



**europe
snacks**

2026 Corporate Sustainability Report



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CEO Message



Étienne Lecomte
Chief Executive Officer
Europe Snacks

Dear Stakeholders,

At Europe Snacks, we believe we have an impact on our employees' well being and our communities, on health and on the planet, through the way we choose to perform our activities. As one of Europe's leading manufacturers of savoury snacks for our clients' brands, we have a clear ambition: to be a positive force in the food industry—not just through the products we make, but through the values we uphold.

Our vision for a sustainable future is rooted in **four core commitments**: growing our people, protecting our planet, innovating for healthier snacking, and contributing to local communities. This report lays out not just our ambitions, but some concrete indicators and targets guiding our efforts.

Growing our people means ensuring safety, equity, and wellbeing in every workplace. We are working toward zero accidents, 100% ethics training, and gender parity among our executives, alongside closing the gender pay gap and increasing representation of people with disabilities. We also aim to invest in our teams with regular training and an improved employee engagement score year-over-year.

Protecting our planet is a shared responsibility. We are deploying a robust decarbonization roadmap. We are conducting detailed feasibility studies on heat recovery and energy efficiency solutions across our production sites. We are promoting local sourcing, requiring supplier certifications and working to reduce energy, water, and total waste at every production site. Our packaging will be 100% recyclable with an increased recycled content year on year.

Zero food safety complaints is our goal. We are also innovating for **healthier snacking**, trying to maintain equivalent or superior nutritional profiles to those of reference products across all snacking categories and vs Nutriscore and non-HFSS frameworks.

Finally, we remain committed to **contributing to local communities**, building our strategy from the ground up with site-level targets and local ownership. Sustainability must be driven not just from the boardroom, but by every team member, in every plant, across every region.

This strategy is ambitious yet achievable. In 2025, Europe Snacks continued to strengthen its compliance framework and sustainability commitments across environmental, social, ethical, and product responsibility areas, in line with both European and local regulatory requirements. The Group further advanced its strategic priorities through new initiatives aimed at reducing energy and water consumption while minimizing waste generation. Europe Snacks also benefited from strong employee engagement, which reached nearly 80% in 2025, supported by an employee survey participation rate of 83%.

Thank you for your continued trust and support as we work together to build a more responsible and resilient food system.

Étienne Lecomte
Chief Executive Officer
Europe Snacks

Sustainability Pillars

At Europe Snacks, we believe our actions shape the well-being of our people, our planet, our health, and our communities.

Our four core pillars of sustainability are in alignment with SASB and Global Reporting Initiative (GRI) requirements. These focus areas also shape the structure of our corporate responsibility report. These areas ensure we focus on topics that are financially material to our business, and also material to our environment and communities. By focusing on the topics below we are able to drive long-term growth and value for Europe Snacks, our employees and our communities.

Overview



GROW OUR PEOPLE

We are committed to creating a workplace where employees feel safe, valued, and empowered to thrive.



PROTECT OUR PLANET

We recognize our responsibility to reduce our environmental footprint and help lead the transition to a more sustainable food system.



INNOVATE FOR HEALTHIER SNACKING

We are committed to developing healthier products by improving nutritional profiles and maintaining the highest standards of food safety.



CONTRIBUTE TO LOCAL COMMUNITIES

We believe our success should uplift the communities where we live and work.

Strategic Priorities

- Ensure a safe work environment with a goal of zero workplace accidents
- Promote diversity, equity, and inclusion across all teams
- Support employee development through training and regular engagement survey

- Reduce carbon emissions across all sites with clear decarbonization roadmaps
- Lower energy and water use, lower waste generated in operations and recycling of remaining waste
- Increase use of recyclable and recycled packaging materials
- Local sourcing of ingredients prioritized whenever possible

- Maintain the highest food safety standards with zero incident ambition
- Improve the nutritional value of our recipes against Nutriscore and non-HFSS frameworks vs. reference products in the snacking categories

- Support targeted local projects that address community needs
- Strengthen partnerships with schools, charities, and nonprofits

Double Materiality

In 2024, Europe Snacks conducted its initial double materiality assessment to better understand both the outward impacts of our operations on people and the environment (impact materiality) and the inward effects of these issues on our business performance (financial materiality).

We began by identifying priority topics—ranging from carbon emissions and packaging waste to responsible sourcing and labor practices—through stakeholder engagement, regulatory reviews, and benchmarking against peers and customers.

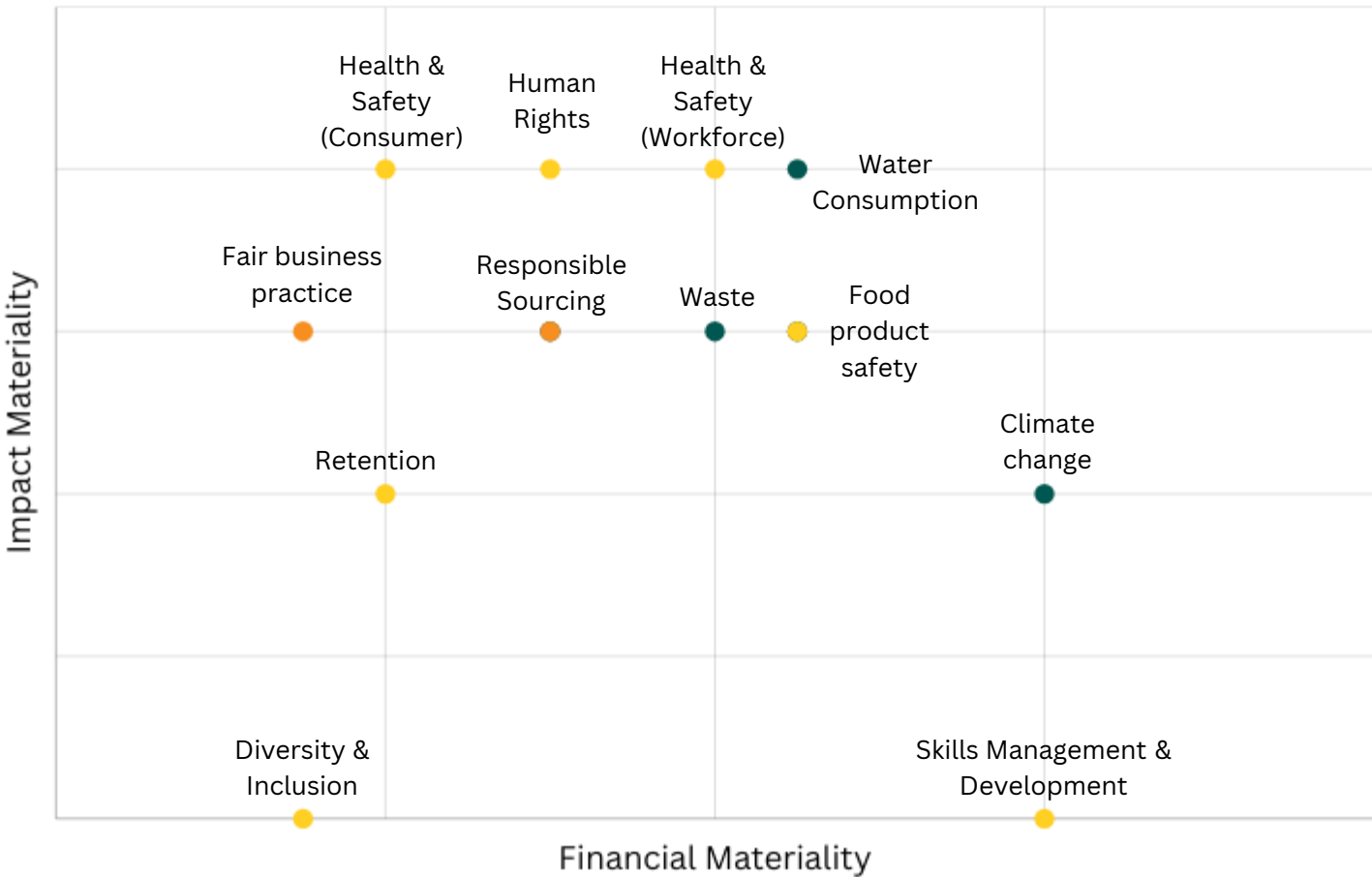
- **Impact Materiality:** We evaluated the extent to which each topic could affect society or the environment, considering factors such as severity, scale, and our opportunity to make a positive difference. This process highlighted issues such as agricultural impacts, packaging circularity, and human rights in supply chains.
- **Financial Materiality:** We assessed how these same topics could influence Europe Snacks’ long-term performance, resilience, and growth. This included analyzing risks such as rising compliance requirements, customer and retailer expectations, reputational pressures, and supply chain disruptions, as well as opportunities to innovate and differentiate through sustainability.

The resulting materiality matrix reflects both the importance of these topics to our stakeholders and their potential financial implications for Europe Snacks. This dual perspective ensures our sustainability strategy focuses on the most material environmental and social challenges while strengthening the competitiveness and long-term success of our business.

The chart shows Europe Snacks’ 2024 double materiality matrix. Each circle represents a key sustainability topic shared with management and key stakeholders. The position of the circle reflects its importance: the further right, the greater the financial relevance for Europe Snacks; the higher up, the greater the impact on people and the environment.

In 2025, we implemented Prophix as part of our CSRD readiness journey, strengthening our ESG reporting capabilities and preparing for the deployment of enhanced data verification and reporting controls from the end of 2026. Prophix centralizes ESG data, automates disclosures, and supports compliance with evolving sustainability reporting requirements.

In 2026, the Group will complete its risk mapping exercise and launch remediation and transition plans targeting the most material risks identified.



Sustainability Progress



GROW OUR PEOPLE



PROTECT OUR PLANET



HEALTHIER SNACKING

Priority areas	Indicators	2024	2025	2027 target
Safety at work	# of accidents	67	54	0
	Accident frequency rate	12.7%	10.9%	0%
	% of employees receiving ethics training	2.1%	48.0%	100%
Diversity & equal opportunities	% gender split among executives	38.0%	38.0%	50%
	% of unadjusted gender pay gap	11.3%	14.6%	0 adjusted pay gap (adjusted pay gap to report)
	% of employees with a handicap	4.5%	5.2%	10%
Development of employees & wellbeing	Avg # of hours of training per employee	22	13*	16**
	Employee engagement score	79.0% (as of last engagement survey 2023)	80.0%	80%
Limitation of carbon footprint	Decarbonization strategy	Installation of online energy instruments First roadmap presented to ExCo	Feasibility studies conducted on some projects+ start of energy consumption monitoring across sites	SBTi certified decarbonization roadmap
	European raw material sourcing ***	80.0%	94.9%	>90%
	Supplier spend with Sedex, Vitals, or Ecovadis	70.1%	75.3%	90%
	Strategic suppliers signed code of conduct ****	62.1%	40.0%	100%
Reduction of consumption & waste	Energy consumption	299,077,470 kWh	220,886,330 kWh	
	Water consumption	NA	656,578 m³	Water efficiency led initiatives at main sites
	Share of reused / recycled waste	NA	84.1%	100%
Sustainable packaging	% of recyclable product packaging	75.0%	76.9 %	100%
	% of recycled content packaging (cans, corrugated, printed cases)	NA	89.7%	100% (by 2030)
	% of recycled content packaging (flexible, plastic, thermoformed PP)	NA	3,0%	10% (by 2030)
Food safety	# of food safety complaints (# per million of units sold)	0.24	0.26	0.00

*The decrease in training hours reflects a change in reporting methodology. From 2025 onwards, only training activities leading to skills development and professional growth are included, while role familiarization activities are excluded

** We review the target with this new definition of training

***Change in methodology for 2025 to take into account procurement spend in K€

****Change in methodology for 2025 to cover the group's top 100 suppliers, as opposed to spend in 2024

Emissions Reduction

At Europe Snacks, we recognize that meaningful climate action starts with measurement, and **2025 marked another important milestone in advancing our climate measurement and decarbonization strategy.**

In 2023, Europe Snacks completed its first comprehensive greenhouse gas (GHG) emissions inventory, covering Scope 1 emissions (approximately 40 ktCO₂e) and Scope 2 emissions (approximately 7 ktCO₂e). Building on this baseline, we have set an ambitious target to reduce Scope 1 and Scope 2 emissions across our sites by up to 80% by 2030, using 2022 as the reference year.

To support this ambition, we partnered with external experts to develop a comprehensive decarbonization strategy that will guide our roadmap toward achieving this target.

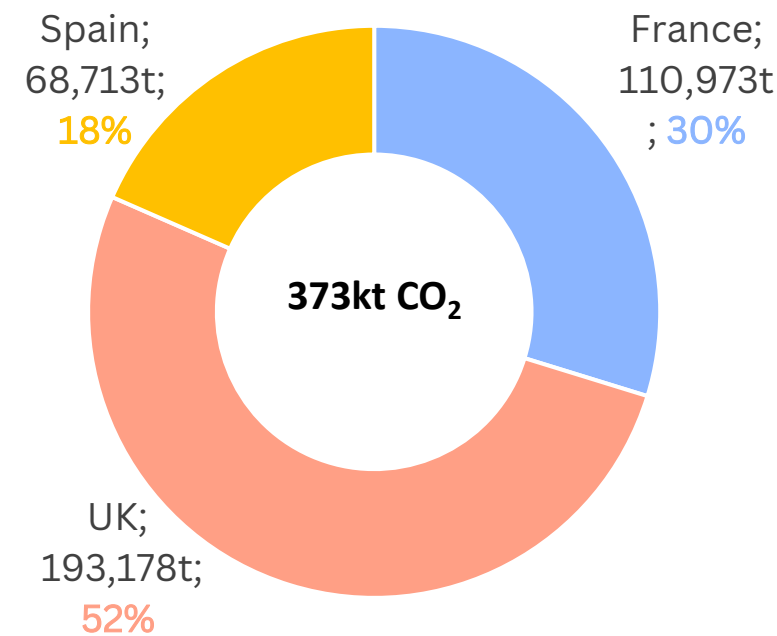
In 2025, Europe Snacks reached another key milestone by completing its first **Scope 3 greenhouse gas emissions assessment**, covering emissions generated across 2024 and 2025. This assessment provides a more comprehensive understanding of the Company's climate impact throughout its value chain. It also strengthens our ability to **identify emission hotspots and prioritize reduction initiatives both within our operations and across our supply chain.**

Building on our emissions baseline and decarbonization roadmap, we continued to advance several key initiatives, including:

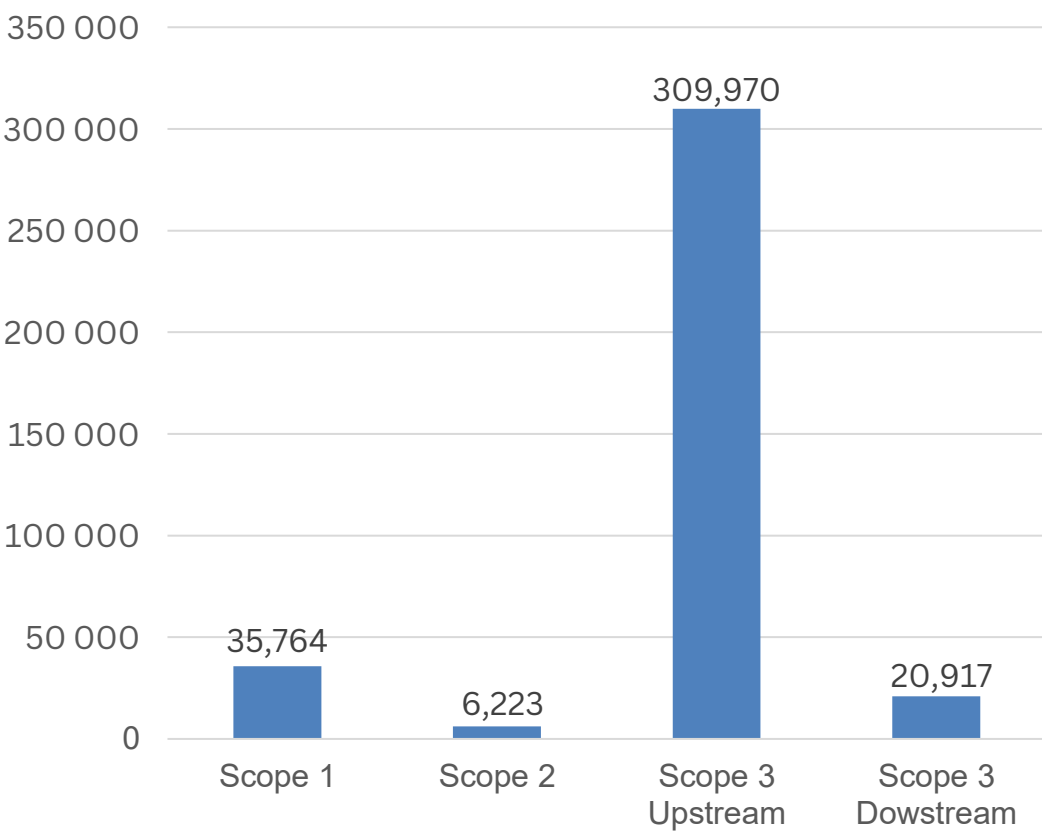
- Improving energy efficiency across our production sites through heat recovery systems on fryers and utilities, as well as targeted efficiency measures such as enhanced insulation solutions;
- Exploring on-site renewable energy opportunities, including the installation of photovoltaic (PV) panels in Spain and the assessment of small biomethanization solutions;
- Transitioning to lower-emission fuels and technologies, including the evaluation of hybrid boiler alternatives;
- Engaging suppliers and other value-chain partners to support shared emissions reductions, supported by our first Scope 3 emissions assessment completed in 2025.

These initiatives represent important steps in delivering our decarbonization roadmap and supporting the transition to a lower-carbon food system.

Europe Snacks CO₂ emissions per country in 2025, SCOPE 1, 2 & 3 EMISSIONS



Europe Snacks CO₂ emissions per scope in 2025



Waste Management

At Europe Snacks, we recognize that responsible waste management is critical to minimizing environmental impact and supporting circular resource flows across our value chain. We are strengthening our approach to waste handling, food waste reduction, and packaging-related waste prevention across all production sites.

WASTE AND CIRCULARITY

Europe Snacks is committed to minimizing waste across several key categories, including food waste, fryer oil, packaging waste, and general operational waste generated at our production sites.

Our ambition

Reduce food waste across our production sites;
Maximize waste recovery and recycling, with the long-term objective of achieving 100% of waste recycled or reused.

Our actions to date

- Food waste is recovered and valorized as animal feed whenever possible;
- Fryer oil is recovered and either reused within our processes or responsibly collected and treated by certified partners;
- Packaging initiatives have been implemented across all countries to reduce material usage and increase the recyclability and recycled content of packaging where feasible;
- In 2025, new initiatives were launched to further reduce waste through improvements in production processes and equipment. To support continuous progress, monthly waste monitoring was implemented across all production sites.

Through these initiatives, Europe Snacks continues to strengthen its resource efficiency efforts and advance its circular economy ambitions.

Waste generated on produced volume (in %):

Sites	2024	2025	2026e
Park Royal	4.3%	4.1%	3.5%
Stevenage	10.4%	10.3%	8.9%
Leicester	No data	6.1%	5.0%
Plymouth	No data	5.3%	4.5%
Medina	No data	7.1%	6.7%
ES3 ES4	No data	11.2%	10.1%
ES2	No data	5.6%	5.0%

Water Management

Water is a critical resource for Europe Snacks, playing an essential role in potato and corn processing, equipment cleaning, peeling operations, and steam-based thermal systems across several of our production sites.

Water stewardship is particularly important, as increasing water stress and greater seasonal variability, driven by climate change, are creating growing challenges for all industrial water users. Recognizing these risks, Europe Snacks is committed to improving water efficiency across its operations and strengthening its resilience to evolving water-related challenges.

Through targeted initiatives, we continue to optimize water consumption, enhance process efficiency, and identify opportunities to reduce our overall water footprint while maintaining the highest standards of product quality and food safety.

WATER STEWARDSHIP

Goal

Launch and evaluate at least one water-efficiency initiative at 1–2 pilot manufacturing sites.

Progress to Date

- Water consumption monitoring by site is being implemented
- Site-level reviews have been conducted to identify leak prevention opportunities and potential water reuse/recycling systems
- Water treatment processes comply with national regulatory requirements
- Water risk assessments have been completed across all sites using the WWF Water Risk Filter
- A detailed water-efficiency study was launched in Spain in 2025 to identify opportunities to reduce water consumption in potato and corn processing operations

Planned Initiatives

- **Potato Processing Line (within 2 years)**
Approved capital expenditure to implement measures aimed at reducing water consumption and improving water pretreatment efficiency
- **Corn / Tortilla Processing Line (within 1 year)**
Evaluate the business case for new water-saving technologies and process improvements to reduce water use
- **Condensate Water Reuse (within 3 years)**
Assess the feasibility of reusing condensate water generated by new heat pump systems, initially in France and potentially extending to other sites

Energy Management – Energy efficiency

At Europe Snacks, **energy efficiency and decarbonization are central pillars of our Carbon 0 roadmap**. By strengthening energy performance monitoring, driving operational efficiency initiatives, and conducting targeted investment studies, we are establishing a structured pathway to reduce energy consumption and greenhouse gas emissions across all our production sites, while enhancing long-term operational resilience.

ENERGY EFFICIENCY & MANAGEMENT

Europe Snacks is **committed to reducing energy consumption** through enhanced monitoring, process optimization, and the deployment of best available technologies across its manufacturing sites.

Our ambition

Achieve a 25% reduction in energy consumption by 2030 compared with the baseline year, through a combination of operational improvements and targeted capital investments.

Progress and Key Actions

- Deployed energy monitoring systems and dedicated energy management software to improve the visibility and analysis of energy consumption across operations
- Expanded metering and instrumentation projects across our production sites to identify and prioritize energy-saving opportunities
- Calibrated installed sensors and established environmental committees that regularly review energy performance and improvement actions
- Completed detailed feasibility studies for heat recovery solutions from fryer exhaust systems and compressed air networks
- Launched pilot projects focused on improving fryer efficiency, enhancing insulation performance, and optimizing process control
- Identified a portfolio of energy-efficiency initiatives with short payback periods, representing up to 25% potential energy savings across our manufacturing operations

Energy Management - Decarbonization

At Europe Snacks, **Scope 3 decarbonization and supply chain resilience are key enablers of our Carbon 0 roadmap and business strategy**. By committing to SBTi and identifying priority decarbonization and climate risk mitigation levers, we will define a **structured emissions reduction trajectory** with interim targets, prioritize value-protecting and value-creating actions, assess the associated CAPEX and OPEX impacts, and build a supplier engagement and negotiation strategy to drive measurable progress across our value chain.

DECARBONIZATION

Europe Snacks is exploring innovative technologies and renewable energy opportunities to support its Carbon 0 ambition and further reduce emissions beyond energy efficiency improvements.

Our ambition

Develop and implement low-carbon energy solutions that enable long-term greenhouse gas emissions reductions across all production sites.

Progress and Key Actions

- Completed feasibility studies assessing biomethanization opportunities for food waste valorization and renewable biomethane production
- Conducted engineering studies in Spain to recover waste heat from batch fryers and reuse it within thermal oil circuits, reducing overall energy demand
- Evaluated the potential deployment of high-temperature heat pumps at French sites to maximize waste heat recovery and reduce fossil fuel consumption
- Assessed photovoltaic energy opportunities and third-party financing models to accelerate the deployment of renewable electricity generation
- Installed Pulsed Electric Field (PEF) technology at the Park Royal site to reduce frying energy requirements and improve process efficiency
- Identified site-specific decarbonization pathways, taking into account local energy mixes, available subsidy schemes, and investment opportunities
- Investigated packaged biomethanization solutions for selected UK sites to support on-site renewable gas production and circular resource management.

Environmental Management

QUALITATIVE MEASURES

Impact Area	Key Measures & Initiatives
Energy Management	- Installation of energy meters on main consumers (process equipment or utilities) to monitor line-level consumption - Evaluating heat recovery solutions and hybrid boilers opportunities - Third party partnership to build site specific decarbonization roadmap and lead detailed feasibility studies on prioritized solutions
Water Management	- Monitoring of water use across production sites - Targeted water efficiency improvements in potato washing and corn cooking and soaking - Reuse of water investigation through fryer vapor condensation - Improvement through investment waste-water treatment plant capacity and reject
Air pollution	- Preventive Maintenance scheduled for emissions-critical equipment like fryers and compressors - Filters in place for powder handling zones - Use of enclosed frying systems with odor filtration
Materials & Chemicals	- Supplier restrictions on controversial additives and colorants - Food grade chemical use aligned with EU REACH standards
Waste Management	- Initiatives led across all production sites to reduce waste generated - Food waste repurposed into animal feed and biomass
Product End-of-Life	- Initiatives led on each country to reduce packaging (thickness reduction, removal of extra packaging, bulk solutions) 100% of recyclable packaging targeted - Increased recycled content
Customer Health & Safety	- Tight monitoring of food safety complaints - Allergen risk assessments across production lines - Healthier axis for renovation and innovation projects
Biodiversity	No direct operations in biodiversity sensitive areas

QUANTITATIVE MEASURES

Metric	Baseline	Data reported 2024	Data reported 2025
Total mass (tCO2e) of Scope 1 greenhouse gas emissions emitted	2022	39,938 T	35,764 T
Total mass (tCO2e) of Scope 2 greenhouse gas emissions emitted	2022	6,796 T	6,223 T
Total mass (tCO2e) of Scope 3 greenhouse gas emissions emitted	2025	-	330,887 T
Total amount of energy consumption of the entities and non-renewable fuel consumption	2024	299,077,470 kWh	220,886,330 kWh
Total energy production from renewable energy (e.g. solar)	2024	1,260 kWh	~124,000 kWh

SCOPING & GOVERNANCE

Metric	Key Notes
Coverage & Scope	Covers all Europe Snacks facilities and regions
Reporting Frequency	Annually
Governance	Oversight by sustainability committee, C-suite & Board



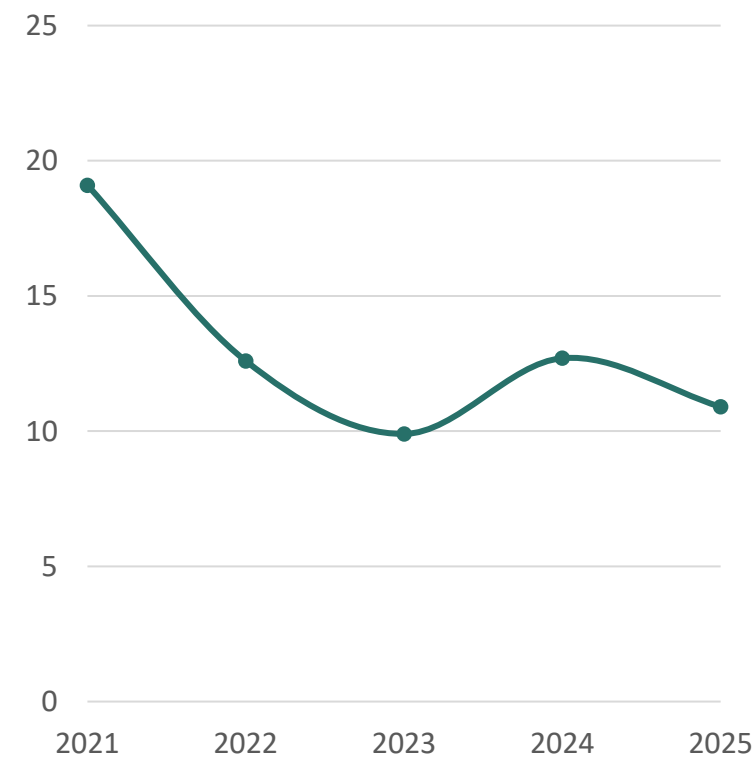
Europe Snacks' policy is to conduct all its operations in a way that protects the health and safety of its employees, contractors, customers, and external partners, while also contributing to environmental protection.

We believe that all accidents are preventable, and our goal is to achieve zero harm and zero accidents across all our sites.

Elise Steylaers, Group Head of Safety



Accident Frequency Rate (AFR2*) 2021-2025



*Group Safety Index (AFR2) = Number of accidents with LTA and MA * 1 000 000 / Total working hours
LTA : lost time accident MA : Medical aid

Health & Safety

At Europe Snacks, the health, safety, and well-being of our employees and other contracted workers are our highest priorities. We are committed to fostering a strong safety culture and creating a workplace where everyone returns home safely every day. Guided by our ambition of zero harm, we continuously strengthen our safety practices, employee engagement, and risk prevention measures across all sites.

Our ambition: Achieve zero workplace incidents by 2027.

We have been strengthening our health & safety systems for several years through increased training, improved incident tracking, on-site audits, and proactive risk management. Looking ahead, our target is to achieve year-over-year reductions in workplace incidents, with a long-term ambition of zero lost-time injuries across all operations.

We are also working to align all production sites with leading industry health and safety standards and deepen our focus on preventive measures to avoid any accident.

10% of variable remuneration of all eligible employees is directly linked to safety results with leading and lagging indicators (accident frequency rate and number of observations and dialogues).

Health & Safety

The Europe Snacks Group is strengthening its safety culture and taking another significant step forward : the Group launched its **safety logo**, named ‘SAFE’, a shared symbol that unites all employees around a core belief: *Ta sécurité c’est ma sécurité - Your safety is my safety - Tu seguridad es mi seguridad*

More than just a logo, it serves as a shared reference point to strengthen the Group’s safety culture and support a common approach across all sites.

Its objectives are to:

- Increase the visibility and consistency of safety messages.
- Reinforce safe behaviors and best practices in everyday operations.
- Promote vigilance, accountability, and collective awareness.
- Foster a shared safety culture across countries, functions, and business units.



Safety is not just about rules and procedures. It is fundamentally about behaviours, looking out for one another, and embracing collective responsibility. By working together, we can create a safer workplace for everyone, every day.



As part of our continuous improvement approach to Health, Safety and Environment (HSE) management, we conducted a **review of regulatory monitoring solutions in 2025** and selected Red-on-line, which is being deployed in 2026 to strengthen our regulatory compliance monitoring process.

In parallel, we are **reinforcing our HSE management framework** through the development of an **internal audit program**, the **formalization of a Group HSE Policy**, and the **implementation of an HSE Manual and associated standards** to ensure consistent application across our operations.

Human Rights

We are committed to respecting and promoting human rights throughout our operations and supply chain, in line with the UN Guiding Principles on Business and Human Rights, the Ten Principles of the United Nations Global Compact (UNGC), and International Labour Organization (ILO) conventions.

OUR COMMITMENT

Europe Snacks is **committed to respecting human rights across its operations and value chain.**

We **prohibit** across all operations and value chain :

Child labour

Forced or compulsory labour

Discrimination and harassment

Unsafe or exploitative working conditions

This commitment is embedded in our **Forced Labour, Discrimination and Harassment Prevention and Remediation Policy**, Code of Ethics, trainings of employees and Supplier Code of Conduct.

We investigate reported concerns and apply prevention and remediation measures. We will continue to monitor risks, strengthen supplier compliance and train our teams to uphold these standards across all geographies, supported by risk mapping, supplier assessment procedures, and confidential reporting channels.

OUR ACTIONS

- **Due Diligence:** We are conducting risk mapping across our value chain to identify and address potential human rights violations.
- **Supplier Code of Conduct:** All suppliers must agree to and comply with our human rights standards, including a firm prohibition on child and forced labor as stated in the Supplier's Code of Conduct.
- **Training:** we aim at training 100% of our employees to ethics, which we have continued to deploy in 2025 (48% of employees trained at the end of the year) to identify risks and uphold labor standards.
- **Whistleblower Mechanism:** We maintain a confidential reporting channel for employees and third parties, with clear procedures for investigating and addressing concerns across all our geographies.
- **Forced Labour, Child labour, Discrimination and Harassment:** We disclose a prevention and remediation policy on this topic across all our geographies and perform age verification of candidates before hiring.

OUR TARGET

By 2030, ensure 100% of strategic suppliers have signed our Supplier Code of Conduct together with the Forced Labour, Discrimination and Harassment prevention and remediation policy enclosed to the Supplier Code.

We will monitor compliance across our supply chain and continually strengthen our practices through collaboration, transparency, and independent review.

Health & Nutrition

At Europe Snacks, we recognize the role our products play in consumers' diets and are **committed to making them as balanced as possible without compromising taste and enjoyment**. Our strategy focuses on gradually **reducing sodium, fat, and added sugars** while also exploring **innovative technologies to bring healthier options to market**.

SODIUM

We are progressively lowering the salt content across our products, step by step, to allow consumers to adapt naturally to changes in taste. To maintain flavor, we enhance seasonings with specific ingredients that boost intensity without adding more sodium.

FAT

Much of the reformulation work to reduce fat content has already been achieved. Going forward, significant breakthroughs will depend on scaling up healthier manufacturing technologies — such as popped snacks — that deliver the same consumer experience with less fat.

SUGAR

We are aiming to reduce added sugars in our recipes and reformulating where possible. This includes replacing sugar with alternative ingredients such as dietary fibers that provide the same functional properties while supporting improved nutritional profiles.

OUR COMMITMENT

By taking a gradual, science-based approach, Europe Snacks is helping consumers enjoy savory snacks that are lower in sodium, sugar, and fat — while also investing in the next generation of healthier technologies. This is how we balance consumer expectations for taste with our responsibility to contribute to healthier diets. In 2025, we compared current Europe Snacks recipes versus competitive benchmark recipes. Our commitment is to be better or equal than the competition- in nutrition, with the ambition to have 100% of our range better or equal to the competition by the end of 2027.

Benefits for employee

At Europe Snacks, **we recognize that our employees are our greatest asset and are committed to creating a great place to work.** We offer competitive benefits, learning and development opportunities, and career pathways to help everyone thrive. Through our annual salary review process, 100% of direct employees are covered by wage benchmarking analyses, ensuring fair, competitive and compliant remuneration.

Financial benefits	Wellbeing & work-life balance	Learning & career development	Engagement & recognition	Everyday employee benefits
- Competitive compensation package 13th month (FR) - Bonus and profit-sharing schemes (depending on role and level) - Pension scheme	- Hybrid working policy (depending on role) - Employee Assistance Program - Health & Wellbeing support - Wellbeing initiatives and dedicated wellbeing activities - Eye care support (UK) - Healthcare benefits	- Commitment to continuous learning and annual training - Internal training programs and development opportunities - Performance reviews and personal development plans - Career progression and internal mobility - Professional memberships/subscriptions (depending on role)	- Employee recognition programs and value awards - Employee feedback and engagement initiatives - Active employee committees / social activities - Recognition of teamwork and individual contributions	- Employee discounts on company products - Mobility initiatives (e.g. carpooling) - Family-friendly initiatives - Additional local benefits depending on country and site

Some benefits do not apply to all countries

Social Management

QUALITATIVE MEASURES

Impact Area	Key Measures & Initiatives
Working Conditions	• Break schedules, overtime hours, and rest periods comply with national and regional labor laws • Employees provided PPE, safety training, and risk management protocols • Ensuring safe and clean working environments • Grievance mechanism to report unsafe or unfair conditions
Social Dialogue	• Collective bargaining rights are respected in countries where applicable • Regular meetings between site management and elected worker representatives
Career Management & Training	• Our employees receive a number of relevant training opportunities today (including safety, technical, ethics, etc.) • Structured onboarding and skills development programs (including leadership development) • Annual development reviews conducted for salaried roles
Diversity, Equity & Inclusion	• Inclusive hiring practices and flexible working arrangements • Employee led resource groups (e.g. women’s) to boost morale and enhance belonging • Tracking of key metrics such as gender balance, promotion rates and pay equity

QUANTITATIVE MEASURES

Metric	Data reported 2024	Data reported 2025
Hours worked	5,294,498*	5,108,460
TRIR / LTFIR	0.03 / 11.5	0.023 / 10.27
# of days lost to work related injuries, fatalities, and ill health	3 835	3 618
Average hours of training per employee	22	13**
# of work-related accidents	67	54
% of women employed in the whole organization	36%	42%
% of women at top management level	25%	25%
% of women within the organization’s board	0%	0%
% unadjusted pay gap	11.3%	14.6%
% of direct employees covered by a living wage benchmarking analysis	100%	100%

SCOPING & GOVERNANCE

Metric	Key Notes
Coverage & Scope	Covers all Europe Snacks facilities and regions
Reporting Frequency	Annually
Governance	Oversight by sustainability committee, C-suite & Board

*Correction made on last year report, but no change in TRIR/LTFIR

**The decrease in training hours reflects a change in reporting methodology. From 2025 onwards, only training activities leading to skills development and professional growth are included, while role familiarization activities are excluded

Corporate Governance

CONDUCTING BUSINESS WITH HONESTY AND INTEGRITY

At Europe Snacks, **strong governance is the foundation of our long-term success.** We are committed to **ethical conduct, sound decision-making, and clear accountability across all levels of the organization.** Our governance structure ensures alignment with our sustainability commitments, builds trust with stakeholders, and safeguards our reputation and performance.

SUSTAINABILITY GOVERNANCE AT EUROPE SNACKS

Our **ESG Committee plays a central role in guiding and overseeing our ESG agenda.** It brings together leaders from across key business functions – including Legal, Health and Safety, Engineering, Procurement – and also countries referents to drive strategic alignment and accountability.

The committee meets once a month, bringing together group-level representatives and country-specific leads. It reviews major initiatives conducted, defines appropriate targets and ensures that information is effectively communicated across all countries where Europe Snacks operates.

BOARD SNAPSHOT

This committee is supported by the Board of Directors, which receives quarterly updates on material ESG topics, such as:

- Employee health & safety results and main initiatives conducted
- Operational efficiency and environmental performance
- Engagement and inclusion

The committee meets quarterly and plays a critical role in integrating sustainability into business decisions.

BOARD COMPOSITION & DIVERSITY



0% board diversity (female)

SENIOR LEADERSHIP COMPOSITION & DIVERSITY



38% leadership diversity (female)



Compliance & Ethics

OUR CONVICTIONS

At Europe Snacks Group, we are guided by our Company values. These values are the foundation of how we conduct ourselves and interact with each other, our clients, members, suppliers, shareholders and other stakeholders. **The Company is committed to ensuring corporate compliance and promoting ethical corporate culture by observing the highest standards of fair dealing, honesty and integrity in our business activities.**

Our Code of Ethics and its Training Support guides employees in making responsible decisions, and **we maintain clear policies on respect for persons, respect of hygiene, safety and environment, food safety, anti-corruption, fair and free competition, conflict of interest prevention, data privacy and protection of personal data, confidentiality, preservation of the image on social media, and whistleblower protection.** We maintain a confidential reporting channel for employees and third parties, with clear procedures for investigating and addressing concerns across all of our geographies (including for child labor and human rights). Regular training, internal audits, and third-party assessments help us ensure compliance and foster a culture of accountability. Our goal is to ensure 100% of all employees are trained on ethics and compliance by FY2027.

KEY METRICS (2025)



Responsible Sourcing

Responsible Sourcing Performance

40%

Strategic suppliers who have signed our Supplier Code of Conduct *

95%

European raw material sourcing**

100%

Buyers trained on responsible sourcing

100%

Strategic suppliers engaged on Scope 3 reporting initiative

*Change in methodology for 2025 to take into account procurement spend in K€

**Change in methodology for 2025 to cover the group's top 100 suppliers, as opposed to spend in 2024

At Europe Snacks, we believe the way we source our raw **materials is critical to both our business resilience and our responsibility to people and the planet**. Our responsible sourcing strategy focuses on ensuring our ingredients and packaging are produced **ethically, sustainably, and in line with customer and regulatory expectations**. Our target is to get to 100% of strategic suppliers who have signed our supplier code of conduct by 2027.

1

Supplier Standards

All suppliers are expected to adhere to our Code of Conduct, which sets clear requirements on human rights, fair labor practices, and environmental responsibility. We require third party audits (e.g. SEDEX audits or Amfori BSCI) or certifications (Ecovadis) from strategic suppliers

2

Packaging & Circularity

Packaging suppliers are required to provide data on recyclability, recycled content, and compliance with the EU Packaging and Packaging Waste Regulation (PPWR) and Extended Producer Responsibility (EPR) schemes (as relevant). This ensures that our products meet both customer targets and future regulatory requirements.

3

Carbon & Climate

We are engaging suppliers to disclose greenhouse gas emissions, set reduction targets, and provide product carbon footprints for key raw materials. This supports Europe Snacks' Scope 3 reporting under CSRD and enables collaboration on low-carbon innovations.

4

High-Risk Commodities

Palm oil represents less than 1% of our total spend, and all volumes are 100% RSPO certified. We also source paper-based packaging, which is procured from suppliers that follow responsible forestry standards such as FSC or PEFC. We do not source other commodities commonly linked to deforestation (such as soy, cocoa, rubber, or cattle). This means our exposure to high-risk raw materials is limited, but we continue to monitor our supply base to ensure ongoing compliance with customer expectations and EU regulatory requirements.

UN SDG Alignment

Europe Snacks Sustainability Activity	Europe Snacks Metric / Disclosure Location	UN SDG
At Europe Snacks, we are committed to: • End all forms of discrimination against all women • Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life • Committed to no adjusted gender pay gap and parity amongst executives	Europe Snacks 2026 Corporate Responsibility Report pg.18	
At Europe Snacks, we are committed to improving energy efficiency in order to reduce our carbon emissions. We are currently investigating fryers insulation in Spain, fryers heat recovery on steam for oil heating via heat pumps in France, as well as the opportunity to install PV panels in Spain and hybrid boilers in France.	Europe Snacks 2026 Corporate Responsibility Report pg.6	
At Europe Snacks, we promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. • We protect labour rights and promote safe and secure working environments for all workers • By 2030, we want to achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value	Europe Snacks 2026 Corporate Responsibility Report pg.13-18	
At Europe Snacks, we want to ensure sustainable consumption and production patterns. • We promote public procurement practices that are sustainable, in accordance with national policies and priorities. • We encourage our suppliers to adopt sustainable practices and to integrate sustainability information into their reporting cycle. • By 2030, we aim at substantially reducing waste generation through prevention, reduction, recycling and reuse.	Europe Snacks 2026 Corporate Responsibility Report pg.7,8,21	
At Europe Snacks, we take action to combat climate change and its impacts. We integrate climate change into our strategy and work on climate change mitigation, adaptation, and impact reduction	Europe Snacks 2026 Corporate Responsibility Report pg.5-7	

Europe Snacks is proud to be aligning our sustainability activities to the United Nations Sustainable Development Goals (SDGs). We strive to make meaningful contributions to our industry and global sustainability goals through our sustainability programs, initiatives, and activities.



The United Nations Sustainable Development Goals (UN SDGs) are a set of 17 global goals adopted by all United Nations Member States in 2015 as part of the 2030 Agenda for Sustainable Development. These goals address a wide range of interconnected issues, including poverty, hunger, health, education, gender equality, clean water, and climate action.

The SDGs provide a comprehensive framework for countries, businesses, and individuals to work towards a more sustainable and equitable future. Organizations often highlight their efforts aligned with specific SDGs to showcase their commitment to responsible and sustainable business practices.

Source: United Nations

SASB Index

The following disclosure is aligned to the Sustainability Accounting Standards Board (SASB) framework for the sector denoted as “Processed Foods (FB-PF).” Europe Snacks will continue to evaluate the disclosure of additional topics as these emerge, considering relevance, availability of high-quality data, and competitive sensitivities.

Disclosure Topic	Metric	SASB Code	Units	Europe Snacks Metric / Disclosure Location
Energy Management				
	Scope 1, Scope 2, Scope 3 Emissions	FB-PF-130a.1	Metric tons CO ₂ e	pg.7
	Total energy consumed	FB-PF-130a.2	kWh	pg.12
Water Management				
	Total water consumed	FB-PF-140a.1	Cubic meters	pg. 6
Food Safety				
	# of recalls issued	FB-PF-250a.4	Number	483
	% food safety complaints	FB-PF-250a.3	Percentage	pg. 6
Health & Nutrition				
	Description of strategy to reduce sodium, sugar, and other nutrients of concern	FB-PF-260a.2	Narrative	pg.16
Packaging Lifecycle Management				
	% of packaging made from recycled / renewable materials	FB-PF-410a.1	Percentage	pg. 6
	% of packaging that is recyclable, reusable, or compostable	FB-PF-410a.2	Percentage	pg. 6
Environmental & Social Supply Chain				
	% of raw materials sourced from suppliers with third-party environmental/social audits	FB-PF-430a.1	Percentage	pg.6,21

Conclusion

As we close our 2026 Corporate Responsibility Report, we reflect on a year of meaningful action, strengthening our environmental and social impact while laying the groundwork for long-term progress. From advancing our decarbonization roadmap to strengthening employee wellbeing and local community support, Europe Snacks remains focused on embedding responsibility into every part of our business.

Our strategy is guided by a clear ambition: to drive sustainability across our operations, products, and value chain. Over the past year, we have made significant progress through tangible and measurable actions. Key achievements include the launch of our first Group-wide safety logo to strengthen and unify our safety culture, the measurement of greenhouse gas emissions across all scopes, the completion of feasibility studies for energy efficiency and emissions reduction initiatives, and the preparation of our CSRD reporting framework and SBTi-aligned decarbonization roadmap.

We continue to align **with the United Nations Sustainable Development Goals** and are actively working to improve our EcoVadis score through stronger governance, data transparency, and human rights safeguards. These efforts reflect both our progress and our growing accountability to do better each year.

Looking ahead, we are committed to reaching our 2030 emissions reduction targets and deepening our impact through innovation, collaboration, and inclusion. Grounded in purpose and driven by our people, we aim to create a more sustainable future for our consumers, our teams and our planet.

Europe Snacks

June 2026