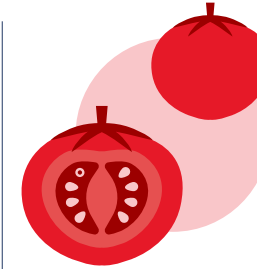


View from our CEO



The Goodness of Frozen

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



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

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

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

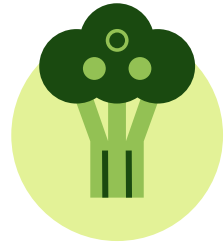
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This has become about far more than addressing food poverty; freezing can make nutrient-rich produce like fish, fruit and veg accessible year-round to more people.

View from our CEO continued

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

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



100m

households can access our great tasting and nutritious food



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

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

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

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

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

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

Dominic Brisby
Chief Executive Officer

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

