Intersnack

# Snack by Snack

Sustainability Progress Report 2025

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## Foreword

Welcome to Intersnack's Snack by Snack Sustainability Progress Report 2025, which outlines the advances we've made across our organisation, within our product portfolio and throughout our value chain – from sustainable agriculture programmes and packaging improvements to reducing emissions across our operations.

This report reflects a year in which we concluded a number of long-term sustainability targets, while also taking the next step in how we manage and report on sustainability.

Unless otherwise stated, this report gathers data from all Management Units within Intersnack Group and covers the calendar year 2025.

# Introduction

# Welcome from the Executive Board

This Sustainability Progress Report marks a meaningful milestone in our sustainability journey.

Over the past years, we have worked against clear sustainability objectives and made steady progress – progress we can be proud of. This includes strengthening our approach to responsible sourcing and social compliance, advancing sustainable agriculture programmes with our suppliers and taking steps to reduce emissions across our operations.

Within our product portfolio, we have made significant progress in reformulating our recipes, including reducing salt levels and removing artificial additives, while continuing to deliver the taste consumers expect. At the same time, we have expanded concepts that address more health-conscious consumer preferences across our European markets.

Since the launch of our Packaging Pledge in 2018, we have been transforming our packaging to be more resource-efficient and designed for recycling. As we reach the conclusion of this programme, we have made strong progress, reflecting the significant effort across our teams to reduce material use and improve recyclability.

As a workplace, we continue to focus on creating a safe, inclusive and engaging environment, where our employees can develop and contribute across diverse teams.

While we are proud of the achievements we have made, they do not mark an endpoint; we will continue to scale our efforts to deliver measurable sustainability outcomes in the years ahead.

In that sense, 2025 has been a year of consolidation and preparation, positioning us to accelerate delivery against our sustainability priorities.

Significant effort has gone into reinforcing the foundations of how we manage sustainability across Intersnack, including clearer structures, more robust data and strengthened internal processes. These foundations support better decision-making, transparency and accountability and prepare us for a new era around sustainability reporting, heralded by the Corporate Sustainability Reporting Directive (CSRD).

Our accomplishments are testament to the support and hard work of our employees, the challenges they have faced and the everyday improvements they have implemented that have embedded sustainability in our business.

We must also pay tribute to our global business partners, their own workforces and value chains. From farmers and ingredient suppliers to packaging providers and service partners, they are critical to achieving our ambitions and driving progress across our value chain.

This progress has been recognised externally, including through our EcoVadis rating, which has improved consistently over recent years.

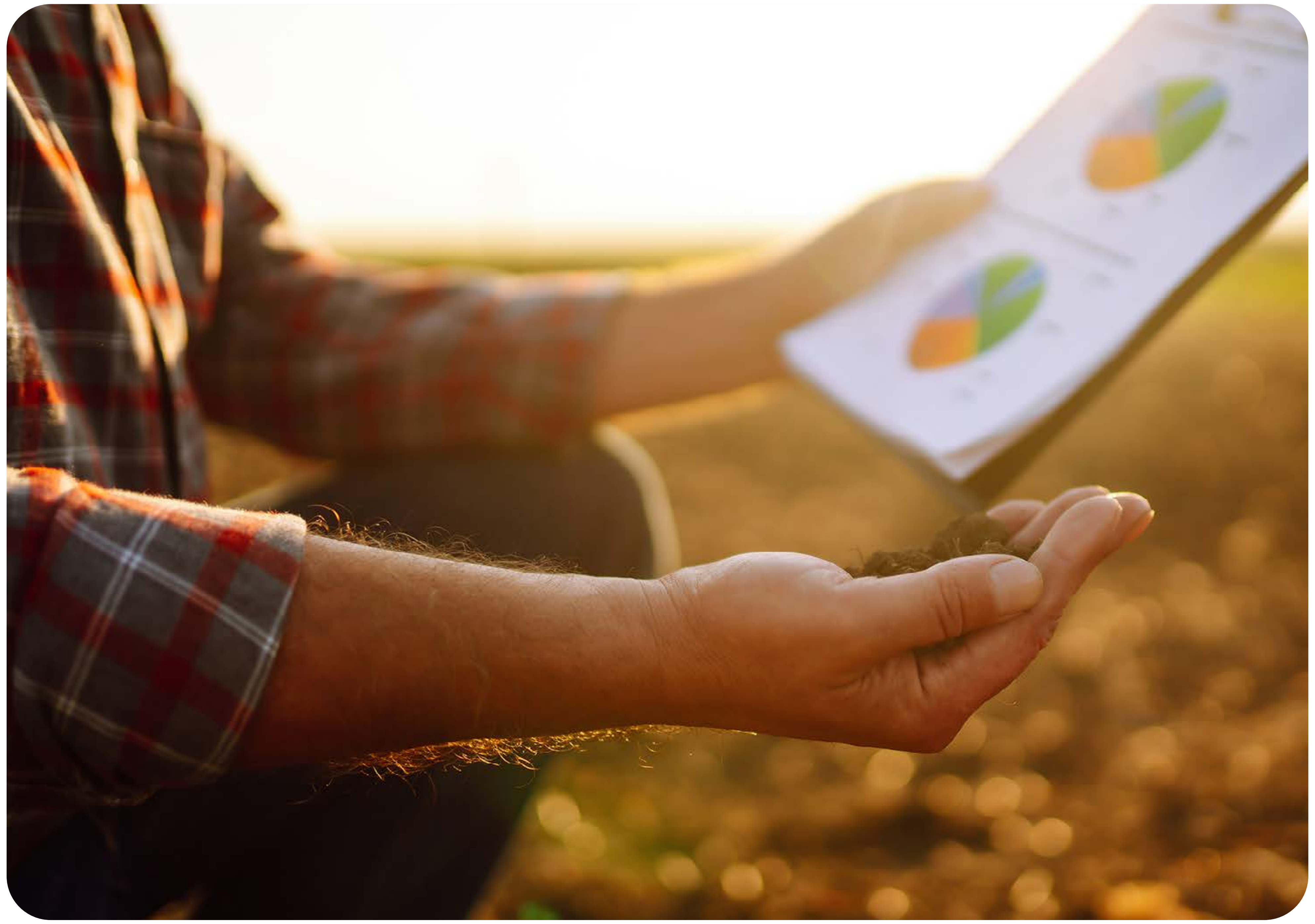
Looking ahead, we will deepen the integration of sustainability across Intersnack in a pragmatic and responsible way, building lasting impact through consistent, step-by-step progress. This reflects our commitment to creating positive impact, snack by snack.

*The Executive Board*

Fabien Duvilla, Henrik Bauwens, Johan van Winkel

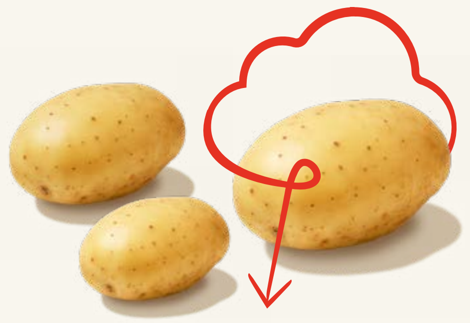
# Sustainability highlights from 2025

Building a more sustainable business is an ongoing journey defined by a gradual process of learning, adapting and improving. While we aim for impactful change, we appreciate the smaller, cumulative improvements that happen day-by-day.



**97%**

of products are **free from artificial taste enhancers**

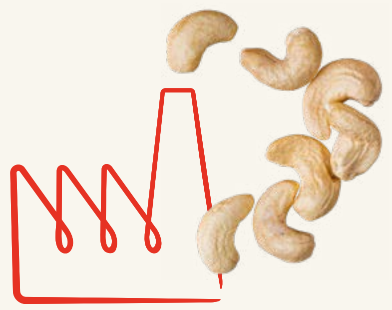


**8.4%**

**reduction** in absolute **Scope 1 and Scope 2** $tCO_2e$ emissions in 2025 compared with the 2021 baseline year

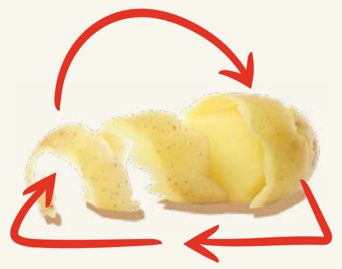
**15.1%**

**reduction** in **flexible packaging** achieved through our Packaging Pledge programme



**97%**

**ETI/SMETA compliance** across own factories

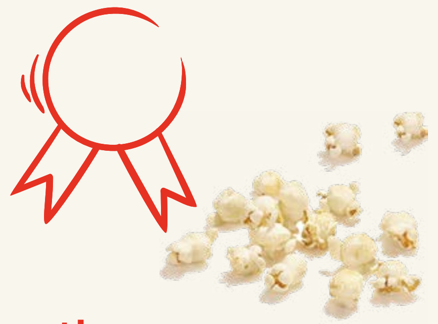


**90%**

of all **edible by-products** from our processes which cannot be turned into snacks are used as **animal feed or bio-based materials**

**100%**

of our **high-risk suppliers** have signed our **Responsible Sourcing Policy**



More than

**130,000**

workers in our first- and second-tier suppliers work in **SMETA-verified environments**


**+15**

**points since 2022**

Intersnack's **EcoVadis** assessment score has increased year-on-year by +15 points since 2022

# Get to know *Intersnack*

At Intersnack, we strive to deliver tasty and enjoyable snacks while conducting our business responsibly and ethically, always mindful of our impact.

## A global business

Intersnack is a leading snack company, producing chips, nuts, baked goods and speciality snacks. We are present in over 30 countries across Europe, Australia, New Zealand and beyond and sell through third-party retail and food-service channels.

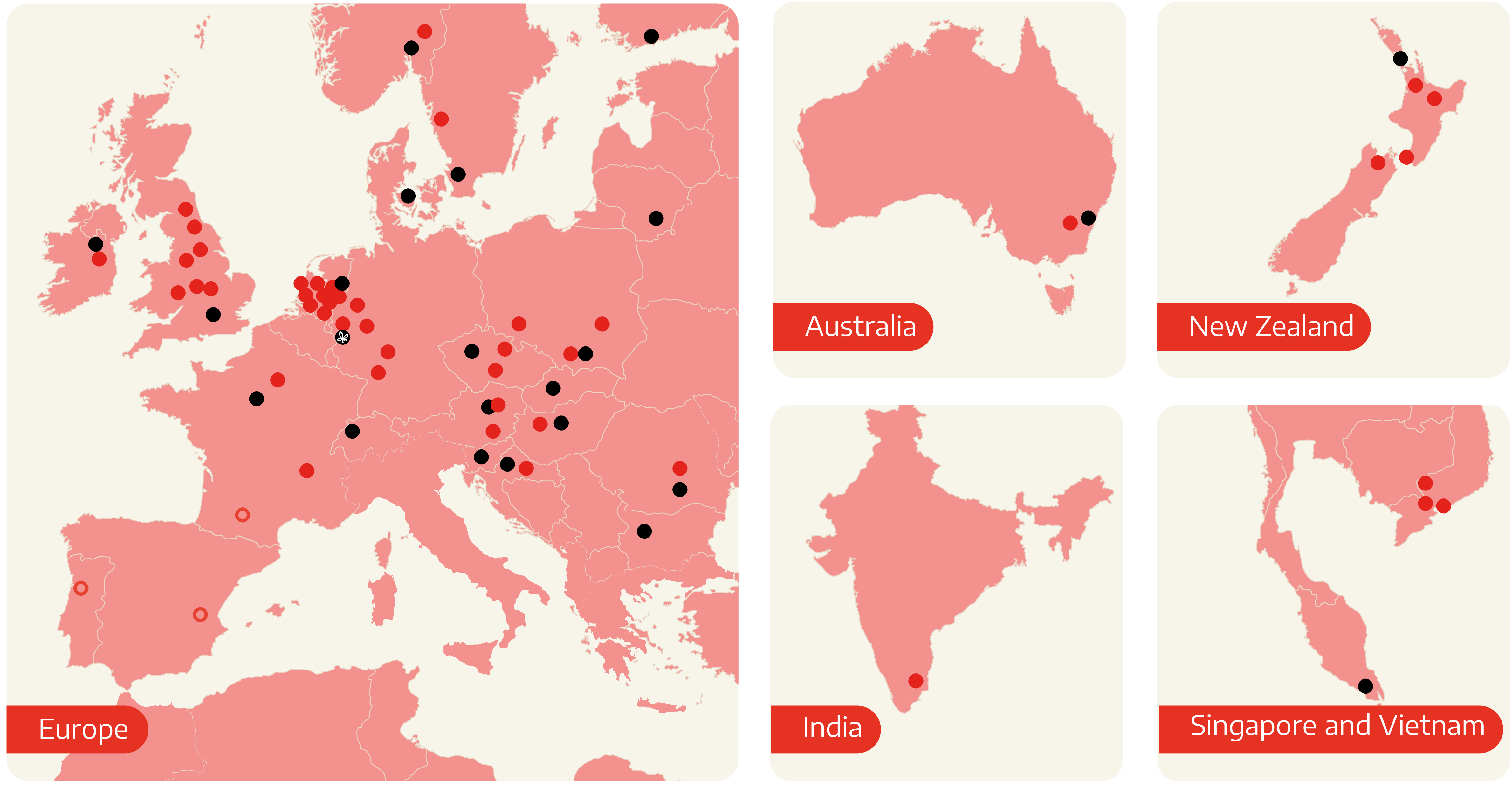
In 2025, we sold over 724,000 tonnes of snacks, generating net sales of around €4.5 billion. Intersnack is privately owned and headquartered in Düsseldorf, Germany. We operate 44 global production sites and directly employ around 14,500 people.

Our approach to product innovation reflects consumer appetite for natural ingredients and reduced environmental impacts, without compromising on taste, product quality and safety standards.

We have a clear Vision, Mission and set of Values which guide how we work and engage with business partners, supported by ethical business principles and everyday ways of working.

Our strength lies in our unique blend of local knowledge and international expertise, our close connections with business partners across our value chain and our entrepreneurial spirit that fuels a continual drive for improvement.

### OUR SITES AND OFFICES




● Offices ● Factories ○ Joint ventures ✻ Headquarters

### SOME OF OUR ICONIC SNACK BRANDS

### OUR PRODUCT CATEGORIES

*Chips*

*Specialities*

*Baked*

*Nuts*

*Others*
(including peanut butter and biscuits)

# Guiding *our efforts*

At Intersnack, we are guided by a clear purpose: creating happy snacking moments.

Our purpose drives our actions to develop great-tasting snacks in sustainable ways. This purpose is underpinned by our company Vision, Mission and Values – the fundamental elements that make Intersnack who we are.

Our Sustainability Manifesto describes the beliefs, principles and commitments that guide how we create positive impact.

## Our *Vision*

We are passionate about enriching people's lives with the right choices of great tasting savoury snacks.

## Our *Mission*

Our strength is to be both proudly local and truly international.

We create value with our products, innovations and iconic brands.

We strive for excellence in everything we do.

Being privately-owned enables us to operate our business with a long-term view.

We are fully committed to a more sustainable world.

## Our *Values*

### Thinking *responsibly*

Everything starts with thinking responsibly.

Accountability and proper risk management are crucial to our success.

We hold ourselves to a high ethical standard throughout our entire business and supply chain.

We care deeply about the impacts of our actions on our stakeholders and the environment.

### Acting *entrepreneurially*

We enjoy acting entrepreneurially.

We rely on trust, transparency and integrity.

We challenge ourselves and each other to continuously improve our performance.

We empower our people to take ownership for what they do.

### Growing *together*

We value our people and we cherish diversity, for the power and potential it creates.

We believe cross-functional teamwork is essential.

A supportive environment and open communication help our people to learn and grow.

We share and enjoy our successes together.

**Our sustainability manifesto**

Our aim is to create positive impact, one snack at a time, using our influence to help build an ethical, sustainable food system that supports better futures for everyone involved.

We know this is only achievable through determination and collaboration. That's why we're on a journey with our teams and business partners to create snacks people love and trust.

We're working to ensure every action we take is better than the last, benefiting customers, consumers, employees and people throughout our value chains.

For every crop grown using less, every packet made with less plastic, every employee empowered to realise their full potential, and every artificial flavour swapped for more authentic, naturally derived alternatives, we get that bit closer to being the business we want to be, *snack by snack*.

# Sustainability at Intersnack

# *Sustainability strategy* and pillars

Sustainability is integral to life at Intersnack. It is intrinsic to how we operate across our operations and value chain; it is embedded into the daily working lives of every employee; it guides our relationships with business partners; and it drives our decision-making processes.

Our commitment to sustainability is built around four key pillars. These have been defined by a double materiality assessment (DMA) – an approach designed to identify the sustainability issues that matter the most to our business. In turn, we align our strategy within each pillar to reflect our legal and regulatory obligations, as well as our wider objectives related to combating climate change.

Underpinning everything is the principle of creating positive impact for our consumers, employees, society and the planet.

## Creating positive impact *snack by snack*

### *Consumer*

Innovating for better, tasty choices

- Creating tastier, better choices
- Inspiring conscious snacking
- Delicious quality and safety

### *Environment*

Reducing our footprint through our zero-loss approach

- Climate action
- Circular solutions
- Sustainable agriculture

### *Value Chain*

Leading with responsible value chain practices

- Responsible sourcing
- Partnerships for impact

### *Employee*

Inspiring our people to reach their full potential

- Good place to work
- Retaining and engaging colleagues
- Opportunities to thrive

# *Embedding* sustainability

## Our sustainability pillars link to our material topics and are connected to how we operate across the value chain, from sourcing to production and product development.

Our consumer impacts relate to diet, nutrition and responsible snacking, highlighting our approach to product innovation and transparent communication, while supporting informed choice.

Intersnack's upstream environmental impacts are primarily linked to agricultural sourcing of raw materials such as potatoes, edible oils or nuts, energy use in manufacturing and packaging materials. Downstream impacts relate to distribution logistics and packaging disposal and waste. These are reflected in strategic priorities that include sustainable agriculture programmes, emissions-reduction initiatives and optimised packaging.

Across our value chain, impacts on labour conditions and sourcing practices inform our approach to supplier standards, responsible sourcing and social compliance initiatives that support better working conditions and livelihoods.

At the core of our success are our employees and the wider global workforce of our business partners. Within our directly employed workforce, we seek to cultivate a positive and safe working environment, where all employees can thrive. Impacts relate to health, safety and working conditions.

## Our double materiality assessment

To further improve our understanding of our sustainability impacts, we revisited our 2024 double materiality assessment (DMA) in the first quarter of 2025 as part of our governance and due diligence process.

DMAs are an established methodology to identify a company's most significant impacts on the environment and society and the sustainability-related risks and opportunities that affect it in turn. In addition to informing strategic priorities, the DMA enables us to comply with the requirements of the CSRD.

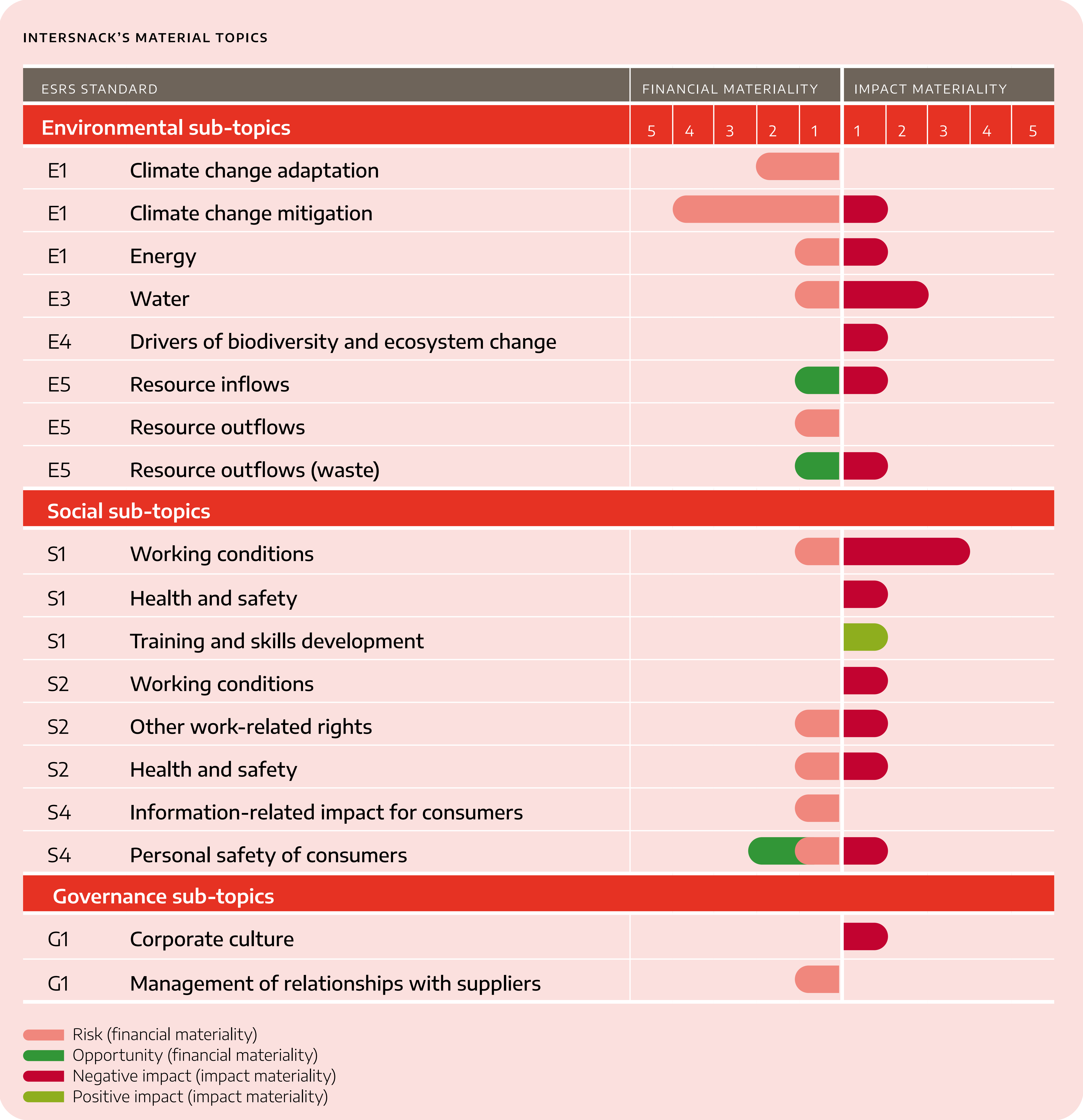
In alignment with European Sustainability Reporting Standards (ESRS), we first consulted key stakeholders and industry standards to appreciate the full scope of our assessment. We then evaluated key elements of our business model and mapped out our operational framework and value chain.

Building on this foundation and informed by various sources of information – including proprietary data, internal subject-matter experts, sector benchmarks, stakeholder feedback and external scientific and expert opinions – we identified a list of impacts, risks and opportunities (IROs).

These IROs were then evaluated against potential levels of 'severity' and 'likelihood' to create scores for impacts and against perceived 'magnitude' and 'likelihood' to create scores for risks and opportunities. These markers were validated by internal experts and key stakeholders.

Finally, we set materiality thresholds, validated results internally and created a consolidated list of material topics.

The material topics play a crucial role in our overall sustainability approach as they underpin our sustainability strategy, pillars and priorities and inform CSRD disclosures. The DMA will be reviewed and updated on a regular basis, strengthening our understanding and management of our impacts, risks and opportunities with every cycle. For integration of our material topics with our strategy and targets, see table (right).

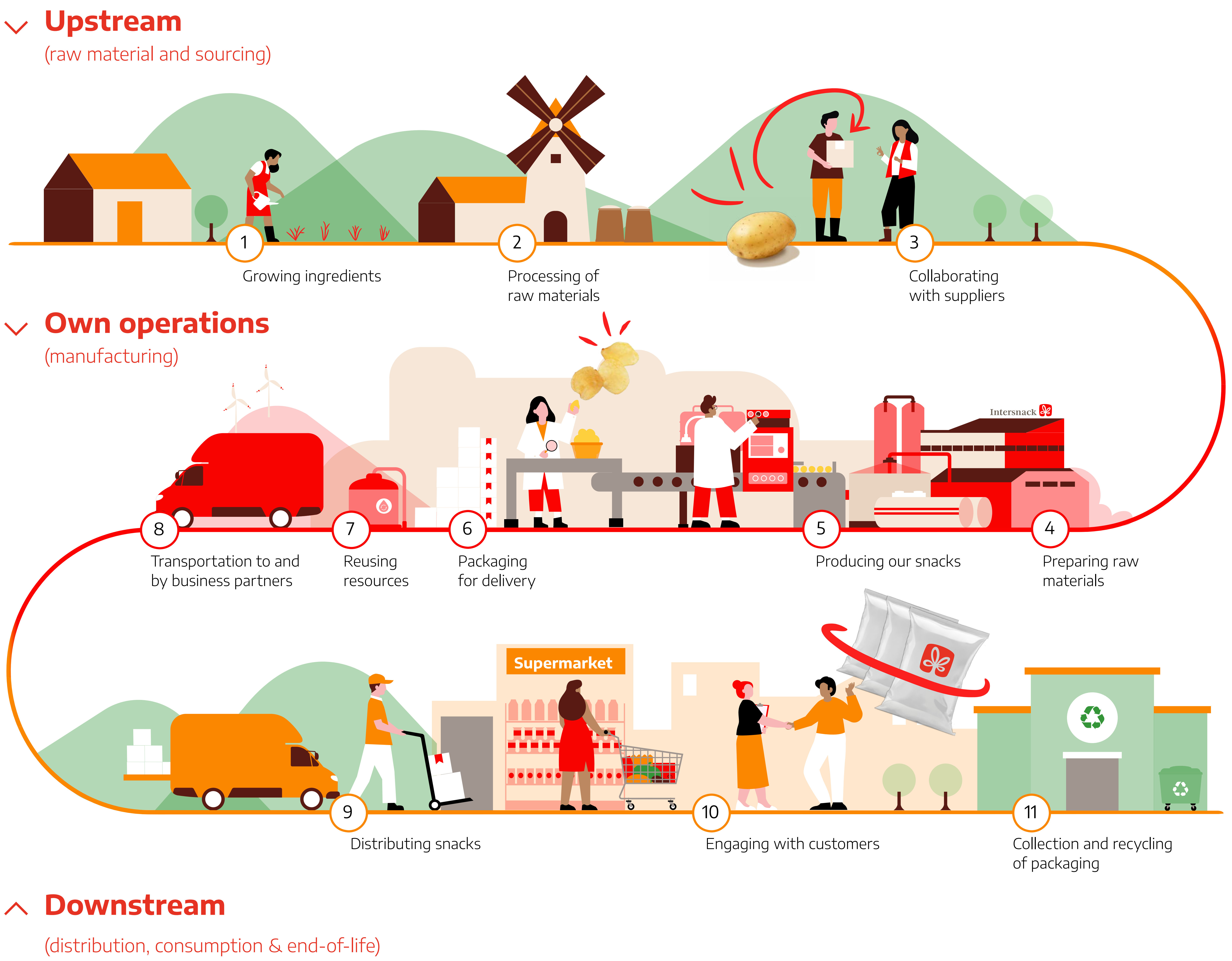


# Our *value chain*

Our sustainability priorities take into account the impacts and dependencies identified across our value chain. These span the cultivation of agricultural raw materials, ingredient processing and product manufacturing, distribution and retail and the end-of-life treatment of our packaging.

Being able to differentiate the stages of this value chain enables us to identify where sustainability IROs arise and helps us prioritise which suppliers, customers and other business partners to work with to address them.

- **Upstream activities:** Our value chain starts with the farmers who **cultivate** raw materials such as potatoes, nuts, oil-producing plants and other ingredients. These materials are **pre-processed** and **supplied** to Intersnack by a network of suppliers, alongside packaging materials and energy inputs. Sustainability impacts at this stage are linked to agricultural practices, use of resources, transport and suppliers' own operations, making responsible sourcing and supplier engagement critical.
- **Own operations:** Raw materials are **transformed** into finished products across our manufacturing sites. This includes activities such as roasting, frying, baking, seasoning and packaging. These processes use energy, water and packaging materials and generate waste and emissions.
- **Downstream activities:** Our products are **distributed** through logistics providers to retailers and other sales channels, before reaching **consumers**. Activities in this stage include transportation, consumer enjoyment and the disposal and **recycling** of packaging.



# Sustainability *governance*

At Intersnack, our governance framework balances oversight with accountability and shares responsibility for implementation across company-wide functions and country-specific Management Units. Culturally, our roles and processes are designed to cultivate a positive atmosphere and encourage a spirit of continuous improvement.

- **Simple and straightforward:** Our approach is deliberately uncomplicated, with clear responsibilities for sustainability defined at all levels of seniority. The goal is to ensure that our sustainability actions and priorities are understood by all and translated into focussed and clear actions. We believe this is one of the key drivers behind our sustainability successes.
- **Executive Board-level accountability:** The Director of Sustainability holds overall responsibility for our strategy and reports directly to the Group Board. Supported by the sustainability team and with input from subject-matter experts, the Director plays a pivotal role in introducing sustainability topics for Board consideration, based on strategic relevance, regulatory developments and emerging issues.
- **Sustainability experts:** Subject-matter experts are responsible for implementing actions and policies to progress our strategic objectives. Each country's Management Unit has a local sustainability lead responsible for driving sustainability progress and a dedicated CSRD Finance responsibility.
- **Robust implementation:** Key sustainability areas are addressed via central policies and managed through dedicated teams or working groups throughout the entire organisation.
- **Knowledge and awareness building:** Our sustainability strategy and targets are embedded wholly across our organisation. Sustainability is integrated into our Code of Conduct and in our overarching group framework, referred to as Objectives, Goals, Strategies and Measures (OGSM), across the group, employees' personal goals are aligned with our broader environmental and social targets.
- **Integrated sustainability targets:** Across the group, employees' personal goals are aligned with our broader environmental and social targets. A range of compulsory and optional training courses are offered to employees, covering a broad spectrum of sustainability topics. All new hires are given training on topics relevant to their role, including antitrust law, preventing corruption and anti-discrimination.
- **Standardised reporting:** We are progressively aligning our sustainability data and reporting processes with the requirements of the ESRS, as specified in the EU's CSRD, with oversight centralised under Group Finance. This supports greater consistency, transparency and comparability across our disclosures.
- **An evolving scope:** Our governance approach is not fixed and static – it evolves, with ongoing enhancements to processes and scope, reflecting the broader development of our own initiatives as well as the changing regulatory landscape. This reflects a wider ethos at Intersnack of continual learning, training and adaptation in sustainability.

## Stakeholder engagement

We consult with a wide array of stakeholders as part of an ongoing process of refinement of our sustainability strategy. To identify groups that are most relevant to our decision making, we have conducted a structured stakeholder assessment.

This approach is designed to ensure that our stakeholder engagement is focussed, proportionate and aligned with ESRS. We capture a broad range of perspectives from across our value chain – a range that deliberately stretches beyond the boundaries defined by our DMA.

**Direct engagement:** Shareholders, management, employees and key internal corporate functions who exert direct influence over our governance, policies and operations and enjoy a high level of accessibility to decision makers within the business.

**Indirect engagement - internal sources[1]:** Financial institutions, workers' councils and trade unions, B2B customers, suppliers and logistics providers - this is a broader group of stakeholders with more moderate levels of influence and/or accessibility. Nature itself is considered a key stakeholder in this category.

**Indirect engagement - external sources[2]:** Additional stakeholders, including consumers, primary producers, government agencies, NGOs and local communities, with whom direct engagement is more limited.

**Monitor group:** Industry associations, advisors and media. This group exerts lower levels of influence and accessibility to the business but helps us ensure emerging expectations and trends are captured over time.

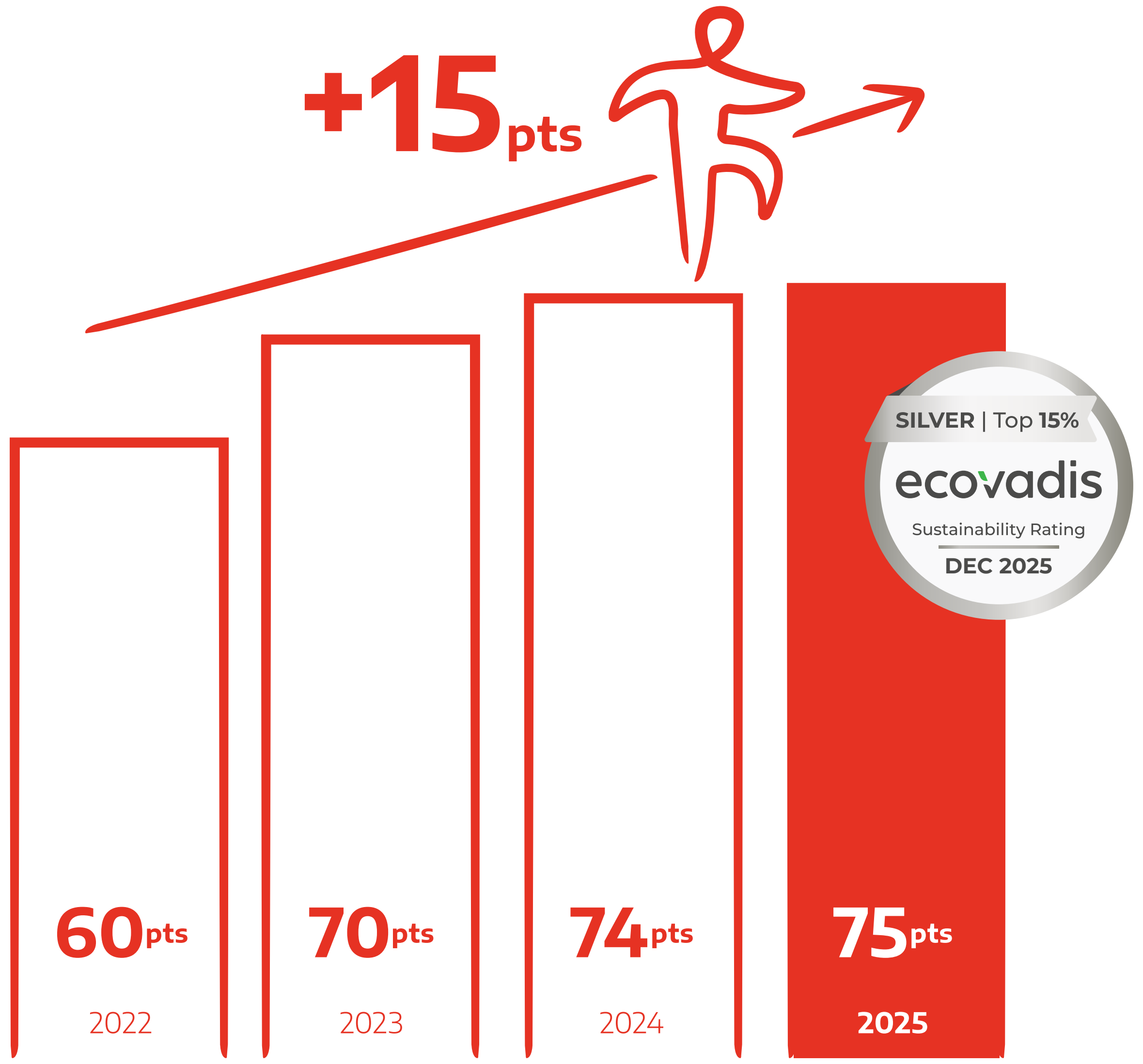
1. Refers to data and information that originates from Intersnack's proprietary business processes.
2. Refers to secondary sources such as sector reports or scientific papers where there are no proprietary data or limited data available internally at Intersnack.

## Looking ahead with confidence

During 2025, we strengthened our approach to sustainability data management, improving oversight, accountability and consistency across the business.

We also increased our EcoVadis score for the fourth consecutive year, reflecting continued progress in our sustainability performance.

Over the four years we have participated in the EcoVadis assessment, our overall performance has improved by 15 points. This places Intersnack in the top 3% of companies in our industry[1].




1. Defined by EcoVadis as 'manufacturers of other food products'.

External certifications across environmental management, health and safety, energy management, food safety and ethical trade standards form part of Intersnack's sustainability governance framework and provide external assurance that appropriate systems and controls are in place. These certifications are held across relevant facilities and are subject to regular renewal, reinforcing transparency, accountability and our data- and results-driven approach to governance.

Looking ahead to 2026, we are proactively preparing for evolving EU sustainability reporting requirements through further enhancement of our existing governance, strategy, policies and data controls. This includes a comprehensive review of our governance framework and reporting processes to support future regulatory requirements. These efforts will help strengthen decision-making and drive continuous improvement across our sustainability agenda.

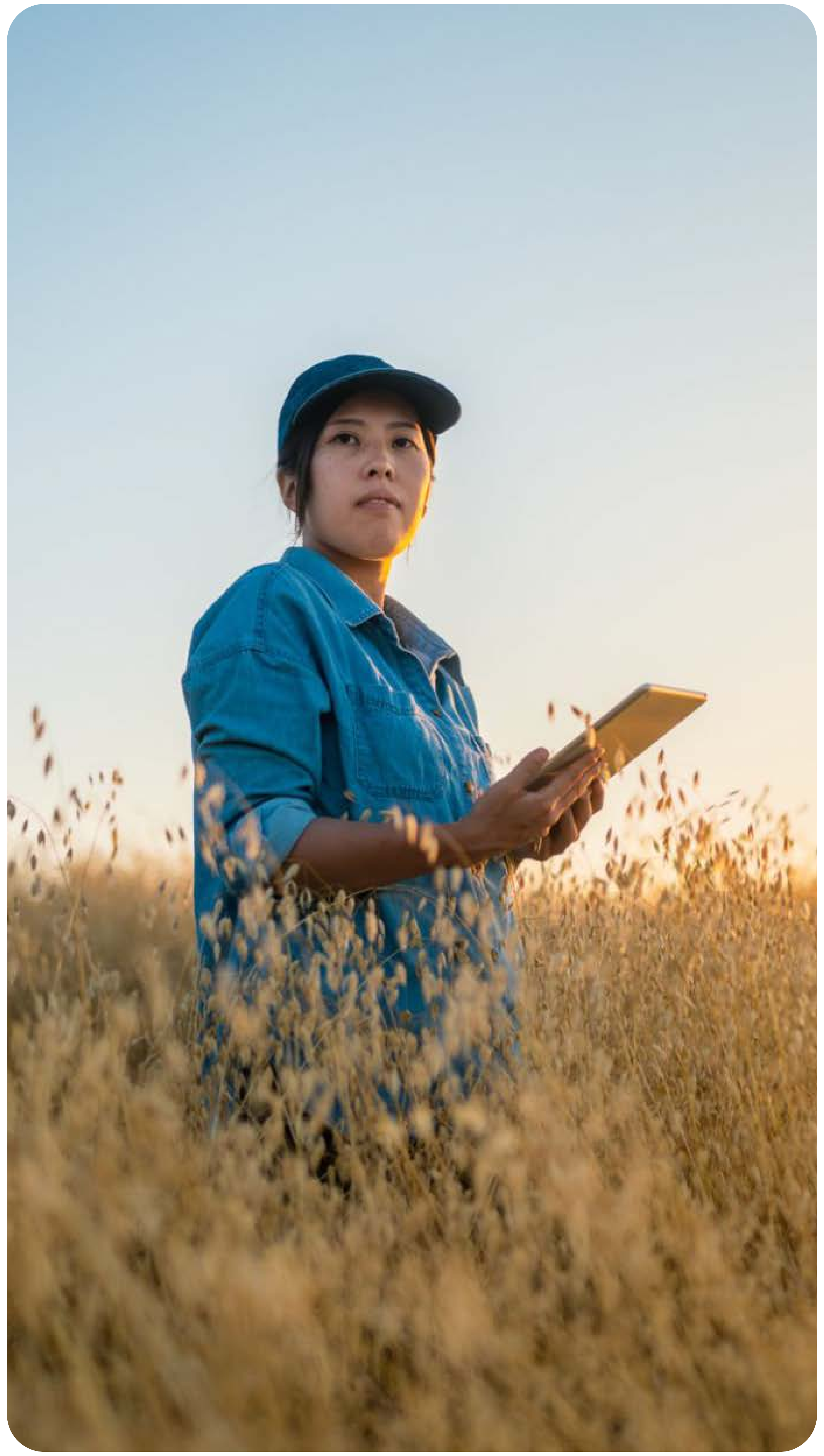
## Preparing for CSRD

2025 marked an important milestone in further strengthening how Intersnack's sustainability data is captured, managed and used across the business. As the company prepares for future sustainability reporting requirements, including CSRD, we recognised the need to move beyond a fragmented data management environment and establish a more consistent, reliable and robust approach to sustainability data governance.

In particular, the Group Finance department has expanded its role in data governance, including the creation of a new role, ESG Reporting Manager, to oversee the process and drive standardisation.

We have also conducted a formal review of our sustainability data, including mapping its availability across our regions and Management Units, as part of a comprehensive assessment of data quality, sources and ownership. This included checking how closely data aligned with the material topics identified in our DMA.

Our teams are now working to close any gaps by developing a clearly defined roadmap and have begun to streamline data collection, having implemented a new Finance ESG data consolidation tool.



# Consumer

CONSUMERS TOPICS

**Creating tastier, better choices**

**Inspiring conscious snacking**

**Delicious quality and safety**

Consumer appetite for snacks has been evolving towards more health-conscious options for some time and we have been adapting our portfolio to help drive that change. Our ambition is to offer enjoyable, happy snacking moments through a broad range of great-tasting products with improved nutritional profiles.

Today's consumers no longer accept trade-offs between taste, nutrition and sustainability and nor do we.

We continuously refine our portfolio by reformulating recipes and adapting production methods, while preserving the familiar tastes consumers love. In parallel, our Clean Label commitment reflects a clear approach to ingredient transparency, helping ensure our products remain trusted everyday choices.

Innovation is a key driver of our future success, guided by consumer insights. This requires close collaboration across functions, such as product innovation, regulatory and legal teams and marketing experts. Together, they ensure new offerings meet consumer needs, comply with regulations and clearly communicate updates to existing products and the benefits of new ones.

## *Progress against our consumer targets* [1]

| | 2022 | 2023 | 2024 | **2025** |
|---|---|---|---|---|
| **100%** of products **free of artificial flavours** | 78% | 82% | 88% | **90%** |
| **100%** of products **free of artificial taste enhancers** | 90% | 95% | 97% | **97%** |
| **100%** of products **free of artificial colours** | 96% | 99% | 100% | **100%** |
| **100%** of products **free of artificial sweeteners** | 96% | 99% | 100% | **100%** |
| **100%** of products use sunflower/rapeseed oil **low in saturated fats**[2] | 92% | 97% | 99% | **99%** |

1. % of net sales of branded products; data does not include ANZ. KPIs relate to branded business in Europe and exclude selected entities including Iberia (Spain & Portugal), Menken Orlando and ANZ markets. Values are calculated based on portfolio share by sales volume.
2. The remaining share primarily relates to products using palm oil, with full transition planned subject to technical feasibility and product requirements.

# Creating tastier, *better choices*

We are committed to supporting consumers in their pursuit of more health-conscious lifestyles and empowering them to make informed choices about what they eat.

Towards that goal, we are engaged in a continuous process of carefully evolving our portfolio without compromising on the familiarity, taste or enjoyment of brands beloved by generations.

By investing in technology, reformulating recipes and adjusting production methods (for example, baking rather than frying products), we are working to create snacks that preserve flavour and satisfaction within a more mindful approach to eating.

## Listening to what consumers want

We aim to stay ahead of emerging consumer trends in a context of increasing awareness around nutrition. A big part of this involves listening to our consumers and paying close attention to their likes and concerns. We approach this in several ways. This includes commissioning our own market research, as well as directly engaging with consumers to understand how their snacking habits and preferences are changing, in order to identify new trends. Often, this is conducted on a country-by-country basis, led by local Management Units. In fact, one thing that distinguishes Intersnack in the marketplace is that we tailor recipes to local preferences, for example where there are culturally ingrained attachments to certain flavours.

We undergo extensive research and product innovation when we develop new products or use new ingredients. This is designed to ensure new or updated snacks appeal to consumers in those markets, while guaranteeing they are compliant with applicable safety rules and regulations.

Another way we interact with consumers is by driving the conversation on our social media channels, as well as monitoring discussions across external forums. This helps us better understand their candid views, appreciate their real-world experiences and identify any unmet needs. We listen carefully to any kind of consumer feedback – treating complaints as a valuable opportunity to learn, adapt and improve.

### Fitting into more health-conscious lifestyles

During 2025, we continued improving the nutritional profile of our products. Reformulating our products remains a key strategic focus, guiding how we continuously improve our portfolio while meeting evolving consumer expectations.

We're proud of our achievements so far: our entire portfolio has been free of artificial colours and artificial sweeteners since 2024.

Thanks to a sustained, long-term effort by our teams, 97% of Intersnack products are free from artificial taste enhancers and 90% do not contain artificial flavourings.

We remain committed to removing all artificial flavours and artificial taste enhancers from our portfolio. Through ongoing trials, we expect to make progress in the coming year.

### Reducing saturated fats

While fat is an essential macronutrient, we're helping consumers reduce their intake by adapting our production processes. We offer more options with less saturated fat through our 'better for you' products, with 99% of our products prepared using sunflower and rapeseed oils. In the very small proportion of products that use palm oil, we are committed to sourcing 100% Roundtable on Sustainable Palm Oil (RSPO)-certified sustainable ingredients. For more information, please see page 41.

Furthermore, we have also been consciously widening our portfolio to include more products that are baked instead of fried. Building on the success of our oven chips, we have extended the concept to additional markets, namely the Netherlands, Hungary, Norway, the Czech Republic and Slovakia.

**Enhanced nutritional profiles in 2025**

(% of net sales of branded products; data does not include ANZ)

## Broadening our range

We regularly examine potential new product areas to align to evolving trends around the world. In 2025, we initiated an investigation into the consumer needs and expectations for protein and fibre in snacks. Once we have analysed the results of this work, we expect it to help drive product innovation over the next few years.

At the same time, we have been expanding our portfolio to incorporate products with an improved nutritional profile through acquisition. In late 2025, we acquired a majority stake in Noshu Foods, which sells low-sugar bars, cakes and cookies across the Australian and New Zealand markets.

## More vegetarian and vegan options – even for ‘meat’ flavours

We continue to broaden our range of products that are suitable for vegetarians, including products with ‘meat-style’ flavours that do not contain animal-derived ingredients. These include Tyrrells Roast Chicken and Caramelised Onion flavour in France, and Beef Brisket and Black Peppercorn flavour in the UK; Vico Streetfood’s Thai Beef or Chicken Teriyaki variants in France; and Funny-Frisch Spicy BBQ-style snacks in Germany.

Many of our products are also suitable for vegans, like our Swedish range of Estrella Lentil Chips. To help consumers find the products they want quickly and easily, our brands’ individual websites often offer the option to filter snacks by dietary requirements.



CASE STUDY

## Cutting salt, retaining satisfaction

Across Intersnack, we are focussed on making ongoing improvements to the composition of our snacks. In the UK, this work is further shaped by the HFSS classification (short for ‘High in Fat, Salt or Sugar’), which has introduced stringent requirements around marketing, in-store displays and retail promotions.

Within KP Snacks, our teams have undertaken extensive research to understand how consumers rate the taste of lower-salt variants of its chips and nuts. This included expert panel assessments and external consumer research to capture perceptions of taste, enjoyment and overall appeal.

The outcome has been very encouraging, with testers responding positively to the lower-salt alternatives. By the end of 2025, KP Snacks had already achieved a significant reduction, around 10%, in salt levels across its portfolio.
This progress is reflected in products such as POM-BEAR Cheese and BBQ flavours, as well as selected Tyrrells variants and provides a strong example of how nutritional improvements can be delivered while maintaining great taste.

# Inspiring *conscious snacking*

Responsible, informative and clear communication is key to helping people make better choices about what they eat. We use our online presence and on-pack messaging to share nutritional and sustainability information, so consumers can make informed decisions.

Amid a progressively stricter regulatory environment around product labelling, we have embraced this new era of transparency and see it as an opportunity to build even greater trust with our consumers. Beyond this, we are signatories to the EU Pledge, a voluntary initiative that establishes strict parameters for responsible food and beverage advertising to children.

## Transparent communication

Transparency is at the heart of our approach to informed decision-making around eating but also offers a chance to highlight positive messages around our snacks, for instance, where we have swapped out particular components or where we have fortified certain products to be more nutritious. This enables consumers to understand, at a glance, exactly what goes into our products, the source of our raw materials, our production processes and nutritional information.

### Sharing our sustainability stories

Several of our brands have begun to integrate their sustainability initiatives within on-pack messaging. This helps reassure consumers that we meet their expectations across food production, distribution and packaging, from creation through to disposal.




For example, bags of **Kelly's potato chips** in Austria now carry key facts about how the brand sources its main raw materials locally. On-pack information details the short distances between the brand's farms and production facilities (to emphasise low emissions), references its sources of renewable energy and articulates a 'zero-loss' mindset. A QR code directs consumers to online videos that bring these topics to life in engaging ways.

In Poland, our new **Przysnacki chips** range – inspired by iconic Polish places and landscapes – commits 1% of sales to the Re:Generation Program by UNEP/GRID-Warsaw. This is a UN-backed initiative that supports ecosystem restoration in line with the UN Decade on Ecosystem Restoration. In 2025, Przysnacki funding supported the protection of the Tatra Meadows in the western Carpathians, threatened by degradation and biodiversity loss.

Packs of **Vico chips** in France now communicate the brand's success in cutting its use of plastic, improving the recyclability of its packaging and reducing its greenhouse gas (GHG) emissions. Vico also participates in the Too Good to Go initiative, which encourages consumers to combat food waste by examining, smelling and tasting products that may have passed their 'best before' date, but which are otherwise still good to eat.

# Delicious *quality and safety*

Our core belief at Intersnack is ‘safety first, quality always’. Wherever we operate, this hierarchy is designed to address the needs of our consumers, recognising that our actions influence public trust, bolster environmental responsibility and contribute longer-term societal value.

As a company that operates in many different jurisdictions, we face a wide spectrum of stringent food safety rules and regulations. We monitor incoming legislation wherever we make and distribute snacks, in case we are required to make adaptations to our processes, or to how we communicate about our products. Our focus is on making any such adaptations well in advance of impending requirements.

Beyond regulations and legislation, we engage with industry associations to stay abreast of wider quality and safety developments. As a representative of the food industry in the communities we serve, we aim to play a proactive and vocal role in these forums and actively contribute to these conversations. We follow this approach within our own production facilities, where we strive to prevent safety or quality incidents.

## Staying on top of safety

While taste and nutritional profile are key considerations within product development, our priority is ensuring everything we produce meets the strictest food safety standards. We take a proactive approach to maintaining safety certifications, in line with our overall emphasis on continuous improvements.

All Intersnack sites are externally audited annually and 100% have continued to maintain compliance with at least one food safety scheme accredited by the Global Food Safety Initiative. Each site undergoes a voluntary audit of their manufacturing practices, according to American Institute of Bakery standards. We have also contributed to relevant working groups, including the European Snack Association, to push for higher quality and safety standards.

## Nurturing our business relationships

We are committed to cultivating productive, responsible, long-term relationships with our retail partners. To support this, we monitor business partner satisfaction annually through independent third-party surveys.

Satisfaction is benchmarked against both current operational performance and long-term partnership perception and is analysed on a country-by-country basis. The findings are then used to proactively drive ongoing improvements.

**In 2025, top-tier business partners’ satisfaction increased to 82%, reflecting a *marked and sustained improvement* in this metric over the last decade[1].**

1. Based on survey results from retail partners who work with Management Units to identify potential improvements. Data does not include ANZ.

# Environment

ENVIRONMENT TOPICS

**Climate action**

**Circular solutions**

**Sustainable agriculture**

At Intersnack, we depend on healthy and thriving ecosystems to make our products, so caring for our natural environment helps safeguard our commercial future. We want to make a positive contribution to the landscapes in which we source ingredients, by limiting our use of natural resources, reducing our greenhouse gas (GHG) emissions and taking action to mitigate our direct and indirect environmental impacts.

Issues like climate change, biodiversity loss and natural resource depletion represent challenges for everyone. We are mindful of the environmental effects our business has across our value chain – at farm level, across our own and our suppliers' production facilities, across our distribution network and in our relationships with customers. Driven by a zero-loss mindset and a dedication to efficiency, we're working to build resilience in our supply chains by prioritising the adoption of sustainable agricultural practices that improve soil health, protect water resources and strengthen ecosystems. At the same time, we're reducing emissions from our own and our suppliers' production sites, closing the loop on resource use and designing packaging with recyclability in mind.

Achieving lasting progress is an ongoing challenge and requires collaborative efforts. We must make determined choices and set priorities that maximise our impact, planning over extended time periods and working with suppliers and other business partners who can amplify our efforts.

## *Progress against our environment targets*

| | 2022 | 2023 | 2024 | **2025** |
|---|---|---|---|---|
| **50% reduction in Scope 1 and 2 $tCO_2e$ emissions** by 2032 versus 2021[1] | -2.0% | 4.2% | -1.0% | **-8.4%** |
| **30% reduction in Scope 3 $tCO_2e$ emissions** of categories in SBTi target scope by 2032 versus 2021[2] | -3.8% | -4.3% | -5.2% | **-13.0%** |
| Achieve **100% renewable electricity by 2032**[3] | 25% | 38.5% | 40% | **59%** |
| **Reduce** food waste by 50% (2032 target) versus 2021[4] | -20% | -18.3% | -13.8% | **-6.1%** |
| **Reduce** non-edible waste[5] by 10% versus 2018 | -2% | -0.5% | -1.0% | **-2.0%** |
| **Reduce use of packaging materials by 15%** by 2025 versus 2014[6] | | | | |
| Flexible packaging | -10.9% | -11.8% | -12.4% | **-15.1%** |
| Cardboard packaging | -11% | -12.5% | -13.5% | **-14.5%** |
| Achieve **100% recyclability for plastic consumer packaging** types by 2025[7] | 9/11[3] | 9/11[3] | 9/11[3] | **9/11[3]** |
| **Reduce water consumption by 20%** per tonne of product versus 2018[8] | -5.5% | -5.1% | -9.5% | **-11.8%** |

1. The $tCO_2e$ emissions target for Scope 1 and 2 and 3 is approved by SBTi. Full coverage of market-based emissions after internal baseline update, including all Intersnack facilities with operational control, incl. offices and warehouses, refrigerants and car fleet.
2. The $tCO_2e$ emissions target for Scope 3 is approved by SBTi.
3. Renewable electricity share is based on market-based accounting and includes power purchase agreements (PPAs), renewable tariffs and green electricity contracts. 100% of consumed electricity is from renewable sources.
4. Rebaselining and calculation method adopted 100% to the TESCO WRAP method.
5. Non-edible waste includes plastics, foil and paper cartons, sludge from wastewater treatment and earth and stones removed during potato cleaning.
6. Packaging reductions are calculated relative to a 2014 baseline and are based on total material weight. Scope excludes selected entities including ANZ, Iberia (Spain & Portugal) and Natais. The flexible packaging and corrugated packaging categories cover a majority of Intersnack's packaging portfolio.
7. Scope of target excl. ANZ, Iberia (Spain & Portugal), Natais. 9 out of 11 plastic consumer packaging types are recyclable.
8. Scope: excl ANZ, Iberia (Spain & Portugal), Leerdam, Geldermalsen. Based on salable volume. Water "consumption" refers to total water supplied to operations and differs from the CSRD definition (withdrawal minus discharge). Results are reported as intensity ($m_3$ per tonne of product) and exclude selected entities.

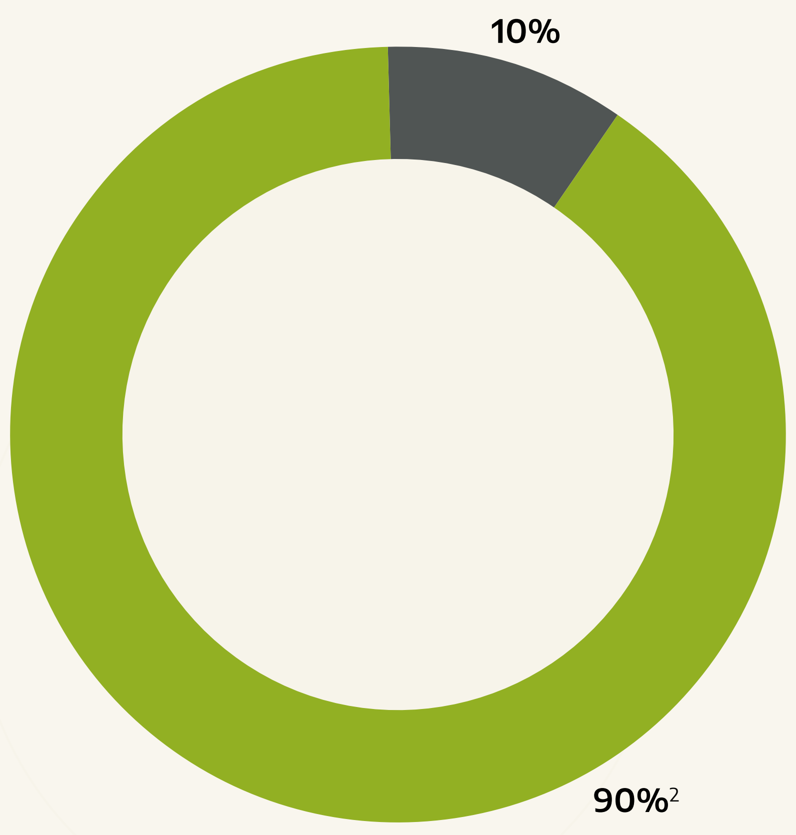
# Climate *action*

The global food supply chain accounts for nearly a third of worldwide GHG emissions. At the same time, it is particularly vulnerable to the effects of climate change. We're taking action to address both sides of this challenge, by working to reduce emissions and build resilience in our own operations and throughout our supply chain.

Climate action is a strategic priority for Intersnack, reflecting our responsibility as a food business and a key business priority. Our aim is to safeguard the availability of key ingredients amid the potential impacts of climate change and extreme weather events.

To help steer our journey, we have set science-based targets, which were approved in December 2023. The Science Based Target initiative (SBTi) provides a pathway to help limit global warming and meet the goals of the Paris Agreement. By 2032, we have committed to halve our $tCO_2e$ emissions in our own operations and to reduce emissions associated with in-scope categories within our value chain by one third, compared to 2021 levels.

## Our carbon emissions distribution[1]




**Scope 1: Direct emissions from owned or controlled sources**

**Main contributors**

Natural gas consumption from baking and frying products

**Scope 2: Indirect emissions from the generation of purchased energy**

**Main contributors**

Use of electric energy

**Scope 3: Indirect, value chain emissions**

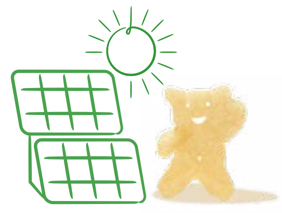
**Main contributors**

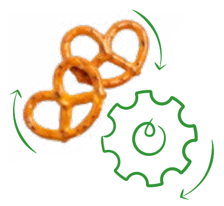
Growing and transporting raw materials

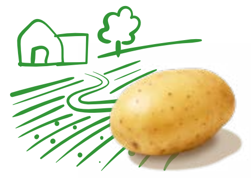
Packaging our products

1. Distribution reflects estimated emissions based on available data across Scope 1, 2 and 3 categories, with Scope 3 values subject to higher levels of estimation uncertainty.
2. Scope 3 emissions were assessed in 2025 using an updated baseline calculation to provide a more accurate analysis of our emissions. This showed that the relative contribution of Scope 3 emissions to our total emissions footprint increased from approximately 85% to around 90% of total emissions. Within this, the distribution between FLAG (Forest, Land and Agriculture) and Non-FLAG categories remained broadly unchanged.

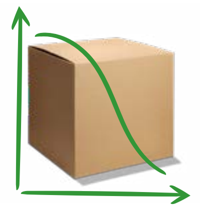
Our decarbonisation roadmap focuses on six strategic levers, identified to deliver the most significant emissions reductions across our operations and value chain:


Renewable energy


Energy efficiency and technologies


Sustainable agriculture


Optimising transport and logistics


Waste reduction


Reduction and recyclability of packaging

At a management level, responsibility for activating measures against these levers sits with both country-specific Management Units and at Group-level. Dedicated working groups also connect globally and locally to implement reduction initiatives against the six levers. This focussed approach ensures we grow expertise, knowledge and skills within our Management Units.

Achieving lasting progress and meeting our SBTi targets requires commitment across the entire Intersnack Group, as well as close collaboration with suppliers, service providers and other business partners.

Progress towards our climate targets is inherently non-linear. Transforming our production facilities takes time, requiring careful evaluation and phased deployment of new technologies. These solutions must be both technically feasible and commercially viable, available at the scale and cost needed to support long-term economic sustainability.

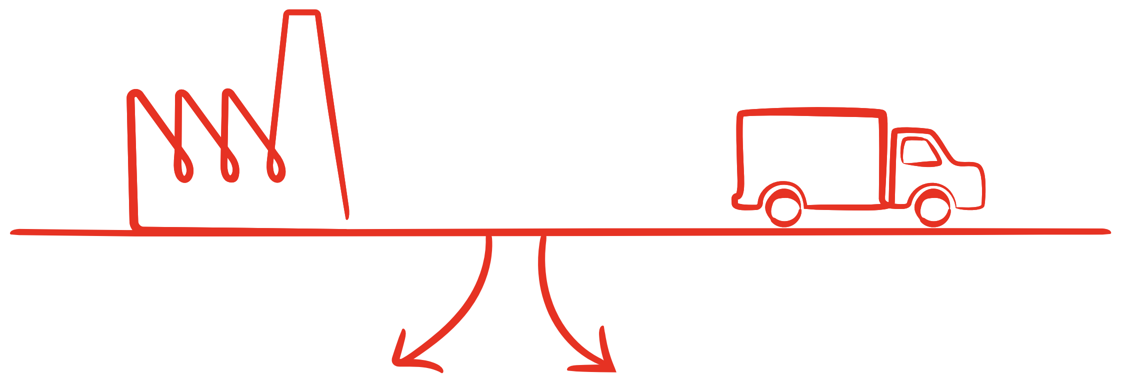
This transformation is further influenced by a range of operational factors, including continued business growth, the integration of new sites, operational optimisation programmes and the time required to realise efficiencies across an expanding group. Local supply and infrastructure constraints, including electric grid congestion and availability of lower-carbon fuel alternatives such as hydrogen, can present additional dependencies that we cannot influence.

Despite these complexities, we remain committed to continuous improvement, pursuing both incremental efficiencies and innovative solutions that can deliver more significant emissions reductions over time.

## Progressing towards our SBTi targets

Our targets under the Science Based Targets initiative (SBTi) are firmly established and guide our climate commitments, building on efforts initiated as far back as 2010.

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION



**50%**
**Scope 1 and 2 reduction** target for our operational emissions by 2032 vs 2021

**30%**
**Scope 3 reduction** target for our in-scope supply chain emissions by 2032 vs 2021

Across all three scopes, we actively identify, assess and prioritise emissions-reduction opportunities. We have multiple initiatives in place in our own facilities, as well as in our supply chain and maintain a structured tracker to monitor the status, impact and progress of selected initiatives, ensuring transparency and accountability.

In recent years, this work has focussed on:

- Establishing robust carbon accounting, data management and governance processes to support consistent and auditable emissions reporting.
- Continuously improving emissions data quality and identifying the most relevant reduction opportunities in our own production facilities and across our value chain.
- Driving engagement, collaboration and pilot initiatives with both internal teams and suppliers to support emissions reductions and shared learning.

These activities are essential to embed climate action into our organisation and value chain in a structured and scalable way.

### Refining how we calculate our emissions

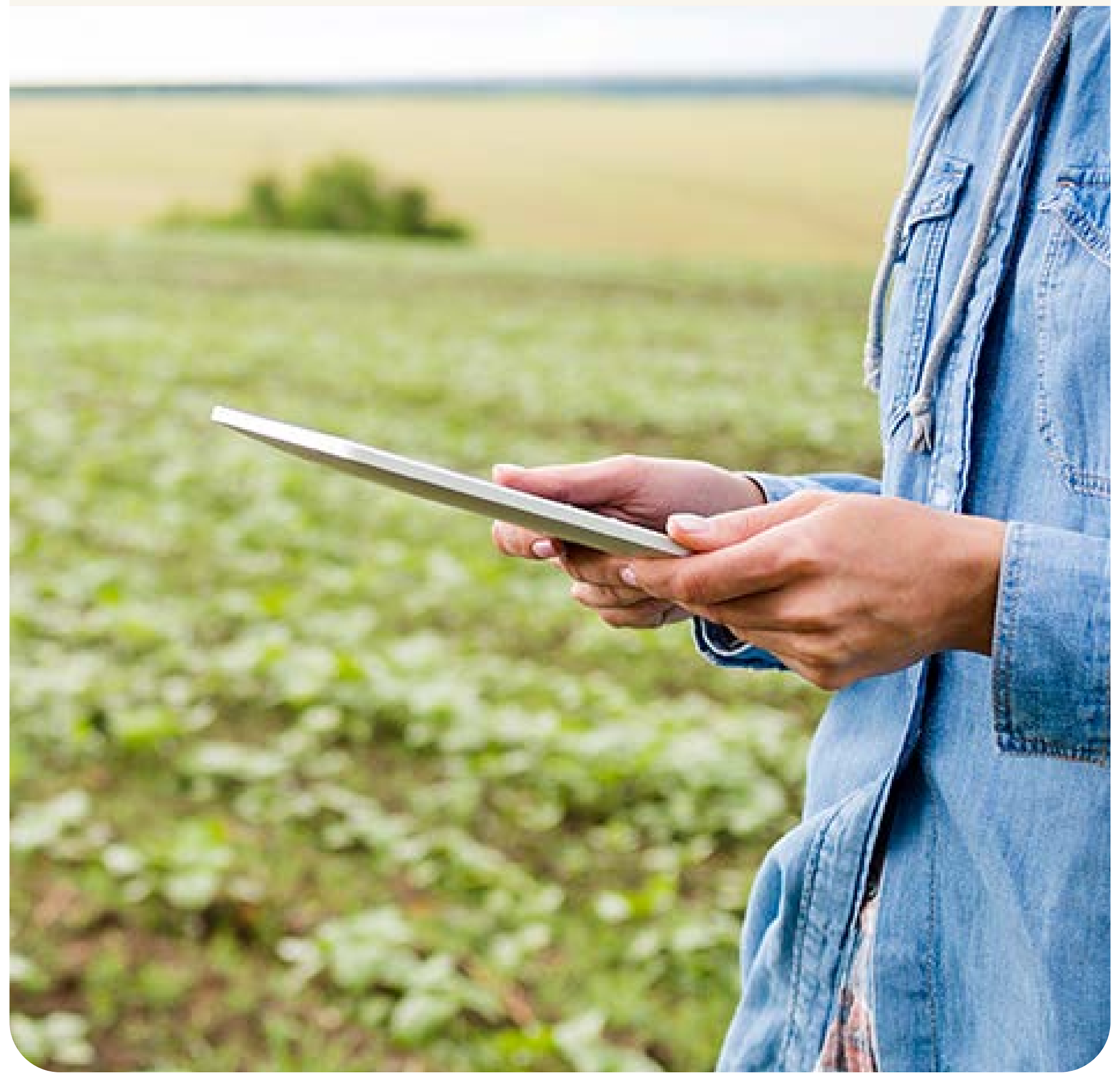
As our carbon reduction programme has matured and our business has evolved, improvements in data quality, methodologies and internal processes have helped identify data gaps. They have also enabled refinements in calculation methods and improved the completeness and accuracy of reported information.

In line with the SBTi approach for reflecting significant improvements in data quality and organisational coverage, we have updated our internal SBTi baseline[1], to ensure that our baseline remains representative and robust for tracking progress over time. This update also supports our ongoing preparations for CSRD reporting and strengthens the consistency and reliability of future SBTi disclosures.

### Focussed on accurate data

To support the reduction of our Scope 1 and 2 emissions, over the last year we have been improving digital energy data management systems across the business.

This work, which is part of a broader digitalisation programme, will enable us to obtain more accurate and timely data around energy consumption in our production facilities. Better data will help us build a more solid foundation for decision making and a more reliable and consistent platform for tracking our progress towards our climate commitments.



1. The emissions baseline has been recalculated to reflect improved data completeness, refined methodologies and changes in organisational scope, including acquisitions. This update ensures more accurate tracking of progress but may limit direct comparability with previously reported figures.

## Reduction progress on our Scope 1 and 2 emissions

SCOPE 1 AND 2 EMISSIONS

**8.4%**

**reduction** in absolute Scope 1 and 2 $tCO_2e$ emissions by 2025 against the updated 2021 baseline year

We report our progress as a combined Scope 1 and Scope 2 emissions reduction, providing a single measure of our overall performance against our SBTi-approved emissions reduction target. We applied the updated baseline calculation across both scopes to provide a more accurate analysis of our emissions.

Our reduction of 8.4% in 2025 demonstrates continued progress in reducing the carbon intensity of our operations. Improvements in our Scope 2 emissions were driven by our new power purchasing agreement, increased procurement of renewable electricity and higher levels of self-generated electricity from solar panels.

## Reduction progress on our Scope 3 emissions

SCOPE 3 EMISSIONS

**13%**

**reduction** in absolute Scope 3 $tCO_2e$ emissions within in-scope categories by 2025 against the updated 2021 baseline year

Scope 3 emissions were also assessed using the updated baseline calculation to provide a more accurate analysis of our emissions.

In line with SBTi requirements, our Scope 3 reduction target focuses on selected categories that collectively cover at least 67% of both FLAG and Non-FLAG emissions.

These in-scope categories form the core of our reduction efforts. Our reduction of 13% in 2025 demonstrates continued progress in reducing the carbon intensity of our value chain emissions.

The work undertaken over the last three years has provided valuable insights and significantly strengthened our internal capabilities and understanding of Scope 3 emissions. At the same time, we recognise that reducing value chain emissions can only be achieved through close collaboration with suppliers and business partners, fostering exchange, joint learning and capability building. Through these collaborations, we aim to accelerate decarbonisation across our value chain.

We appreciate the strong efforts our suppliers are making to reduce emissions and value the transparent sharing of robust emissions-related data. Only by jointly driving carbon reduction across the entire supply chain will we be able to meet our SBTi commitments.

# Energy

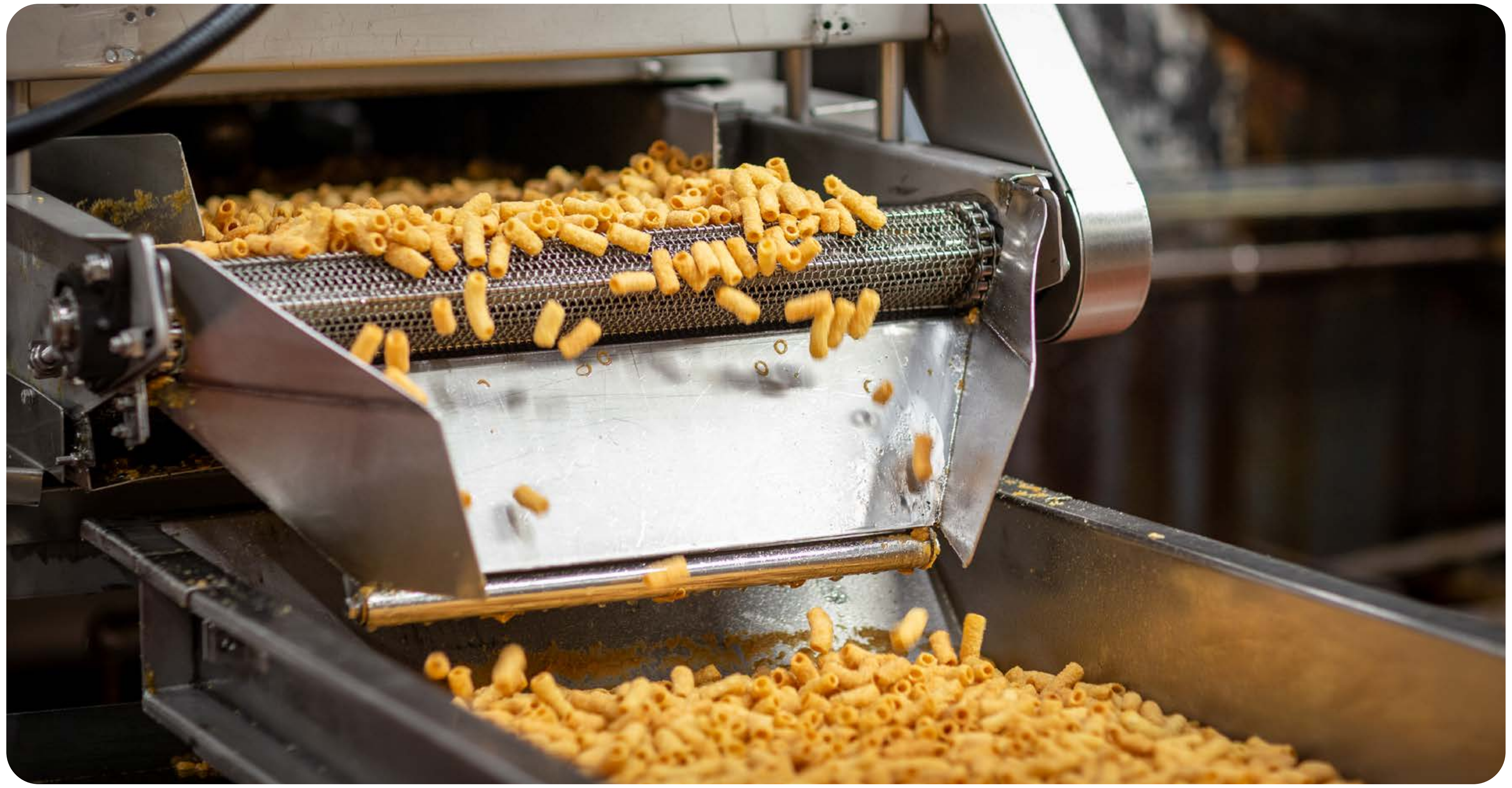
## Reducing energy use across our own operations

GHG emissions from our own operations and production facilities, especially from energy-intensive processes such as baking and frying, are a central focus of our efforts to drive meaningful change.

Our reduction of 8.4% in 2025 demonstrates continued progress in reducing the carbon intensity of our operations. Improvements in our Scope 2 emissions were driven by our new power purchasing agreement, increased procurement of renewable electricity and higher levels of self-generated electricity from solar panels.

Aside from taking time to implement and embed new technologies that use low carbon sources of energy, we also face grid congestion that can limit the pace at which electrified solutions can be adopted and the possibility that lower-carbon fuel alternatives are not accessible in the volumes required for ongoing operations. This transition will inevitably lead to higher energy costs and significant investment in new equipment and new processes.

Despite these challenges – which are not specific to our business – we embrace day-to-day efficiencies and are open to new solutions.



## A multi-faceted approach to energy use

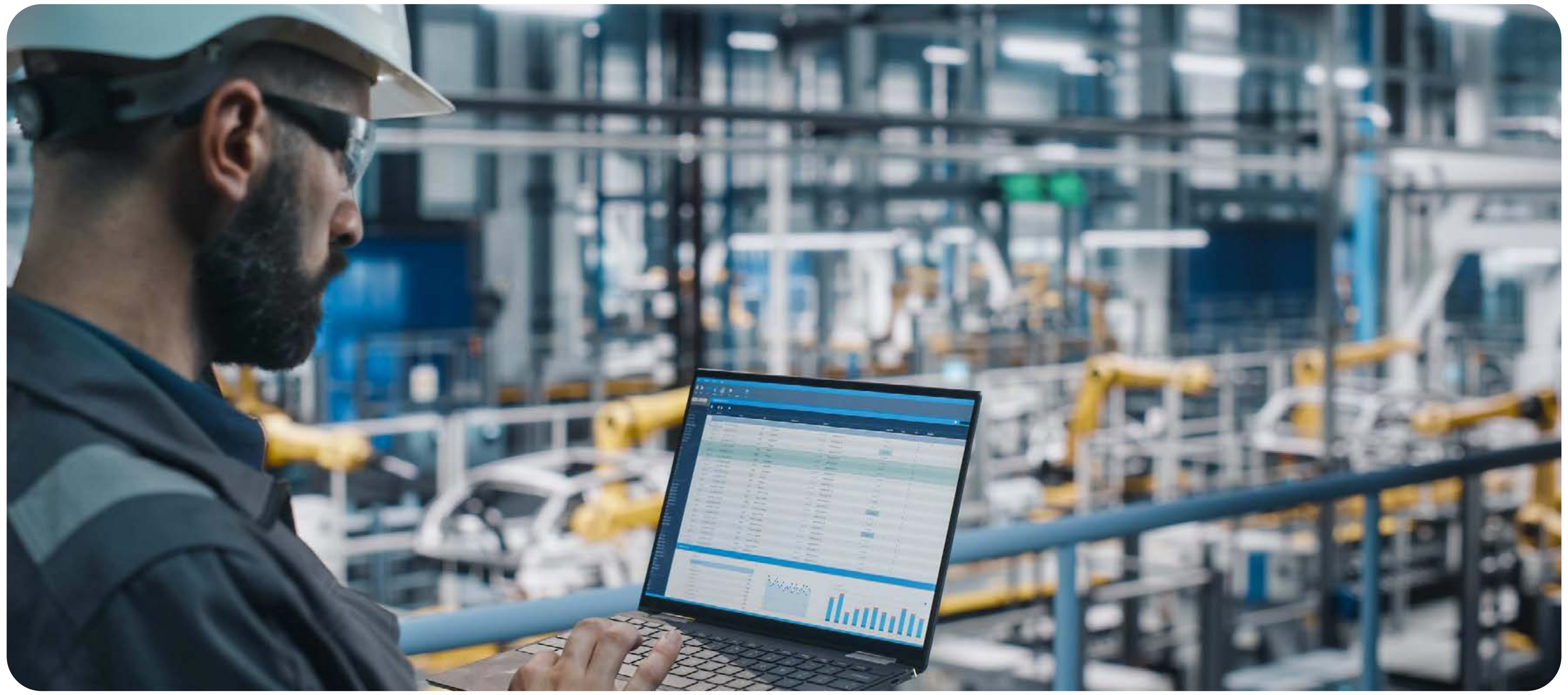
Our approach to energy efficiency is led by our ambitious SBTi targets, accompanied by our compliance with global standards for responsible energy usage. We remain focussed on delivering practical improvements and energy reductions, even as production capacity increases.

Measures include reducing avoidable heat loss and increasing energy recovery, for example by preheating ingredients, oil or combustion air. At the same time, we are working to embed long-lasting energy efficiency into everyday operations. We believe that consistent progress depends not only on identifying immediate opportunities, but on strengthening the disciplines, routines and processes that create stable, predictable performance over time.

To that end, 91% of fully owned Intersnack plants are now ISO 50001 certified, the International Standard for Energy Management Systems, which provides a structured framework to monitor, manage and reduce energy use.

Alongside these efforts, we continue to explore technologies and innovations that can deliver a more transformational step change in the years ahead, including options that could ultimately replace or reduce natural gas demand.

In the meantime, we extend our efforts to our supply chain business partners, even exploring with farmers how best to cultivate certain potato varieties that have a lower water content. These can help make our existing production processes more efficient, by requiring less energy.



## Transitioning to sources of renewable energy

Switching to renewable energy will be critical to achieving our SBTi targets and we have committed to using 100% renewable electricity by 2032. During 2025, we took a significant step towards this. We established a long-term Power Purchase Agreement, supporting the development of renewable energy generation through a solar farm in Spain (see case study). This investment will help increase renewable electricity supply across our operations and contribute to our ongoing Scope 2 emissions reduction efforts.

We have also focussed on increasing on-site renewable energy generation and consumption. Recent investments have included expanding solar capacity across our sites, with new installations at Menken Orlando in the Netherlands, Tayto Snacks in Ireland, KP Snacks sites in the UK and Intersnack plants in Germany. These projects are helping to increase the share of renewable electricity generated on-site, reduce reliance on external energy sources and deliver ongoing emissions reductions across our operations.

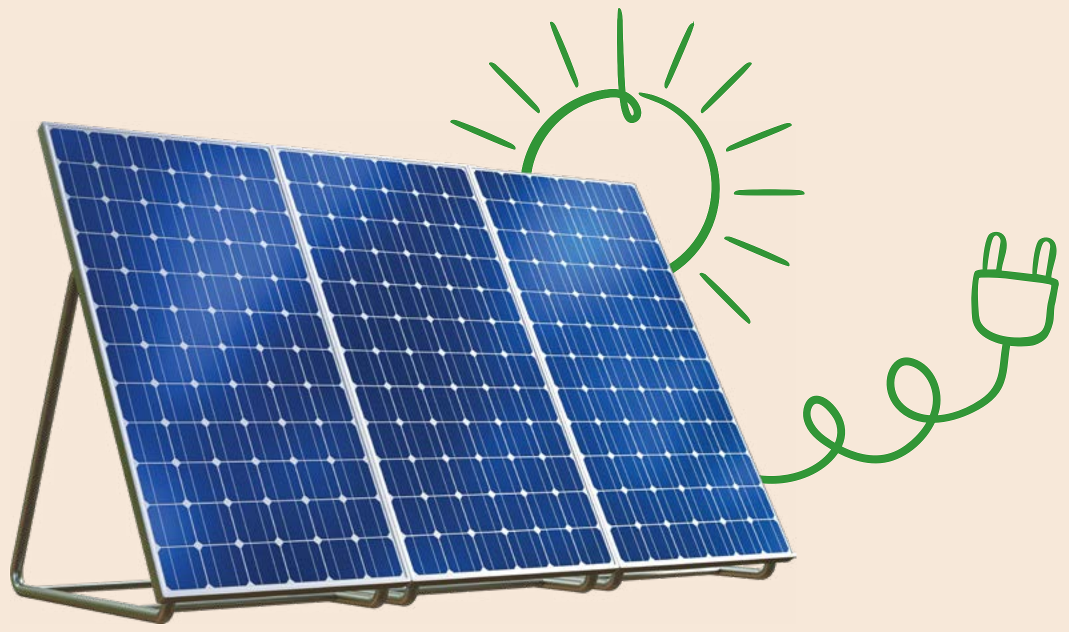
Alongside renewable energy generation, we are progressing wider energy transition initiatives. At our Feldbach site in Austria, we became one of the first sites in Europe to electrify part of our production process, replacing natural gas with electricity in the final stage of a 60 m-long hybrid oven used to bake Soletti pretzel sticks. This change is expected to reduce annual emissions at the site by 300 $tCO_2e$.

By the end of 2025, we increased our share of electricity from renewable sources to 59%, reflecting continued progress across our operations as we work to expand renewable electricity sourcing where feasible.

Looking ahead, we will continue to assess the viability of low-carbon energy alternatives for our production facilities, considering not only their availability but also their technical feasibility and economic scalability over time.

CASE STUDY

### Scaling renewable electricity supply through solar power investment

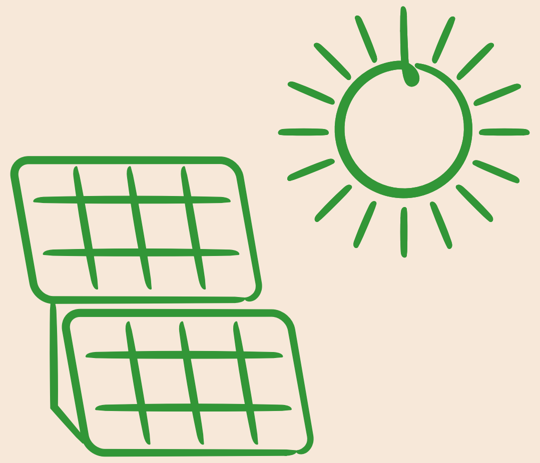


#### *67,000* solar panels

To help reduce our Scope 2 emissions, Intersnack entered into a long-term virtual Power Purchasing Agreement in April 2025, contributing funding for 67,000 photovoltaic panels in a solar farm in Spain.

#### *≈ 90,000 MWh* of electricity per year

These panels are expected to generate around 90,000 MWh of electricity per year – with the agreement expected to run for 15 years initially. This amount of power is equivalent to nearly 50% of Intersnack's total European annual demand – or 100% of the electric energy consumed annually by our facilities in Germany, Austria, Hungary, Czech Republic, Poland and the Netherlands.



#### *Delivering impact*

Alongside this investment, we continue our programme to expand solar panel installations across our own sites that further help offset operational energy requirements, cut $tCO_2e$ emissions and contribute to increasing our energy autonomy.

# Circular *solutions*

Circularity is central to how we design, source and manage resources that enable our business to operate. At Intersnack, we strive to use materials more efficiently and prevent waste across our value chain.

Packaging plays a critical role in this, however our approach to circular solutions extends beyond packaging, encompassing how we reduce material use, optimise processes and design out waste wherever possible.

Packaging is an essential and inseparable part of our business, helping to keep our snacks fresh and delicious for as long as possible, protecting them during transport and storage as well as helping maximise shelf-life. Alongside this, packaging also plays an important role in shaping how our consumers interact with their favourite products. Therefore, developing circular packaging solutions is a key focus of our circularity strategy.

Beyond optimising the primary packaging our consumers interact with, we are also working to reduce the secondary and tertiary packaging used within our production facilities and to transport and display our products. By taking a holistic approach to materials and packaging across our operations, Intersnack strives to support a circular system that conserves resources, minimises waste and creates long-term value.

## Paying tribute to our Packaging Pledge

Since 2018, our Packaging Pledge has driven our progress towards packaging reduction and demonstrated our ambition and shared responsibility in working towards a circular economy. Flexible packaging represents the largest share of our packaging portfolio. While it is among the most material-efficient packaging formats available, it also remains one of the most challenging to recycle. Through hard work, collaboration and partnerships we have made significant progress in reducing packaging and closing the loop.

We're proud to have gone beyond our flexible packaging reduction targets, while continuing to increase the use of recyclable material across our portfolio, without compromising product quality.

**Compared to our 2014 baseline, we achieved a reduction[1] of:**

**-15.1%**
**in flexible packaging[2]**

Target for 2025
-15.0%

**-14.5%**
**in cardboard[2]**

Target for 2025
-15.0%

**9[3] of our 11 packaging types ready to recycle**

Target for 2025
100%

1. These are the end of 2025 results. All targets and achievements are excl. our MU Australia and New Zealand, Iberia (Spain & Portugal) and Nataïs.
2. Packaging reductions are calculated relative to a 2014 baseline and are based on total material weight. Scope excludes selected entities including ANZ, Iberia (Spain & Portugal) and Natais. The flexible packaging and corrugated packaging categories cover a majority of Intersnack's packaging portfolio.
3. With the addition of nut film, 10 out of 11 packaging types will be ready for recycling by the end of 2026. Stacked chip packaging is not yet recyclable.

## Sustainable packaging: our three levers

For some years, even before our 2021 baseline year, we have structured our approach around three strategic levers.

### Reduce

We are continually evaluating how we can optimise materials used for consumer packaging, secondary packaging (used for transporting products and displaying them in stores) and tertiary packaging (used for bulk transport of our products within our production facilities and to ship products to retailers).

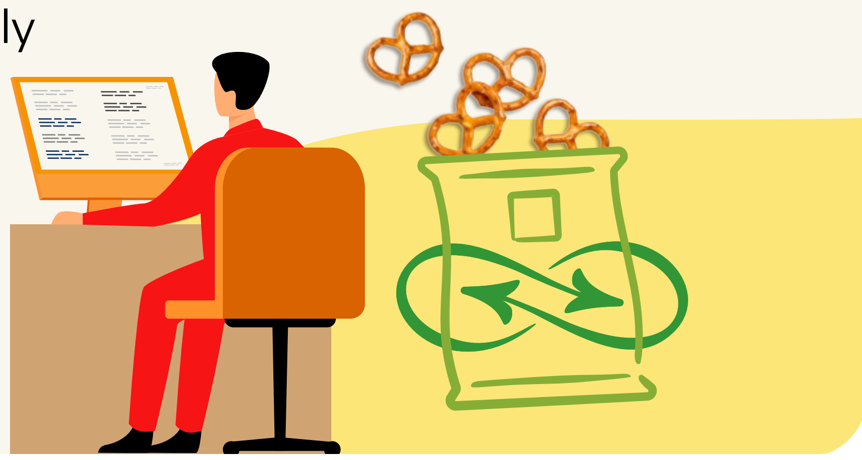
By optimising materials (for example, by reducing their thickness), adjusting pack dimensions and swapping to flexible alternatives, we're creating packaging that uses fewer resources, is more lightweight and can pack more with less. Flexible packaging is already highly resource-efficient, so further optimisation must balance material reduction with food safety, product protection and barrier performance.

### Design for recycling

Our primary goal is to ensure all packaging is fully recyclable. As we redesign packaging, we work to six key principles:

- Reduce the number of component parts.
- Transition to mono-material packaging, where possible.
- Eliminate non-recyclable components and complex composite materials.
- Reduce ink coverage, colours and varnish.
- Integrate more recycled content.
- Ensure packaging can be easily deconstructed.

We follow the newly published EN 18120 Design for Recycling standards, which establish a harmonised European framework for assessing the recyclability of plastic packaging and supports the implementation of the PPWR. Together with the CEFLEX Design for Recycling Guidelines, this provides both the formal technical requirements and practical industry guidance to ensure flexible packaging is compatible with European collection, sorting and recycling systems.

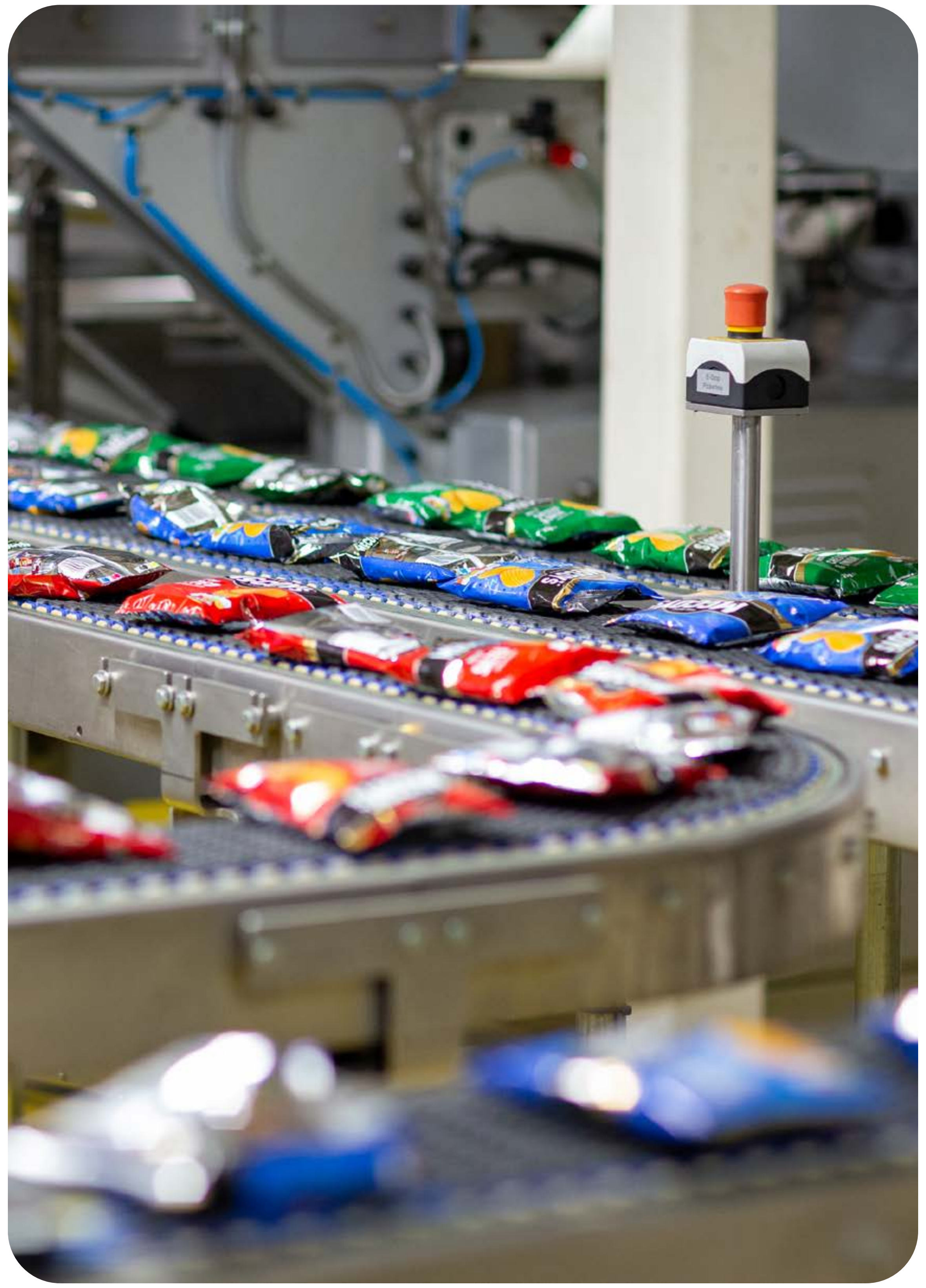


### Close the loop

We maintain regular exchanges with suppliers and recycling companies, conduct continuous market screening and use insights from trade fairs and industry events to stay informed about relevant developments, studies and updates in packaging. Our clear priority is to work with existing technologies. Our initiatives currently include CEFLEX and WRAP UK. We also connect with consumers through on-pack messaging to remove any complexity associated with recycling our packaging.

## Small updates, big impacts

Sometimes, small changes can make a big difference. That's especially true of packaging, given the large volumes of products Intersnack distributes. In other instances, we've been able to make more far-reaching updates across entire portfolios.



**Some recent highlights**:

- In Ireland, we invested in new packaging equipment and redesigned 14 different multipacks, achieving reductions of 30–35% in plastic usage.
- In Austria, Kelly Snacks worked to standardise packaging sizes across its brands, reducing plastic film covering an area equivalent to around 35 soccer fields, using 15,000 fewer pallets and taking around 450 trucks off the road.
- In Central and Eastern Europe, our teams have redesigned foil bags of Chio, Bohemia, Slovakia and Cipi snacks, creating a new standard pack for all portions between 120g and 150g, saving packaging material for each product.
- In Germany, our teams developed a lighter bucket for popcorn that uses less material and saves 56 $tCO_2e$ per year. Next, the team is focusing on reducing the weight of the lids.
- In the UK, we've been working with the FlexCollect project – the country's largest trial of kerbside collections of flexible plastic. Over three years, 10 participating local authorities processed over 400 tonnes of packaging generated by 160,000 households, providing an exemplar for recycling flexible packaging at scale.

## A new strategy to drive our ambitions

Our sustainable packaging journey towards 2030 is guided by two strategic priorities: ensuring alignment with the PPWR and reducing carbon emissions across our packaging portfolio, in line with our SBTi targets. By drawing these two priorities together, we aim to reduce material use, design packaging for recyclability, increase recycled content responsibly and work with partners to help close the loop, while systematically reducing packaging-related emissions.

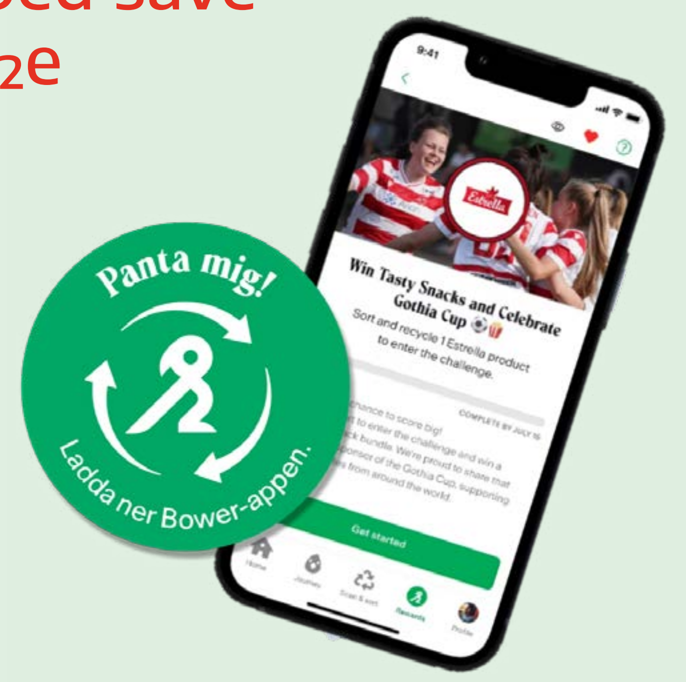
This will enable us to meet our climate ambitions and future regulatory requirements while safeguarding the protection, safety and quality that our products require.

## Gamifying the recycling process

Our Estrella snacks brand in Sweden worked with a Stockholm-based startup, Bower, to develop an app that encourages consumers to recycle plastic packaging through a gamified experience. It applies a ‘deposit return’ logic – one that’s more commonly associated with recycling glass and plastic bottles.

By scanning barcodes on our snacks, the app makes it easy to find recycling points, then rewards users with points that can be converted into cashback or used against future purchases. In 2025 alone, Estrella’s fans scanned more than 1 million items, helping save 1,800 $tCO_2e$ by avoiding emissions associated with processing virgin material.

The scanning of more than *1 million* items helped save *1,800* $tCO_2e$




## Delivering our Sustainable Packaging Journey

As our Packaging Pledge came to an end in December 2025, we developed a new strategy, our Sustainable Packaging Journey. This strategy is aligned with the EU’s new Packaging and Packaging Waste Regulation (PPWR), which comes into force in August 2026.

The regulation seeks to reduce the current fragmentation in waste collection and recycling systems by creating a more consistent approach across markets. At the same time, it encourages stronger partnerships and industry collaboration to further improve waste collection, sorting and recycling wherever we operate.

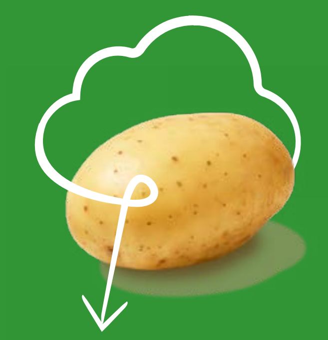
In addition, PPWR introduces specific requirements to minimise packaging and improve recyclability by design. Companies will need to demonstrate that packaging volume and weight are reduced to the minimum necessary to ensure product protection, safety and functionality, while avoiding unnecessary packaging and excessive empty space. At the same time, packaging placed on the EU market will need to meet increasingly stringent recyclability criteria, driving the transition towards packaging solutions that are easier to collect, sort and recycle within existing waste management systems.

By combining legal requirements with our ambitious climate targets, we believe we are on the right path to reducing packaging impact and advancing solutions that help close the loop.

**SBTi Scope 3**

Target[1]

**-30% $tCO_2e$ until 2032**



### Our key focus

**Packaging Minimisation**

- Reduce material use without compromising on product safety and quality.
- Drive lightweighting of our packaging and eliminate unnecessary components.

**Recyclability**

- Ensure 100% of packaging is designed for recyclability according to legal criteria.
- Phase out non-recyclable materials and complex laminates in line with legal criteria.

**Recycled Content**

- Pilot and scale use of post-consumer recycled materials in line with legal minimum criteria, without jeopardising our climate ambition (SBTi).
- Engage in partnerships to secure high-quality PCR supply[2].

**Partnerships**

- Engage and support industry initiatives that drive improvements and harmonisation in the field of sorting and recycling.

**PPWR 2030**

Target

**PPWR Regulation Alignment[3]**

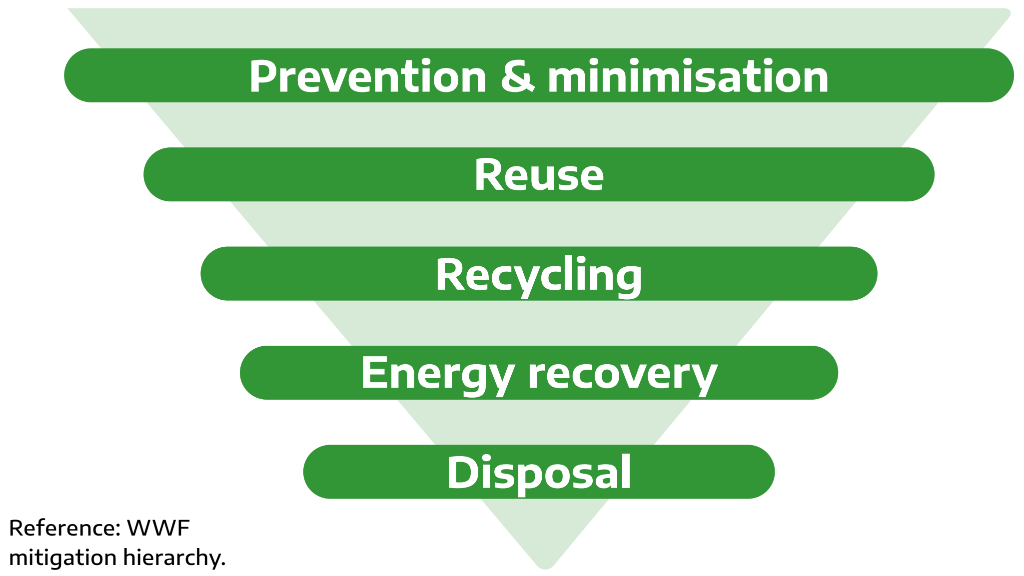
1. 30% absolute reduction of Scope 3 $tCO_2e$ emissions within in-scope categories against the updated 2021 baseline year.
2. Compliance with design-for-recycling standards reflects internal assessments aligned with industry guidance and emerging regulatory frameworks.
3. Product Category Rules, which define the requirements for preparing comparable Environmental Product Declarations (EPDs) for a specific product category.

# *Waste* management

Waste generated during production – whether food, packaging or non-edible materials – can have profound negative environmental impacts if not managed responsibly. Guided by our zero-loss philosophy, we prioritise avoiding and minimising materials that cannot be incorporated into our products. Wherever this is not possible, we look for opportunities to transform it into valuable resources.

Optimising material usage and eliminating waste is deeply embedded in our day-to-day operations. By reusing and repurposing organic and non-edible materials, we can reduce the need for disposal and seek to generate value in other ways. Where waste cannot be avoided, we leverage reuse, recycling and energy recovery to give materials a second life. Disposal is considered a last resort.

INTERSNACK MITIGATION HIERARCHY[1]




1. Reference: WWF mitigation hierarchy.

## Material Reuse and Waste Management

Where possible, our residual edible material[1] is reused, for example, as animal feed or in bio-based applications and is therefore not classified as waste. Only where reuse is not possible is material classified as food waste and managed through recycling, energy recovery or disposal routes. For this, we measure food waste in line with the Food Loss and Waste Protocol[2].

Both edible and non-edible waste categories are impacted by progressively stricter local legislation related to waste and disposal. Consequently, some materials require additional treatment, generating waste streams such as sludge and increasing the volume of waste reported.

### Food waste

We're aiming to reduce food waste by 50% by 2032, compared to our baseline year, 2021. Around 67% of all edible materials from our processes that cannot be turned into snacks are used as animal feed or bio-based materials, thereby avoiding becoming food waste[3].

To further strengthen our approach to waste management, we aligned more closely with the Food Loss and Waste Protocol by including non-edible parts in our food waste calculation. This update, combined with food waste generated during the start-up phase of a new facility in Australia, resulted in an increase of our absolute food waste compared to 2024[4].

However, our cumulative progress towards our waste management target remains positive. By the end of 2025, we achieved a 6.1% reduction in food waste compared to our 2021 baseline.

### Non-edible waste

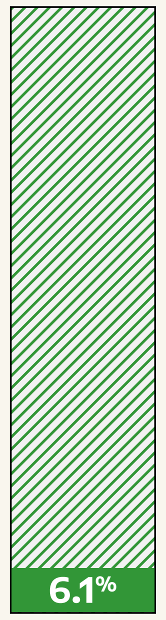
We have also set a target to reduce non-edible waste by 10% by 2025, compared to 2018 – our baseline year. Non-edible waste includes plastics, foil and paper cartons, sludge from wastewater treatment and earth and stones removed during potato cleaning.

Sludge, which is collected during wastewater treatment of our production facilities, accounts for 38% of our non-edible waste. Between 2018 and 2025, sludge volumes increased by more than 9%. In the same period, earth and stones accounted for 15% of non-edible waste. Between 2018 and 2025, volumes of earth and stones increased by about 4%.

Reductions in other non-edible waste streams, including packaging materials and production-related waste, helped offset these increases. Despite the significant increase in sludge from wastewater treatment, we achieved an overall reduction of non-edible waste of 2.0% in 2025 compared to 2018 and a year-on-year reduction of 1.2%.

1. The leftover, discarded, or by-product organic matter from the food manufacturing, preparation, or consumption processes that is safe for human or animal consumption.
2. For more information about the Food Loss and Waste Protocol go to https://flwprotocol.org/.
3. Edible by-products refer to production residues suitable for reuse (e.g. animal feed or bio-based applications). Calculation is based on total volume of by-products generated.
4. Food waste reporting has been updated in line with the Food Loss and Waste Protocol to include non-edible parts and reflect organisational changes, including new facilities. These changes impact comparability with prior years.

TARGETS AND PROGRESS

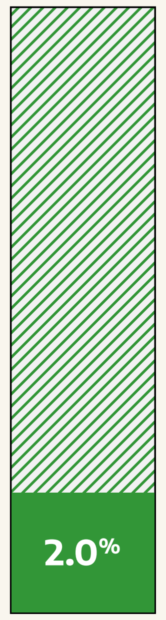



**50%**

reduction of food waste by 2032

(per sales volume versus 2021 baseline)

2025 achievement




**10%**

reduction of non-edible waste by 2025

(per sales volume versus 2018 baseline)

2025 achievement

# Safeguarding *water*

As a food business, we cannot do without good quality water. We use it in the cultivation of our raw materials and in our production facilities. As fresh water is a vulnerable and finite shared resource, we have a responsibility to use it carefully.

Protecting water availability and quality is therefore a critical focus, requiring sustainable practices and responsible resource management in our production facilities. Effective treatment of wastewater is equally essential to avoid polluting surface water and impacting surrounding ecosystems.

## A 'zero-loss' approach to water

Wherever we use water, our goal is to apply circular economy principles to achieve zero loss: whatever we take from water sources, we aim to reuse or recycle. When we do release water, we ensure it is clean and properly filtered.

Within our own operations, chips production represents our main use of water, principally associated with washing potatoes. How much we use is closely correlated with potato quality and harvest fluctuations, meaning the water volume required can vary significantly, making year-on-year improvements harder. For instance, if there is variability in the size and quality of potatoes, they might have higher soil adherence and require more intensive cleaning.

As well as actively seeking to reduce water consumption, we are also focussed on improving our ability to reuse as much as possible, in line with food safety regulations. We use advanced filtration systems to create a 'closed loop' in our facilities, so that we're able to use and re-use water repeatedly.

## Building on our progress

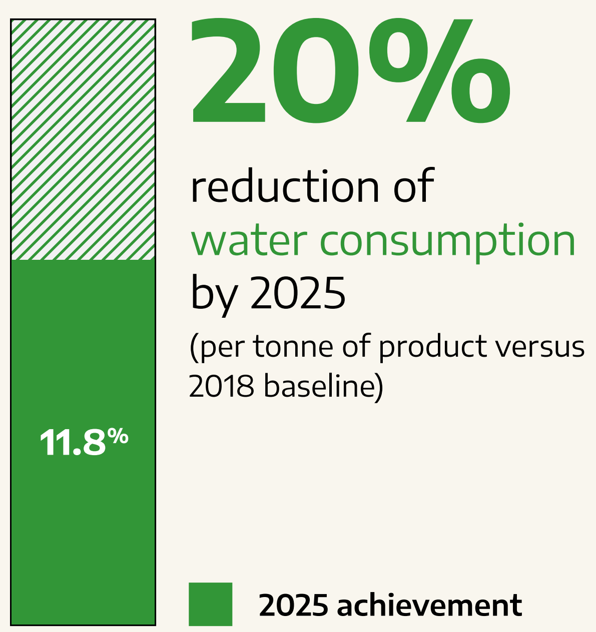
In 2018, we committed to reducing our water consumption per tonne of product by 20% by 2025. While we have delivered a meaningful 11.8% improvement, we have not yet achieved our full ambition and continue to work towards our commitment. Water consumption per tonne has remained broadly stable between 2021 and 2025, with several of our production sites successfully reducing their water consumption, mitigating consumption at newly acquired sites.

We remain focussed on continuous improvement and optimisation of washing and rinsing steps in our facilities. Where possible we enhance our water reuse and recycling, with a clear commitment to responsible resource use supported by technical improvements and operational discipline.

We continued to improve water use efficiency, achieving an 11.8% reduction in water consumption per tonne of product compared with 2018. Measured as the average amount of water used per tonne of product, this improvement reflects increased visibility of water usage and the implementation of process optimisation actions across our operations.

Several production sites have delivered notable efficiency gains and we will continue exploring opportunities to further optimise water use without compromising product quality or safety.

TARGETS AND PROGRESS




# Sustainable *agriculture*

Encouraging the transition towards more sustainable agricultural practices is an essential step towards creating more productive supply chains that benefit farmers while reducing environmental impacts. Adopting regenerative techniques will also help ensure business continuity for all stakeholders as they face the challenges of climate change and severe weather events.

As agriculture accounts for almost half of Intersnack's Scope 3 emissions, sustainable practices are also a critical means for us to reduce agricultural emissions.

Transitioning to more sustainable agricultural practices represents a shift in farming systems and requires time, adaptation and continuous learning. The adoption of new approaches involves trialling different techniques, with outcomes highly dependent on local conditions such as soil type, climate and farm management practices. Given this complexity, building trust with farmers through long-term relationships is critical. Early years can bring uncertainty as benefits from regenerative practices may take time to fully materialise. Sustained collaboration enables shared learning, supports informed decision-making and helps overcome initial challenges, ultimately ensuring lasting impact at farm level.

## Inspiring new ways of thinking

We're working directly with potato farmers and raw material suppliers, focusing on optimising agricultural practices that are tailored to local conditions and which reflect regional agronomic differences.

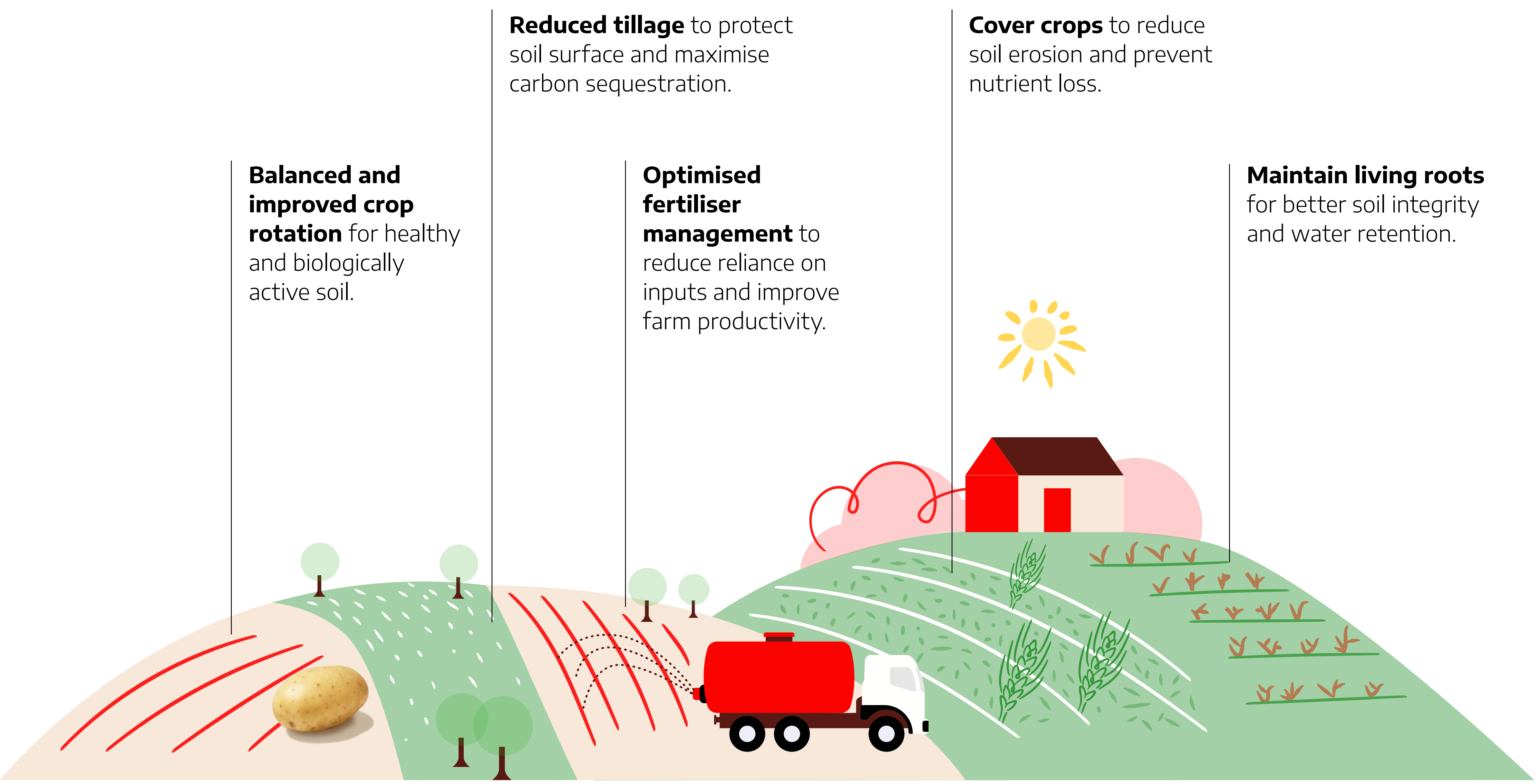
The principles of sustainable agriculture are focussed on practices that protect and enhance soil quality, creating biologically rich, fertile and resilient ecosystems that support biodiversity, sequester more carbon and retain water naturally. Through measures like cover cropping, crop rotations, intercropping, optimised fertilisation, use of organic fertiliser and reduced tillage, farmers require fewer inputs, the quality of crop yields increases and harvests become more secure over the long term.

At farm level, implementing regenerative agricultural practices takes time, with farmers required to test and implement adaptations over many seasons. On a region-by-region basis, we provide farmers with agronomic support and peer learning to help them manage risk, build resilience and adopt practices that strengthen environmental outcomes. These changes are designed to strengthen farmers' resilience to climate-related risks and enhance the long-term stability of our supply chain.

This pivotal shift aligns our sourcing strategy with our broader environmental and climate commitments and is underpinned by our Sustainable Agriculture Strategy. It is implemented across the organisation through country-specific Management Unit representatives and dedicated working groups, to embed a collective understanding of sustainability challenges throughout the business.

To support this, we have developed transition roadmaps for key projects, initiated pilot programmes and shared proof of concept best practices for priority ingredients. The objective is to drive continuous improvement and scale regenerative approaches across our supply chain.

## Creating naturally fertile soils



## Engaging our potato farmers

Our Sustainable Agriculture Strategy is driven by sharing insights and knowledge to inspire a new mindset around the benefits of sustainable agriculture. This reflects and builds on our work with other organisations like the Sustainable Agriculture Initiative (SAI) and the Cool Farm Alliance (CFA).

Following proof-of-concept trials with pilot farms, our potato programme has been rolled out in the UK, France, Germany and Sweden. Our trials so far demonstrate that farmers can achieve similar crop yields and enhanced quality with fewer inputs. While it is widely known that potato varieties differ in resource-use efficiency, this project demonstrates practical and variety-specific evidence showing how specific potato varieties can thrive with lower water and nitrogen inputs.

As farming practices differ across countries and regions, the programme is tailored to local conditions. Overall farmer engagement is positive, with more than 60% of growers participating in voluntary knowledge-exchange events. This highlights strong interest in more sustainable farming practices and supports the planned extension of the programme to additional countries.

Over the course of 2025, we continued with a programme of in-field educational sessions, classroom-style seminars and lectures where we shared best practices and proof-of-concept findings. These were focussed on two areas: fertilisation optimisation, designed to bridge the gap between conventional fertiliser and a fully regenerative system; and soil management, including reduced soil interventions, the use of bio-stimulants, cover and companion-cropping as well as irrigation management.


CASE STUDY

### Reduced tillage, higher yields

Reducing soil disturbance is a key component of building biologically active, naturally fertile soils that enhance water retention and increase carbon sequestration. In the United Kingdom, a pilot study investigating the impact of reduced tillage in potato cultivation has demonstrated consistently higher yields compared with conventional farming systems, which typically involve intensive soil-disturbing stages.

The trial delivered up to a 5% increase in the total number of potatoes, alongside a significant uplift in overall yield per acre[1]. This improvement was driven primarily by a substantial increase in the proportion of marketable potatoes suitable for processing. In addition, the trial observed clear improvements in soil structure, including reduced compaction and enhanced soil aggregation.

Fewer cultivation passes by tractor not only minimise soil disturbance but also reduce fuel consumption and labour requirements, supporting both carbon reduction targets and broader regenerative agriculture objectives.

**"Although this is a single field trial, it demonstrates a principle that is worth sharing with growers. Sharing early insights, such as these results, through our knowledge exchange programme enables collaborative testing and helps identify scalable solutions that deliver results at farm level."**

*Ben Firth*

Potato and Vegetable Agriculture Manager

1. Case study results are based on pilot trials and may not be representative of broader supply chain outcomes.

CASE STUDY

# Tackling the financial barriers to a *regenerative transition*

Intersnack's Vico potato crisp brand is helping drive the adoption of sustainable agriculture among potato farmers with the support of the association Pour Une Agriculture Du Vivant through its COVALO project in northern France. Vico's teams are focussed on sharing innovative proof-of-concept ideas, as well as providing farmers with technical and financial tools so they can better assess their GHG reductions.

COVALO, which is backed by the French government, draws together public and private stakeholders, cooperatives, buyers like Intersnack, financial institutions and regional authorities, to jointly finance crops under regenerative cultivation.

By combining compelling evidence of the benefits of sustainable agriculture with an attractive financial arrangement, COVALO constitutes a 'missing link' in the transition process.

Crucially, the system also introduces the idea of a Regeneration Index. It places a value on the quality of each farm's soil and the richness of its plant and animal life, which is associated with premiums that incentivise their regenerative transition – creating a virtuous circle.

After a year in a 'test and learn' phase, the programme was launched in earnest in November 2025 with about a fifth of Vico producers, who have agreed to participate for three years. The wider ambition of the overall COVALO programme is to reach 1,700 farmers in the Hauts-de-France region and 4,400 across the entire programme by 2028.

POUR UNE AGRICULTURE DU VIVANT
COVALO HAUTS-DE-FRANCE


**"This collective project resonates deeply with Vico's DNA: moving forward alongside farmers, within our territory and jointly building a production model that respects soil, the men and women who cultivate it and the climate. With COVALO, we strengthen our responsibility as a processor and a key player in the potato sector in Hauts-de-France."**

*Charles Etienne Le Renard*
CEO of Intersnack France

CASE STUDY

# Teaming up across the *peanut industry*

For other key ingredients besides potatoes, Intersnack engages with suppliers, traders and other partner organisations to encourage take-up of sustainable agriculture and cut GHG emissions.

In Argentina, the world's second largest exporter of peanuts, we're part of a unique collaboration involving key European buyers and major Argentinian suppliers. The idea is to jointly examine the effect of regenerative practices and share findings to help advance Argentina's peanut sector.

**The Regenerative Landscapes Partnership: The Argentina Peanuts Project** is managed by the Sustainable Agriculture Initiative (SAI Platform) and is being conducted with The Peanut Chamber and Fundación Maní Argentino (the Argentine Peanut Foundation) with technical expertise from GapGreen, Puma and Soil Capital. Intersnack is partnered with other SAI Platform members Lorenz, Mars, Pip & Nut, Importaco and Ferrero.

The project covers a vast area – some 10,000 hectares and is focussed on enhancing soil health and biodiversity, creating long-term climate resilience and improving the accuracy of the sector's Scope 3 emissions data.

Following an initial fact-finding year to assess the potential benefits compared to conventional farming, the project has moved into a three-year pilot. With peanuts being a rotational crop and Argentinian farmers largely cultivating on rented land, the ability of the programme to increase carbon sequestration is being closely monitored.

More widely, the project is setting a new benchmark for sharing insights and learnings between erstwhile competitors, with findings from all partners documented in a Regenerative Peanut Production Rulebook. Not only is this intended to help bring greater alignment across the sector, but it is hoped it can create a foundation that can scale well beyond this collaboration and drive Argentina's regenerative agriculture transformation.

# Value Chain

VALUE CHAIN TOPICS

**Responsible sourcing**

**Partnerships for impact**

Behind our portfolio of snacks is an international network of farmers, local communities, processors, traders, suppliers and distributors. We are focussed on ensuring good working conditions across the full breadth of this value chain. To accomplish this, understanding where and how ingredients are grown and processed is essential.

Responsible sourcing is embedded across our organisation and forms a core part of how we operate. It is a shared responsibility that goes beyond our Procurement team, requiring all departments to understand and uphold our social and environmental principles. Whether sourcing raw materials, ensuring quality standards or delivering products to our customers, every role contributes to maintaining responsible practices throughout our business.

Recognising the limits of our direct control, we work in partnership with supply chain business partners and sector initiatives, prioritising engagement where we can meaningfully support positive outcomes for people, communities and the environment.

Given the complexity of any international value chain, operating across a wide geographic scale and over so many legal jurisdictions, it is vital that we remain alert to impending change. We take a proactive approach to assessing and monitoring risks, in collaboration with business partners and suppliers and aim to take mitigating action wherever required.

## Progress against our value chain targets

| | 2022 | 2023 | 2024 | **2025** |
|---|---|---|---|---|
| **100% of priority-1 suppliers signed our Responsible Sourcing Policy**[1] | 94% | 98% | 99% | **100%** |
| **100% of priority-1 volume sourced from processors assessed against Ethical Trading Initiative (ETI)/Sedex Members Ethical Trade Audit (SMETA) criteria or equivalent**[2] | 91% | 91% | 93% | **95%** |

1. "Priority 1 suppliers" refers to suppliers classified as high-risk based on internal risk assessment criteria.
2. Coverage reflects share of volume assessed and may vary due to audit cycles, onboarding of new suppliers and limited availability of accredited auditors.

# Responsible *sourcing*

Producing tasty snacks starts with responsible sourcing practices. Intersnack works with suppliers who share our commitment to providing safe and decent working conditions, upholding labour standards and protecting human rights.

To ensure these principles are actively maintained and advanced, our approach is centred around due diligence, monitoring and collaborative working. These methodologies are critical to preventing and mitigating potential risks in our value chain.

Intersnack complies with an array of standards and regulations which govern suppliers in each of the jurisdictions where we operate. We also operate alongside external factors beyond our control, such as geopolitical developments, which can significantly affect our supply chain and operations.

Alongside this, we face the evolving influence of climate change which has the potential to impact supply chains through adverse weather events and the potential for disrupted harvests, logistics and workforces.

## Strong principles, decisive actions

Our stance on responsible sourcing stems from a long-standing commitment to ethical and legal integrity. Through our Group Labour & Human Rights Policy we set out a commitment to respecting human rights. It defines our core principles and ways of working that extend throughout the company and across our value chain.

We have maintained a Responsible Sourcing Policy for many years, detailing our minimum expectations around social and environmental compliance. This is essential to drive ongoing improvements throughout our value chain. To do this, we cultivate a spirit of active engagement, dialogue and learning with our suppliers.

It all begins with developing a thorough understanding of the potential risks within each product category. Importantly, we only onboard suppliers that meet our Responsible Sourcing Policy standards. We work collaboratively with business partners to jointly prioritise actions and make use of third-party verification, audits and certifications. This approach encourages transparency, drives quality and brings to life one of our core values: to 'grow together'.

Our due diligence approach is structured in line with the OECD's Due Diligence Guidance for Responsible Business Conduct, UN's Guiding Principles on Business and Human Rights and the German Supply Chain Due Diligence Act (LkSG). It is based on a clear hierarchy of policies and protocols designed to drive full accountability.

## Driving continuous improvement

Operationally, accountability for implementing our ethical approach to business is shared across the business:

At **Group level**, from our global headquarters, we set the fundamental expectations for ethical behaviour across the whole company. Overall responsibility lies with the Group Sustainability Director, who acts as the Human Rights Officer within Intersnack's value chain. This ensures that our commitment to human rights across the value chain has been endorsed at the highest level. For practical insight, our Due Diligence Standard Operating Procedure explains all roles and processes in more detail.

EcoVadis regularly assesses the effectiveness of our sustainability approach and processes. In 2025, we were awarded an 'Advanced' rating in Sustainable Procurement for the fourth time, placing us in the top 5% of companies in our industry for this category. Still, Intersnack achieved scores above the industry average across multiple EcoVadis assessment areas.

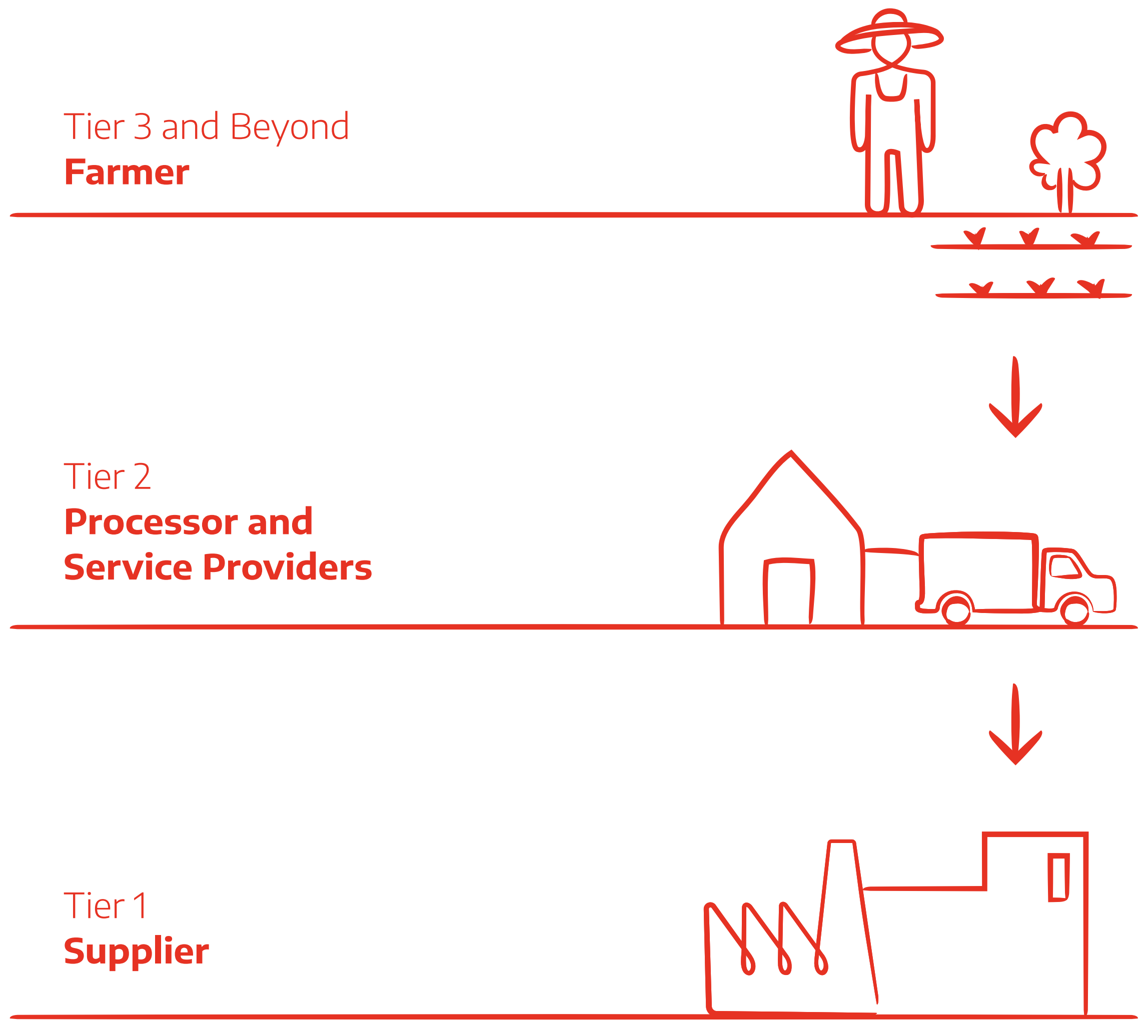
Next, country-specific **Management Units** focus on implementation of our ethical approach in Intersnack's own facilities. Our facilities are independently audited against Sedex's SMETA 4-Pillars, which we also request of our suppliers.

Our **Procurement** team is responsible for social compliance within our upstream value chain business partners. This is where our Responsible Sourcing Policy comes in. It is structured around the principles of the Ethical Trading Initiative (ETI) Base Code. This is an internationally recognised approach to good labour practice, covering standards including freely chosen employment, safe and decent working conditions, child labour prevention, fair working hours, non-discrimination and respectful treatment.

Furthermore, the Procurement team conducts annual risk assessments to determine risk priority levels for the following categories, with specific requirements or actions for each priority level set out in the Responsible Sourcing Policy:

- **Priority 1** represent high-risk categories
- **Priority 2** are high-volume commodities
- **Priority 3** describes low-volume, low-risk ingredients

As part of our due diligence approach, we review the effectiveness of our processes and risk management measures at least once a year to ensure they remain relevant and appropriate.




## Realising our ambitions

Over the course of 2025, we hit a key milestone, with 100% of our priority 1, high-risk category suppliers having signed our Responsible Sourcing Policy, even as we extended the scope of the policy.

Our Responsible Sourcing Policy also requires that high-risk category processors are audited against SMETA 4-pillar assessment. In 2025, 95% of the ingredient volume sourced from high-risk processors was assessed against these criteria.

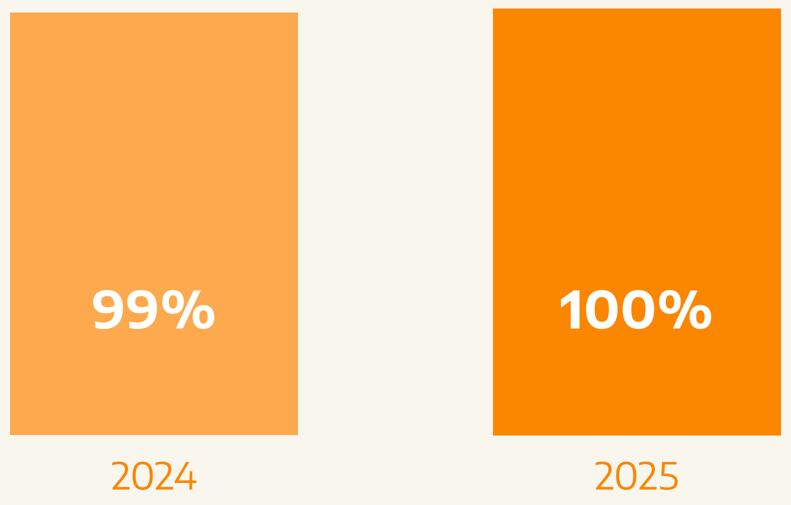
The remaining 5% reflects a small proportion of processors that are either newly onboarded or undergoing updates and re-audits as part of the normal audit cycle. In some cases, the limited availability of auditors results in longer lead times for re-audits and delays in the validation of corrective actions. Aside from newly onboarded processors, audits within our supply chain are conducted on a recurring basis, following the audit frequency of respective standards.

Having initiated the first version of our Responsible Sourcing Policy more than a decade ago, the latest data shows that more than 130,000 workers[1] across our first- and second-tier supply chain are covered by SMETA or equivalent ethical assessments.

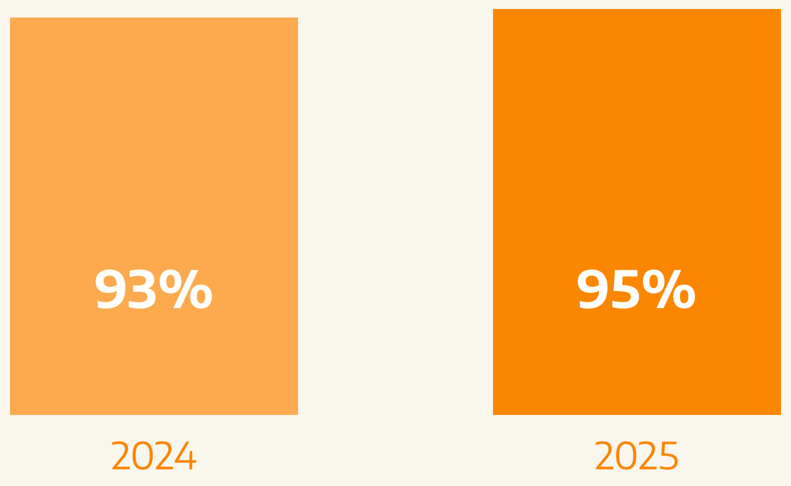
1. Worker figures are based on supplier disclosures and audit data and represent an estimate of individuals covered by ethical assessment frameworks.

TARGETS AND PROGRESS

**100%** of priority-1 suppliers signed our Responsible Sourcing Policy




**100%** of priority-1 volume sourced from processors assessed against ETI/SMETA or equivalent by 2025



## In step with our suppliers

Our Responsible Sourcing Policy is subject to regular reviews to ensure it remains fit for purpose and reflects on-the-ground realities, updated conventions and the evolving legislative and regulatory framework.

In 2025, this included extending the policy to further selected non-food categories while continuing to strengthen supplier compliance across the existing priority categories.

These regular updates of our Responsible Sourcing Policy create a more all-encompassing framework for our social and environmental compliance. We appreciate implementing such changes can be complex and will take time. Therefore, we are working closely with our suppliers to maximise awareness, engagement and adherence to the policy's broadened scope and requirements.

## Extending our reach

To mitigate material risk in our upstream value chain (tier 3 and beyond), Intersnack also works at field level, where our direct influence is more limited. To address these challenges, we actively engage in sector associations, recognising that pre-competitive collaboration with industry peers is essential to tackling systemic issues.

For specific category risks we use certification schemes to address field-level risks, such as Rainforest Alliance, Fairtrade and Roundtable on Sustainable Palm Oil. Besides the use of product certification, we also support targeted projects to mitigate risks at field level, in partnership with suppliers, non-profit organisations and governments.

In addition, to ensure the concerns of workers can be heard, we have implemented a comprehensive Whistleblowing Policy. This outlines our procedures and available channels for reporting grievances, concerns or cases of non-compliance, both in our own operations and throughout our value chain. It represents an important part of how we bring to life our culture of accountability, openness and transparency.

## Harvesting the Future

Intersnack collaborates with the Fair Labor Association on its Harvesting the Future programme. It is designed to build capacity in key agricultural commodities while helping prevent risks of child labour. In Intersnack's case, this relates to projects targeting sultana and hazelnut farms in Turkey. In November 2025, the programme was named a 2025 Gold Anthem Award Winner, alongside major global initiatives including World Central Kitchen and Human Rights Watch.

## Providing field-level support

Our approach to responsible sourcing governs the full spectrum of business partners, from the largest supplier to the smallest, including cooperatives and individual smallholders. Between 2012 and 2025, we conducted more than 30 projects that supported more than 21,500 smallholders, offering them practical training, infrastructure investments and technical assistance to enhance their productivity, quality and livelihoods.

# Partnerships for *impact*

Throughout our value chain, we aim to drive real, lasting change that upholds and extends human rights and supports ethical practices in our value chains. In this endeavour, long-term business partnerships and cross-sector cooperation are crucial.

We work closely with suppliers and engage in certifications, sector initiatives and multi-stakeholder programmes beyond Tier 1. Through this, we aim to foster partnerships which support the adoption of our social and environmental standards across our supply chain.

It's an approach that helps us address long-established, systemic issues that affect multiple sectors, extending our influence far beyond what we could expect to achieve acting alone. It's also a crucial aspect of ensuring we can meet growing demand for raw materials and ingredients in a planned, resilient way that benefits workers, their families and communities.

## Our value chain business partners

**Competitive Cashew Initiative (ComCashew)**
The Competitive Cashew Initiative supports the African cashew value chain to increase competitiveness in production, processing, market connections and sector organisation.

**Fair Labor Association (FLA)**
The FLA is a multi-stakeholder initiative that promotes fair labour practices in supply chains.

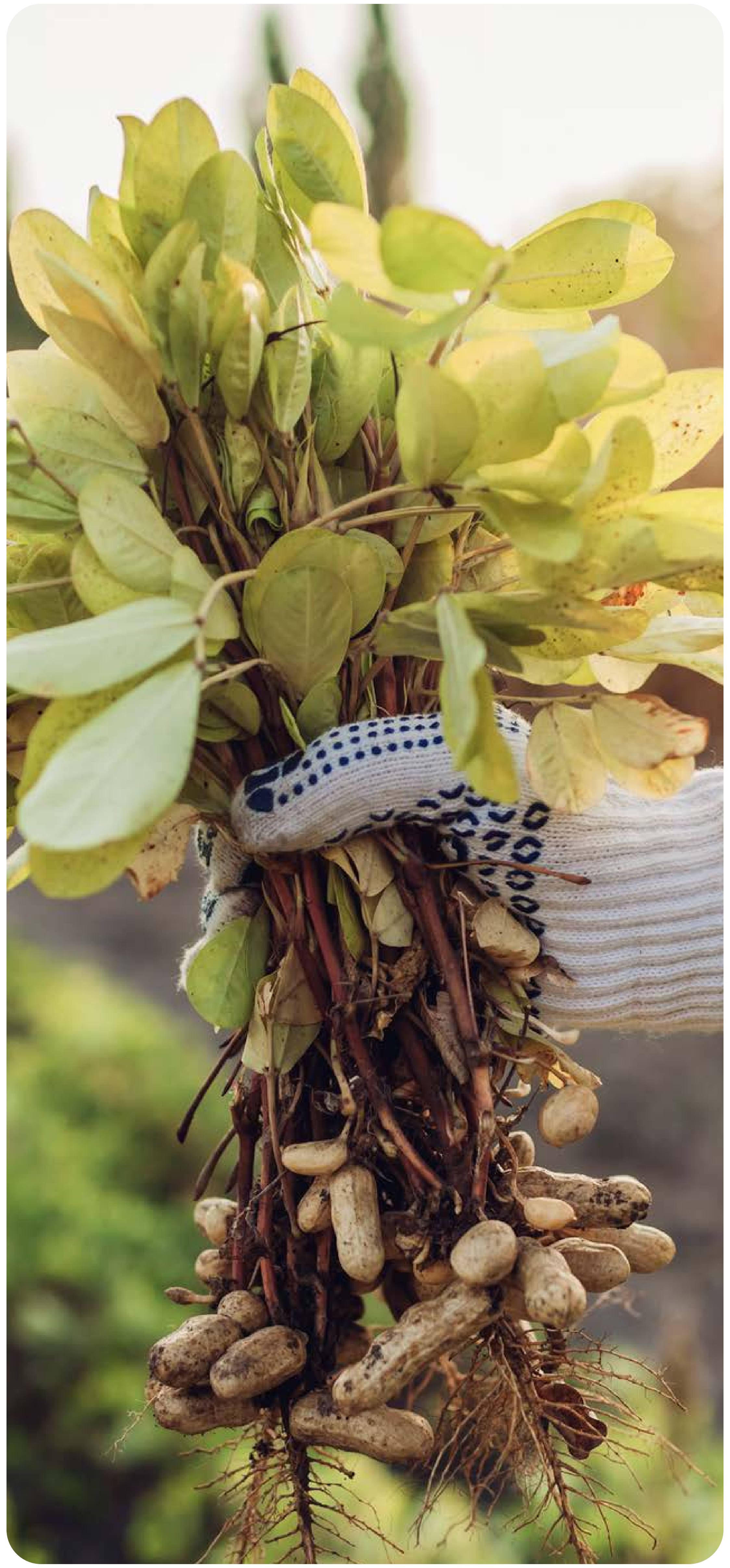
**Rainforest Alliance**
Rainforest Alliance collaborates with traders and manufacturers to protect nature and improve the lives of farmers and forest communities.

**Roundtable on Sustainable Palm Oil (RSPO)**
Intersnack is a member of the RSPO, to ensure the palm oil we use is RSPO-certified. Check our progress at **www.rspo.org/members/15024**.

**Sustainable Agriculture Initiative (SAI)**
Almost 120 member companies collaborate to improve sustainable agricultural practices. Intersnack is part of the SAI Crops Working Group and a founding member of the SAI Argentina Peanuts Climate Smart and Regenerative Agriculture project.

**Sustainable Nut Initiative (SNI)**
Intersnack is a founding member of the SNI, a collaborative platform committed to a more sustainable nut sector by driving traceability and transparency, improving livelihoods for smallholder farmers and building climate resilience.

**Sustainable Spices Initiative (SSI)**
The SSI is an initiative to transform the mainstream spices sector, sustainably securing future sourcing while stimulating economic growth in producing countries.



CASE STUDY

# Improving *Livelihoods* for cashew farmers

In Cambodia – the world's second largest producer of cashew nuts – we've been working to improve the quality of raw cashew nuts. Our ambition is to drive the introduction of a more productive, sustainable and export-oriented agricultural supply chain.

It's a truly international collaboration between Intersnack, the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) and local farming cooperatives, supported by the German Federal Ministry for Economic Cooperation and Development (BMZ) and its develoPPP funding programme.

Over three years, the objective of the programme was to train farmers on sustainable agricultural practices and post-harvest management. More than 2,000 smallholders – nearly half of whom are women – completed training, with 132 becoming local trainers. The project also funded the construction of essential infrastructure, including warehouses and dedicated drying facilities at cooperatives' collection points, instead of ad hoc roadside facilities, along with specialised grading tools like moisture metres.

Despite low farm productivity and Cambodia's trader-driven, spot-market system, which typically limits direct relationships between smallholder farmers and processors, the training resulted in a step-change in nut quality and yields. The programme also helped strengthen local cooperatives by providing training in business skills, with a particular focus on working with international partners, giving farmers a more powerful position in the market.

INTERVIEW

# Unlocking the power of partnerships: *Intersnack + Rainforest Alliance*

At Intersnack, we're great believers in partnerships, because we know we can achieve more together than we ever could alone. Effective business partnerships hold the key to building collective knowledge, redefining established systems, better buy-in across complex stakeholder networks and effective implementation. Our 'Partnerships for Impact' strategy was conceived to scale our sustainability successes through long-lasting, meaningful change.

The relationship Intersnack has with the Rainforest Alliance embodies this approach, particularly as it has evolved from providing sustainability data in return for certification of our ingredients – to a strategic partnership. We sat down with Rainforest Alliance's Matthew Ford (MF) to review our story so far and envisage the future.

**Matthew, it's fair to say our relationship has evolved significantly. What do you see as the key factors behind that transition and how impactful has it been?**

**MF:** We're incredibly proud of our long-standing partnership with Intersnack and how it has evolved over time. What began as a certification relationship has grown into a collaboration focussed on addressing complex sustainability challenges in your agricultural supply chains.

At the heart of that transition in our relationship is Intersnack's clear sustainability vision and willingness to go beyond compliance. While certification provides an important foundation, the company has consistently explored how to invest in their supply chains to address risks such as child labour, migrant workers' rights and sustainable farming practices.

What has made the partnership so effective is that we have increasingly approached sustainability as a shared responsibility. By combining Intersnack's ambition with the Rainforest Alliance's experience working with farmers, suppliers and local communities, we have been able to develop practical, scalable solutions that we are solving together.

INTERVIEW

**One early milestone of our strategic relationship was when we co-funded three 'hazelnut villages' with two suppliers and RVO, the Dutch Enterprise Agency in Turkey. The project trained over 1,220 farmers, raised awareness about the harmful effects of child labour and constructed housing for migrant workers with clean water, sanitation and health services. What stands out for you about that initiative?**

**MF:** What stands out most is Intersnack's willingness to address a systemic challenge. Issues such as child labour and migrant worker welfare cannot be solved through audits or certification alone; they require long-term investment and collaboration to address root causes.

In the hazelnut villages project, we worked with suppliers to improve living conditions for migrant workers and their families. Children had access to safe spaces for learning during the harvest, while housing conditions were improved with access to clean water, sanitation and health services.

Perhaps the most encouraging outcome is that many of these benefits have continued beyond the formal life of the project. Facilities remain in use, awareness has increased among local stakeholders and community councils established during the project are still active.

The project was also important because it changed the way we worked together. It wasn't a case of the Rainforest Alliance delivering a project on behalf of Intersnack. We were jointly exploring what effective interventions could look like, learning from suppliers and communities and adapting our processes and approach as we went. That spirit of co-creation helped build trust and I believe lays the foundation for future collaborations.

**Another important milestone together was the launch of the first Rainforest Alliance-certified cashews in market. How would you characterise that process and what lessons does it offer for future supply chain collaborations?**

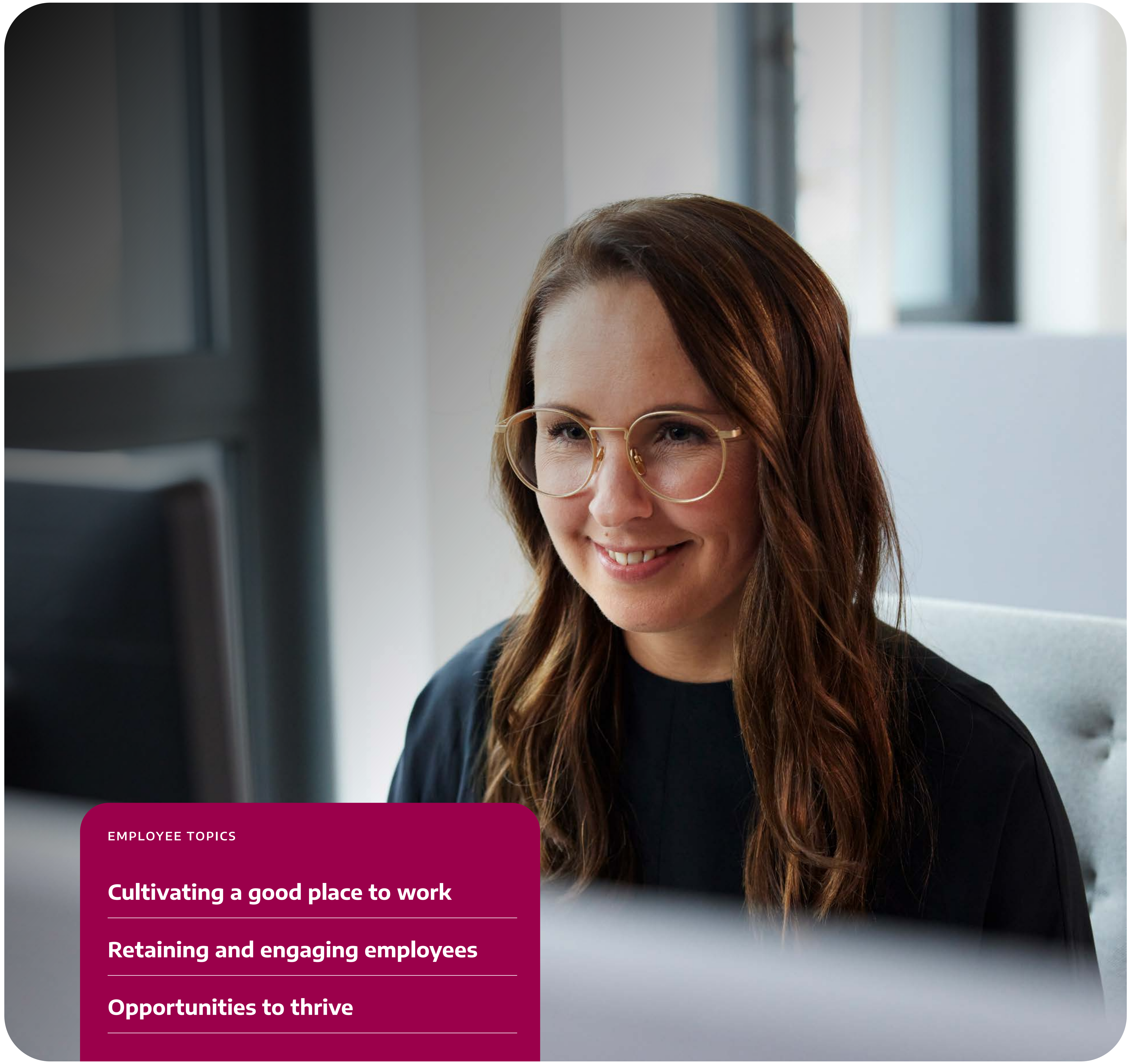
**MF**: Launching Rainforest Alliance-certified cashews required close collaboration across the entire value chain. Together with farmers, suppliers and the Intersnack processing facilities, we worked through a range of practical challenges, from adapting yield measurement approaches and strengthening integrated pest management practices, to ensuring premium payments reached farmers and developing robust traceability systems.

One of the most important factors in the project's success was Intersnack's ability to bring together their partners from across the supply chain. Gaining the commitment of an influential supermarket gave a real pull factor, created alignment from farm to shelf and demonstrated the power of partnerships in turning sustainability ambitions into market reality. That's got to be a formula for the future.

**Thank you, Matthew. As our work with Rainforest Alliance covers so many other ingredients, from cassava to macadamia nuts and more, this still feels like just the start of what we can achieve together. We're excited to build on this progress and inspire a cross-sector coalition that can better address the sustainability challenges in global supply chains.**

*Let's keep the momentum up!*

# Employee



EMPLOYEE TOPICS

**Cultivating a good place to work**

**Retaining and engaging employees**

**Opportunities to thrive**

Everything we achieve as a company is due to the dedication of thousands of passionate people who work across our business. To support existing teams and attract future talent, we strive to offer safe, inclusive working environments. This is built around a culture of trust, so employees can thrive and develop long-lasting careers.

## *Progress against our employee targets*[1]

| | 2022 | 2023 | 2024 | **2025** |
|---|---|---|---|---|
| **100% of plants** are health and safety certified **(ISO 45001)** | 97% | 94% | 94% | **97%** |
| **100% of plants** have completed valid ethical assessments **(ETI/SMETA)** | 89% | 80% | 91% | **97%** |

1. Reported certification coverage reflects the status at the reporting date. Variances are primarily due to audit timing and certification renewal cycles.

# Good place *to work*

The health, safety and well-being of our employees is our top priority. Through a combination of robust policies, internationally recognised accreditations and tailored resources, we strive to cultivate a strong safety culture and build a supportive and engaging workplace.

Whether employees work at home, in offices or production facilities, we prioritise safe working practices and take a proactive approach to managing any potential risks to their well-being. This includes ensuring working hours and shift patterns are sensibly managed and providing proper training and access to suitable safety kit, whether personal protective equipment or ergonomic office-based solutions.

Within our working culture, we aim to nurture employees through their careers within a positive environment. Through ethical integrity and tailored training, we empower everyone to feel inspired and motivated to achieve their full career potential.

## A proactive, agile approach

Ensuring we uphold robust health and safety standards and address potential concerns is vital to maintaining overall employee well-being and satisfaction. It also contributes to happier, healthier lives outside of work. Our approach is embedded in our Code of Conduct, integrated in our Labour & Human Rights Policy and considered a fundamental pillar of our Intersnack Work System.

On a day-to-day basis, we expect and encourage all employees to uphold our values and measure this through an annual employee engagement survey. We operate an ‘open-door’ policy for employees, welcoming comments and ideas, big or small, that could enhance any aspect of working lives. If anyone spots our values being contravened or contradicted, or they see colleague safety or well-being compromised, they are encouraged to speak out: our whistleblowing channels ensure anyone can make confidential disclosures without fear of retribution.

In this way, we are committed to pre-empting, mitigating and adapting to the evolving legal and regulatory environment and accommodating shifts in cultural conventions.

## Dedicated to continuous learning

We bring the core principles of our Code of Conduct to life through regular employee training sessions. In addition, to support our commitment to safe and fair working conditions and high environmental standards, we offer employees e-learning modules, classroom sessions and on-the-job training. Completion rates are monitored to ensure effective participation and accountability throughout the business.

Across our sites, we host regular safety days to emphasise the importance of safe working practices in everything we do. These feature training, awareness-raising and hands-on learning experiences. We regularly audit our offices and production facilities for compliance with international standards for occupational health and safety.

As part of our due diligence efforts, we help ensure employees understand their responsibilities regarding the protection of human rights and the environment by providing additional training sessions. This approach is regularly reviewed to ensure our full compliance with legal requirements and that there is a comprehensive understanding of our obligations throughout the business.

In certain countries, where specific laws may require additional focus, we offer specialised training on topics such as modern slavery. These sessions ensure employees know how to identify and prevent relevant risks and are fully aware of our legal obligations.

## An appetite for progress

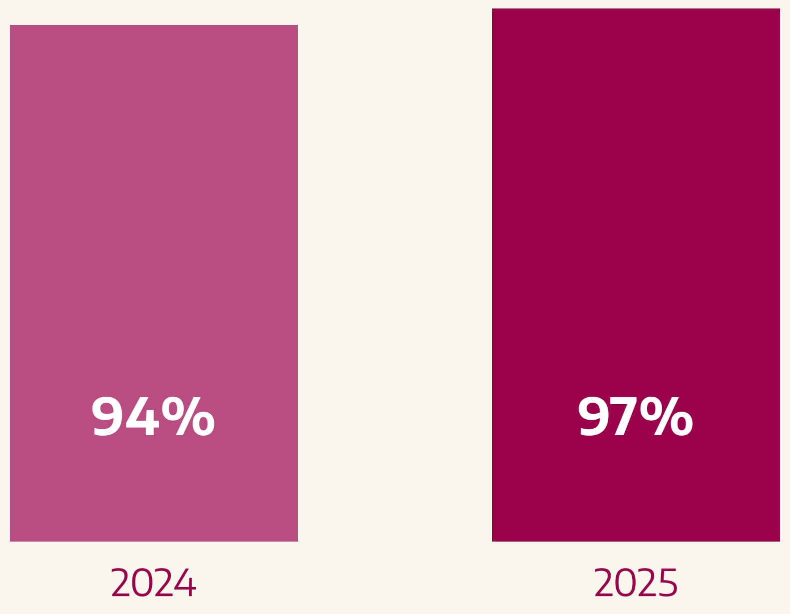
In 2025, occupational health and safety management systems at 97% of our sites were audited for compliance against ISO 45001. This standard helps ensure we proactively manage risks related to workplace injuries and ill health and remain compliant with local safety laws.

In addition, 97% of our sites completed a valid ethical assessment (SMETA 4-pillar). These evaluate each facility's performance around labour standards, health and safety, environmental impacts and business ethics, as well as compliance with local laws and international conventions.

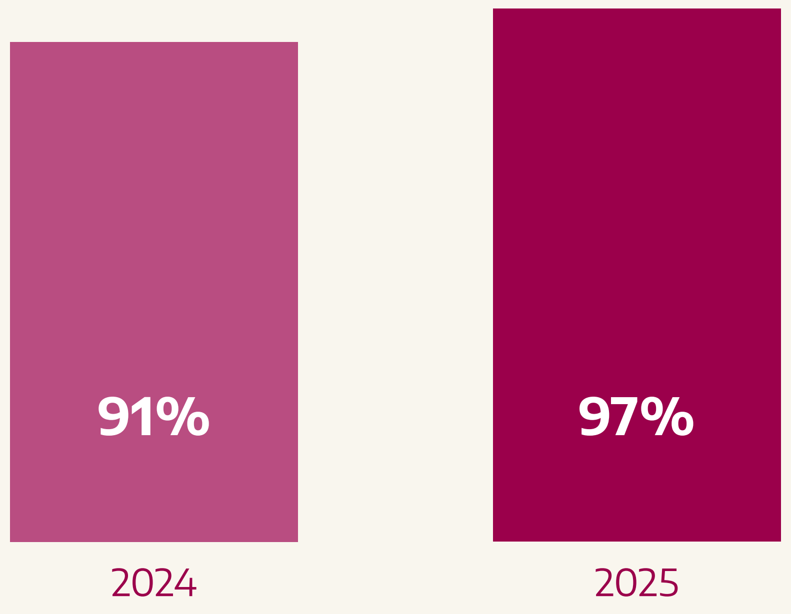
For the outstanding 3% of sites, re-audits are planned and partly delayed, primarily due to audit timing and the limited availability of SMETA auditors. We remain committed to upholding the highest levels of compliance in this area across all sites.

TARGETS AND PROGRESS

**100%** of plants are health and safety certified (ISO 45001)




**100%** of plants have completed valid ethical assessments (ETI/SMETA)



# *Retaining and engaging* colleagues

At Intersnack, we recognise that our employees are our greatest asset. We believe retaining them is the most logical and efficient way of developing our business. Investing in them creates a virtuous circle, where everyone benefits.

Employee engagement is focussed on nurturing trust, to create a happy, motivated and ambitious workforce that can feel confident in building long-lasting careers with us. By providing for the needs of all our employees and respecting their diversity, we aim to create a workplace culture where everyone feels secure, believes their opinion matters and knows their voice can be heard.

## Scaling employee satisfaction

Having introduced a new annual workplace survey in 2023 and added additional countries in 2024, in 2025 we invited all remaining countries to participate. The survey is designed as a systematic and structured employee engagement forum that can capture all perspectives. It is managed by global expert Gallup, which has over 20 years of experience in conducting science-based research on employee engagement.

The results help widen our understanding of our employees' experiences and provide local Management Units and teams with meaningful information about people's needs, as well as identifying improvements that can be implemented. Every line manager is guided by Gallup's online support tools and learning materials.

Our collaboration with Gallup builds on findings from our own earlier employee surveys, introduced through the Intersnack Work System (IWS). Since 2024, this IWS survey has been combined with the Gallup engagement survey, with line leads across our factories trained to run 'State of the Team' conversations.

## Championing our staff

By the end of 2025, our network of Engagement Champions – employees who have received training by Gallup to help support line managers – had grown to 133 members of staff, up from 120 in 2024.

These Champions are selected locally by Management Units in each country. Their main responsibility is to act as advocates for workplace engagement and provide ongoing support to managers throughout the year. They also deliver targeted consulting and coaching around actions and behaviours that maximise employee engagement.

Champions maintain regular contact with Gallup to address new topics as they emerge or to update relevant aspects of the annual survey cycle.

### Thriving colleague networks

During 2025, we implemented a unified visual identity and structure across all KP Snacks colleague networks to provide a consistent and scalable framework for current and future networks. This helped to strengthen visibility and alignment, while allowing each network to retain its individual focus and priorities.

### Diversity, equity and inclusion

We firmly believe that the most impactful innovation occurs when we bring different perspectives together. We aspire to create an inclusive culture where diversity can thrive, supported by programmes and training that provide opportunities across our workforce.

# Opportunities to *thrive*

We are committed to fostering a workplace where all employees can realise their full potential.

Providing training and development opportunities within a culture of continuous learning enables employees to enhance their skills, progress in their careers and achieve their professional best.

One of our core values is to ‘grow together’, which characterises a virtuous circle where employees as individuals and Intersnack as a whole mutually benefit from shared progress. To realise this, we provide development opportunities that nurture employee potential within an inclusive culture. We aim to create a pipeline of future innovators through training programmes that engage and inspire. All country-specific Management Units make use of talent management tools to support this approach.

## Empowering and inspiring colleagues

At Intersnack, leadership is not about taking a top-down approach; it is about empowering employees with the support they need to do their best work. This is reflected in the Intersnack Work System, which is designed to cultivate an environment where teams become self-sufficient, equipped with the necessary skills, competencies and authority to make their own decisions.

Our take on the business philosophy of ‘servant leadership’ is focussed on cultivating an enabling and empathetic environment, where leaders support teams by removing barriers to success wherever they encounter them. Our Leadership Fundamentals set out the behaviours we expect from all leaders.

### Our Leadership Fundamentals

**Leading with ownership**

- Is aware of one’s own leadership style and the influence this has on others.
- Takes and makes difficult decisions only after fully considering their impact.

**Leading change**

- Initiates and makes change happen.
- Nurtures an entrepreneurial spirit to explore new ideas and is willing to fail and learn to progress.

**Leading together**

- Inspires achievement through collaboration and partners well with others.
- Includes people and makes them feel valued.

During 2025, we pursued various routes to build employee capabilities, including coaching, webinars and online sessions. As part of our efforts, we delivered a pilot Leadership Development programme aimed at nurturing future leaders. The outcomes of the pilot provided valuable insights that will help guide our overall Talent & Leadership strategy.

Beyond structured learning sessions and other tools, we recognise that development is often most effective through practical experience. We therefore encourage a ‘learn-by-doing’ mindset, with managers acting as mentors and providing on-the-job coaching to help employees navigate real-life workplace challenges.

## Community engagement

We supported our employees in delivering a range of community engagement initiatives, providing opportunities to contribute to meaningful causes and helping nurture a stronger sense of purpose. For example, as part of KP Snacks’ partnership with The Hundred cricket league in the UK, employees collectively supported the installation of 100 all-weather cricket pitches.

Creating positive impact

*snack by snack*