

# Our strategy

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

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



## Learn more

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

## Better Sourcing

Page 13

Sourcing with care and respect for people and the environment.

Fish and seafood	14
Agriculture	16
Animal welfare	19
Worker rights	21

## Better Nutrition

Page 24

Making mealtimes better with tasty and nutritious food.

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## Better Operations

Page 34

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

Climate change and GHGs	35
Waste and water	39
Packaging	42
Health and safety	45
Wellbeing and development	48
Diversity, equity and inclusion	50

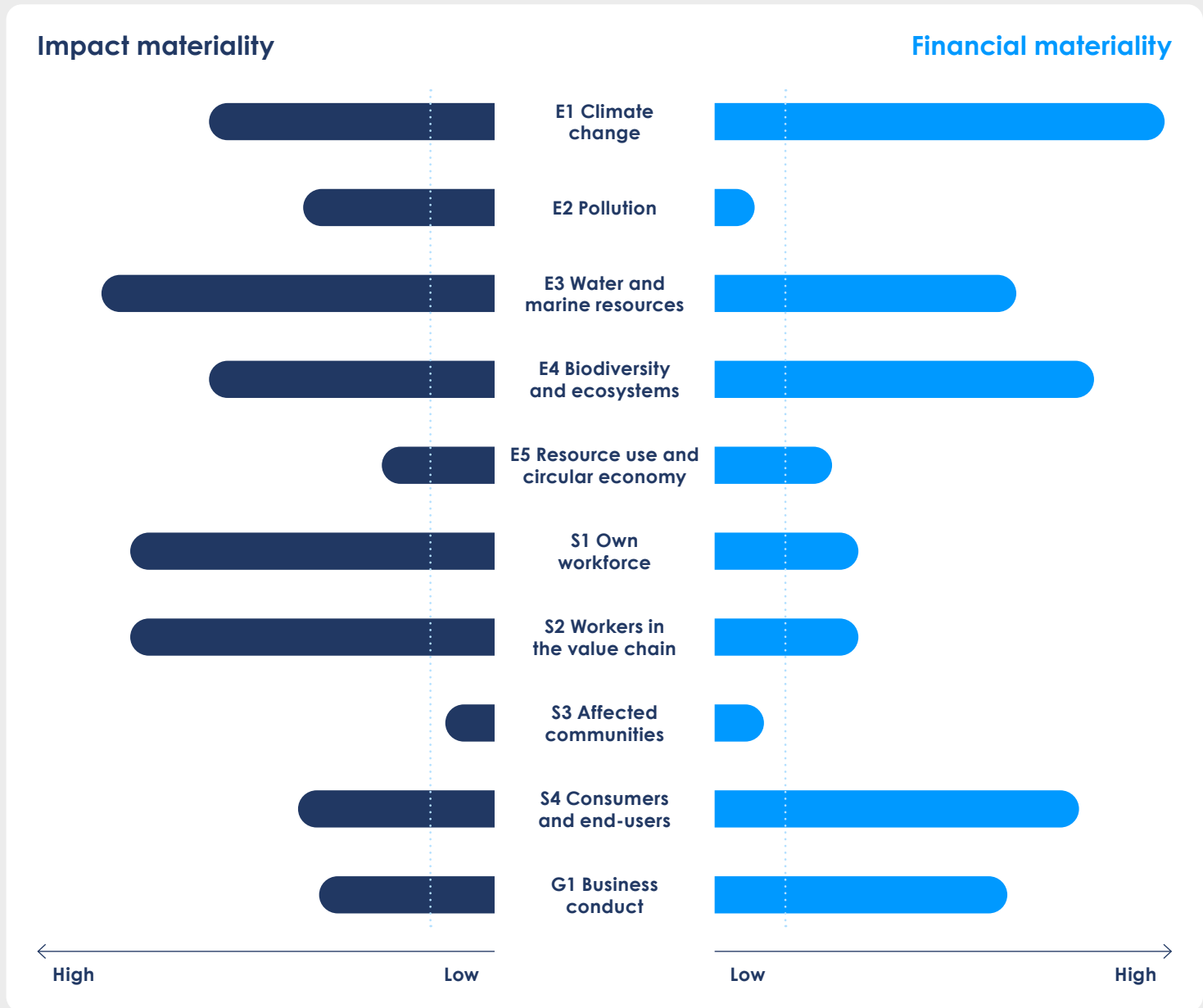
# Priorities

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

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

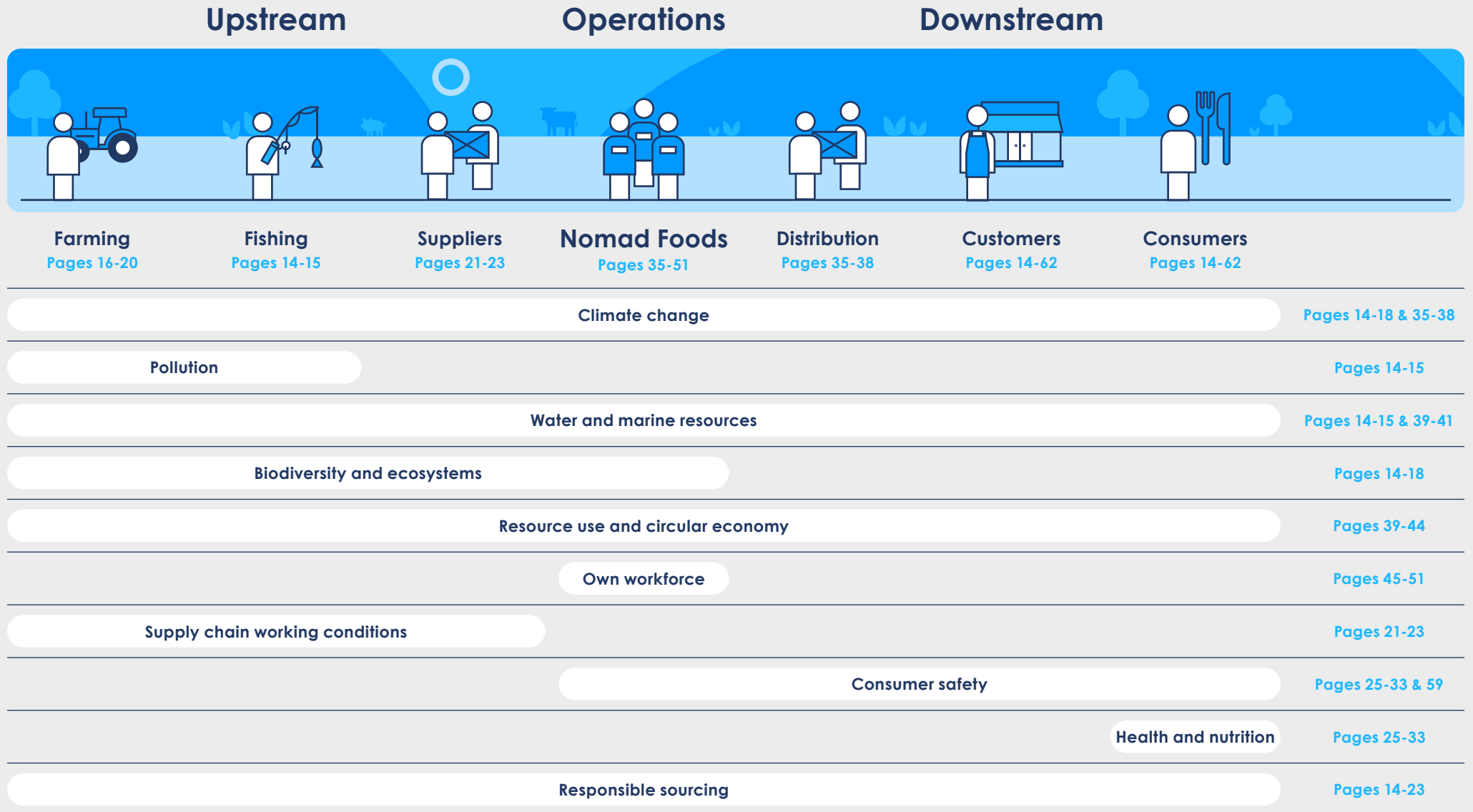
ESRS topic	Sustainability strategy pillar	Page
E1 Climate change		14-18 & 35-38
E2 Pollution		14-15
E3 Water and marine resources		14-18 & 39-41
E4 Biodiversity and ecosystems		14-18
E5 Resource use and circular economy		39-44
S1 Own workforce		45-51
S2 Workers in the value chain		21-23
S4 Consumers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

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



# Our global value chain

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



# Stakeholder value creation

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



## Farmers

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

# 155,890

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

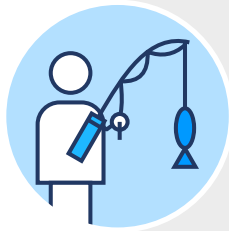


## Employees

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

# 74%

employee engagement score



## Fisheries

Outreach and audit visits, third-party verification schemes.

# 99.9%

of fish and seafood from certified sustainable/responsible sources



## Investors

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

# €287m

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



## Suppliers

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

# 114,000

workers positively impacted at sites where improvements have been delivered



## Customers

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

# 95,000

major retail supermarkets stock our products<sup>2</sup>

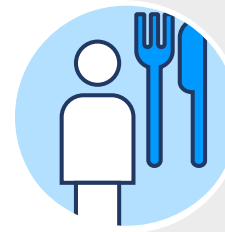


## Industry/non-governmental organisations (NGOs)

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

# 65

industry association memberships



## Consumers

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

# c.97.9m













households can access our products<sup>3</sup>

2. Adapted from IGD Country Reports – Store counts 2024 or 2025.

3. Source: Europanel, 12 months to end Q3 2025.

# How are we doing?

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

SDG	SDG targets	2025/2030 targets <sup>4</sup>	Performance	Status																																		
<b>Better Sourcing</b> <span style="float: right;">Pages 13-23</span>																																						
 	<div style="display: flex; gap: 10px;"> <div style="border: 1px solid #ccc; border-radius: 10px; padding: 2px 5px;">2.4</div> <div style="border: 1px solid #ccc; border-radius: 10px; padding: 2px 5px;">12.2</div> </div>	<p><b>100%</b> of fish and seafood from sustainable fishing or responsible farming by the end of 2025</p>	<h2>99.9%</h2>	<span style="color: orange;">▶</span> Ongoing																																		
	<div style="display: flex; gap: 10px;"> <div style="border: 1px solid #ccc; border-radius: 10px; padding: 2px 5px;">2.5</div> <div style="border: 1px solid #ccc; border-radius: 10px; padding: 2px 5px;">15.2</div> </div>				 	<div style="display: flex; gap: 10px;"> <div style="border: 1px solid #ccc; border-radius: 10px; padding: 2px 5px;">14.1</div> <div style="border: 1px solid #ccc; border-radius: 10px; padding: 2px 5px;">15.5</div> </div>	<p><b>100%</b> of veg, potatoes, fruit and fresh herbs from sustainable farming practices by the end of 2025</p>	<h2>97%</h2>	<span style="color: orange;">▶</span> Ongoing	<div style="display: flex; gap: 10px;"> <div style="border: 1px solid #ccc; border-radius: 10px; padding: 2px 5px;">14.2</div> <div style="border: 1px solid #ccc; border-radius: 10px; padding: 2px 5px;">14.4</div> </div>	<b>Better Nutrition</b> <span style="float: right;">Pages 24-33</span>						<div style="border: 1px solid #ccc; border-radius: 10px; padding: 2px 5px;">2.1</div>	<p>Grow sales from Healthier Meal Choices (HMC) year on year (% total net sales from HMC)</p>	<h2>95.9%</h2>	<span style="color: orange;">▶</span> Ongoing			<p><b>100%</b> of our portfolio to be free from artificial colours/ flavours and flavour enhancers by 2025</p>	<h2>99.9%</h2>	<span style="color: orange;">▶</span> Ongoing	<b>Better Operations</b> <span style="float: right;">Pages 34-51</span>						<div style="border: 1px solid #ccc; border-radius: 10px; padding: 2px 5px;">12.2</div>	<p>Reduce greenhouse gas emissions intensity across our operations by <b>45%</b> by 2025 from a 2019 baseline<sup>5</sup></p>	<h2>36%</h2>	<span style="color: orange;">▶</span> Ongoing		<div style="border: 1px solid #ccc; border-radius: 10px; padding: 2px 5px;">12.3</div>	
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**ESG databook**

→ [Download](#)

4. All targets exclude our Adriatic cluster, Frikom and Ledo.

5. Excludes Findus Switzerland and our Adriatic cluster.