

Stakeholder Engagement Policy

1. Objective

The purpose of this policy is to outline how our stakeholders are identified, and the methods by which we work with them to identify their needs and interests, and subsequently shape our strategies. This process allows us to understand key sustainability and innovation trends and address critical issues whilst building partnerships, and trust.

Stakeholders are identified based on their interests being affected by the economic, social and environmental impacts of Mowi's activities. Dialogue helps build trust, and as trust is one of Mowi's core values. We value every opportunity to listen to our stakeholders, to identify trends, to address critical issues and to build partnerships.

Understanding our stakeholders' needs and interests will help us shape our strategy and better meet their expectations. In addition, engagement with sustainability benchmark developers (e.g. Collier FAIRR's Index, Seafood Stewardship Index, Food and Agriculture Benchmark) help us to understand key sustainability and innovation trends as well as reporting expectations from stakeholders.

2. Risks and Opportunities

As a global seafood company, our activities influence a diverse group of stakeholders. At the same time, there is a risk that our stakeholders' viewpoints and decisions could also have an impact on the success of our business. Therefore an ongoing engagement with our key stakeholders is inherent to our way of working.

Mowi's vision is Leading the Blue Revolution and to achieve it we need to work closely with other stakeholders: consumers and customers, employees, local communities and Indigenous Rights Holders, NGOs, Suppliers, Media, Industry, Investors, Creditors and Authorities. Mowi's Sustainability Strategy, Leading the Blue Revolution, explains our multi-stakeholder model and how it is designed to create value to society as a whole and to each stakeholder.

3. Governance and Implementation

3.1 Roles and responsibilities

The Board of Directors take overall accountability and oversight of Mowi's sustainability strategy, *Leading the Blue Revolution Plan*, including stakeholder engagement. The integration of Mowi's sustainability strategy into our business strategy is ensured by the Group Management Team, including a Chief Sustainability Officer (CSO).

For more information see our Sustainability (ESG) governance Policy ([Policies - Mowi Company Website](#)) which also covers Mowi's stand on each ESG topic when engaging with stakeholders.

3.2 Monitoring of compliance

The Board of Directors, alongside the Group Management Team, takes responsibility for ensuring the implementation of this policy. Our Sustainability Committee ensures a wide representation of our stakeholder interests and views.

4. Scope

The scope of this policy is global and includes all business areas: feed, farming and sales and marketing.

Mowi has identified the following stakeholder groups as crucial to help us identify the key economic, environmental and social impacts, both positive and negative:

- *Investors and creditors*, through road shows, capital markets days and other presentations to share ambitions and concerns.
- *Authorities*, to facilitate the development and implementation of meaningful, fair and enforced industry regulations.
- *Consumers and customers*, including key retailers for product and process development and greater understanding of consumer expectations in general.
- *Suppliers*, to ensure that we have a shared approach to the delivery of goods and services, sustainability, human rights and ethics in general.
- *Media*, including social media, to understand the public perception of seafood in general and our business in particular.
- *NGOs*, for the mutual exchange of ideas and information.
- *Employees*, utilising their potential for personal and company growth and progress.
- *Local communities and Indigenous Rights Holders* connected with where we operate, to promote healthy cooperation and create win-win solutions.
- *The industry*, for a unified approach to common global and local challenges, for greater seafood industry cooperation and continuous progress on global sustainability challenges, and for country-specific challenges, through local industry associations, e.g. Norwegian Seafood Federation (Sjømat Norge).

5. Actions

5.1 Our strategy

- Engaging with our internal and external stakeholders in a transparent and honest way is key to our success. Our Code of Conduct, [Code of Conduct - Mowi Company Website](#), sets high standards of behaviour both for our own employees and for those we work with.
- Our Community and Indigenous Rights Holders Engagement Policy, [ESG Library - Mowi Company Website](#) also sets minimum requirements on community engagement.
- We comply with lobbying disclosure requirements following national regulations.

Our partnerships

Through global partnerships such as UN Global Compact, High Level Panel for a Sustainable Ocean Economy and Global Sustainable Seafood Initiative (GSSI), Mowi also engages with stakeholders such as public policy officials, scientists and NGOs on topics such as sustainable finance (including green bonds and sustainability-linked finance), climate change, certifications, ESG disclosure regulation and standards (such as IFRS S2/TCFD, TNFD, CSRD and the EU taxonomy). This allows Mowi to address topics such as increasing transparency and traceability at our own operations, collaborating with governments to improve regulations and to work towards eliminating IUU (illegal, unreported and unregulated) fishing, and reducing the use of polluting plastics and antimicrobials while ensuring good animal welfare. We also engage with public policy officials to discuss the topic of climate resilience in the seafood sector. GSSI plays an important role in providing clarity on seafood certification.

As a member of the UN Global Compact since 2010, Mowi has aligned its strategies and operations with the universal principles of human rights, labour, environment and anti-corruption. Our actions advance societal goals and are aligned with the Sustainable Development Goals (SDGs). Building on two decades of expertise on environment, social, governance and financial issues, the UN Global Compact's Think Labs convene leading businesses, academia, civil society, Government and the United Nations to develop solutions to critical corporate sustainability challenges.

We continue to support the Global Sustainable Seafood Initiative (GSSI, <http://www.ourgssi.org>), which plays an important role in providing clarity on seafood certification. Mowi is also a member of the North Atlantic Pelagic Advocacy Group (NAPA), a market-led approach to improve North Atlantic pelagic fisheries management. NAPA is a collective of retailers, food service companies, and supply-chain businesses with a commitment to sourcing sustainable seafood and achieving long term sustainability through robustly managed pelagic fisheries. More information can be found here: <https://napafisheries.org/>.

Mowi is part of the advisory network of the High Level Panel ([Ocean Panel](#)) for a sustainable ocean economy which comprises more than 135 private sector, non-governmental organisations and intergovernmental organisations across 35 countries. As a member of the advisory network we aim to share knowledge on existing initiatives and actions within ocean-farming that can contribute to the High Level Panel's aim of advancing a new relationship between humanity and the sea that protects the ocean and optimises its value to humankind. In addition, this network allows a discussion with public policy officials on topics such as climate change and ocean pollution.

Industry association are key to address country-specific issues. With the aim of realising sector-wide improvements on biosecurity, Mowi is a member of the Norwegian Seafood Federation (Sjømat Norge). The Norwegian Seafood Federation represents the interests of approximately 800 member companies and is the largest federation for seafood companies in Norway. We are also a member of various national federations as well as the Federation of European Aquaculture (FEAP) in order to address local, national and European issues. Through FEAP and national industry associations we engage with governments, public policy officials, and scientists.



How we engage with our stakeholders

Continuous identification and prioritisation of relevant stakeholders and their topics of interest is done through our stakeholder engagement process. The added insight from such networks in combination with the input from our stakeholders contributes to our double materiality yearly assessment and to several actions described on the Stakeholder Dialogue table below.

STAKEHOLDER	ESG TOPIC	HOW WE ENGAGE AND FREQUENCY**	HOW WE ACT UPON THE INPUT FROM STAKEHOLDERS	EXAMPLES
Investors and creditors	<ul style="list-style-type: none"> Shareholder Engagement Climate friendly food production Fish escapes Sea lice management Medicines and chemicals Sustainable feed Fish health and welfare Third-party certification Ethical business conduct 	Dialogue/responding	We speak directly to shareholders through quarterly results presentations and through regular meetings. Members of our Group Management Team and our Board engage directly with investors and creditors on a broad range of issues covering all our 4 Ps; Profit, Planet, People and Product. Our engagement with shareholders help us to improve our ESG disclosures, develop new or improve existing group policies and further understand and apply green financing.	Mowi has published the industry's first combined Green and Sustainability-linked Financing Framework. CICERO Shades of Green classifies the Green Finance Framework as "Medium Green" with a governance score of "Excellent". Green and Sustainability-linked Financing Framework
Authorities	<ul style="list-style-type: none"> Smart and predictable regulations Standardization and digitalization Local jobs and value creation Healthy and safe seafood Climate Change Fish escapes Sea lice management Medicines and chemicals Sustainable feed Fish health and welfare Third-party certification Ethical business conduct 	Site visits (Y), Participation in policy discussions (Y), Feedback to open hearings regarding changes in legislation (Y), Website (W)	We engage with authorities to facilitate the development and implementation of meaningful, fair and enforced industry regulations. Feedback from authorities is important and it drives improvements in our own operations, through refinement of standard operation procedures, implementation of best practices and informing R&D and innovation efforts.	Continuous dialog with the authorities in the countries in which we operate to secure a sustainable operational framework. As an example, we continue our engagement with the government and Indigenous Rights Holders, in British Columbia, to define a sustainable aquaculture model.

<p>Consumers and customers</p>	<ul style="list-style-type: none"> • Healthy and safe seafood • Third-party certification • Branding and product innovation • Strategic partnership with key customers • Climate change • Packaging • Circular economy 	<p>Customer surveys (Y), Trade fairs (Y), Meetings/dialogue responding to inquiries (Q), Marketing activities of our MOWI brand (W), Audits (W), Site visits (Y), Website (W), Retailer's surveys (Y)</p>	<p>Engagement with consumers and customers is centered around the healthy attributes of our product, namely the omega 3 levels. Several retailer's specific surveys are completed on a yearly basis to inform retailers on our ESG work. Most material ESG topics raised related with our climate roadmap, namely the carbon footprint of feed and logistics. Sustainable packaging is also an areas of focus. Mowi acts upon such feedback by running projects to reduce our carbon footprint and implement more sustainable packaging.</p>	<p>In 2025, 67 % of our MOWI brand packaging was recyclable. .</p>
<p>Suppliers</p>	<ul style="list-style-type: none"> • Climate change • Working conditions • Sustainable feed • Packaging • Farming equipment • Freshwater use and wastewater discharge • Waste • Escapes • Third-party certifications • Fish health and welfare • Circular economy 	<p>Regular meetings (W), Dialogue in the context of industry initiatives (Q), Website (W), Trade fairs (Y), Site visits (M)</p>	<p>Suppliers are key to the success and reputation of our industry. Mowi engages systematically to ensure compliance with our Code of Conduct and to encourage cost-effective solutions and innovations to further develop our sector in a sustainable way.</p>	<p>Mowi has a strategic collaboration with Tidal, a supplier of AI-driven underwater cameras, included in TIME list of the world's 200 best inventions. Mowi collaborates with x-alphabets innovation-engine to make salmon farming more sustainable</p>
<p>Media</p>	<ul style="list-style-type: none"> • Climate change • Working conditions • Sustainable Feed • Escapes • Fish health & welfare • Lice • Smart and predictable regulations • Standardization and digitalization 	<p>Dialogue in the context of press trips (Y), Press releases (Q), trade fairs (Y), International events (Y), Dialogue/responding to enquires (W); Social media (W)</p>	<p>We engage with media to understand the public perception on seafood in general and our business in particular. We proactively seek to correct misconceptions related with aquaculture. Questions raised are centered on the topics of sustainability and regulatory frameworks. Mowi responds to enquires by making our external communication better and more accessible through updated policies and disclosures.</p>	<p>In 2025, we ran several social media communication campaigns on ESG topics, namely circular economy, fish welfare, climate change, diversity, etc.</p>
<p>NGOs</p>	<ul style="list-style-type: none"> • Fish health & welfare • Sustainable feed • Plastic farming equipment • Escapes • Mortality • Lice • Medicines and chemicals • Fish health and welfare • Biodiversity • Third-party certification • Circular economy • Benthic impacts 	<p>Dialogue in the context of partnerships (Y), Meetings/dialogue responding to inquiries, Website (Q) , Social Media (W)</p>	<p>Environmental sustainability topics are the center of our engagement with NGOs. We engage with NGOs who seek a constructive way to further improve our industry and recognize the value of Blue foods to address global challenges like food insecurity and climate change. Our engagement leads to specific actions like new policies, new or improved sustainability programs, new or better ESG disclosures and new projects.</p>	<p>In 2025, we engaged with several NGOs in search of advice to further develop and improve our Biodiversity Framework.</p>

<p>Local communities and Indigenous Rights Holders</p>	<ul style="list-style-type: none"> Local jobs and value creation Respectful use of local areas Ethical business conduct Climate change Escapes Lice Medicines and chemicals Biodiversity Circular economy Benthic impacts 	<p>Community engagement plans (Y), Site visits (Y), Career days (Y), Beach clean-up days (Y), Website (Q), Social Media (W)</p>	<p>We hear the concerns and praise of our local communities and indigenous people. We act upon their feedback by ensuring our yearly harvested volumes are certified with third-party sustainability standards. Our actions also extend to improving our policies, SOPs and communication tools.</p>	<p>In 2025, we ran several community engagement events supporting local development; Community engagement - Mowi Company Website</p>
<p>Employees</p>	<ul style="list-style-type: none"> Employee safety Ethical business conduct Operational excellence Talent development Diversity and mobility Purpose driven culture 	<p>Employee survey (Y), Intranet (W), Dialogue with employees and managers (W), Training (Y), Diversity and Safety awareness weeks (Y)</p>	<p>We engage with our employees through systematic practices such as code of conduct training, onboarding, eLearning and talent development programs. We also engage systematically in dialogue with trade unions and employee representatives. Our focus on fostering our culture, values and leadership principles is also approached in a systematic way through our intranet communication platform as well as through our ONEMowi database where group policies are shared internally. We also run frequent global employee survey to understand employee sentiment and engagement levels. Our whistleblower mechanism is in place and available to all employees. Topics raised by employees are considered to further improve our global policies, standard operation procedures, training, social sustainability programs (eg diversity) and whistleblower mechanisms.</p>	<p>Global Safety Week: rolled out yearly as a global campaign, where business units and employees are invited to participate in various initiatives to raise awareness on staying safe and healthy.</p> <p>Global Mowi Executive Program: program to enhance career opportunities and to develop the next generation of senior management, alongside local leadership programs.</p>
<p>The Industry</p>	<ul style="list-style-type: none"> Climate change Working conditions Ethical business conduct Sustainable feed Mortality Lice Medicines and chemicals Fish health & welfare Circular economy Benthic impacts 	<p>Local and global industry initiatives (e.g FEAP, Sjømat Norge, Chilean Salmon Council) (M), Website (Q), Social Media (W)</p>	<p>Working through global partnerships and industry associations facilitates a unified approach to common global and local challenges. We act upon input from this stakeholder group by improving our sustainability strategy and programs, developing new or improvement global and local policies as well as standing operating procedures and industry best-practices. We also use the input from our partnership to guide our certification strategy and to guide the development of our Global Biodiversity Framework.</p>	<p>We worked with the European Federation of Aquaculture Producers (FEAP) to develop and communicate Technical Screening Criteria for sustainable finfish aquaculture: input to the EU marketing standards, towards a sustainable food system and the EU taxonomy. FEAP-Fish Farming-Technical-screeningcriteria</p>

* In 2025, we spent 1.9 MEUR on global partnerships and trade associations.

** (Y = yearly or more ; Q = quarterly; M= monthly; W = weekly)

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