



Annual
Report
2025

**Ambition
to Action**



We set a
long-term
direction.
This year,
we moved it
forward.

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ABOUT CARBERY

Enriching Lives, Together

Carbery is a global food and ingredients producer serving customers in more than 50 countries globally and with operations in eight countries. From our headquarters in West Cork, we produce dairy and nutritional products from the finest quality milk from our farmer shareholders, which we supply in Ireland and around the world. Through our global Taste business, we inspire our customers with flavours and extracts produced to the highest standards, and to their customers' regional preferences. We are proud to present our results for 2025, highlighting our progress in expanding our business, serving our customers, supporting our farmer shareholders and protecting our planet, people, communities and resources.



GLOBAL FACILITIES



GLOBAL EMPLOYEES



FARMER SHAREHOLDERS



1,127 1,049 11

PERFORMANCE OVERVIEW

Key performance metrics

Milk processing

We processed the second highest ever levels of milk through Ballineen.

608.8m

Litres Processed

5.9% increase on 2024

Environmental

Our environmental indicators have increased in 2025 due to increased production across all sites. However, our emissions intensity (tCO₂e per metric tonne of output) has continued to improve, falling 36% since 2020. Our long-term commitment remains.

FIND OUT MORE

[Our Sustainability Strategy - Pg. 30](#)

Carbon emissions



+3.97%
since 2024



+5.76%
since 2024



Waste to landfill +11.64%



Water +2.51%

Financial

The underlying performance across the three divisions of our business was very strong.

REVENUE

€723m

+8%

EBITDA

€52.3m

+1%

EBITA

€29.7m

(-3%)

FIND OUT MORE

[Financial Statements - Pg. 52](#)

Five Year Review

| | 2021 | 2022 | 2023 | 2024 | 2025 |
|--------------------------------|---------|---------|---------|---------|---------|
| Revenue | €535.7m | €700.8m | €616.1m | €668.0m | €723.0m |
| EBITDA* | €50.1m | €52.1m | €46.4m | €52.0m | €52.3m |
| EBITA* | €31.2m | €32.8m | €25.5m | €30.5m | €29.7m |
| Operating Profit (EBIT) | €25.3m | €26.4m | €19.6m | €24.8m | €23.8m |
| Net Debt | €79.6m | €71.8m | €60.4m | €39.5m | €34.3m |
| Cumulative Capital Expenditure | €26.4m | €53.4m | €82.7m | €109.2m | €137.4m |

*Before exceptional items

CHAIR'S STATEMENT

Building a business for the future



“As Chair of the board, and a representative of the farmer shareholders who are the driving force behind our business, I am proud to take you through the highlights of activity at Carbery in 2025.”

2025 in review

2025 has been a very strong year for milk price, with markets delivering excellent returns for our products, particularly in the first half of the year. It was a record year for growing grass and for milk production due to the suitable weather, and farmers took full advantage of this opportunity. Markets in the back-half of the year were not where we would have liked them to be, but overall the average milk price returned to farmer shareholders in 2025 was 47.44cpl.

Anyone who attended our shareholder roadshows in November will know that our long term ambition for our business is to invest and expand so that we can better cushion these variations in milk price for our shareholders. For now, we are focused on supporting the price as best we can, while delivering the best returns possible from a challenging market.

We made a further contribution to the Stability Fund at the end of 2025, and, along with what we set aside at end 2024, we will deploy this when necessary to support milk price.

As well as supporting milk price, 2025 was a busy year of activity for farm sustainability, business expansion and investment, and we saw a welcome resolution, for now, on the nitrates derogation. Taking the information we received from suppliers in the 2024 census, we started to roll out activity to support generational renewal in farming, and our strategy on this will be launched in 2026. We continued to celebrate the best of our shareholders with the Milk Quality and Sustainability Awards and associated farm-walk, and to support our communities with donations and time. Here are some of the key highlights and progress we made in 2025.

Farm sustainability

We continued to focus on sustainability across all of our operations, including our global sites, and across our entire supply chain. Reducing emissions attributed to our farmer shareholders (also called Scope 3 emissions), remained a

top priority. This is essential for Carbery as a business, but even more important to ensure that we can secure the future of farming. The only way to guarantee that farmers can operate into the future is to make sure that every farmer is farming responsibly, with care and attention to the environment.

We continue to support our farmers to do this across a number of fronts. We are incentivising sustainable actions with our FutureProof bonus. We also continue to invest in Farm Zero C, which is looking at technology and scientific solutions to reduce the climate impact of farming, and we are showcasing good practice, with our Monitor Farmers and our Milk Quality and Sustainability Awards.

However, there is work for farmers to do as well. We all have a collective responsibility for the actions we take that impact the environment. Adhering to the guidance around when and how we spread slurry, managing our waste water effectively, looking at new technologies, making sure we have enough storage, managing hedgerows and biodiversity; these are the ways that farmers can directly help the environment. We can all play our part here.



Milk Quality Walk hosted on the Forde family farm.

CHAIR'S STATEMENT CONTINUED



FutureProof bonus update

€5.8m
paid in 2025

€18m
paid out under
FutureProof to date

90%
of our milk pool covered by
FutureProof in 2025

100,993
tonnes of CO² removed across
our value chain since 2020

FutureProof bonus update

Our FutureProof sustainability bonus, designed to encourage uptake of specific and measurable sustainability actions by farmer shareholders, continues to be successful. Our payments in 2025 totalled €5.8m, an increase of over €1m on what was paid out last year. This brings to €18m the total paid out for sustainability actions on farm since the bonus was introduced in 2022. The bonus covered over 90% of our milk pool. This year the introduction of additional measures encouraging liming for soil health and the calculation of nutrient balance score, drove further progress on emissions reduction and water quality.

Planning for the future

No sector has a future without young people who want to choose it as a career. Farming definitely has a PR issue and we know from our shareholder census in 2024 that succession planning and ensuring that we have enough young farmers to step into farming in years ahead, needs to be a major focus area for Carbery. In 2025 we had several initiatives and events focused on promoting farming as a viable option, and assisting with farm transfers etc.

The implementation of our five year generational renewal strategy will begin in 2026 and we believe this will have real impact where needed.

An important part of any effort to attract more young people into farming, is for farmers to present a positive view of it to those who might be interested. We are the ambassadors for our sector, and it would be great to hear more positive conversations around the advantages of farming as a career choice.



Presenting our Milk Quality and Sustainability Award to the Buttimer family.

Water quality

The retention of Ireland's derogation was a major focus for Carbery and for the entire farming sector in 2025. Our long-standing practical support for water quality activities on farms has made us a positive example in this space. We let that work speak for us, but in 2025 we also joined with the sector in advocating for a positive resolution for this issue. From travelling to Brussels to lobby in person, meeting the Minister for Agriculture, Food and the Marine, Martin Heydon, facilitating EU Commission visits and participating in campaigns and videos and supporting farmer events, I was delighted to see a positive resolution to this issue in December. We will continue to focus on this issue in 2026 as the detail of how the deal will be implemented emerges. Throughout all of this, however, it remains important for us all to prioritise maintaining and protecting water quality in West Cork.

Farmer welfare

We had a positive start to 2025 with our annual event focusing on farmer welfare and physical and mental wellbeing. An excellent panel of

Olympic sports stars shared their stories of perseverance, maintaining a good attitude and working towards a goal. Our fantastic farmer panel on the night inspired with tips on how they maintain their positivity and resilience through the ups and downs of a farming life.



Panel of dairy farmers at our Farmer Welfare Event 2025.

Showcasing quality and class

Our Milk Quality and Sustainability Awards, now in their 21st year, are always a wonderful event, where we get to meet some of our dedicated shareholders, and this year was no exception. We celebrated 12 families from across West Cork who are dedicated to producing quality milk. Congratulations to our overall winner Darren Buttimer and family, but also to all of our finalists, any of these families would have been worthy winners.

We also had a fantastic farm walk and showcase of excellence in farming with our 2024 winner, Glenn Forde. Thanks to Glenn, Pamela and the whole family for hosting a huge crowd on the day, including Minister for Agriculture Martin Heydon and Minister for Biodiversity Christopher O'Sullivan, and for representing the best of how we farm and why we do it.

CHAIR'S STATEMENT CONTINUED



Presenting West Cork Business Ambassadors award.



Accepting the PTSB Best Dairy Producer Co-Op Of The Year Award.



Carbery board business trip to our US sites.

Positively representing farming

Summer 2025 was a good representation of farming. In June, Carbery took home the Dairy Co-op of the Year Award at the National Dairy Awards. This is a testament to the teams we have in Carbery around the world, and to the shareholders who support what these teams undertake to grow the business.

We also saw a fantastic reflection of what is good about farming when The Real Deal campaign rolled out across West Cork. This billboard campaign, featuring some of the 2024 Milk Quality finalists, showcased the dedication and commitment of farming families. It was targeted to reach holiday makers travelling to West Cork and supported by a very successful social media campaign. Initiatives like these are so important to give a positive account of the farming life.

Community support

Every year we support dozens of organisations, community groups and events around West Cork, and in the communities where we operate globally. I was proud to represent Carbery at some of the more significant events that we supported, including the return of the Macra National Conference to West Cork, and our continued headline sponsorship of the West Cork Tourism and Business Awards, with the Southern Star.

Global team and board updates

It was great to have the opportunity to meet more of the global team this year, particularly in the US. In Brazil, I also had the opportunity to meet with the team of SoluTaste, a flavour company that we acquired in October 2025. I welcome them to the Carbery organisation and look forward to what this new team will bring to our company.

I want to note some changes on the Board this year. Best wishes to Ger Brickley, Michael Sexton and Donal McCarthy who resigned from the Board in 2025, and welcome to John O'Brien (Barryroe), Vice Chair; Eilis Mahon (Bandon), and Jerry O'Neill (Drinagh) who subsequently joined the Board.

My thanks finally to the executive team and employees of Carbery, to my board colleagues on the Carbery and Bandon boards, and most importantly to the farmer shareholders of West Cork, who keep the milk flowing and the company in business.

Vincent O'Donovan, Cathaoirleach

2025 highlights



Business expansion

Growth across all business divisions

Strong underlying performance across all three business divisions in 2025. Our acquisition of SoluTaste has expanded our flavour business in Brazil and South America.

[FIND OUT MORE](#)

[CEO Statement - Pg. 10](#)



People & culture

Doing our best work

Our people are the driving force of our company and we supported them in 2025 with more engagement, inclusion and development.

[FIND OUT MORE](#)

[Our People - Pg. 25](#)



Embedding digital

A business powered by data

We continued to bring our ambition of being a data-driven business to life by embracing AI, upskilling our people and investing in technology and capability in digital.

[FIND OUT MORE](#)

[Our Digital Journey - Pg. 29](#)



Delivering for shareholders

Adding value

We delivered a leading milk price in 2025, paid €5.8m in our sustainability bonus, added €3m to our Stability Fund and engaged our shareholders in our business ambitions.

[FIND OUT MORE](#)

[Financial Information - Pg. 52](#)

CEO'S STATEMENT

The year in review 2025



"I am proud to present to our farmer shareholders and wider stakeholders, a review of the performance of the global Carbery business in 2025."

In 2023 we embarked on our new business strategy, which set the ambition and future direction to grow our business. The following year, 2024, saw us take steps to deliver on this ambition. In 2025 we advanced these plans and delivered strong growth across our Group.

Our guiding long-term objective is to build a global business that is robust and diverse enough to insulate our shareholders from what can be a very volatile dairy market, as we saw again this year.

Realising this ambition means investing in our business across several fronts. We need to increase the value of our business, through growth and diversification, and we also need the right people and leadership capability in place to deliver that growth. We need the right systems in place to gain the advantages that digital innovation can provide.

Our people and leadership capability are central to delivering this ambition. In 2025 we continued to strengthen organisational performance by investing in leadership development, succession planning and talent management across the Group. As our business grows in scale and complexity, so too must our capability – ensuring leaders create clarity, optimise talent and deliver results with pace and accountability. A high-performance culture is a competitive advantage, and we are building it deliberately.

We focus on innovation and market insights to be the first choice for our customers. We optimise our operations to deliver quality, safe, sustainable products every time. We focus on reducing our climate impact across our supply chain to meet our commitment to protecting the resources we need to secure the future of our business and our planet.

In the following pages you will see updates on

how we are achieving what we have committed to, where we have been successful and where we can do better.

How would you describe Carbery's overall business performance this year?

The underlying performance this year across the three divisions of our business was very strong. Our Nutrition and Taste businesses delivered significant profit growth, and our Dairy business had a strong performance. Our nutrition business is ideally positioned to take advantage of increased protein demand from consumers, which is also positively impacting our cheese business. Our Taste business continues to deliver very strong performance globally.

Our reported performance reflects our enduring commitment to pay a leading milk price to our farmer shareholders. With dairy market returns dropping significantly in the second half of the year, this has impacted on final reported revenue. However, the health and outlook across all three divisions remains very positive.

Group turnover increased by 8% to €723.0m (2024: €668.0m), while on a constant currency basis turnover increased by 10% year-on-year.

Group EBITDA (Earnings before interest, tax, depreciation (net of grants), amortisation of goodwill and other intangibles and exceptional items) increased by 1% to €52.3m (2024: €52.0m). On a constant currency basis EBITDA increased by 4%.

Group EBITA (Operating Profit before interest, tax, amortisation of goodwill and other intangibles and exceptional items) decreased to €29.7m (2024: €30.5m) reflecting a year-on-year decrease of 3%. On a constant currency basis EBITA increased by 3%.

CEO'S STATEMENT CONTINUED



The Carbery team who delivered the 2025 shareholder business update events.

How have the divisions of the overall business been performing?

Dairy performance overview

The year saw significant progress and strategic expansion for the cheese business, characterised by strong commercial performance, innovation, and enhanced global engagement with customers. Global dairy markets weakened significantly in the last 6 months of 2025, primarily driven by a global over-supply of milk. Recent investments, specifically in our mozzarella capability, provided enhanced flexibility to ensure we continued to realise the best possible market returns from our combined cheese portfolio. We produced our highest volume ever of mozzarella in 2025, reflecting the strong market returns for mozzarella.

We are well positioned to meet the increased global focus on protein consumption, with several of our offerings aligned to the high-protein formats increasingly demanded by customers. Our expansion into new markets also continues to grow our cheese business globally.

Nutrition performance overview

In 2025, our nutritional ingredients business maintained strong momentum across the sports, infant, and clinical nutrition segments. Whey protein demand increased significantly in 2025, driven by growth in the performance & active nutrition market and the expanding GLP-1 weight loss segment.

The rapid expansion of GLP-1 therapies, and the potential loss of muscle mass associated with rapid weight loss, is accelerating the need for high quality, convenient protein sources, with whey protein emerging as the preferred choice. Carbery is well positioned to meet this growing need with our range of whey protein ingredients. Continued investment in capability, customer partnerships and innovation ensures we remain at the forefront of this growing category.

Taste performance overview

Our global Taste business continued to perform strongly across all geographies. We developed our Flavours business further this year with the acquisition of SoluTaste Aromas, a leading Brazilian flavour house specialising in food and beverage applications. This, coupled with the opening of a new, expanded production facility in 2026, positions us to grow our customer base further, with Brazilian customers valuing local brands and flavours, and prioritising regional tastes.

What are your views on dairy market performance in 2025, and predictions for 2026?

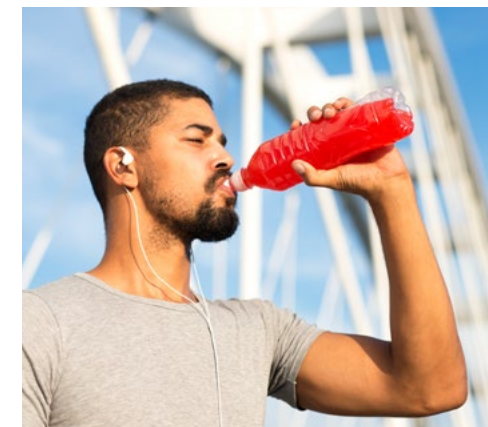
In 2025 we saw a dynamic and challenging dairy market. After a period of elevated global dairy prices earlier in the year, underpinned by firm demand for cheese and other core dairy commodities, markets softened later in 2025 as supply growth in key exporting regions began

to outpace demand and exerted downward pressure on commodity values.

Against this backdrop, Carbery delivered a strong performance for the year. Our diversified business model - combining cheese, nutrition, and flavours, enabled us to benefit from pockets of strength across dairy categories while mitigating exposure to commodity swings. This performance allowed us to prioritise delivering a leading milk price for our farmer shareholders and to invest in stability measures such as our Stability Fund. In 2025 we set aside an additional €3m to the Fund to support milk price when necessary.

Market challenges and realignment in the second half of the year led to reductions in the base milk prices for our shareholders. Throughout, our focus has remained on maximising long-term returns for our shareholders and protecting the resilience of dairy farming in our region.

Looking ahead, we believe the fundamentals for dairy remain solid in the medium to long term with some uncertainty in the short term while supply corrects globally, our emphasis on diversification, cost discipline and sustainability will be key to navigating future market fluctuations and creating value for our farmer shareholders.



“The underlying performance this year across the three divisions of our business was very strong. Our Nutrition and Taste businesses delivered significant profit growth, and our Dairy business had a strong performance.”

CEO'S STATEMENT CONTINUED

How are you progressing on your sustainability targets?

Sustainability remains central to our long-term strategy and to our licence to operate as a global dairy and ingredients business. Our commitments are aligned with the Science Based Targets initiative (SBTi), and we remain focused on delivering against our Net Zero roadmap.

In 2025, overall emissions increased slightly year-on-year, reflecting higher production volumes across our sites, particularly in Ballineen. However, importantly, our emissions intensity continued to improve. This means that while we produced more product, we did so more efficiently – reducing the carbon footprint per tonne of output. Having reduced our emissions by 16% over the past five years, the next stage of decarbonisation will be more concentrated and focused on Scope 2 emission reductions, as our

Scope 1 emissions are broadly mitigated.

We are committed to making the investments to mitigate Scope 2 emissions. Our Net Zero plan sets out a clear pathway, and while progress will not always be linear, our direction of travel is firm.

Scope 3 emissions remain a critical focus, as most of our footprint sits within our value chain. Through the continued engagement and commitment of our farmer shareholders, supported by initiatives such as the FutureProof bonus and our Farm Zero C project, we are delivering meaningful change. Since 2020, 100,993 tonnes of CO₂ have been removed across our value chain, demonstrating the impact of practical on-farm efficiency measures and emissions reduction technologies.

Protecting water quality, enhancing biodiversity and maintaining high environmental standards are not only regulatory requirements - they

are also essential to preserving the long-term sustainability and competitiveness of our cooperative model.

Sustainability is not a separate agenda within Carbery; it is integrated into how we invest, how we operate, and how we grow.

You mentioned the importance of continuing to invest in the business. What were some of the priority investments made in 2025?

We have covered the acquisition of SoluTaste in Brazil and we will also open a significantly expanded production facility there in 2026. In Ballineen we made significant investments to improve our management of resources, and to further strengthen our health and safety standards for our employees.

In our Taste business, we also continued to invest in upgrading our facilities across our network of production facilities, ensuring that we can deliver on customer expectations. This included advanced extraction technology in Italy, to leverage our unique advantage there, and continuing investment in emissions reduction and waste management technologies. We also opened an expanded premises in Indonesia to better respond to customer needs in that region.

These investments reflect our disciplined approach to capital allocation - prioritising projects that strengthen competitive advantage and deliver long-term returns.



CEO'S STATEMENT CONTINUED



Focused on growth

"We will continue to look at opportunities to further diversify the business, focusing on areas where we feel our existing experience and expertise can deliver good results."

"Prioritising our customers with excellent service, quality and reliability is essential"

"We will look at ways to expand connection with our shareholders in 2026. Their support is crucial in all we do."

"While the outlook for dairy markets in 2026 remains challenged, we will continue to prioritise supporting milk price"

On the digital side, we continue to prioritise investments that improve productivity, customer responsiveness and security. Our global analytics platform, which tracks key performance across the business, has expanded significantly. We are extending AI-powered projects across R&D, commercial and operations, automation continues to drive efficiencies across support functions, and our smart factory initiatives are using technology to enhance and future-proof our operations.

Is digital adoption and use of emerging technologies still central to your business plans?

Absolutely, and has to be for any business looking to succeed and grow today. However, to fully realise the advantages digital can bring to the business, we must continually evolve our skills, mindsets and ways of working. In 2025 we placed strong emphasis on building digital fluency, strengthening leadership accountability and enabling faster, data-driven decision making across our organisation. Technology alone does not create advantage - capability does. We want to create a strong culture to support the people we have in place, and to continue to attract new talent. We measure our culture, our employee engagement, and we recognise performance that drives these. We support our managers with upskilling and performance focus, and we prioritise having a safe, respectful and inclusive workplace for all our team members.

With the right people in place, we are increasingly harnessing digital solutions to shape the future of how we operate, making our business more efficient, more reliable and more sustainable at every step. From maximising cheese yields, to developing new flavour concepts, to strengthening and streamlining our core processes across departments, we are embedding digital innovation in ways that will power the next chapter of our growth.

How are you using your people to support your business ambition?

None of our progress would be possible without the strength of our people. In 2025 we continued to focus on leadership effectiveness, engagement and talent development across the Group.

As we grow globally, attracting and retaining high-quality talent remains a priority. We are committed to providing a safe, inclusive and high-performing environment where our teams can deliver at their best. Strong culture and leadership are not peripheral to our strategy - they are foundational to it.

What would you see as your key areas of focus for the business heading into 2026?

My focus in 2026 and beyond is growth. We will continue to invest in our business to better support and deliver value for our shareholders and to have a more robust shield from the impacts of volatile dairy markets.

Sustainable growth requires depth of leadership and strength in our talent pipeline. In 2026 we will continue to invest in developing our people, strengthening talent across critical roles and embedding a culture of performance, learning and accountability. As we diversify and expand internationally, organisational capability will be a key differentiator.

As part of this ambition, we will look at expanding our existing businesses, both in terms of geographies, new customers and new customer offerings. We will continue to look at opportunities to further diversify the business, focusing on areas where we feel our existing experience and expertise can deliver good results.

Prioritising our customers with excellent service, quality and reliability is essential as part of these

growth plans, and we will continue investing in our business to ensure that we can do this.

On the shareholder side, I really valued the opportunity to get in front of our shareholders in November 2025 and engage them on our business, particularly our Taste business. We will look at ways to maintain and expand that connection in 2026, because the support of our shareholders is crucial in all we do.

We also intend to focus in 2026 and beyond on the topic of succession in farming, creating positive pathways for people to enter the sector. We can focus on growing the business and attracting new customers, but without a cohort of young farmers who want to come into the sector, and carry on the family farm, we won't have a stable future.

While the outlook for dairy markets in 2026 remains challenged, we will continue to prioritise supporting milk price, including where needed through our Stability Fund, which we added to again in 2025.

Lastly a word of thanks to the Board of Carbery, especially Chair Vincent O'Donovan, for all their support in 2025, and to our team of people around the world, who are dedicated to growing our business, serving our customers and making our organisation one to be proud of on the global stage.

Jason Hawkins, CEO

Dairy business review

Our cheese business made strong progress throughout 2025, delivering solid commercial performance and advancing several strategic priorities. Although global dairy markets weakened in the final six months of 2025 due to an oversupply of milk, our portfolio continued to perform well, supported by disciplined execution and proactive market engagement.

Targeted investment, particularly in our mozzarella capability strengthened our operational flexibility and ensured we could optimise returns across the combined cheese portfolio, even in more challenging market conditions. This enhanced agility positions the business well as we continue to expand our reach and respond to evolving customer needs.



DAIRY BUSINESS REVIEW CONTINUED

Globally, both cheddar and mozzarella maintain a prominent role in new product development. Europe continues to lead innovation, with these two cheeses frequently incorporated into a wide range of food launches. Mozzarella is especially prevalent in ready meals and side dishes, while cheddar retains a strong position across dairy applications. Mozzarella is a product in demand globally, which provides opportunities to enter new markets. Cheddar is a high quality flavour-driven premium product. Our innovation on both fronts gives us competitive advantage.

Pizza and ready meals remain major platforms for cheese inclusion, with mozzarella serving as the key variety in these segments. These trends highlight ongoing and future opportunities for Carbery to drive innovation and deliver value-added solutions in both domestic and international markets.

Ireland, as a market, is becoming more important to Carbery as Irish consumers look for Irish provenance in their product choices. Within the overall Cheese basket both cheddar and mozzarella hold an important place within Irish households with a steady year on year growth driven by both population growth and consumer interest. Despite ongoing inflationary pressures, cheese remains a staple in Irish households, reinforcing its strategic importance within the dairy category.

Guided by global trends, powered by innovation

Innovation in our cheese portfolio remained central throughout the year, with a strong emphasis on Japan as a strategic market and a focus for new product development and expansion.

Carbery has a history of producing quality high protein cheeses under our Cheese Extra brand. Interest in this category really gained momentum in 2025 shown through the rise in products claiming high protein. This has jumped by 9% in the period 2023 to 2024 and continued to rise in 2025.

The recent rise of GLP-1, weight loss medications, where loss of muscle mass can be a concern can only add further consumer interest in protein choices across the food categories including of course, cheese.

The approach to innovation was not limited to new product launches but also included expansion into new markets and evolving customer relationships. This strategy ensured that our mozzarella product continued its growth trajectory, supported by tailored solutions and collaborative partnerships with key customers. Mozzarella saw significant growth in 2025, increasing by 32% in sales volume compared to 2024.

The Dubliner brand continued to grow in 2025, with distribution now managed by Ornuia for Ireland and international markets. This transition was executed smoothly, ensuring continuity and strengthening global reach without disruption to customers. Dubliner as a product made exclusively by Carbery remains a critical part of our portfolio and the value generated by our dairy business.

Carbery closed the year with award-winning products, successful brand transitions, and promising trials for future innovations. These achievements have laid a solid foundation for continued growth and market leadership in 2026 and beyond.



“Cheddar and mozzarella continue to be the most influential cheese ingredients in the Irish market, with steady year-on-year value growth driven by strong consumer demand.”

DAIRY BUSINESS REVIEW CONTINUED

Celebrating a standout year of recognition

Awards for our products were a significant highlight of 2025, with Carbery achieving multiple recognitions across international and national platforms. These accolades showcase the breadth of excellence across our portfolio and reinforce our reputation for clean label quality and cheese craftsmanship.



Blás na hEireann

Tesco Finest Vintage White Cheddar
Simply Better Drinagh Vintage Cheddar
Oakwood Smoked Drinagh Cheddar

Ireland's Quality Food & Drink Awards

Aldi Specially Selected White Cheddar
High Protein Mature Sliced Cheese

Great Taste Awards

Ardagh Nutrition Irish High Protein Cheese

International Cheese & Dairy Awards

Mature Cheddar - 1 Gold, 1 Silver
Mild Cheddar - 1 Silver
Mature Cheddar - 1 Silver, 1 Bronze
Extra Mature Cheddar - 1 Gold, 1 Silver
Vintage Cheddar - 1 Bronze
Reduced Fat - 1 Silver, 1 Bronze





Nutrition business review

In 2025, our nutritional ingredients business maintained strong momentum across sports, infant, and clinical nutrition. Whey protein demand increased significantly in 2025, driven by growth in the performance and active nutrition market, and our experience means Carbery is uniquely positioned to respond to this demand.



NUTRITION BUSINESS REVIEW CONTINUED

Carbery is recognised as a trusted supplier of high-quality proteins, supported by a portfolio anchored by Isolac®, our leading whey protein isolate; Optipep®, a specialised range of hydrolysed peptides; and Carbelac®, a versatile whey protein concentrate central to our functional protein solutions. Together, these brands strengthen our reputation for quality and innovation, positioning us as a strong partner across the global nutrition industry.

Global activity

In 2025, the whey protein market was valued at over €9 billion, with strong double-digit growth expected over the next decade. Whey protein demand is being fuelled by multiple rising trends – from growing health and wellness priorities to its mainstream adoption in everyday foods. Its functional versatility, appealing taste and texture, and strong nutritional profile make it a natural fit across categories. The rapid expansion of GLP-1 therapies is further accelerating the need for high-quality, convenient protein sources, with whey protein emerging as the preferred choice.

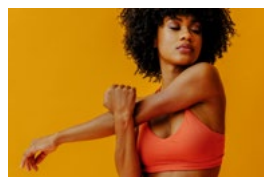
Clinical Nutrition



Early Life Nutrition



Active Nutrition



Functional Protein Solutions



Optipep® Isolac® Carbelac®

Carbery's whey protein portfolio – Optipep®, Isolac®, and Carbelac® – delivers tailored nutrition solutions across performance, health, and everyday food applications.



The active nutrition market

The global sports nutrition market is growing at 10% per year with Europe keeping a steady 8% pace. Nearly 80% of the growth was generated from protein-based products. The market is shifting from sports nutrition – traditionally focused on athletes and performance – to active nutrition, which targets a broader audience of health-conscious consumers seeking energy, recovery, and everyday wellness.

GLP-1 weight-management treatments are reshaping the nutrition space. They curb appetite and slow digestion, so getting enough protein is key to maintaining muscle and supporting recovery. High-quality whey proteins like whey protein isolate (WPI) and hydrolysed whey protein (HWP) are especially well suited to help meet these needs.

Carbery is strengthening its position in the fast-growing GLP-1 space, recognising that significant pipeline expansion is underway to meet rising demand. Our Horizon 10 paper highlights whey protein and functional nutrition as key growth opportunities, while our technical paper outlines the scientific and nutritional rationale for whey protein's role in supporting individuals using GLP-1 therapies.

[Download our Horizon 10 paper](#)

[Download our technical paper](#)

NUTRITION BUSINESS REVIEW CONTINUED

The infant nutrition market

Despite its €47 billion valuation, the infant nutrition market is facing headwinds. With global birth rates continuing to decline, demand is becoming more difficult for suppliers in markets that once drove strong growth, including China, a key market. The category remains of critical importance, but its future expansion is likely to be more limited.

Carbery develops specialised whey protein ingredients with tailored molecular weight profiles, mineral compositions, and microbiological characteristics to meet the unique nutritional needs of infants. Optipep® hydrolysed whey protein is a key component in ‘comfort formulas,’ designed to help manage common dietary issues such as colic and constipation. We collaborate with leading infant formula companies in the US, Asia, and Europe, maintaining the highest international standards of quality, efficacy, and safety. This dedication has supported long-term partnerships with these global manufacturers and is reflected in Optipep’s® continued presence in the market, though future conditions are likely to be more demanding and growth more difficult to achieve.

The clinical nutrition market

Clinical nutritional solutions support the most vulnerable - infants, adults and seniors with health difficulties - providing nourishment as they recover from their conditions. The Clinical Nutrition industry continues to grow. The enteral nutrition market is valued at over €8bn with strong growth expected to nearly double by 2035. Enteral nutrition (often called tube feeding) delivers a liquid mix of nutrients directly into the digestive system. The demand for these products is growing due to an ageing population and more cases of diseases like diabetes and inflammatory bowel disease. Improved healthcare systems in developed countries also mean more use of clinical nutrition products in hospitals and care homes.

Our Optipep® hydrolysed whey protein helps people with specific needs like protein malnutrition, critical care, and digestive issues.



Protein proliferation:

From sports to everyday nutrition - “protein for all”

Protein is no longer confined to sports nutrition – it has become a mainstream expectation across categories from healthy aging to weight management and everyday lifestyle products. Today, we see protein incorporated into everyday favourites such as yoghurts, which deliver satiety and everyday health benefits; pancakes, which transform a traditional indulgence into a functional breakfast; and coffee, where protein-boosted beverages combine energy with nutrition, reflecting its universal appeal.

The “protein for all” trend highlights growing consumer demand for high-quality, functional protein solutions that deliver both health benefits and indulgent experiences. The trend means the whey protein market is set for strong, sustained growth, expanding well beyond sports nutrition into mainstream categories.

This diversification is driving demand and positioning whey protein as a staple ingredient across everyday foods and beverages. Whey stands out because of its functionality – it is heat-stable, has good solubility, and delivers appealing texture and taste, making it easy to incorporate into diverse formats from beverages to baked goods. It also offers superior nutritional benefits as a complete protein, naturally rich in all essential amino acids, with high absorption and bioavailability that maximise its effectiveness. Together, these qualities position whey protein as the ideal ingredient to meet growing demand for high-quality, versatile, and mainstream protein solutions.



Taste business review

Our taste business delivered significant profit growth and strong performance across all geographies. The acquisition of an additional company in Brazil, and the expansion of our existing facilities, will further drive business there. Our team in Indonesia moved into a new space designed to better serve our customers in the region.



TASTE BUSINESS REVIEW CONTINUED

Investing in the future

Market performance

Our taste business globally delivered strong performance across all regions and segments, with recent investments and expansions delivering good outcomes.

Rising input costs and new regulations (causing ingredient replacement) impacted a number of our customers during the year. Our team worked closely with our customers to assist them in navigating these challenges. We welcome these opportunities to work alongside our customers to maximise growth opportunities and the optimisation of our operations.

In Europe, the team delivered strong growth, achieving a record year and continued delivery for our customers across the region. This growth has been driven through performance in the Nutrition & Beverage strategic categories.

In Brazil, our business continued to perform strongly, supported by evolving consumer

preferences, increased interest in health and wellness, and a growing demand for locally relevant flavour profiles. The market remains dynamic, with several trends shaping food and beverage innovation in the country. Brazilian consumers are increasingly valuing local brands and flavours, leveraging regional tastes, and with our experience and investment in the region, our team are ideally positioned to deliver on this opportunity.

Our business in Asia delivered double-digit growth in both revenue and EBITA. Our performance was driven by a clear strategic focus on Dairy, Sweet, and Savoury segments, which continue to capture evolving consumer preferences and reinforce our expanding presence across key markets.



Acquisition of SoluTaste Aromas e Ingredientes, Brazil.

TASTE BUSINESS REVIEW CONTINUED

Investment and expansion

A major milestone for the Brazilian market in 2025 was the acquisition of SoluTaste Aromas e Ingredientes, a leading Brazilian flavour house specialising in food and beverage applications. This addition significantly strengthens our position in the region, adding extensive R&D expertise, expanding production capacity, and enhancing responsiveness to local customers.

To continue building for the future, our new facility and expansion project, Vinhedo II, progressed as a critical investment to support long-term growth. Designed to elevate operational capacity and efficiency, the new site is scheduled for completion in 2026 and will enable our team to meet expanding market demand with greater agility and scalability.

In the US, investments delivered increased spray dry capacity in support of the growing Nutrition category planned for 2026 and an expanded portfolio focused on Savoury category growth. The team also focused on enhanced environmental initiatives, with a focus on emissions and waste management and a 95% solar energy offset at our facility in Wauconda in 2026.

In Europe, the team in Trieste saw investment this year in advanced extraction technology, which will further enhance our natural extract capabilities.

The UK also saw significant investment on-site in 2025, this includes the installation of 1,292 PV solar panels at the High Wycombe site, producing 3,800 kWh of green electricity daily.

Additional investments to the site also include the replacement of blenders, as well as the installation of a closed loop chiller which will help reduce water usage by five million litres annually. Both investments are due to be completed in 2026.

In Asia, beyond financial achievements, we made significant strides in strengthening our talent base across key functions, ensuring we have the capabilities to sustain long-term growth.



Our new facility and expansion project, Vinhedo II, Brazil.

A major milestone was the relocation of our office and technical centre in Indonesia, enhancing our ability to innovate and deliver value to customers locally. In parallel, we advanced upgrades at our Thailand facility, further expanding capacity and operational excellence to support future demand.



Relocation of our office and technical centre in Indonesia.

Innovation

In Europe, at a macroeconomic level, markets are increasingly shaped by health and wellness trends, such as rising demand for functional beverages and nutraceuticals, alongside regulatory initiatives like HFSS (High Fat, Salt & Sugar) legislation. The continued growth of GLP-1 treatments is expected to further reinforce these dynamics, creating opportunities for innovation.

Responding to these trends, Synergy Europe has begun to actively engage with customers through our Taste Modulation portfolio, offering masking solutions for functional ingredients as well as taste and mouthfeel solutions in reduced-fat and reduced-sugar products.

This platform is expected to be a key driver of success in 2026, particularly with the planned launch of the new plant-based fermentation technology.

In the US, the team were focused on delivering on their innovation platform, including a specific focus on AI investments and new model explorations.



Ice cream and cultured innovation conference.

A focus on our customers

Across our entire company, our customers are the centre of our efforts. We have built a reputation across decades of service as a reliable, innovative partner delivering high quality food and ingredients consistently. In 2025, in each of our regions and divisions, we introduced new products, enhanced customer experience and brought our business to life for our customers. Here is a snapshot of some of that activity.

Dairy

Strong commercial performance, innovative product launches, and strategic global partnerships drove growth across the year, while marketing initiatives ensured alignment with evolving consumer trends.



Customer visit to Farm Zero C.



Customer visit to our Ballineen site.

Nutrition

Across the infant, sports and clinical nutrition segments, we developed and enhanced existing customer relationships this year, while cultivating new connections. Our expertise in the GLP-1 space, and our long history of delivering high quality nutritional ingredients, coupled with enhanced customer experience, strengthen our market position. Trade shows remain a key platform to connect with customers, build relationships, and generate quality leads. They also provide valuable insights into market trends, strengthen brand visibility, and support competitor benchmarking.



At Vitafood Europe in Barcelona, the Nutrition team partnered with our Taste team in Europe to present innovative applications that combined Carbery's high-quality whey proteins with Synergy's flavour expertise.



We presented our Optipep® RTD range of hydrolysed whey protein ingredients at the key clinical nutrition show, the 47th ESPEN Congress in Prague.



At Food Ingredients Europe (Fi Europe) 2025 Carbery was proud to exhibit as part of Bord Bia's Ireland Pavilion joining other leading Irish manufacturers in a vibrant presence that showcased the strength and innovation of Ireland's food and beverage industry.

CUSTOMER FOCUS CONTINUED



The US street food campaign.



Synergy and Carbery showcasing at Vitafoods.



The team in Brazil representing the company at Jornada da Alimentação, a key industry trade show held in Lajeado, Rio Grande do Sul, Southern Brazil.



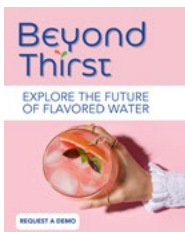
Our team in Asia working on taste modulation solutions.

Taste

US

Street Food: Synergy's Street Food campaign taps into the global cuisines trend by showcasing authentic flavours from regions like Mexico, Thailand, Korea, and India to inspire innovation across savoury, sweet, and beverage categories.

The Beyond Thirst campaign positions Synergy Flavours as a leader in the flavoured water category by aligning with consumer preferences for healthier, purposeful beverage choices.



Europe

Our marketing activity for European customers in 2025 centred around health conscious and clean label trends with the functional beverages campaign in both nutrition and beverage, which was extended into the dairy category through a functional yoghurts campaign. These campaigns made use of our Taste Modulation portfolio.

Brazil

Brazilian consumers are increasingly valuing local brands and flavours, many of which leverage regional tastes to strengthen emotional and cultural connection. Leveraging these trends, campaigns in Brazil included 'Wellness Rituals' designed to inspire consumers to nurture body and mind throughout the day, offering practical and indulgent options aligned with wellness trends. We also showcased our expertise in highlighting the benefits of natural extracts and concentrates in creating authentic flavours and functional profiles.

Asia

In 2025, we highlighted our Taste Modulation solutions, particularly masking and mouthfeel technologies, which support customers in addressing taste challenges in high protein and functional beverages. We also launched our Savoury Taste Boosters campaign, offering solutions across key tonalities such as cheese, beef and chicken. These innovations help customers enhance flavour profiles while delivering superior taste and cost efficiency.

Our people

Building the organisational backbone for sustainable growth.

Carbery's long-term ambition is to build a resilient, diversified global business capable of thriving in volatile markets.

Delivering on that ambition requires more than strong product portfolios and investment – it requires an organisation that can operate with clarity, pace and cohesion across regions.



OUR PEOPLE CONTINUED

In 2025, we continued strengthening the leadership, culture and capability foundations that enable disciplined growth at scale.

We recognised that the primary constraint on growth was not headcount – it was clarity, alignment and the flow of decisions across the organisation. Strengthening culture and leadership therefore became a strategic lever to ensure that every team, every process and every investment delivers greater value.

Our people are the driving force behind our performance – and the backbone of our long-term resilience.

An integrated operating system

Over recent years, we have built a more integrated people operating system – aligning culture, leadership expectations and strategy into a single, coherent rhythm.

This ensures that how we lead, collaborate, make decisions and how we execute strategy, work together, rather than in isolation.

Leadership that enables performance

Supporting our leaders is central to delivering sustained performance and enterprise alignment.

In 2025, we strengthened our leadership system across the Group:

- Introduction of structured 360° feedback for senior leaders, reinforcing accountability and development
- Expansion of global leadership development programmes
- Deployment of Manager Essentials and Positive Employee Relations training
- New partnership with Munster Technological University to develop future leaders within the agri-food sector
- Greater integration of performance management and talent reviews across regions

Our leadership model is simple and consistent and our expectations are embedded across the organisation. As a result, we are seeing stronger cross-functional collaboration, more intentional talent development and improved decision-making across the organisation.



Our Brazil team's monthly coffee with leadership gathering.



Our Singapore team celebrating the Diamond Jubilee.



MET Leadership Panel in the US.



Celebrating long service in Ballineen.

OUR PEOPLE CONTINUED

Shaping a culture that supports scale

Culture determines how effectively strategy is executed. Rather than leaving culture to evolve by default, we defined a clear target culture – one designed to support growth, interdependence and adaptability as Carbery expands globally.



In 2025, our culture audit and employee engagement survey confirmed meaningful progress in strengthening collaboration, leadership accessibility and cross-boundary working. Importantly, this shift is consistent across regions and levels – enabling alignment at scale.

Inclusion and diversity

Creating an inclusive and equitable environment is central to sustaining that progress. In 2025 we:

- Conducted inclusion focus groups across Ireland, the US, Italy and the UK, commissioned by the Global Inclusion & Diversity Taskforce
- Hosted and participated in cross-sector mentoring initiatives, including the AmCham Women in Global Organisations programme
- Strengthened dialogue around fairness, opportunity and leadership consistency
- Continued to improve diversity of thought across leadership and people manager levels

Inclusion at Carbery is not treated as a standalone programme. It is integrated into leadership expectations, talent processes and cultural accountability.

A data-enabled people function

Strong leadership and culture must be supported by disciplined systems. 2025 marked significant progress in digitising and simplifying our people processes. Using technology we have automated and streamlined certain key processes within the people function.

This digital enablement reduces friction, strengthens governance and supports faster, better-informed decision-making.

OUR PEOPLE CONTINUED



Ireland tea and chats.

Investing in capability and connection

As Carbery's global footprint expands, we continue to invest in building connection, capability and community across all regions.

In Ireland, regular "In the Loop" town halls strengthened transparency and engagement and our long service awards celebrated over 430 years of collective contribution. Continued support of the IWish STEM programme helped inspire future talent.

In the UK, bi-monthly 'Brew' mornings and quarterly town halls encouraged knowledge sharing and open dialogue.

In the US an active events committee created moments of



UK brew morning.

connection and celebration. The launch of a charitable giving committee brought our purpose – Enriching Lives, Together – to life through employee-led community initiatives. Students from the Boys & Girls Club were welcomed onsite for hands-on STEM experiences.

In Asia, investment in talent capability supported regional growth. Relocation of our Indonesia office and technical centre enhanced collaboration and innovation.

Across all regions, open communication, recognition and shared purpose remain central to how we strengthen engagement as we scale.



US Halloween gathering.

Looking ahead

The organisational infrastructure required for our next phase of growth is now firmly established.

2026 will focus on embedding and elevating – ensuring consistency, strengthening leadership accountability further, and deepening the performance impact of the system we have built.

DIGITAL UPDATE 2025

Enabling digital resilience

2025 marked the second year of Carbery's 2024–2026 Digital Strategy, with the objective of ensuring we are a digitally enabled, insight driven, and resilient organisation. Our focus this year remained on scaling our platforms and capabilities while embedding digital tools into the core of our functions across the globe.

Our continued investment in data, AI, automation, and cyber resilience supports our ambition to be a digital leader in global food manufacturing and strengthens our ability to innovate for customers and consumers worldwide.

Across the Group, our digital initiatives continue to support three strategic priorities:

- Driving operational efficiency through automation, smart manufacturing technologies, and connected systems.
- Enhancing innovation and customer experience through improved data and the application of artificial intelligence.
- Strengthening resilience in areas such as cybersecurity, governance, and digital literacy.

These efforts reinforce our commitment to building a smarter, more sustainable business capable of meeting evolving customer needs in global food and nutrition markets.

Real-time business

The expansion of real-time analytics across the Group is enabling the shift toward a truly data-driven, real-time business – where performance insights inform faster, smarter decisions across operations, commercial, and financial functions.

Awards and recognition

Our digital transformation efforts were recognised through industry award wins and shortlistings in innovation, sustainability technology, and AI adoption, reflecting the impact and ambition of our programme.

Looking Ahead

2025 has been a year of strong progress in our digital journey. With core platforms now firmly established, Carbery is well positioned to accelerate digital value creation in 2026 and beyond.



Global priorities



Scaling our digital foundations

The foundational investments made in previous years – spanning data infrastructure, cybersecurity, AI, core digital platforms and workforce upskilling – enabled scaled adoption and measurable impact across the business in 2025.



Technology investment

Across 2025, Carbery continued to invest in the enabling technologies required for long-term transformation.



Artificial intelligence and emerging technologies

2025 marked a decisive shift as AI moved from pilot to scaled application across Carbery, accelerating innovation and driving operational performance.



Data and analytics

Following the launch of a data analytics platform to support KPI tracking in 2024, the 2025 focus was on embedding analytics into operations across the company, enabling more informed and timely decision-making.



Automation and citizen development

Our automation programme continued to grow, delivering measurable efficiency gains. Workflows in finance, HR, supply chain, and customer service were automated, reducing manual tasks and improving accuracy.



Cybersecurity

In recognition of the evolving global threat landscape, Carbery continued to prioritise cyber resilience.



Digital skills and workforce enablement

Digital literacy continues to underpin our transformation journey. In 2025, over half of our employees globally completed digital training programmes, strengthening capability and supporting innovation across the organisation.

Our sustainability commitment

From our roots as a co-operative, with a commitment to responsible use of resources which now extends across all global sites, sustainability is at the core of Carbery. We understand our role in ensuring we have positive impacts on the environment and communities in which we source our food, operate, and the geographies we provide our products to.

2025 was the second year of Carbery's most recent three-year sustainability strategy, and the Group is making progress in achieving its ambitious goals.



Our five sustainability pillars



Emissions reduction

Our sector-leading approach to emissions reduction and ambitious targets drive us towards creating a greener future together.

[Read more - Pg. 32](#)



Circular approach

Our pioneering circular approach shapes a shared food system that is cleaner, reduces waste and is built to last.

[Read more - Pg. 34](#)



Supply chain stewardship

We are focused on building sustainable diverse and viable supply chains, with safety, quality and food security at the heart of everything we do.

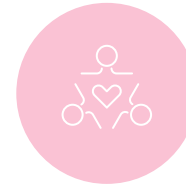
[Read more - Pg. 36](#)



Sustainable agriculture

Our innovative sustainable agriculture practices mean we can create a positive impact for our farmers, animals and the planet.

[Read more - Pg. 38](#)



Supporting communities

Supporting our communities sits at the heart of why we exist, because when our communities thrive, so do we all.

[Read more - Pg. 42](#)

Priorities for 2026

Development of roadmap to net zero emissions

Roll out and results of biodiversity mapping on the farms of our farmer shareholders

Commissioning and operation of the grass biorefinery and pilot AD plant at Farm Zero C

Validation of SBTi targets

Ongoing capital investments globally to meet our emissions and sustainability targets

Progress in 2025



Our alignment to the Science Based Targets initiative (SBTi) is in its final stages, with the group ensuring our Carbon Emission reductions are in line with the Paris Agreement. Our value-chain sustainability bonus, FutureProof, expanded in 2025, with Carbery offering suppliers up to 1.25cpl for implementing sustainability actions at farm-level.



We have seen a continued rise globally in our scoring on the EcoVadis platform which is a leading, globally recognised platform that provides evidence-based sustainability ratings and performance improvement tools for companies across 200+ industries.



For the fourth time in five years, our Ballineen facility has achieved gold member status from Origin Green, a reward for our positive contribution to climate actions, supplier initiatives, biodiversity and consumer health and nutrition.



Emissions reduction

Our sector-leading approach to emissions reduction and ambitious targets drive us towards creating a greener future together.

In 2025, Carbery Group continued to focus in on its efforts to achieve its decarbonisation strategic goals through several initiatives across the group.

On-site emissions reduction projects

Solar Installation – High Wycombe Site

This project saw the successful installation of 1,292 solar panels at our High Wycombe facility. The system generates approximately 560,000 kWh of renewable electricity annually, covering around 25% of the site's energy needs through self-generation. This marks a significant step toward reducing our carbon footprint and advancing our sustainability goals.

Solar US

At our US headquarters in Wauconda, we are in the early stages of developing an on-site solar project that is expected

to offset approximately 95% of the site's electricity requirements. In addition to significantly reducing our carbon footprint, the project will deliver long-term cost savings and provide protection against electricity market volatility.

Science Based Target initiative (SBTi)

Carbery Group has submitted its GHG emissions data to the Science Based Target initiative (SBTi), with our targets aimed to limit global warming to 1.5 degrees celsius or less. Our industrial target focuses on decarbonising our production facilities, laying out a target to achieve carbon neutrality by 2035. Our FLAG (Forest, Land, and Agriculture) target focuses on our supply-chain, with a primary focus on our farm-level GHG emissions. Carbery's targets will be validated in 2026.

Net Zero Pathway

The decarbonisation, necessary to achieve our industrial target, is supported by our Net Zero Pathway, which was completed in 2025. The completion of training to ISO standards by employees, and subsequent report allows Carbery to develop a roadmap to achieve carbon neutrality at our production facilities.

Scope 3 Development

Carbery Group continues to grow its sustainability reporting capabilities. In 2025, the group completed its latest Scope 3 impact project, measuring its carbon footprint across our entire value chain. The Group has developed reporting capabilities to perform this annually, allowing us to identify areas of improvement in our value-chain which will assist in decarbonising our supply chain. A summary of these results can be found under our global emissions indicators.

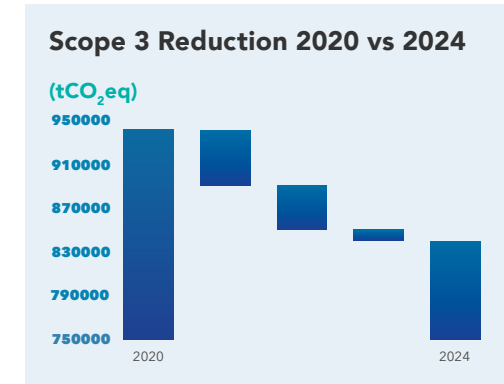
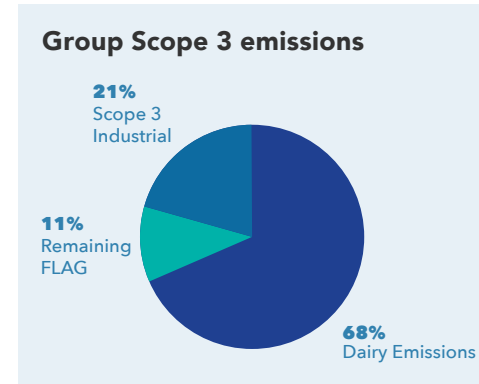
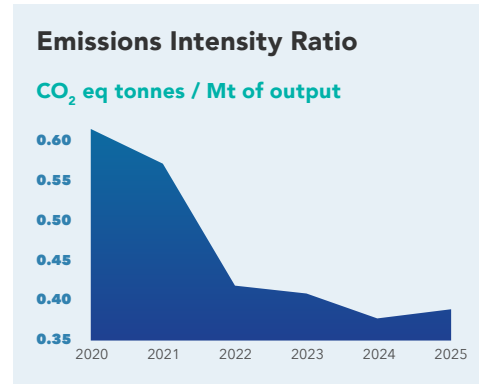
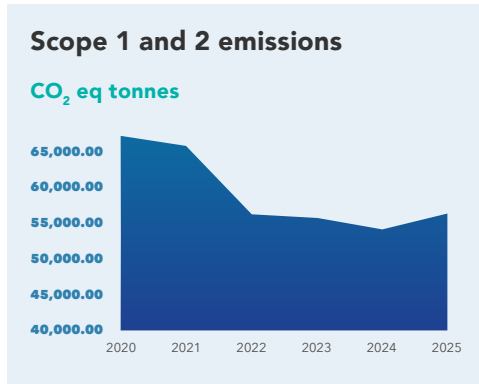
Climate Scenario Analysis

Carbery Group completed several climate scenarios in 2025, identifying risks and opportunities arising from potential climate change impacts. Leveraging information from the Intergovernmental Panel on Climate Change (IPCC) and utilising in-house data analytical tools, Carbery tested several scenarios which may impact the business. This work refines our risk assessments and allows us to identify potential avenues of opportunities for value-creation.



Solar panels at our High Wycombe facility.

GLOBAL EMISSIONS INDICATORS



Scope 1 & 2 GHG Emissions

Globally, Carbery Group’s Scope 1 and Scope 2 GHG emissions increased by 3.97% in 2025. This increase was driven primarily by higher milk volumes, record production output across the Group for the year, and higher gas usage in Ballineen compared to 2024 due to downtime of the plant’s Combined Heat & Power plant (CHP) that year. As a result, it was challenging to continue reducing absolute emissions in line with our Science Based Targets initiative (SBTi) commitments during the year.

Despite this, Carbery has achieved meaningful long-term progress. Since 2020, the Group’s absolute emissions have decreased by 16%, against a backdrop of increasing manufacturing

output by 34%. Our emissions intensity (tCO₂e per metric tonne of output) has continued to perform well, falling 36% since 2020.

Carbery remains firmly committed to achieving net zero emissions. As part of this journey, we will place greater strategic focus on reducing Scope 2 emissions, supported by enhanced energy efficiency, renewable electricity procurement, and continuous operational improvements across the Group.

Scope 3 Emissions

Carbery Group’s commitment to environmental stewardship continues to be reflected in our impactful initiatives, including the FutureProof sustainability bonus. In 2025, Carbery completed its latest Scope 3 greenhouse gas (GHG) emissions inventory assessment to better understand our value-chain impacts and ensure alignment with evolving standards and reporting expectations.

Between 2020 and 2024, Carbery achieved a 10.73% reduction in Scope 3 emissions, equivalent to an absolute decrease of 100,993 tCO₂e. The most significant reductions were

observed within FLAG (Forestry, Land and Agriculture) emissions.

FLAG emissions continue to represent the majority of Carbery’s value-chain footprint, with most emissions originating from dairy agriculture in West Cork, reflecting the nature of our operations and supply chain. Given their scale and importance, FLAG emissions remain a central focus of our decarbonisation strategy as we work closely with our suppliers and farmers to support sustainable practices and long-term emissions reductions.

Note: Scope 1 & 2 GHG Emissions for 2020-2024 have been restated to correct a duplication error identified in FY2025. Corrections were made in accordance with GHG Protocol baseline recalculation and transparency guidance.



Circular approach

Our pioneering circular approach shapes a shared food system that is cleaner, reduces waste and is built to last.

We prioritise the efficient management of our resources and continuously work to improve our waste practices.

In Ballineen, our processing is based on a circular economy model that has been in place since the early 1980s.

In 2025, we have expanded our expertise in valorising products by partnering with a large consortium on a project to look at developing co-products from rye grass.

In our flavours business, we have lots of examples where by-products from some of our side streams are valorised.

Circular coffee

Coffee is a key ingredient at our site in Hamilton, Ohio, producing several tons of solid coffee byproduct each day. Instead of sending this material to landfill, we partner with a local composting farm where it naturally biodegrades.

After roughly six months, the nitrogen-rich compost is ready to be returned to the land as a wholly natural, organic fertiliser. Research shows that coffee-based compost enhances microbial activity in soil, supporting healthier soil structure and greater biodiversity, hence regenerating the soil.

Valorising vanilla

We use the full vanilla bean in our Wauconda plant. Every part of the pod and seeds is utilised in our extraction and finishing processes, creating high-quality ingredients with no waste. This approach supports our zero-waste ambition.

Adding value with AD

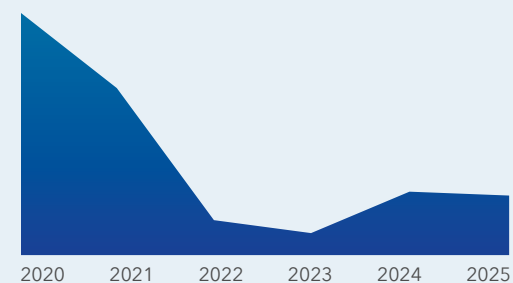
Our savoury facility in Chicago is a zero-waste-to-landfill site. By-products are sent to a nearby anaerobic digester where they become renewable biogas. The resulting digestate supports soil health on Illinois farmland.



We use the full vanilla bean in Wauconda. Every part of the pod and seeds is utilised in our extraction and finishing processes.

Water Intensity Ratio

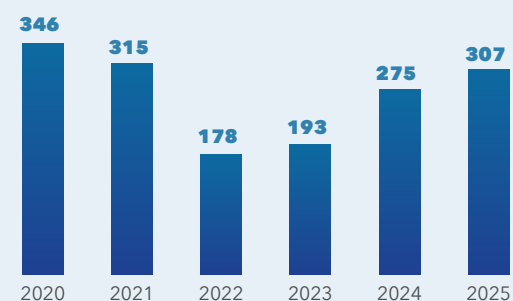
M3 / Mt of Output



Water consumption increased in 2025 by 2.51%, driven by higher production volumes across almost all of Carbery’s global operations. Water conservation remains a core focus area for the Group, and despite a rise in absolute usage we are glad to report a reduction in water intensity (2025 v 2024) which measures water usage against tonne of product produced. Since our 2020 baseline year, Carbery has reduced the amount of water used per metric tonne of output by 19%. Carbery remains committed to reducing both the intensity and absolute use of water across our sites.

Group waste to landfill

metric tonnes



2025 saw an increase of 32 Mt (+11.64%) in our Waste to Landfill disposal. We have an ambitious target of reducing waste to landfill by 50% compared to a baseline of 2020. We are confident we will meet that target in 2026 as projects are underway to identify additional landfill diversion of waste streams in our US facilities.

CIRCULAR APPROACH CONTINUED

Grass biorefinery project

We have begun construction of the new integrated grass biorefinery, and anaerobic digestion unit based on Shinagh Estates dairy farm. The pilot demonstration unit has been funded by the Department of Agriculture Food and the Marine and will demonstrate the potential to valorise grass and other biomasses to produce a variety of different products such as ruminant and monogastric feeds, human grade white protein, anaerobic digestion feedstocks and biostimulants.

The pilot plant will place a crucial role in the Circ Bio-Based Europe Joint Undertaking project, Rural BioReFarmeries, an €8.7 million-euro collaborative project which is being led by MTU and consists of eight other Irish partners, including Carbery Group and Barryroe Co-operative.



Products made from a small scale grass biorefinery at MTU, these are; silage, press cake and filtered silage juice.

Circular economy at Carbery

Our Ballineen facility is an exemplar model of the circular economy in action by maximising resource efficiency through waste valorisation. The plant converts dairy by-products, specifically whey, into 12 million litres of bioethanol, uses anaerobic digestion to produce renewable energy, and creates organic fertiliser from waste, significantly reducing carbon emissions.

Waste valorisation in Italy

The Italy team successfully diverted production process waste from landfill to anaerobic digestion, achieving an estimated annual reduction for 2025 of 3.9 tonnes of landfill waste.

Alcoholic distillate recovery

Alcoholic distillates are now separated and sold to an external contractor for ethanol rectification and recycling. This transformation turns a former waste stream into a valuable by-product, contributing to circular economy principles.

On-site sustainability projects

US

In Chicago, the focus is on waste diversion. The site redirected landfill material towards energy recovery, helping progress our landfill-reduction target. During the summer of 2025 the Chicago team also completed a site cleanup. A grain based by-product from our Chicago location is used as a feedstock for an anaerobic digester and used to fertilise farmland.

The Hamilton team completed a Kaizen project to identify water-reduction opportunities.

The Wauconda green team introduced a new office-based recycling programme, led two local clean ups and partnered with a local battery and electronics recycler to establish onsite e-waste collection.

The team also partnered with the Wauconda Park District to support the annual electronics recycling drive. The Wauconda team completed a review of the sites' landfill waste to identify waste that can be recycled.



Our Wauconda team introduced a new office-based recycling programme.

Packaging innovation

Ballineen is progressing targeted projects aimed at reducing environmental impact through packaging innovation. Current efforts focus on introducing lower-micron pouches to minimise material usage. In parallel, we are actively evaluating upcoming EU Packaging and Packaging Waste Regulations to identify compliant and sustainable materials for future trials.



Supply-chain stewardship

We are focused on building sustainable diverse and viable supply chains, with safety, quality and food security at the heart of everything we do.

We are working to ensure our total supply chain, across the business as a whole, is sourced ethically, paid fairly, and meets international guidelines. For our downstream supply chain, we are always looking at ways to optimise recycled packaging, economic transport options and responsible sourcing.

Across Ireland, the US, UK and Italy, our sites are SMETA 4 accredited meaning they meet standards across labour, health and safety, environment and business ethics.

On the dairy side of our business, this means ensuring that we are supporting our farmer shareholders through paying a fair price, protecting the family farm model and promoting a positive image of farming.



Sustainable vanilla sourcing

We continue to support the Sustainable Vanilla Initiative, supporting ethical sourcing, farmer livelihoods, and traceability. Synergy's continued partnership with the Madagascar Development Fund enabled the construction of a 14th school

in nine years, directly benefiting vanilla-growing communities. Together, these initiatives reflect our broader purpose of building sustainable and equitable value chains from source to consumer.

Milk price

Throughout 2025, Carbery continued to pay the leading milk price to our farmer shareholders, with milk price for the year averaging 47.44cpl. We also supported farm incomes with SCC and our sustainability bonus FutureProof. We have also contributed to the Stability Fund which will be used to support milk price in 2026 if market performance continues to lag.

Ensuring our farmer shareholders have an income that supports them and their families is a priority Key Performance Indicator (KPI) for the business, and the reason at the centre of expanding our business and driving strong performance.

Farmer welfare conference

Carbery hosted its sixth annual event dedicated to farmer wellbeing at the Celtic Ross Hotel, Rosscarbery. The evening celebrated the positive aspects of farming and featured two insightful panels on mindset, performance, and resilience.

Marty Morrissey opened the event with an audience of Carbery farmer shareholders and their families. Marty chaired a panel of Carbery farmers—Margarite Crowley, John Cullinane, Denis O'Donovan, and Lawrence Sexton—who discussed maintaining a positive outlook, balancing family and farm life, and offered advice for those facing challenges. This was followed by an Olympic sports star panel, consisting of Rob Heffernan (Olympic race-walker), Marian Heffernan (4x400m relay Olympian), and Nicola Tuthill, who made her Olympic debut in 2024 in Paris in the hammer-throw competition, and whose family is one of the 1,124 suppliers to Carbery.



Inspiring the next generation of farmers

Carbery also continued its school visit programme, bringing students onto local farms to experience "real dairy farming" first-hand. These visits give young people a unique opportunity to see where their food comes from, understand modern farming practices, and spark early interest in agriculture as a viable career. To make this initiative even more accessible, we launched a dedicated school visits website in 2025, streamlining the booking process and enabling us to reach more schools across West Cork.

Together, these initiatives reflect Carbery's commitment to education, sustainability, and community engagement, ensuring a strong future for dairy farming.

SUPPLY CHAIN STEWARDSHIP CONTINUED

Supporting the future of family farming

Ensuring the long-term sustainability of family farming in West Cork remains a strategic priority for Carbery. In 2025, we accelerated our generational renewal programme in response to farmer demographics and our shareholder census findings. Working alongside our four shareholder co-ops and Teagasc, we advanced a coordinated industry roadmap to support smoother transitions for retiring farmers and create opportunities for new entrants.

Q2 2025



In May an open day on Gurteen share farm demonstrated successful collaborative farming models, financial viability and tax and legal guidance.

Q3 2025



In July we held a strategy workshop with farmers, coop dairy managers, and Carbery leadership to review available succession models.

July and August saw the Real Deal Campaign, showcasing West Cork farmers' sustainability and innovation journeys to a wider visiting audience.

Q4 2025



In October a clinic focused on transferring the family farm gave specialist advice to shareholders on transfer planning, share, tax and governance.

In the same month Carbery represented the region at the EIT Next Bite Conference, sharing farmer perspectives on generational renewal and outlining emerging sustainability and transition opportunities.

Generational renewal was a core focus in November at the 2025 Carbery Roadshows, ensuring farmer feedback was central in shaping the new strategy.

To round out the year in December our Generational Renewal Strategy was finalised.

Looking Forward

Carbery remains committed to securing the future of dairy farming in West Cork through coordinated industry planning, farmer-led supports, and practical pathways for both retiring and incoming farmers. In 2026, we will launch and begin the implementation of our generational renewal strategy, strengthening our long-term commitment to family farming and milk supply resilience across the region.

Throughout 2025 we completed several surveys examining local succession challenges and supports. Farmer interviews and census data were used to support planning. Multiple planning sessions were held with shareholder co-ops and Teagasc specialists to design a structured succession support framework.



Sustainable agriculture



Our innovative sustainable agricultural practices mean we can create a positive impact for our farmers, animals and the planet.

Our activities in 2025 to promote and support sustainable agriculture practices included the expansion and increase of FutureProof sustainability bonus, a continuing focus on water quality initiatives, succession planning and continuing the great work on Farm Zero C, along with our Monitor Farmers.



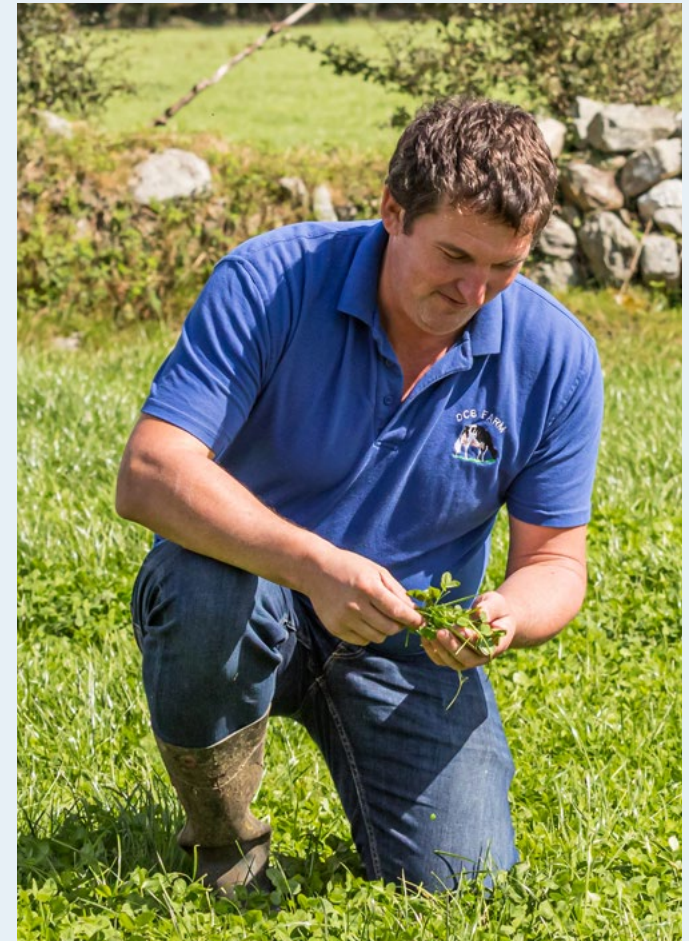
CARBERY

FutureProof

FutureProof 2025

In 2025, Carbery expanded the FutureProof sustainability bonus, adding additional criteria of purchasing and spreading of lime to enhance soil health. This, along with work on our existing criteria of Economic Breeding Index (EBI), milk recording, nutrient balance score and usage of protected urea allows Carbery suppliers to reduce carbon emissions, protect water quality and promote animal health. Each initiative is aimed to incentivise more sustainable farming practices, ensuring a successful future for dairy farming in West Cork. To promote these actions, Carbery raised the price of the bonus from 1cpl of milk to a potential 1.25cpl, on the completion and implementation of initiatives.

For 2025, a total of €5.8 million was paid out to Carbery's shareholders, ensuring 88% of our farmer suppliers engaged with FutureProof, and a total of 90% of Carbery's milk pool was covered by the bonus. Since the FutureProof programme began in 2022 over €18 million has been paid out to Carbery suppliers for sustainability actions on the ground.



SUSTAINABLE AGRICULTURE CONTINUED

Water quality highlights

440EIP applications
submitted**€3.5m**worth of water quality
measures approved**€500,000**

funding drawn down

200suppliers attended water
quality training sessions**Water Quality / EIP**

Support for water quality measures for our farmer suppliers is through two channels - shareholders are incentivised to have a nutrient balance score as part of the conditionality of receiving a FutureProof bonus. Secondly, our farm sustainability advisors have focused on ensuring that Carbery shareholders are taking full advantage of the funding support for water quality measures available under the EU- funded EIP programme.

By the end of 2025, 440 EIP applications had been submitted on behalf of Carbery suppliers to implement measures that will improve water quality. Carbery suppliers are approved for over €3.5 million worth of measures and have drawn down over €500,000 worth of funding so far. These measures include the establishment of hedgerows, willow beds, banded drains, tree planting and other nature-based solutions and measures that will improve water quality.

In the last quarter of 2025, over 200 suppliers attended training courses solely focused on water quality, run by Carbery ASSAP advisors. They gave suppliers information on local water quality, new regulations, yard management, nitrogen surplus and nature based solutions.

Sustainability education

In 2025, 11 of our farmers enrolled in UCC's "Introduction to Sustainable Dairy Farming" course, reinforcing the strong commitment among our suppliers to adopt best practices at farm level. This engagement builds on previous education initiatives and demonstrates the eagerness of our farming community to lead in sustainability. Looking ahead to 2026, Carbery plans to expand education opportunities even further, ensuring our suppliers remain at the forefront of sustainable dairy production.

**Biodiversity Mapping Project**

As part of our sustainability strategy, Carbery has committed to the rollout of biodiversity satellite mapping across our entire farmer supply chain. This initiative, introduced at our recent Carbery Roadshows, received an exceptional response showcasing the pride our farmers have in biodiversity and sustainability on their farms. Using high-resolution satellite imagery and advanced AI models, the project will deliver detailed insights into:

- Habitat quantity
- Habitat quality
- Landscape features that support nature

These insights will enable Carbery to build a comprehensive biodiversity baseline across our supply chain. We look forward to sharing the results in 2026.

SUSTAINABLE AGRICULTURE CONTINUED



Farm Zero C

Phase 2.0 Kick Off:

In January, we kicked off phase 2.0 of the Farm Zero C project. Phase 2.0 of the project features four core work packages:

Work Package 1: Work Management

Work Package 1 of Farm Zero C is centred around the work taking place on Shinagh Estates Dairy Farm and communications. The project continues to collect environmental data from the farm, measuring areas such as weather, soil carbon sequestration and water nitrate levels. We also conducted Climate Scenario Analysis last year for the West Cork area to see what effect a rise in global temperatures may have on the region. Communications and dissemination is also a key pillar of Work Package 1. Farm Zero C launched its quarterly newsletter and social media channels on Facebook, Instagram and LinkedIn.

Work Package 2: Methane Mitigation (University College Dublin)

The enteric methane mitigation work package is based on UCD Lyons Estate farm and is focused on enteric methane mitigation. The first trial of this work package took place towards the end of the year. The trial began at the end of September and ran until the end of November. There were two groups of dairy cows involved in the trial. One treatment was fed with a linseed oil product and the other group was a control group fed a normal dairy diet. Data is currently being interpreted for this trial. There are more grazing trials planned for this work package in 2026.

Work Package 3: Soil Health (University College Cork)

The soil health work package, based in UCC, completed two of its planned trials in 2025. The first of these trials took place in the summer, looking at the nitrogen replacement value of

separated slurry. Slurry was separated into solid and liquid fractions. Different separated slurries were compared with raw slurry and acidified slurry. The initial results show an increased nitrogen uptake from separated liquid slurry. This trial is planned to be repeated again in the springtime. The second trial will compare different lime application rates on clover establishment. The plots were limed in October last year and will be reseeded again in the spring time to see how these rates will affect clover establishment.

Work Package 4: Social Science (Teagasc)

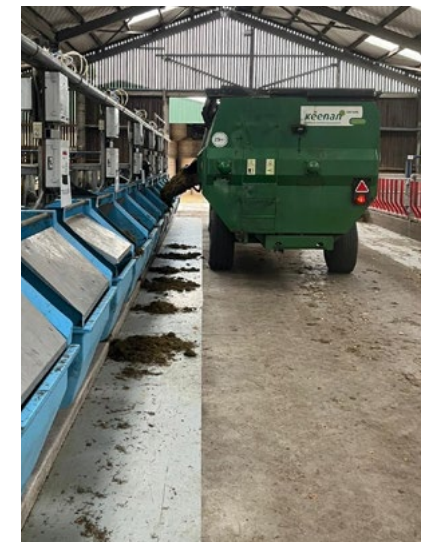
The focus of Work Package 4 is Social Science. The work package will focus on how both farmers and members of the public perceive sustainable dairy practices and their importance. The PhD student on this work package began in January 2026 and will be collecting data throughout the year.

Shinagh Farm Update:

The herd at Shinagh produced 447 kgs milk solids per cow supplied at 4.67% Fat and 3.86% Protein, with a 91% six week calving rate in 2025. This delivered a price of 58.7 cent /litre at 138,000 SCC average for the year. 880 kgs of ration were fed per cow for the year, with an average of 250 cows milked for the year on 102 hectares. The herd has an average Economic Breeding Index (EBI) of €183, which puts it in the top 3% of EBI's in Ireland. Grass growth for Shinagh in 2025 was 12.5 tons grown on 186 kgs chemical N/ha.

Monitor Farmer Group

A key focus area for the Farm Zero C project is to scale successful technologies from Shinagh Estates dairy farm out to other farms in the Carbery catchment. This year, Carbery partnered with ClimateKIC and GlasPortBio to install the GasAbate slurry amendment system onto another nine Carbery farmers in the Monitor Farmer joint programme with Teagasc. This technology automatically injects slurry with an additive that inhibits bacteria from breaking down the slurry. This reduces methane from slurry by almost 80% and ammonia emissions by 50%. The group has also partaken in a project to monitor bird activity on habitats on their farm with Trinity College Dublin.



CARBERY MILK QUALITY & SUSTAINABILITY AWARDS

The Milk Quality and Sustainability Awards marked their 21st year in 2025, continuing the proud tradition of showcasing the very best of Irish dairy farming. This event not only celebrates the exceptional quality of milk produced by Carbery farmers but also highlights their unwavering commitment to sustainability and biodiversity.

Darren Buttimer, supported by his wife, son, three daughters, and farm worker Richard Jennings, milks 250 cows achieving an impressive average milk solids of 524kg. The farm boasts extensive slurry storage and is surrounded by rich natural vegetation, fostering biodiversity and environmental stewardship.

"It's an honour to be recognised; a nice acknowledgment of the work that goes in every day."


Darren Buttimer

★ OVERALL WINNER




Buttimer Family Farm, Lyre
"It's a great quality of life. There are two busy seasons, once calving and sludge are done, things ease up and you can take time off."

Lisavaird Co-Op



Crowley Family Farm, Ballineen
"It's not the easiest thing to get into, but patience is everything, even if you breed a good call, it's two years before you'll see the results. Rome wasn't built in a day."



Darrah Kennedy, The Lisavaird Farm
"It's a huge privilege to represent Lisavaird in their 100+ year. Follow your dreams, travel, learn from others and never be afraid of hard work."

1 DRINAGH WINNER



O'Donoghue Family Farm, Leap
"This is real food, and sometimes that is undervalued. Being nominated reflects all the hard work we've put in together as a family."

Drinagh



Cullinane Family Farm, Kealkil
"Being nominated is a great honour. We didn't expect it, it's just lovely to be acknowledged for the work that goes in every day."



Hill Family Farm, Leap
"Being nominated is a great feeling. After starting back into dairying and keeping the family farm going, it's nice to see the effort recognised."

1 BARRYROE WINNER



Kirby Family Farm, Ballinascarthy
"It's about the countryside, the cows, and the satisfaction of seeing progress year after year. We're proud and honestly a bit stuck for words to be nominated."

Barryroe CO-OPERATIVE LIMITED



Roche Family Farm, Kinsale
"Try your best nothing complicated, just do the right thing. What works for you might be different to someone else."



Galvin Family Farm, Kinsale
"Farming gives you balance, you're in charge of your own destiny and there's nothing better than working close to home, with family by your side."

1 BANDON WINNER



Kelleher Family Farm, Bandon
"You work to live, not live to work. Have good people around you who'll challenge you and always make time for life outside the farm."

Bandon co-op



Crowley Family Farm, Ballineen
"It's a vocation, not just a job. We love what we do, and it's a privilege to be recognised for the work we've put in together as a family"



Jennings Family Farm, Enniskean
"It's a massive achievement to be nominated. It shows we're doing something right and it's great recognition for the hard work that goes into producing quality milk, 365 days a year."



Supporting communities

Supporting our communities sits at the heart of why we exist, because when our communities thrive, so do we all.

Across all of our global sites, we are committed to supporting our local communities, donating time, money, expertise and products to support schools, sports groups, charities, volunteer organisations and local events. Employees are encouraged to volunteer and to support local initiatives.

At a company level, we are also proud to give longer term strategic support to a number of key initiatives across the countries we operate in. Through these combined efforts, our teams continue to embody Carbery's purpose of enriching lives together and, demonstrating how collective action drives meaningful global impact.

Thanks to all our colleagues who give their time and their financial support to community initiatives all over the world.



Singapore, colleagues delivered Christmas craft and sports sessions for children in the local community.



UK colleagues volunteered at the One Can Trust warehouse.



STEM Education Day in Wauconda.

Caring for vulnerable families

Several regions focused on supporting families facing food insecurity and financial strain.

In the US, colleagues at the Chicago site prepared 300 sandwiches every month for Port Ministries, while teams also took part in the Candy Club food packing event, assembling more than 3,000 meal kits. In the UK, colleagues volunteered in the One Can Trust foodbank warehouse, helping with sorting, packing and deliveries, and also donated directly to food collections.

Holiday initiatives were also a consistent feature. Employees in the US collected over 100 toys for the Toys for Tots programme and participated in an "Angel Tree" gift drive for local families. In Ireland, colleagues prepared 82 Team Hope shoeboxes for children in Eastern Europe and Africa. These contributions provided timely support and offered families some relief during moments of need.

Empowering young people

Across regions, teams worked with local schools and youth organisations to help expand opportunities for young people.

In the US, the Wauconda site hosted a STEM Education Day for Boys & Girls Club students, offering a look at the real world applications of science and engineering in food manufacturing. The same site also organised a Back to School Drive, supplying essential items to a local primary school.

In Ireland, team members hosted the I Wish programme to encourage young women to consider careers in STEM. In Singapore, colleagues delivered Christmas craft and sports sessions for children in the local community. Across all of these activities, the aim was to help young people feel supported, included and better equipped for the future.

COMMUNITY CONTINUED



Our team in Brazil supported ARCA Vinhedo in the 8th edition of the ARCA Run.



Our UK team continues to actively engage in monthly litter-picking initiatives within the local community.



Members of the Hamilton team participated in the "Run for Your Bones" Halloween 5K.

Championing health and wellbeing

Health focused initiatives ranged from direct donations to hands on volunteering.

In Italy, the team continued its support for the Burlo Garofolo Maternal and Infant Hospital, contributing funding to enhance neonatal and maternal care. In Ireland, employees raised funds for the Irish Cancer Society, through events organised by the local charity committee.

In Brazil, the team supported the ARCA Run for the second year, helping raise funds for an organisation working with more than 200 vulnerable families. Our Singapore team supported the Singapore Lacrosse Association with nutrition products as the team prepared for international competition. Meanwhile, awareness building efforts continued in Italy, where employees promoted blood donation across the site. Together, these initiatives reflected the different ways our regional teams engage with community health priorities.

Protecting our environment

Environmental stewardship remained a shared theme.

In the UK, employees continued monthly litter picking events to help maintain local public spaces. In Ireland, colleagues took part in a beach clean in Courtmacsherry with the Cork Nature Network. Teams also supported grounds maintenance at Marymount Hospice, helping create a calm outdoor environment for patients and families. These activities, though varied, supported biodiversity and strengthened community spaces.

Fostering inclusion and belonging

Regional teams also partnered with organisations that promote social inclusion.

In the US, colleagues supported The Barracks Project, which provides resources and community support to veterans, and participated in a fundraising 5K, benefiting CASA, an organisation advocating for children in the court system. The US Regulatory Team also crafted nearly 100 cards for hospitalised kids, offering encouragement to children in long-term care.

In Ireland, support for inclusive sports continued through the West Cork Jesters, including assistance with international participation. Fundraising events for Special Olympics Ireland and volunteer activity with Field of Dreams, a charity empowering adults with Down Syndrome, supported organisations promoting inclusion. These efforts reflected the importance placed on ensuring that all community members - particularly those facing barriers - feel supported and represented.

COMMUNITY CONTINUED

Strengthening local organisations and culture

Across regions, teams maintained and expanded partnerships with local organisations, clubs and cultural groups. In Ireland, employees supported the development of the Bandon Athletic Club track as Diamond Sponsors, while also contributing to events run by Dairy Women Ireland and Macra na Feirme.

In Brazil, colleagues participated in community races supporting local social projects.

Local charity committees across sites organised fundraising events - from bake sales to fitness challenges - helping channel support towards a wide range of community needs.

Impact and outcomes

Our community engagement in 2025 was shaped by local priorities, longstanding partnerships and the initiative of colleagues who recognise needs in their own communities. The activities varied - from hands on volunteering to targeted fundraising and sponsorship - but each represented a practical way to help strengthen the places where we live and work.



In Wauconda, Synergy employees organised a Back-to-School Donation Drive, collecting and delivering essential school supplies to a local elementary school.



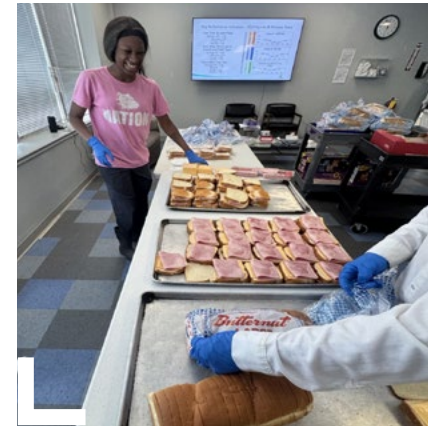
Beach Clean in Courtmacsherry with Cork Nature Network, helping to protect marine ecosystems and maintain local coastal areas.



The Synergy US Regulatory Team in Wauconda took part in a national initiative by crafting nearly 100 cards for hospitalised kids.



Gardening at Field of Dreams, an initiative by Down Syndrome Cork, where volunteers worked alongside adults with Down syndrome to enhance outdoor spaces and support skill-building programmes.



Packing sandwiches at the Morgan Street site.

These activities reflect our commitment to sustainability, inclusion and community wellbeing, while fostering teamwork and social responsibility across our organisation.

Report of the committee

Principal Activities

Carbery Creameries Limited and Subsidiaries (“the Group”) is a leader in the development, manufacture and supply of cheeses, dairy and nutritional ingredients and flavours. Innovation is central to each of our strategic business platforms where we are continuing to develop our next generation of nutritional ingredients, natural cheese and flavour solutions for a growing global customer base.

The Group operates across many global geographies with facilities comprising research and development, manufacturing and commercial capabilities in Ireland, the UK, mainland Europe, the USA, South America, and Southeast Asia.

The Group continues to grow both organically and acquisitively from its European, Asian and Americas’ based businesses.

Review of the Business

Results and Dividends

Group turnover increased by 8% in 2025 to €723.0m (2024: €668.0m). On a constant currency basis turnover increased by 10%. Group EBITA (operating profit before interest, exceptional costs, amortisation of goodwill and other intangibles, share of profit/losses in joint ventures and tax) decreased by 3% to €29.7m (2024: €30.5m). On a constant currency basis EBITA increased by 3%. Profit before taxation on ordinary activities (excluding exceptional and once off items) in the financial year amounted to €21.8m compared with a profit of €21.0m in the year ended 31 December 2024.

After recognising a taxation charge of €6.4m (2024: €6.9m) a profit of €15.3m has been transferred to reserves (2024: €14.2m).

Group net debt decreased to €34.3m at 31 December 2025 (2024: €39.5m). Group debt is presently funded by bank term debt and revolving credit facility borrowings with repayments of between one- and six-year duration.

Dividends

Other than dividends of €0.9m paid during the year to “A” shareholders on shares held in wholly owned subsidiary companies, the Committee does not propose to pay a dividend. Free cash flow for the Group decreased in 2025 by €3.1m to €20.1m (2024: €23.2m) (non-GAAP).

Results for the year

Details of the results for the year are set out in the consolidated income statement on page 52 and in the related notes forming part of the financial statements.

Capital Structure

The Group finances its operations principally through cash generation, working capital facilities and bank debt.

In February 2022, the Group completed a refinancing of its primary bank facilities with Allied Irish Banks, Bank of Ireland and Rabobank comprising term debt, revolving credit facilities (RCFs) and ancillary lines of credit. As part of this refinancing, we were proud to take an industry leading position in signing up to Sustainability Linked Loan principles by agreeing ambitious Sustainability Performance Targets (SPTs) through 2022 to 2026 for water consumption, waste to landfill and Scope 1, 2 and 3 related sustainability indicators.

Share Capital

Details of the share capital are shown in Note 19

of the financial statements.

The share capital is divided into ‘A’ and ‘B’ ordinary shares, the respective rights of which are detailed in Note 19. During the year ended 31 December 2025, the rules of the Society were amended to facilitate the sub-division of all A and B shares of €1.00 each into A and B shares of €0.20 each. This amendment was approved at a Special General Meeting held in August 2025. As part of this change all existing shares were subdivided in line with the nominal share capital sub-division. Additionally, all processing notes existing under the milk share supply scheme were cancelled and converted into ‘B’ shares. At year end 31 December 2025 there were 379.0m ‘A’ ordinary shares issued and 56.1m ‘B’ ordinary shares issued.

Milk Supply Share Scheme

The Milk Supply Share Scheme was launched for the milk suppliers of the Group’s parent society ‘A’ shareholders during 2012. The purpose of the milk supply share scheme was to ensure that Carbery was well positioned to efficiently manage the growth in milk supply volumes subsequent to the removal of milk quota limits which occurred on 1 April 2015. In addition, the scheme is designed to enable milk suppliers share in the future growth of Carbery by the provision of an exit mechanism for suppliers retiring from milk supply in the future.

In August 2025, the Board approved amendments to the Milk Supply Share Scheme. As a result of these amendments, all processing notes relating to both current and future offerings were cancelled. All processing notes outstanding at the amendment date were converted into B Shares on a one-for-one basis.

In conjunction with the amendment, the Company implemented a subdivision of its nominal share capital, whereby all existing

shares were subdivided in accordance with the approved subdivision ratio. Following the subdivision, a share split was effected under which five ‘B’ Shares were issued for every one ‘B’ Share previously in issue. The amendments were undertaken to simplify the capital structure and align supplier participation through direct equity ownership. The revised scheme continues to require suppliers to hold a minimum of 25 B Shares per 1,000 litres of milk supplied and permits suppliers to hold up to a maximum of 150 B Shares per 1,000 litres supplied.

In 2021 the Board of Carbery introduced the Share Redemption Exit Plan (SREP) as part of the Milk Supply Share Scheme. The purpose of the SREP is to enhance the manner in which long-term milk suppliers can share in the equity value being created by Carbery. Under the SREP, retiring milk suppliers whose milk has been supplied to Carbery for not less than 20 years may qualify for an enhanced value (equivalent to one bonus B share for each two B shares held) at retirement for each B share held under the Milk Supply Share Scheme should they apply to have their shares redeemed (and subject to their application being approved by the Board). Shares were issued and redeemed under the SREP scheme each year since 2023 including 2025.

Other Committees

The Board has established committees to help it discharge its responsibilities in compliance with appropriate corporate governance standards. Two such committees established by the Board are the Audit Committee and the Remuneration Committee.

These committees have specified terms of reference outlining their respective roles and the delegated authority of the board.

REPORT OF THE COMMITTEE CONTINUED

Audit Committee

The Audit Committee is chaired by Mr. John O'Brien and in 2025 its other members included Mr. Martin Dineen, Mr. John Hurley, Ms Eilis Mahon, Mr. Donal McCarthy and Mr. Michael Sexton. All members of the Committee are determined by the Board to be independent non-executive directors. The Audit Committee met six times during the 2025 financial year. Under its terms of reference, the Audit Committee monitors the integrity of the Group's financial statements, the independence of the external auditor, internal audit and risk management functions. The Committee is also responsible for monitoring the effectiveness of the external audit process and making recommendations to the Board in relation to the appointment, reappointment and remuneration of the external auditor. As appropriate, the Audit Committee is supported by expert independent professional advice on industry best practice.

Remuneration Committee

The Remuneration Committee is chaired by Mr. Vincent O'Donovan and in 2025 its other members included Mr. James Healy, Mr. John Hurley, Mr. Donal McCarthy, Mr. John O'Brien, Mr. Michael Sexton and Mr. Jerry O'Neill. All of whom are determined by the Board to be independent non-executive directors. In delivering its responsibilities regarding remuneration policy for the Carbery Group, the Remuneration Committee applies robust governance standards to its decisions.

As appropriate, it is supported by expert independent professional advice on industry best practice, including benchmarking and other remuneration matters within its remit. The principal responsibilities of the Remuneration Committee are to establish and maintain a remuneration policy for the Group and to approve the remuneration arrangements for certain senior executives, including the Chief Executive. The Committee is also responsible for the remuneration policy in regard to the Group's international senior executives, including those working with Synergy in global markets.

A key objective of the Group remuneration policy is to attract, retain and incentivise senior executives to grow shareholder value for the long-term benefit of Carbery's shareholders. In this regard, the Committee is responsible for approving the terms of the Long Term Incentive Plans (LTIP) for certain senior executives responsible for the strategic development and future growth of the business.

The Committee, at its discretion, is also responsible for making recommendations to the Board in respect of the remuneration and expenses payable to Board members.

The Remuneration Committee met two times during the 2025 financial year.

Attendance at scheduled Board and Committee meetings during the financial year under review was as follows:

| Board Member | Board | Audit Committee | Remuneration Committee |
|-------------------|-------|-----------------|------------------------|
| Vincent O'Donovan | 12/12 | | 2/2 |
| John O'Brien | 6/6 | 3/3 | 1/1 |
| John Hurley | 12/12 | 3/3 | 2/2 |
| Jerry O'Neill | 6/6 | | 1/1 |
| Donal Mc Carthy | 6/6 | 3/3 | 1/1 |
| Seamus Daly | 12/12 | | |
| Eilis Mahon | 12/12 | 6/6 | |
| Peadar Murphy | 11/12 | | |
| Michael Sexton | 6/6 | 3/3 | 1/1 |
| Martin Dineen | 12/12 | 6/6 | |
| James Healy | 12/12 | | 2/2 |

Mr. Donal McCarthy, Mr. Gerard Brickley and Mr. Michael Sexton resigned from the Board of Carbery in 2025, they were replaced by Mr. Jerry O'Neill, Ms. Eilis Mahon and Mr. John O'Brien.

Important events since the year end

Since the year end, participating shareholders have received the FutureProof bonus payment from Carbery. 90% of the annual milk volume supplied for 2025 qualified for a FutureProof payment.

Dairy commodity markets continue to be finely balanced and the Group continues to monitor markets closely to minimise any financial impact to the Group's operations.

No other significant events affecting the Group since year end noted.

Future Developments in the Business

As we end year two of the 2024-2026 cycle, our strategy process has been shaped by a commitment to flexibility, with mid-year check-ins and ongoing reviews ensuring we remain responsive to evolving market dynamics. This approach has enabled all regions to deliver strongly against their strategic priorities.

For Synergy Asia, our focus has been on accelerating growth in key categories, driving operational efficiency, and leveraging digital tools to enhance business processes. Talent management and culture initiatives are embedding well, while sustainability actions are underway to secure long-term success. All major projects remain on track, with regional kick-off meetings planned to realign priorities for 2026.

In Synergy Europe, growth continues to be led by the nutrition and beverage categories, supported by operational excellence programmes that have delivered significant capacity increases and cost

REPORT OF THE COMMITTEE CONTINUED

Future Developments in the Business (Continued)

efficiencies. People and culture programmes are strengthening agility and engagement across the region. Digital automation is delivering substantial efficiency gains, and ESG initiatives, such as solar energy and waste management, are generating tangible results.

In Synergy Brazil, our expansion projects, integration activities, and new production capabilities are progressing as planned. The nutrition and beverages markets continue to be key growth drivers.

In Synergy US, we have maintained a focus on commercial excellence, and product portfolio expansion, with significant new customer activity. Operational optimisation and process improvements are ongoing, underpinned by digital transformation initiatives that support analytics and ERP upgrades.

In Ireland, our cheese and ingredient supply strategies are delivering robust results, with risk management and operational excellence projects progressing well. Digital transformation and sustainability initiatives are well advanced, and despite a volatile year in the dairy markets, milk supply is ahead of expectations, providing a strong foundation for future growth.

Committee and Secretary's Interests

The committee members are as listed on page 49.

Mr. Donal McCarthy, Mr. Gerard Brickley and Mr. Michael Sexton resigned as Committee members in 2025 and Mr. Jerry O'Neill, Ms. Eilis Mahon and Mr. John O'Brien were appointed as Committee members.

Except for an indirect interest held by certain

committee members in the four Co-Op 'A' shareholders and an interest in the 'B' ordinary shares received under the Patronage Loyalty Scheme and purchased under the Milk Supply Share Scheme, the Committee members and the secretary had no interest in the shares of Carbery Creameries Limited or any of its trading subsidiaries at any time during the year.

Research and Development

Research and development plays a critical role in the success of the Group's activities. The Group continues to develop existing and new technologies and processes, establish centres of excellence in its critical markets and invest in procuring the best people to meet the ever-changing needs of its global customer base.

Corporate Responsibility

Employees

Carbery Group's success is dependent on the commitment, skills and creativity of its employees. Retaining employees and developing their skills is therefore central to the execution of the Group's strategy in the years ahead.

The Group will continue to pursue and ensure excellence in management and staff practices through the continued development and implementation of training and development programmes.

The Group is committed to the principle of equality and diversity and complies with all relevant equality and anti-discrimination legislation.

Environment

The Group is committed to all social and legal

responsibilities with regard to the environment at large and is committed to growing its business in an environmentally responsible and sustainable manner.

This is borne out by the Group's continued programme of investment in facilities, processes and systems that monitor and manage waste emissions, energy consumption, materials and packaging conservation. Our Sustainability report which is included provides further details and information on this.

Marketplace

Food quality and safety is of paramount importance to Carbery. The Group continues to invest in people, technologies, processes and facilities to ensure that the highest standards are maintained.

Communities

Carbery is committed to the local communities in which its facilities operate and encourages its businesses and people to support and participate in community-based initiatives and projects.

Principal Risks and Uncertainties

As a significant manufacturer of cheese and to a lesser extent cream and milk powder, a significant proportion of the Group's revenues are dependent on international dairy markets. Past experiences clearly illustrate the susceptibility of global dairy markets to periods of volatility. Notwithstanding the generally positive broader outlook for global food demand and consumption in the long-term, there remains much uncertainty regarding dairy market returns in the medium and long-term due to the ever-present susceptibility to market volatility. The

Group proactively monitors market returns and systematically reviews carrying balances of dairy inventories for net realisable value.

Global economic and geo-political factors continue to influence the dynamics of international markets. The impacts of such factors are varied but can have a consequence in terms of market demand, market access or market returns which in turn has the potential to impact Carbery's business. Carbery continues to broaden its product portfolio as well as endeavouring to develop new markets thereby reducing both product and market specific risk. The Group takes an active role in ensuring its interests are advocated within appropriate industry and governmental forums.

Geo-political factors including potential future changes in international governmental policies, international relations, and global conflicts could impact the business's operations, supply chain, or customer demand of the Group. While the post Brexit situation has been stable, the business continues to monitor and manage any emerging implications closely, taking all necessary measures to minimise any impact on our suppliers and shareholders.

The Group is a major user of energy in the form of steam and electricity. Due to several geopolitical developments in the recent past, increasing uncertainty surrounding the global energy environment has resulted in significant volatility on energy prices. The Group continues to monitor the situation closely and is taking any appropriate measures available to minimise the financial impact to the Group's operations. Energy price movements will continue to have a material impact on the business's cost base. Where appropriate the Group has fixed price contracts in place in respect of energy purchases from time to time.

REPORT OF THE COMMITTEE CONTINUED

Principal Risks and Uncertainties (Continued)

Certain parts of the Group's activities have trade related foreign currency exposure, most notably in Sterling and US Dollar. Where possible, the Group manages these exposures by way of forward hedges. Further and sustained weakening in these currencies would lead to a deterioration in market returns and a possible decline in margins for elements of the Group's dairy and dairy ingredients businesses.

Cyber risk poses an increasingly significant challenge to international business organisations like Carbery. Threat of malicious acts aimed at damaging or stealing data, or disrupting business operations, is becoming ever more prevalent in today's business environment. To address these challenges, Carbery is committed to safeguarding its business interests by investing in the necessary resources and technologies to mitigate cyber risks. The Group's Chief Information Officer and Global Cyber Security Lead actively oversee and implement strategies to protect Carbery's global operations from potential cyber threats.

The evolving environmental and regulatory landscape has created uncertainty for both the short-term and long-term outlook of dairy supply volumes. The Group has a Director of Sustainability who actively monitors all regulatory changes to assess the potential impact on Group operations. In partnership with the leadership teams across the Group, appropriate activities are in place to ensure compliance with regulatory requirements and to manage any associated risks identified. Carbery Group continue to build up robust controls through automation, ensuring valuable insights are gathered and verifiable to support long-term initiatives for the

business. 2025 saw the introduction of a Scope 3 calculator, allowing the Group to determine its environmental impact on our value-chains annually, which has a target set under the Science Based Target initiative (SBTi). The Group explored climate scenario models to determine adverse impacts or positive opportunities arising from climate change, improving risk mitigation, and putting measures and plans in place to maintain business continuity. Further regulatory clarity was provided for the business in late 2025, arising from the EU Omnibus, with the Corporate Sustainability Reporting Directive (CSRD) likely to impact Carbery from 2027.

Carbery continues to manage any residual supply chain constraints with minimised disruption evident to date for the Group and its customers' needs.

The Group has procedures in place to enable management and directors to continually monitor the performance of all areas of the business. These include the preparation of a detailed annual budget which is used for comparison with monthly management accounts throughout the year. In addition, such procedures include the reporting of key performance indicators such as EBITDA, gross margins, operating margins, free cash flow and return on capital employed (ROCE).

Financial Instruments

The Group has an active approach to treasury and financial risk management, operating a centralised treasury function to manage the financial risks of the Group. Key executives monitor the Group's foreign exchange rate and interest rate risks and ensure that the Group has sufficient credit facilities available. Financial exposures are managed by using appropriate

and approved financial instruments.

Principal foreign currency exposures arise on Sterling and US Dollar purchases and receivables. Transaction exposure is managed by netting receivables and payables and then by hedging net flows. Translation exposure is not hedged. The Group minimises statement of financial position translation exposure by matching, where possible, foreign currency investments with foreign currency borrowings.

The Group's exposure to interest rate risk is typically managed by optimising the mix of fixed and floating rate borrowings.

Group liquidity is presently funded from operating cash generation and term debt that is maturing between one and six years. The Group is considered a prime borrower and maintains strong relationships with key debt providers. The Group has performed strongly over recent years on key funding measurements of debt to EBITDA and EBITDA to interest. The Group completed a refinancing of its primary bank facilities with Allied Irish Banks, Bank of Ireland and Rabobank comprising term debt, revolving credit facilities (RCFs) and ancillary lines of credit in early 2022. The Group had already put additional funding in place during 2019 with the European Investment Bank to part fund the investment in our Irish operations.

Political contributions

The Group made no political donations or incurred any political expenditure during the current year or in the prior year.

Accounting Records

The Committee is responsible for ensuring that proper books and accounting records are kept

by the Group. To achieve this, the Committee has appointed appropriate personnel to ensure that those requirements are complied with. These books and accounting records are maintained at Dromidiclough, Ballineen, Co. Cork.

Relevant audit information

The Committee believe that they have taken all steps necessary to make themselves aware of any relevant audit information and have established that the Group's auditors are aware of that information. In so far as they are aware, there is no relevant audit information of which the Group's auditors are unaware.

On behalf of the Committee:



Vincent O'Donovan

Chair

13th March 2026



John O'Brien

Vice Chair

13th March 2026

Society information

for the year ended
31 December 2025

Committee



Vincent O'Donovan²
(Chair)



John O'Brien^{1,2}
(appointed 16 July 2025)



Seamus Daly



Martin Dineen¹



James Healy²



Jason Hawkins
(CEO)



John Hurley^{1,2}



Eilis Mahon¹
(appointed 15 January 2025)



Peadar Murphy



Jeremiah O'Neill²
(appointed on 16 July 2025)



Liam Hughes
(Secretary & CFO)



Gerard Brickley¹
(resigned 15 January 2025)



Michael Sexton^{1,2}
(resigned on 16 July 2025)



Donal McCarthy^{1,2}
(resigned on 16 July 2025)

1. Audit Committee Member
2. Remuneration Committee Member

Registered Office

Dromidiclough, Ballineen,
Co. Cork

Bankers

Allied Irish Banks plc,
10 Molesworth Street,
Dublin 2

Rabobank Dublin,
76 Sir John Rogerson's
Quay, Dublin Docklands,
Dublin 2

Bank of Ireland plc,
40 Mespil Road,
Dublin 4

European
Investment Bank,
98-100, Boulevard
Konrad Adenauer, L-2950
Luxembourg

Solicitor

Ronan Daly Jermyn,
85 South Mall, Cork

Auditor

KPMG, 85 South Mall,
Cork

COMMITTEE RESPONSIBILITIES STATEMENT

Statement of Committee's responsibilities in respect of the Committee report and the financial statements

The Committee are responsible for preparing the Committee's report and the financial statements in accordance with applicable law and regulations.

The Industrial and Provident Societies Acts 1893 to 2021 requires the Committee to prepare financial statements for each financial year. Under that law they have elected to prepare the Group and Company financial statements in accordance with FRS102 The Financial Reporting Standard applicable in the UK and Republic of Ireland.

The Society's financial statements are required by law to give a true and fair view of the assets, liabilities and financial position of the Society and of its surplus for that year.

In preparing financial statements, the Committee are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- assess the Society's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and
- use the going concern basis of accounting unless they either intend to liquidate the Society or to cease operations, or have no realistic alternative but to do so.

The Committee are responsible for keeping adequate accounting records which disclose with reasonable accuracy at any time the assets, liabilities, financial position and profit or loss of the Company and which enable them to ensure

that the financial statements comply with the Industrial and Provident Societies Acts 1893 to 2021. They are responsible for such internal controls as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the Society and to prevent and detect fraud and other irregularities. The Committee are also responsible for preparing a directors' report that complies with the requirements of the Industrial and Provident Societies Act 1893 to 2021.

On behalf of the Committee:



Vincent O'Donovan

Chair

13th March 2026



John O'Brien

Vice Chair

13th March 2026

INDEPENDENT AUDITOR'S REPORT to the Members of Carbery Creameries Limited and Subsidiaries

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Carbery Creameries Limited and Subsidiaries ('the Society') for the year ended 31 December 2025 set out on pages 52 to 91, which comprise the consolidated income statement, consolidated statement of comprehensive income, consolidated statement of financial position, consolidated statement of changes in equity, consolidated statement of cash flows and related notes, including the material accounting policies set out in Note 1.

The financial reporting framework that has been applied in their preparation is Irish Law and FRS 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland issued in the United Kingdom by the Financial Reporting Council.

In our opinion:

- the financial statements give a true and fair view of the assets, liabilities and financial position of the Society as at 31 December 2025 and of its surplus for the year then ended; and
- the financial statements have been properly prepared in accordance with FRS 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (Ireland) (ISAs (Ireland)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Society in accordance with ethical requirements that are relevant to our audit of financial statements in Ireland, including the Ethical Standard issued by

the Irish Auditing and Accounting Supervisory Authority (IAASA), and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Society's ability to continue as a going concern for a period of at least 12 months from the date when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Other information

The Committee are responsible for the other information presented in the Annual Report together with the financial statements. The other information comprises the information included in the directors' report, Chief Executive's Review and Committee report. The financial statements and our auditor's report thereon do not comprise part of the other information. We have performed an assurance engagement on the Sustainability Report that forms part of the other information and provided a separate assurance practitioner's conclusion thereon that is included within the other information.

Our responsibility is to read the other information and, in doing so, consider whether, based on our financial statements audit work, the information therein is materially misstated or inconsistent with the financial statements or our audit

knowledge. Based solely on that work we have not identified material misstatements in the other information.

Based solely on our work on the other information undertaken during the course of the audit, we report that:

- we have not identified material misstatements in the directors' report;
- in our opinion, the information given in the directors' report is consistent with the financial statements.

Our conclusions on the other matter on which we are required to report by the Industrial Provident Societies Act 1893 to 2021 is set out below

As required by Section 13(2) of the Industrial and Provident Societies Act 1893 to 2021, we examined the balance sheet showing the receipts and expenditure, funds and effects of the Society, and verified the same with books, deeds, documents, accounts and vouchers relating thereto, and found them to be correct, duly vouched, and in accordance with law.

Respective responsibilities and restrictions on use

Responsibilities of directors for the financial statements

As explained more fully in the Committee responsibilities statement set out on page 50, the Committee are responsible for: the preparation of the financial statements including being satisfied that they give a true and fair view; 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; assessing the Society's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and using the going concern basis of accounting unless they either intend to liquidate the Society or to cease operations, or have 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 ISAs (Ireland) 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 these financial statements.

A fuller description of our responsibilities is provided on IAASA's website at <https://iaasa.ie/publications/description-of-the-auditors-responsibilities-for-the-audit-of-the-financial-statements/>.

The purpose of our audit work and to whom we owe our responsibilities

Our report is made solely to the Society's members, as a body. Our audit work has been undertaken so that we might state to the Society's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Society and the Society's members, as a body, for our audit work, for this report, or for the opinions we have formed.

Barrie O'Connell
for and on behalf of KPMG
Chartered Accountants, Statutory Audit Firm
85 South Mall Cork, T12 A3XN

13 March 2026

CONSOLIDATED INCOME STATEMENT for the year ended 31 December 2025

| | Note | 2025 (€'000) | 2024 (€'000) |
|---|------|-----------------|-----------------|
| Turnover | 2 | 722,979 | 667,971 |
| Cost of sales | | (550,175) | (503,833) |
| Gross profit | | 172,804 | 164,138 |
| Administrative expenses | | (148,967) | (139,350) |
| Operating profit | 3 | 23,837 | 24,788 |
| Share of profit in joint ventures | 9 | - | 51 |
| Other interest receivable and similar income | 5 | 665 | 633 |
| Interest payable and similar charges | 5 | (2,644) | (3,595) |
| Other finance income - retirement benefit and other | 5 | 73 | 83 |
| Net movement in value of investments | 9 | (167) | (935) |
| Profit before taxation | | 21,764 | 21,025 |
| Taxation on profit | 6 | (6,444) | (6,862) |
| Profit for the financial year attributable to the owners of the parent society | | 15,320 | 14,163 |

On behalf of the Committee:


Vincent O'Donovan

Chair


John O'Brien

Vice Chair

CONSOLIDATED STATEMENT OF OTHER COMPREHENSIVE INCOME for the year ended 31 December 2025

| | Note | 2025 (€'000) | 2024 (€'000) |
|---|------|-----------------|-----------------|
| Profit for the financial year | | 15,320 | 14,163 |
| Other comprehensive income | | | |
| Remeasurement (loss) recognised on defined benefit retirement benefit schemes | 17 | (879) | (356) |
| Movement on deferred tax relating to defined benefit pension schemes | 17 | 101 | 34 |
| Currency translation difference on net assets of subsidiary undertakings | 20 | (23,178) | 9,265 |
| Cash flow hedges: | | | |
| - Change in value of hedge instrument | 20 | 211 | (229) |
| - Reclassifications to income statement | 20 | 229 | (135) |
| Total other comprehensive income | | (23,516) | 8,579 |
| Total comprehensive income for the year attributable to the owners of the parent society | | (8,196) | 22,742 |

CONSOLIDATED STATEMENT OF FINANCIAL POSITION at 31 December 2025

| | Note | 2025 (€'000) | 2024 (€'000) |
|--|------|-----------------|-----------------|
| Non-current assets | | | |
| Intangible assets | 7 | 40,266 | 32,309 |
| Tangible assets | 8 | 232,416 | 239,019 |
| Financial assets | 9 | 2,142 | 2,431 |
| Pension surplus | 17 | 1,355 | 2,161 |
| | | 276,179 | 275,920 |
| Current assets | | | |
| Stocks | 10 | 92,540 | 111,016 |
| Debtors (including amounts due after more than one year) | 11 | 149,021 | 145,945 |
| Cash at bank and in hand | | 28,280 | 24,042 |
| | | 269,841 | 281,003 |
| Creditors: falling due within one year | 12 | (124,309) | (133,061) |
| Net current assets | | 145,532 | 147,942 |
| Total assets less current liabilities | | 421,711 | 423,862 |
| Creditors: falling due after more than one year | 13 | (54,427) | (58,306) |
| Provisions for liabilities | | | |
| Deferred taxation | 15 | (14,820) | (10,315) |
| Other provisions | 15 | (14,716) | (10,719) |
| | | 337,748 | 344,522 |
| Government grants | 18 | (5,507) | (5,375) |
| Net assets | | 332,241 | 339,147 |
| Capital and reserves | | | |
| Called up share capital | 19 | 87,018 | 86,477 |
| Share reserve fund | 20 | 3,508 | 1,867 |
| Retained earnings | | 231,593 | 217,882 |
| Other reserves | 20 | (7,709) | 15,090 |
| Other equity | 25 | 17,831 | 17,831 |
| Equity attributable to owners of the parent society | | 332,241 | 339,147 |

On behalf of the Committee:



Vincent O'Donovan
Chair



John O'Brien
Vice Chair

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY for the year ended 31 December 2025

| | Called up share capital (€'000) | Share reserve fund (Note 20) (€'000) | Retained earnings (€'000) | Other reserves (Note 20) (€'000) | Other equity (Note 25) (€'000) | Total equity (€'000) |
|---|---------------------------------------|---|---------------------------------|--|--------------------------------------|-------------------------|
| At 1 January 2024 | 86,589 | 2,660 | 204,732 | 6,389 | 17,831 | 318,201 |
| Profit for the financial year | – | – | 14,163 | – | – | 14,163 |
| Other comprehensive expense | – | – | (322) | 8,901 | – | 8,579 |
| Total comprehensive income for the year | – | – | 13,841 | 8,901 | – | 22,742 |
| Distribution in respect of SREP | – | (375) | – | – | – | (375) |
| Dividends paid | – | – | (891) | – | – | (891) |
| Transfer from revaluation reserves | – | – | 200 | (200) | – | – |
| Shares issued during the year | 47 | 173 | – | – | – | 220 |
| Shares repurchased during the year | (166) | (618) | – | – | – | (784) |
| Share conversions | 7 | 27 | – | – | – | 34 |
| At 31 December 2024 | 86,477 | 1,867 | 217,882 | 15,090 | 17,831 | 339,147 |
| Profit for the financial year | – | – | 15,320 | – | – | 15,320 |
| Other comprehensive expense | – | – | (778) | (22,738) | – | (23,516) |
| Total comprehensive income for the year | – | – | 14,542 | (22,738) | – | (8,196) |
| Distribution in respect of SREP | – | (610) | – | – | – | (610) |
| Dividends paid | – | – | (892) | – | – | (892) |
| Transfer from revaluation reserves | – | – | 61 | (61) | – | – |
| Shares issued during the year | 59 | 246 | – | – | – | 305 |
| Shares repurchased during the year | (244) | (1,014) | – | – | – | (1,258) |
| Share conversions | 726 | 3,019 | – | – | – | 3,745 |
| At 31 December 2025 | 87,018 | 3,508 | 231,593 | (7,709) | 17,831 | 332,241 |

CONSOLIDATED CASH FLOW STATEMENT for the year ended 31 December 2025

| | 2025 (€'000) | 2024 (€'000) |
|---|-----------------|-----------------|
| Cash flows from operating activities | | |
| Profit before tax | 21,764 | 21,025 |
| Working capital adjustments | | |
| Decrease /(Increase) in stock | 13,815 | (9,336) |
| Increase in debtors | (2,183) | (7,785) |
| (Decrease)/Increase in creditors | (6,734) | 20,147 |
| Adjustments | | |
| (Decrease)/Increase in other provisions | (4,310) | 3,213 |
| Depreciation (net of grant amortisation) | 21,451 | 20,160 |
| Amortisation of intangibles | 7,254 | 7,047 |
| Loss/(profit) on sale of fixed assets | 125 | (101) |
| Share of (profit)/loss in joint ventures | - | (51) |
| Net movement in financial assets | 167 | 935 |
| Net finance cost | 1,978 | 2,962 |
| Retirement benefit adjustments | (778) | (322) |
| Interest received | 665 | 633 |
| Finance costs paid | (2,651) | (3,596) |
| Corporation tax paid | (4,180) | (2,966) |
| Net cash inflow from operating activities | 46,383 | 51,965 |
| Cashflows from investing activities | | |
| Purchase of tangible fixed assets | (27,069) | (26,598) |
| Purchase of intangible fixed assets | (12) | (1,384) |
| Receipts from sale of tangible fixed assets | 252 | 127 |
| Increase in unlisted investments | (49) | (936) |
| Receipts from government capital grants | 552 | 60 |
| Investment in subsidiary undertaking | (9,617) | - |
| Net cash (outflow) from investing activities | (35,943) | (28,731) |

CONSOLIDATED CASH FLOW STATEMENT (Continued) for the year ended 31 December 2025

| | 2025 (€'000) | 2024 (€'000) |
|---|-----------------|-----------------|
| Cashflows from financing activities | | |
| Issue of 'B' ordinary shares | 433 | 247 |
| Repurchase of 'B' ordinary shares | (1,868) | (1,160) |
| Issue of processing notes | 290 | 159 |
| Share split and processing note conversion | 113 | - |
| Dividends paid | (892) | (892) |
| Loan repayments | (16,994) | (17,025) |
| Loans drawdowns | 14,272 | - |
| Net cash (outflow) from financing activities | (4,646) | (18,671) |
| Net increase in cash and cash equivalents | 5,794 | 4,563 |
| Effect of exchange rate fluctuations on cash held | (1,558) | 826 |
| Cash and cash equivalents at beginning of year | 24,016 | 18,627 |
| Cash and cash equivalents at end of year | 28,252 | 24,016 |
| Cash and cash equivalents | | |
| Cash and cash equivalents comprise the following: | | |
| Cash at bank and in hand | 28,280 | 24,042 |
| Bank overdrafts (Note 14) | (28) | (26) |
| Cash and cash equivalents | 28,252 | 24,016 |

CONSOLIDATED CASH FLOW STATEMENT (Continued) for the year ended 31 December 2025**Analysis Of Net Debt**

| (i) Reconciliation of net cash flow to movement in net debt | (€'000) |
|---|-----------------|
| Increase in cash | 5,794 |
| Loan repayments | 16,994 |
| Loans issued | (14,272) |
| Change in net debt resulting from cash flows | 8,516 |
| Translation adjustment | 1,118 |
| Acquisitions | (4,493) |
| Movement in net debt in year | 5,141 |
| Net debt at 1 January 2025 | (39,482) |
| Net debt at 31 December 2025 | (34,341) |

(ii) Analysis of changes in net funds

| | At 31/12/2024 (€'000) | Net cash flow (€'000) | Acquisitions (€'000) | Exchange movement (€'000) | At 31/12/2025 €'000 |
|----------------------------|--------------------------|--------------------------|-------------------------|---------------------------------|---------------------------|
| Cash at bank and in hand | 24,042 | 4,926 | 871 | (1,558) | 28,280 |
| Bank overdrafts | (26) | (2) | - | - | (28) |
| Total cash and demand debt | 24,016 | 4,924 | 871 | (1,558) | 28,252 |
| Loans repayable | (63,498) | 2,722 | (4,493) | 2,676 | (62,593) |
| Net debt | (39,482) | 7,646 | (3,622) | 1,118 | (34,341) |

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS for the year ended 31 December 2025

1. Accounting Policies

(a) Statement of compliance

Carbery Creameries Limited (“The Group”) is a registered society, incorporated, domiciled and registered in the Republic of Ireland. The address of the registered office is Dromidiclough, Ballineen, Co. Cork.

The society Group financial statements have been prepared in compliance with Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and Ireland as it applies to the financial statements of the Group for the year ended 31 December 2025.

(b) Basis of preparation

The financial statements are prepared in Euro (€) which is the presentational currency of the Group and rounded to the nearest €1,000.

The Committee prepared these financial statements on a going concern basis. In making this judgement, management considered the Group’s budget and cash flow forecasts for a period of at least 12 months from the date of approval of the financial statements which demonstrate that the Group will be in a position to meet its liabilities as they fall due. Accordingly, these financial statements do not include any adjustments to the carrying amount and classification of assets and liabilities that may arise if the Group was unable to continue as a going concern.

The accounting policies set out below have, unless otherwise stated, been applied consistently to all periods presented in these financial statements.

Judgements made by the directors, in the application of these accounting policies that

have significant effect on the financial statements and estimates with a significant risk of material adjustment in the next year are discussed in note (f).

(c) Basis of consolidation

The Group financial statements consolidate the financial statements of Carbery Creameries Limited and all its subsidiary undertakings drawn up to 31 December each year. A subsidiary is an entity that is controlled by the holding undertaking.

The results of the subsidiaries are consolidated from the date of their acquisition, being the date on which the Group obtains control and continue to be consolidated until the date that such control ceases. Control comprises the power to govern the financial and operating policies of the investee so as to obtain benefit from its activities.

An associate is an entity in which the Group has significant input but not control, over the operating and financial policies of the entity. Significant influence is presumed to exist when the investor holds between 20% and 50% of the equity voting rights.

A joint venture is a contractual arrangement undertaking in which the Group exercises joint control over the operating and financial policies of the entity. Where the joint venture is carried out through an entity, it is treated as a jointly controlled entity. The Group’s share of the profits less losses of associates and of jointly controlled entities is included in the consolidated profit and loss account and its interest in their net assets is recorded on the balance sheet using the equity method.

These financial statements are prepared for the Group on a consolidated basis. The parent entity society accounts are prepared separately.

(d) Measurement convention

The financial statements are prepared on the historical cost basis except for certain assets and liabilities that are stated at their fair value including derivative financial instruments.

(e) Classification of financial instruments issued by the Group

In accordance with FRS 102.22, financial instruments issued by the Group are treated as equity only to the extent that they meet the following two conditions:

(a) they include no contractual obligations upon the Group to deliver cash or other financial assets or to exchange financial assets or financial liabilities with another party under conditions that are potentially unfavourable to the Group; and

(b) where the instrument will or may be settled in the entity’s own equity instruments, it is either a non-derivative that includes no obligation to deliver a variable number of the entity’s own equity instruments or is a derivative that will be settled by the entity exchanging a fixed amount of cash or other financial assets for a fixed number of its own equity instruments.

To the extent that this definition is not met, the proceeds of issue are classified as a financial liability. Where the instrument so classified takes the legal form of the entity’s own shares, the amounts presented in these financial statements for called up share capital and share premium account exclude amounts in relation to those shares.

(f) Judgements and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgements,

estimates and assumptions that affect the amounts reported for assets and liabilities as at the statement of financial position date and the amounts reported for revenues and expenses during the year. However, the nature of estimation means that actual outcomes could differ from those estimates.

The following are the Group’s key sources of estimation uncertainty:

Revenue and stocks

The sales of some products to Ornu are based on “on account prices” which are subject to adjustment when the prices are finally agreed. In some cases the time period between the date when the product is invoiced at the on account price and when the prices are finally agreed could be as much as up to a year or more. Preparation of the consolidated financial statements requires management to make certain estimates and assumptions around the expected realisation of their stock and debtor balance which affect the reported profits and assets of the Group. As with any estimate the actual outturn may differ to the estimate.

At the year end management, having estimated the expected realisation, reviewed the stock and debtor values, and if required as a consequence reduce stock to the net realisable value and make the required adjustment to the “on account” pricing for their debtor balance.

In their estimation process management typically consider previous pricing trends, predicted market variables including milk output, production volumes, currency trends, supply/demand dynamics and general global economics to derive their best estimate of the expected realisation prices.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued) for the year ended 31 December 2025

1. Accounting Policies (Continued)

(f) Judgements and key sources of estimation uncertainty (continued)

Retirement benefit

The cost of the defined benefit retirement plans is determined using actuarial valuations. The actuarial valuation involves making assumptions about discount rates, future salary increases, mortality rates and future retirement benefit increases. Due to the complexity of the valuation, the underlying assumptions and the long term nature of these plans, such estimates are subject to significant uncertainty. In determining the appropriate discount rate, management considers the interest rates of corporate bonds in the respective currency with at least AA rating, with extrapolated maturities corresponding to the expected duration of the defined benefit obligation. The underlying bonds are further reviewed for quality, and those having excessive credit spreads are removed from the population of bonds on which the discount rate is based, on the basis that they do not represent high quality bonds. The mortality rate is based on publicly available mortality tables for the specific country. Future salary increases and retirement benefit increases are based on expected future inflation rates in the Republic of Ireland. Further details are given in Note 17.

Goodwill and intangible assets

The Group establishes a reliable estimate of the useful life of goodwill and intangible assets arising on business combinations. This estimate is based on a variety of factors such as the expected use of the acquired business, the expected useful life of the cash generating units to which the goodwill is attributed, any legal, regulatory or contractual provisions that can limit useful life and assumptions that market

participants would consider in respect of similar businesses.

Impairment of non-financial assets

The Group assesses at each reporting date or when indications exist whether any non-financial asset may be impaired. If any such indication exists the Group estimates the recoverable amount of the asset. The recoverable amount is the higher of an asset's fair value less costs to sell or its value in use. Value in use is determined as the discounted future cash flows of the cash generating unit (CGU). The key assumptions for the value in use calculations are discount rates, cash flows and growth rates during the forecasted period. If it is not possible to estimate the recoverable amount of the individual asset, the Group estimates the recoverable amount of the CGU to which the asset belongs. The recoverable amount of an asset or CGU is the higher of its fair value less costs to sell and its value in use. If the recoverable amount is less than its carrying amount, the carrying amount of the asset is impaired and it is reduced to its recoverable amount through an impairment charge in the income statement.

An impairment loss recognised for all non-financial assets, including goodwill, is reversed in a subsequent period if and only if the reasons for the impairment loss have ceased to apply.

Taxation

The Group establishes provisions based on reasonable estimates, for possible consequences of audits by the tax authorities of the respective countries in which it operates. The amount of such provisions is based on various factors, such as experience with previous tax audits and differing interpretations of tax regulations by the

taxable entity and the responsible tax authority.

Management estimation is required to determine the amount of deferred tax assets that can be recognised, based upon likely timing and level of future taxable profits together with an assessment of the effect of future tax planning strategies. Further details are contained in Note 6.

Long Term Incentive Plan

The cost used in the valuation of Long Term Incentive Plans ("LTIP") is subject to estimation. The terms of the plan are such that the participants are eligible to earn a bonus payment based on a calculation referenced to the growth in the profitability of the Synergy and Ingredients divisions. Management's estimation is required to determine the expected growth of the Synergy and Ingredients divisions. The 2023 LTIP is a cash based scheme and the value is determined by applying assumptions based on performance KPIs referenced to the additional shareholder value generated over the term of the plan.

(g) Turnover and revenue recognition and other income

Revenue is recognised to the extent that the Group obtains the right to consideration in exchange for its performance. Revenue is measured at the fair value of the consideration received, excluding VAT and other sales taxes or duties. The following criteria must also be met before revenue is recognised:

Sale of goods

Revenue is recognised when the risks and rewards of the underlying products have been substantially transferred to the customer, which is usually on delivery, at a fixed and determinable

price, and when collectability is reasonably assured. Rebates to customers are provided for in the period that the related sales are recorded based on the contract terms. The sales of some products to Ornuia are based on 'on account' prices which are subject to adjustment when the prices are finally agreed. Revenue in the year is adjusted for the estimated realisable value.

Interest income

Interest income is recognised as interest accrues using the effective interest method.

Dividend income

Dividend income is recognised when the Group's right to receive payment is established.

Convertible loan stock and trading bonus

Convertible loan stock and trading bonuses can be issued by Ornuia to the Society, and other members, for each trading year based on qualifying trading activity. The trading bonus is recognised as income after approval by the Ornuia board occurs and payment becomes irrevocable and unconditional. The loan stock is recognised as income, on a discounted basis, when approval by the Ornuia board occurs and redemption becomes irrevocable and unconditional. Any loan stock approved for redemption not yet redeemed is recognised as a receivable.

(h) Goodwill

Goodwill is stated at cost less accumulated amortisation and accumulated impairment losses.

Positive goodwill acquired on each business combination is capitalised, classified as an

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued) for the year ended 31 December 2025

1. Accounting Policies (Continued)

(h) Goodwill (continued)

asset on the consolidated statement of financial position and amortised on a straight line basis over its expected or estimated useful life of 20 years.

Each year the goodwill will be reviewed for impairment indicators and an impairment loss will be booked where appropriate.

The fair value of the assets and liabilities are based on valuations using assumptions deemed by management to be appropriate. Professional valuers are engaged when it is deemed appropriate to do so.

Goodwill acquired in a business combination is, from the acquisition date, allocated to each cash generating unit that is expected to benefit from the synergies of the combination.

If a subsidiary, associate or business is subsequently sold or discontinued, any goodwill arising on acquisition that has not been amortised through the income statement is taken into account in determining the profit or loss on sale or discontinuance.

(i) Other intangibles

Intangible assets acquired separately from a business are capitalised at cost. Intangible assets acquired as part of an acquisition of a business are capitalised separately from goodwill if the fair value can be measured reliably on initial recognition. Intangible assets acquired as part of an acquisition are not recognised where they arise from legal or other contractual rights, and where there is no history of exchange transactions. Intangible assets, excluding development costs, created within the business are not capitalised and expenditure is charged against profits in the year in which it is incurred.

Subsequent to initial recognition, intangible assets are stated at cost less accumulated amortisation and accumulated impairment. Intangible assets are amortised on a straight line basis over their estimated useful lives as follows:

Other intangibles

| | |
|-------------------------------|---------------|
| Intangible formulae | 5 to 10 years |
| Intangible process technology | 5 to 10 years |
| Customer relationships | 5 to 10 years |
| ERP Systems/Software | 5 to 10 years |

If there are indicators that the residual value or useful life of an intangible asset has changed since the most recent annual reporting period, previous estimates shall be reviewed and, if current expectations differ, the residual value, amortisation method or useful life shall be amended. Changes in the expected useful life or the expected pattern of consumption of benefit shall be accounted for as a change in accounting estimate.

(j) Tangible fixed assets

Tangible fixed assets are stated at cost less accumulated depreciation and accumulated impairment losses. Such cost includes costs directly attributable to making the asset capable of operating as intended.

Depreciation is provided at rates calculated to write off the cost less estimated residual value, of each asset, other than land, on a straight line basis over its expected useful life, as follows:

| | |
|-------------------------------|---------------|
| Buildings | 40 years |
| Plant and machinery | 3 to 20 years |
| Motor vehicles | 5 years |
| IT systems and infrastructure | 3 to 10 years |

Depreciation methods, useful lives and residual values will be reviewed if there is an indication of a significant change since the last annual reporting date in the pattern by which the society expects to consume an asset's future economic benefits.

Plant advances which are not in use, including buildings and equipment are not depreciated.

(k) Financial assets

Financial assets are recognised initially at fair value which is normally the transaction price (but excludes any transaction costs, where the investment is subsequently measured at fair value through income statement). Subsequently, they are measured at fair value through income statement except for those equity investments that are not publicly traded and whose fair value cannot otherwise be measured reliably which are recognised at cost less impairment until a reliable measure of fair value becomes available.

If a reliable measure of fair value is no longer available, the equity instrument's fair value on the last date the instrument was reliably measurable is treated as the cost of the instrument.

Financial instruments not considered to be Basic financial instruments (Other financial instruments)

Other financial instruments not meeting the definition of Basic Financial Instruments are recognised initially at fair value (which is typically considered to be transaction price - cost).

Subsequent to initial recognition, other financial instruments are generally measured at fair value with changes in fair value recognised in the income statement.

Information regarding fair value measurement is given in Note 9.

(l) Stocks

Stocks are stated at the lower of cost and net realisable value. Cost includes all costs incurred in bringing each product to its present location and condition.

- Raw materials and consumable stores comprise of purchase cost on a first-in, first out basis.
- In the case of finished goods, cost comprises purchase price of materials and an appropriate portion of labour and production overheads.

Net realisable value is based on estimated normal selling price less further costs expected to be incurred to completion and disposal. Maintenance stocks are held in order to provide sufficient spare parts to ensure efficient operation of essential plant and equipment used for manufacturing and ancillary supporting services. The stock are allocated to repairs on consumption and have been recorded at cost.

(m) Debtors and creditors

Trade and other debtors and trade creditors and other creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price less attributable transaction costs. Any losses arising from impairment are recognised in the income statement in other operating expenses.

Subsequent to initial recognition they are

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued) for the year ended 31 December 2025

1. Accounting Policies (Continued)

(m) Debtors and creditors (continued)

measured at amortised cost using the effective interest method, less any impairment losses in the case of trade and other debtors. If the arrangement constitutes a financing transaction, for example if payment is deferred beyond normal business terms, then it is measured at the present value of future payments discounted at a market rate of interest for a similar debt instrument.

Asset for carbon credits

Carbon credits purchased are accounted for at cost. Cost is determined on a first in first out basis. The cost of the asset is subject to impairment review.

Liability for carbon emissions

A liability is recorded as emissions are created. The liability is recognised at the cost of carbon credits on hand to the extent that there are sufficient credits on hand to meet the liability at any one time. Where there are insufficient carbon credits, then any excess liability is measured at the fair value of purchasing the additional carbon credits.

When the carbon credits are surrendered in settlement of a liability then both the asset and liability are derecognised.

(n) Cash and cash equivalents

For the purpose of the consolidated statement of cash flows, cash and cash equivalents consist of cash at bank and in hand, bank overdrafts and short-term deposits with an original maturity of three months or less.

(o) Foreign currencies

Transactions in foreign currencies are initially recorded in the functional currency by

applying the spot exchange rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are retranslated at the rate of exchange ruling at the statement of financial position date. All differences are taken to the income statement.

Each entity in the Group determines its own functional currency and items included in the financial statements of each entity are measured using that functional currency.

The assets and liabilities of overseas subsidiary undertakings, including goodwill, are translated into the presentation currency at the rate of exchange ruling at the statement of financial position date. Key income and expenses within each overseas statement of comprehensive income are translated at the particular average exchange rates prevailing for the period.

Exchange differences resulting from the retranslation of the net investment in overseas subsidiaries and joint ventures at closing rates together with the differences on the translation of their income statements are recognised in the statement of comprehensive income in the period and accumulated in the deferred translation reserve in the statement of financial position.

Rates used for translation of significant results and net assets into Euro:

Average rates (Turnover)

| | 2025 | 2024 |
|------|--------|--------|
| US\$ | 1.1271 | 1.0824 |
| GBP£ | 0.8548 | 0.8466 |

Closing Rates (31 December)

| | 2025 | 2024 |
|------|--------|--------|
| US\$ | 1.1745 | 1.0353 |
| GBP£ | 0.8715 | 0.8273 |

(p) Taxation

Tax on the profit or loss for the year comprises current and deferred tax. Tax is recognised in the profit and loss account except to the extent that it relates to items recognised directly in equity or other comprehensive income. Current tax is the expected tax payable or receivable on the taxable income or loss for the year using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years.

Deferred tax is recognised in respect of all timing differences which are differences between taxable profits and total comprehensive income that arise from the inclusion of income and expenses in tax assessments in periods different from those in which they are recognised in the financial statements, except that:

- provision is made for deferred tax that would arise on remittance of the retained earnings of overseas subsidiaries, associates and joint ventures only to the extent that, at the statement of financial position date, dividends have been accrued as receivable;
- where there are differences between amounts that can be deducted for tax for assets (other than goodwill) and liabilities compared with the amounts that are recognised for those assets and liabilities in a business combination, a deferred tax liability/asset shall be recognised. The amount attributed to goodwill is adjusted by the amount of the deferred tax recognised; and

- unrelieved tax losses and other deferred tax assets are recognised only to the extent that the directors consider that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits.

Deferred tax is measured on an undiscounted basis at the tax rates that are expected to apply in the periods in which timing differences reverse, based on tax rates and laws enacted or substantively enacted at the statement of financial position date.

Corporation tax is provided on taxable profits at the current rates.

(q) Provisions

A provision is recognised when the Group has a present legal or constructive obligation as a result of a past event that can be reliably measured and is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are recognised at the best estimate of the amount required to settle the obligation at the reporting date.

(r) Hedges of a net investment

Hedges of a net investment in a foreign operation, including a hedge of a monetary item that is accounted for as part of the net investment, are accounted for in a way similar to cash flow hedges. Gains or losses on the hedging instrument relating to the effective portion of the hedge are recognised as other comprehensive income while any gains or losses relating to the ineffective portion are recognised in the income statement. On disposal of the foreign operation, the cumulative value of any such gains or losses recorded in equity is transferred to the income statement.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued) for the year ended 31 December 2025

1. Accounting Policies (Continued)

(s) Derivative financial instruments and hedging

The Group uses forward foreign currency contracts to reduce exposure on foreign exchange rates.

Derivative financial instruments are initially measured at fair value on the date on which a derivative contract is entered into and are subsequently remeasured at fair value. Derivatives are carried as assets when the fair value is positive and as liabilities when the fair value is negative.

The fair value of forward foreign currency contracts is calculated by reference to current forward exchange rates for contracts with similar maturity profiles.

The Group applies hedge accounting in respect of forward foreign exchange contracts held to manage the cash flow exposures of forecast transactions denominated in foreign currencies. The forward foreign exchange contracts are designated as cash flow hedges of forecasted transactions.

The Group may use certain gas forward contracts to hedge its future cash flow risk from movement in gas prices. These contracts are determined by management to be 'own use' as they are entered into in accordance with the Group's expected purchase, sale or usage requirements. Certain other gas forward contracts are fair valued and the gain/loss crystallised on such contracts is recorded in the income statement and any unrealised gain/loss is recognised at the balance sheet date.

Changes in the fair values of derivatives designated as cash flow hedges, and which are effective, are recognised directly in other comprehensive income. Any ineffectiveness in

the hedging relationship (being the excess of the cumulative change in fair value of the hedging instrument since inception of the hedge over the cumulative change in the fair value of the hedged item since inception of the hedge) is taken directly to the income statement.

The gain or loss recognised in other comprehensive income is reclassified to the income statement when the hedge relationship ends. Hedge accounting is discontinued when the hedging instrument expires, no longer meets the hedging criteria, the forecast transaction is no longer highly probable, the hedged asset or liability is derecognised, or the hedging instrument is terminated.

(t) Leases

Assets held under finance leases, which are leases where substantially all the risks and rewards of ownership of the asset have passed to the Group and hire purchase contracts are capitalised in the statement of financial position and are depreciated over the shorter of the lease term and the asset's useful life. A corresponding liability is recognised for the lower of the fair value of the leased asset and the present value of the minimum lease payments in the statement of financial position. Lease payments are apportioned between the reduction of the lease liability and finance charges in the income statement so as to achieve a constant rate of interest on the remaining balance of the liability.

Rentals payable under operating leases are charged in the income statement on a straight-line basis over the lease term. Lease incentives are recognised over the lease term on a straight-line basis.

(u) Government and other grants

Government grants are recognised when it is reasonable to expect that the grants will be received and that all related conditions will be met, usually on submission of a valid claim for payment.

Government grants in respect of capital expenditure are credited to a deferred income account and are released to the income statement over the expected useful lives of the relevant assets by equal annual instalments.

Grants of a revenue nature are credited to the income statement so as to match them with the expenditure to which they relate.

Research and development tax credits claimed under legislation are treated in the same way as government grants and credited to the income statement in the year in which the expenditure to which they relate is charged.

(v) Interest-bearing loans and borrowings

All interest-bearing loans and borrowings which are basic financial instruments are initially recognised at the present value of cash payable to the bank (including interest). After initial recognition they are measured at amortised cost using the effective interest rate method, less impairment. The effective interest rate charges amortisation is included in finance charges in the income statement.

(w) Accounting for Long Term Incentive Plan

Synergy, the international flavours division of Carbery Group, has a Long Term Incentive Plan (LTIP) in place. Phase 1 of the Synergy LTIP is in place since 2008 and allocations to participants under this phase ceased in 2014.

Phase 2 commenced in 2015 with allocations to participants commencing the same year. The terms and conditions of the LTIP were approved by the Remuneration Committee under independent professional advice and in accordance with best governance standards.

Under the terms of the LTIP, certain senior executives in Ireland, the UK, Europe, and the US (including executive directors) are invited to participate. The terms of the plan are such that the participants are eligible to earn a bonus payment based on a calculation referenced to the growth in the profitability of the "Synergy Division".

The Plan is a long-term one and amounts which may be determined as due to the participants will therefore accrue over the term of the plan. Provision is made at each year end using the same accounting methodology as used for defined benefit retirement plans as detailed in the following note and based on the terms of the plan and taking account of the expected growth of the "Synergy Division". Once paid the amounts are included in the wages and salaries disclosure of the Group.

The final allocations under Phase 2 of the LTIP took place in 2022 and the scheme concluded in 2024. As a result, a new LTIP was put in place for performance periods beginning in 2023. The 2023 LTIP scheme retains similar objectives to the previous scheme to ensure the alignment of the interests of Executives and Key Management Personnel with that of the Shareholders. As with the previous scheme, benefits associated with the scheme are entirely performance based and are referenced to the additional shareholder value generated over the term of the plan. Under the 2023 LTIP scheme, each performance

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued) for the year ended 31 December 2025

1. Accounting Policies (Continued)

(w) Accounting for Long Term Incentive Plan (continued)

period shall last for three financial years, with the performance period for the first allocations under this scheme being 1 January 2023 to 31 December 2025.

(x) Retirement benefit costs

The Group operates both defined benefit pension schemes and defined contribution pension schemes for its employees which require contributions to be made to separately administered funds.

Defined benefit pension scheme assets are measured using fair values; retirement benefit scheme liabilities are measured using the projected unit credit method which attributes entitlement to benefits to the current period (to determine current service cost) and to the current and prior periods (to determine the present value of defined benefit obligations) and is based on actuarial advice. When a settlement or a curtailment occur the change in the present value of the scheme liabilities and the fair value of the plan assets reflects the gain or loss which is recognised in the income statement during the period in which it occurs.

The net interest element is determined by multiplying the net defined benefit liability by the discount rate, at the start of the period taking into account any changes in the net defined benefit liability during the period as a result of contribution and benefit payments. The net interest is recognised in the income statement as other finance income or cost.

Re-measurements, comprising actuarial gains and losses, the effect of the asset ceiling and the return on the net defined benefit liability (excluding amounts included in net interest) are recognised immediately in other comprehensive income in the period in which they occur.

Re-measurements are not reclassified to the income statement in subsequent periods.

The net defined benefit pension asset or liability in the statement of financial position comprises the total for each plan of the present value of the defined benefit obligation (using a discount rate based on high quality corporate bonds), less the fair value of plan assets out of which the obligations are to be settled directly.

Fair value is based on market price information and in the case of quoted securities is the published bid price.

The value of a net defined benefit pension asset is limited to the amount that may be recovered either through reduced contributions or agreed refunds from the scheme.

Contributions to defined contribution pension schemes are recognised in the income statement in the period in which they become payable.

(y) Research and development

Expenditure on research and development is charged to the income statement in the year in which the expenditure is incurred.

Development expenditure is capitalised in accordance with the following accounting policy.

Initial capitalisation of costs is based on management's judgement that technical and economic feasibility is confirmed, usually when a product development project has reached a defined milestone according to an established project management model. In determining the amounts to be capitalised management makes assumptions regarding the expected future cash generation of the assets, discount rates to be applied and the expected period of benefit.

(z) Shareholders' and milk suppliers' loans

An equity instrument is a contract that evidences

a residual interest in the assets of an entity after deducting all its liabilities. Accordingly, a financial instrument is treated as equity if:

- (i.) There is no contractual obligation to deliver cash or other financial assets or to exchange financial assets or liabilities on terms that may be unfavourable.
- (ii.) The instrument is a non-derivative that contains no contractual obligations to deliver a variable number of shares or is a derivative that will be settled only by the Group exchanging a fixed amount of cash or other assets for a fixed number of the Group's own equity instruments.

The Group's shareholders' loans are classified as equity as there is no contractual obligation to repay the loans and they are non-derivative in nature.

(aa) Financial liabilities

A financial liability is any liability that is:

(a) a contractual obligation:

- (i.) to deliver cash or another financial asset to another entity; or
- (ii.) to exchange financial assets or financial liabilities with another entity under conditions that are potentially unfavourable to the entity; or

(b) a contract that will or may be settled in the entity's own equity instruments and:

- (i.) under which the entity is or may be obliged to deliver a variable number of the entity's own equity instruments; or
- (ii.) which will or may be settled other than by the exchange of a fixed amount of cash or another financial asset for a fixed number of the entity's own equity instruments.

For this purpose the entity's own equity instruments do not include instruments that are themselves contracts for the future receipt or delivery of the entity's own equity instruments.

The Group's Processing Notes are classified as financial liabilities under Creditors: falling due after more than one year, as the notes may be redeemed, on cessation of milk supply, by milk supplier shareholders at an unspecified future date for cash at the price paid or may be settled by the delivery of a variable number of B Shares in the Society based on the prevailing share price as determined from the most recent valuation. The processing notes will be redeemed if milk supply falls below a minimum level.

(ab) Business combinations

Business combinations are accounted for using the purchase method as at the acquisition date, which is the date on which control is transferred to the company. At the acquisition date, the company recognises goodwill as:

- the fair value of the consideration transferred plus
- estimated amount of contingent consideration if any plus
- the fair value of the equity instrument plus
- directly attributable transaction costs plus
- the net recognised amount (generally fair value) of the identifiable assets acquired and liabilities and contingent liabilities assumed.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued) for the year ended 31 December 2025**2. Turnover**

| The amount of each category of revenue recognised in the year is as follows: | 2025 (€'000) | 2024 (€'000) |
|--|-----------------|-----------------|
| Sale of goods | 722,979 | 667,971 |

3. Operating Profit

| Operating profit is stated after charging/(crediting): | 2025 (€'000) | 2024 (€'000) |
|--|-----------------|-----------------|
| Research and development expenditure | 7,274 | 7,288 |
| Foreign exchange differences | 221 | 253 |
| Depreciation charge: | | |
| Depreciation of owned assets (Note 8) | 21,618 | 20,546 |
| Impairment (Note 8) | 252 | - |
| Amortisation of intangibles (Note 7) | 7,254 | 7,047 |
| Amortisation of government grants (Note 18) | (417) | (386) |
| Operating lease rentals: | | |
| Land and buildings | 847 | 967 |
| Plant and machinery | 218 | 225 |
| Motor vehicles | 159 | 154 |
| Loss/(Profit) on disposal of fixed assets | 125 | (101) |

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued) for the year ended 31 December 2025**4. Employees**

| | 2025 Number | 2024 Number |
|---|------------------------|------------------------|
| The average number of persons employed by the Group (including executive directors) during the year, analysed by category, was as follows: | | |
| Production/operations/technical | 812 | 780 |
| Sales | 89 | 88 |
| Administration | 148 | 132 |
| | 1,049 | 1,000 |
| The aggregate payroll costs of these employees were as follows: | 2025 (€'000) | 2024 (€'000) |
| Wages and salaries | 78,673 | 73,025 |
| Social welfare costs | 6,944 | 6,514 |
| Retirement benefit and related costs | 2,676 | 3,232 |
| Other costs | 4,047 | 3,784 |
| Total employee costs | 92,340 | 86,555 |
| Long Term Incentive Plan paid during the year | 8,214 | 134 |
| Total payroll related costs | 100,554 | 86,689 |

Other costs include health insurance and other benefits paid. Total wages and salary costs included above that were capitalised during the year were €0.7m (2024: €1.1m).

5. Interest

| | 2025 (€'000) | 2024 (€'000) |
|--|-----------------|-----------------|
| Other Interest receivable and similar income: | | |
| Interest receivable on bank deposits | 665 | 633 |
| | 665 | 633 |
| Interest payable and similar charges: | | |
| Interest payable on bank loans and overdrafts wholly repayable greater than five years | (2,644) | (3,595) |
| | (2,644) | (3,595) |
| Other finance income - retirement benefit and other: | | |
| Retirement benefit finance (Note 17) | 73 | 83 |

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued) for the year ended 31 December 2025**6. Taxation**

| | 2025 (€'000) | 2024 (€'000) |
|---|-----------------|-----------------|
| Total tax expense recognised in the profit and loss account, other comprehensive income and equity | | |
| (a) Tax on profit | | |
| Current tax: | | |
| Corporation tax on profit for the year | 1,278 | 7,614 |
| Adjustments in respect of prior years | (634) | 314 |
| Total current tax | 644 | 7,928 |
| Deferred tax: | | |
| Origination and reversal of timing differences | 5,800 | 111 |
| Recognition of tax losses | - | (1,177) |
| Adjustments in respect of prior years | - | - |
| Total deferred tax | 5,800 | (1,066) |
| Tax on profit | 6,444 | 6,862 |
| (b) Tax included in Consolidated Statement of Other Comprehensive Income ("OCI") | | |
| Related to net actuarial gain on retirement benefit scheme | (101) | (34) |
| Total tax credit recognised in OCI | (101) | (34) |
| (c) Factors affecting the total tax charge | | |
| The tax assessed for the year is different from the standard rates of corporation tax in Ireland. The differences are explained below: | | |
| Profit before tax | 21,764 | 21,025 |
| Profit multiplied by the Irish standard rate of tax 12.5% | 2,720 | 2,628 |
| Effects of: | | |
| Foreign tax credits | - | 356 |
| Tax exempt revenues | (2,847) | 371 |
| Effect of higher tax rates on non-trading income | 227 | 91 |
| Effect of tax rates in foreign jurisdictions | 5,980 | 3,442 |
| Expenses not deductible for tax purposes | 998 | 836 |
| Adjustments in respect of prior years | (634) | 315 |
| Recognition of previously unrecognised tax losses | - | (1,177) |
| Total Group tax | 6,444 | 6,862 |

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued) for the year ended 31 December 2025**6. Taxation** (Continued)**(d) Factors that may affect future tax charges**

The Group has tax losses and credits arising in Ireland of €5.4m that are available indefinitely for offset against future taxable profits of those companies in which losses and credits arose and are recognised as part of current assets either falling due within one year or after more than one year based on management's estimation on timing of recoverability.

Current or deferred tax assets are not recognised in respect of losses that arise in certain subsidiaries if there is insufficient certainty as to the timing of the ultimate utilisation of such tax losses.

The Group's overseas tax rates are higher than those in the Republic of Ireland primarily because the profits earned by the Synergy division are taxed at headline rates of 26.28%

in the US and 25% in the UK. For 2026 these headline rates are projected to be 26.45% and 25% respectively.

No deferred tax is recognised on the unremitted earnings of overseas subsidiaries and joint venture as the Group has no commitment to repatriate funds that will be subject to taxation in Ireland in the foreseeable future.

As the Group's turnover does not exceed the BEPS Pillar II threshold of €750m the legislation introduced in Ireland effective as of 1 January 2024 has no immediate impact on the Group. However, management continue to review and analyse the potential impact of BEPS Pillar II.

(e) Deferred tax

The deferred tax included in the statement of financial position is as follows:

Included in debtors (Note 11)

Included in provision for liabilities (Note 15)

Deferred tax is recognised on the following:

Accelerated capital allowances and tax depreciation

Arising on pension asset

Tax amortisation of goodwill and intangibles less than book amortisation

Recognition of tax losses

Other timing differences/expenses

The movement in the deferred tax included in the statement of financial position is as follows:

At beginning of year - net

Origination and reversal of timing differences

Amount charged to other comprehensive income on pension

(Utilisation)/origination of tax assets and losses in the period

Recognition of tax losses

Exchange adjustment

Provision at end of year - net

| 2025 (€'000) | 2024 (€'000) |
|-----------------|-----------------|
| 1,091 | 1,869 |
| (14,820) | (10,315) |
| (13,729) | (8,446) |

| | |
|----------|----------|
| (17,686) | (15,737) |
| (169) | (270) |
| 33 | (262) |
| - | 1,581 |
| 4,093 | 6,242 |
| (13,729) | (8,446) |

| | |
|----------|---------|
| (8,446) | (9,071) |
| (5,800) | (368) |
| 101 | (34) |
| - | 257 |
| - | 1,177 |
| 416 | (407) |
| (13,729) | (8,446) |

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued) for the year ended 31 December 2025**7. Intangible Assets**

| | Goodwill (€'000) | Acquisition related intangible assets (€'000) | Computer software & other intangibles (€'000) | Total (€'000) |
|---|---------------------|---|---|------------------|
| Cost: | | | | |
| At 1 January 2025 | 102,570 | 45,437 | 15,654 | 163,661 |
| Acquisition | 8,171 | 8,742 | - | 16,913 |
| Additions | - | - | 12 | 12 |
| Transfers | - | - | 1,716 | 1,716 |
| Disposals | - | - | (136) | (136) |
| Effect of movements in foreign exchange | (11,201) | (5,089) | (1,359) | (17,649) |
| At 31 December 2025 | 99,540 | 49,090 | 15,887 | 164,517 |
| Amortisation: | | | | |
| At 1 January 2025 | 78,565 | 41,955 | 10,832 | 131,352 |
| Amortised during the year | 3,195 | 2,687 | 1,372 | 7,254 |
| Disposals | - | - | (10) | (10) |
| Effect of movements in foreign exchange | (8,623) | (4,798) | (924) | (14,345) |
| At 31 December 2025 | 73,137 | 39,844 | 11,270 | 124,251 |
| Net book value: | | | | |
| At 31 December 2025 | 26,403 | 9,246 | 4,617 | 40,266 |
| At 31 December 2024 | 24,005 | 3,482 | 4,822 | 32,309 |

Goodwill and other intangibles primarily result from prior acquisitions within the Synergy division. Other intangibles include formulas, process technology and customer relationships separately identifiable at the respective acquisition dates. Goodwill and other intangibles are amortised over their expected useful lives and are also subject to annual impairment testing or more frequently if there are indicators of impairment. The amortisation of Goodwill and Other Intangibles charged to the Consolidated Income Statement in 2025 is €7.3m. Under FRS 102, investments in ERP systems software are classified as intangible assets.

The group acquired 100% of the share capital of SoluTaste Indústria, Com., Ingredientes Ltda. in October 2025. Refer to Note 22.

The recoverable amount of goodwill and intangibles allocated to a cash generating unit (CGU) is determined based on a value in use computation. Goodwill and intangibles acquired in a business combination are allocated to CGU's that are expected to benefit from the business acquisition. Where practically measurable and identifiable, intangible assets are sub-allocated within CGU's at specific location or site level or otherwise they are grouped at a geographical or divisional level.

The key assumptions employed in arriving at the estimates of future cash flows factored into impairment testing are subjective as they are based on a combination of management's past experience and estimates of future outcomes. Key assumptions include management's estimates of future profitability, cash flow components and discount rates.

Cash flow forecasts, employed for the value in use calculations are for a five-year period approved by management and a terminal value which is applied to year five cash flows. The terminal value reflects the discounted present value of the cash flows beyond year five which

is based on projected long-term growth rates for the particular market in which the CGU operates. The present value of future cash flows is calculated using a pre-tax discount rate which is based on the Group's weighted average cost of capital (WACC) adjusted to reflect the risks associated with that specific CGU.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued) for the year ended 31 December 2025**8. Tangible Fixed Assets**

| | Land & buildings (€'000) | Leasehold improvements (€'000) | Plant & machinery owned (€'000) | Plant & machinery leased (€'000) | Motor vehicles (€'000) | Plant advances (€'000) | Total (€'000) |
|----------------------------|-----------------------------|-----------------------------------|------------------------------------|-------------------------------------|---------------------------|---------------------------|------------------|
| Cost: | | | | | | | |
| At 1 January 2025 | 144,755 | 11,887 | 331,550 | 192 | 127 | 5,498 | 494,009 |
| Acquisitions | - | - | 103 | - | 115 | - | 218 |
| Additions | 1,077 | - | 11,246 | - | 32 | 15,644 | 27,999 |
| Disposals | (26) | (54) | (1,576) | - | (16) | - | (1,672) |
| Transfers | 382 | 380 | 8,180 | - | - | (10,658) | (1,716) |
| Exchange adjustments | (7,205) | (1,330) | (7,840) | - | (2) | (1,161) | (17,538) |
| At 31 December 2025 | 138,983 | 10,883 | 341,663 | 192 | 256 | 9,323 | 501,300 |
| Depreciation: | | | | | | | |
| At 1 January 2025 | 36,489 | 1,581 | 216,634 | 179 | 107 | - | 254,990 |
| Charged during year | 3,268 | 677 | 17,666 | - | 7 | - | 21,618 |
| Impairment | - | - | 252 | - | - | - | 252 |
| Disposals | (16) | (54) | (1,452) | - | (16) | - | (1,538) |
| Exchange adjustments | (1,317) | (168) | (4,951) | - | (2) | - | (6,438) |
| At 31 December 2025 | 38,424 | 2,036 | 228,149 | 179 | 96 | - | 268,884 |
| Net book value: | | | | | | | |
| At 31 December 2025 | 100,559 | 8,847 | 113,514 | 13 | 160 | 9,323 | 232,416 |
| At 31 December 2024 | 108,266 | 10,306 | 114,916 | 13 | 20 | 5,498 | 239,019 |

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued) for the year ended 31 December 2025**9. Financial Assets**

| Financial Assets | 2025 (€'000) | 2024 (€'000) |
|--|------------------------|------------------------|
| Joint ventures (Note (a)) | 667 | 1,004 |
| Other financial assets (Note (b)) | 1,475 | 1,427 |
| | 2,142 | 2,431 |
| (a) Joint ventures | | |
| At beginning of year | 1,004 | 1,888 |
| Share of profit retained by joint ventures | - | 51 |
| Impairment/Dividend on financial asset | (286) | (935) |
| Exchange movements | (51) | - |
| At end of year | 667 | 1,004 |

The Group and its Joint Venture partner took the decision to discontinue the Barbery Limited Joint Venture operation for commercial reasons. Barbery Limited was a 50:50 whey processing joint venture with A.J. & R.G. Barber Limited, a cheese manufacturer located in Somerset, England. The voluntary dissolution process commenced formally in early 2025 and is projected to fully complete in 2026. Management have undertaken an exercise to estimate the future recoverable value of the joint venture asset at 31 December 2025 representing its fair value less cost of disposal. This has been estimated at €0.7m representing its fair value less costs of disposal (taking into account cash consideration received during the year of €0.3m). The estimated recoverable value is expected to be cash realised in 2026.

| (b) Other financial assets | At fair value through profit or loss (€'000) | At cost less impairment (€'000) | Total (€'000) |
|-------------------------------------|--|---|-------------------------|
| At 1 January 2024 | - | 490 | 490 |
| Additions | 937 | - | 937 |
| Fair value adjustments | - | - | - |
| At 1 January 2025 | 937 | 490 | 1,427 |
| Additions | 678 | - | 678 |
| Fair value adjustments | (330) | - | (330) |
| Impairment of financial assets | - | (300) | (300) |
| At 31 December 2025 | 348 | (300) | 48 |
| Carrying amount at 31 December 2025 | 1,285 | 190 | 1,475 |
| Carrying amount at 31 December 2024 | 937 | 490 | 1,427 |

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued) for the year ended 31 December 2025**9. Financial Assets** (Continued)**(b) Other financial assets** (Continued)

The Group's investment in Ornu Co-operative Limited (Ornu) is recognised at the nominal value of the shares held based on the Group's share of "B" ordinary and bonus shares in Ornu at €1 each. Details of principal subsidiaries and joint ventures are included in Note 26 to the financial statements.

In 2024, the Group invested in an unquoted fund as a Limited Partner (LP) with a term of 10 years with, subject to satisfying certain conditions, extensions to the term are possible for a further two years. The primary purpose of the fund is to generate financial returns through distributions from the long-term capital appreciation in

scale up and commercialisation venture capital investments.

At 31 December 2025, the Group had an outstanding commitment to contribute capital (in cash) of up to US\$4.8m (2024: US\$5.5m) to an unquoted fund. This commitment can be called upon by the General Partner (GP) in the fund at their discretion, over an investment period of five years with, subject to satisfying certain conditions, extensions in the investment period are possible for a further two years.

The Group has designated this investment (which constitutes an Other Financial Instrument) at fair value through profit and loss. In November 2024, an initial capital investment of \$1.0m (€0.9m)

was made to the fund. The cost of this initial investment was a reasonable representation of the fair value of the investment at 31 December 2024. In 2025, an additional capital investment of \$0.7m (€0.7m) was made to the fund. At 31 December 2025, the Group determined the fair value of the investment based on the quarterly fair value assessment performed by the investment manager, on the basis of independent valuation experts.

Fair value is the amount for which an asset could be exchanged or a liability settled, between knowledgeable, willing parties in an arm's length transaction. In the absence of a quoted price for a financial asset, or the availability of the price of a recent transaction for a similar asset, fair value

is estimated by using a valuation technique. A fair value adjustment of (€0.3m) was recognised in the profit and loss.

This investment represents a Level 3 investment. At the end of the year, the Group undertook a review of the carrying value of certain non financial assets. This review was prompted by a combination of external and internal indicators, including changes in market conditions, revised expectations of future trading performance, and updated assessments of the economic benefits expected to be generated by specific assets.

As a result of this review, an impairment charge of €0.3m has been recognised.

10. Stocks

| | 2025 (€'000) | 2024 (€'000) |
|-----------------------------------|-----------------|-----------------|
| Raw materials | 30,984 | 32,920 |
| Consumable and maintenance stores | 7,245 | 7,385 |
| Finished goods | 54,311 | 70,711 |
| | 92,540 | 111,016 |

A material portion of the Group's product portfolio is commodity in nature. There is a requirement at period end to review the carrying value or cost of certain stocks and compare this to their estimated selling price less costs to complete and sell (net realisable value or NRV) to ensure that stocks are valued at the lower end of cost or NRV. Where the carrying value is greater

than the estimated NRV, the Group makes a provision resulting in a charge to the income statement in the period. Should the final selling price, less costs to complete and sell, exceed the previously estimated NRV, then the Group will reverse or credit this to the income statement in the subsequent period. The net charge to the income statement in the year resulting from year

end reviews of cost versus NRV together with prior year reversals was €8.9m (2024: €1.2m). In addition, stocks written off as an expense in the year were €6.4m (2024: €4.9m) for the Group.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued) for the year ended 31 December 2025**11. Debtors**

| | 2025 (€'000) | 2024 (€'000) |
|---|-----------------|-----------------|
| Amounts falling due within one year: | | |
| Trade debtors | 122,357 | 121,289 |
| Other debtors, prepayments and accrued income (i) | 13,532 | 13,372 |
| Convertible loan notes | 137 | 165 |
| Derivative financial instruments (Note 27) | 624 | 46 |
| VAT receivable | 3,012 | 3,969 |
| Corporation tax: | | |
| - Irish | 1,582 | 749 |
| - Overseas | 6,035 | 3,963 |
| | 147,279 | 143,553 |
| Amounts due after more than one year: | | |
| Convertible loan notes | 209 | 166 |
| Corporation tax | | |
| - Irish | 442 | 358 |
| Deferred tax | | |
| - Irish | 675 | 250 |
| - Overseas | 416 | 1,618 |
| | 1,742 | 2,392 |
| | 149,021 | 145,945 |

(i) Included within prepayments is €2.3m (2024: €2.6m) relating to carbon credit assets.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued) for the year ended 31 December 2025**12. Creditors: Falling Due Within One Year**

| | 2025 (€'000) | 2024 (€'000) |
|--|-----------------|-----------------|
| Trade creditors | 74,777 | 79,273 |
| Other creditors including tax and social welfare (see below) (i) | 39,264 | 36,404 |
| Bank loans and overdrafts (Note 14) | 8,195 | 8,433 |
| Amounts owed to related companies | 442 | 369 |
| Derivative financial instruments (Note 27) | 413 | 275 |
| Long Term Incentive Plan (Note 15) | 1,218 | 8,307 |
| | 124,309 | 133,061 |
| Tax and social welfare included in other creditors: | | |
| Corporation tax - Irish | 553 | 1,092 |
| Corporation tax - Overseas | - | 240 |
| PAYE | 723 | 713 |
| VAT payable - Overseas | 230 | 1,223 |
| | 1,506 | 3,268 |
| Social welfare | 558 | 508 |
| | 2,064 | 3,776 |

(i) Included within other creditors is €1.9m (2024: €1.5m) relating to a liability for carbon emissions.

The bank facilities with AIB Bank plc, Bank of Ireland plc, Rabobank Ireland plc and European Investment Bank are secured by Group Composite Guarantees and Indemnities.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued) for the year ended 31 December 2025**13. Creditors: Falling Due After More Than One Year**

| | 2025 (€'000) | 2024 (€'000) |
|----------------------|-----------------|-----------------|
| Processing notes | - | 3,215 |
| Bank loans (Note 14) | 54,427 | 55,091 |
| | 54,427 | 58,306 |

With effect from 1 January 2017 the Board agreed to the introduction of Processing Notes as an alternative to purchasing B shares for suppliers of New Milk i.e. in respect of all New Milk supplied from 1 January 2016. Each processing note costs €1.00 per unit and the Milk Supply Share Scheme requires each milk supplier to hold either 25 B shares or 25 Processing

Notes per 1,000 litres of New Milk. The purchase of Processing Notes will rank equally with the purchase of B shares for the purpose of meeting the minimum standard under the Milk Supply Share Scheme.

The Processing notes will be redeemed on ceasing milk supply at the price at the time of purchase or if a supplier wishes to convert

Processing Notes to B shares at a future date it is permitted to convert at the prevailing B share price at that date i.e. the price determined from the most recent B share valuation.

During the year ended 31 December 2025, the rules of the Society were amended to facilitate the sub-division of all A and B shares of €1.00 each into A and B shares of €0.20 each. This

amendment was approved at a Special General Meeting held in August 2025. As part of this change all existing shares were subdivided in line with the nominal share capital sub-division. Additionally, all processing notes existing under the Milk Supply Share Scheme were cancelled and converted into 'B' shares.

14. Bank Borrowings

| | 2025 (€'000) | 2024 (€'000) |
|---|-----------------|-----------------|
| Bank overdrafts | 28 | 26 |
| Bank loans - amounts payable by equal instalments: | | |
| Within one year | 8,167 | 8,407 |
| Between one and two years | 40,426 | 8,407 |
| Greater than two years | 14,000 | 46,684 |
| | 62,621 | 63,524 |

Group loans wholly repayable are secured by a floating charge over the Group's assets.

The Group's bank borrowings are primarily denominated in Euro, US Dollar and Pound Sterling and amounts are borrowed at fixed and floating interest rates. Loans borrowed at floating rates are calculated by reference to Euribor, SOFR or SONIA of 1 to 6 months depending on the currency drawn plus an agreed margin that varies with the Group's net debt to EBITDA ratio.

Following the completion, in February 2022, of the refinancing of the Group's multi-currency term and revolving credit facilities, these facilities are available for draw down by the Society and certain subsidiaries and mature in February 2027 with options to extend to February 2028 and February 2029 subject to certain conditions being met.

An amortising term loan facility with EIB was put in place and drawn down in 2019 to part fund

the Group's cheese diversification capital project. This loan is repayable in equal instalments over a 10-year period from commencement in February 2022 with the final repayment scheduled for November 2031. Interest rates are fixed for the duration of the term of this facility.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued) for the year ended 31 December 2025**15. Provisions For Liabilities**

| | | 2025 (€'000) | 2024 (€'000) |
|--|------|-----------------|-----------------|
| Deferred tax: | | | |
| Provision at beginning of year | | 10,315 | 9,661 |
| Charge/(Credit) to the income statement for the year | | 5,800 | (1,066) |
| (Credit)/Charge to the statement of other comprehensive income | | (101) | 34 |
| Recognition of tax losses in the prior period | | - | 1,177 |
| Exchange adjustments | | (1,194) | 509 |
| Provision at end of year | | 14,820 | 10,315 |
| Other provisions: | | | |
| | Note | | |
| Long Term Incentive Plans (LTIP) | (i) | 3,128 | 2,104 |
| Stability Fund | (ii) | 11,588 | 8,615 |
| | | 14,716 | 10,719 |
| (i) LTIP: | | | |
| Provision at beginning of year | | 10,411 | 6,230 |
| Paid during the year | | (8,214) | (134) |
| Current service cost | | 2,240 | 4,161 |
| Exchange movements | | (91) | 154 |
| Provision at end of year | | 4,346 | 10,411 |
| Due within one year (Note 12) | | 1,218 | 8,307 |
| Due greater than one year | | 3,128 | 2,104 |

Synergy, the international flavours division of Carbery Group, has a Long Term Incentive Plan (LTIP) in place. These plans were implemented with an objective to attract, retain and incentivise senior executives to grow shareholder value of the Synergy business for the long-term benefit of Carbery's shareholders. Phase 1 of the Synergy LTIP was in place since 2008 and allocations to participants under this phase ceased in 2014. Phase 2 commenced in 2015

with allocations to participants commencing the same year. As allocations to participants vest after three years, all allocations in Phase 1 of the scheme had vested in 2017. Phase 1 of the LTIP scheme concluded in 2019, when in accordance with the scheme rules, all vested allocations remaining unsold were fully divested. The final performance period for Phase 2 of the scheme concluded in 2024 with all remaining allocations vesting for payment in 2025. The LTIP

is commensurate with similar schemes in various private and public companies and has been put in place under governance oversight by the Remuneration Committee of Carbery Group under independent advice. Benefits associated with the scheme are entirely performance based and are referenced to the additional shareholder value generated over the term of the plan. A provision was made over the lifetime of the plan for the estimated total cost and as 2024 was the

final Synergy trading performance year, a final remaining cost for the plan was determined at €8.3m. The final allocations under Phase 2 of the LTIP took place in 2022 and as the final performance year was 2024, under the rules of the scheme final disbursements occurred in 2025.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued) for the year ended 31 December 2025**15. Provisions For Liabilities** (Continued)

A new LTIP was put in place for performance periods beginning in 2023. The new LTIP scheme retains similar objectives to the previous scheme to ensure the alignment of the interests of Executives and Key Management Personnel with that of the Shareholders. As with the previous scheme, benefits associated with the scheme are entirely performance based and are referenced

to the additional shareholder value generated over the term of the plan. Under the new LTIP scheme, each performance period shall last for three financial years, with the performance period for the first allocations under this scheme being 1 January 2023 to 31 December 2025 and second allocations under the scheme being 1 January 2024 to 31 December 2026. Whilst the

actual cost of the LTIP cannot be determined until the scheme completion, which is 2025 and 2026, a provision is being made over the lifetime of the plan for the estimated total cost. A charge of €2.2m is included in the 2025 financial statements resulting in an aggregate provision recorded on balance sheet at 31 December 2025 of €4.3m.

| | 2025 (€'000) | 2024 (€'000) |
|------------------------------------|-----------------|-----------------|
| (ii) Stability Fund: | | |
| Provision at beginning of year | 8,615 | 1,276 |
| Increase in the period | 2,973 | 8,615 |
| Support payments to milk suppliers | - | (1,276) |
| Provision at end of year | 11,588 | 8,615 |
| Due within one year | - | - |
| Due greater than one year | 11,588 | 8,615 |

It was agreed by the Board of Carbery to increase the Stability Fund by €3.0m (2024: €8.6m) to €11.6m from which it would make payments at a future date to Carbery's milk suppliers when it is required to lessen the impact of adverse milk price movements. There was €Nil (2024: €1.3m) in milk support payments to shareholder

suppliers from the stability fund during the current year.

The Board believes that, on the basis of recurring market volatility, payments from the stability fund are likely to arise within a three-year period. The parameters governing the payment of the stability fund are such that, in any regard,

payment will have to be affected no later than three years from the date of provision. This is on the basis that the supplier co-ops to whom the stability fund will be paid may, at their discretion, request Carbery to effect payment of any balance remaining in the stability fund three-years from the date of provision.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued) for the year ended 31 December 2025**16. Obligations Under Leases**

Future minimum rentals payable under non-cancellable operating leases are as follows:

| | 31 December 2025 | | 31 December 2024 | |
|---|-----------------------------|------------------|-----------------------------|------------------|
| | Land & buildings (€'000) | Other (€'000) | Land & buildings (€'000) | Other (€'000) |
| Not later than one year | 1,169 | 298 | 1,143 | 355 |
| Later than one year and not later than five years | 4,246 | 372 | 4,468 | 316 |
| Greater than five years | 10,318 | - | 11,150 | - |
| | 15,733 | 670 | 16,761 | 671 |

17. Retirement Benefit Commitments

The Group operates both a defined benefit pension scheme and defined contribution pension scheme for its employees that require contributions to be made to separately administered funds. The schemes are funded by the payment of contributions to separately administered trust funds.

Annual contributions to the defined benefit pension scheme are based on the advice of independent actuaries.

The contributions for funding purposes to the defined benefit pension scheme are determined, using the projected unit credit method, by Mercer who are Actuaries to the schemes but are neither officers nor employees of the Group. The most recent actuarial valuation was carried out at 1 January 2023. The contribution made by the Group in respect of the current year was

€Nil (2024: €Nil). The actuaries' reports are not available for public inspection but the results are advised to members of the various schemes.

The valuation used for the defined benefit scheme has been based on the most recent actuarial valuation at 1 January 2023 and was updated by Mercer to take account of the requirements of FRS 102 in order to assess the liabilities of the schemes at 31 December 2025 and 31 December 2024. Scheme assets are stated at their market values at the respective statement of financial position dates and overall expected rates of return are established by applying published brokers' forecasts to each category of scheme assets.

As of 31 December 2013, service costs in respect of future service in the Group's defined benefit scheme terminated. Effective 1 January

2014 there is no further accrual of service in the defined benefit scheme, with all future service being provided in the defined contribution scheme.

The total contributions to the defined benefit scheme in 2026 are expected to be €Nil (2025: €Nil).

The Group participates in an industry-wide Irish Co-operative Societies' Retirement Benefit Scheme. This is a multi-employer defined benefit retirement benefit scheme. However, as the underlying assets and liabilities attributable to individual employers cannot be identified on a consistent and reasonable basis, the Group has accounted for the retirement benefit scheme as if it was a defined contribution pension benefit scheme.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued) for the year ended 31 December 2025**17. Retirement Benefit Commitments** (Continued)

An Actuarial Funding Certificate was prepared with an effective date of 1 January 2023 and confirmed that the Scheme satisfied the Funding Standard set out in Section 44(1) of the Pensions Act, 1990 at that effective date. A Funding Standard Reserve Certificate was also prepared with an effective date of 1 January 2023 and confirmed that the Scheme held sufficient additional assets to satisfy the Funding Standard Reserve set out in Section 44(2) of the Pensions Act, 1990 at that effective date.

The financial assumptions relating to the return on investment, the rate of increase in

pensionable pay or salaries, and price inflation are outlined in the actuarial valuation report.

The most recent full actuarial valuation of the Irish Co-operative Societies' Retirement Benefit Scheme was carried out on 1 January 2023. The report is available for inspection by Scheme members but is not available to the public.

The current contribution rate is 15.3% of pensionable pay (10.3% employer and 5% employee) for contributory members.

The defined benefit asset comprises €1.4m (2024: €2.2m) from plans that are wholly or partly funded.

The net retirement benefit assets and liabilities are analysed as follows:

Scheme assets at fair value:

Equity instruments

Debt instruments

Cash

Fair value of scheme assets

Present value of scheme liabilities

2025
(€'000)

2024
(€'000)

-

612

14,282

15,941

120

115

14,402

16,668

(13,047)

(14,507)

1,355

2,161

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued) for the year ended 31 December 2025**17. Retirement Benefit Commitments** (Continued)

The retirement benefit plans have not invested in any of the Group's own financial instruments nor in properties or other assets used by the Group. The amounts recognised in the income statement and in the Group statement of other comprehensive income for the year are analysed as follows:

| | | |
|---|-------------|-------------|
| Movements in present value of the defined benefit obligation | | |
| Recognised in the income statement | 2025 | 2024 |
| | (€'000) | (€'000) |
| Current service cost | - | - |
| Recognised in arriving at operating profit | - | - |
| Net income on net defined benefit asset | 73 | 83 |
| Total recognised in the income statement | 73 | 83 |
| Recognised in other comprehensive income | 2025 | 2024 |
| | (€'000) | (€'000) |
| Actual (loss)/gain on scheme assets | (1,555) | (432) |
| Less: amounts included in net interest on the net defined benefit liability (Note 5) | (50) | 56 |
| | (1,605) | (376) |
| Other actuarial (losses)/gains | 827 | 54 |
| Remeasurement (losses) recognised in other comprehensive income (including tax thereon) | (778) | (322) |
| Financial assumptions | | |
| The major assumptions used by the actuaries are: | 2025 | 2024 |
| | (%) | (%) |
| Inflation rate increase | 1.80 | 1.80 |
| Salary rate increase | n/a | n/a |
| Retirement benefit payment increase | 0.00 | 0.00 |
| Discount rate | 4.00 | 3.40 |

The mortality assumptions are based on standard mortality tables which allow for future mortality improvements. The assumptions are that a member who retires in 2046 at age 65 will live on average a further 24 years after retirement if they are male and a further 26 years after retirement if they are female.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued) for the year ended 31 December 2025**17. Retirement Benefit Commitments** (Continued)

Changes in the present value of the defined benefit obligations are analysed as follows:

| | 2025 (€'000) | 2024 (€'000) |
|---------------------------|------------------------|------------------------|
| At beginning of year | 14,507 | 15,081 |
| Interest cost | 472 | 496 |
| Benefits paid | (1,256) | (994) |
| Remeasurement adjustments | (676) | (76) |
| At end of year | 13,047 | 14,507 |

Changes in the fair value of scheme assets:

| | 2025 (€'000) | 2024 (€'000) |
|-----------------------------------|------------------------|------------------------|
| At beginning of year | 16,668 | 17,515 |
| Actual (loss)/gain on plan assets | (1,555) | (432) |
| Interest income | 545 | 579 |
| Employer contributions | - | - |
| Benefits paid | (1,256) | (994) |
| At end of year | 14,402 | 16,668 |

Non-current assets

Pension surplus

Provisions for liabilities

Deferred tax

| | 2025 (€'000) | 2024 (€'000) |
|-----------------|------------------------|------------------------|
| Pension surplus | 1,355 | 2,161 |
| Deferred tax | (169) | (270) |

The Income Statement and Statement of Other Comprehensive Income pension bookings are recorded as follows:

| | 2025 (€'000) | 2024 (€'000) |
|----------------------------|------------------------|------------------------|
| Pension (deficit)/surplus | (806) | (273) |
| Deferred tax | 101 | 34 |
| Pension costs and interest | (73) | (83) |
| | (778) | (322) |

The contributions payable by Carbery Group to defined contribution schemes are charged to the income statement in the year in which they relate and amounted to €1.4m (2024: €1.2m) for the year. The amount outstanding at year end was €0.2m (2024: €0.1m).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued) for the year ended 31 December 2025**18. Government Grants**

| | 2025 (€'000) | 2024 (€'000) |
|----------------------------|-----------------|-----------------|
| Cost: | | |
| At beginning of year | 16,548 | 16,488 |
| Recognised during the year | 549 | 60 |
| At end of year | 17,097 | 16,548 |
| Amortisation: | | |
| At beginning of year | 11,173 | 10,787 |
| Amortised during the year | 417 | 386 |
| At end of year | 11,590 | 11,173 |
| Net book value: | | |
| At end of year | 5,507 | 5,375 |
| Between one and two years | 442 | 387 |
| Between two and five years | 1,733 | 1,523 |
| In more than five years | 3,332 | 3,465 |
| | 5,507 | 5,375 |

The Group received a number of grants in 2025 and prior years which are being amortised over the useful economic lives of the tangible assets which they relate to. The cost at beginning of year includes a €5.8m Enterprise Ireland capital grant for the cheese diversification investment in the Ballineen facility that was fully recognised in 2020 (€3.8m) and 2021 (€2.0m).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued) for the year ended 31 December 2025**19. Share Capital**

| | 2025 (€'000) | 2024 (€'000) |
|--|-----------------|-----------------|
| Allotted, called up and fully paid: | | |
| 'A' ordinary shares of €0.20 each | 75,805 | 75,805 |
| 'B' ordinary shares of €0.20 each: | | |
| At beginning of year | 10,672 | 10,784 |
| Issued during the period | 59 | 47 |
| Repurchased during the period | (244) | (166) |
| Share conversions | 726 | 7 |
| At end of year | 11,213 | 10,672 |
| | 87,018 | 86,477 |

The Milk Supply Share Scheme was launched for the milk suppliers of the Group's parent Society 'A' shareholders during 2012. The purpose of the Milk Supply Share Scheme is essentially twofold. Firstly, to ensure that Carbery was well positioned to efficiently manage the expected growth in milk supply volumes subsequent to the removal of milk quota limits in 2015, and secondly, to enable milk suppliers share in the future growth of Carbery by the provision of an exit mechanism for suppliers retiring from milk supply in the future.

In 2021 the Board of Carbery introduced the Share Redemption Exit Plan (SREP) as part of the Milk Supply Share Scheme. The purpose of the SREP is to enhance the manner in which

long-term milk suppliers can share in the equity value being created by Carbery. Under the SREP retiring milk suppliers whose milk has been supplied to Carbery for not less than 20 years will receive an enhanced value (equivalent to one bonus B share for each two B shares held) at retirement for each B share held under the Milk Supply Share Scheme should they apply to have their shares redeemed (and subject to their application being approved by the Board).

The share capital is divided into 'A' and 'B' ordinary shares, the respective rights of which are detailed below. During the year ended 31 December 2025, the rules of the Society were amended to facilitate the sub-division of all A and B shares of €1.00 each into A and B shares

of €0.20 each. This amendment was approved at a Special General Meeting held in August 2025. As part of this change all existing shares were subdivided in line with the nominal share capital sub-division. Additionally, all processing notes existing under the milk share supply scheme were cancelled and converted into 'B' shares.

During the year, 296,440 'B' ordinary shares were issued, 3,628,987 'B' ordinary shares were converted from processing notes and 1,218,715 'B' ordinary shares were repurchased by the Society under the terms of the scheme.

Share rights**Voting rights:**

'A' ordinary shareholders have full voting rights whilst 'B' ordinary shareholders are entitled only to vote on special resolutions.

Dividends:

'A' ordinary shareholders only have the right to receive dividends.

Winding up:

'A' and 'B' ordinary shareholders rank pari passu in the event of the winding up of the society.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued) for the year ended 31 December 2025**20. Other Reserves**

| | Non-distributable capital reserve (€'000) | Deferred translation reserve (€'000) | Cash flow hedge reserve (€'000) | Total (€'000) |
|--|---|--|---------------------------------------|------------------|
| At 1 January 2025 | 1,362 | 13,957 | (229) | 15,090 |
| Translation gain | - | (23,178) | - | (23,178) |
| Change in value of hedge instrument | - | - | 440 | 440 |
| Reclassifications to retained earnings | (61) | - | - | (61) |
| At 31 December 2025 | 1,301 | (9,221) | 211 | (7,709) |

Non-distributable capital reserve

This reserve is used to record increases in the fair value of land, buildings, property, plant and equipment and decreases to the extent such decrease relates to an increase on the same asset. This non-distributable reserve will be released to retained earnings at the end of the remaining useful lives of the tangible assets that have been subject to fair value increases and decreases.

Deferred translation reserve

This reserve represents the exchange movements on foreign currency earnings, investments and borrowings in subsidiary undertakings.

Cash flow hedge reserve

The cash flow hedge reserve contains the effective portion of the cash flow hedge relationships incurred as at the reporting date. €0.4m is made up of the net movements in cash

flow hedges and the effective portion of the forward exchange contracts, net of tax.

Share reserve fund

Also, included in Other Reserves (presented separately in the Statement of Changes in Equity) is a share reserve fund. The balance at 31 December 2025 is €3.5m (2024: €1.9m). This reserve is used to record the premium arising on the subscription of the "B" ordinary shares and

on the conversion of processing notes into "B" ordinary shares. This reserve is released when "B" ordinary shares are repurchased by the Society.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued) for the year ended 31 December 2025**21. Commitments**

Future investments and capital expenditure approved by the Committee but not provided for in these financial statements are as follows:

| | 2025 (€'000) | 2024 (€'000) |
|-----------------------------------|-----------------|-----------------|
| Contracted for | 14,366 | 13,000 |
| Authorised but not contracted for | 14,754 | 17,410 |
| | 29,120 | 30,410 |

The Group has outstanding trade related gas forward purchase contracts for GBP £3.3m (€3.8m) at the year end. The fair value of these contracts was (GBP £3.0m) (€3.4m) at the year end.

Fixed Milk Price Schemes (FMPS)

The Group operated voluntary Fixed Milk Price Schemes (FMPS) to offer all shareholder milk

suppliers' price certainty, in the context of fluctuating and volatile market pricing, on a portion of their milk supply.

FMPS 7 commenced on 1 January 2021 and ended on 31 December 2023 and the total volume allocated and subscribed for approximates 3% of the 2020 milk supplied to the Group. FMPS 8 commenced on 1 January

2022 and ended on 31 December 2024 and the total volume allocated and subscribed for approximates 0.001% of the 2021 milk supplied to the Group.

The Group is committed to making the contracted fixed milk price payments under the FMPS but it does not carry any forward market hedging exposure on the sale of the Group's

products, associated with the milk supplied under these schemes, as the sale of these products are hedged through the entry into forward sale agreements.

22. Acquisitions Of Subsidiary Undertakings

The group acquired 100% of the share capital in SoluTaste Indústria Com Ingredientes Ltda. in October 2025.

| | Book value (€'000) | Fair value adjustment (€'000) | Adjusted value (€'000) |
|--|-----------------------|----------------------------------|---------------------------|
| Intangible assets | 238 | - | 238 |
| Other intangible assets | - | 8,505 | 8,505 |
| Tangible assets | 438 | (220) | 218 |
| Stock | 639 | (160) | 479 |
| Debtors & prepayments | 2,641 | - | 2,641 |
| Cash & cash equivalents | 871 | - | 871 |
| Creditors due within one year | (3,414) | - | (3,414) |
| Bank debt & overdrafts | (4,493) | - | (4,493) |
| Deferred taxation arising on acquisition | - | - | - |
| Net identifiable assets | (3,080) | 8,125 | 5,045 |

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued) for the year ended 31 December 2025**22. Acquisitions Of Subsidiary Undertakings** (Continued)

| | Book value (€'000) | Fair value adjustment (€'000) | Adjusted value (€'000) |
|---|--------------------------|-------------------------------------|------------------------------|
| Goodwill arising on acquisition | | | 8,171 |
| Total cost of acquisition | | | 13,216 |
| Discharged by: | | | |
| Purchase consideration: | | | |
| - Cash paid | | | 9,505 |
| - Deferred consideration | | | 2,728 |
| - Acquisition costs | | | 983 |
| | | | 13,216 |
| Net investment in Subsidiary Undertaking: | | | |
| - Cash paid | | | 9,505 |
| - Cash acquired | | | (871) |
| - Acquisition costs | | | 983 |
| | | | 9,617 |

The acquisition method has been used to account for businesses acquired in the Group's financial statements. The valuation of the fair value of assets acquired in the SoluTaste acquisition was undertaken during the period with the resulting fair value adjustments to acquired book values disclosed above with any material adjustments to be made within

the measurement period. The fair values of the acquired intangibles of customer relationships is amortised over their expected useful economic lives of five years.

The goodwill is attributable to the expected profitability, revenue growth, future market development and assembled workforce of the

acquired business and the synergies expected to arise with the Group after the acquisition. Goodwill is amortised over its expected useful life of 20 years. Acquisition-related costs of €1.0m were incurred primarily on professional fees and are included within the overall goodwill value.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued) for the year ended 31 December 2025

23. Contingencies

- (a.) The Group's subsidiary bank borrowings and overdrafts are secured by a Group Composite Guarantee and Indemnity. The Group has guaranteed bank borrowings and overdrafts at year end of €62.6m (2024: €63.5m) and has in addition guaranteed performance bonds and letters of credit at the end of the year totalling €5.1m (2024: €5.1m). The Group has an ongoing funding requirement that is satisfied by bank facilities and trade related working capital facilities. Arising from the provision of these finance facilities the Group has to comply with certain loan covenants and during the year ended 31 December 2025, the Group has been in compliance with these loan covenants. The Group's primary bank facilities comprising term debt, revolving credit facilities (RCF's) and ancillary lines of credit now mature in February 2027.
- (b.) The Group has recognised government grants amounting to €5.9m (2024: €5.9m) which may be revoked, rebated or cancelled in certain circumstances set out in the agreements. The Group has provided a parental guarantee for €5.8m to Enterprise Ireland related to an approved capital grant for the cheese diversification investment in the Ballineen facility that was fully recognised in 2020 (€3.8m) and 2021 (€2.0m).
- (c.) In accordance with the provisions of Section 357(1(b)) of the Companies Act 2014, the Society has irrevocably guaranteed all liabilities and losses of its Irish subsidiary undertakings, Carbery Food Ingredients Limited, Carbery Cheese Services Limited,

Carbery Group Treasury Operations Designated Activity Company, Carbery Investments (Bandon) Limited, Carbery Investments (Barryroe) Limited, Carbery Investments (Drinagh) Limited and Carbery Investments (Lisavaird) Limited in respect of the financial year as are referred to in Part III, Section A, Paragraph 14 of that Act, for purposes of enabling the subsidiaries to claim exemption from the requirement to file their own financial statements with the Registrar of Companies.

Valuable security has not been provided by the Society in respect of the guarantees. The above disclosure has been made merely to comply with statutory requirements concerning the filing exemption referred to, as, in the committee's opinion, the likelihood of crystallisation of the contingency is remote.

24. Related Party Transactions And Controlling Parties

The majority of the Society is controlled and owned by four 'A' shareholders, Drinagh Co-Operative Limited, Bandon Co-Operative Agricultural & Dairy Society Limited, Barryroe Co-Operative Limited and Lisavaird Co-Operative Creamery Limited. The Group sources a substantial part of its raw materials from its 'A' shareholders who in turn source from the "B" shareholders.

During the year ended 31 December 2025, total raw material purchases from the 'A' shareholders were €326.9m (2024: €307.8m). At 31 December 2025, the Group was owed €0.1m (2024: €0.1m) by and owed €62.9m (2024: €71.8m) to its shareholders.

Carbery Food Ingredients Limited purchases whey protein concentrate from its joint venture company, Barbery Limited. Total purchases during the year amounted to €0.7m (2024: €8.6m). Amounts owed from Barbery Limited at 31 December 2025 amounted to €0.1m (2024: €0.6m) (Note 11).

Terms and conditions of transactions with related parties

Sales and purchases between related parties are made at normal market prices. Outstanding balances with entities are unsecured, interest free and cash settlement is expected within normal market credit terms. The Group has not provided or benefited from any guarantees for any related party receivables or payables. During the year ended 31 December 2025, the Group has not made any provision for doubtful debts relating to amounts owed by related parties (2024: €Nil).

Key management personnel

Executive directors and certain senior employees who have authority and responsibility for planning, directing and controlling the activities of the Group are considered to be key management personnel. This includes individuals working across the Group and employed in markets in Ireland, UK, Europe and USA.

Total remuneration in respect of these individuals in 2025 (14 Executives) (2024: 14) is made up of the following components:

- Basic salary cost of €3.58m (2024: €3.57m) paid to individuals and which is normally set at market rates for equivalent roles.
- Employer social insurance costs (ancillary to salary costs) which amounted to €0.47m (2024: €0.47m).

- Retirement benefits paid by the employer to provide retirement benefits amounted to €1.11m (2024: €0.51m) for the year.
- Performance related bonus / provision for future LTIP / Other Benefits amounted to €3.78m (2024: €5.17m) for the year.

The total cost of the above components of remuneration in 2025 is €8.97m (2024: €9.72m). Cost attributable to overseas employees has been translated from the local currency to euro at average rates of exchange.

Non-Executive Directors

Total remuneration paid in 2025 to 11 (2024: 12) non-executive directors was €200,968 (2024: €196,542) and together with employer social insurance contributions of €20,866 (2024: €18,735), the total remuneration cost was €221,834 (2024: €215,277).

The majority of the Society is owned by four 'A' shareholders, Drinagh Co-Operative Limited, Bandon Co-Operative Agricultural & Dairy Society Limited, Barryroe Co-Operative Limited and Lisavaird Co-Operative Creamery Limited.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued) for the year ended 31 December 2025**25. Other Equity**

| | 2025 (€'000) | 2024 (€'000) |
|----------------------|-----------------|-----------------|
| At beginning of year | 17,831 | 17,831 |
| Issuances | – | – |
| At end of year | 17,831 | 17,831 |

During 2022, 17,831,487 “B” shares of €1.00 each were issued to the four “A” shareholders Drinagh Co-Operative Limited, Bandon Co-Operative Agricultural & Dairy Society Limited, Barryroe Co-Operative Limited and Lisavaird Co-Operative Creamery Limited by wholly owned subsidiary companies, Carbery Investments (Bandon) Ltd, Carbery Investments (Barryroe) Ltd, Carbery Investments (Drinagh) Ltd and Carbery

Investments (Lisavaird) Ltd. These shares are redeemable, at par, at the separate option of the companies at any time on or after 17 February 2042 by notice in writing to the shareholders and the company.

During the year ended 31 December 2025, the rules of the Society were amended to facilitate the sub-division of all A and B shares of €1.00 each into A and B shares of €0.20 each. This

amendment was approved at a Special General Meeting held in August 2025. As part of this change all existing shares were subdivided in line with the nominal share capital sub-division.

During the year, €0.892m (2024: €0.892m) was paid in dividends to those “A” shareholders of the ‘B’ ordinary shares in subsidiary companies.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued) for the year ended 31 December 2025**26. Subsidiaries And Joint Ventures**

At 31 December 2025 the Society had the following principal subsidiaries:

Principal subsidiaries

| Company Name | Nature Of Business | Registered Office | % Voting Rights |
|---|------------------------------|--|------------------------|
| Carbery Food Ingredients Limited | Food ingredients and alcohol | Ballineen, Co. Cork | 100 |
| Carbery Group Treasury Operations Designated Activity Company | Intercompany financing | Ballineen, Co. Cork | 100 |
| Carbery Investments (Bandon) Ltd | Investment Holding | Ballineen, Co. Cork | 100 |
| Carbery Investments (Barryroe) Ltd | Investment Holding | Ballineen, Co. Cork | 100 |
| Carbery Investments (Drinagh) Ltd | Investment Holding | Ballineen, Co. Cork | 100 |
| Carbery Investments (Lisavaired) Ltd | Investment Holding | Ballineen, Co. Cork | 100 |
| Carbery Asia PTE Limited | Flavour ingredients | 61 Science Park, The Galen, Science Park 2, #03-06, 117525, Singapore | 100 |
| Carbery (UK) Limited | Investment holding company | 2 Hillbottom Road, Sands Industrial Estate, High Wycombe, Buckinghamshire, UK | 100 |
| Synergy Flavours Limited | Flavour ingredients | 2 Hillbottom Road, Sands Industrial Estate, High Wycombe, Buckinghamshire, UK | 100 |
| Synergy Flavours (Thailand) Limited | Flavour ingredients | 888/22 Moo 9 Soi, Roongcharoen, Lieb Klong, Suvarnabhumi Road, Bangpla, Bangplee, Samutprakarn, Thailand 10540 | 100 |
| Synergy Flavours (Italy) Societa'perAzioni | Flavour ingredients | Strada per i Laghetti, 34015 Muggia, Trieste, Italy | 100 |
| Synergy Flavors Inc. | Flavour ingredients | 1500 Synergy Drive, Wauconda, Illinois, USA | 100 |
| Synergy Flavors NY LLC | Flavour ingredients | 1500 Synergy Drive, Wauconda, Illinois, USA | 100 |
| Synergy Flavors (OH) LLC | Flavour ingredients | 1500 Synergy Drive, Wauconda, Illinois, USA | 100 |
| Synergy Flavors Innova LLC | Flavour ingredients | 1500 Synergy Drive, Wauconda, Illinois, USA | 100 |
| Synergy Aromas Ltda | Flavour ingredients | Rua Jose De Rezende Meirelles, 3835 Santa, Candida, Vinhedo, Sao Paulo, Brazil | 100 |
| SoluTaste Indústria Com Ingredientes Ltda | Flavour ingredients | Rua Dona Maria Fidélis, 135, Piraporinha, Diadema, SP 09950-350, Brazil | 100 |

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued) for the year ended 31 December 2025**26. Subsidiaries And Joint Ventures** (Continued)

Joint venture company

| Company Name | Nature Of Business | Registered Office | % Voting Rights |
|-----------------|--|---|-----------------|
| Barbery Limited | Manufacture and sale of food ingredients | Maryland Farm, Ditcheat, Shepton Mallet, Somerset, UK | 50 |

All shareholdings consist of ordinary shares.

27. Financial Instruments

| | 2025 (€'000) | 2024 (€'000) |
|---|-----------------|-----------------|
| Financial assets measured at cost less impairment | | |
| Unlisted investments | 190 | 490 |
| Financial assets that are debt instruments measured at amortised cost | | |
| Trade debtors | 122,357 | 121,289 |
| Other debtors | 16,544 | 18,851 |
| Loan notes | 346 | 331 |
| Financial liabilities measured at amortised cost | | |
| Trade creditors | (74,777) | (79,273) |
| Other creditors | (37,202) | (32,628) |
| Bank overdraft | (28) | (26) |
| Loans | (62,593) | (63,498) |

Cash flow hedges - foreign currency risk

The Group purchases forward foreign currency contracts to hedge currency exposure on highly probable forecast transactions denominated in a foreign currency. The expected future sales and purchases which are hedged are expected to occur throughout 2026 (2024: throughout 2025).

As at 31 December 2025, a net unrealised gain of €0.4m (2024: loss of €0.4m) was included in other comprehensive income in respect of the contracts. This amount which was retained in other comprehensive income at 31 December 2025 and 2024 is expected to mature and affect the income statement in 2026 and 2025

respectively. The amount that was reclassified from equity to the income statement for the periods is disclosed in Note 20.

At 31 December 2025, the Group had derivative assets of €0.6m and derivative liabilities of €0.4m.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued) for the year ended 31 December 2025**27. Financial Instruments** (Continued)**Carrying amounts and fair values of financial instruments held at fair value**

The fair value of all financial assets and financial liabilities by class together with their carrying amounts shown in the balance sheet are as follows:

| | Carrying amount 2025 (€'000) | Fair Value 2025 (€'000) | Level 1 2025 (€'000) | Level 2 2025 (€'000) | Level 3 2025 (€'000) |
|---|------------------------------------|-------------------------------|----------------------------|----------------------------|----------------------------|
| Financial asset 2025 | | | | | |
| Derivative asset | 624 | 624 | - | 624 | - |
| Other financial assets (Note 9) | 1,285 | 1,285 | - | - | 1,285 |
| Total financial assets | 1,909 | 1,909 | - | 624 | 1,285 |
| Financial liability 2025 | | | | | |
| Derivative liability | 413 | 413 | - | 413 | - |
| Total financial liabilities at fair value | 413 | 413 | - | 413 | - |
| | | | | | |
| | Carrying amount 2024 (€'000) | Fair Value 2024 (€'000) | Level 1 2024 (€'000) | Level 2 2024 (€'000) | Level 3 2024 (€'000) |
| Financial asset 2024 | | | | | |
| Derivative asset | 46 | 46 | - | 46 | - |
| Other financial assets (Note 9) | 937 | 937 | - | - | 937 |
| Total financial assets | 983 | 983 | - | 46 | 937 |
| Financial liability 2024 | | | | | |
| Derivative liability | 275 | 275 | - | 275 | - |
| Total financial liabilities at fair value | 275 | 275 | - | 275 | - |

Level 2 valuation techniques

The derivative assets and liabilities are valued by reference to current forward exchange rates for contracts with similar maturity profiles.

28. Subsequent Events

There have been no significant events affecting the group after year end.

29. Approval Of The Financial Statements

The Committee approved the financial statements on 13th March 2026.



CARBERY

Ballineen, Co. Cork, Ireland