

Refined in Canada. *Respected* Worldwide.

2025 COMBINED ESG & ANNUAL REPORT

ROGERS

Lantic

Lantic
ÉRABLE MAPLE



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Our customers depend on Rogers Sugar for the quality and goodness that make foods taste better—at home and across Canada.

As Canada's largest sugar producer and the world's leading bottler of maple syrup, our products are trusted by consumers and manufacturers shaping today's food industry. In 2025, we met the challenge of evolving demand trends across our industry, drawing on the strength of our people and our operations.

With facilities at the heart of Canada's food manufacturing ecosystem, we supported producers and retailers by providing sugar and maple products whenever and wherever they were needed. Our performance is built on local expertise, responsible practices, and a commitment to community partnership—earning trust with every shipment. Our Canadian roots and reputation position us to drive value for all stakeholders. In every market we serve, Rogers Sugar stands for ingredients refined in Canada and respected worldwide.



A message from our Chair of the Board of Directors

Fellow shareholders,

On behalf of the board of directors, I am pleased to present our annual report for fiscal 2025.

The past year was characterized by unusual volatility in the business environment. Uncertainty surrounding tariffs and broader trade conditions contributed to rapidly changing market conditions. In this context, the board worked closely to support management in ensuring that the company remained agile and resilient, maintaining a clear focus on our strategic objectives. Our role as stewards of the company's long-term interests has never been more important.

“The board worked closely to support management in ensuring that the company remained agile and resilient, maintaining a clear focus on our strategic objectives.”

DALLAS ROSS

Chair of the Board of Directors

Despite these external challenges, the company delivered record profitability this year, with both business segments achieving financial results that exceeded our expectations. Our strong financial performance enabled us to continue to invest in the business, while distributing over \$46 million in dividends to our shareholders. The board recognizes that these achievements are the result of disciplined execution and a culture of continuous improvement across the organization. We are proud of the way our teams have responded to complexity and change, always with a focus on consistent, sustainable growth.

A key focus this year has been our capacity expansion initiative, known as LEAP, which represents a major strategic investment in the company's future. The board has ensured that decisions are aligned with our long-term vision for measured growth. We are confident that this critically important investment will position the company to serve our customers more effectively and profitably in the years ahead.

This year, our company has taken a significant step forward in transparency and accountability by publishing, for the first time, an integrated report that brings together our financial results and our progress on environmental, social, and governance (ESG) priorities. Employee health and safety remains one of the key pillars of our ESG strategy, and our commitment to the health and well-being of our employees at every level of the organization is unwavering. We are mindful that our people are at the heart of everything we do.

Looking forward, the board remains steadfast in its commitment to prudent oversight and transparent communication. We believe our disciplined approach supports Rogers Sugar's focus on long-term value creation for our shareholders, enabling the company to navigate uncertainty and seize new opportunities as they arise.

On behalf of the board, I would like to thank our Chief Executive Officer, Mike Walton, and the entire leadership team for their dedication and leadership. I also extend our appreciation to our employees, customers, and shareholders for their ongoing support and trust. Together, we are significantly enhancing the company's capabilities, effectiveness and financial strength.

Sincerely,



Dallas Ross
Chair of the Board of Directors



A message from our President and CEO

Fellow shareholders,

It is my privilege to address you at the close of a year that has tested our resilience, demonstrated our collective strength, and set a new standard for what we can accomplish together. Fiscal 2025 was marked by external volatility, but also by record-setting achievements and meaningful progress toward our long-term objectives.

The global business environment this year was shaped by uncertainty around tariffs and trade policies, contributing to changing market conditions and ongoing pressure on supply chains. In this environment, our company's ability to adapt and execute was more important than ever. I am proud to report that we not only weathered these challenges, but delivered record profitability, thus further strengthening our financial foundation and enabling us to invest for the future.

In the 2025 fiscal year, our adjusted EBITDA reached \$150 million for the first time in our history, supported by strong contributions from both of our business segments. Our adjusted net earnings per share for the year were \$0.57, supporting our business investment strategy and our steady annual dividend of \$0.36 per share paid to our shareholders.

Our strong performance is a testament to the resilience of our business model and the dedication of our people. Our team remained focused on customer service, operational excellence, and the disciplined execution of our strategy. This commitment allowed us to respond quickly to shifting market dynamics and maintain our reputation as a reliable partner to our customers and stakeholders.

One of the most significant milestones this year has been our progress on the LEAP capacity expansion project. With construction now well underway at our Montréal refinery, we are on track to add approximately 100,000 metric tonnes of production capacity in Eastern Canada, while also enhancing our logistics and operational capabilities. This investment is about more than bricks and mortar—it is about securing our position as the supplier of choice for food manufacturers across North America and ensuring that we are prepared to meet their evolving needs for years to come.

This year also marks a significant evolution in our reporting, as we publish our first integrated annual report, combining financial results with a comprehensive account of our progress on environmental, social, and governance (ESG) priorities—offering a more complete picture of our company and aligning with stakeholder expectations.

In 2025, we advanced our ESG journey by thoroughly updating our materiality assessment and engaging a broad range of stakeholders to ensure our priorities reflect the most critical issues for our business, employees, partners, and communities. This sharpened

our focus on key topics such as climate impact, resource efficiency, sustainable sourcing, and ethical business practices, while maintaining our foundational commitment to employee health, safety, and well-being.

These advances in ESG go beyond meeting regulatory requirements or stakeholder expectations—they underpin our goal of building a stronger, more resilient company that is prepared to thrive in a rapidly changing world. Our commitment to responsible business practices is unwavering, and we will continue to invest in the systems, processes, and partnerships needed to drive progress in the years ahead.

At the heart of our success are our people. Their dedication, creativity, and shared sense of purpose have enabled us to achieve so much in a challenging year. I am proud of the culture we have built—one that values integrity, collaboration, and continuous improvement. We remain deeply committed to the development of every employee, and to fostering an environment where everyone is empowered to contribute and succeed.

Looking ahead, we recognize that volatility will remain a feature of the business landscape. Yet we are confident that our strategy, our investments, and our commitment to responsible growth position us well for the future. We will continue to pursue opportunities to expand our capabilities, strengthen our partnerships, and deliver sustainable value to all our stakeholders.

In closing, I want to thank our board of directors for their guidance and oversight, our management team for their leadership, and our employees for their extraordinary efforts this year. I am also grateful to our customers, partners, and shareholders for their continued trust and support. Together, we look forward to building on this year's achievements and advancing our vision for a stronger, more sustainable future.

Sincerely,



Michael Walton
President and CEO



Who We Are



VISION

Be a great company to partner with, work for, and invest in, by offering a best-in-class portfolio of natural sweetener solutions.



STRATEGY

We seek to generate consistent, sustainable and profitable growth for the benefit of all the stakeholders.

**ROGERS
SUGAR INC.**

The holding
company of
Lantic Inc.

TSX: RSI

Lantic



Lantic makes sugar and other all-natural sweeteners under the Rogers and Lantic brands.



Lantic owns Lantic Maple that makes all-natural maple products.

Our Operations



ROGERS

1. Head Office and Cane Refinery **Vancouver, BC**
2. Beet Plant **Taber, AB**
3. Distribution Centre **Toronto, ON**
4. Administrative Office and Cane Refinery **Montréal, QC**

LANTIC MAPLE

5. Bottling Plant, Eastern Sales and Distribution **Granby, QC**
6. Bottling Plant, Warehousing and Shipping **Saint-Honoré-de-Shenley, QC**
7. Bottling Plant, Warehousing and Shipping **Dégelis, QC**
8. Bottling Plant, Warehousing and Shipping **Websterville, VT**

2025 Performance Highlights

\$150 M

Consolidated Adjusted EBITDA

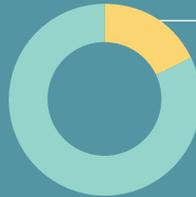


MAPLE
\$21 M
SUGAR
\$129 M

+6%

\$1.3 B

Consolidated Revenue



MAPLE
\$263 M
SUGAR
\$1,049 M

+7%

\$104 M

Free cash flow

Dividend per share

\$0.36

Sugar volume

781 K metric tonnes

Maple volume

53 million pounds

Market Dynamics

SUGAR

Throughout 2025, our Sugar business maintained a solid performance, including record profitability. We continued to serve our customers reliably, leveraging our strong positions in key Canadian markets and our longstanding reputation for dependable service and product quality. Our teams remained focused on supporting our food and beverage partners, ensuring consistent supply and responsive solutions as customers navigated evolving market demands. As always, we are committed to providing customers with the quality and responsiveness they expect, reinforcing our role as a trusted supplier in any environment.

MAPLE

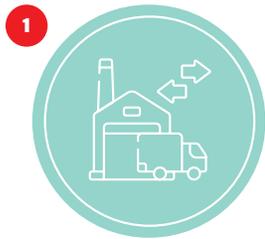
Our Maple segment continued to reach new markets in 2025, reinforcing our status as the world's leading supplier of pure maple goodness. This year saw strong crop performance and robust volume shipments, a testament to the strength of our producer network and the enduring appeal of Canadian maple products. Throughout the year, our commitment to quality and global customer satisfaction never wavered. Working alongside thousands of maple farmers, we remain focused on bringing the authentic taste of maple to tables around the world.



Rogers Refined

The Rogers Refined framework is more than a set of targets. It represents an agile approach to how we operate, with customer service embedded at the heart of every decision. In 2025, this philosophy was put to the test as we navigated challenging market conditions and shifting demand across our product portfolio. By staying nimble and responsive, we were able to seize emerging

opportunities in both core and specialty markets, optimizing our operating results. Rogers Refined has empowered our teams to work collaboratively, adapt quickly, and consistently deliver value to our customers, as well as consistent, profitable growth to our shareholders. We are confident that this framework continues to set us on the right path forward.



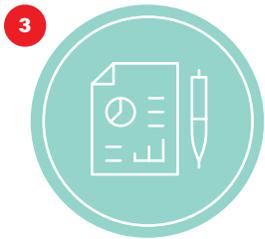
MODERNIZING, OPTIMIZING, AND GROWING IN SUGAR

In 2025, we advanced construction on the LEAP project. We also positioned our business to meet the challenges of dynamic trade conditions while seizing opportunities to serve the evolving needs of our customers across geographies and product categories.



DRIVING PROFITABILITY IN MAPLE

We leveraged the opportunity from a strong maple crop to maintain inventory and take a thoughtful approach to cost reduction. We also introduced our new Lantic Maple brand.



MAINTAINING A STRONG BALANCE SHEET

We advanced our financing programs which will see us through the next phase of LEAP construction while protecting the strength of our balance sheet.



ADVANCING OUR ESG PROGRAM

Beginning in 2025, we are integrating our ESG reporting into our annual financial report to give stakeholders a complete picture of our impact and priorities.



The LEAP Project

In 2025, our LEAP project entered the heart of its building phase, marking a pivotal year in our largest capacity expansion in more than two decades.

What distinguishes this phase is not only the scale and complexity of the construction effort, but also our ability to advance the project with minimal disruption to ongoing operations. As we expand production and distribution capabilities in Eastern Canada, our commitment remains clear: keep our people safe, maintain uninterrupted product flow to customers, and manage costs with discipline.

Construction activities have accelerated, with major milestones achieved. The LEAP project is more than a capacity expansion, it is a strategic and comprehensive upgrade of our Montréal facilities,

designed to enhance the employee work environment, modernize workflows, and optimize process efficiency.

Throughout this transformative period, we have prioritized the health and safety of our employees and contractors, maintaining rigorous protocols and a culture of vigilance on site. Our operational teams are working closely with project leaders to ensure that customer deliveries flow as expected, even as major construction unfolds. LEAP is solidifying our leadership in the North American sugar market, positioning us and our customers for long-term growth.





A Sweeter Tomorrow:
Our Sustainability Journey

We are listening more closely than ever—to our people, our shareholders, our customers, and our suppliers—to shape a strategy that makes sustainability inseparable from performance.



The Pillars of Our Sustainability Strategy



ENVIRONMENTAL STEWARDSHIP

Environmental Stewardship begins with assessing the impact of our operations and identifying opportunities to reduce our footprint through climate action, resource conservation, and waste reduction.

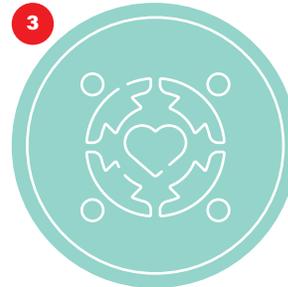
- Climate action
- Water conservation
- Waste management



ETHICAL & SUSTAINABLE BUSINESS PRACTICES

Ethical & Sustainable Business Practices means applying the best practices in social and environmental stewardship throughout our value chain.

- Due diligence and supplier risk assessment
- Responsible sourcing
- Promoting sustainability and sustainable practices throughout our value chain



PEOPLE, GOVERNANCE & COMMUNITY IMPACT

People, Governance & Community Impact reflects our commitment to a people-first approach, supporting our employees, our stakeholders, and the communities where we live and work.

- Employee health, safety, and well-being
- Ethical business practices
- Community engagement and social impact



ESG Highlights for 2025

INDICATOR	2025	2024	2023
ENERGY⁽¹⁾			
Total energy consumption (GJ)	3,874,630	4,096,511	3,990,319
Total energy consumption intensity (GJ/MT of product)	4.60	4.85	4.62
Electricity use intensity (kWh/MT of product)	89.40	93.14	90.93
AIR EMISSIONS			
Direct GHG emissions – Scope 1 (tCO ₂ e)	223,510	235,191	230,715
Indirect GHG emissions – Scope 2 (tCO ₂ e)	2,802	3,769	3,044
Total GHG emissions – Scope 1 & 2 (tCO ₂ e)	226,312	238,959	233,759
GHG emissions intensity – Scope 1 & 2 (tCO ₂ e/MT of product)	0.27	0.28	0.27
WATER			
Total water extraction intensity – potable and non-potable (m ³ /MT of product) ⁽²⁾	22.17	33.07	33.27
Potable water withdrawal intensity (m ³ /MT of product)	3.22	3.19	3.21
SOURCING			
Sustainable sugar share of total supply	61%	59%	19%
PRODUCTION			
Total Production (MT-dry)	842,758	844,874	863,345
Total Electricity Consumed (kWh)	75,384,839	78,690,849	78,376,619

(1) 2023 figures have been restated based on a revised calculation methodology adopted in 2024. Beginning in 2024, total production includes all output streams (e.g., molasses, remelt syrup, Rogers Golden Syrup) that impact emissions and are necessary for accurate energy intensity calculations. Audited financial data is now used as the source, replacing previously used sales figures.

(2) The decrease in 2025 water withdrawals was mainly due to temporary reductions at the Vancouver refinery associated with diffuser-pump management. Future withdrawal levels are expected to be within normal averages.

Overview of the 2025 ESG Report

“We are listening more closely than ever — to our people, our shareholders, our customers, and our suppliers — to shape a strategy that makes sustainability inseparable from performance.”

This ESG Report covers the operations and activities of the entire Company for the 2025 fiscal year ending on September 27, 2025. The information in this report maintains the structure established in the 2024 report which provided a more action-driven approach to sustainability, reflecting the three core pillars of Rogers' sustainability strategy: Environmental Stewardship, Ethical & Sustainable Business Practices, and People, Governance & Community Impact.

In 2025, for the first time, we are publishing an integrated report on our Company, combining ESG and financial disclosures. We believe that the combined report affords users an opportunity to evaluate the performance of the company in all material measures and supports a more informed investment decisions.

This report builds on the improvements in disclosure introduced in the 2024 report with refined, expanded performance indicators, particularly in emissions reporting, and a focus on impact. The report was prepared in alignment with Bill C-59, which requires stricter verification of sustainability claims. Reporting is aligned with the GHG Protocol and the Canadian Sustainability Disclosure Standards 1 & 2 of the Canadian Sustainability Standards Board.

The data presented in this report are based on our fiscal years and reported for both our Sugar and Maple segments unless otherwise indicated. The data in this report are presented in accordance with

International Financial Reporting Standards (IFRS) and include performance on select metrics from the Sustainability Accounting Standards Board (SASB) Agricultural Products Standard.

Other than where indicated, the data presented have not been audited by an independent third party, and some indicators have been manually compiled. The information is accurate to the best of our knowledge. However, the data presented include aspirations, approximations, assumptions and estimates, which may differ from actual results, and are for informational purposes only. We disclaim any liability whatsoever for errors or omissions.

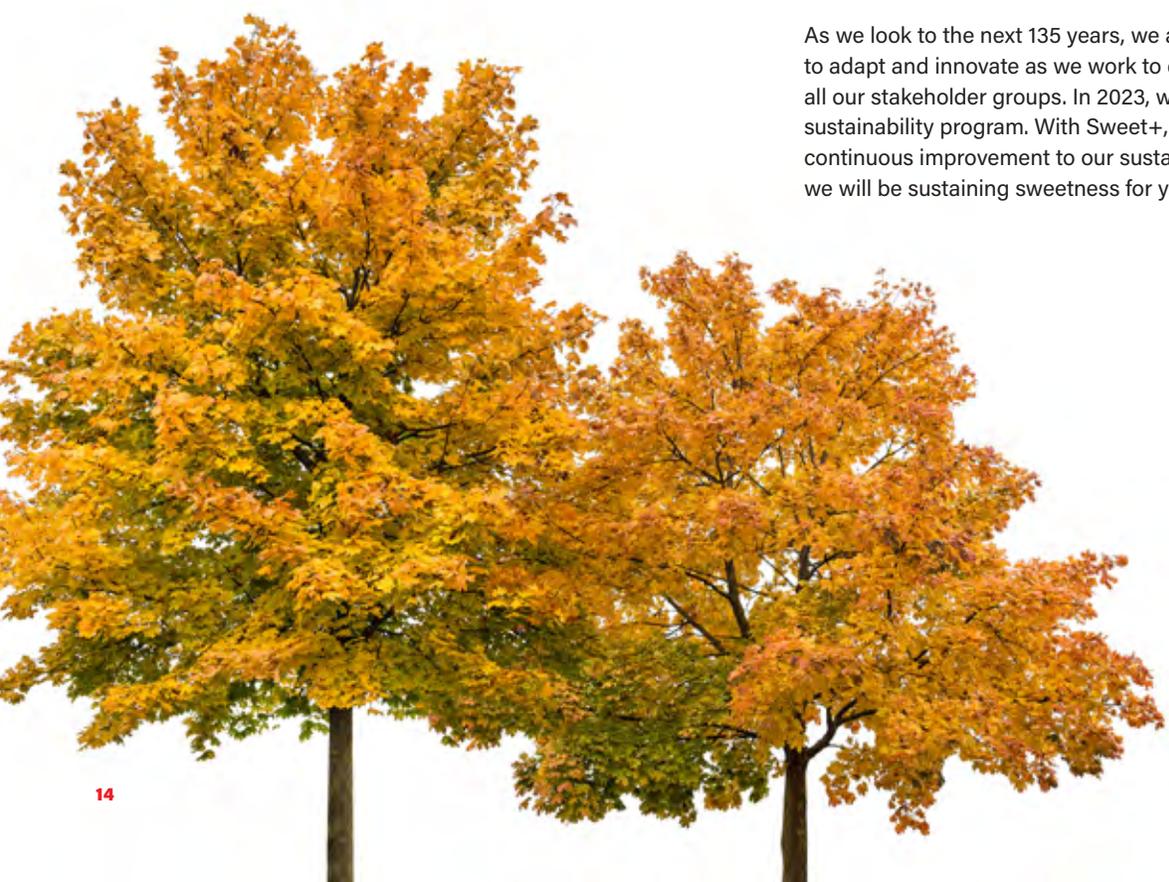
Our Greenhouse Gas (GHG) and other ESG data are derived from various internal reporting systems that are generally different from those applicable to the financial information presented in our financial statements and are, in particular, subject to less sophisticated internal documentation as well as preparation and review requirements, including the general internal control environment. In future, we may change our methods for calculating GHG emissions without prior notice. Such changes or improvements to our data collection systems and measurement methodologies may lead to restatements of previously reported data.

All financial figures are in Canadian dollars unless otherwise specified.

Rogers' Commitment to Sustainability

Our Company has been part of the fabric of Canada for more than 135 years, making lives sweeter with our Sugar and Maple offerings. Our history has taught us to think like caretakers of the resources under our stewardship to safeguard their future for generations.

As we look to the next 135 years, we are mindful of our responsibility to adapt and innovate as we work to deliver positive outcomes for all our stakeholder groups. In 2023, we introduced Sweet+, our new sustainability program. With Sweet+, we bring that same culture of continuous improvement to our sustainability efforts, to ensure that we will be sustaining sweetness for years to come.



OUR VISION

“Be a great company to partner with, work for, and invest in by offering a best-in-class portfolio of natural sweetener solutions.”

OUR VALUES



SAFETY

We act purposefully every day to keep ourselves and our visitors safe.



EMPLOYEES

We work effectively as a team and deliver what we promise.



CUSTOMERS

We build strong relationships and collectively deliver on our commitments to customers.



COMMUNITY

We are committed to provide support to the communities in which we operate.



EXCELLENCE

We consistently look for better ways to do things.



INTEGRITY

We act with high integrity, enthusiasm and resolve.



SUSTAINABILITY

We strive to reduce our environmental footprint and add value to the bottom line.

GOVERNANCE OF ESG & SUSTAINABILITY INITIATIVES

BOARD OVERSIGHT

Good corporate citizenship begins with good governance. At Rogers, our commitment to corporate citizenship is established at the highest level. Our Board of Directors shares a strong belief in an essential culture of sustainability throughout the organization. The Board is guided by a formal mandate that defines its stewardship role as set out in the Mandate for the Board of Directors and in the corporate bylaws.

The Directors are responsible for ensuring that the Company has the appropriate strategy and resources to remain resilient over time. They do this by establishing strong governance protocols, overseeing management's strategy, setting risk parameters and ensuring that a talent development plan is in place that aligns with the Company's sustainability objectives.

As part of its proactive approach to risk governance and oversight, the Board regularly reviews and assesses material risks facing the business. This governance framework ensures we have robust systems in place to identify, manage, and monitor the principal risks across our business segments, helping to mitigate or reduce potential negative impacts.

This mandate also guides the Board's oversight of Rogers' Environmental, Social, and Governance (ESG) program—shaping strategy, monitoring progress, and ensuring alignment with the Company's objectives, stakeholder interests, and emerging risks and opportunities. The ESG Committee of the Board provides clear guidance to the Company's Executive Leadership through regular meetings.

The ESG Committee, a standing committee composed entirely of independent Directors, is responsible for:

- Overseeing and evaluating the effectiveness of the Board and its committees.
- Developing, recommending, implementing, and assessing governance principles.
- Advising the Board on the management of the Company's strategy, initiatives, risks, opportunities, and reporting related to material ESG matters.

The Board approves the Company's sustainability strategy and ensures that sustainability objectives are fully integrated into the overall business strategy.

EXECUTIVE LEADERSHIP

Our President and CEO provides operational oversight, ensuring the ESG program is managed according to best practices and the Board's expectations. The Vice President, Sales & Marketing, reporting directly to the President and CEO, is responsible for driving the implementation of the ESG program across the Company.

OPERATIONAL PROGRAM MANAGEMENT

The Director of Sustainability manages our comprehensive internal sustainability program, reporting to the Vice President, Sales & Marketing. The Director coordinates with the Operational ESG Committee and business unit leaders to ensure the ESG strategy is executed in line with Board and Executive Leadership expectations.

ESG-related objectives are grounded in the Board-approved sustainability strategy, with specific goals for each business unit developed collaboratively by the Sustainability Department and the relevant teams.

STRATEGIC INTEGRATION WITHIN ISSB PILLARS

Rogers Sugar Inc. has integrated material ESG topics within the four core pillars of the [ISSB framework](#)—Governance, Strategy, Risk Management, and Metrics & Targets. This structured approach ensures Board-level oversight, embeds sustainability into strategic and operational planning, enhances risk management discipline, and drives accountability with standardized performance metrics aligned to IFRS S2.

BOARD OF DIRECTORS

Oversees all aspects related to ESG, including our ESG strategy and objectives, key internal and external projects and any ESG-related risk

Guidance directed to business unit leaders through regular meetings of the ESG Committee of the Board

PRESIDENT & CEO

Provides operational oversight in collaboration with the wider Executive Team

Performance KPIs linked to ESG outcomes

VICE PRESIDENT, SALES & MARKETING

Reporting to the President & CEO, oversees the global ESG program, directly guiding operational ESG/sustainability team on the execution of the ESG strategy

Performance KPIs linked to ESG outcomes

ESG/SUSTAINABILITY TEAM

Manages the ESG/Sustainability programs day to day, including strategy, policies, goals and projects from conception to execution

Performance KPIs linked to ESG outcomes

OPERATIONAL ESG COMMITTEE

Consultation with cross-departmental business unit leaders

Performance KPIs linked to ESG outcomes

ISSB PILLAR	INTEGRATION AT ROGERS SUGAR (FY2025-2026)
Governance	Oversight of material risks by the Board ESG Committee; implementation led by the Sustainability team in coordination with key stakeholder groups.
Strategy	Material topics embedded into corporate strategy, capital planning, and site-level operational goals under the Sweet+ Energy and Resource Management framework.
Risk Management	Integration of risk management into Rogers' ESG framework, linking sustainability priorities with operational and strategic decision-making (FY2026).
Metrics & Targets	Standardized KPIs under IFRS S2: energy and carbon intensity, water withdrawal per tonne, percentage of verified suppliers, cybersecurity incidents, and compliance metrics.



SUSTAINABLE DEVELOPMENT GOALS



ALIGNMENT WITH UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (SDGS)

The United Nations Sustainable Development Goals (SDGs)⁽¹⁾ serve as a guiding framework for our sustainability efforts, ensuring that our strategies contribute to global priorities for sustainable development. At Rogers, we integrate SDG principles into our Environmental Stewardship, Ethical & Sustainable Business Practices, and People, Governance & Community Impact initiatives.

In the pages of this report, we present the pillars of our ESG strategy and explain how specific SDGs are addressed by each pillar. Our approach prioritizes the SDGs where we can make the most meaningful contributions.

ENVIRONMENTAL STEWARDSHIP

SDG 6: Clean Water and Sanitation

Our contribution includes implementing water conservation measures, improving wastewater management, and reducing water intensity.

SDG 7: Affordable and Clean Energy

Our contribution includes enhancing energy efficiency, investing in cleaner energy sources, and reducing GHG emissions.

SDG 12: Responsible Consumption and Production

Our contribution includes promoting sustainable sourcing, waste reduction, circular economy practices, and resource efficiency.

SDG 13: Climate Action

Our contribution includes implementing carbon reduction initiatives, improving energy efficiency, and strengthening climate resilience.

SDG 14: Life Below Water

Our contribution includes protecting marine and freshwater ecosystems by reducing water withdrawal, improving wastewater treatment, and preventing pollution.

SDG 15: Life on Land

Our contribution includes promoting sustainable agricultural practices and waste management strategies to minimize environmental disruption.

ETHICAL & SUSTAINABLE BUSINESS PRACTICES

SDG 2: Zero Hunger

Our contribution includes promoting sustainable agriculture and resilient food systems through sustainability certification, and by supplying certified beet and cane sugar produced using practices that protect soil health, conserve water, and support biodiversity, thus strengthening long-term agricultural productivity and food security.

SDG 8: Decent Work and Economic Growth

Our contribution includes ensuring fair labour practices, supporting safe working conditions, and fostering long-term economic growth across our value chain.

(1) The content of this publication has not been approved by the United Nations and does not reflect the views of the United Nations or its officials or Member States.

SDG 10: Reduced Inequalities

Our contribution includes advancing diversity, equity, and inclusion while ensuring ethical business practices in sourcing and supplier partnerships.

SDG 12: Responsible Consumption and Production

Our contribution includes promoting sustainable sourcing throughout our supply chain.

SDG 15: Life on Land

Our contribution includes promoting sustainable agricultural practices to protect biodiversity, soil health, and ecosystem integrity.

PEOPLE, GOVERNANCE & COMMUNITY IMPACT

SDG 3: Good Health and Well-Being

Our contribution includes prioritizing employee safety and offering workplace well-being programs and health initiatives.

SDG 5: Gender Equality

Our contribution includes promoting gender equity, inclusive hiring, and leadership opportunities for under-represented groups.

SDG 8: Decent Work and Economic Growth

Our contribution includes ensuring fair labour practices, supporting safe working conditions, and fostering long-term economic growth across our value chain.

SDG 11: Sustainable Cities and Communities

Our contribution includes creating safe and inclusive environments for our own people and across our value chain, and investing time and resources to support community organizations that share our values and our vision for a sustainable future.

SDG 12: Responsible Consumption and Production

Our contribution includes promoting sustainable sourcing, waste reduction, circular economy practices, and resource efficiency.

SDG 13: Climate Action

Our contribution includes promoting climate action throughout the supply chain to ensure resilience in a changing climate landscape.

SDG 16: Peace, Justice and Strong Institutions

Our contribution includes strengthening governance, ethical business conduct, and regulatory compliance within our organization.

SDG 17: Partnerships for the Goals

Our contribution includes partnering with industry leaders to support global sustainability dialogues and investing in community-driven initiatives.

ESG MATERIALITY ASSESSMENT 2025 - A STRATEGIC TURNING POINT

In 2020, Rogers Sugar conducted its first enterprise-wide ESG materiality assessment, establishing the foundation for our sustainability framework and a five-year review cycle. In 2025, Rogers Sugar Inc. (RSI) partnered with a leading independent Canadian advisory firm in sustainability reporting and responsible investment to produce an updated materiality assessment. The work was conducted in alignment with the **International Sustainability Standards Board (ISSB) framework—specifically IFRS S1: General Requirements for Disclosure of Sustainability-related Information and IFRS S2: Climate-related Disclosures**.

The 2025 assessment builds on the Company's 2020 assessment and reflects broader stakeholder engagement, improved data granularity, and a stronger financial lens. The objective was to identify the **sustainability-related risks and opportunities** most likely to affect RSI's **enterprise value** over the short, medium, and long term.

PROCESS OVERVIEW

The analysis followed a structured, evidence-based approach that included:

- **Board and management interviews** to identify material risks with potential for financial impact.
- **Employee surveys** to understand internal priorities and workplace culture.
- **Customer and supplier consultations** to capture expectations around compliance, transparency, and responsible sourcing.
- **Desk benchmarking** against peer disclosures and investor expectations.

Each topic was evaluated for its **likelihood** and **magnitude** of financial impact, consistent with the ISSB's definition of financial materiality under IFRS S1 and IFRS S2.

COMPARISON WITH 2020 ASSESSMENT

The Company's lens of materiality evolved from perceived impact to enterprise-value protection. Climate, energy, and water risks moved from environmental priorities to financial-risk categories under IFRS S2, while ethical sourcing and governance integrity emerged as value-chain dependencies influencing customer retention and access to markets.

The 2025 approach offers a more strategic, financially integrated and market-relevant framework for assessing material ESG issues, supporting stakeholder trust, enterprise value, and long-term business effectiveness.

SUMMARY OF STAKEHOLDER FINDINGS

We collected the results and compared the top priorities across stakeholder groups, noting some areas of convergence and divergence across financial, operational and market lenses.

The results bring to light some important findings:

- Issues of climate and energy are universally salient across stakeholder groups. Energy management, GHG emissions, and climate-related risks are seen as material financial and operational priorities.
- Health and safety remains a fundamental expectation among all

stakeholder groups, emphasizing the importance of employee well-being, workplace culture, and safe operations as drivers of long-term performance.

- Concern for supply chain responsibility spans multiple stakeholder groups.
- Interest in sustainable use of resources shows the intersection of environmental management and business resilience.
- Governance, compliance, and data integrity underpin all areas of concern.

COMPARISON WITH 2020 ASSESSMENT

	2020 ASSESSMENT	2025 ASSESSMENT
FRAMEWORK	Internal qualitative "impact vs. reputation" matrix	ISSB-compliant, financially anchored materiality model (enterprise value focus)
SCOPE	Internal staff and leadership	Multi-stakeholder: Board, employees, suppliers, customers, and investor benchmarking
TOP ENVIRONMENTAL TOPICS	GHG emissions, packaging waste	Energy management, water risk, climate transition
TOP SOCIAL TOPICS	Diversity, community programs	Worker safety, well-being, ethical sourcing
GOVERNANCE FOCUS	Business ethics	Cybersecurity, governance integrity, compliance readiness
OUTCOME	Qualitative prioritization	Quantified financial exposure and relevance to profitability



CONSOLIDATED KEY FINDINGS (ISSB FINANCIAL MATERIALITY PERSPECTIVE)

Across all stakeholder groups, seven topics, based on IFRS S1 and IFRS S2, consistently emerged as having the greatest potential to affect Rogers Sugar's financial performance and enterprise value. The table below shows these topics along with the areas of potential financial and operational impact.

CONCLUSION

The 2025 materiality update confirms that **climate resilience, energy efficiency, water stewardship, and ethical supply chains** are the most financially significant drivers of long-term enterprise value for Rogers Sugar Inc. By aligning with **ISSB standards**, we

have transitioned from qualitative ESG positioning to a **quantified, investor-relevant sustainability framework**, strengthening the Company's transparency, governance, and competitiveness.

This evolution reflects a broader shift from perceived impact to enterprise value protection, with climate, energy, and water risks now recognized as core financial exposures under IFRS S2. Ethical sourcing and governance integrity have also emerged as critical value-chain dependencies, directly influencing customer retention and market access. Together, these advancements position us to proactively manage emerging risks, take advantage of opportunities, and demonstrate leadership in sustainable business practices.

CONSOLIDATED KEY FINDINGS

FINANCIALLY MATERIAL TOPIC (ISSB LENS)	POTENTIAL IMPLICATIONS FOR ROGERS SUGAR
Energy Management & GHG Emissions	Direct exposure to energy price volatility and carbon taxation Opportunities for cost reduction and funding through energy efficiency initiatives
Climate Transition & Physical Risk	Regulatory and climatic changes influencing cost of capital, asset resilience, and raw material supply (raw cane sugar, sugar beets, and maple syrup)
Water Stewardship	Operational continuity risk Potential capital requirements for treatment and efficiency projects
Ethical & Sustainable Sourcing	Customer-contract eligibility and legal compliance under Bill S-211, modern-slavery legislation, and supplier-audit programs such as Bonsucro and other leading global sustainability ratings platforms
Waste & Circular Economy (including Packaging EPR)	Increasing provincial Extended Producer Responsibility (EPR) fees and customer scrutiny affecting cost containment and compliance
Cybersecurity & Governance Integrity	Data integrity and system reliability are linked to financial risk and insurance exposure
Employee Health & Safety	A core value at Rogers Sugar; critical to ensuring a safe and engaged workforce, critical to maintaining regulatory compliance and reducing liability

“2025 marks a defining moment for Rogers Sugar. This assessment transformed sustainability from a reporting lens into a compass for strategic decision-making—ensuring that every initiative, investment, and conversation contributes to a resilient, responsible, and forward-looking organization.”

REZA KOWSARI

Director of Sustainability





Environmental Stewardship

Protecting what sustains us: Land, water, air,
energy, and resources

Through rigorous monitoring and reporting, we maintain transparency and accountability as we work toward ambitious sustainability goals.

Resource conservation remains at the core of our efforts—we continually strive to reduce waste, improve energy efficiency, and promote responsible water management across all sites.

As our Company continues to expand, we remain focused on minimizing our environmental impact and setting new standards for responsible food processing.



“At Rogers, environmental stewardship is central to how we operate. We are committed to embedding sustainability into every aspect of our business, ensuring that responsible practices guide our growth and innovation.”



Protecting Our Environmental Footprint

“Environmental stewardship at Rogers means more than compliance—it is a disciplined, data-driven pursuit of continuous improvement across every facility.”

Rogers Sugar remains committed to operating responsibly in every community where we work. Protecting the environment is central to our long-term business strategy, guiding our operational decisions, process improvements, and compliance efforts across all facilities. These efforts are closely aligned with several UN Sustainable Development Goals including:



SDG 12 (Responsible Consumption and Production): We monitor our resource use and operate our facilities in alignment with resource consumption regulations and best practices in resource conservation to embed responsible consumption into our daily operations.

SDG 13 (Climate Action): In keeping with the unique environmental considerations at each of our operating facilities, we follow a customized plan for environmental risk management and mitigation to minimize our overall environmental footprint.

THE PILLARS OF OUR ENVIRONMENTAL MANAGEMENT APPROACH

Our environmental management approach is built on three pillars:

1. Prevention — Identifying and mitigating risks before they occur.
2. Monitoring — Measuring, recording, and verifying performance through data and audits.
3. Continuous Improvement — Using results to refine processes and enhance environmental performance.

Each refinery and processing facility follows a structured Environmental Management System (EMS) that defines clear responsibilities, training requirements, and response procedures. These systems ensure compliance with federal, provincial, and municipal regulations while embedding sustainability into daily operations.

Through the Sweet+ framework, we have integrated spill prevention, water and air quality management, and biodiversity protection into operational routines. This focus on compliance, transparency, and risk management supports our long-standing reputation as a responsible manufacturer and community partner.

PREVENTING IMPACTS ACROSS OUR FACILITIES

Our facilities span a diverse set of environments—from coastal Vancouver to the agricultural landscape of southern Alberta—and each faces a unique set of environmental challenges. While our environmental strategy is corporate in scope, its implementation is tailored to local conditions and regulatory expectations.

VANCOUVER REFINERY (BRITISH COLUMBIA)

Located alongside the Burrard Inlet, one of Canada's most biologically sensitive marine zones, the Vancouver Refinery operates under rigorous environmental controls. A site-specific Environmental Spill Prevention and Response Plan governs all sugar-related and chemical operations, emphasizing spill avoidance, immediate containment, and detailed documentation. More detail is available in Sustainability in Action on page 17.

A comprehensive Environmental Risk Matrix, developed in 2019 and updated annually, ranks potential spill points based on severity and frequency. Areas connected to the Burrard Inlet receive the highest level of scrutiny and engineering priority. Regular third-party Spill Management Training ensures employees are able to respond effectively and maintain readiness in the event of a spill. Investments since 2020—including the installation of dual backup pumps, automated samplers, and improved containment—have contributed to the preservation of the surrounding environment. The refinery also conducts biannual biophysical marine surveys to confirm that biodiversity around the outfall area remains stable.

MONTRÉAL REFINERY (QUÉBEC)

The Montréal refinery operates under stringent wastewater and air-quality permits. Recent upgrades have improved process water recycling and effluent temperature control. Energy efficiency projects—including crystallization and heat recovery optimization—have further reduced environmental intensity and strengthened the margins of compliance with environmental regulations.

TABER BEET PROCESSING FACILITY (ALBERTA)

Taber remains the cornerstone of Rogers' closed-loop agricultural system. Its on-site wastewater treatment facility includes anaerobic and aerobic basins that generate biogas for use as renewable fuel, reducing reliance on natural gas. Approximately 75% of the sugar beet's weight is water, meaning the facility discharges more treated water than it withdraws. Rigorous control combined with an advanced wastewater treatment facility ensures the effluent to surface water sources complies with applicable laws and regulations. More detail on these initiatives is available in the Managing Resources Wisely: Water & Wastewater section.

The plant's waste management system diverts more than 90% of by-products through reuse: beet pulp is converted into animal feed, and lime from purification is reused in agriculture. Detail on waste diversion is available in Organic By-Products & Food Waste Minimization section.

LANTIC MAPLE FACILITIES (QUÉBEC & VERMONT)

Our Lantic Maple plants maintain organic certification under Ecocert Canada, which requires strict environmental and forest stewardship. Each facility applies the principles of the Canadian Organic Standards, ensuring sustainable sap collection, biodiversity conservation, and the absence of chemical contaminants.

MONITORING, COMPLIANCE & CONTINUOUS IMPROVEMENT

Across all operations, Rogers maintains an integrated monitoring and reporting framework, which includes:

- Continuous effluent and temperature monitoring at regulated discharge points.

- Routine sampling and laboratory analysis for biochemical oxygen demand (BOD), total suspended solids (TSS), pH, and sucrose concentration.
- Annual audits and inspections by environmental authorities and internal teams.
- Preventive maintenance programs to ensure reliability of sensors, pumps, and control systems.

When deviations from specified limits occur, corrective actions are documented and communicated to the relevant departments. This structured feedback loop strengthens our culture of accountability and continuous learning. We maintain open dialogue with regulatory agencies and local stakeholders, participating in initiatives such as the Burrard Inlet Water Quality Committee.





Sustainability in Action

SAFEGUARDING THE BURRARD INLET & SURROUNDING ECOSYSTEM

For more than a century, the Vancouver Refinery has stood on the edge of the Burrard Inlet—one of British Columbia's most dynamic and ecologically sensitive coastal waters. Operating responsibly in this environment requires more than regulatory compliance; it demands constant vigilance, technical precision, and a culture of accountability.

Our environmental management practices in Vancouver are guided by a deep sense of stewardship and a structured framework that anticipates, prevents, and manages potential environmental risks. Through a combination of robust infrastructure, modern monitoring systems, and disciplined preventive maintenance, we ensure that our refinery operates in harmony with its surroundings.

ZERO-HARM APPROACH & CONTINUOUS IMPROVEMENT

Since 2022, the Vancouver Refinery has had no spills with material impact on the surrounding ecosystem. This outcome is supported by our biannual biophysical survey and studies, which confirm that local water quality and marine life remain intact. This milestone has been achieved through engineering improvements, enhanced monitoring, and proactive operator training. Key to this success is our Environmental Risk Matrix, a living tool within the refinery's Environmental Management System. Every pump, tank, pipeline, and condenser is assigned a risk rating based on potential severity and frequency of discharge, with marine-connected systems ranked as highest priority.

The risk register informs capital investment and maintenance schedules, ensuring critical equipment—such as high-level probes, condensers, sump pumps, and saltwater analyzers—operates within the highest reliability standards.

COMPREHENSIVE ENVIRONMENTAL SPILL PREVENTION & RESPONSE SYSTEM

Rogers' Environmental Spill Prevention and Response Plan at the Vancouver Refinery is the backbone of our operational readiness. It covers every potential discharge pathway—from sugar dust and liquid sucrose to wastewater and air emissions—and assigns clear responsibilities for prevention, detection, and corrective action.

Under this plan, all employees, from shift operators to senior managers, are trained to recognize environmental hazards, follow emergency procedures, and maintain meticulous records.

The system includes:

- Immediate reporting protocols to internal management, the City of Vancouver, and the BC Ministry of the Environment and Parks.

- Structured documentation through the Spill Investigation and Documentation Procedure and Final Spill Response Check-Up Forms.

- Root-cause analysis with corrective actions that drive continuous improvement.

This level of preparedness means that in the rare event of an anomaly, our teams can act within minutes—stopping processes, isolating the source, protecting storm drains, and collecting samples for laboratory testing. The data collected forms part of a record for internal review and regulatory oversight.

ADVANCED MONITORING & PREVENTIVE MAINTENANCE

Rogers has invested heavily in advanced environmental monitoring systems. Continuous sampling stations now take hourly measurements of saltwater discharge quality, complemented by daily snap samples and weekend checks to verify consistency. Preventive maintenance (PM) for all environmental control equipment is scheduled and tracked, ensuring compliance with manufacturer recommendations as well as internal standards.

Our PM program includes:

- **Routine calibration** of temperature and level probes to prevent system upset.
- **Redundant pump assemblies** to guarantee continuous flow.
- **Inspections of containment areas** and evaporators to ensure integrity.

These measures not only safeguard the Burrard Inlet but also ensure that our environmental data remain accurate and defensible for regulatory submission.

PROTECTING AIR QUALITY & REDUCING EMISSIONS

Beyond water stewardship, the Vancouver Refinery operates multiple air pollution control systems designed to capture and treat airborne particulates and process emissions. Dust collection units and air emission containment and filtration units are regularly inspected, cleaned, and maintained to prevent any discharge of sugar dust or combustion by-products into the air. Preventive maintenance ensures all fans, ducts, and filters operate efficiently, maintaining optimal air-flow and emission control. All data on emissions and pollution control performance are reported annually to relevant regulatory agencies as part of our commitment to transparency and compliance.



SCIENCE-BASED MARINE STEWARDSHIP

Twice per year, the refinery conducts biophysical surveys at its outfall points, in partnership with independent marine specialists, to evaluate the health of benthic (bottom of the ocean) habitats and species diversity. The latest surveys confirm that marine life near our discharge points—including macroalgae, sea stars, rockfish, and crabs—remains stable and representative of natural background conditions in Vancouver’s inner harbour. Toxicity studies jointly conducted with Environment Canada also demonstrated that sucrose, even at concentrations far above those permitted under normal operations, poses no acute or chronic toxicity to marine life. This evidence supports our conclusion that our discharge management practices are effective as well as environmentally sound.

COLLABORATION & TRANSPARENCY

Our team participates actively in the Burrard Inlet Water Quality Committee, a multi-stakeholder forum that brings together regulators, port authorities, industries, and environmental groups. Through this collaboration, we share data, exchange technical insights, and contribute to the collective management of the Inlet’s long-term health. Our transparent reporting, routine inspections, and open communication with environmental authorities reflect our broader commitment to continuous improvement and accountability.

Through these combined efforts, the Vancouver Refinery stands as an example of disciplined environmental management — blending operational excellence, regulatory compliance, and genuine respect for the coastal ecosystem that surrounds it.

KEY ENVIRONMENTAL SAFEGUARDS - VANCOUVER REFINERY

FOCUS AREA	SAFEGUARD / INITIATIVE	OUTCOME
Spill Prevention & Response	Comprehensive plan, immediate response hierarchy, detailed documentation forms	Regulatory compliance and traceable reporting
Monitoring & Sampling	Hourly automated sampling, daily snap checks, and lab testing	Real-time data and early detection of irregularities
Preventive Maintenance	PM for critical systems, redundant pumps, calibrated probes	Reduced risk of failure and unplanned discharge
Air Emissions Control	Air emission containment and filtration units, and continuous filter inspection	Prevention of particulate and airborne sugar release
Marine Protection	Biannual biophysical surveys and toxicity testing with Environment Canada	Verified non-toxic discharge and stable biodiversity
Training & Culture	Mandatory spill management training for all operators and supervisors	Sustained environmental awareness and readiness

Climate Action: Decarbonization, Energy Efficiency & Resource Conservation

“Every kilowatt saved and every tonne avoided brings us closer to a resilient future.”

As climate change presents increasing challenges to global food production, it is vital for companies in our industry to adopt a fully integrated approach to climate action and proactively manage related risks. We are dedicated to promoting sustainable production and consumption by optimizing resource use, reducing waste, and embracing circular economy principles.

Our initiatives focus on improving process efficiency, maximizing material utilization, and harnessing data-driven insights to drive continuous improvement throughout our operations and wider value chain. These efforts are closely aligned with several United Nations Sustainable Development Goals (SDGs), including:



SDG 7 (Affordable and Clean Energy): We are committed to improving energy efficiency across our operations while integrating cleaner energy sources.

SDG 12 (Responsible Consumption and Production): We focus on optimizing resource use, reducing waste, and implementing circular economy principles across our supply chain.

SDG 13 (Climate Action): We actively mitigate climate-related risks through climate risk assessments, supplier engagement, and adaptive operational strategies to ensure resilience in a rapidly changing climate landscape.

DATA-DRIVEN CLIMATE IMPACT INITIATIVES

At Rogers, we recognize that meeting the challenges of climate change in the long term begins with meaningful and measurable climate actions today. We are committed to reducing our carbon emissions, improving energy efficiency, and transitioning to sustainable energy sources.

Through science-based decision-making, strategic partnerships, and ongoing investments in energy efficiency, we aim to ensure that our climate actions contribute meaningfully to global decarbonization efforts while maintaining business resilience.

FROM INSIGHT TO IMPACT

Climate change demands global action, and Rogers is committed to playing its part in driving meaningful solutions. Across our operations, we are actively working to reduce carbon emissions, improving energy efficiency, and transitioning to sustainable energy sources. As a member of the Canadian Industry Partnership for Energy Conservation (CIPEC), we contribute to industry-wide progress in energy management.

In 2025, we continued to strengthen the quality and accuracy of our environmental data as part of our ongoing climate strategy. We launched a comprehensive energy assessment across all facilities to establish a baseline for energy use and emissions, guiding our long-term reduction efforts and pinpointing high-impact opportunities for improvement.

Across all operations, Rogers maintains an integrated monitoring and reporting framework, which includes:

- Alignment with Canadian Sustainability Disclosure Standards (CSDS 1 and CSDS 2) to meet national and international GHG reporting requirements and standards.
- Implementation of robust data collection and verification protocols, with monthly internal reviews for accuracy and audit readiness.
- Deployment of advanced tracking software to streamline data collection and emissions reporting.
- Use of calibrated measurement tools and standardized record management for improved data quality.
- Third-party verification of 99% of our Scope 1 and Scope 2 emissions data, setting a new benchmark for transparency.

We continue to enhance our systemwide monitoring and control functions to help ensure compliance with applicable provincial emissions standards. These initiatives reflect our broader commitment to data integrity, accountability, and regulatory alignment in environmental reporting.

With these enhanced processes and tools, Rogers is well positioned to meet evolving regulatory expectations, uphold best practices in climate data management, and drive measurable progress in climate action efforts.

CLIMATE RISK ASSESSMENT

Building on our 2024 climate risk assessment, we continue to use a TCFD/ISSB-aligned lens to evaluate how climate change may affect our operations, supply chain, logistics, and markets. This updated risk assessment reflects new climate signals, water conditions in Alberta that will be presented in more detail in the section on water risk classification, developments in cane- and maple-producing regions, and evolving disclosure and policy frameworks in Canada, the U.S., and the European Union.

GHG EMISSIONS 2025

GHG EMISSIONS INVENTORY (tCO ₂ e) ^{(1) (2) (3)}	2025	2024	2023
SCOPE 1			
Stationary fuel combustion	192,261	195,447	189,033
Mobile fuel combustion	563	522	667
Refrigerant gas losses ⁽⁴⁾	205	83	23
Industrial process emissions	3,745	2,844	3,056
Fugitive emissions ⁽⁵⁾	533	457	409
On-site waste management	12,459	13,815	14,182
On-site wastewater management	13,278	21,843	23,347
SCOPE 2⁽⁶⁾			
Imported electricity consumption	2,802	3,769	3,044
SCOPE 3⁽⁷⁾			
Upstream energy emissions	107	186	158
Purchased goods	351,447	384,463	404,907
Upstream transportation	252,865	269,696	309,551
Solid waste management	2,265	1,748	1,768
City water supply	412	402	413
City wastewater treatment	425	401	417
OUTSIDE OF SCOPE			
Biomass Based CO ₂ ⁽⁸⁾	14,283	12,496	8,351

(1) www.ghgprotocol.org

(2) Data may not add due to rounding

(3) Categorization of emissions in 2024 has changed from prior years. Emission sources have been reclassified in accordance with GHG Protocol categories. As a result, prior-year figures for on-site waste and wastewater management have been restated. Total emissions remain unchanged.

(4) The increase in refrigerant emissions in 2025 was primarily due to the retirement of older cooling units and the installation of new equipment, which required the controlled removal and replacement of refrigerants.

(5) The increase in fugitive emissions in 2025 was primarily attributable to higher consumption of purchased CO₂ during temporary interruptions in the carbonation process.

(6) Location-based and market-based Scope 2 results calculated as equivalent

(7) Please note that our Scope 3 emissions are subject to change as we integrate new emission sources and enhance data quality. While we report these emissions, they are not currently utilized in intensity calculations due to ongoing efforts to improve accuracy.

(8) Biomass-based CO₂ emissions include biogenic CO₂, such as decomposition of organic material, and CO₂ generated through Biomass Combustion such as pulp burning.

BASELINE MEASUREMENTS FROM 2024

Below are the baseline measurements for some of our most material climate issues in 2024.

CLIMATE RISK	2024 MEASUREMENT
Water risk footprint	In 2024, approximately 96% of total water withdrawals occurred in low risk basins; Taber is the only site in a low-medium risk basin ⁽¹⁾
GHG footprint	Scope 1: 235,191 tCO ₂ e Scope 2: 3,769 tCO ₂ e Scope 1 + Scope 2: 238,959 tCO ₂ e ⁽¹⁾
Supplier programs	Ongoing assurance and continuous improvement via Bonsucro (cane sugar), FSA (Alberta beet sugar) and the Canadian Organic Standards (COS) (maple syrup) support agronomic resilience and traceability ⁽¹⁾

(1) www.ghgprotocol.org

EXECUTIVE SNAPSHOT: WHAT'S NEW IN 2025

With the benefit of our more robust risk assessment initiative in 2025, we identified the following updates to our overall risk framework, including a broader range of risk categories and data.

RISK	2025 UPDATE
ENSO outlook	Elevated probability of a La Niña event between September and November 2025, expected to shift rainfall and temperature patterns through 2026, while long-term warming trends persist. ⁽¹⁾
Alberta irrigation	The St. Mary River Irrigation District set 2025 allocations at 12"/acre, easing near-term beet supply risk though structural drought exposure remains. ^{(2) (3)}
Cane supply signal	Brazil's 2025/26 sugar output revised downward following 2024 drought and fires; Mexico shows modest recovery after a weak 2024/25. ^{(4) (5)}
Maple	Québec's 2025 crop reached 225 million lb—slightly below 2024's record—though long-term variability risks persist with warming winters. ⁽⁶⁾
Logistics	Panama Canal operations stabilized in 2025 with full 50-ft. draft restored, alleviating 2024 bottlenecks, but long-term drought risk remains. ⁽⁷⁾
Disclosure & ratings	The U.S. SEC climate rule remains stayed; California SB-253 (GHG disclosure) and SB-261 (climate risk reporting) remain in force. The EU adopted "quick-fix" amendments to ESRS and enacted its ESG Ratings Regulation. ⁽⁸⁾

- (1) World Meteorological Organization (2025). La Niña may return; temperatures likely above average (ENSO probabilities for Sep–Dec 2025).
- (2) St. Mary River Irrigation District (Apr 2, 2025). 2025 Allocation: 12 inches per acre
- (3) SMRID (May 30, 2025). Water Supply Update: allocation expected to remain at 12 inches.
- (4) Conab / sector coverage (Aug 26, 2025). Brazil 2025/26 sugar production revised down.
- (5) USDA ERS (Jun 18, 2025). Sugar & Sweeteners Outlook: Mexico 2025/26 production recovery vs. 2024/25.
- (6) Québec Maple Syrup Producers / industry press (Jun 16–17, 2025). 2025 crop ≈225M lb.
- (7) Panama Canal Authority / trade press (Jul 2025). Canal restores full draft/capacity.
- (8) European Commission (Jul 11, 2025). ESRS "quick-fix" adopted (CSRD)

2025 PHYSICAL RISKS

As a producer of all-natural sweetener products, Rogers relies heavily on agricultural inputs for both our Sugar and Maple segments. Following are the ways we have identified that climate change could pose material risks to our 2025 production volumes along with mitigating actions:

RISK	EXPOSURE/UPDATE	KEY CONTROLS & MITIGATION
Water scarcity & drought (Alberta beet sugar)	12" allocation stable; long-term drought pressure under La Niña scenario	Annual WRI Aqueduct review Water reuse Grower engagement (ASBG/FSA) ⁽¹⁾
Weather variability (cane sugar)	Brazil outlook revised down for 2025/26 Mexico rebounding	Multi-origin sourcing
Maple season sensitivity (Québec, Northeast US)	Strong output (~225 M lb) but warming trends limit freeze-thaw windows ⁽²⁾	Strategic reserves Supplier diversification Sustainable forest management
Logistics chokepoints	Canal constraints eased with full draft restored Structural drought risk remains	Contingency routes Forward booking Buffer inventory ⁽³⁾

- (1) World Meteorological Organization (2025). La Niña may return; temperatures likely above average (ENSO probabilities for Sep–Dec 2025).
 (2) Québec Maple Syrup Producers / industry press (Jun 16–17, 2025). 2025 crop ≈225M lb.
 (3) Port Technology (2025), "Panama Canal restores full draft amid global trade shifts".

2025 TRANSITION RISKS

Beyond physical impacts, evolving regulations, market expectations, and economic factors present additional challenges. We identified the below as material issues for 2025, along with controls and mitigations. More detail on the disclosure issues is available in the Executive Snapshot: What's New in 2025 section.

ISSUE	2025 CONTEXT / UPDATE	CONTROLS & RESPONSE
Disclosure & assurance lift	CSDS 1 & 2 finalized with transitional reliefs (Canada) ⁽¹⁾ SEC rule stayed (U.S.) ⁽²⁾ CA SB-253/261 active ⁽³⁾ EU ESRs amended ^{(4) (5)}	Maintain CSDS/ISSB backbone Modular mapping to SB-253/261 & CSRD Maintain assurance on GHG reporting for more than 90% of emissions ^{(6) (7)}
Carbon pricing & energy	OBPS regimes and carbon-tax pressures impact Montréal, Vancouver, Taber CSDS 1 & 2 finalized with transitional reliefs (Canada)	Continue SEM/ISO 50001 projects Evaluate low-carbon heat and process optimization ⁽¹⁾

- (1) Canadian Sustainability Standards Board (CSSB) (Dec 2024). CSDS 1 & CSDS 2 finalized with transitional reliefs
 (2) Reuters (2025) "US SEC votes to stop defending climate disclosure rules"
 (3) Greenberg/Traurig (2025) "California Climate Disclosure Laws: Federal Court Denies Request to Block SB 253 and 261; Plaintiffs Appeal"
 (4) European Commission (Jul 11, 2025). ESRs "quick-fix" adopted (CSRD)
 (5) EUR-Lex (Regulation (EU) 2024/3005). ESG Ratings Regulation—transparency & integrity of rating activities
 (6) Canadian Sustainability Standards Board (CSSB) (Dec 2024). CSDS 1 & CSDS 2 finalized with transitional reliefs
 (7) ISO 14001 based internal frameworks, define zero-waste thresholds with diversion rate above 85%

QUALITATIVE RISK REGISTER UPDATED FOR 2025

The table below summarizes our material risk issues updated for 2025 by category and likelihood of occurrence, along with mitigating actions for the future.

RISK	LIKELIHOOD (12-36 MONTHS)	IMPACT	2025 UPDATE	KEY MITIGATIONS
Alberta water allocations (beet sugar)	Medium	Medium	12" allocation stable in 2025 - monitoring 2026 snowpack/precipitation (La Niña)	WRI Aqueduct review; withdrawal reduction/reuse; ASBG/FSA engagement Drought-playbook triggers
LATAM sugar cane weather	Med-High	Med-High	Brazil risk revised down for 2025/2026 Mexico on recovery path	Multi-origin sourcing, Bonsucro Opportunistic buying windows
Maple season variability	Medium	Medium	Strong 2025 output Long-term warming risk persists	Diversification, Reserve coverage Forest stewardship
Disclosure/assurance advancements	Medium	Medium	CSDS 1 and 2 finalized, CSA pause SEC stayed, CA moving forward EU quick-fix, Ratings Regulation	CSDS backbone Modular outputs to CA/EU Preparation for assurance

MOVING FORWARD

Our expanded risk assessment process has given us a broader and more integrated view of the climate-related risks and opportunities across our operations and value chain. This enhanced perspective enables Rogers to stay proactive in managing emerging challenges and evolving stakeholder expectations, while helping to refine the focus areas that guide our sustainability strategy and responsible business practices.

In the near term, our work will focus on strengthening disclosure alignment, advancing water-management and supplier-resilience planning, and improving data quality and transparency across all business units. We are also taking a closer look at how climate-related factors may influence trade, logistics, and sourcing decisions to ensure long-term business continuity.

Our exposure to climate risk remains concentrated but manageable when addressed proactively. Key areas of attention include water allocations in Alberta, climate-driven variability in cane sugar supply regions, and changing maple production conditions. By maintaining a data-driven, transparent approach and continuing to integrate climate considerations into our planning, we aim to strengthen supply reliability, reduce costs and emissions over time, and provide clear reporting to our stakeholders.

We recognize that certain external influences—such as trade policies, quotas, and Panama Canal constraints—can amplify the impacts of climate change on our value chain. While these factors are not detailed in this report, they are considered within our risk-management framework and will continue to inform our annual assessments and performance reviews.

ADVANCING ENERGY EFFICIENCY & CLEAN ENERGY INTEGRATION

Energy efficiency remains at the heart of our climate action strategy, helping us achieve the dual goals of reducing emissions and improving operational performance. As an active member of the Canadian Industry Partnership for Energy Conservation (CIPEC), we collaborate with industry peers to share knowledge, adopt best practices, and accelerate progress toward a low-carbon future.

STRATEGIC ENERGY MANAGEMENT - FROM ONE-OFF PROJECTS TO CONTINUOUS IMPROVEMENT

In 2025, Rogers Sugar made significant strides in advancing its Strategic Energy Management (SEM) program—a company-wide framework aligned with ISO 50001 standards. Unlike traditional, one-off initiatives, SEM integrates energy management into our daily operations and our long-term business planning. Anchored in the Plan-Do-Check-Act cycle, this approach drives continuous improvement, delivers measurable results, and creates lasting value. Building on the foundation established in 2024, SEM stands as a cornerstone of our sustainability journey, designed to:

▪ Cut Costs and Strengthen Competitiveness

- Reduce energy waste across our sugar refineries, beet plant, and maple facilities.
- Stabilize energy bills and protect against future carbon pricing.
- Improve margins by lowering one of our largest controllable costs.

▪ **Optimize Operations and Reduce Risks**

- Extend the life of critical equipment, including boilers, steam traps, and powerhouses.
- Reduce unplanned downtime and costly maintenance.
- Enhance production reliability to ensure consistent customer supply.

▪ **Build Trust and Reputation**

- Demonstrate action on sustainability in alignment with customer expectations.
- Strengthen ESG reporting with verifiable energy and emissions data.
- Position Rogers Sugar as a responsible and future-ready food manufacturer.

The Energy Management System framework progresses through four stages—initiation, building, enhancement, and sustaining—each emphasizing people engagement, performance measurement, and consistent process management.

KEY ADVANCEMENTS IN 2025

Guided by internal studies and active engagement from our energy teams, we advanced several high-impact initiatives across three core areas:

Engage People

- In collaboration with several departments and the executive team, we established a robust framework for the Energy Management System which was approved for implementation.
- Formed dedicated Energy Teams in Vancouver, Montréal, and Taber, and at the corporate level, supported by real-time dashboards and monthly meetings.

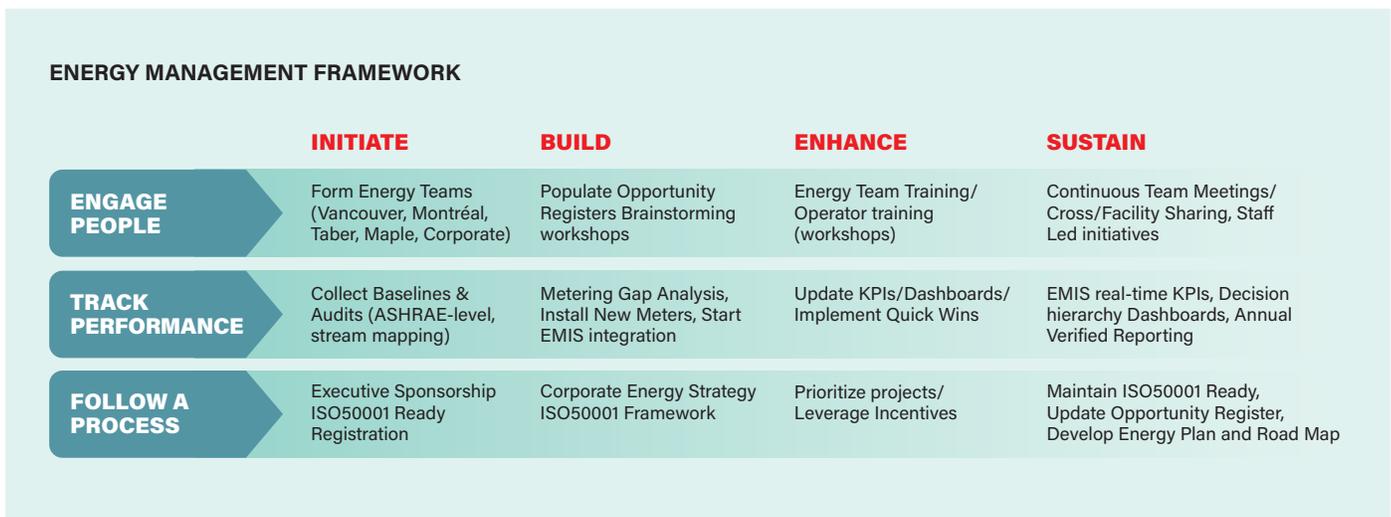
- Developed Opportunity Registers—living catalogues of efficiency projects—ranked by cost-effectiveness, energy savings, and operational co-benefits.
- Launched comprehensive training for Energy Team members, complemented by workshops on key energy efficiency topics.

Track Performance

- Refined baselines and energy consumption profiles through comprehensive energy balance audits and stream mapping.
- Completed site-wide steam trap audits at Vancouver, Montréal, and Taber.
- Conducted metering gap analyses, installed new measurement devices, and integrated consumption data into centralized dashboards.
- Advanced ISO 50001 Ready status at both site and corporate levels, progressing towards completion of all 25 Natural Resources Canada tasks with the support of third-party experts.
- Developed energy models for our Vancouver and Montréal refineries to accurately forecast future energy consumption and evaluate project performance.

Follow a process

- Optimized steam systems by enhancing condensate return systems and reducing thermal losses.
 - Updated process sequences and standards to improve energy performance, and to reduce material, water, and energy consumption.
 - Expanded digital controls and advanced analytics for real-time energy optimization.
 - Replaced legacy motors, pumps, and lighting with high-efficiency equipment.





Sustainability in Action

VANCOUVER EM-POWER TEAM

As part of our commitment to sustainability and operational efficiency, we have implemented a robust energy management strategy to identify opportunities to continuously improve energy efficiency and manage carbon emissions. Lantic's EM-Power Team is a creative and engaged group of people who took on the challenge of energy management at our Vancouver sugar refinery. In 2025, the team identified and implemented several impactful projects, including vacuum leak repairs, steam valve automation, evaporator cleaning, and new carbon filter adsorbents. These initiatives delivered savings of nearly \$100,000 annually, alongside water conservation of approximately 5,000 m³ per year, as verified by BC Hydro and FortisBC.

The Vancouver refinery's EM-Power Team exemplifies how technical rigour and employee engagement drive meaningful impact:

- Cross-Functional Leadership – The EM-Power Team involved members at all levels, including executive sponsors, energy champions, data leads, and operators, collaborating through regular meetings and dashboards.
- Operator Engagement – Training sessions introduced the '9 Wastes of Energy,' embedding efficiency awareness into daily routines.
- Momentum for Change – The team created an Opportunity Register to implement both low-cost fixes and longer-term capital projects, ensuring lasting results.

IMPACT SNAPSHOT (2025)

METRIC	RESULT
Electricity Saved	142,586 kWh (1.1%)
Natural Gas Saved	9,210 GJ (1.4%)
Projects Implemented	13 ECMS
Water Savings	~5,000 m ³ /year

LOOKING AHEAD, OUR PLANS FOR 2026 INCLUDE:

- An overhaul of our steam traps.
- A comprehensive audit of leaks of compressed air, water, and steam.
- The continued rollout of ISO 50001 Ready across all sites.



Evaporator Cleaning Increase



New Efficient Carbon Filter Adsorbent



Managing Resources Wisely: Water & Wastewater

“Water, waste, and circularity: closing the loop.”

Water is fundamental to life and to our business. Responsible water stewardship is central to our sustainability strategy, supporting the long-term viability of our operations and the protection of natural ecosystems. Our water management initiatives ensure our efforts contribute to global priorities for sustainable water use and ecosystem health in alignment with key United Nations Sustainable Development Goals (SDGs).



SDG 6 (Clean Water and Sanitation): We track and optimize water usage, reduce withdrawal where possible, and invest in water recycling and wastewater treatment initiatives.

SDG 12 (Responsible Consumption and Production): We have implemented strategies for water recycling and reuse, reduced wastewater discharge, and improved wastewater treatment efficiency.

By continuously monitoring our water footprint, engaging with stakeholders, and investing in sustainable water practices, we are committed to minimizing our environmental impact while ensuring long-term water security.

WATER RISK ASSESSMENT & MANAGEMENT

Water is a key input to the manufacturing, cleaning and sanitation processes at our facilities. Rogers uses both potable and non-potable water in the production of our sugar and maple syrup. We are committed to responsible management of this vital shared resource.

We recognize that continued access to the water we require is not guaranteed. It depends on the hydrological conditions within the watersheds where we operate, which are increasingly influenced by the effects of climate change. The growing frequency and severity of extreme weather events—such as droughts, floods, and temperature fluctuations—may affect the ongoing availability and quality of usable water.

Our data-driven approach to sustainability begins with accurate and consistent data collection. We track, monitor, and report on the volumes of water we extract from all sources, and we continually seek opportunities to improve the efficiency of our water use.

Each year, we conduct a formal water risk analysis using the Aqeduct Water Risk Atlas provided by the World Resources Institute (WRI). This assessment evaluates physical, regulatory, and reputational water risks across all our facilities, enabling us to proactively manage water-related challenges and maintain sustainable operations.

According to our 2025 Aqeduct Water Risk Assessment, almost 99% of total water withdrawals occurred in areas classified as low water risk, 1% in low-medium risk areas, and a negligible amount (close to 0%) in medium-high risk areas. These results demonstrate our continued commitment to operating in regions with minimal water scarcity concerns. We believe this risk profile is a strategic advantage to our business.

Of our eight major facilities, **six** are located in **low-risk areas**, **one** (Taber Beet Processing Plant) in a **low-medium risk area**, and **one** (Toronto Distribution Centre) in a **medium-high risk area**.

TABER - BEET PROCESSING PLANT (ALBERTA)

The Taber Beet Processing Plant remains Rogers' only facility in a low-medium water-risk area, within the Saskatchewan-Nelson River Basin (Lower Oldman Sub-Basin). In 2025, the region experienced below-average precipitation and below-average snowpack and was classified at Stage 3 of 5 in Alberta's Water Shortage Management Framework, reflecting continued drought conditions across southern Alberta.

Given that both the facility and local beet growers depend on stable water availability for processing and irrigation, Rogers actively monitors hydrological indicators and engages with local and provincial stakeholders to mitigate potential risks.

In 2025, Taber potable water withdrawal declined by approximately 7% (15,000 m³), Fresh water withdrawal declined by approximately 13% (116,000 m³) compared to 2024, all while sustaining efficient operations. Approximately 75% of the weight of a sugar beet is naturally water, meaning the facility discharges more effluent than it withdraws, as much of the process water originates from the beets themselves.

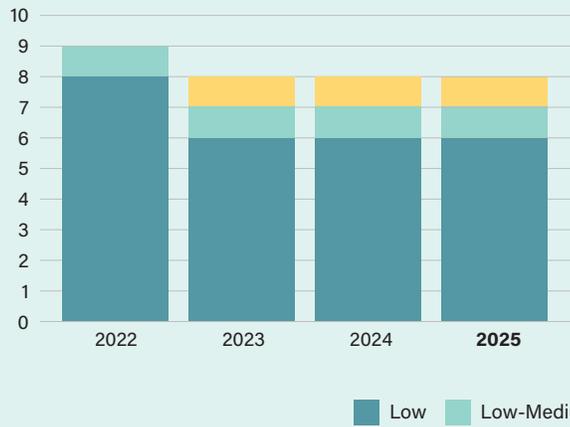
This pattern underscores Taber's low net water consumption and our continued focus on reuse, effluent quality, and watershed stewardship.

ST. LAWRENCE BASIN FACILITIES (QUÉBEC & ONTARIO)

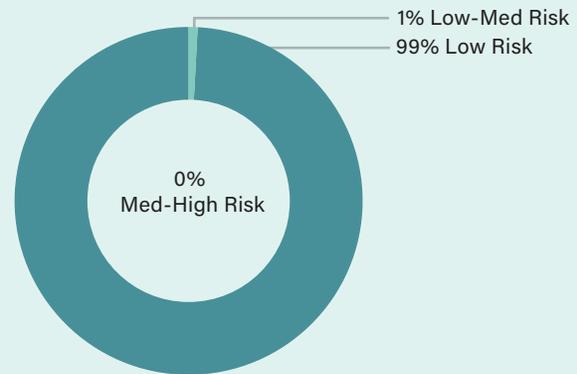
Six of our facilities—including Saint-Honoré-de-Shenley, Granby, Montréal, and Toronto—operate within the St. Lawrence River Basin, where overall water risk remains low to medium-high, depending on sub-basin conditions.

- Saint-Honoré-de-Shenley and Granby draw relatively small volumes of water (2,200 m³ and 14,300 m³ respectively) and operate in low-risk zones with stable supply.

NUMBER OF FACILITIES BY RISK CLASSIFICATION



SHARE OF TOTAL WATER WITHDRAWAL AT EACH RISK CLASSIFICATION



WATER RISK CLASSIFICATION BY FACILITY (2025)

SITE	MAJOR BASIN	MINOR BASIN	PHYSICAL RISK (QUANTITY)	PHYSICAL RISK (QUALITY)	REGULATORY & REPUTATIONAL RISK	TOTAL OVERALL WATER RISK	TOTAL ANNUAL WATER WITHDRAWAL (M ³)
Taber Beet Plant	Saskatchewan Nelson	Lower Oldman	High (3-4)	Low (0-1)	Low (0-1)	Low-Medium (1-2)	200,808
Saint-Honoré-de-Shenley Bottling Plant	St. Lawrence	Chaudière	Low (0-1)	Low-Medium (1-2)	Low (0-1)	Low (0-1)	2,208
Granby Bottling Plant	St. Lawrence	Yamaska	Low-Medium (1-2)	Low-Medium (1-2)	Low (0-1)	Low (0-1)	14,288
Websterville Bottling Plant	St. Lawrence	Winooski	Low (0-1)	Low-Medium (1-2)	Low-Medium (1-2)	Low (0-1)	554
Montréal Cane Refinery	St. Lawrence	Montréal Island	Low (0-1)	Low-Medium (1-2)	Low (0-1)	Low (0-1)	9,331,133
Toronto Sales & Distribution	St. Lawrence	Humber / Don	High (3-4)	Low-Medium (1-2)	Low (0-1)	Medium-High (2-3)	981
Dégelis Bottling Plant	St. John	Upper Saint John / St. Francis	Low (0-1)	Low (0-1)	Low (0-1)	Low (0-1)	8,561
Vancouver Cane Refinery	Pacific and Arctic Coast	Strait of Georgia / Squamish	Low (0-1)	Low (0-1)	Low (0-1)	Low (0-1)	8,367,664

- Montréal Cane Refinery, our largest water-using site in the east, withdrew approximately 9.3 million m³ of water in 2025, primarily for processing and cooling. Despite its scale, the site remains within a low overall water-risk zone, supported by robust municipal supply infrastructure and strict effluent controls.
- The Toronto Sales & Distribution facility lies within the Humber/Don sub-basin, where medium–high water risk (2–3) is associated with urban stormwater pressures and regulatory constraints. The actual withdrawal volume at this site is minimal (981 m³).

Together, our St. Lawrence facilities continue to maintain strong water-quality compliance, supported by municipal water systems and on-site monitoring programs.

DÉGELIS - BOTTLING PLANT (QUÉBEC)

Located in the Upper Saint John / St. Francis sub-basin, Dégelis operates in an area of low risk with ample water resources. The facility uses modest water volumes (8,561 m³ in 2025) primarily for bottling operations and sanitation, with negligible environmental impact.

VANCOUVER - CANE REFINERY (BRITISH COLUMBIA)

The Vancouver Cane Refinery, in the Strait of Georgia / Squamish sub-basin under the Pacific and Arctic Coast basin, remains in a low-risk area with a consistent municipal water supply. The site withdrew approximately 8.37 million m³ of water in 2025, with nearly equal treated effluent discharge volumes, reflecting high water-use efficiency and stable hydrological conditions.

The refinery continues to work with Metro Vancouver to enhance monitoring, optimize process reuse, and maintain compliance with regional water-quality standards.

Rogers Sugar remains committed to responsible water stewardship across all facilities, integrating risk mitigation, continuous monitoring, and process optimization into our operations. Our goal is to ensure long-term water security, minimize environmental impact, and sustain efficient, resilient production throughout our network.

WATER CONSUMPTION & CONSERVATION

Our facilities draw from both potable and non-potable water sources. In 2025, total water withdrawals were approximately 18.7 million m³, reflecting a significant decrease compared to the 2024 figure. The drop is mainly due to the contribution from our Vancouver facility associated with management of diffuser pumps. This trend is temporary and expected to return to its historical annual average. The downward trend observed in 2024 has continued in 2025, reflecting our ongoing efforts to improve water use efficiency across operations.

Water withdrawal intensity in 2025 was 22.17 m³ per metric tonne of product, down from 33.07 m³ per metric tonne of product in 2024. However, potable water withdrawal intensity increased slightly from 3.19 m³ per metric tonne of product to 3.22, a level that is well within the range of normal yearly fluctuation.

WASTEWATER & EFFLUENT DISCHARGE MANAGEMENT

At Rogers, we are committed to returning water to the environment responsibly by rigorously managing both the quality and quantity of our effluent. This is especially critical where treated water is discharged into natural ecosystems or municipal sewer systems.

We apply a multi-layered control system that includes:

- Continuous monitoring of effluent quality parameters, such as pH, temperature, chemical oxygen demand (COD), biochemical oxygen demand (BOD), and nutrient concentrations.
- Ongoing recording of effluent physical characteristics.
- In-house laboratory testing complemented by regular analyses conducted by third-party certified laboratories.

Our integrated approach to water management enables early detection of issues, supports regulatory compliance, and drives continuous process improvement.

At facilities where treated water is discharged to industrial or domestic sewer systems, we work closely with local municipalities to ensure our effluent consistently surpasses quality and volume standards. This proactive coordination helps protect community infrastructure and regional water systems while fostering strong relationships with our municipal partners.

We also engage with regional and federal regulators to support alignment with the Canadian Environmental Protection Act and other stringent environmental standards. Our water stewardship program incorporates regular reporting, third-party audits, and government inspections to maintain transparency and accountability.

Across our operations, we continue to invest in system upgrades, enhanced monitoring, and staff training to minimize environmental impact and optimize wastewater management.

WASTEWATER TREATMENT AT OUR TABER FACILITY

The Taber Beet Processing Plant is equipped with a dedicated on-site wastewater treatment system, designed to efficiently treat and recover process water while meeting rigorous environmental standards.

The treatment process combines several stages to ensure clean, high-quality water prior to discharge. Effluent first passes through an anaerobic reactor, where organic material is broken down and biogas is generated. It then moves to an aerobic basin for additional purification and nitrogen level control. Finally, a clarifier removes any remaining solids, producing clear water that meets all discharge standards.

Captured biogas from anaerobic digestion fuels a dual-fuel steam boiler, reducing reliance on natural gas and supporting emissions reduction goals. Treated water is released into the Oldman River and is continuously monitored to ensure compliance with federal and provincial regulations.

The Taber system exemplifies Rogers’ commitment to circular water use, emissions reduction, and responsible environmental stewardship.

WATER STEWARDSHIP IN OUR SUPPLY CHAIN

Our commitment to responsible water management extends throughout our supply chain. By sourcing from certified partners and collaborating closely, we help ensure water-related risks—such as overuse, pollution, and local scarcity—are proactively managed and independently verified.

We work with leading certification programs, each bringing a distinct approach to water stewardship:

- **Bonsucro (Sustainable Sugar Cane Standard):**
 - Promotes efficient water use across field and mill operations.
 - Requires ongoing monitoring of withdrawals and discharges.
 - Protects local resources.
 - Encourages best agricultural practices.
- **SAI Platform (Farm Sustainability Assessment):**
 - Promotes sustainable water use in agriculture.
 - Protects water sources and ecosystems.
 - Encourages efficient irrigation and nutrient management.
- **Canadian Organic Standards (COS):**
 - Requires clean, uncontaminated water in cultivation and processing.
 - Prohibits chemically polluted water.
 - Supports effective wastewater management and ecosystem protection.

Prioritizing certified sources strengthens sustainable production and consumption across our value chain, enhancing agricultural resilience and supporting our broader environmental commitments.

WATER (M ³)	2025	2024	2023
Total water withdrawals	18,682,570	27,940,655	28,725,519
Water withdrawals / MT of product	22.17	33.07	34.49
Potable water withdrawals	2,715,232	2,695,046	2,768,539
Potable water / MT of product	3.22	3.19	3.32
Waste water / effluent to sewer	1,562,875	1,495,204	1,532,464
Potable water consumption	1,152,356	1,199,842	1,236,075
Potable water consumption / MT of product	1.37	1.42	1.43



Waste, Resources & the Circular Economy

“Taking responsibility from production to post-consumer: managing resources, waste, and packaging in a circular system.”

At Rogers, waste management and circular economy principles are fundamental to our sustainability strategy. These principles ensure we minimize waste, optimize resource efficiency, and contribute to a more sustainable food system. Our approach aligns closely with UN Sustainable Development Goal 12: Responsible Consumption and Production.



We embed circular practices in our operations, to minimize consumption, reduce waste generation, and increase resource recovery.

RESOURCE CONSERVATION

At Rogers, resource conservation is a core priority. We are working to minimize raw material consumption, improve process efficiency, and reduce waste at every stage of production. Through operational improvements, technological advancements, and strategic planning, we strive to optimize resource use while maintaining product quality and production efficiency. Our approach is centred on maximizing efficiency, reducing waste, and identifying opportunities for continuous improvement.

ADVANCING DATA-DRIVEN RESOURCE CONSERVATION

A key component of our resource conservation strategy is the use of advanced data analytics and process monitoring to uncover and act on opportunities for efficiency gains. In 2025, we:

- Expanded and upgraded monitoring systems to provide deeper insights into material usage patterns and further reduce waste.
- Strengthened operational audit processes to identify new efficiency opportunities and accelerate the implementation of corrective actions.
- Advanced our performance tracking metrics to better measure progress, support decision-making, and sustain continuous improvement in resource efficiency.

OPTIMIZING RESOURCE USE ACROSS OUR OPERATIONS

To enhance resource efficiency, we focus on:

- Maximizing Processing Efficiency
 - Refining process optimization to reduce material loss and enhance production output.
 - Improving extraction and refining techniques to increase yield from raw materials.
 - Utilizing automation and advanced monitoring systems to detect and eliminate inefficiencies.
- Enhancing Material Utilization
 - Reducing reliance on excess inputs such as chemicals and other processing aids.
 - Implementing process modifications to ensure materials are used efficiently with minimal waste.
 - Exploring innovative solutions to improve the efficiency of refining and production processes.
- Operational Improvements to Reduce Resource Waste
 - Equipment upgrades and maintenance programs to optimize performance and extend lifespan.
 - Process streamlining to eliminate redundant steps and improve overall efficiency.
 - Lean manufacturing principles to minimize excess resource consumption.

COMMITMENT TO CONTINUOUS IMPROVEMENT

Our resource conservation strategy is a continuous process that adapts to emerging technologies, evolving regulatory expectations, and leading industry practices. In 2025 and beyond, we will:

- Continue investing in innovative solutions and process enhancements to drive further gains in resource efficiency.
- Foster cross-functional collaboration to design, share, and implement best practices in resource conservation across all operations.
- Expand our data analytics capabilities to support stronger decision-making and long-term sustainability planning.

By embedding resource conservation into every aspect of our operations, we are positioning our business to remain resilient, efficient, and sustainable well into the future.



Sustainability in Action

BOOSTING ENERGY EFFICIENCY THROUGH BOILER HEAT RECOVERY IN MONTRÉAL

OVERVIEW

At our Montréal Refinery, the economizer of Steam Boiler #4 reached the end of its useful life after 25 years of service. The economizer—a key heat-recovery component that captures waste heat from flue gases to preheat boiler feedwater—had become heavily corroded and was bypassed, resulting in significant thermal energy loss and higher natural gas consumption.

Recognizing the environmental and operational impact, Lantic undertook a full replacement of the economizer during the 2024 annual shutdown. The rebuild restored the unit’s heat-recovery capacity and modernized key components, including the return bends, manifolds, and insulation.

IMPACT & BENEFITS

METRIC	IMPACT
Annual natural gas savings	~955,000 m ³
CO ₂ e reduction	~1,800 tonnes per year (based on 1.89 kg CO ₂ e per m ³ natural gas)

Since commissioning in January 2025, operational data from January to June have confirmed substantial improvements in heat recovery efficiency and steam system stability. Feedwater temperatures have increased consistently, reducing fuel demand and improving boiler performance. Indirectly, the stabilized condensate system has also reduced variability in the Condex unit’s operation, further supporting energy and water conservation goals.

Implementation

The project was executed on a tight timeline to align with the annual shutdown. Three specialized contractors were invited to bid, and all safety and quality requirements—including X-ray weld testing—were applied to ensure reliability and compliance. Despite working under constrained holiday conditions, the project was delivered on time and on budget.

Environmental Stewardship

This initiative supports Lantic’s commitment to resource conservation and efficiency under the Sweet+ Strategic Energy Management Program. By recovering waste heat and reducing fossil fuel demand, the Montréal site strengthens both its operational resilience and its contribution to GHG reduction targets.



CIRCULAR WASTE MANAGEMENT & RESOURCE EFFICIENCY

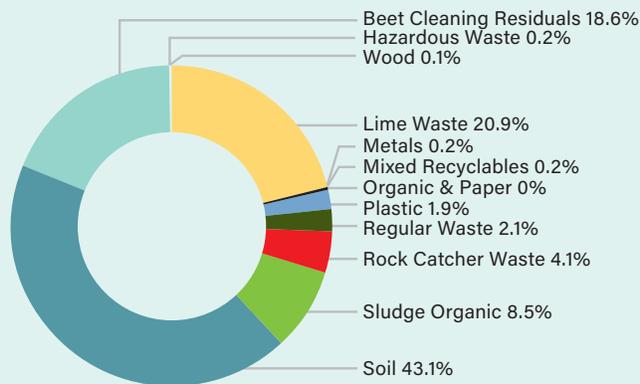
We remain committed to reducing waste and optimizing resource efficiency through comprehensive circular waste management strategies.

Our approach continues to move away from the traditional “take, make, dispose” model toward one that prioritizes upcycling, material repurposing, and process efficiency, thus meeting our objectives of reduction and diversion of waste.

Understanding the environmental impact of waste, Rogers leverages data to enhance performance and accountability. Unlike many sectors within the food processing industry, our sugar refining process allows for recovery of nearly 100% of solid food waste by reintroducing it into production.

We take a proactive and data-driven approach to waste reduction and diversion. All four sites in our Sugar segment—Montréal, Vancouver, Taber and Toronto—were included in our waste data monitoring program in 2025. By working closely with third-party waste service providers and driving internal process improvements, we achieved a diversion rate of 95% from landfills across all facilities in 2025, meeting the zero waste standards defined by the TRUE Zero Waste Certification and the Zero Waste International Alliance (ZWIA) as well as ISO14001.⁽¹⁾ Beneficial uses of the diverted waste included land application, animal feed, recycling, and anaerobic digestion. In keeping with our focus on the circular economy, organic by-products, including beet pulp, were repurposed into animal feed, supporting agricultural value chains. Precipitated calcium carbonate (PCC), a by-product of the refining process, was recovered for beneficial use in agricultural and industrial applications.

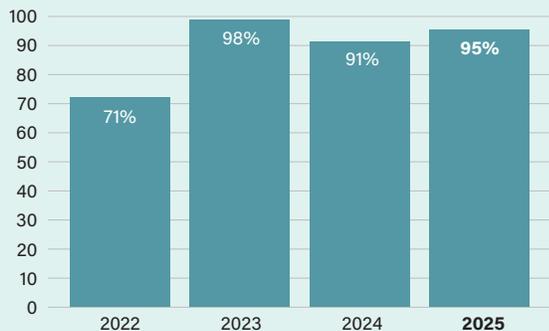
WASTE COMPOSITION BY WEIGHT (%)



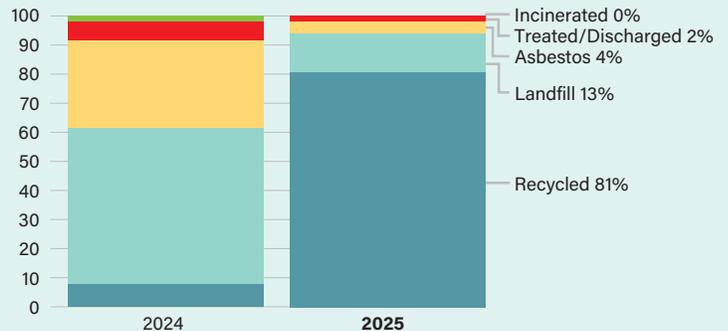
WASTE COMPOSITION (MT)

CATEGORY	2025	2024
Hazardous Waste	61	239
Lime Waste	33,625	24,489
Metals	424	234
Mixed Recyclables	216	226
Organic & Paper	40	47
Plastic	18	2,218
Regular Waste	1,663	2,467
Rock Catcher Waste	6,401	4,829
Sludge - Organic	10,926	9,941
Soil	79,227	50,396
Beet Cleaning Residuals	20,814	21,702
Wood	88	144
Total	153,503	116,933

DIVERSION RATE (%)



HAZARDOUS WASTE (%) BY WEIGHT



(1) ISO 14001 based internal frameworks, define zero-waste thresholds with diversion rates above 85%.

While a decrease in non-diverted material was recorded in 2025, our overall diversion rate remains strong. We continue to identify and implement opportunities to improve waste segregation, recovery, and diversion across our operations.

HAZARDOUS WASTE TREATMENT

In 2025, a significant portion of hazardous waste was recycled, as seen in the table above. A significant drop in asbestos waste was observed, mainly due to fewer abatement projects during the year. All hazardous waste was managed in accordance with federal and provincial regulations through secure landfill disposal, regulated incineration, or specialized treatment methods.

CIRCULAR WASTE MANAGEMENT AT TABER

The Taber Beet Processing Plant remains a leading example of circular waste management in practice. The facility:

- Upcycles 100% of beet waste streams into animal feed and digester feed.
- Recovers recycled lime for reuse in agriculture and other industries.

SUSTAINABLE PACKAGING & EXTENDED PRODUCER RESPONSIBILITY

Recognizing the environmental footprint of packaging, we are taking action to:

- Eliminate single-use plastics.
- Increase the use of recyclable and recycled-content materials.
- Collaborate with suppliers to design and implement sustainable packaging solutions.

These initiatives align with Extended Producer Responsibility (EPR) programs and are strengthened through ongoing industry partnerships.

ORGANIC BY-PRODUCTS & FOOD WASTE MINIMIZATION

Sugar refining produces a range of organic by-products and residual streams that we carefully manage to ensure that nothing of value is lost. Through a combination of advanced recovery systems and innovative by-product utilization, we reduce food waste to a negligible level and convert residual materials into valuable co-products.

SUGAR RECOVERY & FOOD WASTE MINIMIZATION

We have implemented comprehensive processes, policies, and advanced equipment to capture and reuse sugar at every stage of production. This includes:

- **Molasses:** A nutrient-rich by-product of the sugar extraction process, molasses is marketed to fermentation industries, where it serves as a valuable feedstock for the production of ethanol, yeast, and other bioproducts. It is also widely used as an ingredient in animal feed due to its high energy content and palatability, supporting livestock nutrition.
- **Sweetwater:** This sugar-laden process water is systematically collected during production and recycled back into the manufacturing process. By reusing sweetwater, we minimize water consumption,

reduce waste, and maximize overall process efficiency.

- **Airborne Sugar Dust:** Generated during handling and processing, airborne sugar dust is effectively captured using state-of-the-art dust collection systems. This not only ensures a safer and cleaner working environment, but also prevents particulate emissions and allows for the recovery of sugar particles that can be reintegrated into production.
- **Condensates & Wash Waters:** These process waters, generated from steam condensation and equipment cleaning, are carefully collected and treated. Where feasible, they are recovered through filtration and recycled within the facility for use in non-potable applications, such as equipment washing or cooling, further reducing our freshwater demand and minimizing effluent discharge.

These efforts ensure that all economically viable sugar is recovered, supporting both food security and resource efficiency while reducing our environmental footprint.

ORGANIC BY-PRODUCTS FROM SUGAR BEET PROCESSING

At our Taber facility—the only beet sugar refinery in Canada—processing generates additional organic by-products that are redirected to alternative markets:

- **Beet Pulp & Pellets:** Fresh beet pulp, a highly nutritious by-product of sugar extraction, presents logistical challenges due to its high moisture content and density, making it difficult to transport and unsuitable for storage. To address this, we dry the pulp and form it into beet pulp pellets, creating a stable, storable product that is marketed as premium livestock feed.
- **Beet Tailing & Residues:** During the slicing process, beet tops and bottoms—referred to as beet tailings and residues—are separated and collected. Rather than being discarded, these organic materials are directed to biodigesters, where they serve as renewable feedstock for biogas production, thereby contributing to circular energy systems and supporting our commitment to sustainable resource management.

LIME SUSTAINABILITY PROGRAM - PRECIPITATED CALCIUM CARBONATE (PCC)

Sugar refining requires lime, which results in the generation of a by-product known as precipitated calcium carbonate (PCC) or lime mud. Historically stored in long-term ponds, this material is now part of our Lime Sustainability Program, an initiative launched to transform what was once considered waste into a valuable resource.

Within the Lime Sustainability Program, we have identified the following beneficial uses for PCC:

- **Agriculture:** PCC is used for soil pH correction, fertilizer blending, and soil structure improvement.
- **Cattle Operations:** PCC helps to reduce odour and moisture in corrals.
- **Energy Sector:** PCC helps with the absorption of Sulphur Dioxide (SO₂) emissions in power plants, with ongoing testing in collaboration with SaskPower.

- **Remediation & Waste Treatment:** PCC is used for buffering sulphur waste, capping landfills, and treating contaminated soils.
- **Industrial Use:** Due to its low sodium and potassium content, PCC is suitable for applications such as the production of cement and other building materials.

Market Uptake & Diversion

Thousands of tonnes of PCC have already been successfully diverted from long-term storage to beneficial uses, demonstrating significant progress in resource efficiency. Our objective is to achieve 100% beneficial reuse of PCC, ensuring that no lime by-product goes to waste and that all material is repurposed in a manner that adds value and supports sustainability goals.

To further advance this ambition, we are actively engaged in ongoing drying trials and application studies designed to expand the potential markets for PCC. Our partnerships with stakeholders in the agriculture, land remediation, and industrial sectors are accelerating the development of new and sustainable applications, positioning PCC as a valuable resource across multiple industries.

Together, these initiatives demonstrate how our operations extend beyond sugar production to create multiple value streams, contribute to circular economy practices, and reduce overall waste.

IMPROVEMENTS IN SUSTAINABLE PACKAGING & RECYCLING RESPONSIBILITY

Rogers is committed to continuous improvement in the sustainability of our packaging practices. We strive to deliver our sweeteners in packaging that safeguards product quality, provides essential information, and minimizes environmental impact. In Canada, producer responsibility for managing and reducing packaging waste is governed by Extended Producer Responsibility (EPR) programs.

The first step in reducing our packaging impact is to understand our packaging use and material composition. Sugar and maple syrup are enjoyed both on their own and as ingredients in other manufactured foods. The majority of our production is supplied to food manufacturers in industrial-sized formats for further processing.

In 2025, our Sugar segment distributed approximately 59% of its supply as bulk sugar in both solid and liquid forms. An additional 15% comprised non-sugar bulk products. Both of these categories are delivered without packaging. A further 15% was transported in large packaging formats tailored for industrial clients. The remaining 10% was packaged for retail and food service, with 98% of this portion representing Rogers' branded products in 2025. The trend has been consistent over the past few years.

For our Maple segment, packaging remains essential for preserving quality in line with the maple syrup grading system. In 2025, retail and food service formats accounted for approximately 87% of maple deliveries, compared to 90% in 2024. Larger packaging for industrial customers represented 13% in 2025, versus 9% in 2024.

Of the total retail and food service supply, 5% was Rogers' branded product in 2025, while 95% of the total supply from our Maple segment was delivered to industrial and private-label customers in both years.

Private-label packaging is specified and owned by the customer. Rogers continues to collaborate with these customers to offer more sustainable packaging options, while also advancing the sustainability profile of our own branded packaging.

We remain especially vigilant regarding the use of plastics in our branded retail packaging. In 2025, our branded retail packaging primarily comprised glass, paper, and other fibre-based materials, as detailed in the following table. Approximately 91% of our branded retail packaging was plastic-free, compared to 92% in 2024.

In 2025, Rogers Sugar received a **Sustainability Certificate from CHEP – a Brambles Company**, recognizing our contribution to the circular economy through the shared and reused pallet system used across our distribution network. By using CHEP's pooled pallets instead of single-use alternatives between **October 2024 and September 2025**, we helped conserve natural resources and reduce waste—**avoiding approximately 1,224 tCO₂e in GHG emissions**, saving **637,000 m³ of wood**, the equivalent of **329 trees preserved**, and **reducing 123 tonnes of waste**. This achievement demonstrates how collaborative logistics and responsible packaging choices support our broader goals for carbon reduction, resource efficiency, and circularity within our supply chain.

Together with our customers, suppliers, and government partners, we are committed to ongoing improvement in sustainable packaging—removing problematic components, enhancing recyclability, and incorporating recycled content where feasible. As expectations of food producers continue to evolve, Rogers will proactively work to meet or exceed these standards.

REPLACING SINGLE-USE PLASTICS IN MAPLE PACKAGING

Our Maple segment has been actively pursuing a sustainability plan focused on reducing packaging material, eliminating non-recyclable components, and maximizing the use of recycled content in packaging.

In 2023, Rogers launched a comprehensive assessment of our maple retail packaging, leading to the launch of a targeted program to eliminate single-use plastics.

By 2025, this initiative has resulted in our maple product packaging being made entirely from recyclable materials, with the only exception being the bottle cap seal, which remains negligible at 0.3 grams. All high-risk components identified through the Canada Plastics Pact framework have been eliminated or are in the process of being phased out, underscoring our commitment to responsible packaging and advancing a circular economy.

SUGAR VOLUME FORMAT % OF TOTAL	2025	2024	2023	2022
Industrial, liquid and export	74%	75%	77%	76%
Non-sugar bulk products	15%	15%	13%	14%
Consumer	10%	11%	11%	11%

BRANDED RETAIL PACKAGING MATERIALS (MT)	2025	2024	2023	2022
Glass	349	293	349	357
Paper and other fibre	210	224	210	212
Metal	56	38	56	64
Plastic	35	52	35	50
Aluminum	0	0	0	NM
Total	650	607	650	683

BRANDED RETAIL PACKAGING MATERIALS % OF TOTAL	2025	2024	2023	2022
Glass	54%	48%	54%	52%
Paper and other fibre	32%	37%	32%	31%
Metal	9%	6%	9%	9%
Plastic	5%	9%	5%	7%
Aluminum	0%	0%	0%	0%

We are actively pursuing our strategy of minimizing the use of plastic packaging.







Ethical & Sustainable Business Practices

At Rogers, we recognize that our role as a food processing company extends beyond delivering quality products to customers.

We are committed to conducting our business in a manner that upholds the highest standards of ethics, integrity, and sustainability. Our approach is informed by a deep respect for people, communities, and the environment, and is embedded in every aspect of our operations.

Following are examples of our ongoing efforts to integrate ethical and sustainable practices into our business model. We believe that responsible conduct is fundamental to long-term success and to maintaining the trust of our stakeholders. From the development of robust policies and ethical labour standards to the promotion of sustainable agricultural practices and the management of supply chain risks, we strive to make positive contributions throughout our value chain.



“Integrity is not optional—it is the foundation of how we do business, every day and everywhere.”



Responsible & Sustainable Sourcing

“A responsible supply chain is more than compliance—it is our commitment to farmers, workers, and the planet.”

At Rogers, responsible sourcing is central to our procurement strategy and our wider commitment to ethical operations and global well-being. We take responsibility for our impact by promoting responsible agricultural practices and upholding human rights across our global supply chain, which reaches communities around the world. Our approach is guided by the principles of responsible land use, regenerative agriculture, and alignment with international sustainability standards.

In 2025, we advanced our supply chain due diligence significantly to align with our corporate values and with the requirements of Canada's Bill S-211 (Fighting Against Forced Labour and Child Labour in Supply Chains Act). We will continue to invest in traceability, verification, and ethical sourcing, in alignment with our corporate strategy and with Sweet+, our broader sustainability program. By increasing the proportion of certified sustainable sugar, strengthening partnerships with suppliers, and prioritizing fair working conditions, we ensure that our supply chains are resilient, transparent, and responsible.

Responsible sourcing enables us to mitigate supply chain risks, ensure product integrity, and contribute to a more sustainable food system—one that supports farmers, protects the environment, and meets the expectations of our customers and stakeholders. By strengthening traceability, ethical procurement, and sustainable agricultural practices, we align with several United Nations Sustainable Development Goals (SDGs).



SDG 2 (Zero Hunger): We promote sustainable agriculture and resilient food systems by supplying certified beet and cane sugar as part of our portfolio and supporting responsible practices across our sourcing. These certified products help protect soil health, conserve water, and support biodiversity.

SDG 8 (Decent Work and Economic Growth): We set clear expectations for suppliers regarding labour rights, wages, and workplace conditions, fostering responsible employment practices with our Ethical and Sustainable Sourcing Policy.

SDG 10 (Reduced Inequalities): We actively work to eliminate forced labour and child labour risks within our agricultural supply chains.

SDG 12 (Responsible Consumption and Production): We prioritize certified sustainable sourcing to minimize environmental impacts across our value chain.

SDG 15 (Life on Land): We invest in verified and certified sustainable sourcing to ensure long-term supply chain resilience while fostering positive social and environmental change in the communities where we operate.

SUSTAINABLE SOURCING POLICIES

A reliable and resilient supply of sugar cane and sugar beets is vital to our long-term success. Rogers is dedicated to maximizing our raw sugar sourcing from producers who follow verified or certified sustainable agricultural practices. This commitment is driven by our belief that prioritizing sustainability strengthens our business, safeguards the environment, and supports resilient communities across our supply chain.

Rogers has adopted an Ethical and Sustainable Sourcing Policy and an associated Supplier Code of Conduct. These documents set out our expectations for sustainable conduct by our suppliers and focus on areas of governance, working conditions, human rights, and sustainable agricultural methods. More detail on the application of human rights expectations in our supply chain is available in the People, Governance & Community Impact section in this report.

The documents are reviewed and updated every year, expanding the expectations for best practices within our supply chain. All Company suppliers are expected to return the Supplier Code of Conduct with their signed agreement to its terms. We are pleased that our strong supplier relationships have translated to a high execution rate on our Supplier Code of Conduct by our direct suppliers of raw materials and packaging.

Rogers Sugar Inc. policies regarding sustainable agricultural practices and forced and child labour within our supply chain are managed through Lantic Sugar Inc. operational policies. These include:

- Human Rights Policy – Shared internally with our employees.
- Sustainability Policy Statement – Shared externally on our website.
- Ethical and Sustainable Sourcing Policy – Shared externally on our website.
- Ethical and Sustainable Sourcing Code of Conduct – Shared externally with our suppliers.

The Company's Ethical and Sustainable Sourcing Code of Conduct covers the following principles:

- Anti-Bribery and Corruption
- Conflicts of Interest
- Gifts
- Confidentiality
- Human Rights as set forth in The United Nations Universal Declaration of Human Rights
- Health and Safety Regulations
- Freedom of Association
- Working Hours, Salaries, and Wages

- Child Labour and Young Workers
- Non-discrimination, Abuse, and Harassment
- No Forced, Bonded, Slave, and Human Trafficking
- Environmental Sustainability
- Land Rights of Communities

SUPPLY CHAIN RISK IDENTIFICATION & MITIGATION

ETHICAL SOURCING

We conducted a comprehensive, layered risk assessment and management process to ensure full visibility and traceability across our supply chain. Our methodology combined global prevalence data (Global Slavery Index), supplier-level benchmarking through leading third-party sustainability ratings platforms, and third-party certifications (Bonsucro, FSA, PPAQ).

This process confirmed that, while most suppliers operate in low-risk jurisdictions, cane sugar sourced from Brazil, Argentina, and Guatemala, along with certain packaging inputs from China, represent elevated risks. Through proactive risk management, we increased Bonsucro-certified cane sugar to 46%, maintained 100% certified beet sugar, and ensured 100% traceability of maple syrup supply. Overall, 61% of all sugar supplied was sustainably sourced in 2025.

EXPANDING OUR EFFORTS TO IDENTIFY POTENTIAL RISKS IN OUR SUPPLY CHAIN

The foundation of ethical sourcing is effective risk assessment and management. In 2025, we expanded our efforts in this area by conducting a comprehensive, layered risk assessment and due-diligence process to strengthen visibility and traceability across our supply chain.

Beginning in 2025, Rogers instituted a structured risk assessment framework that integrates multiple layers of due diligence. The results of each assessment are presented in more detail below:

- **Country-level systemic risk assessment using the Global Slavery Index (GSI):** The GSI, produced by Walk Free, is a comprehensive resource that measures the prevalence of modern slavery and systemic human rights risks across countries, enabling Rogers to identify and prioritize high-risk sourcing regions.
- **Supplier-specific assessment using third-party ratings:** Rogers uses a leading global provider of business sustainability ratings, evaluating suppliers on environmental, social, and ethical performance to help in selecting and monitoring responsible partners.
- **Certification assurance through Bonsucro (cane sugar), FSA (beet sugar), and PPAQ (maple syrup):** Bonsucro, the Farm Sustainability Assessment (FSA), and the Producteurs et productrices acéricoles du Québec (PPAQ) each certify supply chains against rigorous sustainability and ethical standards specific to their respective products, providing trusted third-party verification of responsible sourcing.
- **Internal enforcement through our own Ethical Sourcing Policy, Supplier Code of Conduct, audits, and traceability tools:** Rogers' internal policies and tools set clear expectations for supplier conduct, enforce compliance and enable traceability throughout the supply chain to ensure ongoing adherence to ethical standards.

This approach reflects international best practices and ensures risks are identified, prioritized, mitigated, and monitored across our global supply chain.



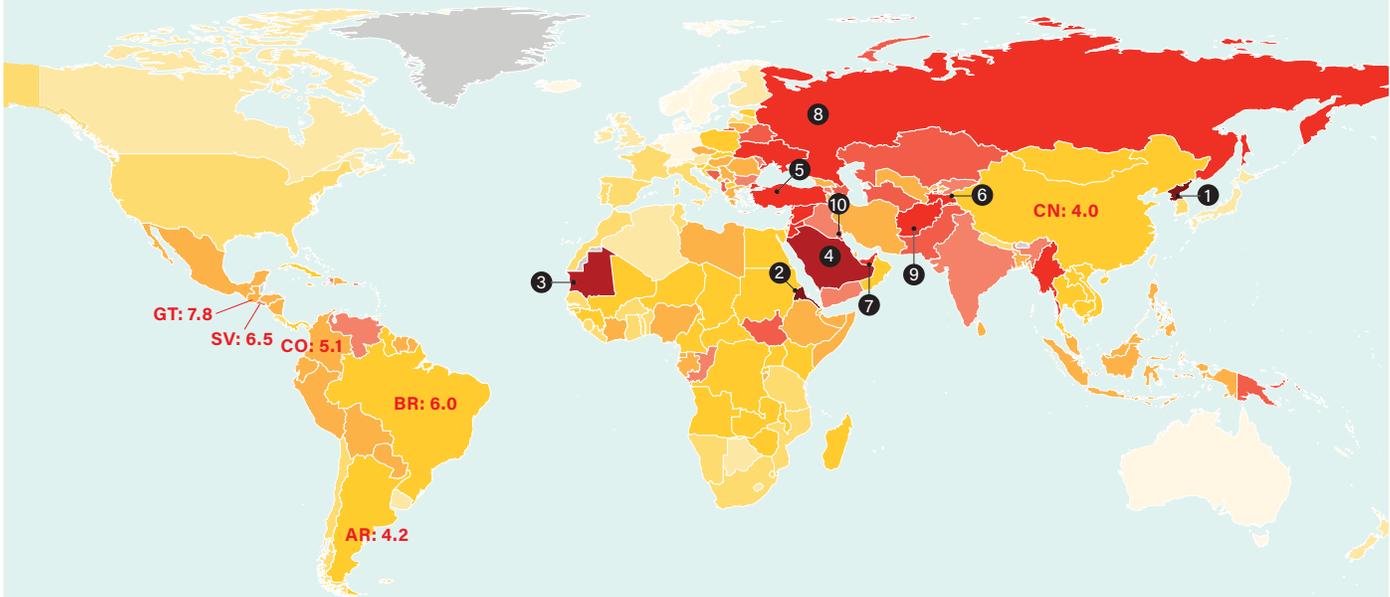
Global Slavery Index (GSI) Country Risk Screening

The Global Slavery Index (Walk Free) measures modern slavery prevalence at the national level, expressed as the number of people in modern slavery per thousand of population. It integrates nationally representative household surveys, ILO/UN⁽¹⁾ data, and risk modeling to assess systemic vulnerabilities such as governance, inequality, migration, and conflict.

OUR ANALYSIS OF SOURCING REGIONS REVEALED THE FOLLOWING ELEVATED-RISK COUNTRIES:

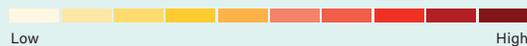
COUNTRY	GSI PREVALENCE (PER 1,000 POPULATION)	KEY SUPPLY CATEGORY	RISK CLASSIFICATION
Argentina	~4.2	Raw cane sugar	Moderate-High
Brazil	~6.0	Raw cane sugar	High
Colombia	~5.1	Raw cane sugar	Moderate-High
El Salvador	~6.5	Raw cane sugar	High
Guatemala	~7.8	Raw cane sugar	High
China	~4.0	Packaging materials	Moderate

Although most of our supply originates in Canada (GSI=1.8), and the U.S. (GSI=3.3), and we have a complete review of all relevant risks, these above-named countries were prioritized for enhanced due diligence in the future.



ESTIMATED PREVALENCE OF MODERN SLAVERY BY COUNTRY

(noting estimated prevalence per 1,000 population for the 10 countries with highest prevalence)



RANK	COUNTRY	PREVALENCE
1	North Korea	104.6
2	Eritrea	90.3
3	Mauritania	32.0
4	Saudi Arabia	21.3
5	Turkiye	15.6
6	Tajikistan	14.0
7	United Arab Emirates	13.4
8	Russia	13.0
9	Afghanistan	13.0
10	Kuwait	13.0

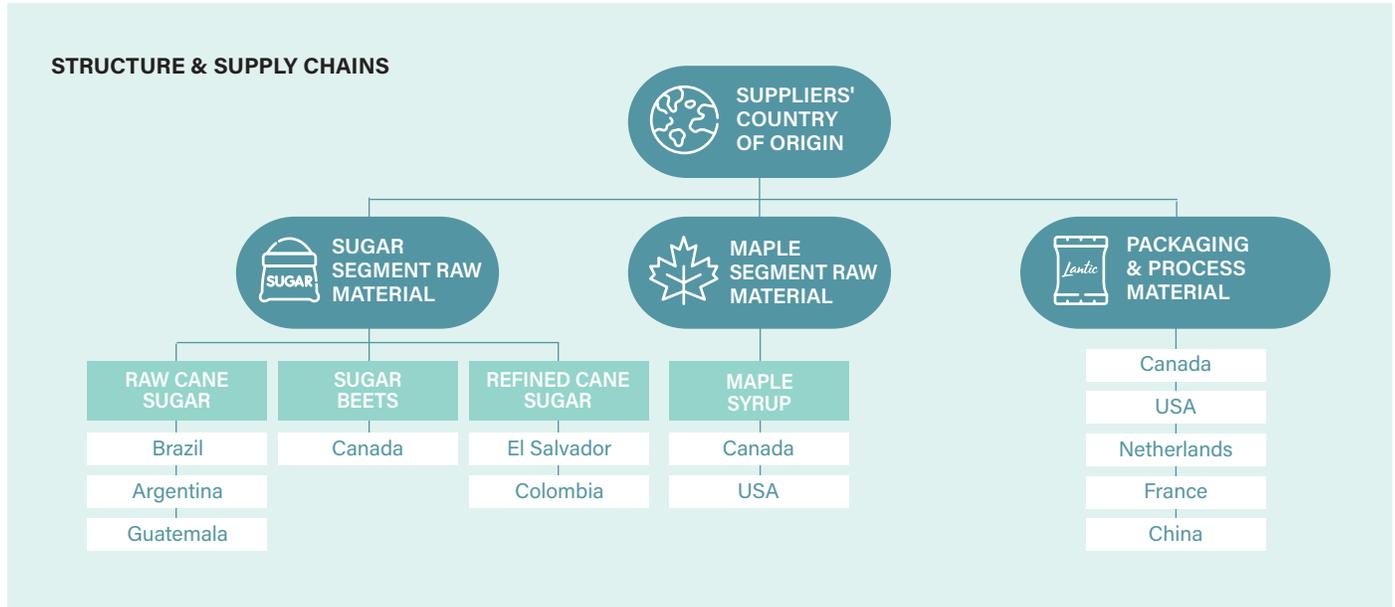
(1) International Labour Organization/United Nations

Supplier Risk Assessment

Supplier risk is evaluated using a globally recognized sustainability ratings platform that evaluates suppliers across four pillars:

- Labour & Human Rights
- Environment
- Ethics
- Sustainable Procurement

Each supplier is evaluated on policies, actions, and results, with context adjustments for geography, sector, and company size. The methodology aligns with ILO conventions, UN Global Compact, OECD Guidelines, and ISO standards, making it one of the most reliable and widely adopted tools for supply chain due diligence.



IN 2025, OUR THIRD-PARTY ADVISOR ASSESSED OVER 2,400 OF OUR SUPPLIERS ACROSS ALL CATEGORIES

Maple syrup is produced on a broad network of farms, with a significant portion of supply coming from numerous small-scale producers. In contrast, cane sugar is sourced from large mills that aggregate inputs from multiple growers. As a result, maple suppliers represent a disproportionately large share of our overall supplier base.

Percentage of Suppliers by Category:

SUPPLIED PRODUCT	PERCENTAGE OF SUPPLIERS
Maple syrup	61%
Cane sugar	2%
Beet sugar	2%
Packaging	2%
Other	33%

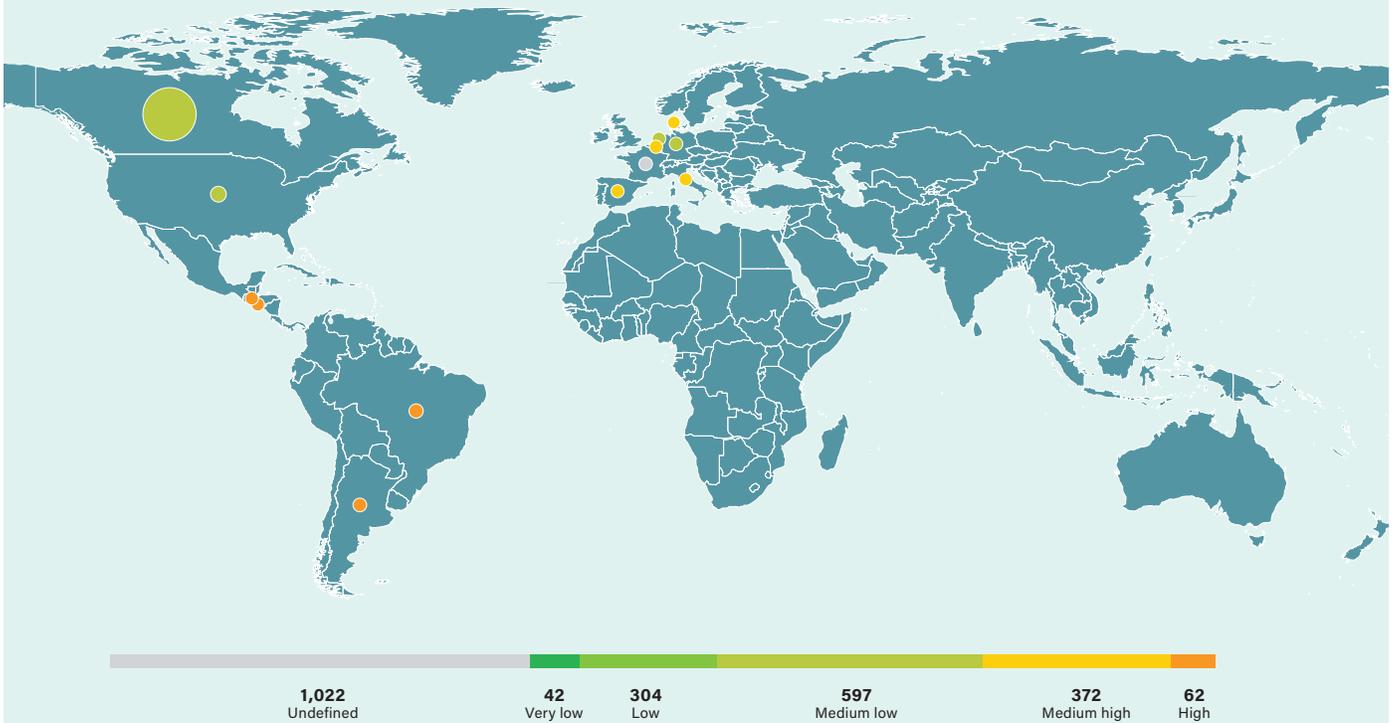
Geographic Distribution:

COUNTRY OF ORIGIN	PERCENTAGE OF SUPPLIERS
Canada	94%
United States	3%
Brazil	2%
Other countries including Argentina, Guatemala, El Salvador, Colombia, Belgium, Germany, and China	1%

Assessed Supplier Risk Profiles:

RISK PROFILES	PERCENTAGE OF SUPPLIERS
High	1%
Medium-high	25%
Medium-low	45%
Low	25%
Very low	4%

Suppliers assessed as high risk were exclusively cane sugar operations in **Brazil, Argentina, and Guatemala**, with assessments of medium-high-risk assigned to sugar beet, maple, and packaging suppliers. These results validated the findings of the GSI assessment and provided supplier-specific visibility into where risks are most acute, specifically cane sugar suppliers from medium-high and high risk countries.



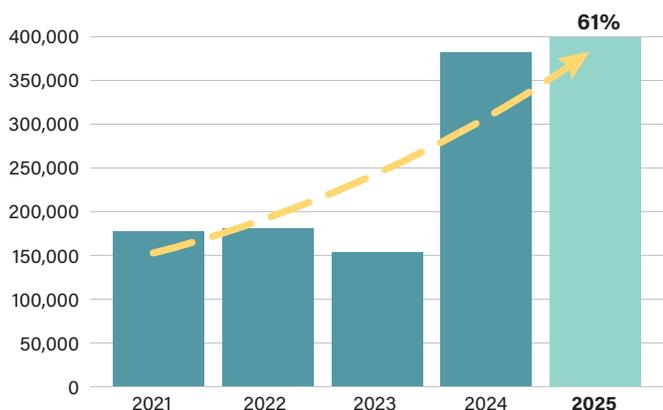
CANE SUGAR-BONSUCRO-STRENGTHENING SOCIAL PROTECTIONS

Bonsucro is the leading global sustainability standard for sugar cane. Its certification framework includes:

- Prohibition of child and forced labour.
- Fair wages, safe working conditions, and gender equality.
- Respect for land rights and free, prior, and informed consent (FPIC).
- Worker grievance mechanisms and collective bargaining.
- Environmental stewardship and biodiversity management.
- Chain-of-custody traceability from farm to final product.

In 2025, Rogers achieved 46.1% Bonsucro-certified cane sugar, up from 7.4% in 2023. Our progress in supplying sustainable sugar from 2021 to 2025 is detailed below:

SUSTAINABLE SUGAR (MT)



RISK MEDIATION & MITIGATION ACTIONS

Following GSI and other leading third-party supplier risk assessments, Rogers Sugar implemented targeted mitigation strategies, aligned with a risk management cycle: identification, assessment, prioritization, mitigation, monitoring, and remediation.

Cane sugar continues to represent the highest-risk commodity in our supply chain, primarily due to its concentration in regions with elevated systemic risks. Data from the International Labour Organization (ILO) and UNICEF indicate that child labour rates in some countries where our suppliers are based average around 6%, with the agricultural sector bearing a disproportionate share of this challenge. These figures underscore the need for heightened vigilance and proactive risk management in sourcing cane sugar from these geographies.

To address these risks, Rogers has adopted a policy of prioritizing suppliers who are certified under internationally recognized sustainability frameworks such as Bonsucro. These certification programs impose stringent requirements that go beyond basic compliance, explicitly prohibiting forced and child labour, mandating safe and healthy working conditions, ensuring fair wages, promoting gender equality, and safeguarding land rights. By favouring certified

suppliers, we strengthen our ability to mitigate social and ethical risks at the source.

For suppliers who are not certified, we apply enhanced due-diligence measures and additional oversight to ensure responsible practices are met. This includes comprehensive supplier assessments to evaluate risk factors, the development of corrective action plans where deficiencies are identified, and ongoing monitoring to ensure continuous improvement and alignment with our ethical sourcing standards.

In addition to our focus on agricultural inputs, we maintain robust oversight of our packaging suppliers, the majority of whom are based in Canada. These suppliers are subject to regular monitoring for environmental compliance and are required to adhere strictly to our Supplier Code of Conduct. This ensures that all partners in our supply chain, regardless of location or sector, consistently uphold our expectations for responsible labour practices and ethical business conduct.

Through these layered and targeted interventions, Rogers demonstrates its commitment to upholding the highest standards of social responsibility and ethical sourcing across every facet of our global supply chain.

MONITORING & CONTINUOUS IMPROVEMENT

Our approach to risk management extends well beyond initial identification, encompassing a cycle of ongoing monitoring, reassessment, and continuous improvement. Each year, we conduct a comprehensive reassessment of our supply chain risks using the most recent data from the Global Slavery Index (GSI), ensuring our understanding of systemic risks remains current and actionable. For suppliers identified as higher risk, we implement enhanced due diligence, which are formalized through the signing of the Rogers Sugar Responsible Sourcing Guideline to ensure clear accountability and progress toward remediation.

We are also committed to expanding the proportion of our cane sugar supply that is certified under recognized sustainability standards. Insights and findings from our risk assessments are systematically integrated into procurement decision-making, allowing us to prioritize responsible sourcing and proactively address potential issues before they escalate. Finally, we maintain a strong commitment to transparency through regular public reporting, both to fulfill our obligations under Canada's S-211 legislation and to reinforce stakeholder trust in our ethical sourcing practices.

In 2025, we further strengthened our approach by executing a comprehensive ethical sourcing risk management program. By integrating systemic analysis from the Global Slavery Index, supplier-specific evaluations, and expanded certification initiatives, we established a robust, best-practice due diligence framework. This enabled us to identify, prioritize, and mitigate elevated risks across our supply chain. With 61% of our sugar now sustainably sourced and rigorous monitoring protocols in place, Rogers Sugar is well positioned to minimize ethical risks and to ensure a resilient, transparent, and responsible supply chain.

Sustainable Agriculture

“Nurturing land, people, and progress together.”

Sustainable agriculture is the cornerstone of our long-term sourcing strategy at Rogers Sugar. We are committed to ensuring that all of our agricultural inputs—including beet sugar, cane sugar, and maple syrup—are sourced and produced in ways that safeguard natural ecosystems, uphold human rights, and contribute positively to the resilience and prosperity of farming communities.

Our approach to sustainable agriculture is holistic and forward-looking. We prioritize farming practices that protect soil health, conserve water, and promote biodiversity, recognizing that environmental stewardship is essential for the future of our business and the planet. At the same time, we work closely with our suppliers and partners to ensure fair labour conditions, support local livelihoods, and foster inclusive economic growth within the communities where we operate.

Our efforts support several United Nations Sustainable Development Goals (SDGs), reinforcing our long-term commitment to environmental responsibility through sustainable agricultural practices.



SDG 6 (Clean Water and Sanitation): We continuously seek to improve water efficiency, reduce withdrawal, and enhance wastewater treatment systems to protect freshwater resources.

SDG 12 (Responsible Consumption and Production): We work to minimize environmental impact across our supply chain.

SDG 14 (Life Below Water): We actively work to protect marine and freshwater ecosystems by reducing water withdrawal, improving wastewater treatment, and preventing pollution.

SDG 15 (Life on Land): We promote sustainable agricultural practices, including regenerative farming, soil conservation, and the prevention of deforestation through certified sourcing standards.

SUSTAINABLE CULTIVATION OF BEET SUGAR

Our Taber, Alberta beet sugar operations are exclusively supplied by the Alberta Sugar Beet Growers, a longstanding partner dedicated to responsible and sustainable agriculture. Since 2020, 100% of our beet sugar supply from this region has achieved Silver Level certification under the Sustainable Agriculture Initiative (SAI) Platform's Farm Sustainability Assessment (FSA).

The SAI Platform is a globally recognized organization that brings together stakeholders across the food and agriculture value chain to advance sustainable agricultural practices. The FSA provides a

comprehensive framework for measuring and improving on-farm sustainability, benchmarking growers against international best practices.

This certification assures that all participating growers adhere to rigorous standards for responsible farming, including:

- Proactive soil health management and implementation of crop rotation strategies to maintain long-term productivity.
- Efficient irrigation and water stewardship to conserve resources and reduce environmental impact.
- Responsible and judicious use of fertilizers and pesticides to protect both crops and surrounding ecosystems.
- Active biodiversity conservation, including measures to support pollinators and preserve natural habitats.

By working closely with the Alberta Sugar Beet Growers, we foster a culture of continuous improvement, supporting growers in elevating both environmental and social practices year over year. As a result, our beet sugar supply meets recognized sustainability standards and demonstrates strong progress toward responsible and resilient agricultural sourcing

EXPANSION OF SUSTAINABLE CANE SUGAR

We have made substantial progress in broadening Bonsucro certification throughout our cane sugar supply chain, reflecting our commitment to industry-leading sustainability standards. Bonsucro is recognized as the foremost global standard for sustainable sugar cane production, offering an independent certification that encompasses not only robust labour practices and the protection of land and human rights, but also comprehensive environmental safeguards. These include requirements for greenhouse gas emissions reduction, responsible water management, and biodiversity conservation. Bonsucro certification also ensures full chain-of-custody traceability, allowing us and our stakeholders to verify the sustainable origins and ethical handling of our cane sugar at every stage.

Our responsible sourcing program is built on the integration of ethical risk management and internationally recognized sustainable agriculture certifications. This approach enables us to construct a supply chain that is both accountable and resilient, capable of adapting to evolving environmental and social expectations.

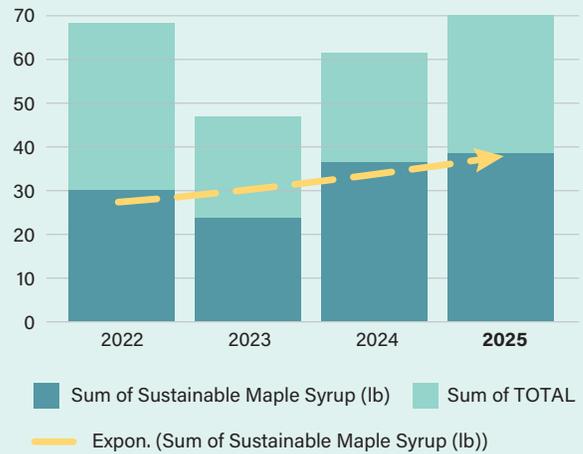
In 2025, we achieved significant milestones. By increasing our percentage of Bonsucro-certified cane sugar to 46% and maintaining 100% certification for our beet sugar supply, we increased our percentage of total sustainable sugar to 61%. In addition, we further strengthened traceability for our organic maple products.

By embedding these rigorous standards and transparent practices across our operations, we continue to advance our goal of delivering sustainable, ethically sourced products while fostering trust and long-term value for our customers and communities.

SUSTAINABLE SUGAR SOURCING

SUPPLIED SUSTAINABLE SUGAR	2025	2024	2023	2022	2021	2020
Beet sugar (%)	100.0	100.0	100.0	100.0	100.0	100.0
Cane sugar (%)	46.1	42.0	7.4	8.5	8.6	9.0
Total (%)	61.5	58.9	19.3	22.6	22.8	17.5

DRIVING GROWTH IN SUSTAINABLE MAPLE



ORGANIC CERTIFICATION & RESPONSIBLE SOURCING AT LANTIC MAPLE

At Rogers Sugar’s Maple Division, we see organic certification not only as a label, but as a promise of integrity, traceability, and stewardship. The Lantic Maple brand is built on a foundation of non-GMO sourcing and an ever-growing share of Certified Organic production. Each year, a larger proportion of our maple syrup supply comes from producers who meet the rigorous standards of the **Canada Organic Regime (COR)** and equivalent international frameworks.

CERTIFIED TO THE HIGHEST STANDARDS



Our maple operations are certified by **Ecocert Canada**, one of the world’s most recognized and government-accredited organic certification bodies.

Certification covers every step of the process—from sap collection to bottling—and is subject to annual audits that review:

- **Traceability:** from a single barrel to the final packaged product.
- **Mass balance:** verifying that volumes purchased, transformed, inventoried, and sold are consistent.
- **Segregation & storage:** ensuring organic and non-organic lots remain separate.
- **Processing steps:** reviewed for compliance with organic production requirements.
- **Documentation & shipping:** confirming accurate records and transparent labelling.

This certification guarantees that our products comply with **CAN/CGSB-32.310-2020** (Canadian Organic Standards), as well as equivalent regulations in the **United States (USDA NOP, 7 CFR Part 205)**, **Europe (Regulation EU 2018/848)**, and **Japan (Organic JAS)**. Thanks to international equivalency agreements, consumers worldwide can trust that a Lantic Maple product bearing an organic seal meets the same high bar of quality, no matter the market.

RESPONSIBLE FOREST MANAGEMENT

Organic maple syrup production goes beyond the elimination of synthetic chemicals or pesticides. Certified Organic producers must:

- Maintain **forest biodiversity** and soil health.
- Use **ethical tapping techniques** that safeguard long-term tree vitality.
- Protect **water quality** and minimize environmental impact.
- Implement **natural pest control** and avoid synthetic inputs.

These practices not only preserve the health of maple forests, but also uphold the ecological balance that future generations depend on.

DRIVING GROWTH IN ORGANIC MAPLE

In 2025, we also improved our maple supply data mapping to ensure full visibility and traceability across our organic and conventional maple suppliers. Our share of organic maple syrup continues to grow, increasing the sustainability and resilience of this product line.

In essence, Rogers Sugar’s Maple Division is setting a benchmark in responsible sourcing—bringing to market maple syrup that is certified, traceable, ecologically responsible, and trusted across Canada and around the world.

Sustainable Sourcing: The Road Ahead

In 2025, Rogers Sugar demonstrated that responsible and sustainable sourcing is not merely an aspiration, but a structured and measurable practice. By integrating systemic risk analysis using the Global Slavery Index (GSI), conducting supplier assessments through a leading third-party sustainability ratings platform, and leveraging certification programs such as Bonsucro, SAI FSA, and Ecocert, we were able to identify critical risks, strengthen supply chain traceability, and deliver meaningful improvements in sustainability performance across our operations. This comprehensive approach enabled us to address relevant risks based on the profiles of our major supplier groups.

Looking ahead, Rogers Sugar is committed to further expanding the proportion of Bonsucro-certified cane sugar in our supply chain and maintaining 100% SAI FSA certification for our beet sugar operations. We will deepen our engagement with suppliers, particularly in higher-risk regions, and implement targeted corrective actions where necessary. Maintaining robust traceability remains a priority, especially in industries and regions identified as high risk.

Through continuous monitoring, the implementation of corrective action plans, and transparent reporting, we are building a supply chain that is ethical, sustainable, and resilient—one that meets stakeholder expectations today while safeguarding the resources and communities of tomorrow.



FROM TREE TO TABLE — HOW AN ORGANIC BARREL BECOMES A CERTIFIED LANTIC MAPLE BOTTLE

- **1 FOREST CARE**
Certified maple stands tapped with ethical methods, no synthetic inputs.
- **2 SEGREGATION**
Organic sap stored and processed separately to avoid cross-contamination.
- **3 PROCESSING**
Syrup boiled and packaged under audited, certified conditions.
- **4 TRACEABILITY**
Every barrel tracked with unique lot numbers; mass balance verified.
- **5 CERTIFICATION**
Annual Ecocert audits confirm compliance with COR, USDA, EU, and JAS.
- **6 LABELLING**
Bilingual labels approved; bottles carry the correct organic logos.
- **7 CONSUMER TRUST**
Each bottle guarantees a verified, sustainable, and authentic product.





People, Governance & Community Impact

At Rogers, we believe that healthy people and strong communities are the foundation of a sustainable future.

We are committed to advancing health and safety, talent development, employee engagement, and human rights across our operations and beyond.

We prioritize safe and inclusive workplaces, ensuring that every employee feels respected and supported, and we extend these standards to our suppliers. Through ongoing training and development, we empower our people to grow and innovate. We foster a culture where employee voices are heard and valued, driving engagement and continuous improvement.

Our commitment to human rights is embedded in our policies and practices, ensuring fair treatment and equal opportunity for all. We further amplify our positive impact by supporting community organizations that share our values.

Together, these efforts reflect Rogers' holistic approach to people, governance, and community impact—building a more sustainable and equitable future for all.





“People, ethics, and communities anchor how we operate—and why.”

A People-First Culture: Employees & Diversity

“When people thrive, so does the business.”

At Rogers, we recognize that our employees are the cornerstone of our success and the driving force behind our continued growth and innovation. We are committed to cultivating a workplace culture that prioritises safety, inclusion, and opportunities for professional development. By providing a supportive environment, we empower our people to reach their full potential and remain engaged in their work.

Our approach includes comprehensive health and safety programs, ongoing training and education, and initiatives that celebrate diversity and foster a sense of belonging. These efforts not only enhance employee satisfaction and well-being, but also contribute to a more resilient and effective organization. Our initiatives are aligned with several United Nations Sustainable Development Goals (SDGs) as set out below:



SDG 3 (Good Health and Well-Being): We prioritize employee health, safety, and well-being through comprehensive wellness programs, occupational health policies, and mental health support.

SDG 5 (Gender Equality): We promote gender representation in leadership, implementing policies that prevent discrimination and harassment, and ensuring fair compensation.

SDG 8 (Decent Work and Economic Growth): We provide a safe, fair, and supportive workplace where employees can thrive and advance in their careers while engaging with our supply chain to promote human rights and fair labour standards globally.

Through these initiatives, we ensure that our employees feel valued, empowered, and prepared to contribute to the long-term health and success of our business and the communities in which we live and work.

The following table summarizes key performance indicators for 2025, along with comparative data from the previous two years. These indicators reflect our ongoing initiatives in employee well-being, safety, diversity, engagement, and community support.

EMPLOYEE HEALTH, SAFETY & WELL-BEING

ZERO HARM IS OUR GOAL; CARE IS OUR CULTURE

Safety is a core value at Rogers, and the increase in our Recordable Injury Frequency (RIF) and Lost Time Severity Rate (LTIR - Severity) this year highlights that our performance has not met our expectations. We are addressing this with the utmost seriousness.

Protecting the well-being of our employees and contractors remains our top priority, and we are taking decisive action to strengthen our safety culture and restore our long-term improvement trajectory. In response, we have enhanced onboarding processes, expanded targeted safety training, increased leadership visibility on the floor, and reinforced critical safe-work procedures across all facilities.

While we track performance through indicators such as RIF and LTIR Severity, our commitment goes beyond compliance—we are focused on prevention, continuous learning, and building a workplace where everyone returns home safely every day.

To maintain the highest standards, Rogers benchmarks its safety performance against United States Occupational Safety and Health Administration (OSHA) guidelines. This commitment to best practices and ongoing evaluation is central to our culture of continuous improvement and our unwavering focus on the safety of every member of the Rogers team.

SAFEGUARDING THE WELL-BEING OF OUR EMPLOYEES

At Rogers, we believe that supporting employee well-being is vital to our Company's success and our positive impact on communities. When our people feel valued and cared for, they are more engaged, motivated, and effective in driving meaningful results for our business and stakeholders.

Employee wellness is central to our values. We recognize that physical, mental, and financial health are essential to job satisfaction, productivity, and long-term engagement. That is why we foster a culture of care, taking a holistic approach to healthy living and offering opportunities for every team member to improve their quality of life.

We provide meaningful work and access to training and development programs to help employees pursue their career goals. Our tuition reimbursement and external learning opportunities support ongoing growth, empowering our people to reach their potential and contribute fully.

EMPLOYEE WELLNESS INITIATIVES

INDICATOR	2025 RESULT	2024 RESULT	2023 RESULT
EMPLOYEES			
Number of female employees	203	205	212
Number of male employees	783	764	771
Number of women in management roles	27	25	21
Percentage of women in management-level roles	33%	32%	28%
Number of full-time employees	986	969	983
Number of unionized employees	594	589	600
Percentage of employees unionized	60%	61%	61%
Voluntary turnover rate (excluding retirement)	5.6%	5.9%	6.2%
HEALTH & SAFETY			
Recordable injury frequency (RIF/TRIR)	5.2	3.7	4.0
Lost time incident rate (LTIR)	1.9	1.8	2.6
Lost time severity rate (LTIR Severity)	72.2	41.2	40.6
Occurrence of fatal accidents	0	0	0
COMMUNITY			
Charitable donations	\$458,500	\$338,000	\$350,000
FOOD SAFETY			
Percentage of Global Food Safety Initiative (GFSI) compliant facilities	100%	100%	100%



Our Employee Wellness Program is key to building a vibrant and resilient workforce. This program offers supports to help employees manage today's challenges, including:

- **Employee and Family Assistance Program:** Confidential support for employees and their families, addressing physical and mental health needs, personal challenges, and workplace issues.
- **Physical Fitness Program:** Resources and incentives for fitness-related activities, promoting healthy lifestyles and recognizing the benefits of a healthy workforce.
- **Flexible Work Arrangements:** Flexible schedules and a hybrid teleworking policy, where possible, help employees balance work and personal responsibilities.

In 2024, we strengthened our commitment to employee well-being by introducing a 'Right to Disconnect' policy, setting clear expectations for engagement outside working hours and supporting healthy boundaries.

We communicate these programs across the Company, raising awareness of resources that help employees maintain an active, balanced lifestyle. By fostering an open, supportive environment and using digital channels, we empower employees to prioritize their well-being and confidently access support.

Through these efforts, Rogers cultivates a positive, productive, and caring work culture—one where employees are encouraged to thrive and our shared success is built on well-being and respect for every individual.

CULTIVATING A HIGH-PERFORMING WORKFORCE

SUPPORTING & DEVELOPING OUR PEOPLE

The strength of Rogers lies in the dedication and expertise of our people. We are proud of the commitment our employees bring to advancing our shared values and vision for sustainable growth. Attracting, retaining, and developing talented individuals from diverse backgrounds is central to our success. We strive to ensure our employees are engaged, supported, and fairly compensated.

One key metric we use to measure our effectiveness in talent attraction and retention is voluntary turnover rate, excluding retirement. In 2025, we continued the downward trend in this metric to 5.6% from 5.9% in 2024, which was down from 6.2% in 2023—reflecting the success of our ongoing focus on creating a positive and rewarding work environment.

TALENT DEVELOPMENT

Investing resources in training and development is essential to building a resilient and high-performing workforce. In 2025, our team dedicated 10,600 hours to training across all levels of the Company, strengthening our human resources and creating opportunities to retain and promote talent from within. This commitment to growth resulted in an increase in the number of internal promotions among both hourly and salaried employees last year.

As further support for our employees' professional advancement, Rogers offers a continuing education scholarship program, empowering individuals to pursue additional qualifications and skills that enhance their careers and benefit the organization as a whole.

EMPLOYEE ENGAGEMENT

Engaged employees are vital to the goals of retention, motivation, and organizational effectiveness. Rogers continually seeks ways to enhance engagement across all our facilities.

Progress in this area is a key factor in evaluating the success of our team leaders. In line with our data-driven approach to performance measurement, we conduct an annual employee engagement survey to gather valuable insights into workplace conditions and areas for improvement. We actively listen to employee feedback and use it to implement changes that foster a more positive and engaged workforce.

COMPENSATION

A fair and competitive compensation structure is vital for attracting, retaining, and motivating top talent. The Human Resources and Compensation Committee regularly reviews and recommends executive compensation, which includes a base salary and performance-based incentive plans. This approach ensures that our compensation remains aligned with industry standards and supports our goal of building a strong and committed team.

HUMAN RIGHTS

CHAMPIONING HUMAN RIGHTS

Rogers is steadfast in its commitment to respecting and advancing human rights across every aspect of our business. This dedication extends to our employees, facilities, and all business partners. We champion these values not only in our conduct, but also in the way we treat others. Rogers adheres to the United Nations Universal Declaration of Human Rights and has established policies outlining our expectations for responsible and ethical behaviour among our people and business partners.

OUR APPROACH TO HUMAN RIGHTS

Our approach is grounded in the values of social responsibility, freedom of association, and the absolute prohibition of child and forced labour. We strive to align with international labour standards while cultivating a fair and ethical working environment.

• Social Responsibility

- Rogers actively engages with local communities, listening and incorporating their perspectives into our business decisions.
- We strive to minimize negative impacts and uphold ethical business practices.

• Freedom of Association

- Employees are free to join, form, or choose not to join trade unions without fear of reprisal.
- We engage in constructive, good-faith negotiations with union representatives.



Sustainability in Action

INVESTING IN LEARNING & THE FUTURE - LANTIC'S 2025 SCHOLARSHIP & EDUCATION SUPPORT PROGRAM

At Rogers Sugar, we believe that investing in people is one of the most meaningful ways to sustain our future. Our annual Lantic Scholarship Program and Tuition Reimbursement Policy reflect this commitment by supporting both our employees and their families in pursuing higher education and continuous learning.

Each year, 25 scholarships valued at \$1,500 each are awarded to the children of Lantic and Lantic Maple employees who are entering or continuing post-secondary studies. These awards help ease the financial burden of education and celebrate academic achievement within the Lantic community.

In parallel, Lantic's Tuition Reimbursement Program supports employees seeking to expand their professional skills through recognized courses related to their career goals. Eligible employees can receive up to 50% reimbursement—to a maximum of \$3,000—for approved programs to enhance their professional competencies, contribute to operational excellence, and pursue leadership development within the organization. In this way, we foster a culture of lifelong learning and professional growth.

These initiatives empower the next generation while encouraging current employees to grow their expertise, aligning with Lantic's broader sustainability pillar of People, Governance & Community Impact.

MESSAGE FROM HUMAN RESOURCES

"We are proud to recognize the academic excellence and ambition of our employees' children, and to support the professional development of our team members. Education is the foundation of innovation, inclusion, and long-term sustainability at Lantic."

— Jean-François Khalil, Vice President, Human Resources

OUR COMMITMENT TO PEOPLE DEVELOPMENT

By encouraging access to education for both employees and their families, Lantic strengthens its social foundation and reaffirms its dedication to inclusivity, opportunity, and growth. This initiative demonstrates how sustainability extends beyond environmental stewardship—it's also about empowering people to learn, grow, and thrive.

• Prohibition of Child Labour & Forced Labour

- Employment practices comply with all applicable national legislation.
- We have zero tolerance for any form of forced labour.
- Our suppliers and business partners are held to the same ethical standards.

• Accountability & Compliance

- Employees are encouraged to report any human rights concerns through confidential channels, free from fear of retaliation.
- The Company is committed to investigating all reported violations and taking corrective action where necessary.

Rogers' approach to human rights reflects our dedication to ethical labour practices, transparency, and meaningful stakeholder engagement. By embedding these principles into our corporate culture, we aim to foster a responsible and sustainable business environment.

STRENGTHENING OVERSIGHT OF LABOUR PRACTICES IN OUR SUPPLY CHAIN

Our commitment to human rights extends beyond our direct operations. We recognize our obligation to take proactive measures to safeguard human rights throughout our supply chain. Our Ethical and Sustainable Sourcing Policy, together with our Supplier Code of Conduct, is distributed annually to all suppliers for their review and attestation. More detail on our initiatives toward a sustainable supply chain is available in Responsible & Sustainable Sourcing above.

In 2023, the Canadian government enacted Bill S-211, the Fighting Against Forced Labour and Child Labour in Supply Chains Act, to increase awareness of forced and child labour and to promote responsible business conduct.

In June of 2025, Rogers published its mandatory Annual Report under Bill S-211, detailing the measures we have taken to identify, assess, prevent, and remediate potential exposures to forced or child labour.

Strong Governance & Business Ethics

“Integrity in leadership creates stability in results.”

At Rogers, strong governance and business ethics are the foundation of our long-term sustainability strategy. Through transparent governance, ethical business conduct, and proactive risk management, we ensure that our operations align with global best practices and uphold the highest standards of integrity. Our approach directly aligns with SDG 16: Peace, Justice and Strong Institutions.



We operate with integrity, protect stakeholder interests, and drive long-term sustainable value.

GOVERNANCE & BUSINESS ETHICS

BOARD OVERSIGHT OF SUSTAINABILITY & RESPONSIBLE BUSINESS PRACTICES

Rogers is committed to sound corporate governance and effective oversight. Responsibility for the governance of the Company rests with the Board of Directors. Directors are elected annually at a meeting of shareholders to supervise and advise management in the execution of long-term strategy for the benefit of shareholders and other stakeholders.

The Board operates under a formal Mandate that outlines Board stewardship responsibilities, including oversight of strategy, exercise of Board duties, monitoring financial performance, setting risk parameters, overseeing policies and procedures, communications and reporting, and ensuring compliance with the Company's bylaws and applicable regulations.

The Board is responsible for reviewing, approving, and overseeing the Company's long-term strategy, taking into account the risks and opportunities relevant to the Company's operations and its investments. This includes consideration of key environmental, social, and governance (ESG) matters such as resource management, ethical sourcing, food safety, and supply chain integrity.

The full Board meets quarterly to review results and discuss strategic and operational matters. The Board carries out its responsibilities both directly and through several committees, each composed of Board members and supported by the Executive Leadership Team. These committees include:

- Audit Committee
- Human Resources and Compensation Committee
- Strategic Initiatives Committee
- Environment, Social and Governance Committee

The Board is also responsible for reviewing and assessing material risks to the business, including those related to climate change, food safety, regulatory compliance, and supply chain. The governance framework is designed to ensure that systems are in place to identify, manage, and monitor principal risks across business segments, with the aim of mitigating or reducing potential negative impacts.

Board members receive ongoing training and updates on emerging governance and sustainability issues relevant to the food processing sector. The Board also ensures that there are clear lines of accountability and regular reporting on progress against sustainability objectives.

Further information and publications on the Company's corporate governance practices and controls can be found in the Corporate Governance section of the Rogers Sugar website.

UPHOLDING ETHICAL STANDARDS ACROSS THE ORGANIZATION

Rogers has established clear standards for ethical conduct across all business activities. We expect all employees to act with integrity and professionalism at all times. These expectations are formalized in the Rogers Code of Business Conduct, which guides decision-making and behaviour throughout the organization.

The Code of Business Conduct is reviewed annually by the Board of Directors. To promote transparency, the Code is available on our corporate website in the Corporate Governance section.

The Code reflects our commitment to responsible business practices. It underscores our position that how we operate is as important as what we achieve. The Code covers key issues such as workplace safety, respectful conduct, anti-bribery and corruption, fair dealing, and engagement with external stakeholders. It also sets out our expectations for compliance with laws and regulations, including those related to food safety and responsible sourcing.

Employees certify their understanding of, and compliance with, the Code and related policies. This process reinforces accountability and supports a culture of ethical behaviour. Regular training and communication keep employees informed about updates to the Code and industry standards.

BOARD DIVERSITY

BUILDING EQUITY THROUGH A COMMITMENT TO DIVERSITY

At Rogers, our dedication to fostering a diverse and talented workforce begins at the top. We believe that diversity on our Board of Directors is a source of strength, driving innovation, enhancing governance, and supporting effective decision-making. In alignment with this commitment, Rogers has implemented a Corporate Diversity Policy that guides our approach to Board and Executive Team composition.

This policy, most recently updated in December 2023, outlines our approach to maintaining and advancing diversity among our leadership, and ensures that this approach is integral to the process of selecting qualified candidates for both the Board and Executive management. By prioritizing diversity at the highest levels, Rogers seeks to set an example for the organization, reinforcing our belief that inclusive leadership leads to better outcomes for our stakeholders and the broader community.

CYBERSECURITY & DATA SECURITY SAFEGUARDS

STRENGTHENING OUR EFFORTS TO SAFEGUARD DATA SECURITY

Rogers relies on advanced data technology to support its operations, administration, and the monitoring of product movement across the supply chain. As a food producer, we recognize that the security of our data is critical—not only for safeguarding proprietary production processes, but also for protecting sensitive information about our customers, suppliers, and partners. We understand that a data security breach could have significant consequences for our stakeholders, including potential disruptions to food safety, regulatory compliance, and customer trust.

To address these risks, Rogers is committed to building a culture of vigilance around cybersecurity. Our multi-layered approach reflects

our commitment to continuous improvement and industry best practices. A portion of our IT budget is allocated specifically for managing cybersecurity risks, ensuring that our systems remain resilient against evolving threats.

We continuously monitor the cybersecurity landscape and invest in upgrades to our systems and processes. Our employees receive regular training and participate in simulation exercises to raise awareness and reinforce best practices in data security. In 2025, all salaried team members participated in cybersecurity training sessions, underscoring our commitment to continuous learning and a strong security culture. Monthly phishing simulations help us evaluate the effectiveness of our training and identify areas for improvement.

Our incident response protocols are regularly reviewed and updated to maximize preparedness and mitigate risk. The Audit Committee receives quarterly updates on cyber risk management, ensuring ongoing oversight at the highest levels of the organization.

At Rogers, we believe that education, awareness, and training are essential to effective risk management. By empowering every employee to recognize and respond to potential threats, we help safeguard our data, protect our stakeholders, and maintain the trust that is fundamental to our business and the broader food supply chain.

INDICATOR	2025 RESULT	2024 RESULT	2023 RESULT
BOARD & GOVERNANCE INFORMATION			
Percentage of independent Directors Rogers Sugar Inc. (RSI) Parent	100%	100%	100%
Percentage of independent Directors Lantic Inc. – Operating Company	57%	57%	57%
Separate Chair and CEO	Yes	Yes	Yes
Independent Chair	Yes	Yes	Yes
Annual Board evaluation process	Yes	Yes	Yes
Number of Board meetings held	4	12	7
Average meeting attendance	100%	99.8%	100%
BOARD RENEWAL & DIVERSITY			
Annual election of Directors	Yes	Yes	Yes
Average age of Directors	65	64	63
Mandatory retirement age	Yes	Yes	Yes
Average Director tenure (years)	10	11	10
Percentage of women on the Board ⁽¹⁾	33%	33%	33%
Diversity Policy	Yes	Yes	Yes
SHAREHOLDER RIGHTS			
Say-on-pay advisory vote	Yes	Yes	Yes

(1) During the transition period between the appointment of a new board member in September 2025 and the retirement of a board member in February 2026, the Board is temporarily composed of five men and two women.

Community Engagement & Social Impact

“Local roots, lasting impact.”

At Rogers, community engagement and social impact are integral to our sustainability strategy. We prioritize food safety, responsible marketing, and community investment, ensuring that our business contributes positively to society. Our initiatives align with several United Nations Sustainable Development Goals (SDGs), including:



SDG 11 (Sustainable Cities and Communities): We support local organizations, food security programs, and charitable initiatives with employee volunteer programs and corporate donations to strengthen the communities where we live and work.

SDG 12 (Responsible Consumption and Production): We produce and market our products ethically and transparently, adhering to industry-leading food safety and quality standards.

SDG 13 (Climate Action): We contribute to the development of low-carbon solutions in the sweetener industry by hosting industry events, engaging in sustainable innovation, and sharing best practices.

SDG 17 (Partnerships for the Goals): We partner with industry leaders, supporting global sustainability dialogues, and investing in community-driven initiatives to foster meaningful progress toward a more inclusive and sustainable future.

Rogers is dedicated to advancing positive social change through transparent governance, principled marketing practices, and meaningful investments in the community. By empowering our employees, fostering strong industry partnerships, and supporting local initiatives, we strive to build a business that promotes responsibility, resilience, and equity across society.

FOOD SAFETY

OUR SHARED COMMITMENT TO PRODUCT QUALITY & SAFETY

At Rogers, we are committed to delivering sweeteners that not only delight consumers, but also meet the highest standards of safety and quality. Our customers trust that foods made with Rogers’ ingredients are safe, reliable, and consistently high in quality—a trust we work diligently to uphold every day.

Ensuring product safety and quality is a shared responsibility embraced by every Rogers employee. Oversight is provided by dedicated quality assurance teams at both the local and corporate levels, as well as by our facility managers. We have established a robust, multi-layered approach to food safety, encompassing rigorous processes, ongoing internal audits, and comprehensive response protocols.

Our integrated food safety and quality management system is implemented across all our facilities. We set and maintain stringent internal standards that often exceed regulatory requirements, ensuring our products are manufactured safely and responsibly. Regular testing and internal audits, led by our Department of Quality Assurance, are complemented by frequent third-party audits as part of our commitment to the Global Food Safety Initiative (GFSI).

All Rogers facilities maintain GFSI-recognized certifications, including FSSC 22000 for our sugar operations and the BRCGS Global Standard for Food Safety. Annual external audits verify our compliance. In 2025, all facilities successfully passed their third-party GFSI audits, maintaining full certification.

Beyond our internal controls, we actively monitor external data sources for emerging risks, including product recalls, serious incidents, and consumer feedback. Our response protocols are designed to ensure swift investigation, transparent communication, and effective remediation, should any issue arise. We are proud to report that in 2025, Rogers recorded zero product recall events.

By aligning our practices with leading industry standards and continuously striving for excellence, Rogers remains a trusted partner to our customers and a responsible steward of food safety and quality.

FOOD SAFETY PROGRESS

	2025	2024	2023
Percentage of GFSI-compliant facilities	100%	100%	100%
Number of recall events	0	0	0
Volume of product recalled (kg)	0	0	0

RESPONSIBLE MARKETING & CONSUMER ENGAGEMENT

BUILDING TRUST WITH CONSUMERS THROUGH A COMMITMENT TO RESPONSIBLE MARKETING

The sweeteners we produce are sold to consumers as well as food processors. As such, we have a responsibility to providing clear and transparent information about our products, enabling consumers to make informed choices.

In 2023, Rogers adopted a Responsible Marketing Policy to formalize our commitment to the integrity of our communications. This Policy incorporates guidelines that govern how we use the marketing tools available to us and how we create messages to consumers. Employees who create, approve and distribute messages to consumers are responsible for ensuring that our marketing materials comply with all relevant regulations and industry codes.

Transparency is at the heart of our Responsible Marketing Policy. This includes ensuring the integrity of any claims about health, nutrition, or environmental impact. Marketing campaigns in all channels, including social media channels, will be noted as such, and we will make every attempt to be scrupulous in how we portray our products.

Our Responsible Marketing Policy also extends to developments in new products and packaging. We strive to ensure that any claims about the environmental impacts of products and packaging are transparent and accurate to provide the consumer with the appropriate information to choose with confidence.

BUILDING TRUST THROUGH TRANSPARENT LABELLING

Certified Organic maple products from Rogers Sugar display the appropriate national and international certification logos—such as the Canada Organic logo, USDA Organic seal, Euroleaf, or Japanese JAS mark—based on the destination market. These marks visibly assure consumers of our products' compliance with globally recognized organic standards.



Rogers Sugar follows strict Ecocert and Canada Organic Regime (COR) rules, ensuring accurate information, bilingual labelling for Canada, and full ingredient transparency. This clear, honest labelling allows customers to quickly verify the authenticity and adherence to COR standards of every bottle.

By prioritizing transparency, we empower consumers to make informed choices and strengthen trust in the Rogers Sugar brand.

INVESTING IN STRONGER COMMUNITIES

OUR CONTRIBUTIONS TO LIFTING UP OUR COMMUNITIES

At Rogers, we believe that contributing to the well-being of our communities is integral to building a more sustainable future. In 2023, we refined our Charitable Donations Policy to ensure that our support aligns with our Code of Business Conduct and core business values. This policy establishes clear selection criteria and governance measures, providing transparency in our decision-making process.

Our Charitable Donations Policy guides our contributions through a clear and ethical process, with a focus on supporting community well-being across areas such as food security, health, education, arts, culture, and sports. We also consider organizations' commitment to responsible practices and provide opportunities for employees to participate through matching donations and volunteer activities.

Our corporate donations are entirely directed toward registered charities, non-profit organizations, academic institutions, Indigenous organizations, hospitals, and social institutions that align with our Charitable Donations Policy. Contributions are not permitted to individuals, political or religious organizations, military groups, or entities engaged in gambling, armaments, tobacco, or illegal substances, or to organizations that do not align with our business principles.

Rogers prioritizes support for organizations that address food security, health and medical research, education, arts, culture, sports, social services, and welfare. We are especially proud to contribute to organizations in the communities where our people live and work.

Beginning in 2024, we have identified opportunities to expand our community impact beyond cash donations with donations in kind. In 2025, those donations totalled \$42,000, bringing the total value of support to \$500,500.

Rogers is proud that our employees actively volunteer and contribute their own time and funds to causes they care about. To encourage this engagement, we offer matching donations for employee-led campaigns. Through these efforts, we ensure that every dollar donated is directed towards initiatives that create lasting positive change in the communities where we operate.

YEAR	CHARITABLE DONATIONS
2025	\$458,500
2024	\$338,000
2023	\$350,000

Looking Forward: Future ESG Goals & Commitment

This report has highlighted our key sustainability priorities, the progress we have made in strengthening governance, reporting, and risk management, and the actions taken to address the most material challenges facing our business.

Looking ahead, our focus will be on deepening our understanding of the Company's most significant areas of impact and advancing our capacity to manage and mitigate related risks. These efforts will be supported by more robust data collection, verification, and performance-tracking systems that ensure our decisions are grounded in reliable and transparent information.

Our commitment to continuous improvement in sustainability is embedded across every level of our organization. The Board of Directors and its committees maintain oversight of our sustainability strategy, while senior leadership and business unit managers are accountable for integrating sustainable practices into daily operations, capital planning, and long-term strategic decisions. Together, we are committed to initiatives that strengthen the resilience of our business, support our people, enhance community well-being, and protect the environment.

THE SWEET PATH AHEAD: TOWARDS A SUSTAINABLE FUTURE

We take pride in the progress achieved since the launch of Sweet+, our corporate sustainability and energy management framework, and remain dedicated to building on this momentum. As we move forward, we will continue to identify new opportunities to enhance our performance, respond to evolving stakeholder expectations, and communicate our progress with greater clarity and consistency.

We are also committed to reinforcing stakeholder trust through enhanced ESG disclosure and transparency. Our reporting practices will continue to evolve in alignment with leading standards and frameworks such as the ISSB, TCFD, and CSDS, reflecting best practices in climate risk management, ESG governance, and performance measurement.

OUR ONGOING PRIORITIES INCLUDE:

- **Implementing our Energy Management System (EMS)** under the Sweet+ framework to drive energy efficiency, carbon reduction, and continuous improvement.
- **Advancing data integrity and governance** to ensure accurate, verifiable, and decision-useful sustainability data.
- **Strengthening internal systems** for performance tracking, monitoring, and reporting across all business units.
- **Fostering partnerships** that promote innovation, collaboration, and shared value creation.
- **Maintaining alignment** with evolving regulations and voluntary standards while upholding our values of transparency and responsible growth.

As we look toward the future, we recognize both the opportunities and responsibilities that lie ahead. Through collaboration, accountability, and innovation, we will continue to shape a more resilient, inclusive, and sustainable future—for our business, our stakeholders, and the planet.





Appendix

PERFORMANCE DATA SUMMARY & CSDS/SASB INDEX

TOPIC	ACCOUNTING METRIC	UNIT OF MEASURE	SASB CODE	CSDS CORE CONTENT AREA
Greenhouse Gas (GHG) Emissions	Gross global Scope 1 emissions	Metric tonnes CO ₂ e	FB-AG-110a.1	Metrics & Targets
	Discussion of long-term and short-term strategy or plan to manage GHG emissions, and emissions reduction targets	n/a	FB-AG-110a.2	Strategy
	GHG emissions intensity for agricultural products	Metric tonnes CO ₂ e per unit	FB-AG-110a.3	Metrics & Targets
Energy Management	Total energy consumed	Gigajoules (GJ)	FB-AG-130a.1	Metrics & Targets
	Percentage of energy from renewable sources	Percentage (%)	FB-AG-130a.2	Metrics & Targets
Water Management	(1) Total water withdrawn and (2) Total water consumed, percentage of each in regions with high or extremely high baseline water stress	Thousand cubic metres (m ³)	FB-AG-140a.1	Metrics & Targets
	Water withdrawal intensity	Cubic metres per unit of production	FB-AG-140a.2	Metrics & Targets
Land Use & Ecological Impacts	(1) Amount of agricultural products sourced from regions with High Conservation Value (HCV) or High Carbon Stock (HCS) areas	Metric tonnes (MT)	FB-AG-140b.1	Risk Management
	Percentage of agricultural products sourced from areas with deforestation risk	Percentage (%)	FB-AG-140b.2	Risk Management
	Discussion of environmental management practices	n/a	FB-AG-140b.3	Governance
Product Quality & Safety	Number of recalls issued and total amount of food product recalled	Number, metric tonnes (MT)	FB-AG-250a.1	Risk Management
	GFSI audit conformance rates	Percentage (%)	FB-AG-250a.2	Metrics & Targets
	(1) Non-conformance rate with GFSI and (2) corrective actions	Percentage (%)	FB-AG-250a.3	Risk Management
Workforce Health & Safety	(1) Total recordable incident rate (TRIR) and (2) fatality rate	Rate	FB-AG-320a.1	Metrics & Targets
	(1) Percentage of workforce working in high-risk environments and (2) incidents of non-compliance with health & safety standards	Percentage (%)	FB-AG-320a.2	Risk Management
Labour Practices & Worker Rights	Percentage of agricultural products sourced under fair labour conditions	Percentage (%)	FB-AG-430a.1	Risk Management
	Number of labour law violations or incidents of non-compliance	Number	FB-AG-430a.2	Risk Management
Supply Chain Management	Percentage of suppliers certified to leading sustainability standards	Percentage (%)	FB-AG-430b.1	Risk Management
	Total land area under sustainable agricultural practices	Hectares (ha)	FB-AG-430b.2	Metrics & Targets
Climate Change Adaptation	(1) Exposure to physical risks from climate change and (2) adaptation strategies	n/a	FB-AG-440a.1	Strategy
	Description of business continuity risks due to climate change	n/a	FB-AG-440a.2	Risk Management

CARBON EMISSIONS DETAIL

	CATEGORY	EMISSION SOURCE	EMISSION MECHANISM	TOTAL EMISSION 2025 (tCO ₂ e)	TOTAL EMISSION 2024 (tCO ₂ e)	
Scope 1	1. Stationary Combustion	1.1 Boilers	Combustion of fuel (Natural gas, Fuel Oil, Propane)	169,681	172,378	
		1.2 Lime Kiln	Combustion of Natural Gas	4,766	4,784	
		1.3 Pulp Drier	Combustion of Natural Gas	14,216	15,849	
		1.4 Space/Process Heaters	Combustion of Natural Gas	3,222	2,067	
		1.5 Lime Rock Organic combustion	Combustion of lime rock organics	260	260	
		1.6 Incidental Pulp Combustion	Combustion of dried pulp	101	80	
		1.7 Diesel Generator	Combustion of diesel	15	30	
	Subtotal Stationary Combustion				192,261	195,448
	2. Industrial Process Emissions	2.1 Lime Kiln-Lime Rock Combustion (CO ₂)	Lime Rock Calcining	3,745	2,844	
	Subtotal Industrial Emissions				3,745	2,844
	5. Fugitive Emissions	5.1 Natural Gas Leak	CH ₄ leak from distribution line to boilers, kiln	467	457	
		9.1 Refrigerant	Refrigerant gas leak from HVAC	205	83	
		9.2 Purchased CO ₂	CO ₂ leak through carbonation	533	182	
	Subtotal Fugitive Emissions				1,205	722
	6. On-Site Transportation	6.1 Mobile Equipment	Internal combustion engine (gas, diesel, propane)	563	522	
	Subtotal Mobile Combustion				563	522
	7. Waste Emissions	7.1 Sludge Anerobic Decomposition (CH ₄)	Sludge decomposition	3,196	1,903	
		7.2 Biogas Flare	Biogas flaring	260	9	
		7.3 Lime Pond Residue (CH ₄)	Lime pond organics decomposition	9,003	11,902	
7.4 Composting Emissions (CH ₄)		Composting material decomposition	0	0		
Subtotal On-Site Waste Management				12,459	13,814	
8. Wastewater Emissions	8.1 WW Lagoons (CH ₄)	Anerobic decomposition	12,988	21,594		
	8.2 Anaerobic reactor - lost biogas (CH ₄)	Biogas lost from reactor	289	249		
Subtotal On-Site Wastewater Management				13,277	21,843	
Scope 1 Total Emission				223,510	235,193	
Scope 2	Electricity	Electricity Grid	Imported electricity	2,802	3,769	
	Scope 2 Total Emission				2,802	3,769

CARBON EMISSIONS DETAIL CONTINUED

	CATEGORY	EMISSION SOURCE	EMISSION MECHANISM	TOTAL EMISSION 2025 (tCO ₂ e)	TOTAL EMISSION 2024 (tCO ₂ e)
Out of Scope	CO ₂ emissions from non-combustion of Biomass	10.2.d. Waste sludge generated CO ₂	Aerobic digestion of organics	313	187
		10.2.c. Lime pond generated CO ₂	Aerobic digestion of organics	1,552	1,119
		10.2.e. CO ₂ from WW lagoons	Aerobic digestion of organics	1,376	2,116
		10.2.f. CO ₂ in lost biogas	Aerobic digestion of organics	8	6
		10.2.a. Aerobic portion of the WWTP	Aerobic digestion of organics	272	325
	CO ₂ emissions from combustion of Biomass	1.6 Incidental pulp combustion (CO ₂)	Biomass combustion	7,289	5,822
		10.1.b. Biogas Flare (CO ₂)	Biogas combustion	3,745	2,922
	Out of Scope 2 Total Emission				14,556

ENERGY & ELECTRICITY CONSUMPTION DETAIL

ENERGY TYPE	2025 QUANTITY (GJ)	2024 QUANTITY (GJ)
Natural Gas	3,593,745	3,832,935
Biogas	78,087	56,679
Fuel Oil	19,241	15,634
Propane	2,494	2,712
Diesel	7,324	7,183
Gasoline	626	628
Electricity (imported)	173,114	180,739
Electricity (produced)	98,130	102,548
Total Energy Consumed (GJ)	3,874,630	4,096,511
Total Electricity Consumed (kWh)	75,345,566	78,690,849

SASB INDEX DATA

TOPIC	ACCOUNTING METRIC	UNIT OF MEASURE	CODE	RESPONSE/LOCATION
Greenhouse Gas Emissions	Gross global Scope 1 emissions	Metric tonnes (t) CO ₂ e	FB-AG-110a.1	Rogers ESG Report December 2025 – Climate Action
	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	n/a	FB-AG-110a.2	Rogers ESG Report December 2025 – Climate Action
	Fleet fuel consumed, percentage renewable	Gigajoules (GJ), Percentage (%)	FB-AG-110a.3	7,950, 0%
Energy Management	(1) Operational energy consumed, (2) percentage grid electricity, (3) percentage renewable	Gigajoules (GJ), Percentage (%)	FB-AG-130a.1	Rogers ESG Report May 2024– Environment Key Indicators, 3,866,680, 4.5%, 2.0%
Water Management	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	Thousand cubic metres (m ³), Percentage (%)	FB-AG-140a.1	Rogers ESG Report December 2025 - Managing Resources Wisely - Water & Wastewater
	Description of water management risks and discussion of strategies and practices to mitigate those risks	n/a	FB-AG-140a.2	Rogers ESG Report December 2025 - Managing Resources Wisely - Water & Wastewater
	Number of incidents of non-compliance associated with water quantity and/or quality permits, standards, and regulations	Number	FB-AG-140a.3	Not Currently Reported
Food Safety	GFSI audit (1) non-conformance rate and (2) associated corrective action rate for (a) major and (b) minor non-conformances	Rate	FB-AG-250a.1	Rogers ESG Report December 2025 – Food Safety
	Percentage of agricultural products sourced from suppliers certified to a GFSI-recognized food safety certification program	Percentage (%) by cost	FB-AG-250a.2	Not Currently Reported
	(1) Number of recalls issued and (2) total amount of food product recalled	Number, Metric tonnes (t)	FB-AG-250a.3	Rogers ESG Report December 2025 – Food Safety
Workforce Health & Safety	(1) Total recordable incident rate (TRIR), (2) fatality rate, and (3) near-miss frequency rate (NMFR) for (a) direct employees and (b) seasonal and migrant employees	Rate	FB-AG-320a.1	Rogers ESG Report December 2025 – Employee Health, Safety & Well-being, NMFR – Not Currently Reported
Environmental & Social Impacts of Ingredient Supply Chain	Percentage of agricultural products sourced that are certified to a third-party environmental and/or social standard, and percentages by standard	Percentage (%) by cost	FB-AG-430a.1	Rogers ESG Report December 2025 – Responsible & Sustainable Sourcing
	Suppliers’ social and environmental responsibility audit (1) non-conformance rate and (2) associated corrective action rate for (a) major and (b) minor non-conformances	Rate	FB-AG-430a.2	Not Currently Reported
	Discussion of strategy to manage environmental and social risks arising from contract growing and commodity sourcing	n/a	FB-AG-430a.3	Rogers ESG Report December 2025 – Responsible & Sustainable Sourcing
GMO Management	Discussion of strategies to manage the use of genetically modified organisms (GMOs)	n/a	FB-AG-430b.1	Not Currently Reported
Ingredient Sourcing	Identification of principal crops and description of risks and opportunities presented by climate change	n/a	FB-AG-440a.1	Rogers ESG Report December 2025 – About Rogers; Climate Action
	Percentage of agricultural products sourced from regions with High or Extremely High Baseline Water Stress	Percentage (%) by cost	FB-AG-440a.2	Rogers ESG Report December 2025 – Managing Resources Wisely - Water & Wastewater

ACTIVITY METRIC	CATEGORY	UNIT OF MEASURE	CODE	RESPONSE/LOCATION
Production by principal crop	Quantitative	Metric tonnes (t)	FB-AG-000.A	Combined 2025 Report - About Rogers
Number of processing facilities	Quantitative	Number	FB-AG-000.B	Combined 2025 Report - About Rogers

GLOSSARY & KEY POLICY REFERENCES

Adjusted EBITDA	See "Non-IFRS Measures" section of 2025 Annual Report for definition and reconciliation to IFRS measures
ASBG	Alberta Sugar Beet Growers
BRCGS	British Retail Consortium Standard
CSA	Canadian Securities Administrators
CIPEC	Canadian Industry Partnership for Energy Conservation
COR	Canada Organic Regime
CO₂	Carbon Dioxide
CSDS	Canadian Sustainability Disclosure Standards
DEI	Diversity, equality, and inclusion
EBITDA	Earnings Before Interest, Taxes, Depreciation, and Amortization
ECCC	Environment and Climate Change Canada
ENSO	El Niño-Southern Oscillation
EPR	Extended producer responsibility
ESG	Environmental, social, and governance
ESRS	European Sustainability Reporting Standards
FPIC	Free, Prior, and Informed Consent
FSA	Farm Sustainability Assessment
FSSC 22000	Food Safety System Certificate (22000)
GFSI	Global Food Safety Initiative
GHG	Greenhouse gas
GJ	Gigajoule
IFRS	International Financial Reporting Standards
ILO	International Labour Organization
ISO	International Organization for Standardization
JAS	JAS Organic Certification (Japan)
kWh	Kilowatt hour
LTIR	Lost time injury rate
m³	Cubic metre
MT	Metric tonne
non-GMO	Non-genetically modified organism
OSHA	Occupational Safety and Health Administration
OECD	Organization for Economic Co-operation and Development
PCC	Precipitated Calcium Carbonate
RIF	Recordable incident frequency
SAI	Sustainable Agriculture Initiative
SASB	Sustainability Accounting Standards Board
SB	Senate Bill
SMRID	St. Mary River Irrigation District
tCO₂e	Metric tonne of carbon dioxide equivalent
TRIR	Total recordable incident rate
U.S. SEC	United States Securities and Exchange Commission
WRI	World Resources Institute
ZEIA	Zero Waste International Alliance



Management's Discussion and Analysis

Consolidated Financial Statements

For the fiscal years ended
September 27, 2025 and September 28, 2024

This Management's Discussion and Analysis ("MD&A") of Rogers Sugar Inc. (the "Company", "Rogers", "RSI" or "our," "we" or "us") dated November 26, 2025 should be read in conjunction with the audited consolidated financial statements and related notes for the years ended September 27, 2025 and September 28, 2024.

All financial information contained in this MD&A and the audited consolidated financial statements is prepared in accordance with International Financial Reporting Standards ("IFRS"), as adopted by the International Accounting Standards Board. All amounts are in Canadian dollars unless otherwise noted, and the term "dollar", as well as the symbol "\$", designate Canadian dollars unless otherwise indicated.

Management is responsible for preparing the MD&A. Rogers' audited consolidated financial statements and MD&A have been approved by its Board of Directors upon the recommendation of its Audit Committee prior to release.

Additional information relating to Rogers, Lantic Inc. ("Lantic") (Rogers and Lantic together referred to as the "Sugar segment"), Lantic Maple (formerly known as The Maple Treat Corporation) and Highland Sugarworks Inc. ("Highland") (the latter two companies together referred to as "Lantic Maple" or the "Maple segment"), including the annual information form, quarterly and annual reports, annual environmental, social and governance report, management proxy circular, short form prospectus and various press releases is available on Rogers' website at www.LanticRogers.com or on the Canadian Securities Administrators' System for Electronic Document Analysis and Retrieval+ ("SEDAR+") website at www.sedarplus.ca. Information contained in or otherwise accessible through our website does not form part of this MD&A and is not incorporated into the MD&A by reference.

OUR BUSINESS

Rogers, in operation since 1888, has a long history of providing high-quality sugar products to the Canadian market.

Lantic, Rogers' wholly owned subsidiary, operates cane sugar refineries in Montréal, Québec, and Vancouver, British Columbia, as well as the only Canadian sugar beet processing facility in Taber, Alberta. Lantic's sugar products are generally marketed under the "Lantic" trademark in Eastern Canada and the "Rogers" trademark in Western Canada, and include granulated, icing, cube, yellow and brown sugars, liquid sugars and specialty syrups. We also operate a distribution center in Toronto, Ontario.

Lantic Maple operates bottling plants in Granby, Dégelis, and St-Honoré-de-Shenley, Québec, as well as in Websterville, Vermont. The products sold by Lantic Maple include maple syrup and derived maple syrup products, supplied mainly under retail private label brands in approximately fifty countries.

Our business has two distinct segments: Sugar – which includes refined sugar and related by-products, and Maple – which includes maple syrup and maple-derived products.

Sugar

FACILITIES

Lantic is the only sugar producer with operating facilities across Canada, with cane refineries in Montréal, Québec, and Vancouver, British Columbia, and a sugar beet factory in Taber, Alberta. Lantic also operates a distribution center in Toronto, Ontario. The strategic location of these facilities provides operating flexibility and the ability to service all customers across the country efficiently and on a timely basis.

OUR PRODUCTS

All Lantic operations supply high-quality refined white sugar as well as a broad portfolio of related specialty products, which are differentiated by colour, granulation, packaging format and raw material source.

Sales are focused in four specific market segments: industrial, consumer, liquid and export products. The domestic market represents approximately 90% of our company's total volume.

The industrial granulated segment is the largest, accounting for approximately 56% of all shipments. This segment is composed of a broad range of food processing companies that serve both the Canadian and American markets.

In the consumer segment, a wide variety of products is offered under the Lantic and Rogers brand names. This segment in fiscal 2025 represents approximately 12% of all shipments.

The liquid segment is composed of core users whose processes or products require liquid sucrose. Some customers in this segment group can substitute liquid sucrose with high fructose corn syrup ("HFCS"). The purchasing patterns of substitutable users are largely influenced by the absolute price spread between HFCS and liquid sugar. Other considerations, such as ingredient labeling, may bear some influence on the purchasing decision. The liquid segment sales represent approximately 20% of all shipments in fiscal 2025.

Lantic's Taber plant is the only beet sugar factory in Canada and is therefore the only producer of Canadian-origin sugar. From this facility, we service a mix of customers across Western Canada. We also sell into other North American markets mainly through various quotas assigned through trade agreements. As such, this plant is the sole participant in an annual Canadian-specific quota of refined sugar to the United States ("US") of 19,900 metric tonnes of Canadian-origin sugar.

By-products relating to beet processing and cane refining activities are sold in the form of beet pulp, beet pellets, secondary syrup and molasses. Beet pellets are sold domestically and to export customers for livestock feed. The production of secondary syrup and molasses is dependent on the volume of sugar processed through the Taber, Montréal and Vancouver plants.

OUR SUPPLY

The global supply of raw cane sugar is ample. Over the last several years, Lantic has purchased most of its raw cane sugar from Central and South America for its Montréal and Vancouver cane refineries.

In fiscal 2025, we concluded a new five-year agreement with the Alberta Sugar Beet Growers ("Growers") for the supply of sugar beets to the Taber beet plant, for which the crop harvested in the fall of 2025 is the first year of the agreed contract.

PRICING

The price of refined sugar deliveries from the Montréal and Vancouver raw cane facilities is directly linked to the price of the Raw #11 ("Raw #11") market traded on the Intercontinental Exchange ("ICE"). All sugar transactions are economically hedged, thus mitigating the impact of volatility in world raw sugar prices. This applies to all refined sugar sales made by these plants.

In fiscal 2025, the price of Raw #11 traded on the ICE fluctuated between US 15.25 cents and US 23.24 cents per lb and closed at US 15.87 cents per lb at the end of the fiscal year, which was US 6.92 cents lower than the closing value on September 28, 2024. Price range during the year was lower than in fiscal 2024 when Raw #11 prices fluctuated between US 17.57 cents and US 27.95 cents per lb. The average price of Raw #11 traded on the ICE in fiscal 2025 at US 18.62 cents was lower than the fiscal 2024 average of US 21.75 cents. The reduction in the average price of Raw #11 in fiscal 2025 reflects that the market is expecting strong global raw sugar supply.

Maple

FACILITIES

Lantic Maple operates three plants in Québec, namely, in Granby, Dégelis, St-Honoré-de-Shenley, Québec, as well as in Websterville, Vermont.

OUR PRODUCTS

Lantic Maple's products are mainly comprised of the following: bottled maple syrup, bulk maple syrup and maple sugar and flakes.

Bottled maple syrup is packaged in a variety of ways and sizes, including bottles, plastic jugs and the traditional cans. Bottled maple syrup is available in all commercial grades and in organic and non-organic varieties. Lantic Maple's bottled maple syrup is sold mainly under retail private label brands and under a variety of house brands.

Bulk maple syrup is mainly sold in large containers, drums and totes to foodservice retailers, food processors and other wholesalers.

OUR SUPPLY

The production of maple syrup takes place over a period of six to eight weeks during the months of March and April of each year.

The biggest concentration of maple trees is located in the provinces of Québec, New Brunswick, and Ontario, and in the US states of Vermont, Maine and New Hampshire. Canada remains the largest global producer of maple syrup, with over 80% of the world's production. The Province of Québec alone represents 70% of the world's production. The US is the only other major producing country in the world, representing approximately 20% of the global supply.

The maple syrup producers in Québec are represented by the Producteurs et Productrices Acéricoles du Québec ("PPAQ"). The PPAQ generally regulates the buying and selling of bulk maple syrup in the Province of Québec. The PPAQ represents approximately 13,500 producers and 8,400 individual businesses.

In Québec, nearly 90% of the total production of maple syrup is sold through the PPAQ to authorized buyers, leaving only approximately 10% of the total production to be sold directly by the producers to consumers or grocery stores.

The PPAQ manages a strategic maple syrup reserve in order to mitigate production fluctuations caused by weather conditions and prevent such fluctuations from causing maple syrup prices to spike or drop significantly. Each year, the PPAQ may organize a sale of a portion of its accumulated reserve. This allows bottlers to respond to supply shortages in the event of a poor harvest or unplanned growth in demand.

The PPAQ is responsible for managing policies with respect to production and marketing quotas for production volume allocated to each maple syrup business in the Province of Québec. The main objective of the policy is to adjust the supply of maple syrup in response to consumer demand, and more specifically, to stabilize selling prices for producers and, ultimately, the buying price for consumers, to foster investments in the maple industry and to maintain a steady number of maple-producing businesses in operation, regardless of their size.

Outside of Québec, the maple syrup industry is generally organized through producer-based organizations or associations, which promote maple syrup in general and its industry and serve as the official voice for maple syrup producers with the public.

Lantic Maple has relationships with more than 1,400 maple syrup producers, mainly in Québec and Vermont. Most of these producers sell 100% of their production to Lantic Maple.

PRICING

Pursuant to a marketing agreement entered into annually between the PPAQ and the Conseil de l'industrie de l'érable (the Maple Industry Council) (the "Marketing Agreement"), authorized buyers must pay a minimum price to the PPAQ for any maple syrup purchased from the producers. The price is fixed on an annual basis and depends on the grade of the maple syrup. In addition, a premium is added to the minimum price for any organic maple syrup. Pursuant to the Marketing Agreement, authorized buyers must buy maple syrup from the PPAQ.

USE OF FINANCIAL DERIVATIVES FOR HEDGING

SUGAR

In order to protect against fluctuations in the world raw sugar market, we follow a rigorous hedging program for all purchases of raw cane sugar and sales of refined sugar.

The Raw #11 market is only traded on the ICE, which trades in US dollars. Sugar futures can be traded forward for a period of three years against four specific contract months per year (March, May, July and October). The contract month values are used to determine the price settlement upon the receipt of a raw sugar vessel or the delivery of sugar to our customers. The ICE rules are strict and are governed by the New York Board of Trade. Any amount owed, due to the movement of the commodity being traded, must be settled in cash the following day.

For the purchasing of raw sugar, we enter into long-term supply contracts with reputable raw sugar suppliers (the "Seller"). These long-term agreements among other things, specify the yearly volume to be purchased, the delivery period of each vessel, the contract month against which the sugar will be priced, and the freight rate to be charged for each delivery. The price of raw sugar will be determined later by the Seller, based upon the delivery period. The delivery period will correspond to the contract month against which the sugar will be priced.

Our process of selling refined sugar is also done under the Raw #11 market. When a sales contract is negotiated with a customer, the sales contract will determine the period of the contract, the expected delivery period against specific contract months and the refining margin and freight rate to be charged over and above the value of the sugar. The price of the sugar is not yet determined but needs to be fixed by the customer prior to delivery. The customer will make the decision to fix the price of the sugar against the sugar contract month, as per the anticipated delivery period.

We purchase sugar beets from the Growers for our Taber sugar refining facility under a negotiated purchase contract. The current contract was signed on May 9, 2025, and is valid for five years. Under this contract, the purchase price for the sugar beets is derived using a formula based on the price of Raw #11.

NATURAL GAS

The Company has an energy hedging policy to mitigate the overall price risks in the purchase of natural gas.

We purchase between 3.5 million gigajoules and 4.0 million gigajoules of natural gas per year for use in our refining operations. To protect against large and unforeseen fluctuations, we hedge forward our estimated usage on a longer-term basis based on prevailing market conditions.

Our gas hedges are unwound in the months that the commodity is used in the operations, at which time any gains or losses incurred are then recognized for the determination of gross margins and earnings.

FOREIGN EXCHANGE

Raw sugar costs for all sales contracts are denominated in US dollars. We also buy natural gas in US dollars. In addition, sugar export sales and some Canadian sugar sales are denominated in US dollars. To protect ourselves against the movement of the Canadian dollar versus the US dollar, we reconcile all of our exposure to the US dollar on a daily basis, and we hedge the net position against various forward months, estimated from the date of the various transactions.

Certain export sales of maple syrup are denominated in US dollars, euros, Australian dollars, and British pounds. In order to mitigate against the movement of the Canadian dollar versus these currencies, we enter into foreign exchange hedging contracts. These foreign exchange hedging contracts are unwound when the money is received from the customer, at which time any gains or losses incurred are then recognized for the determination of gross margins and earnings. Foreign exchange gains or losses on any unhedged sales contracts are recorded when realized.

BUSINESS HIGHLIGHTS

- The current market volatility associated with the trade conditions related to the new US tariffs on imports has had a limited impact on our business. We are closely monitoring this evolving situation and engaging with the different stakeholders involved.
- Consolidated adjusted net earnings⁽¹⁾ for the fourth quarter and the 2025 fiscal year amounted to \$19.8 million and \$72.5 million, compared to \$18.8 million and \$66.7 million for the same periods last year.
- Consolidated adjusted EBITDA⁽¹⁾ for the fourth quarter and the 2025 fiscal year amounted to \$39.5 million and \$150.4 million, compared to \$38.3 million and \$141.6 million for the same periods last year. The favourable variances were driven by higher contributions from both of our business segments.
- Adjusted EBITDA⁽¹⁾ in the Sugar segment was \$35.1 million in the fourth quarter, an increase of \$0.9 million compared to the same period last year, mainly due to a higher adjusted gross margin per metric tonne, partially offset by lower volume sold.
- Adjusted EBITDA⁽¹⁾ in the Sugar segment was \$129.1 million for the 2025 fiscal year, an increase of \$5.5 million compared to the same period last year, mainly due to a higher adjusted gross margin.
- Sales volume in the Sugar segment was 781,500 metric tonnes for the 2025 fiscal year, an increase of 28,100 metric tonnes compared to fiscal 2024, when sales volume was lower due to the unfavourable net impact of the labour disruption at the Vancouver refinery in the first two quarters of that year.
- Adjusted EBITDA⁽¹⁾ in the Maple segment was \$4.4 million in the fourth quarter, an increase of \$0.3 million compared to the same period last year, mainly due to a higher volume sold.
- Adjusted EBITDA⁽¹⁾ in the Maple segment was \$21.3 million for the 2025 fiscal year, an increase of \$3.3 million compared to the same period last year, mainly due to incremental sales volume.

- Sales volume in the Maple segment for fiscal 2025 was 14% higher than last year, due to higher sales to existing customers and sales to new customers.
- For the 2025 fiscal year, we spent \$95.2 million on additions to property, plant and equipment, of which \$74.6 million was spent in connection with the expansion of our Eastern sugar refining and logistics capacity (the "LEAP Project").
- The construction phase related to the expansion of the sugar refining capacity of the LEAP Project is progressing as planned. During the second half of the 2025 fiscal year, we advanced the construction phase of the project, including the installation of newly received sugar refining equipment and logistics infrastructure. We continue to expect the total cost of the project to range between \$280 million and \$300 million, with an anticipated in-service in the first half of calendar 2027.
- Free cash flow⁽¹⁾ for the trailing 12 months ended September 27, 2025, was \$104.0 million, an increase of \$30.7 million from last year, largely driven by higher consolidated adjusted EBITDA⁽¹⁾, along with favourable timing of income tax payments and lower capital expenditures for operations, excluding LEAP.
- In the fourth quarter of fiscal 2025, we distributed \$0.09 per share to our shareholders, for a total amount of \$11.5 million. For the 2025 fiscal year, we distributed \$0.36 per share to our shareholders, for a total amount of \$46.1 million.
- On November 26, 2025, the Board of Directors declared a quarterly dividend of \$0.09 per share, payable on or before January 14, 2026.
- On November 26, 2025, the Board of Directors approved the filing of a short-form base shelf prospectus in connection with expected financing initiatives over the next two years.

(1) See "Non-IFRS Measures" for definition and reconciliation to IFRS measures

SELECTED FINANCIAL DATA AND HIGHLIGHTS

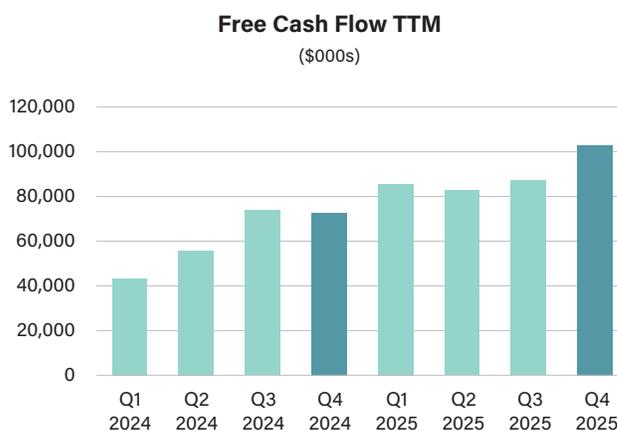
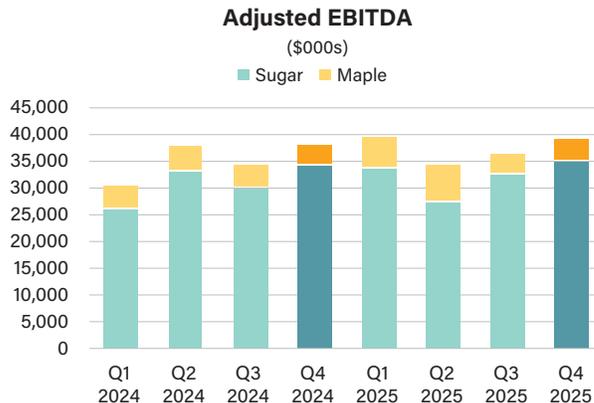
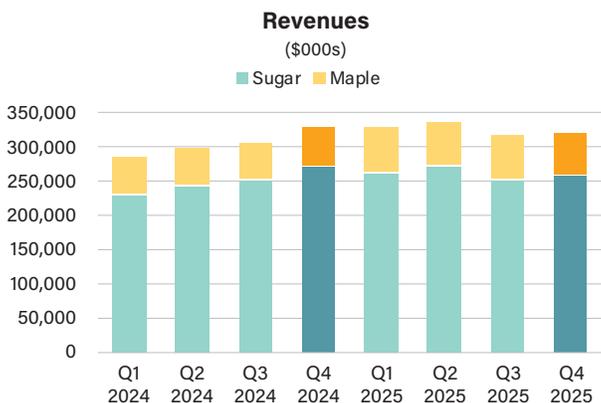
(unaudited) (In thousands of dollars, except volume and per share information)	Q4 2025	Q4 2024	YTD 2025	YTD 2024
	\$	\$	\$	\$
Sugar (metric tonnes)	195,952	204,540	781,454	753,333
Maple syrup (000 lbs)	12,926	11,927	53,398	46,947
Total revenues	322,671	333,029	1,312,629	1,231,763
Gross margin	44,033	49,732	192,238	175,872
Adjustment to cost of sale ⁽²⁾	(7,893)	(338)	(10,437)	(15,551)
Adjusted gross margin ⁽³⁾	51,926	50,070	202,675	191,423
Results from operating activities	23,781	30,080	109,801	97,209
Adjusted results from operating activities ⁽³⁾	31,674	30,418	120,238	112,760
EBITDA ⁽³⁾	31,577	37,971	139,914	126,052
Adjusted EBITDA ⁽³⁾	39,470	38,309	150,351	141,603
Net earnings	13,674	18,562	64,455	53,729
per share (basic)	0.11	0.14	0.50	0.45
per share (diluted)	0.10	0.13	0.49	0.41
Adjusted net earnings ⁽³⁾	19,782	18,819	72,505	66,660
Adjusted net earnings per share (basic) ⁽³⁾	0.16	0.14	0.57	0.56
Trailing twelve months free cash flow ⁽⁴⁾	104,046	73,341	104,046	73,341
Dividends per share	0.09	0.09	0.36	0.36

(1) The Corporation changed the presentation for high-tier duties on US exports sales for the Sugar segment. See "Summary of Quarterly measures" for additional information

(2) See "Adjusted results"

(3) See "Non-IFRS Measures" for definition and reconciliation to IFRS measures

(4) See "Free cash flow"



ADJUSTED RESULTS

In the normal course of business, we use derivative financial instruments consisting of sugar futures, foreign exchange forward contracts, natural gas futures and interest rate swaps. We have designated our natural gas futures and our interest rate swap agreements entered into in order to protect us against natural gas price and interest rate fluctuations as cash flow hedges. Derivative financial instruments pertaining to sugar futures and foreign exchange forward contracts are marked-to-market at each reporting date and are charged to the consolidated statement of earnings. The unrealized gains/losses related to natural gas futures and interest rate swaps that qualify under hedge accounting are accounted for in other comprehensive income. The unrealized gains/losses related to interest rate swaps that do not qualify under hedge accounting are accounted for in the consolidated statement of earnings and comprehensive income. The amount recognized in other comprehensive income is removed and included in net earnings under the same line item in the consolidated statement of earnings and comprehensive income as the hedged item, in the same period that the hedged cash flows affect net earnings, thereby reducing earnings volatility related to the movements in the valuation of these derivative hedging instruments.

We believe that our financial results are more representative of our business to management, investors, analysts, and any other interested parties when financial results are adjusted by the gains/losses from financial derivative instruments that do not qualify for hedge accounting. These adjusted financial results provide a more complete understanding of the factors and trends affecting our business. This measurement is a non-IFRS measurement. See "Non-IFRS Measures".

We use the non-IFRS adjusted results of the operating company to measure and evaluate the performance of the business through our adjusted gross margin, adjusted gross margin percentage, adjusted gross margin rate, adjusted results from operating activities, adjusted EBITDA, adjusted net earnings, adjusted net earnings per share and trailing twelve months free cash flow. These non-IFRS measures are evaluated on a consolidated basis and at a segmented level, excluding adjusted gross margin percentage, adjusted gross margin rate, adjusted net earnings per share and trailing twelve months free cash flow. In addition, we believe that these measures are important to our investors and

parties evaluating our performance and comparing such performance to past results. We also use adjusted gross margin, adjusted EBITDA, adjusted results from operating activities, adjusted net earnings, adjusted net earnings per share and trailing twelve months free cash flow when discussing results with the Board of Directors, analysts, investors, banks, and other interested parties. See "Non-IFRS Measures".

OUR RESULTS ARE ADJUSTED AS FOLLOWS:

Income (loss)	Q4 2025			Q4 2024		
	Sugar	Maple Products	Total	Sugar	Maple Products	Total
(In thousands of dollars)	\$	\$	\$	\$	\$	\$
Mark-to-market on:						
Sugar futures contracts	(3,773)	—	(3,773)	(3,757)	—	(3,757)
Foreign exchange forward contracts	(1,180)	(1,269)	(2,449)	1,047	719	1,766
Total mark-to-market adjustment on derivatives	(4,953)	(1,269)	(6,222)	(2,710)	719	(1,991)
Cumulative timing differences	(1,868)	197	(1,671)	1,470	183	1,653
Total adjustment to costs of sales	(6,821)	(1,072)	(7,893)	(1,240)	902	(338)

Income (loss)	YTD 2025			YTD 2024		
	Sugar	Maple Products	Total	Sugar	Maple Products	Total
(In thousands of dollars)	\$	\$	\$	\$	\$	\$
Mark-to-market on:						
Sugar futures contracts	(9,609)	—	(9,609)	(12,533)	—	(12,533)
Foreign exchange forward contracts	(5,932)	(2,166)	(8,098)	2,862	822	3,684
Total mark-to-market adjustment on derivatives	(15,541)	(2,166)	(17,707)	(9,671)	822	(8,849)
Cumulative timing differences	5,796	1,474	7,270	(6,900)	198	(6,702)
Total adjustment to costs of sales	(9,745)	(692)	(10,437)	(16,571)	1,020	(15,551)

Fluctuations in the mark-to-market adjustment on derivatives are due to the price movements in Raw #11 sugar and foreign exchange variations.

We recognize cumulative timing differences, as a result of mark-to-market gains or losses, only when sugar or maple products are sold to a customer. The gains or losses on sugar and related foreign exchange paper transactions are largely offset by corresponding gains or losses from the physical transactions, namely sale and purchase contracts with customers and suppliers.

The above-described adjustments are added to or deducted from the mark-to-market results to arrive at the total adjustment to cost of sales. For the three- and twelve-month periods ended September 27, 2025, the total cost of sales adjustment is a loss of \$7.9 million and \$10.4 million, respectively, to be added to the consolidated results. For the comparable periods last year, the total cost of sales adjustment is a loss of \$0.3 million and \$15.6 million, respectively, to be added to the consolidated results.

See the "Non-IFRS Measures" for more information on these adjustments.

SEGMENTED INFORMATION

Segmented Results (In thousands of dollars)	Q4 2025			Q4 2024		
	Sugar	Maple Products	Total	Sugar	Maple Products	Total
	\$	\$	\$	\$	\$	\$
Revenues	259,019	63,652	322,671	272,811	60,218	333,029
Gross margin	39,589	4,444	44,033	43,150	6,582	49,732
Administration and selling expenses	10,078	2,705	12,783	9,305	2,919	12,224
Distribution costs	7,356	113	7,469	7,079	349	7,428
Results from operating activities	22,155	1,626	23,781	26,766	3,314	30,080
Adjustment to cost of sales ⁽¹⁾	6,821	1,072	7,893	1,240	(902)	338
Adjusted Gross margin ⁽¹⁾	46,410	5,516	51,926	44,390	5,680	50,070
Adjusted results from operating activities ⁽²⁾	28,976	2,698	31,674	28,006	2,412	30,418
EBITDA ⁽²⁾	28,230	3,347	31,577	32,985	4,986	37,971
Adjusted EBITDA ⁽²⁾	35,051	4,419	39,470	34,225	4,084	38,309
Additional information:						
Additions to property, plant and equipment and intangible assets, net of disposals	19,856	437	20,293	24,545	492	25,037
Increase in asset retirement obligation provision included in property, plant and equipment	—	—	—	3,778	—	3,778
Additions to right-of-use assets	1,455	1,207	2,662	—	19	19

(1) See "Adjusted results"

(2) See "Non-IFRS Measures" for definition and reconciliation to IFRS measures

Segmented Results (In thousands of dollars)	YTD 2025			YTD 2024		
	Sugar	Maple Products	Total	Sugar	Maple Products	Total
	\$	\$	\$	\$	\$	\$
Revenues ⁽¹⁾	1,049,490	263,139	1,312,629	998,029	233,734	1,231,763
Gross margin	165,611	26,627	192,238	150,860	25,012	175,872
Administration and selling expenses	42,117	12,125	54,242	40,502	11,429	51,931
Distribution costs	27,453	742	28,195	25,494	1,238	26,732
Results from operating activities	96,041	13,760	109,801	84,864	12,345	97,209
Adjustment to cost of sales ⁽²⁾	9,745	692	10,437	16,571	(1,020)	15,551
Adjusted Gross margin ⁽³⁾	175,356	27,319	202,675	167,431	23,992	191,423
Adjusted results from operating activities ⁽³⁾	105,786	14,452	120,238	101,435	11,325	112,760
EBITDA ⁽³⁾	119,328	20,586	139,914	107,033	19,019	126,052
Adjusted EBITDA ⁽³⁾	129,073	21,278	150,351	123,604	17,999	141,603
Additional information:						
Additions to property, plant and equipment and intangible assets, net of disposals	93,657	1,553	95,210	74,716	1,120	75,836
Increase in asset retirement obligation provision included in property, plant and equipment	—	—	—	9,670	—	9,670
Additions to right-of-use assets, net of disposals	3,302	1,390	4,692	3,046	128	3,174

(1) The Corporation changed the presentation for high-tier duties on US exports sales for the Sugar segment. See "Summary of Quarterly measures" for additional information

(2) See "Adjusted results"

(3) See "Non-IFRS Measures" for definition and reconciliation to IFRS measures

SUGAR

LEAP PROJECT

On August 11, 2023, the Board of Directors of Lantic approved the LEAP Project. LEAP is expected to provide approximately 100,000 metric tonnes of incremental refined sugar capacity to the growing Canadian market and includes sugar refining assets, along with logistics assets to increase the delivery capacity to the Ontario market. The total cost for the LEAP Project is expected to range between \$280 million and \$300 million, and we anticipate the incremental sugar refining capacity related to the LEAP Project to be in service in the first half of calendar 2027.

During the second quarter of fiscal 2025, the decision was made to focus our efforts on the Montréal portion of the project, which is the cornerstone of the LEAP Project, as it encompasses the incremental sugar refining capacity of 100,000 metric tonnes. To support our strategy, we have reassigned some of the resources associated with the Toronto portion of the project to support the completion of the Montréal portion. We have scheduled and scaled the work related to our Toronto distribution center to better align the completion of the work with the expected in-service date of the incremental sugar refining capacity in Montréal.

The construction phase related to the expansion of the sugar refining capacity in Montréal is progressing, although at a slower pace due to the complexity associated with the installation of the new sugar refining equipment in the refurbished building while maintaining current production capacity to support the needs of our customers. We anticipate that such challenges will push back the expected in-service date by about 6 months to June 2027.

During the second half of the 2025 fiscal year, we completed the construction of the new electrical room, we advanced the activities related to the structural portion of the refurbishment of the main expansion building, we continued the installation of sugar refining equipment with on-site support from one of our main suppliers from Europe, and we moved forward with the deployment of the new logistics infrastructure.

We are funding the LEAP Project with a combination of debt, equity, cash flow from operations and our revolving credit facility. In connection with the financing plan for the LEAP Project, we issued 22,769,000 common shares of RSI in fiscal 2024, for net proceeds of \$112.5 million. We also increased the amount available under our revolving credit facility by \$75 million, to \$340 million.

In fiscal 2023, also in connection with the financing of the LEAP Project, Lantic entered into two secured loan agreements with Investissement Québec ("IQ Loans") for up to \$65 million. A first loan in the amount of up to \$40.0 million under the ESSOR program, a Québec government program designed to provide favourable financing to Québec businesses ("IQ Essor Loan"), and a second term loan in the amount of up to \$25.0 million (the "IQ Term Loan"). As of September 27, 2025, \$7.4 million had been drawn under the IQ Loans. A second draw of \$16.5 million was received under this facility on November 19, 2025.

For fiscal 2025, \$74.6 million had been capitalized in connection with the LEAP Project, while \$42.6 million was capitalized in fiscal 2024. As at September 27, 2025, an accumulated amount of \$128.4 million, including \$3.7 million in interest costs, had been capitalized as construction in progress on the balance sheet related to the LEAP Project.

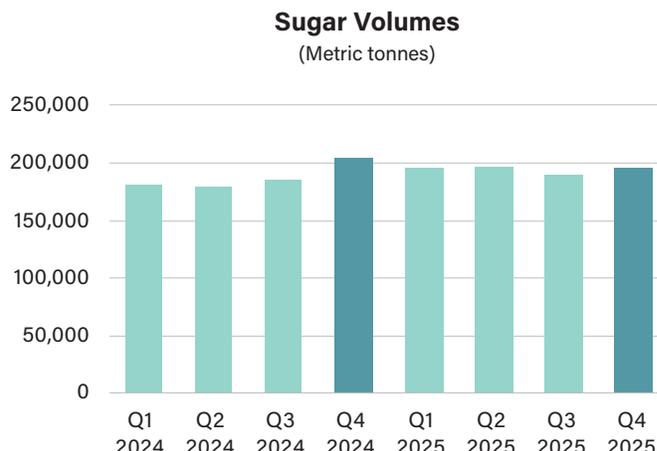
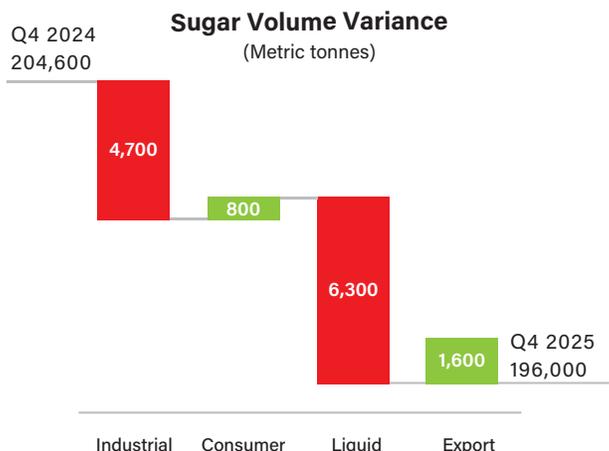
See "Forward-Looking Statements" and "Risks and Uncertainties"

REVENUES

(In thousands of dollars)	Q4 2025	Q4 2024	Δ	YTD 2025	YTD 2024	Δ
	\$	\$	\$	\$	\$	\$
	259,019	272,811	(13,792)	1,049,490	998,029	51,461

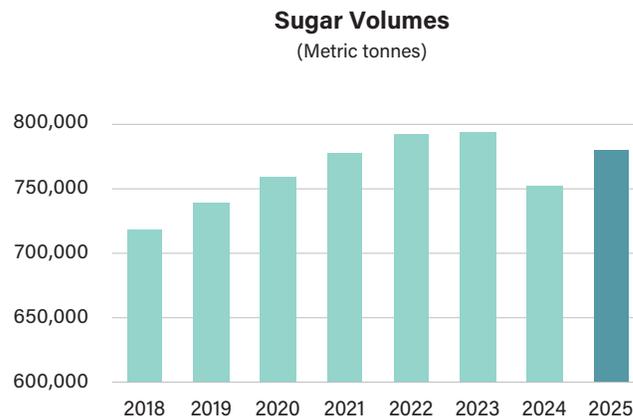
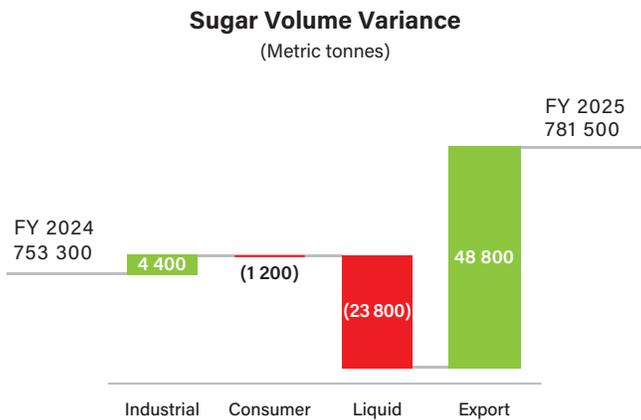
In the fourth quarter of 2025, revenues decreased by \$13.8 million, compared to the same period last year, largely driven by a lower average price for Raw #11 and lower sales volume. The average price for Raw #11 decreased by US 3.2 cents per lb to US 16.18 cents per lb for the current quarter, compared to the same period last year. This variance was partially offset by higher revenues related to high-tier duties on US exports sales, with a corresponding offset to cost of sales from higher volume in sold in 2025.

During fiscal 2025, revenues increased by \$51.5 million compared to last year. The positive variance was largely driven by higher sales volume compared to the same period last year, mainly associated with the unfavourable impact of the labour disruption at our Vancouver facility, which reduced sales volumes in the first two quarters of fiscal 2024, and higher revenues related to high-tier duties on US exports sales, with a corresponding offset to cost of sales from higher volume in sold in 2025. The variance was partially offset by a decrease in the price of Raw #11 included in our revenues in fiscal 2025, compared to last year. The average price for the Raw #11 component included in our revenue decreased by US 3.09 cents per lb to US 19.42 cents per lb for the 2025 fiscal year, compared to last year.



In the fourth quarter of fiscal 2025, sugar sales volume totaled approximately 196,000 metric tonnes, a decrease of approximately 4% or 8,600 metric tonnes compared to the same period last year. This was mainly driven by the following:

- Industrial volume decreased by 4,700 metric tonnes compared to the same quarter last year, largely due to unexpected non-recurring issues encountered by one of our large industrial customers in Montréal.
- Liquid volume decreased by 6,300 metric tonnes compared to the same quarter last year, mainly related to the loss of two large customers in Western Canada.
- Consumer volume was slightly higher than last year, due to timing.
- Export volume increased by 1,600 metric tonnes in the fourth quarter of 2025, reflecting higher opportunistic sales to existing customers in the US market.



During fiscal year 2025, sugar volume totaled approximately 781,500 metric tonnes, an increase of approximately 28,200 metric tonnes compared to last year. The positive variance was driven mainly by the unfavourable net impact of the labour disruption at the Vancouver refinery on volumes in the first two quarters of fiscal 2024 which reduced sales volume by approximately 23,500 metric tonnes.

The variances in sales volume by customer category were as follows:

- Industrial volume increased by 4,400 metric tonnes, mainly reflecting the current strong demand from existing customers and the unfavourable impact from the labour disruption at our Vancouver facility in 2024. This was partially offset by the unexpected non-recurring issues encountered by one of our large industrial customers in Montréal in the fourth quarter.
- Consumer volume decreased by 1,200 metric tonnes, mainly due to timing.
- Liquid volume decreased by 23,800 metric tonnes, mainly related to the loss of two large customers in Western Canada.
- Export volume increased by 48,800 metric tonnes, reflecting the unfavourable impact from the labour disruption at our Vancouver facility in 2024, during which we prioritized shipments to domestic customers, and from higher opportunistic sales to existing customers in the US market.

GROSS MARGIN

(In thousands of dollars, except per metric tonne information)	Q4 2025	Q4 2024	Δ	YTD 2025	YTD 2024	Δ
	\$	\$	\$	\$	\$	\$
Gross margin	39,589	43,150	(3,561)	165,611	150,860	14,751
Total adjustment to cost of sales ⁽²⁾	6,821	1,240	5,581	9,745	16,571	(6,826)
Adjusted gross margin ⁽¹⁾	46,410	44,390	2,020	175,356	167,431	7,925
Adjusted gross margin per metric tonne ⁽¹⁾	237	217	20	224	222	2
Included in gross margin:						
Depreciation of property, plant and equipment and right-of-use assets	4,879	5,092	(213)	18,570	17,678	892

(1) See "Non-IFRS Measures" for definition and reconciliation to IFRS measures

(2) See "Adjusted Results"

Gross margin was \$39.6 million and \$165.6 million for the current quarter and the 2025 fiscal year, respectively, and included losses of \$6.8 million and \$9.7 million respectively, for the mark-to-market of derivative financial instruments. For the same periods last year, gross margin was \$43.2 million and \$150.9 million, respectively, with mark-to-market losses of \$1.2 million and \$16.6 million, respectively.

Adjusted gross margin was \$46.4 million and \$175.4 million for the current quarter and the 2025 fiscal year, compared to \$44.4 million and \$167.4 million in the same periods of 2024.

Adjusted gross margin increased by \$2.0 million in the fourth quarter compared to last year mainly as a result of a higher sugar sales margin from increased average pricing on sugar refining-related activities. This positive variance was partially offset by the unfavourable impact of lower sales volume.

On a per-unit basis, adjusted gross margin for the fourth quarter was \$237 per metric tonne, compared to \$217 per metric tonne for the same period last year. The favourable variance was mainly due to an increase in overall margin from improved selling prices, partially offset by lower sales volume.

For the 2025 fiscal year, adjusted gross margin increased by \$7.9 million mainly due to higher sales volumes associated with the return to normal activities in Vancouver in 2025 after the strike in the first half of 2024, along with market-based incremental pricing to customers. This variance was partially offset by higher production costs mainly driven by increased spending on maintenance activities at the Montréal refinery in the first half of 2025, resulting from unexpected equipment breakdowns.

On a per-unit basis, for fiscal 2025, adjusted gross margin amounted to \$224 per metric tonne compared to \$222 per metric tonne for the same period last year. The slight increase of \$2 per metric tonne was mainly due to a higher overall margin from improved selling prices and increased sales volumes, partially offset by higher production costs.



OTHER EXPENSES

(In thousands of dollars, except per metric tonne information)	Q4 2025	Q4 2024	Δ	YTD 2025	YTD 2024	Δ
	\$	\$	\$	\$	\$	\$
Administration and selling expenses	10,078	9,305	773	42,117	40,502	1,615
Distribution costs	7,356	7,079	277	27,453	25,494	1,959
<i>Included in Administration and selling expenses:</i>						
Depreciation of property, plant and equipment and right-of-use assets	238	180	58	921	755	166
<i>Included in Distribution costs:</i>						
Depreciation of right-of-use assets	958	947	11	3,796	3,736	60

In the fourth quarter of fiscal 2025, administration and selling expenses were higher by \$0.8 million compared to the same quarter last year. The variance was mainly due to higher cash-settled share-based compensation expense, driven by a greater variation in the share price used to value the associated liability in the current quarter.

Distribution costs were higher by \$0.3 million compared to the same quarter last year, mainly due to incremental logistics costs associated with higher export sales volume.

For fiscal year 2025, administration and selling expenses were \$1.6 million higher than the comparable period last year. The variance was mainly due to higher cash-settled share-based compensation expense of \$2.2 million, driven by a greater variation in the share price used to value the associated liability in fiscal 2025 as well as a non-recurring charge of \$1.6 million recorded in the third quarter of fiscal 2025 in relation to severance costs. This variance was partially offset by lower compensation costs and related employee benefits of \$2.0 million.

Distribution costs for fiscal year 2025 increased by \$2.0 million compared to the same period last year, mainly due to higher logistics costs to support increased export sales volume.

RESULTS FROM OPERATING ACTIVITIES AND ADJUSTED EBITDA

(In thousands of dollars)	Q4 2025	Q4 2024	Δ	YTD 2025	YTD 2024	Δ
	\$	\$	\$	\$	\$	\$
Results from operating activities	22,155	26,766	(4,611)	96,041	84,864	11,177
Total adjustment to cost of sales ⁽²⁾	6,821	1,240	5,581	9,745	16,571	(6,826)
Adjusted results from operating activities ⁽¹⁾	28,976	28,006	970	105,786	101,435	4,351
Depreciation of property, plant and equipment, right-of-use assets, and amortization of intangible assets	6,075	6,219	(144)	23,287	22,169	1,118
EBITDA ⁽¹⁾	28,230	32,985	(4,755)	119,328	107,033	12,295
Adjusted EBITDA ⁽¹⁾	35,051	34,225	826	129,073	123,604	5,469

(1) See "Non-IFRS Measures" for definition and reconciliation to IFRS measures

(2) See "Adjusted Results"

Results from operating activities for the fourth quarter and the 2025 fiscal year were \$22.2 million and \$96.0 million, respectively, a decrease of \$4.6 million and an increase of \$11.2 million compared to the same periods last year. These results include gains and losses from the mark-to-market of derivative financial instruments.

Adjusted results from operating activities in the fourth quarter of fiscal 2025 were \$1.0 million higher than in the same period last year, mainly due to a higher adjusted gross margin, partially offset by higher distribution costs and higher administration and selling expenses. Adjusted results from operating activities for the 2025 fiscal year were \$4.4 million higher than in the same period last year, as a higher adjusted gross margin was partially offset by higher distribution costs and higher administration and selling expenses.

EBITDA for the fourth quarter and the 2025 fiscal year was \$28.2 million and \$119.3 million, respectively, a decrease of \$4.8 million and an increase of \$12.3 million compared to the same periods last year. These results include gains and losses from the mark-to-market of derivative financial instruments.

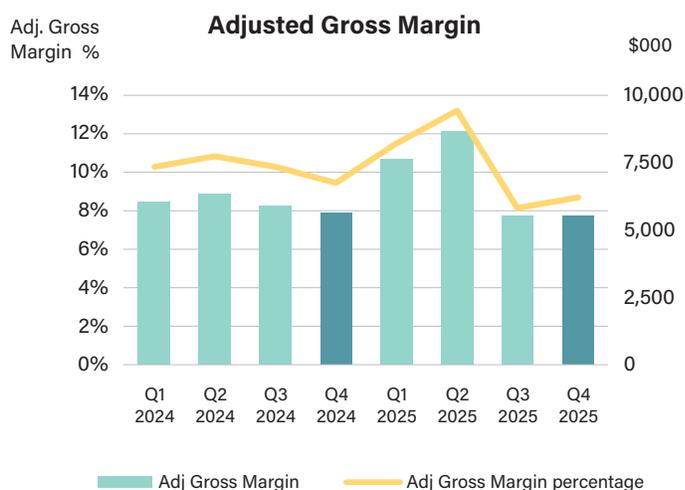
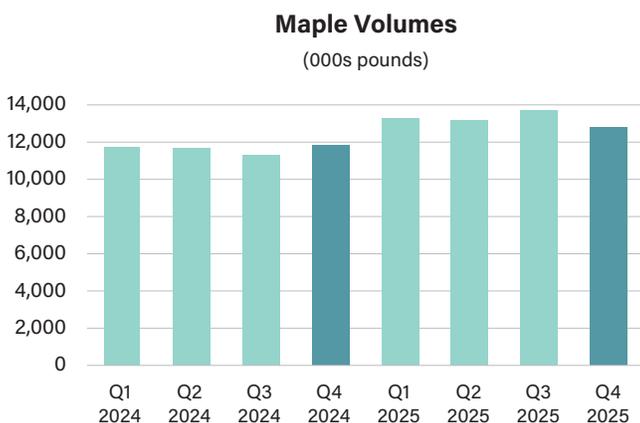
Adjusted EBITDA for the fourth quarter and the 2025 fiscal year increased by \$0.8 million and \$5.5 million, respectively, compared to the same periods last year, largely due to a higher adjusted gross margin, partially offset by higher distribution costs and higher administration and selling expenses.

MAPLE PRODUCTS**REVENUES**

(In thousands of dollars, except volume)	Q4 2025	Q4 2024	Δ	YTD 2025	YTD 2024	Δ
	\$	\$	\$	\$	\$	\$
Volume (000 lbs)	12,926	11,927	999	53,398	46,947	6,451
Revenues	63,652	60,218	3,434	263,139	233,734	29,405

Revenues increased by \$3.4 million and \$29.4 million, respectively, for the fourth quarter and the 2025 fiscal year compared to the same periods last year, largely driven by higher sales volume due to favourable market conditions.

For the fourth quarter and the 2025 fiscal year, volume sold increased by 1.0 million lbs and 6.5 million lbs, respectively, compared to the same periods last year. The increases in volume were mainly attributable to higher sales to existing customers and incremental sales from new customers.



GROSS MARGIN

(In thousands of dollars, except adjusted gross margin rate information)	Q4 2025	Q4 2024	Δ	YTD 2025	YTD 2024	Δ
	\$	\$	\$	\$	\$	\$
Gross margin	4,444	6,582	(2,138)	26,627	25,012	1,615
Total adjustment to cost of sales ⁽¹⁾⁽²⁾	1,072	(902)	1,974	692	(1,020)	1,712
Adjusted gross margin ⁽¹⁾	5,516	5,680	(164)	27,319	23,992	3,327
Adjusted gross margin percentage ⁽¹⁾	8.7%	9.4%	(0.7)%	10.4%	10.3%	0.1%
Included in Gross margin:						
Depreciation of property, plant and equipment and right-of-use assets	836	789	47	3,281	3,143	137

(1) See "Non-IFRS Measures" for definition and reconciliation to IFRS measures
 (2) See "Adjusted Results"

Gross margin was \$4.4 million and \$26.6 million for the fourth quarter and the 2025 fiscal year, respectively, and includes losses of \$1.1 million and \$0.7 million, respectively, for the mark-to-market of derivative financial instruments. For the same periods last year, gross margin was \$6.6 million and \$25.0 million, respectively, with mark-to-market gains of \$0.9 million and \$1.0 million, respectively.

Adjusted gross margin for the fourth quarter of fiscal 2025 was lower by \$0.2 million compared to the same period last year. The unfavourable variance was mainly attributable to a higher average acquisition cost for maple syrup associated with the mix of products sold during the quarter, partially offset by higher volume sold during that period. As a result, the adjusted gross margin percentage for the fourth quarter of fiscal 2025 was 8.7%, a decrease of 0.7% compared to the same period last year.

Adjusted gross margin for fiscal 2025 was \$3.3 million higher than last year. The favourable variance was mainly associated with higher volume sold to customers, lower operating costs associated with bottling activities and a volume rebate received from PPAQ in fiscal 2025. This favourable variance was partially offset by the impact of a higher acquisition cost of maple syrup in the second half of fiscal 2025, compared to opportunistically lower average costs in fiscal 2024 and an unfavourable mix of products sold. As a result, the adjusted gross margin percentage for fiscal 2025 was 10.4%, an increase of 0.1% compared to last year.

OTHER EXPENSES

(In thousands of dollars)	Q4 2025	Q4 2024	Δ	YTD 2025	YTD 2024	Δ
	\$	\$	\$	\$	\$	\$
Administration and selling expenses	2,705	2,919	(214)	12,125	11,429	696
Distribution costs	113	349	(236)	742	1,238	(496)
<i>Included in Administration and selling expenses:</i>						
Amortization of intangible assets	885	883	2	3,544	3,531	13

In the fourth quarter of fiscal 2025, administration and selling expenses were lower by \$0.2 million compared to the same quarter last year.

Administration and selling expenses for the 2025 fiscal year were \$0.7 million higher than in the comparable period last year. These variances were largely due to market-based cost increases for compensation-related expenses and administrative business support costs.

Distribution costs for the fourth quarter and the 2025 fiscal year were \$0.2 million and \$0.5 million lower than the comparable periods last year, mainly due to lower logistics costs and higher recovery of such costs from customers.

RESULTS FROM OPERATING ACTIVITIES AND ADJUSTED EBITDA

(In thousands of dollars)	Q4 2025	Q4 2024	Δ	YTD 2025	YTD 2024	Δ
	\$	\$	\$	\$	\$	\$
Results from operating activities	1,626	3,314	(1,688)	13,760	12,345	1,415
Total adjustment to cost of sales ⁽¹⁾	1,072	(902)	1,974	692	(1,020)	1,712
Adjusted results from operating activities ⁽¹⁾⁽³⁾	2,698	2,412	286	14,452	11,325	3,127
Depreciation and amortization	1,721	1,672	49	6,826	6,674	152
EBITDA ⁽¹⁾	3,347	4,986	(1,639)	20,586	19,019	1,567
Adjusted EBITDA ⁽¹⁾	4,419	4,084	335	21,278	17,999	3,279

(1) See "Non-IFRS Measures" section for definition and reconciliation to IFRS measures

(2) See "Adjusted Results" section

(3) Adjusted results for operating activities exclude goodwill impairment

Results from operating activities for the fourth quarter and the 2025 fiscal year were \$1.6 million and \$13.8 million, respectively, a decrease of \$1.7 million and an increase of \$1.4 million compared to the same periods last year. These results include gains and losses from the mark-to-market of derivative financial instruments.

Adjusted results from operating activities for the fourth quarter were \$0.3 million higher than the comparable period last year, due mainly to lower distribution costs and lower administration and selling expenses, partially offset by a lower adjusted gross margin, as explained above.

Adjusted results from operating activities for the 2025 fiscal year were \$3.1 million higher than in the comparable period last year, due mainly to a higher adjusted gross margin and lower distribution expenses, partially offset by higher administration and selling expenses, as explained above.

EBITDA for the fourth quarter and the 2025 fiscal year were \$3.4 million and \$20.6 million, respectively, a decrease of \$1.6 million and an increase of \$1.6 million compared to the same periods last year. These results include gains and losses from the mark-to-market of derivative financial instruments.

Adjusted EBITDA for the fourth quarter of fiscal 2025 increased by \$0.3 million, due to lower distribution costs and lower administration and selling expenses, partially offset by a lower adjusted gross margin, as explained above.

Adjusted EBITDA for the 2025 fiscal year increased by \$3.3 million compared to the same period last year, largely driven by higher adjusted gross margins and lower distribution costs, partially offset by higher administration and selling expenses, as explained above.

OUTLOOK

Following a strong performance in both of our business segments over the last two years, we expect to continue to deliver strong financial results in 2026. The current market volatility associated with the revised trade conditions related to US tariffs on imports has had a limited impact on our business thus far. Our assumption is that this will continue in the 2026 fiscal year, and that no significant unfavourable changes to the Canada-United States-Mexico Agreement ("CUSMA") will be adopted. We are closely monitoring this evolving situation together with the different stakeholders for both of our business segments, and we will adjust our business strategy as required.

We are moving forward with our LEAP Project and expect to significantly advance the construction phase of the project in 2026, as we continue to install new sugar refining equipment and logistics infrastructure. In relation to this project, we anticipate spending approximately \$117 million in fiscal 2026. These expenditures are supported by the financing plan of the project that we have put in place over the last two years.

SUGAR SEGMENT

We expect the Sugar segment to perform well in fiscal 2026. Underlying North American demand for sugar is stable, and we anticipate pricing increases to align with inflation going forward. Our forecast volume for 2026 ranges between 750,000 and 770,000 metric tonnes of sugar, representing a reduction of approximately 3% compared to 2025. Our sales volume outlook reflects the current market volatility associated with the lingering effect of US tariffs on refined sugar export sales, and some softness in demand from a few of our industrial customers associated with the impact of general food inflation and recent price increases for other related ingredients such as cocoa. For 2026, we anticipate a reduction in lower-margin export sales volume associated with the current market dynamics, and we expect the domestic market sales volume to grow modestly, with the expected growth coming from Eastern Canada.

We anticipate that the Montréal refinery will continue to operate at the current full capacity and deliver approximately 550,000 metric tonnes of refined sugar. This is lower than the expected demand from our customers in Eastern Canada. Accordingly, we will continue to leverage production from our other facilities in Western Canada with the objective of consistently meeting our commitments to our customers.

The harvest period for our sugar beet facility in Taber was completed in early November, and we have received the expected quantity of beets from the Growers. We are currently in the processing stage of the 2025 sugar beet campaign, with expected completion by the end of February. Based on our early assessment, we anticipate the 2025 crop to deliver approximately 100,000 metric tonnes of beet sugar, consistent with our expectations. This volume expectation aligns with the acreage contracted with the ASBG and the volume of sugar beets we received.

For the 2026 fiscal year, we anticipate producing between 100,000 metric tonnes and 120,000 metric tonnes of refined sugar at our Vancouver facility. The level of production at the Vancouver refinery is scalable and will be adjusted as needed to meet the demand in Western Canada, to support opportunistic export sales volume to the US and, to complement the needs associated with the continued strong demand in Eastern Canada.

Production costs and maintenance programs for our three production facilities are expected to increase slightly in 2026 due to market-based increases in external costs and annual wage increases for employees. For 2026, we plan to continue to perform the necessary maintenance activities to ensure a smooth production process to meet the needs of our customers. We remain committed to managing our costs responsibly to properly maintain our production assets and related facilities.

Distribution costs are expected to increase slightly in 2026. These expenditures reflect the current market dynamics requiring the transfer of sugar produced between our refineries to meet demand from customers, pending the completion of our LEAP Project.

Administration and selling expenses are expected to be stable in 2026 as compared to 2025.

We anticipate our financing costs to increase in fiscal 2026, as we increase our borrowings in connection with the LEAP Project. We have mitigated our exposure to short-term interest rate variation on our revolving credit facility through our multi-year hedging strategy. We expect our hedging strategy will continue to mitigate such exposure in fiscal 2026.

Spending on normal business capital projects is expected to slightly increase in fiscal 2026 compared to 2025. We anticipate spending approximately \$25.0 million on various initiatives mainly related to regulatory compliance initiatives and strengthening of our current production infrastructure. This capital spending estimate excludes expenditures relating to our LEAP Project discussed above. The lower anticipated amount of capital spending on regular operations for 2026 reflects our strong focus on advancing our LEAP Project.

MAPLE

We expect financial results in our Maple segment to continue to be strong in 2026, reflecting the improved performance seen over the last two years. The global demand for maple syrup is expected to continue to grow next year, and we have the capacity to capture a good portion of the expected incremental demand.

We currently anticipate sales volume at 55.0 million lbs for the 2026 fiscal year, representing a growth rate of approximately 3% over 2025. The expected growth of our Maple segment is subject to the possible adverse impact of the potential imposition of US tariffs. The sales volume expectation reflects current global market conditions, and the anticipated availability of maple syrup from producers.

The 2025 maple syrup crop produced 4.1 lbs of maple syrup per tap in Québec, which is considered higher than average for the industry. We have been able to secure enough maple syrup to meet the expected demand from our customers for most of the 2026 fiscal year. We anticipate covering the remaining volume requirement with maple syrup from the upcoming 2026 crop and/or from the current PPAQ reserve.

We expect to spend between \$1.0 million and \$2.0 million on capital projects for the Maple business segment in 2026. The main driver for the selected projects is improvement in productivity and profitability through automation.

See "Forward-Looking Statements" and "Risks and Uncertainties".

CONSOLIDATED RESULTS AND SELECTED FINANCIAL INFORMATION

(unaudited) (In thousands of dollars, except volume and per share information)	Q4 2025	Q4 2024	YTD 2025	YTD 2024
	\$	\$	\$	\$
Sugar (metric tonnes)	195,952	204,540	781,454	753,333
Maple syrup (000 lbs)	12,926	11,927	53,398	46,947
Total revenues ⁽¹⁾	322,671	333,029	1,312,629	1,231,763
Gross margin	44,033	49,732	192,238	175,872
Adjusted gross margin ⁽²⁾	51,926	50,070	202,675	191,423
Results from operating activities	23,781	30,080	109,801	97,209
Adjusted results from operating activities ⁽²⁾	31,674	30,418	120,238	112,760
EBITDA ⁽²⁾	31,577	37,971	139,914	126,052
Adjusted EBITDA ⁽²⁾	39,470	38,309	150,351	141,603
Net finance costs	6,405	5,286	23,502	23,783
Income tax expense	3,702	6,232	21,844	19,697
Net earnings	13,674	18,562	64,455	53,729
per share (basic)	0.11	0.14	0.50	0.45
per share (diluted)	0.10	0.13	0.49	0.41
Adjusted net earnings ⁽²⁾	19,782	18,819	72,505	66,660
per share (basic) ⁽²⁾	0.16	0.14	0.57	0.56
Dividends per share	0.09	0.09	0.36	0.36

(1) The Corporation changed the presentation for high-tier duties on US exports sales for the Sugar segment. See "Summary of Quarterly measures" for additional information.

(2) See "Non-IFRS Measures" for definition and reconciliation to IFRS measures.

TOTAL REVENUES

Revenues decreased by \$10.4 million for the fourth quarter compared to the same period last year. The decrease was mainly attributable to lower prices received from customers for Raw #11 and lower sales volume in the Sugar segment. This variance was partially offset by higher sales volumes in the Maple segment, and higher revenues related to high-tier duties on US exports sales, with a corresponding offset to cost of sales from higher volume in sold in 2025. Revenues increased by \$80.9 million for the 2025 fiscal year compared to the same period last year, mainly attributable to higher sales volume in both the Sugar and the Maple segments. The increase was also driven by higher revenues related to high-tier duties on US exports sales, with a corresponding offset to cost of sales from higher volume in sold in 2025. This favourable variance was partially offset by lower prices paid for Raw #11 in the Sugar segment.

GROSS MARGIN

Gross margin decreased by \$5.7 million in the fourth quarter compared to the same period last year. Excluding the mark-to-market of derivative financial instruments, adjusted gross margin for the fourth quarter increased by \$1.9 million compared to the same period last year. The favourable variance in the fourth quarter was mainly due to higher adjusted gross margin in the Sugar segment, largely driven by improved selling prices, partially offset by a slight decrease in adjusted gross margin in the Maple segment.

Gross margin increased by \$16.4 million for the 2025 fiscal year. Excluding the mark-to-market of derivative financial instruments, adjusted gross margin for the 2025 fiscal year increased by \$11.3 million compared to the same period last year. The favourable variance was mainly due to a higher adjusted gross margin from both the Sugar and Maple segments.

RESULTS FROM OPERATING ACTIVITIES

Results from operating activities for the fourth quarter were \$23.8 million compared to \$30.1 million in the same quarter last year, representing a decrease of \$6.3 million. Excluding the mark-to-market of derivative financial instruments, adjusted results from operating activities for the fourth quarter amounted to \$31.7 million compared to \$30.4 million in the same period last year, an increase of \$1.3 million. The favourable variance was mainly due to higher contributions from both the Sugar and Maple segments.

Results from operating activities for the 2025 fiscal year were \$109.8 million, compared to \$97.2 million for the same period last year. Excluding the mark-to-market of derivative financial instruments, adjusted results from operating activities for fiscal 2025 were \$120.2 million, compared to \$112.8 million for the same period last year, representing an increase of \$7.4 million. The favourable variance was mainly due to higher contributions from both the Sugar and Maple segments.

NET FINANCE COSTS

(In thousands of dollars)	Q4 2025	Q4 2024	Δ	YTD 2025	YTD 2024	Δ
	\$	\$	\$	\$	\$	\$
Interest expense on convertible unsecured subordinated debentures, including accretion of \$849 (2024 - \$1,130)	1,860	2,203	(343)	9,244	8,636	608
Interest on revolving credit facility	2,132	736	1,396	5,166	4,695	471
Interest on senior guaranteed notes, including accretion of \$222 (2024- \$213)	926	924	2	3,702	3,694	8
Amortization of deferred financing fees	322	333	(11)	1,531	1,328	203
Interest on Producteurs et Productrices Acérioles du Québec supplier balance	635	656	(21)	1,890	1,822	68
Other interest expense	(222)	(11)	(211)	(52)	43	(95)
Interest accretion on discounted lease obligations	428	437	(9)	1,626	1,720	(94)
Net change in fair value of interest rate swaps	324	8	316	395	1,845	(1450)
Net finance costs	6,405	5,286	1,119	23,502	23,783	(281)

For the fourth quarter of 2025, net finance costs were higher by \$1.1 million compared to the same period last year, largely driven by higher interest expense on our revolving credit facility, resulting from higher average borrowing and higher average interest rate on our swap agreements. The increase was also associated with market-based changes in the fair value related to interest rate swap contracts that did not qualify under hedge accounting during the fourth quarter of fiscal 2025, compared to the same period last year. The variance was partially offset by lower interest expense on convertible unsecured subordinated debentures as the net face value in the current quarter was \$115.0 million compared to \$155.0 million for the same period last year. The movement in convertible unsecured subordinated debentures was related to the issuance of the Eighth series convertible unsecured subordinated debentures ("Eighth series debentures") and the timing of repayment of the Sixth series convertible unsecured subordinated debentures ("Sixth series debentures") and the Seventh series convertible unsecured subordinated debentures ("Seventh series debentures") during fiscal 2025.

For fiscal year 2025, net finance costs were lower by \$0.3 million compared to the same period last year, largely associated with the lower impact of market-based changes in fair value related to interest rate swap contracts that did not qualify under hedge accounting. The variance was partially offset by higher interest on our revolving credit facility due to a higher average interest rate on our swap agreements during fiscal 2025 compared to the same period last year. The variance was also offset by higher interest expense on convertible unsecured subordinated debentures in connection with the issuance of the Eighth series debentures in February 2025 and the timing of repayment of the Sixth series debentures in December 2024 and the Seventh series debentures in March 2025.

TAXATION

(In thousands of dollars)	Q4 2025	Q4 2024	Δ	YTD 2025	YTD 2024	Δ
	\$	\$	\$	\$	\$	\$
Current	3,488	2,168	1,320	21,890	15,496	6,394
Deferred	214	4,064	(3,850)	(46)	4,201	(4,247)
Income tax expense	3,702	6,232	(2,530)	21,844	19,697	2,147

The variations in current and deferred tax expense for the current quarter and the 2025 fiscal year are consistent with the variation in earnings before income taxes compared to the same periods last year.

Deferred income taxes reflect temporary differences, which result primarily from the difference between depreciation claimed for tax purposes and depreciation amounts recognized for financial reporting purposes, losses carried forward, employee future benefits and derivative financial instruments. Deferred income tax assets and liabilities are measured using the enacted or substantively enacted tax rates anticipated to apply to income in the years in which temporary differences are expected to be realized or reversed. The effect of a change in income tax rates on future income taxes is recognized in income in the period in which the change occurs.

NET EARNINGS

Net earnings for the fourth quarter and for the 2025 fiscal year were lower by \$4.9 million and higher by \$10.7 million, respectively, compared to the same periods last year. These results include gains and losses from the mark-to-market of derivative financial instruments.

Adjusted net earnings in the fourth quarter were \$1.0 million higher compared to the same period last year, mainly due to higher adjusted results from operating activities and lower income tax expense, partially offset by higher net finance costs.

Adjusted net earnings for the 2025 fiscal year were higher by \$5.8 million compared to the same period last year, largely attributable to higher adjusted results from operating activities and lower net finance costs, partially offset by higher income tax expense.

SUMMARY OF QUARTERLY RESULTS

The following is a summary of selected financial information from the consolidated financial statements and non-IFRS measures of the Company for the last eight quarters:

QUARTERS ⁽²⁾	2025				2024			
	Fourth	Third	Second	First	Fourth	Third	Second	First
(In thousands of dollars, except for volumes and per share information)								
	\$	\$	\$	\$	\$	\$	\$	\$
Sugar volumes (MT)	195,952	191,147	198,246	196,100	204,540	185,799	180,618	182,376
Maple products volumes ('000 lbs)	12,926	13,796	13,294	13,382	11,927	11,392	11,777	11,851
Total revenues ⁽³⁾	322,671	320,445	338,184	331,329	333,029	309,091	300,944	288,699
Gross margin	44,033	48,500	52,965	46,740	49,732	36,635	44,861	44,644
Adjusted gross margin ⁽¹⁾	51,926	51,993	47,025	51,731	50,070	47,742	51,292	42,319
Results from operations	23,781	25,722	33,292	27,006	30,080	16,315	24,704	26,110
Adjusted results from operations ⁽¹⁾	31,674	29,215	27,352	31,997	30,418	27,422	31,135	23,785
EBITDA ⁽¹⁾	31,577	33,071	40,642	34,624	37,971	23,372	31,664	33,045
Adjusted EBITDA ⁽¹⁾	39,470	36,564	34,702	39,615	38,309	34,479	38,095	30,720
Net earnings	13,674	14,429	20,544	15,808	18,562	7,379	13,936	13,852
Per share - basic	0.11	0.11	0.16	0.12	0.14	0.06	0.13	0.13
Per share - diluted	0.10	0.10	0.14	0.11	0.13	0.06	0.11	0.11
Adjusted net earnings ⁽¹⁾	19,782	17,041	16,165	19,517	18,819	16,337	18,891	12,613
Per share - basic	0.16	0.13	0.13	0.15	0.14	0.13	0.17	0.12
Per share - diluted	0.15	0.12	0.11	0.14	0.13	0.11	0.15	0.10
Sugar - Adjusted gross margin rate per MT ⁽¹⁾	237	243	194	225	217	225	249	199
Maple - Adjusted gross margin percentage ⁽¹⁾	8.7%	8.2%	13.2%	11.5%	9.4%	10.4%	10.9%	10.3%

(1) See "Non-IFRS Measures" for definition and reconciliation to IFRS measures.

(2) All quarters are 13 weeks.

(3) In the fourth quarter of 2025, The Corporation changed the presentation for high-tier duties on US exports sales for the Sugar segment. Accordingly, related amounts charged to customers were recognized as revenues, with a corresponding offset to cost of sales. The comparative quarterly financial information for fiscal year 2025 has been adjusted for this immaterial presentation adjustment. The impacts to total revenues for each of the first, second and third quarter of 2025, with a corresponding offset in cost of sales, were \$8.2 million, \$11.9 million and \$6.7 million respectively. This presentation adjustment has no impact on gross margins and adjusted gross margins.

Historically the first quarter (October to December) and the fourth quarter (July to September) of the fiscal year are the strongest quarters for the Sugar segment in terms of adjusted gross margin, adjusted EBITDA, and adjusted net earnings, due to the favourable sales product mix during these periods of the year. At the same time, the second quarter (January to March) and the third quarter (April to June) historically have the lowest volumes as well as a less favourable product sales mix, resulting in lower adjusted gross margins, adjusted EBITDA, and adjusted net earnings. Over the last two years, the profile of sales volume by quarter discussed above was impacted by variances in export sales volume related to market volatility from new tariffs on US sales, and from the reduced activities at our Vancouver sugar refinery in connection with the labour disruption in the first half of fiscal 2024.

There is minimal seasonality in the Maple products segment. During the four quarters of fiscal 2025, we observed a favourable trend from a sales volume perspective driven by favourable market conditions and strong demand from new and existing customers.

FINANCIAL CONDITION

(In thousands of dollars)	September 27, 2025	September 28, 2024	September 30, 2023
	\$	\$	\$
Total assets	\$ 1,162,843	\$ 1,078,744	\$ 960,901
Total liabilities	704,390	656,331	654,005

The increase in total assets of \$84.1 million in the 2025 fiscal year was mainly due to an increase in property, plant, and equipment of \$74.9 million largely associated with the LEAP Project, an increase in employee benefits assets of \$17.3 million reflecting the market-based impact on the actuarial valuation performed at the end of fiscal 2025, and an increase in trade and other receivables of \$8.8 million related to timing. The increase in total assets was partially offset by lower cash of \$10.6 million, decreases in intangible assets of \$3.7 million and in right-of-use assets of \$1.1 million resulting from the depreciation and amortization recognized during the year, and lower income taxes receivables of \$1.5 million due to the timing of tax instalments.

The increase in total liabilities of \$48.1 million compared to the same quarter last year was mainly due to higher income tax payable of \$19.5 million from timing of tax instalments and higher current tax expenses, higher trade and other payables of \$15.7 million from timing and higher payables associated to LEAP Project, an increase in term loan of \$6.4 million in connection with the draw under the IQ Loans during the first quarter of fiscal 2025, and higher deferred tax liabilities of \$5.4 million. The revolving credit facility increased by \$47.0 million during the year, mainly to support a reduction of \$40.0 million of the balance associated with the outstanding convertible debentures.

LIQUIDITY

Cash flow generated by Lantic is mainly paid to Rogers by way of interest on the subordinated notes of Lantic held by Rogers and/or redemptions of Lantic class A shares, after taking a reasonable reserve for capital expenditures, debt reimbursement and working capital. The cash received by Rogers is used to pay administrative expenses, interest on the convertible debentures, income taxes and dividends to its shareholders. Lantic had no restrictions on the distribution of cash arising from compliance with financial covenants for the year.

(In thousands of dollars)	FY 2025	FY 2024
	\$	\$
Net cash flow from operating activities	121,438	79,790
Net cash flow from (used in) financing activities	(43,364)	5,364
Net cash flow used in investing activities	(88,686)	(66,075)
Effect of changes in exchange rate on cash	36	(4)
Net (decrease) increase in cash	(10,576)	19,075

Net cash flow from operating activities for the 2025 fiscal year increased by \$41.6 million compared to last year, due mainly to higher net earnings adjusted for non-cash items of \$25.5 million, a positive non-cash working capital variation of \$3.8 million, and lower income taxes paid of \$13.8 million. These positive variances were partially offset by higher interest paid of \$1.5 million.

Net cash flow from financing activities decreased by \$48.7 million for the 2025 fiscal year compared to last year. The variance was largely driven by the net repurchases in convertible debentures of \$45.4 million associated with the repayment of the Sixth and Seventh series debentures amounting to \$155.0 million, partially offset by the issuance of the Eighth series debentures for \$115.0 million. The decrease was also due to the higher dividends paid of \$4.2 million in the 2025 fiscal year associated with the incremental shares issued in March 2024.

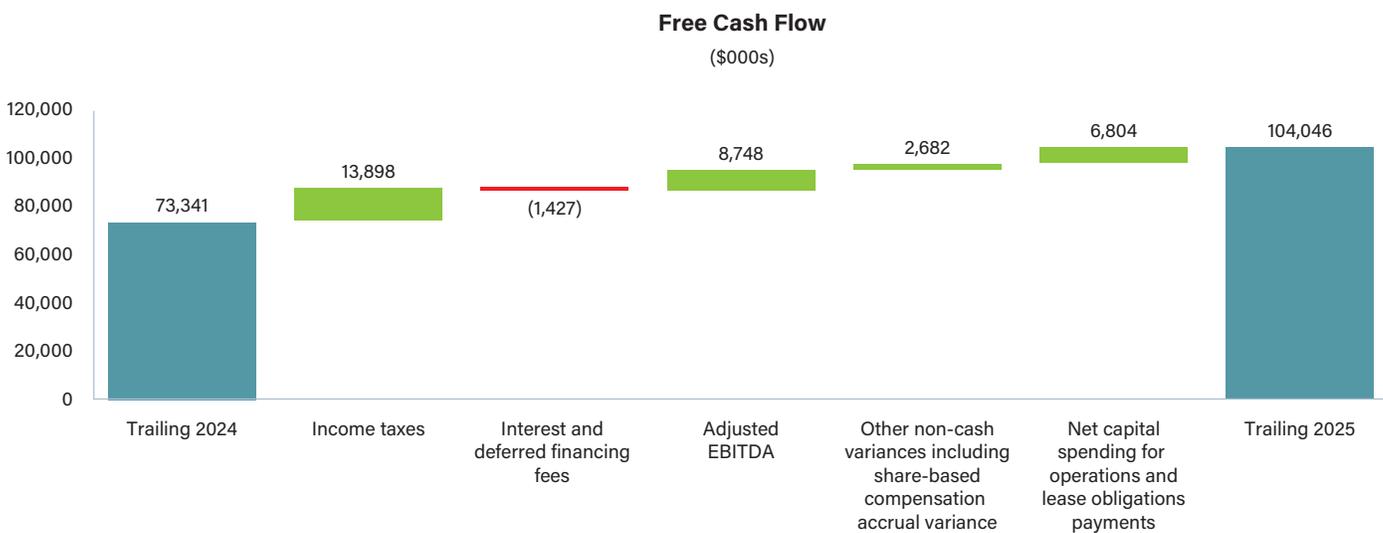
Net cash flow used in investing activities increased by \$22.6 million in the current year compared to last year. The variance was mainly related to the payment of \$66.2 million for the 2025 fiscal year in connection with the LEAP Project, as compared to \$33.6 million for the same period last year. This variance was partially offset by a decrease of \$10.0 million in capital expenditures on regular operations in fiscal year 2025 compared to fiscal year 2024.

FREE CASH FLOW

We believe it is appropriate to measure free cash flow that is generated by our normal operations and, accordingly, to exclude the elements related to the LEAP Project. Free cash flow is a non-IFRS measure and is defined as cash flow from operations excluding changes in non-cash working capital, mark-to-market and derivative timing adjustments and financial instruments' non-cash amounts, and including the payment of deferred financing fees, lease obligations, and capital expenditures and intangible assets, net of value-added capital expenditures. Value-added capital expenditures are referring to capital expenditures for projects that are expected to generate higher returns through increased in efficiency or expanded in capacity. Free cash flow excludes expenditures associated with the LEAP Project.

(In thousands of dollars)	Trailing twelve months	
	2025	2024
	\$	\$
Net cash flow from operations	121,438	79,790
Adjustments:		
Changes in non-cash working capital	6,776	10,572
Mark-to-market and derivative timing adjustments	10,832	17,396
Payment of deferred financing fees	(542)	(646)
Financial instruments non-cash amount	(5,779)	1,712
Payment of lease obligations	(7,013)	(6,700)
Capital expenditures and intangible assets, excluding LEAP Project related capital expenditures	(22,511)	(32,506)
Value-added capital expenditures	845	3,723
Net capital expenditures and intangible assets for operations	(21,666)	(28,783)
Free cash flow ⁽¹⁾	104,046	73,341
Declared dividends	46,119	43,996

(1) See "Non-IFRS Measures" for definition and reconciliation to IFRS measures.



Free cash flow for the trailing twelve months ended September 27, 2025, amounted to \$104.0 million, representing an increase of \$30.7 million compared to the same period last year. This increase in free cash flow was mainly due to higher adjusted EBITDA of \$8.7 million, a decrease in income tax payments of \$13.9 million resulting from the timing of tax instalments, as well as lower net capital expenditures and intangible assets for operations of \$7.1 million. The favourable variance was partially offset by higher interest paid of \$1.5 million.

Capital and intangible asset expenditures related to ongoing operations decreased by \$7.1 million compared to last year's rolling twelve months due mainly to lower investment in current production assets. Free cash flow was not reduced by value-added capital expenditures and LEAP Project-related expenditures, as such projects were not necessary for the regular operations of the plants.

The decrease in the amount spent on value-added capital expenditures for the trailing twelve months ended September 27, 2025, amounted to \$2.9 million and was largely driven by the current focus on the LEAP Project.

Interest paid for the trailing twelve months ended September 27, 2025, increased by \$1.4 million compared to last year due mainly to higher interest paid on our revolving credit facility and on convertible unsecured subordinated debentures.

The Board of Directors declared a quarterly dividend of \$0.09 per common share each quarter, totalling \$0.36 for the trailing twelve-month period.

Changes in non-cash operating working capital represent year-over-year movements in current assets, such as accounts receivable and inventories, and current liabilities, such as accounts payable. Movements in these accounts are due mainly to the timing in the collection of receivables, receipts of raw sugar and payment of liabilities. Increases or decreases in such accounts are due to timing issues and therefore do not constitute free cash flow. Such increases or decreases are financed from available cash or from our available credit facility. Increases or decreases in bank indebtedness are also due to timing issues from the above and therefore do not constitute available free cash flow.

The combined impact of the mark-to-market and derivative timing adjustments and financial instruments non-cash amount of \$5.1 million for the current rolling twelve months does not represent cash items as these contracts will be settled when the physical transactions occur, which is the reason for the adjustment to free cash flow.

CONTRACTUAL OBLIGATIONS

The following table identifies the outstanding contractual obligations of our company as at year-end, and the effects such obligations are expected to have on liquidity and cash flow over the next several years:

(In thousands of dollars)	Total	Under 1 year	1 to 3 years	4 to 5 years	After 5 years
	\$	\$	\$	\$	\$
Revolving credit facility	147,000	—	—	147,000	—
Interest on swap agreements	12,029	8,272	3,757	—	—
Interest on convertible debentures	34,500	6,900	13,800	13,800	—
Senior Guaranteed Notes including interests	119,486	3,490	6,980	6,980	102,036
Term loans including interests	8,080	85	170	170	7,655
Lease obligations	35,330	7,142	8,854	6,933	12,401
Sugar futures contracts	10,242	22,897	(12,655)	—	—
Natural gas contracts	48,520	8,583	23,058	16,879	—
Forward exchange contracts (net)	(186,527)	(184,781)	(1,746)	—	—
Other purchase obligations	360,315	360,315	—	—	—
	588,975	232,903	42,218	191,762	122,092
Sugar purchase obligations ('000 MT)	876	686	190	—	—
Maple purchase obligations ('000 lbs)	143	143	—	—	—

Lantic has a revolving credit facility to support its financial and operational needs. The revolving credit facility is syndicated with six Canadian chartered banks and includes an accordion feature allowing for the borrowing of up to \$400 million. This agreement has been amended and extended from time to time. The revolving credit facility is subject to covenants and is secured by the assets of Lantic and Lantic Maple.

As of September 27, 2025, Lantic had a total of \$340.0 million of available working capital under the revolving credit facility, which matures on March 28, 2030, from which it can borrow at the prime rate, SOFR rate or under Adjusted Daily compounded or Term CORRA loan (which is Daily compounded or Term CORRA plus an adjustment varying between 30 to 32 basis points), plus 20 to 250 basis points, subject to achieving certain financial ratios. As of September 27, 2025, Lantic has drawn \$147 million under the revolving credit facility.

Lantic fixes the interest rate on a substantial portion of the expected drawdown of the revolving credit facility. Accordingly, we enter into interest rate swap agreements from time to time. The following table provides the outstanding swap agreements as at September 27, 2025, as well as their respective value, interest rate and time period:

Fiscal year contracted	Date	Total value
(In thousands of dollars)		\$
Fiscal 2024	December 30, 2024 to December 30, 2026 – 3.94%	100,000
Fiscal 2024	June 27, 2025 to June 27, 2027 – 3.70%	100,000

The Eighth series debentures, which mature in June 2030, have been excluded from the above table due to the holders' conversion option and the Company's option to satisfy the obligations at redemption or maturity in common shares. Interest has been included in the above table to the date of maturity.

On April 30, 2021, Lantic issued a private placement of \$100 million in the form of senior guaranteed notes (the "Notes") under a note purchase agreement entered into with certain institutional investors. The Notes are guaranteed and rank *pari-passu* with our existing revolving credit facility. The Notes mature on April 30, 2031. The interest rate of the Notes was set at 3.49% and the interest is payable semi-annually in arrears in equal installments on April 30 and October 30 of each year, commencing on October 30, 2021. The proceeds received from the private placement of the Notes were used to repay existing credit facility indebtedness.

On November 26, 2024, a first draw of \$7.4 million was received under the IQ Loans, \$5.0 million of which was borrowed under the Essor Loan and \$2.4 million was borrowed under the IQ Term Loan. The Company must comply with certain financial covenants related to the IQ Loans on a quarterly basis.

As at September 27, 2025, Lantic was in compliance with all the covenants under its revolving credit facility, its private placement and the IQ Loans. A total of \$798.7 million had been pledged as security, compared to \$722.8 million as at September 28, 2024 including trade receivables, inventories and property, plant and equipment.

Lease obligations relate mainly to the leasing of facilities and various logistics equipment for our Sugar and Maple products segment operations.

A significant portion of our sales is made under fixed-price, forward-sales contracts, which extend up to three years. Lantic also contracts to purchase raw cane sugar substantially in advance of the time it delivers the refined sugar produced from the purchase. To mitigate our exposure to future price changes, we manage the volume of refined sugar sales contracted for future delivery in relation to the volume of raw cane sugar contracted for future delivery.

We use derivative instruments to manage exposures to changes in raw sugar prices, natural gas prices and foreign exchange. Our objective for holding derivatives is to minimize risk using the most efficient methods to mitigate or reduce the impacts of these exposures.

To reduce price risk, our risk management policy is to manage the forward pricing of purchases of raw sugar in relation to our forward refined sugar sales. We attempt to meet this objective by entering into futures contracts to reduce our exposure. Such financial instruments are used to manage our exposure to variability in fair value attributable to the firm commitment purchase price of raw sugar.

We have hedged most of our exposure to raw sugar price risk movement through to March 2028.

As at September 27, 2025, we had a net long sugar position of 24,284 metric tonnes with a current net contract value of \$10.2 million. This long position is mainly related to a larger volume of sugar priced with customers than sugar priced from suppliers.

We use forward contracts and commodity swaps to help manage our natural gas costs. As at September 27, 2025, we had \$48.7 million in natural gas derivatives, with a current contract value of \$48.5 million.

Our activities, which result in exposure to fluctuations in foreign exchange rates, consist of the purchasing of raw sugar, the selling of refined sugar and maple products and the purchasing of natural gas. We manage this exposure by creating offsetting positions through the use of financial instruments. These instruments include forward contracts, which are commitments to buy or sell at a future date and may be settled in cash.

The credit risk associated with foreign exchange contracts arises from the possibility that counterparties to a foreign exchange contract in which we have an unrealized gain fail to perform according to the terms of the contract. The credit risk is much less than the notional principal amount, being limited at any time to the change in foreign exchange rates attributable to the principal amount.

Forward foreign exchange contracts have maturities of less than three years and relate mostly to the US dollar. The counterparties to these contracts are major Canadian financial institutions. We do not anticipate any material adverse effect on our financial position resulting from our involvement in these types of contracts, nor do we anticipate non-performance by the counterparties.

As at September 27, 2025, we had a net short position of \$186.5 million in foreign currency forward contracts with a current contract value of \$189.2 million, representing an unrealized loss of \$2.7 million.

Other purchase obligations of \$360.3 million include the following:

- Open purchase orders at the end of fiscal 2025, amounting to \$16.3 million;
- The purchase obligation, estimated at \$38.0 million, related to the expected purchase of sugar beets from the Growers for our Taber plant for fiscal 2026;
- The remaining commitment of \$0.5 million from our Maple segment related to the purchase of 0.1 million lbs of maple syrup from the PPAQ;
- The capital commitment to complete committed capital projects estimated at \$127.1, including \$121.4 million for the LEAP project; and
- The commitment to purchase a total of 876,000 metric tonnes of raw sugar, of which approximately 299,284 metric tonnes is priced, for a total financial commitment of \$178.4 million. This commitment is aligned with our on-going business practice, which is to enter into supply agreements with raw sugar processors for raw cane

sugar to be delivered over time. The price is determined at specified periods of time before delivery based upon the value of Raw #11 as traded on the ICE world raw sugar market.

We have no other off-balance sheet arrangements.

CAPITAL RESOURCES

As at September 27, 2025, Lantic had a total of \$340.0 million of available working capital from its revolving credit facility, from which it can borrow at prime rate, SOFR rate or under Adjusted Daily compounded or Term CORRA loan (which is Daily compounded or Term CORRA plus an adjustment varying between 30 to 32 basis points), plus 20 to 250 basis points, based on achieving certain financial ratios. As at September 27, 2025, a total of \$798.7 million of assets had been pledged as security for the revolving credit facility, compared to \$722.8 million as at September 28, 2024; including trade receivables, inventories and property, plant and equipment.

As at September 27, 2025, \$147.0 million had been drawn from the working capital facility and \$14.7 million in cash was also available.

The Taber beet operation requires seasonal working capital in the first half of the fiscal year, when inventory levels are high and a substantial portion of the payments due to the Growers is made. Lantic Maple also has seasonal working capital requirements. Although the syrup inventory is received during the third quarter of the fiscal year, its payment terms with the PPAQ require cash payment in the first half of the fiscal year.

Future commitments of approximately \$127.1 million have been approved for completing capital expenditures presently in progress, including capital expenditures related to the LEAP Project.

We also have funding obligations related to our employee future benefit plans, which include defined benefit pension plans. As at September 27, 2025, our Montréal and Taber registered defined benefit pension plans were in a net asset position. The most recent actuarial valuation of the pension plans for funding purposes was as of December 31, 2024, and the next required valuation will be as of December 31, 2027. We monitor our pension plan assets closely and follow strict guidelines to ensure that pension fund investment portfolios are diversified in line with industry best practices. Nonetheless, pension fund assets are not immune to market fluctuations and, as a result, we may be required to make additional cash contributions in the future. In fiscal 2025, cash contributions to defined benefit pension and other plans amounted to \$4.0 million. In total, we expect to incur cash contributions of approximately \$3.8 million for fiscal 2026 relating to employee defined benefit pension plans. For more information regarding our employee benefits and related assets and liabilities, please refer to Note 20 of the audited consolidated financial statements.

Cash requirements for working capital and other capital expenditures are expected to be paid from available cash resources and funds generated from operations.

The LEAP Project is financed using a combination of various financial instruments, including the revolving credit facility, approved loans from Investissement Québec for up to \$65 million, and other debt and/or equity instruments.

The financing plan for the LEAP Project includes support from the Government of Québec in the form of two loans from Investissement Québec. The IQ Loans are subject to covenants and are secured by designated LEAP Project specific assets.

A first loan in the amount of up to \$40.0 million under the ESSOR program, a Québec government program designed to provide financing to Québec businesses, is to be used by Lantic to finance the acquisition of certain new equipment related to the LEAP Project. Lantic will benefit from a 36-month capital repayment moratorium period as of the date of the first disbursement of the IQ Essor Loan. At the end of such moratorium period, Lantic will repay the principal of the IQ Essor Loan in 60 consecutive monthly installments. The IQ Essor Loan bears interest at 1.69%.

A second term loan in the amount of up to \$25.0 million was extended to Lantic by Investissement Québec, to finance the acquisition of certain new equipment related to the LEAP Project. Lantic will benefit from a 24-month capital repayment moratorium period as of the date of the first disbursement of the IQ Term Loan. At the end of such moratorium period, Lantic will repay the principal of the IQ Term Loan in 20 consecutive quarterly installments. The IQ Term Loan bears interest at the prime rate plus 72 basis points.

On November 26, 2024, a first draw of \$7.4 million was received under the IQ Loans, \$5.0 million of which was borrowed under the Essor Loan and \$2.4 million was borrowed under the IQ Term Loan. An equivalent amount of property, plant and equipment has been pledged as security. In connection with this first draw, we recognized a grant of \$1.1 million as a reduction of property, plant and equipment representing the difference between the fair value of the IQ Essor Loan at inception and the cash received. Lantic must comply with certain financial covenants related to the IQ Loans on a quarterly basis. Lantic was in compliance with the financial covenants at year-end.

In March 2024, RSI issued 22,769,232 common shares for net proceeds, after all transaction-related fees, of \$112.5 million to finance the expected equity portion of the LEAP Project.

Management believes that the unused available credit under the revolving facility, the available IQ Loans, the existing operating cash flow, and the net proceeds received from the recent LEAP Project-related equity issuance are adequate to meet the expected cash requirements to fund current business activities and the LEAP Project.

OUTSTANDING SECURITIES

A total of 128,181,916 shares were outstanding as at September 27, 2025 and November 26, 2025, respectively (127,916,834 as at September 28, 2024).

In 2024, RSI issued 22,769,232 common shares at a price of \$5.18 per common share for gross proceeds of \$117.9 million pursuant to a bought deal public offering in Canada, and private offerings to Fonds de Solidarité des Travailleurs du Québec and an existing shareholder, Belcorp Industries Inc.

Share issuance costs of \$5.4 million (\$4.0 million after tax) were accounted for as a reduction in common equity in the consolidated statements of financial position.

Net proceeds from the issuance of common shares amounted to \$112.5 million and are being used to finance the LEAP Project, in accordance with the use of proceeds stated in the prospectus supplement filed on February 28, 2024, in connection with this common share offering.

On February 19, 2025, and on February 21, 2025, RSI issued \$100.0 million and \$15.0 million for a total of \$115.0 million, of in Eighth series debentures, maturing on June 30, 2030, with interest payable semi-annually in arrears on June 30 and December 31 of each year. The debentures may be converted to common shares at the option of the holder at any time prior to maturity at a conversion price of \$7.10 per share.

During fiscal 2025, the total amounts outstanding under the Sixth and Seventh series debentures of \$57.4 million and \$97.6 million, respectively, were repaid at maturity. Concurrently, an amount of \$20,000 was converted to 2,259 common shares by a holder before the repayment of the principal at maturity of the Seventh series debentures.

We currently have a share option plan that was established in 2011 and amended in 2021. Under this plan, we have set aside 6,000,000 common shares to be granted to key personnel. As at September 27, 2025, a total of 2,262,664 options were outstanding, at exercise prices ranging between \$4.28 per share and \$6.51 per share. These share options are exercisable to a maximum of twenty percent per year, starting after the first anniversary date of the granting of the options and will expire after a term of ten years. No share options were granted during the 2025 and 2024 fiscal years.

In fiscal 2018, a Performance Share Unit plan ("PSU") was created. The following table provides the details of the grants outstanding under the PSU plan:

Grant Date	PSUs	Additional PSUs ⁽¹⁾	Total PSUs	Performance Cycle
December 12, 2022 (fiscal 2023)	310,964	58,951	369,915	2023-2025
December 11, 2023 (fiscal 2024)	559,963	66,186	626,149	2024-2026
December 9, 2024 (fiscal 2025)	513,037	24,803	537,840	2025-2027

(1) Additional PSUs refer to the aggregate of PSUs that were allocated from the dividends earned during the quarters since inception.

During fiscal 2025, the grant related to fiscal 2022 was cash-settled for an amount of \$1.3 million. The grant related to fiscal 2023 did not achieve the performance matrix conditions associated with the PSU plan and therefore there will be no payout in December 2025.

The PSUs were granted to executives and other key management employees and will vest at the end of the Performance Cycle based on the achievement of total shareholder returns and other performance metrics as set by the Human Resources and Compensation Committee ("HRCC") and the Board of Directors. If the level of achievement of total shareholder returns and such other performance metrics is within the specified range, the value to be paid out to each participant will be equal to the result of: the number of PSUs granted to the participant which have vested, multiplied by the volume-weighted average closing price of the Common Shares on the Toronto Stock Exchange (the "TSX") for the five trading days immediately preceding the day on which the Company shall pay the value to the participant under the PSU Plan. If the level of achievement of total shareholder returns and the other performance metrics is below the minimum threshold, the PSUs will be forfeited without any payments made.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE ("ESG")

Rogers and its Board of Directors recognize the importance of corporate governance in effectively managing the business, protecting employees and shareholders, and enhancing shareholder value. We believe that our corporate governance practices are in compliance with applicable Canadian requirements for TSX-listed issuers. The Company is committed to monitoring governance developments to ensure its practices remain current and appropriate.

The Board of Directors of Rogers has appointed an environmental, social and governance committee (the "ESG Committee") responsible for:

- overseeing and assessing the functioning of the Board of Directors of the Company and the committees thereof;
- developing, recommending to the Board of Directors, implementing and assessing effective governance principles;
- overseeing and advising the Board of Directors on management of the Company's strategy, initiatives, risks, opportunities and reporting in respect of material ESG matters;
- as may be required, identifying candidates for director and recommending to the Board of Directors of Rogers qualified director candidates for election at the next annual meeting of shareholders of the Company; and
- reviewing and/or approving any other matter specifically delegated to it by the Board of Directors of Rogers and undertaking on behalf of the Board of Directors such other governance initiatives as may be necessary or desirable to enable the Board of Directors to provide effective governance for the Company and contribute to the success of Rogers.

The ESG Committee is composed of five members: Stephanie Wilkes (Chair), Dean Bergmame, Dallas H. Ross, Gary M. Collins and Shelley Potts, all of whom are considered independent within the meaning of National Instrument 58-101 – *Disclosure of Corporate Governance Practices* of the Canadian Securities Administrators ("NI 58-101"). Bill Maslechko, who sits on the Lantic Board of Directors and has extensive governance expertise, attends all meetings of the ESG Committee as a guest, and is also considered independent within the meaning of NI 58-101.

Our governance and business management systems are designed to monitor compliance with relevant environmental regulatory standards. We comply, in all material respects, with environmental laws and regulations, and we maintain an open dialogue with regulators and the various levels of government with respect to awareness and adoption of new environmental standards. The economic and reputational importance of energy and natural resources in our business is managed with a continuous improvement mindset, which includes the review of new available technologies and business practices that minimize our environmental footprint and in parallel, when possible, strengthen our financial position. We have made significant commitments over the past years to leverage new technologies and process improvements to recover waste energy, improve energy efficiency and lower energy intensity.

With respect to potential environmental remediation of our properties, which could occur in the event of a building demolition or a sale, it is worth noting that the Vancouver, Montréal and Taber facilities have a lengthy history of industrial use, and fill materials have been used on the properties in the normal course of business. We have recorded provisions under asset retirement obligations for known and quantifiable potential remediation activities in connection with these

properties. No assurance can be given that material expenditures will not be required in excess of the current asset retirement obligation provisions in connection with contamination from such industrial use or fill materials.

Although we are not aware of any specific problems at the Toronto distribution centre or any of the Lantic Maple properties, no assurance can be given that expenditures will not be required to deal with known or unknown contamination at these properties or other facilities or offices currently or formerly owned, used or controlled by Lantic.

Rogers is engaged socially and promotes core values aligned with environmental stewardship, respect, diversity, equity and inclusion. We promote a workplace that focuses on safety, empowerment, leadership, accountability, and recognition. We expect all suppliers, including contractors, agents, and consultants, to adhere to the business ethics and behaviours described in our code of conduct, and to comply with all applicable and relevant labour, employment, health and safety, and environmental laws and regulations.

The Board of Directors of Rogers has overall responsibility for monitoring, evaluating, and contributing to the strategic and operational direction of the business. This includes establishing a governance framework to support the business and meet all applicable regulatory and legal requirements. Since 2022, Rogers has had an ESG team within its management group to support the ESG strategy.

During the third quarter of 2025, we published our 2024 ESG report. The report can be accessed on SEDAR or on our website at www.Lanticrogers.com. Going forward and starting in 2025, we will publish our ESG report as a section of our Annual Report, which is usually released in December of each year.

ESG REPORTS

In May 2025, we published the 2024 ESG Report, *"Sustaining Sweetness: Reducing Impact, Strengthening Communities, and Ensuring a Responsible Future,"* which incorporates key performance indicators aligned with the Canadian Sustainability Standards Board ("CSSB CSDS 1 & 2"). This report builds on our previous ESG Reports, and the data and methodology used for key indicators were independently verified, reflecting our continued progress in responsible sourcing, environmental stewardship, and resource conservation.

In fiscal 2024, we remained focused on reducing our environmental footprint. Total energy consumption for the year was 4,096,511 gigajoules ("GJ"), resulting in combined Scope 1 and Scope 2 greenhouse gas ("GHG") emissions of 238,959 tCO₂e (including 235,191 tonnes of carbon dioxide equivalent ("tCO₂e") from Scope 1 and 3,769 tCO₂e from Scope 2). Emission intensity remained materially unchanged.

Water withdrawals decreased to 27.9 million m³, continuing a multi-year reduction trend supported by condensate recovery and reuse projects in Taber and Montréal. Our waste diversion rate reached 90%, consistent with TRUE Zero Waste and Zero Waste International Alliance ("ZWIA") standards, through enhanced circular waste-management initiatives across facilities.

Fiscal year 2024 marked the implementation of Rogers' first Climate Risk Assessment and Water Risk Assessment, conducted under the Task Force on Climate-related Disclosures ("TCFD") and World Resources Institutes ("WRI") Aqueduct frameworks. These assessments identified site-specific exposures and informed future mitigation planning across our operations and supply chain.

Ethical and sustainable sourcing made significant progress, with a major increase in verified and certified supply volumes through Bonsucro and the Farm Sustainability Assessment ("FSA"), reaching 59% of our total supply, up from 19.3%, strengthening traceability and supplier engagement on labour and environmental standards.

Our sustainable packaging initiatives advanced through the broader adoption of recycle-ready mono-polyethylene and the continued phase-out of non-recyclable components, in alignment with provincial Extended Producer Responsibility ("EPR") requirements.

Rogers maintained a strong focus on social responsibility. Charitable contributions totaled \$338,000, and the proportion of women in management roles rose to 32%, demonstrating continued progress in diversity and inclusion. Health and safety performance improved, with a Lost-Time Incident Rate ("LTIR") of 1.8, while all facilities maintained 100% Global Food Safety Initiative ("GFSI") certification.

Effective governance is fundamental to Rogers' sustainability efforts and to support these efforts, management's incentive pay is linked to ESG-related objectives, underscoring our commitment to integrating sustainability into our corporate culture.

Copies of the ESG Reports are available on the Corporation's website at www.lanticrogers.com or under the Corporation's profile on SEDAR+ at www.sedarplus.ca.

RISKS AND UNCERTAINTIES

We are committed to proactive risk governance and oversight practices. The Board of Directors is responsible for reviewing and assessing material risks associated with the business. The governance process ensures that we implement systems that effectively identify, manage, and monitor the principal risks associated with both of our business segments, to mitigate or reduce potential negative impacts. Management provides periodic updates to the Board of Directors on the risks and the related mitigation strategies and activities. Responsibility for risk management is shared across the organization and is an integral part of our management reporting system.

We maintain policies and a Code of Business Conduct (the "Code"), applicable to all directors, officers, employees, consultants and contractors. Such documents are reviewed at least annually by the

Board of Directors. These policies and the Code aim to promote sound risk management throughout the organization, delegate appropriate authority among officers and set limits for authorizations required to approve and execute certain business transactions. The Code specifically addresses the measures put forward to prevent corruption, anti-competitive practices, and unethical behaviors. It also includes clear directions to govern relationships with customers, suppliers, and other stakeholders. The Code is available on our website at www.lanticrogers.com or under Rogers' profile on SEDAR+ at www.sedarplus.ca.

Our business and operations are substantially affected by many factors and as such, are exposed to various risks and uncertainties. We have outlined below the risks and uncertainties that we believe are currently material. There may also exist additional risks and uncertainties that are not currently known to us or that are not considered material at this time. Those risks could have a material adverse effect on our business, operation, financial condition, and results.

DEPENDENCE UPON LANTIC

Rogers is entirely dependent upon the operations and assets of Lantic through its ownership of securities of this company. Accordingly, interest payments to debenture holders and dividends to shareholders are dependent upon the ability of Lantic and/or Lantic Maple to pay its interest obligations under the subordinated notes and to declare and pay dividends on or return capital in respect of the common shares. The terms of Lantic's bank and other indebtedness restrict its ability to pay dividends and make other distributions on its shares or make payments of principal or interest on subordinated debt, including debt which may be held, directly or indirectly, by Rogers, in certain circumstances. In addition, Lantic may defer payment of interest on the subordinated notes at any given time for a period of up to 18 months.

NO ASSURANCE OF FUTURE PERFORMANCE

Historic and current performance of the business of Rogers, Lantic and Lantic Maple may not be indicative of success in future periods. The future performance of the business may be influenced by economic downturns and other factors beyond the control of Rogers, Lantic and Lantic Maple. As a result of these factors, the operations and financial performance of Lantic and Lantic Maple may be negatively affected, which may materially adversely affect our performance, financial condition and results.

CHANGES IN GENERAL ECONOMIC CONDITIONS

Changes in general economic conditions could have a material effect on the profitability of both of our business segments and on the assessment of the value of our assets, affecting our ability to execute our business strategy. Annual inflationary pressures are increasing operating costs and there is no assurance that we will be able to recover the extent of such costs with timely commensurate increases in price to our customers. The potential for a worsening of the global economy could impact the performance, the financial condition and results of Rogers.

GOVERNMENT REGULATIONS AND FOREIGN TRADE POLICIES WITH REGARD TO THE SUGAR SEGMENT

In July 1995, Canada Revenue Agency made a determination that there was dumping of refined sugar from the US, Denmark, Germany, the United Kingdom ("UK"), the Netherlands and the Republic of Korea, into Canada, and that subsidized refined sugar was being imported into Canada from the European Union ("EU"). The Canadian International Trade Tribunal ("CITT") conducted an inquiry and ruled that the dumping of refined sugar from the US, Denmark, Germany, the UK and the Netherlands, as well as the subsidizing of refined sugar from the EU, was threatening material injury to the Canadian sugar industry. The ruling resulted in the imposition of protective anti-dumping and countervailing duties on these unfairly traded imports.

Under Canadian laws, these duties must be reviewed every five years. In August 2021, the CITT concluded its fifth review of the 1995 findings and issued its decision to continue the duties for another five-year period against (i) dumped sugar from the US, Denmark, Germany, the Netherlands, and the UK, and (ii) subsidized sugar from the EU. The Canadian Sugar Institute ("CSI") and its members, including Lantic, participated fully in the review and submitted detailed evidence and witness testimony to the CITT. The CITT agreed that imports of dumped and subsidized sugar would likely cause material injury to the Canadian industry if the duty protections were removed.

Following the CITT review, the Canada Border Services Agency ("CBSA") concluded a re-investigation in March 2022 to update the levels of duty protection applicable to dumped sugar from the US, Denmark, Germany, the Netherlands, and the UK and subsidized sugar from the EU. The CBSA determined that anti-dumping duties will continue to apply to imports of dumped sugar from the US, Denmark, Germany, the Netherlands and the UK and ruled that a countervailing duty will continue to apply to imports of subsidized EU sugar.

The duties on imports of US, EU, and UK refined sugar are important to Lantic and to the Canadian refined sugar industry in general because they protect the market from the adverse effects of unfairly traded imports from these sources. The government support and trade-distorting attributes of the US and EU sugar regimes continue to generate surplus refined sugar production and exports that threaten the Canadian sugar market.

Although the ruling is for a period of five years, it could be challenged by market participants for review if there is a material change in market conditions. The next review by the CITT is expected to begin in 2026. If the duties were to be eliminated or significantly reduced in the future, there could be a material financial impact on Lantic and other members of the Canadian refined sugar industry.

The Sugar segment exports some sugar directly to the US and sells sugar to industrial customers that are exporting sugar-containing products to the US. These sales are subject to inherent risks, including measures that affect the free flow of food products between Canada

and the US, discriminatory fiscal policies, unexpected changes in local regulations and laws and uncertainty in the ways that rules and remedies are enforced.

Since March 4, 2025, the US administration has imposed import tariffs on certain goods from Canada, including refined cane sugar. Further, since April 2, 2025, the US administration has also imposed country-specific import tariffs on goods from other origins. These measures have been imposed in an abrupt and unpredictable manner, affecting international supply chains and opportunities, including those relied upon by the global sugar industry and its customers.

Currently, the tariffs do not apply to products of Canada that are CUSMA-compliant. Most of the sales to the US made by our customers of sugar-containing products are CUSMA-compliant, and accordingly, not subject to this tariff. Refined cane sugar export sales to the US, which are currently subject to tariffs, are now subject to an additional 10% tariff, in the case of refined sugar made from raw sugar from Central America, or a 50% tariff, in the case of refined sugar made from raw sugar from Brazil, as the country of origin of the product sold is deemed to be the country from which the raw sugar is sourced.

The evolution of the tariff dynamic over the coming months remains uncertain. If further tariffs were to be implemented on Canadian products that are CUSMA-compliant, these potential tariffs and any retaliatory tariffs and countermeasures could have a significant adverse financial impact on Lantic, its Sugar segment and its customers.

All of these risks could result in increased costs or decreased revenues, either of which could significantly and adversely affect the performance and financial results of Lantic and its Sugar segment.

SUPPLY OF RAW CANE SUGAR

There are approximately 186 million metric tonnes of sugar produced worldwide. Of this, approximately 57 million metric tonnes of sugar are traded on the world market. Lantic, through its cane refining plants, buys approximately 0.7 million metric tonnes of raw sugar per year. Even though worldwide raw sugar supply is much larger than Lantic's yearly requirements, concentration of supply in certain countries like Brazil, combined with an increase in cane refining operations in certain countries, may create tightness in raw sugar availability at certain times of the year. To prevent any raw sugar supply shortage, Lantic normally enters into long-term supply contracts with reputable suppliers. For raw sugar supply not under contract, significant premiums may be paid on the purchase of raw sugar on a nearby basis, which may have a material impact on our performance, financial condition and results.

SUPPLY AND QUALITY OF SUGAR BEETS IN ALBERTA

The availability of sugar beets to be processed in Taber, Alberta is dependent on a supply contract with the Growers, and on the Growers planting the necessary acreage every year. In the event that sufficient acreage is not planted in a certain year, or that Lantic and the Growers cannot agree on a supply contract, sugar beets might

not be available for processing, thus requiring transfer of products from Lantic's cane refineries to the Prairie market, normally supplied by Taber. This would increase Lantic's distribution costs and may have a material impact on our performance, financial condition and results.

Sugar beets, as is the case with most other crops, are affected by weather conditions during the growing season. Additionally, weather conditions during the harvesting and processing season could affect Lantic's total beet supply and sugar extraction from beets stored for processing. A significant reduction in the quantity or quality of sugar beets harvested due to adverse weather conditions, disease or other factors could result in decreased production, with negative financial consequences to Lantic.

RAW #11 PRICE AND FOREIGN EXCHANGE RISK FOR SUGAR SEGMENT

The price of raw sugar cane purchased for the Montréal and Vancouver refineries is based on the Raw #11 sugar market traded on the ICE. The price of refined sugar sold to customers is also based on the Raw #11 sugar market. All purchases of raw cane sugar and sales of refined sugar are economically hedged with financial instruments such as futures contracts to mitigate risk, thus mitigating the impact of volatility in the Raw #11 sugar price.

These purchases of raw cane sugar and sales of refined sugar are denominated in US dollars and could potentially expose us to fluctuations in the value of the Canadian dollar. Our strategy is to hedge the foreign exchange exposure of these transactions using available financial instruments, such as futures contracts, to mitigate the impact of volatility.

There can be no assurance that we will be able to continue to efficiently mitigate this exposure to Raw #11 price and related foreign exchange risk in the future. If effective financial instruments are not available to mitigate such exposures, there could be material impacts on our performance, financial condition and results.

LEAP PROJECT

The completion of our LEAP Project is subject to several conditions and risks, certain of which are outside the control of Lantic. The planning and design phases associated with the LEAP Project are completed and the construction phase is in progress. Major sugar refining equipment and other large production and logistics-related equipment have been received on site. The total project cost is expected to range between \$280 million and \$300 million.

Delays and further cost overruns may occur in completing the LEAP Project. Several factors that could cause such delays or cost overruns include, without limitation, permitting delays, construction price escalation, changing engineering and design requirements, the performance of contractors, labour disruptions, adverse weather conditions, and the availability of financing. Even when complete, the newly installed capacity and other related assets may not operate as planned due to design or manufacturing flaws, which may not

all be covered by warranty. Mechanical breakdowns could occur in equipment after the warranty period has expired, resulting in loss of production as well as the cost of repair.

In addition, to complete the project, Lantic might need to further amend existing credit facilities and potentially enter into additional financing agreements in order to finance the construction. Lantic's ability to secure the overall financing for the project is related to several factors, including market demand for refined sugar, the final cost of the project, and the borrowing conditions in the financial market.

There can be no assurance that the LEAP Project will be completed, or that it will be completed by the expected in-service timeframe, currently estimated to be in June 2027. Furthermore, there can be no assurance that the LEAP Project will provide the expected incremental volume at the expected cost. Failure by Lantic to complete the LEAP Project under the expected conditions could have a material impact on the performance, financial condition and results of Rogers.

COMPETITION IN THE SUGAR SEGMENT

In the Sugar segment, Lantic faces domestic competition from Redpath Sugar Ltd. and Sucro Can Canada Inc., as well as smaller regional operators and or distributors of both foreign and domestic refined sugar. Differences in proximity to various geographic areas within Canada and elsewhere result in differences in freight and shipping costs, which in turn affect pricing and competitiveness in general.

In addition to sugar, the overall sweetener market also includes corn-based sweeteners, such as HFCS, an alternative liquid sweetener, which can be substituted for liquid sugar in soft drinks and certain other applications; and non-nutritive, high-intensity sweeteners such as aspartame, sucralose and stevia. Differences in functional properties and prices have tended to define the use of these various sweeteners. The substitution of other sweeteners for sugar has occurred in certain products in the past. At this time, we are not able to predict the availability, development or potential use of these sweeteners and their possible impact on Lantic's business.

PRICE OF NATURAL GAS

Natural gas represents an important cost in our refining operations. Our three sugar refineries consume natural gas in their refining process. Our Maple segment bottling plants also use natural gas in their process, although to a lesser extent.

Changes in the costs and sources of energy may affect the financial results of Lantic's operations. In addition, all natural gas purchased is priced in US dollars. Therefore, fluctuations in the Canadian/US dollar exchange rate will also impact the cost of energy. Lantic hedges a portion of its natural gas price exposure through the use of natural gas contracts to lessen the impact of fluctuations in the price of natural gas. Provincial application of some form of carbon tax has been increasingly important across Canada and for some provinces with a carbon tax, rates have been increasing, which could increase the overall energy costs for Lantic.

REGULATORY REGIME GOVERNING THE PURCHASE AND SALE OF MAPLE SYRUP IN QUÉBEC

Producers of maple syrup in Québec are required to operate within the framework provided for by the Marketing Act, which empowers the PPAQ to manage the production and marketing of maple syrup in Québec. As part of its regulating and organizing functions, the PPAQ is responsible for establishing and managing a governance framework aimed at maintaining supply to the market and fair prices for all producers for bulk maple syrup sold in containers of five litres or more. This includes managing production surpluses and their storage to stabilize the pricing of maple syrup.

Bulk maple syrup may be sold to the PPAQ or to authorized buyers accredited by the PPAQ. In Québec, nearly 90% of the total production of maple syrup is sold to the PPAQ or the authorized buyers, leaving only approximately 10% of the total production being sold directly by the producers to consumers or grocery stores. Lantic Maple is an authorized buyer with the PPAQ. The authorized buyer status is renewed on an annual basis. There is no certainty that Lantic Maple will be able to maintain its status as an authorized buyer with the PPAQ. Failure by Lantic Maple to remain an authorized buyer with the PPAQ would affect our capacity to supply our bottling facilities and therefore could materially impact the performance, financial condition and results of the Maple segment.

The PPAQ, in its capacity as bargaining and sales agent for the producers of maple syrup in Québec, sets the minimum purchase price for maple syrup for the authorized buyers. The PPAQ sets the price based on market intelligence, available supply and expected demand. If the PPAQ increases the price of maple syrup significantly, there could be no assurance that Lantic Maple will be able to recover such increase from its customers and therefore this could materially impact the performance, financial condition and results of the Maple segment.

Pursuant to the PPAQ rules and regulations, authorized buyers must commit to buying maple syrup corresponding to their anticipated sales volume. The anticipated volume must be realistic and in line with volumes purchased in previous years. The refusal from the PPAQ to accept our anticipated volume or failure by us to properly estimate the anticipated volume for a given year may affect our ability to increase our production capacity and therefore this could materially impact the performance, financial condition and results of the Maple segment.

SUPPLY OF MAPLE SYRUP

The PPAQ has set up a strategic maple syrup reserve to mitigate production fluctuations caused by weather conditions and prevent such fluctuations from causing maple syrup prices to spike or drop significantly. The PPAQ's objective is to have in reserve the equivalent of a year of production. The reserve fluctuates yearly based on the size of the crop. Each year, the PPAQ may organize a sale of a portion of its accumulated reserve. There can be no assurance that Lantic Maple will have access to some of such reserve to offset decreases in production due to weather conditions or that such reserve will

be sufficient to cover a gap in the production in any given year. Any decrease in production or incapacity to purchase additional reserves from the PPAQ may affect Lantic Maple's supply of its sales of maple syrup and other maple products and, ultimately, its performance, financial condition and results.

MAPLE SEGMENT RELYING SUBSTANTIALLY ON EXPORTS

The size of the global market for maple syrup is currently estimated at \$1.5 billion, with the US being the world's largest importer. Despite the increase in domestic sales of maple products that the Canadian market has experienced in recent years, the industry largely relies on international markets. Over the last few years, New York, Vermont and Maine have increased their production of maple syrup and have now become competitors to Québec, which remains the largest producer and exporter of maple syrup in the world.

While we continue to develop our selling efforts outside of Canada, including increasing our sales efforts in countries where the maple syrup market is developing, we are facing high competition from other bottlers and distributors, including other Canadian and US companies, for our share of the international market.

Our Maple segment's international operations are also subject to inherent risks, including changes in the free flow of food products between countries, fluctuations in currency values, discriminatory fiscal policies, unexpected changes in local regulations and laws and the uncertainty of enforcement of remedies in foreign jurisdictions. Such jurisdictions could impose tariffs, quotas, trade barriers and other similar restrictions on our international sales and subsidize competing agricultural products.

Canada produces 80% of the world's maple syrup. We currently estimate the share of all Canadian maple syrup sold in the US to be approximately 60% per year on average.

Since March 4, 2025, the US administration has imposed import tariffs on certain goods from Canada. Further, since April 2, 2025, the US administration has also imposed country-specific import tariffs on goods from other origins. These measures have been imposed in an abrupt and unpredictable manner, affecting international supply chains and opportunities.

Currently, the tariffs do not apply to products of Canada that are CUSMA-compliant. All the Maple products we sell to the US are CUSMA-compliant, and accordingly, not subject to this tariff.

The evolution of the tariff dynamic over the coming months remains uncertain. If further tariffs were to be implemented on Canadian products that are CUSMA-compliant, these potential tariffs and any retaliatory tariffs and countermeasures could have a significant adverse financial impact on our Maple segment.

All of these risks could result in increased costs or decreased revenues, either of which could significantly and adversely affect the performance, financial condition and results of Lantic and its Maple segment.

COMPETITION IN THE MAPLE SEGMENT

Our Maple segment is the largest branded and private label maple syrup bottling and distributing company in the world. We have five major competitors located in Canada, and we also compete against a multitude of US bottlers and distributing companies.

A large majority of our Maple segment revenues are generated under the private label line. We anticipate that, for the foreseeable future, the relationship with our top private label customers will continue to be key and will continue to have a material impact on our sales. Although we consider the relationship with our top private label customers to be excellent, the loss of, or a decrease in the amount of business from, such customers, or any default in payment on their part could significantly reduce our sales and could materially impact the performance and, financial results of the Maple segment.

FOREIGN EXCHANGE EXPOSURE IN THE MAPLE SEGMENT

A significant portion of sales of maple syrup are exports and are denominated in US dollars, in euros or in Australian dollars. Fluctuations in the value of the Canadian dollar impact the profitability of these sales. In order to mitigate against the movement of the Canadian dollar versus the US dollar, euro or Australian dollar, we enter into foreign exchange hedging contracts with certain customers to mitigate the currency risk.

There is no assurance that we will be able to continue to efficiently mitigate this exposure to foreign exchange risk in the future. If effective financial instruments are not available to mitigate such risk, there could be a material impact on the performance, financial condition and results of the Maple segment.

CYBERSECURITY

We face various security threats, including cybersecurity threats to gain unauthorized access to sensitive information, to render data or systems unusable, or otherwise affect our ability to operate. Our business operations are dependent on various information technology systems. A cyber intrusion, such as, but not limited to, unauthorized access, confidential information leaks (or identity theft), malicious software or other violations on systems that control our production operations and financial management could severely disrupt or otherwise affect our business. Such attacks on our data information systems and the inability to recover promptly could impact individuals, business partners, and our operational capabilities, generate unexpected expenses impacting profitability, damage our reputation and result in additional liabilities.

We seek to manage cybersecurity risk by continuing to invest in appropriate information technology systems, infrastructure, and security, including disaster plans, reviewing our existing technologies, processes and practices on a regular basis and ensuring employees understand and are aware of their role in protecting the integrity of our technological security and information. We rely on third-party products and services to assist us in protecting our information technology infrastructure and our proprietary and confidential

information. We seek to be proactive in the area of cybersecurity and consequently anticipate that we will continue to incur expenses in relation to these increasingly complex threats and risks.

The security measures we have put in place cannot provide absolute security, and our information technology infrastructure may be vulnerable to cyberattacks in the future. The impacts of such attacks may subject our operations to increased risks, as well as increased costs, and, depending on their ultimate magnitude, could materially and adversely affect our operations, performance, financial condition and results.

EMPLOYEE RELATIONS WITH UNIONIZED EMPLOYEES

The majority of our operations are unionized, and agreements are currently in place in each unionized facility.

The Montréal sugar refinery collective agreement will expire in May 2026.

We have contingency plans in place to mitigate the potential impact of labour disruptions at our facilities. However, such potential disruptions in current and future years could restrict our ability to service our customers in the affected regions, consequently affecting our performance, financial condition and results.

INTEREST RATE FLUCTUATIONS

We use our revolving credit facility to finance our day-to-day operations and a portion of the LEAP Project. We face interest rate risks with respect to the floating rate nature of our revolving short-term credit facility. We are mitigating the risk of volatility in short-term interest rates by hedging a portion of our exposure using interest rate swap agreements. There is no assurance that effective interest rate swap agreements will be available to mitigate such risk in the future.

PANDEMICS, EPIDEMICS OR OTHER PUBLIC HEALTH EMERGENCIES

Our business, results of operations, financial condition, cash flows and stock price can be adversely affected by pandemics, epidemics, or other public health emergencies. Such events could result in health or other government authorities requiring the closure of offices or other businesses and could also result in a general economic decline, impacting economic activity through disruption in supply and delivery chains.

FOOD SAFETY

Our Sugar and Maple business segments are subject to risks that affect the food industry in general, including risks posed by accidental contamination, product tampering, consumer product liability, and the potential costs and disruptions of a product recall. We actively manage these risks by maintaining strict and rigorous controls and processes in our manufacturing facilities and distribution systems.

Our facilities are subject to audit by federal health agencies in Canada and similar institutions outside of Canada. We also perform our own audits designed to ensure compliance with our internal standards, which are generally at, or higher than, regulatory agency standards in order to mitigate the risks related to food safety.

All of these risks could result in increased costs or decreased revenues, either of which could significantly and adversely affect the performance, financial condition and results of Lantic and its Maple segment.

CONSUMER HEALTH

Consumers, public health officials and government officials are increasingly concerned about the public health consequences of obesity, particularly among young people. In addition, some researchers, health advocates and dietary guidelines are suggesting that consumption of sugar, in various forms is a primary cause of increased obesity rates and are encouraging consumers to reduce their consumption of sugar.

Over the last decade, increasing public health concerns have led government agencies around the world to consider possible new or increased taxes on products containing sugar, such as sugar-sweetened beverages, to reduce consumption or to raise revenues. More recently, the use of GLP-1 drugs to reduce obesity has increased and is impacting the overall food consumption of many people using the drug. Finally, in January 2026, Canada implements a new front-of-package symbol for products high in saturated fat, sugars or sodium. Such new legislation is aimed at encouraging consumers to reduce their consumption.

All the factors described above could impact the consumption of sugar or other types of sweeteners such as maple syrup, and may reduce demand for our products, which could adversely affect our performance, financial condition and results.

HEALTH, SAFETY AND ENVIRONMENTAL RISKS

Our operations carry inherent risks of liability related to employee health and safety and the environment, including the risk of government-imposed orders to remedy unsafe conditions or address potential environmental issues. Compliance with current and future health, safety and environmental laws remains material for our business to operate efficiently. We have incurred and will continue to incur expenditures to comply with related federal, provincial, and municipal regulations to manage our potential liability exposure.

We believe RSI and its subsidiaries are currently in compliance, in all material respects, with health, safety and environmental laws and regulations. This includes environmental regulations relating to the treatment and disposal of wastewater and cooling water, air emissions, contamination, and spills of substances. However, these regulations have become progressively more stringent, and we anticipate this trend will continue, potentially resulting in incremental compliance expenditures. Violation of these regulations can result in fines or other penalties, which in certain circumstances can include clean-up costs. Consequently, no assurance can be given that additional health, safety and environmental issues relating to currently known and unknown matters will not require expenditures in the future, or result in fines, penalties or other consequences material to our business and operations and potentially adversely impact our performance, financial condition and results.

GLOBAL CLIMATE CHANGE

Global climate change, including the impacts of global warming and sudden changes in weather conditions causing extreme weather events, represents a risk that could adversely affect both of our business segments. This risk has increased in recent years as average temperatures are rising, and extreme weather events are more frequent.

The production of refined sugar for our Sugar segment is based on the availability of raw cane sugar and sugar beets. Extreme weather events create a risk of damage for the annual crops of sugar cane and sugar beet. The size and quality of the crops are directly impacted by weather conditions. The adverse effects of global climate change could result in supply disruption and or significant increase in purchase prices for our Sugar segment.

The production of maple syrup takes place over a period of six to eight weeks during the months of March and April of each year. Maple syrup production is intimately tied to the weather as sap only flows when temperatures rise above freezing level during the day and drop below it during the night, such temperature difference creating enough pressure to push sap out of the maple tree. Given the sensitivity to temperature in the process of harvesting maple sap, climate change and global warming may have a material impact on such process as the maple syrup production season may become shorter. Reducing the production season for maple syrup may also have an impact on the level of production.

These risks associated with global climate change could result in lower sales, increased costs and market disruptions, which could materially adversely affect our performance, financial condition and results.

CARBON PRICING MECHANISMS

The Company operates three facilities that are regulated under provincial carbon pollution pricing in Canada; our Montréal and Vancouver refineries and our Taber sugar beet processing plant. We have completed a detailed risk assessment of the different provincial regulatory regimes to understand the level of risk and identify potential mitigation measures.

Potential future changes to the current rules and regulations, including increases to the current related taxation level could adversely affect our performance, financial condition and results.

WATER STRESS

Our sugar refining operations and the farming activities of our suppliers depend on the availability of usable water. To better understand this risk, we conduct water risk assessments periodically to prioritize actions and investments in our facilities, with the objective of optimizing the water consumption in our production process. We also engage with our suppliers relying on water for their farming activities to monitor our potential exposure and to ensure a steady and sustainable supply of raw material for our production facilities.

Potential future changes to the current rules and regulations regarding the use of water, including increases to the current cost of water supporting our production process could adversely affect our performance, financial condition and results.

ABILITY TO RETAIN OFFICERS AND KEY EMPLOYEES OR TO ATTRACT NEW TALENT

The officers and other key employees of Rogers, Lantic and Lantic Maple play a significant role in our success. Our future performance and growth depend to a significant extent on the abilities, experience, and efforts of our management team. Our ability to retain our management team or to attract suitable replacements should key members of the management team leave is dependent on the competitive nature of the employment market.

The loss of services from key members of the management team or a limitation in their availability could adversely impact the performance, financial condition and results of Rogers. Further, such a loss could be negatively perceived in the capital markets. Our success depends largely upon our continuing ability to attract, develop, and retain skilled employees to meet the needs of the business.

INCOME TAX MATTERS

Rogers and its subsidiaries are subject to income taxes and non-income-based taxes (together referred to as "Tax(es)") mainly in Canada and in the US. Tax laws are dynamic and subject to change as new legislation is passed, and new interpretations of the law are issued or applied. If there is such a legislative, administrative or judicial change in any jurisdiction with respect to applicable tax laws, our overall Taxes could be impacted and fluctuations in the effective tax rate may affect our financial results and ability to pay dividends. In addition, such changes could affect deferred tax positions, income tax provisions or any other tax expenses. Furthermore, tax authorities review the tax positions of Rogers and its subsidiaries periodically. If a taxing authority disagrees with our position with respect to a tax matter, we could face additional tax liabilities, including interest and penalties.

All these Tax risks could result in increased costs or decreased cash flow, either of which could significantly and adversely affect the performance, financial condition and results of Lantic and its Maple segment.

MANAGEMENT AND OPERATION OF LANTIC

The Board of Directors of Lantic is currently controlled by Lantic Capital, an affiliate of Belcorp Industries. As a result, holders of shares have limited say in matters affecting the operations of Lantic; if such holders disagree with the decisions of the Board of Directors of Lantic, they have limited recourse. The control exercised by Lantic Capital over the Board of Directors of Lantic may make it more difficult for others to attempt to gain control of or influence the activities of Lantic and Rogers.

NON-IFRS MEASURES

In analyzing results, we supplement the use of financial measures that are calculated and presented in accordance with IFRS with a number of non-IFRS financial measures. A non-IFRS financial measure is a numerical measure of a company's performance, financial position or cash flow that excludes (includes) amounts or is subject to adjustments that have the effect of excluding (including) amounts, that are included (excluded) in most directly comparable measures calculated and presented in accordance with IFRS. Non-IFRS financial measures are not standardized; therefore, it may not be possible to compare these financial measures with the non-IFRS financial measures of other companies having the same or similar businesses. We strongly encourage investors to review the audited consolidated financial statements and publicly filed reports in their entirety, and not to rely on any single financial measure.

We use these non-IFRS financial measures in addition to, and in conjunction with, results presented in accordance with IFRS. These non-IFRS financial measures reflect an additional way of viewing aspects of the operations that, when viewed with the IFRS results and the accompanying reconciliations to corresponding IFRS financial measures, may provide a more complete understanding of factors and trends affecting our business.

The following is a description of the non-IFRS measures we used in the MD&A:

- Adjusted gross margin is defined as gross margin adjusted for "the adjustment to cost of sales", which comprises the mark-to-market gains or losses on sugar futures and foreign exchange forward contracts as shown in the notes to the consolidated financial statements and the cumulative timing differences as a result of mark-to-market gains or losses on sugar futures and foreign exchange forward contracts.
- Adjusted results from operating activities are defined as results from operating activities adjusted for the adjustment to cost of sales.
- EBITDA is defined as results from operating activities adjusted to add back depreciation and amortization expenses.
- Adjusted EBITDA is defined as adjusted results from operating activities adjusted to add back depreciation and amortization expenses.
- Adjusted net earnings is defined as net earnings adjusted for the adjustment to cost of sales and the income tax impact on these adjustments.
- Adjusted gross margin rate per MT is defined as adjusted gross margin of the Sugar segment divided by the sales volume of the Sugar segment.
- Adjusted gross margin percentage is defined as the adjusted gross margin of the Maple segment divided by the revenues generated by the Maple segment.

- Adjusted net earnings per share is defined as adjusted net earnings divided by the weighted average number of shares outstanding.
- Free cash flow is defined as cash flow from operations excluding changes in non-cash working capital, mark-to-market and derivative timing adjustments, financial instruments non-cash amount, and includes deferred financing charges, funds received from stock options exercised, capital and intangible assets expenditures, net of value-added capital expenditures and capital expenditures associated to LEAP Project, and payments of capital leases.

In the MD&A, we discuss the non-IFRS financial measures, including the reasons why we believe these measures provide useful information regarding the financial condition, results of operations, cash flows and financial position, as applicable. We also discuss, to the extent material, the additional purposes, if any, for which these measures are used. These non-IFRS measures should not be considered in isolation, or as a substitute for, analysis of our results as reported under IFRS. Reconciliations of non-IFRS financial measures to the most directly comparable IFRS financial measures are as follows:

RECONCILIATION OF NON-IFRS FINANCIAL MEASURES TO IFRS FINANCIAL MEASURES

Consolidated results	Q4 2025			Q4 2024		
	Sugar	Maple Products	Total	Sugar	Maple Products	Total
(In thousands of dollars)						
	\$	\$	\$	\$	\$	\$
Gross margin	39,589	4,444	44,033	43,150	6,582	49,732
Total adjustment to the cost of sales ⁽¹⁾	6,821	1,072	7,893	1,240	(902)	338
Adjusted gross margin	46,410	5,516	51,926	44,390	5,680	50,070
Results from operating activities	22,155	1,626	23,781	26,766	3,314	30,080
Total adjustment to the cost of sales ⁽¹⁾	6,821	1,072	7,893	1,240	(902)	338
Adjusted results from operating activities	28,976	2,698	31,674	28,006	2,412	30,418
Results from operating activities	22,155	1,626	23,781	26,766	3,314	30,080
Depreciation of property, plant and equipment, amortization of intangible assets and right-of-use assets	6,075	1,721	7,796	6,219	1,672	7,891
EBITDA ⁽¹⁾	28,230	3,347	31,577	32,985	4,986	37,971
EBITDA ⁽¹⁾	28,230	3,347	31,577	32,985	4,986	37,971
Total adjustment to the cost of sales ⁽¹⁾	6,821	1,072	7,893	1,240	(902)	338
Adjusted EBITDA	35,051	4,419	39,470	34,225	4,084	38,309
Net earnings			13,674			18,562
Total adjustment to the cost of sales ⁽¹⁾			7,893			338
Net change in fair value in interest rate swaps ⁽¹⁾			324			8
Income taxes on above adjustments			(2,109)			(89)
Adjusted net earnings			19,782			18,819
Net earnings per share (basic)			0.11			0.14
Adjustment for the above			0.05			0.00
Adjusted net earnings per share (basic)			0.16			0.14

(1) See "Adjusted results"

RECONCILIATION OF NON-IFRS FINANCIAL MEASURES TO IFRS FINANCIAL MEASURES (CONTINUED)

Consolidated results	Fiscal 2025			Fiscal 2024		
	Sugar	Maple Products	Total	Sugar	Maple Products	Total
(In thousands of dollars)						
	\$	\$	\$	\$	\$	\$
Gross margin	165,611	26,627	192,238	150,860	25,012	175,872
Total adjustment to the cost of sales ⁽¹⁾	9,745	692	10,437	16,571	(1,020)	15,551
Adjusted gross margin	175,356	27,319	202,675	167,431	23,992	191,423
Results from operating activities	96,041	13,760	109,801	84,864	12,345	97,209
Total adjustment to the cost of sales ⁽¹⁾	9,745	692	10,437	16,571	(1,020)	15,551
Adjusted results from operating activities	105,786	14,452	120,238	101,435	11,325	112,760
Results from operating activities	96,041	13,760	109,801	84,864	12,345	97,209
Depreciation of property, plant and equipment, amortization of intangible assets and right-of-use assets	23,286.9	6,825.9	30,113	22,169	6,674	28,843
EBITDA ⁽¹⁾	119,328	20,586	139,914	107,033	19,019	126,052
EBITDA ⁽¹⁾	119,328	20,586	139,914	107,033	19,019	126,052
Total adjustment to the cost of sales ⁽¹⁾	9,745	692	10,437	16,571	(1,020)	15,551
Adjusted EBITDA ⁽¹⁾	129,073	21,278	150,351	123,604	17,999	141,603
Net earnings			64,455			53,729
Total adjustment to the cost of sales ⁽¹⁾			10,437			15,551
Net change in fair value in interest rate swaps ⁽¹⁾			395			1,845
Income taxes on above adjustments			(2,782)			(4,465)
Adjusted net earnings			72,505			66,660
Net earnings per share (basic)			0.50			0.45
Adjustment for the above			0.07			0.11
Adjusted net earnings per share (basic)			0.57			0.56

(1) See "Adjusted results"

RECONCILIATION OF NON-IFRS FINANCIAL MEASURES TO IFRS FINANCIAL MEASURES (CONTINUED)

(In thousands of dollars, except for volumes and per share information)	QUARTERS ⁽¹⁾				
	For the fiscal year ended September 27, 2025				
	2025				
	\$	\$	\$	\$	\$
	Fourth	Third	Second	First	Total
Gross margin	44,033	48,500	52,965	46,740	192,238
Total adjustment to the cost of sales ⁽²⁾	7,893	3,493	(5,940)	4,991	10,437
Adjusted gross margin	51,926	51,993	47,025	51,731	202,675
Results from operating activities	23,781	25,722	33,292	27,006	109,801
Total adjustment to the cost of sales ⁽²⁾	7,893	3,493	(5,940)	4,991	10,437
Adjusted results from operating activities	31,674	29,215	27,352	31,997	120,238
Results from operating activities	23,781	25,722	33,292	27,006	109,801
Depreciation of property, plant and equipment, amortization of intangible assets and right-of-use assets	7,796	7,349	7,350	7,618	30,113
EBITDA	31,577	33,071	40,642	34,624	139,914
EBITDA	31,577	33,071	40,642	34,624	139,914
Total adjustment to the cost of sales ⁽²⁾	7,893	3,493	(5,940)	4,991	10,437
Adjusted EBITDA	39,470	36,564	34,702	39,615	150,351
Net earnings	13,674	14,429	20,544	15,808	64,455
Total adjustment to the cost of sales ⁽²⁾	7,893	3,493	(5,940)	4,991	10,437
Net change in fair value in interest rate swaps ⁽²⁾	324	21	50	—	395
Income taxes on above adjustments	(2,109)	(902)	1,511	(1,282)	(2,782)
Adjusted net earnings	19,782	17,041	16,165	19,517	72,505

(1) All quarters are 13 weeks

(2) See "Adjusted results"

RECONCILIATION OF NON-IFRS FINANCIAL MEASURES TO IFRS FINANCIAL MEASURES (CONTINUED)

(In thousands of dollars, except for volumes and per share information)	QUARTERS⁽¹⁾				
	For the fiscal year ended September 28, 2024				
	2024				
	\$	\$	\$	\$	\$
	Fourth	Third	Second	First	Total
Gross margin	49,732	36,635	44,861	44,644	175,872
Total adjustment to the cost of sales ⁽²⁾	338	11,107	6,431	(2,325)	15,551
Adjusted gross margin	50,070	47,742	51,292	42,319	191,423
Results from operating activities	30,080	16,315	24,704	26,110	97,209
Total adjustment to the cost of sales ⁽²⁾	338	11,107	6,431	(2,325)	15,551
Adjusted results from operating activities	30,418	27,422	31,135	23,785	112,760
Results from operating activities	30,080	16,315	24,704	26,110	97,209
Depreciation of property, plant and equipment, amortization of intangible assets and right-of-use assets	7,891	7,057	6,960	6,935	28,843
EBITDA	37,971	23,372	31,664	33,045	126,052
EBITDA	37,971	23,372	31,664	33,045	126,052
Total adjustment to the cost of sales ⁽²⁾	338	11,107	6,431	(2,325)	15,551
Adjusted EBITDA	38,309	34,479	38,095	30,720	141,603
Net earnings	18,562	7,379	13,936	13,852	53,729
Total adjustment to the cost of sales ⁽²⁾	338	11,107	6,431	(2,325)	15,551
Net change in fair value in interest rate swaps ⁽²⁾	8	943	236	658	1,845
Income taxes on above adjustments	(89)	(3,092)	(1,712)	428	(4,465)
Adjusted net earnings	18,819	16,337	18,891	12,613	66,660

(1) All quarters are 13 weeks

(2) See "Adjusted results"

CRITICAL ACCOUNTING ESTIMATES

The preparation of our audited consolidated financial statements in conformity with IFRS requires us to make estimates and judgements that affect the reported amounts of assets and liabilities, net revenues and expenses, and the related disclosures. These estimates and assumptions are based on management's best estimates and judgments. Management evaluates its estimates and assumptions on an ongoing basis using historical experience, knowledge of economics and market factors, and various other assumptions that management believe to be reasonable under the circumstances. We adjust such estimates and assumptions when facts and circumstances dictate. Our actual results could differ from these estimates. Changes in those estimates and assumptions are recognized in the period in which the estimates are revised. Refer to note 2 (D) to the audited consolidated financial statements for more detail.

CHANGES IN ACCOUNTING PRINCIPLES AND PRACTICES NOT YET ADOPTED

A number of new standards and amendments to standards and interpretations are not yet effective for the year ended September 27, 2025 and have not been applied in preparing these consolidated financial statements. New standards and amendments to standards and interpretations that are currently under review include:

- Amendments to the classification and measurement of financial instruments (Amendments to IFRS 9 and IFRS 7)
- Annual improvements to IFRS Accounting Standards (includes Amendments to IFRS 1, IFRS 7, IFRS 9, IFRS 10, and IAS 7)
- Presentation and disclosure in financial statements (IFRS 18)

The Company does not intend to adopt the Amendments in its consolidated financial statements before the annual period beginning on September 28, 2025. The Company is assessing the impact of the amendments on the consolidated financial statements.

CONTROLS AND PROCEDURES

In compliance with the provisions of Canadian Securities Administrators' Regulation 52-109, we have filed certificates signed by the President and Chief Executive Officer ("CEO") and by the Vice-President Finance and Chief Financial Officer ("CFO"), in that, among other things, report on:

- their responsibility for establishing and maintaining disclosure controls and procedures and internal control over financial reporting for RSI; and
- the design and effectiveness of disclosure controls and procedures and the design and effectiveness of internal controls over financial reporting.

DISCLOSURE CONTROLS AND PROCEDURES

The CEO and the CFO have designed the disclosure controls and procedures ("DC&P"), or have caused them to be designed under their supervision, in order to provide reasonable assurance that:

- material information relating to the Company is made known to the CEO and CFO by others, particularly during the period in which the interim and annual filings are being prepared; and
- information required to be disclosed by the Company in its annual filings, interim filings or other reports filed or submitted by it under securities legislation is recorded, processed, summarized and reported within the time periods specified in securities legislation.

As at September 27, 2025, an evaluation was carried out, under the supervision of the CEO and the CFO, of the design and operating effectiveness of the Company's DC&P. Based on this evaluation, the CEO and the CFO concluded that the Company's DC&P were appropriately designed and were operating effectively as at September 27, 2025.

INTERNAL CONTROL OVER FINANCIAL REPORTING

The CEO and CFO have also designed internal controls over financial reporting ("ICFR"), or have caused them to be designed under their supervision, in order to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with IFRS using the framework established in "Internal Control - Integrated Framework (COSO 2013 Framework) published by the Committee of Sponsoring Organizations of the Treadway Commission (COSO)". As at September 27, 2025, an evaluation was carried out, under the supervision of the CEO and the CFO, of the design and operating effectiveness of Rogers' ICFR. Based on that evaluation, they have concluded that the design and operation of the Company's internal controls over financial reporting were effective as at September 27, 2025.

In designing and evaluating such controls, it should be recognized that, due to inherent limitations, any controls, no matter how well designed and operated, can provide only reasonable assurance of achieving the desired control objectives and may not prevent or detect misstatements. Projections of any evaluations of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate. Additionally, management is obliged to use judgement in evaluating controls and procedures.

CHANGES IN INTERNAL CONTROL OVER FINANCIAL REPORTING

There were no changes in the Company's internal controls over financial reporting during the year that have materially affected, or are reasonably likely to materially affect, the Company's internal control over financial reporting.

FORWARD-LOOKING STATEMENTS

This report contains statements or information that are or may be "forward-looking statements" or "forward-looking information" within the meaning of applicable Canadian securities laws. Forward-looking statements may include, without limitation, statements and information which reflect our current expectations with respect to future events and performance. Wherever used, the words "may," "will," "should," "anticipate," "intend," "assume," "expect," "plan," "believe," "estimate," and similar expressions and the negative of such expressions, identify forward-looking statements. Although this is not an exhaustive list, we caution investors that statements concerning the following subjects are, or are likely to be, forward-looking statements:

- the potential impact of US tariffs on export sales of refined sugar, sugar containing products and maple products;
- future demand and related sales volume for refined sugar and maple syrup;
- all disclosures related to our LEAP Project, including expected project total cost and expected in-service date;
- future prices of Raw #11;
- natural gas costs;
- beet sugar production forecast for our Taber facility;
- the level of future dividends;
- the status of government regulations and investigations; and
- projections regarding future financial performance.

Forward-looking statements are based on estimates and assumptions made by us in light of our experience and perception of historical trends, current conditions and expected future developments, as well as other factors that we believe are appropriate and reasonable in the circumstances, but there can be no assurance that such estimates and assumptions will prove to be correct. Forward-looking statements involve known and unknown risks, uncertainties and other factors that may cause actual results or events to differ materially from those anticipated in such forward-looking statements. Actual performance or results could differ materially from those reflected in the forward-looking statements, historical results or current expectations. Readers should also refer to the section "Risks and Uncertainties" in this MD&A for additional information on risk factors and other events that are not within our control. These risks are also referred to in our Annual Information Form in the "Risk Factors" section.

Although we believe that the expectations and assumptions on which forward-looking information is based are reasonable under the current circumstances, readers are cautioned not to rely unduly on this forward-looking information as no assurance can be given that it will prove to be correct. Forward-looking information contained herein is made as at the date of this MD&A and we do not undertake any obligation to update or revise any forward-looking information, whether a result of events or circumstances occurring after the date hereof, unless so required by law.

RESPONSIBILITY FOR FINANCIAL REPORTING

The accompanying consolidated financial statements of Rogers Sugar Inc. ("RSI") and all the information in this annual report pertaining to RSI and its wholly owned subsidiaries are the responsibility of the Administrator and have been approved by the Board of Directors.

The consolidated financial statements have been prepared by the Administrator in accordance with International Financial Reporting Standards by applying the detailed accounting policies set out in the notes to the financial statements. The Administrator is of the opinion that the consolidated financial statements were prepared based on reasonable and material criteria and using justifiable and reasonable estimates. The Administrator has prepared the financial information presented elsewhere in the annual report and has ensured that it is consistent with the financial statements of RSI.

The Administrator maintains systems of internal accounting and administrative controls of high quality, consistent with reasonable cost. Such systems are designed to provide reasonable assurance that the financial information is relevant, reliable, and accurate and that the assets of RSI and its subsidiaries are appropriately accounted for and adequately safeguarded.

The Board of Directors is responsible for ensuring that the Administrator fulfills its responsibilities for financial reporting and is ultimately responsible for reviewing and approving the financial statements of RSI. The Board carries out this responsibility through its Audit Committee.

The Audit Committee is appointed by the Board and all of its members are outside and unrelated directors. The Committee meets with the Administrator, as well as external auditors, to discuss internal controls over the financial reporting process, auditing matters and financial reporting issues, to satisfy itself that each party is properly discharging its responsibilities and to review the annual report, the financial statements and the external auditors' report. The Committee reports its findings to the Board for consideration when approving the financial statements for issuance to the Shareholders. The Committee also considers, for review by the Board and approval by the Shareholders, the engagement or re-appointment of the external auditors.

The consolidated financial statements of RSI have been audited by KPMG LLP, the external auditors, in accordance with Canadian generally accepted auditing standards on behalf of the Shareholders. KPMG LLP has full and free access to the Audit Committee.



Mike Walton,
President and Chief Executive Officer
Lantic Inc., Administrator



Jean-Sébastien Couillard,
Vice President Finance, Chief Financial Officer and Corporate Secretary
Lantic Inc., Administrator

November 27, 2025

INDEPENDENT AUDITOR'S REPORT



KPMG LLP

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Canada
Telephone 514 840 2100
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To the Shareholders of Rogers Sugar Inc.

OPINION

We have audited the consolidated financial statements of Rogers Sugar Inc. (the "Entity"), which comprise:

- the consolidated statements of financial position as at September 27, 2025 and September 28, 2024
- the consolidated statements of earnings and comprehensive income for the years then ended
- the consolidated statements of changes in shareholders' equity for the years then ended
- the consolidated statements of cash flows for the years then ended
- and notes to the consolidated financial statements, including a summary of material accounting policy information

(Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the consolidated financial position of the Entity as at September 27, 2025 and September 28, 2024, and its consolidated financial performance and its consolidated cash flows for the years then ended in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board.

BASIS FOR OPINION

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "*Auditor's Responsibilities for the Audit of the Financial Statements*" section of our auditor's report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

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

KEY AUDIT MATTERS

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements for the year ended September 27, 2025. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

We have determined the matters described below to be the key audit matters to be communicated in our auditor's report.

THE DETERMINATION AND ALLOCATION OF COSTS TO THE SUGAR SEGMENT WORK IN PROGRESS AND FINISHED GOODS INVENTORY

DESCRIPTION OF THE MATTER

As described in note 8 to the consolidated financial statements, the Entity reported work in progress and finished goods inventory of \$14.8 million and \$62.9 million, respectively, a portion of which related to the Sugar segment. As described in note 3 (e) to the financial statements, the cost of inventories is determined on a first-in, first-out basis and includes expenditures incurred in acquiring the inventories, production or conversion costs and other costs incurred in bringing them to their existing location and condition. In the case of manufactured finished goods inventories and work in progress, cost also includes an appropriate share of production overheads based on normal operating capacity.

WHY THE MATTER IS A KEY AUDIT MATTER

We identified the determination and allocation of costs to the Sugar segment work in progress and finished goods inventory as a key audit matter. This matter represented an area of higher assessed risk of misstatement given the magnitude of work in progress and finished goods inventory and the nature and extent of effort needed to address this matter.

HOW THE MATTER WAS ADDRESSED IN THE AUDIT

The primary procedures we performed to address this key audit matter included the following:

- Examined a sample of raw sugar cost per metric ton and agreed it to supplier invoices.
- Examined a sample of variable and fixed production and conversion costs included in the cost of sales and developed an independent expectation of the variable and fixed production and conversion cost per metric ton. Compared this expectation to actual variable and fixed production and conversion cost per metric ton recorded by management.
- Developed an independent expectation of the cost of work in progress and finished goods inventory based on the above noted cost per metric ton, the stage of completion and year-end metric tons on hand and compared this expectation to actual cost of work in progress and finished goods inventory recorded by management.

OTHER INFORMATION

Management is responsible for the other information. Other information comprises:

- the information included in Management's Discussion and Analysis filed with the relevant Canadian Securities Commissions.
- the information, other than the financial statements and the auditor's report thereon, included in a document likely to be entitled "2025 Annual Report".

Our opinion on the financial statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit and remain alert for indications that the other information appears to be materially misstated.

We obtained the information included in Management's Discussion and Analysis filed with the relevant Canadian Securities Commissions as at the date of this auditor's report. If, based on the work we have performed on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact in the auditor's report.

We have nothing to report in this regard.

The information, other than the financial statements and the auditor's report thereon, included in a document likely to be entitled "2025 Annual Report" is expected to be made available to us after the date of this auditor's report. If, based on the work we will perform on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact to those charged with governance.

RESPONSIBILITIES OF MANAGEMENT AND THOSE CHARGED WITH GOVERNANCE FOR THE FINANCIAL STATEMENTS

Management is responsible for the preparation and fair presentation of the financial statements in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Notes to consolidated financial statements

(In thousands of dollars except as noted and amounts per share)

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.
- The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.
- Provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for the purposes of the group audit. We remain solely responsible for our audit opinion.
- Determine, from the matters communicated with those charged with governance, those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our auditor's report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

The engagement partner on the audit resulting in this auditor's report is Franco Mucci.



Montréal, Canada
November 26, 2025

*CPA auditor, public accountancy permit No. A131106

CONSOLIDATED STATEMENTS OF EARNINGS AND COMPREHENSIVE INCOME

(In thousands of dollars except per share amounts)

Consolidated statements of earnings	Fiscal year ended	
	September 27, 2025	September 28, 2024
	\$	\$
Revenues (note 33)	1,312,629	1,231,763
Cost of sales	1,120,391	1,055,891
Gross margin	192,238	175,872
Administration and selling expenses	54,242	51,931
Distribution expenses	28,195	26,732
	82,437	78,663
Results from operating activities	109,801	97,209
Net finance costs (note 5)	23,502	23,783
Earnings before income taxes	86,299	73,426
Income tax expense (recovery) (note 6):		
Current	21,890	15,496
Deferred	(46)	4,201
	21,844	19,697
Net earnings	64,455	53,729
Net earnings per share (note 28):		
Basic	0.50	0.45
Diluted	0.49	0.41

Consolidated statements of comprehensive income	Fiscal year ended	
	September 27, 2025	September 28, 2024
	\$	\$
Net earnings	64,455	53,729
Other comprehensive income:		
Items that are or may be reclassified subsequently to net earnings:		
Cash flow hedges (note 9)	1,586	(15,873)
Income tax on cash flow hedges (note 6)	(407)	4,074
Foreign currency translation differences	597	23
	1,776	(11,776)
Items that will not be reclassified to net earnings:		
Defined benefit actuarial gains (note 20)	16,945	4,477
Income tax on defined benefit actuarial gains (note 6)	(4,347)	(1,148)
	12,598	3,329
Other comprehensive income (loss)	14,374	(8,447)
Comprehensive income	78,829	45,282

The accompanying notes are an integral part of these consolidated financial statements.

Notes to consolidated financial statements

(In thousands of dollars except as noted and amounts per share)

CONSOLIDATED STATEMENTS OF FINANCIAL POSITION

(In thousands of dollars)

	September 27, 2025	September 28, 2024
	\$	\$
Assets		
Current assets:		
Cash	8,545	19,121
Trade and other receivables (note 7)	129,569	120,795
Income taxes receivable	—	1,526
Inventories (note 8)	290,306	290,299
Prepaid expenses	8,844	8,089
Derivative financial instruments (note 9)	2,555	3,530
Total current assets	439,819	443,360
Non-current assets:		
Property, plant and equipment (note 10)	408,063	333,120
Right-of-use assets (note 11)	26,378	27,494
Intangible assets (notes 12 and 15)	13,755	17,436
Other assets (note 13)	1,294	1,072
Derivative financial instruments (note 9)	—	66
Employee benefits (note 20)	40,527	23,189
Goodwill (note 15)	233,007	233,007
Total non-current assets	723,024	635,384
Total assets	1,162,843	1,078,744
Liabilities and Shareholders' Equity		
Current liabilities:		
Trade and other payables (note 17)	211,209	195,461
Income taxes payable	19,524	—
Provisions (note 18)	4,777	5,585
Lease obligations (note 19)	5,683	5,194
Convertible unsecured subordinated debentures (note 21)	—	153,830
Derivative financial instruments (note 9)	5,667	209
Total current liabilities	246,860	360,279
Non-current liabilities:		
Revolving credit facility (note 16)	147,000	100,000
Employee benefits (note 20)	18,624	19,665
Provisions (note 18)	2,060	2,881
Derivative financial instruments (note 9)	4,085	6,391
Lease obligations (note 19)	22,278	23,448
Convertible unsecured subordinated debentures (note 21)	107,796	—
Term loans (note 22)	6,350	—
Senior guaranteed notes (note 23)	98,630	98,409
Deferred tax liabilities (note 14)	50,707	45,258
Total non-current liabilities	457,530	296,052
Total liabilities	704,390	656,331
Shareholders' equity:		
Share capital (note 24)	222,692	221,340
Contributed surplus	301,081	301,069
Equity portion of convertible unsecured subordinated debentures (note 21)	1,966	5,085
Deficit	(113,481)	(136,902)
Accumulated other comprehensive income	46,195	31,821
Total shareholders' equity	458,453	422,413
Commitments (notes 19 and 26)		
Contingencies (note 27)		
Total liabilities and shareholders' equity	1,162,843	1,078,744

The accompanying notes are an integral part of these consolidated financial statements.

CONSOLIDATED STATEMENTS OF CHANGES IN SHAREHOLDERS' EQUITY

(In thousands of dollars except number of shares)

	For the fiscal year ended September 27, 2025								
	Number of shares	Common shares	Contributed surplus	Equity portion of convertible debentures	Accumulated unrealized gain (loss) on employee benefit plans	Accumulated cash flow hedge gain	Accumulated foreign currency translation differences	Deficit	Total
Balance, September 28, 2024	127,916,834	221,340	301,069	5,085	35,024	(4,315)	1,112	(136,902)	422,413
Net earnings for the year	—	—	—	—	—	—	—	64,455	64,455
Dividends (note 24)	—	—	—	—	—	—	—	(46,119)	(46,119)
Issuance of shares (note 24)	262,823	1,332	(51)	—	—	—	—	—	1,281
Issuance of convertible debentures, net of tax (note 21)	—	—	—	1,966	—	—	—	—	1,966
Repurchase of convertible debentures and conversion at maturity of convertible debentures into common shares (note 21)	2,259	20	—	(5,085)	—	—	—	5,085	20
Share-based compensation (note 25)	—	—	63	—	—	—	—	—	63
Cash flow hedges, net of tax (note 9)	—	—	—	—	—	1,179	—	—	1,179
Defined benefit actuarial gains, net of tax (note 20)	—	—	—	—	12,598	—	—	—	12,598
Translation of foreign operations	—	—	—	—	—	—	597	—	597
Balance, September 27, 2025	128,181,916	222,692	301,081	1,966	47,622	(3,136)	1,709	(113,481)	458,453

	For the fiscal year ended September 28, 2024								
	Number of shares	Common shares	Contributed surplus	Equity portion of convertible debentures	Accumulated unrealized gain (loss) on employee benefit plans	Accumulated cash flow hedge gain	Accumulated foreign currency translation differences	Deficit	Total
Balance, September 30, 2023	105,096,120	107,210	300,968	5,085	31,695	7,484	1,089	(146,635)	306,896
Net earnings for the year	—	—	—	—	—	—	—	53,729	53,729
Dividends (note 24)	—	—	—	—	—	—	—	(43,996)	(43,996)
Issuance of shares (note 24)	22,820,714	114,130	(10)	—	—	—	—	—	114,120
Share-based compensation (note 25)	—	—	111	—	—	—	—	—	111
Cash flow hedges, net of tax (note 9)	—	—	—	—	—	(11,799)	—	—	(11,799)
Defined benefit actuarial gains, net of tax (note 20)	—	—	—	—	3,329	—	—	—	3,329
Translation of foreign operations	—	—	—	—	—	—	23	—	23
Balance, September 28, 2024	127,916,834	221,340	301,069	5,085	35,024	(4,315)	1,112	(136,902)	422,413

The accompanying notes are an integral part of these consolidated financial statements.

Notes to consolidated financial statements

(In thousands of dollars except as noted and amounts per share)

CONSOLIDATED STATEMENTS OF CASH FLOWS

(In thousands of dollars)

	For the fiscal years ended	
	September 27, 2025	September 28, 2024
	\$	\$
Cash flows from operating activities:		
Net earnings	64,455	53,729
Adjustments for:		
Depreciation of property, plant and equipment and right-of-use assets (note 4)	26,094	25,055
Amortization of intangible assets (note 4)	3,735	3,788
Changes in fair value of derivative financial instruments included in cost of sales	5,384	(3,557)
Income tax expense (note 6)	21,844	19,697
Pension contributions	(11,570)	(10,835)
Pension expense	10,136	8,890
Net finance costs (note 5)	23,502	23,783
Loss (gain) on disposal of property, plant and equipment and right-of-use assets (notes 10 and 11)	284	(8)
Share-based compensation - equity settled (note 25)	63	111
Share-based compensation - cash settled (note 25)	3,214	1,003
	147,141	121,656
Changes in:		
Trade and other receivables	(8,715)	(2,549)
Inventories	360	(23,068)
Prepaid expenses	(851)	823
Trade and other payables	4,059	17,128
Provisions (note 18)	(1,629)	(2,906)
	(6,776)	(10,572)
Cash generated from operating activities:	140,365	111,084
Interest paid	(18,084)	(16,553)
Income taxes paid	(843)	(14,741)
Net cash flows from operating activities	121,438	79,790
Cash flows from (used in) financing activities:		
Dividends paid	(46,096)	(41,942)
Increase (decrease) in revolving credit facility (note 16)	47,000	(58,000)
Payment of lease obligations (note 19)	(7,013)	(6,700)
Proceeds from term loans (note 22)	7,399	—
Issuance of convertible debentures, net of finance costs (note 21)	109,587	—
Repurchase of convertible debentures, net of conversion of convertible debentures into common shares in the amount of \$20 (notes 21 and 24)	(154,980)	—
Issuance of shares (note 24)	1,281	112,652
Payment of financing fees	(542)	(646)
Net cash flows from (used in) financing activities	(43,364)	5,364
Cash flows used in investing activities:		
Additions to property, plant and equipment, net of proceeds on disposal	(88,686)	(65,907)
Additions to intangible assets (note 12)	—	(168)
Net cash flows used in investing activities	(88,686)	(66,075)
Effect of changes in exchange rate on cash	36	(4)
Net increase (decrease) in cash	(10,576)	19,075
Cash, beginning of year	19,121	46
Cash, end of year	8,545	19,121

Supplemental cash flow information (note 29)

The accompanying notes are an integral part of these consolidated financial statements.

1. REPORTING ENTITY

Rogers Sugar Inc. ("Rogers" or the "Company") is a company domiciled in Canada, incorporated under the Canada Business Corporations Act. The head office of Rogers is located at 123 Rogers Street, Vancouver, British Columbia, V6B 3V2. The consolidated financial statements of Rogers as at September 27, 2025 and September 28, 2024 comprise Rogers and the directly and indirectly controlled subsidiaries, Lantic Inc. ("Lantic"), Lantic Maple Inc. (formerly known as The Maple Treat Corporation) and Highland Sugarworks Inc. (the latter two companies together referred to as "Maple"), (together referred to as the "Company"). The principal business activities of the Company are the refining, packaging and marketing of sugar ("Sugar segment"), and the packaging, marketing and distribution of maple syrup and other related maple products ("Maple segment").

The Company's fiscal year ends on the Saturday closest to the end of September. All references to 2025 and 2024 represent the years ended September 27, 2025 and September 28, 2024.

2. BASIS OF PREPARATION

(A) STATEMENT OF COMPLIANCE:

These consolidated financial statements have been prepared in accordance with IFRS Accounting Standards ("IFRS") as issued by the International Accounting Standards Board ("IASB").

These consolidated financial statements were authorized for issue by the Board of Directors on November 26, 2025.

(B) BASIS OF MEASUREMENT:

These consolidated financial statements have been prepared on the historical cost basis except for the following material items in the consolidated statements of financial position:

- (i) derivative financial instruments are measured at fair value;
- (ii) equity-settled share-based compensation, cash-settled share appreciation rights and cash-settled performance share units are measured at fair value;
- (iii) the defined benefit liability is recognized as the net total of the present value of the defined benefit obligation less the total of the fair value of the plan assets and the unrecognized past service costs;
- (iv) assets acquired and liabilities assumed in business combinations are measured at fair value at acquisition date, less any subsequent impairment, if applicable; and
- (v) lease obligations which are measured at the present value of minimum lease liabilities in accordance with IFRS 16 Leases.

(C) FUNCTIONAL AND PRESENTATION CURRENCY:

These consolidated financial statements are presented in Canadian dollars, since it is the Company's functional currency. All financial information presented in Canadian dollars has been rounded to the nearest thousands, except as noted and per share amounts.

(D) USE OF ESTIMATES AND JUDGEMENTS:

The preparation of these consolidated financial statements, in conformity with IFRS, requires management to make judgements, estimates and assumptions about future events that affect the application of accounting policies and the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the consolidated financial statements, and the reported amounts of revenues and expenses during the reporting years.

3. MATERIAL ACCOUNTING POLICIES

(A) BASIS OF CONSOLIDATION:

The consolidated financial statements include Rogers and the directly and indirectly controlled subsidiaries, Lantic Inc., Lantic Maple Inc. (formerly known as The Maple Treat Corporation) and Highland Sugarworks Inc.

Control exists where the Company is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The financial statements of subsidiaries are included in the consolidated financial statements from the date control commences until the date that control ceases. The accounting policies of subsidiaries are aligned with the policies adopted by the Company.

The Company owns 100% of the common shares and 100% of the Class A shares of Lantic. Lantic Capital Inc., a wholly-owned subsidiary of Belcorp Industries Inc., owns the two outstanding Class C shares of Lantic. These Class C shares are non-voting, have no rights to return or risk of loss and are redeemable for a nominal value of one dollar each. The Class C shares entitle the holder to elect five of the seven directors of Lantic but have no other voting rights at any meetings of Lantic's shareholders except as may be required by law.

Notwithstanding Lantic Capital Inc.'s ability to elect five of the seven directors of Lantic, Lantic Capital Inc. receives no benefits or exposure to losses from its ownership of the Class C shares. As the Class C shares are non-dividend paying and redeemable for a nominal value of one dollar, there is no participation in future dividends or changes in value of Lantic resulting from the ownership of the Class C shares. There is also no management fee or other form of consideration attributable to the Class C shares. The determination of control involves judgement. Based on all the facts and available information, management has concluded that Rogers has control of Lantic.

Inter-company balances and transactions, and any unrealized income and expenses arising from inter-company transactions, are eliminated in preparing the consolidated financial statements.

(B) FOREIGN CURRENCY TRANSACTIONS:

Monetary assets and liabilities denominated in foreign currencies at the reporting date are translated into the functional currency at the exchange rate in effect at that date. Non-monetary assets and liabilities denominated in foreign currencies that are measured at fair value are translated at the rate prevailing at the date that the fair value was determined. Foreign denominated non-monetary assets and liabilities that are measured at the historical costs are translated at the rate prevailing at the transaction date. Revenues and expenses denominated in foreign currencies are translated into the functional currency at the rate in effect on the dates they occur. Gains or losses resulting from these translations are recorded in net earnings of the period.

(C) FOREIGN OPERATIONS:

The assets and liabilities of foreign operations, including goodwill and fair value adjustments arising on business combinations, are translated to Canadian dollars at exchange rates at the reporting date. The income and expenses of foreign operations are translated to Canadian dollars at the average exchange rate in effect during the reporting period.

Foreign currency differences are recognized in other comprehensive income (loss) in the accumulated foreign currency translation differences account. When a foreign operation is disposed of in its entirety or partially such that control, significant influence or joint control is lost, the cumulative amount in the translation reserve related to that foreign operation is reclassified to profit or loss as part of the gain or loss on disposal.

(D) CASH:

Cash includes cash on hand, bank balances and bank overdraft when the latter forms an integral part of the Company's cash management.

3. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(E) INVENTORIES:

Inventories are valued at the lower of cost and net realizable value. The cost of inventories is determined on a first-in, first-out basis and includes expenditures incurred in acquiring the inventories, production or conversion costs and other costs incurred in bringing them to their existing location and condition. In the case of manufactured inventories and work in progress, cost includes an appropriate share of production overheads based on normal operating capacity.

Net realizable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and selling expenses.

(F) PROPERTY, PLANT AND EQUIPMENT:

Property, plant and equipment, with the exception of land, are recorded at cost less accumulated depreciation and any accumulated impairment losses. Land is carried at cost and is not depreciated.

Cost includes expenditures that are directly attributable to the acquisition of the asset less any government grants received for capital expenditures. The cost of assets includes the cost of materials and direct labour, any other costs directly attributable to bringing the assets to a working condition for their intended use, the costs of dismantling and removing the items and restoring the site on which they are located, and borrowing costs on qualifying assets. Purchased software that is integral to the functionality of the related equipment is capitalized as part of that equipment. When significant parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment. Construction-in-progress assets are capitalized during construction and depreciation commences when the asset is available for use.

The cost of replacing a part of an item of property, plant and equipment is recognized in the carrying amount of the item if it is probable that the future economic benefits embodied within the part will flow to the Company and its cost can be measured reliably. The carrying amount of the replaced part is derecognized. The costs of the day-to-day servicing of property, plant and equipment are recognized in profit or loss as incurred.

Gains and losses on disposal of items of property, plant and equipment are determined by comparing the proceeds from disposal with the carrying amount of the property, plant and equipment and are recognized in cost of sales for assets used in production and in administration and selling expenses for all other assets.

Depreciation related to assets used in production is recorded in cost of sales while the depreciation of all other assets is recorded in administration and selling expenses. Depreciation is calculated on a straight-line basis, after taking into account residual values, over the estimated useful lives of each component of an item of property, plant and equipment, since this most closely reflects the expected pattern of consumption of the future economic benefits embodied in the asset. Significant components of individual assets are assessed and, if a component has a useful life that is different from the remainder of that asset, then that component is depreciated separately.

The estimated useful lives are as follows:

Barrels	6 years
Buildings	10 to 60 years
Furniture and fixtures	3 to 10 years
Machinery and equipment	5 to 40 years

Depreciation methods, useful lives and residual values are reviewed at each financial year-end and depreciation is adjusted on a prospective basis, if necessary.

3. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(G) INTANGIBLE ASSETS:

(i) Goodwill:

Goodwill is measured at the acquisition date as the fair value of the consideration transferred less the fair value of the net identifiable assets of the acquired company or business activities. Goodwill is not amortized and is carried at cost less accumulated impairment losses. Goodwill is tested for impairment annually or more frequently if events or changes in circumstances indicate that the asset might be impaired.

(ii) Other intangible assets:

Intangible assets that are acquired by the Company and have finite useful lives are initially measured at cost. Following initial recognition, intangible assets are measured at cost less accumulated amortization and accumulated impairment losses. Subsequent expenditures are capitalized only when they increase the future economic benefits embodied in the specific asset to which it relates. Amortization is calculated over the cost of the asset, less its residual value. Amortization is recognized in administrative expenses on a straight-line basis over the estimated useful lives of the intangible assets from the date that they are available for use, since this most closely reflects the expected pattern of consumption of the future economic benefits embodied in the asset. Amortization of intangible assets not in service begins when they are ready for their intended use. The estimated useful lives are as follows:

Software	5 to 15 years
Customer relationships	10 years
Other	10 years

Brand names are not amortized as they are considered to have an indefinite life and are tested for impairment annually or more frequently if events or changes in circumstances indicate that the asset might be impaired.

For intangible assets with finite life, useful lives and residual values are reviewed at each financial year-end and amortization is adjusted on a prospective basis, if necessary.

(H) LEASES:

The Company recognizes a right-of-use asset and a lease liability based on the present value of future lease payments when the leased asset is available for use by the Company. The lease payments include fixed and in-substance fixed payments and variable lease payments that depend on an index or rate, less any lease incentives receivable. The lease payments are discounted using the interest rate implicit in the lease or the lessee's incremental borrowing rate. The Company uses their incremental borrowing rate for its present value calculations. Lease payments are discounted over the lease term, which includes the fixed term and renewal options that the Company is reasonably certain to exercise. Lease payments are allocated between the lease liability and a finance cost, which is recognized in finance costs over the lease term in the consolidated statement of earnings.

Lease payments for assets that are exempt through the short-term exemption and variable payments not based on an index or rate are recognized in administration and selling expenses or distribution expenses as incurred.

Right-of-use assets are measured at cost, less any accumulated depreciation and accumulated impairment losses, and adjusted for any re-measurement of lease liabilities. Cost is calculated as the initial measurement of the lease liability plus any initial direct costs and any lease payments made at or before the commencement date. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term or the useful life.

3. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(I) IMPAIRMENT:

The carrying amounts of the Company's non-financial assets, other than inventories and deferred tax assets, are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated. For goodwill, and intangible assets that have indefinite useful lives, the recoverable amount is estimated yearly at the same time, at year-end, and whenever there is an indication that the asset might be impaired.

For the purpose of impairment testing, assets that cannot be tested individually are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or groups of assets (the "cash-generating unit", or "CGU").

The Company's corporate assets do not generate cash inflows. If there is an indication that a corporate asset may be impaired, then the recoverable amount is determined for the CGU to which the corporate asset belongs.

The recoverable amount of an asset or CGU is the greater of its value in use and its fair value less costs to sell. An impairment loss is recognized if the carrying amount of an asset or its CGU exceeds its estimated recoverable amount. Impairment losses are recognized in profit or loss. Impairment losses recognized in respect of a CGU are allocated first to reduce the carrying amount of any goodwill allocated to the CGU, and then to reduce the carrying amount of the other assets in the CGU.

In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset or group of assets. Fair value less costs to sell (the "FVLCS") is the estimated amount obtainable from the sale of the CGU in an arm's-length transaction between knowledgeable, willing parties, less the costs of disposal. In assessing the fair value less cost to sell, the market approach is used which incorporates comparable transaction multiples applied to adjusted EBITDA less an estimate of the cost to sell to derive a range of the FVLCS.

An impairment loss in respect of goodwill is not reversed. In respect of other assets, impairment losses recognized in prior years are assessed at each reporting date for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortization, if no impairment loss had been recognized.

(J) EMPLOYEE BENEFITS:

(i) Pension benefit plans:

The Company provides post-employment benefits through defined benefit and defined contribution plans. The Company also sponsors Supplemental Executive Retirement Plans ("SERP"), which are neither registered nor pre-funded. Finally, the Company sponsors defined benefit life insurance, disability plans and medical benefits for some retirees and employees.

Defined contribution plans

The Company's obligations for contributions to employee defined contribution pension plans are recognized as employee benefit expense in profit or loss in the years during which services are rendered by employees.

Defined benefit plans

The Company maintains some contributory defined benefit plans that provide for pensions to employees based on years of service and the employee's compensation. The Company's net obligation in respect of defined benefit plans is calculated separately for each plan by estimating the amount of future benefit that employees have earned in the current and prior years, discounting that amount and deducting the fair value of any plan assets. The discount rate is the yield at the reporting date on AA credit-rated bonds that have maturity dates approximating the terms of the Company's obligations and that are denominated in the same currency in which the benefits are expected to be paid.

3. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(J) EMPLOYEE BENEFITS: (CONTINUED)

(i) Pension benefit plans: (continued)

The calculation of defined benefit obligations is performed annually by a qualified actuary using the projected unit credit method. When the calculation results in a potential asset for the Company, the recognized asset is limited to the present value of economic benefits available in the form of any future refunds from the plan or reductions in future contributions to the plan. To calculate the present value of economic benefits, consideration is given to any applicable minimum funding requirements.

Re-measurements of the net defined benefit liability, which comprise actuarial gains and losses, the return on plan assets (excluding interest) and the effect of the asset ceiling (if any, excluding interest), are recognized immediately in other comprehensive income (loss). The Company determines the net interest expense (income) on the net defined benefit liability (asset) for the period by applying the discount rate used to measure the defined benefit obligation at the beginning of the annual period to the then-net defined benefit liability (asset), taking into account any changes in the net defined benefit liability (asset) during the period as a result of contributions and benefit payments. Net interest expense and other expenses related to defined benefit plans are recognized in profit or loss.

When the benefits of a plan are changed or when a plan is curtailed, the resulting change in benefit that relates to past service or the gain or loss on curtailment is recognized immediately in profit or loss. Costs related to plan settlements are recorded at the time the Company is committed to a settlement as a separate constructive obligation. Subsequent to the Company being committed to a settlement, the plan liability is measured at the expected settlement amount using settlement interest rates.

(ii) Short-term employee benefits:

Short-term employee benefit obligations are measured on an undiscounted basis and are expensed as the related service is provided. A liability is recognized for the amount expected to be paid under cash incentive if the Company has a present legal or constructive obligation to pay the amount as a result of past service provided by the employee, and the obligation can be estimated reliably.

(iii) Share-based compensation:

The Company has a Share Option Plan. Share-based payment awards are measured at fair value at the grant date, which is recognized as a personnel expense, with a corresponding increase in contributed surplus over the vesting period, which is normally five years. The amount recognized as an expense is adjusted to reflect the number of awards for which the related service conditions are expected to be met. Any consideration paid by employees on exercise of share options is credited to share capital.

(iv) Employee share purchase plan:

The Company has an Employee Share Purchase Plan that is an equity-settled share-based payment with employees; the measurement is based on the grant-date fair value of the equity instrument granted. As such, the expense is recognized when the employee purchases the shares.

(v) Cash-settled Performance Share Units:

The Company has a Performance Share Units plan ("PSU") entitling certain senior personnel and executives to a cash payment. A liability is recognized in payables for the services acquired and is recorded at fair value based on the share price of the Company's Common Shares with a corresponding expense recognized in administration and selling expenses. The amount recognized as an expense is adjusted to reflect the number of units for which the related service and performance conditions are expected to be met, such that the amount ultimately recognized as an expense is based on the units of awards that do meet the related service and non-market performance conditions at the vesting date.

At the end of each reporting period until the liability is settled, the fair value of the liability is re-measured, with any changes in fair value recognized in the consolidated statement of earnings. The fair value of the employee benefits expense of the PSUs is measured using management's best estimate which includes a Monte Carlo pricing model.

(vi) Termination benefits:

Termination benefits are expensed at the earlier of when the Company can no longer withdraw the offer of those benefits and when the Company recognizes costs for a restructuring. If benefits are not expected to be fully settled within 12 months of the end of the reporting period, they are discounted.

3. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(K) PROVISIONS:

A provision is recognized if, as a result of a past event, the Company has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The unwinding of the discount is recognized as finance costs.

The Company recognizes the estimated liability for future costs to be incurred in the remediation of site restoration in regards to asbestos removal and disposal of such asbestos to a landfill for hazardous waste, and for oil, chemical and other hazardous materials, only when a present legal or constructive obligation has been determined and that such obligation can be estimated reliably. Upon initial recognition of the obligation, the corresponding costs are added to the carrying amount of the related items of property, plant and equipment and amortized as an expense over the economic life of the asset, or earlier if a specific plan of removal exists. This obligation is reduced every year by payments incurred during the year in relation to these items. The obligation might be increased by any required remediation to the owned assets that would be required through enacted legislation.

(L) FINANCIAL INSTRUMENTS:

(i) IFRS 9, Financial Instruments:

The Company initially recognizes trade receivables when they are originated and other financial instruments on the trade date at which the Company becomes a party to the contractual provisions of the instrument. Financial instruments are initially measured at fair value except for trade receivables without a financing component which are initially measured at the transaction price. In the case of a financial asset or financial liability not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition or issue of the financial asset or financial liability are added to or deducted from the fair value.

(ii) Financial assets:

Financial assets are classified into the following categories:

a. Financial assets measured at amortized cost:

A financial asset is subsequently measured at amortized cost, using the effective interest method and net of any impairment loss, if:

- the asset is held within a business model whose objectives is to hold assets in order to collect contractual cash flows; and
- the contractual terms of the financial asset give rise, on specified dates, to cash flows that are solely payments of principals and/or interest.

The Company derecognizes a financial asset when the contractual rights to the cash flows from the asset expire, or it transfers the rights to receive the contractual cash flows on the financial asset in a transaction in which substantially all the risks and rewards of ownership of the financial asset are transferred.

The Company recognizes loss allowances for expected credit losses on financial assets measured at amortized cost.

The Company uses historical trends of the probability of default, the timing of recoveries and the amount of loss incurred, adjusted for management's judgement as to whether current economic and credit conditions are such that the actual losses are likely to be greater or less than suggested by historical trends.

An impairment loss in respect of a financial asset measured at amortized cost is calculated as the difference between its carrying amount and the present value of the estimated future cash flows discounted at the asset's original effective interest rate. Losses are recognized in income or loss and reflected in an allowance account against trade and other receivables.

3. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(L) FINANCIAL INSTRUMENTS: (CONTINUED)

(ii) Financial assets: (continued)

b. Financial assets measured at fair value through profit or loss:

These assets are measured at fair value through profit or loss and changes therein, including any interest are recognized in profit or loss. The Company currently has no significant financial assets measured at fair value, except for derivative financial instruments.

(iii) Financial liabilities:

Financial liabilities are classified into the following categories:

a. Financial liabilities measured at amortized cost:

Financial liability subsequently measured at amortized cost, is accounted for using the effective interest method.

b. Financial liabilities measured at fair value through profit or loss:

Financial liabilities at fair value through profit or loss are initially recognized at fair value and are re-measured at each reporting date with any changes therein recognized in net earnings. The Company currently has no significant financial liabilities measured at fair value except for derivative financial instruments.

The Company derecognizes a financial liability when its contractual obligations are discharged or cancelled or expired.

Financial assets and liabilities are offset and the net amount is presented in the consolidated statements of financial position when, and only when, the Company has a legal right to offset the amounts and intends either to settle on a net basis or to realize the asset and settle the liability simultaneously.

(iv) Fair values of financial instruments:

Financial assets and liabilities measured at fair value use a fair value hierarchy to prioritize the inputs used in measuring fair value as follows:

Level 1 - valuation based on observable inputs such as quoted prices (unadjusted) in active markets for identical assets or liabilities;

Level 2 - valuation techniques based on inputs that are other than quoted prices included in Level 1 that are observable for the asset or liability, either directly (prices) or indirectly (derived from prices); and

Level 3 - valuation techniques with observable market inputs (involves assumptions and estimates by management of how market participants would price the asset or liability).

a. Cash:

Cash includes cash on hand, bank balances and bank overdraft when the latter forms an integral part of the Company's cash management.

b. Derivative financial instruments:

The Company uses derivative financial instruments to manage its exposure to changes in raw sugar, foreign exchange, and natural gas prices. In addition, the Company entered into interest rate swap contracts to fix a portion of the Company's exposure to floating interest rate debt on its short-term borrowings. The Company's objective for holding derivatives is to minimize risk using the most efficient methods to eliminate or reduce the impacts of these exposures.

Fair value estimates are made as of a specific point in time, using available information about the financial instruments. These estimates are subjective in nature and may not be determined with precision.

3. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(L) FINANCIAL INSTRUMENTS: (CONTINUED)

(iv) Fair values of financial instruments: (continued)

b. Derivative financial instruments: (continued)

The fair value of derivative instruments is the estimated amount that the Company would receive or pay to terminate the instruments at the reporting date. The fair values have been determined by reference to prices available from the markets on which the instruments trade, subject to credit adjustments as applicable. The fair values of the sugar future contracts and options are measured using Level 1 inputs, using published quoted values for these commodities. The fair values for the natural gas futures contracts, foreign exchange forward contracts and interest rate swap contracts are measured using Level 2 inputs. The fair values for these derivative assets or liabilities are estimated using industry standard valuation models.

Where applicable, these models project future cash flows and discount the future amounts to a present value using market-based observable inputs including interest rate curves, credit spreads, natural gas prices, foreign exchange rates, and forward and spot prices for currencies.

The fair values of all derivative instruments approximate their carrying value and are recorded as separate line items on the consolidated statements of financial position.

The Company's natural gas futures and interest rate swap agreements (for fiscal year ends 2025 and 2024 – a portion of its interest rate swap agreements did not fully qualify for hedge accounting) were designated as cash flow hedges and qualified for hedge accounting.

For sugar futures contracts, the amounts are netted with the variation margins paid or received to/from brokers at the end of the reporting period.

c. Compound financial instruments:

The Company's convertible unsecured subordinated debentures are accounted for as compound financial instruments. The liability component of a compound financial instrument is recognized initially at the fair value of a similar liability that does not have an equity conversion option. The equity component is recognized initially as the difference between the fair value of the compound financial instrument as a whole and the fair value of the liability component. Any directly attributable transaction costs are allocated to the liability and equity components in proportion to their initial carrying amounts.

Subsequent to initial recognition, the liability component of a compound financial instrument is measured at amortized cost using the effective interest method. The equity component of a compound financial instrument is not re-measured subsequent to initial recognition. Interest, dividends, gains and losses relating to the financial liability are recognized in profit or loss.

d. Financing charges:

Financing charges, which reflect the cost to obtain new financing, are offset against the debt for which they were incurred and recognized in finance costs using the effective interest method. Financing charges for the revolving credit facility are recorded with other assets.

e. Share capital:

Common shares

Common shares are classified as equity. Incremental costs directly attributable to the issue of common shares are recognized as a deduction from equity, net of any tax effects. Dividends to the equity holders are recorded in equity.

3. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(L) FINANCIAL INSTRUMENTS: (CONTINUED)

(v) Cash flow hedges:

When a derivative is designated as the hedging instrument in a hedge of the variability in cash flows attributable to a particular risk associated with a recognized asset or liability or a highly probable forecasted transaction that could affect net earnings, the effective portion of changes in the fair value of the derivative is recognized in other comprehensive income and presented in accumulated other comprehensive income as part of equity.

The amount recognized in other comprehensive income is removed and included in net earnings under the same line item in the consolidated statements of earnings and comprehensive income as the hedged item, in the same period that the hedged cash flows affect net earnings.

If the hedging instrument no longer meets the criteria for hedge accounting, expires or is sold, terminated, or exercised, the hedge accounting is discontinued prospectively.

If the forecasted transaction is no longer expected to occur, then the balance in accumulated other comprehensive income (loss) is recognized immediately in net earnings.

When the hedged item is a non-financial asset, the amount recognized in other comprehensive income is transferred to net earnings (loss) in the same period that the hedged item affects net earnings.

The Company has designated as cash flow hedges its natural gas futures and its interest rate swap agreements (for fiscal year ends 2025 and 2024 – a portion of its interest rate swap agreements did not fully qualify for hedge accounting) entered into in order to protect itself against natural gas price and interest rate fluctuations.

(M) REVENUE RECOGNITION:

The Company derives revenue from the sale of finished goods, which include sugar, maple syrup and other related maple products. The Company recognizes revenue when all performance obligations have been met which is generally at a point in time when it transfers control of the finished goods to a customer, which occurs upon shipment of the finished goods from the Company's facilities or upon delivery of the finished goods to the customer's premises. Some arrangements for the sale of finished goods provide for customer price discounts and/or volume rebates based on aggregate sales over a specified period, which gives rise to variable consideration. At the time of sale, estimates are made for items giving rise to variable consideration based on the terms of the sales program or arrangement. A portion of export sales are subject to governments' duties, levies or tariffs. Such duties, levies or tariffs are recognized as revenues in the period in which they are incurred.

The estimate is based on historical experience, current trends, and other known factors. Sales are recorded net of customer discounts, rebates, and exclude sales taxes.

(N) NET FINANCE COSTS:

Finance income comprises interest income on funds invested and finance costs comprise interest expense on borrowings and other financing fees. Changes in the fair value of interest rate swaps are recorded initially in other comprehensive income since inception of the cash flow hedge and transferred to net finance costs in the same period that the hedged cash flows affect net earnings. Net change in fair value of interest rate swap that do not meet hedge accounting is recognized in net finance costs. Interest expense is recorded using the effective interest method.

(O) GOVERNMENT ASSISTANCE:

Government assistance, including wage subsidies and investment tax credits, is recorded when there is a reasonable assurance that the assistance will be received and that the Company will comply with all relevant conditions. Government assistance related to the acquisition of inventories, property, plant and equipment and intangible assets is recorded as a reduction of the cost of the related asset. Government assistance related to incurred expenses is recorded as a reduction of the related expenses. Wage subsidies are recorded as a reduction of inventories or the related wage expenses.

3. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(P) INCOME TAXES:

Income tax expense comprises current and deferred taxes. Current tax and deferred tax are recognized in profit or loss except to the extent that it relates to a business combination, or items recognized directly in equity or in other comprehensive income (loss).

Current tax is the expected tax payable or recoverable on the taxable income or loss for the year, using tax rates enacted or substantively enacted at the reporting date, and any adjustment to taxes payable in respect of previous years.

Deferred taxes are recognized in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred taxes are not recognized for the following temporary differences: the initial recognition of assets or liabilities in a transaction that is not a business combination and that affects neither accounting nor taxable profit or loss, and differences relating to investments in subsidiaries and jointly controlled entities to the extent that it is probable that they will not reverse in the foreseeable future. In addition, deferred taxes are not recognized for taxable temporary differences arising on the initial recognition of goodwill. Deferred taxes are measured at the tax rates that are expected to be applied to temporary differences when they reverse, based on the laws that have been enacted or substantively enacted by the reporting date. Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset current tax liabilities and assets, and they relate to income taxes levied by the same tax authority on the same taxable entity, or on different tax entities, but they intend to settle current tax liabilities and assets on a net basis or their tax assets and liabilities will be realized simultaneously.

A deferred tax asset is recognized for unused tax losses, tax credits and deductible temporary differences, to the extent that it is probable that future taxable profits will be available against which they can be utilized. In addition, the effect on deferred tax assets or liabilities of a change in tax rates is recognized in profit or loss in the period in which the enactment or substantive enactment takes place, except to the extent that it relates to an item recognized either in other comprehensive income (loss) or directly in equity in the current or in a previous period. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realized.

(Q) EARNINGS PER SHARE:

The Company presents basic and diluted earnings per share ("EPS") data for its common shares. Basic EPS is calculated by dividing the profit or loss attributable to common shareholders of the Company by the weighted average number of common shares outstanding during the period.

Diluted EPS is determined by adjusting the profit or loss attributable to common shareholders and the weighted average number of common shares outstanding, for the effects of all dilutive potential common shares from the conversion of the convertible debentures and in-the-money stock options.

(R) NEW STANDARDS AND INTERPRETATIONS ADOPTED:

The Company adopted the following standards and interpretations in its consolidated financial statements for the annual period beginning on September 29, 2024.

- Classification of Liabilities as Current or Non-current (Amendments to IAS 1)
- Lease liability in a sale and leaseback (Amendments to IFRS 16)
- Supplier finance arrangements (Amendments to IAS 7 and IFRS 7)

The adoption of the amendments did not have an impact on the consolidated financial statements, other than the amendments to IAS 1, which resulted in the classification of the entire balance of the revolving credit facility as non-current. The change was applied retrospectively to the September 2024 year end consolidated statements. The adoption of these amendments had no impact on the consolidated financial statements.

Notes to consolidated financial statements

(In thousands of dollars except as noted and amounts per share)

3. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(S) NEW STANDARDS AND INTERPRETATIONS NOT YET ADOPTED:

A number of new standards and amendments to standards and interpretations are not yet effective for the year ended September 27, 2025 and have not been applied in preparing these consolidated financial statements. New standards and amendments to standards and interpretations that are currently under review include:

- Amendments to the classification and measurement of financial instruments (Amendments to IFRS 9 and IFRS 7)
- Annual improvements to IFRS Accounting Standards (includes Amendments to IFRS 1, IFRS 7, IFRS 9, IFRS 10, and IAS 7)
- Presentation and disclosure in financial statements (IFRS 18)

The Company does not intend to adopt the Amendments in its consolidated financial statements before the annual period beginning on September 28, 2025. The Company is assessing the impact of the amendments on the consolidated financial statements.

4. DEPRECIATION AND AMORTIZATION EXPENSES

Depreciation and amortization expenses were charged to the consolidated statements of earnings and comprehensive income as follows:

	For the fiscal years ended	
	September 27, 2025	September 28, 2024
	\$	\$
Depreciation of property, plant and equipment		
Cost of sales	19,543	18,905
Administration and selling expenses	730	498
	20,273	19,403
Depreciation of right-of-use assets		
Cost of sales	2,025	1,916
Administration and selling expenses	3,796	3,736
	5,821	5,652
Amortization of intangible assets:		
Administration and selling expenses	3,735	3,788
Total depreciation and amortization expenses	29,829	28,843

5. NET FINANCE COSTS

Recognized in net earnings:

	For the fiscal years ended	
	September 27, 2025	September 28, 2024
	\$	\$
Interest expense on convertible unsecured subordinated debentures, including accretion of \$849 (2024 - \$1,130) (note 21)	9,244	8,636
Interest on revolving credit facility	5,166	4,695
Interest on senior guaranteed notes, including accretion of \$222 (2024- \$213)	3,702	3,694
Amortization of deferred financing fees	1,531	1,328
Interest on <i>Producteurs et Productrices Acéricoles du Québec</i> supplier balance	1,890	1,822
Other interest expense (income)	(52)	43
Interest accretion on discounted lease obligations	1,626	1,720
Net change in fair value of interest rate swaps (note 9)	395	1,845
Net finance costs	23,502	23,783

6. INCOME TAX EXPENSE (RECOVERY)

	For the fiscal years ended	
	September 27, 2025	September 28, 2024
	\$	\$
Current tax expense (recovery):		
Current period	21,902	17,397
Adjustments for prior year periods	(12)	(1,901)
Current tax expense (recovery)	21,890	15,496
Deferred tax expense (recovery):		
Recognition and reversal of temporary differences	49	2,398
Adjustments for prior year periods	(95)	1,803
Deferred tax expense (recovery)	(46)	4,201
Total income tax expense	21,844	19,697

Income tax recognized in other comprehensive income (loss):

	For the fiscal years ended					
	September 27, 2025			September 28, 2024		
	Before tax	Tax effect	Net of tax	Before tax	Tax effect	Net of tax
	\$	\$	\$	\$	\$	\$
Cash flow hedges	1,586	(407)	1,179	(15,873)	4,074	(11,799)
Defined benefit actuarial gains	16,945	(4,347)	12,598	4,477	(1,148)	3,329

Reconciliation of effective tax rate:

The income tax expense differs from the amount computed by applying the Canadian federal and provincial tax rates to earnings before income taxes. The reasons for the difference and the related tax effects are as follows:

	For the fiscal years ended			
	September 27, 2025		September 28, 2024	
	%	\$	%	\$
Earnings before income taxes		86,299		73,426
Income taxes using the Company's statutory tax rate	27.00	23,301	27.00	19,825
Changes due to the following items:				
Effect of differences in tax rates in other jurisdictions	(1.46)	(1,257)	(0.42)	(308)
Non-deductible expenses (non taxable income)	(0.11)	(93)	0.38	278
Adjustments for prior year periods	(0.12)	(107)	(0.13)	(98)
	25.31	21,844	26.83	19,697

Notes to consolidated financial statements

(In thousands of dollars except as noted and amounts per share)

7. TRADE AND OTHER RECEIVABLES

	September 27, 2025	September 28, 2024
	\$	\$
Trade receivables	112,899	112,391
Less expected credit loss	(600)	(598)
	112,299	111,793
Other receivables	16,848	7,988
Initial margin deposits with commodity brokers	422	1,014
	129,569	120,795

The Company grants credit to its customers in the ordinary course of business.

Management believes that the Company's exposure to credit risk and impairment losses related to trade and other receivables is limited due to the following reasons:

- There is a broad base of customers with dispersion across different market segments.
- Bad debt write-offs to total revenue have been less than 0.1% for each of the last five years (averaging less than \$0.1 million per year). Write-offs for fiscal 2025 were \$Nil (September 28, 2024 - \$NIL). All bad debt write-offs are charged to administration and selling expenses.
- Less than 2% of trade receivables are outstanding for more than 90 days (September 28, 2024 - less than 2%), while over 86% are current (less than 30 days) as at September 27, 2025 (September 28, 2024 - 87%).

Through general security agreements with its lenders of the revolving credit facility (Note 16) and senior guaranteed notes (Note 23), trade and other receivables have been granted as continuing collateral security for all present and future indebtedness to the current lenders.

8. INVENTORIES

	September 27, 2025	September 28, 2024
	\$	\$
Raw materials	171,700	164,406
Work in progress	14,849	15,364
Finished goods	62,885	75,462
	249,434	255,232
Packaging and operating supplies	19,062	15,430
Spare parts and other	21,810	19,637
	290,306	290,299

Costs of sales expensed during the year were all inventorial items, except for fixed costs incurred in Taber, Alberta, after the beet slicing campaign, and mark-to-market adjustments of derivative financial instruments. A portion of export sales are subject to governments' duties, levies or tariffs. Such duties, levies or tariffs are recognized in the cost of sales in the period in which they are incurred.

As at September 27, 2025, inventories recognized as cost of sales amounted to \$1,109.9 million (September 28, 2024 - \$1,040.3 million).

All inventories have been pledged as security for the revolving credit facility (Note 16) and senior guaranteed notes (Note 23).

9. FINANCIAL INSTRUMENTS AND RISK MANAGEMENT

(A) CLASSIFICATION AND FAIR VALUES:

The following table shows the carrying amount and fair values of financial assets and financial liabilities, including their level in the fair value hierarchy. It does not include fair value information for financial assets and financial liabilities not measured at fair value if the carrying amount is a reasonable approximation of fair value (which is the case for cash, trade and other receivables, revolving credit facility and trade and other payables).

September 27, 2025	Carrying Amount			Fair Value		
	Fair value – hedging instruments	Fair value through profit or loss	Amortized cost	Total	Fair value hierarchy level	Amount
	\$	\$	\$	\$	\$	\$
Financial assets measured at fair value						
Sugar futures contracts	—	135	—	135	Level 1	135
Natural gas futures contracts used for hedging	2,420	—	—	2,420	Level 2	2,420
	2,420	135	—	2,555		
Financial assets not measured at fair value						
Cash	—	—	8,545	8,545		
Trade and other receivables	—	—	129,569	129,569		
	—	—	138,114	138,114		
Financial liabilities measured at fair value						
Natural gas futures contracts used for hedging	(2,641)	—	—	(2,641)	Level 2	(2,641)
Foreign exchange forward contracts	—	(2,672)	—	(2,672)	Level 2	(2,672)
Interest rate swaps used for hedging	(4,242)	—	—	(4,242)	Level 2	(4,242)
Other interest rate swaps	—	(197)	—	(197)	Level 2	(197)
	(6,883)	(2,869)	—	(9,752)		
Financial liabilities not measured at fair value						
Revolving credit facility	—	—	(147,000)	(147,000)		
Trade and other payables	—	—	(211,209)	(211,209)		
Term loans	—	—	(6,350)	(6,350)	Level 2	(6,800)
Senior guaranteed notes	—	—	(98,630)	(98,630)	Level 2	(94,300)
Convertible unsecured subordinated debentures	—	—	(107,796)	(107,796)	Level 1	(115,000)
	—	—	(570,985)	(570,985)		

Notes to consolidated financial statements

(In thousands of dollars except as noted and amounts per share)

9. FINANCIAL INSTRUMENTS AND RISK MANAGEMENT (CONTINUED)

(A) CLASSIFICATION AND FAIR VALUES: (CONTINUED)

September 28, 2024	Carrying Amount			Fair Value		
	Fair value — hedging instruments	Fair value through profit or loss	Amortized cost	Total	Fair value hierarchy level	Amount
	\$	\$	\$	\$	\$	\$
Financial assets measured at fair value						
Sugar futures contracts	—	367	—	367	Level 1	367
Foreign exchange forward contracts	—	2,480	—	2,480	Level 2	2,480
Interest rate swaps used for hedging	749	—	—	749	Level 2	749
	749	2,847	—	3,596		
Financial assets not measured at fair value						
Cash	—	—	19,121	19,121		
Trade and other receivables	—	—	120,795	120,795		
	—	—	139,916	139,916		
Financial liabilities measured at fair value						
Natural gas futures contracts used for hedging	(2,702)	—	—	(2,702)	Level 2	(2,702)
Interest rate swaps used for hedging	(3,898)	—	—	(3,898)	Level 2	(3,898)
	(6,600)	—	—	(6,600)		
Financial liabilities not measured at fair value						
Revolving credit facility	—	—	(100,000)	(100,000)		
Trade and other payables	—	—	(195,461)	(195,461)		
Senior guaranteed notes	—	—	(98,409)	(98,409)	Level 2	(93,700)
Convertible unsecured subordinated debentures	—	—	(153,830)	(153,830)	Level 1	(154,000)
	—	—	(547,700)	(547,700)		

9. FINANCIAL INSTRUMENTS AND RISK MANAGEMENT (CONTINUED)

(B) DERIVATIVES AND HEDGING:

As at September 27, 2025 and September 28, 2024, the Company's financial derivatives carrying values were as follows:

	Financial Assets		Financial Liabilities	
	Current	Non-current	Current	Non-current
	September 27, 2025		September 27, 2025	
	\$	\$	\$	\$
Derivative financial instruments measured at fair value through profit or loss:				
Sugar futures contracts	135	—	—	—
Foreign exchange forward contracts	—	—	2,537	135
Interest rate swap	—	—	197	—
Derivative financial instruments designated as effective cash flow hedging instruments:				
Natural gas futures contracts	2,420	—	—	2,641
Interest rate swap	—	—	2,933	1,309
	2,555	—	5,667	4,085

	Financial Assets		Financial Liabilities	
	Current	Non-current	Current	Non-current
	September 28, 2024		September 28, 2024	
	\$	\$	\$	\$
Derivative financial instruments measured at fair value through profit or loss:				
Sugar futures contracts	367	—	—	—
Foreign exchange forward contracts	2,414	66	—	—
Derivative financial instruments designated as effective cash flow hedging instruments:				
Natural gas futures contracts	—	—	209	2,493
Interest rate swap	749	—	—	3,898
	3,530	66	209	6,391

9. FINANCIAL INSTRUMENTS AND RISK MANAGEMENT (CONTINUED)

(B) DERIVATIVES AND HEDGING: (CONTINUED)

	For the fiscal years ended					
	Charged to cost of sales Unrealized gain (loss)		Net finance costs		Other comprehensive income	
	September 27, 2025	September 28, 2024	September 27, 2025	September 28, 2024	September 27, 2025	September 28, 2024
	\$	\$	\$	\$	\$	\$
Derivative financial instruments measured at fair value through profit or loss:						
Sugar futures contracts	(9,609)	(12,533)	—	—	—	—
Foreign exchange forward contracts	(8,098)	3,684	—	—	—	—
Interest rate swap	—	—	(395)	(1,845)	—	—
Derivative financial instruments designated as effective cash flow hedging instruments:						
Natural gas futures contracts	—	—	—	—	2,481	(7,119)
Interest rate swap	—	—	—	—	(895)	(8,754)
	(17,707)	(8,849)	(395)	(1,845)	1,586	(15,873)

The following table summarizes the Company's hedging components of accumulated other comprehensive income (loss) ("AOCI") as at September 27, 2025 and September 28, 2024:

	September 27, 2025			September 28, 2024		
	Natural gas futures contracts	Interest rate swap	Total	Natural gas futures contracts	Interest rate swap	Total
	\$	\$	\$	\$	\$	\$
Opening AOCI	(1,992)	(3,957)	(5,949)	5,127	4,797	9,924
Income taxes	(1)	1,635	1,634	(1,828)	(612)	(2,440)
Opening AOCI - net of income taxes	(1,993)	(2,322)	(4,315)	3,299	4,185	7,484
Change in fair value of derivatives designated as cash flow hedges	2,481	(895)	1,586	(7,119)	(8,754)	(15,873)
Income taxes	(637)	230	(407)	1,827	2,247	4,074
Ending AOCI - net of income taxes	(149)	(2,987)	(3,136)	(1,993)	(2,322)	(4,315)

For the fiscal year ended September 27, 2025, the derivatives designated as cash flow hedges were considered to be fully effective and no ineffectiveness has been recognized in net earnings, with the exception of \$395 loss in interest rate swaps (September 28, 2024 - \$1,845 loss in interest rate swaps)

Approximately \$0.5 million of net loss presented in accumulated other comprehensive income (loss) are expected to be reclassified to net earnings within the next twelve months.

9. FINANCIAL INSTRUMENTS AND RISK MANAGEMENT (CONTINUED)

(C) COMMODITY PRICE RISK:

Commodity price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in commodity prices.

There are two types of commodity contracts, which are entered into by the Company:

(i) Sugar:

In order to protect itself against fluctuations of the world raw sugar market, the Company follows a rigorous economic hedging program for all purchases of raw cane sugar and sales of refined sugar. Anytime raw sugar is priced by a sugar supplier, a corresponding sugar futures contract is sold for the same quantity, period and underlying value. Anytime refined sugar is priced by a customer, the corresponding volume of raw sugar is purchased for the same quantity, period and underlying value. The Company's policy is to cover all raw cane purchases and refined sugar sales as they are priced by the Company's suppliers and customers. On a daily basis, the Company monitors all net sugar futures contract positions against the physical priced purchases and sales commitments to ensure that appropriate economic hedge positions are in place.

For the Company's beet operation, the Board of Directors approved an economic pre-hedge, using sugar futures contracts, of some of the beet sugar sales that will occur in the future, provided there is a contract in place with the Alberta Sugar Beet Growers to grow sugar beets.

The Board of Directors also approved a trading book up to a maximum of 15,000 metric tonnes of sugar derivative contracts.

The Company's raw sugar futures contracts as well as the fair value of these contracts relating to purchases or sales of raw sugar as at September 27, 2025 and September 28, 2024 are as follows:

	September 27, 2025			September 28, 2024		
	Original futures contractual amount	Current contractual amount	Fair value gain (loss)	Original futures contractual amount	Current contractual amount	Fair value gain (loss)
	(US\$)	(US\$)	(US\$)	(US\$)	(US\$)	(US\$)
Purchases						
0 - 12 months	141,410	132,953	(8,457)	137,151	151,208	14,057
12 - 24 months	28,159	27,186	(973)	10,715	11,190	475
Over 24 months	117	112	(5)	282	284	2
	169,686	160,251	(9,435)	148,148	162,682	14,534
Sales						
0 - 12 months	(122,588)	(116,525)	6,063	(121,117)	(132,500)	(11,383)
12 - 24 months	(27,609)	(26,189)	1,420	(334)	(354)	(20)
Over 24 months	(10,499)	(10,188)	311	—	—	—
	(160,696)	(152,902)	7,794	(121,451)	(132,854)	(11,403)
Net Position	8,990	7,349	(1,641)	26,697	29,828	3,131
Foreign exchange rate at the end of period			1.3938			1.3515
Net value (CA\$)			(2,287)			4,232
Margin call (receipt) payment at year-end			2,422			(3,865)
Net asset (liability) (CA\$)			135			367

9. FINANCIAL INSTRUMENTS AND RISK MANAGEMENT (CONTINUED)

(C) COMMODITY PRICE RISK: (CONTINUED)

(i) Sugar: (continued)

All sugar futures contracts are traded through a large exchange clearing house on the New York Intercontinental Exchange. Regulation of the US futures industry is primarily self-regulation, with the role of the Federal Commodity Futures Trading Commission being principally an oversight role to determine that self-regulation is continuous and effective.

The exchange clearing house used is one of the world's largest capitalized financial institutions with excellent long-term credit ratings. Daily cash settlements are mandatory (margin calls) for resulting gains and/or losses from futures trading for each customer's account. Due to the above, the Company does not anticipate a credit risk from the raw sugar futures derivative instruments.

As at September 27, 2025 and September 28, 2024, the Company had the following sugar futures contracts:

	September 27, 2025			September 28, 2024		
	Volume M.T.	Contractual average value per M.T. (US\$)	Total contractual amount (US\$)	Volume M.T.	Contractual average value per M.T. (US\$)	Total contractual amount (US\$)
Purchases	448,946	356.95	160,251	349,067	466.05	162,682
Sales	(424,662)	360.06	(152,902)	(270,170)	491.74	(132,854)
Beet pre-hedge	—	—	—	—	—	—
	24,284	n/a	7,349	78,897	n/a	29,828
Foreign exchange rate at the end of the period			1.3938			1.3515
Total contractual amount CA\$			10,242			40,313

If, on September 27, 2025, the raw sugar value would have increased by US\$0.05 per pound (being approximately US\$110.0 per metric tonne), and all other variables remained constant, the impact on net earnings would have been an increase of approximately \$2.8 million (calculated only on the point-in-time exposure on September 27, 2025) (September 28, 2024 - increase in net earnings of \$8.7 million). If the raw sugar value would have decreased by US\$0.02 per pound (being approximately US\$44.00 per metric tonne), and all other variables remained constant, the impact on net earnings would have been a decrease of approximately \$1.1 million (September 28, 2024 - decrease in net earnings of \$3.5 million).

Except for the beet pre-hedge, management believes that the above is not representative, as the Company has physical raw sugar purchases and refined sugar selling contracts that would offset most gains or losses realized from such decrease or increase in the commodity value, when such contracts are liquidated. The Company had no beet pre-hedge contracts as at September 27, 2025 and September 28, 2024.

9. FINANCIAL INSTRUMENTS AND RISK MANAGEMENT (CONTINUED)

(C) COMMODITY PRICE RISK: (CONTINUED)

(ii) Natural gas:

In order to mitigate the overall price risks in the purchase of natural gas for use in the manufacturing operations, the Board approved the use of natural gas futures contracts. Natural gas futures contracts cannot be entered into for speculative reasons. The Company monitors its positions and the credit ratings of its counterparties and does not anticipate losses due to counterparty's non-performance. The Company's natural gas contracts as well as the fair value of these contracts relating to purchases of natural gas are as follows:

	September 27, 2025			September 28, 2024				
	Contracts (10,000 MM BTU)	Original futures contractual amount	Current contractual amount	Fair value gain/ (loss)	Contracts (10,000 MM BTU)	Original futures contractual amount	Current contractual amount	Fair value gain/ (loss)
		(US\$)	(US\$)	(US\$)		(US\$)	(US\$)	(US\$)
Purchases								
Less than 1 year		4,421	6,158	1,737		7,431	7,276	(155)
1 to 2 years		7,884	7,142	(742)		6,077	7,516	1,439
2 to 3 years		10,270	9,402	(868)		9,173	7,994	(1,179)
3 years and over		12,394	12,109	(285)		20,503	18,399	(2,104)
	1,064	34,969	34,811	(158)	1,321	43,184	41,185	(1,999)
Foreign exchange rate at the end of period				1.3938				1.3515
Net asset (liability) (CA\$)				(221)				(2,702)

The forecasted purchases of natural gas, the hedged items, are used for calculating the hedge ineffectiveness. No ineffectiveness was recognized in net earnings as the change in value of the hedging instrument for calculating ineffectiveness was the same or smaller as the change in value of the hedged items used for calculating the ineffectiveness.

If, on September 27, 2025, the natural gas market price would have increased by US\$1.00, and all other variables remained constant, other comprehensive income (loss) would have increased by \$11.0 million (September 28, 2024 - increase in other comprehensive income (loss) of \$13.2 million) as a result of the change in fair value of our natural gas futures. If the natural gas value would have decreased by US\$1.00, and all other variables remained constant, would have an equal but opposite effect on other comprehensive income (loss).

Management believes that this impact for natural gas is not representative as this variance will mostly offset when the actual natural gas is purchased and used. At such time, a gain or loss on the liquidation of the natural gas contracts would mostly offset the same increase or decrease in the actual physical transaction.

9. FINANCIAL INSTRUMENTS AND RISK MANAGEMENT (CONTINUED)

(D) CURRENCY RISK:

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in the foreign exchange rate. The Company's significant cash flow exposure to foreign currency is due mainly to the following:

- sales in US dollars for both the sugar and maple products segments;
- purchases of imported refined white sugar;
- purchases of natural gas;
- sales of by-products;
- Taber refined sugar and by-products sales;
- ocean freight; and
- purchases of property, plant and equipment for both the sugar and maple segments.

The Company mitigates its exposure to foreign currency by entering into forward exchange contracts.

The credit risk associated with foreign exchange contracts arises from the possibility that a counterparty to a foreign exchange contract, in which the Company has an unrealized gain, fails to perform according to the terms of the contract. The credit risk is much less than the notional principal amount, being limited at any time to the change in foreign exchange rates attributable to the principal amount.

Forward foreign exchange contracts have maturities of less than four years and relate mostly to US currency, and from time to time, euro, Sterling pound and Australian dollar currencies. The counterparties to these contracts are major Canadian financial institutions. The Company does not anticipate any material adverse effect on its financial position resulting from its involvement in these types of contracts, nor does it anticipate non-performance by the counterparties.

The Company's foreign currency forward contracts relating to the purchase of raw sugar, the sale of refined sugar, the purchase of natural gas and purchases of property, plant and equipment for the sugar segment are detailed below. In addition, for the maple products segment, the Company hedges its exposure to fluctuations in foreign currency related to its anticipated cash flows from sales to specific US customers, using a foreign exchange forward contract.

9. FINANCIAL INSTRUMENTS AND RISK MANAGEMENT (CONTINUED)

(D) CURRENCY RISK (CONTINUED):

The Company's foreign exchange contracts as at September 27, 2025 and September 28, 2024 are as follows:

	September 27, 2025			
	Original contract value (US/EUR/GBR/AUD\$)	Original contract value (CA\$)	Current contract value (CA\$)	Fair value gain/(loss) (CA\$)
Sugar				
Purchases US dollars				
Less than 1 year	78,053	107,680	108,279	599
1 to 2 years	10,290	14,011	14,093	82
2 to 3 years	1,483	1,993	2,017	24
	89,826	123,684	124,389	705
Sales US dollars				
Less than 1 year	(142,341)	(194,674)	(197,665)	(2,991)
1 to 2 years	(11,958)	(16,162)	(16,381)	(219)
2 to 3 years	(1,185)	(1,588)	(1,611)	(23)
	(155,484)	(212,424)	(215,657)	(3,233)
Total US dollars - Sugar	(65,658)	(88,740)	(91,268)	(2,528)
Maple products				
Purchases US dollars				
Less than 1 year	12,045	16,619	16,654	35
Sales US dollars				
Less than 1 year	(76,078)	(105,178)	(105,136)	42
Total US dollars - Maple	(64,033)	(88,559)	(88,482)	77
Maple				
Purchases EUR				
Less than 1 year	450	734	734	—
Sales EUR				
Less than 1 year	(3,425)	(5,447)	(5,593)	(146)
Total EUR - Maple	(2,975)	(4,713)	(4,859)	(146)
Maple products				
Sales AUD				
Less than 1 year	(3,205)	(2,851)	(2,903)	(52)
Total AUD - Maple	(3,205)	(2,851)	(2,903)	(52)
Maple products				
Sales GBR				
Less than 1 year	(912)	(1,664)	(1,687)	(23)
Total GBR - Maple	(912)	(1,664)	(1,687)	(23)
Total Foreign Exchange	(136,783)	(186,527)	(189,199)	(2,672)

9. FINANCIAL INSTRUMENTS AND RISK MANAGEMENT (CONTINUED)

(D) CURRENCY RISK (CONTINUED):

	September 28, 2024			
	Original contract value (US/EUR/GBR/AUD\$)	Original contract value (CA\$)	Current contract value (CA\$)	Fair value gain/(loss) (CA\$)
Sugar				
Purchases US dollars				
Less than 1 year	114,866	154,805	154,885	80
1 to 2 years	3,838	5,134	5,143	9
2 to 3 years	80	106	106	—
	118,784	160,045	160,134	89
Sales US dollars				
Less than 1 year	(171,121)	(232,501)	(230,808)	1,693
1 to 2 years	(9,845)	(13,208)	(13,192)	16
2 to 3 years	(1,345)	(1,790)	(1,794)	(4)
	(182,311)	(247,499)	(245,794)	1,705
Total US dollars - Sugar	(63,527)	(87,454)	(85,660)	1,794
Maple products				
Purchases US dollars				
Less than 1 year	5,350	7,198	7,209	11
Sales US dollars				
Less than 1 year	(43,608)	(59,488)	(58,748)	740
1 to 2 years	(2,745)	(3,721)	(3,674)	47
	(46,353)	(63,209)	(62,422)	787
Total US dollars - Maple	(41,003)	(56,011)	(55,213)	798
Maple products				
Purchases EUR				
Less than 1 year	74	111	112	1
Sales EUR				
Less than 1 year	(3,397)	(5,095)	(5,133)	(38)
1 to 2 years	(113)	(170)	(172)	(2)
	(3,510)	(5,265)	(5,305)	(40)
Total EUR - Maple	(3,436)	(5,154)	(5,193)	(39)
Maple products				
Sales AUD				
Less than 1 year	(3,030)	(2,745)	(2,818)	(73)
Total AUD - Maple	(3,030)	(2,745)	(2,818)	(73)
Maple Products				
Sales GBR				
Less than 1 year	—	—	—	—
Total GBR - Maple	—	—	—	—
Total Foreign Exchange	(110,996)	(151,364)	(148,884)	2,480

9. FINANCIAL INSTRUMENTS AND RISK MANAGEMENT (CONTINUED)

(D) CURRENCY RISK (CONTINUED):

The Company had the following significant foreign currency exposures at year-end:

	September 27, 2025	September 28, 2024
	(US\$)	(US\$)
Financial instruments measured at amortized cost		
Cash	1,578	1,751
Trade and other receivables, including initial margin deposits	32,264	29,964
Trade and other payables	(5,998)	(5,621)
	27,844	26,094
Financial instruments at cash flow hedging instruments or at fair value through profit or loss:		
Net current contractual amount of raw sugar futures contracts	(7,349)	(29,828)
Natural gas contracts	(34,969)	(43,184)
	(42,318)	(73,012)
Total exposure from above	(14,474)	(46,918)
Forward exchange contracts	(129,691)	(104,529)
Gross exposure	(144,165)	(151,447)
Sugar purchases priced not received	(128,015)	(142,829)
Committed future sales in US dollars	237,686	256,434
Ocean freight	(1,096)	(2,772)
Net exposure	(35,590)	(40,614)

As at September 27, 2025, the US/CAN exchange rate was \$1.3938 (September 28, 2024 - \$1.3515).

Based on the above gross exposure at year-end, and assuming that all other variables remain constant, in particular the price of raw sugar and natural gas, a \$0.05 increase in the Canadian dollar would result in an increase in net earnings of \$5.3 million, (September 28, 2024 - increase in net earnings of \$5.6 million) while a \$0.05 decrease would have an equal but opposite effect on net earnings.

Management believes that the impact on the gross exposure is not representative as it needs to be adjusted for transactions, which are not recorded on the consolidated statements of financial position as at year-end but were committed during the fiscal year, and will be accounted for as the physical transactions occur.

The net exposure is due mainly to the Company's policy not to hedge its foreign exchange exposure on natural gas futures contracts with maturities exceeding 12 months. The impact of a \$0.05 increase in the Canadian dollar would result in an increase in net earnings by \$1.3 million in 2025 (September 28, 2024 - increase in net earnings of \$1.5 million) while a decrease would have an equal but opposite effect on net earnings.

Sugar futures sales contracts represent, in large part, contracts entered into when sugar is priced to a customer. As both the raw sugar component of futures sales contracts and the sugar purchases priced not received are in US dollars, there is no need to hedge the currency of the raw sugar component, hence the adjustment for sugar purchases priced not received. It also includes the Taber sales of refined sugar in US dollars. As all beet sugar is paid in Canadian dollars, Taber sales contracts in US dollars need to be financially hedged for currency exposure.

Some sales are transacted in US dollars. For these sales, the raw sugar value is not hedged, as the corresponding futures contract is also in US dollars. Only the US dollar refined sugar margin and ocean freight contribution are hedged for the currency exposure.

Ocean freight for raw sugar is denominated in US dollars and therefore forward exchange contracts are used to cover the foreign exchange exposure.

9. FINANCIAL INSTRUMENTS AND RISK MANAGEMENT (CONTINUED)**(E) INTEREST RATE RISK:**

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. In order to fix the interest rate on a substantial portion of the expected drawdown of the revolving credit facility, the Company enters into interest rate swap agreements.

To mitigate the risk in future cash flows due to interest rate fluctuations, the Company enters into interest rate swap agreements from time to time. All other borrowings over and above the aggregate notional amount of the swap agreements are therefore exposed to interest rate fluctuations, to the exception of the senior guaranteed notes and the IQ Essor Loan that bear fixed interest rates.

In 2024, the Company has entered into two interest rate swap agreements for \$100.0 million each. Details of such agreements are listed in the table below.

The aggregate notional amount as at the reporting date of all the interest rate swap agreements all contracted under Daily compounded CORRA is as follows:

Fiscal year contracted	Date	Total value \$
Fiscal 2024	December 30, 2024 to December 30, 2026 – 3.941%	100,000
Fiscal 2024	June 27, 2025 to June 27, 2027 – 3.695%	100,000

The counterparties to these swap agreements are major Canadian financial institutions. The Company does not anticipate any material adverse effect on its financial position resulting from its involvement in these types of swap agreements, nor does it anticipate non-performance by the counterparties.

As at September 27, 2025, the Company had long-term cash borrowing of \$251.9 million (September 28, 2024 - \$198.4 million) for which the portion bearing fixed interest rate is exposed to fair value variance risk. Such fixed interest rate long-term cash borrowing included \$98.6 million in senior guaranteed notes (September 28, 2024 - \$98.4 million) and \$3.9 million in IQ Essor Loan (Note 22).

The other portion of long-term cash borrowing bears interest using a risk-adjusted interest rate and is therefore not exposed to fair value variance. This portion of the long-term cash borrowing is at risk-adjusted interest rate and included the IQ Term Loan (Note 22) for \$2.4 million, which is bearing interest at prime rate, and \$147.0 million under the revolving credit facility, which is entered into 30 day Daily compounded CORRA or under prime interest rate. During fiscal 2025, the principal of the revolving credit facility ranged between \$45.0 million to \$260.0 million.

For the fiscal year ended September 27, 2025, if interest rates had been 50 basis points higher, considering all borrowings not covered by the interest rate swap agreements designated for hedge accounting, net earnings would have been \$0.1 million lower (September 28, 2024 - \$0.1 million lower net earnings) while a decrease would have an equal but opposite effect on net earnings.

(F) CREDIT RISK:

Credit risk is the risk of financial loss to the Company if a customer or counterparty to a financial instrument fails to meet its contractual obligation. The Company believes it has limited credit risk other than those explained in Note 7, Trade and other receivables and Note 9, Financial instruments.

9. FINANCIAL INSTRUMENTS AND RISK MANAGEMENT (CONTINUED)

(G) LIQUIDITY RISK:

Liquidity risk is the risk that the Company will not be able to meet its obligations as they fall due. The following are the contractual maturities of financial liabilities, including estimated interest payments:

	September 27, 2025				
	Carrying amount	Contractual cash flows	0 to 12 months	12 to 24 months	After 24 months
	\$	\$	\$	\$	\$
Non-derivative financial liabilities					
Revolving credit facility	147,000	147,000	—	—	147,000
Trade and other payables	211,209	211,209	211,209	—	—
Term loans	6,350	8,080	85	85	7,910
Senior guaranteed notes	98,630	119,486	3,490	3,490	112,506
	463,189	485,775	214,784	3,575	267,416
Derivative financial instruments measured at fair value through profit or loss:					
Sugar futures contracts ⁽¹⁾	(135)	10,242	22,897	1,390	(14,045)
Forward exchange contracts (net) ⁽¹⁾	2,672	(186,527)	(184,781)	(2,151)	405
Derivative financial instruments designated as effective cash flow hedging instruments:					
Natural gas contracts ⁽¹⁾	221	48,520	8,583	9,954	29,983
Interest on swap agreements	4,242	12,029	8,272	3,757	—
	7,000	(115,736)	(145,029)	12,950	16,343
	470,189	370,039	69,755	16,525	283,759

(1) Based on notional amounts as presented above.

9. FINANCIAL INSTRUMENTS AND RISK MANAGEMENT (CONTINUED)**(G) LIQUIDITY RISK: (CONTINUED)**

	September 28, 2024				
	Carrying amount	Contractual cash flows	0 to 12 months	12 to 24 months	After 24 months
	\$	\$	\$	\$	\$
Non-derivative financial liabilities					
Revolving credit facility	100,000	100,000	—	—	100,000
Trade and other payables	195,461	195,461	195,461	—	—
Convertible unsecured subordinated debentures-Sixth series	57,182	57,425	57,425	—	—
Senior guaranteed notes ⁽²⁾	98,409	122,976	3,490	3,490	115,996
	451,052	475,862	256,376	3,490	215,996
Derivative financial instruments measured at fair value through profit or loss:					
Sugar futures contracts ⁽¹⁾	(367)	40,313	25,284	14,645	384
Forward exchange contracts (net) ⁽¹⁾	(2,480)	(151,364)	(137,714)	(11,966)	(1,684)
Derivative financial instruments designated as effective cash flow hedging instruments:					
Natural gas contracts ⁽¹⁾	2,702	55,661	9,834	10,158	35,669
Interest on swap agreements	3,149	16,599	4,875	7,636	4,088
	3,004	(38,791)	(97,721)	20,473	38,457
	454,056	437,071	158,655	23,963	254,453

(1) Based on notional amounts as presented above.

(2) Contractual cash flows were modified from \$100,000 to \$122,976 to include interest payments.

The convertible unsecured subordinated debentures in the carry amount of \$107.8 million and the related interest payments of \$34.5 million (September 28, 2024 – carrying amount of \$96.6 million for the Seventh series and interest payments of \$4.2 million) have been excluded from the above due to the Company's option to satisfy the obligations at redemption or maturity in shares.

The Company borrows under its revolving credit facility (Note 16). It is the Company's intention to keep a debt level under its revolving credit facility ranging between \$140.0 million and \$250.0 million. All other non-derivative financial liabilities are expected to be financed through the collection of trade and other receivables and cash flows generated from operations. The eastern expansion project ("LEAP Project") is financed using a combination of various financial instruments, including the revolving credit facility, loans from Investissement Quebec ("IQ loans") for up to \$65 millions, and other debt and/or equity instruments.

Derivative financial instruments for raw sugar, natural gas and forward exchange contracts are expected to be financed from the working capital of the Company.

As at September 27, 2025 the Company had an unused available line of credit of \$193.0 million (September 28, 2024 - \$240.0 million), a cash balance of \$8.5 million (September 28, 2024 - \$19.1 million).

10. PROPERTY, PLANT AND EQUIPMENT

	Land	Buildings	Machinery and equipment	Barrels	Furniture and fixtures	Construction in progress	Total
		\$	\$	\$	\$	\$	\$
Cost or deemed cost:							
Balance at September 30, 2023	18,089	97,175	390,091	2,952	10,220	30,523	549,050
Additions	—	96	744	347	54	84,101	85,342
Transfers	—	1,666	20,829	—	279	(22,774)	—
Disposals	—	(28)	(31)	—	(105)	—	(164)
Effect of movements in exchange rate	—	—	—	—	—	—	—
Balance at September 28, 2024	18,089	98,909	411,633	3,299	10,448	91,850	634,228
Additions	—	81	278	267	77	94,810	95,513
Transfers	—	16,420	15,268	—	916	(32,604)	—
Disposals	—	—	(1,655)	(92)	—	—	(1,747)
Effect of movements in exchange rate	—	1	5	—	—	—	6
Balance at September 27, 2025	18,089	115,411	425,529	3,474	11,441	154,056	728,000
Accumulated depreciation:							
Balance at September 30, 2023	—	36,236	235,959	2,418	7,252	—	281,865
Depreciation	—	3,191	15,281	137	794	—	19,403
Disposals	—	(28)	(31)	—	(101)	—	(160)
Balance at September 28, 2024	—	39,399	251,209	2,555	7,945	—	301,108
Depreciation	—	3,465	15,614	183	1,011	—	20,273
Disposals	—	—	(1,352)	(92)	—	—	(1,444)
Balance at September 28, 2025	—	42,864	265,471	2,646	8,956	—	319,937
Net carrying amounts							
At September 28, 2024	18,089	59,510	160,424	744	2,503	91,850	333,120
At September 27, 2025	18,089	72,547	160,058	828	2,485	154,056	408,063

There were no impairment losses during fiscal 2025 and 2024.

Any grants received are offset against property, plant and equipment additions. During the year, an amount of \$1.6 million was recorded (September 28, 2024 - \$0.2 million), which includes \$1.1 million related to the IQ Essor Loan described in Note 22.

All property, plant and equipment have been pledged as security for the revolving credit facility (Note 16) and senior guaranteed notes (Note 23).

Notes to consolidated financial statements

(In thousands of dollars except as noted and amounts per share)

10. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

The following table summarizes the capitalized costs associated with the LEAP project. These costs are included in construction in progress which is included in property, plant and equipment.

	Total	Portion related to borrowing costs	Interest capitalization rate
	\$	\$	\$
Cost or deemed cost:			
Balance at September 30, 2023	11,203	359	
Additions	42,616	1,347	5.10
Balance at September 28, 2024	53,819	1,706	
Additions	74,603	2,009	4.82
Balance at September 27, 2025	128,422	3,715	

As at September 27, 2025, included in this amount are \$3.0 million of deposits on machinery and equipment (September 28, 2024 - \$11.3 million).

11. RIGHT-OF-USE ASSETS

	Land	Buildings	Machinery and equipment	Total
	\$	\$	\$	\$
Cost:				
Balance at September 30, 2023	40	30,753	15,237	46,030
Additions	—	2,463	711	3,174
Disposals	—	—	(347)	(347)
Effect of movements in exchange rate	—	(1)	—	(1)
Balance at September 28, 2024	40	33,215	15,601	48,856
Additions	—	4,185	507	4,692
Disposals	—	—	—	—
Effect of movements in exchange rate	—	12	1	13
Balance at September 27, 2025	40	37,412	16,109	53,561
Accumulated depreciation:				
Balance at September 30, 2023	—	11,510	4,547	16,057
Depreciation	—	3,698	1,954	5,652
Disposals	—	—	(347)	(347)
Balance at September 28, 2024	—	15,208	6,154	21,362
Depreciation	—	3,968	1,853	5,821
Balance at September 27, 2025	—	19,176	8,007	27,183
Net carrying amounts:				
At September 28, 2024	40	18,007	9,447	27,494
At September 27, 2025	40	18,236	8,102	26,378

12. INTANGIBLE ASSETS

	Software	Customer relationships	Brand names ⁽¹⁾	Other	Total
	\$	\$	\$	\$	\$
Cost:					
Balance at September 30, 2023	4,940	34,513	5,857	574	45,884
Additions	168	—	—	—	168
Effect of movements in exchange rate	—	123	43	—	166
Balance at September 28, 2024	5,108	34,636	5,900	574	46,218
Additions	—	—	—	—	—
Effect of movements in exchange rate	—	46	8	—	54
Balance at September 27, 2025	5,108	34,682	5,908	574	46,272
Accumulated amortization:					
Balance at September 30, 2023	3,691	20,965	—	338	24,994
Amortization for the year	315	3,444	—	29	3,788
Balance at September 28, 2024	4,006	24,409	—	367	28,782
Amortization for the year	251	3,455	—	29	3,735
Balance at September 27, 2025	4,257	27,864	—	396	32,517
Net carrying amounts:					
At September 28, 2024	1,102	10,227	5,900	207	17,436
At September 27, 2025	851	6,818	5,908	178	13,755

(1) Indefinite life

13. OTHER ASSETS

Deferred financing charges represent the fees and costs related to the revolving credit facility agreement (Note 16). These fees are amortized over the life of the revolving credit facility, which matures on March 28, 2030.

Notes to consolidated financial statements

(In thousands of dollars except as noted and amounts per share)

14. DEFERRED TAX LIABILITIES

The deferred tax liabilities comprise the following temporary differences:

	September 27, 2025	September 28, 2024
	\$	\$
Net assets (liabilities):		
Property, plant and equipment	(44,981)	(44,939)
Right-of-use assets	(6,742)	(7,119)
Intangibles	(3,775)	(4,648)
Employee benefits	(5,618)	(904)
Lease obligations	7,153	7,413
Derivative financial instruments	2,471	(221)
Losses carried forward	528	4,220
Goodwill	(2,960)	(3,042)
Provisions	1,754	2,172
Deferred financing charges	405	698
Other	1,058	1,112
	(50,707)	(45,258)

As at September 27, 2025, no deferred tax liability was recognized for temporary differences arising from investments in subsidiaries because the Company controls the decisions affecting the realization of such liabilities and it is probable that the temporary differences will not reverse in the foreseeable future.

14. DEFERRED TAX LIABILITIES (CONTINUED)

The movement in temporary differences during the current years is as follows:

	Balance September 28, 2024	Recognized in profit (loss)	Recognized in other comprehensive income (loss)	Recognized in equity	Balance September 27, 2025
	\$	\$	\$	\$	\$
Property, plant and equipment	(44,939)	(41)	(1)	—	(44,981)
Right-of-use assets	(7,119)	382	(5)	—	(6,742)
Intangibles	(4,648)	868	5	—	(3,775)
Employee benefits	(904)	(367)	(4,347)	—	(5,618)
Lease obligations	7,413	(264)	4	—	7,153
Derivative financial instruments	(221)	3,099	(407)	—	2,471
Losses carried forward	4,220	(3,692)	—	—	528
Goodwill	(3,042)	99	(17)	—	(2,960)
Provisions	2,172	(418)	—	—	1,754
Deferred financing charges	698	(293)	—	—	405
Other	1,112	673	—	(727)	1,058
	(45,258)	46	(4,768)	(727)	(50,707)

	Balance September 30, 2023	Recognized in profit (loss)	Recognized in other comprehensive income (loss)	Recognized in equity	Balance September 28, 2024
	\$	\$	\$	\$	\$
Property, plant and equipment	(41,618)	(3,321)	—	—	(44,939)
Right-of-use assets	(7,737)	617	1	—	(7,119)
Intangibles	(5,566)	918	—	—	(4,648)
Employee benefits	739	(495)	(1,148)	—	(904)
Lease obligations	7,857	(443)	(1)	—	7,413
Derivative financial instruments	(5,307)	1,012	4,074	—	(221)
Losses carried forward	7,832	(3,612)	—	—	4,220
Goodwill	(2,934)	(110)	2	—	(3,042)
Provisions	434	1,738	—	—	2,172
Deferred financing charges	(640)	(166)	—	1,504	698
Other	1,452	(339)	(1)	—	1,112
	(45,488)	(4,201)	2,927	1,504	(45,258)

15. GOODWILL AND INDEFINITE LIFE INTANGIBLE ASSETS

RECOVERABILITY OF CASH GENERATING UNITS ("CGU"):

For the purpose of impairment testing, goodwill and intangibles with indefinite useful life are allocated to the Company's operating segments, which represent the lowest level within the Company at which the goodwill and intangibles are monitored for internal management purposes, as follows:

	September 27, 2025	September 28, 2024
	\$	\$
Sugar:		
Goodwill	229,952	229,952
Maple:		
Goodwill	3,055	3,055
Brand names	5,908	5,900
	238,915	238,907

In assessing whether goodwill and indefinite life intangible assets are impaired, the carrying amount of the segments (including goodwill and indefinite life intangible assets) are compared to their recoverable amount. The recoverable amounts of segments are based on the higher of the value in use and fair value less costs of disposal.

(A) SUGAR SEGMENT

The Company performed the annual impairment review for goodwill as at September 27, 2025, and the estimated recoverable amounts exceeded the carrying amounts of the segment and, as a result, there was no impairment identified.

The recoverable amount was based on the value in use. The key assumptions used in the estimation of the recoverable amount are set out below. The key assumptions represent management's assessment of future trends in the relevant industries and have been based on historical data from both external and internal sources.

	2025	2024
	%	%
Pre-tax discount rate	10.9	10.7
Terminal growth rate	2.0	2.5
Budgeted EBITDA growth rate (average of next 5 years)	5.0	4.7

The discount rate was a pre-tax measure estimated based on historical industry weighted-average cost of capital adjusted for impacts on risk and taxes.

The cash flow projections included specific estimates for five years and a terminal growth rate thereafter. The terminal growth rate was based on management's best estimate of the long-term compound annual EBITDA growth rate.

Budgeted EBITDA was estimated taking into account past experience, adjusted to factor revenue growth for the first year based on budgeted sales volumes, and the following years taking into account the average growth levels experienced over the past 5 years and the estimated sales volumes resulting from the LEAP project and price growth for the next five years. It was assumed that the sales price would increase in line with forecasted inflation over the next five years.

Management has identified the two key assumptions that could cause the carrying amount to exceed the recoverable amount. The following table shows the amount by which these two assumptions would need to change individually for the estimated recoverable amount to be equal to the carrying amount.

15. GOODWILL AND INDEFINITE LIFE INTANGIBLE ASSETS (CONTINUED)

(A) SUGAR SEGMENT: (CONTINUED)

	2025	2024
	% Basis points	% Basis points
Pre-tax discount rate	4.9	3.4
Budgeted EBITDA growth rate	(7.3)	(4.0)

(B) MAPLE SEGMENT

The Company performed the annual impairment review for goodwill as at September 27, 2025, and the estimated recoverable amounts exceeded the carrying amounts of the segment and, as a result, there was no impairment identified.

The recoverable amount was based on the value in use. The key assumptions used in the estimation of the recoverable amount are set out below. The key assumptions represent management's assessment of future trends in the relevant industries and have been based on historical data from both external and internal sources.

	2025	2024
	%	%
Pre-tax discount rate	12.2	11.7
Terminal growth rate	2.0	3.0
Budgeted EBITDA growth rate (average of next 5 years)	4.1	2.7

The discount rate was a pre-tax measure estimated based on historical industry weighted-average cost of capital adjusted for impacts on risk and taxes.

The cash flow projections included specific estimates for five years and a terminal growth rate thereafter. The terminal growth rate was based on management's best estimate of the long-term compound annual EBITDA growth rate.

Budgeted EBITDA was estimated taking into account past experience, adjusted to factor revenue growth for the first year based on budgeted sales volumes, and the following years taking into account the average growth levels experienced over the past 5 years and price growth for the next five years. It was assumed that the sales price would increase in line with forecasted inflation over the next five years.

Management has identified the two key assumptions that could cause the carrying amount to exceed the recoverable amount. The following table shows the amount by which these two assumptions would need to change individually for the estimated recoverable amount to be equal to the carrying amount.

	2025	2024
	% Basis points	% Basis points
Pre-tax discount rate	8.6	6.6
Budgeted EBITDA growth rate	(7.4)	(5.1)

Notes to consolidated financial statements

(In thousands of dollars except as noted and amounts per share)

16. REVOLVING CREDIT FACILITY

On September 27, 2025, the Company had a total of \$340.0 million of available working capital under the revolving credit facility, which matures on March 28, 2030, from which it can borrow at prime rate, SOFR rate or under Adjusted Term CORRA loan (which is Term CORRA plus an adjustment varying between 30 to 32 basis points), plus 20 to 250 basis points, based on achieving certain financial ratios.

During the second quarter of Fiscal 2025, the Company extended the maturity date of its revolving credit facility from October 31, 2027 to March 28, 2030.

Certain assets of the Company, including trade receivables, inventories and property, plant and equipment, have been pledged as security for the revolving credit facility. As at September 27, 2025, a total of \$798.7 million of assets are pledged as security (September 28, 2024 - \$722.8 million).

The Company must comply with certain financial covenants related to the revolving credit facility on a quarterly basis. The Company was in compliance with the financial covenants as at year end.

The carrying value of the revolving credit facility approximates fair value. The valuation model considers the present value of expected payments, discounted using a risk-adjusted discount rate.

17. TRADE AND OTHER PAYABLES

	September 27, 2025	September 28, 2024
	\$	\$
Trade payables	165,964	154,971
Other non-trade payables	5,103	4,072
Personnel-related liabilities	28,606	24,905
Dividends payable to shareholders	11,536	11,513
	211,209	195,461

Considering that maple syrup is harvested once a year, the Producteurs et Productrices Acericoles du Québec ("PPAQ") offers to authorized purchasers the possibility to pay their purchases throughout the year, and before the end of February. The outstanding balance of \$97.9 million as at September 27, 2025 (September 28, 2024 - \$87.2 million) is included in trade payables, bears interest at 4.0% (September 28, 2024 - 5.5%) and is paid in five monthly installments (October, November, December, January and February).

During the year, approximately 89% of the maple syrup purchases were made through the PPAQ process (September 28, 2024 - 86%).

Personnel-related liabilities represent the Company's obligation to its current and former employees that are expected to be settled within one year from the reporting period as salary and accrued vacation.

18. PROVISIONS

	September 27, 2025	September 28, 2024
	\$	\$
Opening balance	8,466	1,702
Additions	—	9,670
Provisions used during the period	(1,629)	(2,906)
Closing balance	6,837	8,466
Presented as:		
Current	4,777	5,585
Non-current	2,060	2,881
	6,837	8,466

Provisions are comprised of asset retirement obligations, which represent the future cost the Company estimated to incur for the removal of asbestos in the operating facilities and for oil, chemical and other hazardous materials for which the Company has been able to identify the costs.

The estimate of the total liability for future asset retirement obligations is subject to change, based on amendments to laws and regulations and as new information concerning the Company's operations becomes available. Future changes, if any, to the estimated total liability as a result of amended requirements, laws, regulations and operating assumptions would be recognized prospectively as a change in estimate, when applicable.

19. LEASE OBLIGATIONS

The Company's leases are primarily for warehouses, operating properties, railcars and production equipment.

The following table presents lease obligations recorded in the consolidated statements of financial position:

	September 27, 2025	September 28, 2024
	\$	\$
Current	5,683	5,194
Non-current	22,278	23,448

The following table summarizes the reconciliation of the lease obligations for the periods ended:

	September 27, 2025	September 27, 2024
	\$	\$
Opening balance	28,642	30,450
Additions	4,692	3,174
Payment of lease obligations	(7,013)	(6,700)
Interest accretion	1,626	1,720
Other	14	(2)
Closing balance	27,961	28,642

Notes to consolidated financial statements

(In thousands of dollars except as noted and amounts per share)

19. LEASE OBLIGATIONS (CONTINUED)

Certain leases contain extension or termination options exercisable by the Company before the end of the non-cancellable contract period. The Company has applied judgement to determine the lease term for the contracts with renewal and termination options and has included renewal and termination options in the measurement of lease obligations when it is reasonably certain to exercise the options. The Company reassesses whether it is reasonably certain to exercise the options if there is a significant event or a significant change in circumstances which impacts the original assessments made.

Expenses relating to short-term leases, and for leases of low-value assets were not significant for the period ended September 27, 2025 and for September 28, 2024.

The total cash outflow for leases (including interest) for the period ended September 27, 2025 was \$7.0 million (September 28, 2024-\$6.7 million), which was included as part of cash outflows from financing activities.

The lease obligations are payable as follows:

	September 27, 2025			September 28, 2024		
	Future minimum lease payments	Interest	Present value of minimum lease payments	Future minimum lease payments	Interest	Present value of minimum lease payments
	\$	\$	\$	\$	\$	\$
Less than one year	7,142	1,459	5,683	6,706	1,512	5,194
Between one and five years	15,787	3,712	12,075	17,217	3,680	13,537
More than five years	12,401	2,198	10,203	11,646	1,735	9,911
	35,330	7,369	27,961	35,569	6,927	28,642

20. EMPLOYEE BENEFITS

The Company sponsors defined benefit pension plans for its employees ("Pension benefit plans"), as well as health care benefits, medical plans and life insurance coverage ("Other benefit plans").

The following table presents a reconciliation of the pension obligations, the plan assets and the funded status of the benefit plans:

	September 27, 2025	September 28, 2024
	\$	\$
Fair value of plan assets:		
Pension benefit plans	153,509	137,767
Defined benefit obligation:		
Pension benefit plans	120,293	122,820
Other benefit plans	11,313	11,423
	131,606	134,243
Funded status:		
Pension benefit plans	33,216	14,947
Other benefit plans	(11,313)	(11,423)
	21,903	3,524
Plans with net assets:		
Pension benefit plans	40,527	23,189
Plans with net liabilities:		
Pension benefit plans	(7,311)	(8,242)
Other benefit plans	(11,313)	(11,423)
	(18,624)	(19,665)

The Company has determined that, in accordance with the terms and conditions of the defined benefit pension plans, and in accordance with statutory requirements (such as minimum funding requirements) of the plans of the respective jurisdictions, the present value of refunds or reductions in the future contributions is not lower than the balance of the total fair value of the plan assets less the total present value of the obligations.

The Company measures its accrued benefit obligations and the fair value of plan assets for accounting purposes at year-end. The most recent actuarial valuation of the pension plans for funding purposes was as of December 31, 2024, the next required valuation will be as of December 31, 2027.

The asset allocation of the major categories in the plan was as follows:

	September 27, 2025		September 28, 2024	
	%	\$	%	\$
Equity instruments	61.6	94,539	62.0	85,364
Government bonds	33.0	50,663	33.0	45,484
Cash and short-term securities	5.4	8,307	5.0	6,919
	100.0	153,509	100.0	137,767

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(In thousands of dollars except as noted and amounts per share)

20. EMPLOYEE BENEFITS (CONTINUED)

The pension committee prepares the documentation relating to the management of asset allocation, reviews the investment policy and recommends it to the Board of Directors for approval in the event of material changes to the policy. Semi-annually monitoring of the asset allocation of the pension benefit plans allows the pension committee to ensure that the limits of asset allocation of the pension benefit plans are respected.

Based on historical data, contributions to the defined benefit pension plans in fiscal 2026 are expected to be approximately \$3.8 million.

The pension plan exposes the Company to the following risks:

- (i) Investment risk:
The defined benefit obligation is calculated using a discount rate. If the fund returns are lower than the discount rate, a deficit is created.
- (ii) Interest rate risk:
Variation in bond rates will affect the value of the defined benefit obligation.
- (iii) Inflation risk:
The defined benefit obligation is calculated assuming a certain level of inflation. An actual inflation higher than expected will have the effect of increasing the value of the defined benefit obligation.

The movement in the pension and other benefit plans is as follows:

	For the fiscal years ended					
	September 27, 2025			September 28, 2024		
	Pension benefit plans	Other benefit plans	Total	Pension benefit plans	Other benefit plans	Total
	\$	\$	\$	\$	\$	\$
Movement in the present value of the defined benefit obligation:						
Defined benefit obligation, beginning of the year	122,820	11,423	134,243	108,413	10,425	118,838
Current service cost	2,285	241	2,526	1,760	177	1,937
Interest cost	5,615	516	6,131	5,950	563	6,513
Employee contributions	1,077	—	1,077	1,078	—	1,078
Benefit payments from plan	(5,725)	—	(5,725)	(5,321)	—	(5,321)
Benefit payments from employer	(927)	(652)	(1,579)	(945)	(693)	(1,638)
Actuarial (gains) losses arising from changes in demographic assumptions	—	55	55	—	(308)	(308)
Actuarial (gains) losses arising from changes in financial assumptions	(2,365)	(217)	(2,582)	12,095	1,246	13,341
Actuarial (gains) losses arising from member experience	(2,487)	(53)	(2,540)	(210)	13	(197)
Defined benefit obligation, end of year	120,293	11,313	131,606	122,820	11,423	134,243
Movement in the fair value of plan assets:						
Fair value of plan assets, beginning of the year	137,767	—	137,767	115,940	—	115,940
Interest income	6,414	—	6,414	6,495	—	6,495
Return on plan assets (excluding interest income)	11,914	—	11,914	17,319	—	17,319
Employer contributions	3,357	652	4,009	3,372	693	4,065
Employee contributions	1,077	—	1,077	1,078	—	1,078
Benefit payments from plan	(5,725)	—	(5,725)	(5,321)	—	(5,321)
Benefit payments from employer	(927)	(652)	(1,579)	(945)	(693)	(1,638)
Plan expenses	(368)	—	(368)	(171)	—	(171)
Fair value of plan assets, end of year	153,509	—	153,509	137,767	—	137,767

20. EMPLOYEE BENEFITS (CONTINUED)

The net defined benefit obligation can be allocated to the plans' participants as follows:

	September 27, 2025		September 28, 2024	
	Pension benefit plans	Other benefit plans	Pension benefit plans	Other benefit plans
	%	%	%	%
Active plan participants	39.1	30.2	42.2	30.5
Retired plan members	55.6	69.8	53.1	69.5
Deferred plan participants	5.3	—	4.7	—
	100.0	100.0	100.0	100.0

The Company's defined benefit pension expense was as follows:

	For the fiscal years ended					
	September 27, 2025			September 28, 2024		
	Pension benefit plans	Other benefit plans	Total	Pension benefit plans	Other benefit plans	Total
	\$	\$	\$	\$	\$	\$
Pension costs recognized in net earnings:						
Current service cost	2,285	241	2,526	1,760	177	1,937
Expenses related to the pension benefit plans	368	—	368	171	—	171
Net interest cost (income)	(799)	516	(283)	(547)	563	16
Re-measurements of other long-term benefits	5	(41)	(36)	9	(15)	(6)
Pension expense	1,859	716	2,575	1,393	725	2,118
Recognized in:						
Cost of sales	1,344	552	1,896	806	552	1,358
Administration and selling expenses	515	164	679	587	173	760
	1,859	716	2,575	1,393	725	2,118

The following table presents the change in the actuarial gains and losses recognized in other comprehensive income (loss):

	For the fiscal years ended					
	September 27, 2025			September 28, 2024		
	Pension benefit plans	Other benefit plans	Total	Pension benefit plans	Other benefit plans	Total
	\$	\$	\$	\$	\$	\$
Cumulative amount in comprehensive income (loss) at the beginning of the year	(34,409)	(13,184)	(47,593)	(28,966)	(14,150)	(43,116)
Recognized during the year	(16,771)	(174)	(16,945)	(5,443)	966	(4,477)
Cumulative amount in comprehensive income (loss) at the end of the year	(51,180)	(13,358)	(64,538)	(34,409)	(13,184)	(47,593)
Recognized during the year, net of tax	(12,469)	(129)	(12,598)	(4,047)	718	(3,329)

20. EMPLOYEE BENEFITS (CONTINUED)

Principal actuarial assumptions used were as follows:

	For the fiscal years ended			
	September 27, 2025		September 28, 2024	
	Pension benefit plans	Other benefit plans	Pension benefit plans	Other benefit plans
	%	%	%	%
Company's defined benefit obligation:				
Discount rate	4.85	4.85	4.70	4.70
Rate of compensation increase	3.00	3.00	3.00	3.00
Net benefit plans expense:				
Discount rate	4.70	4.70	5.65	5.65
Rate of compensation increase	3.00	3.00	3.00	3.00

Assumptions regarding future mortality are based on published statistics and mortality tables. The current longevities underlying the value of the liabilities in the defined benefit plans are as follows:

	September 27, 2025	September 28, 2024
Longevity at age 65 for current pensioners:		
Males	22.4	22.4
Females	25.0	24.9
Longevity at age 65 for members aged 45:		
Males	23.9	23.8
Females	26.3	26.2

The assumed health care cost trend rate as at September 27, 2025 was 5.30% (September 28, 2024 - 5.38%), decreasing uniformly to 4.00% in 2040 (September 28, 2024 - 4.00% in 2040) and remaining at that level thereafter.

The following table outlines the key assumptions for the fiscal year ended September 27, 2025 and the sensitivity of a percentage change in each of these assumptions on the defined benefit plan obligations and the net defined benefit plan costs.

The sensitivity analysis provided in the table is hypothetical and should be used with caution. The sensitivities of each key assumption have been calculated independently of any changes in other key assumptions. Actual experience may result in changes in a number of key assumptions simultaneously. Changes in one factor may result in changes in another, which could amplify or reduce the impact of such assumptions.

20. EMPLOYEE BENEFITS (CONTINUED)

	For the fiscal year ended September 27, 2025		
	Pension benefit plan	Other benefit plan	Total
	\$	\$	\$
(Decrease) increase in Company's defined benefit obligation:			
Discount rate			
Impact of increase of 1%	(12,910)	(1,310)	(14,220)
Impact of decrease of 1%	16,482	1,665	18,147
Rate of compensation increase			
Impact of increase of 0.5%	937	5	942
Impact of decrease of 0.5%	(873)	(3)	(876)
Mortality			
99% of expected rate	250	32	282

Assumed health care cost trend rates have a significant effect on the amounts reported for the health care plans. A one-percentage-point change in assumed health care cost trend would have the following effects:

	Increase	Decrease
	\$	\$
Effect on the defined benefit obligations	1,335	(1,079)

As at September 27, 2025, the weighted average duration of the defined benefit obligation amounts to 12.3 years (September 28, 2024 - 13.0 years).

21. CONVERTIBLE UNSECURED SUBORDINATED DEBENTURES

The outstanding convertible debentures are as follows:

	September 27, 2025	September 28, 2024
	\$	\$
Non-current:		
Sixth series ^(A)	—	57,425
Seventh series ^(B)	—	97,575
Eighth series ^(C)	115,000	—
Total face value	115,000	155,000
Less net deferred financing fees	(4,748)	(559)
Less equity component ^(C) - (September 28, 2024) ^{(A)(B)}	(2,693)	(6,930)
Accumulated accretion expense	237	6,319
Total carrying value - non current (September 28, 2024 - current)	107,796	153,830

21. CONVERTIBLE UNSECURED SUBORDINATED DEBENTURES (CONTINUED)

(A) SIXTH SERIES:

On December 31, 2024, the principal amount of \$57.4 million of the convertible debentures and the accrued interest were repaid at maturity. As a result, the \$2.6 million (\$2.0 million net of tax) that was initially allocated as an equity component was transferred to deficit.

(B) SEVENTH SERIES:

On June 30, 2025, the principal amount of \$97.6 million of the convertible debentures and the accrued interest were repaid at maturity. Concurrently, an amount of \$20 was converted to 2,259 common shares by a holder before the repayment of the principal at maturity. As a result, the \$4.3 million (\$3.1 million net of tax) that was initially allocated as an equity component was transferred to deficit.

(C) EIGHTH SERIES:

On February 19, 2025, and on February 21, 2025, the Company issued \$100.0 million and \$15.0 million for a total of \$115.0 million, Eighth series, 6.00% convertible unsecured subordinated debentures ("Eighth series debentures"), maturing on June 30, 2030, with interest payable semi-annually in arrears on June 30 and December 31 of each year. The debentures may be converted at the option of the holder at any time prior to maturity at a conversion price of \$7.10 per share.

On or after June 30, 2028 and prior to June 30, 2029, the debentures may be redeemed by the Company at a price equal to the principal amount plus accrued and unpaid interest, provided that the weighted average trading price of the common shares, for the 20 consecutive trading days ending on the fifth trading day preceding the day prior to the date upon which the notice of redemption is given is at least 125% of the conversion price of \$7.10 per debenture share. On or after June 30, 2029, the debentures are redeemable at a price equal to the principal amount thereof plus accrued unpaid interest.

On redemption or on the maturity date, the Company will repay the indebtedness of the convertible debentures by paying an amount equal to the principal amount of the outstanding debentures, together with accrued and unpaid interest thereon.

The Company may, at its option, elect to satisfy its obligation to repay the principal amount of the convertible debentures, which are to be redeemed or which have matured, by issuing shares to the holders of the convertible debentures. The number of shares to be issued will be determined by dividing the indebtedness related to the convertible debenture by 95% of the then current market price on the day preceding the date fixed for redemption or the maturity date, as the case may be.

The Company allocated \$2.7 million (\$2.0 million net of tax) of the Eighth series debentures into an equity component.

The Company incurred underwriting fees and issuance costs of \$5.4 million, which are netted against the convertible debenture liability.

The fair value of the Eighth series convertible unsecured subordinated debentures is measured based on Level 1 of the three-tier fair value hierarchy and was based upon market quotes for the identical instruments. The fair value as at September 27, 2025 was approximately \$121.9 million.

22. TERM LOANS

Loans from Investissement Quebec ("IQ Loans") are made of two separate loans and are subject to the same financial covenants as the revolving credit facility and the senior guaranteed notes, and are secured with specific LEAP project assets. IQ Loans are as follows:

A first loan in the amount of up to \$40.0 million under the ESSOR program, a Quebec government program designed to provide financing to Quebec businesses ("IQ Essor Loan") and is to be used by the Company to finance the acquisition of certain new equipment related to the LEAP Project. The Company will benefit from a 36-month capital repayment moratorium period as of the date of the first disbursement of the IQ Essor Loan. At the end of such moratorium period, the Company will repay the principal of the IQ Essor Loan in 60 consecutive monthly installments. The IQ Essor Loan bears interest at 1.69%.

A second term loan in the amount of up to \$25.0 million was extended to the Company by Investissement Quebec ("IQ Term Loan"), to finance the acquisition of certain new equipment related to the LEAP Project. The Company will benefit from a 24-month capital repayment moratorium period as of the date of the first disbursement of the IQ Term Loan. At the end of such moratorium period, the Company will repay the principal of the IQ Term Loan in 20 consecutive quarterly installments. The IQ Term Loan bears interest at prime rate, plus 72 basis points.

22. TERM LOANS (CONTINUED)

On November 26, 2024, a first draw of \$7.4 million was received under the IQ Loans, \$5.0 million of which was borrowed under the Essor Loan and \$2.4 million was borrowed under the IQ Term Loan. An equivalent amount of property, plant and equipment has been pledged as security. The Company recognized a grant of \$1.1 million as a reduction of property, plant and equipment representing the difference between the fair value of the IQ Essor Loan at inception and the cash received. The Company must comply with certain financial covenants related to the IQ Loans on a quarterly basis. The Company was in compliance with the financial covenants at year end.

Subsequent to year end, on November 19, 2025, a second draw of \$16.5 million was received under the IQ Loans, \$11.2 million of which was borrowed under the IQ Essor Loan and \$5.3 million was borrowed under the IQ Term Loan. This new draw is subject to the same terms and conditions listed above.

The IQ Loans are classified and measured at amortized cost, using the effective interest method. The valuation model considers the present value of expected payments, discounted using a risk-adjusted discount rate. The fair value as at September 27, 2025 was approximately \$6.8 million.

23. SENIOR GUARANTEED NOTES

In 2021, the Company issued a private placement of \$100 million in the form of senior guaranteed notes ("Notes") under a note purchase agreement entered into with certain institutional investors. The Notes are guaranteed and rank pari passu with the existing revolving credit facility. The Notes are due on April 30, 2031, bear interest at 3.49%, and interest is payable semi-annually in arrears in equal installments on April 30th and October 30th of each year and represent interest accrued from and including the date of issue of the Notes.

The Notes are classified and measured at amortized cost, using the effective interest method. The valuation model considers the present value of expected payments, discounted using a risk-adjusted discount rate. The fair value as at September 27, 2025 was approximately \$94.3 million (September 28, 2024 - \$93.7 million). The Company must comply with certain financial covenants related to these Notes on a quarterly basis. The Company was in compliance with the financial covenants at year end.

24. SHARE CAPITAL AND OTHER COMPONENTS OF EQUITY

As of September 27, 2025, a total of 128,181,916 common shares (September 28, 2024 - 127,916,834) were outstanding.

In 2024, the Company issued 22,769,232 common shares at a price of \$5.18 per common share for gross proceeds of \$117.9 million pursuant to a bought deal public offering in Canada, and private offerings to Fonds de Solidarité des Travailleurs du Québec and an existing shareholder, Belcorp Industries Inc.

Share issuance costs of \$5.4 million (\$4.0 million after tax) were accounted for as a reduction in common shares on the consolidated statements of financial position and changes in shareholders' equity.

Net proceeds from the issuance of common shares amounted to \$112.5 million and will be used to finance the LEAP Project, in accordance with the use of proceeds stated in the prospectus supplement filed on February 28, 2024, in connection with this common share offering.

During the year, 262,823 stock options have been exercised for proceeds of \$1.3 million and reversal of previously recognized share-based compensation recorded in contributed surplus of \$0.1 million was transferred to share capital (note 25) (51,482 stock options were exercised for proceeds of \$0.2 million for fiscal 2024).

The Company declared a quarterly dividend of \$0.09 per share for fiscals 2025 and 2024. The following dividends were declared by the Company:

	For the fiscal years ended	
	September 27, 2025	September 28, 2024
	\$	\$
Dividends	46,119	43,996

24. SHARE CAPITAL AND OTHER COMPONENTS OF EQUITY (CONTINUED)

On November 26, 2025, the Board of Directors declared a quarterly dividend of \$0.09 per share, payable on or before January 14, 2026.

(A) CONTRIBUTED SURPLUS:

The contributed surplus account is used to record amounts arising on the issue of equity-settled share-based payment awards (see Note 25, Share-based compensation).

(B) CAPITAL MANAGEMENT:

The Company's objectives when managing capital are:

- To ensure proper capital investment is done in the manufacturing infrastructure to provide stability and competitiveness of the operations;
- To have stability in the dividends paid to shareholders;
- To have appropriate cash reserves on hand to protect the level of dividends made to shareholders; and meet its operations needs to manage the business;
- To maintain an appropriate debt level so that there is no financial constraint on the use of capital, and;
- To have an appropriate line of credit, considering its leverage ratio.

The Company typically invests in its operations approximately \$25.0 million yearly in capital expenditures, excluding the LEAP Project. Management believes that these investments, combined with approximately \$50.0 to \$55.0 million spent on average annually on maintenance expenses, allow for the stability of the manufacturing operations and improve its cost competitiveness through new technology or process procedures.

The Board of Directors aims to ensure proper cash reserves are in place to maintain the current dividend level. Dividends to shareholders will only be approved after the Directors have carefully assessed a variety of factors that include the overall competitive landscape, volume and selling margin sustainability, the operating performance and capital requirements of the manufacturing plants and the sustainability of any increase.

The Company has a \$340.0 million revolving credit facility in addition to \$100 million senior guaranteed notes that have been issued in 2021 and \$7.4 million IQ Loans that have been issued during the year. The Company estimates to use between \$140.0 million and \$250.0 million of its revolving credit facility to finance its normal operations.

The Company monitors, on a quarterly basis, the ratio of total debt to earnings before interest, income taxes, depreciation and amortization, adjusted for the impact of all derivative financial instruments ("adjusted EBITDA") of the operating company. To comply with lenders' covenants, the debt ratio must be kept below 3.75:1. At year-end, the operating company's debt ratio was 1.74:1 for fiscal 2025 and 1.40:1 for fiscal 2024.

LEAP Project is expected to provide incremental capacity of 100,000 metric tonnes of refined white sugar, at an expected estimated cost of \$280.0 to \$300.0 million. The Company is financing this project using a combination of various financial instruments, including working capital, revolving credit facility, IQ Loans, and other debt and/or equity instruments.

The Company does not use equity ratios to manage its capital requirements.

25. SHARE-BASED COMPENSATION

(A) EQUITY-SETTLED SHARE-BASED COMPENSATION:

The Company has reserved and set aside for issuance an aggregate of 6,000,000 common shares (September 28, 2024 – 6,000,000 common shares) at a price equal to the average market price of transactions during the last five trading days prior to the grant date. Options are exercisable to a maximum of twenty percent of the optioned shares per year, starting after the first anniversary date of the granting of the options and will expire after a term of ten years. Upon termination, resignation, retirement, death or long-term disability, all share options granted under the Share Option Plan not vested shall be forfeited.

No share options were granted during the 2025 and 2024 fiscal years.

Total share-based compensation expense is amortized over the service period and included in administration and selling expenses with an offsetting credit to contributed surplus. An expense of \$63 was recorded for the fiscal year ended September 27, 2025 (September 28, 2024 - \$111).

The following table summarizes information about the share option plan as of September 27, 2025:

Exercise price per option	Outstanding number of options at September 28, 2024	Options granted during the period	Options exercised during the period	Options forfeited during the period	Outstanding number of options at September 27, 2025	Weighted average remaining life	Number of options exercisable
\$4.28	164,000	—	(100,000)	—	64,000	4.48	64,000
\$4.68	160,448	—	(81,987)	—	78,461	4.18	78,461
\$5.58	146,841	—	(13,172)	—	133,669	3.18	133,669
\$5.85	666,347	—	(34,331)	—	632,016	7.21	232,207
\$5.85	785,897	—	(33,333)	—	752,564	6.19	431,539
\$6.23	391,954	—	—	—	391,954	2.18	391,954
\$6.51	210,000	—	—	—	210,000	1.19	210,000
\$5.88	2,525,487	—	(262,823)	—	2,262,664	5.02	1,541,830

The following table summarizes information about the share option plan as of September 28, 2024:

Exercise price per option	Outstanding number of options at September 30, 2023	Options granted during the period	Options exercised during the period	Options forfeited during the period	Outstanding number of options at September 28, 2024	Weighted average remaining life	Number of options exercisable
\$4.28	164,000	—	—	—	164,000	5.48	114,000
\$4.68	263,412	—	(51,482)	(51,482)	160,448	5.18	99,230
\$5.58	200,733	—	—	(53,892)	146,841	4.18	146,841
\$5.85	666,347	—	—	—	666,347	8.21	133,269
\$5.85	785,897	—	—	—	785,897	7.19	304,359
\$6.23	585,322	—	—	(193,368)	391,954	3.18	391,954
\$6.51	360,000	—	—	(150,000)	210,000	2.19	210,000
\$5.77	3,025,711	—	(51,482)	(448,742)	2,525,487	6.01	1,399,653

Options outstanding held by key management personnel amounted to 1,927,266 options as at September 27, 2025 (2,325,487 as at September 28, 2024) (see Note 30, Key management personnel).

25. SHARE-BASED COMPENSATION (CONTINUED)

(B) CASH-SETTLED SHARE-BASED COMPENSATION-PERFORMANCE SHARE UNITS ("PSU"):

The value to be paid-out to each participant will be equal to the result of the number of PSUs granted to the participant which have vested, multiplied by the volume weighted average closing price of the Common Shares on the Toronto Stock Exchange (the "TSX") for the five trading days immediately preceding the day on which the Company shall pay the value to the participant under the PSU plan, and such date will in no event occur after December 31 of the third calendar year following the calendar year in which the PSUs are granted.

The Board of Directors of the Company has the discretion to determine that all or a portion of the PSUs granted to a participant for which the vesting conditions have not been achieved shall vest to such participant.

Fiscal 2025 grant:

On December 9, 2024, a total of 513,037 PSUs were granted to executives of the Company at a price of \$6.29 per units. In addition, an aggregate of 24,803 PSUs at a weighted-average share price of \$5.67 were allocated as a result of the dividends paid since inception, as the participants also receive dividend equivalents paid in the form of PSUs. As at September 27, 2025, an aggregate of 537,840 PSUs were outstanding in relation with this grant. These PSUs will vest at the end of the 2025-2027 performance cycle based on the achievement of total shareholder returns and other non-market performance conditions, as set by the Board of Directors.

Following the end of a performance cycle, the Board of Directors will determine, concurrently with the release of the Company's financial results for the fiscal year ended at the end of the performance cycle, whether the vesting conditions for the PSUs granted to a participant relating to such performance cycle have been achieved. Depending on the achievement of the vesting conditions, between 0% and 200% of the PSUs will become vested. The Board of Directors of the Company has the discretion to determine that all or a portion of the PSUs granted to a participant, for which the vesting conditions have not been achieved, shall vest to such participant.

The value to be paid-out to each participant will be equal to the result of: the number of PSUs granted to the participant which have vested, multiplied by the volume weighted average closing price of the Common Shares on the Toronto Stock Exchange (the "TSX") for the five trading days immediately preceding the day on which the Company shall pay the value to the participant under the PSU plan, and such date will in no event occur after December 31 of the third calendar year following the calendar year in which the PSUs are granted.

The fair values of the PSUs were established using a Monte Carlo simulation model for the portion subject to market performance conditions and the remaining portion which is based on certain non-market measures will vest in equal tranches over a three-year period (one-third per year). The Company believes it is probable that certain non-market performance conditions will be achieved. The fair value as at grant date was \$2,985 and \$3,006 as at September 27, 2025. An expense of \$1,228 related to this specific grant was recorded in administration and selling expenses. The liabilities arising from these PSUs as at September 27, 2025 were \$1,228.

Fiscal 2024 grant:

On December 11, 2023, a total of 559,963 PSUs were granted to executives of the Company. In addition, an aggregate of 66,186 PSUs at a weighted-average share price of \$5.60 were allocated as a result of the dividend paid during the quarters since inception, as the participants also receive dividend equivalents paid in the form of PSUs. As at September 27, 2025, an aggregate of 626,149 PSUs were outstanding. These PSUs will vest at the end of the 2024-2026 performance cycle.

The fair values of the PSUs were established using a Monte Carlo simulation model. The fair value as at grant date was \$2,484 and \$4,437 as at September 27, 2025 (September 28, 2024 - \$3,042). An expense of \$2,115 was recorded for the year ended September 27, 2025 (September 28, 2024 - expense of \$1,014) in administration and selling expenses. The liabilities arising from these PSUs as at September 27, 2025 were \$3,129 (September 28, 2024 - \$1,014).

25. SHARE-BASED COMPENSATION (CONTINUED)

(B) CASH-SETTLED SHARE-BASED COMPENSATION-PERFORMANCE SHARE UNITS ("PSU"): (CONTUNUED)
Fiscal 2023 grant:

On December 12, 2022, a total of 310,964 PSUs were granted to executives of the Company. In addition, an aggregate of 58,951 PSUs at a weighted-average share price of \$5.66 were allocated as a result of the dividend paid during the quarters since inception, as the participants also receive dividend equivalents paid in the form of PSUs. As at September 27, 2025, an aggregate of 369,915 PSUs were outstanding. These PSUs did not achieve the vesting conditions at the end of the 2023-2025 performance cycle.

The fair values of the PSUs were established using a Monte Carlo simulation model. The fair value was \$nil as at September 27, 2025 (September 28, 2024 - \$469). A gain of \$313 was recorded for the year ended September 27, 2025 (September 28, 2024 - expense of \$6) in administration and selling expenses. The liabilities arising from these PSUs as at September 27, 2025 were \$nil (September 28, 2024 - \$313).

Fiscal 2022 grant:

During fiscal 2025, the grant related to fiscal 2022 was cash settled for an amount of \$1,302, and an expense of \$184 was recorded for the year ended September 27, 2025 (\$3,755 for grant related to fiscal 2021 during the year ended September 28, 2024, and an expense of \$77) in administration and selling expenses.

26 COMMITMENTS

As at September 27, 2025, the Company had commitments to purchase a total of 876,000 metric tonnes of raw cane sugar up to fiscal 2027 (September 28, 2024 - 1,554,000 up to fiscal 2027), of which 299,284 metric tonnes had been priced (September 28, 2024 - 254,786), for a total dollar commitment of \$178.4 million (September 28, 2024 - \$175.8 million). In addition, the Company has a commitment of approximately \$38.0 million (September 28, 2024 - \$45.5 million) for sugar beets to be harvested and processed in fiscal 2026.

Maple has \$0.5 million (September 28, 2024 - \$6.8 million) remaining to pay related to an agreement to purchase approximately \$4.5 million (1.4 million pounds) (September 28, 2024 - \$6.8 million; 2.0 million pounds) of maple syrup from the PPAQ in fiscal 2025. In order to secure bulk syrup purchases, the Company issued an insurance bond for an amount of \$23.1 million in favor of the PPAQ (September 28, 2024 - \$18.7 million). The insurance bond expires on March 16, 2026.

During the fiscal year ended September 27, 2025, the Company entered into capital commitments to complete its capital projects for a total of \$127.1 million (September 28, 2024 - \$133.2 million) to be incurred in fiscals 2026 and 2027, of which \$121.4 million (September 28, 2024 - \$124.8 million) relates to the LEAP Project.

27. CONTINGENCIES

The Company, in the normal course of business, becomes involved from time to time in litigation and claims. While the final outcome with respect to claims and legal proceedings pending as at September 27, 2025 cannot be predicted with certainty, management believes that no provision was required and that the financial impact, if any, from claims related to normal business activities will not be material.

Notes to consolidated financial statements

(In thousands of dollars except as noted and amounts per share)

28. EARNINGS PER SHARE

Reconciliation between basic and diluted earnings per share is as follows:

	For the fiscal years ended	
	September 27, 2025	September 28, 2024
	\$	\$
Basic earnings per share:		
Net earnings	64,455	53,729
Weighted average number of shares outstanding	128,056,304	118,143,883
Basic earnings per share	0.50	0.45
Diluted earnings per share:		
Net earnings	64,455	53,729
Plus impact of convertible unsecured subordinated debentures and share options	3,284	6,393
	67,739	60,122
Weighted average number of shares outstanding:		
Basic weighted average number of shares outstanding	128,056,304	118,143,883
Plus impact of convertible unsecured subordinated debentures and share options	9,869,164	29,108,857
	137,925,468	147,252,740
Diluted earnings per share	0.49	0.41

29. SUPPLEMENTARY CASH FLOW INFORMATION

	September 27, 2025	September 28, 2024	September 30, 2023
	\$	\$	\$
Non-cash transactions:			
Additions of property, plant and equipment and intangible assets included in trade and other payables	21,608	13,704	3,951
Increase in asset retirement obligation provision included in property, plant and equipment	—	9,670	350
Additions to right-of-use assets	4,692	3,174	12,093

30. KEY MANAGEMENT PERSONNEL

The Board of Directors as well as the executive team, which include the President and all the Vice-Presidents, are deemed to be key management personnel of the Company. The following is the compensation expense for key management personnel:

	For the fiscal years ended	
	September 27, 2025	September 28, 2024
	\$	\$
Salaries and short-term benefits	5,951	6,158
Fees for members of the Board of Directors	1,520	1,459
Post-employment benefits	170	174
Share-based compensation (note 25)	3,277	1,114
	10,918	8,905

31. PERSONNEL EXPENSES

	For the fiscal years ended	
	September 27, 2025	September 28, 2024
	\$	\$
Wages, salaries and employee benefits	136,045	128,834
Expenses related to defined benefit plans (note 20)	2,590	2,118
Expenses related to defined contributions plans	7,546	6,772
Share-based compensation (note 25)	3,277	1,114
	149,458	138,838

The personnel expenses were charged to the consolidated statements of earnings and comprehensive income or capitalized in the consolidated statements of financial position as follows:

	For the fiscal years ended	
	September 27, 2025	September 28, 2024
	\$	\$
Cost of sales	109,883	102,075
Administration and selling expenses	35,201	32,422
Distribution expenses	3,364	2,853
	148,448	137,350
Property, plant and equipment	1,010	1,488
	149,458	138,838

Notes to consolidated financial statements

(In thousands of dollars except as noted and amounts per share)

32. RELATED PARTIES

Lantic has outstanding redeemable Class B special shares of \$44.5 million that are retractable and can be settled at Lantic's option by delivery of a note receivable from Belkorp Industries Inc., having the same value. The note receivable bears no interest and has no fixed terms of repayment. The Class B special shares are entitled to vote, but on a pro rata basis at a meeting of shareholders of Lantic. Under the terms of a voting trust agreement between Belkorp Industries Inc. and Rogers, Rogers is entitled to vote the Class B special shares so long as they remain outstanding. Due to the fact that Lantic has the intent and the legal right to settle the note receivable with the redeemable Class B special shares, these amounts have been offset and, therefore, are not presented on the consolidated statements of financial position.

Belkorp Industries Inc. also controls, through Lantic Capital, the two Lantic Class C shares issued and outstanding. The Class C shares entitle Lantic Capital to elect five of the seven directors of Lantic, but have no other voting rights at any meetings of shareholders of Lantic, except as may be required by law.

33. SEGMENTED INFORMATION

The Company has two operating and reportable segments, sugar and maple. The principal business activity of the Sugar segment is the refining, packaging and marketing of sugar products. The Maple segment processes pure maple syrup and related maple products. The reportable segments are managed independently as they require different technology and capital resources. Performance is measured based on the segments' gross margins and results from operating activities. These measures are included in the internal management reports that are reviewed by the Company's President and CEO, and management believes that such information is the most relevant in the evaluation of the results of the segments.

Transactions between reportable segments are interest receivable (payable), which are eliminated upon consolidation.

	For the fiscal year ended September 27, 2025			
	Sugar	Maple	Corporate and eliminations	Total
	\$	\$	\$	\$
Revenues	1,049,490	263,139	—	1,312,629
Cost of sales	883,879	236,512	—	1,120,391
Gross margin	165,611	26,627	—	192,238
Depreciation and amortization	23,003	6,826	—	29,829
Results from operating activities	98,660	13,760	(2,619)	109,801
Additions to property, plant and equipment and intangible assets, net of disposals	93,657	1,553	—	95,210
Increase in asset retirement obligation provision included in property, plant and equipment	—	—	—	—
Addition to right-of-use assets, net of disposals	3,302	1,390	—	4,692

	For the fiscal year ended September 27, 2025			
	Sugar	Maple	Corporate and eliminations	Total
	\$	\$	\$	\$
Total assets	1,099,047	229,558	(165,762)	1,162,843
Total liabilities	(546,251)	(165,807)	7,668	(704,390)

33. SEGMENTED INFORMATION (CONTINUED)

	For the fiscal year ended September 28, 2024			
	Sugar	Maple	Corporate and eliminations	Total
	\$	\$	\$	\$
Revenues	998,029	233,734	—	1,231,763
Cost of sales	847,169	208,722	—	1,055,891
Gross margin	150,860	25,012	—	175,872
Depreciation and amortization	22,169	6,674	—	28,843
Results from operating activities	87,467	12,345	(2,603)	97,209
Additions to property, plant and equipment and intangible assets, net of disposals	74,716	1,120	—	75,836
Increase in asset retirement obligation provision included in property, plant and equipment	9,670	—	—	9,670
Addition to right-of-use assets	3,046	128	—	3,174

	For the fiscal year ended September 28, 2024			
	Sugar	Maple	Corporate and eliminations	Total
	\$	\$	\$	\$
Total assets	1,025,379	218,547	(165,182)	1,078,744
Total liabilities	(539,733)	(161,860)	45,262	(656,331)

Revenues were derived from customers in the following geographic areas:

	For the fiscal years ended	
	September 27, 2025	September 28, 2024
	\$	\$
Canada	969,262	997,245
United States	271,708	176,657
Europe	39,983	31,542
Other	31,676	26,319
	1,312,629	1,231,763

Substantially all of the non-current assets are located in Canada.

Rogers Sugar Inc.

Corporate Information

DIRECTORS

M. Dallas H. Ross,⁽¹⁾⁽³⁾
Chairman, Founder and General Partner
Kinetic Capital Limited Partnership

Dean Bergmame,⁽²⁾⁽³⁾
Corporate Director

Gary Collins,⁽²⁾⁽³⁾
Corporate Director

Daniel Lafrance,⁽¹⁾⁽²⁾
Corporate Director

Eric Morisset,⁽²⁾
Corporate Director and Strategic Advisor

Shelley Potts,⁽²⁾⁽³⁾
Corporate Director

Stephanie Wilkes,⁽³⁾
Corporate Director

(1) Nominees to Board of Directors of Lantic Inc.

(2) Audit Committee Members

(3) Environmental, Social and Governance
Committee Members

LEGAL COUNSEL

Davies, Ward, Phillips & Vineberg
Montreal, Quebec

TRADING SYMBOL

RSI

STOCK EXCHANGE LISTING

The Toronto Stock Exchange

ANNUAL MEETING

The annual meeting of Shareholders
will be held virtually February 4, 2026,
at 1:00 pm PST

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Operating Companies

Corporate Information – Management

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Chairman, Founder and General Partner
Kinetic Capital Limited Partnership

Gary Collins,⁽²⁾
Corporate Director

Michael Heskin,⁽²⁾
Senior Vice President,
Belkorp Industries Inc.

Donald G. Jewell,
Managing Partner
RIO Industrial

Daniel Lafrance,⁽¹⁾⁽²⁾
Corporate Director

William Maslechko,
Partner
Burnet, Duckworth & Palmer LLP

Michael Walton,
President and Chief Executive Officer
Lantic Inc.

⁽¹⁾ Rogers Sugar Inc. Nominees
⁽²⁾ Audit Committee Members

OFFICERS

Michael Walton,
President and Chief Executive Officer

Jean-Sébastien Couillard,
Vice President Finance,
Chief Financial Officer
and Corporate Secretary

Adam James,
Vice President,
Sugar Manufacturing

Jean-François Khalil,
Vice President,
Human Resources

Rod Kirwan,
Vice President,
Sales and Marketing

Louis Turenne,
Vice President & General Manager,
Lantic Maple Inc.

AUDITORS

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Montreal, Quebec

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