

ATRIA

**TOGETHER
WE CREATE
CHANGE**



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SUSTAINABILITY IS KEY PART OF NEW STRATEGY

Atria has launched an ambitious new sustainability programme to strengthen its role as a responsible reformer of the food system in Northern Europe.

Sustainability is a central element of Atria's strategy, guiding both business development and everyday actions. The aim is to create a more sustainable, transparent and innovative value chain that generates added value for all stakeholders. The programme is based on Atria's long-term commitment to renewable, transparent and sustainable food production throughout the value chain.

The new sustainability programme highlights collaboration within the organisation and with partners. We are committed to developing our expertise so that the transition to a more sustainable food system can be effectively implemented. The programme will be implemented through practical measures by the business areas to advance their shared goals.

THE CARBON FOOTPRINT OF PRIMARY PRODUCTION CONTINUES TO DECLINE

In Finland, contract production farms' carbon dioxide emissions have continued to decline significantly and are on track to reduce by 2 percent annually in line with our Science Based Target commitment. The updated 2024 carbon footprint calculation shows that emissions have decreased significantly compared to 2020 in both chicken and pig production. The single biggest reason is the change in feed: the use of soy has been reduced significantly.

Chicken: carbon footprint down 8%

The carbon footprint of chicken farms included in Atria's emission calculation has decreased by 8 percent. In 2024, the carbon footprint of chicken meat was on average 2.35 kg CO₂e/slaughter kilo, compared to 2.56 kg CO₂e/slaughter kilo in 2020. In addition to reducing soy use on chicken farms, feed efficiency has developed positively and the farms have increased their use of renewable energy.

Pigs: carbon footprint down 8%

For pig farms with farm-tracked emissions, carbon dioxide emissions have also decreased by 8 percent. In 2024, the average carbon footprint of pig counts was 2.96 kg CO₂e/slaughter kilo, compared to 3.21 kg CO₂e/slaughter kilo in 2020. The car-

bon footprint of pig farms reflects in particular the development of productivity due to genetic changes, the reduction in the use of soy, and the farms' systematic work to promote animal health and well-being. In addition, the use of renewable energy has increased and the diversion of slurry to biogas plants has reduced methane emissions from manure storage.

The results show the long-term development work that Atria is carrying out together with its contract producers to reduce the climate impacts of primary production. Carbon footprint calculation helps identify the largest sources of emissions and target measures where the impact is greatest.



Atria is also systematically reducing emissions from its own operations, and reductions in Scope 1 and 2 emissions are progressing in line with targets.



SUCCESS COMES TO THOSE WHO WORK TOGETHER



“ Our new strategy places sustainability even more firmly at the heart of our business. ”

Atria's strong and unique value chain begins in the fields and our own feed factories. It runs from family farms, sustainable industrial production and commercial partners all the way to consumers' plates. In this interview, CEO Kai Gyllström and Merja Leino, EVP, Sustainability, explain how sustainability guides Atria's operations, value chain and strategic choices.

PHOTO | OUTI TÖRMÄLÄ

How is sustainability shown in Atria's value chain?

KAI: Sustainability is at the core of Atria's business. We consider the environment, people and financial sustainability in everything we do. We want consumers, customers and producers to see sustainability as real added value – not as an isolated feature, but a principle that runs through the entire value chain.

MERJA: This brochure describes how sustainability is shown in the various parts of our chain. In primary production, it means climate and environmental issues, freedom from antibiotics and traceability of products to individual farms, for example. In industrial production, we invest in energy efficiency, and sustainable investments and solutions that improve safety and process quality. In logistics and packaging, our goal is a smaller carbon footprint and more sustainable operations overall. Product development and innovation support these goals, and our employees are actively participating in training and programmes that strengthen our culture of sustainability.

What is Atria's transparent food chain like?

MERJA: Transparency and traceability are key strengths of our chain. We have long been pioneers in sustainability and traceable meat production, where products can be traced all the way to the family farm from where they came. This guarantees safety, knowledge of origin and animal welfare. Carbon footprint calculation, sustainable energy, and packaging solutions and sustainability actions at production facilities support transparency at every stage of the chain.

KAI: Thanks to our traceable chain, we can present accurate emissions data for the various production stages and increase consumers' understanding of the impact of their choices. When sustainability actions are also visible in the labelling on packaging and in our communications, we can show that we are acting in accordance with our promises – and this is a clear competitive advantage for us in international markets as well.

Kai, how does the new TOGETHER 2030 strategy integrate sustainability into business?

KAI: Our new strategy places sustainability even more firmly at the heart of our business. Climate goals have been set as clear strategic goals: A 42% reduction in Scopes 1 and 2 emissions and a 20% reduction in Scope 3 emissions per kilogram of meat by 2030 compared to 2020. The name of the strategy, TOGETHER, emphasises the importance of cooperation – sustainability can only be achieved through the concerted efforts of the entire organisation.

Can you give some specific examples of the results of this collaboration?

MERJA: For example, carbon footprint labelling of poultry products is a joint achievement of many teams. Exports to Japan also reflect the strength of our chain: the quality of Atria's primary production, freedom from antibiotics and our small carbon footprint are valued there. Such successes are only possible through seamless collaboration between producers, product and packaging development, and sales. In addition, ongoing energy and production line investments show how expertise from

many sectors is combined to promote sustainability goals.

KAI: These examples highlight that sustainability is above all about working together. It creates value to consumers and producers – and strengthens Atria's long-term competitiveness.

Merja, tell us a little more about Atria's new sustainability programme!

MERJA: The programme's themes of long-term renewal guide us towards increasingly renewable, transparent and sustainable food production. I believe that the programme will further strengthen a culture where sustainability is shown in all our activities. The goal is for every Atria employee to understand their own role in sustainability work and be proud of it.

Kai, is there anything you'd like to say to wrap things up?

KAI: I'd like to express my warm thanks to Merja on the eve of her retirement. Merja's 30 years of commitment and dedication to Atria have been invaluable. Her systematic work to promote sustainability is clearly reflected in our entire value chain and in our everyday actions.



“ Sustainable production also means transparency.”

The Knuuttila farm in Munakka village in Ilmajoki underwent a generational transition in 2017. The farm is run by brothers Tomi, Arto and Juho Knuuttila.

PRIMARY PRODUCTION

TRANSPARENT PRODUCTION CHAIN AND ANIMAL WELFARE AT THE HEART OF SUSTAINABLE MEAT PRODUCTION

The JK Knuuttila family farm complies with the principles of sustainable meat production, where animal welfare and a transparent production chain are at the core of the operation. Sustainability is evident on the farm both in everyday practices and in a commitment to sustainable production across generations.

PHOTO | TUUKKA KIVIRANTA

On the Knuuttila family farm, sustainability isn't something extra, it's an integral part of everyday life. The farm has been in the Knuuttila family for several generations, and since 2017, the operations have been run by three brothers – Tomi, Arto and Juho. A long history also brings a sense of responsibility. The brothers take care of both the animals and the

farm to ensure that the operations will also have a sustainable foundation for future generations.

“Attention to detail and a long-term perspective are central to everything we do,” Tomi Knuuttila, who runs the farm, explains.

Animal health informs our daily work

Animal welfare is the cornerstone of the farm's operations. Our daily work revolves around caring for the animals, which involves constantly monitoring their well-being. Our skilled workers quickly notice if something is wrong.

“Because the animals are observed in their groups every day, it's possible to see if they are doing well just by looking at their behaviour – things like the position of their ears and the condition of their fur,” Tomi says.

Animal welfare is also considered in specific practices. For example, a constant supply of high-quality silage, clean drinking water, dry and clean pens, and good air quality are a given. The farm also cooperates closely with the vet and Atria's primary production. All treatments, as well as any deviations, are recorded in the systems.

Complete traceability builds trust

Sustainable production also means transparency. All animals are identifiable and registered in the cattle register, where each bovine has its own EU identifier. The entire life cycle of the animal – from birth to transfers, feeding and possible medication – is carefully documented.

The information is also available to other parties in the production chain, such as industry. The use of antibiotics and other drugs is fully traceable and strictly

controlled, which supports the consumers' confidence in domestically produced meat.

“We're can tell exactly where an animal comes from, and how it has been cared for throughout its life. This is an important issue for consumers,” Tomi emphasises.

Family farms are the foundation of Finnish food production

Family farms play a key role in food production in Finland. Their long-term commitment, sense of responsibility, and local expertise are reflected in the quality and safety of production. A healthy animal produces high-quality meat, and the Finnish production chain is known from start to finish.

“When consumers choose a Finnish product, they can be confident that its production is regulated and ethical. That's the promise we make as producers,” Tomi concludes.

CROSS-BORDER COLLABORATION DRIVES SUSTAINABILITY AT ATRIA

At Atria's procurement function, cross-border collaboration is more than a working method – it's a cornerstone of sustainable growth and innovation. The team, operating across Finland, Sweden, and Denmark, is reshaping how resources are sourced, how supplier relationships are built, and how sustainability targets are advanced. To learn more, we spoke with members of Atria's non-meat procurement team about what effective cross-border collaboration looks like in practice.

Before 2014, each of Atria's business areas managed procurement independently, often resulting in fragmented supplier relationships and missed opportunities. Today, the team operates as a unified group, applying cross-border way of working.

"We have one point of contact per supplier, standardized contracts, and a shared overall view. We have noticed that this streamlines communication and strengthens supplier relationships," explains **Frank Steen Jensen**, Category Manager.

The team's ability to share market insights and supplier contacts instantly means that innovations and best practices travel quickly across borders. This unified approach has led to tangible sustainability gains as well.

For example, in Denmark, a new packaging line was recently launched that reduced plastic usage by 40 percent.

"This project involved collaboration with customers, suppliers, and technical teams across multiple countries, resulting in significant reductions in carbon emissions and improvements in packaging quality," says Frank Steen Jensen.

Efficient and sustainable sourcing across borders

Sourcing decisions are made with both efficiency and the sustainability in mind.

Hannu Toivanen, Category Manager, recalls, "A few years ago, we shifted sourcing preserved vegetables from South America to Europe. This reduced transport costs and environmental impact, thanks to shared supplier information and volume consolidation."

His colleague, **Niina Nuottivaara**, Category Manager, adds, "We have also managed to consolidate cheese procurement so that a single supplier delivers the products to a central warehouse, from where they are distributed to multiple countries. This optimizes logistics and reduces emissions."

Being a high-volume, cross-border customer means Atria is prioritized by suppliers – especially during crises or other unexpected situations, such as pandemic couple of years back.

"Suppliers see us as an 'A' customer, which secures delivery and often gives us early access to innovations," notes Frank Steen Jensen.

Volume consolidation also simplifies negotiations and strengthens the company's position in the market.

"It also simplifies price discussions – one strategic purchaser per supplier, rather

than separate negotiations in each country," says Niina Nuottivaara.

Traceability is central to the team's approach.

"In procurement, it is essential to know where raw materials are grown and harvested, and to ensure that human rights and environmental standards are upheld," says Hannu Toivanen. Suppliers are increasingly prepared for sustainability audits and reporting, making compliance easier and more transparent.

"Better together" for over a decade

Joint meetings across countries help set common goals, particularly for packaging.

"It's crucial that all countries move in the same direction, rather than pursuing separate strategies," emphasizes Frank Steen Jensen.

Looking ahead, the team is united in its vision. Sustainable procurement will only grow in importance, driven by customer and regulatory demands, as well as by an increasingly unstable global environment marked by climate change, pollution, and rising geopolitical tensions.

Atria's cross-border model provides resilience, efficiency, and strategic advantages, ensuring Atria remains a preferred partner for suppliers and a leader in sustainability.

“The team's ability to share market insights and supplier contacts instantly means that innovations and best practices travel quickly across borders.”



Nina, Frank (centre), and Hannu met in Sweden in November 2025 for a joint planning session.

ON A SUSTAINABLE JOURNEY

A sustainable logistics chain requires the commitment of all stakeholders and a shared understanding of the direction in which we are heading. Tommi Leikkari, Group Vice President, Supply Chain at Atria Finland, explains what sustainability actions mean from a logistics perspective.

Atria Finland

Tommi Leikkari

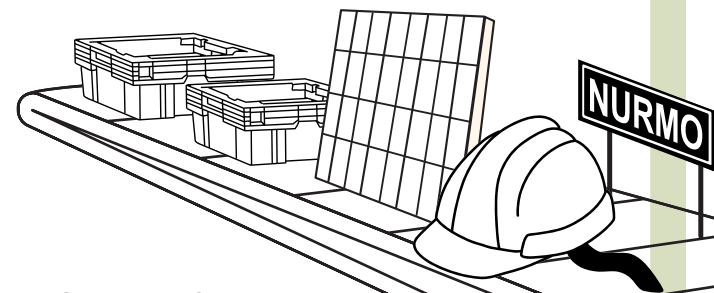
GROUP VICE PRESIDENT, SUPPLY CHAIN

“No single company can achieve its sustainability goals on its own. Achieving the objectives requires that everyone involved understands the entire value chain and the areas that should be focused on to improve sustainability. From a logistics perspective, sustainable development initiatives require extensive collaboration with transport companies and customers, among others.”



STEP 1

Plant and storage



WASTE MANAGEMENT AND FORECASTING

“Waste management and effective sales planning are key sustainability measures that can improve the sustainability of storage. At Atria, this means close collaboration and proactive planning with our customers.”

ENERGY EFFICIENCY AND SOLAR ENERGY

“Atria has a large solar power field in Nurmo that produces about 8 per cent of all the energy used by the plant. Solar energy production peaks in the summer, which allows greater energy efficiency in cooling the production facilities.”

OCCUPATIONAL SAFETY AND TRAINING

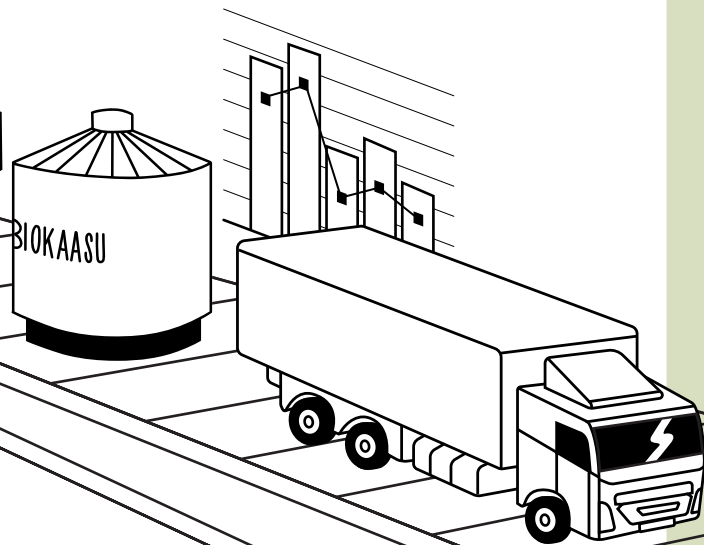
“Occupational safety is an essential part of corporate responsibility. For example, Atria logistics has achieved an accident-free streak of more than 800 days, thanks in part to regular safety walks, appropriate physical arrangements and thorough orientation.”

AUTOMATION AND RECYCLABLE TRANSPORT UNITS

“Automation has improved the efficiency of internal logistics and reduced forklift traffic. Recyclable transport units are widely utilised.”

STEP 2

Transport



LOAD EFFICIENCY AND AUTOMATION

“Automated warehouses enable more efficient loading of transport units, which improves truck load factors and reduces environmental impact.”

INTRODUCTION OF BIOGAS

“The new biogas plant in Nurmo will begin production this year. This is a significant step towards improved sustainability in logistics and makes it possible to refuel trucks right next to the plant. Atria aims to make a switch to biogas on a large scale, which could reduce truck emissions by up to 95 per cent.”

EMISSIONS MONITORING AND GUIDANCE FOR DRIVING HABITS

“Atria’s partner transport companies monitor emissions and driving habits. Atria organises training programmes to improve energy efficiency and monitors operations through feedback.”

STEP 3

Retail and wholesalers

WASTE MANAGEMENT IN STORES

“Our cooperation with stores is close, especially in the area of waste management. Interaction is especially important during peak seasons, such as Christmas or Midsummer.”

RECYCLABLE PACKAGING MATERIALS

“Atria uses recyclable transport boxes. We’re currently developing new recyclable materials, which will reduce the need for disposable packaging.”

REGULAR MEETINGS AND GOALS

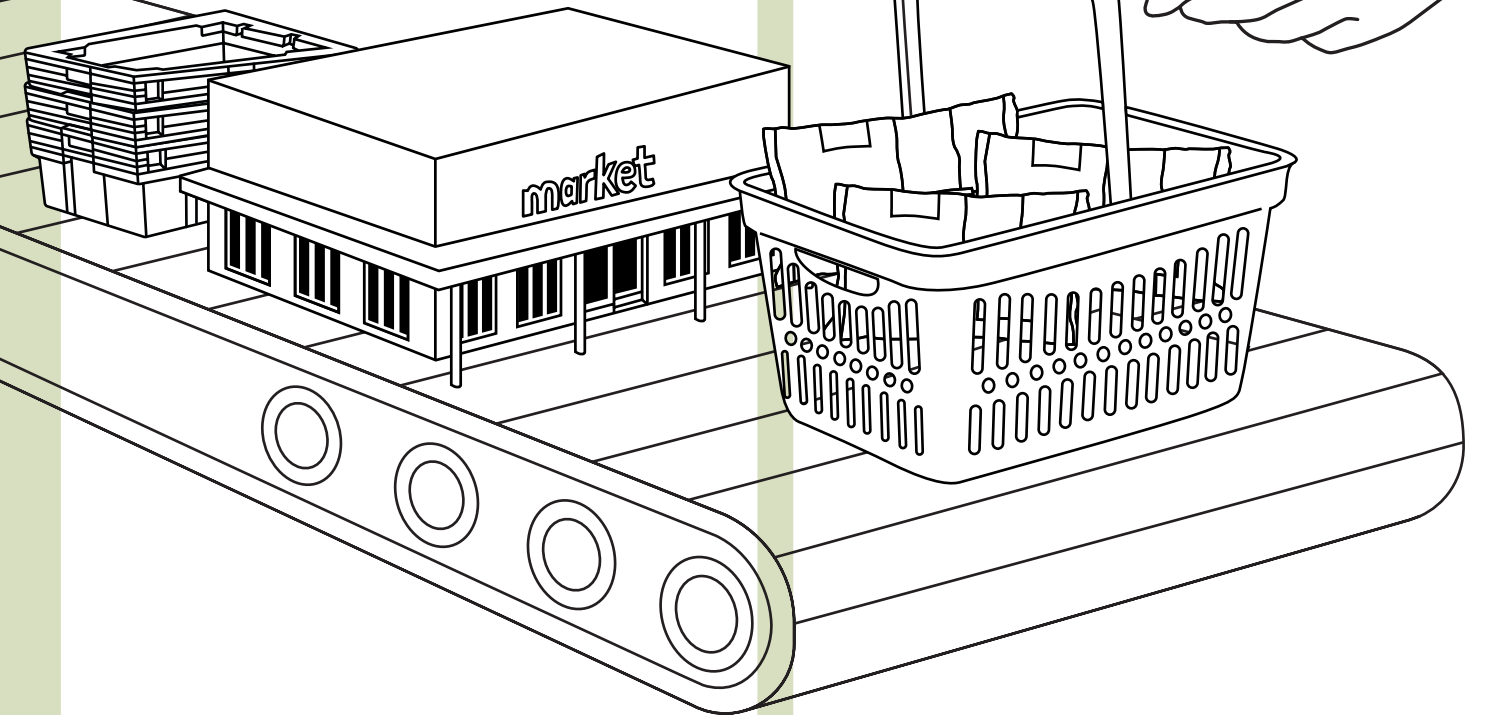
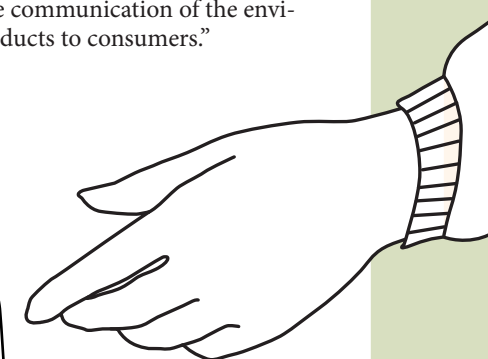
“We regularly set annual sustainability goals with our larger customers, which help us develop and evaluate our sustainability actions.”

STEP 4

Consumer

SAFE PRODUCTS FOR CONSUMERS

“Atria is committed to clean energy and a wide range of sustainability measures, which are visible to consumers as recyclable packaging, for example. In addition, regulatory oversight and Atria’s logistics processes – such as ensuring the integrity of the cold chain – guarantee product safety for consumers. Atria also calculates its carbon footprint, which enables the communication of the environmental impact of its products to consumers.”



MORE SUSTAINABLE INDUSTRIAL PROCESSES

Atria Finland

Reijo Äijö

GROUP VICE PRESIDENT TECHNOLOGY

“I work as the Group Vice President, Technology at Atria Finland, responsible for major investments, large-scale development projects, and ready-meal production. My responsibilities include energy sourcing and use, maintenance, building management, and overall production leadership. I also oversee the safety of our extensive production operations, ensuring both fire safety and chemical safety across all processes.

Energy management and emission reduction are key priorities for us. We are investing in improved energy efficiency,

including the introduction of electric heat production. Solar power covers part of our electricity consumption, and we also have wind power initiatives under evaluation. In addition, water consumption is closely monitored, and department-level metering enables optimisation of usage—particularly in our largest facilities, such as Nurmo.

At the Nurmo production plant, we are currently carrying out an EUR 82.4 million investment to modernise our ready-meal production and related energy solutions. The project includes renovating existing production facilities and replacing production processes and technical systems with more energy-efficient alternatives. The energy solutions within this investment programme will generate over EUR 5 million in annual savings.

The continuous improvement model is a central part of my daily work. Strategic objectives are broken down into annual actions, which are actively monitored and followed up. Examples include the development of fire safety, the energy-efficiency initiatives mentioned above, and investments that support lifecycle management of our production facilities. My goal is for every improvement to enhance efficiency, reduce emissions, and support a safe and sustainable working environment.”

Atria Denmark

Peter Mortensen

HEAD OF OPERATION

“I recently joined Atria Denmark as Head of Operation. With more than 35 years of experience in the food industry, I see a great deal of both revealed and unrevealed potential in our factories. At the moment, I am focusing especially on strengthening our leadership, improving structures, and increasing our sales to enhance competitiveness. My goal is to build a stable and efficient production organisation that can support both our sustainability targets and future business growth.

Sustainability is a central part of my work. We are committed to reducing overall waste, driving continuous improvement, and developing projects that support all three of our key focus areas: Planet, People and Product. We have introduced new information-sharing structures on the shop floor and implemented new KPI metrics that also influence employees' salary. One of our key projects for next year is investing in an automatic peeler, which will

significantly reduce waste, improve the work environment, and strengthen product flow.

Energy and water efficiency are important development areas for us. Renewable energy such as solar power is not yet a major priority, but major investments in new production lines have improved our energy efficiency. The greatest potential lies in increasing process efficiency, producing more volume in less time, replacing gas boilers with heat pumps, and reducing waste to improve yield.

Looking ahead, we aim to advance sustainability projects that help reduce energy and water consumption as well as waste. Our ambition is to build a stable production organisation that allows us to focus on reducing CO₂ emissions, electrifying operations, and supporting sustainability through innovative solutions in the coming years.”

Atria Sweden

Jonas Sillén

ENERGY/UTILITY ENGINEER

“I work at Atria Sweden as an Energy/Utility Engineer, and I am responsible for budgeting energy consumption and costs for all production units, as well as for monthly and yearly follow-up of energy figures. I maintain our ISO 50001-certified energy management system and lead energy efficiency and investment projects. Together with the environmental manager, we support the local operation teams, and each unit is required to implement at least three energy improvement activities annually as part of our continuous improvement approach.

The achievements are concrete. At the Sölvesborg plant, heat exchangers have

reduced the need for burning wood-based fuels by enabling effective heat recovery. At the Sköllersta logistics centre, energy recovery systems have helped control energy consumption even as the facility has expanded. At one of the smaller sites, upgrading the ventilation systems with more efficient fans and improved controls has reduced electricity consumption by up to 20 percent. More than 90 percent of our energy is fossil-free, as we use certified renewable electricity and wood-based fuels. The boiler plant commissioned in 2024 enables flexible use of electricity based on electricity prices by switching automatically between an electric boiler and a wood-pellet boiler, reducing the need for fossil fuels.

Water consumption is monitored and managed using the same principles. Consumption has been reduced by shutting down water-consuming equipment and replacing some water-powered systems with hydraulic solutions. A key challenge is that water-saving investments often have long payback periods, which can limit implementation under the current investment policy.

Our future targets include increasing electrical transportation in the logistics centres, replacing the remaining fossil oil with wood-based fuels, and further developing flexible electricity use. Continuous improvement, enhanced efficiency in energy and water use, and reducing emissions will remain central objectives, supported by concrete and measurable actions.”

Atria Estonia

Kristjan Tiideberg

TECHNICAL DIRECTOR

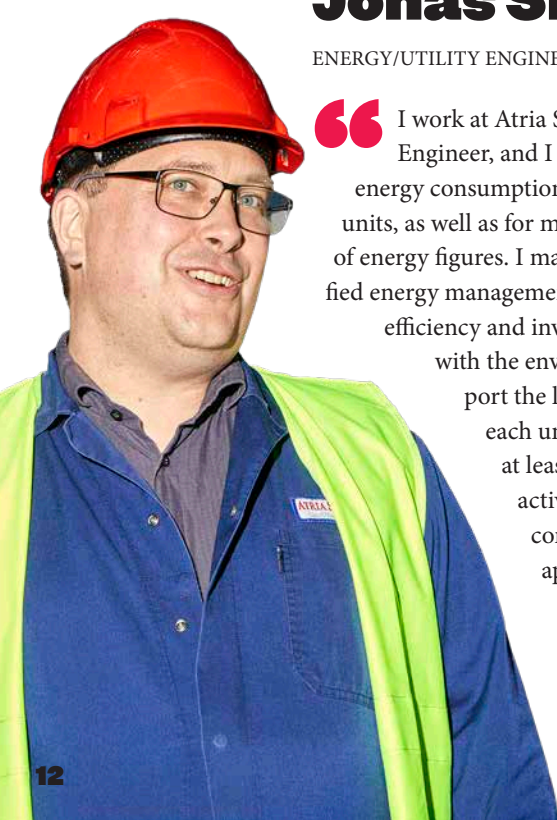
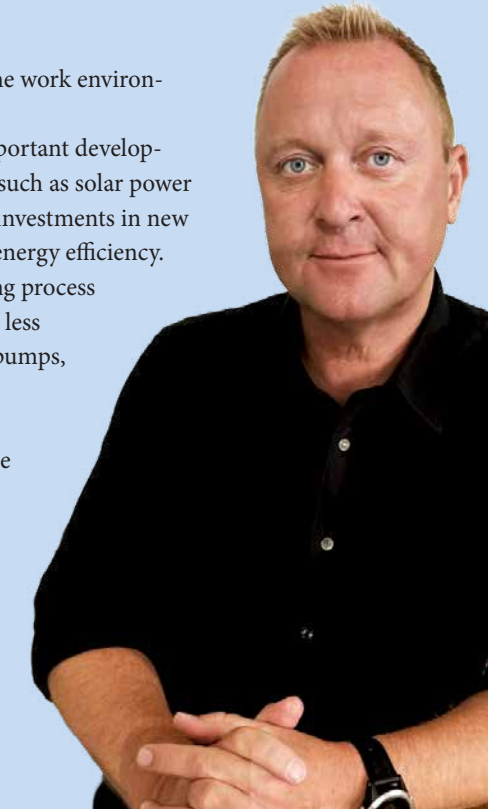
“I work as the Technical Director at Atria's site in Estonia, where I am responsible for overseeing factory and farm operations, maintenance, technical development, and building management. My goal is to ensure that production runs smoothly, efficiently, and with high quality, while maintaining compliance with safety and sustainability standards. A key part of my work is also promoting innovation and supporting a strong culture of continuous improvement in daily operations.

We closely monitor energy and water consumption and implement actions to reduce usage. The factory uses nearly 100% chipped wood as a renewable source for heat generation, and our solar panels cover part of our electricity consumption during the summer. We are also evaluating potential investments in energy storage and exploring opportunities for future wind power collaboration to stabilise energy costs and improve self-sufficiency.

Continuous improvement is visible in daily operations through data-driven decision-making, process standardisation, and strong

team involvement. Recent projects include the automation of LED lighting, heat recovery systems, and the return of condensate from ovens back to the heating station. We are also developing a cost-effective thawing heat exchanger system using steam and exploring innovative solutions such as waste heat recovery, which could reduce total energy consumption by up to 25 percent.

Water efficiency and wastewater management are also key priorities. We use our own deep well water and high-pressure washing systems to minimise consumption, and all wastewater is pre-treated before being sent to the city's treatment facility. Looking ahead, our goals include further improving energy efficiency, increasing automation, reducing packaging materials, and utilising by-products more effectively as part of a circular economy approach. I aim to ensure that sustainable solutions support both the environment and long-term business competitiveness.”



ATRIA'S RECIPE FOR THE CIRCULAR ECONOMY

The goal of this recipe is to use ingredients as efficiently as possible and minimise waste at every stage. When the entire production chain from primary production to industrial processes is taken into account, the result is an effective and well-functioning system. If the circular economy only affected a single phase, the end result would be incomplete – just like a recipe that lacks an essential ingredient.

PORTION SIZE
Whole production chain, global impact

PREPARATION TIME
Ongoing process

INGREDIENTS

- Entire food production chain, from primary production to industrial processes
- Side streams from the food industry
- Raw materials used for animal feed, for example:
 - food industry byproducts
 - barley protein and fibre
 - whey fractions and milk and buttermilk rinses
 - potato starch
 - rapeseed meal and rapeseed press cake
- Nutrients and organic matter returned to the fields from animal manure and food chain byproducts/food waste, etc.
- Cereals, peas and fava beans of insufficient quality for use as food
- Industrial process raw material flow, of which 99% is utilised
- Slaughterhouse byproducts for further use:
 - leather, pharmaceutical, furniture, fashion, automotive and pet food industries
- Renewable energy:
 - solar power
 - wind power
 - biogas
- Heat recovery from industrial processes
- Extensive collaboration with government agencies and research institutions

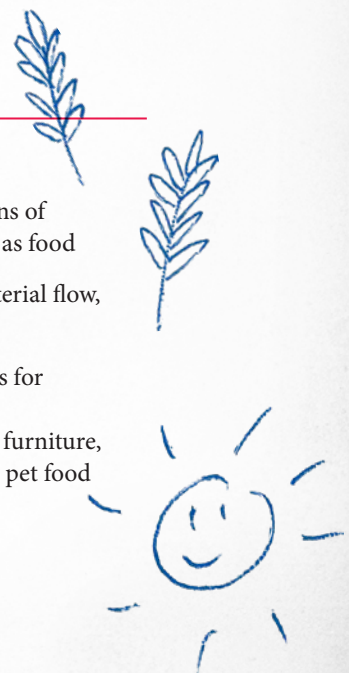
METHOD

1. **Start with primary production.** Use the side streams from the food industry in animal feed and utilise them in food production. Recycle nutrients and organic matter in fields and invest in carbon sequestration and renewable energy solutions.
2. **Utilise side streams in feed production.** For example, direct the side streams generated in the production of ethanol and barley starch to feed production. Evaporate the liquid from the barley protein and transport it to the pig farms for liquid feeding. Dry the barley fibre and use it as cattle feed.
3. **Use other fractions in feed production as well.** Use whey fractions from dairies and milk and buttermilk rinses as a liquid feed for pigs. In addition, use byproducts from the potato industry and oil pressing as animal feed.
4. **Keep nutrients circulating from field to field.** Return animal manure to the fields of livestock and crop farms as a source of nutrients. This reduces the need for industrial fertilisers and closes the nutrient cycle.
5. **Plan industrial processes holistically.** Ensure that a specific use is defined for each raw material stream and side fraction, one that minimises environmental impact and maximises added value.
6. **Make the most of all parts of the carcass.** Primarily use for domestic food production or export, with the remainder going to the animal feed industry, as well as the leather and pharmaceutical industries. Supply cowhide to the furniture, fashion and automotive industries.
7. **Handle unused material correctly.** Send the side streams to Honkajoki for fat and protein recovery, or divert them to biogas and recycled nutrient production if they are unsuitable for other processes.
8. **Use and recycle energy efficiently.** Take advantage of solar power and expand the use of renewable energy. Recover heat from cooling processes and reuse it for heating washing water, for example.
9. **Collaborate to develop the entire process.** Work with the authorities and research institutions to develop the circular economy to maximise economic and environmental benefits.

RESULT

A system in which

- raw materials for industrial processes are utilised as efficiently as possible (up to 99%)
 - waste is treated correctly
 - the use of natural resources is reduced
- and the circular economy supports profitable business throughout the food chain.



ATRIA

CONSUMER-DRIVEN PRODUCT DEVELOPMENT

Atria Finland

Marika Viitala

PRODUCT GROUP MANAGER

I work as a Product Group Manager (Convenience Foods) at Atria Finland, and I'm responsible for developing new meals and continuously improving existing products in collaboration with the product development team. Recently, Finnish consumers have shown a growing need for meals for one that make everyday life easier, and at the same time, there is a heightened awareness of domestic production, the origin of ingredients and environmental impacts. The starting point for the development of our new potato-based convenience food product was to meet these expectations.

The product development process was carried out in close cooperation with the product development, packaging and packaging technology teams, and the expertise of experts from various fields was utilised. The process included improving the traceability of raw materials, designing new packaging, and conducting consumer surveys to ensure the functionality and appeal of the product and packaging.

In particular, the traceability of potatoes back to the municipality where they are grown is a key focus of our efforts, and this information is printed on the packaging in collaboration with our supplier. Local sourcing is a core value for us: the main ingredients are Finnish, and the origin labels make this clear to consumers.

In turn, the design of the new packaging aimed to reduce the use of plastics and improve recyclability. The packaging is made of cardboard, is recyclable, and contains only 4 grams of plastic, whereas similar products on the market typically contain about 20 grams. It can withstand oven, microwave and airfryer temperatures, protects the product during processing, and is easy for the consumer to use. Logistics have been optimised so that packages take up as little space as possible, which reduces the environmental impact and improves transport efficiency.

Climate-friendly ingredients: potatoes are the main ingredient and a climate-friendly source of carbohydrates, and meat and dairy products are sourced responsibly from Finnish farms. In the future, the aim is to extend origin labelling to other ingredients and products, as well as to continue developing new innovations with a two-year development cycle.



ATRIA CHICKEN SALAMI POTATO CASSEROLE

Atria's new potato casserole products made from traceable, eco-friendly and nutritious sliced potatoes are packaged in paperboard boxes that indicate where the potatoes were grown and contain only 4 grams of plastic.

“Recently, there has been growing demand among Finnish consumers for meals for one that make life easier.”



Atria Sweden

Maria Lundmark

PRODUCT DEVELOPMENT MANAGER

I work in product development at Atria Sweden, where I am responsible especially for developing cold cuts and products designed for our Foodservice customers. One of our recent projects has been the creation of a new hybrid product: a solution that combines chicken minced meat and lentils, developed to meet the needs of public kitchens looking for both tasty and climate-friendly options.

In customer workshops, it became clear that fully plant-based products were often perceived as dry, particularly after hot holding. By combining chicken, which brings juiciness, with a lentil base, we were able to create a product with a more familiar texture and a flavour that withstands heating: something that appeals to a wide range of end users, including children. The product can be used as it is or fried into meatballs, sauces, and various other dishes.

This hybrid product's carbon footprint is only 1.8 kg CO₂e/kg*, and it meets the nutritional guidelines given by the Swedish Food Agency which encourages people to eat pulses often. The amount of plastic in the packaging is only about 15 grams per 1.7 kilograms, and its structure maximizes transport efficiency. In addition, the 270-day frozen shelf life and 14-day usability after defrosting help reduce waste and make everyday work easier for professional kitchens. The product is already in use in several public kitchens, and the feedback has been positive.

The chicken we use is always Swedish and traceable all the way back to Atria's own farms. For lentils, we are continuously working to find local alternatives so that we can further reduce transport emissions and increase the share of domestically sourced ingredients.

I believe that hybrid products are a trend of the future: they offer consumers a familiar way to reduce red meat consumption and increase plant content without compromising taste or texture. We will continue developing solutions that improve the quality, usability, and sustainability of food in the food service sector.

“I believe that hybrid products are the trend of the future.”

LITHELLS MINCED CHICKEN WITH LENTILS

Frozen, ready-to-use and mouldable hybrid mince made from chicken and green lentils. Seasoned with grilled eggplant, sun-dried tomatoes and pumpkin seeds.



*Source: RISE Food Climate Database

Kirsten Scheuer

INNOVATION MANAGER

I work at Atria Denmark as Innovation and Product Development Manager, responsible for developing new products and continuously improving our existing range. 3-Stjernet holds a strong position in the Danish market, and cold cuts are at the very heart of our brand – and also the area where we can most clearly advance our responsibility agenda.

The idea behind this product was to create a chicken-based cold cuts concept with improved animal welfare. We knew that consumers and retailers were increasingly looking for better animal welfare also in processed products, not only in fresh meat. Therefore, we decided to replace conventional chicken with 1-Heart chicken as our raw material.

In Denmark, all major retailers have already converted their fresh chicken assortment to 1-Heart chicken. By



3-STJERNET CHICKEN GOLD CUTS WITH CHILI AND GARLIC

Chicken cold cuts from "One Heart" chickens raised with a focus on animal welfare: they are grown more slowly in more spacious facilities. Available in mild, family-friendly slices and in bolder flavours – offering an easy, delicious and healthier option.

“
To me, innovation means above all that we remain relevant to consumers.”



making the same shift in cold cuts, 3-Stjernet became the only branded cold cuts range in Danish retail using 1-Heart chicken, giving us a strategic competitive advantage.

In this initiative, we started by converting our existing chicken cold cuts to 1-Heart chicken and continued by developing new products. Our range includes mild, versatile options suitable for everyone – perfect for children’s lunchboxes – as well as bolder flavours, such as chili-infused varieties.

In Denmark, 1-Heart chicken comes from slower-growing breeds with more space, better housing conditions, healthier feet and shorter transport times of no more than six hours. This method of broiler rearing exceeds the minimum requirements of Danish legislation. Healthier, less

stressed animals mean fewer diseases and a reduced need for antibiotics. While slower growth requires more time and feed, we consciously prioritise animal welfare, as it reflects values that are increasingly important to consumers. At the same time, we introduced a new packaging line, reducing plastic use, production waste and food waste.

For me, innovation is about staying relevant – evolving traditional products to meet today’s expectations and offering responsible choices that remain accessible to everyday consumers.

Ander Marksa

SALES DIRECTOR

I work as the Sales Director for Atria in Estonia. Atria has operated in Estonia for a long time, and consumers have found their favourite products in the selection. Fresh sausage has long been the best-selling product in Estonia, and it has been developed in the country for over 20 years.

An important sustainability goal for the product was achieved in 2023 and 2024 through packaging changes. Previously, fresh sausages were packed in a plastic tray sealed with film, surrounded by a cardboard sleeve. In winter 2023, the cardboard sleeve was removed from the packaging and replaced with pre-printed film. Customer feedback on the new packaging was positive, and sales volumes increased by 35.3 percent compared to the previous year. The same packaging solution began to be used for all Mark & Moorits fresh sausages, and one packaging material was eliminated from the products entirely.

As a result of the change, the total amount of packaging material decreased by 36 percent, and the environmental impact of the packaging was reduced without shortening the product’s shelf life. The change also reduced dependence on manual labour, as the cardboard sleeve no longer needs to be placed on the packaging separately. This has lowered packaging costs, and the savings have been invested in a new labelling system.

The successful change demonstrated that consumers want to support steps toward more sustainable solutions. This has given the company confidence to continue taking further steps in sustainability. In the future, we aim to move toward packaging materials that can be recycled and reused. In addition, we have planned to add QR codes to the packaging. QR codes would make it possible to share much more information with consumers than is typically found on a label—for example, details about packaging changes, actions to reduce environmental footprint, as well as instructions for preparing and cooking the product.

“
In the future, we want packaging materials to be increasingly recycled and reused.”



MAKS & MOORITS PÜHAJÄRVE RAW SAUSAGE

Maks & Moorits Pühajärve classic raw sausages are made from high-quality pork; they are uniform in size and juicy, perfect for grilling or frying.



HOW DO YOU SATISFY CONSUMERS' INTEREST IN SUSTAINABILITY, VILHELMIINA ERKKOLA?

“The family farm concept and traceability are at the core of Atria's sustainability work.”

Family farms, traceability, food safety, domestic origin... Product labels are full of information, but how should we actually communicate a product's sustainability to consumers? Vilhelmiina Erkkola, Vice President of Business Development, Convenience food Atria Finland, has worked for Atria for almost 15 years and knows the answer. Erkkola has extensive experience, especially of integrating the strategy into business operations and of commercial processes, both in marketing and product category management. In this interview, Erkkola explains how Atria uses its products to communicate its sustainability efforts.

PHOTO | PEKKO KORVUO

Products inform consumers about Atria's sustainability efforts

Erkkola explains that while consumers' shopping trips are often very routine, they still make dozens of choices while in the store. Product information must therefore be easily accessible. Consumers would also like to have more information about how sustainable the products are, so this information should be clearly communicated on the packaging.

“Atria products reflect the company's commitment to sustainability. Consumers often learn about Atria's sustainability efforts through our products,” Erkkola explains.

Erkkola points out that consumers' appetite for information about sustainability has increased, and there is increasing demand for transparency. However, Atria has known for decades that the taste, price and domestic origin of a product are often the key factors affecting consumers' purchasing decisions. Today, however, consumers are increasingly aware and want more detailed information about the origin of the products, for example.

Atria also wants to communicate the sustainability of its products to consumers through clear product labelling. Among other things, the labels highlight the products' carbon footprint and health benefits. Erkkola cites the Heart Symbol used in Finland as one example: to qualify for it, a product must meet strict criteria related to the quality and quantity of fat in the product and the reduction of the salt content, for example. In Sweden and Denmark, similar information is indicated by the Keyhole Label. The Heart Symbol makes it easy for consumers to know that the prod-

uct is a better choice in these respects within its product category.

Farm traceability communicates trust

Vilhelmiina Erkkola cites farm-to-table traceability as a particularly notable success in giving tangible form to Atria's sustainability efforts. The family farm concept and traceability are at the heart of Atria's sustainability efforts, as they clearly demonstrate the transparency of the supply chain and build consumer trust. Traceability is a unique way to highlight a product's sustainability, even by international standards.

“Domestic origin and animal welfare are important issues for consumers. We know that the family farm label has a big effect on consumers. We provide very comprehensive information about where the food comes from, and this single label addresses many aspects of sustainability at the same time,” Erkkola notes.

Information relevant to consumers

Vilhelmiina Erkkola notes that consumers consider several factors before making a purchasing decision.

In addition to farm traceability, she highlights label information that products are free of antibiotics, which many consumers also associate with the healthiness megatrend. Atria communicates the Finnish origin of the products with the Hyvää Suomesta (Produce of Finland) label, which indicates both the domestic origin of the food and the fact that the ingredients are Finnish. The Heart Symbol, meanwhile, indicates that the product is good for health. The carbon footprint is also stated on the packaging, and among other things,

it takes packaging materials, other raw materials, and emissions generated during production into account.

Erkkola says that while there are many positive aspects to Atria's sustainability efforts that the company wants to communicate to consumers, choices must still be made all the time – particularly regarding how the information is presented, and which information in particular should be included on packaging, for example. Amid all these choices, we must also cater to an increasingly diverse group of consumers.

“We know exactly what factors influence consumers' purchasing decisions. As the consumer market is quite fragmented, we have to make careful choices about the information we decide to highlight in our products,” Erkkola explains.

Convenience to become more important

Food trends are changing, and so are consumer needs. These days, in addition to sustainable products, convenience and speed are key priorities in our busy daily lives.

“The dominant trend across the food sector currently is convenience, and the boundaries of cooking have also shifted in our time. The idea of what is considered cooking has changed completely in the last ten years.”

Atria strives to meet these consumer needs by developing products that are in demand. For Erkkola, the future looks exciting, especially when she analyses how sustainability actions can be translated into real added value for consumers and communicated in a way that reaches busy customers.

MOVING WITH THE TIMES

- in a changing world, the food industry must focus on the essentials

In her work, Anu Saranpää, Vice President, Research and Development Atria Finland, faces not only the changing needs of Finnish consumers but also a world that is evolving ever more rapidly. New demands mean that companies need to be able to both identify key trends and have the skills to decide where to focus their efforts.

PHOTO | PEKKO KORVUO

Anu Saranpää has a front-row seat in watching Finnish consumers' food habits.

"What I find particularly interesting in my work is seeing how Finns' eating habits are changing, and what steps we need to be taking to be part of consumers' daily lives in just the right way."

Atria's research and development activities are not limited to coming up with ideas for new products; rather, it is broad-based collaboration with various research institutes and universities. Atria's primary production projects strengthen the continuity of food production and enhance producers' expertise through practical projects and small-group activities. In turn, research and development activities include applied research in the food industry, nutritional sciences, packaging development and food safety.

At Atria, research and development is based on the collection and analysis of comprehensive market and consumer data, for example. The focus of our work is on gaining an detailed understanding of consumer needs. This enables us to meet these needs as well as possible and gain a competitive edge in a market where companies are now competing for consumers' attention in a wide variety of ways. Anu notes that interesting food phenomena and

trends are constantly emerging around the world, and in the digital age, they also spread at record speed.

Although many consumers readily embrace various food trends, Saranpää points out that it is often better to wait and see: "We don't want to simply jump on every bandwagon; rather, Atria wants to be involved in the right way, particularly in long-term changes that transform the market."

Research and development projects support the strategy

Anu explains that at Atria, the selection and prioritisation of projects are guided by business-driven strategic decisions, as well as sustainability priorities. Sustainability is a key part of Atria's strategy, and sustainability goals are also reflected in the areas where the company focuses its research and development efforts.

When selecting projects, prioritisation that ensures the achievement of the key objectives with the available resources is important, and we must also choose themes that generate sufficient interest among other stakeholders.

"When it comes to major requirements such as developing sustainability, we first explore potential avenues for collaboration with research institutes or universities.

Projects are often carried out through collaboration between multiple parties, so we try to find sufficiently strong common themes for the various stakeholders," Anu explains.

Carbon storage and salt reduction

According to Anu, Atria's research and development activities have especially emphasised various primary production projects in recent years. For example, Anu cites carbon sequestration projects that investigate the ability of soil and fields to store and release carbon, among other things. These activities will enable more sustainable food production in the future and increase our understanding of the environmental impacts of farm-level measures.

Atria is also striving to respond to the growing health trend through healthy food. For example, the REMU project (Co-development of healthier reformulated successful food products in South-Ostrobothnia) examined how consumers reacted to products with a reduced salt content. Anu describes the results as interesting. The study found that if the amount of salt was reduced too quickly, it triggered an immediate reaction among consumers, and the participants started to add salt to their meals themselves. This

meant that the desired health benefit was not achieved.

"This clearly shows that if the salt content of products changes too drastically, consumers may not follow suit. This is why the salt content must be reduced in stages. This example clearly demonstrates how research can be used to verify the effects of changes when we're developing the taste of our products," Anu notes.

Day-to-day life changes slowly

The world may seem to be changing very rapidly at times, which can give the impression that we are living in a time that is completely different from just ten years ago. However, Anu points out that in the bigger picture, routine purchasing behaviour and consumers' daily lives change relatively slowly. Popular products remain popular, despite consumers seeking variety to their lives.

"After all, the world changes rather slowly, which fortunately gives the industry the opportunity to respond to changes appropriately," Anu emphasises.

Overall, Anu sees great opportunities in research and development projects.

"Looking towards the future – and figuring out how to get there properly prepared – is truly fascinating!"

“ We don't want to be part of passing trends; rather, Atria wants to embrace long-term changes that are transforming the market. ”



TRANSPARENCY MATTERS IN MARKETING



MAKS & MOORITS as a Pioneer of Sustainable Development in Estonia



“At least there’s no shortage of content,” says Sanna Päälysaaho, SVP, Marketing and Product Development at Atria Finland. According to Sanna, Atria’s sustainability-related communications are based on three pillars: the food chain; people; and the planet. In marketing, transparency and open communication are particularly important.

At its best, high-quality marketing communication does more than simply list a product’s features; it helps consumers understand what really matters, makes it easier to compare options, and provides reliable information about the product’s sustainability and nutritional value. From this perspective, Päälysaaho believes that Atria’s marketing offers its customers genuine added value.

In particular, Sanna highlights farm-to-table traceability, the “antibiotic-free” label, and the redesign of minced meat packaging as major marketing successes for Atria.

“For example, traceability has required a tremendous effort from the entire supply chain. “Producers have also been closely involved in this work, and industrial processes have been examined in greater detail to allow the presentation of farm-specific information on product labels,” Sanna explains.

The introduction of traceability information on packaging has also had more far-reaching consequences. According to studies, the labelling has increased consumers’ interest in information about product origins. This has had a wide-

ranging impact on the entire industry. According to Sanna, the same phenomenon has also been observed with the “antibiotic-free” label, which has also helped build consumer confidence.

Marketing highlights sustainability actions

When marketing openly communicates a company’s sustainability efforts and practices, it builds trust. It is well known that customers’ trust is one of the most valuable things a company can have.

“We try to base our decisions on solid facts and careful consideration. We want all the information we give consumers and on packaging to be based on genuine and verifiable facts,” Sanna explains, adding: “We need to be able to communicate our good deeds so simply that they get noticed and influence consumers’ purchasing decisions.”

Finnish origin keeps its appeal year after year

When selecting marketing measures, we assess not only consumer interest but also how to convey our various messages as

effectively as possible. For example, these decisions are based on our objectives, consumer surveys and legislation that governs how sustainability can be communicated.

“We closely monitor national legislation and EU regulations, and continuously educate ourselves on these regulations,” Sanna says.

Marketing must also consider diverse consumer needs and the various consumer groups, each of which requires a different communication approach. However, Finnish consumers are interested in the Finnish origin year after year.

“The information needs of different consumer groups vary. For some people, it’s enough to know that a product is Finnish,” Sanna notes.

Many consumers are concerned about the future of food production in Finland, so choosing a local product is in itself an important value for many. Indeed, choosing a Finnish product is a guarantee that the food is safe, and its continued availability is assured.

“We are proud that consumers recognize the work we do for responsibility,” says Marie Ojamaa, Marketing Manager at Atria Estonia. Atria Estonia’s Maks & Moorits brand has achieved notable success in the Sustainable Brand Index, the largest independent brand study in Europe, which measures consumer perceptions of companies’ sustainability.

The success of the Maks & Moorits brand is based above all on local production and responsible operating practices: Maks & Moorits emphasizes the domestic origin of its products and a responsible value chain from farms to packaging. Consumer trust has been built through transparent communication and quality assurance, which has helped the brand achieve high ratings among meat producers in the study.

“It is important to us that every step in the production chain is open and based on honest values,” Marie notes.

Long-Term Development Work

Maks & Moorits holds an exceptionally strong market position in Estonia. The brand has gained popularity among consumers as a result of determined work. For years, Maks & Moorits has developed its production and communicated about sustainability consistently to consumers.

The results of the Sustainable Brand Index show that the brand’s communication and strong focus on sustainability set it apart from competitors. Maks & Moorits does not constantly change its brand identity but stays true to effective characteristics such as tradition, locality, and transparency.

This consistency has been crucial in building the brand’s reputation. According

to Marie, the long-term commitment to sustainability is now clearly reflected in consumers’ perceptions of the brand.

Packaging Material Renewal Increases Sustainability

According to Marie, responsibility is promoted through concrete actions. “For example, the redesign of the minced meat packaging in 2020 halved the amount of packaging material and reduced the environmental footprint by 34 percent,” Marie says.

Atria Estonia also uses clear labels, multichannel storytelling, and digital solutions—such as sorting instructions on packaging and creative social media communication—to help consumers understand the sustainable background of the products.

Marie also reflects on future development areas. “For example, digital engagement tools such as QR codes may in the future increase transparency and enable consumers to track the origin of products more precisely.”

The popularity of Maks & Moorits among consumers is one indication that sustainability is a competitive advantage that carries far into the future.



FOCUS ON PEOPLE

– building a sustainable Atria together

Atria's commitment to its employees is shown in day-to-day actions: how we treat one another, how we take care of one another, and how we help one another grow. A safe working environment, equal opportunities and continuous learning are not just goals for us – they are something we make happen together every day. Jennifer Paatelainen, EVP, Human Resources, explains how these principles are reflected in practice across Atria, and what they mean to us as human beings.

PHOTO | OUTI TÖRMÄLÄ

What does Atria's responsibility for its employees mean in practice?

For us, responsibility for our employees means long-term and comprehensive caring for our people. It is shown in how we interact with one another, how we ensure safety, and how we create space for everyone to grow and develop. We want to build a culture where everyone can work safely, grow professionally and find meaning in their work, while supporting Atria's strategy and sustainability goals.

What are Atria's main priorities in improving workplace safety?

At Atria, safety always comes first. In recent years, we've strengthened our safety culture in many ways: through training, common safety events and personal safety commitments from management. Our sustained efforts have paid off: our accident frequency rate is again declining steadily. Above all, however, we have learned that safety comes from working together, caring for one another and speaking openly.

How is safety shown every day?

For us, safety is not a separate issue – it's part of every workday. Open communication between managers and employees is

the foundation on which safety is built. We share our observations, learn from one another and feel comfortable speaking up – because everyone's wellbeing and safety are important to us.

How does Atria promote equality and diversity?

In many ways. Equality is reflected in everyday choices and ways of operating. Transparency is one of our core principles: everyone can apply for all development and training programmes, and career advancement is based on competence, not on factors such as age, gender or background. We promote long careers through initiatives such as our senior employee programmes, and take different linguistic and cultural backgrounds into account during onboarding and recruitment. We want to build a workplace community where everyone can be themselves, and where everyone's skills can shine.

How is employee wellbeing promoted at Atria?

At Atria, wellbeing at work is built on flexibility, effective managerial work and a people-oriented culture. We want to acknowledge employees at different stages

of their lives and offer support when it's required. We support our managers in having genuine, constructive, and productive conversations with their teams. Our occupational health services provider is an important partner for us. Together, we improve wellbeing at work holistically, offering a wide range of benefits and services that support wellbeing. We actively monitor wellbeing at work through employee surveys and everyday interactions.

How is ethical conduct ensured throughout the organisation?

Every employee undergoes orientation in our ethical principles, and everyone regularly participates in Code of Conduct training. Each year, the training sessions cover different topics such as our Code of Conduct, competition law, and information security. In addition, we have a confidential whistleblowing channel which is easy to use for reporting any concerns. Every report is handled with care, and our goal is to further lower the threshold for bringing grievances to light.

“

At Atria, employee wellbeing is built on flexibility, effective management and a people-oriented culture.



Jennifer Paatelainen, EVP, Human Resources, joined Atria in 2024.

OPPORTUNITIES FOR PERSONAL GROWTH THROUGH EXPERTISE DEVELOPMENT

Jukka Meriheinä, IT Development Director at Atria Finland, was one of the Atria employees who participated in the first Atria Growth Engine programme in 2024. The programme continued in a second round, which started at the end of 2025. Jukka says that joining the programme felt like a natural way to develop his skills, and it offered new perspectives at the same time.

PHOTO | PEKKO KORVUO



At Atria, the AGE programme is one channel for fostering innovation. “The programme implements innovation projects related to areas that are central to Atria’s strategy and future. These projects are carried out in multinational teams with participants from all parts of Atria Group,” Jukka explains. In the programme, the participants were divided into groups of four to five people. The topic addressed by Jukka’s group was the commercialisation of sustainability.

Finally, the projects were presented to the Atria Group Management Team. Jukka mentions that the participants included members of the legal department, IT, sales and product development, which provided a diverse mix of perspectives.

“For me, it was particularly important to become involved in developing projects that were important to Atria and to interact with other Atria employees. Of course, personal growth and learning are also major motivating factors in the programme,” Jukka observes.

The programme dealt with matters with which we may be less familiar through our everyday work. Jukka’s team approached their topic through design thinking, and by placing consumers’ wishes and needs at the heart of the design work, for example.

Jukka emphasises the importance of developing and expanding one’s own competence, as a curious and proactive attitude is required in the evolving technological and operating environment. Jukka’s personal goal is to stay at the forefront of development.

“I believe that developing your own skills is the responsibility of every employee. Fortunately, Atria offers opportunities and support for continuous learning,” Jukka says.



HARNESSING AI WITH COPILOT PATHFINDER

At Atria, we are also developing our expertise in the field of artificial intelligence. The goal of the Copilot Pathfinder programme is to enable the seamless use of artificial intelligence at work.

From a broader Atria perspective, this means working more efficiently and finding ways to make better use of data, for example. Training the employees and increasing the understanding of artificial intelligence across the organisation contribute to Atria’s goal of developing the use of artificial intelligence in business processes.

All Atria employees working in knowledge-based roles are offered basic training in the use of artificial intelligence. The Pathfinder programme deepens the participants’ expertise and explores how to exploit the opportunities offered by artificial intelligence more practically, with a focus on each employee’s daily tasks.

The first Pathfinder round has been completed, and the second is underway. Going forward, the goal is to share participants’ experiences and results more widely within the organisation, thereby increasing inspiration and knowledge.

The programme has been built in cooperation with Atria’s IT and HR.



Atria Safety Award recognises safety culture in Denmark

Atria’s Safety Award highlights the importance of continuous improvement and shared learning in workplace safety across the Group. The award recognises initiatives that can be implemented widely, such as Denmark’s milestone of 500 consecutive days without accidents leading to sick leave.

“The award is not only about numbers – it is about building habits that keep people safe every day,” says **Heidi Rasmussen**, Work Environment Coordinator in Denmark.

Denmark’s achievement was supported by concrete safety measures, including enhanced forklift warning lights, protective pallet rack bumpers and ergonomic improvements such as customised soles in work shoes. “When we can remove risks and make daily work more comfortable, we also prevent accidents,” Heidi explains.

According to Heidi, safety is a combination of physical and psychological well-being.

“How we behave, communicate and look after each other is just as important as technical solutions”, she highlights.

At Atria Denmark, safety is seen as part of everyday work, and employees are actively encouraged to suggest improvements. Receiving the Safety Award has strengthened motivation and pride.

“It reminds us that safety is a shared responsibility,” Heidi says.

Looking ahead, Denmark will focus even more on behavioural safety. The core message is clear: “Act safe. Be safe. Stay safe.”



“IN AN UNCERTAIN WORLD, CHOOSING SWEDISH FOOD FEELS MORE IMPORTANT THAN EVER”

For Josefin Lundgren, food should be delicious and fun, but it's just as important that it contributes to both her own wellbeing and Swedish society. We met Josefin in her apartment in Nacka, Stockholm, to talk about the joy of cooking, the worries of our time, and the choices that make her feel more secure as a consumer.



“**F**ood has always been a big part of my life. I grew up in a family that loved cooking, and I remember being out on the boat in the summers, my mom would plan lunch during breakfast, and dinner during lunch.”

During the pandemic, Josefin's interest in cooking grew even stronger. Suddenly she had more time at home in her hands. She began developing and photographing her recipes and sharing them on Instagram. She still does, posting everything from her favorite everyday meals to her weekly grocery shopping.

Structure in everyday life and smart choices in the kitchen

Josefin prefers doing her grocery shopping in a physical store, partly to choose products herself, partly because she simply enjoys it.

“I usually do the weekly grocery shopping on Sundays for the coming week. By then I've planned our meals and checked what we already have in the fridge and pantry. We don't have a large fridge or freezer, so we need to shop smart and make use of what we've got. My mum inspired me here too, she has always been great at creating meals from leftovers. We don't throw food away.”

During the week Josefin often cooks vegetarian dishes, both because it's cheaper and for environmental and health reasons. Otherwise, the protein that ends up in her basket most often is chicken, though she occasionally buys beef or pork.

A safe choice: Lönneberga

When it comes to meat and dairy, Josefin has a clear principle: it must be Swedish.

“If it's not Swedish, I'd rather not buy it. When it comes to chicken and turkey, I always look for the Yellow Bird* on the packaging.”

Josefin says Lönneberga is a brand she always feels safe choosing. She knows it well, and the packaging clearly shows that the produce is Swedish.

“One thing I buy often is the sliced turkey — it's perfect as a light meal together

with a boiled egg. A while ago I also made a very nice croque monsieur with it. And when I buy chicken, I like Lönneberga's vacuum packed products. They take up less space in the fridge, and for some reason I feel they are more hygienic without air in the packaging.”

When asked why Lönneberga feels like a safe choice, she answers:

“I know it's produced in Sweden. We have strict laws here regarding animal welfare and production. If I buy something from abroad, I don't know how antibiotics are used or what the animals' living conditions are like. It's also important to me that people working in production have good working conditions; that too feels more secure with Swedish products.”

Supporting what we have

The turmoil in the world has strengthened her view of the importance of Swedish production.

“I want to support Swedish farmers, Swedish companies, and the Swedish economy. To protect what we have. Every now and then I read about Sweden's level of self sufficiency, and I'm reminded of how low it is. Even more worrying in a world full of crises and conflict, what happens to Sweden if we end up in one? That's why we need to safeguard Swedish production and support our farmers.”

Josefin is not alone in feeling this way. A new nationwide survey by Ipsos, commissioned by Svensk Fågel, shows that support for Swedish chicken is rising. Safety, quality, and the desire to support Swedish farmers are highlighted as the key drivers. The survey also shows that many choose chicken because they find it tasty and consider it a good protein alternative.*

“My favorite everyday recipe is oven roasted chicken with potatoes and vegetables. It's tasty, feels healthy and nutritious — and you can make it entirely with Swedish ingredients.”

JOSEFIN LUNDGREN

- 32 years
- Lives in Stockholm
- IT consultant & entrepreneur
- Recipe creator & photographer
- Instagram: @josmiddag



THE YELLOW BIRD

*The Yellow Bird (den Gula Pippin) guarantees that the chicken and turkey are hatched, raised, slaughtered, processed, and inspected in Sweden — regardless of the product. It is more than an origin label: it also ensures healthy, salmonella free poultry raised under strict quality programmes, on farms working with climate smart methods.

Source: Svensk Fågel

SWEDEN'S SELF SUFFICIENCY 50 PERCENT

Sweden's self sufficiency level is around 50 percent, compared with Finland's approximate 80 percent. The figure shows how much of our food is produced domestically and how much relies on imports.

Source: Statistics Sweden (SCB)

ATRIA AND COMPASS GROUP'S PARTNERSHIP HAS BEEN BUILT ON SHARED VALUES FOR DECADES

Over the decades, the cooperation between Atria and Compass Group has grown into a long-term strategic partnership, guided by trust, openness and a strong commitment to sustainability. The partnership supports Compass Group's sustainability work throughout the supply chain.

“Our cooperation has continued almost since the establishment of both companies. From the beginning, the relationship has been both close and goal-oriented, and it is based on shared values – especially a sense of responsibility for people, animals and the environment,” says **Ulla Kurkela**, Director of Supply Chain, Systems and Compliance at Compass Group.

The partnership spans all levels of the organisations, including management, product development, logistics and animal welfare.

“Our strategic partnership is reflected in our shared operating models and the measurable systematic development of our sustainability efforts,” Ulla says.

“Atria is a reliable partner that operates transparently and keeps its promises. They are willing to discuss their goals and areas for improvement, which builds trust.”

A wide product range and sustainable choices across the supply chain

Atria's extensive product portfolio, local sourcing and reliable deliveries are our key strengths in a partnership – especially when food is being produced daily for thousands of people.

“Atria's product family is ideally suited for a wide range of customers, from day-care centres to large organisations. Domestic sourcing, sustainably produced raw materials and reliable deliveries are critical cornerstones for us,” Ulla says.

Compass Group's sustainability priorities are safety, human rights, reducing food waste, ensuring the sustainable sourcing of ingredients and minimising the environmental impact of food.

“Our customers value transparency and product traceability. A high degree of domestic production and animal welfare are also important criteria for us,” Ulla emphasises.

For example, our joint product development with Atria supports these goals through tangible new solutions such as reducing our carbon footprint, optimising package sizes and improving animal welfare. Developing successful new products requires collaboration, extensive expertise, active participation and perseverance to transform an initial idea into a market-ready product.

Trust, transparency and common impact across Finland

According to Ulla, the cornerstone of Atria's cooperation with Compass Group

is open communication. Challenges both big and small – such as inflation, climate issues and supply chain pressures – are addressed openly, with everyone working together to find solutions.

Sustainable food choices have a broad impact on the overall sustainability of Finnish society. Compass Group and Atria are part of a nationwide food service chain where every decision affects the achievement of climate and sustainability goals for both the private and public sectors.

“Through our food services, we have a direct impact on the kinds of sustainable choices that are available to Finns. This makes a difference at the national level,” Ulla summarises.

In the future, the use of data and transparent information, a deeper understanding of consumers, and consideration of new sustainability criteria will guide the development of collaboration.

“Our goal is to enable consumers to benefit even more from the data we collect and analyse. We'll thus be able to continue to offer options that are aligned with their values and adapt to future needs,” Ulla says.

“Our customers value transparency and product traceability. A high degree of domestic production and animal welfare are also important criteria for us.”



“WE’RE A MAJOR PART OF THE FINNISH FOOD SUPPLY CHAIN WITH A GREAT IMPACT”

The journey of food from factories to Finnish consumers’ tables has many twists and turns, and the collaboration between Atria and S Group is one of the things that plays a significant role in the process. Atria is one of S Group’s largest suppliers, and our partnership is especially characterised by a consumer-oriented approach. Antti Oksa, SVP, Grocery Retail for S Group, explains what cooperation with Atria is all about.

Atria is a major supplier in Finland, particularly in terms of delivery volumes, product range and market influence. Atria and S Group have a long history of cooperation spanning decades, characterised in particular by a deep understanding of consumer needs and mutual trust.

“To Atria’s credit, it must be said that the collaboration is fruitful and not limited to purely day-to-day matters. Our strategies are well aligned, and we share a solid foundation for systematic collaboration,” Antti explains.

From S Group’s perspective, the strengths of this partnership include not only trust and systematic planning but also Atria’s logistical capacity, extensive product selection and the ability to handle large delivery volumes. This is particularly important for meeting spikes in demand, such as during the Christmas holidays or the summer barbecue season.

Aligned sustainability goals

Sustainability is a key part of both Atria’s and S Group’s strategy, and Atria’s goal is to achieve a carbon-neutral food supply chain. This ambition also supports S Group’s goal of achieving a carbon-neutral

value chain by 2050. In practice, this goal sets requirements for product manufacturing, logistics and consumption, among other things. Antti acknowledges that the carbon neutrality goal is ambitious, but it is a key priority for S Group, and the company is working determinedly to achieve it.

“With Atria, our combined impact is significant, and we play a major role in what people eat in Finland – especially when it comes to Atria’s own product categories. So we have a great deal of responsibility, but also opportunities,” Antti says.

Oksa points out that sustainability goals are advanced in everyday business through a diverse range of measures and effective collaboration. In S Group’s operations, in practical terms, sustainability means waste reduction, circular economy actions, and encouraging consumers and our own employees to act responsibly. Our commitment to sustainability is also reflected in our priorities when working with partners.

Offering domestically produced options is also an important value for S Group. From a sustainability perspective, locally sourced products reduce environmental impacts, promote animal welfare and ensure food safety. In addition, food from

Finland is transparent, regulated and traceable.

“Our co-op members are consumers and Finnish households for whom domestic origin is important,” Antti says.

A more sustainable food chain in the future

Our shared journey with Atria towards a more sustainable food supply chain will continue in the coming years.

“Reliability is the foundation of partnerships like ours, and it’s important that it’s in order. Our cooperation has been consumer-oriented, data-based and systematic. It’s also been open and has involved a lot of interaction,” Antti says.

Oksa points out that priorities regarding sustainability topics evolve and adapt to changes in the operating environment. Achieving our ambitious goals will also require a great deal of innovation and development from both S Group and its partnerships.

“Our cooperation has been consumer-oriented, data-based and systematic.”



“Atria has strong expertise, particularly in the development of food categories. This supports Kesko's goal of offering customers high-quality sustainable products.”



CUSTOMER

LONG-TERM PARTNERSHIP FOR A MORE SUSTAINABLE FOOD SUPPLY CHAIN

Over the years, the cooperation between Kesko and Atria has evolved from a conventional supplier relationship into a stronger strategic partnership. Harri Hovi, Kesko's SVP, Commerce and Sustainability, says that the close collaboration, which has lasted for more than a decade, is based on shared values, most importantly sustainability, local production and a detailed understanding of consumers.

In recent years, sustainability and data utilisation have become increasingly central to the partnership between Atria and Kesko. The cooperation spans everything from developing product selections to ensuring reliable deliveries and anticipating consumer needs.

“Atria has strong expertise, particularly in the development of food categories. This supports Kesko's goal of providing customers with responsibly produced high-quality products,” Harri says.

Shared values guide cooperation

Finnish origin of products is a core value for both parties. Atria is a major player in the Finnish food supply chain and plays a key role in safeguarding domestic food production. The cooperation strengthens Finnish primary production and supports security of supply, which is important from the perspective of both society and customers.

According to Harri, sustainability efforts are shown in collaboration especially through action. Kesko's target is to reduce its supply chain emissions by 35 per cent by 2034. Atria supports this with its own climate commitments.

“Cooperation is very important if we want to achieve our emissions reduction target, as climate impacts often arise across the value chain,” Harri says.

Data-driven decision-making

Kesko's sustainability strategy is built around four main themes: climate and nature; the value chain; people; and good governance. Progress is monitored regularly through sustainability reports and a set of metrics.

The collaboration with Atria also aims to standardise the metrics to allow the most transparent possible impact assessment of sustainability measures. For example, goals related to reducing food waste and the monitoring of the achievement are an essential part of the cooperation.

The cooperation between Kesko and Atria is strongly data-driven. Consumer data and the analysis of sustainability trends helps assess which changes in consumer behaviour are here to stay, and which areas of development are worth investing in for the long term.

Openness is also an essential part of the partnership.

“I feel that we can also address more difficult issues because we know that we can find solutions together,” Harri says.

Looking forward

Harri notes that the future of developing sustainability measures looks promising in many respects. Going forward, sustainability work will become an even more integral part of our day-to-day collaboration. Key priorities include strengthening primary production in Finland, reducing climate impacts and increasing transparency in the supply chain. Leveraging data and consumer insights is crucial for anticipating customer needs and sustainably developing our long-term product range.

The collaboration between Kesko and Atria demonstrates that a sustainable food supply chain is built on partnerships that combine shared goals, open dialogue and tangible actions.

“A long-term partnership is based on mutual trust and shared goals. They help us make the entire food chain more sustainable,” Harri summarises.

From strategy to action across the value chain

The Atria value chain is based on the TOGETHER 2030 strategy, which guides all operations from farm-to-table. A strong core business, more than 120 years of experience, and skilled and dedicated people are the foundation of our entire value chain. Our strategy guides our investments, resource allocation and cross-border cooperation so that we can leverage economies of scale and respond to our changing operating environment.

The value chain begins with close cooperation with producers. Atria's ownership structure and partnerships with Finnish farms ensure high-quality responsibly produced ingredients and support the long-term success of these farms.

Raw materials are processed responsibly in Atria's business areas of Finland, Sweden, Denmark and Estonia. Operations are continuously developed, taking food industry regulation, the reliability of supply chains and the importance of security of supply into account.

The finished products reach consumers in the domestic markets and, through exports, internationally as well. The entire value chain is united by the goal of creating added value for customers, partners and society.

Read more about our sustainability work in the Sustainability Statement:

www.atria.com/en/sustainabilityreporting



RESURSSIT JA PANOKSET



RAW MATERIALS AND OTHER MATERIALS

- Meat raw materials: pork, beef, poultry
- Other raw materials
- Packaging and other materials



HUMAN RESOURCES AND DEVELOPMENT

- Atria Finland: 2,463
- Atria Sweden: 880
- Atria Denmark & Estonia: 442



INTANGIBLE CAPITAL

- Brands, patents, concepts
- Competence
- Research and development: EUR 14.8 million



INVESTMENTS

- Investments: EUR 54.2 million



FINANCING

- Equity and liabilities: EUR 999.4 million



ENERGY CONSUMPTION

- Energy consumption: around 468 GWh, of which renewable sources represent around 30 percent

LIIKETOIMINTAMALLI JA VAIKUTUKSET

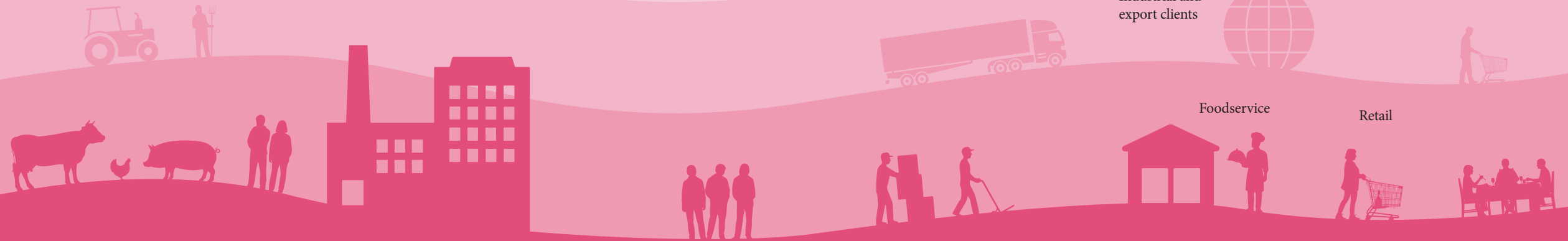
PRIMARY PRODUCTION

ATRIA'S INDUSTRIAL AND COMMERCIAL OPERATIONS

CUSTOMERS

CONSUMERS

Atria Finland – Atria Sweden – Atria Denmark & Estonia



Strategy: **TOGETHER 2030**

Strategic objectives:

STRONG FINANCIAL PERFORMANCE | GROWTH AND COLLABORATION | SUSTAINABLE, LONG-TERM RENEWAL

ATRIAN LUOMA ARVO

PRODUCERS AND PARTNERS

Purchases from producers, subcontractors and other partners

- Total purchases and other expenses: EUR 1,473.5 million

CUSTOMERS

- Sales to consumer product and primary production customers and other revenues: EUR 1,818.2 million

PERSONNEL

- Total salaries and bonuses: EUR 224.9 million

SOCIETY

- Corporate taxes and social security expenses: EUR 66.0 million

SHAREHOLDERS AND FINANCIERS

- Dividends: EUR 20.8 million
- Financial income and expenses: EUR -10.7 million

RESEARCH AND DEVELOPMENT

In addition to its own research and product development activities, Atria participates in applied research in product and packaging technology, nutrition and environmental efficiency, among other fields

COMMUNITIES

Support for public and private organisations and associations, including ones working with children and young people's physical exercise and competitive sports

ATRIA