

# ESG databook

The data in these tables has been rounded to the nearest whole number or decimal place as appropriate. As such, on occasion some total are out by one decimal point. Numbers over 99.9 are shown as >99.9 and numbers under 0.1 are shown as <0.1.

## Governance

### Scale of the organisation

#### Total employees by region

United Kingdom	1,557	1,546	1,490
Serbia	1,370	1,389	1,388
Germany	1,269	1,285	1,241
Croatia	1,703	1,203	1,194
Italy	449	449	453
Sweden / Norway	365	352	347
Bosnia & Herzegovina	323	325	322
France	306	290	280
Other	1,182	949	1,083
<b>Total employees</b>	<b>7,894</b>	<b>7,788</b>	<b>7,798</b>

### Governance

Confirmed incidents of corruption	0	0	0
Confirmed incidents in which employees were dismissed or disciplined for corruption	0	0	0
Confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption	0	0	0
Public legal cases regarding corruption brought against Nomad or its employees	0	0	0
Legal actions pending or completed during the reporting period regarding anticompetitive behaviour and violations or anti-trust and monopoly legislation	0	0	0
Number of whistleblower reports received	12	13	10

# Better Sourcing

<b>Fish and seafood</b>	<b>2023</b>	<b>2024</b>	<b>2025*</b>
MSC or ASC certified products across our global portfolio (Number)	886	888	867
Nomad Foods sales volume that is MSC or ASC labelled (%)	98.2	99.3	99.9
<i>Adriatics sales volume that is MSC or ASC labelled (%)</i>	0.0	3.7	18.9
<i>Nomad Foods total (including Adriatics) sales volume that is MSC or ASC labelled (%)</i>	92.5	94.3	96.0
Nomad Foods sales volume that is MSC labelled (%)	98.2	99.4	99.9
<i>Adriatics sales volume that is MSC labelled (%)</i>	0.0	3.6	18.9
<i>Nomad Foods total (including Adriatics) sales volume that is MSC labelled (%)</i>	92.6	94.2	96.0
Nomad Foods sales volume that is ASC labelled (%)	96.6	98.3	100.0
<i>Adriatics sales volume that is ASC labelled (%)</i>	0.0	5.2	19.8
<i>Nomad Foods total (including Adriatics) sales volume that is ASC labelled (%)</i>	91.6	94.8	96.4
Purchased fish and seafood volume that is MSC or ASC certified (%)	99.5	99.6	99.9
<i>% MSC certified</i>	99.5	99.6	99.9
<i>% ASC certified</i>	99.1	99.2	100.0
Markets where Fish Provenance Tool has been implemented (Number)	11	11	11

\* Year-end 2025 figures

<b>Agriculture</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Vegetables produced using sustainable farming practices (%)*	92.3	94.9	97.0
Purchased volume of palm oil for inhouse production which is verified by standard (%)*	99.9	100.0	100.0
<i>RSPO – Certified segregated (%)</i>	100.0	100.0	100.0
<i>RSPO – Mass balance (%)</i>	0.0	0.0	0.0
<i>Purchased volume of palm oil that is uncertified (%)</i>	0.1	0.0	0.0

\* Defined as contracted suppliers that achieved FSA silver level, and bulk and co-pack that achieved FSA silver level after self-assessment

<b>Animal welfare</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Purchased volume of animals by breed type (Tonnes)	119,752	117,135	103,279
Purchased volume that is fish and seafood (%)	73.3	72.3	68.8
Purchased volume that is poultry (%)	17.7	20.0	23
Purchased volume that is red meat (%)	8.9	7.7	8.2
Purchased volume of poultry from non-cage reared chickens (%)	100.0	100.0	100.0
Purchased volume of eggs from non-cage reared chickens (%)	100.0	100.0	100.0

## Better Sourcing continued

Standard	Better Chicken Commitment	2023 performance*	2024 performance*	2025 performance*
EU legislation	Comply with all EU animal welfare laws and regulations, regardless of the country of production	100% compliant	100% compliant	100% compliant
Stocking density	Implement a maximum stocking density of 30kg/m <sup>2</sup> or less	25% of suppliers meeting <30kg/m <sup>2</sup> average stocking density	33% of suppliers meeting <30kg/m <sup>2</sup> average stocking density 42% of suppliers meeting <34kg/m <sup>2</sup> average stocking density	29% of supplier meet stocking density ≤30 kg/m <sup>2</sup>
Genetics	Adopt breeds that demonstrate higher welfare outcomes	We are reviewing the possibility to transition supply to slow grow. At present, Nomad Foods' supply of slow grow breeds is limited (5% of our supplier base).	Supply of slow grow breeds has increased but remains limited (9% of our supplier base supply us with slower growing breeds, though not all their supply to us is slower growing). We continue to explore options for scalable transition to slower grow breeds, but this remains an industry wide challenge.	5% of suppliers supply us with slower growing breeds 14% of suppliers supply us with slower growing breeds for some of their supply to us
Improved environmental standards	Cage free, LUX (50) and daylight requirements and access to enrichment	Cage free: 100% LUX: 70% 20–30 LUX Daylight: 45% of our suppliers provide natural daylight to some of their birds 35% of our suppliers provide more than 80% of birds with access to natural daylight Enrichment: 45% offer enrichment	Cage free: 100% LUX: 73% 20 LUX 9% 30 LUX 9% 40 LUX 9% 50 LUX Daylight: 91% suppliers offering some birds with daylight 43% suppliers offering 100% birds with daylight Enrichment: 52% suppliers offering 100% birds with enrichment 81% suppliers offering some birds with enrichment	Cage free: 100% LUX: 86% 20 LUX Daylight: 52% of suppliers offer natural daylight to all birds Enrichment: 52% of suppliers offer enrichment to all birds

## Better Sourcing continued

Standard	Better Chicken Commitment	2023 performance*	2024 performance*	2025 performance*
<b>Stunning method</b>	Adopt controlled atmospheric stunning using inert gas or multi-phase systems, or effective electrical stunning without live inversion	<p><b>100% of birds</b> are stunned prior to slaughter</p> <p>In 2023, <b>35% of our suppliers</b> used controlled atmospheric stunning</p>	<p><b>100% of birds</b> are stunned prior to slaughter.</p> <p>In 2024, <b>47% of suppliers</b> meeting BCC slaughter requirements on slaughter – 42% CAS/Gas stunning and 5% electrical water bath without live inversion.</p> <p><b>5% of non-compliant</b> suppliers indicated plans to transition to compliance.</p>	<p><b>100% of suppliers</b> stunned prior to slaughter</p> <p><b>43% of suppliers</b> meet BCC slaughter requirements; 32% adopt controlled atmospheric stunning, 14% adopt effective electrical stunning without live inversion</p>
<b>Third party assurance</b>	Demonstrate compliance with the above standards via third-party auditing and annual public reporting on progress towards this commitment	<p>Our survey shows that <b>45% of our suppliers</b> are already compliant with one of the Nomad Foods accepted third-party assurance schemes that we will be mandating between now and the end of 2025.</p> <p>Note, the schemes do not assure against all BCC standards – there are very few options for third party assurance against BCC currently.</p>	<p><b>61% of suppliers</b> are compliant with one of our accepted third-party assurance schemes for 100% supply to Nomad Foods.</p> <p><b>78% of suppliers</b> are compliant with one of our accepted third-party assurance schemes for some of the supply into Nomad.</p> <p>By the end of 2025, our target is 100% broiler supply third party assured.</p> <p>Note, the schemes do not assure against all BCC standards – there are very few options for third party assurance against BCC currently.</p>	<p><b>5% of suppliers</b> are compliant to a BCC standard for all supply to Nomad Foods</p> <p><b>71% of suppliers</b> are compliant with one of our accepted schemes for all supply to Nomad Foods</p>

\*All responses are relevant to supply specifically for Nomad Foods

## Better Sourcing continued

Worker rights	2023	2024	2025
Tier one direct suppliers registered and completed SAQ on Sedex (%)	96	95	89
Tier one direct suppliers risk-assessed using Sedex Risk Assessment tool (%)	100	100	100
<i>New Tier one direct suppliers screened using social criteria (%)</i>	100	100	100
<i>Number of high risk suppliers*</i>	71	131	150
<i>Number of medium risk suppliers</i>	853	666	750
<i>Number of low risk suppliers</i>	167	147	180
Number of suppliers audited	41	110	150
Total number of non-compliances	235	403	738
<b>By type</b>			
<i>Critical</i>	9	18	39
<i>High (previously Major)</i>	34	128	406
<b>By category</b>			
<i>Business ethics</i>	4	5	23
<i>Children and young workers</i>	3	3	7
<i>Discipline &amp; Grievance</i>			24
<i>Discrimination</i>	4	11	15
<i>Employment is freely chosen</i>	3	7	8
<i>Entitlement to work</i>	2	0	0
<i>Environment</i>	12	13	36
<i>Freedom of association</i>	2	3	6
<i>Harsh treatment</i>	7	6	0
<i>Health and safety</i>	115	217	424
<i>Land rights</i>			1
<i>Management systems</i>	14	30	24
<i>Regular employment</i>	6	24	49
<i>Wages</i>	23	35	56
<i>Working hours</i>	42	49	65
Total number of high-risk suppliers supported in corrective action plan implementation	41	110	150
Total number of Tier one suppliers	1,184	1,238	1,127
Total number of significant suppliers in Tier one**	138	140	150
Percentage of total spend on significant suppliers in Tier one (%)**	85	85	85

\* Based on our supplier risk assessment methodology

\*\*Significant suppliers are suppliers that are identified as having substantial risks of negative ESG impacts of significant business relevant to the company or a combination of both

## Better Nutrition

Health and nutrition	2023	2024			2025		
	Nomad Foods legacy	Nomad Foods legacy	Adriatics cluster	Nomad Foods total	Nomad Foods legacy	Adriatics cluster	Nomad Foods total
Percentage of total net sales from branded products assessed and classified as Healthier Meal Choices (%)	93.9	96.0	35.7	88.1	95.9	39.5	88.1
Percentage of total volume sales from branded products assessed and classified as Healthier Meal Choices (%)	95.2	96.9	50.6	90.9	96.8	52.7	91
New product innovations that are assessed and classified as a Healthier Meal Choice (%)	94.0 29.0	100% Everyday Foods	100% Everyday Foods	-	100% Everyday Foods	100% Everyday Foods	100% Everyday Foods
		100% Occasional Foods	0% Occasional Foods		100% Occasional Foods	8% Occasional Foods	31% Occasional Foods
Percentage of total net sales from nutritionally improved non-HMC products as a % of total non-HMC net sales (%)	10.1	4.7	0.9	-	2.5	1.3	2.3
Percentage of total volume sales from nutritionally improved non-HMC products as a % of total non-HMC net sales (%)	11.5	4.3	0.6	-	2.1	2.1	2.1
Percentage of total net sales from branded nutritionally improved products (%)	7.0	5.0	0.7	-	95.9	39.5	88.1
Percentage of total volumes from branded nutritionally improved products (%)	6.0	4.0	0.5	-	96.8	52.7	91

### Ingredient selection

	2023	2024	2025
Branded products without flavour enhancers, artificial flavours and artificial colourants (%)	99.4	99.7	99.93

### Food safety and quality

	2023	2024	2025
Supplying sites within Nomad Foods supply chain operating to an international safety system (%)	95	95	100
Incidents concerning food safety and quality	17	16	11

## Better Operations

Following an internal review, we identified an error in our FY 2024 Scope 3 reporting related to waste reporting at one of our sites. We have restated the updated, corrected numbers in the waste and GHG emissions data tables below.

GHG emissions	2019	2023				2024*				2025			
	(SBTi baseline)	Nomad Foods legacy	Findus Switzerland	Adriatic cluster	Nomad Foods total	Nomad Foods legacy	Findus Switzerland	Adriatic cluster	Nomad Foods total	Nomad Foods legacy	Findus Switzerland	Adriatic cluster	Nomad Foods total
<b>Absolute GHG emissions (tonnes CO<sub>2</sub>e)</b>													
Scope 1	67,274	80,197	698	27,380	108,275	77,957	607	22,648	101,212	74,961	603	24,286	99,850
Scope 2 (market based)	47,533	0	13	3,056	3,069	44	6	2,340	2,346	2	79	2,266	2,346
Scope 2 (location based)	–	38,113	13	24,627	62,754	31,949	6	20,585	52,540	29,761	79	18,743	48,583
Scope 3	222,990	139,693	1,259	138,384	279,335	122,154	743	136,240	259,137	123,982	885	111,622	236,489
Total	337,798	219,890	1,970	168,820	390,680	200,155	1,357	161,227	362,739	198,945	1,568	138,174	338,687
<b>GHG emission intensity (kgCO<sub>2</sub>e per tonne of finished goods)</b>													
Scope 1	126.0	164.9	165.5	341.4	187.5	154.3	133.9	292.1	173.4	153.2	143.4	295.9	173.0
Scope 2 (market based)	88.0	0.0	3.1	43.2	4.9	<0.1	1.4	34.4	3.7	<0.1	18.8	32.6	3.8
Scope 2 (location based)	–	77.3	3.1	42.6	112.6	<0.1	0.2	394.7	89.4	60.1	<0.1	322.3	87.0
Scope 3	400.5	273.6	240.0	1,676.7	442.5	230.8	158.7	1,643.7	401.8	240.0	166.9	1,324.8	375.0
Total	614.5	438.5	408.6	2,061.3	634.9	385.2	294.1	1,970.2	578.9	393.3	329.1	1,653.3	551.8

Percentage of suppliers by emissions with own SBTs	2023	2024	2025
Set validated targets (%)	19.1	29.5	35.0
Committed to set targets (%)	19.0	17.3	22.3

## Better Operations continued

Energy	2023				2024				2025			
	Nomad Foods legacy	Findus Switzerland	Adriatic cluster	Nomad Foods total	Nomad Foods legacy	Findus Switzerland	Adriatic cluster	Nomad Foods total	Nomad Foods legacy	Findus Switzerland	Adriatic cluster	Nomad Foods total
Total energy consumption, purchased or self generated (kWh)	540,713,274	7,373,417	59,059,080	607,145,771	544,955,057	6,829,787	58,996,681	610,781,525	545,990,505	6,654,833	57,543,273	610,188,611
Total consumption from non-renewable sources, purchased or self-generated (kWh)	377,032,922	7,373,417	24,427,591	408,833,930	372,168,718	6,829,787	24,672,093	403,670,598	391,428,054	6,654,833	23,171,250	421,254,137
Total consumption from renewable sources, purchased or self-generated (kWh)	163,680,352	0.0	34,631,489	198,311,841	172,786,340	0.0	34,324,588	207,110,928	154,562,450	0.0	34,372,023	188,934,473
Total fuel consumption from non-renewable sources, by fuel type (kWh)	376,506,356.0	3,377,830.0	16,247,153.0	396,131,339	368,538,323	2,944,447	23,601,378	395,084,147	387,094,402	3,000,766	16,399,410	406,494,578
<i>Natural gas (%)</i>	88.8	100.0	89.9	89.0	93.5	100	67	92	93.3	100.0	90.1	93.2
<i>Diesel (%)</i>	6.5	0.0	7.2	6.4	0.7	0.0	21	2	0.6	0.0	7.5	0.9
<i>Petrol (%)</i>	0.02	0.01	0.05	0.02	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<i>Propane (%)</i>	4.7	0.0	2.5	4.6	5.9	0.0	2	6	6.1	0.0	1.8	5.9
<i>LPG (%)</i>	0.0	0.0	0.3	0.01	0.0	0.0	11	1	0.0	0.0	0.6	0.0
Total fuel consumption from renewable sources, broken down by source* (kWh)	163,414,442	0.0	34,631,489	198,045,931	172,786,339	0.0	34,324,588	207,110,928	154,562,450	0.0	34,372,023	188,934,473
<i>Wind (%)</i>	21.4	0.0	0.3	17.7	41.1	0.0	0.0	34.3	33.4	0.0	0.0	27.3
<i>Hydro (%)</i>	53.8	0.0	99.7	61.8	31.7	0.0	96.9	42.5	29.9	0.0	96.4	42.0
<i>Solar (%)</i>	4.4	0.0	0.0	3.6	1.6	0.0	3.1	1.8	1.9	0.0	3.6	2.2
<i>Biomass (%)</i>	6.8	0.0	0.0	5.6	10.3	0.0	0.0	8.6	26.8	0.0	0.0	21.9
<i>Unspecified/Other (%)</i>	13.6	0.0	0.0	11.2	15.3	0.0	0.0	12.8	8.1	0.0	0.0	6.6
Total Scope 2 energy consumption by energy source (kWh)	163,680,352	3,995,550	42,624,863	210,300,765	173,031,220	3,885,129	41,314,007	218,230,356	154,812,770	3,653,359	40,955,783	199,421,912
<i>Grid-supplier electricity generated from a variety of fuel mixes (%)</i>	0.0	100.0	8.3	3.6	0.0	100.0	7.2	3.2	0.0	100.0	7.2	3.3
<i>Renewable energy self-generated or purchased (%)</i>	99.8	0.0	81.2	94.2	99.9	0.0	83.1	94.9	99.8	0.0	83.9	94.7
<i>District heating from renewable sources (%)</i>	0.0	0.0	10.4	2.1	0.0	0.0	9.7	1.8	0.0	0.0	0.0	0.0
<i>District heating (%)</i>	0.0	0.0	0.0	0.0	0.1	0.0	0.0	0.1	0.2	0.0	8.9	2.0

\*Excludes biogas and wooden pellets for heating

## Better Operations continued

Waste and materials for reuse	2023				2024				2025			
	Nomad Foods legacy	Findus Switzerland	Adriatic cluster	Nomad Foods total	Nomad Foods legacy	Findus Switzerland	Adriatic cluster	Nomad Foods total	Nomad Foods legacy	Findus Switzerland	Adriatic cluster	Nomad Foods total
Weight of all waste materials by waste type* (tonnes)	41,369	276	7,006	48,650	40,740	244	5,474	47,459	42,543	194	5,472	48,208
<i>Edible food waste (%)</i>	35.7	71.7	54.3	38.6	38.9	60.3	40.6	39.2	40.1	64.2	40.5	40.2
<i>Inedible food waste (%)</i>	28.1	0.0	2.8	24.3	25.9	0.0	3.1	23.0	26.5	0.0	3.3	23.7
<i>Packaging waste (%)</i>	27.2	31.3	23.1	26.5	27.5	17.4	33.9	28.2	24.9	15.7	31.8	25.7
<i>Rest of non-hazardous waste (%)</i>	8.7	14.7	9.4	8.9	7.6	19.5	12.2	8.2	8.3	16.5	11.1	8.7
<i>Hazardous waste (%)</i>	0.3	2.2	10.4	1.7	0.2	2.7	10.2	1.3	0.2	3.6	13.3	1.7
Weight of hazardous waste by disposal method (tonnes)	104.4	6.0	727.8	838.2	76	7	558	641	90	7	729	825
<i>Closed loop (%)</i>	11.6	0.0	0.0	1.4	3.6	0.0	45.2	39.8	16.0	0.0	52.2	47.8
<i>Open loop (%)</i>	70.2	9.1	98.6	94.5	72.4	1.8	53.5	55.2	72.0	10.3	37.4	40.9
<i>Incineration for energy recovery (%)</i>	10.9	90.9	0.9	2.8	12.4	98.2	0.9	3.3	7.4	89.7	0.7	2.2
<i>Incineration without energy recovery (%)</i>	2.8	0.0	0.4	0.7	4.0	0.0	0.4	0.8	2.3	0.0	0.4	0.6
<i>Landfill (%)</i>	4.5	0.0	0.0	0.6	7.6	0.0	<0.1	0.9	2.3	0.0	9.3	8.5
<i>Sewers (%)</i>	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Weight of non-hazardous waste by disposal method (tonnes)	41,265	270	6,278	47,812	41,664	237	4,916	46,818	42,453	187	4,743	47,383
<i>Closed loop (%)</i>	50.6	89.1	80.1	54.7	54.1	80.4	72.2	56.2	56.7	83.8	73.4	58.4
<i>Open loop (%)</i>	41.9	0.0	11.7	37.7	38.9	0.0	17.9	36.5	35.3	0.0	17.4	33.4
<i>Incineration for energy recovery (%)</i>	6.1	10.9	0.04	5.3	5.8	19.6	0.9	5.4	5.6	16.2	0.4	5.2
<i>Incineration without energy recovery (%)</i>	<0.1	0.0	0.00	<0.1	<0.1	0.0	<0.1	<0.1	<0.1	0.0	<0.1	<0.1
<i>Landfill (%)</i>	1.4	0.0	8.2	2.3	1.1	0.0	9.0	1.9	2.3	0.0	8.8	3.0
<i>Sewers (%)</i>	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

\* Edible food waste is food disposed of that was edible for human consumption prior to disposal. Inedible food waste covers materials arising from food or drink preparation that is not edible under normal circumstances (e.g., red cabbage stems, pea pods, leaves, potato peeling). Any materials that are repurposed for animal feed and surplus food (sent to food charities) are neither considered waste, nor included in waste reporting.

## Better Operations continued

Food loss and waste* 10x20x230	2023				2024				2025			
	Nomad Foods legacy	Findus Switzerland	Adriatic cluster	Nomad Foods total	Nomad Foods legacy	Findus Switzerland	Adriatic cluster	Nomad Foods total	Nomad Foods legacy	Findus Switzerland	Adriatic cluster	Nomad Foods total
	Tonne {%}**	Tonne (%)**	Tonne (%)**	Tonne (%)**	Tonne (%)**	Tonne (%)**	Tonne (%)**	Tonne (%)**	Tonne (%)**	Tonne (%)**	Tonne (%)**	Tonne (%)**
Edible and inedible food loss	22,695 (4.7)	0 (0.0)	295 (0.5)	22,990 (4.2)	15,076 (3.0)	0 (0.0)	4,331 (8.6)	19,408 (3.5)	20,855 (4.3)	0 (0.0)	2,542 (4.5)	23,398 (4.3)
<i>Edible food loss</i>	16,136 (3.3)	0 (0.0)	295 (0.5)	16,431 (3.0)	9,093 (1.8)	0 (0.0)	4,331 (8.6)	13,425 (2.4)	14,123 (2.9)	0 (0.0)	2,542 (4.5)	16,665 (3.0)
<i>Inedible food loss</i>	6,559 (1.4)	0 (0.0)	0 (0.0)	6,559 (1.2)	5,983 (1.2)	0 (0.0)	0 (0.0)	5,983 (1.1)	6,732 (1.4)	0 (0.0)	0 (0.0)	6,732 (1.2)
Edible and inedible food waste	26,417 (5.4)	198 (4.7)	4,001 (6.9)	30,615 (5.6)	27,003 (5.3)	147 (3.3)	2,392 (4.7)	29,542 (5.3)	28,326 (5.8)	124 (3.0)	2,395 (4.2)	30,845 (5.6)
<i>Edible food waste</i>	14,784 (3.0)	198 (4.7)	3,804 (6.5)	18,786 (3.4)	16,247 (3.2)	147 (3.3)	2,225 (4.4)	18,619 (3.3)	17,058 (3.5)	124 (3.0)	2,216 (3.9)	19,399 (3.5)
<i>Inedible food waste</i>	11,632 (2.4)	0 (0.0)	197 (0.3)	11,830 (2.2)	10,755 (2.1)	0 (0.0)	167 (0.3)	10,923 (1.9)	11,267 (2.3)	0 (0.0)	178 (0.3)	11,446 (2.1)
Edible and inedible food loss and waste	49,112 (10.1)	198 (4.7)	4,296 (7.4)	53,605 (9.8)	42,079 (8.3)	147 (3.3)	6,724 (13.3)	48,950 (8.7)	49,181 (10.1)	124 (3.0)	4,937 (8.7)	54,242 (9.9)
<i>Edible food loss and waste</i>	30,920 (6.4)	198 (4.7)	4,099 (7.0)	35,216 (6.4)	25,341 (5.0)	147 (3.3)	6,556 (13.0)	32,044 (5.7)	31,181 (6.4)	124 (3.0)	4,759 (8.4)	36,064 (6.6)
<i>Inedible food loss and waste</i>	18,192 (3.7)	0 (0.0)	197 (0.3)	18,389 (3.4)	16,738 (3.3)	0 (0.0)	167 (0.3)	16,906 (3.0)	18,000 (3.7)	0 (0.0)	178 (0.3)	18,178 (3.3)

\* 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, together with any associated unavoidable parts, 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 as per EU Waste Framework Directive (WFD, Directive 2008/98/EC). Edible food loss or waste is food disposed of that was edible for human consumption prior to disposal. Inedible food loss or waste covers materials arising from food or drink preparation that is not edible under normal circumstances (e.g., red cabbage stems, pea pods, leaves, potato peeling).

\*\* % of total food production

## Better Operations continued

Food loss and waste*	2023				2024				2025			
	Nomad Foods legacy	Findus Switzerland	Adriatic cluster	Nomad Foods total	Nomad Foods legacy	Findus Switzerland	Adriatic cluster	Nomad Foods total	Nomad Foods legacy	Findus Switzerland	Adriatic cluster	Nomad Foods total
	Tonne (%)***	Tonne (%)***	Tonne (%)***	Tonne (%)***	Tonne (%)***	Tonne (%)***	Tonne (%)***	Tonne (%)***	Tonne (%)***	Tonne (%)***	Tonne (%)***	Tonne (%)***
Total weight of all food loss and waste	49,112 (100.0)	198 (100.0)	4,296 (100.0)	53,605 (100.0)	42,079 (100.0)	147 (100.0)	6,724 (100.0)	48,950 (100.0)	49,181 (100.0)	124 (100.0)	4,937 (100.0)	54,242 (100.0)
Total weight of food loss and waste used for alternative purposes	48,866 (99.5)	198 (100.0)	4,202 (97.8)	53,276 (99.4)	41,758 (99.2)	147 (100.0)	6,723 (99.9)	48,628 (99.3)	48,555 (98.7)	124 (100.0)	4,937 (100.0)	53,616 (98.8)
<i>Optimisation (animal feed)</i>	22,695 (46.2)	0 (0.0)	295 (6.9)	22,990 (42.9)	15,076 (35.8)	0 (0.0)	4,331 (64.4)	19,408 (49.6)	20,855 (42.4)	0 (0.0)	2,542 (51.5)	23,398 (43.1)
<i>Anaerobic digestion</i>	13,130 (26.7)	198 (100.0)	3,859 (89.8)	17,187 (32.1)	14,615 (34.7)	147 (100.0)	2,313 (34.4)	17,705 (34.9)	16,444 (33.4)	124 (100.0)	2,291 (46.4)	18,860 (34.8)
<i>Compost</i>	13,041 (26.6)	0 (0.0)	49 (1.1)	13,090 (24.4)	12,066 (28.7)	0 (0.0)	79 (1.2)	12,145 (24.8)	11,255 (22.9)	0 (0.0)	104 (2.1)	11,358 (20.9)
Total weight of food waste disposed	245 (0.5)	0 (0.0)	94 (2.2)	339 (0.6)	321 (0.8)	0 (0.0)	<1 (<0.1)	321 (0.7)	627 (1.3)	0 (0.0)	0 (0.0)	627 (1.2)
<i>Incineration for energy recovery</i>	245 (0.5)	0 (0.0)	0 (0.0)	245 (0.5)	321 (0.8)	0 (0.0)	0 (0.0)	321 (0.7)	342 (0.7)	0 (0.0)	0 (0.0)	342 (0.6)
<i>Incineration without energy recovery</i>	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	<1 (<0.1)	<1 (<0.1)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)
<i>Landfill</i>	0 (0.0)	0 (0.0)	94 (2.2)	94 (0.2)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	285 (0.6)	0 (0.0)	0 (0.0)	285 (0.5)
<i>Sewers</i>	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)
Food loss and waste intensity (tonne / tonne of product)	10.1	4.7	7.4	9.8	8.3	3.3	13.3	8.7	10.1	3.0	8.7	9.9

\* 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, together with any associated unavoidable parts, 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 as per EU Waste Framework Directive (WFD, Directive 2008/98/EC). Edible food loss or waste is food disposed of that was edible for human consumption prior to disposal. Inedible food loss or waste covers materials arising from food or drink preparation that is not edible under normal circumstances (e.g., red cabbage stems, pea pods, leaves, potato peeling).

\*\*\*% of total food loss and waste

## Better Operations continued

Water	2023				2024				2025			
	Nomad Foods legacy	Findus Switzerland	Adriatic cluster	Nomad Foods total	Nomad Foods legacy	Findus Switzerland	Adriatic cluster	Nomad Foods total	Nomad Foods legacy	Findus Switzerland	Adriatic cluster	Nomad Foods total
Volume of freshwater consumption by source (m <sup>3</sup> )	4,344,728	36,025	553,517	4,934,270	4,354,372	36,164	651,061	5,041,597	4,069,010	33,205	585,866	4,688,081
Well (%)	63.1	0.0	75.7	64.1	64.9	0.0	77.2	66.0	64.5	0.0	77.4	65.7
Municipality (%)	36.9	100.0	24.3	35.9	35.1	100.0	22.8	34.0	35.5	100.0	22.6	34.3
Volume of effluent water discharge (m <sup>3</sup> )	3,445,645	28,826	512,475	3,986,946	3,570,819	28,935	604,830	4,204,583	3,494,118	26,566	534,715	4,055,399
Volume of total net freshwater consumption (m <sup>3</sup> )	899,083	7,199	41,042	947,324	783,553	7,229	46,231	837,013	574,892	6,639	51,151	632,682

Packaging	2023	2024	2025
Packaging material that is recyclable (%)	95.9	95.8	95.1
Primary packaging material that is made out of recycled and/or certified material	92.8	92.6	92.6
Paper/Wood/Fibre packaging that is made out of recycled and/or certified material (%)*	98.7	99.2	97.3
Recycled content in all plastic packaging (%)**	5.4	5.0	2.3
Total weight of packaging reduced annually (tonnes)	125	1,181	718

\* Data includes paper packaging of the primary and secondary level and wood fibre packaging at all levels (primary, secondary and tertiary)

\*\*Data includes flexible and rigid plastic packaging at all levels (primary, secondary and tertiary)

## Better Operations continued

Health and safety	2023	2024	2025
<b>Lost time injury frequency rate (Number of lost-time injuries per million hours worked)</b>			
Nomad Foods managed factories (excluding our Adriatics cluster)	5.8	3.8	3.6
Nomad Foods managed factories (including Adriatics cluster)	5.9	4.1	3.6
All supply chain operations (including our Adriatics cluster)	5.9	4.1	3.7
<b>Number of fatalities as a result of work-related injury</b>			
Nomad Foods managed factories (excluding our Adriatics cluster)	0	0	0
Nomad Foods managed factories (including Adriatics cluster)	0	0	0
All supply chain operations (including our Adriatics cluster)	0	0	0
<b>Rate of fatalities as a result of work-related injuries (Numbre of fatalities per million hours worked)</b>			
Nomad Foods managed factories (excluding our Adriatics cluster)	0.0	0.0	0.0
Nomad Foods managed factories (including Adriatics cluster)	0.0	0.0	0.0
All supply chain operations (including our Adriatics cluster)	0.0	0.0	0.0
<b>Number of high consequence work-related injuries</b>			
Nomad Foods managed factories (excluding our Adriatics cluster)	269	199	166
Nomad Foods managed factories (including Adriatics cluster)	-	257	205
All supply chain operations (including our Adriatics cluster)	-	267	219
<b>Rate of high consequence work-related injuries (Number of high consequence injuries per million hours worked)</b>			
Nomad Foods managed factories (excluding our Adriatics cluster)	10.4	26.0	23.2
Nomad Foods managed factories (including Adriatics cluster)		23.2	19.5
All supply chain operations (including our Adriatics cluster)		20.3	17.4
<b>Number of total recordable work-related injuries (LTA and MTC)</b>			
Nomad Foods managed factories (excluding our Adriatics cluster)	50	30	29
Nomad Foods managed factories (including Adriatics cluster)	74	46	42
All supply chain operations (including our Adriatics cluster)	93	55	50
<b>Rate of total recordable work-related injuries (Number of recordable injuries per million hours worked)</b>			
Nomad Foods managed factories (excluding our Adriatics cluster)	6.6	3.9	4.0
Nomad Foods managed factories (including Adriatics cluster)	6.7	4.2	4.0
All supply chain operations (including our Adriatics cluster)	6.5	4.2	4.0

## Better Operations continued

### Wellbeing and development

	2024	2025
Total employees participating in engagement survey (%)	51	59
Sustainability engagement score	75	74
Wellbeing, health & safety	80	81
Average hours per FTE of training and development (hours)	6.3	8.5

\* Engagement survey data includes our Adriatics cluster

### Diversity, equity and inclusion

	2023	2024	2025
<b>Gender distribution amongst employees</b>			
Female (%)	36.3	36.2	37
Male (%)	67.7	63.8	63
<b>Gender distribution amongst employees by work level* - Female</b>			
1 (%)	37.5	33.4	33
2 (%)	48.2	49.2	51
3 (%)	37.7	38.1	40
4-7 (%)	29.2	28.8	35
<b>Gender distribution amongst employees by work level* - Male</b>			
1 (%)	62.5	66.6	67
2 (%)	51.8	50.8	49
3 (%)	62.3	61.9	60
4-7 (%)	70.8	71.2	65
<b>Age distribution amongst employees</b>			
Under 30 years old (%)	13.5	13.6	13
30-50 years old (%)	47.2	48.3	48
Over 50 years old (%)	39.3	38.1	40
Number of employees who have attended inclusive hiring training	140	13	0

\* Examples of roles at each work level (WL): WL1 & WL2 = e.g., administration, factory worker, professional junior manager; WL3 = e.g., Manager, Head of; WL4-7 = e.g., Executive Committee and Enterprise Leadership

# New targets

## Better Health

Targets	Indicator*	2025
By 2030, more than 90% of our portfolio by sales volume will be rated as Health Star Rating 'Healthy Option'	Percentage of total volume sales from branded products assessed and classified as Healthy Option	90.1
By 2030, 90% non-Kids Ice Cream will provide ≤250 kcal/portion	Percentage of total volume sales from non-Kids ice cream providing ≤250 kcal/portion	80.8
By 2030, 100% Frozen Foods to be without taste enhancers, artificial flavours and artificial colourants	Percentage of Frozen Foods volume sales without taste enhancers, artificial flavours and artificial colourants	96.5
By 2030, 100% Ice Cream portfolio to be without artificial colourants	Percentage of Ice Cream SKUs without artificial colourants	52
By 2030, we will increase our total fruit & veg volumes sold to more than 300k tonnes per year	Percentage of total volume sales from fruits and vegetables	295,807
100% Kids Ice Cream & Ice Cream Cakes always fully Responsible Per Portion Guidance compliant	Percentage of Kids Ice Cream & Ice Cream Cakes SKUs fully compliant with kcal, saturated fat and sugar Responsible Per Portion Guidance	100
100% Kids Ice Cream to always be without artificial colourants & artificial flavours	Percentage of Kids Ice Cream SKUs without artificial colourants and artificial flavours	100

\* All branded products, including the Adriatics cluster and foodservice, excluding special foods

## New targets continued

### Better Health continued

2025	Volume of sales from Healthy Options as classified by Health Star Rating (%)	Volume of sales from Nutri-Score A & B (Green) products (%)	Volume of sales from non-High Fat Salt Sugar (non-HFSS) products (as classified by UK Nutrient Profiling Model) (%)	Volume of sales from products passing WHO Europe Nutrient Profiling Model (%)
Total Nomad Foods	90.1	62.9	91	61.5
Austria	96.5	62.2	96.9	62
Belgium	99.8	73.4	99.7	40.7
Bosnia & Herzegovina	60.1	49	60.3	32.9
Croatia	50.7	48.7	54.4	21.8
Denmark	67.3	32.1	77.4	36.7
Finland	92.6	74.8	93	56.9
France	98.2	86.3	98.4	48.9
Germany	99.4	85.6	99.8	82.1
Ireland	93.5	22.5	96	37.3
Italy	98.3	82.9	99.3	89.5
Netherlands	99.4	81.3	100	84.4
Norway	99.5	85.5	99.7	52.6
Portugal	98.2	66	86.2	87
Serbia	49.2	46.8	49.4	36.6
Spain	91.5	72.1	93.7	73.3
Sweden	88.5	50.9	90.8	71.5
Switzerland	89.4	65.8	90	60.1
United Kingdom	93.9	38.7	95.3	53.6
Birds Eye	96.2	47.1	96.8	69.9
Goodfella's	84.1	0.4	91.1	18
Aunt Bessie's	90.1	25.3	92	3.8

## New targets continued

## Better Operations

Absolute GHG emissions (tonnes CO <sub>2</sub> e)	2019 baseline	2023	2025
<b>Scope 1</b>	<b>105,371</b>	<b>112,083</b>	<b>103,031</b>
Stationary combustion	77,440	90,834	84,802
Mobile combustion	1,565	1,387	1,505
Fugitive emissions	26,366	19,862	16,724
<b>Scope 2 (market-based)</b>	<b>79,170</b>	<b>3,597</b>	<b>3,630</b>
<b>Scope 2 (location-based)</b>	<b>104,749</b>	<b>64,228</b>	<b>50,919</b>
<b>Scope 3</b>	<b>1,890,205</b>	<b>1,503,924</b>	<b>1,651,967</b>
1 Purchased goods & services	1,446,775	1,132,225	1,353,130
2 Capital goods	46,866	14,274	10,829
3 FERA	38,840	29,488	24,041
4 Upstream transportation & distribution	121,572	106,170	109,672
5 Waste	56,183	46,894	11,120
6 Business travel	1,676	1,512	778
7 Employee commuting	4,873	3,954	3,406
8 Upstream leased assets	0	0	0
9 Downstream transportation	18,591	52,422	52,987
10 Processing of sold products	1,467	0.23	0
12 End-of-life treatment of sold products	13,275	11,132	10,351
13 Downstream leased assets	142,026	105,854	75,654
<b>Total scope 1, 2 and 3 (market-based)</b>	<b>2,074,684</b>	<b>1,619,605</b>	<b>1,758,628</b>
<b>Total scope 1, 2 and 3 (location-based)</b>	<b>2,100,263</b>	<b>1,680,236</b>	<b>1,811,018</b>

## Progress against near-term scope 1 and 2 emissions target

Absolute GHG emissions (tonnes CO <sub>2</sub> e)	2019 baseline	2023	2025
Scope 1 and 2 market-based	184,541	115,680	106,661
Scope 1 and 2 emissions in scope of target	181,043	110,060	99,499
Reduction in scope 1 and 2 vs 2019 baseline		-39.2%	-45.0%

## New targets continued

## Better Operations continued

### Progress against near-term scope 3 FLAG and non-FLAG emissions target

Absolute GHG emissions (tonnes CO <sub>2</sub> e)	2019 baseline	2023	2025
<b>FLAG emissions</b>			
Scope 3 total FLAG emissions	1,321,586	602,218	613,436
Scope 3 FLAG emissions in scope of FLAG target	610,359	452,156	340,493
Reduction in scope 3 FLAG emissions in scope of FLAG target vs 2019 baseline		-25.9%	-44.2%
<b>Non-FLAG emissions*</b>			
Scope 3 total non-FLAG emissions	911,406	901,706	1,038,531
Scope 3 non-FLAG emissions in scope of non-FLAG target	706,019	634,966	681,853
Reduction in scope 3 non-FLAG emissions in scope of non-FLAG target vs 2019 baseline		-10.1%	-3.4%

\* Ecoinvent 3.11, released at the end of 2024, introduced updated naming conventions for impact categories to more clearly distinguish between fossil, biogenic, and land-use-change emissions. Compared with the previous dataset, the new version shows a higher proportion of non-FLAG relative to FLAG emissions, which increases our reported non-FLAG footprint. In addition, several emission factors were updated from WFLDB to ecoinvent, as WFLDB often relies on outdated sources and global warming potential (GWP) values from AR4 (2007). As a result of these updates, FLAG emissions are slightly lower, as ecoinvent generally reports lower FLAG emission factors than WFLDB.