

Foundations for a sustainable business



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

Material topics

[Business conduct](#)
[Consumers and end-users](#)

In this section

Sustainability governance [Page 53](#)

Risk and materiality [Page 54](#)

Material impacts, risks and opportunities [Page 55](#)

Food safety and quality [Page 59](#)

Ethical conduct [Page 60](#)

ESG disclosure [Page 61](#)

New targets [Page 63](#)

Assurance statement [Page 63](#)

Further information [Page 64](#)

Sustainability governance

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

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

Board of Directors

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

Executive Committee

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

Read the Nominating and Corporate Governance Committee's charter

→ [Download](#)

Sustainability team

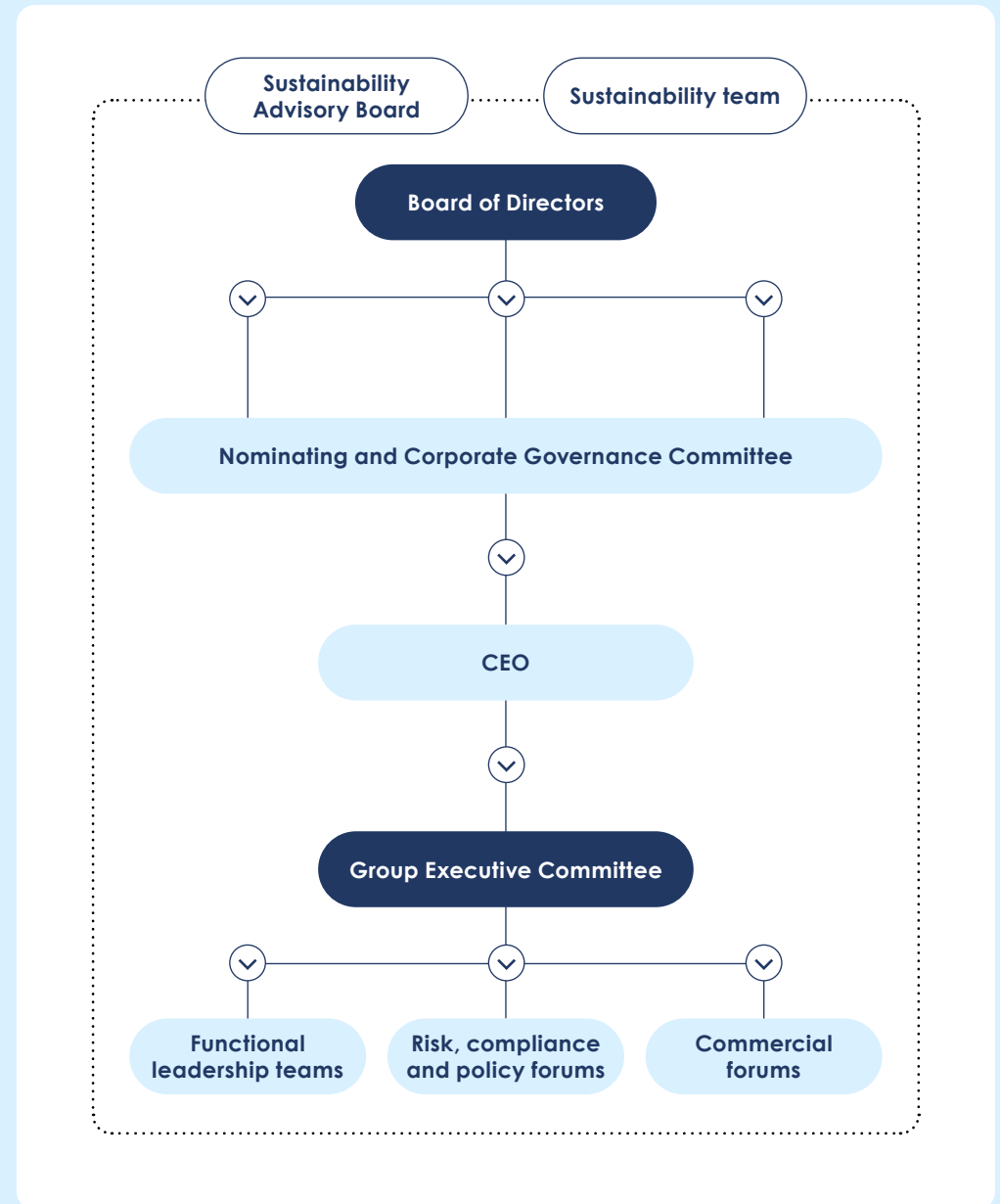
Led by our Group Head of Sustainability (who reports into our General Counsel), this central team leads strategy development, compliance monitoring and reporting.

Functional delivery

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

External Sustainability Advisory Board

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



Risk and materiality

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

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

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

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

Our Audit Committee's charter

→ [Download](#)

Our annual report

→ [Download](#)

Materiality process

01

Understanding the business context and external environment

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

02

Stakeholder engagement

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

03

Evaluating impact materiality and financial materiality

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

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

Material impacts, risks and opportunities

⬆️ Upstream value chain
⊙ Own operations
⬇️ Downstream value chain

Climate change

Link to strategy:



Fish and seafood

Agriculture



Climate change and GHGs

Why it matters

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

Impacts

Scope 1 and 2 GHG emissions	⊙
Scope 3 GHG emissions	⬆️⬇️
Climate impacts through deforestation (for animal feed)	⬇️

Risks

Climate impacts through agriculture and fishing	⬆️
Climate-related regulation and stakeholder climate transition requirements	⊙

Opportunities

Regenerative farming impacts against climate change	⬆️
Improved energy efficiency	⊙
Green financing	⊙

Pollution

Link to strategy:



Fish and seafood

Why it matters

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

Impacts

Marine plastics on water pollution	⬆️
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Risks

Opportunities

Water and marine resources

Link to strategy:



Fish and seafood

Agriculture



Waste and water

Why it matters

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

Impacts

High water intensity in agriculture and aquaculture	⬆️
Bycatch of marine resources	⬆️
Overfishing of marine resources	⬆️
Fish trawling	⬆️
High water intensity in operations	⊙

Risks

Reliance on wild caught fish (overfishing)	⬆️
Consumer concerns over wild caught fish	⬇️

Opportunities

Expanding into other fish species	⬇️
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Material impacts, risks and opportunities continued

- ▲ Upstream value chain
- ⊙ Own operations
- ▼ Downstream value chain

Biodiversity and ecosystems

Why it matters

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

Link to strategy:



Fish and seafood

Agriculture

Impacts

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

Risks

- Biodiversity regulation ▲ ⊙
- Soil degradation ▲

Opportunities

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

Resource use and circular economy

Why it matters

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

Link to strategy:



Packaging

Waste and water

Impacts

- Food waste ▲ ▼ ⊙

Risks

Opportunities

- Operational food waste management ⊙

Own workforce

Why it matters

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

Link to strategy:



Health and safety

Diversity, equity and inclusion

Wellbeing and development

Impacts

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

Risks

- Employee fatality or high severity injury ⊙

Opportunities

- Health and safety culture ⊙

Material impacts, risks and opportunities continued

- ⬇️ Upstream value chain
- ⊙ Own operations
- ⬆️ Downstream value chain

Supply chain working conditions

Link to strategy:



Worker rights

Why it matters

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

Impacts

- Forced labour in the fish supply chain ⬆️
- Child labour and forced labour in the agriculture supply chain ⬆️
- Health and safety in the supply chain ⬆️
- Exploitative payment practices in the supply chain ⬆️

Risks

- Association with human rights issues in our value chain ⬆️
- Stakeholder expectations in human rights due diligence ⬆️

Opportunities

Consumer safety

Link to strategy:



Responsible marketing

Food safety and quality

Why it matters

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

Impacts

- Responsible marketing practices ⬆️

Risks

- Product recall ⬆️
- Marketing dispute ⬆️
- Food safety regulation ⬆️

Opportunities

Health and nutrition

Link to strategy:



Evolving our portfolio

Responsible marketing

Why it matters

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

Impacts

- Providing a secure supply of nutritious food ⬆️

Risks

Opportunities

- Consumer understanding of frozen food ⬆️
- Influencing consumer decision making ⬆️

Material impacts, risks and opportunities continued

⬆️ Upstream value chain

⊙ Own operations

⬇️ Downstream value chain

Responsible sourcing

Link to strategy:



Fish and seafood

Agriculture

Animal welfare

Worker rights

Why it matters

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

Impacts

- Animal welfare ⬆️
- Supply chain transparency ⬆️
- Relationship with suppliers ⬆️

Risks

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

Opportunities

- Enhancing supply chain traceability ⬆️ ⊙

Food safety and quality

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

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

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

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



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

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

Our food safety and quality IROs

→ [Page 57](#)

How are we doing?

100% ↑

of supplying sites within Nomad Foods' supply chain operating to an international food safety system

2024: 95%
2023: 95%

11 ↓

supplier incidents concerning food safety and quality

2024: 16
2023: 17

Our performance data

→ [Download](#)



Ethical conduct

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



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

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

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

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

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



Anti-bribery and corruption

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

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

Safecall

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

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

ESG disclosure

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



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

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

Reporting approach

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

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

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

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

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

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

Our GRI and SASB index

→ [Download](#)

Our sustainability pages

→ [Website](#)

New targets

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



Better Nutrition

By 2030:

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

Ongoing:

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



Better Operations

By 2033:

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

By 2050:

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

[^] From a 2019 baseline.

* FLAG stands for Forest, Land and Agriculture.

** Non-FLAG emissions include emissions from purchased goods and services, fuel- and energy-related activities, upstream transportation and distribution, waste generated in operations, business travel, employee commuting and downstream leased assets.

Assurance statement

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

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

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

Indicator	
Greenhouse gas emissions	kgCO ₂ eq
Energy	kWh
Water	m ³
Waste	tons

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

After reviewing and verifying the emission-relevant data for the reporting year 2025 of Nomad Foods Europe Limited, GUTcert confirms the reported total 338,687t CO₂eq emissions (market-based) with a reasonable assurance. The underlying information is coherent, conservatively estimated and was collected in accordance with the requirements of the GHG Protocol. When examining the documents and during the onsite inspections, no facts have become known which contradict the statements made in the data records.

Berlin, 28 April 2026



David Kroll

Further information

Our website

→ Visit

Our GHG data methodology supplement

→ Download

Our TCFD statement

→ Download

Our GRI and SASB index

→ Download

Our assurance statement

→ Download

Disclaimers

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

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

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

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

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

Forward-looking statements

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

Nomad Foods Europe Limited

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