates	16, 31, 35	21,074	21,263
Other financial assets	17, 29	3,689	2,840
Trade receivables, loans and other receivables	20, 29	8,605	9,340
Deferred tax assets	10, 18	3,452	2,465
Total	32, 33	729,462	725,203
Current assets			
Inventories	19	128,333	125,920
Biological assets	13	4,536	5,333
Trade and other receivables	20, 29, 32, 33	105,900	105,042
Current tax assets		256	3,386
Cash and cash equivalents	21, 29	30,903	19,911
Total	32, 33	269,928	259,591
Total assets	1	999,390	984,794

LIABILITIES, EUR 1,000	Note	31 Dec 2025	31 Dec 2024
Equity attributable to the shareholders of the parent company			
Share capital		48,055	48,055
Invested unrestricted equity fund		238,803	238,803
Other funds		116	-1,388
Translation differences		-15,017	-21,110
Retained earnings		160,029	138,059
Total	10, 11, 18, 22, 23, 29	431,986	402,418
Non-controlling interests		22,807	21,289
Total equity		454,793	423,707
Non-current liabilities			
Loans	24, 29	226,026	253,556
Lease liabilities	25	9,589	14,239
Deferred tax liabilities	10, 18	33,146	33,979
Pension obligations	26	4,754	5,318
Other liabilities	27, 29	8,643	8,475
Provisions	27	3,118	58
Total	32, 33	285,277	315,624
Current liabilities			
Loans	24, 29	5,030	4,792
Lease liabilities	25	8,962	9,105
Trade and other payables	28, 31	241,812	230,208
Current tax liabilities		3,514	1,357
Total	32, 33	259,319	245,462
Total liabilities	1	544,596	561,087
Total equity and liabilities		999,390	984,794

The notes on pages 104-142 are an integral part of the consolidated financial statements.

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT****Equity attributable to the owners of the parent company**

EUR 1,000	Note	Share capital	Invested unrestricted equity fund *	Other funds	Currency translation differences	Retained earnings	Total	Non-controlling interest	Equity total
Equity on 1 Jan 2024		48,055	247,256	3,470	-17,752	108,006	389,035	22,389	411,425
Total comprehensive income for the period									
Profit for the period		-	-	-	-	39,654	39,654	3,342	42,997
Other comprehensive income									
Cash flow hedges	29	-	-	-4,864	-	-	-4,864	-	-4,864
Actuarial gains/loss from pension obligations	26	-	-	-	-	-551	-551	-	-551
Currency translation differences	9	-	-	7	-3,358	-	-3,351	-	-3,351
Transactions with owners									
Share of non-controlling interest related to acquisition of subsidiary	22	-	-	-	-	-598	-598	-2,310	-2,908
Distribution of dividend/return of capital	22	-	-8,453	-	-	-8,453	-16,906	-2,133	-19,039
Equity on 31 Dec 2024		48,055	238,803	-1,388	-21,110	138,059	402,418	21,289	423,707
Total comprehensive income for the period									
Profit for the period		-	-	-	-	40,702	40,702	2,864	43,566
Other comprehensive income									
Cash flow hedges	29	-	-	1,069	-	-	1,069	-	1,069
Actuarial gains/loss from pension obligations	26	-	-	-	-	598	598	-	598
Currency translation differences	9	-	-	-2	6,093	-	6,091	-	6,091
Realized change in fair value	22	-	-	437	-	-437	0	-	0
Transactions with owners									
Share of non-controlling interest related to acquisition of subsidiary	22	-	-	-	-	100	100	0	100
Share-based remuneration	23	-	-	-	-	469	469	-	469
Distribution of dividend	22	-	-	-	-	-19,461	-19,461	-1,345	-20,806
Equity on 31 Dec 2025		48,055	238,803	116	-15,017	160,029	431,986	22,807	454,793

* Includes the value of treasury shares EUR -0.7 million (31.12.2024: EUR -0.9 million)

The notes on pages 104-142 are an integral part of the consolidated financial statements.

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT**

EUR 1,000	Note	1 Jan-31 Dec 2025	1 Jan-31 Dec 2024
Cash flow from operating activities			
Payments received from sales		1,808,167	1,766,920
Payments received from other operating income		4,470	2,826
Payments on operating expenses		-1,674,454	-1,654,777
Interest paid and payments on other operational financial expenses	9, 25	-19,331	-25,357
Interest payments received and other financial	9	7,201	9,706
Direct taxes paid	10	-6,034	-6,879
Total cash flow from operating activities		120,018	92,439
Cash flow from investments			
Investments in tangible and intangible assets		-54,078	-38,731
Proceeds from the sale of tangible and intangible assets	5	1,036	1,919
Acquired operations	32	-	-11,396
Sold operations	33	-	694
Increase (-) / decrease (+) in long-term loan receivables		3,169	-2,628
Increase (-) / decrease (+) in other investments		-797	-1,228
Dividends received		435	555
Total cash flow from investments		-50,235	-50,816
Cash flow from financing activities			
Drawdown of long-term loans	24	6,000	800
Repayment of long-term loans	24	-33,530	-2,646
Increase in short-term loans *	24	239	21,021
Decrease in short-term loans *	24	-	-20,000
Principal elements of lease payments	25	-10,555	-9,534
Acquisition of non-controlling interest	22	-	-2,938
Dividends paid / capital repayment	22	-20,806	-19,040
Total cash flow from financing activities	10, 18	-58,653	-32,336
Change in cash and cash equivalents		11,131	9,287
Cash and cash equivalents on 1 Jan		19,911	10,051
Effect of exchange rate changes on cash flows		-138	573
Cash and cash equivalents on 31 Dec	21	30,903	19,911

* Withdrawals and repayments of short-term loans include those with a maturity of more than 90 days commercial paper withdrawals and repayments. Withdrawals and repayments of commercial papers with a maturity of 90 days or less have been processed in the financial calculation on a net basis.

The notes on pages 104-142 are an integral part of the consolidated financial statements.

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT**

Notes to the consolidated financial statements, IFRS

Basic corporate information

The parent company of Atria Group, Atria Plc, is a public limited liability company established in accordance with the laws of Finland and domiciled in Kuopio, Finland. The company has been listed on Nasdaq Helsinki Ltd. since 1991. Copies of the consolidated financial statements are available online at www.atria.com and at the parent company's head office at Itikanmäenkatu 3, Seinäjoki, Finland; postal address: P.O. Box 900, 60060 ATRIA, Finland.

Atria Plc and its subsidiaries manufacture and market food products, in particular meat products, poultry products, ready meals and food concepts. Atria's main market area covers Finland, Sweden, Denmark and the Baltic countries. Atria's subsidiaries are also located in these market areas. Atria Group's reporting segments are Atria Finland, Atria Sweden and Atria Denmark & Estonia.

The financial statements were approved for publication by the Board of Directors on 2 March 2026.

Accounting policies

Basis of preparation

The consolidated financial statements have been prepared in accordance with the International Financial Reporting Standards (IFRS) adopted in the EU, and in compliance with the applicable IAS and IFRS standards as well as SIC and IFRIC interpretations. The IFRS refer to standards and interpretations adopted for application in the EU in compliance with Regulation (EC No 1606/2002), as referred to in the Finnish Accounting Act and subsequent regulations. The notes to the consolidated financial statements also comply with Finnish accounting and corporate legislation.

The consolidated financial statements have been prepared on an acquisition cost basis except for biological assets, financial assets recognised at fair value in other comprehensive income, financial assets and liabilities measured at fair value through profit or loss, and derivative financial instruments. From the moment of classification, the assets held for sale are measured at the lower of their balance sheet value and fair value less cost to sell.

The financial statement data is presented in thousands of euros, with sums rounded to the nearest thousand.

Accounting policies calling for management discretion and key uncertainty factors related to assessments

When preparing the financial statements, discretion must be exercised in applying the accounting policies. In addition, the management must make assessments and assumptions that concern the future and affect assets and liabilities, provisions, and income and expenses. The realised values may deviate from the original assessments and assumptions.

The Group's management makes discretionary decisions regarding the choice and application of accounting policies. This particularly affects cases where the valid IFRS norms include alternative recognition, measurement or presentation procedures. Management judgement has been applied in the valuation and classification of assets and financial instruments, in the recognition of deferred tax assets and provisions, and in determining which associates and joint ventures are considered material.

The Group management monitors sustainability-related impacts, risks, and opportunities. Atria's material sustainability topics include climate change (E1), biodiversity and ecosystems (E4), resource use and circular economy (E5), own workforce (S1), consumers and end users (S4), as well as business conduct (G1) and animal welfare (G1). Sustainability considerations guide Atria's strategic investments, product development, supply chain management, and personnel-related matters. Group management makes assessments and judgment-based decisions on sustainability matters that have an impact on the Group's operations and financial performance.

The assessments are based on the management's best estimate at the end date of the reporting period. They are affected by previous experiences and assumptions about the future that are deemed most likely at the end of the period and are related to the expected developments in the Group's financial environment. Any changes in the assessments and assumptions are recognised in the accounting period during which the assessment or assumption is adjusted and in all subsequent accounting periods.

Intangible assets

Goodwill and intangible assets with an indefinite useful life are tested for impairment within the Group. The impairment testing calculation for intangible assets is based on a five-year strategic cash flow forecast, which is reassessed annually taking changes in the business environment, sustainability considerations, risks and opportunities, as well as the measures taken and results achieved by Atria into account. With the business areas, Group management evaluates the discount rates, risks and overall reasonableness of the data used in the impairment calculations in the current operating environment. The calculations have been reviewed and approved by the Board of Directors. Further information about impairment testing and sensitivity analyses is provided in Note 15.

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT****Right-of-use assets and lease liabilities**

Atria leases properties, machinery, and equipment. The lease contracts are either fixed-term or valid until further notice. For leases valid until further notice, the lease term and any extension options are assessed annually on a contract-by-contract basis at predetermined review dates.

Trade receivables

Atria's trade receivables from consumer products customers are short-term and do not include significant financial components. Consumer product customers are mainly central wholesale businesses. Some of the trade receivables are sold to finance companies. The sold trade receivables are derecognised on the balance sheet when the finance company has settled the payment for the receivables and when all material risks and benefits related to the ownership have been transferred to the buyer. Trade receivables are initially recognised at fair value and subsequently measured at amortised cost, less expected credit losses. Atria applies a practical expedient and calculates the expected credit losses for the entire duration of the receivables based on a predefined provision matrix.

Acquired operations

In a business combination, the acquired assets and liabilities are measured at their fair values on the acquisition date. In determining fair value, the values of the acquired assets are assessed with reference to both market prices and value in use. Liabilities are also reviewed critically.

Changes in accounting policies and disclosures**New and amended standards, effective for financial periods beginning on or after 1 January 2025**

No new standards have been introduced during the financial year that would have a material impact on the Group's reported figures.

Issued new and revised IFRS accounting standards that are not yet effective

By the date of adoption of the financial statements, the Group has not adopted the following new and revised IFRS accounting standards, which have been issued but have yet to become effective or adopted for application in the EU (marked *).

- Amendment to IFRS 9 and IFRS 7: *Amendments to the Classification and Measurement of Financial Instruments*
- Amendment to IFRS 9 and IFRS 7: *Contracts Referencing Nature-dependent Electricity*
- Annual Improvements to IFRS Accounting Standards – Volume 11
- IFRS 18 *Presentation and Disclosure in Financial Statements**
- IFRS 19 *Subsidiaries without Public Accountability: Disclosures**
- Amendment to IAS 21 *Translation to a Hyperinflationary Presentation Currency**

The management is not expecting the adoption of the standards listed above to have a significant effect on the Group's financial statements in future financial periods, with the exception of the IFRS 18 standard below.

IFRS 18 Presentation and Disclosure in Financial Statements

IFRS 18, issued in April 2024, replaces IAS 1 Presentation of Financial Statements and, at the same time, introduces new reporting requirements. The same standard also amends other IFRS accounting standards such as IAS 7 Statement of Cash Flows, IAS 8 Accounting Policies, Changes in Accounting Estimates and Errors, and IAS 33 Earnings per Share.

The IFRS 18 standard includes new requirements for presenting:

- certain categories and subtotals in the statement of profit or loss
- information about the management-defined performance measures (MPM) in the notes to the financial statements.

The standard will be effective for annual reporting periods beginning on or after 1 January 2027, with early application permitted. Amendments to IAS 7 and IAS 33, as well as the revised IAS 8 and IFRS 7, become effective when the entity applies IFRS 18. IFRS 18 will be applied retrospectively, subject to certain transitional provisions.

Atria's management anticipates that the application of these amendments will affect the reported EBIT and the presentation of financial income and expenses in the consolidated financial statements in future financial periods.

Accounting policies for the consolidated financial statements Subsidiaries

The consolidated financial statements include the parent company Atria Plc and all its subsidiaries. Subsidiaries are companies controlled by the Group. The Group controls an entity when the Group is exposed to or entitled to variable returns from its involvement with the entity and can affect those returns through its power over the entity. Subsidiaries acquired during the financial year are consolidated from the date the Group has gained control and divested subsidiaries are included until the control ends.

Business combinations are treated using the acquisition accounting method. Consideration transferred, and the identifiable acquired assets and assumed liabilities of the acquired business are measured at fair value on the acquisition date. Consideration transferred includes the fair value of an asset or liability arising from a contingent consideration arrangement. The costs of acquisition are charged to the income statement during the period in which they are incurred, and the related services are received.

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT**

The net assets and accepted and contingent liabilities acquired in business combinations are measured at fair value at the time of the acquisition. The interest of non-controlling owners in the acquisition target is recognised on an acquisition basis either at fair value or based on their relative share of the identifiable net assets of the acquisition target.

Where the consideration transferred with the non-controlling interest and the fair value of the previously held interest exceed the fair value of the acquired net assets, the excess is recorded as goodwill on the balance sheet. If the sum of the consideration, the amount of the non-controlling interest and previously held interest, is less than the fair value of the acquired net assets, the difference is recorded in the income statement.

All intra-Group transactions, receivables and liabilities, and income and expenses are eliminated. Profits and losses due to intra-Group transactions leading to the recognition of an asset are also eliminated. The accounting policies applied by subsidiaries have been revised to match the Group policies where necessary.

The parent company's changes of ownership of the subsidiaries which do not lead to a loss of control, are treated as equity transactions. When shares are purchased from non-controlling shareholders, the difference between the consideration paid and the balance sheet value of the share acquired of the net assets of the subsidiary is recognised in equity, as well as changes in the fair value of put options related to the acquisition of shares. Profit or loss from the sale of shares to non-controlling shareholders is also recognised in equity, as are changes in the fair value of put options.

When control or major influence by the Group ceases to exist, any remaining interest is measured at fair value on the date of the loss of control, and the change in balance sheet value is recognised in the income statement. This fair value serves as the original balance sheet value when the remaining interest is later recognised as an associated company, joint venture or financial assets. In addition, the amounts of said entity previously recognised in other comprehensive income are treated as if the Group had directly disposed of the associated assets and liabilities. This may mean that amounts previously recognised as other comprehensive income are reclassified in the income statement.

Associated companies and joint arrangements

Associated companies are companies in which the Group has considerable influence but no control. This is usually based on share ownership, which yields 20 to 50% of the voting rights.

A joint arrangement is an arrangement in which two or more parties have joint control. Investments in joint arrangements are classified as either joint operations or joint ventures, depending on the contractual rights and obligations of each investor. A joint operation is a joint arrangement whereby the parties that have joint control of the arrangement have rights to the assets and obligations for the liabilities related to the arrangement. A joint venture is a joint arrangement whereby the parties that

have joint control of the arrangement have rights to the net assets of the arrangement. Atria's joint arrangements are joint ventures.

Investments in associates and joint ventures are consolidated using the equity method. When using the equity method, the investment is initially recognised at acquisition cost, and this amount is increased or decreased to recognise the investor's share of the subsequent profits or losses of the investee after the time of acquisition. The Group's investment in associates and joint ventures includes any goodwill identified on the acquisition.

If the interest in an associate company is reduced, but significant influence is retained, only a proportionate share of the amounts previously recognised in other comprehensive income is reclassified as profit or loss.

The Group's share of associates' post-acquisition profits or losses is recognised under operating profit on the income statement. The balance sheet value of the investment is adjusted accordingly. If the Group's share of the loss of an associate is equal to or exceeds its interest in the associate, including any other unsecured receivables, the Group will not recognise further losses unless it has a legal or factual obligation to do so or has made payments on behalf of the associate.

Foreign currency translation

Items included in the financial statements of each Group company are measured using the currency of the primary economic environment in which the entity operates ('the functional currency'). The consolidated financial statements are presented in euros (EUR), which is the parent company's functional currency, and the parent company's and the Group's presentation currency.

Foreign currency transactions are translated using the exchange rates prevailing on the date of the transaction. Foreign currency receivables and liabilities are translated using the exchange rate prevailing on the last day of the reporting period. Exchange differences arising from translation are recognised in the income statement and presented in the operating profit. Exchange gains and losses from forward exchange agreements protecting financial transactions and foreign currency-denominated loans are included in financial income and expenses, excluding exchange rate changes of derivative financial instruments that are qualifying cash flow hedges. These exchange rate differences have been recognised in other comprehensive income.

The income statements of Group companies outside the euro area are translated from the region's operating currency into euros at the average exchange rate for the reporting period, and the balance sheets at the closing exchange rate. Differences resulting from the translation are recognised as part of translation differences in other comprehensive income.

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT**

The translation differences arising from the elimination of the acquisition costs of subsidiaries outside the euro area and the hedge profits derived from the corresponding net investments are also recognised in other comprehensive income. When a foreign operation is partly disposed of or sold, exchange rate differences in equity are recognised in the income statement.

Goodwill and fair value adjustments arising on the acquisition of the foreign entity are treated as assets and liabilities of the foreign entity and translated at the closing rate. The exchange differences arising from this are recognised in other comprehensive income.

Property, plant and equipment

Property, plant and equipment are recognised at the cost of purchase or construction less accumulated depreciation and impairment losses.

If the tangible fixed asset consists of several parts with different useful lives, each part is treated as a separate asset. The costs arising from replacing the part are capitalised. Other subsequent expenditure is included in the acquisition cost only if it is probable that the future benefit connected to the asset will benefit the Group, and the acquisition cost of the asset can be reliably determined. All other repair and maintenance costs are recognised in the income statement as an incurred expense.

Depreciation is calculated on a straight-line basis over the estimated economic and environmentally sustainable useful life as follows:

- | | |
|---------------------------|-------------|
| • Buildings | 25–50 years |
| • Machinery and equipment | 5–30 years |
| • Other tangible assets | 5–10 years. |

No depreciation is carried out on land and water. Depreciation periods for buildings are defined according to the main purpose of use and the probable useful economic life, which is also affected by the building materials. Asset items that cannot be recognised under property, plant and equipment due to their nature or depreciation periods are recognised as other tangible assets.

The residual value and useful lives of assets are reviewed annually at the closing of the accounts and, adjusted if necessary so that the balance sheet value is equal to the recoverable amount. The review also takes any changes to the useful life of the asset caused by sustainability issues into account.

The depreciation of property, plant and equipment ends when the asset item is classified as available for sale in accordance with IFRS 5 Non-current Assets Held for Sale and Discontinued Operations.

Gains and losses on the disposal or transfer of property, plant or equipment are included in other operating income or expenses.

Right-of-use assets

The Group has leased properties, machinery and equipment. The lease contracts are made for a fixed period or contracts are valid until further notice. The contract period for leases valid until further notice is assessed on a case-by-case basis. The contracts may include options to extend the lease.

A right-of-use asset and a corresponding liability is recognised for leases when the leased asset is available for use by the Group. Assets and liabilities arising from leases are initially measured at present value.

Right-of-use assets are measured at acquisition cost, which includes the following items:

- The original amount of the lease liability (see 'Lease liabilities' for more information)
- Lease payments made before the beginning of the contract less any incentives
- Initial direct costs, and
- Restoration costs

Lease payments are discounted using the interest rate implicit in the lease. If this interest rate is unknown, the lessee's incremental borrowing rate is used. This is the rate that the lessee would have to pay to borrow the necessary funds over a similar term and with a similar security.

Right-of-use assets are generally depreciated on a straight-line basis over the asset's useful life or the shorter lease term, also taking the environmentally reasonable useful life into account. If it is reasonably certain that the Group will exercise the purchase option, the useful life will be used as the depreciation period for the asset. The company assesses the impairment of right-of-use assets in accordance with IAS 36 Impairment of Assets.

Payments related to short-term leases and leases of low-value assets are recognised as expenses on a straight-line basis. Leases with a term of 12 months or less are considered to be short-term leases. Atria does not apply the IFRS 16 standard to intangible assets in accordance with IAS 38.

Intangible assets**Goodwill**

Goodwill represents the Group's share of the difference between the consideration transferred and the identifiable acquired assets and assumed liabilities measured at fair value on the acquisition date. Goodwill is tested annually for impairment. For this purpose, goodwill has been allocated to cash-generating units. The Group's cash-generating units are classified based on subsidiaries' operations and location. These are Atria Finland, Atria Sweden, Atria Denmark and Atria Estonia. Goodwill is recognised on the balance sheet at cost less impairment losses. An impairment loss recognised for goodwill is not reversed.

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT****Other intangible assets**

An Intangible asset is initially capitalised on the balance sheet at cost if the cost can be measured reliably and it is probable that the company will receive a future economic benefit from the asset.

Intangible assets with a limited useful life are amortised on a straight-line basis over their estimated useful lives. Intangible assets with indefinite useful lives are not amortised but are tested annually for impairment.

The depreciation periods are as follows:

- Customer and supplier relationships 3-8 years
- Trademarks 5-20 years
- Other intangible assets* 5-10 years

* Includes software and subscription fees, among other items.

Impairment of non-current assets

On each balance sheet date, the Group reviews non-current assets for any indications of impairment, or if its use is not environmentally reasonable. If there are such indications, the amount recoverable from the asset is estimated. The amount of cash recoverable from goodwill and intangible assets with indefinite useful lives is assessed annually and whenever there are indications of impairment. The recoverable amount is the higher of the present value of the future cash flows (value in use) and the fair value of the asset less costs of disposal. If the recoverable amount cannot be assessed per item, the impairment need is observed in the cash-flow-generating units – that is, at the lowest unit level that is mainly independent of other units and at which cash flows can be distinguished from other cash flows.

Impairment loss is recognised if the balance sheet value of the asset is higher than the recoverable amount. Impairment loss is recognised immediately in the income statement. If the impairment loss concerns a cash-generating unit, it is first allocated to reduce the goodwill and then to reduce the other assets of the unit pro rata. The useful life of the depreciated asset is re-evaluated in connection with the recognition of an impairment loss. An impairment loss recognised for an asset other than goodwill is reversed if there has been a change in the estimates used to determine the amount recoverable from the asset. However, the impairment loss may not be reversed in excess of what the asset's balance sheet value would be without the recognition of the impairment loss. An impairment loss recognised for goodwill is never reversed.

Inventories

Inventories are measured at cost or probable net realisable value, whichever is lower. The acquisition cost is determined using the average price method. The acquisition cost for finished and unfinished products consists of raw materials, direct labour costs, other direct costs, and the appropriate share of manufacturing-related variable overheads and fixed overheads at a normal level of operations. The net

realisable value is the estimated selling price in the ordinary course of business, less the estimated selling expenses.

Biological assets

The Group's biological assets are living animals. They are measured at fair value less estimated sales-related expenses. Productive animals are included in tangible assets, and other animals are included in inventories.

The fair value of productive animals has been measured at cost less an expense corresponding to a reduction of value in use caused by ageing. There is no available market price for productive animals. The fair value of slaughter animals is equal to their market price, which is based on the company's slaughter animal procurement/sales.

Financial assets**Classification**

In accordance with IFRS 9 Financial Instruments, the Group's financial assets are classified in the following categories: financial assets at amortised cost; financial assets at fair value through other comprehensive income; and financial assets at fair value through profit or loss. The classification is based on business models used for the management of the financial assets and on the contractual cash flows of the financial assets.

The purchases and sales of financial assets are recognised on the transaction date. Financial assets are classified as non-current assets when they fall due more than 12 months from the closing date. If it intended to keep the financial assets for less than 12 months, they are classified as current assets.

The Group derecognises financial assets when it has lost its right to receive the cash flows, or when it has substantially transferred the risks and rewards of ownership to an external party.

Financial assets recognised at amortised cost and fair value recognised in other comprehensive income

Trade receivables, loan receivables and other receivables recognised at amortised cost are recognised less expected impairment loss. Trade receivables recognised at fair value in other comprehensive income are recognised at fair value. Changes in fair value are recognised in other comprehensive income, excluding impairment losses, which are recognised through profit or loss. Non-current trade receivables and interest-bearing loan receivables are primarily the payment time provided to secure the supply of meat raw material and loans to primary production customers. These items are subject to the general impairment model. If there is no significant increase in credit risk, the estimated amount of credit losses is based on the expected credit losses of 12 months and, in other cases, on credit losses

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT**

expected for the entire lifetime. Atria's trade receivables from consumer product customers are short-term and do not include significant financial components. These trade receivables are subject to a simplified method in which the estimated amount of credit losses is based on the expected credit losses over the receivables' lifetime.

The Group sells some of its trade receivables to finance companies. Sold trade receivables are derecognised from the Group's balance sheet when the finance company has paid for the receivables and when all significant risks and rewards of ownership have been transferred to the buyer.

Equity investments recognised at fair value through other comprehensive income

The 'other financial assets' account includes equity investments in other companies (both listed and unlisted shares). The shares are not held for trading. In connection with the original recognition, the Group has made an irreversible selection of their inclusion in this group. Listed shares are recognised at fair value, which is based on their stock market price. Unlisted shares are recognised through valuation methods, or at acquisition price if it essentially corresponds to the fair value. When the shares are disposed of, the balance included in other comprehensive income is reclassified in retained earnings and is not recognised through profit or loss.

Financial assets at fair value through profit or loss

Derivatives not subject to hedge accounting are recognised at fair value through profit or loss. Derivatives are initially recognised on the balance sheet at acquisition price, which is equal to their fair value, and later at the fair value of the end date of the review period. Both unrealised and realised profit or loss attributable to changes in the fair value are recognised through profit or loss during the period in which they occur.

Cash and cash equivalents consist of cash, bank deposits withdrawable on demand and other cash. Credit facilities related to Group accounts are included in non-current financial liabilities.

Financial liabilities

The Group's loans are classified either in financial liabilities recognised at amortised cost or in financial liabilities recognised at fair value through profit or loss. Financial liabilities are classified as current unless the Group has an absolute right to postpone the payment of the debt to a date at least 12 months from the end date of the review period. Financial liabilities (or parts thereof) are derecognised on the balance sheet only when the debt no longer exists – that is, when the obligation specified in the contract has been fulfilled, revoked or has expired.

Financial liabilities recognised at amortised cost

Loans taken out by the Group are included in financial liabilities and recognised at amortised cost. They are initially recognised at fair value, using the effective interest rate method. Following the initial recognition, loans are recognised at amortised cost. Interest on loans is amortised over the loan's maturity period through profit or loss, using the effective interest rate method.

Financial liabilities recognised at fair value through profit or loss

Financial liabilities recognised at fair value through profit or loss include derivatives that do not meet the criteria for hedge accounting. Both unrealised and realised profit or loss attributable to changes in the fair value of derivatives are recognised through profit or loss during the period in which they occur.

Lease liabilities

The Group has leased properties, machinery and equipment. When a contract is established, the Group determines whether the contract is a lease contract or includes a lease contract. A lease is a contract or part of a contract that conveys the right to use the underlying asset for a period in exchange for consideration. Lease contracts are made for a fixed period or are valid until further notice. The contract period for leases valid until further notice is assessed on a case-by-case basis. The contracts may include options to extend the lease.

A right-of-use asset and a corresponding liability is recognised for leases when the leased asset is available for use by the Group. Liabilities arising from leases are initially measured at present value.

Lease liabilities include the net fair value of the following lease payments:

- Fixed payments
- Variable payments that are based on an index or price level and that are initially measured using the index or price on the contract date
- Amounts that the Group is expected to pay based on residual value guarantees
- The execution price of a purchase option if it is reasonably certain that the Group will exercise the option
- Payments arising from the premature termination of a lease if the exercise of this option has been considered in the lease period
- Lease payments based on options to extend a lease if it is reasonably certain these options will be exercised.

Lease payments are discounted using the interest rate implicit in the lease. If this interest rate is unknown, the lessee's incremental borrowing rate is used. This is the rate of interest that the lessee would have to pay to borrow the funds necessary for an asset of a similar value to the right-of-use asset over a similar term and with a similar security in a similar economic environment.

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT**

To determine the incremental borrowing rate, whenever possible, the Group uses, financing that it has recently been provided by an external party, adjusted for changes in financial circumstances that have occurred since the financing was granted.

Any changes to rents and contractual rent increases are recognised in the lease liability when they occur. When index-based or price-based rent changes occur, the lease liability is reassessed and adjusted against the right-of-use asset.

Lease payments to be made are allocated to equity and financial expenses. Financial expenses are recognised through profit or loss over the lease period so that the interest rate for the remaining liabilities remains the same for each reporting period.

Payments related to short-term leases and leases of low-value assets are recognised as expenses on a straight-line basis. Leases with a term of 12 months or less are considered to be short-term leases. Atria does not apply the IFRS 16 standard to leases of intangible assets that are in accordance with IAS 38.

Hedge accounting

Derivative contracts are initially recognised at fair value on the contract date and are subsequently remeasured at fair value at the end of each reporting period. The recognition of changes in the fair value of derivatives depends on whether the derivative instrument qualifies for hedge accounting and if so, on the hedged item. Hedge accounting is applied to derivatives that are determined to hedge an interest rate, foreign exchange rate or electricity price risk related to a recognised asset or liability, or a highly probable forecast transaction (cash flow hedge).

When a derivative is subject to hedge accounting, the Group documents the relationship between each hedging instrument and the hedged asset, as well as the risk management objective and the strategy applied to it, at the beginning of the hedging arrangement. Through this process, the hedging instrument is connected to the assets and liabilities or the forecast transactions related to the instrument. Risk management objectives and strategies for undertaking various hedge transactions are also documented. The Group documents its assessment, both at hedge inception and on an ongoing basis, of whether the derivatives that are used in hedge transactions are highly effective in offsetting changes in fair values or cash flows of hedged items.

The full fair value of a hedging derivative is classified as a non-current asset or liability when the maturity of the hedged item is more than 12 months and as a current asset or liability when the remaining maturity of the hedged item is 12 months or less. Derivatives held for trading are classified as current assets or liabilities.

Valuation principles

The fair value of forward exchange agreements is calculated by applying the forward rate on the balance sheet date. The fair value of interest rate swaps is calculated by discounting the future cash flows using interest rate curves for the currencies in question. Electricity derivatives are measured at fair value using the market prices on the balance sheet date.

Cash flow hedge

The effective portion of changes in the fair value of derivatives that are designated and qualify as cash flow hedges is recognised in other comprehensive income and accumulated in equity. The gain or loss related to the ineffective portion is recognised immediately in the income statement under the appropriate item. Gains and losses accumulated in equity are reclassified in the income statement in the periods when the hedged item affects profit or loss (for example, when the forecast purchase that is hedged takes place). However, when the forecast transaction that is hedged results in the recognition of a non-financial asset (for example, inventories or fixed assets), the gains and losses previously deferred in equity are transferred from equity and included in the initial acquisition cost of the asset. The deferred amounts are ultimately recognised in costs of goods sold in the case of inventories, or in depreciation in the case of fixed assets. When a hedging instrument expires or is sold, or when a hedge no longer meets the criteria for hedge accounting, any cumulative gain or loss existing in equity at the time remains in equity and is recognised in the income statement only when the forecast transaction occurs. When a forecast transaction is no longer expected to occur, the cumulative gain or loss that was reported in equity is immediately transferred to the income statement under the appropriate item.

Assets classified as held for sale

Non-current assets are classified as held for sale if their balance sheet value is to be recovered through a sale transaction rather than through continuing use. This condition has been met only when the sale is highly probable, and the asset is available for immediate sale in its present condition and is subject only to terms that are usual and customary. Furthermore, management must be committed to the sale, which should be expected to occur within one year of the classification.

Immediately before being classified as held for sale, these assets are measured in accordance with the applicable IFRS standards. Thereafter, the assets are measured at the lower of their balance sheet value and fair value less cost to sell. These assets are no longer depreciated after the classification.

Equity

Ordinary shares are presented as share capital. Expenses related to the issue or acquisition of equity instruments are presented as a deductible item under equity.

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT**

If a Group company acquires shares in the company, the consideration paid for them and the expenses arising directly from the acquisition, taking the tax effect into account, are deducted from the shareholders' equity until the shares are either cancelled or reissued. If the shares are reissued, the consideration received for them less transaction costs directly attributable to the shares is included in the shareholders' equity, taking the tax effect into account.

Provisions

A provision is entered when the Group has a legal or constructive obligation as a result of a past event, and it is probable that an outflow of resources will be required to settle the obligation and the amount of the obligation can be reliably estimated. Provisions are measured at the present value of the expenses required to cover the obligation. The amounts of provisions are reviewed on each balance sheet date and adjusted to correspond to the best estimate at that time. Changes in provisions are recognised in the income statement in the same item in which the original provision was entered.

Revenue recognition

Atria sells food products, animal feed, traded animals and services. Sales revenue is recognised based on customer contracts. The contracts specify the contractual obligations and the prices applicable to them. Atria does not have consolidated contractual obligations or obligations to be met over time, advance payments or warranty obligations.

Atria recognises both the revenue and the receivable when control over the goods or service is transferred to the customer. Delivery usually takes place in Finland within 24 hours, and control and risks are transferred in connection with delivery. In export deals, the company estimates the time when control transfers to the customer specific to each delivery in accordance with the terms and time of delivery. Sales prices are not adjusted for the time value of money, because the period between the handover of the products and the payment made by the customer is less than a year. Atria always allocates discounts, as well as any refunds following the sale, to the month of delivery, taking the customers' full-year volume into account.

In the recognition of sales revenue, Atria has identified two customer groups: consumer product customers and primary production customers. Atria presents sales divided into these two revenue streams as part of the segment information in note 1 and the division of receivables in note 20. Atria considers these two customer groups to be the most material in terms of understanding the nature of sales revenue and cash flow arising from customer contracts. Most contracts with customers concern the sale of consumer products. Consumer product customers are primarily central wholesale businesses. In addition, Atria sells traded animals and animal feed to primary production customers.

Employee benefits**Pension obligations**

The Group companies have various local pension arrangements in their countries of operation. Pension arrangements are classified as either defined contribution plans or defined benefit pension plans.

In defined contribution plans, the Group makes fixed payments to a separate unit. The Group has no legal or factual obligation to make additional payments if the recipient of the payments cannot pay the pension benefits in question. All plans that do not fulfil these conditions are defined benefit pension plans.

Payments made into defined contribution plans are recognised in the income statement in the reporting period to which they apply. The Group's pension plans are mainly defined contribution plans. In defined benefit plans the company still has an ongoing obligation for the plan even after the payment for the period has been made. For arrangements classified as defined benefit plans, actuarial estimates acquired on an annual basis serve as the grounds for recognising an expense and liability or asset in the financial statements. Actuarial gains or losses are recognised as equity refunds or a charge in other comprehensive income in the financial period in which they occur.

Share-based payments

The Group has an incentive programme for the management where the payments are made in part as company shares and in part as cash. The remuneration awarded under the programme is measured at fair value at the time of awarding and recognised in the income statement as an expense arising from employee benefits spread over the earning and engagement period. The amount of money paid in the arrangement is remeasured using the review period's closing share price and evenly recognised in the income statement as an expense from the day of awarding until the money is transferred to the recipient. The final amount of the expense depends on the extent to which the conditions of the incentive programme are met.

Research and development expenses

Research expenditure is recognised as an expense in the income statement. Expenditure related to individual projects is capitalised on the balance sheet when there is sufficient certainty that the product in question is technically viable and that the product is likely to generate future economic benefits. Capitalised development expenditure is recognised in project-specific expenses over the useful life of the product. The asset is amortised from the time it is ready for use. The Group has no capitalised development expenses.

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT**

Government grants

Grants received as compensation for expenses are recognised in the income statement, while expenses connected with the grant are entered as costs. Such grants are recognised under other operating income. The nature of the grants varies between countries, and the grants are only recognised after all the terms and conditions of the grant have been met, so the company does not have a repayment obligation arising from grants received.

Government grants such as grants received for the acquisition of property, plant and equipment are recognised as a deduction in the balance sheet value of property, plant and equipment once it is reasonably certain that the grant will be received and that the Group company fulfils the prerequisites for receiving the grant. Grants are recognised as income in the form of lower depreciation during the useful life of the asset.

Income taxes

The income statement tax expense consists of taxes based on the taxable income for the period, taxes under the corporate tax system based on profit distribution, adjustments to taxes from previous financial years, and deferred taxes. Taxes are recognised in the income statement unless they are related to other comprehensive income items or items recorded directly in equity. In such cases, the tax is also recorded correspondingly in other comprehensive income or directly in equity. The tax based on the taxable income for the financial year and the tax under the corporate tax system based on profit distribution are calculated from the taxable income using the applicable tax rate in each country.

Deferred taxes are recognised for all temporary differences between the balance sheet value and the tax base. The largest temporary differences arise from the depreciation of property, plants and equipment, and fair value measurements in connection with acquisitions. No deferred tax is recognised for non-deductible goodwill impairment, and no deferred tax is recognised for the undistributed profits of subsidiaries if the difference is unlikely to dissolve in the foreseeable future.

Deferred tax is calculated using the tax rates provided on the balance sheet date. Deferred tax assets are recognised to the amount for which it is likely that taxable profit will be generated in the future against which the temporary difference can be utilised. Deferred tax assets are recognised for confirmed losses made by Group companies to the extent to which it is likely that the assets can be utilised to offset future taxable profits.

Atria is subject to the minimum tax for large international groups (1308/2023). The law entered into force in Finland on 1 January 2024 and applies to financial periods beginning on or after 31 December 2023.

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT****1. SEGMENT INFORMATION**

Atria's business is influenced by consumers, customers and products. These also guide the formation of the Group's organisational structure and financial reporting. As most customers only operate in one country and Atria's products are mainly fresh products sold in the country of production, the reporting segments Atria uses are Atria Finland, Atria Sweden and Atria Denmark & Estonia. Denmark and Estonia are reported together as they do not reach the thresholds for separate reporting and share similar characteristics.

The Board of Directors assesses the performance of the operating segments based on net sales, EBIT and return on capital employed, and makes strategic and operative decisions on the basis of information for the operating segments.

Group costs are reported separately in unallocated items. Group costs include personnel and administration costs and other income and costs that are not allocated to the operating segments. Items under EBIT are not allocated to operating segments. A segment's assets and liabilities are items that can be directly attributed or reasonably allocated to the segment. Transactions between the segments take place at market price.

The Group has two clients who together account for about 30 percent of the group's net sales. The net sales are reported in the operating segments Atria Finland and Atria Denmark & Estonia.

EUR 1,000

Operating segments	Atria Denmark & Estonia			Unallocated	Eliminations	Group
	Atria Finland	Atria Sweden	& Estonia			
Period that ended on 31 Dec 2025						
Net sales						
Revenue from consumer products	995,870	387,516	124,067	0	0	1,507,454
Revenue from primary production	306,281	0	0	0	0	306,281
Revenue from Group companies	17,469	5,143	700	0	-23,312	0
Total net sales	1,319,620	392,659	124,767	0	-23,312	1,813,734
EBIT *	56,301	8,292	4,949	-5,524	0	64,018
Financial income and expenses						-10,651
Income from joint ventures and associated						246
Income taxes						-10,048
Profit for the period						43,566
Assets	702,680	234,044	105,081	0	-42,414	999,390
Liabilities	428,918	120,255	37,837	0	-42,414	544,596
Investments	37,648	11,412	5,173	0	0	54,233
Depreciation	44,700	13,710	4,983	0	0	63,393
Impairment	1,076	0	6	0	0	1,082

* Atria Finland's EBIT includes a one-off expense of EUR 5.9 million related to the divestment of the old factory site in Kuopio.

CONTENTS**BOARD OF DIRECTORS' REPORT**

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT**

Operating segments	Atria Denmark					Group
	Atria Finland	Atria Sweden	& Estonia	Unallocated	Eliminations	
Period that ended on 31 Dec 2024						
Net sales						
Revenue from consumer products	976,693	354,554	124,693	0	0	1,455,939
Revenue from primary production	299,211	0	217	0	0	299,428
Revenue from Group companies	19,730	5,608	945	0	-26,284	0
Total net sales	1,295,635	360,162	125,854	0	-26,284	1,755,368
EBIT	61,372	4,538	5,250	-4,751	0	66,408
Financial income and expenses						-15,447
Income from joint ventures and associated						1,125
Income taxes						-9,060
Profit/loss for the period						42,997
Assets	681,915	223,657	97,566	0	-18,344	984,794
Liabilities	412,355	119,065	48,012	0	-18,344	561,087
Investments	22,912	11,342	5,326	0	0	39,580
Depreciation	43,518	12,531	5,436	0	0	61,485
Impairment	419	1	0	0	0	421

* Atria Finland's EBIT includes a one-off income of EUR 1.0 million related to the reorganisation of the poultry business.

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT****2. NET SALES**

1,000 EUR	2025	2024
Sale of goods:		
Revenue from consumer product customers	1,499,862	1,447,089
Revenue from primary product customers	306,116	299,345
Services, rents and other sales:		
Revenue from consumer product customers	7,591	8,850
Revenue from primary product customers	165	83
Total	1,813,734	1,755,368

In the recognition of sales revenue, Atria has identified two customer groups: consumer product customers and primary production customers. Atria presents sales divided into these two revenue streams also as part of the segment information in note 1 and of receivables in note 20.

3. RESEARCH AND DEVELOPMENT EXPENSES

EUR 1,000	2025	2024
Research and development costs recognised as expenditure	14,847	14,803
% of net sales	0.8%	0.8%

Research and development expenses are included in sales and marketing expenses.

4. AUDITORS' FEES

EUR 1,000	2025	2024
Auditing fees	358	343
Audit-related engagements	83	105
Total	441	448

Auditors' fees are included in administrative expenses.

5. OTHER OPERATING INCOME

EUR 1,000	2025	2024
Proceeds from sales of fixed assets	4	1,616
Grants received	311	949
Other	4,159	1,998
Total	4,474	4,564

Other operating income includes gains on the disposal of fixed assets, received grants, as well as insurance and damage compensations.

6. OTHER OPERATING EXPENSES

EUR 1,000	2025	2024
Depreciations of intangible assets according to plan	1,350	1,900
Impairment losses from financial assets and contractual assets / reversals	252	-596
Reorganisation costs / reversals	0	-302
Other *	6,216	2,021
Total	7,819	3,023

* Atria recorded a EUR 5.9 million non-recurring expense in 2025 related to demolition and restoration work in the Kelloniemi area in Kuopio and terminating a long-term land lease. The write-off component of this charge amounted to EUR 0.7 million.

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT****7. PERSONNEL EXPENSES**

EUR 1,000	2025	2024
Expenses from employee benefits:		
Salaries	224,918	217,012
Pension costs - defined-contribution plans	33,942	33,410
Pension costs - defined-benefit plans	-237	-230
Other staff-related expenses	22,046	22,050
Total	280,668	272,241
Expenses from employee benefits by function:		
Costs of goods sold	220,792	216,643
Sales and marketing expenses	30,167	28,473
Administrative expenses *	29,709	27,126
Total	280,668	272,241
Personnel on average by business area (FTE):		
Finland	2,463	2,594
Sweden	880	829
Denmark & Estonia	442	441
Total	3,785	3,864

* Information on employee benefits for managerial employees is presented in note 31.

8. DEPRECIATION AND IMPAIRMENT

EUR 1,000	2025	2024
Depreciation and write-offs by function:		
Costs of goods sold	56,061	54,131
Sales and marketing expenses	847	817
Administrative expenses	5,484	5,058
Other operating expenses (note 6) *	2,083	1,900
Total	64,475	61,906

* Depreciation for 2025 includes an impairment charge of EUR 0.7 million related to the divestment of the Kelloniemi factory area in Kuopio.

9. FINANCIAL INCOME AND EXPENSES

EUR 1,000	2025	2024
Financial income:		
Interest income from financial assets measured at amortised cost	4,250	5,254
Exchange rate gains from financial liabilities and loan receivables measured at amortised cost	2,085	1,446
Changes in the value of financial assets recognised at fair value through profit or loss		
- Derivative financial instruments (not in hedge accounting)	1,099	2,766
Other financial income	0	78
Total	7,434	9,544
Financial expenses:		
Interest expenses from financial liabilities measured at amortised cost	-12,791	-18,745
Interest expenses from lease liabilities (notes 14, 25)	-502	-452
Exchange rate losses from financial liabilities and loan receivables measured at amortised cost	-123	-2,440
Other financial expenses	-695	-1,587
Impairment from loan receivables measured at amortised cost (note 20)	-171	188
Changes in the value of financial assets recognised at fair value through profit or loss		
- Derivative financial instruments (not in hedge accounting)	-3,803	-1,956
Total	-18,085	-24,991
Total financial income and expenses	-10,651	-15,447
Items related to financial instruments and recognised in other items of total comprehensive income before taxes:		
Cash flow hedges	1,334	-6,080
Translation differences	6,091	-3,351
Total	7,425	-9,432

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT****10. INCOME TAXES**

EUR 1,000	2025	2024	
Income tax expenses:			
Taxes based on the taxable profit for the period	11,717	8,485	
Taxes from previous periods	977	-70	
Deferred tax	-2,646	645	
Total	10,048	9,060	
Reconciliation of taxes in income statement and taxes calculated at the parent company's tax rate:			
Profit before taxes	53,614	52,056	
Taxes calculated with the parent company's 20.0 percent tax rate	10,723	10,411	
Effect of foreign subsidiaries' deviating tax rates	-1,099	-1,438	
Effect of tax-free income	-55	0	
Effect of costs that are non-deductible in taxation	135	-380	
Effect of income from joint ventures/associates	-49	-225	
Adjustments to taxes for previous periods	236	-70	
Effect of unrecognised deferred tax assets	-494	721	
Minimum tax	734	0	
Other changes	-83	41	
Income tax expenses	10,048	9,060	
Taxes on other comprehensive income items			
	Before tax	Tax effects	After tax
2025:			
Cash flow hedges	1,334	-264	1,069
Actuarial gains from pension obligations	753	-155	598
Total	2,086	-420	1,667
2024:			
Cash flow hedges	-6,080	1,217	-4,864
Actuarial gains from pension obligations	-694	143	-551
Total	-6,774	1,360	-5,415

On 15 December 2022, the Council of the European Union adopted a directive on a worldwide minimum tax, based on the OECD's Pillar II regulation, which aims to apply a minimum tax of at least 15 percent to large-scale corporate groups' profit. The Act on the minimum tax rate for large-scale corporate groups (1308/2023), which is required for the national implementation of the directive, entered into force in Finland on 1 January 2024 and applies to financial years beginning on or after 31 December 2023.

The effective tax rate of the Group entities is assessed on a country-by-country basis. If the effective tax rate in the country of residence of a Group entity is below 15 percent, taxation in accordance with the minimum tax level is applied through a top-up tax.

Based on the calculations prepared for 2025, the global minimum tax rules affect Atria only due to Estonia's profit distribution-based taxation. Atria has recognised a minimum tax accrual related to the Estonian result.

11. EARNINGS PER SHARE

	2025	2024
Profit (+) / loss (-) for the financial period attributable to the owners of the parent company (EUR 1,000)	40,702	39,654
Weighted average number of shares for the period (1,000 shares)	28,194	28,175
Basic earnings per share, EUR	1.44	1.41
Earnings per share adjusted by the dilution effect, EUR	1.44	1.41

Basic earnings per share are calculated by dividing the parent company's shareholder's profit for the period by the weighted average number of outstanding shares.

When calculating the earnings per share adjusted by the dilution effect, the dilution effect from all potential dilutive conversions of ordinary shares is taken into account in the weighted average number of shares.

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT****12. PROPERTY, PLANT AND EQUIPMENT****EUR 1,000**

2025	Land and water	Buildings and structures	Machinery and equipment	Other tangible assets	Acquisition in progress	Total
Acquisition cost 1 Jan	3,787	631,188	776,416	6,161	16,397	1,433,948
Increases	2	13,268	32,772	500	50,004	96,547
Decreases	-80	-413	-10,911	0	-44,641	-56,045
Exchange rate differences	41	4,640	9,336	5	-392	13,628
Acquisition cost 31 Dec	3,750	648,683	807,613	6,665	21,367	1,488,078
Cumulative depreciation and impairment 1 Jan	0	-305,538	-600,741	-3,671	1	-909,949
Decreases	0	11	10,242	0	0	10,253
Depreciation	0	-16,417	-31,996	-288	0	-48,701
Impairment	0	-1,045	-31	-5	0	-1,082
Exchange rate differences	0	-1,934	-6,604	0	0	-8,538
Cumulative depreciation and impairment 31 Dec	0	-324,923	-629,131	-3,964	1	-958,017
Balance sheet value 1 Jan	3,787	325,649	175,675	2,490	16,398	523,999
Balance sheet value 31 Dec	3,749	323,759	178,483	2,701	21,368	530,060
2024	Land and water	Buildings and structures	Machinery and equipment	Other tangible assets	Acquisition in progress	Total
Acquisition cost 1 Jan	3,583	616,105	741,477	5,822	38,400	1,405,387
Acquired operations			1,740	0	35	1,775
Increases	234	17,569	40,911	338	35,229	94,281
Decreases	-5	0	-2,816	0	-57,460	-60,282
Exchange rate differences	-24	-2,486	-4,895	0	193	-7,213
Acquisition cost 31 Dec	3,787	631,188	776,416	6,161	16,397	1,433,948
Cumulative depreciation and impairment 1 Jan	0	-290,547	-575,605	-3,408	1	-869,559
Decreases	0	0	2,257	2	0	2,259
Depreciation	0	-15,887	-30,452	-265	0	-46,604
Impairment	0	-85	-333	0	0	-418
Exchange rate differences	0	981	3,392	0	0	4,373
Cumulative depreciation and impairment 31 Dec	0	-305,538	-600,741	-3,671	1	-909,949
Balance sheet value 1 Jan	3,583	325,558	165,872	2,414	38,401	535,827
Balance sheet value 31 Dec	3,787	325,649	175,675	2,490	16,398	523,999

The tangible assets used as loan collateral amount to EUR 10.6 million (EUR 12.5 million).

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT****13. BIOLOGICAL ASSETS**

EUR 1,000	2025	2024
Biological assets:		
Productive	498	597
Consumable	4,536	5,333
At the end of the period	5,034	5,930
The period change	-896	351
Amounts of biological assets at the end of the period:		
Boars, sows, gilts / qty	3,266	3,369
Pigs for fattening / qty	34,541	31,619
Chicken eggs and chicks / 1,000 qty	3,526	4,042
Production of agricultural products during the period:		
Pork / 1,000 kg	5,113	4,397
Chicks / 1,000 qty	46,905	45,752

The fair value of productive biological assets is based on the original acquisition price less a cost corresponding to the reduction of value in use due to the ageing of the animals. The fair value of slaughter animals equals their market price, which is based on the company's slaughter animal procurement/sales in the local markets. Fair values are classified as Level 3.

14. RIGHT-OF-USE ASSETS

EUR 1,000			
Right-of-use assets acquired through leases in 2025	Real estate	Machinery and equipment	Total
Opening balance 1 Jan	13,497	9,268	22,765
Increases	5,817	1,678	7,495
Decreases	-1,213	-698	-1,911
Depreciation	-6,096	-4,535	-10,631
Exchange rate differences	111	96	207
Balance sheet value 31 Dec	12,117	5,809	17,925
Right-of-use assets acquired through leases in 2024	Real estate	Machinery and equipment	Total
Opening balance 1 Jan	13,812	10,750	24,562
Increases	4,640	3,371	8,011
Decreases	589	-154	435
Depreciation	-5,530	-4,639	-10,169
Exchange rate differences	-14	-60	-74
Balance sheet value 31 Dec	13,497	9,268	22,765

In 2025, outgoing cash flow arising from lease agreements in accordance with IFRS 16 was EUR 11.1 million (EUR 10.0 million), of which EUR 0.5 million (EUR 0.5 million) is recognised in cash flow from operating activities and EUR 10.6 million (EUR 9.5 million) in cash flow from financing activities.

Liabilities related to leases are presented in note 25.

Rents	2025	2024
Other variable payments related to leases	752	1,026
Rents recognised as costs during the financial period:		
From short-term leases	1,701	2,117
From low-value leases	1,369	765

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT****15. GOODWILL AND OTHER INTANGIBLE ASSETS****EUR 1,000**

			Customer relationship	Other tangible assets	Total
2025	Goodwill	Trademarks			
Acquisition cost 1 Jan	164,770	75,068	8,431	55,988	304,257
Increases	0	0	0	5,073	5,073
Decreases	0	-3,228	0	-2,670	-5,899
Exchange rate differences	5,522	2,302	224	351	8,398
Acquisition cost 31 Dec	170,291	74,143	8,655	58,741	311,830
Cumulative depreciation and impairment 1 Jan	-82,500	-23,982	-8,431	-47,412	-162,324
Depreciation on decreases	0	3,228	0	47	3,275
Depreciation	0	-1,303	0	-2,758	-4,061
Impairment	0	0	0	0	0
Exchange rate differences	-3,327	-730	-224	-279	-4,561
Cumulative depreciation 31 Dec	-85,827	-22,786	-8,655	-50,403	-167,671
Balance sheet value 1 Jan	82,270	51,087	0	8,576	141,933
Balance sheet value 31 Dec	84,464	51,356	0	8,338	144,158
			Customer relationship	Other tangible assets	Total
2024	Goodwill	Trademarks			
Acquisition cost 1 Jan	162,741	67,288	8,555	54,069	292,653
Acquired operations	2,429	8,797	0	0	11,226
Increases	0	0	0	2,167	2,167
Decreases	0	0	0	-62	-62
Exchange rate differences	-401	-1,016	-124	-186	-1,727
Acquisition cost 31 Dec	164,770	75,068	8,431	55,988	304,257
Cumulative depreciation and impairment 1 Jan	-81,755	-23,118	-7,958	-45,016	-157,847
Depreciation on decreases	0	0	0	58	58
Depreciation	0	-1,259	-592	-2,570	-4,421
Impairment	0	0	0	-2	-2
Exchange rate differences	-745	396	120	118	-111
Cumulative depreciation 31 Dec	-82,500	-23,982	-8,431	-47,412	-162,324
Balance sheet value 1 Jan	80,986	44,170	597	9,053	134,806
Balance sheet value 31 Dec	82,270	51,087	0	8,576	141,933

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT****Goodwill and intangible assets with indefinite useful lives are allocated to the Group's cash-generating units as follows:**

	Goodwill		Trademarks	
	2025	2024	2025	2024
Atria Finland	28,389	28,389	0	0
Atria Sweden	40,311	38,093	19,960	18,850
Atria Denmark	15,764	15,787	13,282	13,301
Atria Estonia	0	0	2,857	2,857
Total	84,464	82,270	36,099	35,008

Impairment testing:

Key assumptions for 2025	Atria Finland	Atria Sweden	Atria Denmark	Atria Estonia
Long-term net sales growth rate	1.0%	1.0%	1.0%	1.0%
Discount rate defined before taxes	5.6%	6.2%	7.9%	7.3%

Key assumptions for 2024	Atria Finland	Atria Sweden	Atria Denmark	Atria Estonia
Long-term net sales growth rate	1.0%	1.0%	1.0%	1.0%
Discount rate defined before taxes	5.8%	6.4%	7.4%	7.6%

The recoverable amount of a cash-generating unit is based on value-in-use calculations. The calculations use pre-tax cash flow forecasts for a five-year period, based on management-approved strategic targets and budgets. Thereafter, the projected cash flows are extrapolated using the growth rates presented.

The key assumptions underlying the cash flow forecasts used in Atria's impairment testing are revenue growth and long-term EBITDA and operating profit margins. The assumptions applied in the calculations for the cash-generating units are based on realistic target levels set by the Group and on external information, such as statistics from research institutions, economic forecasts, market intelligence, and market and consumer research. The Group's target level for the operating profit margin is 5 percent. Based on these assumptions, the growth rates applied are moderate for all cash-generating units. The discount rates used in the calculations are influenced by the capital structure, the level of the risk-free interest rate, and country- and company-specific risk premiums.

The present value of future cash flows exceeds the carrying amount in Sweden by approximately EUR 99 million and in Denmark by approximately EUR 3 million. An impairment loss would be recognised in Atria Sweden if the long-term operating profit margin were to fall to 38 percent of the assumed level, and in Atria Denmark to 5 percent of the assumed level. With cash flow forecasts remaining

unchanged, impairment losses would arise if the discount rates were to increase by 2.4 percentage points in Sweden and by 0.3 percentage points in Denmark. A significant increase in discount rates would also imply a change in market conditions, which would in turn affect Atria's cash flows.

Based on the calculations, no reasonably possible change in assumptions would lead to the recognition of an impairment loss in Atria Finland or Atria Estonia.

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT****16. INVESTMENTS IN JOINT VENTURES AND ASSOCIATES**

1,000 EUR	2025	2024
Effect on the Group's earnings		
Associates	-223	-60
Joint ventures	469	1,185
Total	246	1,125
Balance sheet values		
Associates	2,363	2,724
Joint ventures	18,711	18,539
Total	21,074	21,263

Material investment in a joint venture

Honkajoki Oy is a recycling facility for animal-based raw materials in Honkajoki, Finland. The company has subsidiaries: Findest Protein Oy, GMM Finland Oy and Remsoil Oy. Atria Plc owns 50 percent of the company and exercises joint control in it with HKFoods Finland. Honkajoki Group's figures have been consolidated using the equity method.

Summary of Honkajoki Group's results:

Net sales	56,096	58,218
EBIT	2,785	3,571
Profit before taxes	1,392	2,882
Profit for the period	1,143	2,318

Summary of Honkajoki Group's balance sheet:

Assets		
Non-current assets	68,089	51,462
Current assets	16,816	17,082
Total assets	84,905	68,544
Liabilities		
Non-current liabilities	36,166	20,971
Current liabilities	12,239	11,362
Total liabilities	48,406	32,333
Net assets	36,500	36,211

Reconciliation of the summary of financial information for Honkajoki Group:

Profit for the period	1,143	2,318
Share of non-controlling interest	0	-12
Income from joint venture (50%)	572	1,153
Net assets 1 Jan	36,211	34,717
Profit for the period	1,143	2,318
Other changes	-260	
Dividend distribution	-594	-824
Net assets 31 Dec	36,500	36,211
Share of non-controlling interest	288	288
Share of joint venture (50%)	18,106	17,962

Non-material investments in joint ventures:

Balance sheet value in the consolidated statement of financial position	605	578
Effect on earnings in the consolidated income statement	27	31

The joint ventures and associates are listed in note 35.

17. OTHER FINANCIAL ASSETS

EUR 1,000	2025	2024
Other financial assets 1 Jan	2,840	916
Increases	849	1,924
Other financial assets 1 Dec	3,689	2,840

Other financial assets are classified as financial assets recognised at fair value through comprehensive income. Other financial assets include unlisted shares. During the accounting period, Atria has increased its investment in Nurmon Bioenergia Oy.

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT****18. DEFERRED TAX ASSETS AND LIABILITIES,**

EUR 1,000	2025	2024
Deferred tax assets:		
Tax asset to be realised after 12 months	1,754	1,136
Tax asset to be realised within 12 months	1,699	1,329
Total	3,452	2,465
Deferred tax liabilities:		
Tax liability to be realised after 12 months	33,131	33,377
Tax liability to be realised within 12 months	16	602
Total	33,146	33,979
Deferred tax assets by balance sheet item:		
Intangible and tangible assets	102	91
Right-of-use assets	3,735	4,698
Inventories	16	0
Trade and other receivables	503	435
Interest-bearing and non-interest-bearing liabilities	1,260	1,020
Recognised losses *	1,572	920
Total	7,187	7,164
Netted against deferred tax assets	-3,735	-4,698
Deferred tax assets	3,452	2,465
Deferred tax liabilities by balance sheet item:		
Intangible and tangible assets	32,809	32,831
Inventories	21	109
Trade and other receivables	235	525
Interest-bearing and non-interest-bearing liabilities	81	514
Lease liabilities	3,609	4,582
Total	36,756	38,561
Netted against deferred tax liabilities	-3,609	-4,582
Deferred tax liabilities	33,146	33,979
Change in deferred taxes:		
Recognised in the income statement	2,646	-645
Recognised in other items of total comprehensive income	-412	1,360
Acquired operations (note 32)	0	-1,775
Exchange differences	-414	206
Total	1,820	-854

* Deferred tax assets EUR 1.6 million from recognised losses will expire in 2035.

Deferred tax assets for unused tax losses are recognised to the amount for which obtaining tax benefits on the basis of taxable profit is likely. Unrecognised deferred tax assets were EUR 0.1 million (EUR 0.7 million).

19. INVENTORIES

EUR 1,000	2025	2024
Materials and supplies	56,066	59,701
Unfinished products	4,390	4,862
Finished products	64,665	58,271
Other inventories	3,212	3,085
Total	128,333	125,920

In the accounting period, EUR 2.1 million of inventory was recorded as an expense due to inventory losses (EUR 1.8 million).

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT****20. TRADE RECEIVABLES, LOANS AND OTHER RECEIVABLES**

EUR 1,000	2025	2024
	Balance sheet value	Balance sheet value
Non-current:		
Trade receivables from primary production customers	4,771	4,355
Loan receivables from primary production customers	1,014	1,191
Other receivables	1,658	1,541
Derivative instruments (in hedge accounting)	1,162	2,254
Total	8,605	9,340
Non-current receivables by currency:		
EUR	7,352	8,333
SEK	1,252	1,007
Total	8,605	9,340
Current:		
Trade receivables from consumer product customers	51,973	48,534
Trade receivables from primary production customers	27,841	26,712
Loan receivables from primary production customers	2,908	2,489
Other loan receivables	1	579
Other receivables	15,402	20,409
Derivative instruments (in hedge accounting)	269	248
Derivative financial instruments (not in hedge accounting)	57	253
Accrued credits and deferred charges	7,450	5,818
Total	105,900	105,042
Current receivables by currency:		
EUR	74,731	76,519
SEK	20,325	19,224
DKK	3,960	7,963
USD	5,171	70
Other	1,714	1,266
Total	105,900	105,042

The currency risk on receivables is a relatively low, because the majority of these currency denominated items are held by companies in their functional currency, except for receivables denominated in USD.

Fair values do not deviate significantly from balance sheet values. The maximum credit risk for loans and other receivables is equivalent to their balance sheet value.

Material items in accrued credits and deferred charges consist of prepaid expenses of purchase invoices, lease receivables and tax amortisations.

Financial assets and liabilities by category are presented in note 29.

Receivables from consumer product customers:

Breakdown of trade receivables by age and expected credit losses in 2025	Trade receivables before provisions	Credit loss provision	Net trade receivables	Expected credit losses, %
Not due	41,162	47	41,115	0.1
Overdue				
Less than 30 days	10,008	13	9,995	0.1
30–60 days	298	0	297	0.1
61–90 days	179	0	179	0.0
More than 90 days	731	343	388	47.0
Total	52,378	404	51,973	0.8

Breakdown of trade receivables by age and expected credit losses in 2024	Trade receivables before provisions	Credit loss provision	Net trade receivables	Expected credit losses, %
Not due	39,420	26	39,394	0.1
Overdue				
Less than 30 days	8,299	5	8,293	0.1
30–60 days	516	0	516	0.1
61–90 days	78	19	58	25.0
More than 90 days	524	252	272	48.0
Total	48,837	303	48,534	0.6

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT****Receivables from primary production:**

Breakdown of trade receivables by age and expected credit losses in 2025	Trade receivables before provisions	Credit loss provision	Net trade receivables	Expected credit losses, %
Not due	28,902	60	28,842	0.2
Overdue				
Less than 30 days	2,184	5	2,179	0.2
30–60 days	480	1	479	0.2
61–90 days	110	24	87	21.5
More than 90 days	1,903	877	1,025	46.1
Total	33,580	968	32,612	2.9

Breakdown of trade receivables by age and expected credit losses in 2024	Trade receivables before provisions	Credit loss provision	Net trade receivables	Expected credit losses, %
Not due	26,588	43	26,545	0.2
Overdue				
Less than 30 days	2,333	4	2,329	0.2
30–60 days	678	1	677	0.2
61–90 days	171	0	171	0.2
More than 90 days	2,048	704	1,344	34.4
Total	31,819	752	31,066	2.4

Loan receivables:

At the end of the financial period, loan receivables from primary production customers were EUR 3.9 million (EUR 3.7 million). The net effect of credit loss entries on loan receivables was EUR -0.2 million (EUR +0.2 million).

Advances received:

At the end of the financial period, advances from primary production customers amounted to EUR 5.2 million (EUR 3.2 million). Seen note 28 for details.

21. CASH AND CASH EQUIVALENTS

EUR 1,000	2025	2024
Cash in hand and at banks	30,903	19,911

22. SHAREHOLDERS' EQUITY**EUR 1,000****Shares and share capital:**

Shares are divided into A and KII series, which differ in terms of voting rights. A series shares have one vote per share and KII series shares have ten votes per share. A series shares have a right of priority to a dividend of EUR 0.17, after which series KII shares are paid a dividend of up to EUR 0.17. If there is still more dividend available for distribution, A and KII series shares have the same entitlement to the dividend. All issued shares have been paid in full. The share has no nominal value or a maximum number.

Number of shares outstanding (1,000)	A series	KII series	Total
1 Jan 2024	18,953	9,204	28,157
Share incentives 2021, 2022 and 2023 *	23		23
31 Dec 2024	18,976	9,204	28,180
Share incentives 2022, 2023 and 2024 *	24		24
31 Dec 2025	19,000	9,204	28,204

* See note 23 for details.

Reserves included in shareholders' equity:**Invested unrestricted equity fund**

This reserve contains other equity investments and the share subscription price to the extent that it is not recognised in share capital according to a separate decision, as well as the value of shares earned based on the share incentive scheme, calculated at the rate of the grant date and the acquisition cost of own shares held by the Group.

During 2023, Atria Plc acquired additional 100,000 series A shares with acquisition cost of EUR 1.1 million. In 2025, 24 283 own shares were handed over as part of the share bonus system for the

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT**

Group's key personnel (23,045). At the end of the year, the parent company held a total of 63,774 own shares (88,057 shares).

Other funds	2025	2024
Fair value fund		
Change in fair value of financial assets	0	-437
Hedging fund		
Effective portion of FX and commodity derivatives	-631	-3,282
Effective portion of interest rate derivatives	772	2,092
Deferred tax	-24	240
Total hedging fund	116	-951
Total other funds	116	-1,388

The other funds item includes the fair value reserve and hedging fund. Financial assets at fair value through other comprehensive income are recognised in the fair value reserve. Other funds item also includes a hedge fund in which the effective portions of changes in the fair value of the derivative financial instruments used for hedging are recognised. Hedge accounting results for currency and commodity derivatives are transferred from equity to the income statement for adjustment of purchase expenses and, correspondingly, the hedging result for interest rate derivatives is transferred for adjustment of interest expenses.

During the financial period, the impairment of the shares in Majakka Voima Oy was determined to be permanent following the discontinuation of the company's operations.

Translation differences:

The following are recognised: the translation differences from the translation of the financial statements of foreign subsidiaries, as well as the translation of fair value adjustments of goodwill, assets and liabilities arising in conjunction with the acquisition of the said companies. Profits and losses arising from hedges of net investments in foreign operations are also recognised as translation differences when the hedge accounting criteria are met.

Dividend per share

and capital return paid for the period	2025	2024
Dividend/share, EUR	0.69	0.30
Capital return/share, EUR	0.00	0.30
Dividend distributed by the parent company	19,461	8,453
Capital return distributed by the parent company	0	8,453
The Board's proposal on dividend for 2025	0.75	

Share of non-controlling interest

	2025	2024
Non-controlling interest 1 Jan	21,289	22,389
Profit for the period	2,864	3,342
Distribution of dividend	-1,345	-2,133
Acquisition of minority share *	0	-2,310
Non-controlling interest 31 Dec	22,807	21,289

* In 2024, Atria acquired 10 percent of the share capital of Kaivon Liha Kaunismaa Oy (Well Beef Ltd) and now owns 100 percent of company's shares. In 2016, Atria acquired 70 percent of the shares in Kaivon Liha and 20 percent in 2021.

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT****23. SHARE-BASED PAYMENTS****Atria Plc's long-term incentive scheme 2025–2027**

Atria has a new long-term incentive scheme for key persons for the 2025–2027 period, approved by the Board of Directors of Atria Plc. The scheme replaces the long-term incentive scheme for 2024–2026 announced on 20 December 2023, and the last two earning periods of that scheme, i.e. 2025 and 2026, will not commence. The scheme aims to align the goals of the company's owners and key personnel to increase the company's value in the long term, commit the key persons to implementing the company's strategy and objectives and to pursue its long-term interest, and provide them with a competitive incentive scheme based on the earning and accumulation of the company's shares.

Atria Plc's long-term share-based incentive scheme based on performance for 2025–2027 has one earning period covering the 2025–2027 financial years. The rewards for this three-year earning period will be paid in full in 2028, partly in the company's shares and partly in cash. The cash sum is intended to cover the taxes and tax-like charges arising from the bonus. The criteria for the 2025–2027 period are linked to earnings per share (EPS) (70%), organic growth (20%) and carbon dioxide emissions (10%). If a person's employment or service relationship ends before the payment of the bonus, the bonus may not be paid.

The aim of the new incentive scheme is to encourage Atria's senior management to acquire the company's shares, and to increase the company's value through management decisions and actions over the long term.

The target group of the share-based incentive scheme can include up to 40 people. Expenses related to the share-based incentive scheme are based on the maximum number of shares, i.e. 122,500 shares, and the total value of the rewards to be paid for the earning period is approximately EUR 2.0 million. EUR 0.4 million of these expenses is included in the result for the 2025 financial year.

Atria Plc's transitional share-based incentive scheme 2025–2026

In connection with the new long-term incentive scheme, the Board of Directors of Atria Plc has decided to establish a transitional share-based incentive scheme to facilitate the transition from the previous long-term incentive scheme to the new share-based incentive scheme based on performance. The transitional share-based incentive scheme 2025–2026 has two earning periods, the first of which started on 1 January 2025 and ended on 31 December 2025. The bonuses for this earning period will be paid in full in 2026 partly in company shares and partly in cash. The cash sum is intended to cover the taxes and tax-like charges arising from the bonus.

The Board of Directors decides annually on starting the earning periods and their details. The performance criteria for the earning period 2025 are linked to earnings per share EPS (70%) and organic growth (30%) in accordance with the current share-based incentive scheme.

The target group of the share-based incentive scheme can include up to 40 people. Expenses related to the share-based incentive scheme are based on the maximum number of shares, i.e. 40,826 shares, and the total value of the rewards to be paid for the earning period is approximately EUR 0.6 million. EUR 0.6 million of these expenses is included in the result for the 2025 financial year.

In 2025, the amount of remuneration paid under the share-based incentive schemes was approximately EUR 0.7 million.

Atria Plc's 2026–2028 long-term incentive scheme

Atria Plc's Board of Directors have decided to set up a new share-based incentive scheme based on performance for the Group's key personnel. The scheme aims to align the goals of the company's owners and key personnel to increase the company's value in the long term, commit the key persons to implementing the company's strategy and objectives and to pursue its long-term interest, and provide them with a competitive incentive scheme based on earning and accumulating the company's shares.

Atria Plc's long-term share-based incentive scheme based on performance for 2026–2028 has one earning period covering the 2026–2028 financial years. The rewards for this three-year earning period will be paid in full in 2029, partly in the company's shares and partly in cash. The cash sum is intended to cover the taxes and tax-like charges arising from the bonus. The criteria for the 2026–2028 period are linked to earnings per share (EPS) (70%), organic growth (20%) and carbon dioxide emissions (10%). In addition, a separate adjustment factor is applied during the earning period. Its criteria are product exports and cross-border sales. The achievement of the targets for the criteria can at most double the bonus. If a person's employment or service relationship ends before the payment of the bonus, the bonus may not be paid.

The target group of the share-based incentive scheme can include up to 50 people. Expenses related to the share-based incentive scheme are based on the maximum number of shares, i.e. 320,000 shares, and the total value of the bonus to be paid for the earning period is approximately EUR 5 million. EUR 0.0 million of these expenses are included in the result for the 2025 financial year.

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT****24. LOANS**

EUR 1,000	2025	2024
	Balance sheet value	Balance sheet value
Non-current:		
Loans from financial institutions	226,026	253,556
Current:		
Loans from financial institutions	2,784	2,890
Other loans	2,246	1,901
Total	5,030	4,792
Loans total	231,056	258,348

The fair values of loans do not deviate significantly from the balance sheet values.

Financial liabilities by category are presented in note 29.

With fixed interest rates, %	47.6	34.9
With variable interest rates, %	52.4	65.1
Average interest rate, %	3.36	3.76

	2025	2024
Long-term loans mature as follows (EUR 1,000):		
2026		915
2027	1,487	30,609
2028	119,098	120,335
2029	50,641	100,289
2030	50,603	
Later	4,196	1,408
Total	226,026	253,556
Short-term and long-term loans by currency (EUR 1,000):		
EUR	192,986	188,952
SEK	21,323	44,703
DKK	16,747	24,693
Total	231,056	258,348

Part of the euro-denominated debt has been converted into foreign-currency-denominated debt with forward exchange agreements.

The loans have floating interest rates, so they are at market value.

A specific portion of the loans has been converted into fixed rate using interest rate derivatives, which are always valued at market value.

Reconciliation of loans (1,000 EUR)	2024	Proceeds	Repayments	Total cash flows	Other changes	2025
Long-term loans	253,556	6,000	-33,530	-27,530		226,026
Short-term loans						
Proceeds from long-term borrowings	2,048			0	732	2,780
Short-term loans	2,743	72,660	-72,421	239	-733	2,250
Total Short-term loans	4,792	72,660	-72,421	239	-1	5,030
Total	258,348	78,660	-105,951	-27,291	-1	231,056

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT****25. LEASE LIABILITIES**

EUR 1,000	2025	2024
Lease liabilities		
Long-term	9,589	14,239
Short-term	8,962	9,105
Total	18,552	23,345
Reconciliation of lease liabilities:		
Liabilities 1 Jan	23,345	
Payments/other changes	-10,555	
Increases	5,763	
Liabilities 31 Dec	18,552	

The interest expenses from lease liabilities recognised during the period were EUR 0.5 million (EUR 0.5 million). A maturity analysis of payments related to lease liabilities is presented in note 29.

26. PENSION OBLIGATIONS

EUR 1,000	2025	2024
The defined benefit pension obligation on the balance sheet is determined as follows:		
Present value of funded obligations	4,811	5,318
Present value of funded obligations		
Deficit (+) / Surplus (-)	4,811	5,318
Pension obligation in the balance sheet	4,811	5,318
Benefits paid	-237	-230
Interest expenses	158	170
Pension costs in the profit and loss account	-78	-60
Items recognised in other items of total comprehensive income due to reassessment	-678	696
Pension costs in total comprehensive income	-678	696
Changes to liabilities in the balance sheet:		
Liability of the ITP2 pension arrangement on Jan 1	5,318	4,735
Pension costs in the income statement and total comprehensive income	-756	636
Exchange rate differences	291	-54
At the end of the period, on 31 Dec	4,754	5,318
Actuarial assumptions used (%):		
Discount rate	3.70	3.00
Inflation rate	1.70	1.80

The Group's Swedish companies have defined benefit pension arrangements (ITP2). Most of the ITP2 pension arrangements are provided by the occupational pension insurance company Alecta as multi-employer arrangements, so the funds and liabilities within them cannot be allocated to an individual company. Therefore, the ITP2 pension arrangements managed by Alecta are treated as defined contribution plans in the financial statements. The remaining ITP2 pension arrangements are financed through the FPG/PRI system, and they are treated as defined benefit plans.

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT****27. OTHER NON-CURRENT LIABILITIES AND**

EUR 1,000	2025	2024
Other non-current liabilities:		
Other liabilities *	7,431	7,343
Derivative instruments (in hedge accounting)	422	1,074
Derivative instruments - not in hedge accounting	0	0
Accruals and deferred income	790	57
Total	8,643	8,475

* Other liabilities include EUR 6.6 million (EUR 6.7 million) of the put option related to the minority shares in the subsidiaries.

Other non-current liabilities are mainly in euros.

Financial liabilities by type are presented in note 29.

Provisions:	2025
Provisions 1 Jan 2025	58
Cost of goods sold	
Renewing the production line	-58
Other operating expenses	
Demolition and Restoration of the Kelloniemi Plant, Kuopio	3118
Provisions 31 Dec 2025	3,118

28. CURRENT TRADE AND OTHER PAYABLES

EUR 1,000	2025	2024
	119,482	111,692
Advances received (note 20)	5,241	3,175
Other liabilities	54,220	50,228
Derivative instruments (in hedge accounting)	875	2,615
Derivative instruments (not in hedge accounting)	397	117
Accruals and deferred income	61,598	62,381
Total	241,812	230,208

Material items in accrued liabilities consist of personnel expenses and the amortisation of debt interests.

Financial liabilities by type are presented in note 29.

Current liabilities by currency:

EUR	178,479	172,989
SEK	54,437	49,899
DKK	7,687	6,188
PLN	921	910
USD	220	209
Other	69	14
Total	241,812	230,208

Supplier Financing Programme

Atria Suomi Ltd and Atria Sverige AB have a supplier financing programme with one bank. However, the programme has only been utilized by Atria Sverige AB, and even then, its usage has been minimal. As of December 31, 2025, the total amount of accounts payable for Atria Sverige AB was 402.4 MSEK (EUR 37.2 million), and the debt arising from open purchase invoices in the supplier financing programme was 4.0 MSEK (EUR 0.4 million).

In the supplier financing programme, Atria's suppliers leverage Atria's credit rating when selling their receivables to the bank. Once Atria approves the invoices, the bank pays the invoices promptly to the supplier without recourse, allowing the supplier to receive cash flows related to their sales receivables faster than without supplier financing. The payment terms within the programmes are 30 days, which does not significantly differ from the payment terms of other suppliers. The supplier bears the interest for the financed period. Open purchase invoices in the programme are presented as trade payables.

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT****29. FINANCIAL RISK MANAGEMENT**

The general principles of Atria's financial risk management are defined in the treasury policy adopted by the Board of Directors. The Board has delegated the management of financial risks to the Treasury Committee, and the practical management of financial risks is carried out by the Group's Treasury unit. The goal of financial risk management is to reduce the impact that price fluctuations in the financial markets and other uncertainty factors have on earnings, the balance sheet and cash flow, as well as to ensure sufficient liquidity. Treasury, together with the business areas, aims to identify, assess and hedge against all risks in accordance with the treasury policy. The main risks related to financing are interest rate risk, currency risk, liquidity risk, refinancing risk, and credit risk. Commodity risks and capital structure management are also discussed at the end of this section.

Interest rate risk

Interest rate risk is managed by dividing financing between floating-rate and fixed-rate instruments, and by hedging with interest rate derivatives. During the financial year, the Group used interest rate swaps to manage the interest rate risk. The Group links interest rate risk management to the interest cover ratio, which is the projected 12-month rolling EBITDA divided by the projected net interest expense. The lower the EBITDA in relation to net financing costs, the larger the share of debt that must have a fixed interest rate. Consolidated interest-bearing debt on the balance sheet date amounted to EUR 249.6 million (EUR 281.7 million). The interest-bearing debt includes EUR 231.1 million (EUR 258.3 million) in loans and EUR 18.6 million (EUR 23.3 million) in lease liabilities. Fixed-interest loans amounted to EUR 110 million (EUR 90.2 million), or 47.6% (34.9%) of the loan portfolio. These loans have been converted to a fixed rate with interest rate derivatives. The ratio of debt with fixed and floating interest rates is at the level defined by the Group's treasury policy.

The interest rate risk is mainly related to the Group's interest-bearing liabilities, because the amount of money market investments is low, as is the related interest rate risk. At the time of the financial statements, Atria Plc had two interest rate swaps of a notional amount of EUR 30 million each, and one interest rate swap with a notional amount of EUR 50 million. These are included in fixed-rate interest-bearing debt. Hedge accounting is applied to the interest rate swaps, and their details are as follows:

- An interest rate swap of EUR 50 million for the period 30 June 2025 – 28 June 2030, where Atria pays a fixed interest rate of 2.20% and receives the 6-month Euribor rate. The company uses the interest rate swap to hedge a loan of EUR 50 million with a floating interest rate that matures on 27 September 2030.
- An interest rate swap of EUR 30 million for the period 31 October 2022 – 1 November 2027, where Atria pays a fixed interest rate of 0.182% and receives the 6-month Euribor rate. The company uses the interest rate swap to hedge EUR 30 million of a EUR 60 million loan with a floating interest rate that matures on 2 May 2028.

- An interest rate swap of EUR 30 million for the period 2 May 2023 – 2 May 2028, where Atria pays a fixed interest rate of 2.999% and receives the 6-month Euribor rate. The company uses the interest rate swap to hedge EUR 30 million of a EUR 60 million loan with a floating interest rate that matures on 2 May 2028.

The sensitivity analysis of net interest rate expenses is based on a 2% fluctuation in interest rates, which is considered reasonably realistic. It is calculated for year-end interest-bearing, floating-rate net liabilities (including interest rate swaps of EUR 110 million) that are expected to remain the same over the financial period. In simulations, the same interest rate fluctuation is used for all currencies. On 31 December 2025, net floating-rate liabilities, excluding lease liabilities, totalled EUR 90.2 million (EUR 148.2 million). At the end of 2025, a +/-2% fluctuation in interest rates would have corresponded to a change of EUR +/-1.8 million in the Group's annual interest rate expenses (EUR +/-3.0 million). If the interest rate increased by 2%, the impact on equity would be an increase of EUR 5.5 million (EUR 4.4 million), while a decrease of 2% would have an impact of EUR -6.1 million (EUR -4.8 million).

Currency risk

Atria Group operates in many currency zones and is exposed to currency-related risks. Currency risks arise from expected business transactions, assets and liabilities recognised on the balance sheet, and net investments in foreign subsidiaries. The subsidiaries hedge the currency risk related to commercial items in accordance with the currency risk policy for each business area. Each currency risk policy has been approved by the Treasury Committee.

In Finland and Sweden, hedge accounting is applied to the currency hedges mentioned above. Currency risk is monitored based on a rolling 12-month forecast cash flow, and hedges are made for periods of 1–6 months using currency forwards, during which the hedged cash flows are expected to materialise and affect profit or loss. Transaction risk is caused by euro-denominated meat raw material imports by Atria companies in Sweden, for example. In Atria's Finland operations, currency flows and risks are relatively low, and are mainly related to exports denominated in USD and SEK. Most trade receivables in Atria's operations are denominated in the units' own operating currencies.

The Group has net investments in foreign subsidiaries that are exposed to currency risks. The Treasury Committee decides on net investment hedges on a case-by-case basis. On the balance sheet date, there were no derivative agreements in force for net investment hedging. The parent company grants financing to the subsidiaries in their home currencies and has hedged the currency-denominated loan receivables from the subsidiaries with forward exchange agreements.

During the financial year, translation differences recognised in the consolidated statement of comprehensive income amounted to EUR 6.1 million (EUR -3.4 million).

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT**

At the end of the financial period, if the euro had been 10% weaker/stronger than the Swedish krona (all other factors being equal), profit before taxes would have been EUR 0.6 million higher/lower due to the Swedish subsidiaries' unhedged euro-denominated net position of accounts receivable and accounts payable (EUR 0.4 million). The effect on equity would have been EUR 2.4 million higher/lower (EUR 1.5 million). Sensitivity analyses also take the effects of currency derivatives into account, which offset the effects of exchange rate fluctuations.

Liquidity and refinancing risk

Atria Plc's Treasury raises the majority of the Group's interest-bearing capital. Liquidity and refinancing risk is managed by ensuring a balanced maturity distribution of loans, maintaining sufficient committed credit facilities with sufficiently long validity periods, using multiple financial institutions and financial instruments in the procurement of financing, and maintaining sufficient cash reserves. Atria uses commercial papers for short-term financing and liquidity management. There were undrawn committed credit facilities of EUR 50.0 million (EUR 50.0 million) at the end of the year. EUR 200.0 million of the EUR 200 million commercial paper programme had not been used at the end of the financial period (EUR 200.0 million). The average maturity of the Group's loans and committed credit facilities was 3 years 7 months (4 years 1 month).

In loan agreements that include covenants, the most important is the minimum equity ratio covenant of 28%. The Group's equity ratio has been around 40% for many years, and the Group will continue to ensure an equity ratio higher than the level required by the covenant. In accordance with the terms of the loan agreements, compliance with covenants is reported to financiers quarterly.

According to the Group's management, there was no significant liquidity accumulation in financial assets or financial sources.

The table below shows the maturity analysis of financial liabilities and derivative instruments (undiscounted figures). The capital levies and revenue of derivative liabilities and assets are related to forward exchange agreements, and interest payments are related to interest rate swaps.

EUR 1,000		Maturity, 31 Dec 2025			
		< 1 year	1-5 years	> 5 years	Total
Loans	Instalments	5,030	221,830	4,196	231,056
	Interest payments	8,105	20,017	73	28,196
Lease payments	Instalments and interests	9,003	9,343	1,145	19,490
Derivative financial instruments *	Electricity derivatives	875	83	0	958
	Interest rate swaps	293	66	0	359
	Currency derivatives**				
	- Capital payments	102,939	0	0	102,939
	- Capital income	-102,417	0	0	-102,417
Other liabilities	Instalments	1,582	7,431	0	9,013
Trade payables	Payments	119,482	0	0	119,482
Total	Total payments	247,309	258,770	5,414	511,493
	Total income	-102,417	0	0	-102,417
	Net payments	144,893	258,770	5,414	409,077

EUR 1,000		Maturity, 31 Dec 2024			
		< 1 year	1-5 years	> 5 years	Total
Loans	Instalments	4,972	252,725	651	258,348
	Interest payments	10,813	32,491	61	43,365
Lease payments	Instalments and interests	9,668	12,733	1,997	24,398
Derivative financial instruments*	Electricity derivatives	2,516	995	0	3,511
	Interest rate swaps	0	2,779	1,073	3,852
	Currency derivatives**				
	- Capital payments	102,386	0	0	102,386
	- Capital income	-102,258	0	0	-102,258
Other liabilities	Instalments	1,609	7,343	0	8,953
Trade payables	Payments	111,692	0	0	111,692
Total	Total payments	243,656	309,066	3,783	556,504
	Total income	-102,258	0	0	-102,258
	Net payments	141,398	309,066	3,783	454,246

* There is an agreement on the offsetting right with all derivative counterparties.

The table presents derivative liabilities and assets gross amounts.

If the amounts were offset, derivative liabilities would amount to EUR -0.3 million (-1,1 million).

** Forward exchange agreements implemented in gross amounts.

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT****Credit risk**

Credit risk is managed at Group level in accordance with the Group's risk management policy approved by the Board of Directors. The credit risk related to financing (counterparty risk) is managed by selecting only well-established highly rated counterparties with good credit ratings. The Group's liquid assets are only invested with counterparties that meet the criteria mentioned above. This is also the procedure when entering into financing and derivative agreements. The credit risk related to derivatives is also reduced by the fact that all payments related to interest rate derivatives are netted. Atria has only made derivatives with banks that are among Atria's main lenders.

The credit risk of the Group's operative business is related to our customers, of which the main ones are large retail chains. Part of the Group's trade receivables are related to feed and animal trading in primary production. The credit risk related to this is higher, but also more dispersed. The Group's trade receivables are also dispersed over several market areas and many customers. To secure the supply of domestically produced meat raw material in Finland, Atria has granted financing to meat producers. The interest-bearing loan receivables are primarily related to these loans.

Credit loss risk is managed with securities such as credit insurance and bank guarantees, as well as with advance invoicing. A separate credit policy has been prepared for each business area that takes the special features of the market area into account. Credit risk is reviewed and monitored on a case-by-case basis for major customers and customer groups. More detailed information about trade receivables is provided in Note 20.

Commodity risk

The Group is exposed to commodity risks, most significantly to risks related to meat raw material and electricity. Fluctuations in the price of meat raw material affect profitability in the short term, but efforts are made to pass on any price increases to sales prices as soon as possible.

Fluctuations in the price of electricity are hedged with forward electricity agreements in line with the Group's electricity supply policy.

Hedging levels in accordance with the policy are presented in the table below:

Period	Minimum hedging level	Maximum hedging level
1-12 months	70%	100%
13-24 months	40%	80%
25-36 months	0%	50%
37-48 months	0%	40%
49-60 months	0%	30%

Hedge accounting in accordance with IFRS is applied to electricity hedges. On 31 December 2025, the hedged volume was 527,963 MWh (385,439 MWh), with a nominal value of EUR 17.0 million (EUR 15.2 million). The value of the effective portion of electricity derivatives which meet the criteria for hedge accounting, EUR -0.4 million (EUR -3.0 million), was recognised in the equity hedge fund.

If the market price for electricity derivatives were to change by +/-10% from the level of 31 December 2025, the effect on equity would be EUR +/-1.6 million (EUR +/-1.2 million), assuming that all hedges are 100% effective.

Capital structure management

In capital structure management, the Group aims to ensure normal operating conditions in all circumstances and to maintain an optimal capital structure in terms of capital costs. The Group monitors the development of its capital structure primarily through the equity ratio, for which the Group has set a target level of 40%. At this equity ratio, the company estimates the availability and total cost of new capital to be optimal.

Equity ratio is affected by the balance sheet total and equity. The company is able to affect the balance sheet total and, thereby, the capital structure through the management of working capital, the amount of investments and the sale of business operations or assets. Correspondingly, the company can affect the amount of its own equity through dividend distribution and share issues. The equity ratio was 45.7% (31 December 2024: 43.2%).

To assess investments and divestments, the Group uses the Group's weighted average cost of capital (WACC) as a reference. This way, the Group seeks to ensure that its assets generate at least an amount corresponding to the average cost of its capital.

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT****Values of financial assets and liabilities by category:****EUR 1,000**

Balance sheet item 2025	Recognised at amortised cost	Recognised at fair value through profit or loss	Recognised at fair value through total comprehensive income	Derivatives in hedge accounting	Balance sheet value in total
Non-current assets					
Trade receivables	4,771	0	0	0	4,771
Other financial assets	0	0	3,689	0	3,689
Loan receivables	1,014	0	0	0	1,014
Other receivables *	1,252	0	0	0	1,252
Derivative financial instruments	0	0	0	1,162	1,162
Current assets					
Trade receivables	79,814	0	0	0	79,814
Loan receivables	2,908	0	0	0	2,908
Other receivables *	2,699	0	0	0	2,699
Derivative financial instruments	0	57	0	269	325
Cash and cash equivalents	30,903	0	0	0	30,903
Total financial assets	123,362	57	3,689	1,430	128,538
Non-current liabilities					
Loans	226,026	0	0	0	226,026
Lease liabilities	9,589	0	0	0	9,589
Other liabilities **	7,431	0	0	0	7,431
Derivative financial instruments	0	0	0	422	422
Current liabilities					
Loans	5,030	0	0	0	5,030
Lease liabilities	8,962	0	0	0	8,962
Trade payables	119,482	0	0	0	119,482
Other liabilities **	1,682	0	0	0	1,682
Derivative financial instruments	0	397	0	875	1,272
Total financial liabilities	378,203	397	0	1,298	379,897

* Exclude VAT or income tax assets

** Exclude VAT or income tax liabilities

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT****EUR 1,000**

Balance sheet item 2024	Recognised at amortised cost	Recognised at fair value through profit or loss	Recognised at fair value through total comprehensive income	Derivatives in hedge accounting	Balance sheet value in total
Non-current assets					
Trade receivables	4,355	0	0	0	4,355
Other financial assets	0	0	2,840	0	2,840
Loan receivables	1,191	0	0	0	1,191
Other receivables *	1,007	0	0	0	1,007
Derivative financial instruments		0	0	2,254	2,254
Current assets					
Trade receivables	75,246	0	0	0	75,246
Loan receivables	3,068	0	0	0	3,068
Other receivables *	2,202	0	0	0	2,202
Derivative financial instruments	0	364	0	137	501
Cash and cash equivalents	19,911	0	0	0	19,911
Total financial assets	106,979	364	2,840	2,390	112,573
Non-current liabilities					
Loans	253,556	0	0	0	253,556
Lease liabilities	14,239	0	0	0	14,239
Other liabilities **	7,343	0	0	0	7,343
Derivative financial instruments	0	0	0	1,074	1,074
Current liabilities					
Loans	4,792	0	0	0	4,792
Lease liabilities	9,105	0	0	0	9,105
Trade payables	111,692	0	0	0	111,692
Other liabilities **	1,609	0	0	0	1,609
Derivative financial instruments	0	117	0	2,615	2,732
Total financial liabilities	402,337	117	0	3,689	406,142

* Exclude VAT or income tax assets

** Exclude VAT or income tax liabilities

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT****Fair value hierarchy:****EUR 1,000**

Balance sheet item	2025	Level 1	Level 2	Level 3
Non-current assets				
Financial assets at fair value through other comprehensive income				
- Unlisted shares	3,689			3,689
Derivative financial instruments	1,162		1,162	
Current assets				
Derivative financial instruments	325		325	
Total	5,176	0	1,487	3,689
Non-current liabilities				
Derivative financial instruments	422		422	
Current liabilities				
Derivative financial instruments	1,372		1,372	
Total	1,795	0	1,795	0

Balance sheet item	2024	Level 1	Level 2	Level 3
Non-current assets				
Financial assets at fair value through other comprehensive income				
- Unlisted shares	2,840			2,840
Derivative financial instruments	2,254		2,254	
Current assets				
Derivative financial instruments	501		501	
Total	5,594	0	2,754	2,840
Non-current liabilities				
Derivative financial instruments	1,074		1,074	
Current liabilities				
Derivative financial instruments	2,732		2,732	
Total	3,806	0	3,806	0

Level 1: Prices listed on active markets for identical assets and liabilities

The fair value of financial instruments traded in active markets is based on market prices listed on the closing date. Markets are regarded as active if listed prices are readily and regularly available from the stock exchange, broker, industry group, price information service or supervisory authority, and these prices represent actual and regularly occurring market events between independent parties. The current purchase price is used as the listed market price for financial assets.

Level 2: Fair values can be determined either directly (i.e. as prices) or indirectly (i.e. derived from prices)

A fair value is established through valuation techniques for financial instruments that are not traded in active markets (such as OTC derivatives). These valuation techniques make maximum use of observable market information, when available, and rely as little as possible on company-specific assessments. If all significant input required for determining the fair value of the instrument is observable, the instrument is on level 2.

Level 3: Fair values are not based on verifiable market prices

If one or more significant piece of input information is not based on observable market information, the instrument is classified as level 3. Assessments by external parties are used to measure financial instruments and, if such assessments are not available, the company's own calculations/assessments are used.

Changes in financial instruments belonging to level 3:

Unlisted shares	2025	2024
Opening balance 1 Jan	2,840	916
Increases	849	1,934
Decreases	0	-10
Closing balance 31 Dec	3,689	2,840

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT****Derivative financial instruments:**

Fair values of derivative instruments EUR 1,000	Derivative assets 2025	Derivative liabilities 2025	Net fair value 2025	Net fair value 2024
Forward exchange agreements				
Cash flow hedges under hedge accounting	77	339	-262	-277
Other hedges	57	397	-340	136
Interest rate swaps agreements, due in more than one year				
Cash flow hedges under hedge accounting	772		772	2,092
Electricity derivatives				
Cash flow hedges under hedge accounting	581	958	-377	-3,001
Total	1,487	1,694	-207	-1,051

Nominal values of derivative financial instruments

EUR 1,000	2025	2024
Forward exchange agreements		
Cash flow hedges under hedge accounting	40,033	31,822
Other hedges	60,649	70,553
Interest rate swaps		
Cash flow hedges under hedge accounting	110,000	90,000
Electricity derivatives		
Cash flow hedges under hedge accounting	16,972	15,228
Other hedges		
Total	227,655	207,602

30. CONTINGENT LIABILITIES

EUR 1,000	2025	2024
Debts with mortgages or other collateral given as security		
Loans from financial institutions	8,806	6,443
Pension fund loans	4,534	4,791
Total	13,340	11,233
Mortgages and other securities given as comprehensive security		
Real estate mortgages	10,600	6,468
Corporate mortgages	3,600	2,500
Total	14,200	8,968
Contingent liabilities not included in the balance sheet		
Guarantees	7,341	96

31. RELATED PARTY TRANSACTIONS**EUR 1,000**

Atria Group's related parties include the members of the Board of Directors and the Supervisory Board, the CEO, the Deputy CEO and other members of the Management team, their close family members and companies controlled by the aforementioned. Related parties include the Group's joint ventures and associated companies, as well as the shareholding co-operatives Itikka Co-operative, Lihakunta and Pohjanmaan Liha Co-operative and the subsidiaries and associated companies of these co-operatives.

Group companies, Group joint ventures and associates are presented in more detail in note 35.

All business transactions that are entered into with related parties and are not eliminated in the consolidated financial statements are recognised as related party transactions.

BOARD OF DIRECTORS' REPORT

Overview of 2025
Key figures
Financing and liquidity
Strategy, goals and value chain
Stakeholders' interests and views
Research and development
Events after the period under review
Risks and risk management
Governance and operations
Related-party loans
Personnel average, FTE
Incentive programmes for management and key personnel
Outlook for 2026
Flagging notifications
Atria Plc's share capital
Valid authorisations
Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT**

Transactions with related parties and related party assets and liabilities	Joint ventures and associates	Other related party	Total
1 Jan–31 Dec 2025			
Sale of goods	5,103	15,453	20,556
Sale of services	2,184	175	2,359
Rental income	5,266	0	5,266
Interest income		74	74
Purchase of goods	15,717	25,507	41,224
Purchase of services	62,957	147	63,103
Rental costs *	6,507	7,198	13,704
Other expenses			
31 Dec 2025			
Trade receivables	599	1,515	2,114
Loan and other receivables	1	325	326
Interest-bearing liabilities	0	1,544	1,544
Trade payables	5,110	197	5,307
Transactions with related parties and related party assets and liabilities			
1 Jan–31 Dec 2024			
Sale of goods	7,201	12,496	19,698
Sale of services	2,149	152	2,301
Rental income	5,572	0	5,572
Interest income		22	22
Purchase of goods	16,557	20,419	36,977
Purchase of services	61,715	131	61,846
Rental costs	6,587	6,135	12,722
31 Dec 2024			
Trade receivables	1,173	1,192	2,365
Loan and other receivables	2	386	388
Interest-bearing liabilities	0	805	805
Trade payables	5,722	316	6,038

The sale of goods and services to related parties is based on the Group's valid price lists. The largest expense item under purchase of services is formed by the logistics services purchased from Tuoretie Oy.

* Rental costs include costs arising from the early termination of the lease agreement for the Kelloniemi site in Kuopio.

Related Party Loans

A subsidiary of Atria Plc has granted a loan to a related party company of a member of the Supervisory Board. The principal amount of the loan was EUR 102,350 as of December 31, 2025, with a remaining loan term of 3 years. The loan is repaid and interest is paid on the last day of each quarter. The interest rate on the loan is the 3-month Euribor (360) + 3.0 percent but at least 6.0 percent. The loan is secured.

A subsidiary of Atria Plc has granted a loan to a related party company of a member of the Supervisory Board. The principal amount of the loan was EUR 42,105 as of December 31, 2025, with a remaining loan term of 6 months. The loan is repaid and interest is paid on the last day of each quarter. The interest rate on the loan is the 3-month Euribor (360) + 2.5 percent but at least 6.0 percent. The loan is secured.

Employee benefits and fees of the Group's key managerial personnel (on an accrual basis)

	2025	2024
Short-term employee benefits	4,261	3,869
Post-employment benefits (group pension benefits)	350	324
Share-based incentives	240	383
Total	4,851	4,575

The key personnel in the Group's management are the members of the Board of Directors and the Supervisory Board, the CEO, the Deputy CEO and the other members of the Management Team. For the CEO and Deputy CEO, the retirement age is 63 years. The retirement age specified in the pension insurance contract is subject to change in accordance with amendments to the statutory earnings-related pension legislation.

Group pension benefits have been arranged for the members of the Management Team who are within the scope of Finnish social security. The retirement age of the group pension insurance is 63 years for the members of the Management Team. The pension plan is contribution defined, and the annual payment is based on the monthly salary (monetary salary and fringe benefits) of the insured.

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT****Incentive schemes for management****Short-term incentive scheme**

The maximum bonus payable under Atria Plc's short-term incentive scheme is 10–50% of an individual's annual salary, depending on the performance impact and requirement level of each individual's role. The criteria used in the performance bonus scheme are the EBIT, net sales, and LTIFR at Group level and in the area of responsibility of the person concerned. In addition to the CEO and other members of the Management Team, Atria Plc's performance bonus schemes cover approximately 40 people.

Atria Plc's long-term incentive scheme 2025–2027

Atria has a new long-term incentive scheme for key persons for the 2025–2027 period, approved by the Board of Directors of Atria Plc. The scheme will replace the long-term incentive scheme for 2024–2026 announced on 20 December 2023, and the last two vesting periods of that scheme, i.e. 2025 and 2026, will not be started. The purpose of the scheme is to combine the goals of the company's owners and key persons to increase the company's value in the long term, to commit the key persons to implementing the company's strategy, objectives and long-term interest, and to provide them with a competitive incentive scheme based on the earnings and accumulation of the company's shares.

Atria Plc's long-term share-based incentive scheme based on performance for 2025–2027 has one earning period covering the 2025–2027 financial years. The rewards for this three-year earning period will be paid in full in 2028, partly in the company's shares and partly in cash. The cash sum is intended to cover the taxes and tax-like charges arising from the bonus. The earnings criteria for the 2025–2027 period are linked to earnings per share (EPS) (70%), organic growth (20%) and carbon dioxide emissions (10%). If a person's employment or service relationship ends before the payment of the bonus, the bonus may not be paid.

The aim of the new incentive scheme is to encourage Atria's senior management to acquire the company's shares, and to increase the company's value through management decisions and actions over the long term.

The target group for the share-based incentive scheme can contain up to 40 people. The maximum value of bonuses for the earning period is approximately EUR 2 million.

Atria Plc's transitional share-based incentive scheme 2025–2026

In connection with the new long-term incentive scheme, the Board of Directors of Atria Plc has decided to establish a transitional share-based incentive scheme to facilitate the transition from the previous long-term incentive scheme to the new share-based incentive scheme based on performance. The transitional share-based incentive scheme 2025–2026 has two earning periods, the first of which started on 1 January 2025 and ended on 31 December 2025. The bonuses for this earning period will

be paid in full in 2026 partly in company shares and partly in cash. The cash component is intended to cover the taxes and tax-like charges arising from the bonus.

The Board of Directors decides annually on starting the earning periods and their details. The performance criteria for the earning period 2025 are linked to earnings per share EPS (70%) and organic growth (30%) in accordance with the current share-based incentive scheme.

The target group for the share-based incentive scheme can contain up to 40 people.

In 2025, the amount of remuneration paid in accordance with the share-based incentive schemes was approximately EUR 0.7 million.

Atria Plc's long-term incentive scheme 2026–2028

The Board of Directors of Atria Plc has decided to establish a new performance-based share incentive plan for the Group's key personnel. The purpose of the plan is to align the objectives of the company's shareholders and key employees to increase the company's long-term value, to commit key personnel to implementing the company's strategy, objectives, and long-term interests, and to provide them with a competitive incentive system based on the earning and accumulation of the company's shares.

The performance-based share incentive plan for 2026–2028 includes one earning period covering the financial years 2026–2028. Rewards for this three-year earning period will be paid in full in 2029, partly in the company's shares and partly in cash. The cash portion is intended to cover taxes and tax-like costs arising from the reward for the participant. The earning criteria for the 2026–2028 period are tied to earnings per share (EPS) (70 percent), organic growth (20 percent), and carbon dioxide emissions (10 percent). In addition, a separate modifier will be applied, with criteria related to product exports and international sales (cross-border sales). Based on the achievement of the targets set for these criteria, the amount of rewards earned may be doubled at most. If the participant's employment or service relationship ends before the reward is paid, the reward may be withheld.

The target group of the share incentive plan includes up to 50 individuals. The total value of the rewards payable for the earning period is estimated to be approximately EUR 5 million.

Restricted Share Unit Plan 2026–2028

The Restricted Share Unit Plan 2026–2028 is intended to be used as a tool in situations seen necessary by the Board of Directors, for example ensuring retention of key talents to the company, recruiting new talents or other specific situations determined by the Board of Directors.

The Restricted Share Unit Plan 2026–2028 consists of one vesting period covering the financial years 2026–2028, during which the Board of Directors may allocate rewards from the plan.

BOARD OF DIRECTORS' REPORT

Overview of 2025
Key figures
Financing and liquidity
Strategy, goals and value chain
Stakeholders' interests and views
Research and development
Events after the period under review
Risks and risk management
Governance and operations
Related-party loans
Personnel average, FTE
Incentive programmes for management and key personnel
Outlook for 2026
Flagging notifications
Atria Plc's share capital
Valid authorisations
Distributable funds and the Board of Directors' proposal for profit distribution
Information about the shares and shareholders
Key figures
Calculation formulas for key financial figures
Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT**

The value of the rewards to be paid on the basis of the plan corresponds to a maximum total of 42 000 series A shares of Atria Plc, including also the proportion to be paid in cash. The rewards from the plan will be paid by the end of May 2027, 2028, 2029, 2030 or 2031.

Salaries, benefits and supplementary pension contributions for the members of the Supervisory Board and the Board of Directors, the CEO and the Deputy CEO	Salaries and benefits	Supplementary pension contributions	Total
Members of the Supervisory Board:			
Halonen Jyrki, Chair	26		26
Anttikoski Juho, Deputy Chair	16		16
Other members of the Supervisory Board	130		130
Total	172	0	172
Members of the Board of Directors:			
Paavola Seppo, Chair	80		80
Korhonen Pasi, Deputy Chair	52		52
Ginmann-Tjeder Nella, until 23 Apr 2025	13		13
Joukio Mika	38		38
Kaikkonen Jukka	45		45
Kiviniemi Juha, as of 24 Apr 2025	28		28
Kopola Nina, as of 24 Apr 2025	26		26
Laitinen Leena	41		41
Paxal Kjell-Göran	49		49
Ritola Ahti, until 23 Apr 2025	29		29
Viertola-Truini Jaana, 24 Apr - 9 July 2025	6		6
Total	407	0	400
CEO:			
Gyllström Kai	751	135	886
Deputy CEO:			
Back Tomas	480	89	570

BOARD OF DIRECTORS' REPORT

Overview of 2025
Key figures
Financing and liquidity
Strategy, goals and value chain
Stakeholders' interests and views
Research and development
Events after the period under review
Risks and risk management
Governance and operations
Related-party loans
Personnel average, FTE
Incentive programmes for management and key personnel
Outlook for 2026
Flagging notifications
Atria Plc's share capital
Valid authorisations
Distributable funds and the Board of Directors' proposal for profit distribution
Information about the shares and shareholders
Key figures
Calculation formulas for key financial figures
Items affecting comparability of result
SUSTAINABILITY STATEMENT
CONSOLIDATED FINANCIAL STATEMENTS (IFRS)
PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)
SIGNATURES TO THE FINANCIAL STATEMENTS
AUDITOR'S REPORT

32. ACQUIRED OPERATIONS**EUR 1,000**

On 2 May 2024, Atria acquired the entire share capital of the Swedish convenience food company Gooh!. Gooh! was a business unit of Lantmännen Cerealia. Its production plant is in Järna in the Stockholm area and employs 65 people. With a market share of around 25 percent, the company is the market leader in the fresh microwaveable meals segment in the Swedish retail trade. Its distribution channels are well established. Gooh! products are sold in all major grocery chains and vending machines in Sweden.

Gooh!'s annual net sales are approximately EUR 16 million, and the business is profitable.

Gooh! is a well-known and respected convenience food brand in Sweden. The Gooh! product range complements Atria's convenience food offering and offers new opportunities for consumer-oriented productisation in the Swedish market.

The acquisition is not expected to have a major impact on Atria's financial position or performance.

Gooh!	Fair values *
Acquisition price for the share of 100%	11,405
Assets and liabilities of the company, fair values employed in the acquisition:	
Property, plant and equipment	1,762
Intangible assets	8,652
Right-of-use assets	897
Inventories	806
Current receivables	27
Cash and cash equivalents	2
Total assets	12,145
Deferred tax liabilities	1,782
Leaseliabilities	897
Current liabilities	451
Total liabilities	3,130
Net assets	9,015
Goodwill from acquisition	2,389

The total purchase price in cash	11,405
The company's cash and cash equivalents	2
Effect of the acquisition on cash flow on 31 Dec 2024	11,407

This calculation is final.

*Fair values have been calculated at the exchange rate on the acquisition date.

33. SOLD OPERATIONS**EUR 1,000**

On 30 January 2024, Atria Finland sold 70 percent of the shares of its subsidiary Best-In Oy to SaVe Logistiikka Oy. Best-In Oy manufactures pet food, and its annual net sales were roughly EUR 5 million. The company's production facility is in Kelloniemi, Kuopio, and the company has 17 employees. The sale has no significant impact on the Group's result or net assets.

Best-In Oy has been reported as an associated company in Atria Group's figures as of 1 February 2024.

34. EVENTS AFTER THE REPORTING PERIOD

There have been no significant events after the reporting period.

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT****35. GROUP COMPANIES, GROUP JOINT VENTURES AND ASSOCIATES**

The most significant subsidiaries of Atria Group are Atria Finland Ltd, Atria Sverige AB, Atria Danmark A/S and Atria Eesti AS, all of which are manufacturers of foodstuffs as well as A-Farmers Ltd, which is responsible for animal procurement and trading, and A-Rehu Oy, which manufactures animal feed.

Group companies by business area	Domicile	Share of holding (%)	Share of votes (%)
Atria Finland:			
A-Liha Jyväskylä Oy	Finland	100.0	100.0
A-Lihatukkurin Oy	Finland	100.0	100.0
A-Logistics Ltd	Finland	100.0	100.0
A-Pekoni Nurmo Oy	Finland	100.0	100.0
A-Pihvi Kauhajoki Oy	Finland	100.0	100.0
A-Rehu Oy	Finland	51.0	51.0
A-Sikateurastamo Oy	Finland	100.0	100.0
Atria Plc	Finland		
Atria Finland Ltd	Finland	100.0	100.0
Atria-Chick Oy	Finland	100.0	100.0
Atria-Lihavalmistaja Oy	Finland	100.0	100.0
Atria-Tekniikka Oy	Finland	100.0	100.0
Atria-Tuoreliha Oy	Finland	100.0	100.0
Atria-Valmisruoka Oy	Finland	100.0	100.0
A-Farmers Ltd	Finland	97.9	99.0
Domretor Oy	Finland	100.0	100.0
Kauhajoen Teurastamokiinteistöt Oy	Finland	100.0	100.0
Well Beef Ltd	Finland	100.0	100.0
Kiinteistö Oy Tievapolku 3	Finland	100.0	100.0
Korv-Görans Kebab Oy *	Finland	51.0	51.0
Liha ja Säilyke Oy	Finland	100.0	100.0
Nautasuomi Oy	Finland	51.0	51.0
Rokes Oy	Finland	100.0	100.0
Sahalahden Broiler Oy	Finland	100.0	100.0
Suomen Kalkkuna Oy	Finland	100.0	100.0
Atria Sweden:			
Atria Concept SP Z.o.o	Poland	100.0	100.0
Atria Sverige AB	Sweden	100.0	100.0
Atria Sweden AB	Sweden	100.0	100.0

Atria Denmark & Estonia:

Atria Danmark A/S	Denmark	100.0	100.0
Atria Denmark Holding A/S	Denmark	100.0	100.0
Atria Eesti AS	Estonia	100.0	100.0
Atria Farmid OÜ	Estonia	100.0	100.0
OÜ Atria *	Estonia	100.0	100.0

* Dormant company

The consolidated financial statements include all subsidiaries.

Group joint ventures and associates	Domicile	Share of holding (%)	Share of votes (%)
Group joint ventures:			
Honkajoki Oy *	Finland	50.0	50.0
Länsi-Kalkkuna Oy	Finland	50.0	50.0
Group associates:			
Best-In Oy	Finland	30.0	30.0
Findest Protein Oy	Finland	33.1	33.1
Finnpig Oy	Finland	49.0	49.5
Foodwest Oy	Finland	24.5	24.5
Kiinteistö Oy Itkanmäen Teollisuustalo	Finland	12.6	12.6
Transbox Oy	Finland	25.7	25.7
Tuoretie Oy	Finland	33.3	33.3

* Reported as a significant joint venture, see note 16.

CONTENTS

BOARD OF DIRECTORS' REPORT

- Overview of 2025
- Key figures
- Financing and liquidity
- Strategy, goals and value chain
- Stakeholders' interests and views
- Research and development
- Events after the period under review
- Risks and risk management
- Governance and operations
- Related-party loans
- Personnel average, FTE
- Incentive programmes for management and key personnel
- Outlook for 2026
- Flagging notifications
- Atria Plc's share capital
- Valid authorisations
- Distributable funds and the Board of Directors' proposal for profit distribution
- Information about the shares and shareholders
- Key figures
- Calculation formulas for key financial figures
- Items affecting comparability of result

SUSTAINABILITY STATEMENT

CONSOLIDATED FINANCIAL STATEMENTS (IFRS)

PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)

SIGNATURES TO THE FINANCIAL STATEMENTS

AUDITOR'S REPORT

PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)



CONTENTS**BOARD OF DIRECTORS' REPORT**

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT****INCOME STATEMENT****EUR 1,000**

	Note	1 Jan–31 Dec 2025	1 Jan–31 Dec 2024
NET SALES	2.1	54,344	51,315
Other operating income	2.2	7,610	6,866
Personnel expenses	2.3	-6,506	-5,635
Depreciation and impairment	2.4		
Depreciation according to plan		-30,924	-28,763
Impairment		-733	
Other operating expenses	2.5	-15,585	-8,811
EBIT		8,205	14,972
Financial income and expenses	2.6	-4,805	-1,760
PROFIT/LOSS BEFORE APPROPRIATIONS AND TAXES		3,400	13,212
Appropriations	2.7	31,763	19,160
Income taxes	2.8	-8,148	-5,033
PROFIT/LOSS FOR THE PERIOD		27,015	27,339

**BOARD OF DIRECTORS'
REPORT**

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

**SUSTAINABILITY
STATEMENT****CONSOLIDATED
FINANCIAL
STATEMENTS (IFRS)****PARENT COMPANY'S
FINANCIAL
STATEMENTS (FAS)****SIGNATURES TO
THE FINANCIAL
STATEMENTS****AUDITOR'S REPORT****BALANCE SHEET****EUR 1,000**

Assets	Note	31 Dec 2025	31 Dec 2024
FIXED ASSETS			
Intangible assets	3.1		
Intangible rights		0	1
Other long-term expenditure		6,956	6,397
Total intangible assets		6,956	6,398
Tangible assets	3.1	340,285	343,319
Investments	3.2		
Investments in Group companies		323,794	312,753
Investments in associates		3,818	3,818
Other shares and investments		615	615
Total investments		328,227	317,186
Non-current receivables	3.3	110,278	157,562
TOTAL FIXED ASSETS		785,746	824,466
CURRENT ASSETS			
Current receivables	3.3	123,839	50,490
Cash in hand and at bank		29,241	19,182
TOTAL CURRENT ASSETS		153,079	69,672
Total assets		938,825	894,138

EUR 1,000

Liabilities	Note	31 Dec 2025	31 Dec 2024
EQUITY			
	3.4		
Share capital		48,055	48,055
Invested unrestricted equity fund		237,948	237,948
Retained earnings		11,722	3,844
Profit/loss for the period		27,015	27,339
TOTAL EQUITY		324,741	317,186
ACCRUED APPROPRIATIONS			
Depreciation difference	3.5	77,828	77,862
Other provisions		3,118	0
LIABILITIES			
Non-current liabilities	3.6	220,000	250,000
Current liabilities	3.7	313,137	249,089
TOTAL LIABILITIES		533,137	499,089
Total liabilities		938,825	894,138

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT****CASH FLOW STATEMENT****EUR 1,000**

	1 Jan–31 Dec 2025	1 Jan–31 Dec 2024
CASH FLOW FROM OPERATING ACTIVITIES		
Payments received from sales	53,493	52,148
Other business revenue	7,610	6,866
Payments on operating expenses	-19,925	-19,771
Cash flow from operating activities	41,178	39,243
Dividends received	435	555
Interest received and other financial income	19,330	23,378
Interest paid and financial expenses	-20,266	-29,555
Tax paid	-6,263	-1,822
Cash flow from operating activities	34,414	31,799
CASH FLOW FROM INVESTMENTS		
Investments in tangible and intangible assets	-29,181	-22,248
Investments in subsidiaries	-13,357	17,631
Change in Group receivables	-15,897	8,495
Cash flow from investments	-58,435	3,878
CASH FLOW FROM FINANCING ACTIVITIES		
Repayment of long-term loans	-30,000	0
Increase in short-term loans *	4	20,002
Decrease in short-term loans *	0	-20,000
Change in Group liabilities	62,379	-12,362
Received or given Group contributions	21,158	3,625
Return of capital	0	-8,453
Dividends paid	-19,461	-8,453
Cash flow from financing activities	34,080	-25,642
CASH FLOW FROM OPERATING ACTIVITIES	34,414	31,799
CASH FLOW FROM INVESTMENTS	-58,435	3,878
CASH FLOW FROM FINANCING ACTIVITIES	34,080	-25,642
TOTAL	10,059	10,035
Change in cash and cash equivalents		
Cash and cash equivalents 1 Jan	19,182	9,147
Cash and cash equivalents 31 Dec	29,241	19,182
Change	10,059	10,035

*Withdrawals and repayments of short-term loans include those with a maturity of more than 90 days commercial paper withdrawals and repayments. Withdrawals and repayments of commercial papers with a maturity of 90 days or less have been processed in the financial calculation on a net basis.

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT****1. PRINCIPLES APPLIED IN PREPARING THE FINANCIAL STATEMENTS****General principles applied in preparing the financial statements**

Atria Plc's financial statements have been prepared in accordance with Finland's accounting Act and the other rules and regulations pertaining to the compilation of financial statements (FAS).

Information concerning the Group

Atria Plc is the parent company of Atria Group, and its domicile is in Kuopio, Finland. Copies of Atria Plc's consolidated financial statements are available at the company's head office at Itikanmäenkatu 3, Seinäjoki; postal address: P.O. Box 900, 60060 ATRIA, Finland.

Valuation principles

In the balance sheet, tangible and intangible assets are entered at their direct acquisition cost less planned depreciation and value adjustments. Depreciation is implemented on a straight-line basis over the service life of the assets. Contributions received for the acquisition of tangible assets are recognised as a decrease in acquisition costs. These contributions are not significant.

The depreciation periods are as follows:

Buildings	Seinäjoki	30-40 years
	other locations	25 years
Machinery and equipment	Seinäjoki	10 years
	other locations	7 years
Software		5 years
Other long-term items		10 years

Investments under non-current assets are originally entered at acquisition price. The book value of investments is assessed annually in connection with the preparation of the financial statements and, if the criteria of Chapter 5, section 13 of the Accounting Act are met, revaluations can be made as necessary.

Items presented in foreign currency

Items expressed in foreign currencies have been converted into euro at the exchange rate quoted by the European Central Bank. The exchange differences of the realised currency-denominated loans are presented under financial items.

Financial assets and liabilities

Financial instruments are measured primarily in accordance with chapter 5, section 2 of the Accounting Act. Receivables at nominal value, although at a maximum probable value. Securities and others of the kind falling under the scope of financial assets at acquisition cost or, if their probable normal value on the closing date is less than that, at this value. Liabilities at nominal value or, if the debt is tied to an index or some other basis for comparison, to the value higher than the nominal value pursuant to the changed basis for comparison.

Derivative financial instruments

Derivatives of financial instruments are measured at fair value in accordance with the alternative practice presented in chapter 5, section 2a of the Accounting Act. Derivatives are accounted for as hedging. The company enters into derivative contracts mainly to hedge against fluctuations in interest rates and currency exchange rates. The derivatives used are forward exchange agreements and interest rate swaps. The company recognises derivatives at fair value on the balance sheet when the derivative contract enters into force. Interest rate swaps have been recognised in accordance with this principle since the 2018 financial year. Derivatives are measured at fair value on the balance sheet date, and gains and losses arising from the valuation difference are recognised in financial income and expenses in the income statement.

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT****2. NOTES TO THE INCOME STATEMENT****EUR 1,000**

	1 Jan–31 Dec 2025	1 Jan–31 Dec 2024
2.1 NET SALES	54,344	51,315

The company's rental income is presented as net sales because it corresponds with the present nature of the company's operations.

2.2 OTHER OPERATING INCOME

Service charges from Group companies	7,283	5,915
Other	327	951
Total	7,610	6,866

2.3 PERSONNEL EXPENSES

Average number of personnel		
Office personnel in Finland	26	26

Personnel expenses

Salaries:		
CEO, Deputy CEO and members of the Board	1,620	1,306
Members of the Supervisory Board	95	85
Other salaries	3,616	3,185
Total	5,331	4,575

Pension costs	1,037	945
Other staff-related expenses	138	115
Total	1,175	1,060

Total personnel expenses	6,506	5,635
---------------------------------	--------------	--------------

Pension commitments of the members of the Board of Directors and the CEO:

The company's statutory pensions are defined contribution plans and have been arranged through an insurance company (see note 31 to the consolidated financial statements).

1 Jan–31 Dec 2025 1 Jan–31 Dec 2024

2.4 DEPRECIATION AND IMPAIRMENT

Depreciations of tangible and intangible assets	30,924	28,763
Impairment	733	

Depreciation specification per balance sheet item included in section 3.1.

2.5 OTHER OPERATING EXPENSES

Other operating expenses	15,585	8,811
Including administration, marketing, energy, cleaning, operational and other costs as well as fees paid to auditors.		

Audit		
Auditing fees	174	171
Audit-related engagements	77	86
Total	252	257

2.6 FINANCIAL INCOME AND EXPENSES

Return on long-term investments:		
From Group companies	0	7,000
From other companies	435	555
Total	435	7,555

Other interest and financial income:		
From Group companies	12,966	13,691
From other companies	4,320	6,900
Total	17,286	20,591

BOARD OF DIRECTORS' REPORT

Overview of 2025

1 Jan–31 Dec 2025 1 Jan–31 Dec 2024

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT**

Interest expenses and other financial expenses:

To Group companies	-5,048	-8,842
Impairment of investments in fixed assets	-2,317	-1,169
To other companies	-15,160	-19,894
Total	-22,526	-29,905
Total financial income and expenses	-4,805	-1,760

Interest expenses and other financial expenses

include exchange rate gains/losses (net)	11	-52
--	----	-----

The change in the fair value of the interest rate and currency derivatives used as hedging has been booked through the profit and loss. The change in fair value was a total of EUR -1.8 million (EUR -0.8 million).

2.7 APPROPRIATIONS

Difference between planned depreciation and depreciation implemented in taxation

	33	-1,998
Group contributions received	31,730	21,158
Total	31,763	19,160

2.8 INCOME TAXES

Income taxes for the accounting period	8,148	5,164
Taxes for previous financial periods	1	-131
Total	8,148	5,033

3. NOTES TO THE BALANCE SHEET

EUR 1,000

3.1 INTANGIBLE AND TANGIBLE ASSETS

31 Dec 2025 31 Dec 2024

Intangible assets:

Intangible rights

Acquisition cost 1 Jan	1,483	1,483
Acquisition cost 31 Dec	1,483	1,483
Cumulative depreciation 1 Jan	-1,482	-1,479
Depreciation for the period	-1	-3
Cumulative depreciation 31 Dec	-1,483	-1,482
Balance sheet value 31 Dec	0	1

Other long-term expenditure

Acquisition cost 1 Jan	44,369	42,383
Increases	2,221	1,986
Decreases	-23	0
Acquisition cost 31 Dec	46,567	44,369
Cumulative depreciation 1 Jan	-39,666	-38,130
Depreciation for the period	-1,658	-1,535
Cumulative depreciation 31 Dec	-41,324	-39,666
Balance sheet value 31 Dec	5,243	4,703

Advance payments and acquisitions in progress

Acquisition cost 1 Jan	1,694	1,772
Changes +/-	19	-77
Acquisition cost 31 Dec	1,713	1,694
Balance sheet value 31 Dec	1,713	1,694

Total intangible assets	6,956	6,398
-------------------------	-------	-------

CONTENTS**BOARD OF DIRECTORS' REPORT**

Overview of 2025	31 Dec 2025	31 Dec 2024	31 Dec 2025	31 Dec 2024
Key figures				
Financing and liquidity				
Strategy, goals and value chain				
Stakeholders' interests and views				
Research and development				
Events after the period under review				
Risks and risk management				
Governance and operations				
Related-party loans				
Personnel average, FTE				
Incentive programmes for management and key personnel				
Outlook for 2026				
Flagging notifications				
Atria Plc's share capital				
Valid authorisations				
Distributable funds and the Board of Directors' proposal for profit distribution				
Information about the shares and shareholders				
Key figures				
Calculation formulas for key financial figures				
Items affecting comparability of result				
SUSTAINABILITY STATEMENT				
CONSOLIDATED FINANCIAL STATEMENTS (IFRS)				
PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)				
SIGNATURES TO THE FINANCIAL STATEMENTS				
AUDITOR'S REPORT				

Tangible assets:**Land and water**

Acquisition cost 1 Jan	1,001	1,001
Acquisition cost 31 Dec	1,001	1,001
Balance sheet value 31 Dec	1,001	1,001

Buildings and structures

Acquisition cost 1 Jan	446,316	436,866
Increases	8,753	9,451
Decreases	-333	0
Acquisition cost 31 Dec	454,736	446,316
Cumulative depreciation 1 Jan	-221,806	-211,838
Impairment	-707	0
Depreciation for the period	-10,664	-9,968
Cumulative depreciation 31 Dec	-233,176	-221,806
Balance sheet value 31 Dec	221,560	224,510

Machinery and equipment

Acquisition cost 1 Jan	493,183	462,988
Increases	14,684	30,314
Decreases	-38	-119
Acquisition cost 31 Dec	507,829	493,183
Cumulative depreciation 1 Jan	-384,864	-367,810
Impairment	-26	0
Depreciation for the period	-18,397	-17,055
Cumulative depreciation 31 Dec	-403,287	-384,864
Balance sheet value 31 Dec	104,542	108,319

Other tangible assets

Acquisition cost 1 Jan	4,922	4,787
Increases	325	136
Acquisition cost 31 Dec	5,247	4,922
Cumulative depreciation 1 Jan	-2,894	-2,692
Impairment	-1	0
Depreciation for the period	-205	-202
Cumulative depreciation 31 Dec	-3,100	-2,894
Balance sheet value 31 Dec	2,148	2,028

Advance payments and acquisitions in progress

Acquisition cost 1 Jan	7,461	26,904
Changes +/-	3,573	-19,443
Acquisition cost 31 Dec	11,034	7,461
Balance sheet value 31 Dec	11,034	7,461

Total tangible assets	340,285	343,319
------------------------------	----------------	----------------

Non-depreciated acquisition cost of machinery and equipment	104,542	108,319
--	----------------	----------------

The share of items other than production machinery and equipment is not significant in amount. The acquisition costs of fully depreciated and scrapped items are presented as decreases.

3.2 INVESTMENTS

	31 Dec 2025	31 Dec 2024
	Parent company holding %	Parent company holding %
Group companies:		
Atria Denmark Holding A/S, Denmark	100	100
Atria Eesti AS, Estonia	100	100
Atria Sweden AB, Sköllersta, Sweden	100	100
Atria Finland Ltd, Kuopio	100	100
A-Farmers Ltd, Seinäjoki	97.9	97.9
Kauhajoen Teurastamokiinteistöt Oy, Kauhajoki	100	100
Kiinteistö Oy Tievapolku 3, Helsinki	100	100
Liha ja Säilyke Oy, Forssa	63.2	63.2
OÜ Atria, Estonia	100	100
Rokes Oy, Forssa	100	100
Suomen Kalkkuna Oy, Seinäjoki	100	100

BOARD OF DIRECTORS' REPORT

Overview of 2025		31 Dec 2025	31 Dec 2024
Key figures	Joint ventures and associates:		
Financing and liquidity	Best-In Oy, Kuopio	30.0	30.0
Strategy, goals and value chain	Foodwest Oy, Seinäjoki	24.5	24.5
Stakeholders' interests and views	Honkajoki Oy, Honkajoki	50.0	50.0
Research and development	Kiinteistö Oy Itikanmäen Teollisuustalo, Seinäjoki	12.6	12.6
Events after the period under review	Länsi-Kalkkuna Oy, Säkyliä	50.0	50.0
	Transbox Oy, Helsinki	25.7	25.7
	Tuoretie Oy, Seinäjoki	33.3	33.3
Risks and risk management			
Governance and operations	3.3 RECEIVABLES		
Related-party loans	Non-current receivables:		
Personnel average, FTE	Derivatives	772	2,092
Incentive programmes for management and key personnel	Receivables from group companies:		
Outlook for 2026	Loan receivables*	109,506	155,470
Flagging notifications	Total non-current receivables	110,278	157,562
Atria Plc's share capital	Current receivables:		
Valid authorisations	Trade receivables	121	101
Distributable funds and the Board of Directors' proposal for profit distribution	Other receivables	513	490
Information about the shares and shareholders	Accrued credits and deferred charges	1,268	915
Key figures	Receivables from group companies:		
Calculation formulas for key financial figures	Trade receivables	3,965	3,134
Items affecting comparability of result	Other receivables	84,041	15,180
	Accrued credits and deferred charges	33,929	30,670
	Total current receivables	123,837	50,490
	Material items included in accrued credits and deferred charges:		
	– group contributions	31,730	21,158
	– dividend receivables	0	7,000
	– interest accruals	2,256	2,808
	– valuation of forward contracts	57	253
	– other	1,155	366
	Total	35,198	31,585

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT**

* Intercompany loan agreements within the Group are entered into on arm's-length terms, and the loans are unsecured. The interest rates reflect the terms of the parent company's external borrowings, and the average maturity of the loans at the time of drawdown is five years.

	31 Dec 2025	31 Dec 2024
3.4 EQUITY		
Share capital 1 Jan	48,055	48,055
Share capital 31 Dec	48,055	48,055
Total restricted equity	48,055	48,055
Invested unrestricted equity fund 1 Jan	237,948	246,402
Capital return	0	-8,454
Invested unrestricted equity fund 31 Dec	237,948	237,948
Retained earnings 1 Jan	31,183	12,297
Distribution of dividends	-19,461	-8,453
Retained earnings 31 Dec	11,722	3,844
Profit/loss for the period	27,015	27,339
Retained earnings 31 Dec	38,738	31,183
Total unrestricted equity	276,686	269,131
Total equity	324,741	317,186

At the end of 2025, the company held a total of 63,774 treasury shares, representing 0.3% of the shares and 0.1% of the votes in the company.

The value of the treasury shares was kEUR 656 (kEUR 944).

The number of treasury shares transferred as share incentives during 2025 was 24,283

Calculation of distributable funds:		
Invested unrestricted equity fund	237,948	237,948
Retained earnings	11,722	3,844
Profit/loss for the period	27,015	27,339
Total	276,686	269,131

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT**

The breakdown of the share capital is as follows:

	2025		2024	
	Number of	EUR 1,000	Number of	EUR 1,000
Series A (1 vote per share)	19,063,747	32,408	19,063,747	32,408
Series KII (10 votes per share)	9,203,981	15,647	9,203,981	15,647
Total	28,267,728	48,055	28,267,728	48,055

	31 Dec 2025	31 Dec 2024
3.5 ACCRUED APPROPRIATIONS		
Depreciation difference	77,828	77,862

3.5 PROVISIONS

Other provision		
Cost provision for the Kelloniemi demolition works in Kuopio	3,118	

3.7 NON-CURRENT LIABILITIES

Loans from financial institutions	220,000	250,000
Total non-current liabilities	220,000	250,000

3.8 CURRENT LIABILITIES

Trade payables	4,328	3,729
Other payables	726	1,361
Accruals and deferred income	6,960	5,511

Liabilities to Group companies:

Trade payables	574	318
Other payables	300,547	238,168
Accruals and deferred income	3	3

Total current liabilities	313,137	249,089
---------------------------	---------	---------

	31 Dec 2025	31 Dec 2024
Material items included in accruals and deferred income:		
- accruals of salaries and social security payments	2,757	2,181
- interest accruals	766	1,103
- valuation of forward contracts	397	117
- accrued taxes	2,990	1,104
- insurance accruals	0	882
- other	53	127
Total	6,962	5,513

4. OTHER NOTES**EUR 1,000**

	31 Dec 2025	31 Dec 2024
4.1 SECURITIES GIVEN, CONTINGENT LIABILITIES AND OTHER LIABILITIES		

Contingent liabilities and other liabilities not included in the balance sheet

Guarantees

On behalf of Group companies	44,652	44,574
Total	44,652	44,574

Other leases

Minimum rents paid based on other leases

Within one year	809	818
Within one to five years	2,210	2,673
After five years	1,033	2,454
Total	4,051	5,945

BOARD OF DIRECTORS' REPORT

Overview of 2025
Key figures
Financing and liquidity
Strategy, goals and value chain
Stakeholders' interests and views
Research and development
Events after the period under review
Risks and risk management
Governance and operations
Related-party loans
Personnel average, FTE
Incentive programmes for management and key personnel
Outlook for 2026
Flagging notifications
Atria Plc's share capital
Valid authorisations
Distributable funds and the Board of Directors' proposal for profit distribution
Information about the shares and shareholders
Key figures
Calculation formulas for key financial figures
Items affecting comparability of result
SUSTAINABILITY STATEMENT
CONSOLIDATED FINANCIAL STATEMENTS (IFRS)
PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)
SIGNATURES TO THE FINANCIAL STATEMENTS
AUDITOR'S REPORT

4.2 VAT LIABILITIES 31 Dec 2025 31 Dec 2024

The company has made property investments as referred to in the Value Added Tax Act. The remaining verification liability of these investments was assessed for each verification period on 31 December 2025.

Year of completion of the investment	Remaining amount of verification liability	
2016		190
2017	112	224
2018	108	162
2019	217	289
2020	638	797
2021	2,644	3,172
2022	7,922	9,243
2023	5,645	6,451
2024	1,057	1,189
2025	2,283	
Total	20,625	21,717

The company is obliged to verify reductions in VAT on property investments if the taxable use of the properties decreases during the verification period.

4.3 INTEREST RATE SWAP AND INTEREST RATE CAP AGREEMENTS

Interest rate swap agreement:

Asset being hedged: EUR 60 million loan, 28 April 2021 - 2 May 2028, interest 6-month Euribor

Hedging derivative: Interest rate swap with a nominal value of EUR 30 million; the company receives a 6-month Euribor rate and pays a fixed interest rate. The fair value of the agreement on the closing date is EUR 1,795,336. The cash flow from the interest rate swap is recognised in the income statement with the same periods as the interest flows from the hedged loan.

Hedging derivative: Interest rate swap with a nominal value of EUR 30 million; the company receives a 6-month Euribor rate and pays a fixed interest rate. The fair value of the agreement on the closing date is EUR -795,612. The cash flow from the interest rate swap is recognised in the income statement with the same periods as the interest flows from the hedged loan.

Asset being hedged: EUR 30 million loan, 22 September 2020 – 25 September 2027, interest 6-month Euribor

Hedging derivative: Interest rate swap agreement with a nominal value of EUR 30 million; the company receives a 6-month Euribor rate and pays a fixed interest rate. The fair value of the agreement on the closing date is EUR 1,065,919. The cash flow from the interest rate swap is recognised in the income statement with the same periods as the interest flows from the hedged loan.

4.4 DERIVATIVE FINANCIAL INSTRUMENTS

Fair values of derivative financial instruments:	Derivative assets 31 Dec 2025	Derivative liabilities 31 Dec 2025	Net fair value 31 Dec 2025	Net fair value 31 Dec 2024
Forward exchange agreements (maturity less than a year)	57	-397	-340	136
Interest rate swaps and cap agreements	772		772	2,092
Total	828	-397	432	2,227

Nominal values of derivative financial instruments:	31 Dec 2025	31 Dec 2024
Forward exchange agreements	60,649	70,553
Interest rate swaps	110,000	90,000
Total	170,649	160,553

The basis to determine the fair value of derivative financial instruments are consistent with the Group's principles. Detailed information concerning derivatives including risk management and hierarchy levels are presented in note 29 to the consolidated financial statements.

CONTENTS**BOARD OF DIRECTORS' REPORT**

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT**

Fair value hierarchy:

Balance sheet item	31 Dec 2025	Level 1	Level 2	Level 3
Current assets				
Derivative financial instruments	57		57	
Non-current assets				
Interest rate swaps	772		772	
Current liabilities				
Derivative financial instruments	-397		-397	
Balance sheet item	31 Dec 2024	Level 1	Level 2	Level 3
Current assets				
Derivative financial instruments	2,344		2,344	
Non-current liabilities				
Interest rate swaps				
Current liabilities				
Derivative financial instruments	-117		-117	

Level 1: Input for identical assets and liabilities, prices quoted on functional markets.

Level 2: Quoted prices belonging to levels other than level 1, observable for assets and liabilities either directly or indirectly.

Level 3: Assets and liabilities subject to input not based on verifiable market prices.

On 31 December 2025, the company held EUR 0.6 million in other financial assets, (EUR 0,6 million on 31 December 2024), in addition to derivatives, consisting of unlisted shares. These belong to level 3.

BOARD OF DIRECTORS' REPORT

Overview of 2025
Key figures
Financing and liquidity
Strategy, goals and value chain
Stakeholders' interests and views
Research and development
Events after the period under review
Risks and risk management
Governance and operations
Related-party loans
Personnel average, FTE
Incentive programmes for management and key personnel
Outlook for 2026
Flagging notifications
Atria Plc's share capital
Valid authorisations
Distributable funds and the Board of Directors' proposal for profit distribution
Information about the shares and shareholders
Key figures
Calculation formulas for key financial figures
Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT**

Signatures for the report of the Board of Directors, the sustainability statement, and the financial statements

The financial statements, prepared in accordance with the applicable financial reporting regulations, provide a true and fair view of the assets, liabilities, financial position, and profit or loss of both the company and the entities included in its consolidated financial statements. The report of the board of directors includes a true and fair account of the development and results of the business operations of both the company and the entities included in its consolidated financial statements, as well as a description of the most significant risks and uncertainties and other aspects of the company's status. The sustainability report included in the report of the board of directors has been prepared in accordance with the reporting standards referred to in Chapter 7 and Article 8 of the Taxonomy Regulation.

Helsinki, 2 March 2026

Seppo Paavola
Chair

Mika Joukio
Board member

Jukka Kaikkonen
Board member

Juha Kiviniemi
Board member

Nina Kopola
Board member

Pasi Korhonen
Board member

Leena Laitinen
Board member

Kjell-Göran Paxal
Board member

Kai Gyllström
CEO

Note to the financial statement

A report on the audit performed has been issued today.
Helsinki, 2 March 2026

Deloitte Oy
Firm of authorised public accountants

Marika Nevalainen
Authorised public accountant

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT**

Atria Oyj 1 Jan -31 Dec 2025

Auditor's report

(Translation of the Finnish Original)

To the Annual General Meeting of Atria Plc

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Atria Oyj (business identity code 0841066-1) for the year ended 31 December 2025. The financial statements comprise the consolidated balance sheet, income statement, statement of comprehensive income, statement of changes in equity, statement of cash flows and notes, including material accounting policy information, as well as the parent company's balance sheet, income statement, statement of cash flows and notes.

In our opinion

- the consolidated financial statements give a true and fair view of the group's financial position, financial performance and cash flows in accordance with IFRS Accounting Standards as adopted by the EU.
- the financial statements give a true and fair view of the parent company's financial performance and financial position in accordance with the laws and regulations governing the preparation of financial statements in Finland and comply with statutory requirements.

Our opinion is consistent with the additional report submitted to the Board of Directors.

Basis for Opinion

We conducted our audit in accordance with good auditing practice in Finland. Our responsibilities under good auditing practice are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report.

We are independent of the parent company and of the group companies in accordance with the ethical requirements that are applicable in Finland and are relevant to our audit, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

In our best knowledge and understanding, the non-audit services that we have provided to the parent company and group companies are in compliance with laws and regulations applicable in Finland regarding these services, and we have not provided any prohibited non-audit services referred to in Article 5(1) of regulation (EU) 537/2014. The non-audit services that we have provided have been disclosed in note 4 to the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT**

Atria Oyj 1 Jan -31 Dec 2025

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

We have also addressed the risk of management override of internal controls. This includes consideration of whether there was evidence of management bias that represented a risk of material misstatement due to fraud.

Key Audit Matter	How Key Audit Matter has been addressed
<p>Valuation of goodwill - Atria Sweden cash-generating unit</p> <p><i>Refer to Note 15 to the consolidated financial statements</i></p> <p>The goodwill amounts to EUR 84.5 million (EUR 82.3 million) in the consolidated financial statements. Of this, EUR 40.3 million (EUR 38.1 million) is allocated to Atria Sweden cash-generating unit.</p> <p>The management evaluates goodwill for any indications of impairment annually. The recoverable amount is based on value-in-use calculations. The most important factors of cash flow forecasts used in impairment testing are net sales growth, long-term profitability, and discount rate.</p> <p>The goodwill allocated to Atria Sweden has been treated as a key audit matter in the audit of the consolidated financial statements, because impairment testing involves significant management estimates and judgements regarding future business development, profitability, and discount rate.</p>	<p>In the audit, we have evaluated the impairment testing models prepared by the management and approved by the board, as well as evaluated the controls related to the impairment testing.</p> <p>We have discussed the basis used in the forecasts with the management and evaluated significant assumptions used by the management:</p> <ul style="list-style-type: none"> • We have compared growth and profitability assumptions with historical development. • We have compared the input data and estimates used in the calculations to the financial plans approved by the Board of Directors. • In evaluating the appropriateness of discount rates, we have compared the input data used in determining the discount rate to external sources and reflected on the changes in rates from the previous year to evaluate their appropriateness. • We have tested the technical appropriateness of the impairment testing calculation. <p>We have also evaluated the appropriateness of the notes on impairment testing.</p>

We have no key audit matters to report with respect to our audit of the parent company financial statements. There are no significant risks of material misstatement referred to in EU regulation No 537/2014, point (c) of Article 10(2) relating to the consolidated financial statements or the parent company's financial statements.

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT**

Atria Oyj 1 Jan -31 Dec 2025

Responsibilities of the Board of Directors and the Managing Director for the Financial Statements

The Board of Directors and the Managing Director are responsible for the preparation of consolidated financial statements that give a true and fair view in accordance with IFRS Accounting Standards as adopted by the EU, and of financial statements that give a true and fair view in accordance with the laws and regulations governing the preparation of financial statements in Finland and comply with statutory requirements. The Board of Directors and the Managing Director are also responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board of Directors and the Managing Director are responsible for assessing the parent company's and the group's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting. The financial statements are prepared using the going concern basis of accounting unless there is an intention to liquidate the parent company or the group or cease operations, or there is no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Statements

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

As part of an audit in accordance with good auditing practice, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the parent company's or the group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of the Board of Directors' and the Managing Director's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the parent company's or the group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the parent company or the group to cease to continue as a going concern.

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT**

Atria Oyj 1 Jan -31 Dec 2025

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events so that the financial statements give a true and fair view.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Other Reporting Requirements

Information on our audit engagement

We were first appointed as auditors by the Annual General Meeting on 25 of April 2023, and our appointment represents a total period of uninterrupted engagement of 3 years.

Other Information

The Board of Directors and the Managing Director are responsible for the other information. The other information comprises the report of the Board of Directors and the information included in the Annual Report but does not include the financial statements or our auditor's report thereon. We have obtained the report of the Board of Directors prior to the date of this auditor's report and the Annual Report is expected to be made available to us after that date.

Our opinion on the financial statements does not cover the other information.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. With respect to the report of the Board of Directors, our responsibility also includes considering whether the report of the Board of Directors has been prepared in compliance with the applicable provisions, excluding the sustainability report information on which there are provisions in Chapter 7 of the Accounting Act and in the sustainability reporting standards.

In our opinion, the information in the report of the Board of Directors is consistent with the information in the financial statements and the report of the Board of Directors has been prepared in compliance with the applicable provisions. Our opinion does not cover the sustainability report information on which there are provisions in Chapter 7 of the Accounting Act and in the sustainability reporting standards.

If, based on the work we have performed on the other information that we obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

CONTENTS

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT

CONSOLIDATED FINANCIAL STATEMENTS (IFRS)

PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)

SIGNATURES TO THE FINANCIAL STATEMENTS

AUDITOR'S REPORT



Atria Oyj 1 Jan -31 Dec 2025

Other statements based on legislation

Our responsibility is to, based on our audit, express an opinion on the registration and publication of the income tax report required in Chapter 7 b of the Accounting Act.

The Board of Directors and the Managing Director are responsible for the registration and the publication of the income tax report.

In our opinion, the company has not been obliged to register and publish an income tax report referred to in Chapter 7 b of the Accounting Act for the financial year immediately preceding the financial year ended.

Helsinki 2 March 2026

Deloitte Oy

Audit Firm

Marika Nevalainen

Authorised Public Accountant (KHT)

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT**

Atria Oyj 1 Jan -31 Dec 2025

Assurance Report on the Sustainability Report

(Translation of the Finnish Original)

To the Annual General Meeting of Atria Plc

We have performed a limited assurance engagement on the group sustainability report of Atria Oyj (0841066-1) that is referred to in Chapter 7 of the Accounting Act and that is included in the report of the Board of Directors for the reporting period 1.1.–31.12.2025.

Opinion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the group sustainability report does not comply, in all material respects, with

- the requirements laid down in Chapter 7 of the Accounting Act and the sustainability reporting standards (ESRS), and
- the requirements laid down in Article 8 of the Regulation (EU) 2020/852 of the European Parliament and of the Council on the establishment of a framework to facilitate sustainable investment, and amending Regulation (EU) 2019/2088 (EU Taxonomy).

Point 1 above also contains the process in which Atria Oyj has identified the information for reporting in accordance with the sustainability reporting standards (double materiality assessment).

Our opinion does not cover the tagging of the group sustainability report with digital XBRL sustainability tags in accordance with Chapter 7, Section 22, Subsection 1(2), of the Accounting Act, because sustainability reporting companies have not had the possibility to comply with that provision due to the absence of the ESEF regulation or other European Union legislation on tagging the group sustainability statement.

Basis for Opinion

We performed the assurance of the group sustainability report as a limited assurance engagement in compliance with good assurance practice in Finland and with the International Standard on Assurance Engagements (ISAE) 3000 (Revised) *Assurance Engagements Other than Audits or Reviews of Historical Financial Information*.

Our responsibilities under this standard are further described in the *Responsibilities of the Authorised Group Sustainability Auditor* section of our report.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT**

Atria Oyj 1 Jan -31 Dec 2025

Authorised group sustainability auditor's Independence and Quality Management

We are independent of the parent company and of the group companies in accordance with the ethical requirements that are applicable in Finland and are relevant to our engagement, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

The authorised group sustainability auditor applies International Standard on Quality Management ISQM 1, which requires the authorised sustainability audit firm to 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.

Responsibilities of the Board of Directors and the Managing Director

The Board of Directors and the Managing Director of Atria Oyj are responsible for:

- the group sustainability report and for its preparation and presentation in accordance with the provisions of Chapter 7 of the Accounting Act, including the process that has been defined in the sustainability reporting standards and in which the information for reporting in accordance with the sustainability reporting standards has been identified,
- the compliance of the group sustainability report with the requirements laid down in Article 8 of the Regulation (EU) 2020/852 of the European Parliament and of the Council on the establishment of a framework to facilitate sustainable investment, and amending Regulation (EU) 2019/2088, and
- such internal control as the Board of Directors and the Managing Director determine is necessary to enable the preparation of a group sustainability report that is free from material misstatement, whether due to fraud or error.

Inherent Limitations in the Preparation of a Group Sustainability Report

In preparing the group sustainability report, the company is required to conduct a materiality assessment to identify relevant matters to be reported. This process involves significant management judgement and choices. Due to the nature and characteristics of sustainability reporting, this type of information involves estimates and assumptions, as well as measurement and evaluation uncertainties.

In reporting forward-looking information according to ESRS standards, management is required to prepare the forward-looking information on the basis of disclosed assumptions about events that may occur in the future, possible future actions by the company, and prepare the forward-looking information based on these assumptions. The actual outcome is likely to be different since anticipated events frequently do not occur as expected.

The determination of greenhouse gas emissions involves inherent uncertainty due to incomplete scientific knowledge used to define the numerical values for emission factors and the combination of emissions from different gases.

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT**

Atria Oyj 1 Jan -31 Dec 2025

Responsibilities of the Authorised Group Sustainability Auditor

Our responsibility is to perform an assurance engagement to obtain limited assurance about whether the group sustainability report is free from material misstatement, whether due to fraud or error, and to issue a limited assurance report that includes our opinion. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of the group sustainability report.

Compliance with the International Standard on Assurance Engagements (ISAE) 3000 (Revised) requires that we exercise professional judgment and maintain professional skepticism throughout the engagement. We also:

- Identify and assess the risks of material misstatement of the group sustainability report, whether due to fraud or error, and obtain an understanding of internal control relevant to the engagement in order to design assurance procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the parent company's or the group's internal control.
- Design and perform assurance procedures responsive to those risks to obtain evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Description of the Procedures That Have Been Performed

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. The nature, timing and extent of assurance procedures selected depend on professional judgment, including the assessment of risks of material misstatement, whether due to fraud or error. 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.

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT**

Atria Oyj 1 Jan -31 Dec 2025

Our procedures included for ex. the following:

- Performed inquiries of the company's management and personnel responsible for collecting and reporting the information contained in the sustainability report at the group level and for subsidiaries, as well as at the different levels and business areas of the organization.
- Obtained an understanding of the company's sustainability reporting process, internal controls, and information systems related to the sustainability reporting process through inquiries.
- Reviewed the company's internal guidelines and policies relevant to the information presented in the group sustainability report.
- Reviewed the supporting documentation and records prepared by the company, where applicable, and assessed whether they support the information included in the group sustainability report.
- With respect to the double materiality assessment process, we evaluated the implementation of the process conducted by the company in relation to the requirements of the ESRS standards and assessed whether the disclosed information on the double materiality assessment is in accordance with the ESRS standards.
- Evaluated whether the group sustainability report meets the requirements of the ESRS standards, in all material aspects, regarding material sustainability matters to a significant extent.
- With respect to the EU taxonomy information, we obtained an understanding of the process by which the company has identified taxonomy-eligible and taxonomy-aligned economic activities and assessed the compliance of the related disclosed information with the regulations.

Helsinki, 2. March 2026

Deloitte Oy

Authorised Sustainability Audit Firm

Marika Nevalainen

Authorised Sustainability Auditor (KRT)

BOARD OF DIRECTORS' REPORT

Overview of 2025

Key figures

Financing and liquidity

Strategy, goals and value chain

Stakeholders' interests and views

Research and development

Events after the period under review

Risks and risk management

Governance and operations

Related-party loans

Personnel average, FTE

Incentive programmes for management and key personnel

Outlook for 2026

Flagging notifications

Atria Plc's share capital

Valid authorisations

Distributable funds and the Board of Directors' proposal for profit distribution

Information about the shares and shareholders

Key figures

Calculation formulas for key financial figures

Items affecting comparability of result

SUSTAINABILITY STATEMENT**CONSOLIDATED FINANCIAL STATEMENTS (IFRS)****PARENT COMPANY'S FINANCIAL STATEMENTS (FAS)****SIGNATURES TO THE FINANCIAL STATEMENTS****AUDITOR'S REPORT****GENERAL INFORMATION ABOUT THE COMPANY**

Registered Company address Itikanmäenkatu 3, Seinäjoki

Home country Finland

Name or other identifier of the reporting entity Atria Plc

A description of the change in the name or other identifier of the reporting entity since the end of the previous reporting period N/A

The legal form of the company Public company

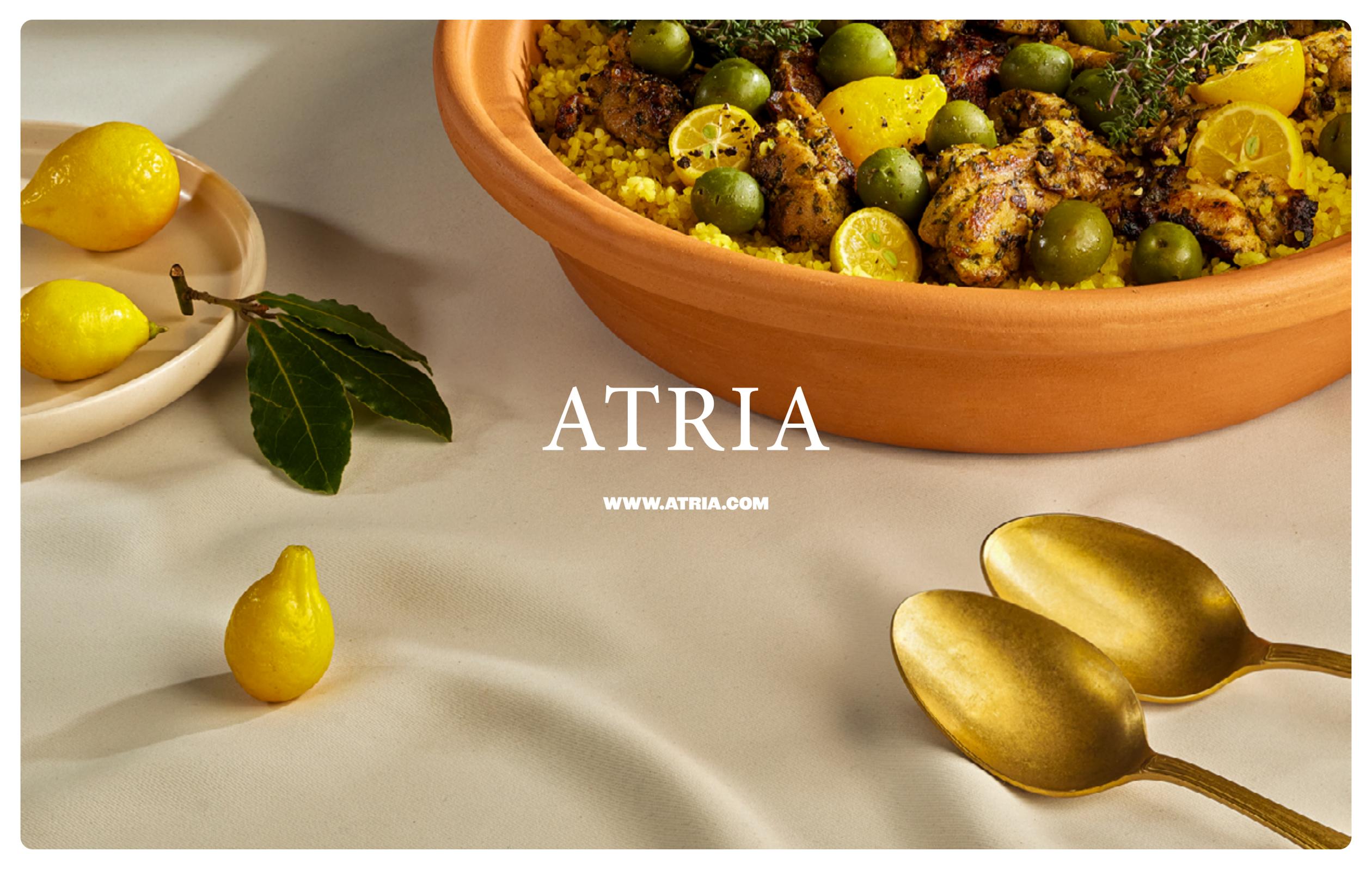
Company domicile Kuopio

Head office Seinäjoki

A description of the nature and main activities of the company Atria Plc and its subsidiaries manufacture and market food products, especially meat products, poultry products, meals and food concepts.

Name of the parent company Atria Plc

Name of the parent company of the entire group Atria Plc

A still life composition featuring a terracotta bowl of food, lemons, and spoons. The bowl is filled with yellow rice, roasted chicken, green olives, and lemon slices. To the left, a small white dish holds two lemons and a sprig of green leaves. In the foreground, a single lemon sits on a white surface, and two gold spoons are placed to the right. The background is a plain, light-colored surface.

ATRIA

WWW.ATRIA.COM