



ESTABLISHED 1968

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# INTEGRATED SUMMARY REPORT

2025

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[www.bakkafrost.com](http://www.bakkafrost.com)



# About Bakkafrost

## UNITED STATES OF AMERICA

-  Sales
-  Processing

## FAROE ISLANDS

-   Headquarters, Sales & Logistics
-    Fishmeal, Fish oil & Fish feed
-    Broodstock, Hatcheries & Farming
-   Harvest & Processing
-    Farming Service Vessels, Packaging & Biogas

## SCOTLAND

-  Sales
-    Broodstock, Hatcheries & Farming
-   Harvest & Processing
-  Farming Service Vessels

## DENMARK

-  Sales
-  Processing

## FRANCE

-  Sales

## LEGEND TO MAP SYMBOLS

	FISHMEAL		BROODSTOCK		HARVESTING		FSV (FARMING SERVICE VESSELS)
	FISH OIL		HATCHERIES		PROCESSING		PACKAGING
	FISH FEED		FARMING		SALES/LOGISTICS		BIOGAS



### BAKKAFROST

Leading Producer of Superior Quality Salmon from the Faroe Islands and Scotland

**Established:** 1968

**Headquarters:** Glyvrrar, Faroe Islands

**Employees:** 1,635 full-time employees across the Group

**Markets Served:** 40+ countries

**Listed on:** Oslo Børs with ticker code BAKKA

**Parent company:** Bakkafrost P/F, Faroese registration number 1724

# Key Figures

**Operating Revenue**  
**7,007 mDKK**  
 (7,334)

**Harvest Volumes**  
 TGW  
**106,823**  
 (90,656)

**Scope 1 & 2 emissions**  
**185,146 tCO2e**  
 (153,168)

**Operational EBIT**  
**888 mDKK**  
 (1,550)

**Earnings**  
 per share adjusted  
**6.90 DKK**  
 (16.87)

**Scope 3 emissions**  
 Per tonne of product sold  
**5.23 tCO2e/tonne**  
 (3.98)

**Total GHG emissions**  
 Scope 1, 2 & 3  
**893,325 tCO2e**  
 (723,995)



**Salaries**  
**947 mDKK**  
 (882)



**Employees**  
**1,635**  
 Group FTE: 76% Male 24% Female  
 (1,567)

**Survival Rate**  
**95.7%**  
 Faroe Islands  
 (93.4%)

**82.6%**  
 Scotland  
 (84.7%)

**Escapes**  
**0**  
 Faroe Islands  
 (2)

**0**  
 Scotland  
 (301)

**Lost Time Injury Rate**  
 LTIR per million working hours

**15.6**  
 (12.9)

**Feed Conversion Ratio**

**1.106**  
 Faroe Islands  
 (1.111)

**1.116**  
 Scotland  
 (1.210)



**Antibiotic use**

**0**  
 Faroe Islands  
 (0)

**0\***  
 Scotland  
 (0)

**Equity Ratio**

**58%**  
 (63%)

\*For freshwater see Bakkafrost Integrated Annual Report page 175

# Memberships and Ratings



## VOLUNTARY DISCLOSURE



## 2025 RATINGS



**A in Forest – Soy**  
**A- in Water security**  
**B in Climate Change**



27.9



**AA (on a scale of AAA-CCC)**



45/100



**C+ (on a scale of -D to A)**

**Corporate  
Knights  
Global 100**

**2nd in Food & Beverage Manufacturing;**  
**83rd globally**



5<sup>th</sup>\*

\*The 2024 score is reported, as no assessment was conducted in 2025 due to a change in methodology

## 2025 AWARDS



VIT ERU  
TILNEVNDI!

BAKKAFROST

STARVSPILAKKABRAND

- In recognition of its standing as a leading employer, Bakkafrost was nominated as one of five companies for the Best Employer Brand award in the Faroe Islands

## MEMBERSHIPS



**BAKKAFROST**

ESTABLISHED 1968

**100%**  
**ASC Certified**

Operations in the Faroe Islands. 97% ASC certified operations in Scotland

## Certifications



# Main Events



- Bakkafrost wins Faroe Islands Best Brand 2024 in B2B Category
- Launched the documentary Bakka in the Faroes



- Hosted the biennial event Capital Markets Day
- Bakkafrost hosts ESG workshop for the network association Varandi Vinna



- Kristrún Frostadóttir, Prime Minister of Iceland, visited Bakkafrost's headquarters during her visit in the Faroes



- Introduced 'Good Food takes Great Care' Campaign at Royal Highland Show



- Attended the Sustainable Markets Initiative
- Bakkanes refurbished for smolt transport



- Bakkafrost and FSF Sign New Agreement Extending Sponsorship of the Men's National Football Team for Four More Years



- Local primary school celebrating completion of road associated with 26km of private wire for renewable connection at Applecross, with major Highland Road upgrades



- Bakkafrost feed facility, Havsbrún, is now ASC Feed Standard certified



- Supported and sponsored Team Faroe Islands and the Western Isles Team at the 20th International Island Games, held in Orkney in July



We're a **Forests A List** organization, recognized as a leader in corporate transparency and action on deforestation.



- Recognised on CDP's A-List for Forests
- Entered Global 100 Most Sustainable Companies list by Corporate Knights

# Other Bakkafrost Disclosures



**CDP Climate, Water and Forests report** provides Bakkafrost's annual climate, water and forests accounting, including GHG emissions, freshwater use, and use of resources that may potentially contribute to deforestation. The report also contains in-depth information related to dependencies, impacts, risks and opportunities.



**Company policies** function as frameworks for guiding responsible decisionmaking and operational practices. They establish standards for sustainability, risk management, and corporate responsibility, ensuring compliance with regulations and industry best practices. The policies can be found on our website.



**Bakkafrost Sustainability Data Hub** is available online and includes all ESG-related data, including additional ESG metrics not included in this report.



**Integrated Annual Report** an integrated report combining our group financial results with environmental, social and governance information and performance.



**Quarterly Reports** are available on Bakkafrost's website and provide quarterly financial updates as well as ESG highlights.



**Integrated Summary Report** provides a short overview of financial and ESG highlights during the reporting year. The report is available on our website.



**Corporate Governance Report** available on Bakkafrost's website, demonstrating the company's adherence to the NUES Corporate Governance Code of Best Practice.



**Taskforce on Climate-related Financial Disclosure (TCFD) Report** provides information on the climaterelated financial risks and opportunities that Bakkafrost faces.



**Taskforce on Nature-related Financial Disclosures (TNFD) Report** summarises nature related risks and opportunities that Bakkafrost faces



**Remuneration Report** follows Danish and Norwegian frame-works. The report covers the remuneration of the Executive Management, Board of directors, and committees.



# Bakkafrost and the UN SDGs



## THE GLOBAL GOALS

### High positive impact



### Limited positive impact



### Minimise negative impact

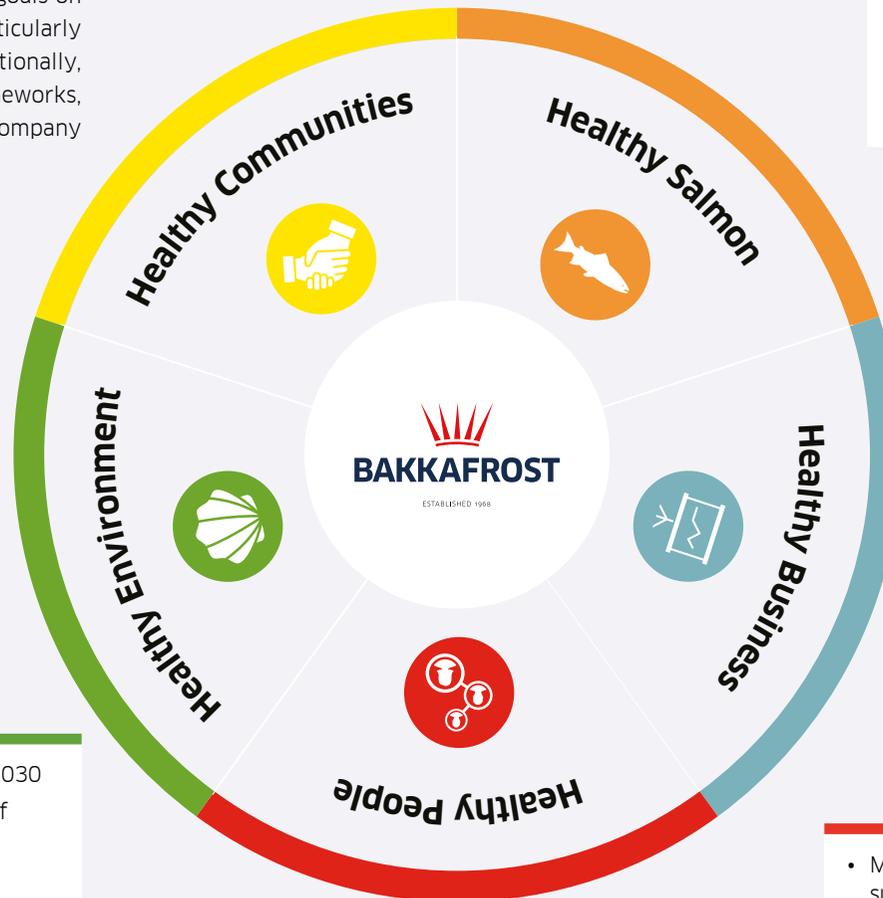


# Top 2026 Targets from Bakkafrost Healthy Living Plan

In 2023, we revised our Healthy Living Plan to incorporate new sustainability goals for 2026. We are confident that we can reach significant achievements by aiming high but staying pragmatic. Our main principle is to base our goals on scientific evidence in the field of sustainability, particularly in the areas of environment and animal welfare. Additionally, we have considered various sustainability frameworks, stakeholder expectations, and our own vision for the company in the process of setting the targets.

- Source >60% of products from use of local suppliers
- Minimum yearly investment of 3 mDKK in Healthy Living Fund in the Faroes and Community Fund in Scotland.
- Promote community engagement and transparency through a minimum of 30 annual visits from schools, local communities and stakeholders.

- Reduce the Scope 1 & 2 CO<sub>2</sub> footprint by 50% by 2030
- Reduce the Scope 3 footprint by 52% per tonnes of product by 2030
- Water recirculation rate over 97% in all hatcheries
- Zero fish escapes



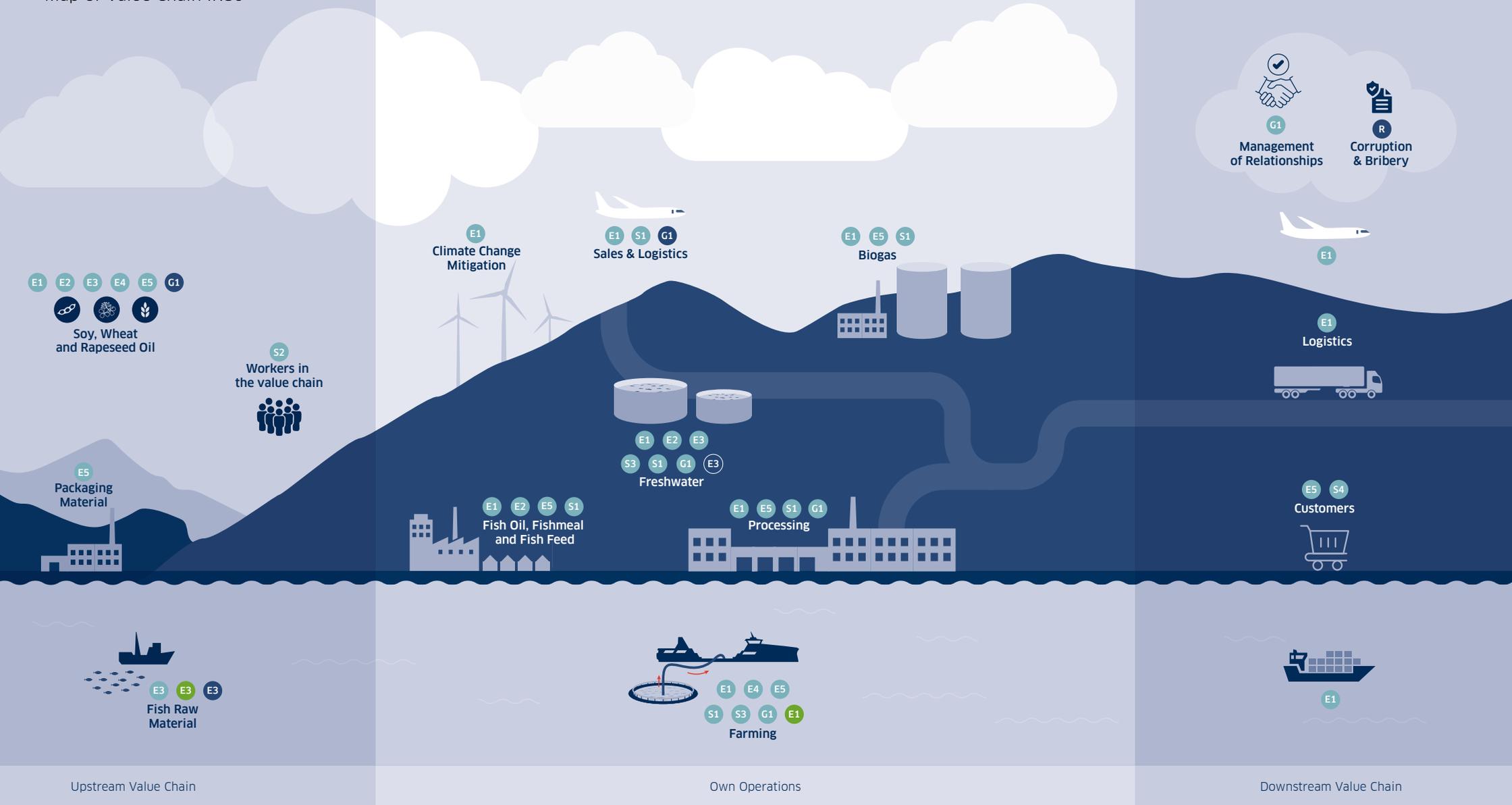
- Annual salmon survival rate of 96% in the Faroe Islands and 92% in Scotland
- No product recalls
- Maintain protein level >19g/100g
- Maintain 100% ASC certification in the Faroes and achieve 100% ASC certification in Scotland by 2027

- Average customer rating of >8.5 and a net promoter score above +>50
- Sustainability recommendations on all Bakkafrost-branded products
- Board to receive sustainability training annually

- Minimum three employee events a year with a focus on sustainability engagement and awareness
- Reduce LTIR to below 5
- Increase number of women in management positions (managers with direct reports) to at least 25%

# BAKKAFROST

## Map of Value Chain IROs



- Positive and Negative Impacts
- Risk
- Opportunities

- E1 Climate Change
- E2 Pollution
- E3 Water and Marine Resources
- E4 Biodiversity and Ecosystems
- E5 Resource Use and Circular Economy
- S1 Own Workforce
- S2 Workers in the Value Chain
- S3 Affected Communities
- G1 Business Conduct / Animal Welfare

For more information on material impacts, risk and opportunities, see page 66 in Bakkafrost Integrated Annual Report 2025

# Salmon Aquaculture: A Sustainable Solution

Today's food systems face extraordinary challenges, as the global population is growing, putting an enormous pressure on food resources. To feed nearly ten billion people by 2050, we must focus on growing sustainable food systems with minimal footprint that preserve the earth for future generations.

Aquaculture has been identified as a sustainable solution to meet the increasing demand for nutritious protein to feed the growing population. Farmed salmon is among the healthiest protein sources with its high content of omega-3 fatty acids, vitamin D, selenium, and B vitamins. Aquaculture is the most sustainable option for consumers, compared to other farmed proteins. Sustainable sourced salmon has one of the lowest carbon footprints of all animal proteins including chicken, pork, beef and lamb. It is highly resource efficient and has the highest protein retention. It also has the lowest feed conversion ratio and water footprint compared to these proteins.

Responsible salmon production, conducted in a way that minimises potential negative impact, is the solution to providing future generations with healthy and environmentally friendly protein options.

## Growing population..

200 years ago



2025



2050



## requires more resource..

Available

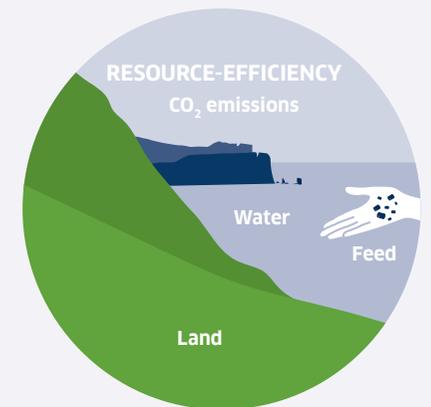


Needed in 2050



**70%**  
more protein needed

## Sustainably produced salmon is one of the most resource-efficient and healthy sources of animal protein



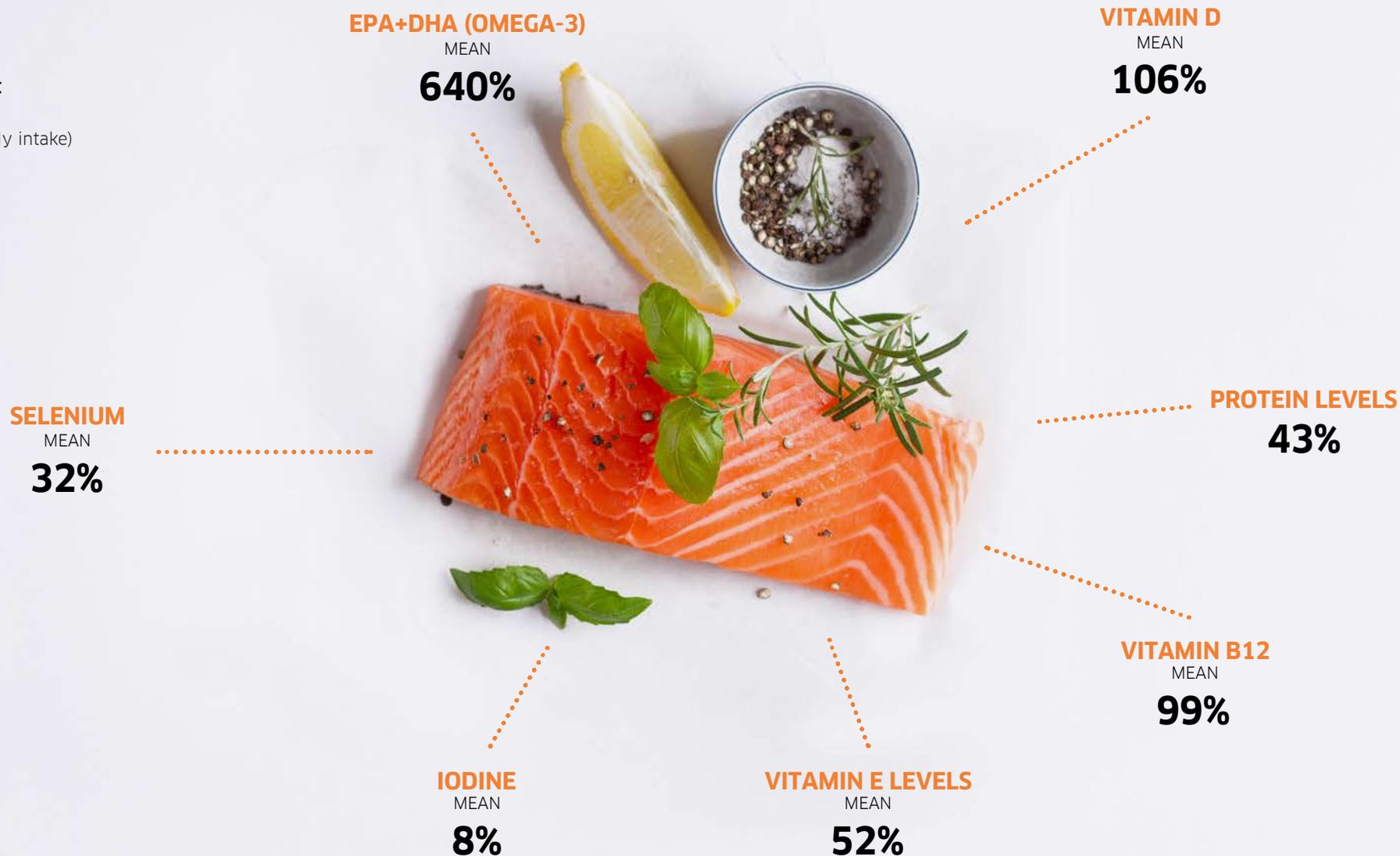
**Salmon has an important role to play for feeding the growing population**

# Nutrition

## NUTRITION

125 g of Bakkafrost  
salmon provides

(of recommended daily intake)





# Healthy Business

## Markets Served

### R&D SPEND



**435 mDKK**  
(379 mDKK)

### Produced



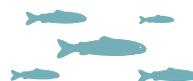
**3,884,000**  
(3,200,000)

**Meals a day**

**0**

**Had zero cases of non-compliance:**

- No product recall
- No market bans
- Zero security incidents
- No report relating to human rights violations



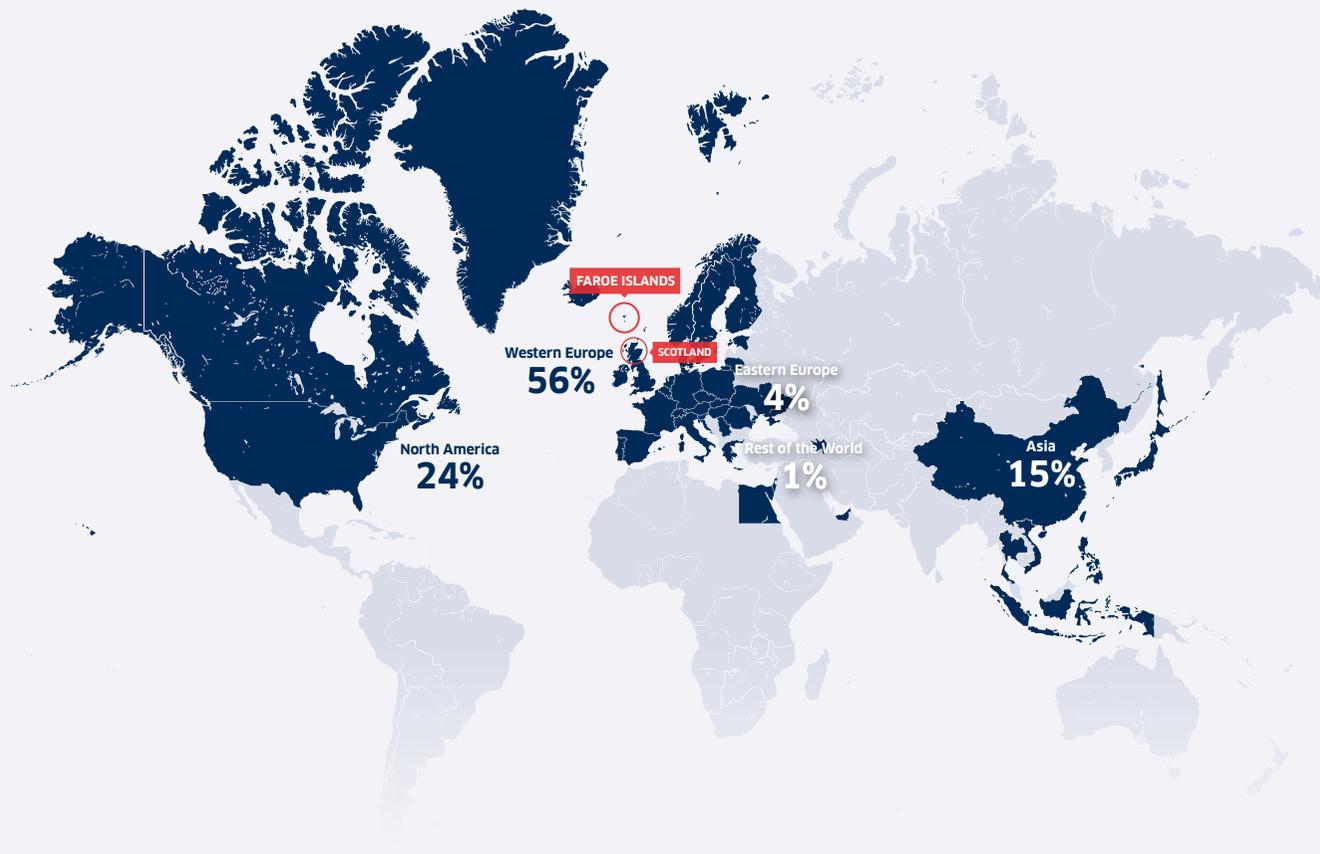
**Smolt Size**



**453g**  
(410g)



**154g**  
(109g)



**Customer Score**

**95%**

(96%)

of Bakkafrost customers were either satisfied or more than or very satisfied

# Healthy Business

## KPIs

**ADJ. EPS**  
**6.90 DKK**  
 (16.87 DKK)

**EQUITY RATIO**  
**58%**  
 (63%)

**ROCE**  
**5.1%**  
 (9.1%)

**NIBD/ OP.EBITDA**  
**2.33**  
 (1.33%)

## INCOME

**REVENUE**  
**7,007 mDKK**  
 (7,334)

**OPERATIONAL EBIT**  
**888 mDKK**  
 (1,550)

**RESULT**  
**524 mDKK**  
 (645)

## BALANCE SHEET

**EQUITY**  
**11,044 mDKK**  
 (11,157)

**TOTAL ASSETS**  
**19,028 mDKK**  
 (17,674)

**NIBD**  
**3,897 mDKK**  
 (3,000)

## CASH FLOW

**OPERATIONS**  
**1,079 mDKK**  
 (2,355)

**INVESTMENTS**  
**-1,135 mDKK**  
 (-1,014)

**FINANCING**  
**-124 mDKK**  
 (-1,272)

## VOLUMES

**HARVEST FO**  
**83,638 t**  
 (62,776)

**HARVEST SCT**  
**23,185 t**  
 (27,880)

**MARINE SOURCING**  
**349,219 t**  
 (309,502)

**FEED SOLD**  
**165,174 t**  
 (140,361)

**FISH MEAL PRODUCED**  
**74,770 t**  
 (66,414)

**FISH OIL PRODUCED**  
**11,473 t**  
 (10,919)



# Healthy Business Advancing ESG Governance Through Knowledge Sharing



In 2025, Bakkafrost hosted an ESG workshop for Varandi Vinna, the Faroese sustainability network organised by The House of Industry. The workshop focused on greenhouse gas accounting under the GHG Protocol and emerging reporting requirements under the European Sustainability Reporting Standards (ESRS).

The session gathered companies from across the Faroe Islands, reflecting a growing demand for structured climate reporting and alignment with international sustainability standards. As an experienced reporter under frameworks such as the GHG Protocol, SBTi and CSRD/ESRS, Bakkafrost shared its methodology for calculating Scope 1, 2 and 3

emissions, including emission factor selection, traceability principles and integration with climate target management.

Practical guidance was provided on building a greenhouse gas inventory, linking emissions data to financial and sustainability reporting, and preparing for regulatory developments. The workshop also covered selected social disclosure requirements under ESRS, including workforce metrics, health and safety performance and diversity indicators.

By facilitating knowledge exchange across sectors, Bakkafrost contributes to strengthening ESG governance capacity within the Faroese business community. This collaborative

approach supports the broader green transition while reinforcing transparency, regulatory readiness and long-term competitiveness.

Through active participation in networks such as Varandi Vinna, Bakkafrost extends its sustainability commitment beyond its own operations, supporting systemic progress towards higher reporting standards and responsible business practices.



# Healthy People

We aim to be an employer of choice, where everyone can work safely, in an inclusive environment and encourage employees to take responsibility and pride in their work. Our people are the heart of our business and we treat our employees equally and fairly. We are committed to the health and safety of our employees and their personal development.

## Employees

1,635



WOMEN  
25%  
MEN  
75%

## Employee Training

20.7

Total average of hours per FTE

## Fatalities

0

WE HAD NO FATALITIES

## Human Rights

2

whistle blower reports

## Absence rate



3.6%  
GROUP

## DIVERSITY COMMITMENT

Increase number of women in management positions (managers with direct reports) to at least 25% by 2026

## Equality

WOMEN

25%

Of workforce

33% Board of directors

19% of managers with direct reports



## LOST TIME INJURY RATE

LTIR PER MILLION WORKING HOURS

15.6  
GROUP

We are members of **Sedex** and we conform to the **Ethical Trade Initiative**

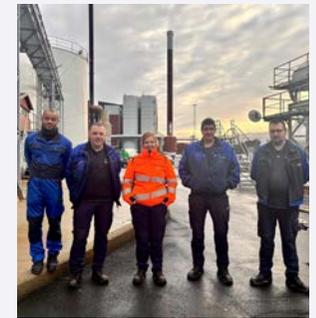


# Healthy Living Awards

The Healthy Living Awards recognise colleagues and teams across Bakkafrost who go above and beyond in their everyday roles. The programme highlights contributions to safety, sustainability, operational excellence and community engagement, reflecting Bakkafrost's core values in action.

Aligned with our five Healthy Living pillars, the awards recognise contributions that support responsible and sustainable performance across the organisation.

By recognising positive role models, the programme strengthens engagement, reinforces our safety culture and supports long-term performance across all sites.





# Healthy Salmon



## Antibiotic use

0

FAROE ISLANDS

0\*

SCOTLAND  
excl. Freshwater SCT

## SEA LICE COUNT

0.27

FAROE ISLANDS

0.39

SCOTLAND

Average over 12 months  
of female adult lice per fish across all sites.  
For more information on fallow time and medicine use, please visit  
[www.bakkafrost.com/sustainability/data](http://www.bakkafrost.com/sustainability/data)

## AT LEAST 98.2% OF THE VOLUME IS WATER IN OUR CAGES\*



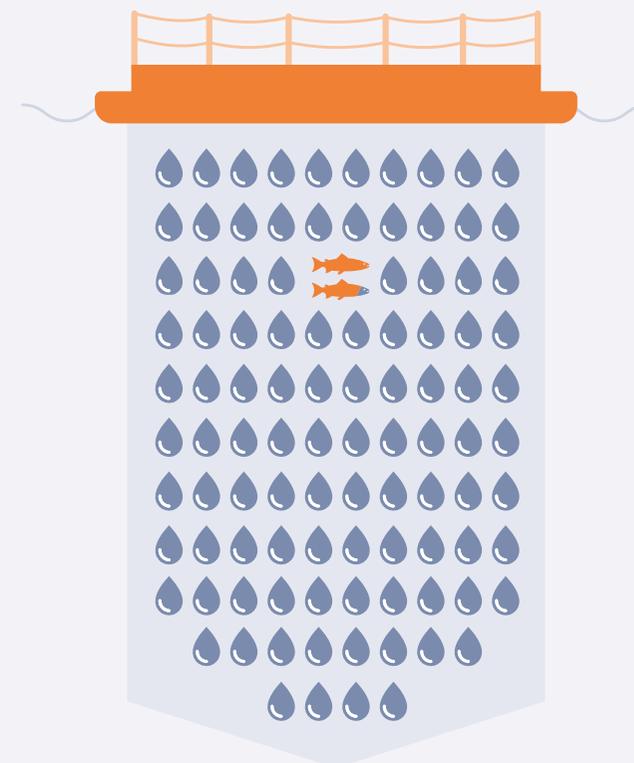
1.8%

SALMON



98.2%

WATER



## Main Causes of Reduced Salmon Survival



### FAROE ISLANDS

#### Marine

- Wounds
- Handling
- Background mortality

#### Freshwater

- Startfeeding
- Production mortality
- Runts



### SCOTLAND

#### Marine

- Diseases
- Smolt stocking
- Reduced robustness

#### Freshwater

- Diseases
- Water Quality
- Biosecurity

## ANNUAL SURVIVAL RATE

95.7%

FAROE ISLANDS

82.6%

SCOTLAND

## MONTHLY SURVIVAL RATE

99.6%

FAROE ISLANDS

98.55%

SCOTLAND

## Biosecurity Risk Reduction



- Breeding programmes and vaccination
- Large and High-quality smolt
- Optimal placing
- Screening programmes
- Veterinary health plans
- Training and awareness program

\*Average on max biomass

# Bakkafrost Farming Highlights

## ASC CERTIFIED SITES

**100%**

(100)

FAROE ISLANDS

**97%**

(75)

SCOTLAND

## STOCKING DENSITY

**8.69 kg/m<sup>3</sup>**

(8.62)

FAROE ISLANDS

**9.34 kg/m<sup>3</sup>**

(10.45)

SCOTLAND

## MEDICINE IN BATH

**1.42 g**

(1.05)

per tonne

FAROE ISLANDS

**0.11 g**

(0.04)

per tonne

SCOTLAND

Used by Bakkafrost  
to treat sea lice in 2024

## AUDITS PASSED

**100%**

(100)

FAROE ISLANDS

**100%**

SCOTLAND

## ANNUAL SURVIVAL RATE

**95.71%**

(93.40)

FAROE ISLANDS

**82.6%**

(84.72)

SCOTLAND

## MONTHLY SURVIVAL RATE

**99.6%**

(99.50)

FAROE ISLANDS

**98.55%**

(98.59)

SCOTLAND

## FEED CONVERSION RATIO

**1.106**

(1.111)

FAROE ISLANDS

**1.116**

(1.210)

SCOTLAND



## Healthy Salmon Structured Animal Health Management and Biosecurity

Bakkafrost applies a structured and preventive approach to animal health management across all operations. The function operates within a formalised governance framework for veterinary oversight, supported by a multidisciplinary team of 38 highly educated professionals, including veterinarians and biologists. The framework includes mandatory site inspections, documented site-specific veterinary health plans, systematic monitoring protocols and defined escalation procedures.

Animal health management is embedded in core operational and investment decisions, including breeding strategies, feed optimisation, site planning and biosecurity protocols. Biological risk assessments form part of routine operational reviews, ensuring early detection, rapid mitigation and continuous performance improvement.

Clear procedures and preventive measures are implemented to mitigate biological risks, reduce disease incidence and safeguard fish welfare. Continuous data monitoring, cross-functional collaboration and structured reporting lines ensure transparency and accountability across farming operations. Through disciplined veterinary governance, documented controls and integrated risk management processes, Bakkafrost strengthens operational resilience, protects asset value and ensures compliance with animal welfare standards. This structured approach supports sustainable aquaculture and long-term value creation.





## Healthy Salmon Structured Animal Health Management and Biosecurity

Bakkafrost's Faroese marine operations have delivered consistently strong biological performance over several years, supported by a structured operating model designed to reduce biological risk and strengthen resilience. In 2025, the annual survival rate in the Faroe Islands increased to 95.7% (from 93.4% in 2024), reflecting the robustness built into our Faroese farming set-up over time.

This performance is underpinned by clear strategic choices and disciplined execution. The Faroese salmon industry is characterised by low loss rates and consistently high average harvest weights, supported by significant investments in smolt capacity and a strategy focused on producing large, high-quality smolt that shortens time at sea and strengthens biological control.

Survival performance in Bakkafrost is managed through a formal monitoring and governance approach, including continuous tracking and veterinary follow-up. Bakkafrost has set a rolling target of 96% survival in the Faroe Islands by 2026, reinforcing our focus on preventive management and continuous improvement in fish welfare and health outcomes.





# Healthy Environment

## Goal 2030

Scope 1 & 2



Scope 1 & 2 emissions  
**185,146 tCO2e**  
(2024: 153,168)

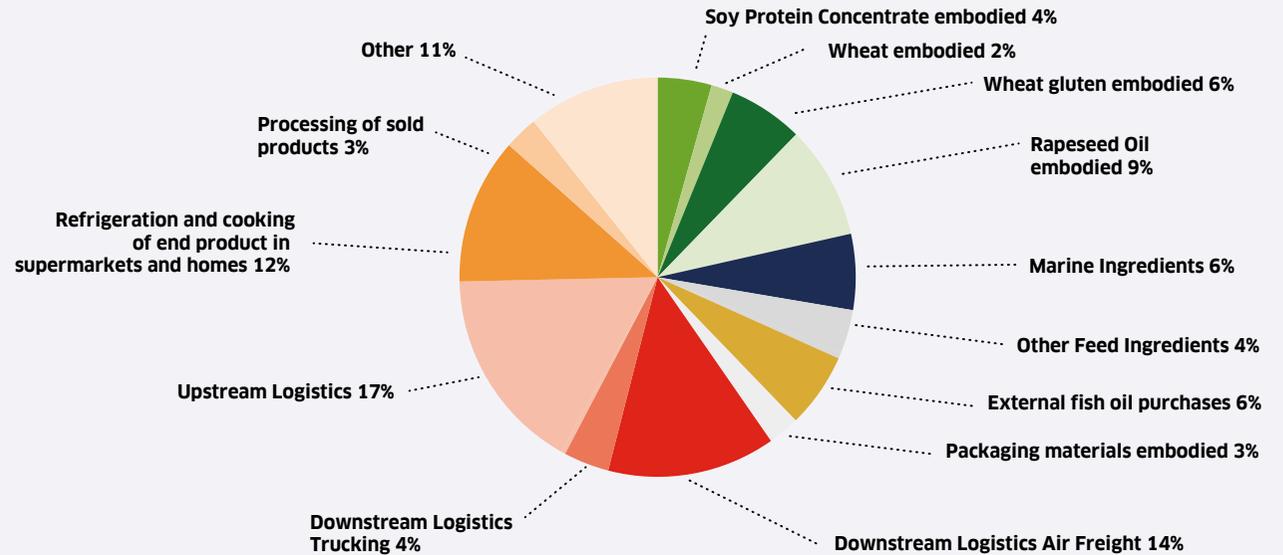
## Goal 2030

Scope 3

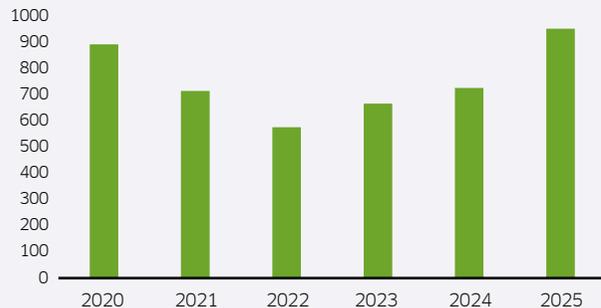


Total GHG emissions  
**893,325 tCO2e**  
(2024: 723,995)

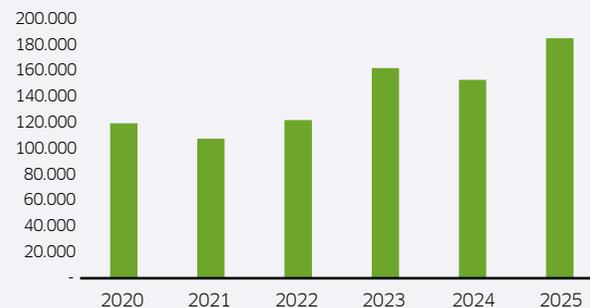
## SCOPE 3 BREAKDOWN BY SOURCE



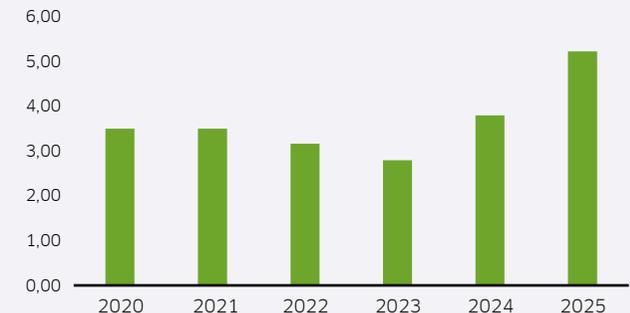
### GHG emissions per net revenue (tCO2e/mEUR)



### Total Scope 1 & 2 emissions (tCO2e)

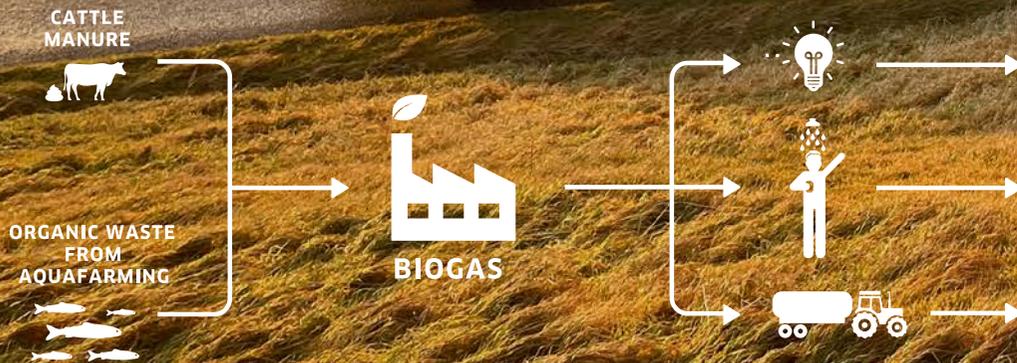


### tCO2e emitted per tonne of product sold - Scope 3





# Healthy Environment FÖRKA – Biogas Plant



**POWER**  
**1,308**  
Homes  
(1,420)

**DISTRICT HEATING**  
**289**  
Homes  
(349)

**LIQUID FERTILISER**  
**33,251**  
Tonnes  
(31,675)

In 2025, Förka delivered 33,251 tonnes of high-quality fertiliser for Faroese agriculture and delivered 5,865 MWh to the Faroese electricity grid and 4,338 MWh to district heating.

(Figures in parenthesis refer to 2024)



## Healthy Environment Investing in Renewable Energy and Circular Solutions

Bakkafrost Scotland's Applecross facility represents a significant step in integrating renewable energy and circular resource management into core operations.

At the Applecross hatchery, a pyrolysis unit has been secured and is currently being installed to convert sludge from the Recirculating Aquaculture System (RAS) into biochar. The process reduces water content, thermally treats the material in an oxygen-free environment and produces a stable carbon-rich biochar suitable for soil improvement. In addition to supporting circular waste management, the process contributes to permanent carbon storage and improves overall resource efficiency through internal heat recovery.

The Applecross RAS facility is powered by renewable energy delivered through a newly installed 16-mile cable connection from a local hydropower connection. This infrastructure investment enables the hatchery to operate on 100% renewable electricity, significantly reducing operational emissions and strengthening long-term energy resilience.

As part of the hydro connection project, Bakkafrost Scotland funded and delivered extensive upgrades to the Bealach na Bà road, a critical transport link for the local community. Improvements included resurfacing key sections, enhancing passing places and improving road safety and accessibility for residents and visitors.

The Applecross project illustrates how strategic infrastructure investments can simultaneously advance decarbonisation,

operational efficiency and community development. By combining renewable energy, circular waste solutions and local infrastructure improvements, Bakkafrost strengthens its environmental performance while supporting the long-term sustainability of rural communities.





# Healthy Environment Digital Feeding Governance, AI-Enabled Precision

Bakkafrost continues to expand its digital and centralised feeding infrastructure across both the Faroe Islands and Scotland as part of its broader strategy to strengthen operational control and environmental performance.

Building on its established network of feeding centrals, further strengthened by the completion of Feeding Central North in the Faroe Islands in 2024, the Group has integrated AI-driven feeding optimisation systems that combine rotating feed dispensers, underwater cameras and real-time analytics. Following successful trials, the technology is being deployed to enhance feeding precision across marine operations. The system provides continuous live data on pellet distribution and fish behaviour, enabling immediate adjustments to feeding regimes. Real-time alerts reduce the risk of over- or under-feeding, improving feed conversion performance and supporting fish welfare.

By minimising feed waste, the technology reduces nutrient discharge and seabed impact, strengthening environmental compliance. Enhanced behavioural monitoring also allows earlier identification of potential welfare concerns. Centralised data collection and structured performance reviews ensure greater standardisation across sites, embedding data-driven decision-making into core farming governance.

The continued rollout of AI-enabled feeding systems demonstrates how Bakkafrost leverages digital infrastructure to enhance sustainability, operational resilience and long-term value creation across the Group.



## FARMED SALMON IS A VERY RESSOURCE EFFICIENT SOURCE OF HEALTHY PROTEINS



Farmed Atlantic Salmon



Poultry



Pork

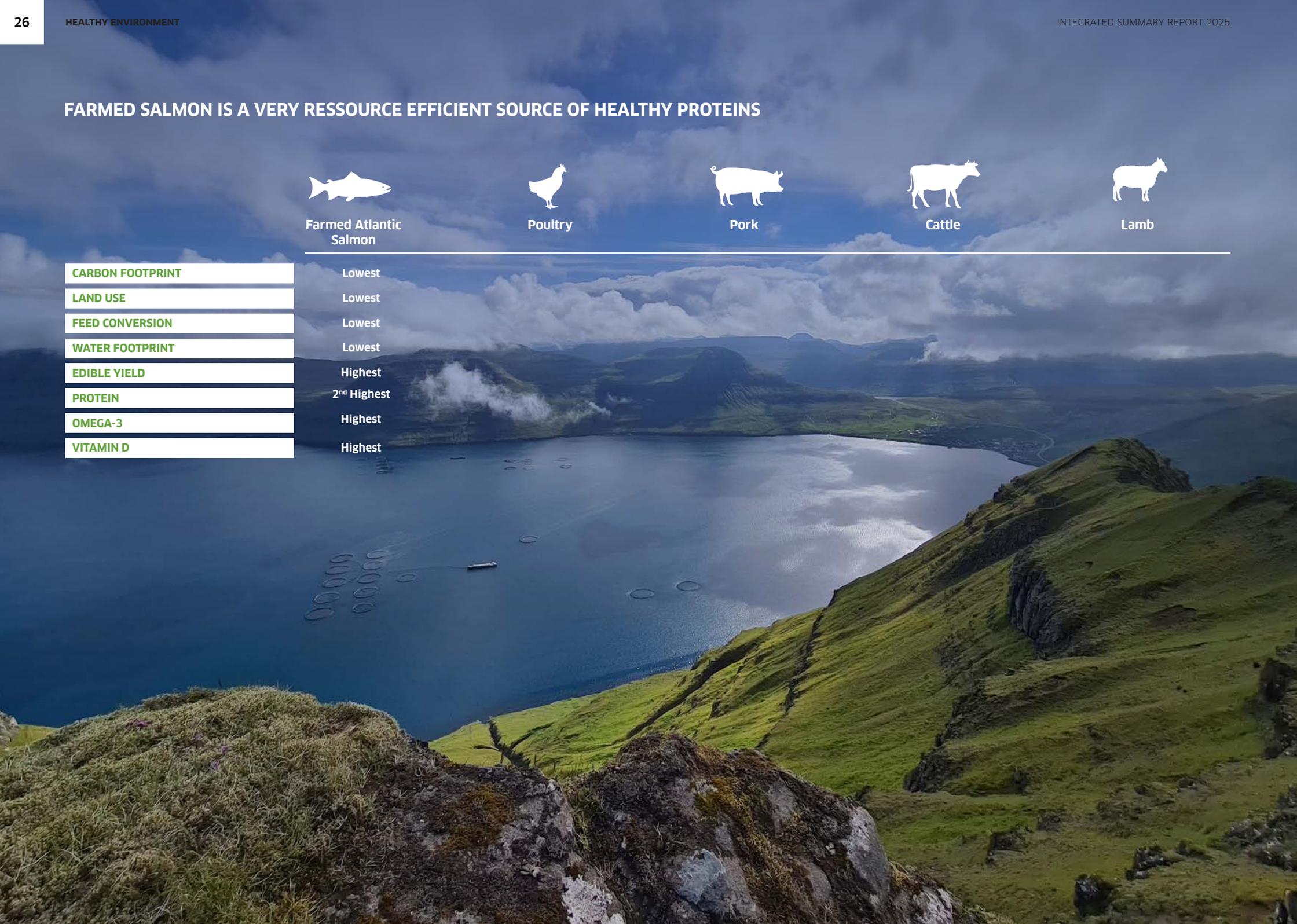


Cattle



Lamb

<b>CARBON FOOTPRINT</b>	Lowest
<b>LAND USE</b>	Lowest
<b>FEED CONVERSION</b>	Lowest
<b>WATER FOOTPRINT</b>	Lowest
<b>EDIBLE YIELD</b>	Highest
<b>PROTEIN</b>	2 <sup>nd</sup> Highest
<b>OMEGA-3</b>	Highest
<b>VITAMIN D</b>	Highest



# Sustainable Feed – Strategy, Resilience and Responsible Sourcing

Bakkafrost maintains a high marine inclusion rate in its salmon feed, based primarily on locally sourced marine raw materials landed and processed at Havsbrún in the Faroe Islands. This approach leverages regional access to responsibly managed fish stocks not intended for human consumption, supporting biological performance while reducing reliance on imported, land-intensive plant proteins.

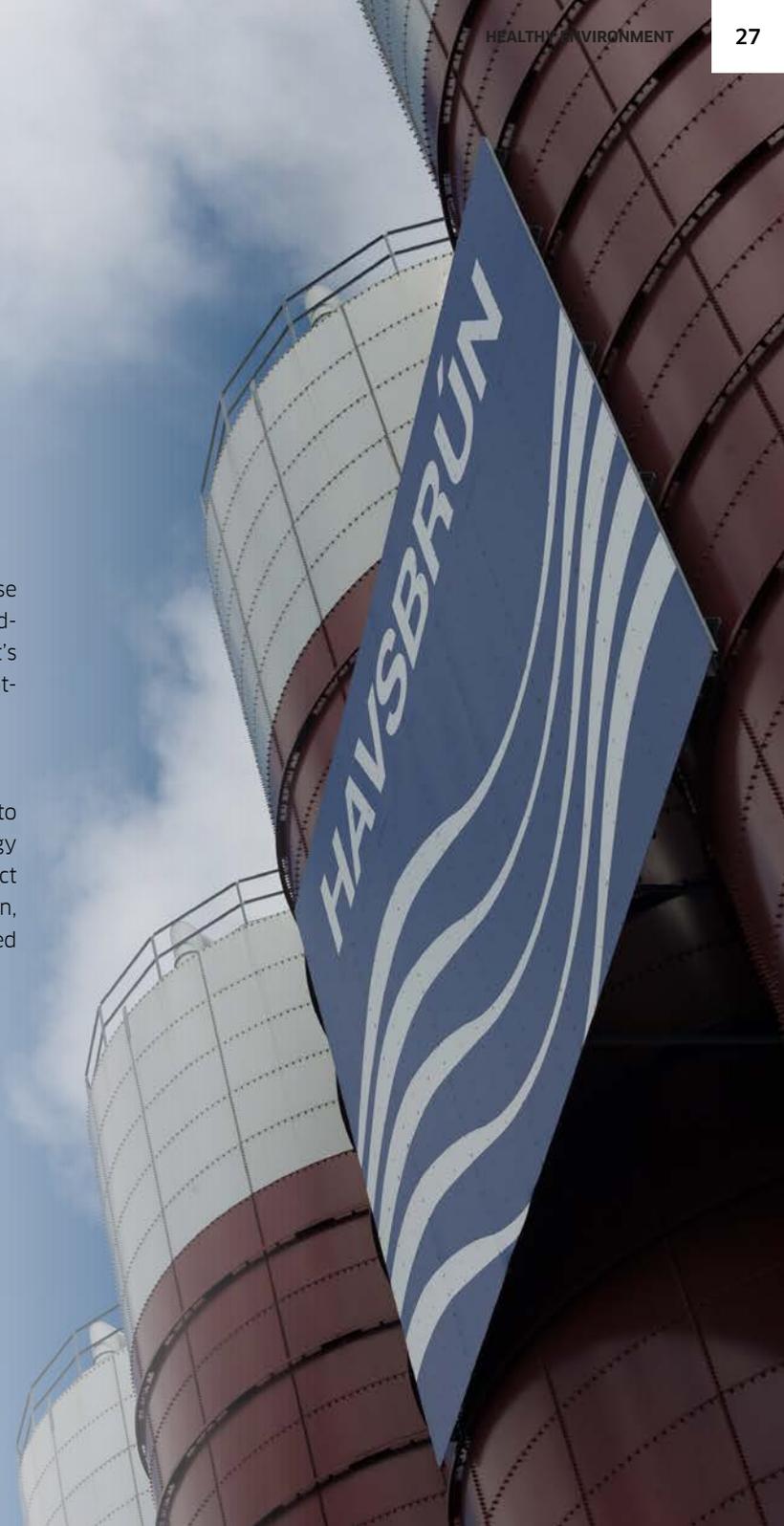
Our 2025 TNFD disclosure assessed our feed ingredient dependencies and confirmed a low nature-related risk profile for marine ingredients, reflecting science-based fisheries management and regional resource stability. In 2025, 99.9% of marine raw materials were certified or part of recognised fishery improvement programmes (e.g. MSC, MarinTrust), ensuring responsible sourcing and full traceability.

Circularity remains a core principle of our feed strategy. In 2025, 26.3% of the fishmeal and 63.9% of the fish oil used in feed production were derived from fish trimmings. The share varies from year to year, reflecting the availability of raw material from pelagic processing. Our strategy remains unchanged: to utilise all available trimmings from Faroese pelagic factories, supporting circular resource use, reducing waste and strengthening local value creation.

By prioritising marine raw materials sourced and processed locally, Bakkafrost supports regional employment, reduces transport emissions and avoids reliance on imported feed

ingredients associated with higher land- and water-use impacts. This local sourcing model supports lower feed-related Scope 3 emissions, as demonstrated in Bakkafrost's feed trials, where replacing marine ingredients with plant-based alternatives increased the carbon footprint by 25%.

To strengthen long-term resilience, Bakkafrost continues to invest in feed R&D, including mineral optimisation, energy efficiency and testing alternative ingredients such as insect meal and algal oils. These initiatives support innovation, sustainability and continued alignment between feed formulation, environmental performance and fish welfare.



# Sustainable Feed

## Sustainable Sourcing

In 2025, 100% of our plant proteins and oil and all marine raw materials complied with our Sustainable Feed Policy.

In 2025 all plant proteins and oils:

- Non-GMO
- Soybeans (Certified Pro-Terra, Europe Soya or similar)
- No use of palm oil
- Not produced in areas threatened by deforestation.

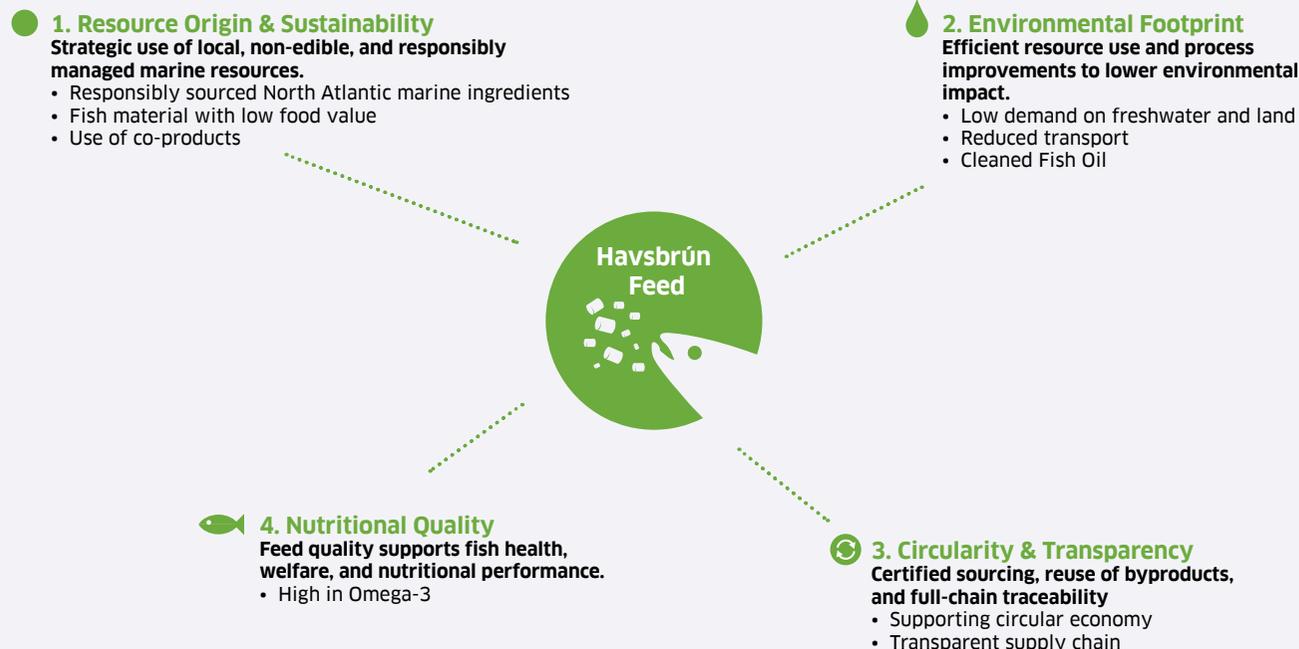
## Marine Raw Materials

We maintain a high marine inclusion rate in our feed as a strategic choice. Located in the North Atlantic, we have access to abundant, responsibly managed fish stocks that are not viable to produce as direct food products for human consumption. This approach ensures high fish health, a lower carbon footprint, and supports circularity through the use of trimmings.

## Research and Development

Our R&D is focused on:

- Enhancing fish health and welfare
- Integrating circular ingredients (insects, byproducts, algae)
- Reducing environmental and carbon footprint
- Improving feed conversion and resource efficiency
- Exploring innovative partnerships and new feed sources (e.g. mesopelagic species)



## HAVSBRÚN FEED COMPOSITION IN 2024 PRODUCTION





Species	Location	Fishery countries	Production Methods	Certifications/ Improvement project
Atlantic herring, <i>Clupea harengus</i>	(FAO 027)	Faroe Island, Norway, Greenland, EU, Iceland,	Pelagic trawl Purse seine	Marin Trust
Atlantic mackerel <i>Scomber scombrus</i>	(FAO 027)	Faroe Island, Norway, Greenland, EU, Iceland,	Pelagic trawl Purse seine	Marin Trust
Blue whiting, <i>Micromesistius poutassou</i>	(FAO 027)	Faroe Island, UK, Norway, Greenland, EU, Iceland,	Pelagic trawl	Marin Trust IP
Greater Argentine, <i>Argentina silus</i>	(FAO 027)	Faroe Islands	Midwater trawl	MSC + Marin Trust



## Healthy Environment

# Havsbrún – Setting a New Standard for Sustainable Feed

Havsbrún, Bakkafrost's fishmeal, oil and feed production facility, is a strategically critical part of Bakkafrost's integrated value chain, providing full control over one of the most important biological and environmental inputs in salmon farming.

In 2025, Havsbrún achieved certification under the Aquaculture Stewardship Council (ASC) Feed Standard. The certification provides third-party verification that environmental and social responsibility are embedded throughout the feed supply chain, from responsible marine sourcing to production governance and traceability.

The certification strengthens Bakkafrost's ambition to ensure that all salmon produced within the Group meets ASC standards, reinforcing upstream oversight and reducing supply chain and reputational risk.

In 2025, 51% of feed composition was derived from marine-based ingredients, supporting biological performance and high Omega-3 content while maintaining responsible resource use.

Through Havsbrún, Bakkafrost maintains disciplined governance over feed sourcing and formulation, strengthening resilience and supporting long-term value creation across the value chain.

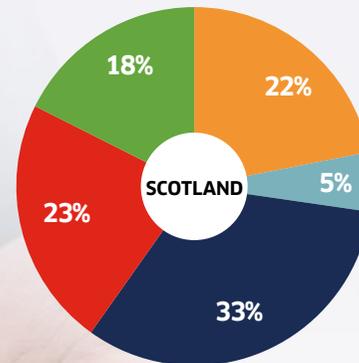
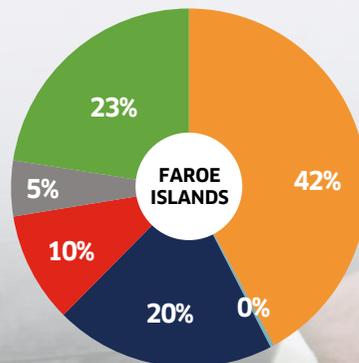




# Healthy Communities

Bakkafrost is committed to the communities in which we live and work. We farm in some of the most remote coastal locations in the Faroe Islands and Scotland. Our facilities are embedded in local communities, creating employment, supporting local suppliers, and contributing to the economic vitality of local economies. As one of the largest employers in these areas we are mindful of the responsibility that comes with our presence and are committed to respecting the communities that surround us.

## INITIATIVES SUPPORTED



- Local sports clubs
- Other local giving
- Environment and biodiversity
- Social inclusion of elderly or disabled
- Arts and culture
- Other



### Salaries and employee taxes

Group  
**947 mDKK**  
(882)

**Corporate, revenue and dividend taxes**  
Around **512 mDKK**  
(673)

**Initiatives supported**  
**4.5 mDKK**  
(3.9)

**Locally sourced products and services**  
**61%**  
(66%)

(Figures in parenthesis refer to 2024)

# Community Engagement Initiatives

## Celebrating Sport, Culture, and Tradition

Bakkafrost actively supports Scottish traditions, sports, and cultural events, strengthening its relationship with local communities. In 2025, Bakkafrost partnered on a range of sponsorship activities, celebrating the heritage and traditions of Scotland's west coast.



Cowal Gathering

## THE COWAL GATHERING AND THE LOCHARRON HIGHLAND GAMES

Bakkafrost proudly supports key Scottish community events, including the Cowal Gathering and the Lochcarron Highland Games. Now in its 45th year, the Lochcarron Games draw 2,000 global visitors, while Bakkafrost marks its 11th year as headline sponsor of the Cowal Gathering, with celebrations including family activities, music, and competitions.

Bakkafrost also backed The Sound of Gigha festival, showcasing its Native Hebridean product, and continued its support for the Skye Half Marathon, a popular race attracting around 1,000 participants worldwide.



## INVESTING IN ENVIRONMENTAL SUSTAINABILITY

Bakkafrost organized 16 beach clean initiatives in Scotland in 2025, dedicating over 90 hours of staff participation to help protect and restore local coastal environments.

Lohcarron Highland Games



## THE ROYAL HIGHLAND SHOW

Bakkafrost exhibited at the Royal Highland Show for the second time, showcasing our Native Hebridean salmon. With over 220,000 attendees celebrating food, farming, and rural life, our stand in Scotland's Larder Food Hall was busy with tastings, questions, and strong sales—selling out by Sunday. We welcomed enthusiastic interest from both new and returning customers, highlighting growing support for our Native Hebridean story and products.



## FAROESE FOOTBALL ASSOCIATION

Bakkafrost has extended its partnership with the Faroese Football Association, continuing as the main sponsor for the men's national team for four more years, from 2025 through 2028. This collaboration, active since 2012, is built on a shared vision, with Bakkafrost CEO Regin Jacobsen, highlighting the team as an excellent representative for the Faroe Islands. The renewed commitment provides a significant boost to the 2026 FIFA World Cup qualification matches. [



**■ STRENGTHENING COMMUNITY CONNECTIONS, THE SALMON MARKET 2025**

Laksatorgið is an annual festival outside Bakkafrost's headquarters in Glyvrar, Faroe Islands, celebrating Faroese culture, sustainable salmon farming, and community ties. In July 2025, Bakkafrost welcomed visitors aboard the vessels Hans á Bakka and Róland, as well as into its processing facility and offices, offering a transparent look into its operations. Guests enjoyed fresh salmon, live music, family-friendly activities like spray tattoos and a visit from Salomon, the company mascot. CEO Regin Jacobsen highlighted sustainability efforts, including the green energy transition and the Eysturlund project. The event reinforced Bakkafrost's commitment to community and sustainability.



**■ STRENGTHENING COMMUNITY ENGAGEMENT THROUGH THE ISLAND GAMES**

At the 20th International Island Games held in Orkney in July 2025, Bakkafrost proudly sponsored both Team Faroe Islands and the Western Isles team. The event was a testament to what island communities can achieve. This dedication extends beyond 2025, as Bakkafrost will serve as a main sponsor of the 2027 Island Games, which will be hosted in the Faroe Islands in July 2027.





## ■ SJÓMANNADAGUR

On August 23rd, 2025, Bakkafrost took part in Føroya Sjómannadagur (Seafarer's Day) in Klaksvík. An annual celebration of the Faroe Islands' maritime heritage. The event brought together families, industry professionals, and local residents, providing Bakkafrost the opportunity to engage directly with the local community and offering free salmon tastings and promoting transparency.

By participating in this cultural occasion, Bakkafrost reaffirmed its commitment to the communities in which it operates, recognising that meaningful relationships are ensuring that local traditions remain strong while fostering engagement and meaningful connections with the public.



## ■ VISITS

Throughout the year, Bakkafrost welcomed numerous visits from primarily local schools and high schools to our headquarter and sites. Students from both local communities and abroad had the opportunity to tour the facilities attend presentations on our value chain, company identity, sustainability initiatives, and career pathways. It is inspiring to see their enthusiasm and curiosity these visitors bring to Bakkafrost.



# Healthy Communities Strengthening Community Dialogue Through Transparency



In 2025, Bakkafrost hosted a series of free public screenings across the Faroe Islands of the documentary “Bakka”, offering communities an in-depth and transparent insight into the people and operations behind the company.

The documentary, developed over two years, followed employees across multiple functions, from farmers and veterinarians to logistics staff and executive leadership, providing a human-centred perspective on the company’s daily operations and strategic decisions. More than 70 hours of recordings were produced, distilled into a three-part documentary format.

Screenings were held in several locations, accompanied by open Q&A sessions where members of senior management, including executive leadership, participated and responded directly to questions from the audience. These sessions enabled constructive dialogue and strengthened transparency around both operational and strategic matters.

By opening its internal operations to public viewing and facilitating direct engagement with leadership, Bakkafrost reinforced its commitment to openness and accountability. The initiative contributed to strengthening trust, improving

stakeholder understanding, and supporting long-term community relationships.

The documentary screenings illustrate how Bakkafrost integrates transparency and dialogue into its community engagement approach, recognising that long-term sustainability depends not only on operational performance but also on public trust and social licence to operate.

