



Sustainability Report

Sustainability Report

Our Environmental, Social and Governance (ESG) strategy is integral to C&C Group's purpose and our three core values: 'Respect people and the planet'; 'We bring joy to life'; and 'Quality is at our core'.

With Board level commitment to ESG, a dedicated ESG Team, including our Sustainability Management Committee launched in March 2024, we continue to seek to embed ESG into everything we do at C&C Group.



ESG Strategy – 'Delivering to a better world'

OUR SIX PRIORITIES:

Environment



Reduce our Carbon Footprint

Focus areas:

- Progress against our Science Based Targets
- Reduce Scope 1, 2 and 3 Emissions
- Conservation of Energy
- Breakdown of Scope 3 Emissions
- Scope 3 Supply Chain Engagement
- Summary of Decarbonisation Projects
- Environmental Policy
- Sustainable Logistics



Sustainably Produce and Source our Products & Services

Focus areas:

- Product Quality & Safety
- Water Optimisation & Conservation
- Waste Minimisation & Circularity
- Sustainable Sourcing
- Supplier Engagement

Social



Ensure Alcohol is Consumed Responsibly

Focus areas:

- Alcohol Awareness
- Responsible Marketing Training
- Promoting 0%, Low Alcohol & Low-Calorie Brands
- Alcohol Labelling
- Target zero instances of non-compliance.
- Supporting Drinkaware and Drinkaware.ie
- Portman Group



Enhance Health, Wellbeing & Capability of Colleagues

Focus areas:

- Health & Safety
- Support Colleagues Wellbeing
- Learning and Development Programmes.
- Cyber Training
- Embed key codes

Governance



Build a more Inclusive, Diverse, and Engaged C&C

Focus areas:

- Diversification of the Board
- Diversity, Equity & Inclusion (DE&I)
- Gender Pay Gap Reporting
- Colleagues and Culture
- Employee Engagement Tracking
- Non-Executive Director/Employee Engagement
- Whistleblowing with confidence
- Anti-Bribery and Corruption



Collaborate with Government, Non-Governmental Organisations ('NGOs'), and Industry Programmes

Focus areas:

- Building Meaningful Charity Partnerships
- The Big Issue Group – UK
- Inner City Enterprise (ICE) – Ireland
- Other Community Partnerships
- Liaising with Government and NGOs
- Extended Producer Responsibility (EPR) – UK
- Deposit Return Scheme (DRS) – UK
- Tax



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Our Materiality Process

We understand that external stakeholders' inputs are very valuable, especially when conducting an impact materiality assessment and gauging perspective from an external point of view. It familiarises us with the sustainable topics that are most material to our stakeholders and provides an opportunity to share information about our strategy and focus areas, aiding in creating a transparent relationship between us. In this reporting period, C&C

Group continued to prepare for the reporting obligations under the Corporate Sustainability Reporting Directive ("CSRD"), and the Group will report under that Directive in the timeframe required. As part of this effort, the Group has completed a number of steps required by the Double Materiality Assessment ("DMA") in order to identify material impacts, risks and opportunities and related material ESG matters.

The topics considered and identified as material in the existing impact materiality assessment was a key input into this process, with a large degree of consistency noted between current material topics and those identified as part of the impact aspect of the DMA. The outputs of the DMA assessment are being reviewed and finalised, after which time the Group will focus on further integrating the outputs with the strategic and risk management processes.

The DMA process confirmed the relevance of C&C Group's existing ESG Six Priorities (above), while also identifying additional areas of focus for the Group to improve reporting standards. The outputs of the DMA, once finalised, will be disclosed at a future time. Details of our existing approved impact materiality approach can be found on our website candcgroupplc.com/policies-and-terms/.





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ENVIRONMENT



Reduce our Carbon Footprint

A key pillar of C&C Group's sustainability strategy is focused on reducing carbon emissions associated with our operations and ensuring that we work to reduce our environmental impact through our supply chain. The success of our brands relies on the best quality ingredients, which is why we are committed to sourcing and producing our products and services with environmental sustainability in mind. This section details C&C Group's material environmental topics, aligned to our two environmental pillars of our ESG Strategy:

1. Reduce our Carbon Footprint and
2. Sustainably Source & Produce our Products & Services.

Reduce our Carbon Footprint

The impact of climate change is already being felt globally. We recognise the need to further reduce emissions in our operations and use our position as a leading drinks producer and distributor to influence our supply chain to reduce carbon emissions in their operations. Our ESG Strategy of 'Delivering to a Better World' is built around the principles of sustainability being at the heart of what we do.

Our carbon transition strategy has been developed through an understanding of the climate risks and opportunities that affect our business, and our investment strategy is aligned to both mitigation and adaptation against climate-related impacts.

Alignment to UN SDGs



C&C Group has committed to a long-term target of being a carbon neutral business by 2050 at the latest. The Group has a near-term target to reduce Scope 1 and Scope 2 greenhouse gas ('GHG') emissions 35% by 2030 from a FY2020 baseline. To achieve our Scope 3 emissions target of 25% reduction by 2030 we have been working with our supply chain to ensure that 67% of our suppliers and customers (by spend) have a science-based target in place by 2026.

In January 2023, C&C Group's near-term and long-term carbon reduction targets were validated by the Science Based Targets initiative ('SBTi'). Being part of this initiative allows us to increase our ambition year after year, support other organisations in our supply chain to reduce emissions, and validate our progress through an independent body.

Progress against our Science Based Targets

In FY2025, we achieved a reduction of 36% Scope 1 and 2 (location-based) against FY2020 baseline. This reduction in emissions is driven by capital investment in new technology at our manufacturing sites, increasing the use of renewable energy across our own operations, introducing more low carbon vehicles into our distribution fleet and further rollout of HVO.

We are proud of the steady progress we are making in our carbon emissions reduction journey and appreciate that there is more work to do to reach our targets. Further detail of our decarbonisation initiatives can be found in the statement of our Transition Plan on page 47 and the Summary of Decarbonisation Projects section on page 28.



Cleaning-in-Progress (CIP) systems at our South Tank Farm, Clonmel, reducing 1.38 million litres of water annually.



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Table 1: Greenhouse Gas Emissions Data

Greenhouse Gas Emissions (Tonnes CO ₂ equivalent)	FY2020 (Baseline)	FY2024	FY2025	Change vs FY2024	Change vs Baseline (FY2020)
Scope 1	25,079	20,156	17,623	-13%	-30%
Scope 2 (Location-based)	12,430	8,419	6,464	-23%	-48%
Scope 2 (Market-based)	6,238	266	190	-29%	-97%
Scopes 1+2 (location-based)	37,509	28,575	24,087	-16%	-36%
Scopes 1+2 (market-based)	31,317	20,422	17,813	-13%	-43%
Scope 3	718,090	518,547	504,714	-3%	-30%
C1. Purchased goods	482,701	361,038	347,763	-4%	-28%
C2. Capital goods	-	8,881	12,519	41%	-
C3. Fuel and energy-related activities	7,083	5,819	5,678	-2%	-20%
C4. Upstream transportation	17,131	40,075	43,764	9%	155%
C5. Waste generated in operations	2,933	1,327	1,085	-18%	-63%
C6. Business travel	1,879	1,162	857	-26%	-54%
C7. Employee commuting	2,606	2,194	2,191	0%	-16%
C9. Downstream transportation and distribution	27,273	37,150	33,782	-9%	24%
C10. Processing of sold products	-	-	-	-	-
C11. Use of sold products	138,365	49,268	45,845	-7%	-67%
C12. End-of-life treatment of sold products	38,117	11,115	10,727	-3%	-72%
C15. Investments	-	518	504	-3%	-
Total Carbon Footprint (Location-Based)	755,599	547,122	528,801	-3%	30%
Total Carbon Footprint (Market-Based)	749,407	538,969	522,527	-3%	30%

Table 2: Emissions Intensity

Emissions Intensity	FY2020 (Baseline)	FY2024	FY2025	Change vs FY2024	Change vs Baseline
Net Revenue (mEUR)	1,719	1,652.5	1,665.5	1%	-3%
Scope 1 and 2 tCO ₂ e per mEUR (Location-Based)	21.82	17.29	14.46	-16%	-34%
Total Carbon Footprint (Location-Based)	440.41	331.09	317.50	-4%	-28%
Scope 1 and 2 tCO ₂ e per mEUR (Market-Based)	18.22	12.36	10.70	-13%	-41%
Total Carbon Footprint (Market-Based)	436.78	326.15	313.74	-4%	-28%

Table 3: Streamlined Energy and Carbon Reporting (SECR)

Total C&C Group Emissions (Scope 1 and 2) tCO ₂ e	Previous reporting year (FY2024)			Current reporting year (FY2025)		
	UK	Non-UK	Total	UK	Non-UK	Total
Scope 1	14,064	6,095	20,159	12,553	5,070	17,623
Scope 2 (Location-Based)	4,236	4,183	8,419	3,711	2,753	6,464
Scope 2 (Market-Based)	4	262	266	3	187	190

Conservation of Energy

We are committed to transitioning our operations to clean energy sources in line with our carbon reduction targets. Across the Group, we continue to transition to renewable energy where possible. In our Clonmel manufacturing site, we continue to benefit from the installation of a rooftop solar array and our commitment to a Corporate Purchase Power Agreement ('PPA') obtaining electricity from the Cronalaght Wind Farm in Donegal. Our Clonmel site generated 1,353 MWh of renewable electricity from its solar panels in FY2025. All electricity used at our main manufacturing sites – Clonmel and Wellpark – comes from renewable sources. In FY2025, 95% of our total Group electricity use was sourced renewably. In line with our Transition Plan, we are working to move all electricity contracts to renewables sources. To further reduce energy consumption in our operations, we have completed a range of decarbonisation projects at our sites, including the implementation of electric forklift trucks ('FLT's') to our fleet, anaerobic digestion and biogas projects at our Wellpark Brewery, the commissioning of a 1MW heat pump at our Clonmel manufacturing facility, as well as the successful transition of a number of our key depots to Hydrotreated Vegetable Oil ('HVO') as a sustainable fuel source for our distribution network. Further rollout of HVO to our fleet saved 660 tCO₂e in FY2025.



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Table 4: Energy Consumption MWh

Energy Consumption MWh	FY2020 (Baseline) MWh	FY2024 MWh	FY2025 MWh	Change vs FY2024	Change vs Baseline
Natural Gas	94,221	67,861	57,449	-15%	-39%
Liquified Petroleum Gas (LPG)	2,332	4,048	4,552	12%	95%
Diesel	33,257	26,739	23,322	-13%	-30%
Hydrotreated Vegetable Oil (HVO)	0	4,385	6,989	59%	-
Petroleum	450	1,171	1,914	63%	325%
Kerosene/Fuel Oil	65	204	209	2%	222%
Biogas	83	3,641	3,484	-4%	4098%
Non-Renewable Electricity	26,664	2,849	2,644	-7%	-90%
Renewable Electricity	14,737	33,623	29,070	-14%	97%
Total Non-Renewable Energy Consumption	156,989	110,898	100,563	-9%	-36%
Total Renewable Energy Consumption	14,737	33,623	29,070	-14%	97%
Total Energy Consumption	171,726	144,521	129,634	-10%	-25%
Total MWh included in Scope 1	130,325	104,408	94,435	-10%	-28%
Total MWh included in Scope 2	41,401	36,472	31,715	-13%	-23%
Out of Scopes (Biogas)	83	3,641	3,484	-4%	4098%

Through committed reduction efforts, C&C Group has reduced natural gas consumption by 39% against our FY2020 baseline. HVO usage has been expanded across more areas of C&C Group's distribution fleet, leading to an increase in HVO consumption, coupled with a decrease in diesel consumption. Due to improved efficiencies, consumption of electricity (both renewable and non-renewable) reduced in FY2025 against the previous financial year, due to changes in operational sites.

Table 5: Energy Consumption and Mix

Energy Consumption and Mix	FY25 (MWh)
Fuel consumption from coal and coal products	-
Fuel consumption from crude oil and petroleum products	36,052
Fuel consumption from natural gas	51,143
Fuel consumption from other fossil sources	-
Fuel consumption from nuclear products	-
Consumption from acquired electricity, heat or steam from fossil sources	2,630
Total energy consumption from fossil sources (MWh)	89,825
Share of fossil sources in total energy consumption (%)	69%
Fuel consumption from renewable sources (including biogas and HVO)	10,473
Consumption of acquired electricity, heat or steam from renewable sources	29,071
Consumption of self-generated electricity from renewable sources	-
Total renewable energy consumption (MWh)	39,544
Share of renewable sources in total energy consumption (%)	31%
Total energy consumption (MWh)	129,369

Table 6: Total Energy Consumption per net revenue

MWh/mEUR	FY2025
Total energy consumption per net revenue	77.68



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Breakdown of Scope 3 emissions

Our Scope 3 emissions (including Purchased Goods, Use of Sold Product, End of Life Treatment, and other indirect emissions) accounted for 95% of C&C's total emissions in FY2025. In recent years, we have made significant progress in reducing our direct emissions, but we understand that to continue to reduce indirect emissions, we need to enhance our supply chain engagement to ensure that our suppliers and customers are working together with us to reduce emissions across the supply chain.

Since we distribute third-party products, most of our Scope 3 emissions are focused in Purchased Goods, specifically Distributed Product.

Approximately 49% of our Scope 3 emissions is attributed to third-party products that we purchase and deliver to our customers. We are directly engaged with our supply chain partners to explore collaborative emission reduction projects.

Scope 3 Supply Chain Engagement

In FY2025, C&C Group continued to work with CDP (previously Carbon Disclosure Project) Supply Chain programme. We encourage our supply chain partners to report carbon emissions data through CDP, as C&C Group has done since 2010. In the 2024 CDP disclosure cycle, we engaged with 60 shortlisted key suppliers, requesting that these suppliers submit environmental data, including measuring and reporting their operational carbon emissions, through CDP. The selected suppliers were identified as material through a review of C&C Group's spend data. To progress our supplier

engagement target, validated by SBTi, we shortlisted suppliers and customers who make up 76% of C&C Group's spend.

Through collaboration with CDP, C&C Group conducted a Supplier Webinar to support those who were first-time disclosers and provided guidance in navigating the newly launched CDP portal and new questionnaire format. In addition, we conducted internal training sessions on CDP Supply Chain with C&C Group's procurement and commercial functional colleagues, as well as for relationship managers and buyers. This training was designed to upskill colleagues in communicating the benefits of environmental reporting and to build further support across the business to help us achieve our supply chain engagement target.

In the 2024 CDP Supply Chain Engagement cycle, we achieved a 77% disclosure rate, a slight increase from 74% in 2023. This was a positive result considering that 2024 was a challenging year for CDP, with the platform experiencing technical issues due to the launch of a new online portal and questionnaire. By continuing our participating in the CDP Supply Chain Screening programme into 2025 and through an additional focused direct engagement programme for supply chain partners who are not signed up to CDP, we will continue to collaborate with suppliers and customers to support them to set science-based targets for their own emissions by 2026.

Initiatives such as lightweight cans, plastic elimination, and sustainable packaging have removed hundreds of tonnes of plastic and aluminium.

In FY2025, 54% of C&C Group's targeted spend is covered by a validated science-based target. This is an improvement on the previous financial year of 48% of spend covered by a science-based target in FY2024. Continuing into FY2026, the Company will prioritise engagement with key suppliers and customers who make up a

significant proportion of the Group's spend but have not yet committed to a science-based target approach for reducing their operational carbon emissions.





Sustainability Report continued



'Bulmers always begins with a Bee' campaign

Summary of Decarbonisation Projects

In line with C&C Group's Transition Plan, the Company is committed to a range of decarbonisation projects across our operations. In the last financial year, we have lowered carbon emissions at our manufacturing sites through a reduction in natural gas consumption. At Clonmel, the site's boiler economiser has been in use for a full year, reducing the demand for natural gas. In addition, there has been continuous improvement in our can line efficiency, improved shut down and cleaning procedures, and more effective run hours on the

recently installed heat pump. These gas efficiency improvements in FY2025 have resulted in a carbon reduction of approximately 480 tonnes CO₂e at Clonmel in the last financial year. At our Wellpark brewery, we have reduced carbon emissions by approximately 320 tonnes CO₂e through gas conservation activities and continuous improvements projects, including improving the brewhouse cycle time, improvements to the canning line process, and ongoing employee awareness programmes focused on efficiency.

As outlined in the Transition Plan, C&C Group is committed to converting bulk fuel tanks at our depots to Hydrotreated Vegetable Oil (HVO) as part of a five-year plan. This is expected to reduce diesel consumption/carbon emissions by c.60% from the fleet. Across our distribution fleet, the Group has introduced HVO to additional sites including Runcorn, Bedford, Fosse Lane, Orbital West and Thornliebank. Through increasing use of HVO across our depot sites, we have saved approximately 660 tonnes CO₂e from switching out more diesel from our distribution business.

Environmental Policy

C&C Group's Environmental Policy is aligned to the Group's ESG Strategy and summarises our focus areas in relation to reducing carbon emissions, sustainably sourcing and producing products and services, minimising waste in our operations, conserving water and energy in our manufacturing processes, and improving sustainability throughout our supply chain.

The Environmental Policy applies across all Group internal operations, and to management and employees. The Policy is reviewed by our Sustainability Management Committee and is approved by the Group's Chief Executive Officer every two years. In line with our Corporate Sustainability Reporting Directive (CSRD) requirements, the Environmental Policy will be reviewed and updated ahead of the FY2027 reporting cycle.

Policies are publicly available on C&C Group's corporate website candcgroupplc.com/policies-and-terms/.

Sustainable Logistics

C&C Group has a clear commitment to supporting delivery of a low-carbon world.

Operating as a distributor, as well as a manufacturer and marketer, a significant amount of our emissions are fuel-based. Understanding the negative impact fossil fuels have on our climate the Group continues to commit to transitioning to lower carbon alternatives where feasible.



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The delivery vehicles at our major depots in Bedford, Runcorn and Thornliebank will continue to be powered in FY2026 by HVO. During FY2025, we moved our new London flagship depot at Orbital West to HVO and this has already saved 660 tCO₂e. Looking forward, our largest network site at Cambuslang has committed to transition fully to HVO during FY2026, delivering a forecasted reduction of 1,100 tCO₂e. This fuel transition will move Scotland to c65% of fuel in HVO versus conventional diesel. In addition, we are introducing HVO across Boldon and Wetherby depots in FY2026.

Across the Group, we operate four 18-tonne electric Heavy Goods Vehicles (HGVs). We continue to adopt a phased approach to the implementation of EVs ("Electric Vehicles"), shifting delivery vehicles to HVO in the interim as the technology and cost competitiveness of EVs continues to improve. Our new flagship depot in London, Orbital West, uses a mixture of Electric HGVs and HGVs powered by HVO.

We continue to require all new vehicles, leased or purchased, to meet the EURO 6 standard – 96% of our fleet is currently EURO 6.

We have introduced a solar energy system as part of our Orbital West launch and are monitoring benefits with a view to rolling out across the wider network.

As our systems continue to develop (planning, telematics) we will see continuous improvements to route efficiency, especially reduced mileage. We are also working in partnership with our customers on refining our service charter, and reducing non-essential delivery journeys. Consolidating deliveries is a key aspect of this.

In FY2025 we also took the decision to extend the lease of our Cambuslang site and we have renewed on a new 25-year deal. This decision is based partly on Cambuslang representing an optimal location for delivery efficiency.

The decision to remain also enables us to plan sustainability improvements in the site and we are now actively considering options to further reduce emissions at this facility.

Percentage of our fleet that meets the EURO 6 standard

96%

Tonnes tCO₂e saved via switch to HVO

660





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ENVIRONMENT



Sustainably produce and source our Products & Services

Alignment to UN SDGs



Product Quality and Safety

As part of our commitment to “Respect people and the planet”, the safety, authenticity, legality, and quality of our products are fundamental to our ongoing business operations. From our use of the finest Scottish malted barley and fresh highland water from Loch Katrine to our sourcing of apples from across Ireland, and working with the finest wine suppliers globally, quality is at our core. Supported by a Group technical function, in line with global best practice, C&C has implemented quality control and technical systems across all manufacturing sites. Compliance monitoring ensures adherence and identifies areas for improvement achieved through objective setting that supports the overall business strategy. We actively and consciously source and procure raw materials, third-party products, and services in an ethical, sustainable, and socially conscious way, with quality agreements in place that set out minimum acceptable standards. We continue to track product safety and quality and strive to make improvements to working conditions and environmental performance across the group and our supply chain. We audit compliance against our product quality and safety standards using the Sedex (Sedex Members Ethical Trade Audit – SMETA) and Ideagen systems. Wellpark Brewery has a 2-yearly SMETA audit. The audit report is shared on the Sedex platform, which includes data on labour rights, health and safety, environmental practices, and business ethics. Our intention is to begin the process to roll this out to our other manufacturing site in Clonmel, Ireland in the coming year. C&C also imports Fairtrade wines. Fairtrade is about better prices, safe working conditions, local sustainability, and fair terms of trade for farmers and workers.

The Group annually tests business continuity processes and procedures, to protect customers, consumers, and the communities in which we operate. Our processes and procedures meet global best practice guidelines, regulatory requirements, and the advice of local health authorities to ensure the quality, safe production, and distribution of the Group’s products.

In 2025, the Group will again work with RQA, a leading product risk consultancy, to repeat the mock product recall exercise across our Wellpark and Clonmel sites, previously undertaken in February 2024. This exercise demonstrated that our processes are sound and provided insights into how we can further improve our approach. These improvements are being incorporated into our ways of working. Our Clonmel and Matthew Clark sites continue to be ISO14001 accredited for effective environmental management systems. Wellpark is currently going through the process to secure ISO14001. Our Wellpark and Clonmel manufacturing sites have the highest standard of BRCGS accreditation of AA+ achieved in April and October 2024, respectively. Orbital West, our key distribution centre, is certified against the BRCGS Storage and Distribution Standard, grade AA.

During the year, the Group were audited by the Soil Association to maintain our licence to import and sell organic products and passed with zero non-conformances. Further retailer audits were carried out at Clonmel and Wellpark to ensure that we maintain the highest standard in systems and processes. The sites also undergo retailer audits for manufactured products, as well as FEMAS (Feed Materials Assurance Scheme) (animal feed) and AOECs (Gluten Free products) certification.

Water Optimisation and Conservation

The Group has a water efficiency target of 3.4:1 (water ratio of hectolitres extracted versus hectolitres produced). In FY2025, continuing the flow of continuous improvement activity with our operations team, the Group achieved a water-efficiency ratio of 3.3:1. Since 2020, (base year), water usage at both Wellpark and Clonmel has reduced (24% and 39% respectively). In 2024, we have commissioned an air rinsing facility in our Wellpark can line, replacing a water system that consumed more than 14 million litres in 2023.

In addition, we continue to operate our anaerobic digestion (water treatment) plants at both Wellpark and Clonmel reducing sites wastewater emissions, improving the quality of wastewater discharged by c. 90%. In FY2025, C&C again participated in the CDP Water Security questionnaire and achieved a B- rating.

Waste Minimisation and Circularity

Across our manufacturing sites, C&C Group has maintained a commitment to Zero Waste to Landfill. Our waste management policy is guided by a waste hierarchy approach, prioritising prevention, reuse, and recycling where possible. In our manufacturing sites, waste materials are source-segregated, and in all operations waste minimisation and prevention is prioritised. We routinely monitor our waste streams for contamination and target improvement through our waste KPIs. 100% of our manufacturing by-products are recycled for use as animal feed or organic compost. Over 20,000 tonnes of spent grain and apple pomace were used as animal feed, with the remainder of our waste either recycled or sent for energy recovery.



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In Clonmel, we have moved to 30% recycle content on pallet stretch wrap. The Group are currently working with our main can supplier in a further phase of can lightweighting, which aims to remove an additional 25 tonnes of aluminium from our supply chain each year. Our carbon reduction programme has delivered significant improvements, supported by a range of energy recovery and re-use. The carbon capture facility in Wellpark has once again supported a further year of self-sufficiency in supply to this site. 100% of our products are sold in containers that can be recycled and 26% are already in returnable formats.

Sustainable Sourcing

Where possible we locally procure the ingredients for our beers and ciders.

Tennent's

In Scotland, our Tennent's range is brewed using 100% Scottish malt. Working with our suppliers we support our barley and wheat growers through long-term supply arrangements. We procure malting barley from farms enrolled in independently audited farm assurance schemes, with over 90% of supply achieving gold accreditation from the Farm Sustainability Assessment (FSA). The FSA is a globally recognised standard that supports farmers and enables C&C Group to validate on-farm sustainability in our supply chain.

Cider

The health and sustainability of the Irish apple growing sector is therefore central to C&C Group strategy. All apples crushed at the Clonmel site to produce Bulmers and Magners cider are sourced from the Island of Ireland. As well as having partner growers on the island we have 165 acres of our own orchards in Co. Tipperary. A key aspect of apple orcharding is the health of the population of bees and other pollinating insects. As part of our commitment to protect the biodiversity of bees, C&C Group continue as a patron of the All-Ireland Pollinator. This year at our Bulmer's site, one third of all grassy areas are mown under a pollinator friendly regime and 35m² of land is now dedicated to pollinator friendly containers and a bee hotel.

C&C Group has continued the journey to sustainably source our products and services supported by the Ethical and Sustainable Procurement SteerCo led by our procurement directors and supported by our ESG, Legal and HR colleagues who in collaboration with an external consultant developed an action plan as part of our five-year roadmap. Dedicated resource has been allocated and training provided to support delivery of this roadmap and a new supplier onboarding portal has been developed which embeds key policies for suppliers and simplifies internal processes. The long-term benefits of this project will be improved reputation, commercial benefits and mitigate risk to the business. By leading in sustainable sourcing, C&C Group can meet growing expectations amongst consumers, customers, regulators and shareholders that demonstrates the commitment to sustainable

sourcing. Analysing procurement processes through the lens of ESG identifies risks (modern slavery, human rights violations, and corruption) and opportunities (ethical practices, supply chain resilience and waste reduction) enabling optimisation of systems.

Supplier Engagement

Our supplier engagement approach is continuously reviewed and improved. Key suppliers have been invited to present at our Ethical and Sustainable Procurement SteerCo

to build stronger relationships and provide a forum to share information on strategy and approach. C&C Group continue to engage with wine suppliers focusing on sustainability throughout our events and communications in the year.

Bibendum are members of Harpers Sustainability Charter as a Sustainability Champion and the Sustainable Wine Roundtable. Both membership organisations provide a greater opportunity for knowledge sharing and collaboration across the wine producing supply chain.





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SOCIAL



Ensure alcohol is consumed responsibly

Alcohol Awareness

At C&C Group we acknowledge the key role we play in social responsibility in the local communities we serve. We are 100% committed to the responsible marketing of alcohol and promoting the moderate consumption of the products we manufacture and distribute, to ensure they are enjoyed safely by consumers. In March 2024, the Board of C&C Group plc approved the Group's Responsible Marketing Code ('RMC'). This sets out our commitment to responsible marketing, guiding every aspect of our marketing activities including but not limited to research and development, communications, promotion, sponsorship, experiential, sampling, and packaging. Central to the RMC is ensuring that all our marketing activities are only ever directed at adults over the legal purchasing age ('LPA') in the relevant territory, and to encourage the moderate consumption of our products. The RMC is mandatory for all our marketing, sales, promotion, and communications activities for both the brands which we own, but also for third-party brands where we control (and are responsible for) the marketing of such brands. All Marketing, Legal, Corporate Affairs and Communications colleagues are trained on the RMC via mandatory training on the CAP/BCAP and the Portman Group Codes of Practice in the UK and CopyClear in Ireland.

The Health and Wellbeing section of the Group's online colleague hub – C&C4Me-, has a specific section on Alcohol Awareness. This provides information, resources, and tools to raise

awareness about alcohol-related issues. The site includes a link to the Drinkaware UK website, where colleagues can access various resources to help them understand their relationship with alcohol, including a drinking check, access information on the effects of alcohol on the body and mind and access advice and support. There are numerous digital tools available to help colleagues assess, track and set goals to reduce their drinking. The training is designed to support colleagues' health and wellbeing and ensure a safe working environment.

Responsible Marketing Training

C&C Group is 100% committed to the responsible promotion of alcohol and adherence to all legislation, and the self- and coregulatory codes in the UK and Ireland. All C&C colleagues working in Marketing, Communications, Corporate Affairs, and Legal functions undertake mandatory training on the CAP/BCAP and the Portman Group Codes of Practice in the UK and CopyClear in Ireland, every two years. This builds colleague capability, protects our licence to operate, our brands' reputation and, most importantly, our consumers and society. All new colleagues, in Marketing, Communications, Corporate Affairs and Legal functions, should undertake the training within three months of starting their role. During FY2025, all c80 Marketing, Communications and Group Legal colleagues at C&C completed Portman Group and CopyClear training. New CAP/BCAP responsible marketing training will be rolled out to all relevant UK colleagues again in FY2026.

Promoting 0%, Low Alcohol & Low-Calorie Variants

Recognising the evolving trends around consumer moderation and reduced consumption, C&C Group has introduced low/no alcohol and low-calorie variants of its core brands. This is supplemented by the Group offering a broad range of third-party low/no alcohol and low-calorie variants to meet increasing customer and consumer demand.

In January 2025, C&C Group partners, Drinkaware UK, Portman Group and the All-Party Parliamentary Beer Group, hosted a roundtable at Westminster on no/low alcohol alternatives and how these products have strong potential as a strategy to help drinkers moderate or reduce their consumption. The event was well attended by MPs, Peers and Public Health Minister, Andrew Gwynne.

Alcohol Labelling

Consistent with our commitment to responsible alcohol consumption, and to ensure that consumers are provided with the full information on our products, we continue to work to display Portman Group Best Practice Labelling on the primary packaging of our major beer and cider brands in the UK, including:

- Unit alcohol content per container
- Pregnancy logo/message
- Active signposting to Drinkaware.co.uk
- Chief Medical Officers' Low Risk Drinking Guidelines
- Calorie information
- 18+
- Drink drive warning
- Pregnancy warning

Alignment to UN SDGs





Sustainability Report continued

In September 2024, the Portman Group sampled 500 alcohol products from the UK's top brands and demonstrates the robust voluntary industry-wide commitment to providing consumers with public health information.

It found near universal coverage of the minimum guidelines:

- Over 99% of labels carry a pregnancy warning logo or message.
- 96% carry alcohol unit content information, up from 94% in our 2021 review.
- 86% carry the UK Chief Medical Officers' guideline not to regularly drink more than 14 units per week, up from 79% in our previous review.

- 92% carry a reference to Drinkaware or other responsibility messaging.
- 74% of labels use a box to explicitly separate information for consumers, including 86% of products which carried the Chief Medical Officers' Guideline.

The research also revealed significant increases in many brands going above and beyond the guidelines and showcasing additional elements such as calorie information, drink driving warnings and age restriction – further demonstrating a serious and widespread commitment to responsible marketing and tackling harm. Over half (51%) carry calorie

information on labels and over a third (38%) carry a warning against drink driving, as well as over a third (36%) carrying age restriction warnings. These are all increases since the Portman Groups last market review in 2021.

C&C Group and the Portman Group have proactively worked to ensure that alcohol labelling is both socially responsible and informative for consumers, and by adopting latest industry Best Practice Guidance, ensures consumers have access to more product and health information than ever before.

In Ireland, C&C Group continues to work to meet the labelling requirements of the Public Health (Alcohol) Act requirements by 2026.

Target zero instances of non-compliance with industry and regulatory marketing codes

In FY2025, C&C Group achieved zero instances of non-compliance with industry and regulatory marketing codes.

Supporting Drinkaware and Drinkaware.ie

We include "Drinkaware" & "Drinkaware. i.e." and responsible drinking referencing prominently on all our owned brand communications (including TV, out of home, social media and on our sponsorship media assets) in the UK and Ireland.

Portman Group

C&C Group continue to support Portman Group, the social responsibility body and regulator for alcohol labelling, packaging and promotion in the UK, whose aim is to deliver higher standards of best practice and ensure the responsible marketing and promotion of alcoholic products. The Group accesses Portman Group services including training and advice on how to market in line with Codes of Practice and research into alcohol trends. C&C Group participates fully in all Portman forums including Council and Public Affairs Directors meetings and supports their work on key industry initiatives including:

- Launch of Regulatory Audit – significant proactive independent audit to measure responsible marketing/compliance with Codes of Practice across the alcoholic drinks market.
- Market Review of Labelling (see above) – emphasising the alcohol industry's ongoing commitment to delivering the highest standards of voluntary best practice regarding alcohol labelling and ensuring that consumers are able to make an informed choice about their alcohol consumption.





Sustainability Report continued

SOCIAL



Enhance Health and Safety, Wellbeing & Capability of Colleagues

Alignment to UN SDGs



Health and Safety

Our main priority will always be the health, safety, and wellbeing of our employees: recognising the key importance of delivering better safety standards and improving the wellbeing of our colleagues. C&C Group prioritise the continual improvement of occupational health and safety standards. Establishing a positive health, safety and wellbeing culture is essential to protect workers and uphold productivity.

This year, we set out our three-phase strategic roadmap designed to empower employees in achieving our mission that everyone is Safe Home Every Day.

1. Defined Standards

We continue to develop a framework of Group Management standards that create consistency in how we manage health, safety and fleet compliance across all business areas, providing a consistent set of tools to ensure we deliver the highest standards of safety for all colleagues. Our goal is to achieve Group ISO 45001 Certification in FY2027.

Through robust incident reporting, investigation and review processes establishing root causes of incidents, we have improved incident data and the ability to analyse trends – enabling us to be much more targeted in our approach to incident reduction strategies.

2. Improved Capability

Our people are key to our success, and it is vital that every team member understands the part they play in ensuring we meet our Safety Commitments across the Group.

To support this, we launched the Health, Safety & Fleet Centre of Excellence delivering a group wide capability programme aimed at both effective operational training and essential skills for Managers and appointed roles.

Our Capability framework provides a robust programme of continuous learning in good safety practice through a combination of e-learning awareness modules, classroom-based workshops and task based practical training.

In FY2025 we introduced the Health & Safety Essentials e-learning module and six new workshops in essential health and safety management skills. We will continue to expand on the number of e-learning and workshops provided, with increased focus on the improvement of safe work procedures and effective operational training in the coming year.

Safety KPIs

Target	Units	FY2025 Target	Feb-25
Lost time injury frequency rate (LTIFR)	Number of lost time incidents per 200,000 hours worked in reporting period	3.78	3.79
Reportable injury frequency rate (RIFR)	Number of reportable incidents per 200,000 hours worked in a reporting period.	1.87	2.07

3. Empowered Colleagues

With roles and responsibilities understood, we believe in removing risk through a culture of trust accountability and learning.

Creating an understanding of error traps and risk-based behaviour, we are all empowered to act and hold each other to account with the common goal of 'doing the right thing'.

Although we failed to meet our KPIs, we did achieve a 6% reduction in lost time injuries reported per 200,000 hours, worked reducing our Lost time injury frequency rate from 4.03 to 3.79.

Our ambition is to further improve on this baseline and achieve a 30% reduction overall in lost time injuries by FY2028.



Sustainability Report continued

Supporting Colleagues' Wellbeing

The physical and mental wellbeing of our colleagues is a business priority, and across our different business locations we have a range of on-site and local medical and physiotherapy support, occupational health support, online doctors, private medical insurance, life assurance, an Employee Assistance Programme and trained onsite physical and mental first aiders. We will continue to monitor the uptake of current provisions and review potential future requirements to support our colleagues' health and wellbeing.

Learning & Development Programmes Creating the Environment for our Colleagues to Thrive

As part of Priority 3 of our 2-year DE&I strategy (below), we have progressed in our talent strategy through specific skills and leadership-focused development opportunities. This is being supported with the launch of our new learning platform The Learning Tap, which will enable the targeted roll-out of online development across different colleague communities and provides a platform for curious learners to seek their own personal development paths.

As we launch and embed our new Career Framework, we will focus on inspiring, recognising and rewarding great performance. Our people managers will make the biggest difference to individual and team performance and will be the ones who create the environment for our colleagues to thrive.

Cyber Training

Our Security training programme comprises three components: annual mandatory security awareness training, monthly phishing tests, and monthly awareness comms with optional supplementary training on a chosen subject.

All colleagues with computer accounts are automatically enrolled. We track the number of phishing tests a user clicks on with the training increasing in length and detail for those who fall foul of multiple phishing tests over the course of the year. Over the course of the year 368 users clicked on one test, 76 clicked on two tests, 14 clicked on three tests and only one user clicked on four tests. While some of these are marginally up on last year, we have increased the difficulty of the tests and randomised these so each colleague will receive a different test from a pre-selected set each month. Mandatory awareness training was completed by 87% of users.

Embed key codes

The Group continues to roll out online policy compliance training to all Commercial, Procurement, Marketing and Legal colleagues created by legal specialists, ZING on:

- Anti-Bribery and Corruption
- C&C General Data Protection Regulation
- C&C Modern Slavery
- Competition Law – C&C Group
- Fraud Prevention
- Information Security C&C
- Other C&C Group Policies





Sustainability Report continued

GOVERNANCE



Build a more Inclusive, Diverse and Engaged C&C

Alignment to UN SDGs



Diversity, Equity, and Inclusion

Our people are at the heart of our success, and we are committed to fostering a fair and inclusive workplace where everyone can thrive.

For details on our Board Diversity Policy, please see the Nomination Committee Report on pages 100 to 107.

A two-year DE&I strategy was launched in January 2024 underpinned by three priorities:

Priority 1: Champion gender diversity with an ambition to achieve 30% representation of women in senior leadership roles by 2026

This has been achieved within the first year with 44% of senior leaders being female at the end of FY2025. We have introduced more diverse hiring panels, gender-balanced shortlists where possible and have implemented training for more than 60 hiring managers with a focus on unconscious bias to ensure a fair and objective valuation of candidates.

Priority 2: Champion employment opportunities for people with underrepresented and disadvantaged backgrounds by providing employment opportunities at C&C by the end of 2026

Through partnering with The Big Issue, by the end of FY2025 we had hired 19 colleagues across our depot network. Further Big Issue recruitment will be rolled out across other depots in FY2026.

Priority 3: Create opportunities for all employees to fulfil their potential and take responsibility for their careers

We had a successful year in the talent development space, and whilst recognise there is still a lot to do.

Across FY2025, there were 33 colleagues on apprenticeship programmes across the business in Finance, Technology and Human Resources. We launched an Excel in Logistics apprenticeship programme in Q4 FY2025 for aspirational warehouse and depot managers and our second cohort of Leading to Win, an early-stage people management programme, ran for 17 people managers during the year.

Manager Fundamentals, an internally developed modular programme focusing on building a positive culture, impactful and clear communication and inclusive leadership ran over six months, with 334 managers engaging with the content.

Gender Pay Gap Reporting

In our 2024 Gender Pay Gap Report we reported that although our gender split across the Group is 75% male and 25% female (Republic of Ireland 84% male and 16% female; UK 73% male and 27% female), our Mean and Median Gender Pay Gaps are in favour of female employees, meaning that on average, women are earning more than men. Together with our pay quartile analysis, currently female representation in senior roles is higher compared to the overall proportion of the female workforce across our UK and Irish-based businesses. This is consistent with our FY2023 Gender Pay Gap metrics.

This outcome is influenced by the gender distribution across difference areas of our business, with more male colleagues in Manufacturing and Distribution and more female colleagues in Finance, Human Resources and Marketing, reflecting the wider workforce more generally.

Whilst our 2024 Mean and Median Gender Pay Gaps are in favour of female employees across the UK and Republic of Ireland, we recognised there is still progression to be made to increase the representation of women across our Group. In the medium-term, we will continue to focus on two priorities to drive progress in this important area:

- (i) Attracting female talent into our organisation and into roles and business areas that have previously been less gender balanced; and
- (ii) Retaining female talent in our organisation by identifying personal growth and development opportunities and embedding clear succession planning.

Colleagues and Culture

FY2025 has seen considerable change across the Group, and we do not underestimate the impact this has had on our colleagues. Senior leaders have been listening to colleagues to understand how they are feeling and the suggestions for making C&C a great place to work.

Employee Engagement Tracking

We received an excellent response rate to our Employee Engagement Peakon survey in November 2024 at 82% (an increase from 78% in FY2024), which demonstrates how keen our colleagues are to share their views with us. We received over 14,070 free text comments and saw improvements in five out of 17 drivers of engagement. As a result of colleague feedback, we set up action planning initiatives focusing on the areas most important to our colleagues within each function and are monitoring progress and feedback on an ongoing basis.



Sustainability Report continued

During the year we held 17 Executive-led listening sessions with 480 colleagues to capture feedback and insights from colleagues around our business to inform the Executive and Board strategy sessions in the autumn. The less formal nature of the sessions and use of an audience interaction platform, Slido, provided an additional lens on employee engagement, and was very well-received by colleagues. We were particularly pleased to hear colleagues are proud of C&C's unique People, Brands and Heritage.

Non-Executive Director/ Employee Engagement

Our Designated Employee Non-Executive Directors, Chris Browne and Sarah Newbitt, hosted eight listening sessions to bring colleagues' voices into the Boardroom. These have been valuable sessions highlighting where the action planning and improvements are making a difference, as well as areas where there is still further to do.

Further detail on these sessions can be found on page 77.

Whistleblowing with confidence

At C&C, we work hard to foster a safe, inclusive working environment. We have a zero-tolerance policy for all forms of bullying, harassment and discrimination, and we want to ensure that everyone has the ability to speak up about injustices they may experience or witness. We operate 'Vault' which is a simple, safe and confidential app and online platform that allows employees to raise any concerns they may have about wrongdoing. No reports have been registered in the financial year relating to modern slavery or human trafficking.

Human Rights

C&C is committed to doing business with respect for human rights and to implementing and enforcing effective systems and controls to guarantee that human rights are not being breached.

The Group has in place the following policies and procedures in respect of this commitment:

- An Anti-Bribery and Corruption Policy which outlines our zero-tolerance approach to bribery (see below).
- A Sustainable and Ethical Procurement Policy which the Group is in the process of refreshing.
- The Group's overall commitment to safeguarding human rights is set out in the C&C Group plc Code of Conduct, which all employees and business units are required to apply. The Code states that C&C Group does not tolerate forced, bonded or involuntary labour.
- During this financial year, the Group introduced a Human Rights Policy which complements the Code, which again outlines that we categorically reject forced and compulsory labour in any form.
- We also have in place a Whistleblowing Policy, and associated app which allows individuals to speak up about any concerns they may have on a confidential basis (more information on these is set out above).

The Group is committed to ensuring that:

- We supply high quality products that are sourced and manufactured in a fair, ethical and environmentally responsible way.
- We have a zero-tolerance approach towards modern slavery and human trafficking within

our business, including our manufacturing and supply chain.

- Our workers are encouraged to report any concerns they may have, and management is required to act upon them.

The Group confirms there were no concerns raised in FY2025 regarding modern slavery, child labour or human trafficking.

A copy of our Code of Conduct, Modern Slavery and Human Rights Policies are available on our website candcgroupplc.com/code-of-conduct/.

Anti-Bribery and Corruption

Our Anti-Bribery and Corruption Policy and accompanying training materials are designed to be straightforward and direct so that it is clear to all employees what they may or may not do as part of normal business transactions. The Policy applies to all colleagues in the Group equally. It is written to ensure that legitimate and honest business transactions can be distinguished from improper and dishonest transactions. This Policy and the accompanying training will be tracked to monitor understanding and adherence to the Policy. KPIs have been established for those areas where we believe the potential impact on the Group is material. During FY2025, no incidences of bribery or corruption were uncovered across the Group.

A copy of our Anti-Bribery and Corruption Policy is available on our website candcgroupplc.com/policies-and-terms/.

CASE STUDY

Our latest 'Leading to Win' cohort kicked off their programme by taking part in a 'Big Challenge' event in partnership with the Big Issue – a unique and impactful experiential learning event. Taking to the streets to sell the Big Issue magazine, under the expert guidance from Big Issue vendors, gave our colleagues the opportunity to embed pivotal learning outcomes and supporting future leaders to:

- Enhance self-awareness and emotional intelligence.
- Uncover learnt behaviours and unconscious bias.
- Develop skills to lead and inspire others.
- Influence others positively.
- Communicate with confidence.
- Hone empathy.
- Strengthen personal resilience.

“

We have worked with The Big Issue across a number of Big Challenge days and the feedback has been epic – many of our team have had humbling, life affirming experiences because of their involvement.”

Claire Alexander

Head of Talent Development



Sustainability Report continued

GOVERNANCE



Collaborate with Government, NGOs, and Industry programmes

Alignment to UN SDGs



Building Meaningful Charity Partnerships

C&C Group is committed to the communities in which it operates and undertakes a range of initiatives that benefit our local communities.

Colleague Volunteering & Charity Policy

We know that volunteering creates mutual benefit for C&C, our local communities, and our colleagues. Alongside a positive contribution to the local economy, volunteering also enhances the health, wellbeing, and capability of colleagues. To support this, C&C has in place a Colleague Volunteering & Charity Policy, which offers colleagues time off to volunteer, whether it be through Big Issue Group, Inner City Enterprise (ICE) partnerships, or local charities, community initiatives and causes that are of personal interest or relevant to our brands and Business Units.

The Big Issue Group – UK

C&C Group are now in our third year of our partnership with the Big Issue Group ('BIG'), whose aim is to change lives through enterprise for marginalised communities across Great Britain. This partnership is aligned with our charitable agenda across homelessness, addiction, mental health, and poverty. Working with C&C Group colleagues and the brilliant team at the BIG, we are looking to play a meaningful part in tackling these complex social issues.

As the partnership matures, we continue to focus on progress being made across the four pillars.

Volunteering and Mentoring BIG Challenge Days

In the first two years of the partnership, 29 C&C Group colleagues have participated in four challenge day events across Bristol, Glasgow

and London. BIG Challenge Days provide an opportunity for immersive team building and for participants to gain a deeper understanding of the life of a Big Issue vendor and the difficulties they face. The benefits gained from participating in challenge days has seen this event integrated into the C&C Group 'Leading to Win' leadership programme from early 2025. (see Case Study on page 37).

Power Up London

Seven C&C Group colleagues have volunteered to be mentors as part of the Big Issue Power Up London mentoring programme to support early-stage social enterprises. Mentoring allows C&C Group colleagues to use their specialist skills to champion a meaningful cause while developing personally and expanding their network.

Sheltered Pitches and Events

Over the last year C&C Group has provided 13 sheltered pitch opportunities for vendors, exceeding our target of ten. Hosting a vendor at one of our sites offers a warm, safe and welcoming environment to sell and build a new customer base. We have established a regular sheltered pitch at Wellpark hosting familiar vendors, which colleagues have grown to know and support.

Big Issue Recruit

The funding and support C&C Group has contributed over the partnership has been crucial to the success of Big Issue Recruit. Training for managers has been updated and will continue to be rolled out in 2025 to increase the number of opportunities we are able to offer. The social value attributed to this pillar extends further to those candidates in employment with C&C

Group supporting candidates on their journey with training, interview skills and CV support.

Cause Related Marketing

C&C Group extended our support to The Big Issue offering exposure to our vast audience through our communication channels and multi-channel marketing. A new initiative for our third year trialled the donation of our media assets during high profile games. Following the placement in September 2024, a significant increase of 500 magazine sales were reported in the region generating an additional £1,000 in revenue for local vendors.

Inner City Enterprise (ICE) – Ireland

C&C Group continues to partner with ICE, our valued community partner in Ireland. ICE is a not-for-profit charity established in 1992 and relaunched in 2012 to help unemployed individuals to establish their own businesses in Dublin's Inner City supporting over 4,000 businesses in this period. Our partnership strives to benefit both parties, C&C Group partaking in mentoring roles for enterprise participants and delivering training sessions covering important business requirements to attain success. C&C Group employees volunteering their time will be given the opportunity to share their skills and experience with ICE participants benefiting their own career and personal development.

Other Community Partnerships

C&C Group continues to support a range of charitable organisations across GB and Ireland. In 2025, Matthew Clark has again partnered with PubAid and the All-Party Parliamentary Beer Group to support the Community Pub Hero Awards, recognising the critical role that hospitality plays across the UK in helping

**Sustainability Report** continued

communities. Tennent's has a longstanding partnership with The Benevolent Society of Scotland ('The Ben'), which aids people of all ages who have worked in the licensed trade for at least three years full-time. Beneficiaries receive annual financial assistance as well as discretionary grants for emergency situations. In addition, we support Best Bar None in Scotland, a national accreditation and award scheme for licensed premises. Participants are given support and advice to improve the safety of their staff, premises, and customers and to adopt high management standards.

Liaising with Government and NGOs

We are members of the UK's National Association of Cider Makers ('NACM'), which works closely with apple growers and the agricultural communities in cider regions in the UK. This working relationship puts us at the heart of many UK Government discussions relating to the responsible use of alcohol and sustainability. The NACM is also engaged with tax and regulatory departments and opinion-forming bodies having an interest in cider and alcohol generally.

In GB, C&C Group are also members of the British Beer and Pub Association, Wine and Spirit Trade Association, UK Hospitality and the European Cider and Fruit Wine Association. In Ireland, C&C are members and actively support the work of Drinkaware.ie, the Licensed Vintners Association, the Vintners Federation of Ireland, and Hospitality Ulster. These memberships build our knowledge and understanding in critical areas and allow us to champion the future of our industry with policy makers and governments.

C&C also sit on the Steering Committee of the Westminster All-Party Parliamentary Beer Group and the Scottish Cross-Party Group on Beer and Pubs.

In March 2024, C&C were invited to participate, alongside 13 other organisations, in the Scottish Cross-Party Group on Beer and Pubs inquiry on what 'Brand Scotland' means for the Scottish beer and pubs sector. While calling out the huge economic contribution, the inquiry also recognised that "Scotland's breweries and pubs are woven into the proud heritage of our nation. They've been the living, beating heart of Scottish communities for generations. It is difficult to think of any other sector that so embodies 'Brand Scotland' to our communities and visitors."

Extended Producer Responsibility (EPR) – UK

Over the last two years C&C have submitted packaging data to the Department of Environment, Food and Rural Affairs (DEFRA) to meet obligations and understand resulting fees under legislation introduced on 1 January 2025, to address packaging waste, improve recycling and build circular economy. C&C are committed to these objectives and have been working with DEFRA and our Trade Associations to address issues around the implementation of the regulations. These include the late confirmation of fees (expected June 2025) and the 'on-trade double count' in hospitality that sees pubs, clubs bars, hotels and restaurants pay both EPR fees and their own commercial waste contracts. C&C also continues to work with DEFRA and Trade Associations to prepare for the implementation of 'modulated fees' in 2026.

This will incentivise the use of recyclable materials by placing higher fees on less recyclable materials and lower fees on more recyclable materials.

Deposit Return Scheme (DRS) – UK

C&C supports the aims and objectives of a well run and implemented Deposit Return Scheme. We continue to work with DEFRA, UK Governments and Trade Associations on the introduction of DRS (aluminium, steel and PET containers). In October 2027. Alongside our industry partners, to reduce cost and complexity, C&C are seeking one fully interoperable scheme introduced across the four nations of the UK at the same time. The Group has worked with industry and DEFRA on the appointment of the Deposit Management Organisation (May 2025) and looks forward to the confirmation of the required detail on the scheme to allow planning and meet the extremely challenging critical path associated with an October 2027 implementation date.

C&C Group and the industry continue to work with the Welsh Government to understand the implications of their announcement in November 2024, that they planned to introduce their own bespoke DRS scheme including glass. Wales decision to implement its own DRS means there will not be one fully interoperable scheme across UK. Currently there are no details on proposals and timings, although the Welsh Government have confirmed that October 2027 is not a realistic timescale. C&C will continue to work with Welsh Government and trade bodies to develop and introduce an efficient scheme that minimise the cost and complexity of a bespoke scheme in Wales.

Tax

The Group takes its responsibilities as a corporate citizen seriously. This includes respecting and complying with local tax laws and paying the required and appropriate levels of tax in the different countries where we operate. We claim the allowances and deductions that we are properly entitled to, for instance, on the investment and employment that we bring to our communities. We benefit from having always been an Irish company, established in the Republic of Ireland's corporate tax environment, with our major cider production unit located in Clonmel and the Group is headquartered in Dublin. The majority of the Group's profits are earned in Ireland and the UK, which both have competitive corporation tax rates compared with the European average. In Ireland and the UK, we remit substantial amounts of duty on alcohol production, as well as VAT and employment taxes.