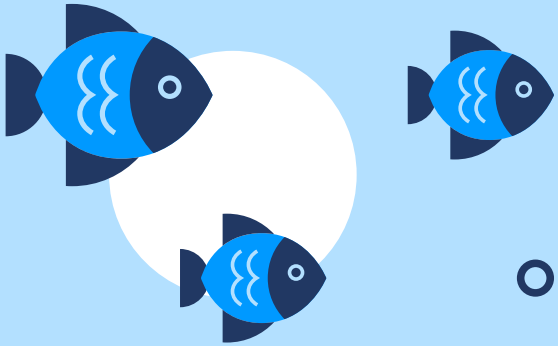
Nomad Foods

Goodness of Frozen

Sustainability Report 2025

At Nomad Foods, we are Making Mealtimes Better with the Goodness of Frozen Food.

Back in 1924, Clarence Birdseye invented 'plate frosting' to rapidly freeze fish. This started the frozen food revolution.



More than a century on, a new ice age is here...

Our evidence shows that frozen food supports food security, good health and environmental sustainability.

→ **Our Frozen in Focus research**

... that's better for people

Frozen food retains nutrients and make year-round fish, fruit and veg great tasting, appealing and convenient.

→ **Pages 25-33**

... and better for the planet

Frozen food lasts longer, meaning less food waste, discarded packaging and carbon emissions.

→ **Pages 14-20**

→ **Pages 35-44**

Find out more about our Appetite for a Better World strategy: **nomadfoods.com/appetite-for-a-better-world/**

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Our website
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Our GHG data methodology supplement
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Our Task Force on Climate-related Financial Disclosures (TCFD) statement
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Our GRI and SASB index
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Our assurance statement
→ **Download**

About this report
Our ninth annual sustainability report has been informed by best practice standards set by the Global Reporting Initiative (GRI), the Sustainability Accounting Standards Board (SASB), the International Sustainability Standards Board (ISSB), the EU Corporate Sustainability Reporting Directive (CSRD) and the UN Sustainable Development Goals (SDGs). It voluntarily meets the requirements of the EU Non-Financial Reporting Directive (NFRD).

This year, we are introducing a suite-based approach with the core report supported by downloadable supplements and our refreshed sustainability website.

Unless otherwise specified, the scope of data in the report is the 2025 calendar year (1st January to 31st December) and for all subsidiaries of Nomad Foods Ltd, with the exception of our Adriatic cluster, Frikom and Ledo. Our 2021 carbon targets also exclude Findus Switzerland (acquired in 2021).

We are Nomad Foods

As the largest frozen food company in Europe, we own many loved brands such as Birds Eye, Findus, iglo, Ledo and Frikom.

Our brands

Birds Eye, Aunt Bessie's, ledo, Findus, Findus, Findus, Frikom, iglo, la Cocinera, BELVIVA, Goodfella's

Our vision is to be the world's frozen food champion. We are realising this by manufacturing, selling and distributing a range of branded frozen food products across 22 European markets.

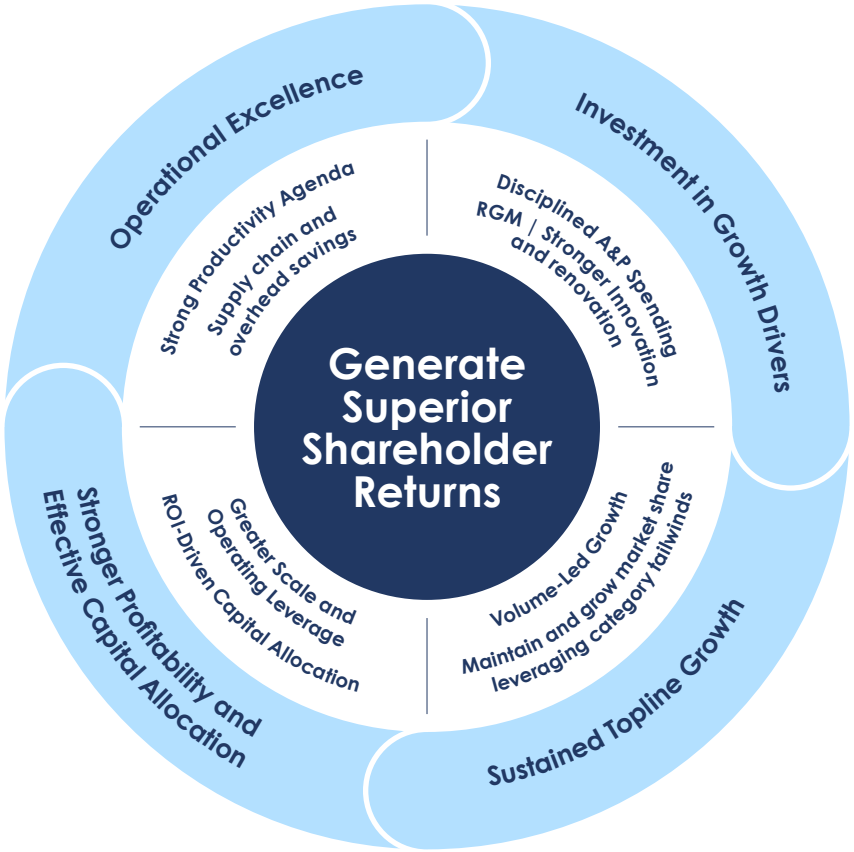
Headquartered in the UK, we generated €3 billion in net revenue in 2025.

Purpose-led
Our purpose is clear: Making Mealtimes Better with the Goodness of Frozen Food. This drives everything we do.

Our growth model shows how we translate our purpose into action as we work to deliver superior shareholder returns.

Learn more

About us	**Website**
Leadership team	**Website**
Stakeholder value creation	11
Ethical practices	60



€3bn
net revenue

22
markets

- We get it done as one team
- We love our food
- We are humble and ambitious
- We care
- We are accountable

Values-driven
With more than 7,500 people working across 22 European markets, our purpose and values connect us together as One Nomad.

7,500+
people

The year in numbers

Better Sourcing

99.9% of fish and seafood certified sustainably/ responsibly sourced

97% of veg, potatoes, fruit and fresh herbs sustainably sourced

100% of poultry and eggs from non-cage reared chickens

100% of tier 1 and 2 suppliers screened for social risks

Better Nutrition

95.9% of sales volume in products externally classified as healthy[1]

99.9% of products free from artificial colours/ flavours and flavour enhancers

100% of 'Everyday Foods' new product innovations classified as healthy[1]

Better Operations

36% reduction in operational GHG emissions intensity since 2019

95.1% of consumer packaging recyclable

81% employee engagement rate, health, wellbeing and safety

+5.2% more women on the Enterprise Leadership Team

Detailed performance data

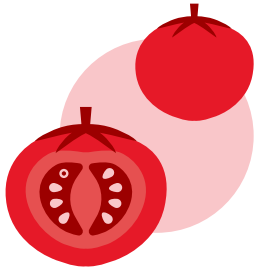
→ **Download**

1. *As defined by the UK Government Nutrient Profiling Model (see **page 27**)*

View from our CEO

The Goodness of Frozen

In my first few months as CEO, I've been impressed by the ambition and rigour of our sustainability commitments and the assimilation of environmental, social and governance (ESG) considerations in day-to-day practices.



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This has become about far more than addressing food poverty; freezing can make nutrient-rich produce like fish,fruit and veg accessible year-round to more people.

With the world grappling with cost-of-living pressures, supply chain volatility and food insecurity, alongside threats to our climate and ecosystems, food systems are under unprecedented strain. Nomad Foods has long championed the role of the frozen food category in making tasty, nutritious produce such as fish, fruit and veg accessible year-round for hard-working families. Today, we also emphasise the extensive environmental advantages such as less food waste (and, in turn, avoided packaging and carbon emissions). These are just some of the reasons why policy makers, global health organisations and consumer groups are increasingly citing frozen as integral to a resilient, sustainable food system.

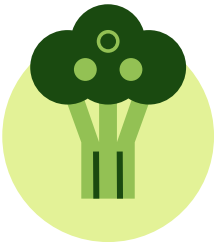
In the last year, we have further elevated the inherent benefits of frozen with a proactive sustainability strategy that underpins our corporate purpose: Making Mealtimes Better with the Goodness of Frozen Food. As shown throughout this report, we have made progress across all three strategic priorities: Better Sourcing, Better Nutrition and Better Operations.

In our sourcing, by the end of 2025 close to 100% of our fish, seafood, veg, fruit and fresh herbs was sourced responsibly. All palm oil and soy was responsibly sourced and 100% of poultry and egg products were cage-free. We focused on improving our third-party agricultural and seafood supply chains, as well as bringing our Adriatic-based brands, Frikom and Ledo, in line with our high sustainable sourcing requirements.

View from our CEO continued

Industry efforts around chicken welfare (particularly slower-growing breeds) continued to be hampered by avian influenza, global trade disruptions, fragmented welfare standards and high feed costs. With these systemic challenges in mind, we continue to engage industry peers and animal welfare partners to enhance welfare standards across the supply chain.

With regard to social risks, all tier 1 suppliers were screened for worker welfare risks in 2025, and ethical audits were independently conducted at 150 sites (a 36% increase on the previous year). The most common challenges were around health and safety and working hours, which we are prioritising in our due diligence and risk monitoring processes.



100m

households can access our great tasting and nutritious food

At the start of 2026, we launched a progressive Better Health strategy that reflects our evolving portfolio and the complex, nuanced nutrition, and health landscape in which we operate. Our strategy now distinguishes between Everyday foods, Occasional foods and Treat foods with different guardrails to ensure we provide consumers with great tasting food for all occasions. A coordinated internal effort has further eliminated saturated fats, and reduced salt and sugar from our products, while maximising goodness with fibre, protein, vitamins and minerals.

Our final sustainability priority, Better Operations, saw us exceed our absolute emissions reduction target through heat recovery, energy efficiency and renewable electricity technologies. We have now developed a set of new science-based targets and delivery plan to meet them. Alongside our climate change commitments, we are making progress to halve edible food waste by 2030, with 27.7% achieved so far. We are at 95.1% for recyclable consumer packaging and have reduced absolute water consumption by 7% since 2024.

At the heart of our progress is the talent and commitment of our colleagues. Over the last year, we have advanced our 'Perform, Develop, Grow' approach so that our 7,500-strong team can enjoy more professional and personal development opportunities in an inclusive, supportive culture. We hear particularly positive colleague feedback around health, wellbeing and safety, pride in the job, manager support and flexible working.

Across the sustainability agenda, we have often exceeded regulatory requirements and we continue to align with new or evolving regulations, such as the EU Deforestation Regulation (EUDR), the Corporate Sustainability Due Diligence Directive (CSDDD), Packaging and Packaging Waste Regulation and Nutrition and Health Claims Regulation.

As we look ahead to the second half of 2026, we enter a pivotal period in terms of how Nomad Foods can make a positive contribution in a changing world. The leadership team and I are clear that frozen food can – and is – helping to transform food systems for the better. As we strengthen our capabilities and embrace the changes needed to thrive, we are equally focused on advancing our sustainability commitments. A more resilient, resource-efficient business is not only important for the markets we serve, but also essential for creating long-term value for our shareholders.

We hope our people and our partners are excited to come with us on this journey.

Dominic Brisby
Chief Executive Officer

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The leadership team and I are clear that frozen food can – and is – helping transform food systems for the better.

Our strategy

From responsible sourcing and reducing greenhouse gas emissions to making tasty, healthy food more accessible – sustainability is integrated into our business through our Appetite for a Better World strategy.

The strategy comprises three core pillars: Better Sourcing, Better Nutrition and Better Operations. It is delivered through ambitious programmes, credible targets and meaningful stakeholder engagement.
By executing our strategy, we are not only meeting the needs of our stakeholders and the environment, but we are also making a targeted contribution to five UN SDGs.

Learn more

Sustainability	**Website**
Material impacts, risks and opportunities	55
Performance against targets	12
Stakeholder engagement	11
ESG databook	**Download**
GHG data methodology	**Download**
TCFD statement	**Download**
GRI and SASB index	**Download**
Assurance statement (greenhouse gas data)	**Download**

Better Sourcing Page 13

Sourcing with care and respect for people and the environment.

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Better Nutrition Page 24

Making mealtimes better with tasty and nutritious food.

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Better Operations Page 34

Reducing greenhouse gas (GHG) emissions and resource consumption, alongside creating inclusive workplaces for people to thrive.

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Packaging	42
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Wellbeing and development	48
Diversity, equity and inclusion	50

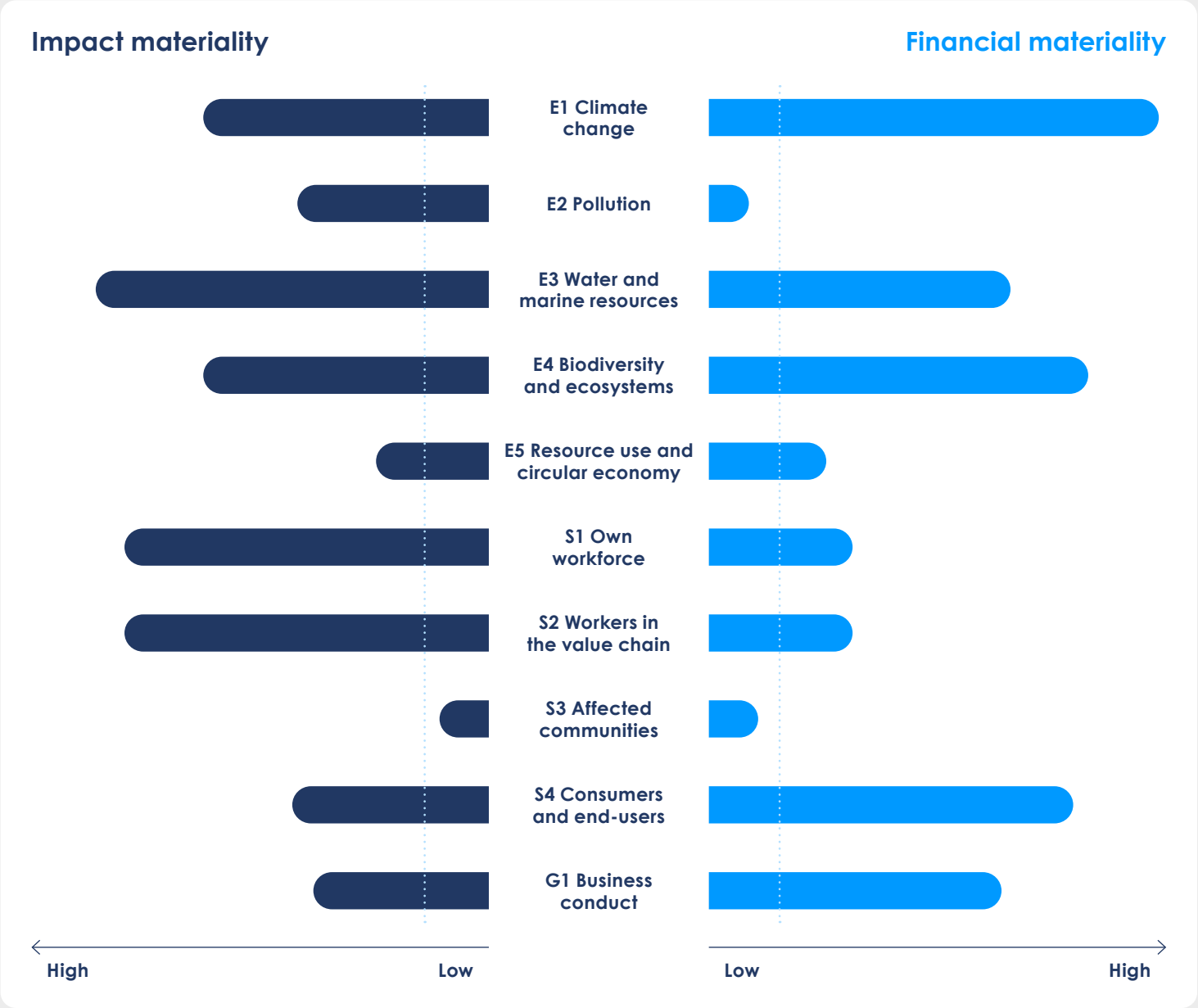
Priorities

Our sustainability strategy is focused on what is most materially significant to our stakeholders and business.

These material topics are shown on the right. These have been identified through a rigorous double materiality process that considers both financial and non-financial impacts, risks and opportunities, described on **pages 54-58**. Our latest assessment was in line with the European Sustainability Reporting Standards (ESRS).

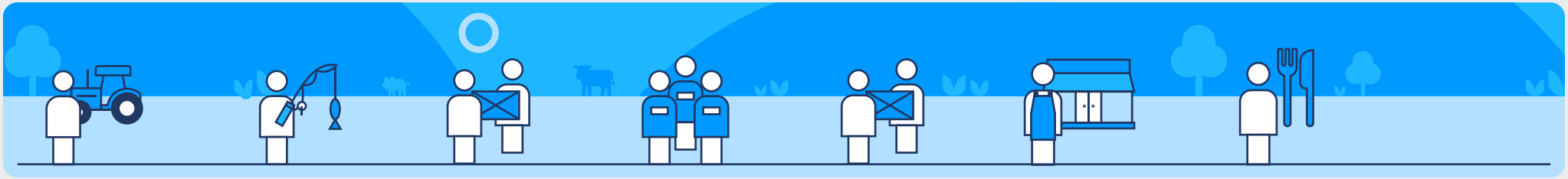
ESRS topic	Sustainability strategy pillar	Page
E1 Climate change		14-18 & 35-38
E2 Pollution		14-15
E3 Water and marine resources		14-18 & 39-41
E4 Biodiversity and ecosystems		14-18
E5 Resource use and circular economy		39-44
S1 Own workforce		45-51
S2 Workers in the value chain		21-23
S4 Consumers and end-users		25-33 & 59
G1 Business conduct		19-20 & 60

From our assessment, S3 Affected communities was deemed immaterial, and E2 Pollution was deemed material only from an impact perspective. The remaining ESRS topics were material from both an impact and financial perspective.



Our global value chain

A responsible, sustainable approach to business ensures that we maximise value to all stakeholders across the value chain.



Upstream			Operations	Downstream			
Farming Pages 16-20	Fishing Pages 14-15	Suppliers Pages 21-23	Nomad Foods Pages 35-51	Distribution Pages 35-38	Customers Pages 14-62	Consumers Pages 14-62	
Climate change							Pages 14-18 & 35-38
Pollution							Pages 14-15
Water and marine resources							Pages 14-15 & 39-41
Biodiversity and ecosystems							Pages 14-18
Resource use and circular economy							Pages 39-44
			Own workforce				Pages 45-51
Supply chain working conditions							Pages 21-23
			Consumer safety				Pages 25-33 & 59
						Health and nutrition	Pages 25-33
Responsible sourcing							Pages 14-23

Stakeholder value creation

Regular and meaningful dialogue with key stakeholder groups is central to how we create long-term sustainable value.

Farmers

Agri-expert advice, innovation and sector-wide partnerships, e.g. the Sustainable Agriculture Initiative.

155,890

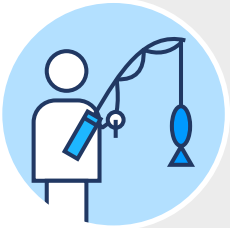
tonnes of veg and potatoes sourced directly from c.500 farmers

Employees

Engagement surveys, Nomad&Me platform, safety champions, inclusion and diversity networks.

74%

employee engagement score



Fisheries

Outreach and audit visits, third-party verification schemes.

99.9%

of fish and seafood from certified sustainable/ responsible sources

Investors

SEC filings, Board of Directors, presentations, investor tools, analyst coverage, annual/ sustainability reports.

€287m

distributed to shareholders through dividends and share repurchases (+38% vs 2024)

Suppliers

Supplier Code of Conduct, Sedex risk management platform, supplier meetings, ethical audits.

114,000

workers positively impacted at sites where improvements have been delivered

Customers

Responsible Marketing position statement, meetings with strategic global customers, annual/ sustainability reports.

95,000

major retail supermarkets stock our products[2]

Industry/non-governmental organisations (NGOs)

Supply chain monitoring, health advocacy, animal welfare partnerships, sustainability report.

65

industry association memberships

Consumers

Consumer surveys, position papers, topic research studies (e.g. Frozen in Focus report).

c.97.9m

households can access our products[3]

2. Adapted from IGD Country Reports – Store counts 2024 or 2025.
3. Source: Europanel, 12 months to end Q3 2025.

How are we doing?

Across our strategic targets, we have delivered positive progress and make a wider contribution to the UN SDGs.

SDG	SDG targets	2025/2030 targets[4]	Performance	Status
Better Sourcing				Pages 13-23
2 Zero Hunger; 12 Responsible Consumption and Production; 14 Life Below Water; 15 Life on Land	2.4, 2.5, 14.1, 14.2, 12.2, 15.2, 15.5, 14.4	**100%** of fish and seafood from sustainable fishing or responsible farming by the end of 2025	99.9%	Ongoing
		100% of veg, potatoes, fruit and fresh herbs from sustainable farming practices by the end of 2025	97%	Ongoing
Better Nutrition				Pages 24-33
2 Zero Hunger	2.1	Grow sales from Healthier Meal Choices (HMC) year on year (% total net sales from HMC)	95.9%	Ongoing
		100% of our portfolio to be free from artificial colours/ flavours and flavour enhancers by 2025	99.9%	Ongoing
Better Operations				Pages 34-51
12 Responsible Consumption and Production	12.2, 12.3, 12.5	Reduce greenhouse gas emissions intensity across our operations by **45%** by 2025 from a 2019 baseline[5]	36%	Ongoing
		100% of consumer packaging recyclable by the end of 2030	95.1%	Ongoing

ESG databook
→ **Download**

4. All targets exclude our Adriatic cluster, Frikom and Ledo.
5. Excludes Findus Switzerland and our Adriatic cluster.

Better Sourcing

All of our ingredients and materials are responsibly sourced with regular third-party audits and certifications to uphold social and environmental responsibility.

Material topics

- Climate change
- Pollution
- Water and marine resources
- Biodiversity and ecosystems
- Workers in the value chain

UN SDGs

In this section

Fish and seafood

99.9%

of fish and seafood certified sustainable/responsibly sourced

Page 14

Agriculture

97%

of veg, potatoes, fruit and fresh herbs sustainably sourced

Page 16

Animal welfare

100%

of poultry and eggs from non-cage reared chickens

Page 19

Worker rights

100%

of tier 1 and 2 suppliers screened for social risks

Page 21

Fish and seafood

As a key source of quality protein, essential fatty acids, vitamins and minerals, fish is the ultimate superfood. What's more, through careful management and monitoring, it can be a sustainable food source too.

Our policy on **Fish and Seafood Sourcing** stipulates that we only source from suppliers that comply with either the UN Food and Agriculture Organization (FAO) **Code of Conduct for Responsible Fisheries** or the FAO **Technical Guidelines for Aquaculture**. Our due diligence starts with eliminating the risk of any illegal, unreported or unregulated fishing from any of our markets, or sourcing from stocks that may be depleted or recovering. Our Fish and Seafood Sourcing strategy is designed to build supply chain resilience and mitigate risks associated with climate change (see **page 55**).

It emphasises:

- **Sustainability:** Sourcing from fisheries certified by the **Marine Stewardship Council** (MSC).
- **Species diversity:** Increasing the range of species and sourcing regions within our portfolio.
- **Aquaculture:** Increasing the use of aquaculture to enable fish and seafood to be farmed under controlled conditions in line with the **Aquaculture Stewardship Council** (ASC) Farm Standard.
- **Innovation:** Partnerships to accelerate progress in areas such as cell-cultivated fish and seafood and alternative proteins (see following page).

Independent third-party certification schemes help us to monitor and verify supply chain sustainability, notably MSC for wild capture fisheries and ASC for farmed fish and seafood. All parties across the supply chain must undergo certification audits conducted by **Assurance Services International**-approved bodies.

Our approach

→ **Website**
→ **Fish and seafood sourcing policy**

Our fish and seafood-related impacts, risks and opportunities (IROs)

→ **Pages 55, 56 & 58**

*Our **Captain's Fish Finder** tool allows consumers in 11 markets to pinpoint where their fish or seafood has come from by inputting the on-pack code.*

How are we doing?

99.9%

of fish and seafood volume from sustainable/responsible sources
2024: 99.6%
2023: 99.5%

99.9%

of sales volume from sustainable/responsible sources
2024: 99.3%
2023: 98.2%

96.0%

of sales volume from sustainable/responsible sources inc Adriatics
2024: 94.3%
2023: 92.5%

Certifications

Our performance data

→ **Download**

2025 performance

By the end of the year, 99.9% of our fish and seafood products were from MSC or ASC sources (excluding our Adriatics brands). The remaining 0.1% include two Peruvian squid ring products under the MSC improvement programme, and one pike-perch product in Austria which recently relaunched (in 2026) with pike-perch from MSC-certified sources. This achievement is testament to the systematic efforts made by our sourcing teams to close certification gaps across 15 products in 2025 (clams, mussels, tuna, pike-perch, European perch, char, squid, European anchovy, prawns and shrimp).

Fish and seafood continued

Goodness of Frozen in action

Cell-cultivated seafood

As emphasised in our Fish and Seafood Sourcing strategy, innovative and collaborative approaches are fundamental to how we support a sustainable and resilient marine system. For five years, we have been working on an exciting research and development initiative with **BlueNalu**, a global leader in cell-cultivated seafood. The technology involves harmlessly isolating cells from live fish, cultivating them in nutrient-rich media and structuring them into products like fish fillets or surimi.

Cell-cultivated seafood offers a sustainable, climate-resilient and ethical alternative to traditional fishing and aquaculture. In 2025, this partnership reached a new milestone as BlueNalu began the commercialisation phase.

Our approach

→ **Website**

66

The goal of cell-cultivated seafood to offer alternative yet nutritious, safe and responsible products aligns with our commitment to providing consumers with access to great tasting seafood that is both good for them and good for the planet.

Carly Arnold
Nomad Foods Chief Research Development and Quality (RDQ) Officer

Sustainable fish and seafood in the Adriatics

When Ledo and Frikom joined the Nomad Foods family in 2021, they came with a fish and seafood portfolio that reflected Mediterranean culinary preferences, for example Argentine hake and (primarily) Patagonian squid.

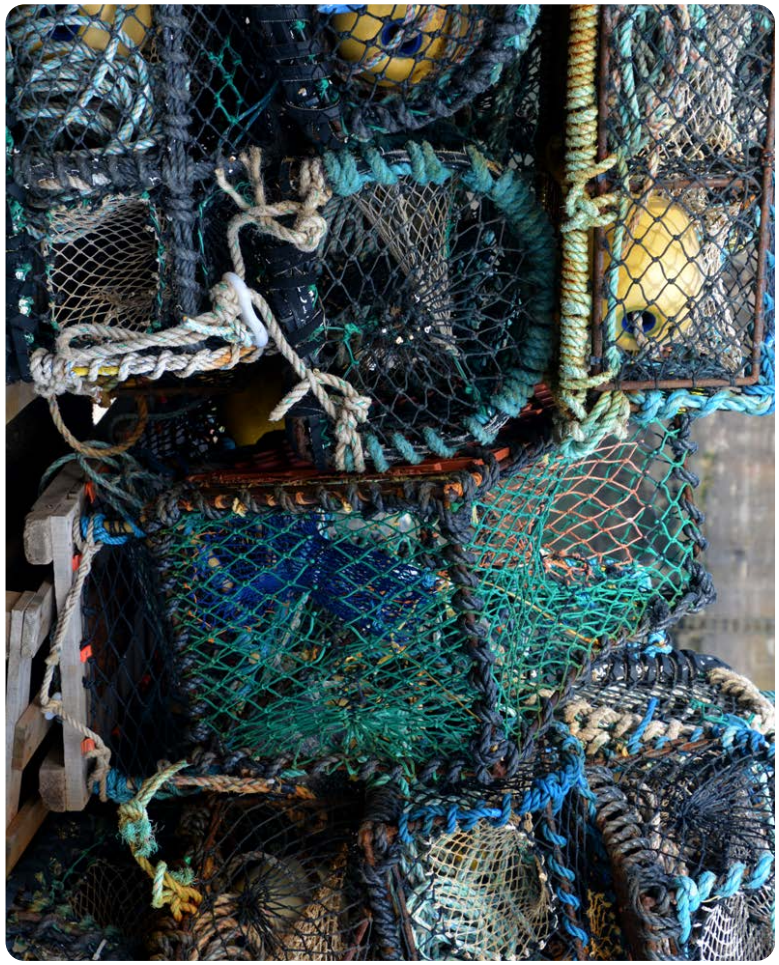
Over the last two years, we have worked to understand our Adriatic fish and seafood portfolio with a view to sourcing in line with high sustainability and responsibility standards. By the end of 2025, 18.9% of our Adriatic fish and seafood volume carried the MSC or ASC ecolabel, up from 3.7% in 2024.

18.9% ↑

of sales volume from sustainable/responsible sources
2024: 3.7%

Looking ahead

With our target to source 100% of our fish and seafood sustainably/responsibly having expired at the end of 2025, we are currently developing a new Fish and Seafood Sourcing strategy. Its scope will include our Adriatics brands, which encompass more than 50 species.



Agriculture

Farm-gate emissions make up almost a fifth of global greenhouse gas emissions[6] and commercial agriculture has become a key driver of nature loss[7]. We work with farmers, intermediaries, research institutions and industry bodies to champion sustainable practices that build resilience.

During 2025, we saw the impacts of climate change on our fruit and veg supply chains. Extreme and unseasonal weather meant poor harvests for spinach, fruit and tomatoes Europe-wide, while English-grown peas also underperformed. Navigating these challenges is becoming the new normal for agri-food businesses like ours, reinforcing the need for close relationships with growers and long-term partnerships that promote sustainable, resilient agricultural practices. Our **Agriculture policy** emphasises the importance of integrated farm management, deploying a combination of technologies and responsible pest, water and soil health management. The policy covers our own operations.

More than 500 farmers across six countries are contracted directly and account for around half of the veg (including potatoes) and fresh herbs we sell. Our agronomists and technical teams work side-by-side with these farmers to deliver continuous sustainability improvement. The remaining 50% of veg, fruit and herbs is sourced indirectly through third-party suppliers. Regardless of whether the relationship is direct or indirect, all suppliers are assessed and audited against the **Sustainable Agriculture Initiative Platform** (SAI) standards or an equivalent benchmarked scheme.

Our approach

→ **Website**
→ **Agriculture policy**

Our agricultural-related IROs

→ **Pages 55, 56 & 58**

The SAI's Farm Sustainability Assessment (FSA) monitors and supports continuous improvement across ten social and environmental criteria and our target is for all suppliers to achieve FSA Silver or Gold. Where this is not achieved, we work together to establish pragmatic roadmaps. In 2025, we put in place FSA (or equivalent) roadmaps in our co-packing supply chain, with many suppliers now demonstrating FSA compliance, despite these being highly complex operations.

For high-risk ingredients such as soy and palm oil, we ensure traceable sustainability through accredited verification or by purchasing sustainable credits (see the following page).

6. **Food and Agriculture Organization**
7. *International Union for the Conservation of Nature*

Agriculture continued

How are we doing?

97%

of veg, potatoes, fruit and fresh herbs sustainably sourced[8]
2024: 94.9%
2023: 92.3%

100%

of palm oil RSPO-certified segregated
2024: 100%
2023: 100%

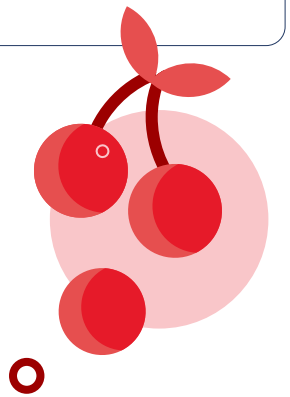
100%

of soy covered by RTRS credits (by volume, direct and indirect)
2024: 100%
2023: 86%

Our performance data
→ **Download**

2025 performance

As shown above, we have made strong progress against our strategic targets, increasing the proportion of verified sustainable veg, fruit and fresh herbs by 2% (now 97%) and once again sourcing all palm oil from accredited sustainable sources and purchasing **Round Table on Responsible Soy** (RTRS) credits to cover our direct and indirect soy footprint.



Goodness of Frozen in action

A greener future for pea harvests, UK

In Yorkshire, England, 100% of Birds Eye's pea growers hold FSA Silver or Gold accreditation. Over the past five years, the brand has been working with pea grower co-operatives to increase vining pea productivity while protecting the fertility and viability of land for future generations.

The approach includes breeding disease-resistant and more resilient varieties, developing new seed planting equipment and implementing the latest biological plant health methods. These interventions increase output per hectare, in turn reducing the land required so farmers can extend their cropping rotations.

Higher productivity means increases in the profitability for growers and more efficient operations and logistics (e.g. harvesting and hauling). Importantly, these innovations will also reduce carbon dioxide emissions and remove potent nitrous oxide from the atmosphere.

Based on field-scale trials in 2025, the Green Pea Company, the largest vining pea operation in the UK that exclusively supplies Nomad Foods, has seen encouraging increases in yields. With an area of 9,000 hectares, the Green Pea Company accounts for around a third of total UK production.

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East Yorkshire and North Lincolnshire farmers have been supplying Birds Eye with peas for nearly 60 years. Sustainability, in its truest sense, is at the heart of what farmers are about – ensuring that the next generation can continue to produce food. The partnership with Nomad Foods supports that aim, working together to ensure we can continue supplying peas to Birds Eye for generations to come.

Jonathan Longthorp
Birds Eye pea grower and Green Pea Company co-op board member

8. *Defined as our suppliers (contracted, bulk and co-pack) that achieve the Sustainable Agriculture Initiative FSA Silver or above.*

Agriculture continued

High-risk ingredients

Our **Palm Oil policy** states that we will only purchase palm oil from **Roundtable on Sustainable Palm Oil** (RSPO) segregated certified sources, meaning it can be traced back to RSPO-certified mills and associated supply base. In 2025, 100% of the palm oil we sourced for in-house production was RSPO-certified segregated.

Our **Soy policy** sets out our commitment to verify that the soy in our supply chain is not from deforested land (legally or illegally) and is sourced from relevant certification schemes wherever possible. Where this is not yet possible, we compensate through the RTRS credit scheme, purchasing credits for the volumes of soy that are not yet 100% sustainably certified.

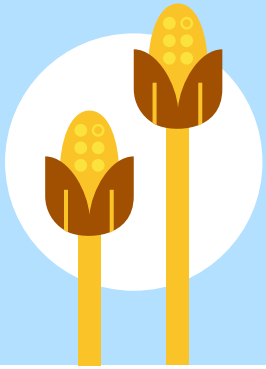
As in previous years, in 2025 we directed our credits to Brazil, the primary sourcing region of our soy. Through this we have supported responsible soy production in Mato Grosso, within Brazil's Cerrado region and across a state that also includes the Amazon and Pantanal biomes. In a landscape where agricultural expansion continues to put native vegetation at risk, this support helps channel finance to RTRS-certified producers committed to responsible land use and sound farm-level practice.

Goodness of Frozen in action

Extending our sustainability standards to our newest brands

We are working to transition the supply chains of our newest Adriatics brands, Ledo and Frikom, to meet our sustainability requirements. This includes achieving FSA Silver or above, demonstrating good agricultural sustainability for certain materials grown directly in the Adriatics.

With our initial focus on our direct agricultural sourcing in the region, in 2025 our technical field teams attained FSA Silver assurance for yellow beans, green beans, sweet corn and peas. This milestone required establishing a dedicated FSA implementation team, building familiarity with the scheme's requirements and working closely with our farming partners to ensure compliance ahead of scheduled audits. This achievement reflects a strong collaborative effort and marks an important step in embedding the FSA framework in a region where it has previously had limited visibility or adoption. As this market was not part of our original sustainability commitment, its performance is not yet included in our Group reporting. However, we are actively developing a pragmatic plan around how we can further scale our activities across our Adriatic supply chains.



Regulation-ready on deforestation risk

In 2025, we developed our compliance strategy ahead of the (delayed) EUDR. The strategy builds on our policy framework around forest-derived commodities and long-standing commitment to deforestation-free supply chains, notably palm oil and soy.

Our strategy was developed by cross-functional teams over more than a year, in close collaboration with suppliers to map raw materials and finished goods within the scope of the EUDR. We have also partnered with several customers to ensure alignment of scope, expectations and ways of working.

Where we know that suppliers are already compliant, we will conduct supplier and customer data collection and transfer trials, while providing ongoing supplier support where needed.

Looking ahead

To support a resilient farming system that can sustainably produce food for the future, we are currently exploring how we evolve our strategy to deliver positive outcomes for soil health, water, biodiversity, climate and farming livelihoods.

This will also support us in achieving farm-level greenhouse gas reduction targets (see **page 62**) and ensuring we can continue to source high-quality veg for generations to come.

In the short term, our focus is shifting from driving FSA compliance to scaling sustainable actions, starting with pilot programmes on priority crops in the UK, Germany and Italy.

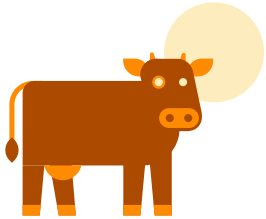
Finally, with the EUDR implementation date now set for December 2026, we will continue to strengthen our compliance strategy throughout the year.

Animal welfare

While plant-based diets are becoming more popular, animal proteins remain a key part of people's diets. Our Appetite for a Better World strategy and sourcing policies emphasise the ethical and humane treatment of animals in our supply chain.

Our approach

→ **Website**
→ **Animal welfare policy**
→ **Animal welfare standard**



How are we doing?

100%

of poultry from non-cage reared chickens
2024: 100%
2023: 100%

80%

of broiler chicken welfare-assured (by volume) inc Adriatics
2024: N/A

100%

of purchased eggs from non-cage reared chickens
2024: 100%
2023: 100%

Our performance data

→ **Download**

All suppliers of beef, lamb, pork, chicken, dairy and eggs must comply with our **Animal Welfare policy** and **Animal Welfare standard**. They stipulate cage-free production systems for poultry, eggs and egg-derived products and welfare-assured broiler chicken. Our policy requires humane slaughter and prohibits the use of antibiotics that impact human health (Critically Important Antimicrobials, as defined by the World Health Organization), prophylactic or growth-promoting antibiotics and hormones in any animal protein products.

Our approach is grounded in the globally recognised Animal Welfare Committee's 'Five Freedoms of Animal Welfare'

1. Freedom from **hunger and thirst**
2. Freedom from **discomfort**
3. Freedom from **pain, injury or disease**
4. Freedom to **express normal behaviour**
5. Freedom from **fear and distress**

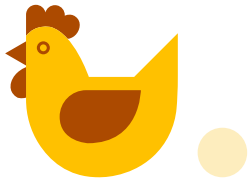
The policy and standard are reviewed periodically and supported by robust internal governance. Our membership of the **Global Coalition for Animal Welfare** (GCAW) and collaboration with the wider industry has been fundamental to keeping abreast of the complex challenges and potential solutions across the value chain.

We are also exploring how we approach welfare within our fish and seafood supply chain. For aquaculture, by sourcing ASC-certified fish and seafood, welfare is ensured through strengthened welfare criteria within the ASC's new Farm Standard launched in 2025. All farms will be audited against this standard from May 2027. For wild caught fish and seafood, the singular welfare concern is around controlled slaughter.

Identifying and implementing practical solutions deployable on fishing vessels on the high seas is challenging, requiring wider industry collaboration and research.

2025 progress

Amidst continued volatility in the trading landscape (see **page 20**), we made solid progress against our targets (see above). Broiler chicken welfare remains a systemic challenge that we are steadily advancing on, alongside our peers (see the following page).



Animal welfare continued

Tackling systemic challenges in poultry welfare

Our Chicken Welfare strategy reinforces our commitment to broiler welfare with close monitoring of suppliers around stocking density, live bird transport times, enrichment provision and bird health monitoring.

Over the last year, we have focused our efforts on transitioning to welfare-assured broiler meat – achieving 80% compliance (including our Adriatic cluster) on a volume basis. Although proud of our progress, we fell short of our 100% target due to a combination of external factors including avian influenza, global trade disruption, fragmented welfare standards (nationally and regionally) and volatility in feed and input costs.

Additionally, achieving systemic transition to slower-growing breeds has been an ongoing challenge for our sector, requiring cross-sector collaboration for consistent action by breeders, hatcheries, growers, processors, retailers and consumers. It is therefore likely that we – alongside the majority of our peers – will not meet the 2026 Better Chicken Commitment requirements. However, we are optimistic that continued consistency and partnership will see the dial shift in our sector. By strengthening our monitoring and assurance, benchmarking our standards against key welfare metrics and working with external partners (e.g. GCAW), we hope that better welfare in poultry becomes business as usual, while maintaining security and affordability of supply for consumers.

Hearing from our poultry farmers

Our 2025 annual survey of poultry suppliers found that:

EU compliance

100%

of our suppliers meet EU legislation regardless of country of production

Natural light

52%

of our suppliers provide natural light to 100% of birds supplied to Nomad Foods

Enrichment

52%

of our suppliers provide enrichment provision to100% of birds supplied to Nomad Foods

Slaughter

100%

of our suppliers stun birds prior to slaughter

43%

of our suppliers meet the Better Chicken Commitment slaughter requirements

Third-party assurance

71%

of our suppliers comply with one of our accepted third-party assurance schemes, translating to more than 80% of volume we procure

Looking ahead

Building on our 2025 progress, we will continue our efforts to transition our broiler chicken supply to third-party welfare-assured sources, focusing first on direct branded products and accelerating progress in co-packed meal products where the challenges are more complex.

We intend to advance our Multi-Species Welfare strategy for fish, beef, pork and eggs, reviewing policies and engaging suppliers to ensure targets remain ambitious yet achievable.

With significant EU and UK animal welfare reforms expected, we will continue to align our policies and partner with suppliers to ensure compliance.

Finally, we plan to further implement strategies for our Adriatics supply chain to meet our animal welfare requirements.

Worker rights

In our supply chains, thousands of people work to help grow, farm and process our ingredients. We are committed to respecting their rights and upholding consistent standards of fairness and equity.

Our approach
→ Website
→ Supplier Code of Conduct

Our worker rights IROs
→ Pages 57-58

Our Modern Slavery Statement
→ Download

How are we doing?

89% ↑

of tier 1 suppliers registered on Sedex and completed SAQs
inc Adriatics
2024: 83%

100%

of new tier 1 suppliers screened against social criteria
inc Adriatics
2024: 100%

Our performance data
→ Download

Agri and marine-based supply chains can be exposed to risks of human rights violations, including human trafficking, child and forced labour, poor working and living conditions, long working hours and low pay. These risks are most acute in countries with limited legal protections for workers, inconsistent enforcement of local laws or sectors heavily reliant on unskilled migrant workers.

At Nomad Foods, we respect the requirements outlined in the International Bill of Human Rights and the International Labour Organization's Declaration on Fundamental Principles and Rights at Work. We also seek to implement the UN Guiding Principles on Business and Human Rights. Our **Code of Business Principles** and **Supplier Code of Conduct** outline clear expectations for our employees and suppliers to respect human rights. The Supplier Code applies to all supply chain partners covering fair business practices, trade regulation, environmental impacts, supply chain responsibility and traceability.

As members of **Sedex**, a world-leading platform to monitor supply chain sustainability, we map, assess, analyse and report on risks and impacts within our supply chain. Quarterly progress reports are submitted to our Procurement teams and other key stakeholders.

As well as this report, we also publish an annual **Modern Slavery Act Transparency Statement** in line with the UK Modern Slavery Act and the Norwegian Transparency Act (with a separate declaration for the German Supply Chain Act). These statements cover governance, human rights due diligence, risk assessments, preventative measures, remediation and grievance mechanisms.

2025 performance

We met our strategic worker rights targets in 2025. Third-party ethical audits were carried out at 150 sites (32 co-packers, 105 raw material suppliers and 13 packaging suppliers) covering 114,773 workers. The majority (73) were in Europe, followed by Asia (52), South America (19) and North America/Africa (3 each).

The audits identified 738 non-conformances. They comprised 39 at critical level, 406 high, 240 medium and 53 low. Of the total, 491 were closed out by year-end with the rest under corrective action plans.

The most common drivers of non-compliance were health and safety and working hours, both of which are common in food supply chains and within the geographies we source from. While these were all minor policy and procedural issues, rather than cases of poor treatment of workers or child labour, we identified 54 non-compliances across the categories of children and young workers, discipline and grievance, discrimination and freely chosen employment, of which 42 are already addressed.

Worker rights continued

Risk-based monitoring

Using the Sedex platform, our risk-based monitoring programme is designed to identify and address human rights risks and ensure compliance with our policies. The programme covers all existing and new direct suppliers, including co-packers, and is managed by our Group Ethical Compliance Manager in close collaboration with our Supplier Assurance and Procurement teams. The programme has four stages:

Engagement

All suppliers, existing and new, must comply with our Supplier Code of Conduct which includes registering, linking and completing the Self-Assessment Questionnaire (SAQ) on Sedex.

Self-assessment

The Sedex questionnaire collects information on labour, health and safety, environment and business ethics. Suppliers must complete and review it periodically to ensure the information remains up to date. This is important as it feeds into the Site Characteristic risk score in the Sedex Risk Assessment tool, which is a key part of identifying risks within our supply chain.

Site risk assessment

Risk is assessed using previous audit results, Site Characteristic risk (based on SAQ responses) and Inherent risk, which uses country and sector risk indicators from third-party data. These scores help identify high-risk sites requiring audits.

Auditing and addressing non-conformities

We conduct third-party ethical audits on high-risk suppliers to ensure compliance with our Supplier Code of Conduct and local laws. Audits are graded based on the number and severity of non-conformities and whether they are isolated or systemic, using our internal grading matrix. This grading determines audit frequency, ranging from every six months to two years. Our preferred audit format is the four-pillar **Sedex Members Ethical Trade Audit** (SMETA), although we accept specified alternatives.

Non-conforming suppliers must address issues within set timelines, with corrective actions verified through follow-up audits or desktop reviews. We actively support suppliers in remediating non-conformities, using corrective action plans and regular check-ins to understand progress.

Goodness of Frozen in action

Spotlight on seafood

In collaboration with **Lloyd's Register Quality Assurance**, **Conservation International** and **FishWise**, in 2025 we piloted a social responsibility assessment tool to identify and tackle worker rights and wellbeing risks in our fish and seafood supply chain.

Starting with four suppliers and processors in Vietnam, the pilot found overall positive performance with:

- all sites meeting or exceeding the living wage;
- positive working conditions backed by certification and competition for workers;
- all workers being recruited directly (without brokers) and with written contracts in a language they understand;
- active trade unions or worker committees being present with regular worker–management dialogue and workers able to freely raise issues;
- strong occupational health, safety and diversity measures enforced; and
- management understanding of international human rights standards.

Weaker performance was found in areas such as engagement with relevant stakeholders and formal grievance mechanisms. Given the valuable insight this tool provides around human rights risks and impacts, we aim to deploy it in wider sourcing regions going forward.

Worker rights continued

Goodness of Frozen in action

Smart due diligence

In 2025, we piloted the **diginexLUMEN** platform with a sample of our supply base. This human rights due diligence system provides:

- algorithm-based risk scoring data to prioritise target areas;
- self-assessments that are automatically scored with improvement plans generated, reducing audit burden;
- data triangulation between the self-assessments and worker surveys to flag inconsistencies;
- supply chain mapping for greater transparency and risk assessing of different tiers; and
- customisable features.

The pilot covered 15 manufacturing sites across different buying categories, countries, risk and spend level. Overall, feedback from suppliers was positive and we plan to roll out the platform in our high-risk supply chains for enhanced due diligence.

Training and engagement

For current employees and new starters in Procurement, Supplier Assurance and Research & Development, a mandatory 'introduction to ethical compliance' e-learning provides an overview of risks, legal requirements and our approach. We also provide in-depth training for more risk-exposed roles.

Demonstrating our wider commitment to systemic change, we are involved in cross-industry groups such as the **Food Network for Ethical Trade**. These partnerships enable us to share and adopt best practices in the face of evolving human rights risks.

Looking ahead

We will continue to refine and enhance our due diligence processes using technologies and engagement platforms where beneficial. Our initial focus will be on our upstream fish and seafood supply chains, following a series of pilots aimed at increasing due diligence activities.

This will start with scoping our fish and seafood supply chain on diginexLUMEN. Once this has been completed the diginexLUMEN SAQ and worker survey will be deployed. Deeper dives or remediation will be carried out if needed.

A gap analysis is currently underway to align with the EU CSDDD, which requires companies operating within the EU to be accountable for their impacts on human rights and the environment.

Finally, in line with our ethos of leading by example, we will be conducting SMETA audits of our own operations.

Better Nutrition

We're making mealtimes better by applying the latest nutrition and sensory science to our products, consumer guidance and advocacy for better food systems.

Material topics

Consumers and end-users

UN SDG

In this section

Our approach

4

new health commitments and programmes established

Page 25

Our portfolio

95.9%

of our sales volume is in products externally classified as healthy[8]

Page 27

Our practices

9

years of voluntary disclosure of products by sales proportion

Page 31

8. As defined by the UK Government's Nutrient Profiling Model, which looks at saturated fat, salt and sugar content.

Our approach

The last year was a milestone in our nutrition and health journey as we laid the foundations for a new strategy to tackle evolving consumer and industry trends, while providing consumers with great tasting food for all occasions.

Our approach
→ **Website**

Our nutrition material IROs
→ **Page 57**

As a cost-efficient staple for millions of European households, frozen food retains nutrients and makes year-round access to produce like fish, fruit and veg appealing and convenient. We elevate these benefits by proactively developing healthy and responsible product ranges, refining existing products to be healthier, being intentional in our selection of ingredients and labelling transparently.

Our new **Better Health** strategy has been developed by our Nutrition and Sensory RDQ Centre of Expertise, with input from cross-functional teams and external experts. It was formally launched this year (2026), supported by robust policies and governance systems.

Our practices

Championing transparency

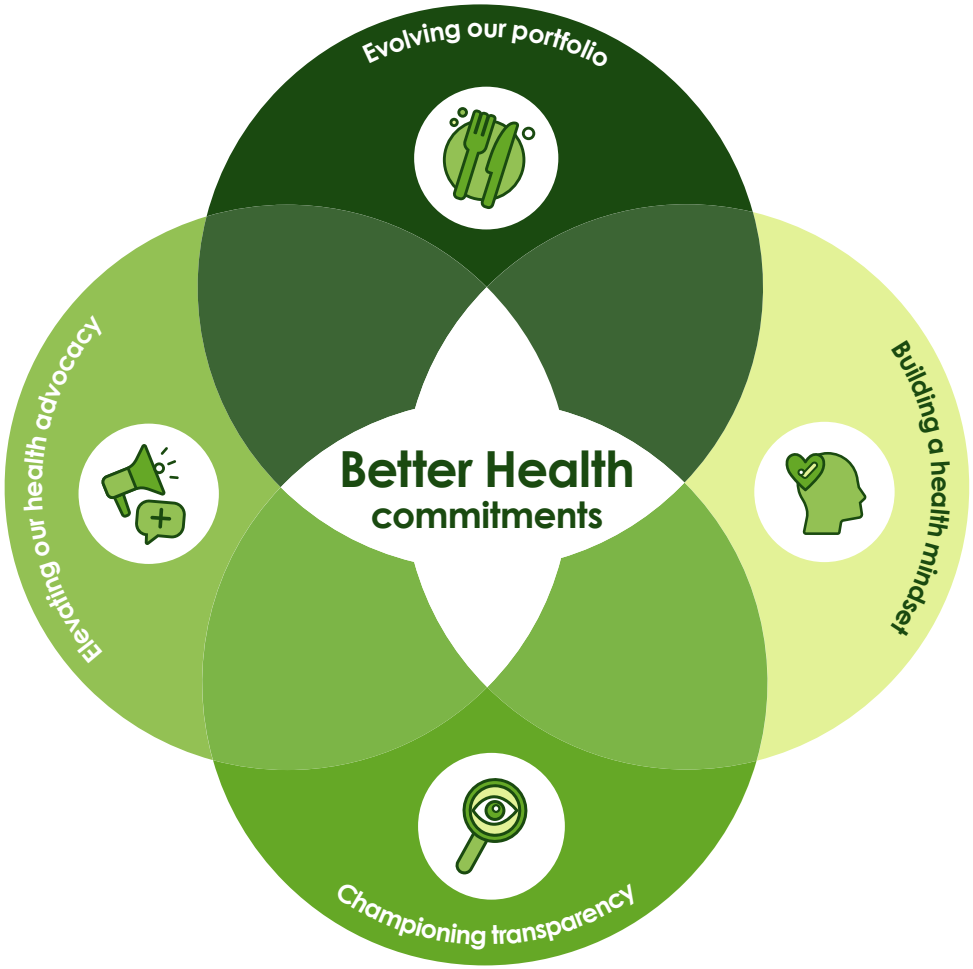
Leading health reporting

Front-of-pack nutrition labelling

Elevating our health advocacy

Health advocacy

Responsible marketing



Our portfolio

Evolving our portfolio

Ingredient selection approach

Responsible salt, responsible sugar and fibre promotion strategies

Building a health mindset

Corporate definition of health

Portfolio nutrition segmentation

Responsible per portion guidelines

Our approach continued

How are we doing?

95.9%

of total net sales from products classified as Healthier Meal Choices (HMC)[9]
2024: 96.0%
2023: 93.9%

2.5%

of total net sales from nutritionally improved products
2024: 5.0%
2023: 7.0%

Including Adriatic cluster

88.1%

of total net sales from products classified as Healthier Meal Choices (HMC)[9]
2024: 88.1%

2.3%

of total net sales from nutritionally improved products
2024: N/A

Our performance data
→ **Download**

Our new targets
→ **Page 62**

2025 performance

Across 2025, 95.9% of total net sales were from products assessed and classified as Healthier Meal Choices (HMC)[9], and 100% of Everyday Food innovations were also HMC. In addition, 2.5% of total net sales were from nutritionally improved products (down 2.5%) owing to a focus on strategic renovation to drive product superiority.

Our **ambition** is to apply a nuanced approach to health, unlocking commercial growth and mitigating risk across the entire portfolio.

66

Our new strategy enables us to lead with what consumers value most – great taste – while showcasing our health credentials in a way that helps shoppers reappraise frozen as the smart, modern choice for everyday eating.

Carly Arnold
Chief RDQ Officer

9. *As defined by the UK Government's Nutrient Profiling Model, which looks at saturated fat, salt and sugar content. Both targets currently exclude our Adriatic cluster.*

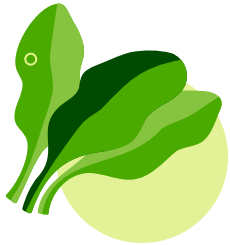
Our portfolio

As a branded leader, we are specialists in developing and manufacturing tasty and nutritious food at scale for millions of households across Europe.

Our Company-wide **Nutrition policy** and codes of practice go beyond compliance to apply high global health and nutrition recommendations. This approach enables us to create products that deliver on objective, evidence-based health and nutrition criteria. For example, our nutrient profiling methodology is based on the UK Government's **Nutrient Profiling Model** (NPM). Reflecting the evolving, complex and nuanced health landscape, we are currently transitioning to the **Health Star Rating** as our new corporate definition of health, incorporating additional lenses of **Nutri-Score** and **WHO Europe NPM** to our annual healthy sales reporting which will also retain the UK Government's NPM tool.

Our approach to ingredient selection

→ **Website**



Ingredient selection

Safety is our number one priority (see **page 59**) and our Ingredient Selection policy requires that we risk-assess every ingredient based on the latest health evidence. The policy is put into practice via a dedicated code of practice and is overseen by our Food Safety, Quality and Regulatory Governance forum.

Categorising ingredients

The code of practice deploys a 'traffic light' system to categorise risk levels. 'Red' ingredients and additives are those linked to proven adverse health and safety impacts and/or the strongest degree of adverse health perception (including artificial colours/flavours and flavour enhancers). 'Amber' ingredients and additives are those that may have negative health perceptions in one or more of our markets (such as natural colours/flavours, emulsifiers or dextrose). 'Green' ingredients form the basis of our product ranges and include wholefoods, healthy oils, herbs and spices.

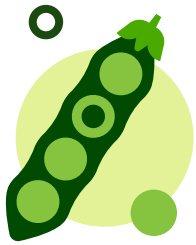
As we acquire new brands and businesses, occasionally there will be instances where non-permitted (i.e. Red) ingredients become present in the portfolio. Here, we rapidly target strategic reformulation to ensure compliance with our Ingredient Selection policy. Throughout 2025, Red ingredients were fully removed from 69 products in our Adriatics brands.

Saturated fat, salt and sugar

Our salt and sugar strategies incorporate Responsible Per Portion Guidance (RPPG), national targets (where they exist) and local benchmarking data (see **page 29**). At the end of 2025, 95.9% of our net sales and 96.8% of our volume sales (both excluding Adriatics brands) were from products not High in saturated Fat, Salt or Sugar (HFSS), as defined by the UK Government NPM. Positive strategies such as the use of healthier rapeseed and sunflower oils, in addition to our Ingredient Selection categorisation, help to minimise saturated fats across our portfolio.

Ultra-processed foods (UPFs)

As evidenced on the previous page, more than 90% of our portfolio is objectively healthy, yet many products are classified as UPFs under the NOVA system, which we believe is fundamentally flawed as it treats all UPFs as a single category regardless of nutritional quality. Scientific bodies including the Scientific Advisory Committee on Nutrition (SACN) in the UK and Agence nationale de sécurité sanitaire (ANSES) in France note that evidence linking UPFs to obesity and other health risks is largely observational, inconsistent in applying NOVA and lacks clear mechanisms. The term 'UPF' is therefore too broad for effective policy, as many UPFs are nutrient dense when assessed by recognised nutritional profiling models. At a systemic level, we welcome more robust and nuanced categorisation of UPFs that factor in nutrient density and quality. We will, of course, continue monitoring UPF-related risks, but processing alone should not determine whether a food is considered healthy.



99.9%

of products free from artificial colours/flavours and flavour enhancers

2,323

equivalent tonnes of salt removed from our portfolio

Our portfolio continued

Goodness of Frozen in action

Focus on fibre

With rising awareness around gut health and consumer preferences pivoting towards plant-based foods, we are focusing on fibre in a number of ways:

1. **More fibre-rich wholefoods:** incorporating legumes, beans, etc. into recipes.
2. **Informative labelling:** voluntarily declaring fibre content per 100g and per portion, going beyond regulations.
3. **'Nudge' marketing:** social media and advertising to promote fibre, including campaigns such as Fibre February.
4. **Systemic advocacy:** working with food sector peers, organisations like **The Food Foundation** and initiatives like Action on Fibre (UK) to make fibre a more central part of the food system.

Nutri-convenience in the Nordics
As part of the Findus Frozen Takeaway range, our Nordic cluster launched two new veg meals in 2025, each providing up to 6.3g fibre per portion through veg, legumes and fruits.

Indulgent pizza that delivers on fibre
Our Goodfella's brand launched New York Style Takeaway pizzas as a healthier yet tasty alternative to high street takeaway options. As part of the sauce redevelopment, teams incorporated chicory root fibre so that each half pizza serving now offers around 5g of fibre.

Green Cuisine: Redefining meat-free
Our well-loved Green Cuisine Meat-Free Burger was relaunched across multiple markets with a recipe that is not only tastier and juicier, but also provides 6.2g fibre per patty in a convenient, delicious and familiar format.

Birds Eye: An intentional approach to fibre
In the UK, Birds Eye's new Get Real range of ready meals offers at least 8g of fibre per bowl by incorporating pulses such as chickpeas to create deliciously smooth, creamy sauces. Birds Eye has got behind The Food Foundation's 'Bang in Some Beans' campaign to double the nation's bean consumption by 2028. As an official Bean Promoter, consumers will see more beans, pulses and /or legumes in Birds Eye ranges.

Goodness of Frozen in action

Nutrient-dense ready meals

With growing consumer awareness of fibre intake and its benefits, we set out to create balanced meals that provide protein from real ingredients, alongside essential micronutrients, plenty of veg and naturally occurring fibre.

Developed by nutritionists, chefs and product developers, the Get Real range appeals to busy consumers looking for a nutritious meal that doesn't compromise on taste. Each is under 500 kcal while still offering more than two portions of veg, over 30g of protein, 8–11g of fibre and a source of at least ten vitamins and minerals.

All ingredients are simple and recognisable with no artificial additives or preservatives. What's more, on-pack messaging calls out the contribution to healthy muscles, strong bones and energy metabolism as a result of protein, phosphorus and vitamin B3 respectively.

Our portfolio continued

Building a health mindset

Nomad Foods' 'Love our Food' corporate value is all about offering consumers tasty, convenient, nutritious and sustainable products. Alongside intentional ingredient selection and nutritional profiling, we also segment our portfolio based on the latest international and national dietary recommendations. This provides an additional lens for our food scientists to approach product development, to ensure we provide consumers with great tasting food for all occasions.

In 2025, we prepared the groundwork to formally separate treat foods as their own category. We also reassigned certain sub-categories (as shown by * on the right).

Healthier portion guidelines

For nutritional information to be product specific, we make sure that per portion guidance is visible in our labelling and marketing (see **page 31**). This gives consumers a nutritional snapshot based on a typical portion, which may be more or less than 100g.

Portion guidance is based on both consumer habits and responsible nutrition. For example, a portion of Birds Eye peas is 80g as this comprises one of the 'five a day', while Goodfella's New York Style Takeaway pizzas count half a pizza as a portion based on typical consumer habits.

Everyday foods

- Ready meals & soups not containing red/pork/processed meat*
- Fish, chicken, Green Cuisine
- Veg & fruit products
- Potatoes and standard carbohydrate sides e.g. all standard prepared potato products, Yorkshire puddings

Occasional foods

- Ready meals & soups containing red/pork/processed meat)*
- Desserts, sweet bakery
- Pastry*
- Non-indulge pizza and pizza sides e.g. garlic bread, dough balls*
- Red meat and pork products
- Pies
- Small meals and snacks, e.g. Sofficini, empanadas, sausage rolls
- Indulgent potatoes and carbohydrate sides e.g., duck fat roast potatoes
- Creamy sauces & condiments*

Treat foods

- Ice cream*
- Indulge pizza (takeaway style)*

Goodness of Frozen in action

Cutting salt and sugar from Norway to the Adriatics

Findus Norway has been actively engaged in the country's Partnership for a Healthier Diet since 2016. As an active member of the initiative's salt reduction agreement, it has helped shape average salt targets across 38 food categories. In 2025, all but four of the brand's in-scope products met these targets with reformulation projects in place for the remaining products. Since 2021, we have removed 1.6 tonnes of salt from our Norwegian portfolio.

Across Europe in Croatia and Serbia, our Ledo and Frikom brands – the largest producers of ice cream in the region – have been removing calories, saturated fat and sugar from kids' ice cream products under our Created for Kids nutrition guardrails. In 2025, the last non-compliant product underwent sensory testing to reduce sugar by 10%.

73%

of consumer panellists preferred the healthier Birthday Cake to the original

Nutritionally responsible innovation extends to ice cream cakes. With all now under 200 kcal per serving, in 2025 we also worked to bring the entire range to deliver maximum 15g sugar and 5g saturated fat per serving. Through ingredient reselection and reformulation, portion optimisation and sensory testing, the iconic Birthday Cake was the last product reformulated to reduce saturated fat to compliant levels. This was a milestone as fat plays a key role in keeping the structure of ice cream cakes stable, even outside the freezer.

We found that 73% of consumer panellists preferred the healthier Birthday Cake to the original – that's the Goodness of Frozen in action!

Our portfolio continued

Goodness of Frozen in action

A health mindset at Nomad Foods

To ensure health is a key consideration to how we work at Nomad Foods, our Nutrition Training programme provides face-to-face and e-learning options for our people. Tailored to a colleague's local health landscape, training covers why nutrition matters, our Nutrition policy, strategy and targets (see **page 25**).

In 2025, a new capability framework was launched on health and nutrition for Marketing teams. We also developed a Nutrition Learning Hub of bite-sized content, including a 'myth-busting' programme on nutrition in frozen food. All online resources are available for all commercial and RDQ colleagues.

We have also launched an updated fact file on veg, plant-based and potato nutrition, informing colleagues about the nutritional profiles of different veg and the specific benefits of frozen veg.

Food for a healthier future

In partnership with the global innovation network, **Innoget**, our Future Foods Lab seeks to build venture capital opportunities between Nomad Foods and startup businesses. In 2025, we leveraged the lab to tap into the health mindset of entrepreneurs, inviting them to share ideas with the potential for funding and mentoring from Nomad Foods to scale them up.

Our first challenge was about functional nutrition, responding to growing demand for food that offers genuine health benefits, while still being tasty, balanced and suited to everyday life. With a focus on ready-to-eat and ready-to-cook concepts, we were looking for solutions to challenges that our product developers face every day – from achieving nutrient density without compromising on taste to delivering protein-rich options with sustainably sourced ingredients. We saw a great response, receiving more than 1,500 ideas, from which 400 concepts were shortlisted. Just six reached semi-final stages where ideas were pitched to a panel of Nomad Foods experts.

We've taken forward the winning ideas for further development and collaboration across 2026 and beyond.

Future Foods LAB

Watch our video
→ **Website**

Our practices

Our **Nutrition policy** outlines our commitment to rigorous, evidenced-based disclosure on health and nutrition. This extends beyond our reporting to consumer-friendly labelling and responsible marketing that often exceeds statutory requirements and is designed to empower informed shopping choices.

66

Countries are rightly talking about diet and nutritional health, but messaging is increasingly shaped by fads and misinformation. With rising rates of obesity and diet-related disease, public discourse needs to recentre on clear, understandable messaging that's evidenced in scientific fact.

Lauren Woodley
Head of Nutrition and Sensory Science

Transparent reporting

We have been voluntarily disclosing the proportion of our sales from healthy products since 2017. In 2025, we committed to reporting not only against the UK Government NPM but also three further models recognised as best practice by the **Access to Nutrition Initiative (ATNi)** and the **George Institute for Global Health**: the **Health Star Rating**, **Nutri-Score** and **WHO Europe's NPM**. Having publicly committed to ATNi to commence this enhanced disclosure in 2026, we began a data transformation project throughout 2025 to recalculate nutritional metrics for thousands of product specifications.

In the UK, we continue to champion consistent data reporting as active members of the UK's Healthier Food Reporting group – a partnership between Government, industry and nutrition experts. Our Head of Nutrition and Sensory Science sits on this group and previously sat on its forerunner, the UK Food Data Transparency Partnership's Health Working Group.

Our Nutrition policy

→ **Download**

Responsible marketing

Our internal Marketing policy and Responsible Marketing position statement, guides all communications, including our responsible marketing to children practices. We ensure that any claims we make are truthful, scientifically substantiated and not misleading, and fully adhere to – or go beyond – EU regulations on Nutrition and Health Claims and Food Information to Consumers (retained also in the UK).

This can be seen in our application of claims based on nutritional profile and our use of claims around fibre and protein, which interpret legislation in its broadest sense to avoid any ambiguity or misinterpretation. For example, Marketing, Nutrition and Regulatory colleagues are required to ask questions like, 'can the protein level be deemed "significant"?' or 'would I feel cheated if I bought this product expecting a meaningful amount of protein?' As described on **page 30**, extensive training is provided to support such decision making.

Goodness of Frozen in action

Labels that cut through the complexity

We exceed legislation by voluntarily declaring fibre content in all markets, as well as front-of-pack nutrition labelling and/or reference intakes per portion where relevant.

In 2025, we continued to endorse the Nutri-Score 2.0 algorithm, an updated version of the front-of-pack nutrition labelling system used in several European countries. We also advocated for mandatory front-of-pack nutrition labelling in the UK.

Where appropriate, we adopt nationally recognised schemes to flag healthier choices.

Our practices continued

Our advocacy in 2025

Attended the UK Government's Veg Policy Roundtable and contributed to the Food and Drink Federation's advocacy around the importance of veg.

Presented at the Food Matters Live event series, showcasing frozen as an enabler of access to healthier and more sustainable diets.

Our Head of Nutrition and Sensory Science, Lauren Woodley, presented to stewardship investors at the UK Investor Coalition on Food Policy.

Joined Ideas Fest at FoodDrinkEurope to debate 'shaping a healthier European food system'.

Participated in a webinar with The Grocer magazine and Vypr, bringing together retail, manufacturing and NGOs.

Lauren Woodley spoke at the British Frozen Food Federation Business Conference about the Goodness of Frozen alongside academic experts.

Advocated for health SDGs at the Nutrition for Growth Summit.

Attended the Labour Party Conference panel with the Obesity Health Alliance, advocating for mandatory healthy sales reporting.

Smashed myths with our **Frozen in Focus** report and talked 'good food and good policy' on the **Nomad Foods Podcast**.

Our practices continued

Goodness of Frozen in action

Recipe for a Life Well Fed

In 2025, we launched a new consumer brand campaign, Recipe for a Life Well Fed. With simple, motivational cues about the great taste, natural goodness, health benefits, balance and everyday nourishment of frozen food, the campaign brings our science-led commitments to life and supports our mission to help people eat a little more goodness every day.

The campaign featured some of our most iconic products – from our omega-filled fish fingers and vitamin-rich peas to protein-packed chicken nuggets. We show the nutritional benefits in ways that resonate with households, reframing frozen food from a convenient fallback to a trusted, nutritious and balanced way to feed yourself and your family.

Ultimately, Recipe for a Life Well Fed serves as a manifesto for modern mealtimes: celebrating taste, nourishment, connection and the role frozen food plays in making healthier eating easier, more inspiring and more accessible for all.

Towards systemic change

Meeting the needs of Europe's changing demographics for great tasting, healthy foods that are convenient, accessible and sustainable is a monumental challenge – and one that we do not tackle in isolation. Working with industry peers, governments and expert organisations, we are proud to be part of an ecosystem committed to making healthy food more accessible and appealing.

We see our role as evidencing the positive contribution that frozen food makes as part of a wider food system. We emphasise this through our consumer communications and in active political engagement across our jurisdictions. For example, in Europe we continue to call for mandatory front-of pack nutrition labelling, while in the UK we advocate for common metrics through the Healthier Food Reporting initiative as well as through media and direct political engagement.

Looking ahead

Having set ambitious 2030 targets (see **page 62**), we will integrate our new **Better Health** strategy within the business with key performance indicators (KPIs) and processes that drive and monitor progress.

We are focused on creating foods that deliver on taste plus health through our innovation, renovation and sensory activities. We will focus particularly on opportunities to boost fibre and maximise wholefoods through our ingredient selection approach.

Finally, we will continue to elevate our health advocacy across Europe and the UK.

66

We have a generational opportunity to create a healthier, more sustainable and just food system. This starts with challenging the narrative around frozen and convenience foods being inherently unhealthy ultra-processed foods. And for this, we need regulation that levels the playing field for all food industry stakeholders, stimulating science-based meaningful change.

Lauren Woodley
Head of Nutrition and Sensory Science

Better Operations

Science-based climate targets, packaging innovation and future-fit workplaces are just some of the ways we're doing things better behind the scenes.

Material topics

- Climate change
- Waste and marine resources
- Resource use and circular economy
- Own workforce

UN SDG

In this section

Climate change and GHGs

41.1%
reduction in absolute GHG emissions since 2019

Page 35

Waste and water

27.7%
reduction in edible food waste since 2015

Page 39

Packaging

95.1%
of our consumer packaging was recyclable

Page 42

Health and safety

18%
reduction in accidents since 2024

Page 45

Wellbeing and development

81%
health, wellbeing and safety engagement score

Page 48

Diversity, equity and inclusion

5.2%
increase in women within our Enterprise Leadership Team

Page 50

Climate change and GHGs

Climate change is our most material sustainability topic. With Scope 3 GHG emissions accounting for 70% of our carbon footprint, we are focused on supplier partnerships (see **page 36**). At the same time, we work to address the impact of our own operations.

The Nomad Foods **Environment policy** sets out our commitment to reducing GHG emissions, using resources efficiently and reducing our impact on the environment by preventing pollution. We robustly monitor and manage our impact, as described in the following section.

As members of the **UN's Race to Zero** campaign, we are among 14,000 of the world's largest businesses pledging to be net zero by 2050. Having reached the target year for the commitments we made in 2021, we launched a set of new targets and transition plan in 2025.

These targets, validated by the **Science Based Targets initiative** (SBTi), include near and long-term targets disaggregated by GHG Scope and by Forest, Land and Agriculture (FLAG) emissions. For more detail on our methodology and what is covered under each GHG Scope, see our supplementary download.

We regularly assess our resilience to climate risks, take action to reduce our emissions and look for opportunities to innovate as we support wider industry efforts to transition to a lower carbon and more resilient food system.

Our new targets
→ **Page 62**

Net Zero

by 2050: our commitment

Our approach
→ **Website**
→ **Environment policy**

Climate IROs
→ **Page 55**

GHG data methodology
→ **Download**

TCFD statement
→ **Download**

Climate change and GHGs continued

How are we doing?[11]

41.1% ↑

reduction in absolute operational GHG emissions
2024: 40.7%
2023: 34.9%

36% ↓

reduction in operational GHG emissions intensity (per tonne of finished goods)
2024: 37.3%
2023: 28.6%

57.3% ↑

of suppliers byemissions (covering purchased goods) committed to or set science-based GHG reduction targets
2024: 46.8%
2023: 38.1%

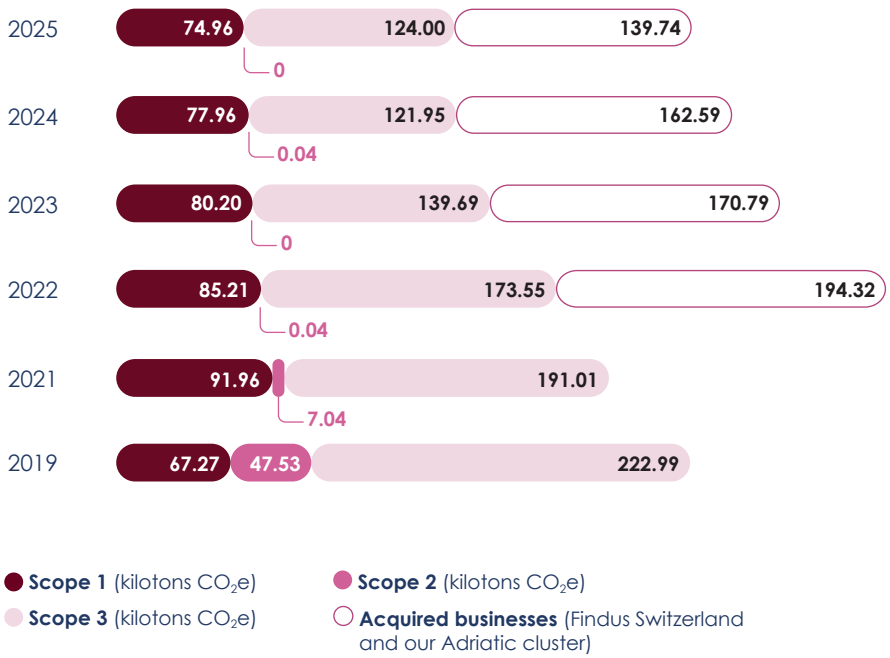
Our performance data
→ **Download**

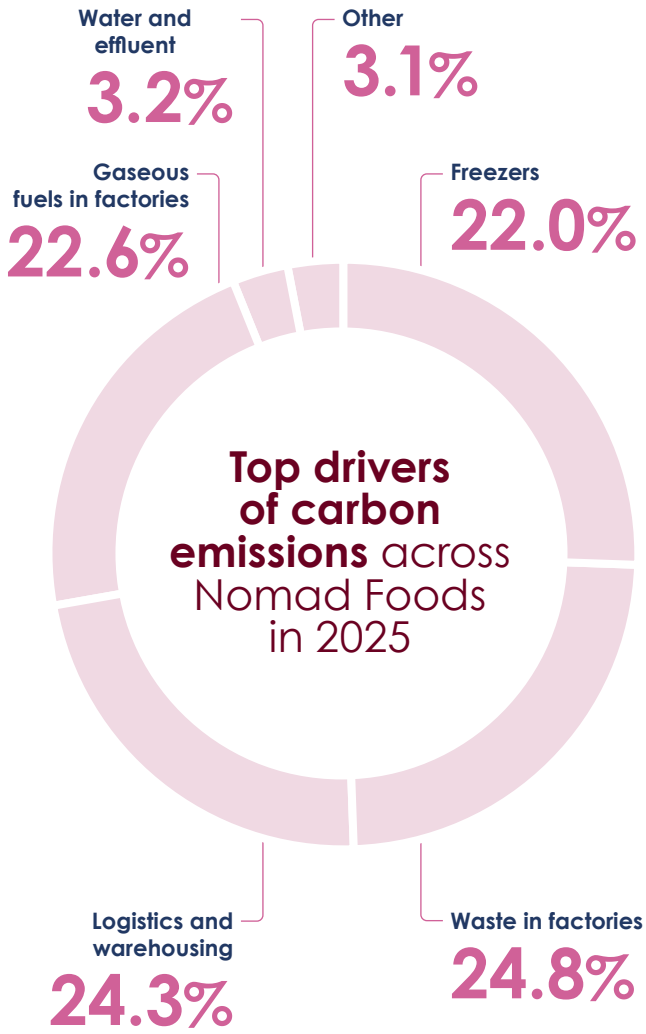
2025 performance

We significantly exceeded our absolute reduction target, with a 0.5% reduction in 2025 (41.1% since our 2019 baseline year), which is in line with the Paris Agreement 1.5 °C trajectory. Due to lower production volumes than predicted in 2021, we narrowly missed our intensity target; however, we still delivered an average reduction of 6.5% year-on-year.

Our total GHG emissions were 198,945 tonnes of carbon dioxide equivalent (tCO_2e). Of this total, 38% were Scope 1, 0.001% Scope 2 and 62% Scope 3. Though we fell slightly short of our supply chain target, 35% of our suppliers by emissions setting validated science-based targets is a significant achievement, particularly given that these suppliers are responsible for around 23% of our total carbon footprint. Furthermore, with 22.3% committing to set targets, we expect further progress to be made.

Absolute emissions over time





11. Unless otherwise stated, all targets have a 2019 baseline and cover Nomad Foods Group except Findus Switzerland and our Adriatic cluster.

Climate change and GHGs continued

GHG reduction activities

As part of our climate strategy and transition plan, we have identified emissions hotspots and prioritised areas where we can make the most significant impact. These include driving energy efficiency, transitioning away from natural gas and adopting renewable sources of electricity across our operations.

Energy efficiency

Our EU sites must comply with Article 8 of the EU Energy Efficiency Directive, and all UK sites complete annual Energy Saving Opportunity Scheme audits.

At Group level, we set an annual energy reduction target of 3%, with individual site targets based on planned CAPEX projects (see **page 38**). Progress is reported to our Group Engineering team with some sites (currently Cisterna, Bremerhaven and Lowestoft) having energy manager roles in place to drive progress.

In 2025, all sites met their targets thanks to a combination of heat recovery, energy efficiency and electrification. For example, at the Birds Eye pea processing plant in Hull, we completed a project to use residual heat to preheat water for our boilers via compressor heat exchangers, reducing gas usage by more than 500,000 kWh and avoiding 122 tCO_2e. This innovation is also saving 5,000 cubic meters of water every year.

Scope 1 emissions

With gas-fuelled boilers and fryers being the main contributors to our Scope 1 footprint, we are taking opportunities to optimise efficiency and move to other energy sources. In Cisterna, Italy, a heat recovery system is now using heat recovered from superheated ammonia to reduce energy demand in steam boilers. The system is also reducing thermal loads on the evaporative condensers of the freezing plant, improving overall system efficiency. In Reken, Germany, waste heat was utilised via the installation of new hot water pipes and high efficiency insulation, alongside the use of excess heat from the Combined Heat and Power (CHP) plant.

66

All sites met their targets thanks to a combination of heat recovery, energy efficiency and electrification.

500K

kWh reduction in gas use

Our approach

→ **Website**

Scope 2 emissions

To reduce our electricity consumption, sites have rolled out more energy efficiency measures.
For example, in Bremerhaven, Germany, the site has achieved more than 10% in electricity savings by increasing weekend cold storage temperatures from -24°C to -20°C.

Renewable electricity

As of 2025, 14/14 factories had transitioned to 100% purchased renewable electricity. When we add in our Adriatic cluster and Findus Switzerland (out of scope for our 2025 reporting), the total is 18/20. As well as purchasing renewable electricity, at certain sites we are generating our own. For example, in Cisterna we have a solar PV park while Reken and Hull (Germany and the UK) both have onsite wind turbines.

While not within the scope of our 2025 carbon targets, we also invest in energy projects in our Adriatic cluster. The approval of solar panels at our Ledo (Croatia) site was a key development and the array will be fully operational in 2026.

Scope 3 emissions

Our logistics partners are helping us to reduce our supply chain emissions by deploying technologies and systems that reduce fuel consumption.

Goodness of Frozen in action

Birds Eye solar-powered refrigerated lorries

In the UK, Birds Eye is transporting consumer-ready frozen produce using solar-powered refrigerated lorries.

Between its production facility in Lowestoft and its distribution hub in Wisbech, the onboard refrigerators are powered by roof-mounted panels that can provide 65-100% charge.

Although the carbon savings may be relatively small (24 tonnes CO_2e a year), the innovation is an example of how we are closing every last gap in our avoidable footprint. What's more, the solar panels can reduce operational costs by 71% (versus diesel-fuelled refrigeration) and send a positive message to consumers that the brands they love are playing their part in climate action.

Climate change and GHGs continued

Goodness of Frozen in action

Towards net zero

As we look ahead to our 2033 SBTi targets and 2050 net zero commitment, our Climate Transition plan aims to accelerate outstanding Scope 1 and 2 actions. It is also poised to help us to scale Scope 3 actions through our sourcing strategy and initiatives to reduce emissions from raw materials, packaging, transport and water.

Our business has been investing in CAPEX projects for long-term energy reduction and optimisation. They include replacing boilers and fridges, onsite renewables and heat recovery. We are now exploring the following decarbonisation levers:

Short/medium term: Scope 1 and 2

- Purchasing 100% renewable electricity at our factories, offices and owned warehouses by 2030.
- Factory optimisation projects such as heat recovery systems, heat pumps and CHP efficiency projects.
- Optimising refrigeration systems and shifting to low/zero-GHG refrigerant gas systems.
- Electric company vehicles

Medium/long term: Scope 3

- Engaging electricity-intensive suppliers and third-party warehouses to use renewable electricity.
- Initiating water and wastewater reduction projects at our factories (see **pages 39-41**).
- Replacing point of sale freezers with efficient alternatives in our Adriatic cluster.
- On-farm interventions such as renewable energy generation, feed additives, fertiliser optimisation, improved animal health, manure management and efficient irrigation.
- Product portfolio evolution to lower-carbon ingredients.

Looking ahead

Our climate strategy has evolved to increasingly emphasise operational and supply chain resilience. As we focus our efforts to achieve our new SBTi targets, we intend to accelerate short, medium and long-term interventions that reduce emissions, with an increasing focus on Scope 3 (starting with procurement).

In the short and medium term, we intend to intensify GHG reduction initiatives in line with our 2033 targets. Following the precedent of our Cisterna, Lowestoft and Bremerhaven sites, our Energy Management plan will be strengthened with a formal governance framework for local-level monitoring.

Finally, with a 2050 outlook in mind, we plan to roll out more ambitious projects relating to Scope 3 impact by working in closer partnership with partners across our value chain.

Our new targets

→ **Page 62**

Waste and water

Our factories, buildings and supply chain operations use water and generate waste. The Nomad Foods **Environment policy** outlines our commitment to resource efficiency and pollution avoidance.

Our approach
→ **Website**
→ **Environment policy**

Our waste and water IROs
→ **Pages 55-56**

At Group level, our Sustainability, Engineering, Safety, Health and Environment (SHE) and Supply Chain teams work proactively to identify solutions that save water and avoid waste. Site-level reduction targets are set, with progress tracked quarterly.

To improve waste management, site teams regularly conduct internal loss and waste audits and map waste streams to ensure we segregate correctly and identify opportunities for improvement. Each site has its own waste management programme, led by the onsite SHE team, which is responsible for raising awareness and driving action. This includes visual guides and posters to support correct loss and waste segregation for disposal. All sites operate a recycling programme to minimise landfill disposal (an exception being Norway where regulations require certain organic materials to be landfilled).

To improve water efficiency across our operations, we conduct water flow assessments to pinpoint high consumption areas and identify reduction opportunities. Veg processing factories use smart water meters to regularly monitor consumption in key areas, while non-veg sites review water usage at least monthly to track deviations and respond proactively.

To manage our wastewater in a responsible way, we either discharge to a local wastewater treatment plant or have dedicated onsite treatment plants. The quality of our wastewater is subject to strict limits which we monitor regularly to maintain compliance.

How are we doing?

27.7% ↓

Reduction in edible food waste from a 2015 baseline inc Adriatics

2024: 31.9%
2023: 29.8%

-5.7%

Average reduction in water consumption per site

2024: N/A

91.8% ↓

of non-hazardous waste recycled inc Adriatics

2024: 92.4%
2023: 92.4%

-0.05% ↓

Reduction in water consumption per tonne of finished goods inc Adriatics

2024: +0.05%

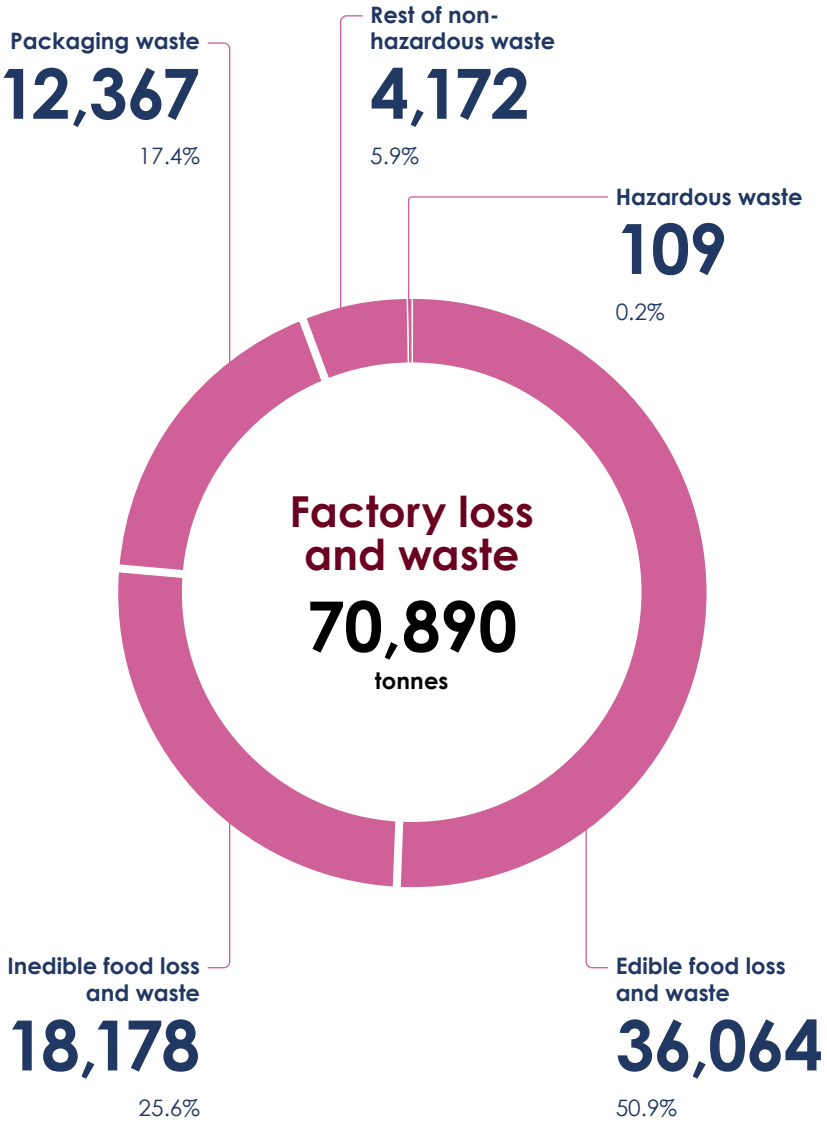
Our performance data
→ **Download**

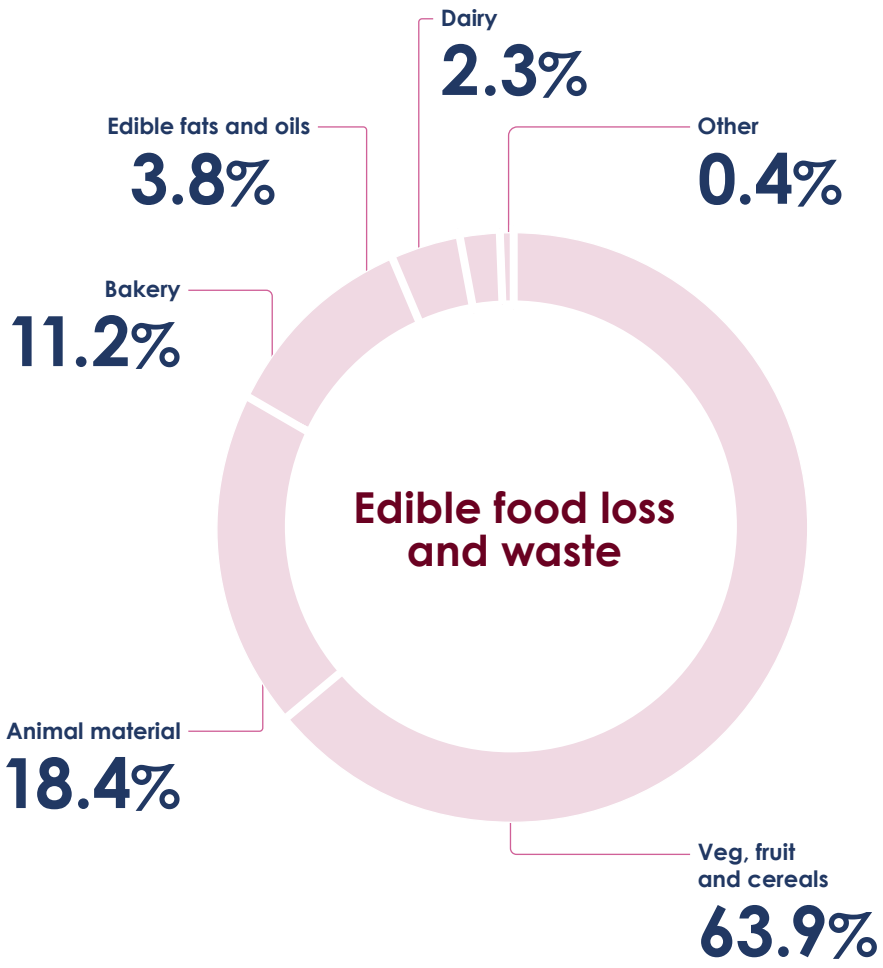
2025 performance

Across our business, we recycled 91.8% of our non-hazardous waste in 2025, a slight decrease from 2024. Food loss and waste made up around 76% of all waste and loss generated across the total Group. In the last decade we have reduced edible food waste as a proportion of food production by 27.7%.

We consumed 4.7 million cubic meters of freshwater across the Group (66% groundwater and 34% municipal water) – the equivalent to 8.52 cubic meters per tonne of finished goods. Effluent water decreased by 1.8% per tonne of finished goods.

Waste and water continued





**Data includes Findus Switzerland and our Adriatic cluster*

Food loss and waste refers to any food (or drink) produced for human consumption that has, or has had, the reasonable potential to be eaten (edible), together with any associated unavoidable parts (inedible), which are removed from the food supply chain. Food materials that are sent to animal feed are classified as food loss, while materials sent to anaerobic digestion, composting, incineration or landfill are classified as food waste as per the EU Waste Framework Directive (WFD, Directive 2008/98/EC).

Waste and water continued

Resource efficiency initiatives

In 2025, sites worked to improve their recycling processes and awareness. For instance, our Aunt Bessie's factory in Hull engaged employees in waste segregation alongside its waste contractor, Axil. Teams did a 'bin dive' and uncovered surprising items that could be recycled. New external factory bins have been installed with clear labelling.

All sites continued food loss and waste segregation during the year, diverting 43.1% of food waste for reuse as animal food (Group-wide), as opposed to more energy-intensive recycling via anaerobic digestion or methane-emitting compost. Such efforts are instrumental to helping us meet our goal of halving food waste by 2030.

We enhanced water monitoring and site-level governance processes to target inefficiencies. The focus was on the high water-consuming sites of Reken and Cisterna where consumption during veg processing season is now monitored on a weekly basis. Our Frikom (Serbia) site initiated innovative systems in 2025, including the use of anti-foaming agent for veg washing and ammonia for cooling, reducing pressures on freshwater supplies. In Reken, we also implemented enhanced governance systems for daily water monitoring consumption.

Goodness of Frozen in action

Halving our food waste by 2030

While the majority of food waste occurs at household level, food waste remains a significant environmental challenge across the food value chain. We are proud to be part of the **10x20x30 initiative**, pledging to reduce edible food waste by 50% by 2030 (2015 baseline). This initiative brings together the world's largest food retailers, manufacturers and suppliers to tackle food waste, in line with UN SDG target 12.3.

We are playing our part through process optimisation to avoid waste, repurposing food loss for animal feed and donating safe 'b-grade' products to charities and community organisations. Several of our markets have also signed national pacts or pledges to further support food loss and waste reduction efforts.

66

With food systems accounting for over one-third of global greenhouse gas emissions, the food industry has a crucial responsibility in supporting the transition of the food system to net zero.

10X20X30

Learn more about the 10x20x30 initiative

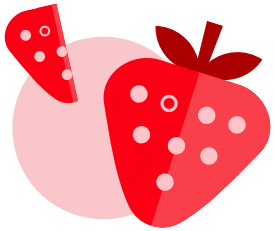
→ **Website**

Looking ahead

Further water reduction targets will be set at site level, supported by projects to maximise the efficient use of water and optimise wastewater quantity and quality.

We plan to standardise water governance processes in factories, starting with high-consuming factories, following the example of Reken.

We also plan to continue our efforts to reduce waste across our operations.



Packaging

Packaging is central to delivering the environmental and nutritional benefits of frozen food, through ensuring food safety, quality and longevity (in turn, avoiding food waste). Our priority is to reduce unnecessary packaging and ensure materials are recycled and recyclable where possible.

How are we doing?

95.1%

of our consumer packaging was recyclable inc Adriatics
2024: 95.8%
2023: 95.9%

Our performance data

→ **Download**

Our sustainable packaging commitments

1. Achieve **100% recyclable** consumer packaging by 2030.
2. Increase our use of **recycled content** in plastic packaging.
3. **Reduce** overall packaging weight year-on-year.

Our Packaging policy sets out how we aim to reduce packaging volumes, use recyclable materials and promote reuse and circularity. This is supported by sustainable packaging commitments and design for recycling principles that underpin our packaging research and development. We regularly assess our resilience to packaging risks, take action to reduce our impact and seek opportunities to innovate and adapt as we transition to a more sustainable food system.

Our packaging IROs

→ **Page 56**

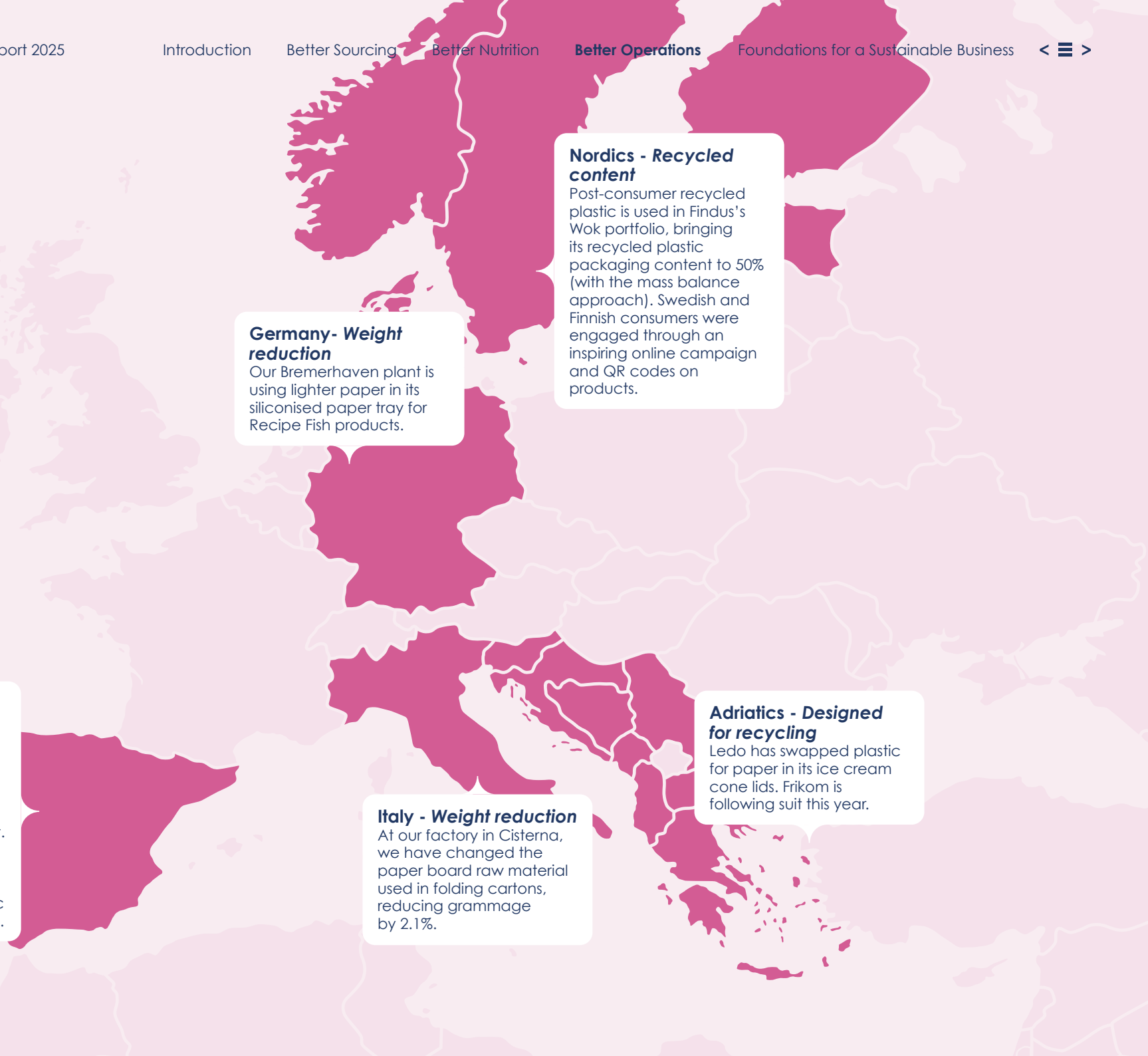
2025 performance

In the last year, we marginally reduced the proportion of recyclable packaging to 95.1% (down from 95.8% in 2024). This was due to increased sales of products within non-recyclable packaging, primarily flexibles. Overall, just 16% of primary packaging material was plastic (82% being paper or fibre based and the remainder glass or metal). We also saw many of our major packaging suppliers setting GHG reduction targets; around 36% of packaging suppliers by emissions have science-based emission reduction targets in place (see **page 36**).

Packaging continued

Rethinking packaging across our markets

Even within Europe, many markets are at very different stages when it comes to recycling infrastructure and culture. Here are just some of the ways in which we are contributing to recycled and recyclable packaging market-by-market:



Nordics - *Recycled content*
Post-consumer recycled plastic is used in Findus's Wok portfolio, bringing its recycled plastic packaging content to 50% (with the mass balance approach). Swedish and Finnish consumers were engaged through an inspiring online campaign and QR codes on products.

Germany- *Weight reduction*
Our Bremerhaven plant is using lighter paper in its siliconised paper tray for Recipe Fish products.

Spain - *Recycled content & weight reduction*
Polystyrene trays in La Cocinera Empanadillas and Mini Empanadillas ranges use 25% post-industrial recycled content. Our Valladolid plant is reducing the thickness of paper board trays by 8% and the thickness of plastic coating on folding cartons.

Italy - *Weight reduction*
At our factory in Cisterna, we have changed the paper board raw material used in folding cartons, reducing grammage by 2.1%.

Adriatics - *Designed for recycling*
Ledo has swapped plastic for paper in its ice cream cone lids. Frikom is following suit this year.

Packaging continued

Goodness of Frozen in action

Recyclable flexibles and labels, UK and Nordics

Demonstrating our Design for Recycling principles in practice, packaging teams at our Lowestoft factory achieved the implementation of recyclable flexible bags. Following extensive research and development, mono-material polyethylene is now used for Steamfresh outer pouches while a polyethylene/polypropylene laminate is in place for chicken pouches. These developments further support our long-term commitment to phase out non-recyclable flexible bags.

In the Nordics we introduced transparent or semi-printed flexibles on a few products in 2025. This transparent polyethylene plastic has 60% of its surface printed and 40% left unprinted as a window, bringing the bag's recyclability from grade B to A (RecyClass system).

Transparent plastic is better for near-infrared technology sorting at recycling plants and generates a higher value recycled plastic granulate benefiting and developing the circular economy. Ready for launch in 2026 are over 30 products and we expect more than 70 tons of our flexibles plastic to become transparent in the coming years.

Looking ahead

The challenge of recycled, recyclable and sustainable packaging is an industry-wide one. Not only is the science complex but the legislative and infrastructure backdrop is continually evolving, with large variations by region.

We continue to test and scale packaging innovations with a particular focus on problematic materials such as multi-material laminates, vacuum packs and skin packs.

We are well prepared for the imminent **EU Packaging and Packaging Waste Regulation** and its restrictions on food-contact packaging. Several 2025 research and development initiatives have contributed to our preparedness.

For non-food contact packaging materials, we continue to increase the proportion of recycled content where possible.

Ongoing, we are improving our data reporting and forecasting in line with Extended Producer Responsibility and other plastic tax requirements where applicable.

Health and safety

At Nomad Foods, we foster a culture of safety, security and wellness. Our vision is for zero harm to people, be they our own employees or contract and agency workers.

In 2025, safety was reinforced within Nomad Foods' new corporate values, notably the core value of 'Care'. We ensure robust governance through a **Safety policy**, management system, programme and training. Our policy covers all employees, contractors, visitors, local communities, mergers and acquisitions and any other third parties impacted by our operations. The Group Head of Safety, Health & Environment (SHE) is responsible for ensuring that robust health and safety processes are in place across our business. Safety targets are in place for all manufacturing locations, measured through KPIs.

Our Safety programme is well established across our 17 factories and our logistics and distribution network. In 2025, we also integrated 29 offices and agricultural facilities into the programme. This was a significant achievement, given differing levels of safety maturity at each location.

A network of safety champions across Nomad Foods helps to disseminate safe practices, with coaching and site support offered by regional SHE Leads. Our 'Safety First Everyone Everyday' programme provides training and coaching to equip leaders and employees with the skills to promote safety through leadership behaviours and positive conversations. In 2025, we launched the 'Step Up, Speak Out' campaign, supported by the EcoOnline reporting tool across all locations.

Our approach

→ **Safety policy**

Our health and safety IROs

→ **Page 56**

Silver

Royal Society for the Prevention of Accidents (UK)

Health and safety continued

How are we doing?[13]

50
total recordable work-related injuries[14]
2024: 55
2023: 86

3.97
recordable injuries per million hours worked
2024: 4.2
2023: 6.6

219
accidents
2024: 267
2023: 340

17.4
accidents per million hours worked
2024: 20.3
2023: 26.2

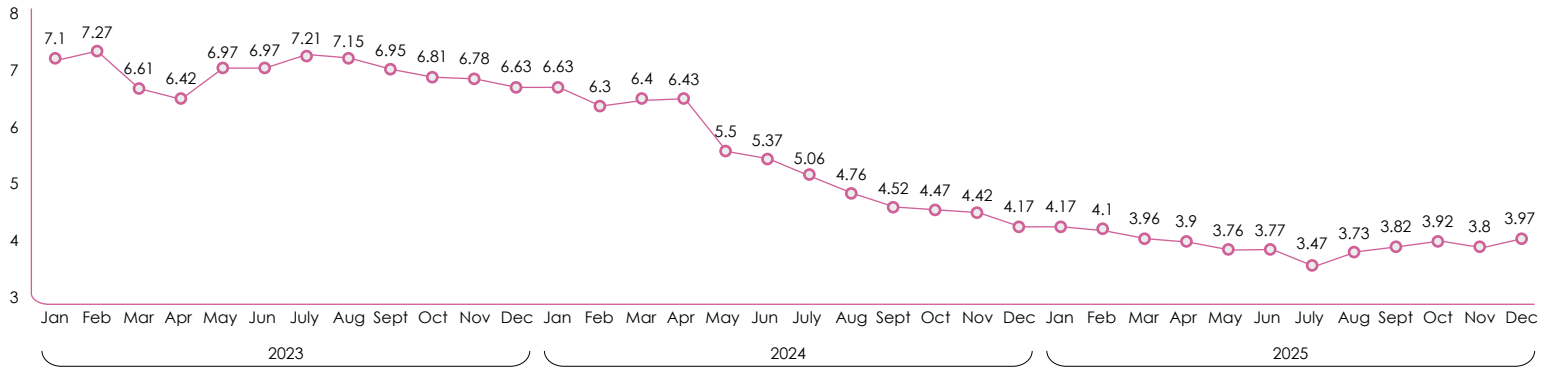
Our performance data
→ **Download**

2025 performance

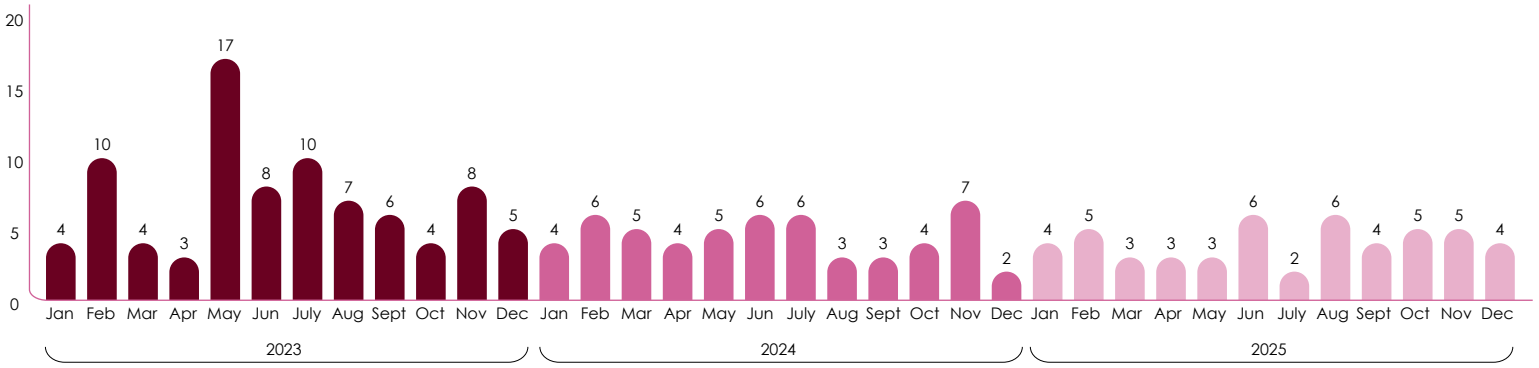
In 2025, there were 50 recordable work-related injuries (versus 55 in 2024), 169 first aid cases, 656 near misses and 2,943 reported hazards. All recordable incidents have been thoroughly investigated with lessons learnt shared, informing future practices. We achieved a 9% reduction in manufacturing accidents, reflecting our continued focus on risk reduction and operational safety.

66
In 2025, we integrated 29 additional offices and agricultural facilities into our Safety programme.

Total recordable work-related injuries frequency rate 12-month moving average



Count of total recordable work-related injuries



13. All data excludes offices and agricultural facilities, as explained above.
14. As per the Nomad Injury Classification and Reporting standard.

Health and safety continued

Strengthening our safety culture

In line with our commitment to continuous improvement, we launched several new safety standards during the year. Covering risk assessment, electrical safety, permit to work, agricultural safety and ammonia management, these new standards strengthen the consistency, clarity and compliance of our approach across the business.

For example, the Ammonia Management standard sets out the minimum requirements for the safe operation, maintenance and oversight of all ammonia systems across Nomad Foods. In 2025, ammonia assessments were completed at six factories, providing an independent review of condition, compliance and improvement needs. Action plans have been developed for each site to address any identified risks, ensuring that all findings are tracked and resolved in a timely and structured manner. Another key standard launched in 2025 was the Risk Assessment standard. Covering all manufacturing sites, it includes a standardised methodology and special tool to assess 'last minute' risks.

Our Machinery Safety programme focused on three core priorities in 2025: the consistent and accurate identification of risks (assessments were completed for six factories); closing 377 gaps found during previous assessments; and training and coaching for SHE and Technical teams.

Our Hazard Spotting programme was expanded to offices and agricultural locations. We also set a new target for timely hazard closure.

During the year, six SHE audits were completed as part of our continuous three-year audit cycle.

377

machinery safety gaps closed from previous assessments

Goodness of Frozen in action

Recognising our safety champions

In 2025, our office and agricultural safety champions went above and beyond in supporting the expansion of our Safety programme to 29 new locations. They helped to integrate offices and agriculture sites into EcoOnline, completing training, supporting colleagues and entering accurate work hours and incident data.

It is thanks to our champions that we now have full visibility of our performance and a complete Nomad Foods incident frequency rate for the year. Their dedication has strengthened our safety culture and has played a vital role in making our offices and agri-facilities safer places to work.

29

new locations under our Safety programme

Looking ahead

With our vision of zero accidents in mind, our focus is on advancing management system maturity, investing in targeted safety improvements and cultivating a positive safety culture. These priorities will be supported through ongoing training, clear and consistent safety communication and further standardisation of processes and expectations.

We are currently conducting a full review of our audit programme to strengthen assurance and streamline methodologies. Alongside this, we plan to prioritise hazard elimination and risk reduction through enhanced site risk assessments and formal risk registers.

Targets around accidents, near misses and hazards will be extended to office and agricultural facilities.

Finally, ammonia system assessments will be expanded to more sites.

66

Our focus is on advancing management system maturity, investing in targeted safety improvements and cultivating a positive safety culture.

Wellbeing and development

The development, wellbeing and engagement of our people are fundamental to our success. We provide excellent learning opportunities, a culture of openness and accessible wellbeing resources.

Employee development is a key driver of our organisational performance and investing in our people is an investment in our current and future strength and competitiveness. In 2025, we further advanced our 'Perform, Develop and Grow' approach with evolved quarterly metrics providing more evidence-based insight. We also strengthened our approach to performance and development, bringing performance, capability building and career growth into one continuous, meaningful cycle. We enhanced our performance recording process to better record and track performance reviews.

Access to flexible digital learning was expanded, complemented by peer-led lunch and learns and 'Learning at Work Week' activities. We also added more practical tools for leaders and managers around goal setting, stronger teams and performance and development. Local teams play an important role, tailoring actions and activities to the specific needs of their colleagues to ensure engagement efforts are meaningful and relevant.

Our approach to flexibility and hybrid working continued to support wellbeing and inclusion. Flexible working enables individuals to balance personal and professional commitments where operationally possible, with uptake and availability varying by location. Hybrid working is a core part of our employee proposition and our office environments are intentionally designed to support connection, teamwork and productivity.

We provide health and wellbeing resources on our intranet, 'Nomad&Me' and have a Wellbeing Champions network in place to support events, campaigns and conversations on key wellbeing topics. In the UK, an Employee Assistance Programme offers confidential expert support for personal and work-related matters.

Our wellbeing IROs

→ **Page 56**

66

Our office environments are intentionally designed to support connection, teamwork and productivity.

How are we doing?

59% ↑

of colleagues participated in engagement surveys

2024: 51%

74% ↓

employee engagement

2024: 75%

81% ↑

health, wellbeing and safety engagement score (based on engagement survey)

2024: 75%

Our performance data

→ **Download**

2025 performance

Average employee engagement survey participation increased throughout the year from 51% to 59% with an average engagement score of 74%. Particularly positive scores came in the areas of health, wellbeing and safety, pride in the job, manager support and hybrid/flexible working. Opportunities were flagged around strengthening the clarity and simplicity of internal processes and enabling colleagues to work more efficiently. These are reflective of the areas that we are currently prioritising under our people programmes and we will report back in our 2026 report.

Wellbeing and development continued

Goodness of Frozen in action

Adapting to learning needs

To ensure that our learning offer covers role-specific topics, we offer specialist learning 'hubs' that bring together resources, interactive playlists, videos and other content in one easy-to-navigate location. Building on our nutrition hub, in 2025 we launched a second hub on HR excellence.

Consolidating a wealth of information, documents and training resources, the hub has received highly positive feedback from across the business, freeing up people's time and equipping colleagues to operate effectively and efficiently.

Unlocking leadership potential

Now in its second year, our Leadership programme is building capacity among line managers to motivate, encourage and grow talent within their teams. Since the programme started in 2024, 117 leaders have participated from the UK and Europe, with the majority graduating with distinctions.

A One Nomad culture

In 2025, we launched our Culture Tools – a set of simple, practical, behaviour-led tools that help colleagues live Nomad's values and strengthen a consistent 'One Nomad' culture. The suite of 12 tools for everyday team and individual use has been carefully designed to foster efficiency, wellbeing, alignment and leadership behaviours.

We delivered workshops to raise awareness of Culture Tools among our people leaders, with practical examples of how the tools can be used by their teams day-to-day in a wide range of scenarios.

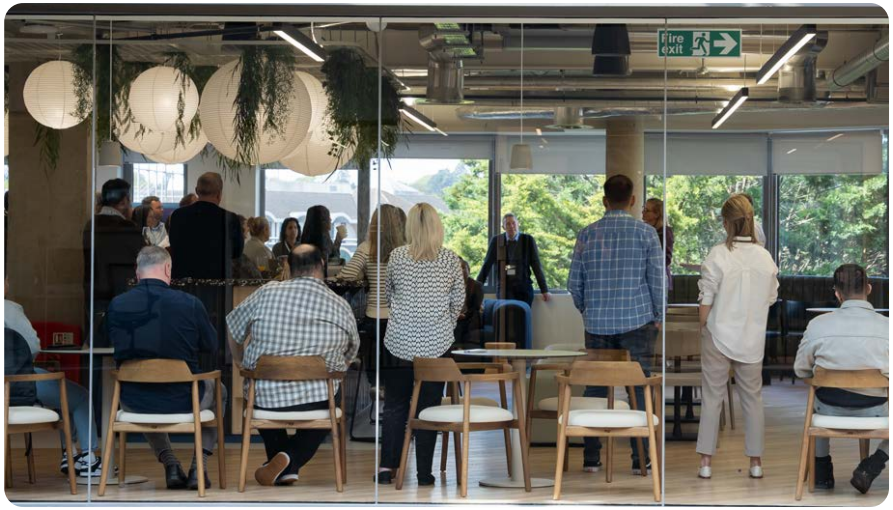
Looking ahead

In 2026, we intend to evolve our approach to developing our managers and leaders, offering a more flexible learning pathway that meets the needs of our line managers and is accessible to a broader population of colleagues. This new approach combines practical workshops, online content and a dedicated resource centre to build capability and enable line managers to perform effectively in their roles.

Alongside this, we intend to continue evolving our functional training hubs to create more flexible, accessible and role relevant learning pathways. These hubs are designed to expand our offering of digital learning, with a focus on self-serve, so individuals can take charge of their own learning and take what is relevant to them for their roles and their development.

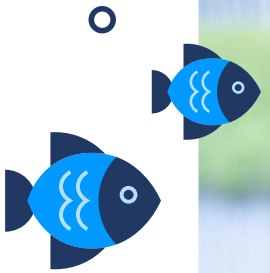
We intend to also continue to evolve and enhance the way we listen and learn from our colleagues. We aim to review and modernise our survey approach to diversify how we measure engagement and experience, moving beyond surveys alone to incorporate more continuous and dynamic mechanisms. We expect that this will help us build a richer, more holistic understanding of the moments that matter throughout the employee lifecycle and ensure we act quickly and effectively on what our people tell us.

Together, these initiatives will support a more connected, insight-led and empowering employee experience – enabling all colleagues to perform, develop and grow.



Diversity, equity and inclusion

Our success is rooted in the ability to attract and retain diverse talent. To support this, we aim to create workplaces where everyone feels valued, respected and supported to contribute fully.



In 2025, we launched our 'Uniquely You' approach to inclusive hiring, leadership, culture and information. This has been instrumental in how we integrate inclusion and diversity (I&D) into daily behaviours, leadership expectations and people processes to strengthen a culture where all colleagues can be themselves.

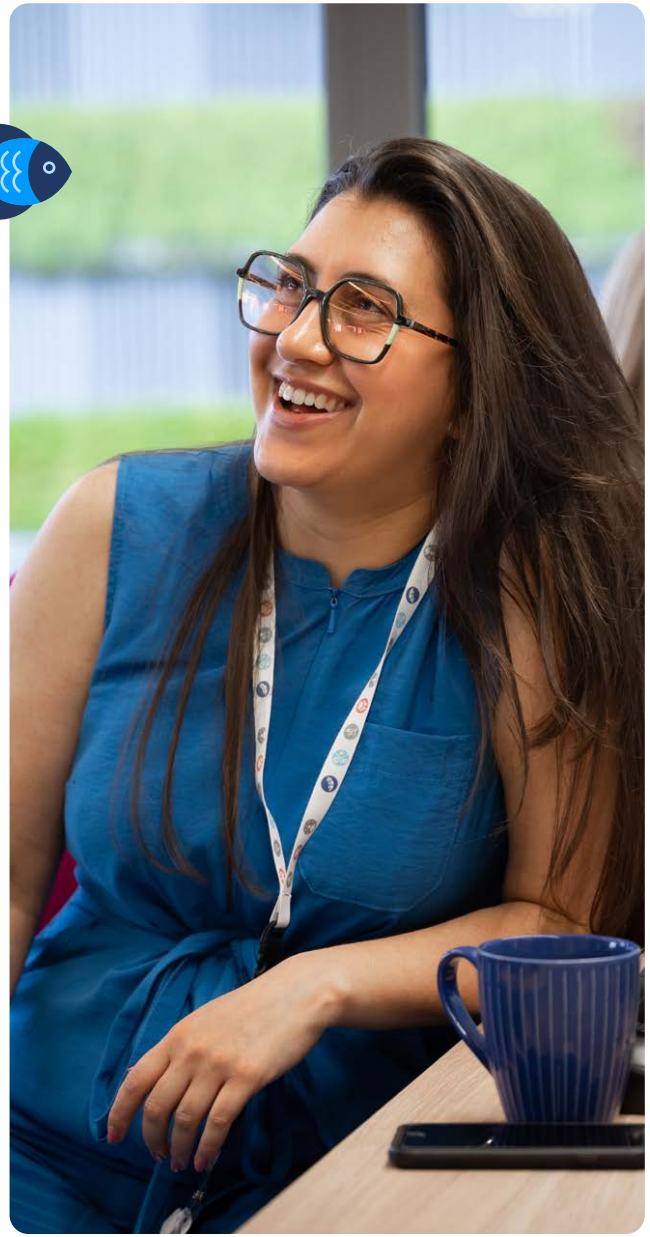
Empowering colleagues to understand their own I&D journey, local events were held across Europe throughout the year. At Group level, our 'Conscious Inclusion' curriculum delivered more courses, equipping colleagues and leaders with the knowledge and tools to model inclusive behaviours. And as described on **page 49**, a new suite of Culture Tools helped colleagues to navigate scenarios relating to neurodiversity.

Our I&D-related IROs

→ **Page 56**

Our I&D Network remains an important vehicle for fostering connection and championing awareness. In the last year, it welcomed 30 new colleague volunteers trained in advocacy or delivery roles and facilitated events on quarterly themes: Allyship, Pride, Uniquely You and I&D Around the World. We also built inclusive leadership and team capabilities through sessions on male allyship, neurodiversity, disability, emotional intelligence, men's health and more. Some sessions saw up to 400 participants.

Our I&D policy sets clear expectations for all Nomad Foods employees to demonstrate inclusive behaviours, develop their understanding, apply their insights in daily interactions and hold themselves and others accountable for conscious inclusion. Meanwhile, our Anti-Discrimination and Anti-Harassment policy reaffirms our commitment to a safe and respectful workplace. It is supported by mandatory bullying and harassment training and the Group Whistleblowing policy and grievance mechanism (see **page 60**).



How are we doing?

37% ↑

Female workforce
2024: 36.2%
2023: 36.3%

34% ↑

Female Enterprise Leadership Team
2024: 28.8%
2023: 29.2%

Our performance data

→ **Download**

2025 performance

In 2025, women made up 37% of the workforce, with a slightly lower proportion at senior leadership level (34%). The age diversity of employees remained largely the same.

In the UK, our latest **Gender Pay Gap Report** is available to view.

Diversity, equity and inclusion continued

Goodness of Frozen in action

Celebrating our diversity

We celebrated Black History Month by holding a week of inspiring and informative events. Coordinated by the One Nomad network, they included:

- A movie club screening of 'Hidden Figures' followed by a discussion on what it means for diversity today
- A virtual gallery of inspiring Black artists
- Sharing 'Mandela: Letters of Kindness' to show gratitude
- Live cooking sessions that welcomed everyone to experience African and Caribbean cuisine

Taking pride in what makes us unique

Pride has become an important date in the Nomad Foods social calendar. It is a chance for LGBTQIA+ colleagues to celebrate their uniqueness and to inspire everyone to be their authentic selves at work.

In 2025, lots of events and activities took place across our locations. Here are some highlights:

- Discussing the book, 'With Teeth' at Nomad Foods' Book Club
- 'Not just a party' lunch and learns on the history of Pride
- Inspiring external speakers hosting five webinars on D&I
- Creating a toolkit of ideas for colleagues to host their own local events

Looking ahead

In 2026, we will continue to focus on strengthening our One Nomad I&D Network as a powerful force for connection, awareness and advocacy across the business. Building on the momentum of 2025, we aim to continue growing our community of colleague volunteers to help shape the conversations that build an inclusive culture.

We will work to expand the range and creativity of activities aligned to our 'Uniquely You' pillars – ensuring they inspire, educate and bring colleagues together across cultures, identities and locations.

Through a more connected and visible network, enriched programming and deeper colleague participation, we aim to continue embedding inclusion into everyday experiences and strengthening a culture where everyone feels seen, supported and able to thrive.

Foundations for a sustainable business

We are committed to delivering on our purpose with integrity, transparency and a long-term outlook. We uphold strong governance and risk management practices, with a focus on materiality.

Material topics

Business conduct
Consumers and end-users

In this section

Sustainability governance	Page 53
Risk and materiality	Page 54
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Food safety and quality	Page 59
Ethical conduct	Page 60
ESG disclosure	Page 61
New targets	Page 63
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Sustainability governance

Good governance ensures we are accountable to our stakeholders and that material impacts, risks and opportunities are considered in decision making.

Mirroring our corporate governance practices (see our **annual report**), sustainability is overseen at Board level and embedded into functional teams.

Board of Directors

The Nominating and Corporate Governance Committee of the Board oversees corporate responsibility and sustainability risks. It provides guidance, periodically reviews sustainability strategies and initiatives and assesses management reports on sustainability performance and ESG disclosures.

Executive Committee

Chaired by our CEO, the committee formally reviews sustainability risks, strategies and performance.

Sustainability team

Led by our Group Head of Sustainability (who reports into our General Counsel), this central team leads strategy development, compliance monitoring and reporting.

Functional delivery

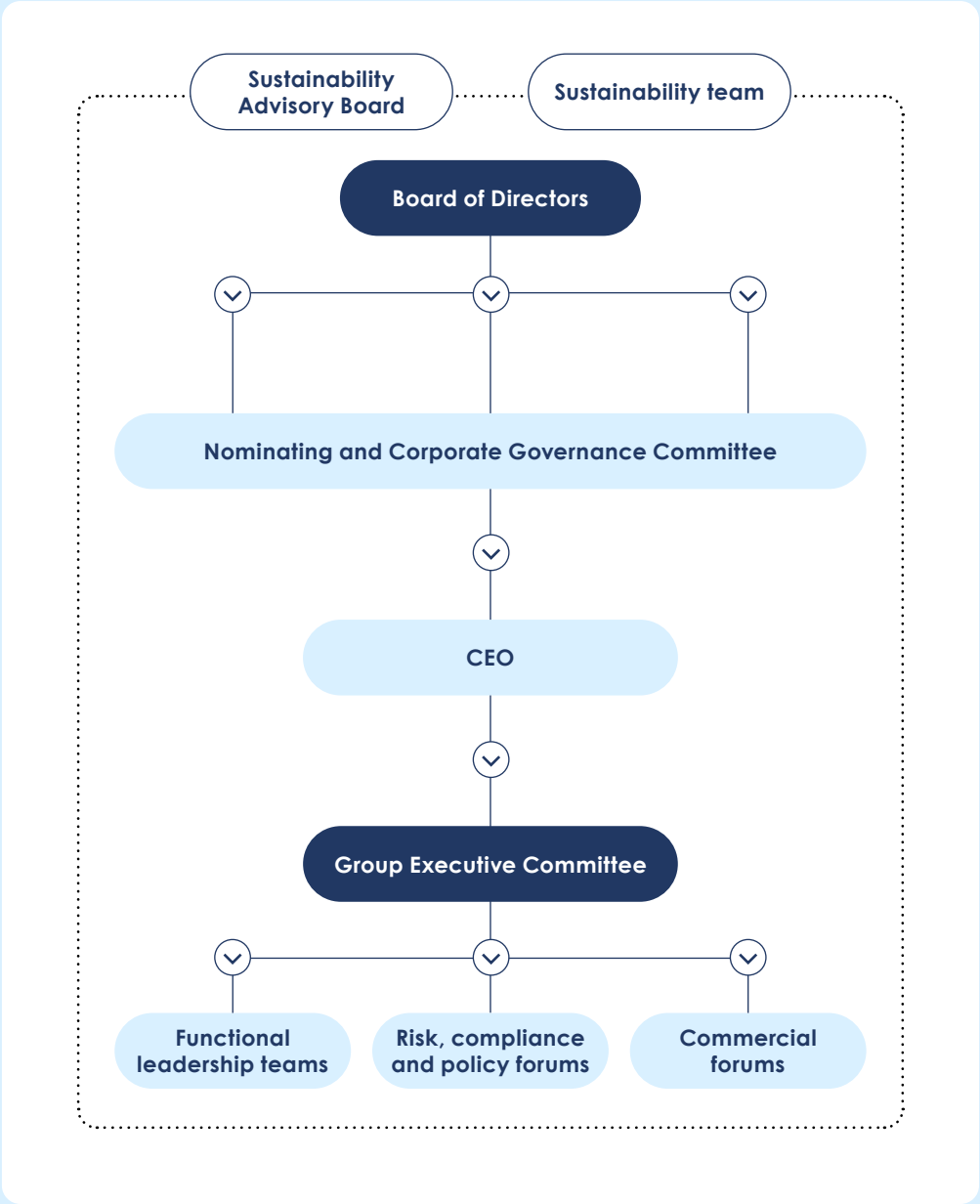
ESG is integrated across key business functions – from innovation and sourcing to manufacturing, marketing and sales.

External Sustainability Advisory Board

Providing independent perspectives on our strategy and progress, the Advisory Board meets at least annually. In 2025, it comprised six sustainability experts from academia, the charity sector and our industry.

Read the Nominating and Corporate Governance Committee's charter

→ **Download**



Risk and materiality

Sustainability risks can have material financial impacts on our business and stakeholders. Our risk management process is designed to assess and monitor strategic, operational, financial, climate and nature-related risks.

It involves a three-step approach: identifying actual or potential risks; assessing these risks; and taking action to accept, mitigate or eliminate the risks. The process is led by Internal Audit and managed by our Risk Committee, which meets quarterly and reports to the Executive Committee. An Operational Risk Owner is assigned to manage the risk and implement controls required. Board oversight is provided by the Audit Committee.

The Sustainability team is responsible for identifying the key sustainability risks and internal controls and assurance required to manage each risk in line with our risk appetite. Risks are assessed based on their probability and associated impact on our business, in addition to the level of comfort we have around the controls currently in place to manage the risk. Our risk assessment is also informed by our ESRS-aligned double-materiality assessment outlined opposite.

Given the complex and everchanging nature of sustainability risks, we maintain a dynamic approach, reviewing our risks and controls assessment at least annually and adapting and evolving where necessary.

Our Audit Committee's charter
→ **Download**

Our annual report
→ **Download**

Materiality process

01 Understanding the business context and external environment

We conducted desk-based research to understand our potential sustainability-related issues as well as map our full value chain – from upstream sourcing to downstream distribution. Our research included an analysis of macroeconomic, regulatory and sector-specific trends, as well as material topics identified by industry peers and insights from our 2023 disclosures. We also reviewed sustainability topics outlined in the ESRS standards and cross-referenced them with leading frameworks, including GRI, SASB and ISSB. This process resulted in a long list of 17 potential material topics mapped against the ten ESRS topical standards.

02 Stakeholder engagement

A key objective of our materiality process was to understand how stakeholders perceive sustainability-related IROs. Using our value chain mapping, we identified key stakeholders, including farmers, suppliers, NGOs, employees, investors, regulators, affected communities, governments, media and consumers. We conducted interviews to gather both qualitative insights and quantitative rankings.

03 Evaluating impact materiality and financial materiality

We assessed each sustainability topic for its impact and financial materiality. To determine impact materiality, we evaluated topics based on scale, scope, irremediability and likelihood of impacts on people and the environment. For financial materiality, we assessed the financial magnitude and likelihood of the identified risks and opportunities. Using a structured scoring approach, each IRO was assessed on a 0-5 scale. We set thresholds to determine materiality, meaning that any topic with an impact, risk or opportunity score above the threshold was considered material.

Our Risk Committee reviewed all identified IROs and their scores to ensure completeness and accuracy, before final approval by our Executive Committee.

Material impacts, risks and opportunities

Upstream value chain · Own operations · Downstream value chain

Climate change

Link to strategy: Fish and seafood · Agriculture · Climate change and GHGs

Why it matters

Our biggest climate impacts stem from sourcing veg, fish, poultry, and deforestation-linked commodities like soy, cocoa, and palm oil, as well as downstream food loss and waste. Key risks include climate-driven crop yield declines and changes in marine biomass, although opportunities lie in climate-smart farming, access to green financing, and cost savings from improved energy efficiency.

Impacts	Risks	Opportunities
Scope 1 and 2 GHG emissions (Own operations)	Climate impacts through agriculture and fishing (Upstream value chain)	Regenerative farming impacts against climate change (Upstream value chain)
Scope 3 GHG emissions (Upstream value chain, Downstream value chain)	Climate-related regulation and stakeholder climate transition requirements (Own operations)	Improved energy efficiency (Own operations)
Climate impacts through deforestation (for animal feed) (Upstream value chain)		Green financing (Own operations)

Pollution

Link to strategy: Fish and seafood

Why it matters

As a major purchaser of wild-caught seafood, we recognise the impact of abandoned, lost, and discarded fishing gear, known as ghost gear – one of the most harmful forms of aquatic plastic pollution. Ghost gear threatens endangered species, damages ocean habitats, and affects coastal livelihoods.

Impacts	Risks	Opportunities
Marine plastics on water pollution (Upstream value chain)		

Water and marine resources

Link to strategy: Fish and seafood · Agriculture · Waste and water

Why it matters

Agriculture is highly water-intensive, and our processing operations also require significant water use, while fish sourcing contributes to marine resource depletion. Overfishing, regulatory pressure, and stricter quotas could disrupt supply chains, increase costs, and heighten reputational risks around wild-caught fish. An opportunity exists to enhance consumer acceptance of alternative fish species and encourage consumption of fish and seafood sourced from sustainably managed fisheries or responsibly managed farms.

Impacts	Risks	Opportunities
High water intensity in agriculture and aquaculture (Upstream value chain)	Reliance on wild caught fish (overfishing) (Upstream value chain)	Expanding into other fish species (Downstream value chain)
Bycatch of marine resources (Upstream value chain)	Consumer concerns over wild caught fish (Downstream value chain)	
Overfishing of marine resources (Upstream value chain)		
Fish trawling (Upstream value chain)		
High water intensity in operations (Own operations)		

Material impacts, risks and opportunities continued

Upstream value chain **Own operations** **Downstream value chain**

Biodiversity and ecosystems

Link to strategy: Fish and seafood | Agriculture

Why it matters

Our business both depends on and impacts ecosystems. Sourcing veg and fish contributes to biodiversity loss through agricultural expansion, aquaculture, infrastructure and resource extraction. The depletion of natural resources threatens supply stability, while biodiversity loss increases regulatory risks. Growing investment in regenerative agriculture offers opportunities to enhance resilience against ecological challenges.

Impacts

- Deforestation to grow animal feed
- Industrial farming impacts on ecosystem services
- Use of pesticides and fertilisers on ecosystem services
- Regenerative agriculture practices

Risks

- Biodiversity regulation
- Soil degradation

Opportunities

- Expanding into aquaculture and cultivated fish
- Regenerative farming impacts on agriculture

Resource use and circular economy

Link to strategy: Packaging | Waste and water

Why it matters

As a global food company, our biggest resource impact comes from food waste. Reducing food waste presents opportunities to lower operating costs and explore new revenue streams through improved waste management programmes. It can also offer a compelling reason for consumers to purchase more frozen food, thereby increasing revenues for the business.

Impacts

- Food waste

Risks

Opportunities

- Operational food waste management

Own workforce

Link to strategy: Health and safety | Diversity, equity and inclusion | Wellbeing and development

Why it matters

With over 7,500 employees, we have a direct impact on workplace safety, fair pay, job security, diversity and inclusion and development. Key risks include serious injury resulting in legal liabilities and operational disruptions, while opportunities exist to enhance employee satisfaction and retention.

Impacts

- Hazardous working conditions
- Fair pay impact on employee wellbeing
- Secure employment and inclusion and diversity impact on employee wellbeing
- Learning and development programmes

Risks

- Employee fatality or high severity injury

Opportunities

- Health and safety culture

Material impacts, risks and opportunities continued

Upstream value chain | Own operations | Downstream value chain

Supply chain working conditions

Link to strategy: Worker rights

Why it matters

Working conditions in global fish and agriculture supply chains can be linked to forced labour, child labour and health and safety risks. Growing regulatory and stakeholder pressure is driving greater accountability, increasing the need for robust human rights due diligence. Any association with human rights abuses poses risks of financial penalties, regulatory scrutiny and reputational damage.

Impacts	Risks	Opportunities
Forced labour in the fish supply chain	Association with human rights issues in our value chain	
Child labour and forced labour in the agriculture supply chain	Stakeholder expectations in human rights due diligence	
Health and safety in the supply chain		
Exploitative payment practices in the supply chain		

Consumer safety

Link to strategy: Responsible marketing | Food safety and quality

Why it matters

We have a responsibility to ensure our products are safe to eat. Unsafe or mislabelled food can cause serious health impacts, including illness or fatalities. Key risks include product recalls, regulatory non-compliance and marketing disputes, while responsible marketing offers an opportunity to strengthen consumer trust.

Impacts	Risks	Opportunities
Responsible marketing practices	Product recall	
	Marketing dispute	
	Food safety regulation	

Health and nutrition

Link to strategy: Evolving our portfolio | Responsible marketing

Why it matters

We support access to good nutrition and food security by providing tasty and nutritious food that's available year-round. Furthermore, through responsible marketing, we can promote healthier choices and support public health.

Impacts	Risks	Opportunities
Providing a secure supply of nutritious food		Consumer understanding of frozen food
		Influencing consumer decision making

Material impacts, risks and opportunities continued

Upstream value chain **Own operations** **Downstream value chain**

Responsible sourcing

Link to strategy: Fish and seafood | Agriculture | Animal welfare | Worker rights

Why it matters

Our biggest impacts lie in animal welfare and supply chain transparency. Animal welfare poses financial and reputational risks as stakeholder expectations rise, while compliance with traceability and due diligence regulations remains a growing challenge.

Impacts

- Animal welfare
- Supply chain transparency
- Relationship with suppliers

Risks

- NGO campaign
- Supply chain due diligence regulations
- Customer pressure to improve supply chain traceability
- Stakeholder interest in animal welfare

Opportunities

- Enhancing supply chain traceability

Food safety and quality

Our Quality and Consumer Safety policy sets the governance framework through which we identify, assess and control risks, ensuring the consistent protection of consumers, our brand and our business.

It applies to all operational sites, product categories and third-party manufacturing partners. We implement rigorous supplier approval and oversight processes, beginning with strict entry requirements for new suppliers. All suppliers must hold accreditation to the **BRCGS Global Food Standard** at Grade B minimum, or an equivalent **Global Food Safety Initiative (GFSI)** benchmarked scheme. In 2025, all owned sites were operating to a recognised GFSI standard, with an increasing number improving on the previous year's score.

We maintain compliance with our policies through a robust Food Fraud and Adulteration Prevention programme, which includes horizon scanning, intelligence sharing and raw material testing. We conduct formal risk assessments on all our food and packaging suppliers, using an assurance scheme which complies with the GFSI assurance standard. If we identify instances where suppliers fail to meet our standards, we reassess them after an agreed period to ensure non-compliances have been addressed before deciding whether to continue with the supplier.

During the year, we recategorised our raw material suppliers to align with our Food Safety, Quality and Regulatory standards and a new risk-based assessment was designed based on risk both from a raw material or ingredient perspective or from a business one. As discussed on **pages 14** and **18**, for certain high-risk or sustainability-linked ingredients, we apply enhanced traceability requirements.

We empower our people with the technical capability required to maintain these high standards. Our Audit and Quality teams receive specialised training covering hygiene design, food safety management systems, allergen control and microbiology. Capability development is ongoing and guided by our HR competency matrix to ensure targeted, role-specific growth.

Once products reach the market, our Consumer Care Line provides an essential channel for timely consumer feedback, enabling us to respond effectively and maintain trust.

Our food safety and quality IROs

→ **Page 57**

How are we doing?

100% ↑

of supplying sites within Nomad Foods' supply chain operating to an international food safety system
2024: 95%
2023: 95%

11 ↓

supplier incidents concerning food safety and quality
2024: 16
2023: 17

Our performance data

→ **Download**

Ethical conduct

We have clear codes and policies that outline our expectations of responsible practices by our people and suppliers.

Our **Code of Business Principles** set out our commitment to act fairly and ethically. They apply to all employees, including leadership, with mandatory training provided upon joining Nomad Foods. Our **Supplier Code of Conduct** sets out the standards we expect of all suppliers.

These codes are supported by public and internal policies. As well as ESG-related policies referenced throughout this report, other policies include:

- **Competition and Anti-Trust:** Sets out our commitment to fair competition and to protect consumers by following all applicable competition laws and regulations.
- **Whistleblowing:** Provides employees with guidance on how to report suspected wrongdoing, including our Safecall line (see opposite).
- **Anti-Bribery and Corruption:** Sets out our zero-tolerance approach (see opposite).

A Gifts and Hospitality policy and a Conflicts of Interest policy further promote transparency and integrity in our business interactions, while the **Group Tax strategy** outlines our approach to managing tax affairs and mitigating tax-related risks. In line with government regulations, we disclose political engagement activities on our public website.

Compliance is overseen by the Compliance Committee, supported by the Executive Committee.

Anti-bribery and corruption

We take a zero-tolerance stance to bribery and corruption, whether involving public officials or commercial third parties. This is outlined in our **Code of Business Principles** and our Anti-Bribery and Corruption policy. We are fully committed to complying with anti-corruption laws in every country where we operate.

We raise awareness and train colleagues to identify potential corruption and bribery risks with enhanced risk-management controls for those in more exposed functions. Suppliers are required to confirm compliance with our **Supplier Code of Conduct**, and we follow up on any non-compliances. Disciplinary action is taken in the event of policy breaches, ranging from warnings to dismissal in severe cases.

Safecall

Safecall is our independently run, confidential helpline open to employees and suppliers to report any non-compliances and breaches, suspected or otherwise.

Our Board-level Compliance Committee coordinates the investigation and handling of reports escalated internally or received via Safecall. In 2025, ten reports were made to Safecall, all of which were reviewed and investigated to the satisfaction of the Compliance Committee.

ESG disclosure

As a New York Stock Exchange-listed company operating across Europe, we are committed to complying with all applicable ESG regulations.

Current relevant regulations that we are either complying with or preparing for include:

- **UK Modern Slavery Act and Norwegian Transparency Act:** Latest statement found **here**.
- **UK Equality Act 2010:** Latest Gender Pay Gap Report found **here**.
- **German Supply Chain Act:** Latest statement found **here**.
- **Swedish Annual Accounts Act:** We report in all applicable entity Financial Statements for the 2025 financial year.
- **UK Climate-related Financial Disclosures:** We report in all applicable entity Financial Statements for the 2025 financial year. Our latest TCFD statement can be found **here**.
- **EU Deforestation Regulation (EUDR) – 2026**
- **EU Pay Transparency Directive – 2027**
- **EU Forced Labour Regulation – 2027**
- **CSRD:** Given the EU's Omnibus was approved in November 2025, we will look to report in 2028 for the 2027 financial year for our in-scope European entities, and in 2029 for the 2028 financial year for our non-EU parent company, Nomad Foods Europe Limited. We will continue to monitor legislative developments.
- **EU Corporate Sustainability Due Diligence Directive (CSDDD):** Reporting in 2029 for the 2028 financial year.

Reporting approach

We are accountable for providing our stakeholders with transparent updates on our strategy and performance, particularly in relation to material IROs.

This report covers all subsidiaries of Nomad Foods, excluding the acquisition of our business in the Adriatic region in late 2021 (unless specified). Unless otherwise stated, data is reported for the period 1st January to 31st December 2025. We use relevant KPIs to assess the impact of our operations, aligned with our materiality assessment.

Our reporting is guided by key sustainability reporting frameworks and standards, including:

- **UN SDGs:** We fully support the delivery of all UN SDGs; however, given the nature of our business and brands, we believe we can have the largest impact on the following: SDG 2 – Zero hunger, SDG 12 – Responsible consumption and production, SGD 14 – Life below water, SDG 15 – Life on land, and SDG 17 – Partnerships for the goals.
- **GRI:** We have prepared this 2025 Sustainability Report with reference to the GRI Standards.
- **SASB and ISSB:** The report and our sustainability topics have been informed by the SASB and ISSB frameworks. A detailed GRI and SASB index is available to **download**.
- **CSRD:** Although we are not currently subject to the EU CSRD, we are implementing aspects of the ESRS in preparation for compliance in 2028. The report voluntarily meets the requirements of the NFRD.

In line with the launch of this report, we have also relaunched the sustainability section of our website, which is significantly enhanced with strategic content, case studies and performance data.

Work is underway to fully integrate our Adriatic cluster into our sustainability reporting. Due to their size, distinct product portfolio and go-to-market model, the process is complex. We have made progress in several areas and have reflected this within relevant sections of our report.

Our GRI and SASB index

→ **Download**

Our sustainability pages

→ **Website**

New targets

In 2025, updated strategies and targets were defined for nutrition and our GHG reduction activities. Further strategic reviews are in progress and we shall publish further detail in due course.

Better Nutrition

By 2030:

- **>90%** sales volume from healthy products (Health Star Rating)
- **90%** of non-kids' ice cream ≤250 kcal/portion
- **100%** of products free from artificial flavours/colours and flavour enhancers
- **100%** of ice creams free from artificial colours
- **>300k** tonnes fruit and veg sold per year

Ongoing:

- **100%** RPPG compliant kids' ice creams and ice cream cakes
- **Zero** artificial colours/flavours in kids' ice creams

Better Operations

By 2033:

- Reduce absolute Scope 1 and 2 GHG emissions **74.8%^**
- Reduce absolute Scope 3 non-FLAG** GHG emissions **35.0%^**
- Reduce absolute Scope 3 FLAG* GHG emissions **42.4%^**

By 2050:

- Reduce absolute Scope 1 and 2 GHG emissions **90.0%^**
- Reduce absolute Scope 3 non-FLAG** GHG emissions **90%^**
- Reduce absolute Scope 3 FLAG* GHG emissions **72.0%^**

^ *From a 2019 baseline.*
* *FLAG stands for Forest, Land and Agriculture.*
** *Non-FLAG emissions include emissions from purchased goods and services, fuel- and energy-related activities, upstream transportation and distribution, waste generated in operations, business travel, employee commuting and downstream leased assets.*

Assurance statement

GUTcert (AFNOR Groupe) is an accredited verification body according to ISO 14065:2022-02. GUTcert affirms that it neither advised Nomad Foods in any way prior to the verification nor participated directly or indirectly in the preparation of the data to be verified.

The verification was based on the test criteria defined in the Greenhouse Gas Protocol "A Corporate Accounting and Reporting Standard" and it was examined whether the calculation model of Nomad Foods complies with the principles of the GHG Protocol (relevance, completeness, consistency, accuracy and transparency). GUTcert's procedure is based on ISO 14064-3:2020-05, considering ISO 14064-1:2019-06 and ISO TR 14069:2013-05. GUTcert's reporting complies with the AA1000AS standard requirements.

The scope of assurance inclu ded the indicators in the table below for the reporting period of 1st January 2025 to 31st December 2025 pertaining to all subsidiaries Nomad Foods Ltd. including Findus Switzerland, Ledo and Frikom (the "Adriatics"). This includes all 21 Nomad factories, transport to warehouses, purchased electricity in warehouses, alongside the Adriatics business outbound logistics and 120,000 owned freezers:

Indicator	
Greenhouse gas emissions	$kgCO_2eq$
Energy	kWh
Water	m^3
Waste	tons

The system boundaries were implemented in compliance with current standards and the current state of standardisation. The quantitative statements contain the necessary clarifications for the collection and interpretation of the data. The emission factors used for the calculation come from officially published sources or credible sources. The methodology used for the survey was tested for suitability and plausibility.

After reviewing and verifying the emission-relevant data for the reporting year 2025 of Nomad Foods Europe Limited, GUTcert confirms the reported total 338,687t CO_2eq emissions (market-based) with a reasonable assurance. The underlying information is coherent, conservatively estimated and was collected in accordance with the requirements of the GHG Protocol. When examining the documents and during the onsite inspections, no facts have become known which contradict the statements made in the data records.

Berlin, 28 April 2026

David Kroll

Further information

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Our assurance statement
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Disclaimers
Unless the context otherwise requires, in this Sustainability Report, the terms "we," "us," "our," "Group," "Company," "Nomad" and "Nomad Foods" refer to Nomad Foods Limited and its consolidated subsidiaries. This Sustainability Report is provided for information purposes only and does not constitute an invitation to invest. Any investment decision should only be made on the totality of information, including full details of risk factors which are included in our annual report on Form 20-F filed with the United States Securities and Exchange Commission ("SEC") on February 26, 2026, and in other documents that we may file with the SEC, all of which should be carefully reviewed. Nomad Foods accepts no responsibility or liability for any loss or damage, whether or not arising from any error or omission in compiling the information in this report or as a result of any reliance on or use of any such information.

The targets stated in this report are targets only. Any estimates, expectations and other forward-looking statements are based on Nomad Foods' views and assumptions at the time of publication and the actual results, performance or events could differ materially. It is our ambition to report accurate and truthful data and where feasible, we use actual data, but, in some cases, we have to make assumptions and estimations. As data availability and quality improve, we might review and change the way we collect, calculate or report data in which case we will do our utmost to clarify this, should it be significant.

If there are any questions about the report, please contact: David Pettet, Group Head of Sustainability at **david.pettet@nomadfoods.com**. For any media enquiries please contact Oliver Thomas, Head of Corporate Affairs at **Oliver.Thomas@nomadfoods.com** or contact **media@nomadfoods.com**.

We plan to publish our next report covering our 2026 activity in 2027.

This Sustainability Report contains references to our trademarks and service marks and to those belonging to other entities. Solely for convenience, trademarks and trade names referred to in this Sustainability Report may appear without the ® or TM symbols, but such references are not intended to indicate, in any way, that we will not assert, to the fullest extent possible under applicable law, our rights or the rights of the applicable licensor to these trademarks and trade names. We do not intend our use or display of other companies' trade names, trademarks or service marks to imply a relationship with, or endorsement or sponsorship of us by, any other companies.

Forward-looking statements
Forward-looking statements, within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended, are made throughout this Sustainability Report. These forward-looking statements are sometimes identified from the use of forward-looking words such as "believe," "should," "could," "potential," "continue," "expect," "project," "estimate," "predict," "anticipate," "aim," "intend," "plan," "forecast," "target," "is likely," "will," "can," "may" or "would" or the negative of these terms or similar expressions. Such statements are based on management's current views and assumptions and involve risks and uncertainties that could affect expected results. These forward-looking statements are subject to substantial risks, uncertainties, assumptions, and changes in circumstances that may cause actual results, performance, or achievements (including achievement of our ESG goals or targets) to differ materially from those expressed or implied in any forward-looking statement. Those risks and uncertainties include, but are not limited to, those described in Nomad Foods' filings with the Securities and Exchange Commission. You should not rely upon forward-looking statements as predictions of future events. Although Nomad Foods believes that the expectations reflected in the forward-looking statements are reasonable, Nomad Foods cannot guarantee that the future results, levels of activity, performance or events and circumstances reflected in the forward-looking statements will be achieved or occur. Moreover, Nomad Foods undertakes no obligation to update publicly any forward-looking statements for any reason after the date of this presentation to conform these statements to actual results or to changes in its expectations.

Nomad Foods Europe Limited

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