

Nortura's Sustainability Report 2025

Good lives, today and tomorrow

**– When health, preparedness and
sustainability are mutually dependent**

Good lives, today and tomorrow

In a more turbulent and unpredictable world, secure food production has also become a matter of emergency preparedness and social responsibility. This year's sustainability report shows how Nortura is working to strengthen self-sufficiency and develop a more sustainable food system, ensuring Norway's population has access to safe and nutritious food in future too.

In recent years, we have been reminded of how vulnerable the global food system is. The Covid pandemic, war in Europe, and increasing geopolitical tensions have affected trade, energy and supply chains. At the same time, we see the consequences of climate change more clearly in the form of extreme weather and poor harvests. These experiences have revealed how quickly established supply chains can be disrupted, and how access to critical goods can become a political tool.

In this scenario, food security becomes a fundamental part of the country's national preparedness. Both Norway's Total Preparedness Commission and the Norwegian Defence Research Establishment highlight food as a critical resource in times of crisis and war. The government's goal of increased self-sufficiency underscores the same realisation: The ability to produce food using one's own resources is crucial in a more unpredictable world.

For Norway, with limited agricultural land and challenging weather conditions, this is especially important. Norwegian agriculture is adapted to our climate and landscape, and is based on efficient resource utilisation at a wide variety of farms across the country. The cooperative business model and concomitant obligation to accept farmers' produce strengthen this preparedness by ensuring a robust and decentralised national value chain for food. This provides considerable resilience in the face of crises, and underscores a fundamental truth: without its farmers, Norway would grind to a halt, especially when it really matters.

Transition towards the future

At the same time, we know that the way we produce food must

be further developed. For Nortura, this is not new. For more than a century, we have constantly adapted to tackle world wars, changing economic conditions and evolving societal expectations. The ability to adapt is in our DNA.

But we must not forget that Norwegian food production stands on firm foundations. We are among the world leaders in food safety, animal health and animal welfare, and our farmers make efficient use of natural resources in a challenging climate. This provides a solid platform for further development and a responsibility to make wise choices.

As one of Norway's largest food producers, Nortura has a clear social mission: to contribute to a healthy, safe and stable food supply. At the same time, we must ensure that production evolves in a direction that is sustainable over time, for people, the environment and the economy.

The debate about transition in the food system is often characterised by individual perspectives, where complex issues are reduced to one consideration at a time. In practice, however, climate change, biodiversity, public health, animal welfare and value creation are closely intertwined. Balancing these considerations is challenging, but necessary.

In the face of this complexity, our starting point is clear; we will reduce our negative impact while maintaining and further developing what we already do well. It is within this broad space that the path towards the smart, robust and sustainable food systems of the future lies.

Good lives, today and tomorrow

Emergency preparedness is not just about having enough food, but having a population that is healthy, resilient and able to function both in everyday life and in crises. In this year's report, we have therefore chosen to focus on how the food we produce affects public health and nutrition. The dietary debate is often characterised by simplifications, with tentative research results presented as hard facts. Foods that complement each other are presented as polar opposites. But it is the sum of what we eat that matters. A balanced diet, rich in fruit, vegetables and wholegrain products, combined with meat, eggs and other animal-derived foods, makes it easier to meet the body's needs for essential nutrients.

For Nortura, meat and eggs have a natural place in a healthy diet. We also acknowledge that challenges exist, especially when it comes to processed products. We do not have all the answers, but we initiate and participate in research to gain a better understanding of where the problems lie, and we implement concrete measures in our product portfolio. In 2024, we adopted a new nutrition strategy to strengthen this work and ensure that our priorities are in line with the latest knowledge. This reflects a clear responsibility: to contribute to better public health through the food we produce.

We will show the way

Five years ago, Nortura adopted its first comprehensive sustainability strategy for the period to 2030, which we called "Food on Nature's Terms". In this report, we outline the measures we have implemented in 2025 and the results we have achieved. We are open about both progress and challenges, whether they concern greenhouse gas emissions, feed imports, animal welfare and public health, or our work on safe and inclusive workplaces.

We are still in the midst of our transition and we are proud of the progress we have made so far. We are pleased to report that the company's financial performance improved considerably in 2025, in no small part thanks to our industrial development plan. Going forward, we will further develop modern and efficient industrial processing, adopt new technology and strengthen resource utilisation throughout the value chain, based on renewable energy sources. We will contribute to research and knowledge development that will provide a solid foundation for our decisions, and we will boost innovation and product development to meet future needs.

Our course is clear. Nortura aims to be a driving force in the development of a more robust, sustainable and forward-looking food system in Norway – a system that can withstand increased uncertainty and meet society's expectations.

It is a responsibility we take seriously.

We hope you will find this report both interesting and instructive.



Morten Henriksen

Morten Henriksen

Chief Executive Officer

Johan Narum

Johan Narum

Board Chair

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Otherwise, use the menu on the left-hand side of the document to navigate around.



Photo: Bente Fuglstad, Helgeland Coast

Real pictures from real farmers!

A sustainability report should provide an honest picture of how we work in relation to sustainability throughout the value chain. What could be better than using photos taken by farmers as they go about their daily work? Nortura is a cooperative, owned by over 15,200 Norwegian farmers, and it is they themselves who have submitted the photos we have used in this year’s report. Our aim is to provide an honest picture of what Norwegian food production looks like – from Nordkapp in the north of Norway to Lindesnes in the south.

Norwegian farmers also play an important role in maintaining the cultural landscape which, if we may say so ourselves, is strikingly beautiful in Norway.

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About Nortura Group

Our business

Nortura is one of Norway's largest food producers. It is cooperatively owned by approximately 15,200 Norwegian farmers. We facilitate agriculture across the entire country, and our employees work every day to produce safe and nutritious food for the Norwegian population. We take care of animals and nature, and through innovation and technology, we utilise the entire animal for products that are of use worldwide. We are as keen as the farmers themselves to ensure that food is produced in ways that do not harm the next generation, based on the full scope of Norway's resources and on nature's terms.

Our history

The establishment of the cooperatively owned slaughterhouse Fellesslakteriet at Løren in 1911 marks the beginning of a story about joining forces and creating a system that gave everyone a boost. Fluctuating prices and poor market conditions for the sale of livestock intended for slaughter contributed to a widespread desire among farmers to establish a slaughterhouse of their own. By taking control of the value chain themselves, the farmers could secure the sale of meat and eggs at the best possible prices.

Gradually, the farmers managed to establish themselves in the Norwegian market with brands based on produce from farms across the country. Nortura's purpose remains to ensure that cooperative members achieve the best possible financial outcome from their livestock production.



Canning at Fellesslakteriet in Løren



Gilde

Gilde was established as a national meat brand in 1964 and is today one of Norway's strongest brands. Gilde manages and renews Norwegian food culture by offering safe and tasty products of high quality, using meat sourced solely from Norwegian farmers. Gilde products guarantee 100 per cent Norwegian meat. The products are made by trade-certified experts according to Gilde's strict quality standards.



PRIOR

PRIOR is one of Norway's most well-known food brands and is owned by Norwegian poultry farmers. Our story began nearly 100 years ago, in 1929, when the egg cooperative Norske Eggsentraler was established. Today, PRIOR offers a wide range of products made from chicken, turkey and eggs from Norwegian farmers. PRIOR always gives you a tasty, healthy, quick and easy meal any day of the week.



PROFF & Industrisalg

PROFF & Industrisalg (professional and industrial sales) is responsible for customers in the catering and food processing markets, as well as new sales channels. PROFF is our centre for culinary delight and experiences, while Industrisalg focuses on delivering produce of the highest quality to food processing and other commercial customers.

Our subsidiaries

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Norilia AS

Shareholding: 100 per cent
Head office: Oslo
Markets: Norway, Europe, Asia
Utilises by-products from the slaughter and butchering of all animal species. Works with hides, skins, intestines, wool, raw materials for animal feed, and some food export products.



Norsk Dyremat AS

Shareholding: 100 per cent
Head office: Sirevåg
Markets: Norway, Germany
Engages in the production and sale of pet food within the categories wet food (canned) and freeze-dried/air-dried.



Norfersk AS

Shareholding: 100 per cent
Head office: Hærland
Market: Norway
Produces premium products of beef, pork and lamb for Norgesgruppen.



Prima Slakt AS

Shareholding: 100 per cent
Head office: Nærbø
Market: Norway
Engages in supply logistics and the slaughter and handling of sheep, cattle and pigs, as well as the sale of pork. Also offers bacteriological checks of cleaning services and management of high-risk animals.



Borg Systemvask AS

Shareholding: 100 per cent
Head office: Sarpsborg
Market: Norway
Cleaning company specialising in industrial food processing facilities. Janitorial services and workwear cleaning for businesses.

Nidaros Egg AS

Shareholding: 100 per cent
Head office: Malvik
Market: Norway
Acts as an intermediary between poultry breeders and egg producers. This includes services such as transport, cleaning and picking. Offers professional services to maintain high pullet quality.



Telespor AS

Shareholding: 92 per cent
Head office: Asker
Markets: Norway, International
Technology company specialising in GPS-based solutions for animal tracking, providing real-time monitoring of livestock.



Curtis Wool Direct H. Ltd

Shareholding: 88 per cent
Head office: Bradford, UK
Market: International
Engages in washing, processing and international trading in wool.



Biosirk Norge AS

Shareholding: 67 per cent
Head office: Hamar
Market: Norway
Further processes by-products from slaughterhouses and cutting plants, discards and fallen stock.



Steinsland & Co AS

Shareholding: 67 per cent
Head office: Bryne
Market: Norway
Breeds and hatches chicks for laying hens using in-ovo sex-sorting technology.



Animalia AS

Shareholding: 66 per cent
Head office: Oslo
Market: Norway
Industry organisation working to improve animal welfare and food safety in Norway. Offers courses and guidance, and conducts research to ensure high standards in animal husbandry and humane slaughtering.



NoriDane Foods AS

Shareholding: 65 per cent
Head office: Oslo/
Copenhagen
Markets: Norway/
International
Engages in the import of meat to Norway, as well as international trading primarily in meat products.

Norwegian Duroc AS

Shareholding: 57 per cent
Head office: Hamar
Markets: Norway/
International
Owns, manages and develops a terminal-sire pig breed based on Norwegian Duroc.



Fjord Kitchen AS

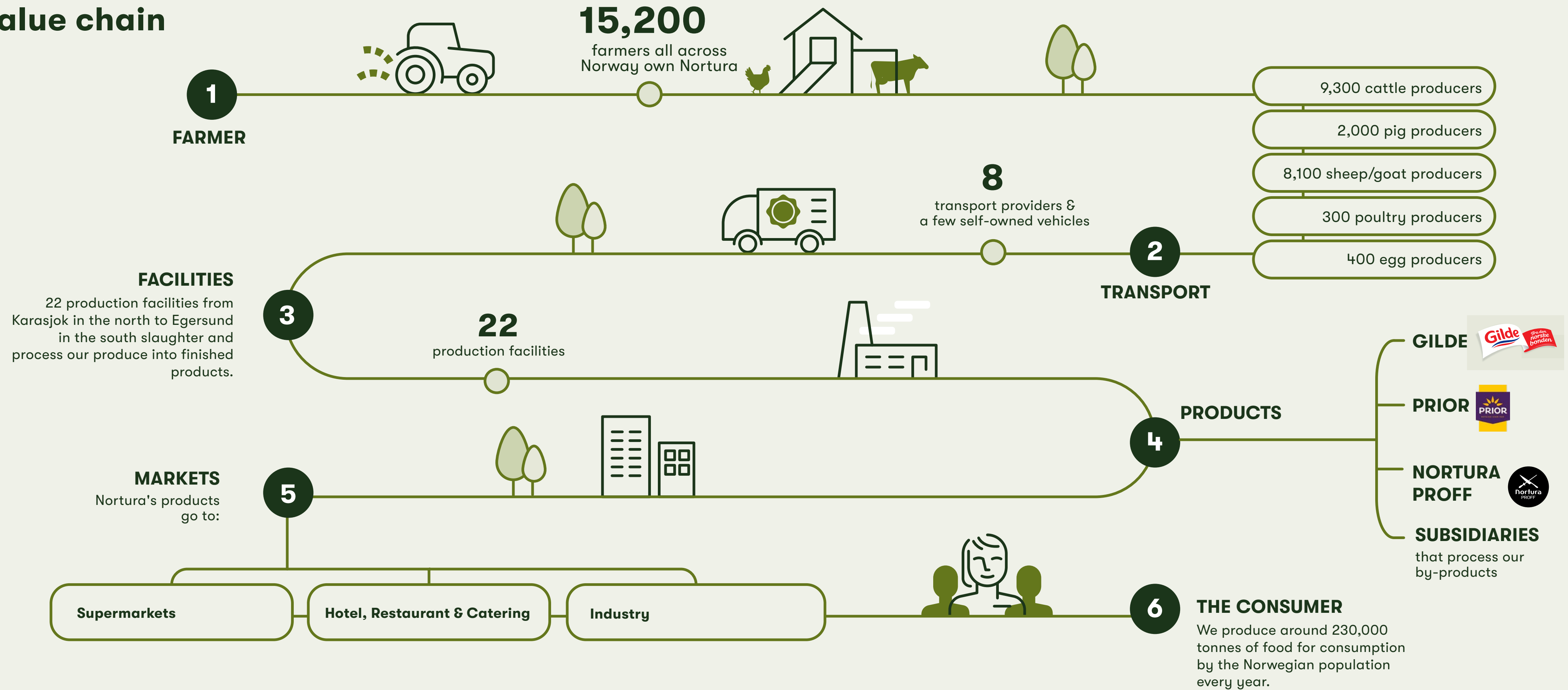
Shareholding: 57 per cent
Head office: Varhaug
Markets: Norway,
International
Produces ready-meals for the brand Fjordland.



Hå Rugeri AS

Shareholding: 51 per cent
Head office: Nærbø
Market: Norway
Hatches and sells day-old chicks to broiler chicken producers in Rogaland and Agder. Uses modern technology to ensure healthy chickens.

Our value chain



NOK 24,807 mill.*
in annual turnover
* for parent company

230,000
tonnes of food produced

NOK 1,131 mill.*
in EBITDA
* for group

16,000
Norwegian farmers own Nortura

3,408*
FTEs at Nortura
* for parent company

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For Nortura, sustainability is an important part of how we work, and is integrated into our business strategy and business model. Nortura's corporate strategy was updated in 2023 and forms the basis for the strategies adopted by the individual business areas and subsidiaries. In the new corporate strategy, sustainability is defined as one of five strategic focus areas for the Group in the years to come.

Nortura's priorities, ambitions, and goals related to sustainability are defined in our sustainability strategy. Five dimensions, and 13 thematic sub-areas, form the framework for our work on sustainability in the years to 2030.

For us, sustainability means that we shall:

1. Produce **healthy and safe food** for the Norwegian population, based on Norway's climate and geography.
2. Produce food **on nature's terms**, so that fields, farms, and facilities can be passed on to the next generation in a better condition than when we took over.
3. Contribute to a **thriving agricultural sector** and vibrant rural communities across the country.
4. **Produce in a responsible manner**, focusing on fossil-free production, operational efficiency and minimal waste.
5. Have a **care for people and animals** throughout the value chain.



In this way, we can continue to produce high-quality, safe food for generations to come in Norway.

A fundamental prerequisite for achieving the ambitious goals we have set in our strategy is close collaboration with other stakeholders in the research community, civil society, business and government.

[Read our sustainability strategy here.](#)

In 2026, Nortura's sustainability strategy will be updated to reflect the results of the double materiality analysis conducted in 2024. In addition, we are working on the further development of transition and action plans.

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Photo: Farmer Jarle Rueslåtten, Gurostølen, Hol municipality

Due diligence assessment of sustainability-related risks and opportunities

The Group's sustainability policy stipulates that Nortura shall conduct a materiality analysis for the Group every three years.

The materiality analysis must include a thorough literature review as well as broad consultation with the Group's stakeholders (academia, civil society, customers and government authorities) throughout the value chain, and reveal the Group's impact on sustainability, both positive and negative. Each materiality analysis forms the basis for Nortura's work on sustainability in the years up until the next materiality analysis is conducted.

The results from the latest materiality analysis, from 2024, may be found on pages [13–14](#).

The materiality analyses assess the company's positive and negative impacts on sustainability. Such impacts, risks and opportunities (IROs) form the basis for this report and are listed in the introduction to each thematic chapter. The steps taken to manage the sustainability-related IROs in the business and value chain may be found under each chapter.

More about how Nortura Group performs due diligence assessments related to the Norwegian Transparency Act may be found on pages [109 to 115](#).

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Involvement of stakeholders

According to Nortura's sustainability policy, the enterprise must regularly consult with key stakeholders to ensure that the goals we set, the measures we implement and the reports we publish meet society's demands and expectations. This includes employees, trade union representatives and other stakeholders in our own business and wider value chain.

A comprehensive stakeholder consultation was conducted in connection with the development of Nortura's first comprehensive sustainability strategy in 2021, involving approximately 50 stakeholders from government, research institutes, civil society, customers and financial institutions, as well as key internal stakeholders. A limited consultation was conducted in connection with the development of the new double materiality analysis in 2024.

A further round of consultations with key stakeholders is planned for 2026, in connection with the updating of Nortura's sustainability strategy.

Organisation

The Board of Directors of Nortura Group is the owner of the overarching sustainability strategy and approves the annual sustainability report. In this way, the board supervises the Group's sustainability-related risks, opportunities, and strategies.

The board has overall responsibility for Nortura's impact on sustainability and is responsible for setting the direction of the work and evaluating the results of measures related to the strategy. The board also sets the budget for the implementation of necessary investments and measures. Beyond this, the Group's impact on sustainability is an integral part of all the board's deliberations and decision-making.

The Audit Committee is a subcommittee of

the Nortura Group board. The committee's purpose is to act as a preparatory body for the board and support the board in the exercise of its responsibility for the company's financial reporting and control systems. The audit committee also provides recommendations to the board on issues related to good corporate governance, monitors the systems for internal control and risk management through follow-up of the Group's risk management function, and oversees the company's internal audit through follow-up of the internal audit function.

The Control Committee is elected by the Annual General Meeting (AGM). On the AGM's behalf, the control committee monitors that the Nortura Group's board and administration carry out their tasks in accordance with Nortura SA's articles of association and the AGM's decisions, and in compliance with section 63 of the Norwegian Cooperative Societies Act. The control committee also verifies that decisions comply with adopted strategies and budgets, and that routines are established to ensure that decisions are implemented and reported back.

The Group Council is composed of the leaders and deputy leaders of the six regional committees as well as the Group's board of directors. The group council meets twice a year and otherwise as needed. The purpose of the group council is to serve as a forum for discussing current matters and strategic issues. The group council is described in Articles 24–25 of Nortura's articles of association.

The Sustainability Council was established in 2024 and is a new advisory committee, consisting of representatives of our owners from across the country and all our production units. The purpose of the sustainability council is to advise Nortura's owners and primary producers on matters relating to Nortura's planned activities and endeavours. A seat on Nortura's sustainability council is reserved for a representative of the Group's board of directors

to ensure that the council's recommendations are discussed by the board.

Group Management is responsible for implementing the strategy and decisions adopted by the board of directors, and is responsible for conducting risk analyses to identify how our impact may affect profitability in the short and long term. Sustainability is integrated into our business model and organisation, and each goal in the strategy is assigned to an officer within the group management team, who then delegates operational responsibility to a function within

their business area. Members of Nortura's group management team receive no performance-related bonuses, nor is their compensation linked to the achievement of specific non-financial results. **The Sustainability Forum** consists of representatives from the management teams of the various business areas. Its purpose is to ensure a holistic and effective approach to sustainability, as well as good coordination across the organisation. The forum meets regularly to monitor and evaluate the Group's performance with respect to Nortura's sustainability strategy.



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How we work
Sustainability is integrated into our entire business

STRATEGY

In Nortura's corporate strategy, sustainability is defined as one of our three main pillars for the future. In 2022, we launched our sustainability strategy for the years to 2030.

INNOVATION

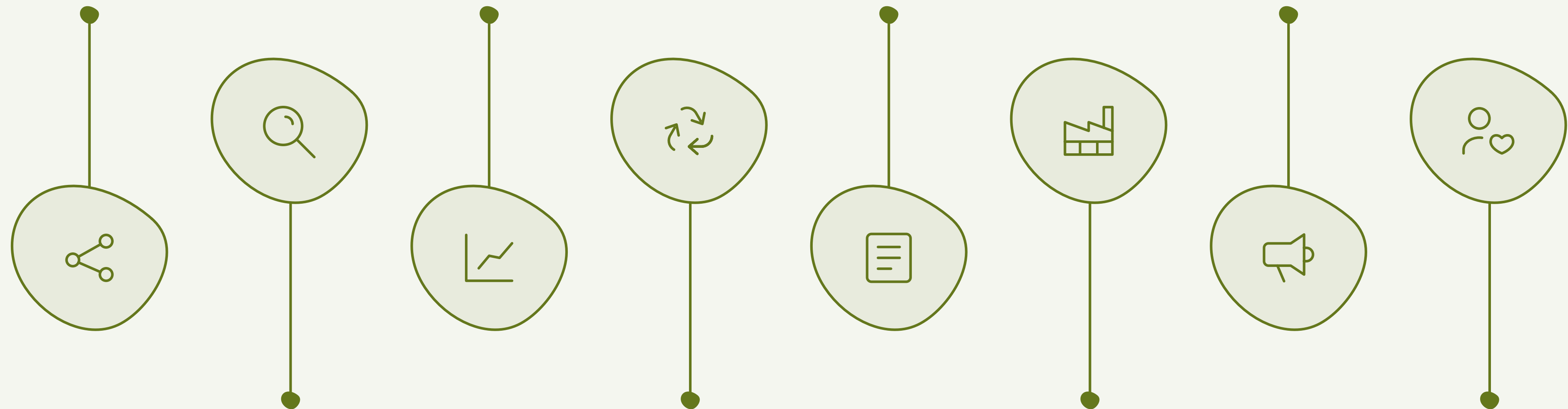
At Nortura Vekst, we develop new business opportunities that could germinate into future growth and profitability for the company.

PURCHASING

All of Nortura's corporate suppliers confirm that they provide goods and services produced in accordance with Nortura's ethical guidelines (Supplier Code of Conduct). You can read more about due diligence assessments from page 109.

MARKETING AND COMMUNICATION

Knowledge of and trust in our brands, products and production processes are important. We have signed the Greenwashing Charter and base our communication on principles of honesty and transparency.



RESEARCH

A good understanding of how Nortura affects nature and people is critical, and we are involved in a total of 39 research projects, of which eight are owned and led by Nortura.

PRODUCT DEVELOPMENT

Nortura invests substantial resources in the development of new products that utilise the whole animal, with healthy ingredients based on Norwegian input factors, packaged in new recyclable packaging.

MANUFACTURING

Through significant investments in technology and new production methods, we improve resource efficiency and reduce energy consumption and emissions at our 22 production facilities across the country.

CUSTOMER SERVICE

Being accessible to consumers is important for building trust, which is why our consumer care centre is available across all channels to receive your inquiries.

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Photo: May Kristin Lofthus, Ås, Saudafjorden

Sustainability reporting

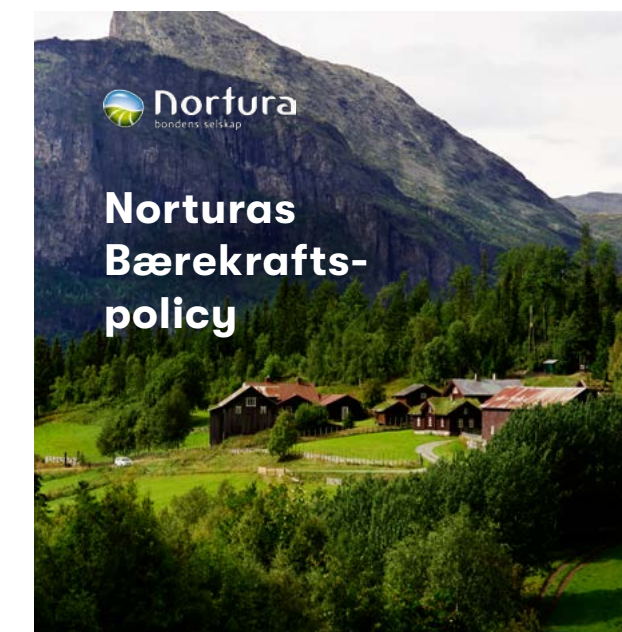
Nortura's sustainability report for 2025 presents the results for the financial year from 1 January to 31 December 2025. The report is based on the principles of the EU's Corporate Sustainability Reporting Directive (CSRD) and follows the structure of the associated reporting standards, European Sustainability Reporting Standards (ESRS), without being a direct implementation of them.

As a cooperative, Nortura is currently not subject to reporting requirements under the CSRD. The EU's OMNIBUS package of proposals aims, among other things, to simplify CSRD reporting. The first simplification (OMNIBUS I), which concerned the deferred implementation of reporting requirements, was enacted in Norwegian law in the summer of 2025. The second simplification (OMNIBUS II), which adjusts the threshold for definition as a large company and thereby removes the reporting obligation for all of our three subsidiaries, was adopted by the EU in December 2025. However, we will continue to follow up and ensure that OMNIBUS II is implemented in Norwegian law.

To ensure that we can report credibly on sustainability, we have decided to follow the European standards. This year's report is the second in which Nortura reports in accordance with the new requirements, but cannot be considered fully compliant with the CSRD and ESRS. The report covers only the Nortura parent company.

The report also forms the basis for Nortura's annual Communication on Progress to the UN Global Compact. We report our greenhouse gas emission in accordance with the GHG Protocol. There is currently no internationally recognised standard for reporting on public health and nutrition. We have therefore developed our own performance indicators.

This report was approved by Nortura's board of directors on 13 April 2026.



New sustainability policy for Nortura Group

In 2024, Nortura's board of directors adopted a new sustainability policy for Nortura Group as a whole. The policy document defines what sustainability means for all the Group's operations and describes how we will work systematically and comprehensively to achieve the goals set out in Nortura's group strategy and sustainability strategy.

[Read the Nortura Group's sustainability policy here.](#)

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Partnership and cooperation

To achieve Nortura's ambitious sustainability goals, it is vital for us to collaborate broadly with other actors in the business sector, agriculture, research, government and civil society.

In 2025, Nortura participated in a number of networks and collaborations with others:

UN Global Compact: In 2021, Nortura chose to commit to the UN Global Compact's ten principles for sustainable business. Together with over 400 companies in Norway, and 17,000 globally, we work to ensure that the business sector contributes to the UN's 17 Sustainable Development Goals (SDGs). Every year, we report candidly on how we comply with the principles and contribute to the SDGs through our "Communication on Progress". We also actively participate in relevant national and international networks related to sustainable agriculture and food production.

Climate-Smart Agriculture: A project aimed at developing measures to reduce the climate footprint of Norwegian agriculture without diminishing the sector's competitiveness. Nortura is one of the initiators.

Blue-Green Feed Forum: The Blue-Green Feed Forum focuses on the development of sustainable feed materials for Norwegian aquaculture and agriculture. The initiative involves several actors, including Biomar, Cargill, Skretting, Mowi, Polarfeed, Seafood Norway and Bellona, which are working together to fulfil the goals of the Norwegian Government's Social Mission on Sustainable Feed. The goal is for all feed for farmed fish and livestock to come from sustainable sources by 2034, and to help reduce greenhouse gas emissions in the food system.

Future Feed: We decided to participate in the Future Feed project in 2024. Future Feed is an initiative led by NCE Heidner Biocluster, involving key players in the agriculture and feed industry. The goal of the project is to increase Norway's food security and food preparedness by increasing the amount of sustainable feed produced in

Norway. This involves increasing the proportion of Norwegian-produced raw materials in animal feed from 55 to 70 per cent by 2034.

KSL Sustainability Working Group: Nortura is a member of the newly established KSL Sustainability Working Group. The group serves as an advisory body to the Norwegian Food Foundation in its role as the standards owner. Its purpose is to follow up on legislation, international standards and recipient requirements related to sustainability, in addition to making new sustainability requirements accessible and more understandable for producers through a series of checklists.

DLF Sustainability Committee: The committee serves as the advisory body to the DLF board on relevant sustainability topics in accordance with the current strategy. The committee's purpose is to provide advice and input for the board's strategy-development work, and help to put topics of relevance to both member companies and society at large on the agenda.

Agritech Cluster: A newly established agricultural cluster in central Norway focusing on technology development for new green value creation in Norwegian agriculture. Nortura is a partner.

NCE Heidner Biocluster: An industry cluster working within sustainable food production and bioeconomy. Nortura is a member.

Skift – a business-led climate initiative: Nortura collaborates with Skift on the follow-up of the organisation's food and agriculture transition guide from 2021, and actively participates in projects related to shelf life and food waste. Nortura became a member in 2024.

Food Drink Norway: Through membership of the Confederation of Norwegian Enterprise's sectoral organisation Food Drink Norway (NHO Mat & Drikke), Nortura participates in several working groups, including those related to the development of new EU regulations for sustainable agriculture.

Sustainability Linked Loan: In collaboration with DNB, we have defined three sustainability-related KPIs in our loan agreements with the banks. The KPIs are linked to our material topics: climate change, animal welfare and food waste.



Photo: Tirill Holstadsve, Holstadsve Farm, Namdalseid

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Double materiality analysis

Nortura conducted a double materiality assessment (DMA) in 2024. This is a requirement in the EU's new Corporate Sustainability Reporting Directive (CSRD). The DMA was carried out in accordance with the methodology described in the European Sustainability Reporting Standards (ESRS) and incorporates industry best practices, internal expertise and engagement with relevant stakeholders from various stakeholder categories.

The results of our DMA show how our activities in the short term affect people, the environment and society (material impact – inside-out perspective) and how various sustainability issues can have a financial impact on Nortura (financial materiality – outside-in perspective). The analysis identifies which sustainability issues are material for Nortura as well as for our stakeholders, such as government authorities, customers, academia, consumers, suppliers and civil society. It underpins the choice of reporting standards that the Group applies, and replaces the previous materiality analysis from 2021. The results of the DMA will be used to further develop the sustainability strategy and will be integrated into the Group's overall management of business risk.

Methodology

The DMA in 2024 was performed by an internal working group at Nortura, with external support. It followed a four-step method.

1. Understand the value chain, map and involve stakeholders

Nortura mapped the entire Group's value chain: upstream, within its own operations and downstream. The analysis was conducted by key internal resources who have a good understanding of the entire Group's value chain. The value chain analysis was presented in workshops for the identification and assessment

of impacts, risks and opportunities (IROs), to ensure that the value chain perspective was maintained in the analyses. The various activities in the value chain also represent dependencies for the Group.

Based on the value chain analysis and the project team's general overview of the Group, internal and external stakeholders were mapped for participation in the double materiality analysis. The sum of the stakeholders' knowledge of and familiarity with Nortura's activities and value chain was considered sufficient to identify IROs related to all sustainability topics.

It was decided that **external stakeholders** would be involved through one-to-one interviews. The external stakeholders were interviewed later in the process, at which time the focus was on eliciting input regarding Nortura's largest impacts, as well as risks and opportunities. These inputs were subsequently incorporated into workshops and used as insights for the analysis.

Internal stakeholders were involved in workshops and interviews. The objective was to identify and assess IROs related to every item on the long-list of sustainability topics. One workshop was conducted on environmental impact, one on social sustainability, and one on business conduct and animal welfare. The internal stakeholders participated in one or more of these workshops, or were interviewed, depending on their area of expertise in Nortura and organisational affiliation. In addition, several rounds of internal reviews were conducted afterwards to ensure the identification of all relevant IROs, as well as appropriate assessment of these.

2. Establish a long-list of sustainability topics

A long-list of sustainability topics was prepared on the basis of the topics, sub-topics and sub-

sub-topics in ESRS, as well as by referring to other relevant frameworks, media analysis, analysis of comparable companies, Nortura's first materiality analysis and strategy, and mapping of global megatrends. The long-list is the starting point for identifying and assessing impacts, risks, and opportunities (IROs) in step 3. Interviews were conducted with external stakeholders to gain their perspectives on Nortura's greatest impacts, as well as risks and opportunities. These inputs were incorporated into the workshops in step 3, as insights.

3. Perform the double materiality analysis

Impacts, risks, and opportunities (IROs) were identified and assessed for all sustainability topics on the long-list. This work was carried out by means of both workshops and one-to-one interviews.

IROs were identified and then assessed according to the methodology recommended by the CSRD.

The Group's value chain analysis was used in the implementation of the workshops to ensure that the entire value chain was taken into consideration. Dependencies were assessed for associated risks and opportunities. The extent to which potential impacts also have financial consequences, and are thus relevant as financial risks or opportunities, was also evaluated. The analyses conducted in connection with the preparation of the long-list were also used as insights for identifying and assessing IROs.

It was necessary to obtain additional information in relation to certain IROs. This was particularly relevant for the assessment of financial consequences. In those cases, the project manager reviewed the relevant risks and opportunities with the finance department to ensure that the scoring was as accurate as possible.

Determination of material impact and financial materiality

After conducting workshops and interviews, Nortura established an overall score at the ESRS topic level for material impact and financial materiality based on the individual impacts, risks, and opportunities (IROs). These total scores form the basis for the placement of the individual sustainability topics in the materiality matrix, and thus also the assessment of whether the topics are material.

When determining the total score, the IROs considered most significant guided the assessment of materiality at the topic level. A discretionary assessment was made of whether the highest-rated impact, risk or opportunity was representative of the materiality of the topic, based on aspects of Nortura's operations and value chain. The rationale for determining the total score follows from Nortura's register of identified and assessed IROs.

Due to their significance, two sub-topics were highlighted as company-specific sustainability issues in the DMA. These were Public Health and Nutrition, and Animal Welfare. The related topics; Consumers and End Users (ESRS S4) and Business Conduct (ESRS G1) are material regardless of the fact that these sub-topics were highlighted as separate sustainability topics.

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Materiality threshold – threshold values for material impact and financial materiality, respectively

Nortura's impacts, risks, and opportunities (IROs), as well as sustainability topics, have a score ranging from 1 to 25, as the Group has used a five-point scale to assess scope, irreversibility, financial consequence, and likelihood. Nortura decided to set the materiality threshold at 15 for both material impact and financial materiality. This means that topics with a total score of 15 or higher from an impact perspective, a financial perspective, or both, are material for reporting purposes. The threshold is set to ensure that sustainability topics with a material impact or financial materiality assessed as "high" or "very high" are considered material.

Final result

The final result of the DMA shows that all sustainability topics, except for water and marine resources, are material for Nortura. The Group will therefore report according to all ESRs except for ESRs E3 Water and Marine Resources.

4. Validate and document results

Nortura carried out extensive quality assurance work following the workshops and involved several internal stakeholders in this. After several rounds of adjustments and workshops, the analysis was completed. To validate the results of the DMA, the project team then presented its findings to the Group's sustainability forum, group management and, finally, the board of directors. During the presentations, both the materiality of the topics and the impacts, risks and opportunities deemed material (scoring over 15) were discussed. Each validation round provided good and relevant input, which was taken into account by Nortura's project team and included in the next validation round.

Scope and constraints

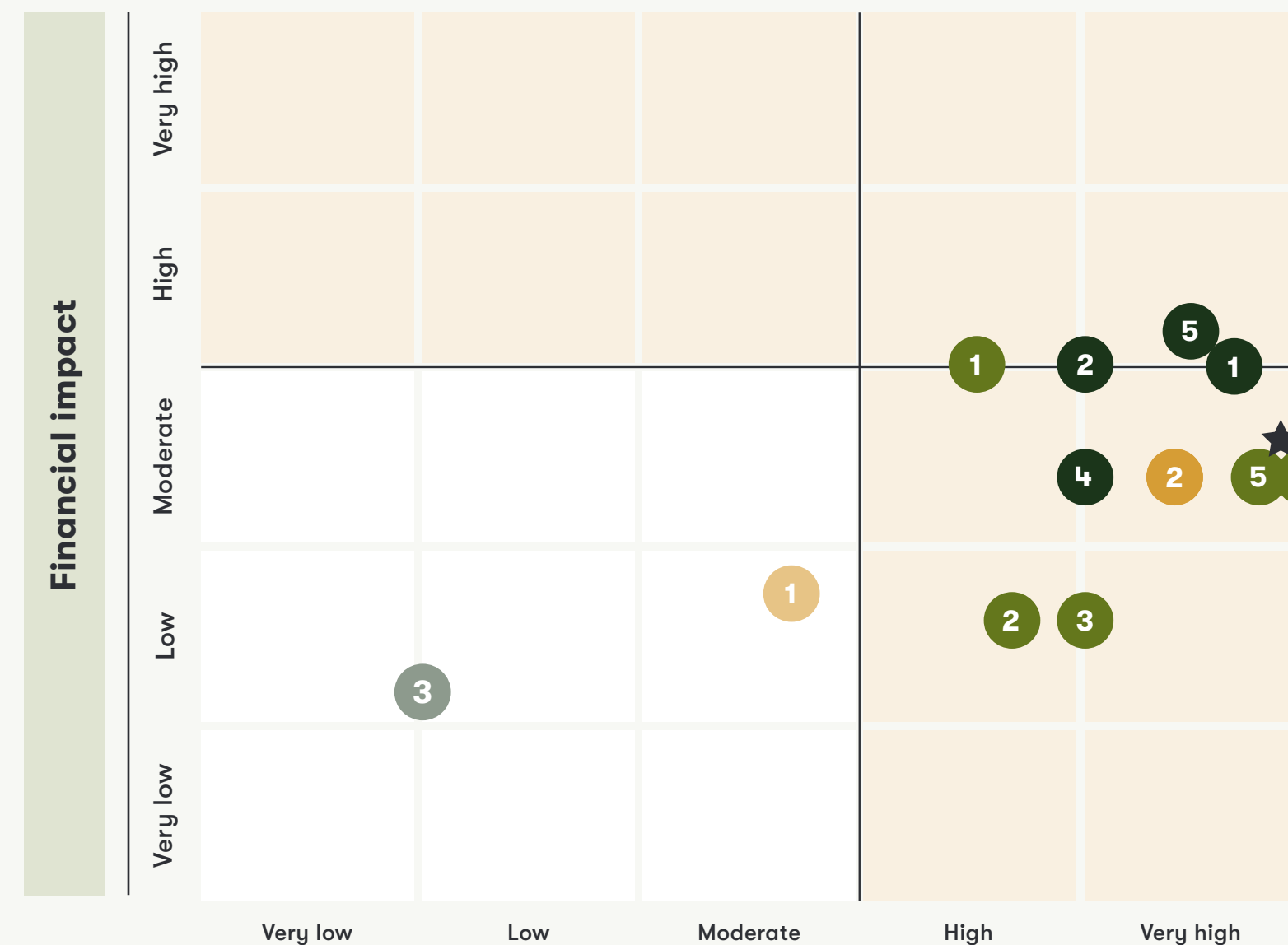
The sustainability report for 2025 covers Nortura SA as the parent company and not Nortura Group as a whole. The report covers the entire value chain of Nortura SA, both upstream and downstream, based on the results of our double materiality analysis (DMA).

Incorrectly reported data

Inconsistent reporting of data identified in previous years' reports was corrected and clearly highlighted in this year's report.

Verification

The report for 2025 has not been externally verified.



- 1 E1 – Climate change
- 2 E2 – Pollution
- 3 E3 – Water and marine resources
- 4 E4 – Biodiversity and ecosystems
- 5 E5 – Resource use and circular economy

- 1 S1 – Own workforce
- 2 S2 – Workers in the value chain
- 3 S3 – Affected communities
- 4 S4 – Consumers and end users
- 5 S4 – Public health and nutrition

- 1 G1 – Business conduct
- 2 G1 – Animal welfare

Material topics Not material ★ Has equal impact and financial values

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Results from lifecycle analyses



How do the different animal species at Nortura impact sustainability?


To map the environmental impact of our operations, Nortura engaged the independent research institute NORSUS – Norwegian Institute for Sustainability Research¹ – to prepare lifecycle analyses for the various animal species included in Nortura's production. These analyses were completed in October 2023.

The lifecycle analyses assess the total environmental impact of the animal categories we use, including energy and water consumption, emissions, acidification, soil quality, land use and biodiversity.

The results from the NORSUS lifecycle analyses are summarised in the table below and presented in the respective chapters of this report.

[Read the report from NORSUS here.](#)

Impact category per kilogram of carcass weight and eggs

	Dairy cows	Beef cattle	Sheep	Pigs	Chickens	Turkeys	Eggs
 Climate footprint ² [kg CO ₂ e]	21.6	3.0	28.8	3.4	2.3	2.3	1.5
 Water consumption ² [m ³]	1.8	0.6	0.9	0.5	2.1	1.8	1.4
 Land use ² [m ²]	26.6	27.6	28.9	6.5	4.4	6.3	3.6
 Biodiversity ² [potentially disappeared fraction (PDF)]	7.0	-14	-47	4.3	2.9	4.1	2.4

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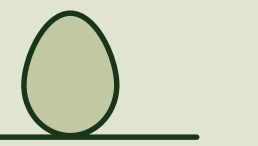



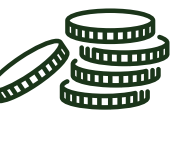

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		Dairy cows	Beef cattle	Sheep	Pigs	Chickens	Turkeys	Eggs
								
	Norwegian content in the feed ³	78%	97%	95%	66%	45%		57%
	Of which, roughage (grass)	54%	93%	90%	2%	0%		0%
	Of which, concentrated feed	46%	7%	10%	88% + 10% by-products from the food industry	100%		100%
	Nutrition	Good source of iron, vitamin B12 and B6, zinc and selenium, as well as high-quality proteins. Beef fat contains about 50 per cent saturated fat.		Good source of high-quality proteins, iron, vitamin B12 and zinc. Approx. 50 per cent of the fat in sheep/lamb meat is saturated fat.	Lard (pork fat) consists of only 40 per cent saturated fat. Pork meat is rich in high-quality proteins and has a high content of B vitamins, especially vitamin B12 and B6. Pork is also a source of the minerals zinc and selenium.	Meat from chickens is classified as white meat. The meat is relatively lean and only 30 per cent of the fat is saturated fat. Chicken meat is rich in high-quality proteins, vitamin B6 and B12, and is a source of zinc and selenium.	Turkey meat is classified as white meat. Turkey contains little fat, about 30 per cent of the fat is saturated fat. Turkey meat is rich in high-quality proteins, vitamin B6 and B12, and is a source of zinc and selenium.	Eggs contain high-quality proteins, as well as almost all the vitamins and minerals the body needs, except for vitamin C and niacin. Importantly, eggs are a natural source of iodine and vitamin D, two of the nutrients we in Norway are most at risk of getting too little of.
	Residual raw materials	These are turned into high-quality pet food or exported as food to other regions. Hides are sold to the luxury market for bags, belts, shoes and car seats. Approx. 1,500 tonnes of bones are used annually for the production of beef stock.		A growing proportion of the offal deriving from our sheep/goat production is now exported as human food. Wool and hides are used for clothing and furniture, with the residues going to high-quality pet food both in Norway and abroad.	Most of the pig's innards are used for pet food production, but some are also used for human consumption; the intestines are partly used in sausage production. Mucosa, which is used in the pharmaceutical industry, is also derived from the intestines of pigs.	We use approximately 10,000 tonnes of chicken and turkey bones for the production of high-quality proteins and fats. About 30,000 tonnes of feathers, intestines, offal and blood are used for the production of fish feed and pet food.		At our egg cracking facility in Revetal, the membrane is separated from the eggshell. The membrane is used in dietary supplements and wound-healing products, while calcium from eggshells is used for everything from fertiliser and animal feed to dietary supplements.
	Profitability	Weak	Weak	Weak	Moderate	Moderate	Weak	Weak
	Number of producers	8 649		9 344	1 980	260	35	372

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Photo: Jenny Aske, Sunnvold Farm, Valdres

Thematic Focus:

“Good lives, today and tomorrow”

In discussions about sustainability and Norwegian food production, it is easy to forget the main task of the food system: to ensure enough safe food that provides us with energy, nutrients and the ability to live healthy and active lives, both today and tomorrow – and for generations to come.

This is exactly why the UN encourages each country, especially those with a high import rate, to diversify and strengthen their own food production capacity. In Norway, with its limited stock of arable land, this also means raising livestock on land unsuitable for the cultivation of crops. Grazing animals can utilise grass and uncultivated land, while pigs and poultry can utilise grain that is not good enough for human consumption. In return, the livestock provide us with nutritious and nutrient-dense raw materials in the form of meat, milk and eggs.

Animal-derived foods like meat and eggs are rich in complete proteins and readily absorbed vitamins and minerals such as iron, vitamin B12, vitamin D, and iodine – nutrients that can be difficult to obtain in sufficient quantities without consuming these ingredients. Plant-based

foods provide, among other things, dietary fibre, plant bioactive compounds (antioxidants), carbohydrates and vitamin C, which are not found in meat and eggs.

A diet rich in vegetables and whole grains, combined with meat, eggs and other animal products, makes it easier to meet the need for essential nutrients. These foods are not opposites – they complement each other.

On the following pages, we will explore the role of meat and eggs in the diet, the benefits and challenges associated with each, and what Nortura is doing to make a positive contribution to public health. On pages [93 to 95](#) you can read more about the work we have done in 2025.

- 1. Perspectives on the dietary debate: What is it that we are really eating? [page 18](#)**
- 2. Do we need meat and eggs in our diet? [page 19](#)**
- 3. The challenges associated with red meat and processed meat [page 22](#)**
- 4. The way forward – interview with Nortura's Head of Nutrition, Guro Waage [page 29](#)**

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1. Perspective on the dietary debate: What is it that we are actually eating?

Many argue that we must eat less meat in order to increase our intake of fruit and vegetables – and set meat and plants up against each other. But what is it that we are actually putting on our plates? A study conducted by Solberg et al⁴ showed that one third of Norwegian purchases are sweet, highly processed products, such as

confectionery, snacks and desserts. Norwegian supermarkets sell more carbonated soft drinks than any other product category. Lower consumption of red meat has not been replaced by fruit, vegetables or fish to any great extent, but rather by products such as frozen pizza and other ready meals.

Statistics Norway (SSB) has also looked at what we buy in terms of food and beverages in Norwegian supermarkets, and converted it

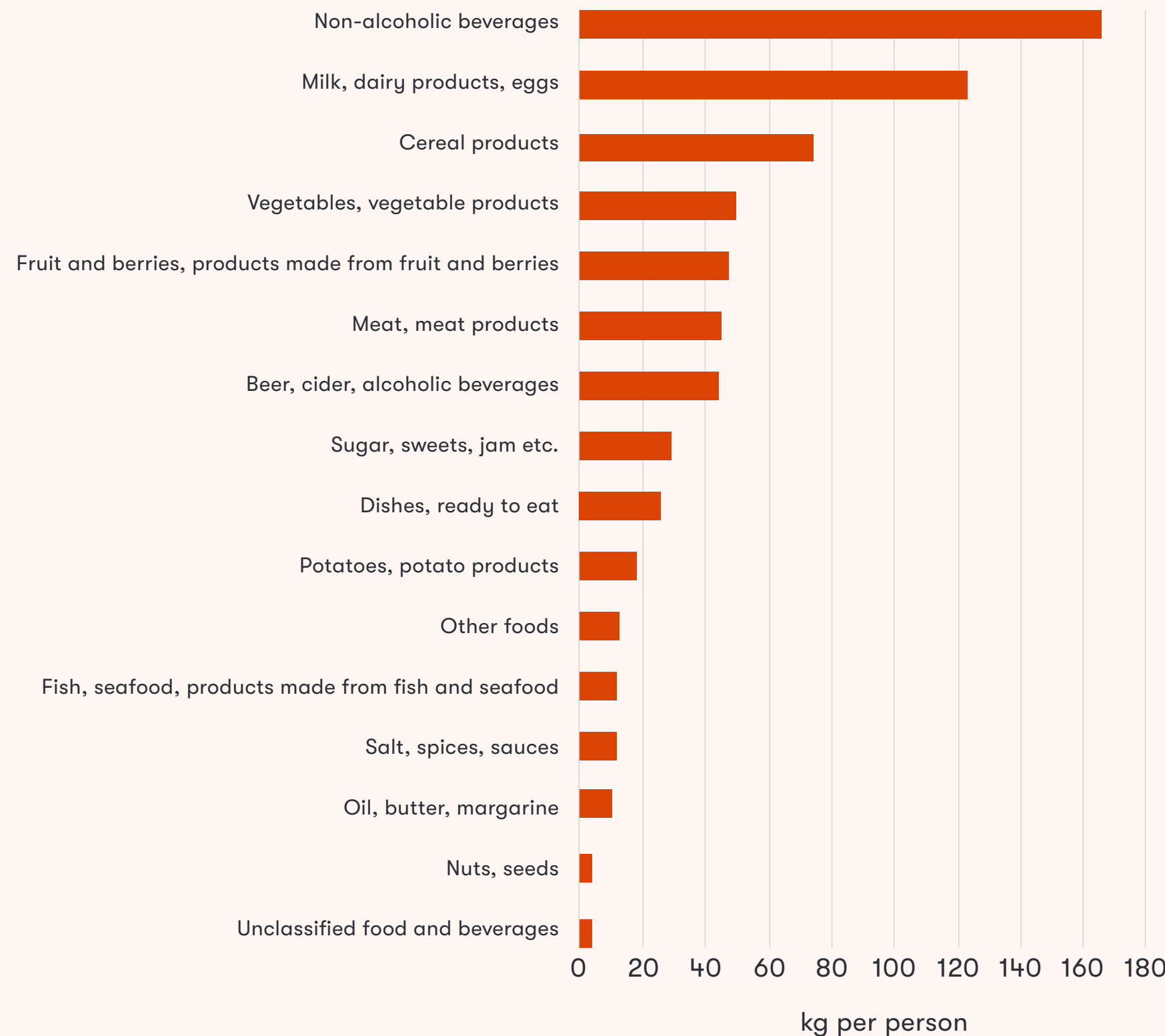
into edible quantities of food. This provides an estimate of what an average person consumes per year.

According to Statistics Norway, each person in Norway buys an average of around 672 edible kilos or litres of food and drink per year. Of this, meat and meat products – both red and white meat – make up about 7 per cent of the total amount. Processed meat accounts for approximately 3.5 per cent, while unprocessed red meat alone accounts for under 2 per cent⁵.

By comparison, sugar, sweets, soft drinks and energy drinks make up over 30 per cent of the total amount we purchase. If you also include cakes, puddings and snacks like potato chips, the proportion rises even higher. These are foods that contribute little essential nutrition and cannot be justified from a sustainability perspective.

Nevertheless, cutting down on red meat receives a lot of attention in the dietary debate, compared to reducing the volume soft drinks, snacks and sweets.

Average edible quantity of food and beverages sold per person per year (kg), by food groups. Norway as a whole in 2023⁵



What we think we eat...



vs. what we actually eat



Sugar, sweets, soft drinks and energy drinks make up over 30 per cent of everything we buy at the supermarket.

By comparison, meat and meat products (red and white meat) constitute 7 per cent.⁶

From a health perspective, we can ask whether it is really the meat, and especially the unprocessed red meat, that is the main challenge in today's diet?

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2. Do we need meat and eggs in our diet?

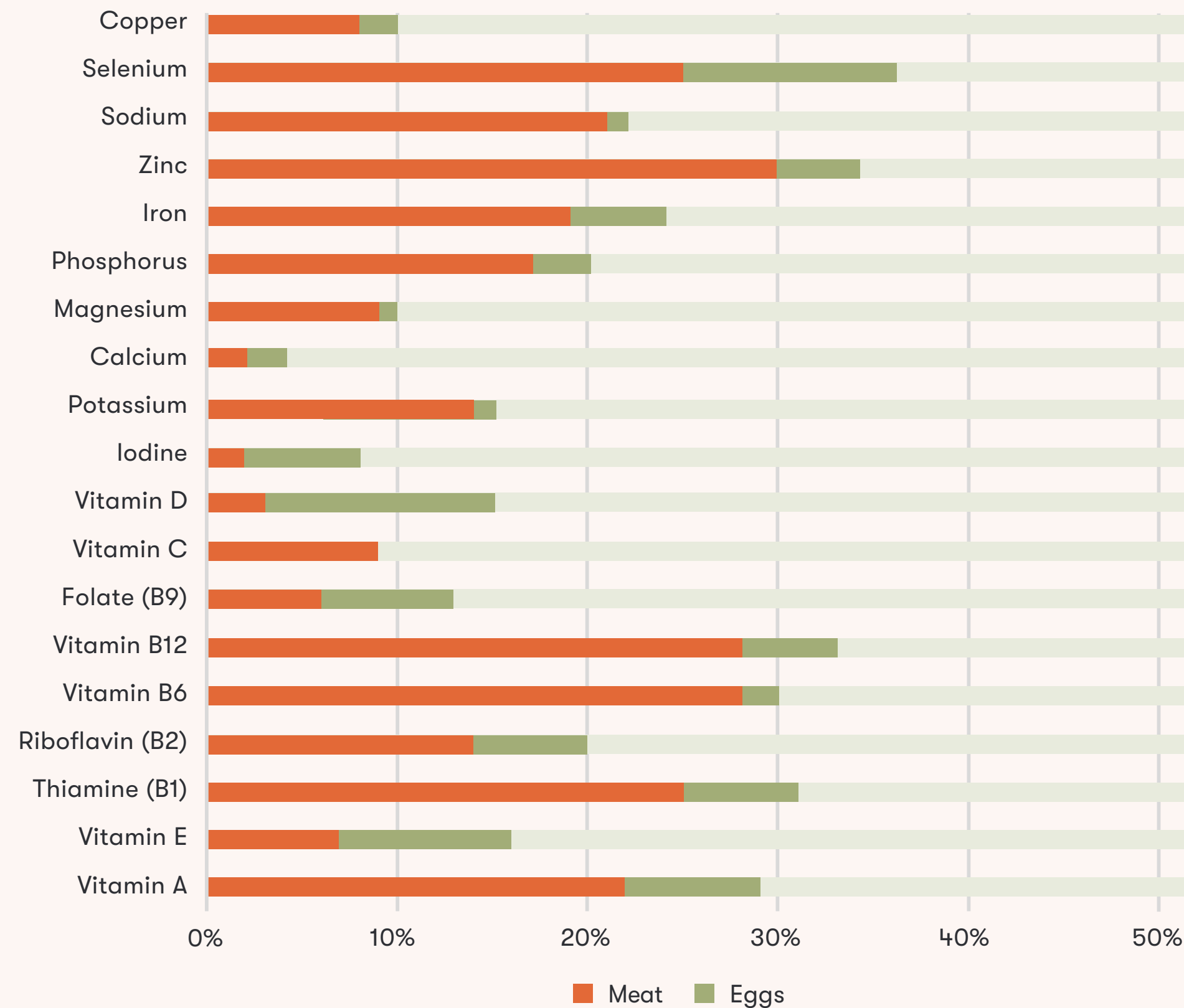
For our bodies to function normally, we need a supply of nutrients. Proteins, carbohydrates, fats, vitamins, minerals and water are all important. No single food or food group contains all the nutrients the body needs. A varied and balanced diet is therefore important to keep us healthy.

A low intake of nutrients over time leads to deficiencies that negatively affect our health. The most common nutrient deficiencies in Norway are a lack of vitamin D, iron, and iodine^{7,8}. Those who eat little or no animal products also have an increased risk of vitamin B12 deficiency. **The nutrients that we are at highest risk of lacking are found most readily in animal-based foods, including meat and eggs.**

Meat and eggs provide a range of nutrients that have important functions in our bodies

Meat and eggs contain a lot of nutrients per unit of energy. The nationwide dietary survey, Norkost 4⁹, shows that meat and meat products contribute 12 per cent of the population's calorie intake, while eggs contribute 2 per cent. Nevertheless, **meat and meat products are the largest or second largest source of 11 of 19 vitamins and minerals in our diet.** From eggs, we obtain almost all the vitamins and minerals the body needs, except for vitamin C. See the figure on the right.

The figure below shows the per centage of various nutrients we obtain from meat and eggs in today's diet.⁹



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Meat and eggs provide a range of nutrients that have important functions in our bodies



Keep us strong
Proteins contribute to the growth and maintenance of muscles.



Help us extract energy from the food we eat
Niacin, phosphorus, vitamin B6, B12, and iodine are important for normal energy metabolism.



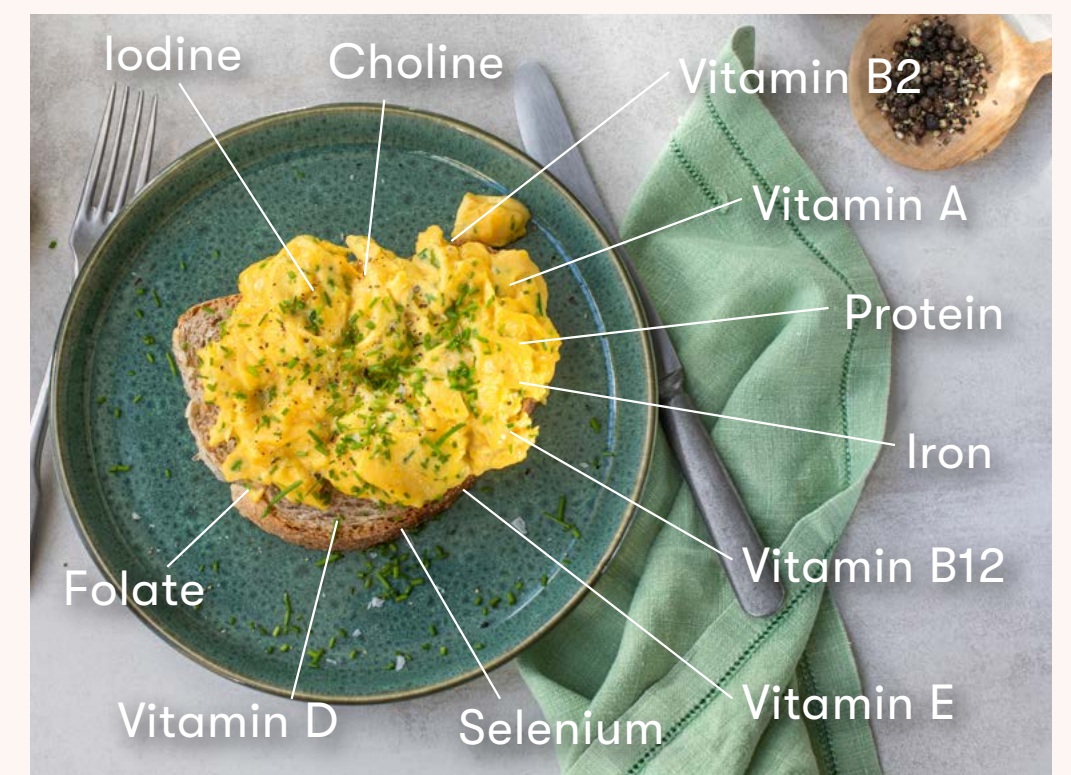
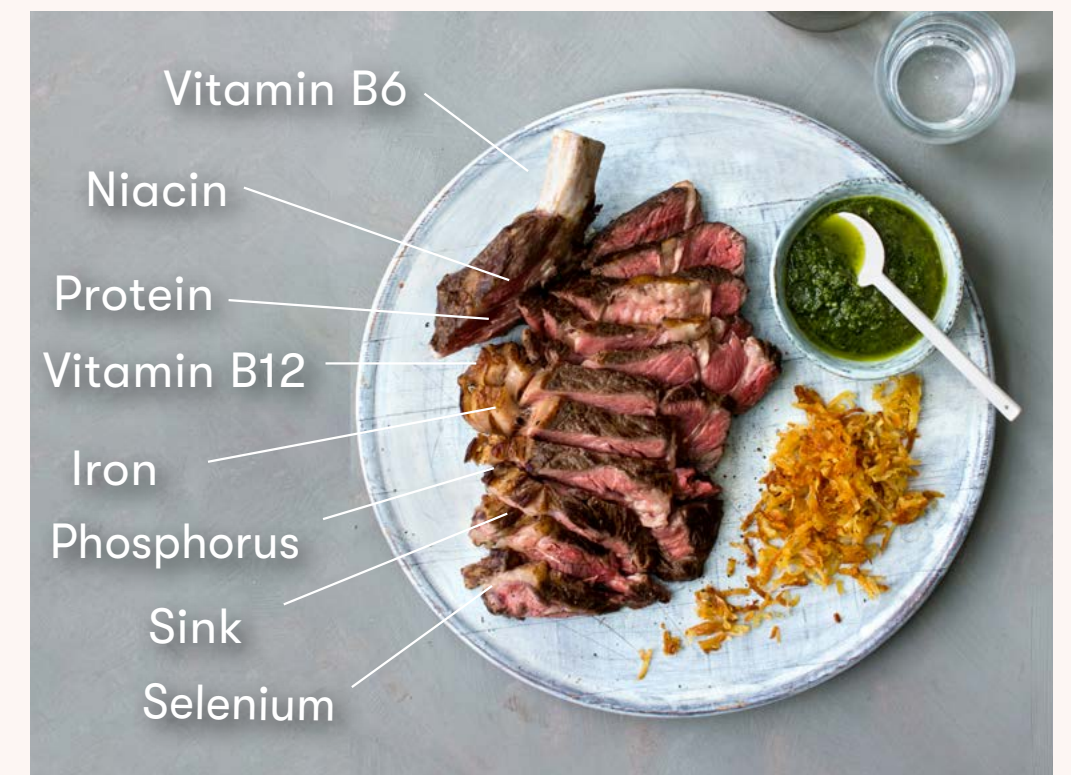
Keep our energy levels up
Niacin, vitamin B6, B12 and iron help reduce tiredness and fatigue.



Ensure a functioning immune system
Vitamin B6, B12, selenium, zinc and iron contribute to the normal function of the immune system.



Contribute to cognitive development and function
Iodine, iron and zinc contribute to normal cognitive function.



Did you know that...

- The colour of the meat indicate iron content. The redder the meat – the more iron it contains!
- Animal products are often associated with saturated fat, but did you know that 70 per cent of the fat in eggs, white meat and pork is unsaturated, while 30 per cent is saturated? For sheep and cattle, the proportion is 50/50.
- In addition to providing you with iron and zinc, meat will also help you absorb these minerals more easily from plant-based foods, especially from dark green vegetables. This means that when you enjoy a steak with broccoli, your intake of iron and zinc from the broccoli increases. This is called the meat factor.¹³

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Animal-based food has high protein quality and bioavailability

Broadly speaking, animal-based foods have higher protein quality, and many of the nutrients are more bioavailable than those we get from plant-based foods.¹⁰ This affects the actual absorption of nutrients from the diet. Theoretical nutritional content does not necessarily reflect how much the body can actually absorb and utilise.

Protein quality

Protein is made up of amino acids. There are 20 amino acids in total, nine of which are essential, meaning that we cannot produce them ourselves and must obtain them through the food we eat. Animal protein is of high quality because it contains all the essential amino acids the body needs, and in the right amounts.

Vegetable-based foods also contribute proteins, but very few have good protein quality. You can meet your protein needs by eating only plant-based foods, but it requires combining different sources and often eating larger quantities of food.

Bioavailability

Proteins and nutrients in animal-based food often occur in forms that the body can more easily absorb and utilise. This is due both to certain nutrients being more readily available in animal-based foods, and to plant-based foods potentially containing substances that inhibit nutrient absorption.

Iron is a good example of this. Animal-based food contains haem iron, which is absorbed three to five times better in the body than non-haem iron found in plant-based food. On average, the body absorbs 25 per cent of haem iron, compared to 5–8 per cent of non-haem iron.¹² No animal-based food contains more iron than red meat, especially from cattle and sheep, except liver.

Meat + vegetables = true

You do not have to eat meat or eggs to meet your nutritional needs, but reducing or cutting out large food groups from your diet requires that you know precisely what you should eat instead.

When a plant-rich diet is combined with animal products, it is easier to meet the body's needs. Animal-based food provides nutrients that can be difficult to obtain in sufficient amounts from plant-based food alone. At the same time, plant-based foods also contribute nutrients that animal foods contain little or none of – for example, fibre, vitamin C and certain antioxidants such as polyphenols and flavonoids.

A diet rich in vegetables and whole grains, combined with moderate amounts of meat, eggs and other animal products, makes it easier to meet the body's need for essential nutrients. These foods are not opposites – they work best together.



Same amount of protein

The image shows the amount of peas, beans and lentils (360g) you need to eat to obtain 24 g of protein, compared with the amount of meat (107g) that provides the same amount of protein.¹¹ The plate with legumes provides three times as much energy (calories).

NOTE! Protein deficiency is generally not an issue in Norway today, but for those who eat little, the elderly and the sick, it can be challenging to meet the need for protein and essential nutrients if it means having to eat large volumes of food.



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3. The challenges associated with red and processed meat

Meat contributes many important nutrients to our diet. At the same time, research shows a link between a high consumption of red meat – especially processed meat – and an increased risk of certain negative health outcomes. These findings are mainly based on observational studies, and there is still uncertainty regarding both causal relationships and the mechanisms involved.

The research

Researching the link between diet and disease is difficult. This is because it is almost impossible to conduct good, controlled studies where people live under controlled conditions for long enough to develop a particular disease. Research is therefore often based on observational studies. Such studies can show that two things often occur simultaneously, but they cannot prove that one is the cause of the other. To prove a connection, researchers can look for biological explanations in the body that can support or explain the relationship. They are called mechanisms.

In addition to the fact that research on diet and disease is challenging in itself, there are several weaknesses in the knowledge base regarding meat and disease risk. Among other things, the studies rarely distinguish between different animal species within the category of red meat. It is unclear whether the risk is the same when consuming, for example, pork and beef, although differences in feed, living conditions and nutrient composition may suggest that there are differences. Furthermore, different definitions of processed meat are used in various

studies, and results vary somewhat depending on where they were conducted. This may be due to different lifestyles, socioeconomic conditions or production methods.

We also do not have a proper explanation for what might link a high consumption of red and processed meat and disease risk. Our knowledge is particularly limited when it comes to the development of colorectal cancer.

This does not mean that the observed risk should be trivialised, but that the findings should be interpreted with caution.

What is meant by observational studies?



Observational studies are studies where large population groups are monitored over a long period. Typically, a questionnaire is sent out at regular intervals (for example, every four years) with participants self-reporting what they have eaten during a specific time period. These studies are hypothesis-generating, but cannot be used to demonstrate a link between specific foods and disease development. Most of the studies have also been conducted abroad, and therefore cannot be automatically applied to Norwegian conditions.



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Saturated fat and cardiovascular disease

Red meat contributes about 19 per cent of the saturated fat in our diet⁹. Our body needs fat, as well as the vitamins that come with the fat. However, overconsumption, especially of saturated fat, is not recommended. The national recommendations state that a maximum of 10 per cent of our energy intake should come from saturated fat.

The Norwegian Directorate of Health writes the following on its website: “Consumption of saturated fat is not dangerous. However, limiting one’s intake of saturated fat is recommended, as high consumption is associated with increased LDL cholesterol, which is an important risk factor for cardiovascular disease. It is well documented that replacing saturated fat in the diet with polyunsaturated fat has a beneficial effect on cholesterol.”¹⁴

The research is ambiguous

The advice to limit saturated fat is therefore not about saturated fat itself being dangerous, but that the amounts should be limited and that the intake of unsaturated fat is more beneficial. If we eat too much of one thing, we may get too little of something else.

At the same time, it is no secret that there is professional disagreement regarding the risks associated with saturated fat. One reason for this is that the research results show a complex picture. For example, studies show that if saturated fat is replaced with “quick-release carbohydrates”, the same beneficial effect on cholesterol and cardiovascular diseases is not seen as when some of the saturated fat is replaced with unsaturated fat.¹⁵

Studies also vary when looking at saturated fat as an isolated nutrient and when studying saturated fat in interaction with other nutrients, as part of different foods.



What is Nortura doing?

Reducing saturated fat has been a focus area for Nortura for a long time. Saturated fat is challenging to work with, as it is a natural part of the animal and not something we add, like salt. In addition to developing leaner product options, the industry is working at the breeding level, with novel breed combinations, as well as with feed adjustments to reduce the amount of saturated fat. In this way, we have succeeded in changing the fat content and fatty acid composition in pigs, which is the animal species we consume the most of in Norway. [Read more on pages 93 to 95](#)

“Figures from Norsvin on whole pig carcasses show a decrease in saturated fat of as much as 34 per cent from 1990 to 2022¹⁶!”



Salt and meat products

Salt has many functions in meat products. It enhances flavour, but is also part of the barrier that helps prevent bacterial growth and ensures the products remain safe to eat. Salt has also traditionally been important for creating products that are neither dry nor tough, but have good texture and juiciness, and remain stable right up to the last consume-by date – which is important for the perceived quality of the product and to avoid food waste.

The average intake per person of salt, or sodium (which is the component in salt we would benefit from consuming less of), is well above the maximum recommended daily intake. High intake of sodium increases blood pressure, among other things, and high blood pressure is one of the most important risk factors for cardiovascular disease. Processed meat products are one of the largest sources of salt in the Norwegian diet, accounting for approximately 20 per cent of our intake⁹.



What is Nortura doing?

Nortura has long worked to reduce the amount of salt in its products, in which endeavour it has been very successful. Since 2015, we have reduced the salt content in our products by over 30 per cent. Further reduction is challenging without the use of salt substitutes. Potassium chloride is one of the most relevant alternatives to sodium chloride (salt) and is used internationally as an agent to reduce the sodium content in food. Currently, the industry lacks clear guidance from health authorities on the safe and appropriate use of potassium chloride in this context. This uncertainty makes it more challenging to make any further reduction in sodium content beyond that which has already been achieved. Read more about our work on salt reduction on pages [93 to 95](#).

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Red meat and cancer risk

Research indicates an association between high consumption of red and processed meat and an increased risk of colorectal cancer. The evidence that eating unprocessed red meat increases the risk of colorectal cancer is weaker than the evidence that processed meat increases the risk. The International Agency for Research on Cancer therefore classifies unprocessed red meat as "probably carcinogenic to humans" and processed meat as "carcinogenic to humans". That said, it is important to note that the classification does not indicate the likelihood of cancer developing. The Norwegian Cancer Society explains this on its website as follows: "The classification indicates how certain the research is that something is carcinogenic, but not the level of cancer risk or how many cancer cases it causes. The fact that two substances are in the same group is therefore not the same as them being equally dangerous."³⁴

Although an association is indicated between the intake of red meat and processed meat and an increased risk of colorectal cancer, there is no conclusive evidence to explain this relationship. The mechanism that currently has the most support is the formation of potentially carcinogenic compounds during high-temperature processing. The use of nitrite and nitrate as preservatives in meat products has also been suggested as a possible risk factor. Nitrite and nitrate can react with biogenic amines to form nitrosamines, which are potentially carcinogenic substances. Nitrosamines can be formed either during the processing of the products, or in the gastrointestinal tract when nitrite/nitrate from food is digested. However, it is uncertain to what extent such compounds are actually formed, which products this may concern, and how significant this is for cancer risk in humans. Nothing is as yet known about the

occurrence and conditions for the formation of such compounds in relation to Norwegian meat products, but this is now being investigated in more detail. See more information about nitrite and the research project Nitrisk on pages 28 and 95.

However, it is plausible that there is something in the way we process the meat, not the raw material itself, that can explain the risk. The lifestyle and dietary patterns of those with a high intake of red and processed meat are also highlighted as an explanatory factor. Studies show that these individuals are more likely to smoke, have higher alcohol consumption, are less physically active, and eat less fruit, vegetables and whole grain products.^{17,18} Such lifestyle factors may contribute to – and partly explain – the association between high consumption of red and processed meat and disease risk.



Did you know that...

Nortura already uses low levels of sodium nitrite (E250) in its processed products – levels that are below the established legal thresholds for the addition of nitrite. We also always add antioxidants together with sodium nitrite – to reduce the risk of the formation of potentially harmful nitrosamines.

Have you heard that processed meat and smoking are equally dangerous?

The International Agency for Research on Cancer classifies both processed meat and cigarette smoke in Group 1, meaning they are definitely carcinogenic. Does that mean that processed meat is as dangerous as smoking?

No. The classification indicates how certain it is that a factor can cause cancer, not the magnitude of the risk. Although both processed meat and cigarette smoke are classified in Group 1, the health risk from smoking is much greater.

A daily intake of 50 grams of processed meat is associated with approximately an 18 per cent increased relative risk of colorectal cancer (equivalent to a 1.18 times increased risk), compared to those who eat little. By comparison, heavy smokers have an approximately 2,000 per cent higher relative risk (20 times increased risk) of developing lung cancer than non-smokers.

In short:

- **Smoking is extremely dangerous and is responsible for many cases of cancer.**
- **Processed meat poses a small but measurable increased risk when consumed in large quantities.**



It appears increasingly unlikely that specific foods, nutrients or other components of foods are themselves important singular factors in causing or protecting against cancer.”¹⁹

World Cancer Research Fund, 2018.

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How high is the risk of developing cancer?

Although research shows associations, the actual risk of developing colorectal cancer as a result of consuming red and processed meat remains low.

When it comes to risk, it is important to distinguish between absolute risk and relative risk.

- Absolute risk (AR): the probability that, for example, bowel cancer occurs in the population as a whole.
- Relative risk (RR): indicates the ratio between the probability of an event occurring in a specific group and the probability of the event occurring in another group. For example, the likelihood that a person who eats a lot of processed meat will develop bowel cancer, compared with a person who eats little processed meat.

When diet is discussed in the media, relative risk is often used, and often in a way that makes the risk appear higher than it actually is. Relative risk must be considered in conjunction with absolute risk.

What is Nortura doing?

We both initiate and participate in research projects that examine explanatory mechanisms more closely. This is to find more answers that we can use in our product development. Examples of research projects are NitRisk and CRC-3p. At the same time, we take a deliberate approach to how we heat-treat and process our products. See more information about how we work on pages [93 to 95](#).



“More than 50 grams of processed meat a day increases the risk of colorectal cancer by 18 per cent.” – NRK²⁰

What does this actually mean?

Approx. 4.5 per cent of all men in Norway develop colon cancer before the age of 80.²¹ According to the Norwegian public broadcaster NRK, a high intake of processed meat increases the risk by 18 per cent. However, what NRK does not mention is that this is an 18 per cent increase of the original 4.5 per cent. This means that the real increase in colon cancer risk is actually 1 per cent. The risk of developing colon cancer from a high intake of processed meat is therefore relatively small. The risk associated with a high consumption of unprocessed red meat is even lower.

This does not mean that the findings should be trivialised, but that the nuances and the context in which the figures are placed are important.

Risk of developing colon cancer for Norwegian men before the age of 80:

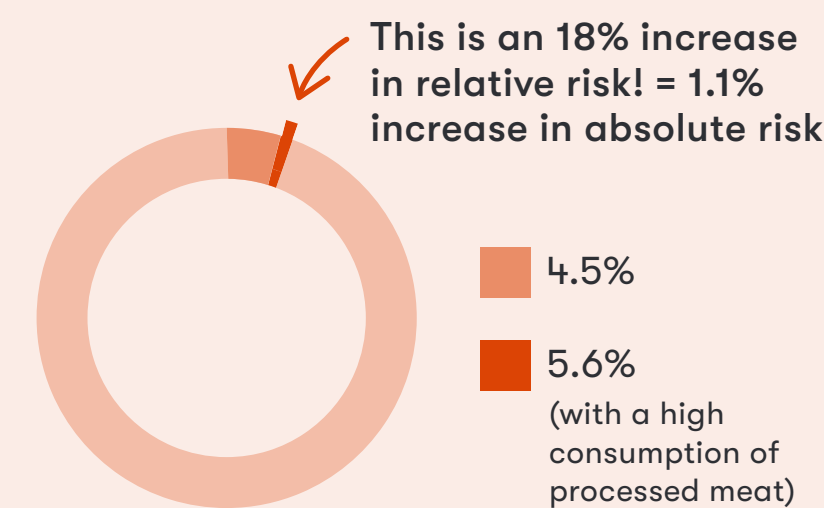


Photo: August Johan Evensen, Steig, Rondane Farm

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Food processing – processing meat products

In order to offer whole cuts of meat, it is vital that we also manufacture processed products. Nortura receives animals from the farmer and has a duty and a responsibility to utilise as much as possible for human consumption. Processing is important, among other things, to maximise our use of the animal, avoid food waste, ensure consistent quality over time, and extend the shelf life of the products. If we are to eat whole cuts of meat, we must also eat processed meat.

Although it has long been known that a high intake of processed meat can have negative health effects, recent research suggests that the degree of processing may be of greater importance than whether the food is ultra-processed or not.

What is ultra-processed food?

There is no official definition of what ultra-processed food is, but the NOVA classification's definition is the most widely used.²² The products are classified according to the NOVA criteria, in groups from 1 to 4, where group 1 consists of unprocessed or minimally processed foods and group 4 consists of ultra-processed food and drink products. In short, NOVA's definition of ultra-processed food refers to products that have been processed to such an extent that they no longer resemble the raw material they originated from. They often have a high content of salt, sugar and fat, a low content of natural foodstuffs, and contain ingredients you would not find in your own kitchen, such as extracted ingredients (e.g. protein isolates and modified starch) and additives with so-called decorative functions (colouring, flavouring and texture-enhancing agents). The combination makes the products often flavourful, energy-dense and easy to eat.

What does the research show?

With the increased focus on ultra-processed food, more research is also being done. The

field is under development, but studies suggest that there is something about ultra-processed food that can make us ill. A high intake of ultra-processed food is associated with an increased risk of health issues such as obesity and related diseases such as cancer, cardiovascular diseases and type 2 diabetes.²³

There are many theories about why this should be. Is it due to the nutrient composition of the products – is there too much of some things and too little of others? Does the intake of ultra-processed food change our gut flora – if so, why? Is it due to the additives, the ingredients, or a combination of both? Is it the choice of processing method or the structure of the products that is the problem? Does the consumption of ultra-processed food promote overeating, and if so, how? Or could it be due to a combination of everything?

There is still a great deal we do not know. No single mechanism has been definitively proven, but there are some plausible biological explanations:

1. Ultra-processed products are often easier to eat – and easier to overeat; the food is usually soft, sweet, fatty, salty and requires less chewing. This causes us to eat faster and eat more than we need because it takes longer for us to feel full.^{24,25,26}
2. It can affect our satiety system (the psychological process which tell us that we have eaten enough). Natural foodstuffs have a structure that requires chewing and provides bulk. The more the food is processed, the more of this disappears. This means that we can feel less full and become hungry again more quickly.
3. It can displace more nutritious food. If a large proportion of the diet consists of ultra-processed food, there is often less room for raw ingredients and less processed products. Over time, this can lead to a poor nutritional status, even though we feel full.²⁷

Did you know that minced meat without added salt and water is classified as unprocessed meat?

<p>NOVA group 1: Unprocessed or minimally processed foods</p> 	<p>NOVA group 3: Processed foods</p> 	<p>NOVA group 4: Ultra-processed foods</p> 
<p>Gilde minced pork, without added salt and water, consists of 100 per cent ground meat.</p> <p>Ingredients: 100 per cent Norwegian pork</p>	<p>Gilde skinless meat sausage, less processed, has a high meat content and is coarsely ground. Contains only those additives required for food safety and preservation purposes, as well as familiar ingredients you have at home in your own kitchen.</p> <p>Ingredients: Pork meat (83 per cent), water, potato starch, salt, spices, onion, antioxidant* E315, preservatives* E261, E326, E250. Smoked with beech wood chips.</p> <p>* Preservatives and antioxidants contribute to food safety and shelf life, and do not make a product ultra-processed.</p>	<p>Gilde Kjøttpølse (original meat sausage) is more finely ground, has a lower meat content, and contains more ingredients.</p> <p>Ingredients: Meat from pork and beef (53 per cent), water, head meat from pork and beef, potato starch, salt, potassium chloride (salt substitute), dextrose (corn)*, spices, onion, stabiliser E451*, antioxidant E315, preservatives E261, E326, E250. Smoked with beech wood chips. Imported pork intestine.</p> <p>* Dextrose and stabilisers are considered ingredients that help products taste and feel better, and cause the product to be classified as ultra-processed.</p>

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Eating some ultra-processed food is not inherently problematic, but if large parts of our diet consist of this type of product, it may lead to a steady increase in our calory intake, which contributes to weight gain and may, in turn, increase the risk of lifestyle-related diseases.

What about additives?

Additives also receive a lot of attention in the debate about ultra-processed food, but so far they are one of the mechanisms that is least well documented at the population level. Substances added to make food look, taste or feel better can contribute to the overeating of ultra-processed food, but are not necessarily a problem in themselves. The use of additives is strictly regulated. However, most additives have been tested individually and not in combination with each other, which is how we often consume them. Approved doses are based on toxicological thresholds (the levels at which they become poisonous), not on how they affect the gut flora or gut barrier over time. Such knowledge gaps may give grounds for adopting a precautionary approach to the use of additives.

What is Nortura doing?

We strive to reduce the use of ingredients and additives, increase the meat content and, where possible, reduce the fineness to which the meat is ground. We still lack many answers about where the challenge lies, but we nevertheless believe that more meat, fewer ingredients and increased chewability are an important step in the right direction. We also participate in research projects to fill knowledge gaps. Read more about the measures we have implemented on page 95.



Research is important for Nortura

Research is an important part of Nortura's work in the area of public health. We want to discover what it is about processed meat and the way we process food that is challenging to our health. We are therefore involved in a number of research projects, both industry-driven and academically led, to find more answers. More knowledge will help us take more targeted actions in the years to come.

Several of the projects we are currently involved in focus on ultra-processing and the impact of additives on gut health. Read more about the research projects [Adhealth](#), [CRC-3P](#) on page 95, and [NitRisk](#) on page 28.



In the podcast **Kjøttprat** (Meat Talk) from Gilde/Nortura, you can hear more about what we are doing in the area of ultra-processing and additives. You can also learn more about the amazing food factory, the cow!

Use of "natural ingredients"

With increased focus on additives, many believe that we should replace substances that have an E-number with more so-called "natural ingredients", such as extracts from fruits and vegetables.

However, there are several reasons why Nortura does not do this. Many of these extracts are not defined in the statutory regulations on additives, and we would therefore be breaking the law²⁸ if we made such a change, even if it may be

desirable. At the same time, the content of active ingredients in natural extracts varies, which means that control over the actual amount of active ingredient added is lost. Adding the substance in the form of an additive gives us better control over the amounts we add – and ensures that the substance actually has the effect we need to guarantee food safety, shelf life or product quality. At the same time, it gives the consumer a better overview of what the product actually contains, as additives are always listed in the ingredients.

Does industrial participation in research projects mean that results are "bought and paid for"?

It is very difficult to obtain research funding in Norway without industry involvement. This is because research funds are limited, competition is fierce and the funding system often prioritises projects with clear benefits that contribute to value creation and innovation, as well as co-financing and collaboration with external partners. If we are to close knowledge gaps today,

industry must be involved, as basic research and independent research often yield less measurable results in the short term and lose out in competition with more applied projects.

To ensure independent research, it is important to have transparency about funding, clear rules that give researchers full control over methods and publication, pre-registered protocols, and independent peer review.

Nitrite under the microscope: What is it and why do we use it?



The use of nitrite in processed meat products is a topic that is widely discussed both in the food industry and among consumers. Here you can read about why Nortura uses nitrite, the considerations underpinning this decision, and how we are working on the research project NitRisk.

What is nitrite?

Nitrate and nitrite are found in varying amounts in food and drinking water.^{45,46} The substances can be both natural and chemically manufactured. Nitrate, which is naturally found in drinking water, fruit and vegetables, can be

converted into nitrite. Therefore, nitrate and nitrite are often referred to collectively.

In processed meat products, nitrite has a number of functions. It is primarily important to ensure food safety and extend the shelf life of the products, but it also contributes to a fresh, pink colour, as well as some flavour. Nitrite is safe in moderate amounts, but excessive amounts can be harmful to health. This is because nitrite, in certain quantities and under certain processing conditions, can be converted into nitrosamines, and some nitrosamines have been shown to be carcinogenic.

Production processes involving high temperatures (over 120 degrees) or low pH have been shown by research in other countries to influence the formation of nitrosamines.^{47,48} In Norway, we have different types of processes and use nitrite in small quantities. In which products, under which processing conditions and to what extent these nitrosamines are formed in Norwegian meat products is currently not known.

Can't Nortura just stop using nitrite?

The use of nitrite, often added as sodium nitrite (E250) in processed meat products, has been practised for many years. This is because nitrite is an effective preservative, especially for inhibiting the growth of the bacterium *Clostridium Botulinum*, but also of the bacteria *Listeria* and *Salmonella*. *Clostridium Botulinum* thrives in environments with low oxygen, high pH or low salt and sugar content. Under these conditions, the bacterium can produce botulinum toxin – one of the most potent natural poisons in existence.⁴⁹

The foodborne illness botulism occurs when foods or substances containing these toxins/poisons are ingested. Botulism poisoning can be life-threatening, even for healthy adults. Although botulism is rare, the consequences can be serious once it has developed.

Because *Clostridium Botulinum* survives many processing conditions that other foodborne bacteria are sensitive to, and because the consequences of a botulism outbreak can be so severe, sodium nitrite is one of the additives we cannot simply remove without a thorough risk assessment. The risk assessments we have conducted to date indicate that the consequences of discontinuing the use of nitrite may be greater than the risks associated with using it.

The research project NitRisk will provide us with important answers

Because nitrite has important functions in our products, Nortura must have complete control over what happens in the product before we can reduce or phase out the use of nitrite. Nortura, together with Animalia, Grillstad and Nofima, has therefore initiated the research project NitRisk, where we will examine the possibility and need to reduce the nitrite content in Norwegian meat products.

What happens next with regard to nitrite?

Nitrite is on the radar of consumers, public authorities, researchers and the meat industry in both Norway and the EU.³⁰ In Norway, for example, the Scientific Committee for Food and Environment (VKM) is conducting a survey of the sources of nitrate and nitrite in our diet, and will subsequently make an assessment of whether the total exposure poses a health risk to certain groups in the population.⁴⁶ The entire industry is also looking for good, legal alternatives to nitrite.

As of today, we at Nortura must continue to use sodium nitrite. We hope the coming years will provide us with better information and more knowledge, so that we can take action if it proves to be necessary. The goal is to create products with the highest possible level of quality and safety.



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4. The way forward
Interview with Nortura's Head of Nutrition, Guro Waage



Guro Waage

"Good lives, today and tomorrow" is the title of this year's sustainability report, but also of Nortura's new nutrition strategy. What does this mean for you?

Nortura is one of the country's largest food producers and has a direct impact on the lives of people everywhere in Norway – through the ripple effects of our operations, our cooperative business model and obligation to accept farmers' produce, and, not least, the food we produce, which is the area I work in. We prepare food for every meal of the day, and with the volumes we produce, it is clear that our products can have an impact on public health. We take that seriously.

Although good health is about more than just nutrition, working to improve public health is a social mission that Nortura must engage in. Good nutrition is a key component of health because it affects the body's ability to function optimally, maintain energy levels, prevent disease and promote overall well-being.

What are the most important measures Nortura is working on?

The main goal of Nortura's nutrition strategy is to make a positive difference to public health, in a commercially sustainable way. We will achieve this by highlighting our unique unprocessed raw materials, while simultaneously improving our processed products. We will continue to reduce the level of processing in our product portfolio, as well as the amount of saturated fat and salt that we put on the market. At the same time, research and innovation are and will continue to be an important part of our work.

What are the biggest challenges in this work?

We encounter several challenges and dilemmas in our work. A key issue, which has become particularly evident in recent years, is that health authorities and consumers want different and partly conflicting things from our product development. While the authorities focus on reducing salt and saturated fat, the majority of consumers are most concerned with the products' level of processing. The problem with this is that steps taken on the one side can quickly have a negative impact on the other. For example, reducing salt and fat in the products may require us to compensate with additives or other ingredients to ensure the quality and safety of the food products, which in turn affects the degree of processing. We are working to resolve this conundrum, but it is challenging.

What role do you believe and hope meat and eggs will have in the diet of the future?

Although there have recently been calls to reduce meat consumption from several quarters, I believe that our nutritious products will continue to be a natural part of the diet. Livestock farming is essential in Norway, from the point of view of self-sufficiency, food security and ensuring population settlement throughout the country. And I believe more and more people are now recognising its value.

What worries me is the trend we see where meat is being replaced by less nutritious products. At the same time, the focus on ultra-processed food has given our products a new lease of life,

and I hope that in the future we will become better at using fresh, raw ingredients – both at home in our own kitchens, and through better alternatives to today's industrially produced ready meals and other processed products.

At the same time, I believe and hope that research will make us all wiser and lead to greater consensus in the dietary debate. With more answers on the mechanisms related to disease risk, we will be able to focus our product development where it really matters. If we succeed, I strongly believe that meat and eggs will have a natural place in a healthy and sustainable diet, also in the future.

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E1 – Climate change

Food production accounts for a significant proportion of the world's greenhouse gas emissions. To slow global warming and ensure productive agriculture in the future, we, like all other businesses and sectors in society, must take responsibility and reduce our climate impact throughout our value chain.

Strategy and policy

- According to Nortura's sustainability policy from 2024, we will reduce our impact on global warming in line with the Paris Agreement, and apply the precautionary principle as an approach to environmental challenges. The policy document is integrated into Nortura's management system.
- Nortura is committed to contributing to the agricultural sector's agreement to cut or bind 5 million tonnes of CO₂ equivalents (CO₂e) by 2030.

Involvement of stakeholders



Representatives from the research community, public authorities, civil society and international organisations (UN) were consulted in connection with the development of the sustainability strategy in 2021.

In 2024, Nortura also organised a dialogue meeting on the topic "meat and climate – a contradiction?" to solicit input for our work.

Stakeholders affected: Society as a whole



Photo: Harald Lie, Tufte Farm, Tønsberg



Would you like to know more?

Are you wondering how Norwegian livestock contribute to global warming?

Read Nortura's Sustainability Report for 2023 "The role of livestock in a future characterised by climate change".

How does Norwegians' food consumption affect climate change?

In January 2024, the Norwegian Environment Agency published its first analysis of the greenhouse gas emissions resulting from Norwegians' consumption of goods and services.²⁹ Overall, Norwegian consumption resulted in emissions of 77 million tonnes of CO₂ equivalents in 2021. Since a large part of the goods and materials consumed are imported, this means that most, a full two-thirds of the greenhouse gas emissions occur in other countries. The analysis found that our consumption of food and beverages results in total emissions of approximately 10 million tonnes CO₂e, of which 60 per cent occur outside Norway's borders.



Science-based targets

According to Nortura's sustainability policy, science-based targets must be set to ensure that we work to reduce global warming in line with the ambitions of the Paris Agreement. In 2023, therefore, we signed the Science-Based Targets Initiative (SBTi), an initiative established to verify that companies' climate targets contribute to the Paris Agreement's goal of limiting global warming to 1.5 degrees Celsius.

The lack of precise data and reliable measurement methods makes it difficult to set science-based climate targets. We are still working to understand all the parameters that need to be in place to enable this in a Norwegian context. Carbon capture is, for example, a central component in the SBTi framework for agriculture-related emissions. The "Land Sector and Removals Standard", an addition to the GHG Protocol published on 30 January 2026, will provide us with a better basis for assessing how to set SBTi targets for our emissions in a Norwegian context.

[You can read more about SBTi here.](#)

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Assessment of material impact and financial materiality

E1 – Climate change: Material impacts, opportunities and risks (IROs)					
Subtopic	Type	Description	Where in the value chain		
			Up-stream	Own activity	Down-stream
A. Climate change mitigation	Negative impact	Methane emissions from ruminants	•		
	Negative impact	Greenhouse gas emissions from feed production	•		
	Positive impact	Climate actions that reduce greenhouse gas emissions and sequester carbon	•		
	Negative impact	Greenhouse gas emissions from transport	•	•	•
B. Energy	Negative impact	Energy consumption on farms	•		
	Negative impact	Energy consumption in connection with cooling (freezer storage) and refrigerated transport	•	•	•
	Negative impact	Energy consumption in own operations		•	
	Actual risk	Political unrest and geopolitical instability (affects energy prices)	•	•	

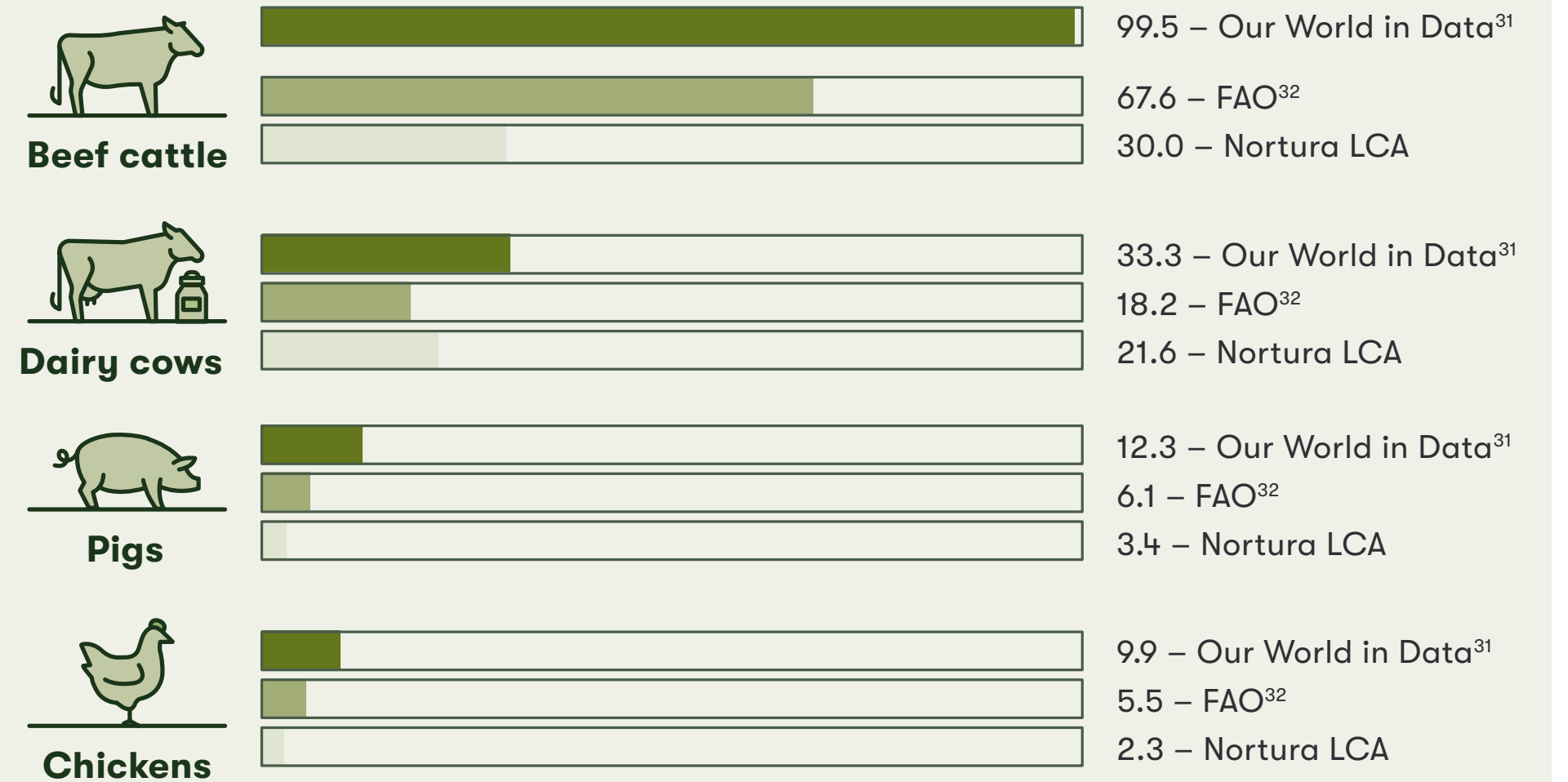


Photo: Dorthe Svantesvold, Tesdal Farm, Etnefjellene

Norwegian livestock produce one-third of the emissions of their international counterparts

Norwegian livestock production leads the world with respect to climate change. Healthy animals, dual-purpose cattle breeds, grass-fed and grazing beef cattle, sheep and goats, as well as feed-efficient pigs and poultry, result in our livestock production having a significantly lower climate footprint than the global average.

Carbon footprint (kg CO₂e/kg carcass weight)



Note: Our World in Data is a scientific online publication that focuses on major global issues, including climate change. FAO: The United Nations Food and Agriculture Organization (FAO) is a specialised UN agency that leads international efforts to combat hunger and improve nutrition and food security. Our World in Data is used as a source in the report from the Nordic Council of Ministers 2023 "Nordic Nutrition Recommendations 2023".

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Our carbon footprint

The largest source of emissions in Nortura's value chain stems from the primary sector and relates mainly to biological processes from feed production, livestock husbandry and manure. The raw materials we purchase account for 98 per cent of our total carbon footprint (see more on page 40).

The lifecycle analyses completed in 2024 show that the largest sources of emissions in our value chain are feed production for all animal species, along with enteric methane from ruminants.

Energy consumption at our factories and facilities accounts for 0,4 per cent of our total greenhouse gas emissions, and 81 per cent of our energy sources are fossil-free.

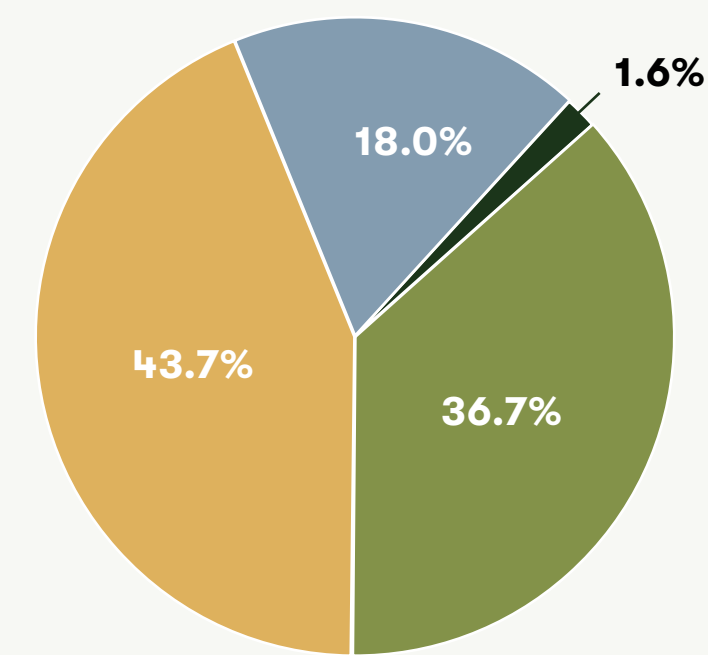
Nortura has a significant need for transportation services, primarily involving long-distance transport of live animals, products and raw materials. Our heavy goods vehicles are primarily powered by diesel, which results in greenhouse gas emissions. Upstream and downstream transport, including animal transport, accounts for 1.0 per cent of our total carbon footprint.

Financial materiality:

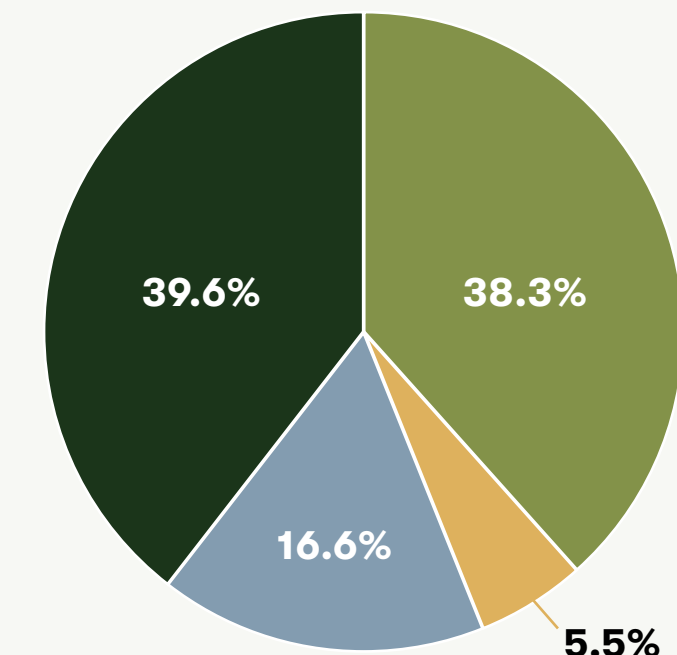
Geopolitical unrest and instability have had a significant impact on energy prices in recent years. The Russian full-scale invasion of Ukraine in 2022 led to high volatility and energy shortages, prompted by the desire to phase out Russian gas on the European continent. This led to a sharp increase in energy costs for many European countries, including Norway, which has affected both businesses and consumers. Geopolitical events such as wars, political conflicts, trade disputes and the imposition of international sanctions can disrupt the energy supply chain, leading to price fluctuations and posing a significant financial risk for Nortura.

Breakdown of greenhouse gas emissions

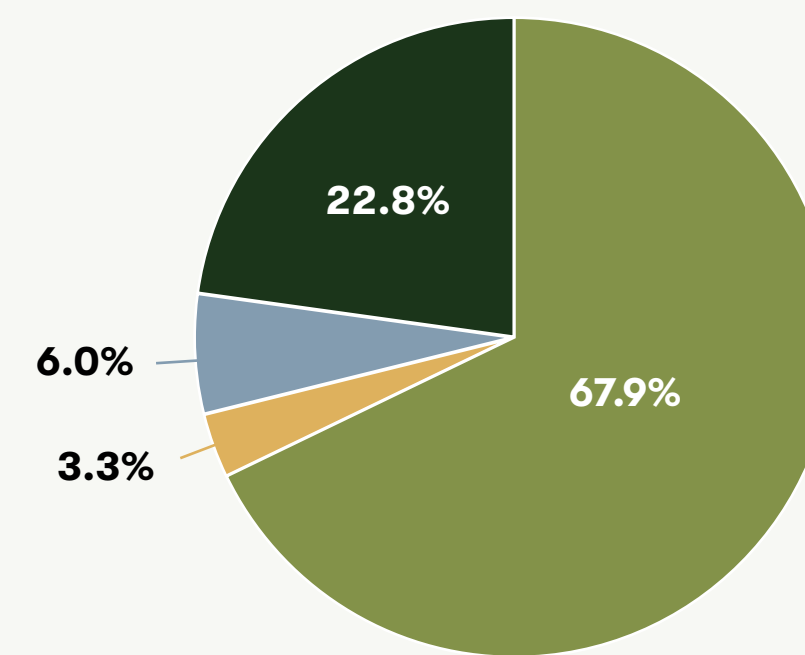
Ruminants (cattle and sheep)



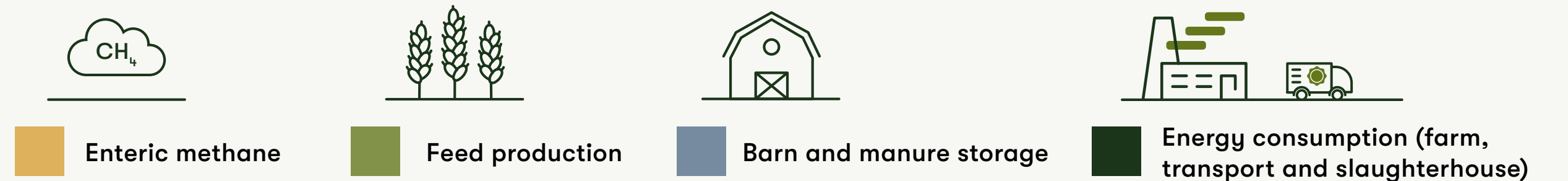
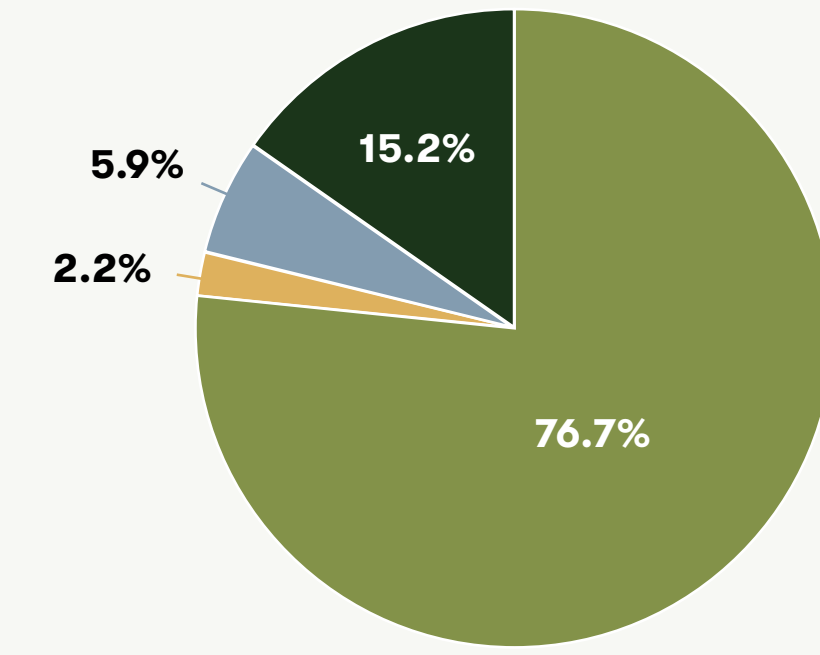
Pigs



Poultry



Eggs



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On the farm

Emissions can vary significantly from farm to farm, depending on location, type of production and size. Nortura actively works to promote climate-friendly production among our owners. We do this, in part, through participation in research collaborations to learn more about greenhouse gas emission reduction methods, cooperation with other actors (especially our sister cooperatives TINE and Felleskjøpet), and participation in networks and clusters that promote new technology and innovation.

The most important factor for climate-friendly livestock production is good animal health, with low mortality, and feed-efficient livestock. This is something Nortura has worked on systematically for many years, along with our partners in agriculture – from breeding organisations, advisors, interest groups and professional teams, to other cooperatives.

In recent years, we have focused more deliberately on the two largest sources of emissions from our primary production, namely feed production and enteric methane. We also participate in collaborations to increase the use of livestock manure for biogas production, which will reduce the length of time it remains in storage and thereby the volume of methane and nitrous oxide emissions it produces.

Nortura participates in a number of research projects related to the agricultural sector's climate impact, including how the carbon storage potential of agriculture can be documented and increased. Nature and agriculture engage in large-scale carbon capture and storage, and around a quarter of human-produced carbon emissions are absorbed by plants. To obtain an accurate picture of our overall carbon footprint, the extent to which agriculture currently captures carbon must be better documented. In addition, improved agricultural practices related to grass, meadows and grazing land could increase the sequestration of carbon in the soil. This will not only have a positive effect on the climate but will also be beneficial for maintaining good crop yields.

In transit

Over 80 per cent of our transport is carried out by external suppliers, and we rely on collaboration to achieve our zero-emission targets. The number of new vehicles with alternative drivetrains has increased substantially since the latter part of 2024. Our largest transport services provider, Litra, started using several biogas-powered vehicles in 2025. Some of our other hauliers started using electric and gas-powered vehicles during the year.

At the factory

The impact of our production facilities on the climate, and the measures we implement to reduce emissions and phase out fossil energy from our factories, are described in the chapter on energy below (pages 43 to 45).



Nortura Hærland

Targets*

Scope 1: Own operations	Scope 3: Value chain
Nortura's overarching goal is to be net climate neutral by 2040. The target covers the non-biological part of our production, i.e. Scope 1 (own facilities and transport), Scope 2 (purchased electricity), and parts of Scope 3 (transport, electricity).	Nortura's overarching goal is to be net climate neutral by 2040. The target covers the non-biological part of our production, i.e. Scope 1 (own facilities and transport), Scope 2 (purchased electricity), and parts of Scope 3 (transport, electricity).
An 80 per cent reduction in greenhouse gas emissions from transport by 2030 (based on 2016 figures)	Nortura's owners will start using the climate calculator by 2025.
All our production facilities will be operated using 100 per cent fossil-free energy by 2027.	We will be drivers for the development of fossil-free farms, and all new procurements in our value chain must be based on renewable energy or a transition to bioenergy by 2030.
We will reduce methane emissions from barns at our own facilities by 30 per cent by 2025.	Nortura will work to achieve a 30 per cent reduction in methane emissions from our ruminants by 2030 (per kg carcass weight), and 50 per cent by 2050.
Nortura will conduct a climate risk analysis of our value chain to map how future changes in the climate will affect our production in the years to 2050.	Nortura will contribute to increased carbon sequestration in soil by promoting the cultivation of cover crops on cereal/vegetable fields and working to ensure that our farmers use biochar.

*All the targets in Nortura's sustainability strategy will be updated in 2026 to reflect newly identified material impacts, opportunities, and risks (IROs).

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Actions in 2025

Value chain	Name	Description
Farm	Climate-Smart Agriculture	Nortura is one of the initiators for the establishment of the Climate-Smart Agriculture project, which works to reduce the carbon footprint of Norwegian agriculture without compromising food production and the industry's competitiveness. In recent years, the focus has been on the development of a climate calculator for various agricultural productions, to measure actual emissions from Norwegian farms. Read more here: About us – Climate-Smart Agriculture
Farm	The climate calculator for agriculture	The climate calculator for agricultural is a digital tool developed specifically for the agricultural sector and Norwegian farmers. It provides an overview of the farm's greenhouse gas emissions and shows what possibilities exist to reduce emissions and increase carbon sequestration in the soil. The results from the calculator enable the farmer to identify measures that reduce climate-related impacts and enhance carbon uptake in the soil. These measures are often financially profitable as well. Since 2020, calculators for dairy cows, beef cattle, pigs, sheep and goats have been launched, while the calculators for chicken and egg production will become operational for Nortura producers at the start of 2026. Read more here: About the climate calculator
Upstream	Industry agreement	Nortura SA and the Norwegian Meat and Poultry Industry Association (Kjøtt- og Fjørfebransjens Landsforbund) have signed a joint industry agreement to support the realisation of the agricultural sector's climate goals, by encouraging more farmers to use the climate calculator and implement climate mitigation measures on their farms. During the first half of 2026, the livestock recipients will introduce financial incentives for producers who agree to share data with the climate calculator. Later, tentatively from the second half of 2027, the incentive will be linked to suppliers' so-called "green status", based on real and representative operational data. You can read more about the industry agreement here.
Farm	Climate advisors	In 2024, Nortura decided to train its advisors to provide climate-related advice. In 2025, we trained 15 climate advisors who assist farmers in developing climate-mitigation plans and measures that reduce emissions and strengthen their operational and financial performance. For plant-based production, we collaborate with TINE and the Norwegian Agricultural Advisory Service (Norsk Landbruksrådgiving). It is expected that most of Nortura's advisors will be certified climate advisors by the end of 2026, with the goal of having at least one climate advisor per animal species in each supply area. Although Nortura will not become a major player in climate consulting, we will still promote increased use of the climate calculator and implementation of climate-mitigation measures –in part by means of dedicated digital solutions.

Value chain	Name	Description
Farm	Advisors sheep/goats	Good management is the most way of reducing the carbon footprint per kilo of carcass or wool. Nortura offers local user support for the Sheep and Dairy Goat Control, which provides producers with an overview of their operations and potential improvements. Suppliers of 15 lambs or more to slaughter also receive an analysis showing carcass quality throughout the year. In addition, Nortura organises a number of seminars and offers individual advice to larger producers. This contributes to Nortura's sheep and goat farmers achieving better production results on average than others.
Farm	SPF pig	The designation SPF (specific pathogen free) means that pigs are protected against selected pathogens through strict hygiene measures. Healthy SPF animals provide better growth, lower feed consumption and a more consistent output. A transition to SPF animals results in a permanent emission reduction of around 13 per cent in the relevant herd. Nortura's goal is for 100 per cent of its pigs to be SPF by 2030. Because the largest herds are converted first, the conversion of even a few herds results in a significant increase in the overall percentage of SPF pigs. Nortura's goal is for 100 per cent of its pigs to be SPF by 2030. The transition is underway across the entire country, but at varying speeds.
Research	MetanHUB	MetanHUB is a methane-related research project for the entire cattle and sheep/goat industry. It is led by the Norwegian dairy cooperative TINE. The project will help to achieve the goals of the agricultural climate agreement and meet the target of reducing greenhouse gas emissions from agriculture in the years to 2030. The project will also build knowledge and document reductions in methane emissions from Norwegian ruminants. The MetanHUB project will run from 2024 to 2027 and will receive government support through the Annual Agricultural Agreement. You can read more about MetanHUB here.
Research	MetanKutt	The methane reduction project MetanKutt, which started in 2025, is funded by NorgesGruppen's sustainability fund HANDLE, with contributions from Nortura and Mære Agricultural College. The project investigates the efficacy of up to four different types of methane-reducing feed ingredients, and tests practical methods for their application in meat production. It also examines the methods' effects on different cattle breeds and tests ways of measuring methane concentrations at the barn level. In 2026, the main focus is to measure variations in methane emissions from different feeding methods and combinations of roughage. The project will continue until the end of 2026 and will share its results with MetanHUB. You can read more about MetanKutt here.

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Value chain	Name	Description
Research	SUSCOW	SUSCOW is a collaboration between the Norwegian University of Life Sciences (NMBU), research institutes and industry partners (2021–2025) that is investigating how animal health and carbon balance in pastures affect greenhouse gas emissions from ruminant production. The project combines registry data, field studies and modelling (LCA) to assess the impact of improved animal health and optimal use of grazing resources on emissions, animal welfare and antibiotic use. This also includes studies of carbon storage in uncultivated (outfield) grazing lands. The results will be integrated into the climate calculator from the agricultural sector’s climate company Landbrukets Klimaselskap SA. With its interdisciplinary approach, the project provides new knowledge about the relationship between animal health, production efficiency, greenhouse gas emissions and carbon storage, and is relevant both nationally and internationally. You can read more about SUSCOW here.
Research	Amazing Grazing	Amazing Grazing (2022–2025) is a research project led by the Norwegian Institute of Bioeconomy Research (NIBIO), in collaboration with the Norwegian University of Life Sciences (NMBU), that investigates how the grazing of sheep on uncultivated land in Norway can contribute to sustainable food and wool production. Using the UN’s Sustainability Assessment of Food and Agriculture systems (SAFA) guidelines and the specific, measurable, attainable, relevant and time-bound (SMART) analysis method, the sustainability of eight sheep farms in southern Norway is being assessed. The project analyses resource use, economy, environmental impact and consumer perspectives, and involves over 30 actors in the value chain. The project is expected to provide new insights into how Norwegian sheep grazing systems can be developed to increase sustainability, strengthen the local economy and achieve better resource utilisation, while also offering concrete recommendations to industry, politicians and consumers. You can read more about Amazing Grazing here.

Value chain	Name	Description
Research	Methane Pasture	Methane Pasture is led by the Norwegian University of Life Sciences (NMBU) in collaboration with actors such as TINE, Nortura, Felleskjøpet and international partners. The project investigates how increased grazing and methane-reducing feed additives can lower emissions from Norwegian beef cattle and dairy production. Field trials are being conducted with dairy cows and beef cattle to measure methane emissions, feed intake and the effect of various additives. The results will improve models such as HolosNor and provide new knowledge to make food production more sustainable. The project is funded by the Research Council of Norway and the industry, and runs from 2024 to 2027. You can read more about Methane Pasture here.
Research	Climate-Smart Sheep	Only a small proportion of the Norwegian landscape is actively cultivated. However, only around half of the country’s vast uncultivated (outfield) resources are currently utilised. This NMBU-led project will investigate how increased use of outfield grazing can be combined with the goal of lower greenhouse gas emissions from sheep. The goal is to develop sustainable sheep production based on Norwegian feed resources, with a low carbon footprint. The project also includes the development of a farm model for calculating greenhouse gas emissions from Norwegian sheep farms. You can read more about Climate-Smart Sheep here.



Photo: Knut Evensen, Søre Berge Farm, Fåvang

Status of the Agricultural Climate Plan: The Norwegian agricultural sector's joint effort to reduce greenhouse gas emissions at the farm level (within Nortura's Scope 3)

Focus Area 1. Climate calculator for agriculture

Target: By the end of 2025, all farms will have completed a climate calculation and been offered climate-related advice.

- The status as of February 2026 shows consent from over 11,000 producers (an increase of 1,000 in 2025). This constitutes about 30 per cent of all farms in Norway.
- Data quality has improved (the proportion of producers with “green status”), partly due to targeted advice. Green figures are necessary for the reporting to be included in Nortura's climate accounts.
- In 2025, Nortura trained 15 in-house climate advisors and now has a total of 20. In 2025, we conducted 25 separate climate-related consultations, in addition to ongoing advisory services on farms. TINE has 30 climate advisors who provide climate-related advice to our joint producers (dairy cows). They conducted 640 climate-related consultations in 2025.
- Through the Climate-Smart Pioneer Farmers project, 50 pioneer farmers across the country act as ambassadors for the climate calculator and climate-mitigation efforts in the agricultural sector.

Focus Area 2. Breeding and healthier animals

Target: 860,000–1 million tonnes CO₂e

Broad breeding targets focusing on traits related to greenhouse gas emissions are important for the continued reduction of greenhouse gas emissions from livestock production. Targeted efforts for healthier and more feed-efficient animals result in a lower carbon footprint per unit produced.

Breeding work is one of the most effective and long-term climate measures being undertaken by Norwegian agriculture. Norwegian breeding organisations estimate that traditional breeding work already provides an annual emission reduction of between 0.6 and 2.5 per cent for livestock populations, mainly driven by better feed utilisation, increased production efficiency and steady progress in health and robustness traits

- Dairy cows: GENO's improved breeding methods and extensive methane metering of around 1,000 NRF dairy cows annually since 2020 mean that the climate impact of the breeding work can now be documented much more precisely than before. The emission reduction potential in the years to 2030 is estimated at approximately 140,000 tonnes CO₂e, corresponding to 16 per cent fewer emissions per unit produced. (Source: Geno)
- Beef cattle: Targeted climate and breeding projects, including methane-reducing feedstocks, measurement of emissions in connection with various types of pasture, and documentation of the relationship between animal health, grazing practices and net greenhouse gas emissions. There are plans in 2026 to trial technology for the measurement of methane during roughage intake, which will provide more precise measurements (Tyr).
- Sheep and goats: A steady improvement in resource utilisation, improved fertility, good health and resilience result in lower emissions per kilo of mutton and lamb meat. For a number of years, the organisation Norwegian Sheep and Goats (NSG) has focused actively on the issue of methane emissions when breeding Norwegian white sheep, and has measured methane emissions from over 8,000 individuals since 2020 (NSG).
- Pigs: Since 2024, Norsvin has carried out its largest breeding initiative ever. This provides much more precise feed registrations and thus a better basis for the selection of animals with a lower feed consumption. Overall, the work is expected to result in a 13 per cent reduction in greenhouse gas emissions during the agreement period. With a full transition to SPF pigs by 2030, the effect could be up to 205,000 tonnes.
- Poultry: The poultry industry has long experienced strong breeding progress with regard to both egg and chicken production. International breeding programmes focusing on feed efficiency, health and lower mortality have led to a significant reduction in the carbon footprint per kilo of product in recent years.

Focus Area 3 Climate-friendly feeding

Target: 815,000 tonnes CO₂e

Methane from the rumen of ruminants accounts for 48.5 per cent of greenhouse gas emissions from the agricultural sector in Norway. Methane-reducing feedstuffs and better-quality roughage can help reduce methane production in the rumen.

- Methane-reducing feed ingredients: The government's goal is for all roughage-based livestock production to use methane inhibitors in the feed by 2027. MetanHUB, led by TINE, is central to this endeavour. In November 2025, trials with Bovaer were put on hold pending investigations in Denmark regarding cases of illness.
- Improving the quality of roughage is an important climate-mitigation measure because it increases production efficiency and reduces methane emissions in ruminants. Increased digestibility, through more timely harvesting, better fertilisation, correct variety selection and good logistics around harvesting, can significantly reduce methane emissions, with an estimated potential of 115,000 tonnes CO₂e by 2030.

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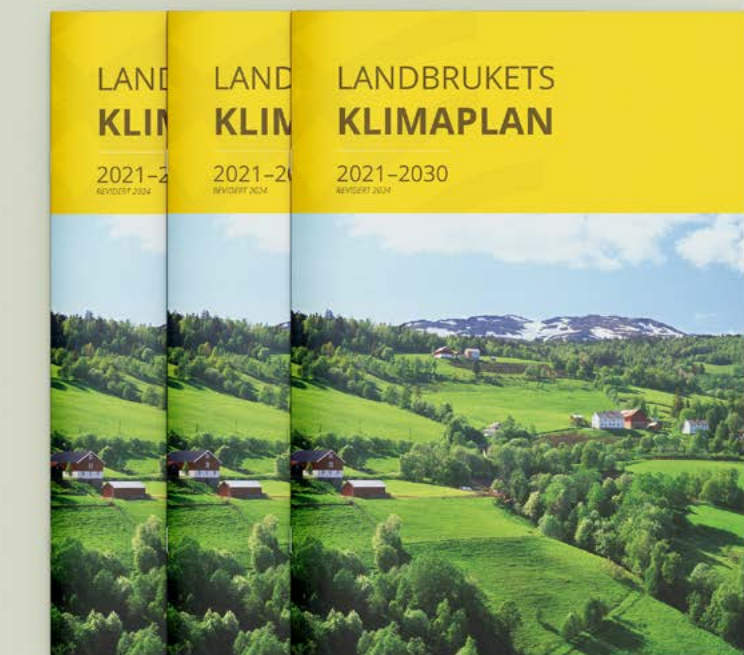
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In 2019, the agricultural sector was the only sector in Norway to enter into an agreement with the government to reduce greenhouse gas emissions; a total of 5 million tonnes CO₂e in the period 2021–2030. In 2020, the Agricultural Climate Plan was adopted. This plan outlines how emission reductions are to be achieved through nine focus areas. Every year, Nortura, along with all other actors in the agricultural sector, reports its actions and results to the Norwegian Farmers' Union, which summarises the status of the focus areas. [Read more about the Agricultural Climate Plan and work on climate-mitigation measures in agriculture here.](#)

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Focus Area 4. Forward-looking agronomy

Target: 490,000–570,000 tonnes CO₂e

Good drainage, timely soil improvement and better utilisation of livestock and mineral fertilisers result in lower greenhouse gas emissions, as well as improved agronomy and more stable yields. Sensible resource use will also have clear economic benefits.

- The use of digital tools contributes to more efficient operations and better utilisation of external inputfactors. On larger sprayers and fertiliser spreaders, precision technology is now widespread, making it possible to optimise fertilisation and liming. The use of drones is also developing at pace. At the same time, the current ban on using drones to apply pesticides in Norway imposes clear restrictions, even though exemptions may be granted.

Focus Area 5. Fossil-free farm machinery

Target: 600,000–1.4 million tonnes CO₂e

Greenhouse gas emissions from agricultural machinery may be reduced by phasing out fossil fuels and replacing them with biofuels or machines powered by electricity, biogas or hydrogen. Consumption may also be reduced through increased knowledge of efficient machine use.

- Switching to biofuels is the measure with the greatest short-term potential.
- Electrification of tractors and mini-loaders is a priority measure. The target is for these to account for 9 per cent of the machine park by 2030 (Norwegian Environment Agency). In 2025, it is estimated that electrically powered tractors accounted for about 1 per cent of total sales in Norway. Developments in this area are progressing rapidly, but high investment costs, limited range (km) and the need for charging infrastructure mean that the transition will take time.
- Automation and robotisation can both reduce emissions through lower fuel consumption and reduce the farmer’s workload. The use of agricultural robots is currently limited.

Focus Area 6. Fossil-free heating

Target: 215,000–255,000 tonnes CO₂e

Agriculture produces greenhouse gas emissions from the heating of greenhouses, poultry barns and piglet pens, as well as the use of grain dryers and diesel generators at off-grid mountain farms.

- The Norwegian Poultry Association aims to phase out fossil-fuelled heating in poultry houses, and the proportion of producers using renewable energy as their main source of heating is increasing year by year. The energy sources used vary from region to region.
- Bionova reports increasing demand for financial support for the conversion of barns, through the Value Creation Programme for Renewable Energy and Technology Development.

Focus Area 7. Animal manure in biogas plants

Target: 280,000 tonnes CO₂e

The use of livestock manure for biogas production reduces greenhouse gas emissions both in agriculture and in other industries.

- Interest in biogas is increasing in line with improved framework conditions. Particularly positive is the change in Enova's grant allocation criteria, which emphasises climate benefits and not just energy production.
- The Norwegian parliament’s goal is that 30 per cent of all Norwegian livestock manure shall be used for biogas production. This represents a significant scaling up compared with the current level of around 2 per cent.
- New regulations concerning manure from 2025 require that all manure deriving from slaughterhouses must go to biogas production by 2030.
- In 2025, support was granted to eight new projects through Innovation Norway's VSP Renewable, and support was approved for a further six feasibility studies.

Focus Area 8. Soil as a carbon sink and land use

Target: 1–1.2 million tonnes CO₂e

Measures that increase carbon sequestration in the soil include the use of cover crops and biochar. At the same time, the reallocation of land to new uses should be limited to preserve existing carbon stores in the soil.

- The research project SUSCOW (see page 36) aims to estimate the potential for, and quantify, carbon stored in various types of pasture and uncultivated land. Preliminary results show that Norwegian soil is relatively saturated with carbon, and that carbon uptake from grazing is therefore limited, although with regional differences. Grazing still has an important function in preventing the loss of carbon from uncultivated pasture land. The final report will be published in 2026.
- The use of biochar has significant potential for carbon sequestration, estimated at around 800,000 tonnes of CO₂. The technology has nevertheless not been adopted on a large scale, mainly due to the investment costs associated with pyrolysis technology and access to raw materials.

Focus Area 9. Climate risk and climate adaptation

There is a need to reduce greenhouse gas emissions and, at the same time, ensure that the business sector, nature and society adapt to a changing climate.

- Norwegian agriculture must make significant changes to address new and increasing threats to food production and food security.
- Numerous production milieux report that the risk associated with extreme weather events is growing increasingly relevant, especially after seasons with large variations in precipitation and temperature levels. Producers emphasise that measures such as drainage, cover crops, improved soil structure and more flexible and risk-aware operational planning not only reduce risk but also provide increased predictability and more stable production.
- Climate advisors report that managing physical risk appears to be one of the most sought-after topics for advice in the agriculture sector.

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Results

Climate accounts (in tonnes CO ₂ e)		
	2025	2024
Scope 1 GHG emissions	9 924	15 565
Production	8 015	12 844
Transport	1 909	2 721
Scope 2 GHG emissions (location-based)	403	414
Electricity consumption (production)	0	0
Electricity consumption (transport)	0	0
District heating	403	414
Scope 2 GHG emissions (market-based)	130 011	129 324
Electricity consumption (production)	129 495	128 858
Electricity consumption (transport)	114	53
District heating	403	414
Scope 3 GHG emissions	2 230 891	2 278 934
1. Purchased goods and services	2 194 665	2 238 264
2. Capital goods	1 262	1 262
3. Fuel and energy-related activities	3 486	4 413
4. Upstream transport	19 946	22 866
5. Waste generated in operations	46	178
6. Business travel	390	390
7. Employee commuting	2 001	2 071
8. Upstream leased assets	N/A	N/A
9. Downstream distribution	390	390
10. Treatment of sold products	8 299	8 692
11. Use of sold products	N/A	N/A
12. Management of waste from sold products	406	406
13. Downstream leased assets	N/A	N/A
14. Franchises	N/A	N/A
15. Investments	N/A	N/A
Total GHG emissions (location-based)	2 241 218	2 294 912
Total GHG emissions (market-based)	2 370 827	2 423 823



Emissions from sources based on biomaterials (in tonnes CO ₂ e)		
	2025	2024
Bio-oil	1 045	1 164
Biogas	1 211	0
Chips/pellets	583	636
Purchased biogenic CO ₂	7 973	7 435
Total GHG emissions from bio-based materials	10 813	9 235

Nortura climate accounts

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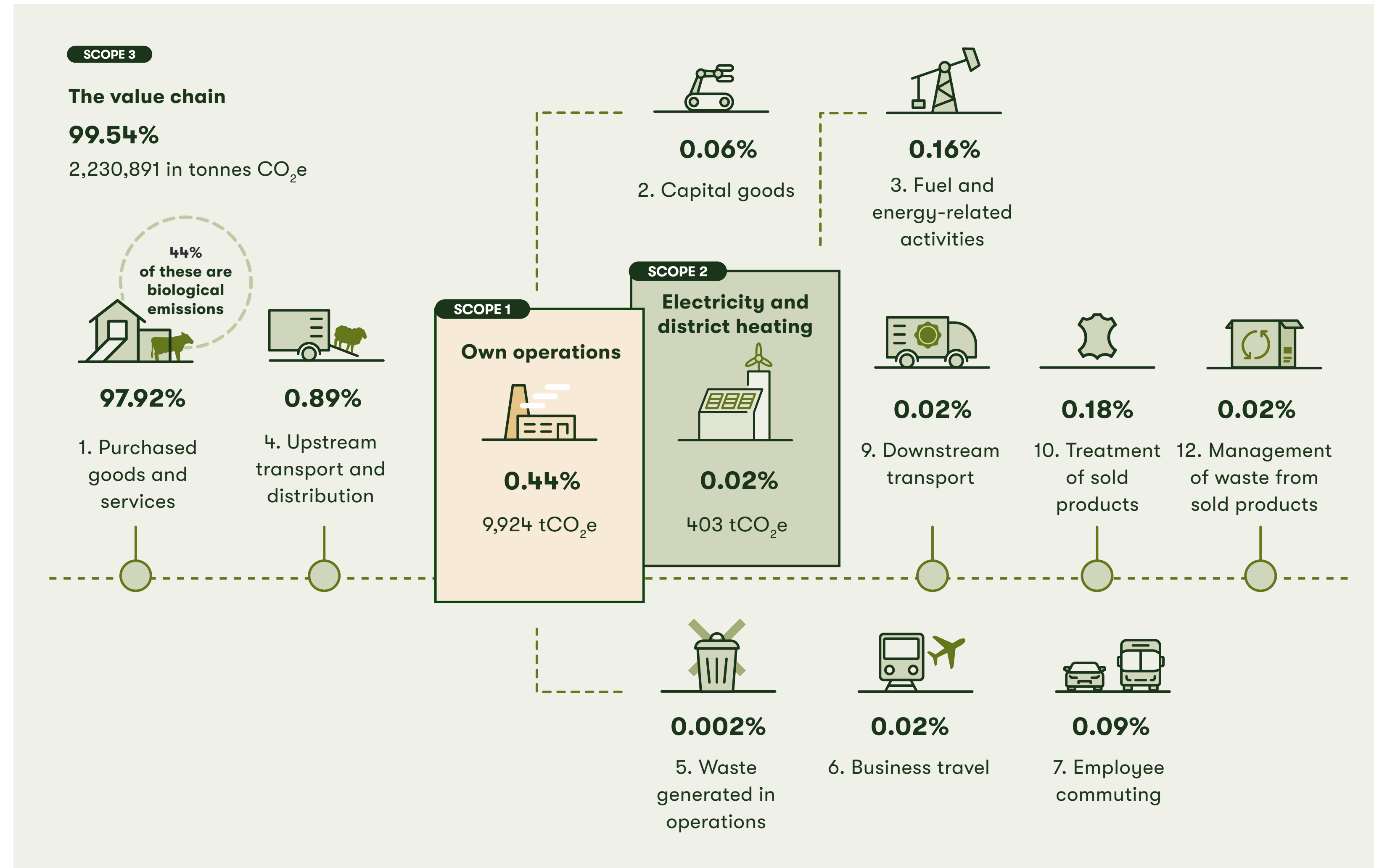
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A. CLIMATE CHANGE MITIGATION

Scope 1: Direct emissions originating from operationally controlled activities. 81 per cent of our Scope 1 emissions come from the combustion of fossil fuels, while 19 per cent come from transport and services using company vehicles.

Scope 2: Indirect emissions resulting from the production of physical electricity (location-based) and district heating that we purchase.

Scope 3: Emissions related to activities in our value chain, breakdown by categories in the GHG Protocol. Categories 8 (upstream leased assets), 11 (use of sold products), 13 (downstream leased assets), 14 (franchises) and 15 (investments) are not relevant for Nortura's activities.

The majority of our total emissions, 97 per cent, fall under Scope 3 and originate from meat, eggs, wool and hides that we purchase. **44 per cent of these are biological emissions** from livestock.

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Greenhouse gas intensity – Nortura (parent):

Number of grams CO₂e emitted per NOK million of net income and per kg of food produced by the Nortura parent company.

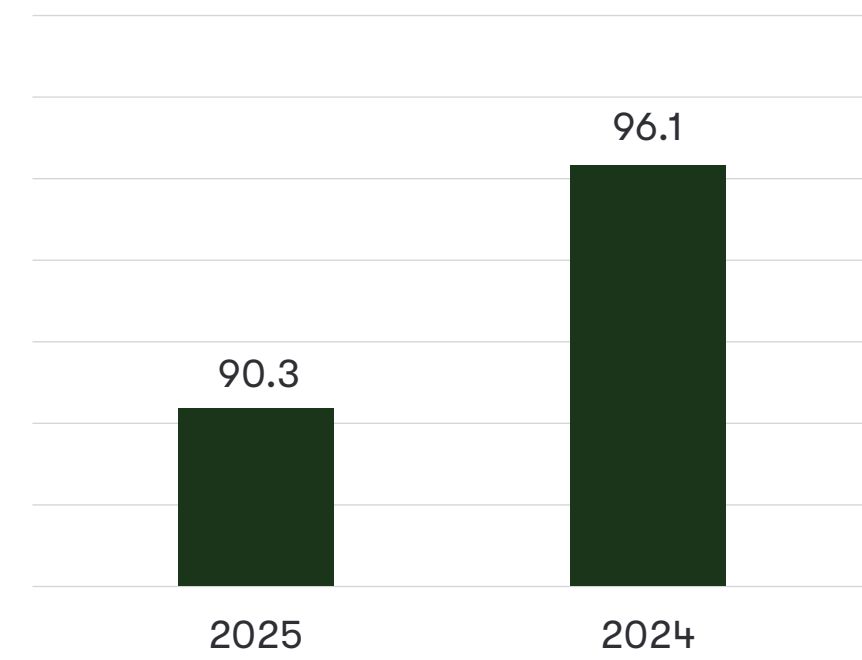
The greenhouse gas intensity ratio is calculated as total GHG emissions (location-based) divided by:

- Nortura parent’s turnover (revenue intensity)
- Total weight in kilograms of food produced by the Nortura parent company (production intensity)

Nortura (parent company)	2025	2024	2023
Food produced (in tonnes)	232 954	230 025	236 341
Annual turnover (in NOK mill.)	24 087	23 881	23 727

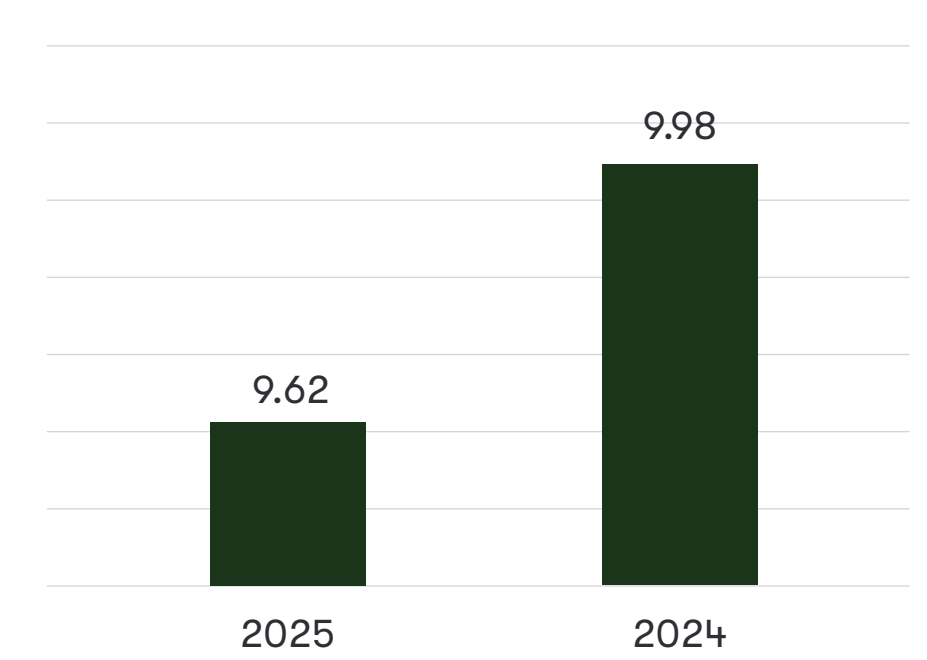
GHG revenue intensity

(in tCO₂e per NOK mill.)



GHG production intensity

(in tCO₂e per tonne of food produced)



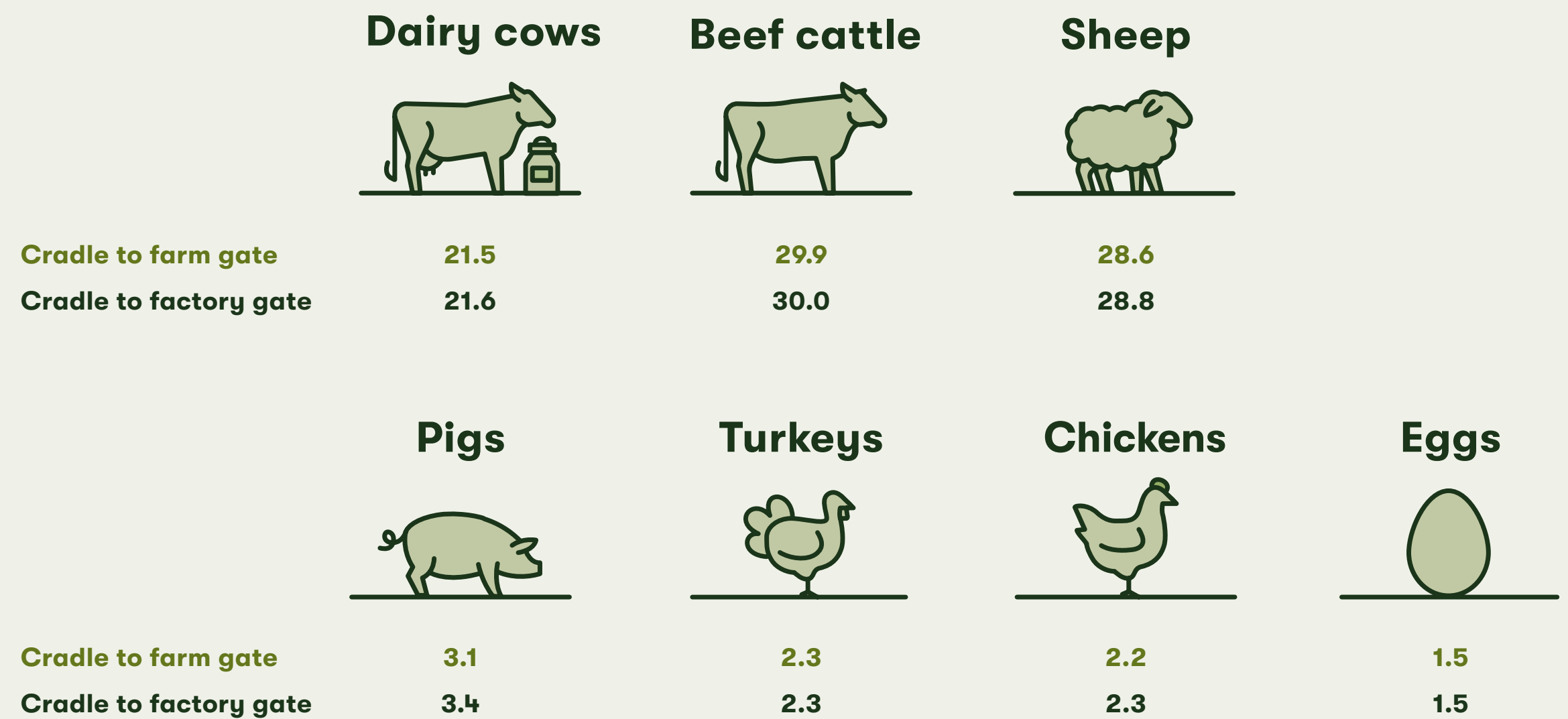
Climate risk analysis 2025

Expected costs of managing risks associated with future changes in the climate N/A

Carbon footprint (kg CO₂e/kg carcass weight)

Results from lifecycle analyses prepared by NORSUS show emissions from cradle to farm gate and from cradle to factory gate. In our climate accounts, we use the results from cradle to farm gate to calculate the proportion of emissions from the meat and eggs we purchase.

[See complete lifecycle analyses from NORSUS here.](#)



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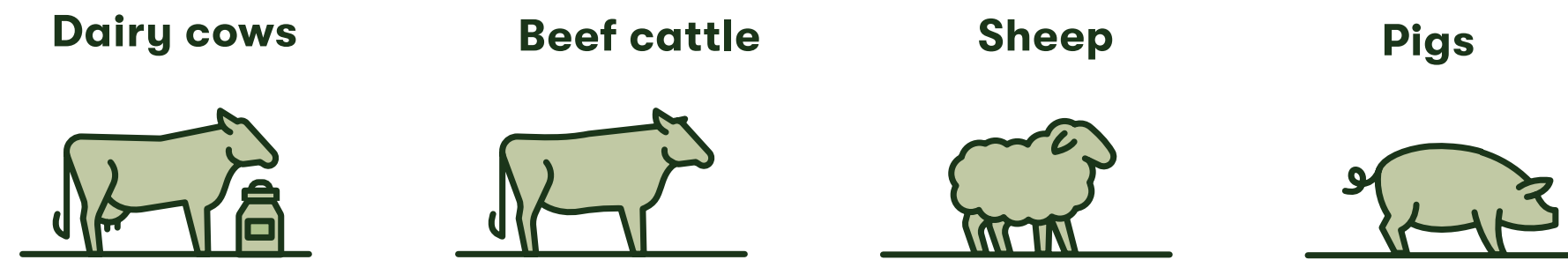
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Agricultural enterprises that have consented to use the climate calculator



Nortura producers

	Dairy cows	Beef cattle	Sheep	Pigs
Consent 2024	4 277 (85%)	1 648 (39%)	2 379 (26%)	548 (46%)
Consent 2025	4 043 (85%)	1 697 (46%)	2 425 (29%)	558 (50%)
Total number of Nortura producers 2025	4 781	3 686	8 451	1 108

The calculators for chickens and eggs will become operational for Nortura producers at the start of 2026. The number of consents will therefore be updated in the 2026 report for these production types.



Photo: Liv Lyngstad, Øystese



Photo: Nortura / Sønstegård



Photo: Marthe Holthe Sirivik, Rishaugen Farm, Averøy

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B. Energy

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From our facilities

Nortura's goal is to be net climate neutral in the non-biological part of our operations by 2040. In recent years, Nortura has made investments to phase out fossil energy sources at our factories, such as heating oil, natural gas and propane. New energy sources vary from facility to facility, but we are switching primarily to

electricity, district heating or biogas produced near our factories. An internal energy project is exploring the possibility of using other renewable energy sources in the future. In addition, we have a strong focus on streamlining day-to-day production processes, using new technology that also reduces energy consumption.

Targets*

Scope 1: Own operations

Scope 3: Value chain

Nortura's overarching goal is to be net climate neutral by 2040. The target covers the non-biological part of our operations, which means Scope 1 (own facilities and transport), Scope 2 (purchased electricity), and parts of Scope 3 (transport and electricity).

All our production facilities will operate on 100 per cent fossil-free energy by the end of 2027.

We will be drivers for fossil-free farms, and all new procurements in our value chain will be based on renewable energy or have started transitioning to bioenergy by 2030.

Increase our production of bioenergy based on livestock manure and other organic waste. 30 per cent of our livestock manure will be used for biogas production by 2025. We will utilise biogas from livestock manure from our own producers at selected facilities and for transport by 2030.

*All targets in Nortura's sustainability strategy will be updated in 2026 to reflect newly identified material impacts, opportunities and risks (IROs).

Actions in 2025

Value chain	Name	Description
Own operations	Energy efficiency at the factory	Focus on measures to reduce energy consumption for operational purposes. This includes upgrading infrastructure, using waste heat for energy recovery, more efficient use of hot water, transition to LED lighting and reducing unnecessary lighting. Work is also being done to optimise compressed air consumption, reduce losses and leaks, as well as achieve more energy-efficient operation of technical infrastructure such as cooling systems, ventilation and vacuum systems.
Own operations	Fossil-free factories	Nortura continues the gradual phase-out of installations that use fossil fuels, replacing them with solutions based on fossil-free energy sources – such as electric boilers, biofuel-powered plants and external district heating systems. In 2025, the Hærland and Rudshøgda plants, two of Nortura's largest production facilities, continued their transition to fossil-free operation through a planned, step-by-step implementation.

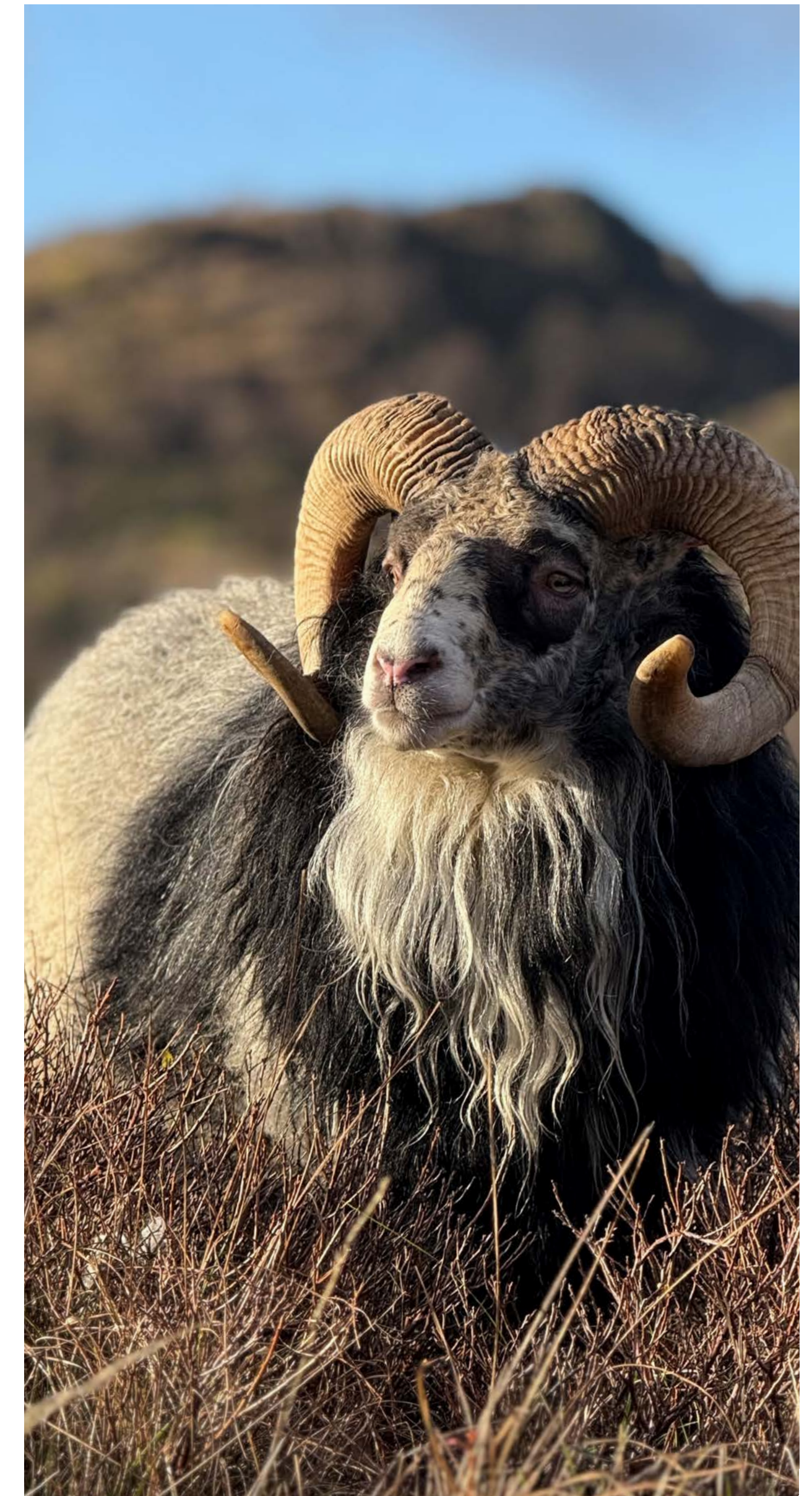


Photo: Ken Rune Birkeland, Helleland

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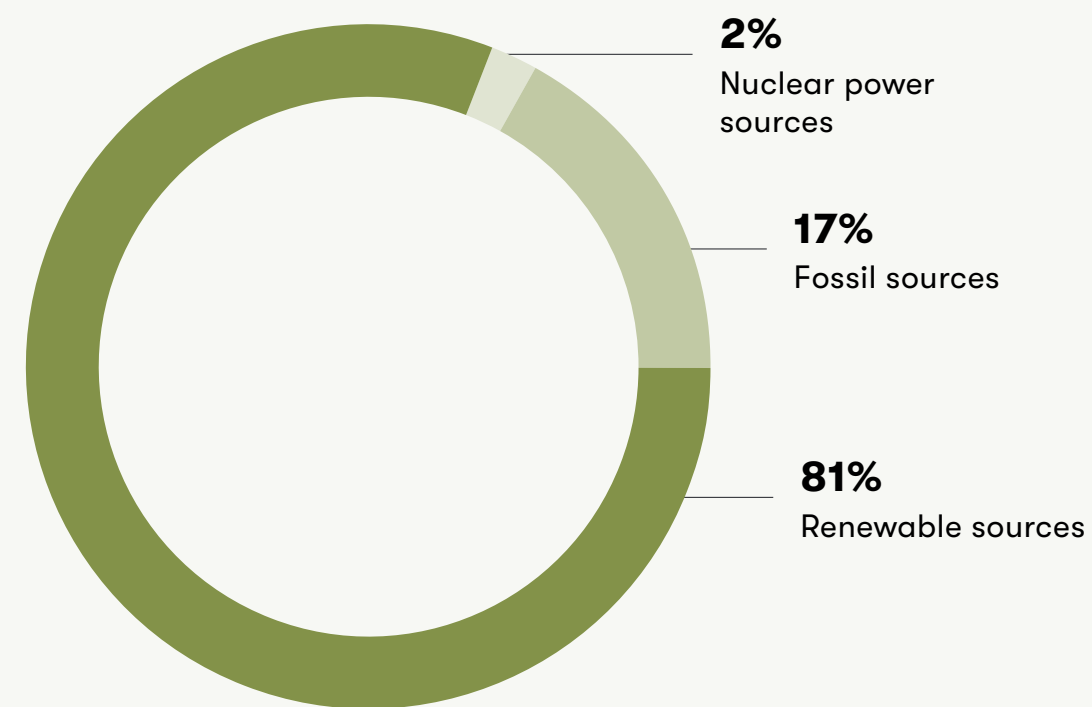
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Results

Energy consumption and mix (MWh)			
	2025	2024	2023
Fuel consumption from crude oil and petroleum products	12 063	15 932	24 557
Fuel consumption from natural gas	25 735	44 658	44 199
Fuel consumption from other fossil sources	6 208	9 582	11 472
Consumption of purchased electricity, district heating and cooling from fossil sources	5 656	6 837	6 799
Total fossil energy consumption	49 662	77 009	87 027
Fossil sources as a percentage of total energy consumption (%)	17%	25%	27%
Consumption from nuclear power sources (MWh)	5 347	3 983	3 927
Nuclear power sources as a percentage of total energy consumption (%)	2%	1%	1%
Total renewable energy consumption	238 954	233 035	231 373
Fuel consumption from renewable sources, including biomass	11 067	5 499	5 818
Consumption of purchased electricity, district heating and cooling from renewable sources	227 886	227 536	225 556
Renewable sources as a percentage of total energy consumption (%)	81%	74%	72%
Total energy consumption	293 963	314 027	322 327

Breakdown of energy sources used by Nortura in 2025



In 2025, we significantly reduced the use of natural gas and replaced it with biogas and electricity.

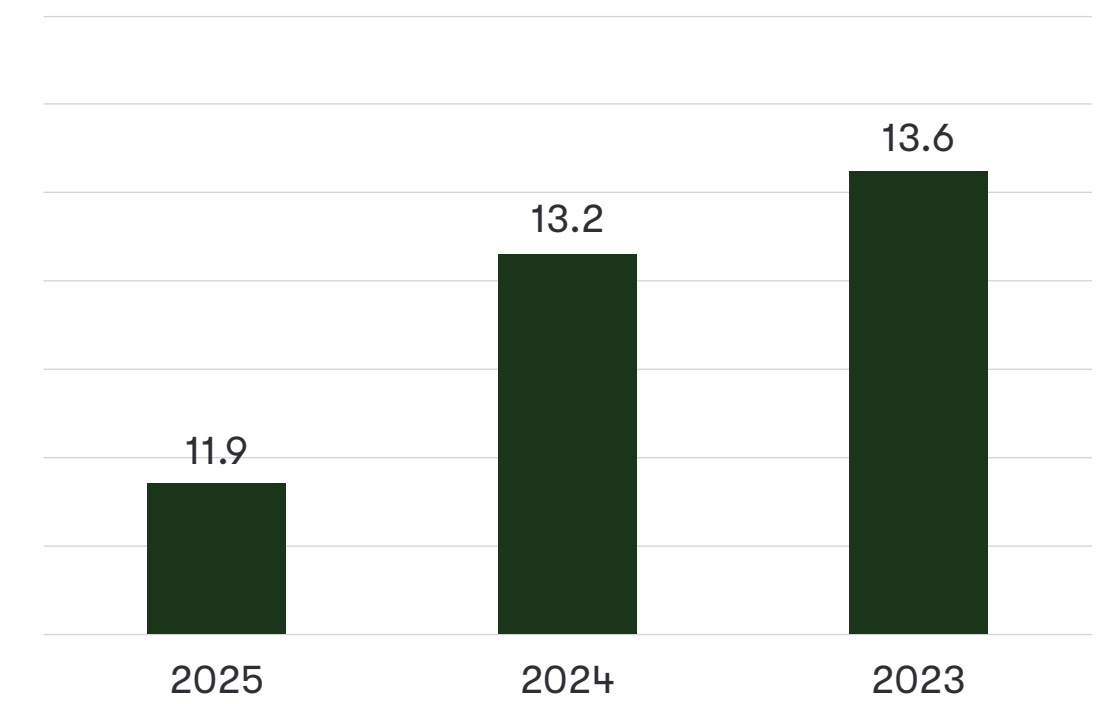
This has contributed to a noticeable increase in the proportion of renewable energy consumed: Nortura used an average of 81 per cent renewable energy sources in 2025, up from 74 per cent in 2024.

Energy intensity for Nortura (parent)

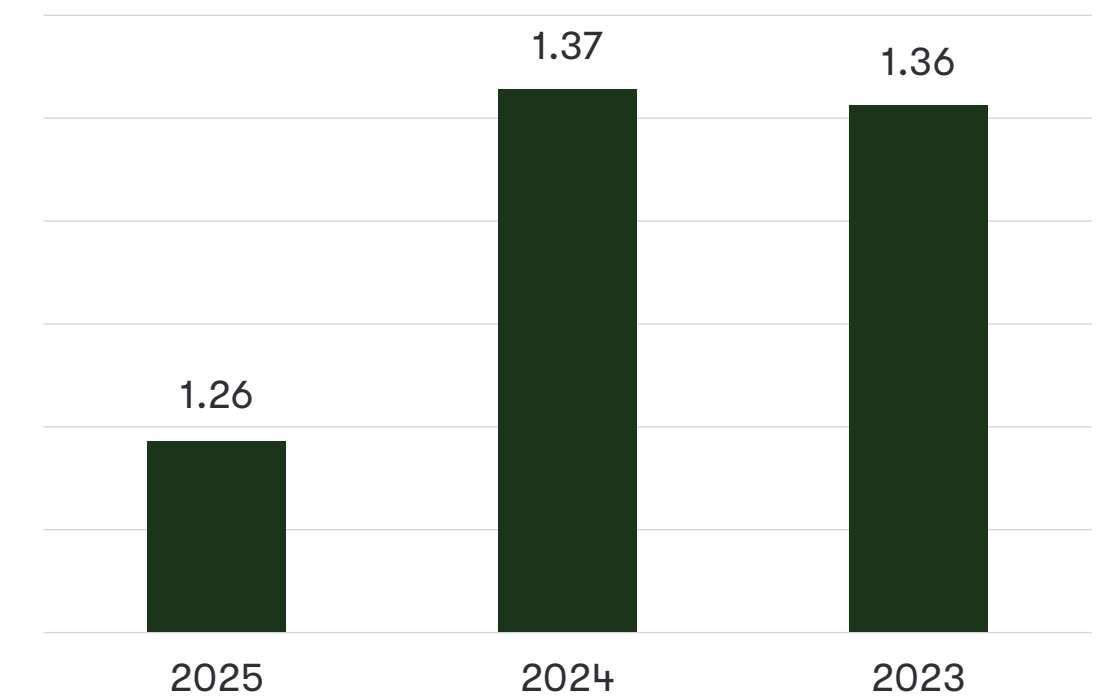
Energy consumption (in kWh) per unit of net income and per kg of food produced by the Nortura parent company. The energy intensity ratio is calculated by dividing total energy consumption by:

- Nortura parent’s turnover (revenue intensity)
- Total weight in kilograms of food produced by the Nortura parent company (production intensity)

Energy (revenue intensity)
(in MWh per NOK mill.)



Energy (production intensity)
(in kWh per kg of food produced)



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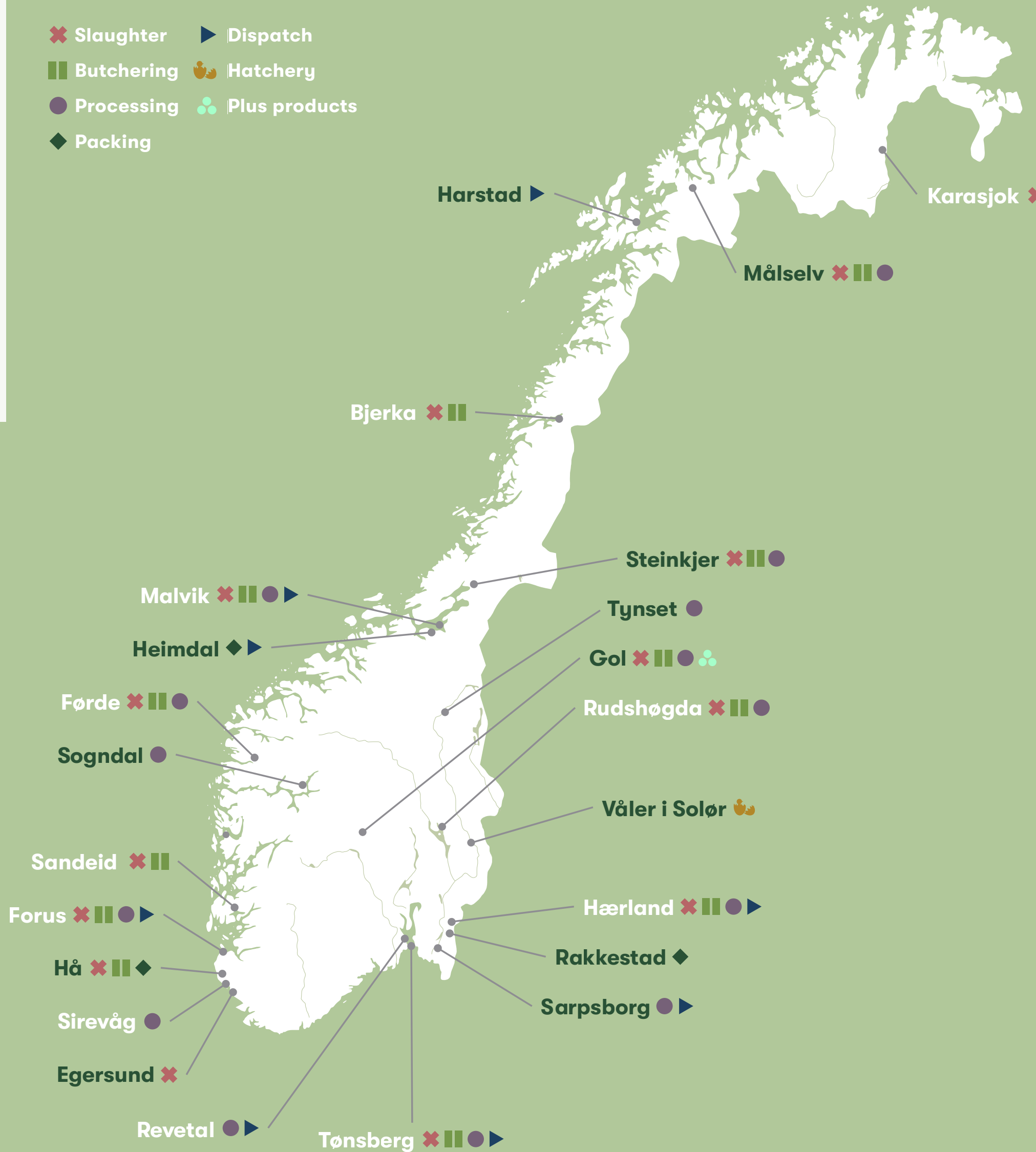
12 of 22 factories are fossil-free








Nortura Manufacturing is working systematically to phase out fossil energy at our production facilities across the country. This has already reduced our energy consumption by 41.4 million kWh in total since 2021.

The goal is to phase out fossil energy at all our production facilities by 2027.

-  **Harstad**
Fossil-free warehousing and dispatch
-  **Heimdal**
Fossil-free egg packing since 2021
-  **Sogndal**
Cured meats produced using electricity since 2021
-  **Hope**
Fossil-free egg packing since 2021
-  **Egersund**
Beef produced using electricity since 2021

- ✖ Slaughter
- ▶ Dispatch
- ▬ Butchering
- 🐣 Hatchery
- Processing
- ⦿ Plus products
- ◆ Packing



-  **Målselv**
Minced meat produced using electricity since 2023
-  **Steinkjer**
Pigs slaughtered without the use of fossil fuels
-  **Tynset**
Cured meats produced using electricity since 2023
-  **Gol**
Cattle and sheep slaughtered and butchered without the use of fossil fuels
-  **Våler**
Chicks incubated using electricity since 2022
-  **Rakkestad**
Fossil-free egg packing since 2021
-  **Sarpsborg**
Chicken and sandwich spreads produced using electricity since 2023

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E2 – Pollution

Like all other manufacturing processes, the production of food can lead to the pollution of air, water and soil. This can negatively affect the health of both humans and animals, as well as harming nature. To reduce potential negative impacts, it is crucial to identify the causes of pollution throughout our value chain.

Strategy and policy

- According to Nortura's sustainability policy from 2024, we must apply the precautionary principle with respect to environmental challenges. The policy document is integrated into Nortura's management system.
- Regarding emissions to water from our facilities, we ensure compliance with the BAT-AEL requirements for the food industry and slaughterhouses.

Involvement of stakeholders



Representatives from the research community, civil society and international organisations (UN) were consulted in connection with the development of Nortura's sustainability strategy in 2021.

Stakeholders affected: Local communities and farmers



Nortura Forus

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Assessment of material impact and financial materiality

E2 – Pollution: Material impacts, opportunities and risks (IROs)

Subtopic	Type	Description	Where in the value chain		
			Up-stream	Own activity	Down-stream
Pollution	Negative impact	Air pollution from heavy goods vehicles	•	•	•
	Negative impact	Pollution from agricultural activities (overfertilisation, runoff and use of pesticides)	•		
	Negative impact	Pollution from heavy goods vehicles (runoff of heavy metals and persistent organic pollutants (PoPs), microplastics from tyre wear)	•	•	•
	Negative impact	Poorly managed agricultural plastic can lead to microplastic pollution	•		
	Actual risk	Tightening of emission permits requires significant investments		•	

Pollution from agriculture

Overfertilisation

Overfertilisation in agriculture (from inorganic and manure-based fertilisers) and the runoff of nutrients such as nitrogen and phosphorus from the soil contribute to the proliferation of algae in freshwater (eutrophication). Overfertilisation and nutrient pollution are therefore considered to be among the most serious forms of pollution from agriculture. In 2024, a proposal for new statutory regulations tightening the requirements for the application of agricultural fertiliser was distributed for consultation.

Pesticides

Pesticides are used in agriculture to protect plants from attacks by fungi, bacteria and viruses, as well as to keep pests and weeds away. At the same time, pesticides can cause toxic chemicals to spread in the soil, water and air, negatively affecting the animal and plant life in the area. In Norway, the use of pesticides is more widespread in the cultivation of fruit, berries and vegetables than in livestock production.

Plastic consumption

Plastic is an essential material in agriculture and is widely used for various purposes, such as bale wrap, sacks for fertiliser or seed, geotextiles, solar collector film and hard plastic packaging like cans, seed trays and boxes. Without effective return systems, plastic can cause significant pollution, especially microplastic pollution.

Pollution from transport

Nortura makes extensive use of transport services throughout its value chain. Animals are transported from farms across the country, and other raw materials, such as ingredients from international suppliers, must also be transported to our facilities. The distribution of products from our factories to customers, and onwards to shops and other retail outlets, is also extensive. This results in pollution in the form of emissions of NOx, SOx, heavy metals and persistent organic pollutants (PoPs), as well as microplastics from tyre wear. In addition, the farms' need for transport has increased significantly in recent years as properties have been consolidated into larger units. Items like fertiliser and crops must therefore be transported over longer distances.

Pollution from our production facilities

The quality of the water discharged from our factories is also affected by our manufacturing processes. Every day, we use large quantities of water (e.g. for cleaning purposes) which becomes contaminated with nutrient salts and organic materials such as blood, fat and nitrogen. To prevent pollution, the wastewater is channelled through our treatment plants before being discharged. We routinely test our wastewater to ensure that it complies with the established threshold values before it is sent on to the municipal sewage treatment plant.

Financial materiality

For Nortura, the EU's Industrial Emissions Directive and subsequent BAT-AEL threshold values are very demanding, as we have 11 factories that are covered by the directive. It entails updating emission permits pursuant to the Pollution Control Act, which is a complex undertaking, substantial investment costs as well as a permanent increase in operating costs related to internal operating resources, chemical use and the disposal of waste sludge.

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Nortura Førde

Pollution

Management of material impacts

All our facilities strive to meet the authorities' requirements regarding waste water. After local treatment, it is further processed by municipal/inter-municipal sewage plants, except for one of our facilities which has complete treatment capacity and is approved for discharge directly into the sea. We comply with the environmental authorities' requirements for testing and documentation. The measurements to be taken are described in the individual factory's discharge permit.

Targets*

Own operations

Zero vision for factory emissions: Our goal is for none of our production facilities to cause emissions to air, water or soil by 2030.

Reduce the organic load from our wastewater by 30 per cent by 2030. By 2050, we will have no emissions to water from our production facilities.

* All targets in Nortura's sustainability strategy will be updated in 2025 to reflect newly identified material impacts, opportunities and risks (IROs).

Actions in 2025

Value chain	Name	Description
Own operations	Internal procedures	We are developing internal procedures to optimise cleaning processes at all our factories. New emission requirements mean that we will have a significantly larger amount of waste sludge. Work is being undertaken to find the most sustainable and profitable combination of options.
Own operations	Examples at individual factories	<ul style="list-style-type: none"> The factories in Malvik, Rudshøgda, Egersund and Bjerka have made significant progress in operating existing treatment processes and comply with, or have clear plans to meet, the thresholds in updated emission permits. For Tønsberg, we are still in discussions with the pollution control authorities to clarify the actions needed to meet new requirements, in conjunction with the municipal treatment plant. The factories in Steinkjer, Førde, Bjerka, Sandeid and Hå are all engaged in ongoing processes to ensure they meet the new requirements within the deadline. Rudshøgda started chemical treatment in late autumn 2025. However, more work is needed to ensure that the factory complies with the new emission requirements. We have reduced the amount of phosphate discharged from the factory in Sarpsborg. This contributes to better water quality in Oslofjord. In general, Nortura engages in dialogues with County Governors nationwide to clarify the facilities' changed emission permits.

Results

	2025	2024
E2-6_01	Expected financial consequences of material risks and opportunities arising from pollution-related impacts	
	N/A	N/A
E2-6_04	Operating costs (OpEx) related to the maintenance of water treatment plants	
	NOK 12.6 million	NOK 8.8 million
E2-6_05	Investment costs (CapEx) related to the establishment of water treatment plants	
	NOK 15.9 million	NOK 5.9 million
E2-4	Pollution from our operations	
	Agricultural activities	
E2-4	– overfertilisation (nitrogen and phosphorus)	
	N/A	
	– use of pesticides	
	N/A	
	– microplastic	
	N/A	
	Transport activities	
E2-4	– NOx and SOx emissions	
	N/A	
	– ground-level ozone	
	N/A	
	– airborne particulates	
	N/A	
	– PoPs and heavy metals	
	N/A	
	– microplastic	
	N/A	

* In 2026, we will work to establish an overview of the volumes associated with the various sources of pollution.

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E4 – Biodiversity and ecosystems

Access to clean air, clean water and fertile soil depends on a rich diversity of plants and animals, as well as well-functioning ecosystems both on land and in water. In recent decades, climate change, pollution, the overexploitation of natural resources and soil degradation have had a severe negative impact on the diversity of plants and animals, as well as important ecosystems, worldwide.

Agriculture affects biodiversity both negatively and positively. Habitat destruction, chemicals and monocultures threaten species, while the preservation of traditional landscapes and pollinator-friendly areas supports ecosystems.

Strategy and policy

- Nortura's sustainability policy (2024) states that the Group must operate in a way that strengthens nature's diversity and critical ecosystems.

Stakeholder involvement



Representatives from the research community, civil society and international organisations (UN) were consulted in connection with the development of Nortura's sustainability strategy in 2021.

Stakeholders affected: Society as a whole



Photo: Hanne Sofie Jenssen, Steinura Farm, Hamarøy

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Assessment of impact

E4 – Biodiversity and Ecosystems: Material impacts

Subtopic	Type	Description	Where in the value chain		
			Up-stream	Own activity	Down-stream
Direct drivers of biodiversity loss	Negative impact	Global soya production, especially in areas such as the Amazon rainforest, leads to deforestation, habitat destruction, species extinction and a reduction in ecosystem services.		•	
	Negative impact	Agricultural activities: Handling of livestock manure, overfertilisation, nutrient runoff and eutrophication, intensive farming and monoculture, the abandonment of traditional land management practices and the closure of farming operations.		•	
	Positive influence	Grazing animals prevent cultural landscapes from becoming overgrown, which threatens endangered plant and animal species.		•	
	Positive influence	Feed production and grazing by beef cattle and sheep help to maintain biodiversity.		•	

The greatest impact on nature, ecosystems and landscapes comes from the feed needed by farmed ruminants. The feed is imported as rapeseed and soya or produced, harvested and grazed on Norwegian land. Different types of agricultural land that is used for fodder production affect nature and ecosystems differently, depending on the condition of the land and the interventions carried out, such as cultivation, fertilisation or other farming practices.



Report: The impact of ruminants on nature and ecosystems

In 2025, Nortura and TINE commissioned an analysis of how ruminant-based farming in Norway affects land resources, nature and ecosystems. The report has been prepared by Arne Bardalen and Nils Vagstad, senior advisers at the Norwegian Institute of Bioeconomy Research (NIBIO). The report's conclusions shape our description of Nortura's material impact in chapter E4 – Biodiversity and ecosystems.³⁵

Concentrated feed

The cultivation of cereals and other seed crops for the production of concentrated animal feed involves a comprehensive transformation of the original ecosystem and often requires significant drainage. Biodiversity in such areas is reduced to a minimum to ensure the highest possible crop yields. Pesticides are used systematically to prevent the incursion of unwanted vegetation, pests and other organisms that can reduce crop yield or quality. The use of pesticides is strictly regulated to protect adjacent areas. Grain production also affects water quality through the runoff of particles and nutrients. This effect is well documented and a number of measures have been implemented to reduce the burden.

Roughage

The cultivation of grass and other roughage on fully cultivated or surface-cultivated meadows is generally less intensive than cereal production. The permanent plant cover and less frequent soil disturbance allow such areas to develop ecosystems over many decades. Rationalisation and efficiency improvements have, however, led to numerous marginal areas being taken out of operation. Together, the total area affected is substantial. This has resulted in overgrowth and loss of cultural landscape values in many rural communities, especially in the west and north of Norway.

Infield grazing

Infield pastures are areas that cannot be harvested mechanically, but which have grass and herbs with a high fodder value that the grazing animals obtain for themselves. Grazing is essential for preserving biodiversity in grazing-based ecosystems.

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Outfield grazing

Outfield grazing takes place in areas of natural vegetation, in forests or mountain uplands that are neither cultivated nor fertilised. Such grazing normally does not impose any significant burden on nature and ecosystems beyond natural nutrient runoff. Outfield grazing is important for biodiversity and ecosystem balance, and for maintaining open, species-rich landscapes. Many plants depend on grazing animals to maintain an ecosystem in which they can thrive and thereby also maintain the quality of the grazing.

Cessation of grazing leads to the loss of species, habitats and ecosystem functions. Livestock grazing is therefore crucial for maintaining certain types of cultural landscapes, such as infield and outfield pastures, and for preserving both biological and cultural values. Grazing practices that promote carbon storage can simultaneously enhance soil quality and make the soil more resilient to climate change. The presence of trees in areas where livestock graze also boosts carbon sequestration, ecosystem functions and animal welfare.



Photo: Kari Øvreseth Breim, Gloppen



Photo: Tor Gaute Eikeland, Bjerkreim



Photo: Lars Petter Gjendem, Vågøya, Hustavika



Photo: Brit Brækhus, Innvik, Stryn



Photo: Farmer Margrethe Askerøy Moe, Brønnøysund



Photo: Hanne Sofie Juntunen Jenssen, Hamarøy



Photo: Kim Juliussen, Austertana



Photo: Marianne Aschehoug Lunåsmo, Magnidalen, Tynset



Photo: Bente Borgen, Ringebu



Photo: Mina Sophie Mjærum Johansen, Kråkstad, Lower Follo



Did you know that...

The Norwegian Red List for Ecosystems and Habitat Types was updated in 2025 and shows that a large proportion of Norwegian nature is under threat. The new list from the Norwegian Biodiversity Information Centre³⁶ is more detailed than before and is based on assessments of 876 habitat types from across the country. Over 40 per cent of these are now considered endangered.

Climate change, altered land use and the abandonment of traditional land management practices mean that many habitat types are shrinking and becoming impoverished in terms of both quality and biodiversity. For semi-natural habitats, the cessation of extensive grazing, mowing and burning are among the most important factors behind this change. When such use ceases, the areas quickly become overgrown. Since these natural habitats have been shaped through long-term human management, their biodiversity is unable to adapt fast enough to the changes. As a result, many species disappear as the areas become overgrown.

According to the Norwegian Biodiversity Information Centre, 397 endangered species are negatively affected by agricultural activity, particularly cultivation and drainage. At the same time, the figures show that 936 endangered species are negatively affected by the cessation of land management – primarily the discontinuation of traditional practices such as grazing and mowing. Encroachment due to reduced or no grazing and/or mowing is estimated to adversely affect 513 endangered species³⁶.

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Photo: Terje Bjerga, Bakkane Farm, Halsnøy, Ryfylke

Imported feed materials

Feed for Norwegian livestock consists largely of Norwegian raw materials such as grain and grass (see overview of the Norwegian content in feed, [page 83](#)), but some important ingredients are also imported – especially protein raw materials. The most important imported raw materials for Norwegian animal feed are soya (mainly from Brazil, but also from Canada and the USA), rapeseed (mainly from Europe), and cereals such as wheat and barley in years with poor Norwegian harvests.

Soya

Soya production is one of the commodities that has been most closely linked to global biodiversity loss. In parts of South America – southern Brazil, Paraguay and Argentina

– the expansion of soyabean cultivation has contributed to the transformation of natural ecosystems such as forests and savannahs (for example, the Cerrado) into agricultural land. This can lead to habitat fragmentation, reduced biodiversity and changes in water systems.

Rapeseed

Rapeseed used in animal feed is often a by-product (rapeseed cake or rapeseed meal) from the production of rapeseed oil and biodiesel. It is grown mainly in Europe and Canada. Rapeseed cultivation usually takes place in established agricultural areas, so direct deforestation is less common than for some other raw materials. Nevertheless, intensive cultivation can affect biodiversity through monoculture crop rotations, the use of pesticides and reduced habitats

for wild plants and insects. At the same time, rapeseed can also provide floral resources for pollinators during parts of the season.

Grain

Imported grain for animal feed often comes from countries in Europe, where cultivation takes place largely on existing agricultural land. The impact on biodiversity is therefore mostly related to intensification factors such as large monocultures, the use of fertilisers and pesticides, as well as drainage and soil disturbances (e.g. tillage) that can affect soil habitats and aquatic environments. At the same time, the effects can vary significantly depending on cultivation methods, crop rotation, buffer zones and other measures to preserve biodiversity.

Did you know that...

Of all the soya imported to Norway, about 30 per cent is used for livestock feed, the rest goes to fish feed. All the soya used in animal feed is imported by the company Denofa, and is traceable, guaranteed deforestation-free, GMO-free and ProTerra³³ certified as sustainable from Brazil.

In 2015, all four Norwegian feed suppliers signed the "Norwegian Commitment on Sustainable Soya and Forests". In doing so, they pledged to sell only certified, sustainable and deforestation-free soya, produced in accordance with the UN Global Compact's ten principles for responsible business. The commitment was updated in 2020.

[You can read more about Denofa's sustainability certification here.](#)

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Photo: Farmer Margrethe, Askerøy Moe, Brønnøysund

A. Direct drivers of biodiversity loss

Management of material impacts
 Nortura has a considerable impact on nature. This impact is greatest in our value chain, primarily on the farms. Although our efforts to protect biodiversity and ecosystems, our work is just beginning, many of our owners, and the agricultural sector in general, have long been concerned with this issue. Taking care of nature in a way that allows the farm to be passed down to the next generation in a better state than it was received is in the Norwegian farmer's DNA.

In the years to come, we will work systematically to ensure that we achieve our ambition of being nature-positive throughout our value chain. We will preserve and improve soil quality in agriculture and prevent pollution of the environment. We will promote biodiversity and protect and rehabilitate terrestrial and aquatic ecosystems throughout our value chain. And we will set requirements for our feed producers here in Norway to ensure that imported raw materials have a positive impact on nature and ecosystems. This is important to ensure long-term productivity and sustainable food production.

Targets*

Own operations	Value chain
-----------------------	--------------------

Nortura will work responsibly to take care of the land, nature and spaces we impact along our value chain in a responsible manner. In this way, we will contribute to the protection of endangered species and habitats, safeguard and maintain biodiversity, and preserve critical ecosystems.

By the end of 2025, we will have mapped our impact on biodiversity and ecosystems throughout the value chain, and we will present a plan for how we will be nature-positive from start to finish.

In areas where agriculture has a negative impact on nature and biodiversity, we will be a driving force in developing and implementing measures that promote biodiversity in our value chain.

Nortura will promote the use of new technology (e.g. early warnings of harmful insects and other organisms), precision technology and other measures that help our producers reduce the use of pesticides and avoid the overuse of fertilisers and nutrient runoff.

Nortura will work to maintain and increase the proportion of livestock allowed to graze in areas where the overgrowth of valuable cultural landscapes threatens endangered plant and animal species, while ensuring the appropriate grazing pressure and optimal mix of animal species.

* All targets in Nortura's sustainability strategy will be updated in 2026 to reflect newly identified material impacts, opportunities and risks (IROs).

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Photo: Lisa Medhus Breiland, Øvre Landa Farm, Finnøy



Photo: Ann-Kristin Myrslett, Løvmo Farm, Malangsfjorden

Actions in 2025

Value chain Name	Description
Whole Mapping of Nortura's impact on biodiversity and ecosystems	In 2025, NIBIO was commissioned by Nortura and TINE to map the impact of our ruminants on biodiversity and ecosystems throughout the two cooperatives' value chains. ³⁵ The results of the analysis form the basis for our reporting on material impacts on nature and ecosystems at the beginning of this chapter. The analysis will form the basis for Nortura's plan to become nature-positive throughout its value chain.
Whole Letter of intent	In December 2025, Nortura signed a letter of intent to promote organic food and farming. The aim is to help realise the goal that 10 per cent of agricultural land in Norway will be organically managed by 2032, and to increased sales of and demand for organic food and beverages.
Farm KSL data on biodiversity	We collaborate with TINE, Felleskjøpet and the Norwegian Farmers' Union to understand what information and data need to be collected from farmers in order to report on our impact on biodiversity and ecosystems. This work will continue in 2026 and involve several actors, such as the Quality System in Agriculture (KSL) and Climate-Smart Agriculture.

Value chain Name	Description
Farm Amazing Grazing	NIBIO is leading the Amazing Grazing project in collaboration with the NMBU, with Nortura as a partner. The project examines the role of grazing animals in Norwegian nature, their significance for the climate and for good resource utilisation. The project examines the sheep farmer's operational setup, important framework conditions and how production can be improved, as well as how consumers can gain a better understanding of what grazing contributes through the products they buy.
Farm Future Feed	Through the Future Feed project, led by NCE Heidner Biocluster, in partnership with Nortura, Felleskjøpet Fôrutvikling and a large number of actors in the agricultural sector, the project aims to increase Norway's food security and food preparedness through more Norwegian-produced and sustainable animal feed. This endeavour is in support of the government's stated aim that all feed for livestock and farmed fish will come from sustainable sources by 2034.

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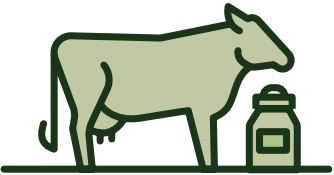
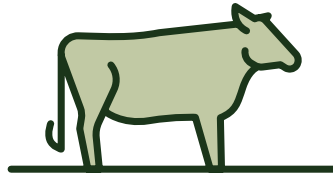
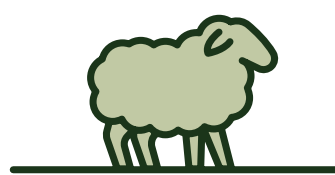
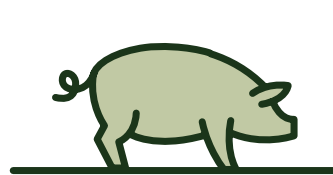

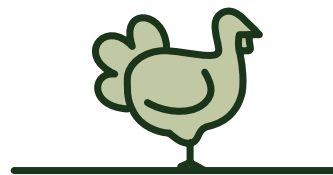
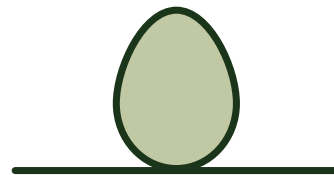
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Results

Nortura's impact on biodiversity (results of lifecycle analyses)

	Dairy cows 	Beef cattle 	Sheep 	Pigs 	Chickens 	Turkeys 	Eggs 
Land use (excl. outfield) (m²)	25.6	27.6	28.9	6.5	4.4	6.3	3.6
Biodiversity [PDF]	7.0	-14.0	-47	4.3	2.9	4.1	2.4
Overfertilisation (mol N equiv.)	1.85	2.50	1.92	0.22	0.12	0.36	0.12

Land use shows how many square metres are needed to produce one kilogram of meat or eggs. The calculation depends on several different usage categories: arable land for the production of concentrated feed (both imported and domestic), areas for grass silage, as well as grazing on arable land, permanent pasture and outfield grazing.

Biodiversity is affected by different farming practices and agricultural land use. Dairy cows, pigs and poultry consume a high proportion of concentrated feed (see page 16), which consists of cereals and legumes produced on fully cultivated agricultural land. For beef cattle and sheep, the feed consists of over 95 per cent roughage (grass), and from both infield and outfield grazing.

To quantify the loss of biodiversity, NORSUS has chosen a method based on the number of plant species found in different types of agricultural land. This method is best suited when both fully cultivated land and grazing areas are to be included. Loss of biodiversity is expressed as loss of plant species (Potential Disappeared Fraction: PDF). A negative value indicates a

higher diversity of plant species than in natural vegetation, such as natural forest. Our lifecycle analyses thus show that sheep and beef cattle, which spend a lot of time grazing, contribute positively to biodiversity.

Areas used for roughage and grain production result in a loss of biodiversity. Since a significant portion of the feed for dairy cows, pigs and poultry comes from such areas, their production will collectively contribute to a loss of biodiversity.

The category relating to overfertilisation refers to the volume of nitrogen emissions. These emissions occur during the production and distribution of mineral fertiliser, the use of fuel for tractors, as well as from livestock housing and manure storage.

Quality System in Agriculture (KSL) is a tool used by farmers for internal control and quality assurance. Through KSL, farmers can easily check that their operations comply with Norwegian laws and statutory regulations, and industry requirements. The KSL standard consists of several checklists and guides, which are used for self-auditing purposes by Norwegian farmers. The table shows responses to selected questions in the KSL checklists, based on answers from 16,125 Nortura producers in 2024.

Excerpt from the KSL checklist (2024)	Yes	No	Not relevant
Is livestock manure stored at ground level protected from surface water and placed appropriately to prevent runoff?	32%	0%	68%
Do you mark areas open to public access that have been treated with pesticides with signs in accordance with the Norwegian Food Safety Authority's template?	25%	1%	74%
Do you have routines to combat and prevent the spread of blackgrass?	6%	0%	94%
Do you have a waste management plan for your farm?	80%	3%	17%
Have you familiarised yourself with sources of greenhouse gas emissions and relevant mitigating measures for your farm?	86%	14%	0%
Have measures that alter cultural heritage sites, cultural landscapes or biodiversity been carried out in consultation with the municipal authorities?	3%	0%	97%
Do you house your animals in accordance with the regulations on cattle keeping?	96%	1%	4%
Do all cattle, except male animals over 6 months old, have the opportunity for free movement and exercise in pastures for a minimum of 8 weeks during the summer half-year?	94%	0%	6%

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E5 – Resource use and circular economy

All forms of manufacturing involve the consumption of natural resources such as metals, oil, water and wood, which can lead to resource depletion and deforestation. Manufacturing operations are often energy-intensive. Using fossil fuels contributes to climate change. Water consumption is often high, and the release of toxic chemicals that pollute air, water and soil can be a risk. The transport of raw materials and products also produces emissions. To reduce the environmental impact, it is important to focus on efficiency, secondary processing and the recycling of waste streams and residual raw materials. Using technology and renewable energy to increase efficiency contributes to more sustainable resource use and lower pollution.

Strategy and policy

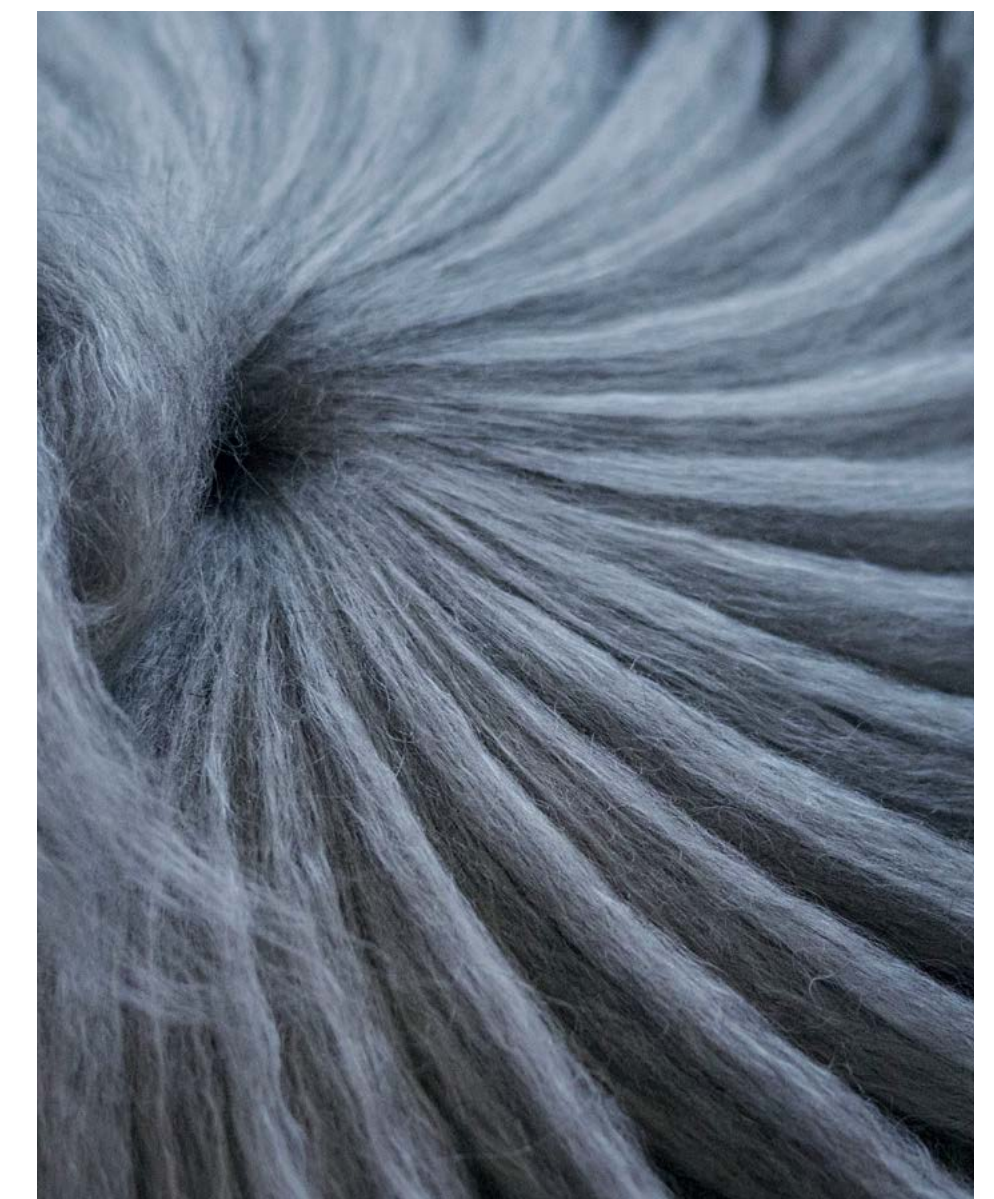
- According to Nortura's sustainability policy (2024), the Group's production facilities must operate as semi-closed systems, with optimal use of resources, minimal waste and the highest possible proportion of resources entering new circular value chains. All raw materials entering our production cycle will be utilised, and we will continue to develop business opportunities and new applications for our residual materials or waste products.

Involvement of stakeholders



Representatives from the research community, civil society and international organisations (UN) were consulted in connection with the development of Nortura's sustainability strategy in 2021.

Stakeholders affected: Farmers, own workforce and consumers



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Assessment of material impact and financial materiality

E5 – Resource use and circular economy: Material impacts, opportunities and risks (IROs)

Subtopic	Type	Description	Where in the value chain		
			Up-stream	Own activity	Down-stream
A. Resource utilisation	Positive influence	A A high level of resource utilisation and prioritisation of high quality in the use of raw materials.			•
	Actual possibility	A The use of the whole animal increases value creation.		•	
	Negative impact	B1 Agricultural activities and packaging for transport require extensive use of plastic.	•	•	•
	Negative impact	B2 Much of the waste from production is delivered to landfill and incineration.		•	
B. Resource use	Negative impact	B3 Plastic consumption in own operations is high (disposable equipment and packaging).		•	
	Negative impact	B4 Production errors, raw material waste or planning mistakes generate food waste.		•	
	Negative impact	B5 A lot of food waste is generated downstream in the value chain.			•
	Negative impact	B6 Our packaging is designed for single use and generates waste.			•



Raw material utilisation

Live animals from farms across the country constitute the most important raw material in Nortura's production. On average, two-thirds of the animal consists of meat that goes to food consumption in the Norwegian market. The entire animal is used, and the by-products, which consist of skin, hide, wool, offal, intestines, blood and bones, are preserved and enter other cycles and value chains.

Financial materiality

Utilising the whole animal shows respect for both the animals themselves and the environment. Full utilisation of all raw materials is crucial for good sustainability and Nortura's bottom line. With us, every part of the animal is cared for and used. By converting residual materials into high-quality products, we reduce the carbon footprint of food production while increasing profitability for the farmer.

Agricultural and transport-related plastics

A lot of plastic is used in food production throughout the value chain. Plastic is an important material in agriculture. Among other things, it is used in round bale wrap, sacks for fertiliser and seed, geotextiles, solar collector film and hard plastic packaging such as cans, seed trays and crates. During transport, the products must be properly packaged to avoid contamination and damage to the food items.

Waste from production

Like other large industrial companies, Nortura generates a significant amount of waste. Much of our waste is challenging to recycle due to biological contamination. The largest waste fractions we have are residual waste, plastic, paper, soil and metal. We also produce a significant amount of slaughterhouse sludge, which is legally regulated. This waste must be handled correctly in order to be used in further production, for example, of fertiliser.

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Plastic consumption at the factory

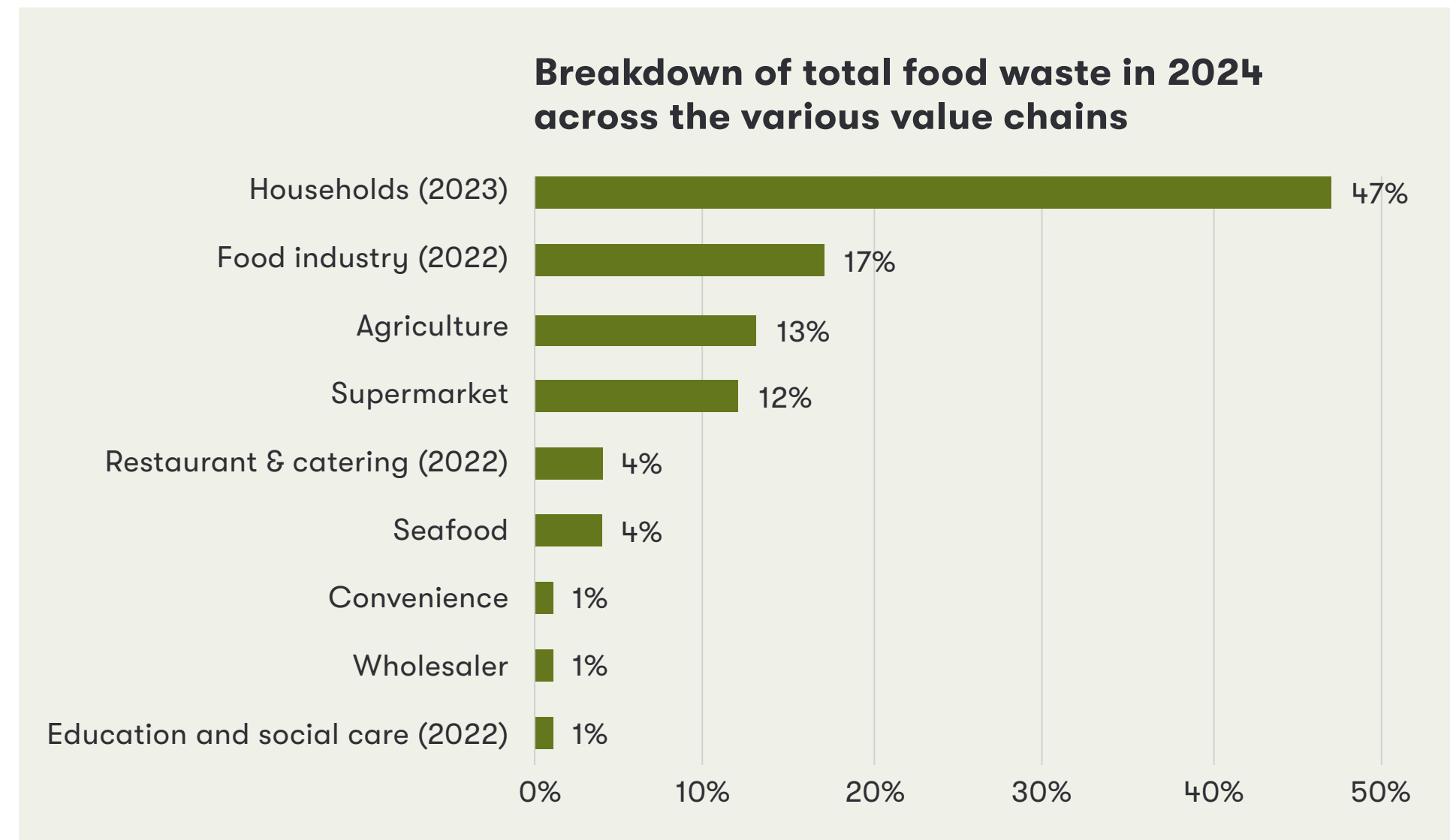
The strict hygiene requirements for the production of safe food lead to large amounts of single-use plastic being utilised as protection between our employees and the food being produced. Because single-use plastics contaminated with food residues and blood are not permitted to be recycled, most single-use plastics end up in the residual waste fraction.

Food waste

Food waste is a problem from both a resource and environmental perspective. It takes land, water, energy and labour to produce food, and these resources are wasted when the food ends up in the bin. According to NORSUS,³⁷ a total of 407,100 tonnes of food was thrown away in Norway in 2024. This corresponds to 73.4 kilograms of food waste per inhabitant. Food waste comes from different stages in the value chain, as shown in the figure below.

Around 17 per cent of food waste in Norway comes from the food industry. At Nortura, there are three main sources of food waste:

1. Approximately 40 per cent of the food waste we generate comes from production errors, such as products with incorrect labels, vacuum leaks or cured meats with salt crystallisation.
2. Approximately 40 per cent comes from raw material waste, also known as factory waste, and includes diseased or injured animals, as well as waste in the meat grinders or raw materials that fall on the floor.
3. The remaining 20 per cent comes from planning errors. All our products are made on the basis of forecasts. The market demands a wide product range, and some products are only sold by certain chains – often also only during specific periods. This can make it challenging to plan correctly.



The bulk of the food waste takes place at the consumer. Private households accounted for almost 34.5 kg of food waste per person in 2024. This represents 47 per cent of the total food waste in Norway. The items most commonly thrown away are fruit, vegetables, bread and dinner leftovers.

Packaging

At Nortura, we use large quantities of packaging made from various materials to protect our products, extend their shelf life and ensure they can be transported without damage. Packaging is single-use and creates a lot of waste if it is not sorted correctly and recycled.

Food waste includes all usable parts of food produced for people, which are either discarded or removed from the food chain for purposes other than human consumption, from the moment animals are slaughtered or plants harvested.

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A. Circular economy

Nortura's production facilities aim to optimise resource use, with as little waste as possible and as many resources as possible diverted to new circular value chains. We strive to utilise all raw materials efficiently, minimise waste and use a minimum of resources during production. Furthermore, we will continuously explore business opportunities and develop products that respond to the needs of those around us. Our long-term investments will be assessed on the basis of their impact on various sustainability parameters, and will contribute to fulfilling our sustainability goals.

Management of material impacts

Nortura receives livestock from farms all over Norway for the production of food. On average, two-thirds of the animal can be used for food destined for sale in the Norwegian market. The rest consists of skin, hide, wool, offal, intestines, blood and bones that are channelled into other cycles and value chains. Full utilisation of all raw materials is crucial for good sustainability and profitability. By converting residual materials into high-quality products, we reduce the carbon footprint of our food production while increasing profitability for our owners.

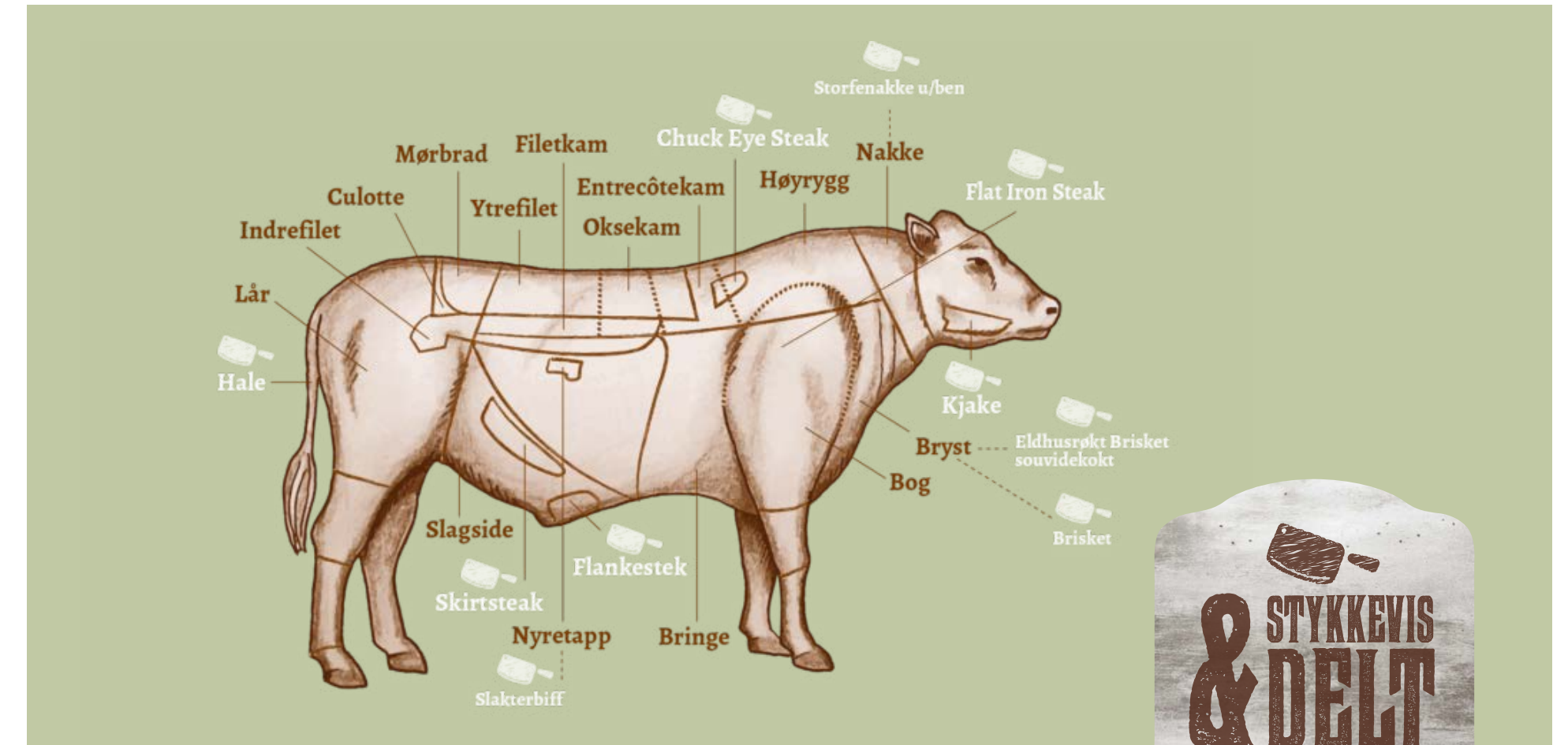
We call our by-products "plus products" – these are raw materials that are produced in addition to meat and that provide added value when handled correctly.

Our wholly owned subsidiary Norilia is responsible for optimising the management of our by-products and ensuring that all parts of the animal are used. Norilia manages the flow of goods to the market, either for further processing at other subsidiaries or to external customers. Norilia also has its own operations that classify and sort items into different quality grades to achieve the highest possible value in the market. Some of the by-products go to international food markets, others to animal feed. A large proportion of the hides are made into bags, while the wool is turned into knitting

yarn and textiles, among other things. See figure on [page 60](#).

Norilia has over 60 years of experience and extensive expertise in creating value from residual raw materials. We emphasise the achievement of high quality and efficient product flows with the smallest possible environmental footprint throughout the value chain, from the raw materials' source to the market. We operate in a global market and export around 65 per cent of our "plus products".

Research, innovation and collaboration are core elements of our work. We participate actively in multiple research projects and use the results for innovation and the development of opportunities, processes and products to better utilise and create value from our raw materials. Norilia has also adopted new bioprocesses to refine some of our raw materials into ingredients that are sold for food, dietary supplements and pet food.



Focus on "forgotten cuts"

As a result of changes in consumer habits, parts of the animal that were previously included in the Norwegian diet are no longer eaten. Utilising the whole animal means placing the raw materials in a hierarchy in which food for humans is at the top. Nortura therefore strives to maximise the proportion of our raw materials that is made available to consumers as food. In the product series "Stykkevis & Delt", we make "forgotten" cuts and preparation methods accessible. Through this concept, the professional market gains access to cuts other than the usual steaks and fillets, such as beef cheek, beef neck, flank steak, and butcher's steak.

Targets*

Scope 1: Own operations

We will strive for optimal resource efficiency and work continuously to improve our production processes and reduce waste to achieve the best possible resource intensity.

100 per cent of the raw materials entering our production will be utilised, with a focus on increasing the proportion used for human consumption.

Scope 3: Value chain

We will contribute to better resource utilisation for our owners. (Laying hens, kids, hatching eggs)

* All targets in Nortura's sustainability strategy will be updated in 2026 to reflect newly identified material impacts, opportunities and risks (IROs).

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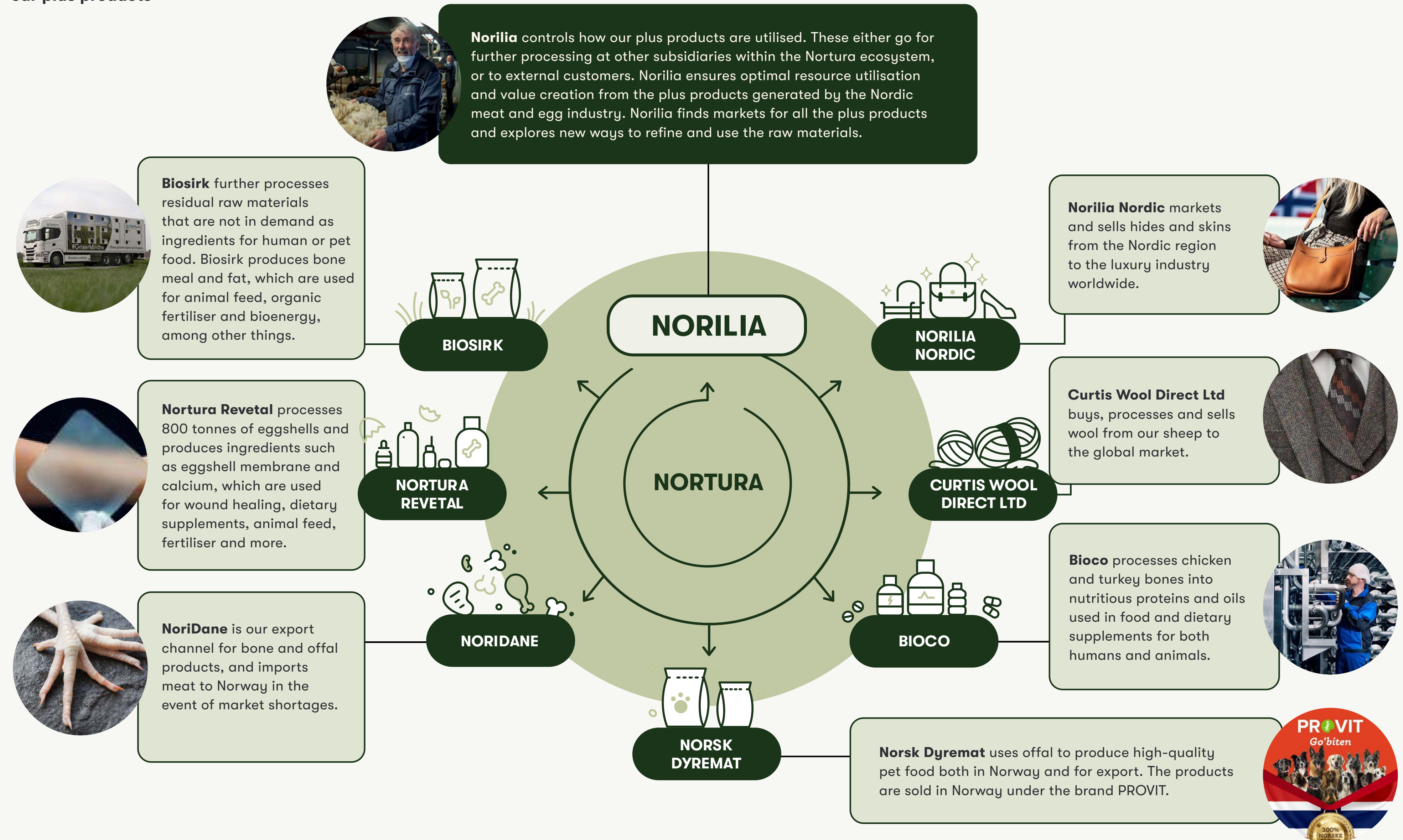
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Nortura's subsidiaries further process our plus products



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Actions in 2025

Value chain	Name	Description
Downstream	Less freezing	By avoiding freezing, energy consumption and emissions from additional transport to freezer storage are reduced. Over the past few years, there has been a 90 per cent reduction in the freezing of raw materials destined for the production of animal feed. At the same time, the sale of fresh hides from across the Nordic region increased to a record high in 2025.
Downstream	Nordic Swan-certified wool	Washed wool and tops from Haworth Scouring Company, which are sold by Norilia, are Nordic Swan Ecolabel-certified. Norilia received Nordic Swan Ecolabel certification for the first time in 2016. In 2023, the certification was renewed for the period 2024–2026.
Downstream	Energy saving	We strive continuously to save energy at the hide processing plant in Skjeberg. In 2025, we replaced all light sources with modern LED fixtures. Increased sales of fresh hides contribute to lower consumption of salt and water, and the hide facility is fully electrified.
Downstream	Leather Working Group (LWG)	Norilia’s hide and skins department (Hud og Skinn) has achieved top scores according to the LWG standard. Leather Working Group certification is an international standard that assesses how sustainable and responsible the production of leather and hide is. The certification shows that Nordic hides comply 100 per cent with LWG’s strict traceability criteria.
Downstream	Quality System in Agriculture (KSL)	All Norwegian hides are KSL-approved and fully traceable. KSL is a documentation system for Norwegian farmers that ensures production complies with laws, statutory regulations and industry standards regarding animal welfare, HSE and food safety.
Downstream	New uses for low-value wool and post-industrial waste	We have several projects underway that are working on new ways to use wool. An example is the collaboration with Woolero, a Norwegian start-up that transforms low-value sheep wool into organic fertiliser and biodegradable biocomposite materials that can replace plastic and peat. We also collaborate with companies working to develop insulation, wall panels and ways to recycle production waste from, for example, the Norwegian textile industry.
Downstream	Management system	Norilia is certified in accordance with the internationally recognised standard ISO 14001 Environment Management Systems (EMS). Such certification facilitates sustainable growth and increased profitability for Norilia. The creation of a comprehensive EMS that meets the ISO 14001 standard helps ensure it operates sustainably.

Value chain	Name	Description
Downstream	FSSC 22000	In 2025, we became FSSC 22000 certified. The certification is a recognition of our ongoing commitment to food safety and quality, and confirms that we adhere to internationally recognised standards for safe food production. The certification helps to strengthen trust among customers, partners and consumers.
Downstream	Documentation	We have developed an LCA for wool, hides and skins from an average Norwegian production facility. The functional unit is 1 kg of classified unwashed wool, but we have also calculated the greenhouse gas emissions for 1 kg of washed wool. The analysis is requested by our customers and is important for documenting our environmental footprint.
Downstream	Compliance	In 2025, Norilia had no nonconformities with respect to laws, statutory regulations or internal guidelines. Targeted measures have been implemented to enhance competence with respect to compliance and relevant regulations, with a focus on strengthening employees’ understanding of compliance, ethics and risk management.
Downstream	Innovation and business development	Norilia participates in several research projects that explore opportunities for better resource utilisation. In the Future Feed project, the agricultural sector is collaborating to develop more sustainable animal feed. The project has submitted proposals for regulatory changes that could significantly improve resource utilisation. In the DigiBeef project, we are exploring tracing technology and developing digital solutions that can streamline the flow of goods for hides and improve their quality. In 2025, we were awarded NOK 6.5 million for a research project aimed at developing a clinical nutrition product based on protein peptides from Bioco.
Nortura PROFF	Young sheep	Nortura PROFF launched the Young Sheep (Ungsau) concept to increase the utilisation of Norwegian sheep resources. The measure contributes to better resource utilisation by using animals aged between 1.5 and 2.5 years as a food source rather than for lower-value purposes. This strengthens food self-sufficiency and increases the availability of Norwegian raw materials.
Nortura PROFF	Reduction in expired products	Nortura PROFF reduced the costs related to products that have expired by NOK 14.6 million in 2025. It will launch the website matredderen.no in 2026 to sell quality products with shorter shelf lives. This reduces food waste in the value chain and increases the utilisation of existing storage resources.

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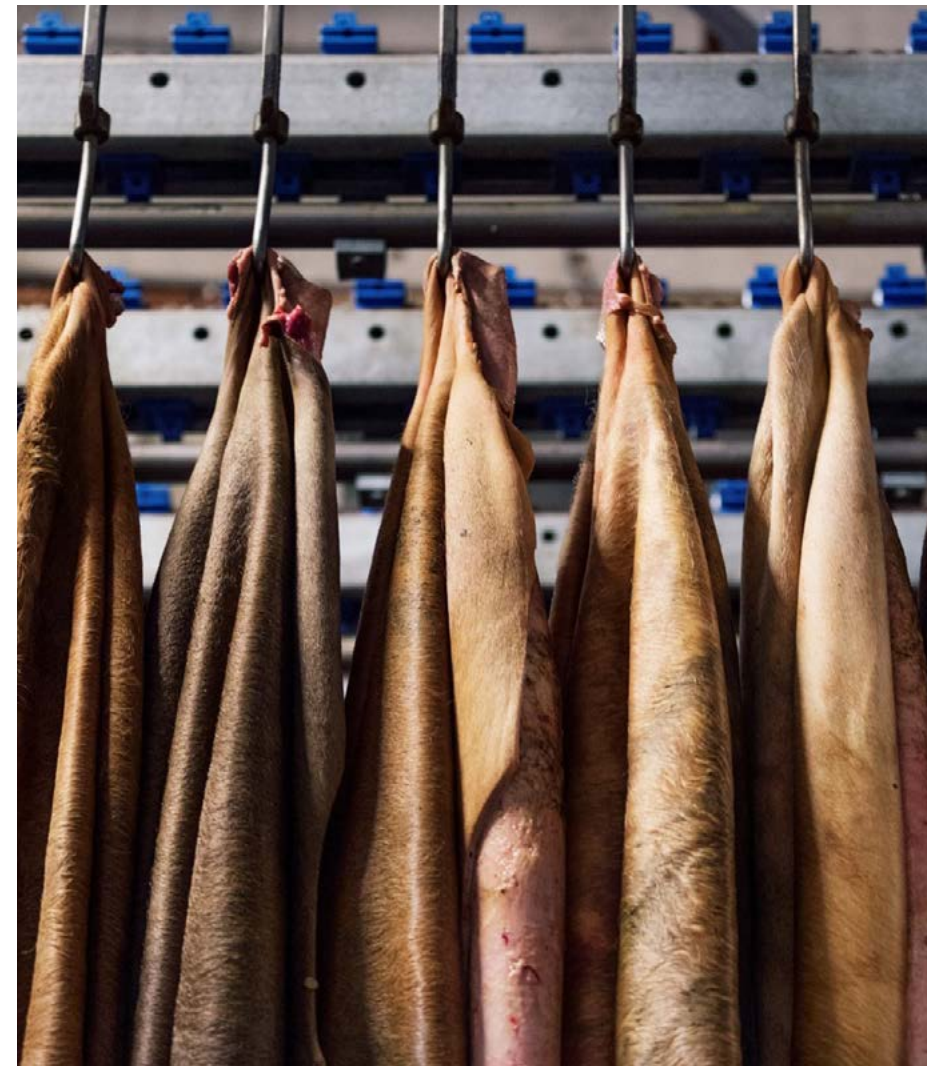
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Results

Residual material	Previously used as	Now used as plus products	Volume
Cattle, sheep and poultry bones	Biofuel	Ready-made sauces, chicken and beef stock	1 500 tonnes
Beef and lamb offal	Pet food	Foodstuff for export	1 500 tonnes
Pork bones	Pet food	Foodstuff for export	2 000 tonnes

Sold products (in tonnes)	2025	2024	2023
Laying hens (Gullhøns)	122*	179	124
Chicken livers in supermarkets	21	23	22
Pig wings (cut of meat)	147	147	144
Soft bone (cut of meat)	58	44	35

* In 2025, the Norwegian Food Safety Authority changed the interpretation of the regulations related to the slaughtering of hens, particularly concerning the handling of eggs and any egg spillage, bile and feed sacs in the abdominal cavity of breeding hens. This means that current slaughterhouse facilities are not considered adequate. We therefore find ourselves compelled to discontinue the slaughtering of our laying hens, which until now were sold for consumption under the name "Gullhøns", as the necessary changes unfortunately result in a significant reduction in slaughtering speed and increased costs.

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B. Resource use

B1. Agricultural and transport-related plastics

In 2026, we will map the extent of plastic use in agriculture and transport, and set clear reduction targets. We will develop corresponding action plans and ensure that we can collect relevant data to monitor progress and report results annually.

B2. Waste at our facilities

Management of material impacts

We are working to reduce the amount of waste from our facilities and increase the sorting rate. Through close collaboration with our partners in waste management, our goal is for as much waste as possible to be sent for reuse and thereby become part of new circular value chains. At our largest facilities, we have established programmes where we analyse sorting, types of waste and the placement of load carriers – to ensure that sorting is as efficient as possible.

Targets*

Own operations

We will reduce the proportion of residual waste from today's 60 per cent to 25 per cent by 2030, and have a zero vision for residual waste by 2050.

Zero vision for organic waste to landfill by 2030.

* All targets in Nortura's sustainability strategy will be updated in 2026 to reflect newly identified material impacts, opportunities and risks (IROs).

Actions in 2025

Value chain	Name	Description
Own operations	Waste sorting at Våler	At our facility in Våler, we have established a waste management station that is also registered in our ERP system. The waste management station helps us reduce residual waste and ensures that hazardous waste and special waste are not disposed of together with residual waste. Two main types of periodic processes are associated with the waste management station:
		<ol style="list-style-type: none"> 1. Weekly waste management: During the week, waste is sorted into four main categories (39 different sub-categories in total) in a dedicated waste-handling room. The sorted waste is placed in suitable containers labelled: cardboard, plastic, residual waste and special category waste. 2. Annual inspection of special category waste: A chemist from Østlandet Gjenvinning comes annually to help us assess the type of waste we have and ensure that everything is correctly sorted and sealed before it is registered and collected. We have established several small waste sorting stations in all our departments to separate even more cardboard and plastic from the residual waste.
Own operations	Waste sorting at Hærland	In 2024, we continued to increase the sorting rate at Hærland, and we have now managed to separate mixed plastic from unsorted combustible waste. In addition to saving money on waste handling, we have managed to significantly increase the sorting rate from 40 per cent in 2023 to 69 per cent in 2024. In 2025, we will begin sending textiles (damaged work clothes from production) to be recycled. As of today, these textiles are unsorted and end up in the residual waste.

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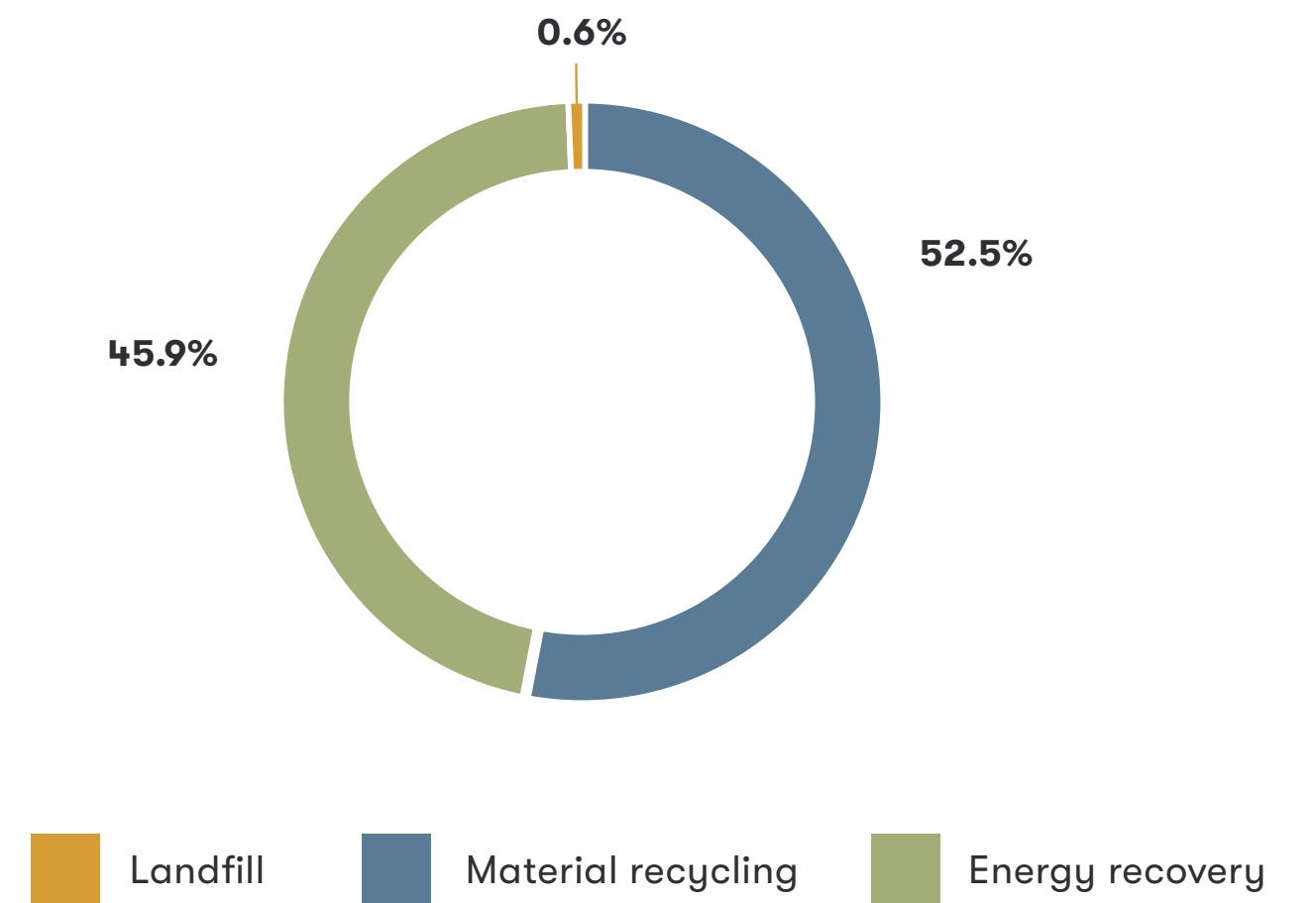
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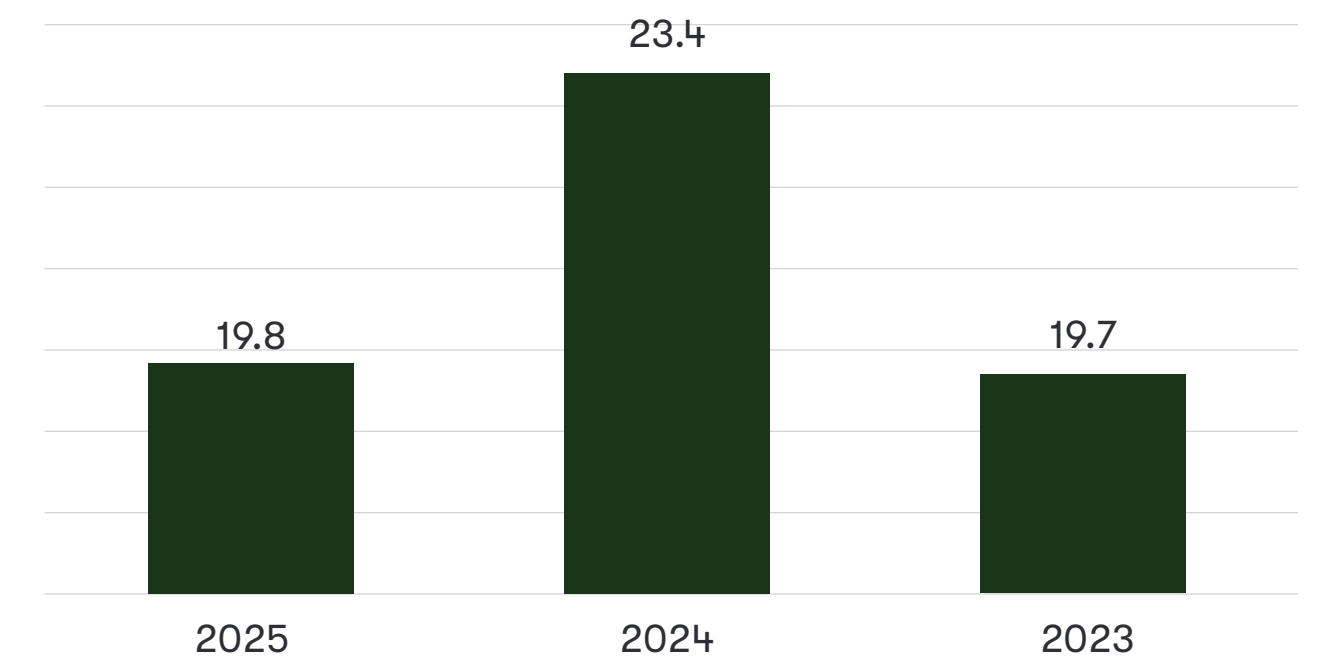
Types of waste (in tonnes and percentage of total)	2025	2024	2023	2022
Residual waste	2 063 (44.7%)	2 251 (41.8%)	2 492 (53.6%)	2 771 (58.1%)
Paper	366 (7.9%)	392 (7.3%)	407 (8.8%)	444 (9.3%)
Plastic	995 (21.6%)	985 (18.3%)	907 (19.5%)	926 (19.4%)
Metal	242 (5.2%)	344 (6.4%)	177 (3.8%)	201 (4.2%)
Soil	791 (17.2%)	884 (16.4%)	364 (7.8%)	96 (2.0%)
E-waste	49 (1.1%)	61 (1.1%)	51 (1.1%)	51 (1.1%)
Wood	– (0.0%)	184 (3.4%)	130 (2.8%)	140 (2.9%)
Glass	3 (0.1%)	2 (0.0%)	2 (0.1%)	3 (0.1%)
Hazardous	102 (2.2%)	278 (5.2%)	111 (2.4%)	129 (2.7%)
Concrete/plaster/mineral wool	– (0.0%)	– (0.0%)	5 (0.1%)	5 (0.1%)
Total	4 611	5 381	4 648	4 765

Handling method	2025	2024	2023	2022	
Non-hazardous waste	Material recycling	2 396 (52.0%)	2 037 (37.9%)	1 493 (32.1%)	1 598 (33.5%)
	Energy recovery	2 094 (45.4%)	2 836 (52.7%)	2 078 (44.7%)	2 241 (47.0%)
	Landfill	19 (0.4%)	235 (4.4%)	965 (20.8%)	798 (16.7%)
Hazardous waste	Material recycling	72 (1.6%)	143 (2.7%)	11 (0.2%)	12 (0.2%)
	Energy recovery	23 (0.5%)	85 (1.6%)	28 (0.6%)	29 (0.6%)
	Landfill	7 (0.2%)	45 (0.8%)	72 (1.5%)	88 (1.9%)

Breakdown of waste management methods in 2025



Parent company waste production intensity:
No. of kg of waste per tonne of food produced



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B3. Plastic consumption in own operations

We currently use large quantities of single-use plastic to meet the strict hygiene requirements for food production. The challenge is that single-use plastics contaminated with food residues and blood are not suitable for reuse. Most of it therefore ends up being treated as residual waste. As a rule, unsorted residual waste is sent for incineration, with the energy recovered for district heating and cooling purposes. We have set a goal to phase out the use of virgin fossil-based plastic at our production facilities by the end of 2030. We are therefore working to find alternatives to single-use plastics that can ensure food safety, while also reducing the amount of waste sent for incineration.

B4. Food waste from own operations

Management of material impacts

At our production facilities, food waste is a regular topic at weekly improvement meetings, and all the largest production facilities have dedicated food waste managers. Our conveyor belts are equipped with fall alarms, which means fewer products fall on the floor. Greater care when removing the meat from grinders means less is wasted, and trimmings that were previously discarded are used in other ready-made food products. Supercooling, which is storage just below freezing point, and other cooling techniques are also used. This ensures that the meat stays fresh for longer and can

therefore be sent out to the market when demand is highest.

Nortura actively participates in various industry collaborations to reduce food waste in other parts of the value chain as well, and implements a number of measures each year to achieve this. Examples of such measures include investment in new technology to improve product shelf life, better product labelling for consumers, improved sealing mechanisms and, not least, collaboration with customers to ensure production aligns with demand.

Nortura has long had a partnership with the Matsentralen food bank, and donates both products and funding that benefit disadvantaged people across the country. Matsentralen is our priority donation recipient, but we also donate goods to other recognised charitable organisations.

We report our annual food waste to NORSUS (Norwegian Institute for Sustainability Research). NORSUS defines food waste as usable parts of food, produced for people, that are either discarded or removed from the food chain for purposes other than human consumption, from the moment animals are slaughtered or plants harvested. Nortura's reporting of food waste applies from the time the animal is slaughtered until the food is delivered from Nortura's ramp – with the exception of goods that are credited due to errors on Nortura's part. Our figures therefore do not include losses at retailers or the consumer.

Actions in 2025

Value chain	Measures	Description
Own operations	Measures at Forus	We have increased our focus on accurate fixed weight in sausage production. More precise weight control ensures that fewer products deviate from specifications and must therefore be discarded, which directly contributes to lower food waste.
Own operations	Measures at Hærland	We have upgraded the single freezing system so that larger quantities of trimmings can be used as new raw materials or included in frozen ready-made products. In addition, we have signed an agreement with Bioco to ensure that broken chicken wings are utilised instead of being destroyed.
Own operations	Measures at Revetal	Revetal has introduced the blowing of egg yolks, which allows us to extract more yolk from each egg. This reduces the residual amount that would otherwise have gone to animal feed or destruction.
Own operations	Measures at Rudshøgda	A maintenance shutdown carried out in close collaboration with the technical department resulted in significant improvements in uptime and operational quality, and a reduction in food waste. The results were so good that the implementation of similar measures is now being considered on other production lines.
Own operations	Measures at Tønsberg	Tønsberg, which is now Nortura's main facility for pork following major upgrades and the gradual recruitment of many new employees, has conducted extensive training in pork cutting. Process improvements and reduction of food waste are central focus areas in the training.
Own operations and downstream	Collaboration with Skift	The focus of this collaborative project is the introduction of expiry dates in two-dimensional barcodes (2D codes) on consumer packaging to provide better inventory management, reduce food waste throughout the value chain and support digital solutions for consumers, in line with the GS1 collaboration. Work on 2D codes has been put on hold in both Norway and Europe due to technical challenges for software and in-store scanners, particularly related to the handling of parallel codes. The STAND project for structured and standardised data sharing is now being rolled out by all the supermarket chains. We have made good progress with one chain, started collaboration with another, and are actively working to learn and gain experience from its implementation.
Own operations	Reporting	The factories report weekly on developments in process waste through a dedicated contact person for food waste. Most have also set goals to reduce process waste.

Targets*

Own operations

Nortura will reduce food waste from its own facilities by 80 per cent by 2030.

Zero vision for food waste from own facilities by 2040.

* All targets in Nortura's sustainability strategy will be updated in 2026 to reflect newly identified material impacts, opportunities and risks (IROs).

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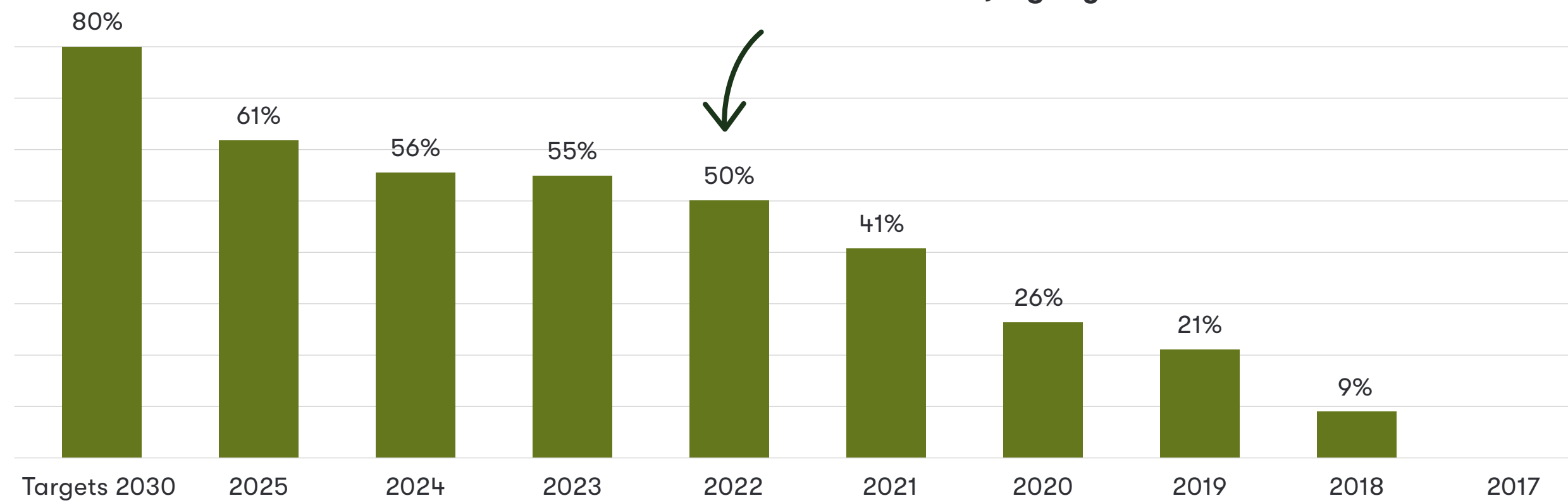
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Results

Nortura reached the government's target of halving food waste in 2022, eight years ahead of the deadline.



	Target 2030	2025	2024	2023	2022	2021	2020	2019	2018	2017
Food waste (tonnes)	546	972	1 115	1 155	1 321	1 620	2 002	2 091	2 477	2 729
Food waste as a percentage of total food produced	0.22%	0.42%	0.48%	0.49%	0.54%	0.65%	0.80%	0.86%	0.99%	1.09%

Figure: Reduction in food waste compared with 2017 figures

Food for the disadvantaged via the Matsentralen food bank

At Nortura, we produce food based on forecasts, not actual orders. This means that we often have a lot of surplus food at our facilities. To ensure that this food is not simply thrown away, we collaborate with the Matsentralen food bank and annually donate large quantities of surplus food that benefit those in need. The quantity varies from year to year, and regular dialogue meetings are held between our largest factories and the local Matsentralen branches. In 2024, we strengthened our partnership to tackle uncertainty with respect to deliveries and signed an agreement with Matsentralen to give them access to selected raw materials with a permanent surplus. We are proud of our excellent collaboration with Matsentralen.

Read more about Matsentralen here: www.matsentralen.no

Donations to the Matsentralen food bank in tonnes

2025	2024	2023
41.5	32	11



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B5. Food waste at the consumer

Our goal is to help reduce food waste among customers and consumers, thereby contributing to the UN's target of a 50 per cent reduction by 2030. In 2026, we will develop action plans and ensure that we can collect the correct data to monitor progress.

B6. Packaging

Management of material impacts

We are working systematically to find more and better packaging solutions. The work proceeds along these four axes:

1. Nortura will use recyclable packaging: When the packaging has been used, it should be able to be collected and returned as recycled raw materials for new packaging – in a circular loop.
2. Nortura will use more recycled or renewable materials in its packaging, where this is appropriate and does not compromise the quality of the food.
3. Nortura will use packaging that reduces food waste – the shelf life of Nortura's products will be preserved by the packaging.
4. Nortura will not use more packaging than necessary. We are constantly looking for solutions to reduce the size or thickness of existing packaging.

We are working systematically to identify which of our products are good candidates for switching from laminate packaging to monomaterial. Products with the largest volume are prioritised to achieve maximum effect on the four axes.

Because the challenges related to packaging are shared by the whole food industry, collaboration is important. A great deal of development work is underway in this area. Nortura participates in research projects and industry collaborations to develop new, more sustainable types of packaging that also comply with food safety and shelf-life requirements. For us, packaging is sustainable if it comes from recycled or renewable raw materials and is subsequently recycled.

We also work closely with our suppliers and large international manufacturers to develop new and more sustainable alternatives. At the same time, we must also invest in new equipment at our facilities, so that we can gradually adopt more sustainable alternatives as new materials and technology are developed.

We already have several products that can be recycled according to the recycling calculator developed by Grønt Punkt Norge. We choose to aim for this until the final design for recycling (DfR) guidelines are issued in the EU Packaging and Packaging Waste Regulation (PPWR).

Targets*

Own operations

Continuous efforts will be made to reduce the amount of packaging (material selection and over-packaging).

100 per cent of our packaging will be designed for material recycling by 2030

To the extent possible and appropriate, the packaging should contain recycled and/or renewable raw materials.

* All targets in Nortura's sustainability strategy will be updated in 2026 to reflect newly identified material impacts, opportunities and risks (IROs).

Actions in 2025

Value chain	Measure	Description
Own operations	Reduction in tray weight	To reduce material usage, we optimised the packaging for minced meat by reducing the tray weight by 16 per cent. This measure provides an annual reduction in plastic consumption of 32 tonnes, while maintaining product function and quality.
Own operations	Transition to monomaterial	We have improved the packaging solutions for sliced salami and sliced cured ham by switching to a monomaterial (PP). The change makes the packaging recyclable and significantly reduces plastic consumption. Originally, these products used approximately 187 tonnes of plastic packaging per year. After the change, the amount of plastic has been reduced to around 142 tonnes per year – an annual reduction of approximately 45 tonnes or 24 per cent.
Own operations	Corrugated cardboard boxes	We have consolidated and standardised our corrugated cardboard boxes, in combination with continuous optimisation of ink consumption.
Own operations	Labels	We have standardised and optimised the labels in accordance with the current guidelines from Grønt Punkt Norge, which are also expected to meet the requirements of the PPWR. The transition from thermal labels to coated paper and plastic labels is part of our strategy to adopt more sustainable and environmentally friendly packaging solutions.
Research	Grønn Plattform – Re3-plast project	"Reduce, Reuse, Recycle" has been awarded NOK 67 million to develop and demonstrate circular solutions for plastic food packaging, thereby laying the foundation for a more sustainable and competitive business sector. Nortura is the project owner, and the project will be led by Nofima.
Research	NxtBarr project	The vision of the NxtBarr project is to develop bio-based, recyclable and biodegradable packaging materials that can replace plastic without compromising food safety or leading to increased food waste. The project owner is RISE PFI, and Nortura and Norilia are two of the industry partners. Project period: 2023–2026.

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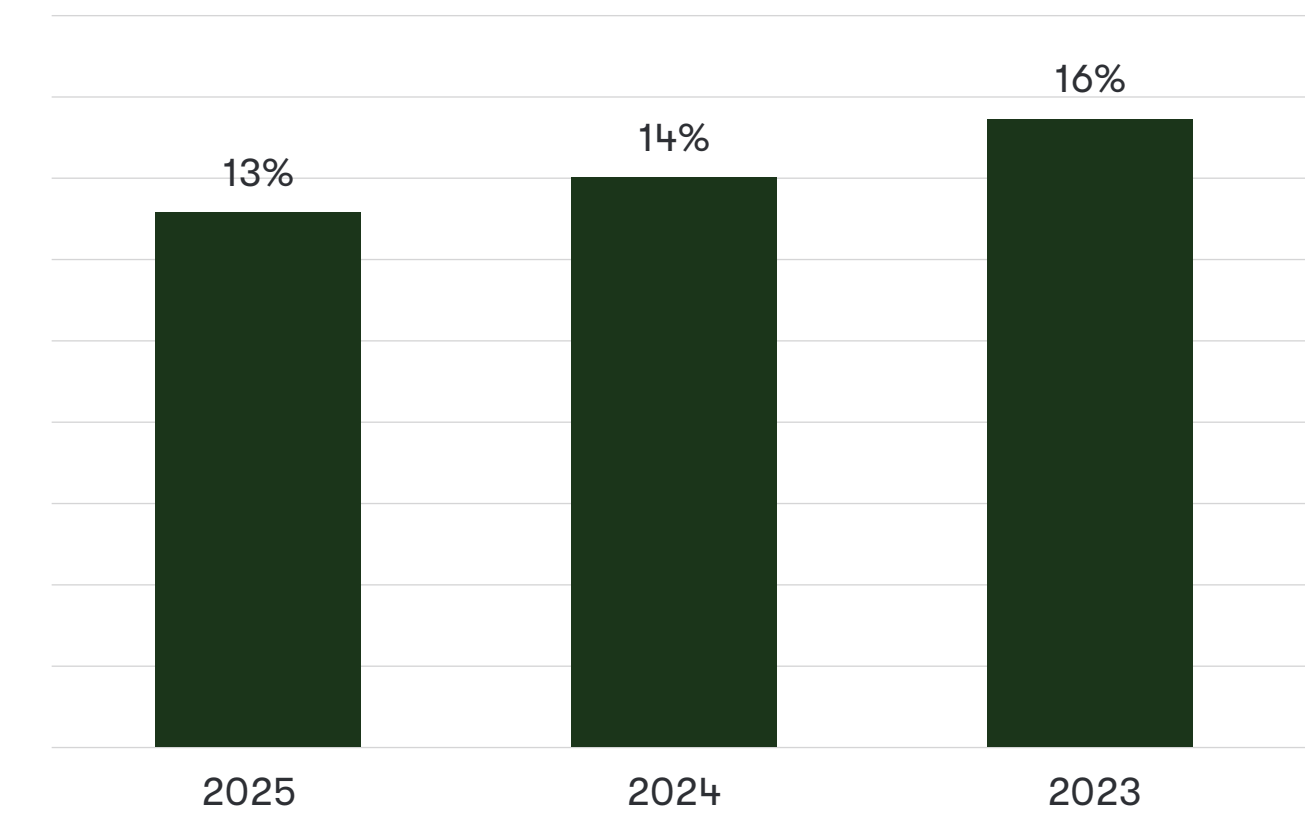
Results

We have reduced the thickness of packaging containing recycled plastic (PET), without being able to increase the use of recycled plastic in other products. Since the regulations currently only allow recycled plastic in PET packaging, this means that even if the total amount of plastic is reduced, the relative percentage of recycled plastic decreases.

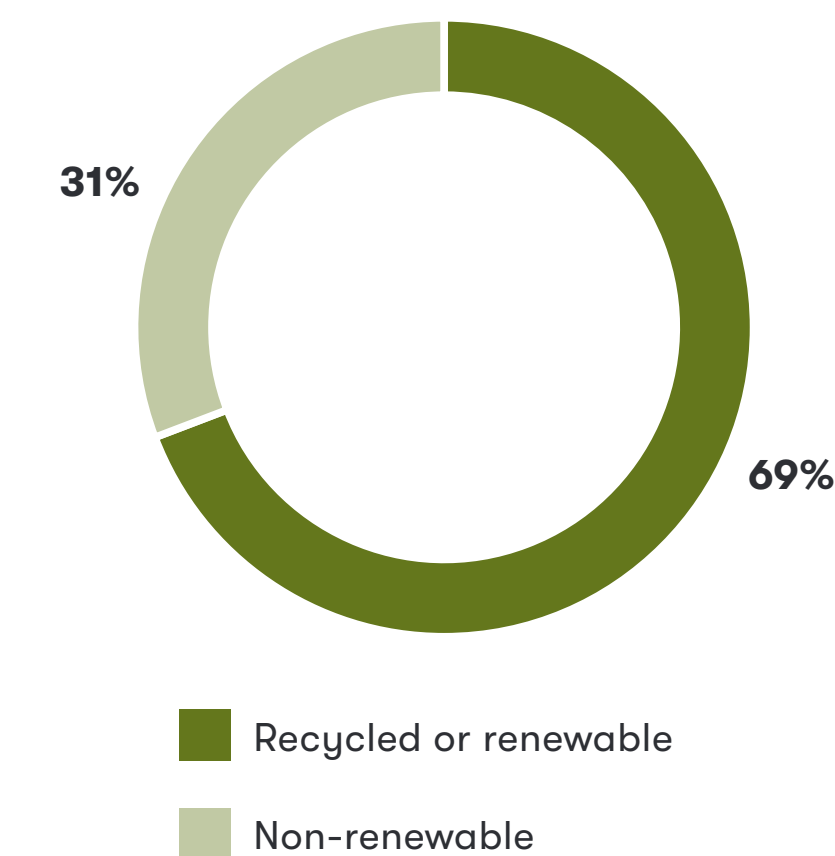
Materials used for packaging (in tonnes and percentage of total)			
	2025	2024	2023
Total plastic (including recycled plastic)	4 160 (44%)	4204 (35%)	3 609 (33%)
Aluminium	71 (1%)	80 (1%)	93 (1%)
Tin	0 (%)	0 (%)	8 (%)
Fibre (paperboard, corrugated cardboard, fibreboard)	7 734 (65%)	7 727 (64%)	7 286 (66%)
Total amount of packaging	11 965	12 011	10 997



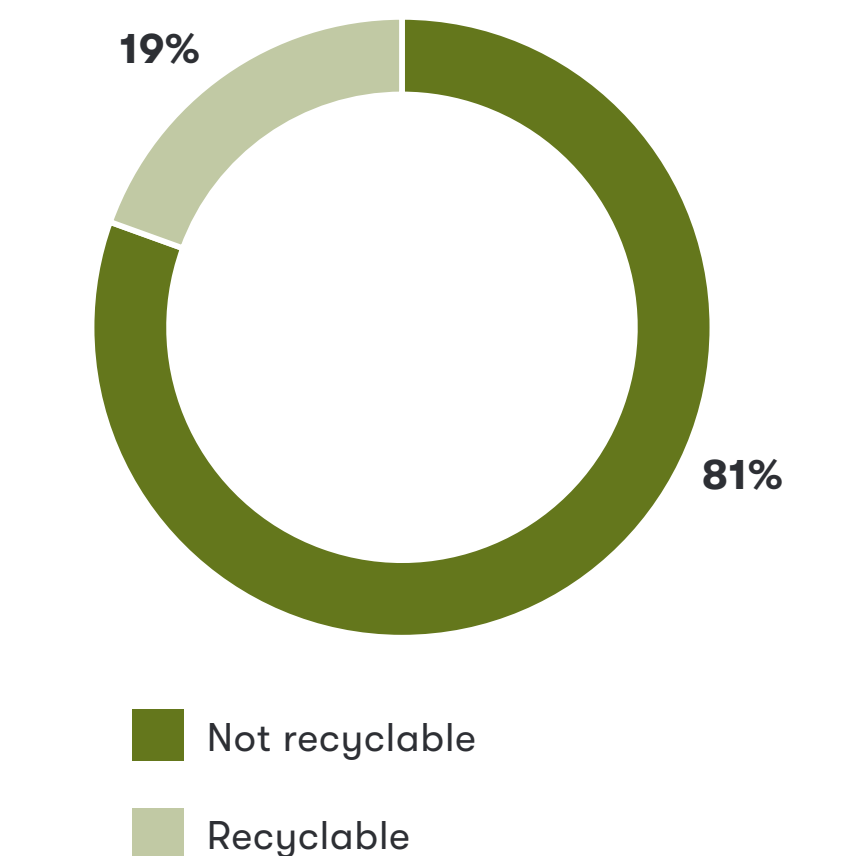
Recycled plastic as a percentage of total plastic packaging



Raw materials used for packaging



Recyclability of packaging





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S1 – Own workforce

Nortura's employees are our most important resource. More than 5,000 people from 70 different nationalities work at our facilities full-time, part-time and seasonally. Distributed across 25 locations and facilities nationwide, a great many people work hard every day to supply food to the population and create value for the Norwegian farmer.

Nortura is one of Norway's largest workplaces and aims to be a safe and attractive place to work. We strive to be a diverse and socially inclusive workplace, ensuring attractive and safe working conditions that emphasise inclusion, diversity and skills development throughout our value chain.

Strategy and policy

- According to Nortura's sustainability policy (2024), the Group will work to be a diverse and socially inclusive workplace. We will ensure attractive and safe working conditions with a focus on inclusion, diversity and skills development throughout our value chain.
- Our human resources (HR) strategy covers four focus areas. It must ensure a physically and mentally safe working environment, attract, develop and retain competence, promote our culture, values and ethical guidelines, and ensure proper organisation and good change processes.
- The management system describes organisational, ergonomic, chemical, psychosocial and physical conditions that affect the working environment and the preventive measures that should be deployed. It also clarifies the roles and responsibilities of employees, managers, the industrial safety organisation and the occupational health service.
- Nortura's HSE standard is part of our management system and covers all Nortura factories and other locations, including

subsidiaries where Nortura owns more than 50 per cent of the shares. The HSE standard describes requirements for our own workforce, as well as third-party and contract workers.

- Nortura has developed an inclusive working life (IA) plan for the period 2026–2028 that focuses on reducing sickness absence and exclusion from the labour market through health-promoting and preventive measures, as well as individual follow-up of employees with health issues. The plan includes professional development for managers and employees, risk assessment, ergonomic measures and support schemes provided by the Norwegian Labour and Welfare Administration (NAV).

Stakeholder involvement



Representatives from the research community, civil society and international organisations (UN) were consulted in connection with the development of Nortura's sustainability strategy in 2021.

Stakeholders affected: Elected employee representatives, trade unions, own workforce



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Assessment of material impact and financial materiality

S1 - Own workforce: Material impacts, opportunities and risks (IROs)				
Subtopic	Type	Description	Where in the value chain	
			Up-stream	Own activity
A. Employment conditions	Negative impact	A1	Physically demanding work over time	•
	Negative impact	A1	Hazardous work with potential for acute injuries	•
	Actual risk	A1	Work-related sickness absence	•
	Negative impact	A2	Lack of work-life balance, impact of work-related pressure and stress	•
	Positive influence	A2	Good pay and working conditions for employees	•
	Positive impact	A2	As many permanent and full-time positions as possible	•
	Positive influence	A2	Tripartite cooperation (between employers, employees and the Norwegian government) and collaboration between management, employees, trade union representatives and safety delegates	•
	Positive influence	B1	Equal employment terms and equal pay for all employees	•
	Positive influence	B2	Facilitator for apprenticeship and work experience schemes	•
	Positive influence	B2	Systematic efforts to boost employee competence and provide professional development	•

Our workforce consists of permanent employees, both full-time and part-time, as well as temporary and contract staff (no zero-hour contracts). 82 per cent of Nortura's employees work in production, where the working environment involves the use of knives, saws and other dangerous tools and machines, awkward working postures, as well as exposure to chemical and biological risk factors. This increases the risk of serious injuries, while the repetitive work strains the same muscle groups over time.

The remaining 18 per cent are office staff working in the Group's other business areas and central support functions. Many of those working in support functions find it difficult to maintain a good work-life balance. For all employees, mental health has been reported as an issue that affects both work and private life, and is therefore something the workplace must increasingly address and work with to prevent problems arising. The psychosocial working environment has a significant impact here and is therefore something we address through a variety of means.

A large number of Nortura's employees are trade union members. The trade unions operating within the organisation help ensure good pay and working conditions for all employees, as

well as particularly good insurance schemes. We work actively to offer as many permanent and full-time positions as possible, as this is important for the employees concerned.

We work systematically to ensure equal terms and conditions and equal pay for all employees, regardless of gender, age, sexual orientation or ethnicity. This also includes foreign temporary workers, which demonstrates our commitment to social justice and corporate responsibility. We facilitate apprenticeship and work experience schemes, which is important to ensure access to qualified workers. Through collaboration between management, employees, trade union representatives and safety delegates, we work to secure a fairer, safer and more productive workplace. Our systematic efforts with regard to the physical and psychosocial working environment, including competence and professional development, help improve employees' health and well-being, job satisfaction and enjoyment. This demonstrates our dedication to creating an inclusive workplace, characterised by diversity, gender balance and zero tolerance for discrimination and sexual harassment.

Financial materiality: Nortura has a high sickness absence rate, which constitutes a significant financial risk.

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A. Employment conditions

Nortura has a unique opportunity to create jobs across the country through apprenticeship and work experience schemes. We are an important employer in many rural districts, and place great emphasis on recruiting local people, not only to create value for the local community but also to ensure we have the right expertise and strengthen our own competitiveness. The way we work to create a safe and attractive workplace is crucial for the well-being of our employees.

A1. Occupational health and safety (HSE)

Management of material impacts

The assessment of risk is an important foundation in our HSE work. Through employee involvement, we identify potentially hazardous tasks and equipment. The risk assessments provide us with a basis for prioritising measures to remedy conditions where the risk is deemed to be too high. Priority areas are described in an action plan with a person responsible for implementing the measures and a deadline.

We involve professional expertise and work across disciplines to find good solutions and communicate new instructions and procedures, whether locally in a department or across the entire Group. The development of technologies that enable machines to take over the performance of hazardous and strenuous tasks will gradually reduce the number of employees engaged in such work. Our supervisors maintain a visible presence in production areas, which enables them, along with active safety representatives, to guide and correct employee behaviour where necessary. Nonconformities are recorded and followed up with a root cause analysis and the implementation of mitigating measures.

Throughout the year, the action plan is followed up to evaluate the effectiveness of the measures implemented and make necessary adjustments. This systematic approach and emphasis on continuous improvement are firmly rooted within the Group, which simplifies the day-to-day work of the managers in charge. In addition, we see that improvement work within one subject area generates positive synergies in other subject areas. In this way, high-quality, safe food, the working environment and employee safety are all closely interconnected.

Targets*

Own operations

Zero vision for personal injuries in our operations.

Systematic efforts with respect to both the physical and psychosocial working environment that will make Nortura as a whole "an even better place to work".

*All targets in Nortura's sustainability strategy will be updated in 2026 to reflect newly identified material impacts, opportunities and risks (IROs).

Actions in 2025

Value chain	Measure	Description
Own operations	HSE training	Every year, new safety delegates, trade union representatives and managers complete mandatory occupational health, safety and environment (HSE) courses organised by Nortura's occupational health service. In addition, training activities related to our new HSE system, Trygg HMS, are conducted. A skills development programme has also been carried out in areas such as mental health, stress management and self-leadership.
Own operations	Learning from unwanted incidents	A total of 4,483 potentially unwanted incidents were reported in 2025. The incident reports provide insights that are used to identify causes and reduce risk through targeted measures. Further learning is derived from the closure of nonconformities and the implementation of improvements and other measures following internal HSE audits, risk assessments and the safety inspections that are regularly carried out. Nortura has developed a new HSE learning report for use in connection with both day-to-day work and serious incidents. The analysis of causal factors related to people, technology, equipment and tasks provides a better basis for selecting appropriate measures at the appropriate level in the hierarchy of measures and for reducing risk.
Own operations	New HSE system: Trygg HMS	In 2025, we introduced the new HSE reporting and learning system Trygg HMS. The system provides a better overview of hazardous activities and equipment, as well as causes of illness and injuries. The system also enhances our knowledge of psychosocial and organisational risk factors. At the same time, we have improved and simplified the HSE course "Safe at Work", launched an updated HSE standard and introduced safety assessment and action cards in response to harassment, violence and threats.
Own operations	Nora Chatbot	Nortura has further developed its chatbot, dubbed Nora, so that it can now also answer employees' questions about HSE.
Own operations	Attendance	Systematic efforts are being made throughout the organisation to increase attendance. This involves retaining existing measures, testing new methods and strengthening the focus on mental and psychosocial health, including through employee surveys. Nortura continues to be an Inclusive Working Life (IA) workplace and implements targeted measures to increase well-being and attendance levels. Several locations are testing new approaches in collaboration with the Norwegian Labour and Welfare Administration (NAV) and other partners.
Own operations	Research	Nortura is participating in a research project organised by the Norwegian National Institute of Occupational Health (STAMI) to map air quality in slaughterhouses, with the aim of reducing work-related risks.

Results

Occupational health, safety and environment (HSE)	2025	2024	2023	Attendance
Employees covered by the health and safety management system	100%	43%	–	Accumulated sick leave at Nortura in 2025 closed the year at 8.0 per cent, the same level as in 2024. Long-term absence came to 5.6 per cent, while short-term absence came to 2.4 per cent. This is a slight decrease from 2023 when the sickness absence rate was 0.1 per cent higher.
Fatal accidents among own workforce and contract workers	0	0	0	
Personal injuries among own workforce and contract workers	235	173	298	
H1 value*	17.8	19.09	21.2	

* lost-time injuries per million hours worked, Nortura parent company

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A2. Pay and employment conditions

Management of material impacts

Psychosocial working environment

Nortura aims to be a workplace that facilitates a good balance between work and family life. We want to be a safe and predictable workplace, where permanent positions form the foundation of the business operations. We secure sufficient access to skilled labour in part through targeted collaboration with the public authorities and schools.

We emphasise workers' rights, and encourage union membership throughout our value chain. A key premise for success in this area is good dialogue and close cooperation between employer and employee organisations, and we place great emphasis on good collaboration between management, employees, trade union representatives and safety delegates. The employee survey is a tool for improving the psychosocial working environment.

Pay and remuneration

Good wages and working conditions are a fundamental prerequisite for ensuring a long-term and sustainable business. Nortura's salary policy is that we should be competitive, but not

wage-leading. We will maintain a moderate salary level across the Group, within the various professional fields and job types, and in relation to the wider labour market. This principle also applies to the salaries paid to members of group management.

An agreement regarding severance pay is included in the employment contracts that members of group management sign when they take up their positions. Senior executives accrue an additional pension entitlement on salaries between 12G and 20G (where G is the Norwegian National Insurance Scheme's basic unit of calculation). The CEO's salary is determined by the board of directors, which has established a separate remuneration committee to assess the CEO's salary. The salary for the CEO amounts to six times the average salary at Nortura. The salaries paid to members of group management are determined by the CEO. Their remuneration rose in line with other groups within the company in 2025. Directors' fees are decided by the Annual General Meeting (AGM), following a recommendation by the nomination committee.

All employees at Nortura receive a salary that is equal to or higher than national reference values for decent wages, thereby ensuring compliance with local regulations and internal guidelines.

Targets*

Own operations

All members of staff must be employed on equal terms regardless of age, gender, sexual orientation or ethnicity.

As many permanent and full-time positions as possible, with good pay and working conditions provided to all our employees.

We will facilitate apprenticeship and work experience schemes.

* All targets in Nortura's sustainability strategy will be updated in 2026 to reflect newly identified material impacts, opportunities and risks (IROs).

Results

	Total		Women		Men	
	No.	Per cent	No.	Per cent	No.	Per cent
Nortura's own workforce in 2025						
Total no. of employees	4 121		1 411	34%	2 710	66%
Total no. of permanent employees	3 684	89%*	1 263	31%*	2 421	59%*
Full-time employees	3 473	84%*	1 145	28%*	2 328	56%*
Part-time employees	211	5%*	118	3%*	93	2%*
Total no. of temporary employees	437	11%*	148	4%*	289	7%*
Full-time equivalents*	3 408					
No. of contract workers*	375					
Staff turnover	201	5.5%**				

* All figures in the table represent the total number of employees (headcount) except for full-time equivalents and the number of contract workers, which represent the number of full-time equivalents.

* Percentage of total number of employees (4,121)

** Percentage of total number of permanent employees (3,684)

The use of temporary workers and part-time employees at Nortura is driven primarily by significant fluctuations in activity due to seasonal variations in both raw material supply and product demand. Some employees have also been granted part-time work at their own request. The Group's overarching principle is nevertheless to employ staff in full-time permanent positions.

All employees are covered by public social security schemes and supplementary employer-funded protection, which ensures full income in the event of sickness absence, unemployment, work-related accidents and parental leave. Permanent, part-time and temporary employees with more than a 20 per cent position are covered by our group life insurance. Employees working less than 20 per cent of a full-time position have only occupational injury insurance. At Nortura, a pension entitlement accrues from the first krone earned.

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B. Equal treatment and equal opportunities for all

Agriculture, the slaughterhouse industry and food production in general have traditionally been male-dominated sectors. Nortura is no exception. We believe, however, that a good gender balance and diversity, both in governing bodies and in the organisation as a whole, will lead to better decisions and outcomes, and more sustainable solutions. Nortura is a highly diverse workplace, with employees from around 70 different nations. About 25 per cent of our employees originate from countries other than Norway. We are aware of the linguistic and cultural challenges this may present.

B1. Equal treatment

Management of material impacts

We are committed to promoting gender equality, reducing disparities and facilitating diversity. We work to prevent discrimination based on gender, pregnancy, parental or adoption-related leave, caregiving responsibilities, ethnicity, religion, philosophy of life, disability, sexual orientation, gender identity or gender expression. In addition, we accommodate individuals with special needs.

The results from the employee survey show that our employees feel engaged with the company, and that Nortura has a health-promoting and good psychosocial working environment. Our employees report a good leadership culture and a positive climate of collaboration. A number of

initiatives and measures have been implemented at the individual factories and business units to adapt the workplace to employees with various backgrounds. We place extra emphasis on providing Norwegian language tuition to make Norwegian the working language. A shared working language helps to ensure good dialogue and effective collaboration.

No major issues have been reported with regard to workplace discrimination based on religion, sexual orientation or ethnicity. Nortura has implemented measures to deal with conflicts and established clear whistleblowing procedures for all employees.

Results

	Total no. of employees in 2025	Percentage of women		
		2025	2024	2023
Board of directors	366	43%	36%	36%
Group management	8	50%	40%	40%
Supervisory positions	14	34%	33%	34%

Age group – 2025	<30	30-50	>50
Total employees	295	1 756	1 633
Total employees	8%	48%	44%

Personal development and work-life balance – 2025	Total	Women	Men
Employees given a performance appraisal	85.7%		
Employees who took parental leave	157	70	97

Actions in 2025

Value chain	Name	Description
Own operations	Norwegian courses and digital interpreting services	By offering Norwegian language courses at our sites, we facilitate a shared language, which is of great importance for the working environment and employees' sense of inclusion. We are also in the early stages of testing AI-based interpretation services. This will facilitate the translation of oral and written information more quickly and in more contexts, as well as in multiple languages simultaneously. This will help more employees feel included in workplace situations.
Own operations	Employee development	All aspects of our employees' psychosocial working environment were mapped in the employee survey that was conducted in 2025. Subsequently, managers and employees throughout the Group worked on measures to improve the working environment where needs had been identified. We have, for example, held courses in stress management.

Targets*

Own operations

50 per cent women in leadership positions and governing bodies

Nortura will provide equal pay for equal work

Nortura will be an inclusive workplace for everyone, with zero tolerance for sexual harassment and discrimination. We will work actively to prevent illness and exclusion from the labour market, and thereby help to boost employment rates. Our goal is for as many people as possible to work as much as possible, for as long as possible.

* All targets in Nortura's sustainability strategy will be updated in 2026 to reflect newly identified material impacts, opportunities and risks (IROs).

- All employees at Nortura (except members of group management) are covered by collective agreements, even though not all are trade union members. This is because central and local negotiations are conducted for all collective bargaining areas applicable within the Group, and the results include operators, clerical staff and managers. In addition, 100 per cent of the workforce is represented through the works council.
- Due to legal restrictions, we do not record information about our employees' disabilities.
- Parents in Norway are entitled to a total of 12 months' leave of absence.
- The gender pay gap at Nortura is -0.85 per cent, which means that women on average earn more than men.
- In 2025, eight complaints of bullying/harassment were registered through the whistleblowing channel. No complaints have been submitted to the National Contact Points for the OECD Guidelines for Multinational Enterprises, and there were no serious human rights issues or incidents related to our own workforce in 2025.
- Nortura has not been ordered to pay fines, penalties or compensation for damages resulting from discrimination incidents or complaints.

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B2. Training and skills development

Management of material impacts

We ensure that all employees in production and other specific functions receive the training they need to perform their jobs. This includes hygiene courses, Safe at Work, animal welfare, IT security, forklift licences and other certifications. In addition, the development of employee skills is a leadership responsibility and is based on Nortura's needs, values and strategies. Employee appraisals are mandatory for everyone, so that each individual employee's needs and wishes for further development are also taken into account in the skills development plan.

Targets*

Own operations

We will facilitate apprenticeship and work experience schemes.

* All targets in Nortura's sustainability strategy will be updated in 2026 to reflect newly identified material impacts, opportunities and risks (IROs).

Actions in 2025

Value chain	Name	Description
Own operations	Training	In 2025, all production managers received additional training with respect to procedures for the follow-up of sick leave. They also received further training in how to conduct employee appraisals. We have also offered courses in self-leadership and stress management. Several sites have also continued to focus on mental health through training programmes. Training in the use of new systems and AI is important to ensure the correct use of our systems and digital competence among our employees.



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S2 – Workers in the value chain

To ensure that we have a high degree of self-sufficiency in food and that food production is spread across the entire country, Norwegian farmers must have an income they can live on. At the same time, we know that the farmer's financial position is under severe pressure. In addition, price increases for agricultural machinery, fertiliser, energy and concentrated feed – important input factors for food production – have hit farmers hard.

Occupational health and safety (HSE) is a challenge, as agriculture has a high risk of accidents and strain injuries. Mental health is also affected by financial stress and solitary work. Gender equality is an ongoing challenge, as women still face barriers in a traditionally male-dominated industry. To ensure a sustainable future, farmers must obtain a better financial position and safer working conditions.

As a major purchaser, Nortura has the opportunity to influence ethics and sustainability in the supply chain. Our production depends on ingredients, packaging, transport, machinery, IT systems and other services. With around 500 corporate contracts, of which 90 per cent are with Norwegian suppliers, we have a significant impact on social, environmental and economic conditions in an extensive value chain.

Involvement of stakeholders:



Representatives from the research community, civil society and international organisations (UN) were consulted in connection with the development of Nortura's sustainability strategy in 2021.

Stakeholders affected: Farmers, transporters and suppliers



Photo: Nortura / Åshild Holmdal Bekkevold, Tukkebøl Farm

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The farmer's financial position

Norwegian farmers generally have lower incomes than other occupational groups, especially when working hours and investment costs are taken into account. According to surveys conducted by the Norwegian Farmers' Union and other agricultural organisations, the average income for farmers is often below the average for Norwegian wage earners. Many farmers work long days and have significant financial commitments related to farming operations, machinery and maintenance.

Profitability also varies greatly between different types of agricultural production, with some dairy or cereal farmers potentially earning higher incomes than those engaged in small-scale vegetable production or sheep farming. To compensate for low earnings, Norwegian farmers receive government subsidies through the Annual Agricultural Agreement. Nevertheless, many in the industry believe that the income gap between farmers and those in other occupations is so large that it could threaten recruitment to the profession.

In addition, price increases for agricultural machinery, fertiliser, energy and concentrated feed – important input factors for food production – have hit farmers hard. Due to financial pressure, an increasing number of farmers are choosing to cease production. The number of agricultural enterprises in Norway has fallen from 155,000 in 1970 to under 37,000 today. In other words, three out of four farms have voluntarily ceased operating in the last 50 years. Not only are assets lost and agricultural land taken out of use, but fewer and fewer grazing animals means that large parts of the country are becoming overgrown, especially in coastal areas of western Norway and in the north. This causes the landscape to lose both its distinctiveness and other qualities. Norwegian farmers' poor financial situation therefore also poses a significant risk to the country's food security.

HSE, working conditions and equality on the farm

Occupational health, safety and environment (HSE) is a significant challenge in Norwegian agriculture, as farmers often work alone, engage in heavy lifting, operate dangerous machinery and confront unpredictable weather conditions. Agriculture is among the most accident-prone business sectors in Norway, with a high risk of falls, crush injuries and strain injuries. Long working days without regular breaks can also lead to fatigue and poor safety. Mental health is another concern, as financial insecurity and isolation can lead to stress and depression.

Gender equality is also a challenge in agriculture. Although more and more women are becoming farmers, they still face structural barriers, such as difficult access to financing, networks and ownership. Many women combine farming with other jobs, which can create additional strain. To create a more inclusive and safe working environment, HSE measures must be strengthened, and equality must be prioritised through better facilitation and changes in attitudes within the industry.

Other suppliers of goods and services

A food producer influences working conditions in the supply chain through demands on price, delivery times and efficiency. Price pressure can lead to low wages, long working hours and insecure employment conditions, especially in processing, packaging production and transport. High productivity demands can increase the risk of accidents and strain injuries, especially in factories and warehouses.

Subcontractors may also use temporary or casual labour, which may offer less protection against exploitation

Assessment of impact

S2 – Workers in the value chain: Material impacts				
Subtopic	Type	Description	Where in the value chain	
			Up-stream	Own activity
			Down-stream	
A. The farmer's financial position	Negative impact	Lack of minimum wage for farmers	•	
B. HSE, working conditions and equality on the farm	Negative impact	Hazardous work in agriculture, occupational health and safety challenges on the farm and during transport	•	
	Negative impact	Poor equality and diversity, work-life balance, mental health, care-related leave	•	
C. Follow-up of suppliers	Positive influence	Requirements relating to working conditions and labour rights at suppliers	•	

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A. The farmer's financial position
Management of material impacts

Nortura supports the demand for better framework conditions and a higher income for Norwegian farmers, so that Norwegian food production, farmers' livelihoods and food preparedness are prioritised. In recent years, Nortura has worked both politically and commercially to secure extraordinary increases in raw material prices for all the products we produce, in addition to significant improvements through the Annual Agricultural Agreement. To strengthen profitability, we are working along two tracks; one commercial and one political.

With regard to the commercial revenue frameworks, we control what adjustments we make. We work to strengthen the farmer's competitiveness through efficient operations,

strong brands and attractive raw materials. We strengthen Nortura's competitiveness by ensuring that our production facilities are efficient and that our products are attractive. Underpinning everything are the obligations we have as a cooperatively owned enterprise, which ensure that the value we create is returned to those who have produced the food – the Norwegian farmer.

Agriculture in Norway is based on an established political priority to secure food production for the country's population. Agricultural policy is based on four pillars: food security, farming nationwide, increased value creation, and sustainable farming practices. Nortura has a constructive dialogue with elected representatives, relevant ministries, directorates and organisations to help realise the agricultural policy objectives and maintain a viable agricultural sector.

Targets*

Value chain

All Nortura's owners shall have a competitive income that is commensurate with the value they create, that aligns with other comparable groups in society and that contributes to the recruitment of new livestock producers to the sector.

Nortura's owners shall receive whatever surplus is available after the company has secured sufficient funding to safeguard the company's development and future position.

Nortura will work to increase customers' willingness to pay good prices for healthy, safe and sustainably produced Norwegian meat and eggs.

Food production is part of Norway's critical national infrastructure (CNI). Farmers' incomes and capacity to raise secured loan financing are weak. Nortura will work for the establishment of a fund to support the sustainable transition of the agricultural sector as part of Norway's CNI. The transition must be financed through the national budget, separate from the Annual Agricultural Agreement.

*All targets in Nortura's sustainability strategy will be updated in 2026 to reflect newly identified material impacts, opportunities and risks (IROs).

Results

	2025	2024	2023
Payments for farmers' livestock (in NOK billion)	11.8	11.2	19.4
Profit after tax returned to our owners (in NOK million)	5.8	16.6	27.1

Strategy and policy

- According to Nortura's sustainability policy (2024), the Group will work for a viable Norwegian agricultural sector, with increased profitability for our owners and a fair distribution of the value created throughout the value chain.
- As a market regulator and cooperative enterprise, our purpose is to help strengthen and maintain a profitable, sustainable and viable agricultural sector nationwide. Nortura SA's purpose is to maximise the turnover generated by its members' farming output, in the form of live and slaughtered animals, eggs and wool. Through its operations, the company will help ensure that its members achieve the best possible financial return on their livestock production, both in the short and long term.

Actions in 2025

Value chain	Name	Description
Upstream Own operations	Wholesale prices	Nortura increased its wholesale prices in line with or more than the consumer price index (CPI) for all types of production. Higher prices have been needed to cover the cost of implementing new sex-sorting technology for eggs. The market balance for all livestock categories was good throughout 2025, but the realisation of large stocks of beef and pork was necessary in the first half of the year. Still some stocks of mutton, but a good balance of lamb. The egg market was well covered by increased Norwegian production in the second half of the year. Primary producers' costs followed a normal trend in 2025, but profitability remained weak for beef and sheep/goat producers.
	Increased funding for sustainability measures on farms	Part of the Innovation Norway ecosystem, Bionova is a scheme that provides financial support to agricultural actors intending to make more efficient use of resources or reduce greenhouse gas emissions. Due to the challenging economic situation facing agriculture, Bionova will continue to be an important tool for financing climate-related measures at the farm level, and needs to be further reinforced. At the same time, the agricultural sector still requires a suite of publicly administered support mechanisms to ensure sufficient funding.
Upstream Own operations	Financial advice	The project seeks to promote economic and environmental optimisation on Norwegian farms. The goal is to develop optimisation models and decision support that take into account both economic and environmental criteria. The work combines technical expertise and practical knowledge from the meat, dairy and agricultural sectors to help farmers achieve environmental goals in a profitable manner. Nortura is one of the partners, and the project runs from 2023 to 2026.
Upstream	OPTINORFARM	We assist our owners with financial advice when they are planning to build barns, and we discuss practical solutions that ensure a good working day for farmers.

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B. HSE, working conditions and equality on the farm

Management of material impacts

Nortura works to ensure occupational health and safety (HSE), good working conditions and equality among its owners. Work on a farm involves physical strain and a risk of accidents, and Nortura helps to promote good occupational HSE practices. The company collaborates with agricultural organisations to ensure safer working conditions and better workplace accommodations, especially for women and pregnant individuals. Nortura maps out challenges related to equality, inclusion and working conditions, and implements measures based on the findings. Through due diligence assessments and collaboration, Nortura works actively to promote a safer and more sustainable working life for its owners.

Strategy and policy

- According to Nortura's sustainability policy (2024), the Group will ensure safe and attractive working conditions, with a focus on inclusion, diversity and skills development throughout the value chain.
- The Quality System in Agriculture (KSL) has its own checklist for occupational health and safety (HSE)³⁸ that meets the provisions of the Norwegian Working Environment Act that apply to Norwegian farms.

Targets*

Own operations

Nortura aims to be a driving force in the work to include provisions for occupational HSE improvements in the Annual Agricultural Agreement. In addition, Nortura will contribute to the goal of achieving full equality in agriculture, including working conditions that better address pregnancy-related issues and facilitate parental leave, holidays and stand-ins. In 2026, we will draw up action plans and ensure that we can collect the correct data to monitor progress in occupational HSE, working conditions and equality on farms.

*All targets in Nortura's sustainability strategy will be updated in 2026 to reflect newly identified material impacts, opportunities and risks (IROs) .

C. Follow-up of suppliers

Management of material impacts

Nortura ensures good follow-up of its suppliers through the Supplier Code of Conduct and audits that cover, for example, employment conditions, pay and labour rights at both direct suppliers and subcontractors. There is a particular focus on suppliers in countries where there is a risk of child labour, to ensure compliance with the Code of Conduct.

The Group Purchasing department is responsible for selecting external suppliers of products and services, entering into corporate contracts and monitoring contract performance. The purchase of meat products and eggs from our owners, other slaughterhouses and farmers is handled by other departments within Nortura. We are BRC-certified. BRC is an international standard for food safety. The standard requires extensive procedures for the follow-up of suppliers, which is reviewed and approved by an external auditor annually.

All suppliers must undergo a prequalification process before they can supply goods and services to us. Depending on what they supply, enterprises may be approved in several ways: through BRC or GFSI certification, an audit based on defined criteria, a satisfactory self-assessment, or approved product testing. All suppliers must also sign a written agreement that includes ethical guidelines. This will help us to ensure that we partner with reputable suppliers who take responsibility for food safety and share our own ethical values, which means focusing on issues such as human rights and decent working conditions, and use sustainable solutions.

Suppliers that have entered into corporate contracts with Nortura are followed up on an annual basis or in the event of significant changes. Follow-up includes, for example, a risk analysis, vulnerability assessment, supplier evaluation, supplier audit and due diligence assessments on all corporate suppliers. Departments such as Quality, Product Development and Transport work together with Group Purchasing to ensure that the corporate suppliers meet all our requirements. If the process reveals that the supplier is not in compliance, the supplier must rectify the situation. High-risk suppliers must annually confirm that they comply with the principles in our Code of Conduct.

Strategy and policy

Supplier Code of Conduct: Nortura's operations comply with laws and regulations that govern business conduct, including relevant international standards. Nortura has committed to the UN Global Compact's ten principles for responsible business practices in the areas of human rights, health and safety standards, labour standards, the environment, and anti-corruption, within our own operations and the value chain. Our Supplier Code of Conduct is based on the premise that such laws, regulations and international standards comply with customer requirements and the provisions of the Norwegian Transparency Act.

Targets*

Own operations

Nortura will actively identify where there may be a risk of non-compliance with our guidelines through regular audits, and will implement improvement measures where necessary.

All companies wishing to supply goods and services to Nortura must sign Nortura's Supplier Code of Conduct related to sustainability.

Nortura will be a driving force in preventing social dumping at our primary producers, and ensuring equal pay and working conditions for contract workers (such as seasonal and migrant workers).

All manufacturers and suppliers providing goods and services to Nortura must pay their contract workers at least the collectively agreed minimum wage.

*All targets in Nortura's sustainability strategy will be updated in 2026 to reflect newly identified material impacts, opportunities and risks (IROs).

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Actions in 2025

Value chain	Name	Description
Upstream – Suppliers	Audits	Nortura conducts regular supplier audits to ensure compliance with our requirements. Annual contract and compliance audits are conducted for selected corporate suppliers. These audits verify compliance with contract terms, traceability and the documentation of ethical procedures and the Supplier Code of Conduct. In 2025, 18 contract and compliance audits of suppliers were conducted. In addition, Group Purchasing has been audited and approved by an external auditor, in accordance with the supplier follow-up requirements in the BRC standard. For upcoming periods, further audit activities are planned on the basis of ongoing assessments of risk in the supplier portfolio. The scope and methodology used for such audits will be tailored to the supplier's geographic location and risk profile.
	Risk analyses	Systematic risk analyses and vulnerability assessments of the supplier portfolio are conducted. Group Purchasing uses tools to ensure data-driven and consistent supplier follow-up over time. System usage shows developments over time and enables good traceability in the assessments. As a permanent part of the supplier follow-up, relevant suppliers conduct self-assessments to document their status and the level of compliance within their own operations.
	Due diligence	Due diligence assessments are conducted in accordance with the Norwegian Transparency Act and the OECD model for responsible business conduct. As of 2025, no actual negative consequences for fundamental human rights or decent working conditions have been identified in the parts of the supply chain managed by Group Purchasing.
	Responsibility matrix	Certain suppliers can be identified as having a high inherent social risk, based on country and industry data. In such cases, extended checks and dialogue are conducted to assess the actual residual risk and the need for potential measures. In general, the risk in the Norwegian supply chain is considered low, as Norwegian suppliers are subject to the same legislation as Nortura and comply with Norwegian labour regulations.
Upstream – Suppliers	Corporate contracts	The work is anchored in Nortura's responsibility matrix for the Norwegian Transparency Act, which defines roles and responsibilities across the Group's business areas. This ensures a consistent handling of risk and reporting.



Photo: Nortura / Farmer Sigbjørn Emmerhof

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S3 – Affected communities

Nortura’s most important societal mission is to contribute to Norwegian self-sufficiency in food by maintaining sustainable agriculture throughout the country. Norway has a challenging climate and natural resource base. To make the best use of the country’s resources, it is crucial to maintain food production in both rural and urban-adjacent areas.

The Norwegian Total Preparedness Commission's report from 2023³⁹ emphasised the importance of preparedness with respect to food and the need for increased self-sufficiency to strengthen Norway's resilience in crises. In addition, climate change is putting increased pressure on global food production. Through our work, we help ensure that Norwegian consumers have access to safe, sustainable and locally sourced food. In 2025, the government published a white paper on total preparedness, which states that Norway must achieve a 50 per cent level of self-sufficiency by 2030⁴⁰.

Assessment of impact

S3 – Affected communities: Material impacts					
Subtopic	Type	Description	Where in the value chain		
			Up-stream	Own activity	Down-stream
A. Food security/ Food supply	Positive influence	Nortura contributes to Norway being self-sufficient in eggs and meat.	•		
	Positive influence	Nortura helps to maintain dispersed egg and meat production in Norway.	•	•	•
	Positive influence	The farmer's contribution to local emergency preparedness during events such as floods, fires and snow clearing.	•		
B. Impact on local communities	Negative impact	When Nortura restructures its business, employees lose their jobs.		•	
	Positive impact	Nortura helps create significant value for local communities in Norway, both economically and socially.	•	•	•

In addition, Nortura has a significant economic and social impact on local communities across the country. Our factories and farms provide jobs nationwide, strengthening local value creation and contributing to vibrant rural communities. We work closely with local stakeholders and create positive ripple effects for business and infrastructure along our value chain. As a cooperative enterprise owned by Norwegian farmers, we play an important role in maintaining Norwegian agriculture and securing jobs, while also ensuring food preparedness and sustainable development throughout Norway.

Involvement of stakeholders:



Representatives from the research community, civil society and international organisations (UN) were consulted in connection with the development of Nortura’s sustainability strategy in 2021.

Stakeholders affected: Norwegian farmers and the entire Norwegian population



Photo: Pål Gunnar Foss, Foss Ytre Farm, Lyngdal

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Food security

Food security means ensuring that everyone has access to safe food in sufficient quantities – even in times of crisis. Here in Norway, we have taken access to food for granted, at least in recent times. Lately, however, we have experienced crops destroyed by the effects of climate change and a global pandemic that closed national borders. In addition, for the first time since World War II, we are experiencing a war on the European continent, which has created significant geopolitical insecurity. This has increased the need for better preparedness and led to higher prices for important input factors in industry and agriculture, such as energy, feed and fertiliser. As the world once again faces a major conflict following the US and Israel's attack on Iran, the importance of Norwegian agriculture and food producers from a preparedness perspective has once again been reinforced. This has been a powerful wake-up call for the Western world, and we have become truly aware of how important it is for a country to be able to produce its own food.

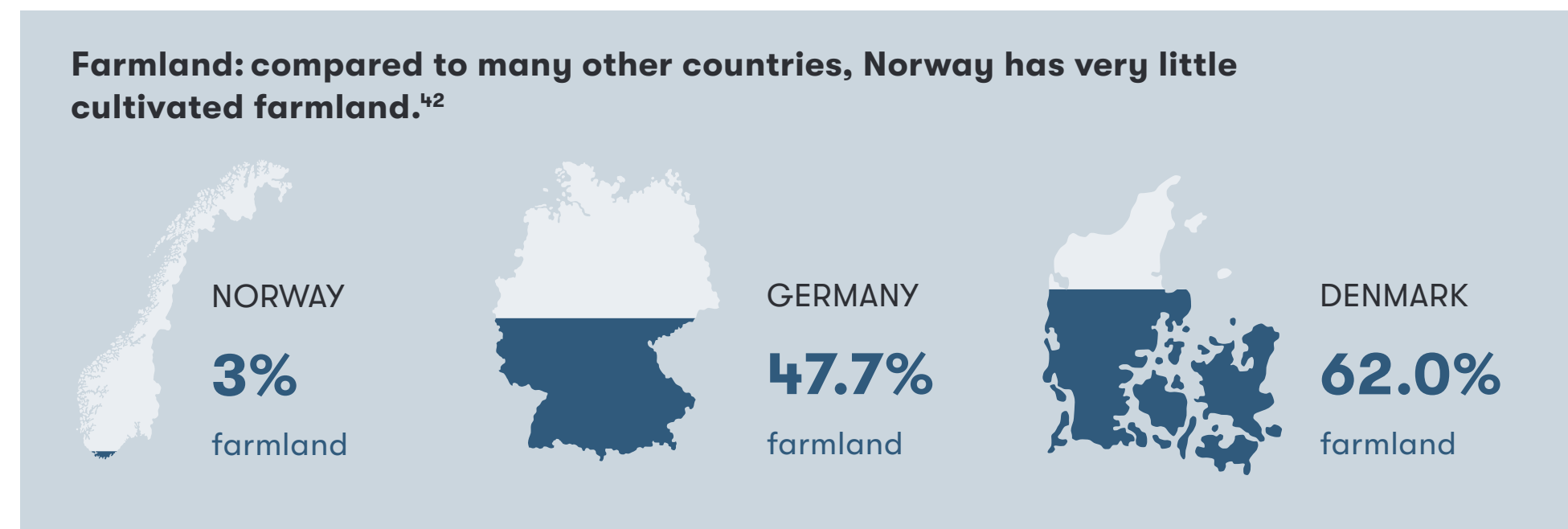
In the midst of this, we are facing a global food crisis. To meet future needs, global food production must increase by 70 per cent by 2050. At the same time, agricultural productivity in large parts of the world is threatened by climate change, rising sea levels, water scarcity, droughts and floods. Nearly a quarter of the world's soil is depleted, pollinating insects are

going extinct, and global fish stocks are near collapse due to overfishing and pollution.

Norway must produce more food.

Preparedness with respect to the food supply is now high on the political agenda. To ensure that we have enough food in Norway in the future, the government has declared that we must produce as much as possible of the food our own population needs, using our own resources. At the same time, Norway has a lower self-sufficiency rate than most other countries, as low as 43.4 per cent, in fact.⁴¹ Including the import of animal feed ingredients, our self-sufficiency stands at 37.6 per cent. This means that less than half of our daily calorie intake comes from Norwegian-produced food.

When it comes to animal products (meat, eggs and dairy), we are, however, largely self-sufficient. Basing half of the food supply on imports is a risky contingency strategy. Going forward, we must build a more robust national food production capacity and increase Norway's self-sufficiency rate. Dependence on other countries, which will need the food we import for their own populations, must be reduced. A secure food supply requires that we strengthen the infrastructure in agriculture and the national food industry: A national network of family-owned farms, slaughterhouses and competitive processing facilities is the cornerstone of the national food supply strategy.



Natural parameters

In Norway, we have a cold climate, a short growing season and a topography that makes the conditions for food production unparalleled, even compared to our neighbouring countries. Only about 3.5 per cent of Norway's land area is farmed, and of this, only about one-third is suitable for producing plant-based food for humans (cereals and vegetables). Although farmland covers only a small area, 45 per cent

of Norway's land mass is classified as good pastureland that only ruminants can utilise and convert into food for humans. To be self-sufficient in food in this country, it is important that we start with the natural conditions we have for agriculture and utilise the entire country. This means that livestock farming will have a central place in a sustainable future Norwegian diet.

Self-sufficiency rate: Norwegian-produced share of food consumption on an energy basis⁴¹

Total self-sufficiency rate (including fish)	2009	2019	2023	2024	2025
– not adjusted for feed imports	47.1%	41.0%	46.6%	41.3%	43.4%
– adjusted for feed imports	42.7%	33.6%	41.6%	34.9%	37.6%
Self-sufficiency rate					
Milk, cream, sour cream*	100.0%	100.0%	100.0%	100.0%	100.0%
Cheese*	89.0%	84.0%	82.0%	82.0%	83.0%
Butter*	97.0%	98.0%	99.0%	99.0%	99.0%
Meat*	96.0%	95.0%	95.0%	95.0%	97.0%
Meat by-products*	90.0%	87.0%	87.0%	84.0%	86.0%
Fish/seafood*	80.0%	80.0%	80.0%	80.0%	80.0%
Potatoes*	79.0%	76.0%	96.0%	73.0%	77.0%
Vegetables*	48.0%	47.0%	48.0%	51.0%	50.0%
Cereals, as flour including rice*	34.0%	21.0%	39.0%	18.0%	23.0%
Fruit and berries*	5.0%	7.0%	7.0%	8.0%	7.0%
Margarine (and other fats)*	0.0%	0.0%	0.0%	0.0%	0.0%
Other fats*	5.0%	5.0%	5.0%	5.0%	5.0%
Sugar, confectionery*	1.0%	1.0%	1.0%	1.0%	1.0%
Peas, nuts and cocoa*	0.0%	0.0%	0.0%	0.0%	0.0%

* not adjusted for feed imports

Major changes in the rate of self-sufficiency are mainly the result of variations in the amount of Norwegian-produced food-grade cereals available, due to fluctuations in yield and quality. This is clearly reflected in the 2024 figures, which were affected by poor food grain harvests in both 2023 and 2024.

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Proportion of Norwegian ingredients in the total amount of feed our livestock consumed in 2024⁴³

Norwegian livestock eat both roughage and concentrated feed. While the roughage consists of Norwegian raw materials such as grass and straw, the concentrated feed consists of both Norwegian and imported raw materials, including rapeseed and soya. Despite some production of oilseed crops, peas and beans as protein inputs in concentrated feed, Norway is currently dependent on imports of soya and other plant-based protein raw materials.

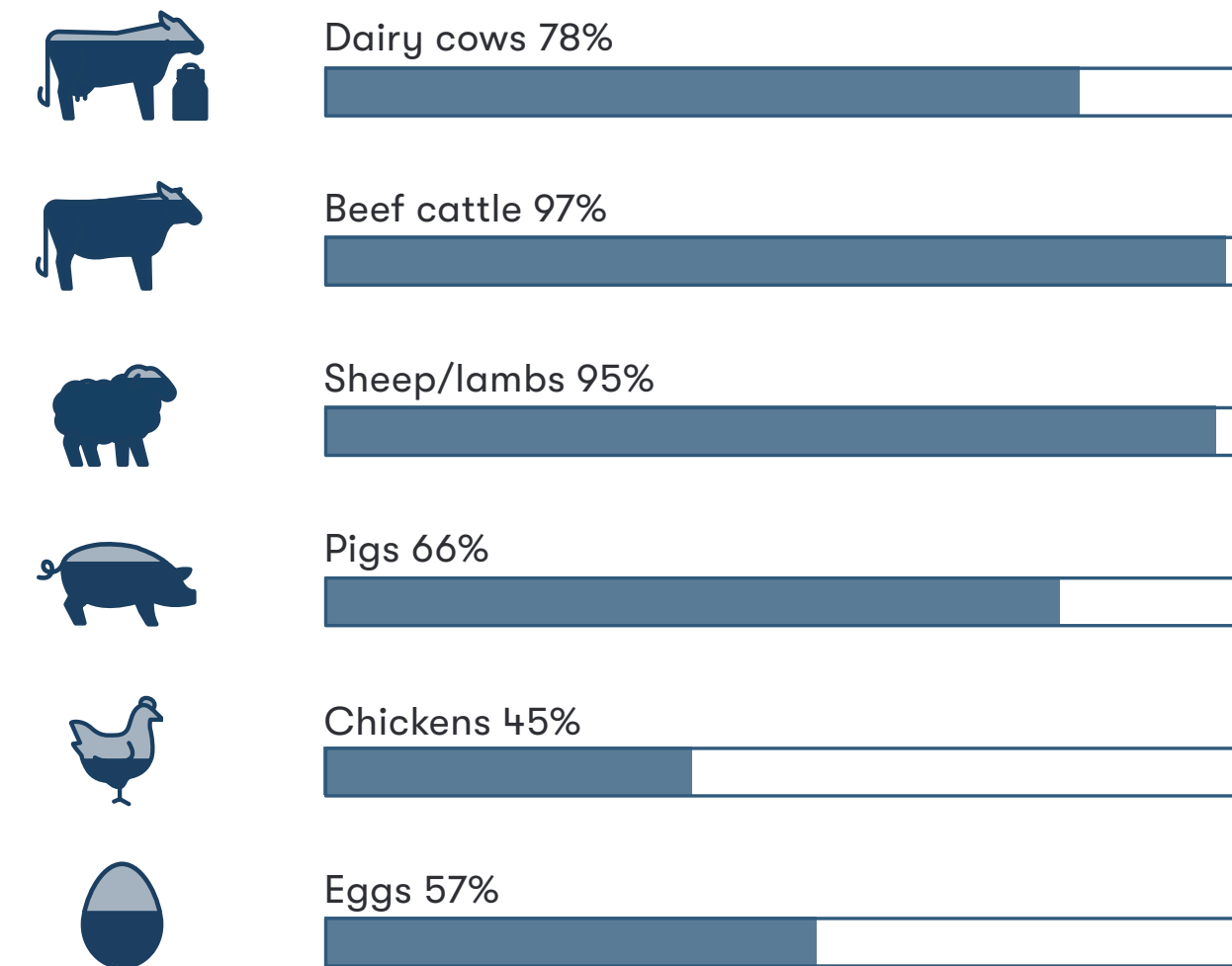


Photo: Inger Marita Uv Lorentzen, Uv Farm, Rennebu

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Import of raw materials for concentrated feed⁴⁴

The need for imports varies with the Norwegian grain harvest. Concentrated feed also contains fats and minerals, which are imported to a greater or lesser extent. The main Norwegian cereals used for the production of concentrated livestock feed are barley and oats, as well as wheat that does not meet the bakery industry's criteria for protein quality. This grain is poorly suited for baking and is in low demand for human consumption.

Although most of the protein in concentrated feed recipes comes from cereals, a certain amount of additional protein raw materials is still essential to achieve the necessary protein level and quality. Norway does not produce enough oilseeds, peas and beans, and is therefore dependent on imports, primarily of soya and rapeseed. Approx. 30 per cent of the imported soya goes to animal feed, the rest goes to fish feed.

Imports vs. Norwegian raw materials for concentrated livestock feed

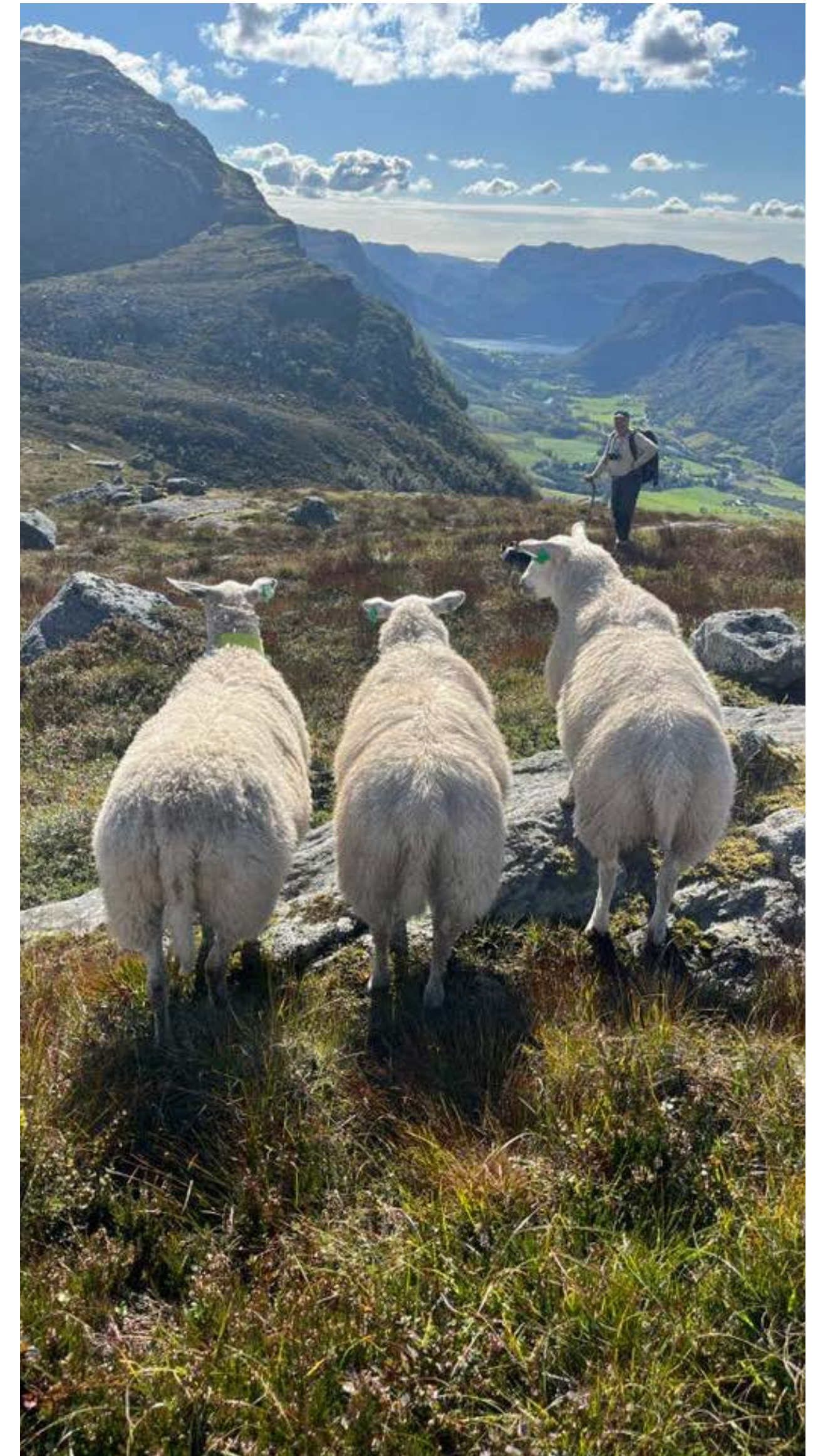
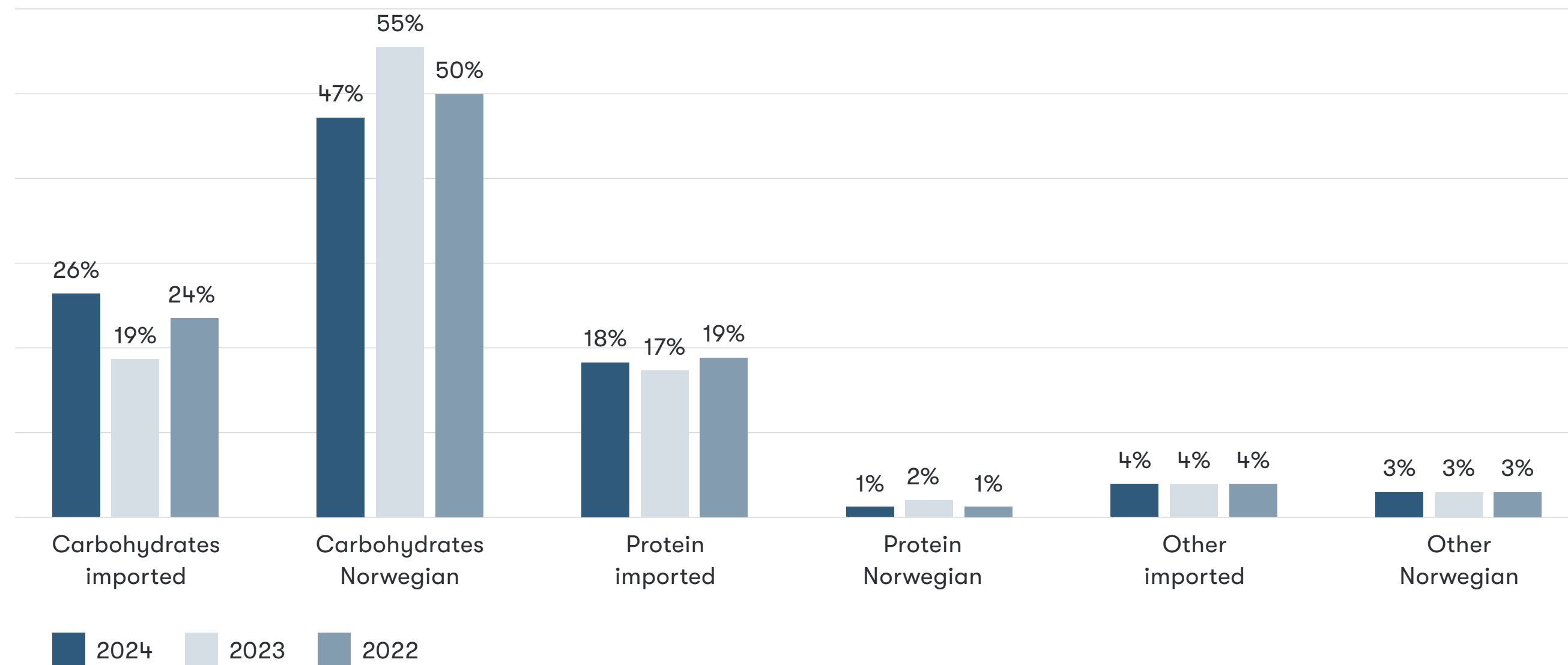


Photo: Guro Heggemsnes Fløysvik, Aunå Farm, Lower Espedal

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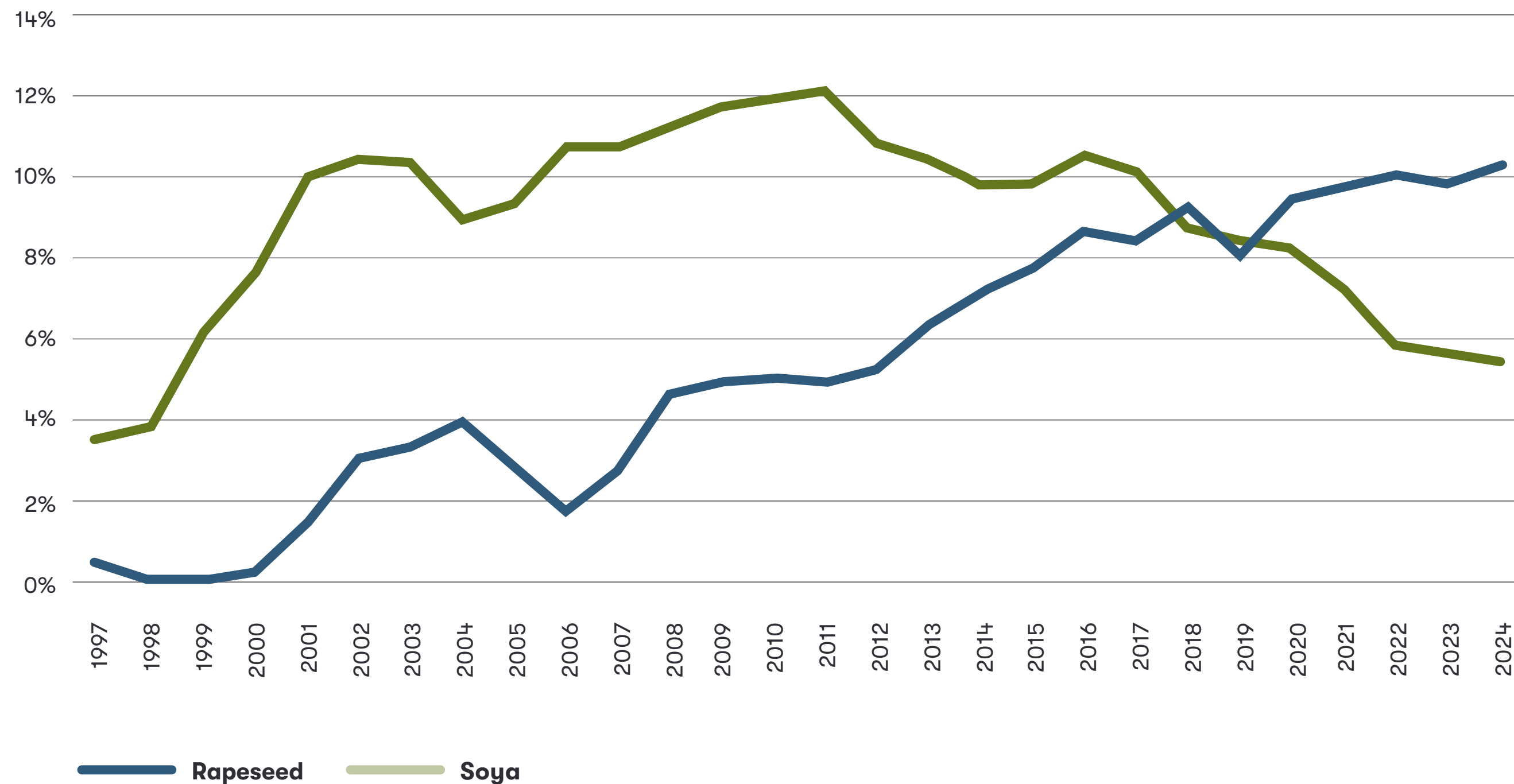
Protein raw materials⁴⁴

When the EU banned the use of meat and bonemeal (MBM) in 2001, the feed industry had to quickly find a new source of protein. This made Norway more dependent on imported soya as a substitute. Soya has properties that complement Norwegian feed grain well, with a high protein content and a low carbohydrate content, allowing for greater use of Norwegian grain. This raw material was therefore chosen, and imports increased for many years. In the total feed ration for ruminants, soya accounts for between 0.4 per cent and 2.6 per cent.

In recent years, the import of rapeseed (mainly from Poland) has increasingly replaced soya in concentrated livestock feed, and now more rapeseed is imported than soya.

The figure below shows the relative share of rapeseed and soya in concentrated livestock feed.

Percentage of rapeseed and soya in concentrated livestock feed



Impact on local communities

Nortura contributes to local communities by creating significant value for Norwegian society. This includes ensuring that towns and villages across the country continue to thrive, through local food production, rural employment and dispersed population settlement.

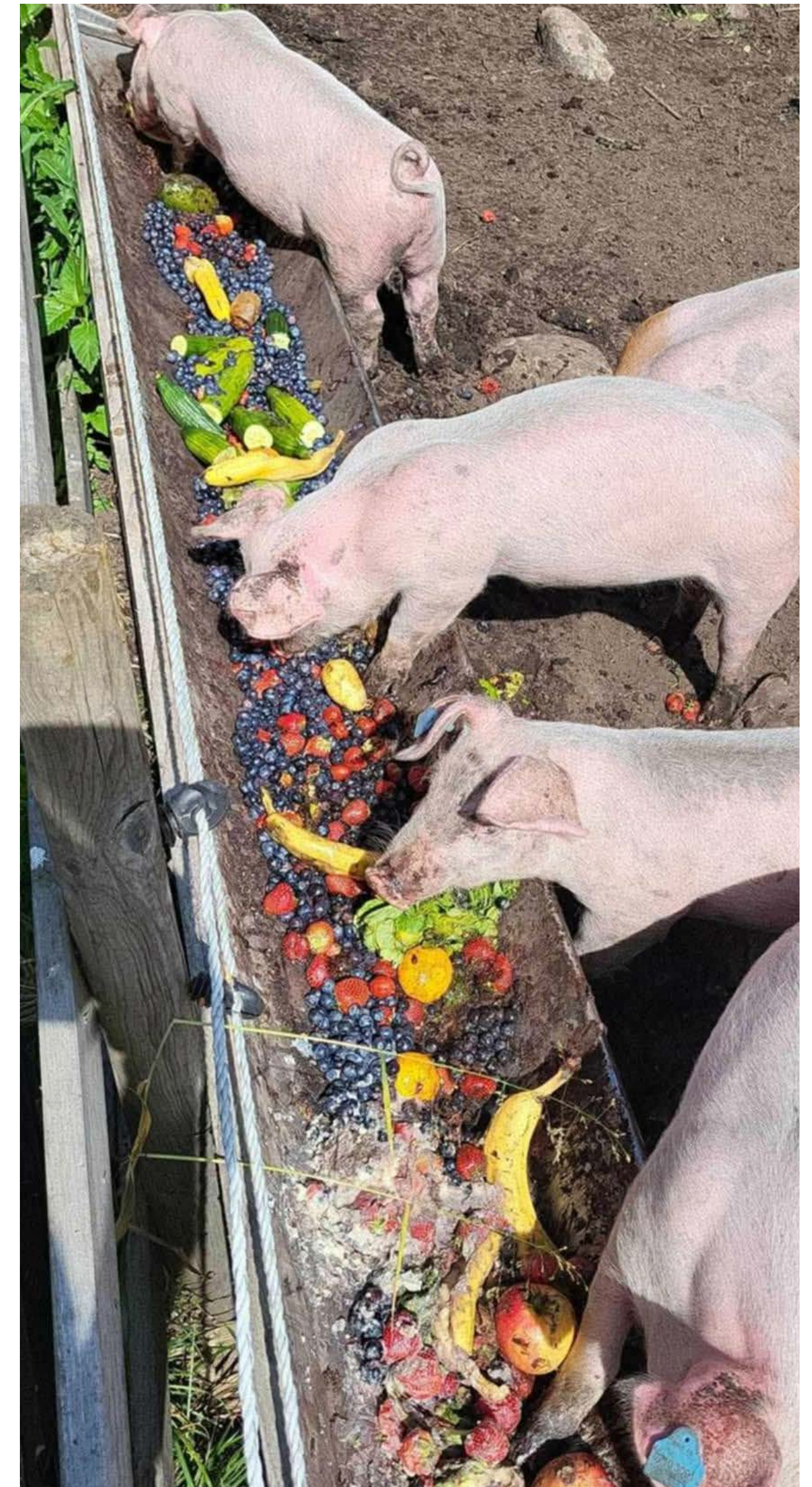


Photo: Cathrine Stavnum, Stavnum Farm, Stokke

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A. Food security

Management of material impacts

As one of Norway's largest food producers, owned by around 16,000 farmers across the country, our most important societal mission is to help ensure there is enough food for the Norwegian population, now and in the future, with as little negative impact as possible on other countries' ability to produce food for their own populations. For this reason, the UN's second Sustainable Development Goal, SDG 2: Zero Hunger, is at the heart of our work on sustainability. We believe it is possible to maintain the current level of production while also delivering on other sustainability goals.

Duty to accept and supply

A central aspect of Nortura's contribution to food security is our statutory obligation to accept eggs and livestock destined for slaughter throughout the country. This obligation to accept ensures that Norwegian farmers have a market for their produce, and constitutes an important agricultural policy instrument to facilitate farming nationwide. Due to requirements regarding animal welfare and transport times, this means that Nortura must have slaughterhouses from Karasjok in the north to Egersund in the south that can receive livestock for slaughter from local farmers. The supply obligation means that Nortura is required to sell meat (whole carcasses) and eggs to other companies regardless of how much or how little they purchase, or where they are located. The supply obligation ensures competition and diversity in Norwegian food production.

Imported concentrated feed

In 2022, Nortura's group management established a multidisciplinary project tasked with developing solutions to achieve Nortura's goal of "up to 100 per cent Norwegian feed" by 2030. In December 2023, the project's knowledge base was completed, and potential ingredients such as insects, meat and bone meal (MBM), marine proteins and by-products, alkaline feed and microalgae were identified as possible raw materials. The project concluded that there are significant obstacles to scaling up and commercialising production. Nortura took the initiative for an industry-wide collaboration starting in 2024.

Strategy and policy

- According to Nortura's sustainability policy (2024), the Group will contribute to the Norwegian government's ambition of increasing Norway's self-sufficiency in meat and eggs.
- Nortura's obligation to accept deliveries from farmers is regulated by the Regulation on market regulation to promote the sale of agricultural products (available in Norwegian from www.lovdatab.no).

Targets*

Own operations	Value chain
Nortura will contribute to Norway being self-sufficient in eggs and meat.	Nortura will work for Norwegian feed for Norwegian livestock. This involves increased use of roughage and grazing, greater use of outfield resources for grazing, as well as replacing imported concentrated feed (proteins and carbohydrates) with Norwegian alternatives. We are committed to increasing the proportion of Norwegian ingredients in feed to nearly 100 per cent by 2030.

*All targets in Nortura's sustainability strategy will be updated in 2026 to reflect newly identified material impacts, opportunities and risks (IROs).



Photo: Caroline Nilsen, Rydeng Farm, Målselv

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Actions in 2025

Value chain	Name	Description
Research	Kelp from the Norwegian coast in cattle feed	With the world's second longest coastline, kelp can play an important role in Norway's future self-sufficiency. Nortura is participating in a research project with the NMBU in which cattle are fed kelp. Not only do the results show great benefits for the environment, but the meat is also tender and better flavoured. In addition, the meat contains higher levels of iodine and selenium, substances that consumers need more of. You can read more about the project here.
Research	Blue Mussel Feed	In December 2022, the research project Blue Mussel Feed was awarded nearly NOK 12 million in funding from the Research Council of Norway to investigate a new Norwegian protein raw material based on blue mussels. The Norwegian aquaculture and agricultural industries are joining forces to establish an entirely new protein raw material based on Norwegian blue mussels to replace imported protein in chicken feed. Large-scale cultivation of blue mussels in Norwegian waters will reduce both eutrophication and ocean acidification, while increasing sustainability and self-sufficiency in our food production, both on land and at sea. Nortura participated as a partner in the project, and it was chicken from PRIOR that were the first to taste the new, entirely Norwegian feed. The project has now been completed, and the results showed very small differences between the chickens that received feed containing blue mussel protein and the chickens that received standard feed. Mussel protein can therefore be used in feed for broiler chickens with no negative effects on production, animal health or animal welfare. This gives mussel protein a significant potential as a source of sustainable Norwegian-grown protein for several animal species. In the longer term, it could help reduce the import of soya protein and strengthen Norwegian feed production. You can read more about the Blue Mussel Feed project here.

Value chain	Name	Description
Upstream	Blue-Green Feed Forum	The Green Feed Partnership is an initiative established by the environmental organisation Bellona that focuses on sustainable feed ingredients for Norwegian aquaculture and agriculture. This partnership involves several stakeholders, including Biomar, Cargill, Skretting, Mowi, Polarfeed, Seafood Norway, Norsk Kylling and Nortura. The goal of the collaboration is to contribute to the fulfilment of the objectives of the Norwegian parliament's Mission on Sustainable Feed, Which means that all feed for farmed fish and livestock must come from sustainable sources by 2034. It also aims to help reduce greenhouse gas emissions in the food system. Nortura signed a letter of intent in 2024. You can read more about the Blue-Green Feed Forum here.
Upstream	Future Feed	The Future Feed project is an initiative led by NCE Heidner Biocluster, in which Nortura participates, along with the entire Norwegian agricultural industry. The goal is to improve Norway's food security and food preparedness by increasing the amount of sustainable Norwegian livestock feed produced. This involves raising the proportion of Norwegian-produced ingredients in livestock feed from 55 to 70 per cent by 2034. You can read more about Project Future Feed here.
Upstream	PRIOR Norwegian Feed	Feed for chickens requires a high proportion of proteins, which usually come from imported soya. In collaboration with Felleskjøpet Agri, Norgesfôr and Fiskå Mølle, we have tested a new feed for PRIOR chickens, where the proteins come from Norwegian broad beans, peas and oilseeds. In 2025, 2.5 million PRIOR chickens were given this feed, which consists of 90 per cent Norwegian ingredients and 10 per cent imported ingredients. This has helped to reduce the total greenhouse gas emissions from chicken production by 13 per cent. Producers who use the new feed are paid an additional NOK 0.20 per kg of meat. You can read more about PRIOR Norwegian Feed here.

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B. Affected communities

Nortura helps create substantial value for Norwegian society. This value does not disappear out of the country, but remains in Norway and in Norwegian local communities – helping to keep towns and villages nationwide thriving and vibrant.

Nortura is present in almost every Norwegian municipality. Through our 23 production facilities from Karasjok in the north to Egersund in the south, and our 16,000 member farms across the country, we contribute jobs and tax revenues. We purchase goods and services worth around NOK 4 billion per year from local Norwegian suppliers. Our operations and value chain, from farm to retailer, generate positive economic and social ripple effects across the whole country. Enhanced competitiveness and a strong cooperative foundation will pave the way for a forward-looking agriculture and Norwegian food production in the years to come.

Nortura's efforts are important for maintaining Norwegian food production and the agricultural sector. Through our business operations, we help to preserve and further develop Norway's food culture and Norwegian agricultural traditions.

Actions in 2025

Value chain	Name	Description
Upstream	Industrial centralisation	The chicken slaughterhouse in Elverum was closed down in August 2024 and production transferred to other facilities. The largest volume is now sent to Nortura Hærland. After a short period of contract slaughtering, Nortura no longer slaughters chickens in central Norway.
Upstream	Support for local communities	In 2025, we contributed to charitable causes in the local community through various sponsorships, donations and subscription fees.

Results

	2025	2024
Financial support to the local community (sponsorships, donations, subscription fees)	NOK 2.2 million	NOK 4.4 million
Goods and services purchased from Norwegian suppliers	NOK 3.57 billion	NOK 3.73 billion



Photo: Jon Arild Skotte, Nyhus Farm, Lesja

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S4 – Consumers and end users

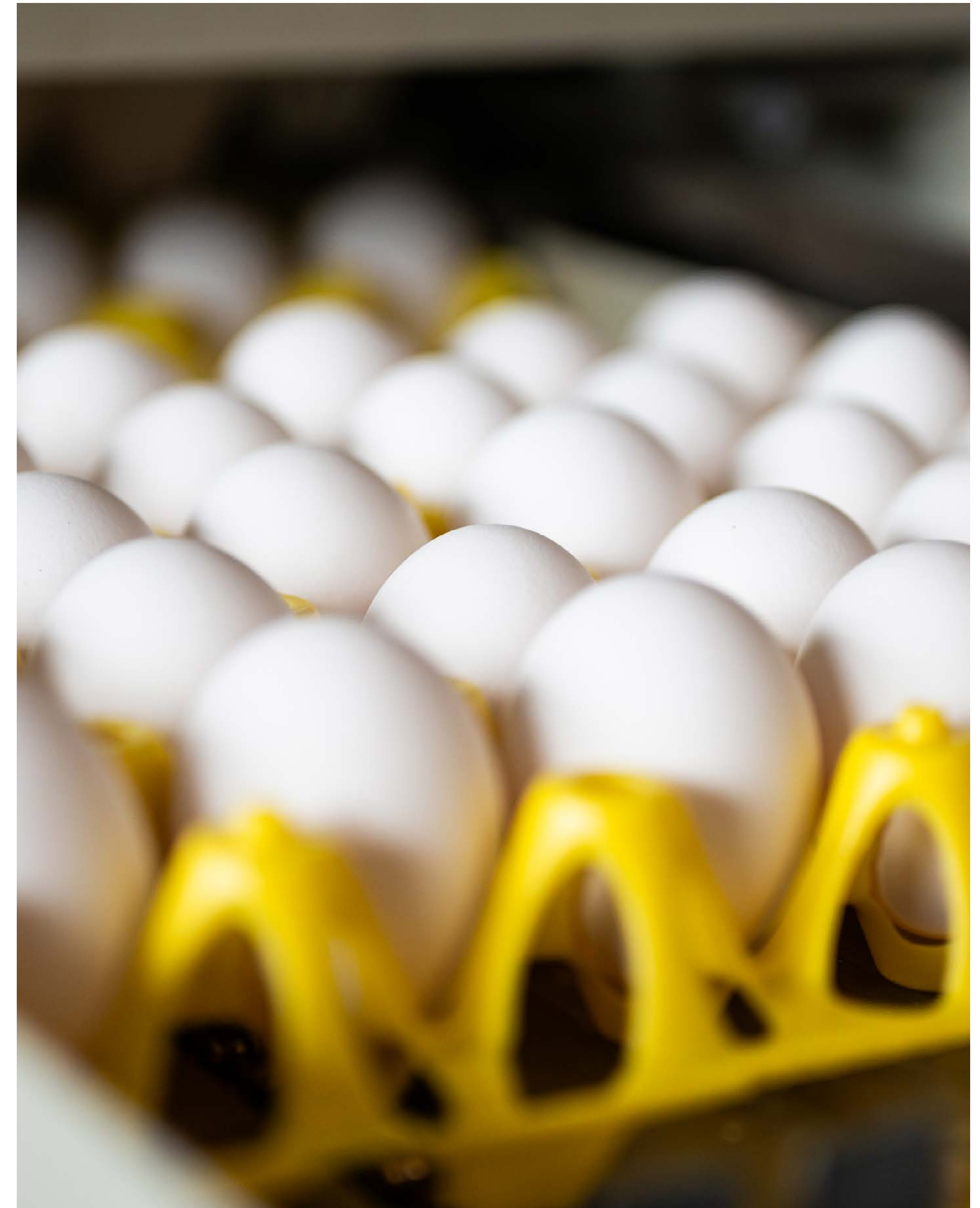
Nortura is one of the country's largest food producers. Our products can be found in approximately 300 meals per person per year. As a result, we have a direct impact on public health. It is a responsibility we take seriously. It also means that consumers' trust in us is important. We must ensure that the food is safe to eat, and that the products we offer have a place in a healthy and balanced diet. We must stay updated with regard to new research, and strive continuously for improvement. At the same time, we must address the population's questions and concerns in an open and transparent manner.

Involvement of stakeholders:



Representatives from the research community, civil society and international organisations (UN) were consulted in connection with the development of Nortura's sustainability strategy in 2021.

Stakeholders affected: Norwegian consumers of meat and eggs



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Assessment of impact

S4 – Consumers and end users: Material impacts						
Subtopic	Type	Description	Where in the value chain			
			Up-stream	Own activity	Down-stream	
A. Food safety	Positive influence	Nortura ensures that the food we produce is safe to eat.		•		
	Positive influence	Agricultural practices, regulations and testing regimes contribute to healthy animals that do not require antibiotics, thereby reducing the prevalence of resistant and multi-resistant bacteria.	•			
B. Public health and nutrition	Positive influence	Nortura helps ensure access to healthy, high-quality food, thereby contributing to a healthy diet and good public health.			•	
	Negative impact	Processed food – processing methods, additives with associated health effects, disease.			•	
C. Tracing and transparency	Positive influence	Accurate and good reporting on food, sustainability, traceability, transparency and product labelling to help consumers make the right choices.			•	

Food safety

Food safety is crucial for protecting public health and preventing foodborne illnesses. Lack of proper care can lead to an increased risk of harmful microorganisms and chemical contaminants with serious health effects. By ensuring that food is handled, stored and prepared correctly, the risk of food poisoning and infection is reduced. Consumer confidence in the way food is produced and distributed is crucial for a well-functioning society. Strict regulations and effective control measures are therefore necessary to maintain a high standard of food safety.

Public health and nutrition

The food we eat has a direct impact on our health. A healthy and varied diet helps to meet the body's need for energy and nutrients, which is important for maintaining quality of life, preventing disease and maintaining good health. An unbalanced diet can contribute to nutrient deficiencies and increase the risk of obesity, cardiovascular diseases, cancer and other lifestyle diseases, thereby negatively affecting quality of life and reducing the number of healthy years of life. For Nortura, focusing on our raw

materials, as well as how the food is produced, what it contains and how it is marketed, is essential. In addition to complying with applicable regulations and adopting a precautionary approach when necessary, this is important to ensure that the food maintains a high quality and has a positive impact on health.

Tracing and transparency

Tracing and transparency in food production are essential for food safety, consumer trust and sustainability. By being able to trace food products along the entire value chain – from farm to table – potential foodborne risks, such as contamination or disease outbreaks, can be quickly identified and managed. Transparency gives consumers insight into how their food is produced, including the use of pesticides and the status of animal welfare and sustainability. It also makes it easier to uncover fraud and unethical practices in the industry. Companies that prioritise traceability and transparency build stronger relationships with customers and contribute to a safer and more responsible food system.



Photo: Nortura / Chickens from PRIOR farmer Nicolay Spiten

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A. Food safety

Management of material impacts

Food safety is one of our highest priorities, and we follow strict standards and guidelines to ensure that the food we produce is safe to eat. Safe food requires daily effort and continuous monitoring throughout the value chain.

Through strict routines, supervision, inspections and traceability systems, from producer to product, we prevent our food from contributing to the foodborne transmission of disease among humans, animals and plants.

Thanks to skilled farmers, strict regulations and continuous preventive efforts, livestock in Norway are among the healthiest in the world. This provides a good foundation for food safety. There is also good cooperation between the public authorities, food industry players and research environments. Breeding organisations prioritise parameters that produce healthy and robust animals. In Norway, minimal antibiotics are given to animals, and never preventively, which distinguishes us from many other countries. We are the country in the world that uses the least antibiotics on our livestock.

In addition, good hygiene throughout the entire value chain is important to ensure that the food does not contain unwanted bacteria, parasites, allergens, chemical contaminants or foreign bodies. Nortura's factories are certified according to the global food safety standard British Retail Consortium (BRC), which requires our factories to have a well-functioning system with routines that ensure food safety and quality. Good control of food safety also helps us reduce product recalls and withdrawals. Withdrawal means that the

products are removed from the distribution chain to prevent further products from reaching consumers. A recall is the procedure initiated when the products may already have reached the consumer and there is a risk that they may be hazardous to health.

All employees at Nortura have a responsibility to follow the guidelines and contribute to maintaining high standards of quality and food safety. This includes regular training and awareness-raising with respect to best practices in food safety.

The international Hazard Analysis and Critical Control Point (HACCP) system for hazard analysis and risk assessment forms the basis of our work with food safety. Dedicated HACCP teams, both at the factory and corporate level, develop detailed hazard analyses down to individual processes and specific types of bacteria. These analyses provide an overview of which work points and processes entail increased risk and require special monitoring. An example of this is the core temperature in products during heat treatment, which is crucial to prevent the growth of unwanted bacteria. Another example of such a hazard is the unintentional inclusion of eggs in a product that is supposed to be free from allergens.

Nortura imposes the same strict requirements for food safety on its suppliers. We have a system for prequalification and approval, and suppliers are regularly monitored through audits and documentation requirements. Because a food safety culture and knowledge are important for producing safe food, we annually measure the food safety culture among our employees. All employees also undergo hygiene training. In addition to internal reviews, Nortura's factories are continuously assessed by third-party actors.

Inspectors from the Norwegian Food Safety Authority are present at our slaughterhouses every day to carry out official meat inspections.

They supervise the operation and inspect every single animal before and after slaughter. No other food industry has such detailed regulations and such an extensive official presence at its factories. Industrial and retail customers also send their own audit teams to us. Once a year, our production facilities are certified according to the global food safety standard British Retail Consortium (BRC).

The tracing tool Nortura uses provides us with full traceability from the farm, through Nortura's slaughterhouse and production facilities, all the way to the customer. All Nortura's factories conduct at least two traceability exercises annually, in addition to a test in connection with certification according to the BRC standard. At the same time, work is constantly being done to improve the tracking tool and to explore which technological innovations may be implemented.

Strategy and policy

- According to Nortura's sustainability policy (2024), the food we produce must be of high quality and safe to eat.
- Nortura's quality policy is applicable to both Nortura's brands and the raw materials, products and services offered under the Nortura name. We have a process-oriented management system designed to ensure safe food and correct quality through four main elements: public and government requirements, customer, consumer and supplier orientation, documented processes, and management commitment.

Targets*

Own operations

Zero vision for product recalls.

All our facilities must achieve the AA grade in the BRC certification for food safety.

Nortura will work to ensure that food safety requirements are set at a level equivalent to Norwegian production in future international trade agreements.

*All targets in Nortura's sustainability strategy will be updated in 2026 to reflect newly identified material impacts, opportunities and risks (IROs).

Value chain

Nortura will continue striving to ensure that preventive antibiotic treatment does not occur in Norwegian livestock farming. We will also work to minimise the medication of livestock, with medicines given only when necessary to safeguard the animal's health and welfare, and the sustainability of food production.

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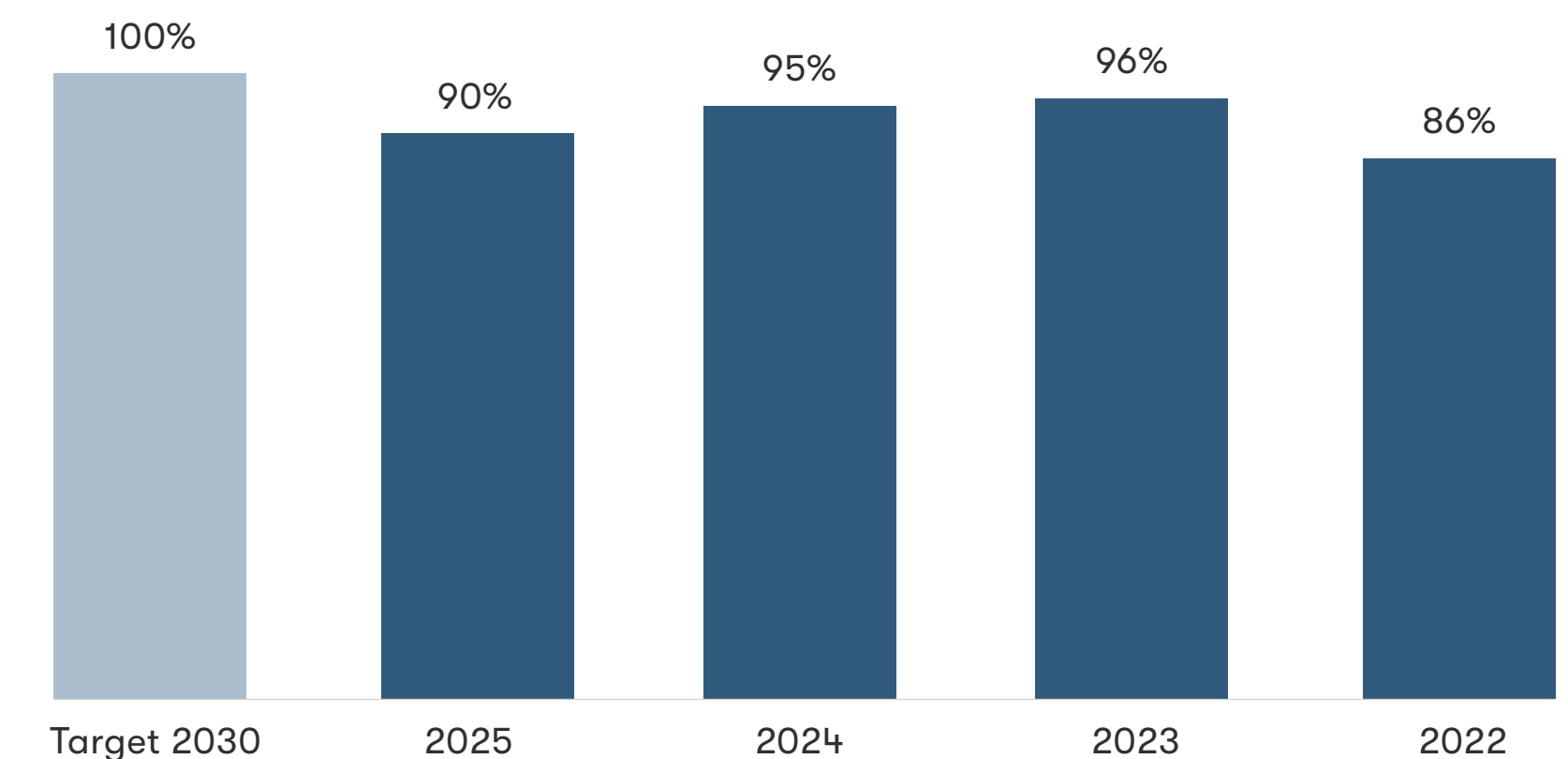
Value chain	Name	Description
Own operations	Culture building	We have surveyed and implemented measures to improve the food safety culture at both the corporate and factory levels. The campaign "High Five", featuring Nortura's most important requirements for quality and safe food, remains in force, with relevant activities. Targeted training aimed at administrative staff and management teams has been implemented.
Own operations	BRC certification	All our factories are BRC-certified for food safety.
Own operations	Tracing	Nortura has dedicated traceability teams, both centrally and at the production facilities, which conduct annual product-recall exercises.
Own operations	Whistleblowing	Employees can use an anonymous whistleblowing channel if reporting through line management does not lead to results, or if the whistleblower wishes to remain anonymous.

Results

	2025	2024	2023	2022
Withdrawals				
No.	9	8	7	17
Tonnes	16.1	14.6	40.8	206.8
Recalls				
No.	1	1	2	3
Tonnes	709.7*	0.29	34	55
BRC grade				
AA	10	8	8	10
A	9	13	14	9
B	2	1	1	3
Total	21	22	23	22

*Nortura was notified that several livestock producers had received feed containing an extremely high level of vitamin D from Felleskjøpet Agri. This led to severe symptoms in pigs and laying hens, and a risk of harmful levels of vitamin D in eggs. Nortura established a contingency plan the same day and recalled large quantities of eggs following an expert risk assessment. Analysis confirmed the assessment, and the Norwegian Food Safety Authority made note of Nortura's risk assessment.

Percentage of factories that achieved grade AA and A in the BRC certification for food safety



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B. Public health and nutrition

Management of material impacts

Nortura takes public health seriously and works daily to create more nutritious and healthier products from Norwegian raw materials through a selective approach the nutrients and ingredients they contain, and by optimising our production processes. This is to preserve the favourable properties of our raw materials. Nortura believes that meat and eggs are a natural part of a healthy and varied diet, and that meat and eggs help to optimise an otherwise plant-rich diet.

In addition to delivering whole raw materials/clean cuts, the further processing of raw materials is an important part of Nortura's food production. We receive whole animals from the farmer and therefore have a duty and responsibility to utilise every part of them. Processing contributes to good raw material utilisation and reduces food waste. If we are to eat whole cuts of meat, we must also eat processed meat.

Public health authorities point out that a high intake of processed meat is associated with various negative health outcomes. At the same time, recent research shows that the greatest risk may come from the most highly processed foods – so-called ultra-processed foods. Although we still lack clear answers as to what it is about the processing methods that cause these outcomes, we take the matter very seriously. For this reason, we are now working purposefully to improve our processed products. We initiate and participate in research to find more answers about where the problem lies. At the same time, we are working to reduce the level of processing in our products, and to develop new product options that are less processed. We do this because we believe that more meat, fewer ingredients and increased chewability are an important step in the right direction.

In parallel with this, we are also working to reduce the amount of saturated fat and salt in our products, nutrients that many of us consume too much of.

Nortura's contribution to a healthy diet

Nortura aims to be a leading producer of high-quality proteins that meet people's need for essential amino acids. Through research, innovation, product development and awareness raising, we are a driving force for a varied and healthy diet. The food we produce should have a positive impact on physical and mental health,

and give the Norwegian population enjoyable food experiences and a sense of well-being.

We are constantly working to improve quality and optimise the nutrient and ingredient composition of our products through various measures in the value chain. For example, we test new feed ingredients to reduce fat content and alter the fatty acid composition in the raw materials. This is to reduce the amount of saturated fat we send out into the market. Increased iodine content in eggs (2024) is also an example of how we have worked to help improve public health. Iodine is a nutrient that many people in the population obtain too little of today. We make careful assessments when choosing additives and ingredients, as well as the degree and method of processing. In 2025, we undertook extensive work to phase out ingredients and reduce the level of processing in a number of products. We also launched less processed alternatives to several of our bestsellers.

The largest salt reduction in Nortura's portfolio was carried out during the period 2013–2020, when we achieved our previous target of a 30 per cent overall reduction. In 2022, to reduce the salt content in our products even further, we decided that all Nortura's brands should comply with the Norwegian Directorate of Health's recommended salt lists. Although we are close to achieving this goal, the final small steps present challenges with respect to product quality and food safety. We have therefore worked on quality testing, minor recipe adjustments and modelling shelf life and food safety, and have now achieved success in nine out of 13 categories.

Nortura will support the “Keyhole” labelling scheme (which helps consumers make healthier choices when grocery shopping) and help to make keyhole-labelled products a natural part of the everyday diet. Nortura's goal is that all products that can be labelled with the keyhole symbol should carry the keyhole symbol. We also work through product development to ensure that we have keyhole-labelled products in most categories, so that consumers can make an active choice when shopping.

There is much we still do not know about how the food we produce and eat affects public health. That is why research is important for Nortura. We both initiate and participate in relevant health-related research, aiming to fill knowledge gaps and find solutions to ensure that the food we produce contributes to good health. We also strive continuously to develop new products that can meet various needs in the population.

Strategy and policy

- According to Nortura's sustainability policy (2024), the Group must contribute to a healthier life and promote a balanced and nutritious diet for the Norwegian population.
- Nortura has signed the government's letter of intent for a healthier diet. Through the current agreement (which will be revised in 2026), we have committed to reducing salt and saturated fat in our products to contribute to better public health. This has resulted in four clear sustainability goals: on salt, saturated fat, keyhole labelling and communication.
- In 2024, Nortura adopted a new nutrition strategy. The aim is to chart a clearer course moving forward, as the gap between the government's goals and strategy for better public health, and what consumers want, does not fully align and is partly contradictory. Four clear objectives were defined through the strategy process. Nortura will work to promote whole meat and eggs, we will work to reduce the level of processing in our processed products, and we will continue to seek solutions to reduce the amount of saturated fat we send out into the market. We will also create new health-promoting innovations that benefit public health. These goals give us a clearer direction but do not exclude working on other challenges as well. For example, salt reduction is an issue that our production lines are constantly working on.
- The new strategy may affect both the current sustainability goals and longer term results in the area of public health.

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Targets*

Own operations

Saturated fat:

Nortura will reduce the amount of saturated fat in our products by 7 per cent by 2030. (compared with 2020).

Salt:

All Nortura's product categories must comply with the recommended salt lists issued by the Norwegian Directorate of Health.

Health-related research:

1. Nortura must at all times participate in at least one researcher-led project, where positive impact on public health is the main focus. Nortura must at all times participate in at least one business-sector innovation project (IPN), where improved health and nutrition are the main goal or a sub-goal of the study.

Health-related innovation:

Nortura must have realised several new innovations, based on Norwegian meat and eggs or other Norwegian raw materials, which are positive for public health and commercially profitable. Nortura shall:

1. Invest in new initiatives that meet future protein needs, e.g., projects, partnerships and new companies.
2. Develop business opportunities related to the needs of different segments of the population (e.g., functional food, age-appropriate food).

Nutritional quality:

1. Nortura will help to develop feed and raw materials with good quality and a higher nutritional value.
2. Nortura will develop products with good quality and a high nutritional value.

Keyhole labelling:

1. 30 per cent of the sales volume for Nortura's own brands will carry the keyhole label by 2030.
2. At least 60 per cent of communication on/about Nortura's brands shall be on healthier products (defined as keyhole-labelled + whole eggs in their shells) by 2030.

* All targets in Nortura's sustainability strategy will be updated in 2026 to reflect newly identified material impacts, opportunities and risks (IROs).

Value chain

Nortura will contribute to the development of feed and raw materials with a higher nutritional value (for example, increased levels of Omega-3 and lower Omega-6, and lower fat content per animal).

Results

	2025	2024	2023	2022
No. of keyhole-labelled products	–	147	163	229
Keyhole-labelled products as a percentage of total sales volume	22%*	22%	21%	22%
No. of product categories with lower salt content than the recommended lists (13 product categories in total)	9*	9	7	7
Proportion of communication on healthier products	31%	39%	48%	44%

* Uncertain figures for 2025.

The figures for 2025 regarding the number and volume of keyhole-labelled products, as well as reduced salt content, are uncertain due to challenges in the dataset. This complicates any comparison with 2024. However, the underlying data indicates a stable development in these measurement parameters. This issue will be corrected in next year's report.

Healthier products are defined as products that meet the requirements for the "Keyhole" labelling scheme, as well as whole eggs in their shells. In 2025, Nortura spent a smaller proportion of its

media budget on keyhole-labelled products than the year before. This may partly be explained by the fact that Gilde used a larger proportion of the budget to promote products that are less processed and products without additives (but which do not necessarily carry the keyhole symbol). Also at PRIOR, a substantial part of the budget was spent on the "Rooster or Egg" campaign. Since the campaign was not directly linked to the product, but to the raw material, it is not visible in the reporting, which also helps to explain the decline in the share of spending on healthier communication.

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Actions in 2025

Value chain	Name	Description
Research	Nutriome	EU project, led by the University of Oslo, aimed at training researchers in personalised nutrition. This could contribute to a better understanding of what drives interpersonal responses to specific foods (including meat) and meals as underlying mechanisms, in order to eventually develop personalised, preventive solutions for better health. You can read more about Nutriome here.
Research	CRC-3p	The researcher-led project Processed Food and Colorectal Cancer: Led by the NMBU, the study is designed to track the carcinogenic potential of red meat and plant-based meat alternatives to examine the significance of protein source and degree of processing (unprocessed, processed, and ultra-processed) on the development of colorectal cancer (CRC). In addition, CRC-3p aims to shed light on how dietary patterns can influence the carcinogenic potential of various processed foods. You can read more about CRC-3p here.
Research	AdHealth	Food Additives and Gut Health is a new research project aimed at providing more knowledge about the impact of additives (hydrocolloids) on gut flora and health. The main goal of the project is to learn more about how common thickeners used in Norwegian foods are processed by gut bacteria, and how this relates to health effects. The project will investigate selected thickeners, including the most common ones such as carrageenan, xanthan gum, guar gum and pectins, through the use of model food in both a "laboratory gut" (in vitro), experiments on animals and clinical trials (in vivo) on humans. You can read more about AdHealth here.
Research	NitRisk	The IPN project Nitrite Reduction in Norwegian Meat Products, led by Animalia, will examine how reduced use of nitrite in processed meat products affects food safety, health and the consumer aspect. The project aims to examine the need for and possibility of reducing and/or phasing out nitrite in Norwegian meat products. You can read more about NitRisk here.
Research	Mould-Reduce	The project is led by Nofima and aims to reduce mould spoilage in Norwegian food production, particularly within the dairy, meat and baked goods categories.
Research	New Tools	The project, led by the Norwegian Institute of Public Health and including a large number of partners, aims to develop scoring systems for nutrition and environmental impact. The project was scheduled to end in 2025 but will be formally concluded in 2026. As an activity within the project, Nortura and TINE are now collaborating to develop a nutritional lifecycle assessment (nLCA) for a selection of products, with the help of NORSUS. The aim is to investigate how the carbon footprint of Norwegian agricultural products changes when the nutritional value of the food is taken into account.

Value chain	Name	Description
Own operations	Innovation	Participation in Nutriome is directly linked to our goal of healthy innovation, including the development of personalised nutritional advice for groups and individuals. In 2024, Nortura established the project Nortura Health, which aims to develop products with functional health benefits based on Norwegian raw materials, with a focus on increased utilisation of so-called "plus products". The project is now integrated into our day-to-day operations and has, under the brand name PRIORpluss, developed and launched three new products in 2025: a vanilla-flavoured protein powder, a protein-rich pancake mix and a protein-rich oatmeal porridge, made using Norwegian egg whites. These products are free from additives and sugar, and are intended to be better alternatives to those currently on the market. The products are targeted at those with increased protein needs, such as the elderly and those who exercise frequently.
Own operations	Additives, excipients and degree of processing	Nortura applies the precautionary principle more extensively than before in its operations, and has made several changes to the existing portfolio throughout the year to reduce the use of additives and excipients. For example, both flavour enhancers and almost all maltodextrin were phased out of our production in 2025. Several products have had their ingredient lists reduced and processing levels lowered. Nortura has also developed several ready meals that contain neither additives nor excipients, including Gilde's "Bra mat til familien" series, which is completely free of additives and contains a high proportion of vegetables. Gilde has also launched less processed alternatives to meat sausages, grill sausages and boiled ham.
Own operations	Raw materials and quality	Reducing levels of saturated fat has been a focus area for Nortura for a long time. Saturated fat is challenging to work with, as it is a natural part of the animal and not something we add, like salt. Despite challenges at the product level, we have succeeded in changing the fat content and fatty acid composition in pigs, the animal species we consume most of in Norway, through long-term breeding work, changes in breed combinations and feed modifications. New figures from Animalia show that the total fat content in a selection of pork cuts has decreased by 25 per cent and saturated fat by 24 per cent per 100 g of meat over the past 35 years. ¹⁶ In comparison, data on whole carcasses from Norsvin shows a reduction in saturated fat of as much as 34 per cent from 1990 to 2022. ¹⁶
Own operations	In-house training of own workforce	Employee training with the focus on ultra-processing, additives, nutrients and applicable laws and regulations related to food production, labelling and health.

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C. Tracing and transparency Management of material impacts

Work is being done on tracing, transparency and product labelling across all Nortura brands. We keep updated on how we can provide more relevant information about our products from farm to table, and make this information easily accessible to consumers.

On some of Nortura's brands and products, we already have tracking technology that allows consumers to trace the raw material back to the farmer. For example, all PRIOR eggs are marked with an eight-digit producer code. By entering the code in the tracking function on PRIOR's website, you can find out which farmer is responsible for the hens that laid your specific egg. We are currently exploring how we can implement tracking on more of our products and brands. We are also working to increase our transparency and teach consumers and customers more about how different types of Norwegian livestock are farmed. Nortura was among the driving forces behind Animalia's IPN project in 2024 that enabled the public to follow a batch of chickens via a live stream.

Nortura's Consumer Care Centre is responsible for responding to and following up on complaints and inquiries from consumers, mainly related to products sold in supermarkets. The Consumer Care Centre is the first point of contact for consumers, and may be reached via the contact form on our website, email, social media, telephone and letter. The Consumer Care Centre is responsible for collecting information about products that consumers have found fault with. This information is forwarded to the factory that produced the products, so that it can adjust its control and quality procedures. Every week, reports based on consumer complaints are sent to the product managers in each factory, as well as those responsible for packaging, marketing and product development. In addition, a nonconformity is recorded at the factory upon the discovery of any foreign object or five repeated faults on the same product batch. Any case of suspected illness is reported to the factory and the Food Safety Department.

Results

No. of consumer complaints registered by the Consumer Care Centre

2025	2024	2023
4 931	4 793	5 022

Targets*

Own operations	Value chain
By 2025, consumers will be able to trace our brands, and we will facilitate information about the origin and production methods for products made from whole cuts.	
All Nortura's products (own brands) will be sustainability labelled by 2030.	Nortura will be a driving force to ensure that all meat raw materials are clearly labelled with their country of origin.
Nortura will report on its results to its stakeholders in accordance with international standards for sustainability reporting, and via the UN Global Compact's Communication on Progress.	

*All targets in Nortura's sustainability strategy will be updated in 2026 to reflect newly identified material impacts, opportunities and risks (IROs).

Actions in 2025

Value chain	Name	Description
Research	New Tools	"New Tools" (2021–2025) is a project led by the Norwegian Institute of Public Health which aims to make it easier for consumers to choose sustainable food. New Tools will develop scoring systems that provide information about nutrition and food's impact on the climate and environment, which can help make the food system more climate-friendly.
Project	DigiBeef	DigiBeef (2023–2028) has the overarching goal of ensuring the market-oriented, sustainable and traceable production of cattle (hides and meat). The project further develops modern data-driven solutions designed to provide more precise and detailed forecasts for slaughter deliveries based on ongoing individual data collection from farm to slaughterhouse. Data is automatically collected through sensors and will be integrated into Nortura's decision-support systems. The data is analysed using statistics, machine learning and artificial intelligence. This provides both the farmer and the industry with an objective and better basis for decision-making. In 2024–2025, the project achieved several important milestones. A data infrastructure for individual-based data capture was established, enabling documentation of quality, animal welfare and origination at a more detailed level than before. Analyses of growth models have also been conducted, showing potential for lower emissions through better planning, more efficient transport and, in the longer term, reduced need for cooling and freezing capacity. The project is helping to develop a shared framework for increased transparency in the value chain, including prototype work related to an improved tracking solution.
Consumers	Communication	DigiBeef is also expected to provide long-term value creation through more precise forecasts, more data-driven production planning and the possibility of differentiated products in the market. The project is funded as an innovation project in the business sector (IPN), with support from research funds for agriculture and the food industry. Gilde will continue to strengthen awareness of the brand as a guarantor of Norwegian meat from Norwegian farmers, also through sponsorships and collaborations.



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When we humans assume responsibility for animals, it is also our responsibility to ensure that they are well cared for. Keeping animals for food production involves a responsibility to safeguard their welfare, even though we place constraints on their ability to live natural lives.

Strategy and policy

- Nortura's policy for monitoring animal welfare and ethical guidelines applies to all individuals acting on behalf of the Group. The policy for monitoring animal welfare and Nortura's ethical guidelines are intended to support compliance with routines, standards and regulations, and promote a corporate culture and behaviour that reflect the Group's core values.

Involvement of stakeholders:



Representatives from the research community, civil society, and international organisations (UN) were consulted in connection with the development of the sustainability strategy in 2021.

Stakeholders affected: Farmers, own workforce, customers and consumers



Photo: Anne Beate Rye Teigen, Lie Farm, Numedal

Our ethical guidelines

- Nortura has a special responsibility for animal welfare because of the nature of its operations.
- Consideration for animal welfare must be given a high priority in all parts of the value chain.
- Animals have intrinsic value, and animals should be treated with care and respect for their distinctive natures.
- Nortura's guidelines for all animal handling must comply with applicable laws, regulations and established standards.
- Everyone who handles animals must have proper training and knowledge.

Our work

- Nortura strives to identify areas for improvement, systems and measures that enhance animal welfare. Nortura uses third-party audits in its improvement work.
- Statutory regulations, animal welfare programmes, and the KSL form the basis for Nortura's requirements for monitoring animal welfare on farms.

- The farmer has day-to-day responsibility for the care and supervision of the animals on the farm, in accordance with statutory regulations and other requirements. Nortura offers professional advisory services for all animal species. Nortura's advisors help producers to adapt routines to optimise health, welfare, and production.
- Nortura conducts physical inspections to assess animal welfare if Nortura detects potentially inadequate animal welfare at producers supplying Nortura. Producers providing inadequate animal welfare are followed up with additional visits, measures and interventions, such as price deductions or suspension of deliveries to branded products (Gilde, PRIOR and Nyt Norway-labelled products).
- Nortura has a central system for whistleblowing, including anonymous reporting of animal welfare issues.
- All Nortura employees are obliged to comply with the Animal Welfare Act's reporting requirements.

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Assessment of impact

G1 – Animal Welfare: Material impacts					
Subtopic	Type	Description	Where in the value chain		
			Up-stream	Own activity	Down-stream
Animal welfare	Negative impact	Limitation on animals’ ability to live a natural life	•	•	
	Positive influence	Advisors and veterinarians who provide guidance on how the farmer can improve operations and animal welfare.	•		
	Positive influence	Advisors and veterinarians who follow up on nonconformities and demand improvements in cases of inadequate animal welfare.	•	•	
	Positive influence	Animal welfare programmes for different livestock species, including follow-up, development and participation in industry guidelines to improve animal welfare.	•	•	
	Positive impact	Animal welfare officer at each slaughterhouse		•	

Monitoring animal welfare is one of our most important tasks. The foundation of Nortura's operations is the keeping of livestock for food production. Ensuring, developing and improving animal welfare is a prerequisite for Nortura to succeed in supplying consumers with high-quality meat and eggs.

An important part of animal welfare work is to protect animals from negative factors such as disease, injury and pain. In addition, we focus on creating positive experiences for the animals, for example by providing poultry with more environmental variety so that they can exhibit their natural behaviour. When animals are kept in pens or stalls, as is often the case for pigs and cows/bulls, their natural behaviour patterns are restricted. This can lead to limited freedom of movement, lack of opportunity for natural behaviour and increased risk of disease. It is important that animals are kept in a way that corresponds to their needs and what they experience in their daily environment.

As Norway's largest meat and egg producer, we have many routines to ensure good animal welfare throughout the value chain. We have a zero-tolerance policy for poor animal welfare and have in recent years worked purposefully to establish a robust system to identify conditions in our value chain that may indicate that animal welfare is not being maintained. Veterinarians and advisors play an important role in ensuring animal welfare on farms. They offer guidance

on how farmers can improve their operations and animal welfare. This is the advisors’ primary task and plays a considerable role in preventing poor animal welfare. Advisors collaborate with veterinarians to ensure that animal welfare measures are followed up and that any nonconformities are corrected. They contribute to continuous improvement efforts by identifying areas for improvement and suggesting measures that enhance animal welfare.

The various animal welfare programmes (DVP) are managed by the Norwegian Food Safety Authority, and form the regulatory framework for how animals in Norway should be treated. Despite the existence of a regulatory framework drawn up by the public authorities, Nortura actively promotes the development of industry-based animal welfare programmes for all our animal species. This includes the development of and participation in industry guidelines to improve animal welfare, audits, ethical accounting and working groups within the industry. The DVP animal welfare programmes ensure follow-up, while the industry guidelines are intended to ensure follow-up and reporting of poor animal welfare.

To ensure good animal welfare, all our slaughterhouses have dedicated animal welfare officers who monitor that everything is carried out in accordance with established procedures at our facilities.

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Responsibility for monitoring Nortura's animal welfare activities

Chief Executive Officer

Overall responsibility for ensuring that the Nortura Group follows up on animal welfare work.

Executive Vice President

Livestock and members	Responsibility for Nortura's follow-up of Norwegian suppliers of quadrupeds destined for slaughter, eggs and the inbound transport of all animal species.
Manufacturing	Responsibility for animal welfare at Nortura's slaughterhouses and hatcheries.
Business development	Responsibility for ensuring that Nortura only purchases imported goods from suppliers that have provided information on animal welfare as part of Nortura's supplier prequalification system.
Safe food and animal welfare	Responsible for coordinating and reporting the Group's efforts in the area of animal welfare, as well as following up on the Group's annual decision cycle and action plans.

Animal welfare officer

At every slaughterhouse	Follows up day-to-day compliance with regulatory requirements and keeps track of measures to improve and develop animal welfare at the slaughterhouse.
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Management of material impacts

The regulations managed by the Norwegian Food Safety Authority form the starting point for how livestock should be treated. These regulations include requirements for how barns and slaughterhouses should be designed. They also require those responsible for animals to know how they should be cared for and handled.

Animal welfare on the farm

It is the farmer who is responsible for ensuring that the regulatory requirements for animal welfare are followed at each farm. Through animal welfare programmes and the Quality System in Agriculture (KSL), Nortura requires farmers to monitor and document animal welfare. In addition, Nortura has advisors and veterinarians who offer advice and guidance on how farmers can develop and improve their operations and animal welfare. Animals must also be treated with respect and cared for during transport and slaughter.

Animal welfare programmes

Animal welfare programmes have been established for poultry production, pig production, and cattle and sheep production. The programmes serve as a framework for with the systematic documentation and improvement of animal welfare in livestock herds. The programmes require regular veterinary reviews, and that any nonconformities must be followed up. For Nortura, these programmes are an important tool that farmers can use to improve animal welfare in their own production.

Lack of follow-up of the Quality System in Agriculture (KSL) and the appropriate animal welfare programme will be met with financial deductions and/or exclusion from value chains such as Nyt Norge, Gilde and PRIOR.

How we follow up on nonconformities

Nortura has established routines to identify herds at risk of poor animal welfare. By using data from the value chain, such as observations from the slaughterhouse or records concerning the individual carcass, we gain important insights into the welfare status of individual animals and herds. Any detected nonconformities are followed up. It is important to detect early signs of poor animal welfare to help the farmer prevent problems and correct any deficiencies. Our advisors provide professional guidance and support to farmers, and can also assist with the discontinuation of livestock keeping before the problems become too severe. Our work is focused on identifying animal welfare issues before they have a chance to develop. We do this through routines that focus on prevention and correction.

Animal welfare during transport

Driver's certificate of competence

Animal transport drivers are required to have a certificate of competence. This means that they must have undergone specialised training in how to care for animals and ensure their welfare during transport.

At the request of Nortura, a joint industry scheme for mandatory continuing education for animal transport drivers has also been established. For Nortura, it is important that those who work with animals on behalf of the company receive regular knowledge updates so that they can properly monitor animal welfare.

Strict requirements for transportability

Only animals that are fit for transport may be transported. The animal's owner is responsible for assessing whether it is fit for transport. In addition, the driver must make their own assessment and refuse animals that are deemed unfit for transport. The Norwegian Food Safety Authority has prepared a guide to assist with the assessment of fitness for transport. Nortura has also taken the initiative to produce an online course for farmers on the requirements for transport suitability and the safeguarding of animal welfare during loading/unloading and transport. For Nortura, it is important that farmers know exactly what is required to ensure animal welfare during transport. The course has been created by Animalia.

If an animal has a condition that requires special considerations during transport, the farmer must notify the slaughterhouse so that suitable transport arrangements can be made. These may, for example, include use of additional bedding and/or giving the animal more space on the vehicle.

Animal welfare at the factory

It is a requirement that all employees who handle live animals at Nortura's slaughterhouses must have completed a mandatory training programme and obtained a certificate of competence from the Norwegian Food Safety Authority. For Nortura, professional development of our employees is an important tool to ensure good follow-up of animal welfare.

Nortura has established a network for the animal welfare officers at our slaughterhouses. The network holds regular meetings to facilitate the sharing of knowledge and experience between those responsible for animal welfare, ensure professional updates and coordinate the follow-up of the Nortura Group's routines and requirements. In 2025, the network held four meetings.

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Photo: Nortura / Farmer Sigbjørn Emmerhof

Pigs

Most Norwegian pigs spend their entire lives living indoors. This is partly because they depend on a good and stable climate, but also because it gives the farmer good control over feeding and any infection and disease. It is possible to keep pigs outdoors in Norway, but pigs kept in outdoor enclosures may be more vulnerable to disease and cold. Outdoor pigs, like indoor pigs, must be supervised and cared for by the farmer.

Pigs are inquisitive animals and have a strong urge to root and forage with their snouts. The farmer is therefore obliged to provide the pig with activity and rooting materials so that the pig can meet its natural behavioural needs. This applies to all Norwegian pigs whose meat is included in Nortura's products. Hay, straw and silage are examples of good activity and rooting

materials. In the Griseløftet research project, conducted in conjunction with researchers at the NMBU, we investigated various types of materials and combinations of materials to learn more about what elicits the best response in pigs. The knowledge we gained from this project has been shared with pig producers at seminars and other professional gatherings.

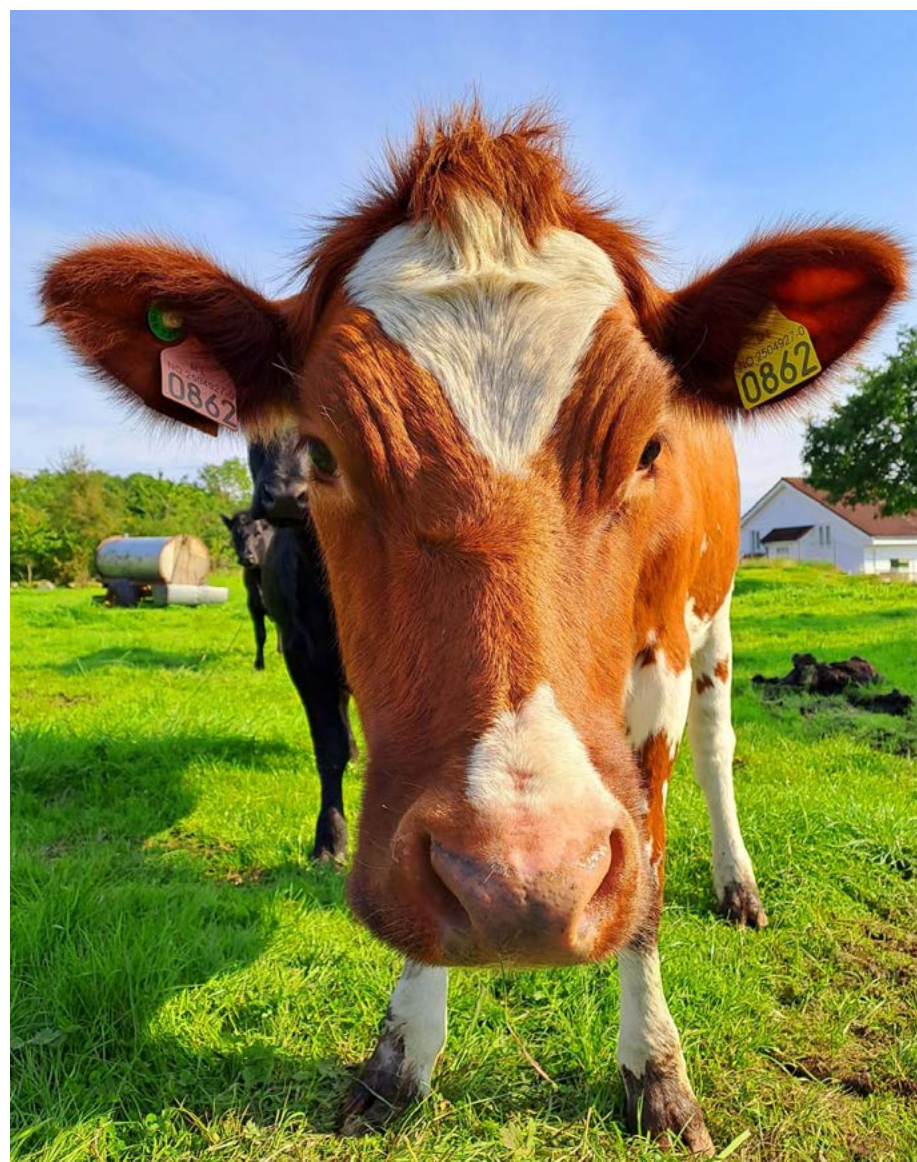


Photo: Ingrid Lauvsnes Nærland, Nærland Farm, Finnøy

Cattle

Dairy cattle provide 70 per cent of the beef produced in Norway, while 30 per cent comes from herds raised specifically for meat production (beef cattle). While the vast majority of beef cattle are kept in loose barns and can move around freely, dairy cattle are kept in both loose barns and tie stalls. The government has decided that, with effect from 2034, all cattle must be kept in loose barns.

The Animal Welfare Programme for Cattle was established in 2022 and is an important measure for the improvement of animal welfare in cattle herds. Herds of more than 10 animals must participate in the Animal Welfare Programme for Cattle. The programme is an industry initiative to document animal welfare and animal welfare measures beyond the regulatory minimum, and to maintain and improve animal welfare in Norwegian herds. An important element is veterinary visits at least every 16 months, during which the vet, together with the farmer, follows up on criteria and measures.



Photo: Nortura / Tukkebøl Farm

Laying hens

100 per cent of the laying hens in Nortura's value chain are kept in free-range systems.

All eggs that go to the PRIOR brand come from free-range or organic hens that have access to welfare measures. Free-range hens move freely within the henhouse and have access to a perch, nesting box and a place for dust bathing. Organically farmed hens have a bit more space, are able to go outside, and eat organically grown feed.

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Photo: Nortura / Sannesmoen Farm

Sheep

Most Norwegian sheep and lambs graze in outfield areas during the summer. Sheep farmers must regularly inspect the animals to ensure that everything is as it should be. The sheep that are not slaughtered while they are lambs are mostly moved indoors during the winter months. Nortura's advisors follow up with the producers and provide advice and guidance.

In the latter part of 2023, the Animal Welfare Programme for Sheep was launched. After a lengthy period of planning, the programme's rollout was completed in 2025. All those who had more than 30 winter-fed sheep at the count on 1 March the previous year are included. This covers approximately 93 per cent of all sheep and about 69 per cent of all herds.

In 2024, we had a major outbreak of the viral disease bluetongue, especially in southern Norway and the southern parts of Rogaland. The disease affects ruminants and is spread by biting midges. The disease can cause significant suffering for the animals and may, in the worst case scenario, be fatal. An extensive effort was initiated to reduce the spread of infection, and no new cases of bluetongue have been detected in 2025.



Photo: Nortura / PRIOR Slow-growing chicken

Chickens and turkeys

Chickens and turkeys live indoors in heated and insulated barns. They roam freely on a granular underlay and have access to food and water. The lighting is adjusted to the animals' needs, ensuring they receive an adequate amount of light and darkness.

For several years, Nortura has required that chickens and turkeys must have access to various forms of stimulation, to give the animals more variety and increase their well-being. Research shows that this has a positive impact on animal welfare. The number of animals per square metre also affects the animals' ability to engage in natural behaviour towards the end of their life cycle. The maximum density for Norwegian broiler chickens is 36 kg/m². The limit in most other EU countries is 39 kg/m² or 42 kg/m². Nortura also offers specially produced

broiler chickens raised at a lower density than the maximum allowed in the statutory regulations.

Norway has a unique global position when it comes to low medicine use, thanks to the animals' good health and welfare. Norwegian chickens and turkeys are not given antibiotics preventively.

Ethical auditing

Nortura strives to identify areas for improvement, systems and measures that enhance animal welfare, and uses third-party audits in the improvement process. For over 20 years, we have conducted ethical audits of animal welfare at our slaughterhouses – longer than anyone else. An ethical audit is conducted every year and involves a comprehensive survey of factors that may affect animal welfare. The audits are unannounced.

- The animals must have their basic physical needs met (dry resting place, clean drinking water and acceptable ventilation/temperature).
- Animals that can harm each other must be kept apart.
- The interior furnishings must be designed so that no animals can be harmed.
- Walkways should be designed so that most animals move without the use of force (appropriate lighting, clear pathways, correct width, non-slip floors, solid walls and low noise).
- Sick or injured animals must be euthanised as quickly as possible and in a humane manner.
- The animals must give the impression of being content.

Nortura has a central system for whistleblowing, including anonymous reporting of animal welfare cases. All Nortura employees have a duty to comply with the Animal Welfare Act's reporting requirements.

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Targets*

Own operations	Value chain
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Animal welfare is good in all parts of our value chain.

Nortura will work to develop levels of animal welfare beyond the minimum requirements through participation in research projects and other knowledge development efforts, the implementation of appropriate measures within our value chain, and in our day-to-day work, to ensure that we meet market expectations.

By 2025, 90 per cent of our facilities will have achieved an A grade in the annual ethical audit, and none shall be graded below B. By 2030, all our facilities shall have achieved an A grade.	Nortura will be a driving force for a ban on the import of double-muscled cattle (disruptive genes).
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Nortura will be a driving force in establishing a national product labelling scheme for animal welfare, and for such a scheme to include imported food products.	All our producers must belong to industry-established animal welfare programmes by 2027.
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*All targets in Nortura's sustainability strategy will be updated in 2026 to reflect newly identified material impacts, opportunities and risks (IROs).

Actions in 2025

In 2025, we continued to develop our own animal welfare monitoring procedures, as well as establishing third-party audits of our follow-up of farmers. In 2025, Nortura continued working on a new digital solution to enhance our daily monitoring, reporting and documentation of animal welfare. This work is expected to be completed in the spring of 2026. The digital solution will make it easier to register and systematise nonconformities. Such a solution can help us identify important areas for improvement and provide better animal welfare.

Nortura has also been a driving force in establishing a joint industry agreement for the follow-up of animal welfare in the meat and egg sectors. The first two audits were carried out in 2025.

Nortura is involved in several research and development projects related to topics concerning animal welfare. Examples of projects are:

Value chain	Name	Description
Research	Improved welfare of broiler chicken broodstock	This is a four-year project focusing on the welfare of breeding animals in broiler production. Animalia is leading the project and Nortura is a participant. The project is funded by research grants for agriculture and the food industry.
Research	Pullets	This is a 4-year research project that started in 2024. The main goal of the project is to contribute to robust laying hens with good plumage by optimising their environment and management during the pullet period. Here, the effect of granular flooring materials and environmental enrichments during the pre-laying period will be studied, and a knowledge base on pullet health will be developed.
Research	TeiCon	The project will map which types of coccidia are present in Norwegian chicken and turkey production, both under normal conditions and in connection with intestinal disease. The goal is a knowledge-based approach to poultry production without the use of coccidiostats. The research project is led by the Norwegian Veterinary Institute and is funded by research funds for agriculture and the food industry.
Research	GizMo	The research project is led by the Norwegian Veterinary Institute and aims to provide new knowledge about risk factors and relevant preventive measures relating to crop inflammation in turkeys. The prevalence of rumenitis has increased following the transition to monensin-free production, and the project is of great importance for animal welfare. The project is funded by research funds for agriculture and the food industry.
Research	The Marathon Hen	This project is a partnership between Nortura and Felleskjøpet that started in September 2025 and is scheduled for completion in December 2027. The project's goal is to improve health, animal welfare and egg quality in laying hens at the end of the production period by building and sharing knowledge, strengthening advisory expertise at Nortura and Felleskjøpet, and ensuring coordinated and targeted advisory services across both companies. The project involves monitoring a selection of 16–20 flocks, examining the relationships between management routines, environmental and feed factors, and outcomes in health and production.
Research	Quality Bones	This project, conducted in collaboration with Norsvin and the NMBU, began in 2025. It is a follow-up to the “Functional Pig” project that took place in 2023 and 2024, where the focus was on what was wrong with the bones of pigs with abnormal foreleg positioning. The new project aims to identify the causes in order to establish preventive measures. The project continues in 2026.
Research	Stomach ulcer survey	This project was led by the Swine Health Service to map the stomach health of both sows and slaughter pigs in Norway. Several thousand stomachs were examined in 2024 and assessed by veterinarians working at Nortura's slaughterhouses. The results were published at the end of 2025. Nortura has begun work to investigate possible measures at our slaughterhouses to prevent the further development of stomach ulcers while the animals are in our care.

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Slow-growing chickens

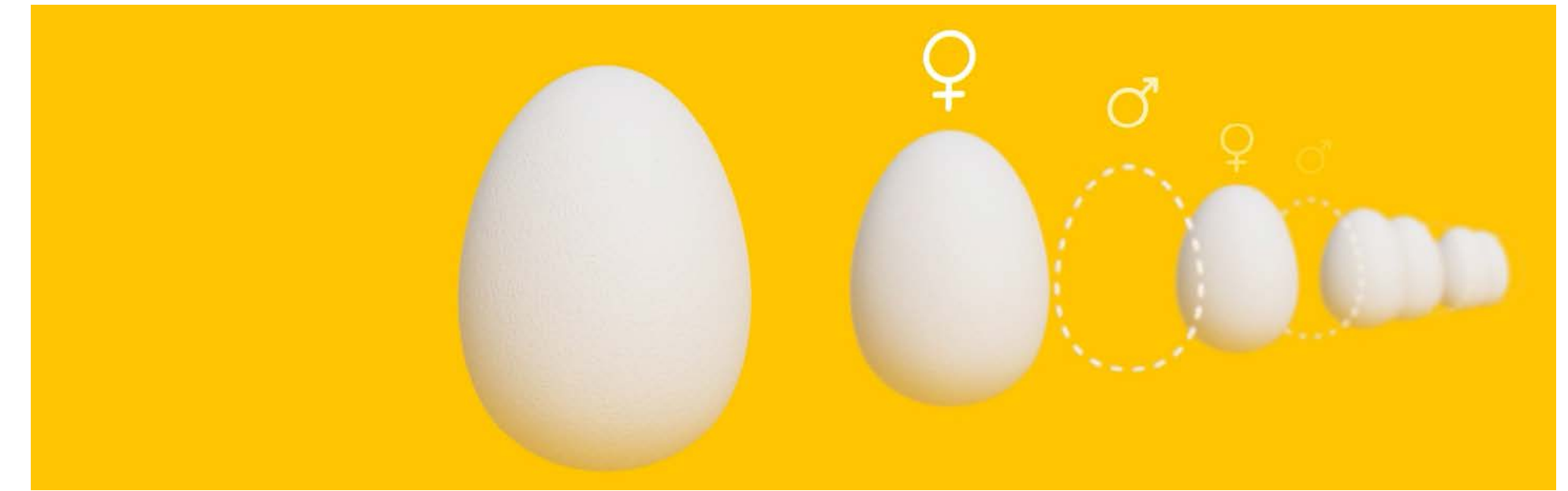
Nortura has been producing and selling slow-growing chickens for nearly 20 years, mainly for the professional market. In November 2023, it was decided that Nortura would make a complete transition to slow-growing chicken.

Nortura is committed to sustainable and high-quality chicken production, and is proud to have been working to improve Norwegian chicken farming through animal welfare programmes and industry initiatives for many decades. We have, for example, been a pioneer in ensuring that the animals receive feed that does not contain narasin, are provided with environmental enrichments, and enjoy good health. A sustainable and smooth transition to slow-growing chickens is a natural part of this work.

The lead time from importing eggs for breeding stock to having a slaughter-ready, slow-growing

chicken is approximately one year. The first broiler chickens of the Rustic Gold hybrid were hatched in March 2025. We have chosen to invest in this hybrid for several reasons. One of the most important is that both parents are slow-growing breeds of approximately the same size. This is not necessarily common in Norway today. Most slow-growing chickens are a cross between a slow-growing and a fast-growing parent of different sizes. The chicken takes about 45 days to reach a harvestable weight of 1,650 g. So far, our experience with Rustic Gold has been entirely positive. The birds score as expected and in some cases better on all animal welfare parameters.

The transition will be carried out gradually and with adequate time to ensure safe and sustainable implementation. Chickens that live longer eat more feed and need more space – which has consequences for both the farm's



greenhouse gas emissions and for the farmer's finances. We must ensure that the farmer's costs are covered and we want to keep the carbon footprint as low as possible. At the same time, it takes time to switch from one type of chicken to another because it requires adjustments at several stages along the whole biological value chain. Our ambition is for all chickens from Nortura SA to be slow-growing by 2027.

Sex sorting of hatching eggs

For several years, Nortura has been monitoring the development of technology to determine the sex of the chick while still in the egg. In the autumn of 2023, the first machine in Norway, and the Nordic region, was installed at Nortura's part-owned hatchery Steinsland & Co in Bryne. In the spring of 2025, Sirevåg Rugeri AS also installed equipment to enable in-ovo sex sorting. As a result, all egg producers in Norway now have the opportunity to purchase hens that have

been produced in a more ethical manner.

Steinsland and Sirevåg Rugeri have chosen different technologies for their sex sorting. Both must meet Nortura's requirement that the embryo not be older than 12 days at sorting, there must be a maximum of 2 per cent sorting errors, and the sorting must be quality assured and audited by a third party. Nortura's requirements will be continuously updated as the technology develops further.

The first eggs laid by hens produced using the new method have been available in stores since the summer of 2024. By the summer of 2026, all eggs from PRIOR will be produced using the new method. From March 2026, it will be mandatory for all Nortura egg producers to source their hens from sex-sorted flocks.



New white paper on animal welfare

In December 2024, a parliamentary white paper on animal welfare was published. The white paper is important because it sets out how the welfare of meat- and egg-producing animals should be improved going forward. The regulatory framework established by the public authorities is therefore important for raising the level of animal welfare for as many animals as possible. In February 2025, Nortura appeared before the Norwegian parliament's Standing Committee on Business and Industry to present its views

on the white paper's proposals. Nortura expressed its support for the requirement to house all cattle in loose barns by 2034. We also highlighted the importance of the farmer as the single most critical factor for animal welfare, and the importance of cooperation between the livestock industry, professional experts and the public authorities. Good animal health is an important prerequisite for animal welfare. We also proposed an official animal welfare labelling scheme that could strengthen public trust in Norwegian products and highlight the good work being done to safeguard animal welfare.

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Results

Average travel time

	2025	2024	2023
Cattle	3 hours 29 mins	3 hours 27 mins	3 hours 20 mins
Sheep	3 hours 37 mins	3 hours 37 mins	3 hours 30 mins
Pigs	3 hours 16 mins	3 hours 15 mins	3 hours 9 mins
Chickens	1 hour 53 mins	2 hours 6 mins	2 hours 18 mins
Turkeys	2 hours 12 mins	1 hour 36 mins	1 hour 36 mins
Hens*	No laying hens slaughtered in 2025	No laying hens slaughtered in 2024	2 hours 5 mins

*Includes both laying hens and parent birds

Transports over 8 hours as a percentage of the no. transported

The data also includes transports where it is permitted to extend travel time in Nordland, Troms and Finnmark (northern Norway).

	2025	2024	2023
Cattle	0.61%	0.61%	0.45%
Sheep	1.18%	1.10%	1.16%
Pigs	0.97%	0.87%	0.87%

In-transport mortality

The data applies to mortality during transport.

	2025	2024	2023
Cattle	0.00%	0.00%	0.00%
Sheep	0.01%	0.01%	0.01%
Pigs	0.00%	0.00%	0.01%
Chickens	0.07%	0.06%	0.10%
Turkeys	0.02%	0.03%	0.03%
Hens*	–	–	0.04%

* Nortura did not slaughter laying hens in 2024 and 2025.

Ethical audit grades – lines for quadruped slaughter animals

	2025	2024	2023
A	63%	76%	64%
B	25%	8%	32%
C	4%	0%	0%
D	8%	16%	4%

We have not reached the ethical audit target set for 2025, i.e. 90 per cent should have an A grade and none a D grade. The overall results from the audits form the basis for learning and improvement. Follow-up of nonconformities and implementation of root cause analyses is an area for improvement.

A new digital registration system for nonconformities, which will be introduced in the spring of 2026, will provide us with a better opportunity to work more systematically with the follow-up of nonconformities and the prioritisation of mitigating measures.

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Welfare parameters



Pigs

	Target 2030	2025	2024	2023
Tail sores and short tails*	<2.00%	1.73%	1.91%	2.07%
Pericarditis and/or pleuritis*	< 4.00%	4.73%	4.87%	4.67%
Boils*	< 1.70%**	1.45%	1.51%	1.66%
Short tails registered in piglets at sale. Percentage of all piglets sold.	<1.00%>	0.81%	0.86%	0.76%

* Data drawn from the Norwegian Food Safety Authority's extended disease registrations (USRs) recorded on the slaughter line during meat inspections

** The target was adjusted from below 2% to 1.7% from 2023.

The number of extended disease registrations (USRs) on carcasses decreased from 2024 to 2025. We expect a further decline in pericarditis/pleurisy registrations in the coming years, as more and more herds become specific-pathogen free (SPF), i.e. do not carry the bacteria most often responsible for pleurisy. There are ongoing regional projects to remove infected animals from more herds. The registration of pleurisy in carcasses is not synonymous with poor animal welfare. A farm may be well managed and provide good animal welfare, yet still experience disease outbreaks that lead to an increase in the number of recorded pleurisy cases.

The number of piglets sold with short tails remains well below the target of 1 per cent. The

increase from 2023 to 2024 is considered to be an expected variation from year to year. Short tails are counted manually by animal transport drivers when loading the pigs, and there will necessarily be some margin of error here.

The parameters are indicators of the welfare and/or health status of the pig. To meet the target figures for the various parameters, Nortura will continue to work in accordance with the same methodology that has yielded results so far. This involves a systematic review of records from the slaughter line or when piglets are sold, followed by advice and follow-up of herds that exceed established limits. The figures reported relate to herds that supply pigs to Nortura.



Laying hens

	Target 2030	2025	2024	2023
Mortality* up to 76 weeks of age free-range conventional	< 4%	3.37%	3.15%	–
Mortality* up to 76 weeks of age organic production	<5%	3.48%	3.81%	–
Percentage of flocks participating in Nortura's egg control (the basis for sourcing welfare registrations) **	100%	78%	65%	–

Figures for 2023 are missing due to the aftermath of the cyberattack on Nortura in 2021.

* Mortality: Up to 76 weeks of age as recorded in Nortura's egg control.

** Participation in Nortura's egg control scheme: For 2022, the figures show the percentage up to 71 weeks of age. For 2022, the figure is very low due to the inability to register data following the cyberattack. For 2024 and 2025, the figures show participation for completed batches.

Figures for 2023 are missing due to the aftermath of the cyberattack on Nortura in 2021.

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Turkeys

	Target 2030	2025	2024	2023
Mortality, total (percentage of each batch, farm registered)	4.50%	5.69%	6.40%	8.80%
Mortality, first week (percentage of each batch)	1%	1.51%	1.54%	2.19%
Toe pad score (percentage with best score)*	The highest possible percentage with the best score	91.30%	100%	92.90%
Discarded, hens	1.30%	1.05%	1.48%	1.63%
Discarded, roosters	3.50%	3.33%	3.24%	3.67%

* percentage that does not reduce the density of subsequent batches

The mortality figures for turkeys have decreased from 2023 to 2025. The increase in cases of crop inflammation and necrotising enteritis observed in connection with the phasing out of the feed additive monensin has also reversed in 2025. One reason for this is believed to be that producers have become more experienced with monensin-free production and the measures required to prevent intestinal disease.

In 2024, there were no turkey flocks that received a footpad score leading to a subsequent reduction in animal density (score > 150). As a result, Nortura took the initiative to reduce the requirement relating to footpad scores in the Animal Welfare Programme for Turkeys from 150 to 100 for the second half of 2025. From 2027, the requirement will be further tightened.



Broiler chickens

	Targets 2030	2025	2024	2023
Mortality, total (percentage of each batch, farm registered)*	Under 2.5%	2.40%	2.16%	2.66%
Mortality, first week (percentage of each batch) ^{1*}	Under 0.8%	0.84%	0.70%	0.86%
Toe pad score (percentage with best score (A))	The highest possible percentage with the best score	98.60%	97.60%	98.10%
Discarded on the slaughter line due to disease and quality nonconformities	Under 1.2%	1.44%	1.48%	2.18%
Discarded due to ascites	Under 0.5%	0.51%	0.49%	0.66%

* Historically, mortality in broiler chickens has been reported as an unweighted average because only older and less automated systems have been available. This practice has continued even though better systems have been implemented, with the aim of having comparable figures over time. Nortura believes that the most appropriate method is to report the overall mortality for the entire production as a weighted average, and has adopted this approach with effect from 2024.

Nortura will lower the target for total mortality in 2026 from 2.5 to 2.3 per cent. In 2025, there was a slight increase in overall farm-based mortality. One reason for the difference may be a moderate increase in first-week mortality, as well as a few more cases of intestine-related disease. A higher harvestable age from the autumn of 2025 may also have played a role.

Discard rates have improved slightly from the already positive trend seen in 2024. The systematic follow-up of all producers with unusual discard figures is important. Nortura will continue this work in 2026.

The first-week mortality rate has risen slightly since 2024. This may be due to a few more cases of umbilical/yolk sac infection. Nevertheless, it is our opinion that the quality of the day-old chicks remains at a consistently high level.

The proportion with the best score (A) in the toe pad assessment at slaughter remains consistently high, despite the upper limit for A being lowered from 80 to 60 in 2024. The threshold was lowered further in 2025, with an upper limit to achieve an A-score set at 40.

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Sheep

	Target 2030	2025	2024	2023
Proportion of thin lambs 1 and 1-	< 0.7%	1.80%	0.90%	1.13%
Proportion of dirty slaughter animals, lambs/sheep	<0.3%	0.80%	0.60%	0.50%

The percentage of thin lambs in fat group 1- and 1 rose in 2025. Nortura monitors deliveries of thin lambs and follows up with the producers who have the highest proportion of thin lambs according to specified criteria. Nutritional status is an important criterion for good animal welfare.

The proportion of dirty slaughter animals remains low, but is above the target of 0.3 per cent. Nortura imposes financial deductions on producers who deliver dirty animals for slaughter. Producers are monitored according to specified criteria.

The initiative **Sau 360** is an online training course for sheep farmers. The curriculum covers the entire sheep production process, including animal welfare. With effect from 2024, the animal welfare section in the “Sau 360” programme has been included in the mandatory course in the Animal Welfare Programme for Sheep.

Nortura is also involved in the project: **Knowledge base for increased use of grazing technology**. The main purpose of this project is to facilitate increased use of electronic monitoring in outfield grazing. This is important to improve the welfare of sheep and lambs. The technology makes supervising the animals while they are grazing more efficient, and provides greater opportunities to follow up on animals grazing in remote outfield areas. This makes it easier to find the animals that are to be brought home from summer pastures in the autumn.



Cattle

	2025	2024	2023
Percentage of dirty slaughter animals (category 1)	2.3%	2.8%	3.4%
Percentage of dirty slaughter animals (category 2)	2.8%	3.1%	4.0%

The animals are assessed according to how clean or dirty they are. They are classified at the slaughterhouse into either category 1 (least dirty) or category 2, based on fixed criteria.

Bulls’ growth and the percentage of dirty animals are included in the underlying data that is part of Nortura’s routine for monitoring animal welfare. These parameters may be an indication of inadequate animal welfare in the herd. Cattle deliveries with an average weight gain of less than 350 grams per day for young bulls are recorded as a welfare nonconformity and followed up by an advisor. Measuring growth is challenging because we are seeing an increase in the proportion of cattle breeds associated with lower growth rates than NRF and traditional beef breeds.

Cleanliness is an indicator of good animal welfare and is important for food safety. Climatic conditions, forage quality and the availability of bedding materials can have a significant impact on the number of dirty animals in a herd. The provision of information and good guidance to the producer is an important way to reduce the number of dirty animals delivered for slaughter. In 2025, in addition to informing producers at

member meetings, we published several posts on Nortura’s membership portal containing information about preventive measures. The hygiene deduction for category 2 animals has increased to NOK 1,700 per animal from 1 January 2025.

The Clean Bulls project (funded by research funds for agriculture and the food industry) examines what may be the cause of dirty slaughter animals, and what may be done to rectify the situation. Animalia is the project owner, with Nortura a participant.

In 2024, we had a major outbreak of bluetongue in southern Norway and in the southern parts of Rogaland. Bluetongue is a viral illness transmitted by biting midges. In addition to production losses, the disease can cause severe symptoms and acute suffering in infected animals. An extensive effort was initiated to reduce the spread of infection, and no new cases of bluetongue were detected in 2025.

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Photo: Pål Skogvang, Skogvang Farm, Lyngen

Nortura's report on due diligence pursuant to the Norwegian Transparency Act for 2025

The Norwegian Transparency Act requires larger companies to conduct due diligence assessments to map their impact on fundamental human rights and decent working conditions throughout the value chain.

Description of Nortura SA

Nortura SA is a business group that, as at 31 December 2025, had 17 wholly or partly owned subsidiaries (i.e., a shareholding of more than 50 per cent). This report applies to the parent company's activities, as well as to the subsidiaries that do not have a direct obligation to publish their own reports. The subsidiaries covered by this report are Borg Systemvask AS, Telespor AS, Nidaros Egg AS, Norsk Duroc AS and Curtis Wool Direct Ltd, as well as the property companies Karasjok Slakteeiendom AS and Kviamarka Eiendom AS. The due diligence assessments of these companies are reported at the end of the document.

The subsidiaries Norilia AS, Biosirk Norge AS, Norfersk AS, Fjordkjøkken AS, Primaslakt AS, Animalia AS, Noridane Foods AS, Norsk Dyremat AS, Steinsland & Co AS and Hå Rugeri AS are directly covered by the Act and will publish their own reports for 2025 by the deadline of 30 June 2026. Pursuant to the Norwegian Transparency Act, a link to these reports will be published on www.nortura.no.

The purpose of Nortura SA is to sell the meat and other products deriving from its members' slaughtered animals, as well as eggs, live animals and wool, as effectively as possible, and thereby contribute to its members achieving the best possible financial results from their livestock production, in both the short and long term. In 2025, the parent company introduced a new corporate structure with the establishment of three commercial divisions, as well as staff and functional areas.

- **Livestock and members:** This division is responsible for the value chain from the farmer to chilled carcasses or sorted eggs at Nortura's facilities. The division supplies meat, wool and eggs to Nortura's value chains, and also handles animal transport and the sale of live animals.
- **Commercial and industrial operations:** This division is responsible for the production of goods in the product portfolios for red meat, white meat and eggs, as well as the sale of goods to the supermarket and industrial

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markets. The division's responsibilities also include the import of meat and egg products for market balancing purposes. The importation of breeding animals for broiler chicken production is also supervised by the division.

- **Business development:** The division manages Nortura's focus on new markets and sales channels, including HORECA, public sector and convenience retail sector sales. Management of Nortura's subsidiaries and associates is also part of this division's responsibility.
- The areas HR, Accounting, Finance and IT, Corporate Affairs and Communications, as well as Food Safety and Animal Welfare are central staff/support functions.
- **Norwegian Egg and Meat (Norsk egg og kjøttvare):** This is a separate functional area that is responsible for market regulation and balancing of the market for cattle, sheep/lambs, pigs and eggs.

The parent company's activities are based mainly in Norway, and include slaughtering, egg packing, the production of meat and egg products, and hatchery operations. The Nortura parent company has 24 locations across Norway. In 2025, 4,175 full-time equivalents were employed by the parent company. The main volume of meat and egg products is purchased from farmers in Norway. Meat was imported from Sweden, Iceland, New Zealand, Botswana and Uruguay. Whole, raw eggs in their shells (shell eggs) were imported from Sweden, Denmark and Finland, while pre-boiled eggs were imported from the EU. Breeding animals for broiler chicken production were imported from Sweden and Scotland. Other products and services, including manufacturing under contract by external suppliers, are purchased in the Norwegian and international markets. All purchases except for meat and egg products and breeding animals are divided into 12 main categories, based on the supplier market.

The categories are: packaging, ingredients, transport, external production, technical/production purchases, property management, ICT, personnel, marketing, consultants, office and administration, and energy.

Guidelines and procedures

Through participation in the UN Global Compact, Nortura has committed to adhering to ten universal principles for responsible business conduct with respect to human rights, labour standards, the environment and anti-corruption. Managing actual and potential negative impacts on fundamental human rights and decent working conditions is an ongoing process pursued in line with the principles of continuous improvement. Every year, Nortura reports to the UN on how we are working systematically to implement the ten universal principles and fulfil our commitment.

Nortura's ethical guidelines for both its employees and suppliers (codes of conduct) ensure that the Group operates according to a shared set of underlying values, across countries and different cultures. Our codes of conduct describe expectations, obligations and behavioural requirements, and are based on the internationally recognised human rights enshrined in the UN Covenant on Economic, Social and Cultural Rights of 1966, the UN Covenant on Civil and Political Rights of 1966 and the ILO's core conventions on fundamental rights and principles in the workplace. Suppliers must work to promote decent working conditions This includes paying a living wage and safeguarding occupational health and safety (HSE) in the value chain. We expect and require our suppliers to conduct their business in accordance with the same ethical guidelines that govern Nortura's own operations. We also require that our direct suppliers communicate our ethical guidelines to their subcontractors and ensure their compliance with them. Our employee code of conduct is included as part

of the company's rules, while the supplier code of conduct is included as part of the general terms and conditions in Nortura's corporate contracts. Corporate contracts are contracts for the procurement of products and services for Nortura, with the exception of deliveries of meat and egg raw materials directly from Norwegian farmers.

Nortura has established an internal procedure to ensure compliance with the Norwegian Transparency Act. The procedure includes the steps to be taken in the due diligence process and is based on the OECD's Due Diligence Guidance for Responsible Business Conduct, as well as the Norwegian Consumer Authority's guidance on due diligence. The procedure applies to the Nortura Group, meaning that the parent company must apply the procedure, while wholly and partly owned subsidiaries must apply the principles of the procedure with any adjustments based on their size and organisation. The procedure describes who has responsibility for follow-up and compliance within the Nortura parent company. Nortura's board of directors has overall responsibility for Nortura's impact on human and labour rights in the value chain. Operational responsibility for compliance with the requirements of the Norwegian Transparency Act lies with Nortura's group management, with the individual EVP being responsible for the activities and value chains that fall within their specific portfolio.

Approach to due diligence assessments in the parent company

The due diligence assessments performed by the Nortura parent company are categorised on the following basis: own operations, suppliers of Norwegian meat or egg raw materials, import of meat or egg raw materials, import of breeding animals for broiler chicken production, and other suppliers.

Nortura has used the tool from Ignite Procurement to support due diligence assessments on its suppliers – with the exception of suppliers of meat and egg raw materials from Norwegian farmers, imported breeding animals, and suppliers without corporate contracts. This tool is based on the following principles:

- Risk factors related to geography and business sector are used as the basis for an overall assessment of social risk.
- The social risk score determines whether Nortura proceeds with its investigations of potential suppliers.
- All sources quantifying the degree of risk update their assessments and data annually.
- Geographical risk: The International Trade Union Confederation (ITUC) index for working conditions forms the basis for assessing the risk associated with a country. The ITUC divides countries into 6 categories:
 - Sporadic rights violations
 - Repeated rights violations
 - Regular rights violations
 - Systematic rights violations
 - No guarantee of rights
 - No guarantee of rights due to the collapse of the rule of law
- Business sector risk: The European Bank of Reconstruction and Development's index defines the risk associated with business sectors.
- The weighting of geographical risk and business sector risk provides a social risk indicator, defined as "Low," "Medium" or "High". This is the indicator we use as a basis for selecting suppliers for further follow-up.

Findings and actions

Area	Actual negative consequences	Significant risk of negative consequences	Implemented and planned measures	Results and expected outcomes of the measures
<p>Parent company: In 2025, 235 personal injuries were recorded. This includes 47 injuries to third parties (individuals who are not permanent employees, such as external service providers).</p> <p>Own operations</p>	<p>Although the severity is decreasing, the number of injuries is still too high. Cut and stab injuries account for 24 per cent of all injuries, followed by being struck by an object, falls and crush injuries.</p> <p>The working environment still involves a high risk due to the use of dangerous tools and machines, awkward working postures and exposure to biological and chemical factors.</p> <p>The sickness absence rate ended the year at 8.0 per cent, with 5.6 per cent long-term sickness absence and 2.4 per cent short-term sickness absence.</p>	<p>Large parts of the workforce work in production environments that involve the use of knives, saws, heavy lifting and repetitive actions, which over time increases the risk of both acute and strain-related injuries.</p> <p>Exposure to chemical and biological risk factors is a persistent challenge. The psychosocial working environment is influenced by both organisational factors and high demands. Mental health is highlighted as an area of growing importance.</p> <p>Risks related to language and cultural differences are also relevant, as 70 nationalities are represented in the workforce, and the lack of a common language may affect safety awareness.</p>	<p>In 2025, Nortura implemented a number of risk-reducing measures. A new group-wide HSE system, Trygg HMS, was introduced. This provides better insight into risk factors and improves the follow-up of unwanted incidents. Extensive training has been conducted, including the mandatory 40-hour HSE course, competence enhancement in mental health, stress management and self-leadership, as well as an introduction to new systems and working methods. Furthermore, improved safety footwear, safety standards and action cards against harassment, violence and threats have been introduced. Systematic efforts are being carried out with regard to risk assessments, safety inspections and the follow-up of nonconformities.</p> <p>With regard to employee attendance, a pilot project has been initiated in conjunction with Abel Health to reduce absenteeism, while preventive dialogue and close follow-up has been ramped up.</p>	<p>The 2025 employee survey shows a high level of engagement and a health-promoting psychosocial working environment, as well as a good leadership culture and a positive climate of collaboration.</p> <p>The introduction of the new Trygg HMS system and increased emphasis on training, learning from incidents and enhanced psychosocial competence are expected to contribute to a further reduction in serious incidents and an improved working environment at all locations.</p> <p>Follow-up of sickness absence and new measures to boost attendance aim to gradually reduce absenteeism in 2026.</p>
<p>Parent company: Norwegian agriculture has a system for monitoring employment conditions through the Quality System in Agriculture (KSL).</p> <p>Suppliers of Norwegian meat or egg raw materials</p>	<p>Compliance with KSL's HSE standard is not currently part of Nortura's monitoring of its value chain. Based on the information available, we did not document any actual negative impacts on fundamental human rights or decent working conditions among our suppliers of Norwegian meat or egg raw materials in 2025.</p>	<p>Norske Landbrukstjenester (Norwegian Agricultural Services) provides relief cover to farmers through substitute labour teams. Hiring labour through organised relief teams is considered to have a low risk of regulatory breaches.</p> <p>Nortura is aware that some producers of meat and eggs use contract labour during peak seasons. We still consider the greatest risk of violations of human rights and decent working conditions at suppliers of Norwegian meat and egg products to come from the use of short-term contract labour.</p>	<p>In 2025, discussions were conducted regarding the implementation and development of an HSE standard in KSL for meat and egg suppliers. Before this can be implemented, however, there must be a shared agreement that this will become an industry standard. In 2025, a dialogue with KLF, which organises the other actors in the meat and egg raw materials market, was planned. Due to other events, Nortura has had to postpone this dialogue, although the process is set to resume in 2026. Nortura's goal is to establish a common understanding and implementation of the HSE standard for meat and egg suppliers by the close of 2026.</p>	<p>We expect that the dialogue with KSL and the meat industry in 2026 will pave the way for recipients of Norwegian meat and eggs, through KSL, to require documented compliance with human rights and decent working conditions from their suppliers. Such a requirement will provide better documentation and a better basis for follow-up.</p>

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Parent company: Import of meat or egg products	<p>All imports to Nortura go through our subsidiary Noridane AS. There are no documented actual negative consequences for fundamental human rights and decent working conditions related to Nortura's purchase of imported meat and egg raw materials in 2025.</p>	<p>Nortura purchased meat raw materials from Europe, New Zealand, Uruguay and Botswana through its subsidiary Noridane AS. Purchases from Botswana are considered to have the greatest risk of being associated with negative consequences for labour and human rights.</p> <p>Botswana has regulations intended to protect certain worker rights, but there are no public regulations ensuring equal pay for work of equal value. Nortura's supplier is publicly owned, and it is considered that this – beyond Nortura's requirements for suppliers – helps to strengthen the monitoring of workers' rights. The country is also in the process of modernising legislation on workers' rights, which is expected to strengthen general workers' rights in the country.</p>	<p>Nortura has a system for prequalification of suppliers. To be approved, the supplier must have accepted Nortura's Supplier Code of Conduct. Approved suppliers must annually confirm their acceptance of Nortura's ethical guidelines.</p> <p>A planned audit of the meat supplier from Botswana has been postponed from 2025 to 2026. The planned audit will include ethics and, among other things, review working conditions.</p>	<p>In Nortura's view, the system of prequalification and approval of suppliers who have accepted its ethical guidelines has contributed to suppliers being aware of the expectations and requirements for the follow-up of human rights and decent working conditions.</p> <p>If any failure to comply with Nortura's requirements is discovered during the planned audit, it will be followed up.</p>
Parent company: Import of breeding animals for broiler production	<p>No actual negative consequences for fundamental human rights and decent working conditions have been documented in relation to Nortura's imports of breeding animals for broiler production in 2025.</p>	<p>Nortura imports breeding animals for broiler production from Sweden and Scotland. For these deliveries, the risk of negative consequences for fundamental human rights and decent working conditions is considered low.</p>	<p>In 2026, Nortura plans to incorporate its Supplier Code of Conduct into the contract for the purchase of breeding animals. Furthermore, an audit is planned at the supplier. The audit will include, among other things, follow-up on human rights and workers' rights.</p>	<p>Including the Supplier Code of Conduct in the contract will strengthen awareness of Nortura's expectations with respect to the supplier.</p> <p>If any failure to comply with Nortura's requirements is discovered during the planned audit, it will be followed up.</p>

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Area	Actual negative consequences	Significant risk of negative consequences	Implemented and planned measures	Results and expected outcomes of the measures
Parent company: Other suppliers of products and services	<p>In 2025, no actual negative impacts on fundamental human rights or decent working conditions in the value chain were identified or documented. The implementation of the due diligence assessments has not revealed any circumstances that warrant corrective or restorative measures.</p>	<p>When using Ignite Procurement, all suppliers with corporate contracts are risk classified according to geography and industry.</p> <p>A packaging supplier was found to have a high inherent risk. We therefore conducted an enhanced assessment of this supplier. Based on a long history with no nonconformities, verified self-evaluation and a signed Supplier Code of Conduct, the actual residual risk is deemed to be moderate. For other suppliers with corporate contracts, the risk picture is stable and in line with last year, and is managed through regular category processes.</p>	<p>Self-assessments: 141 suppliers have responded to our self-assessment, with full acceptance of Nortura's Supplier Code of Conduct and requirement that these provisions be communicated to enterprises within their own value chains.</p> <p>Audits in 2025: 18 contract and compliance audits were conducted in Norway and Europe. These are comprehensive audits that verify compliance with contract terms, traceability and documentation of the supplier's own procedures for following up the Supplier Code of Conduct.</p> <p>Planned audits for 2026: We are planning 25 audits, based on the combined capacity of the auditor and Nortura's commercial and purchasing departments. We continue to take a risk-based approach that combines compliance audits in Europe with targeted ethical audits (including at the subcontractor level) in high-risk geographical areas.</p> <p>Continuous monitoring: We ensure continuous follow-up through the use of supplier management and social risk monitoring tools. We monitor the risk landscape through the media and external sources such as Transparency International Norway, and follow up on any signals received via the Group's whistleblowing channel.</p>	<p>The work undertaken in 2025 confirms that the level of control is appropriate for the current portfolio. The use of updated features in Ignite now ensures better record-keeping and traceability than previous versions.</p> <p>The activities planned for 2026 are expected to maintain a good overview of risks in Nortura's value chains, ensure necessary documentation in accordance with legal requirements, and enable early identification of potential nonconformities in high-risk segments.</p>

Statement on due diligence assessments for Nortura's subsidiaries indirectly covered by the Norwegian Transparency Act

The statement includes those of Nortura's subsidiaries which do not have a direct obligation to publish their own reports, but which must be included in Nortura's report.

Borg Systemvask AS

Provides cleaning services within the food industry and other business sectors, and has a market in large parts of Norway. The business primarily purchases chemicals for cleaning, work-related equipment, office supplies and materials from local suppliers, as well as certain goods through Nortura's corporate contracts. In 2025, the business employed 42.8 full-time equivalents.

Borg Systemvask abides by Nortura's codes of conduct for employees and suppliers, as well as the principles in Nortura's procedure for compliance with the Norwegian Transparency Act. The chief executive is responsible for ensuring that the company implements the guidelines and routines. Borg Systemvask has documented no actual negative consequences for fundamental human rights and decent working conditions in its own operations, value chains or at business partners in 2025. A risk assessment conducted in 2024 showed that three products were associated with a medium to high risk related to their country of origin in Southeast Asia and to risks concerning workers' rights (right to form and join a trade union, discrimination and corruption). These goods were traced back to the supplier. The results of the survey did not reveal any actual negative consequences or significant risk of negative

consequences. Based on the results from the 2024 survey, no new risk assessment was conducted in 2025.

All operations take place in Norway with own employees. Norwegian laws and regulations are followed and well implemented in the organisation. The risk that the company has actual or potential negative consequences for fundamental human rights and decent working conditions is considered low. Further measures beyond those already established are not considered necessary. The operations of Borg Systemvask will be discontinued in the first half of 2026.

Curtis Wool Direct Holdings Ltd

The company engages in the washing and processing of wool, and international trading in wool. The company's headquarters are located in Bingley, UK, where the majority of the activity is based. The company also operates in Ireland and New Zealand. At the close of 2025, the company had 125 employees, of whom 106 were located in the UK. Wool is primarily purchased through auctions in the UK and New Zealand, as well as directly from farmers in the UK and Ireland. In 2025, 87 per cent of the wool was purchased from the UK, Ireland, New Zealand, Norway and the EU, while the rest was bought on the global market. The wool is sold or further processed at the company's own facilities. The production facilities have made investments related to the environment in recent years, but some chemicals are used at its facilities.

In Curtis's standard purchasing terms for wool, it is required that suppliers comply with the provisions of the British Modern Slavery Act and implement measures to ensure that no modern slavery or human trafficking takes place in the supplier's or subcontractors' value chains or operations. These standard terms apply to all purchases, except for British wool and purchases made directly from farmers. The Modern Slavery Act requires larger companies to prepare an

annual statement outlining the measures they have implemented to ensure that modern slavery does not occur within their own operations or in their value chains. Curtis publishes such a statement annually on his website. This statement describes the company's ongoing monitoring of international suppliers to raise awareness of their obligations under the Modern Slavery Act.

About 80 per cent of farmers in the UK are affiliated with the Red Tractor scheme, which sets standards for all processes in the food value chain. Some farmers are also certified under the Responsible Wool Standard, which sets requirements for workers' rights and working conditions.

Curtis is not aware of any actual negative consequences for fundamental human rights or decent working conditions in its value chains in 2025. The company will consider further development of its ethical guidelines for suppliers in 2026, and will communicate these to the suppliers.

Nidaros Egg AS

The business operates in Norway. It has no workforce of its own but employs three contract workers. Nidaros Egg had its first year of operation in 2025. The business purchases pullets from independent breeders and sells them on to egg producers. In addition, the company is responsible for planning and undertaking the picking and transport of pullets from the hatchery to the egg producer, as well as cleaning and preparing the hatcheries after they have been emptied. Nidaros Egg does not have its own production of input factors, but relies on suppliers for breeding and cleaning services, as well as for the picking and transport of live animals.

Nidaros Egg AS assumes that the business will be conducted in accordance with fundamental human rights and requirements

for decent working conditions. Nidaros Egg follows Nortura's guidelines for employees and suppliers, as well as the principles in Nortura's procedure for compliance with the Norwegian Transparency Act with respect to due diligence assessments and reporting on these. The chief executive is responsible for ensuring that the company implements the guidelines and routines.

Nidaros Egg AS has not identified any actual negative impacts on fundamental human rights and decent working conditions in its own operations, in its value chains or at its business partners in 2025. It has received no whistleblowing reports or notifications related to human rights violations or breaches of decent working conditions.

Nidaros Egg AS primarily operates in Norway and collaborates with Norwegian suppliers. The risk of negative consequences is therefore considered low. Certain services from external suppliers such as transport, picking and cleaning may involve health and safety risks in the form of strain injuries, air quality (exposure to dust, chemicals or biological hazards), inadequate use of protective equipment and inadequate training, as well as working hours and overtime use. Nidaros Egg will henceforth ensure that the Supplier Code of Conduct is communicated to its suppliers. For Nidaros Egg, it is desirable that the breeders with which it has contracts comply with KSL's HSE standard. Nidaros Egg will continue to work on its due diligence assessment in 2026. It is expected that our follow-up will help at-risk subcontractors to strengthen their systems to ensure compliance with our requirements.

Norwegian Duroc AS

The company is responsible for breeding work relating to the Duroc pig breed, which is carried out through an agreement with Norsvin SA and Topigs Norsvin. Norsk Duroc AS's activities take place in Norway. The company has no

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employees. Norsk Duroc contracts the services of its chief executive from Norsvin SA, which is their actual employer.

Since Norsk Duroc AS has no employees, Norsvin SA's guidelines for employees and suppliers cover the company's activities related to compliance with the Norwegian Transparency Act. The chief executive of Norsvin SA is responsible for these guidelines and procedures.

No actual negative consequences for human rights and decent working conditions resulting from the company's activities have been identified, nor have any subcontractors been found to violate the Supplier Code of Conduct with respect to the right of seasonal workers form or join a trade union.

Norsk Duroc cannot see that the company's activities represent a material risk of actual negative consequences for human rights and decent working conditions. Contracts with suppliers of breeding animals require them to commit to complying with the Norwegian Transparency Act.

Telespor AS

Produces tracking equipment for livestock that graze in outfield areas, with the main market in Norway. The company has seven permanent employees and two to three seasonal employees. A Norwegian company with manufacturing facilities in Sweden produces the majority of the electronic equipment. Batteries are purchased from one of the world's largest battery manufacturers in China.

Telespor adheres to Nortura's codes of conduct for employees and suppliers, as well as the principles in Nortura's procedure for compliance with the Norwegian Transparency Act. The chief executive is responsible for ensuring that the company implements the guidelines and procedures.

Most of the company's production and procurement takes place in Sweden, and it is considered that there is a low risk of negative consequences for human rights and decent working conditions related to this activity. Telespor imports batteries and some other components from China. It is known that China is a challenging country with respect to human rights. In 2025, the company visited all relevant Chinese suppliers to ensure that its ethical guidelines were being followed. This was confirmed during the inspections. Telespor is also working to find alternative battery suppliers in Europe.

Property companies:

Karasjok Slakteeiendom and Kviamarka Eiendom. These companies engage in the leasing of property and premises. They have no employees. The companies purchase group services from the Nortura parent company. These companies engage in no other purchases. No actual negative consequences or significant risk of negative consequences for human rights or decent working conditions have been identified in connection with the companies. They will use Nortura's Supplier Code of Conduct when entering into agreements with suppliers.

The board of directors of Nortura SA

Oslo 13 April 2026



Johan Narum
Board Chair



Einar Meisfjord
Deputy Board
Chair



Morten Henriksen
Chief Executive
Officer



Merethe Sund



Linda Gjerde Myren



Hans Amund Braastad



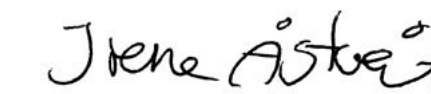
Ragnhild Sjugard



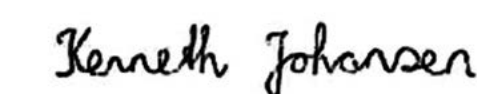
Ole Johs Egeland



Martin Maeland



Irene Astveit



Kenneth Johansen



Ken Ove Sletthaug



Erlend Rønning



Live Major



Ann Kristin Nes

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