Sustainability Report

Delivering to a Better World

Board-level commitment and our Sustainability Management Committee established in March 2024. C&C Group continues to embed sustainability into everything we do.

Scope 1 & 2 emissions (location-based) YOY reduction

11%

Our sustainability strategy is integral to C&C Group's purpose and our three core values:

We respect people and the planet

We bring joy to life

Quality is at our core

Our key policies and documents

READ MORE: PAGE 75

Our six strategic pillars:

ENVIRONMENT

01. Reduce our Carbon Footprint

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02. Sustainably produce and source our Products & Services

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SOCIAL

03. Ensure Alcohol is Consumed Responsibly

READ MORE: PAGE 32

04. Enhance Health, Wellbeing & Capability of Colleagues

READ MORE: PAGE 34

GOVERNANCE

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

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

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Sustainability Report continued

Our Materiality Process

In this reporting period, C&C Group continued to prepare for the reporting obligations under the Corporate Sustainability Reporting Directive ('CSRD'). Following the EU 'Stop the Clock' Directive and Omnibus package, work is currently being undertaken to align the output of the initial Double Materiality Assessment ('DMA') with the simplified directive to determine those areas requiring further review.

ATTENUATION PONDS IN THE WASTE WATER TREATMENT PLANT, CLONMEL

SIMPLICITY

Simplifying our strategic pillars

In FY2027, C&C Group will simplify the pillars of its sustainability strategy, providing a clear and coherent framework through which to articulate our Environmental, Social and Governance priorities. This evolution does not represent a change to our strategy or the initiatives already in place; it reflects a structured, consistent approach to how our sustainability performance is organised, measured and communicated.

Our strategy will be underpinned by three simple and memorable pillars, aligned directly to our Environmental, Social and Governance priorities.

Through this framework, we will continue to strive for better by driving improvements across our manufacturing, supply and value chains; doing what is right for our colleagues, consumers, customers, suppliers and communities; and conducting our business in an authentic way, guided by the highest standards of ethics, transparency and accountability.

Together, our simplified pillars will provide a robust and flexible framework that supports both current and future reporting requirements, enabling us to reflect the full scope of our sustainability performance and ambitions.

Sustainability Report continued

ENVIRONMENT

01. Reduce our Carbon Footprint

We understand the need to further reduce emissions in our operations. We use our position as a leading drinks producer and distributor to influence our supply chain to support our sustainability goals and to reduce carbon emissions in their own operations.

C&C Group has committed to be 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 2020 baseline. In addition, we have a Scope 3 emissions target of 25% reduction by 2030 against a 2020 baseline. We are working with our key suppliers to reduce emissions in the supply chain, with the ambition that 67% of our suppliers (by spend) will have a science-based target in place by the end of 2026 (reporting year FY2027).

Progress against our Science Based Targets

Scope 1 and Scope 2 GHG emissions continued to decline in FY2026, demonstrating sustained progress against the FY2020 baseline and consistency with the Group's decarbonisation strategy. We achieved an 11% year-on-year reduction (Scope 1 and 2 location-based emissions) and a 43% overall reduction against the FY2020 baseline. Efficiency savings and 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, reduced fossil fuel consumption and further rollout of alternative fuel, i.e., hydrotreated vegetable oil ('HVO'). Switching from diesel to HVO across more of our fleet has saved 632 tCO_2e in FY2026. The Group will install an E-Boiler, which is forecast to reduce carbon emissions by approx. 3,000 tCO_2e. This investment will reduce underlying emissions at our Wellpark site by 53%. 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 29.

Table 1: Greenhouse Gas Emissions Data

Greenhouse Gas Emissions (Tonnes CO_2 equivalent)	FY2020 (Baseline)	FY2025	FY2026	Change vs FY2025	Change vs Baseline (FY2020)
Scope 1	25,079	17,623	15,719	-11%	-37%
Scope 2 (location-based)	12,429	6,464	5,670	-12%	-54%
Scope 2 (market-based)	6,238	190	64	-66%	-99%
Scopes 1+2 (location-based)	37,508	24,087	21,389	-11%	-43%
Scopes 1+2 (market-based)	31,317	17,813	15,783	-11%	-50%
Scope 3	718,090	504,714	497,307	-1%	-31%
C1. Purchased goods	482,701	347,763	403,961	16%	-16%
C2. Capital goods	–	12,519	5,947	-52%	–
C3. Fuel and energy-related activities	7,083	5,678	5,055	-11%	-29%
C4. Upstream transportation	17,131	43,764	41,373	-5%	142%
C5. Waste generated in operations	2,933	1,085	118	-89%	-96%
C6. Business travel	1,879	857	339	-60%	-82%
C7. Employee commuting	2,606	2,191	1,716	-22%	-34%
C9. Downstream transportation and distribution	27,273	33,782	31,424	-7%	15%
C10. Processing of sold products	–	–	375	–	–
C11. Use of sold products	138,365	45,845	6,089	-87%	-96%
C12. End-of-life treatment of sold products	38,117	10,727	888	-92%	-98%
C15. Investments	–	504	21	-96%	–
Total Carbon Footprint (location-based)	755,597	528,801	518,696	-2%	-31%
Total Carbon Footprint (market-based)	749,405	522,527	513,090	-2%	-32%

C&C Group's classification of emissions associated with factored products has been comprehensively reviewed with external expert advice and updated GHG Protocol guidance. Across Scope 3 categorisation, emissions have been re allocated to accurately reflect the underlying activity data and value chain boundaries. This has led to some movements within individual Scope 3 categories with limited overall total impact.

Sustainability Report continued

In FY2027, the Group will revalidate our science-based targets through SBTi, strengthening our commitment by aligning to a 1.5°C reduction pathway and including Forest, Land and Agriculture ('FLAG') targets. As part of this process, we will undertake a re-baselining process to reflect the divestment of our fruit processing business and the acquisition of Drygate Brewery.

Table 2: Emissions Intensity

Emissions Intensity	FY2020 (Baseline)	FY2025	FY2026	Change vs FY2025	Change vs Baseline
Net Revenue (mEUR)	1,719	1,665.5	1,569.8	-6%	-9%
Scope 1 and 2 tCO_2e per mEUR (location-based)	21.8	14.5	13.6	-6%	-38%
Total Carbon Footprint tCO_2e per mEUR (location-based)	440	318	330	4%	-25%
Scope 1 and 2 tCO_2e per mEUR (market-based)	18.2	10.7	10.1	-6%	-45%
Total Carbon Footprint tCO_2e per mEUR (market-based)	436	314	330	4%	-25%

Conservation of Energy

Across the Group, we continue to transition to renewable energy where possible. Through continued investment into renewable electricity contracts, C&C Group's Scope 2 market-based emissions have reduced by 99% against the FY2020 baseline. In FY2026, the total Group electricity consumption from renewable electricity sources has increased from 95% to 99%. In line with our Transition Plan, we are working to move all electricity contracts to renewable sources. Our Clonmel site generated 1,653 MWh of renewable electricity from its solar panels in FY2026. C&C Group introduced a solar energy system as part of our Orbital West depot launch and are monitoring benefits with a view to rolling out across the wider distribution network where applicable.

In recent years, C&C Group has completed a range of decarbonisation projects at our sites. Projects include installation of anaerobic digestion and biogas projects at our Wellpark Brewery; operations efficiency projects; piloting the introduction of electric vehicles into our distribution fleet; and the successful transition of key depots to HVO as a sustainable fuel source for our distribution network. To further reduce carbon emissions and energy consumption in our operations, the Group will replace air compressors in Clonmel, reducing energy used by 400 MWh per annum in FY2027.

Table 3: Streamlined Energy and Carbon Reporting ('SECR')

Total C&C Group Emissions (Scope 1 and 2) tCO_2e	Previous reporting year (FY2025) UK	Previous reporting year (FY2025) Non-UK	Previous reporting year (FY2025) Total	Current reporting year (FY2026) UK	Current reporting year (FY2026) Non-UK	Current reporting year (FY2026) Total
Scope 1	12,553	5,070	17,634	12,004	3,715	15,719
Scope 2 (location-based)	3,711	2,753	6,464	3,464	2,206	5,670
Scope 2 (market-based)	3	187	190	64	–	64

ORBITAL WEST, LONDON

Sustainability Report continued

Table 4: Energy Consumption MWh

Energy Consumption MWh	FY2020 (Baseline) MWh	FY2025 MWh	FY2026 MWh	Change vs FY2025	Change vs Baseline
Natural Gas	94,221	57,449	48,510	-16%	-49%
Liquified Petroleum Gas ('LPG')	2,332	4,552	5,933	30%	154%
Diesel	33,257	23,322	20,509	-12%	-38%
Hydrotreated Vegetable Oil ('HVO')	0	6,989	9,466	35%	–
Petroleum	450	1,914	1,838	-4%	308%
Kerosene/Fuel Oil	65	209	–	-100%	-100%
Biogas	83	3,484	3,511	1%	4130%
Non-Renewable Electricity	26,664	2,644	363	-86%	-99%
Renewable Electricity	14,737	29,070	31,877	10%	116%
Total Non-Renewable Energy Consumption	156,989	90,090	77,153	-14%	-51%
Total Renewable Energy Consumption	14,737	39,543	44,854	13%	203%
Total Energy Consumption	171,726	129,633	122,007	-6%	-29%
Total MWh included in Scope 1	130,325	94,435	86,256	-9%	-34%
Total MWh included in Scope 2	41,401	31,714	32,240	2%	-22%
Out of Scopes (Biogas)	83	3,484	3,511	1%	4130%

The Group's total energy use has reduced by 29% since FY2020. This is primarily driven by our carbon reduction efforts, with consumption of natural gas almost halving over the same period. This is due to the continued optimisation of our operations and focus on energy efficiency. Increased HVO use in our distribution fleet, with its reduced carbon footprint, is offset, with a more significant absolute reduction in energy associated with diesel. LPG consumption, whilst a small contributor to the overall energy use has increased by 30% against FY2025, due to increased forklift truck movement at Wellpark, and increased use of LPG at Clonmel's wastewater treatment facility. Consumption of non-renewable electricity from fossil fuels reduced by 86% in FY2026 against the previous financial year reflecting the near complete transition away from grid electricity sourced from non-renewable contracts.

In FY2026, total energy consumption reduced by 6%. The Group has invested in a transition away from energy from fossil fuel sources, shown in the 14% reduction in FY2026. Total renewable energy consumption has increased by 13% against last financial year.

The Group's Transition Plan explains how we will continue to move our manufacturing and distribution operations to renewable energy sources where feasible.

Table 5: Energy Consumption and Mix

Energy Consumption and Mix	FY2026 (MWh)
Fuel consumption from coal and coal products	–
Fuel consumption from crude oil and petroleum products	28,280
Fuel consumption from natural gas	48,510
Fuel consumption from other fossil sources	–
Fuel consumption from nuclear products	–
Consumption from acquired electricity, heat or steam from fossil sources	363
Total energy consumption from fossil sources (MWh)	**77,153**
Share of fossil sources in total energy consumption (%)	**63%**
Fuel consumption from renewable sources (including biogas and HVO)	12,977
Consumption of acquired electricity, heat or steam from renewable sources	31,877
Consumption of self-generated electricity from renewable sources (solar)	–
Total renewable energy consumption (MWh)	**44,854**
Share of renewable sources in total energy consumption (%)	**37%**
Total energy consumption (MWh)	**122,007**

Table 6: Total Energy Consumption per net revenue

MWh/mEUR	FY2026
Total energy consumption per net revenue	77.72

Breakdown of Scope 3 emissions

Our Scope 3 emissions (including Purchased Goods, Use of Sold Product, End of Life Treatment, and other indirect emissions) account for 96% of C&C's total emissions.

81% of our Scope 3 emissions are attributed to third-party products that we purchase and deliver to our customers. We are directly engaged with key suppliers to explore collaborative emission reduction projects as part of our Sustainable Procurement programme.

Scope 3 Supply Chain Engagement

In FY2026, 54% of C&C Group's targeted supplier spend is covered by science-based targets that are validated by SBTi.

To engage with key suppliers, we provide one-to-one guidance and support for measuring, reporting, and communicating carbon emissions and reduction ambitions. In 2025, C&C Group was awarded a score of A- from CDP Supply Chain as recognition of our commitment to engage through the Supplier Engagement Assessment. C&C Group is improving our approach to supplier engagement through a dedicated Sustainable Procurement programme.

Summary of Decarbonisation Projects

Our main manufacturing sites continue to make significant carbon emission reductions. At Clonmel, gas efficiency projects in FY2026 resulted in 10% reduction in carbon emissions associated with consumption of natural gas, due investment into a boiler economiser, continuous improvement in our can line efficiency, improved shut down and cleaning procedures, and more effective run hours on the heat pump. At our Wellpark Brewery, carbon emissions reduced by approximately 164 tCO_2e with the full year effects of an improved brewhouse cycle time, improvements to the canning line operation, and on-going employee awareness programmes.

Across the Group, we have continued to transition our electricity to renewable sources. Our procurement team has worked with energy providers to ensure that we are purchasing clean electricity where possible, leading to market-based Scope 2 emissions reductions of 99% against the FY2020 baseline.

As outlined in the Transition Plan, C&C Group is committed to investing in alternative fuel to decarbonise our distribution fleet. We are transitioning, to FY2030, the bulk diesel fuel tanks at our depots to HVO. In FY2026, we introduced HVO to our Boldon and Wetherby depots in addition to the continued use at Runcorn, Bedford, Fosse Lane, and Orbital West. Through increasing use of HVO across our depot sites, we have saved approximately 2,400 tCO_2e since introducing HVO to our distribution fleet in FY2023.

In addition to large investments, C&C Group also continued to transition more sites to LED lighting, reducing emissions by 21 tCO_2e in FY2026, and committing to continuous improvement initiatives across our sites to influence business culture and reduce emissions.

Environmental Policy

C&C Group's 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 Chief Executive Officer every two years. 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 www.candcgroupplc.com/corporate-governance/.

Sustainable Logistics

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 is committed to transitioning to lower carbon alternatives where feasible.

Across the Group, we operate four 18-tonne electric heavy goods vehicles ('HGV'). We continue to adopt a phased approach to the implementation of electric vehicles ('EV'), shifting delivery vehicles to HVOs in the interim as the technology and cost competitiveness of EVs continues to improve. Our flagship depot in London, Orbital West, is piloting a mix of electric HGVs and internal combustion engine ('ICE') 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.

As our planning and telematics systems continue to develop, 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.

Across C&C Group's operations, we continue to rationalise our distribution network, with the closure of Kells in the Republic of Ireland in FY2026. The combined changes to our depot network, route optimisation, and fuel decarbonisation has reduced carbon emissions across our distribution network.

Sustainability Report continued

ENVIRONMENT

02. Sustainably produce and source our Products & Services

The safety, authenticity, legality and quality of our product manufacturing and sourcing are fundamental to our ongoing business operations.

Product Safety and Quality

Supported by the C&C Group technical function, in line with global best practice, C&C Group has implemented robust quality control and food defence procedures across our manufacturing sites. Table 1 outlines the quality certifications and audits achieved or maintained across manufacturing sites. Internally, C&C Group annually tests crisis management and business continuity procedures to protect customers, consumers, and the communities in which we operate.

Achieving and maintaining BRCGS Food Safety AA+ certification at both manufacturing sites reinforces our commitment to world-class food safety and product quality. It guarantees that we are operating responsibly, ensuring our processes consistently meet globally recognised best practices, while minimising environmental impact. Achieving and maintaining FEMAS certification demonstrates that the by-product we supply for use in animal feed meets the highest standards of safety, quality, and full traceability. This assurance highlights our commitment to responsible waste management and environmental stewardship. Clonmel successfully achieved ISO 14001 recertification following a rigorous independent audit of our environmental management systems. This milestone confirms our continued adherence to global sustainability standards and our commitment to minimizing our ecological impact. By maintaining this certification, we drive operational efficiency, ensure regulatory compliance, and provide stakeholders with verified assurance of our corporate responsibility. Wellpark is subject to audit against the SEDEX Members Ethical Trade Audit ('SMETA') Standard which includes data on labour rights, health and safety, environmental practices, and business ethics.

TENNENT'S BREWERY TOUR, WELLPARK

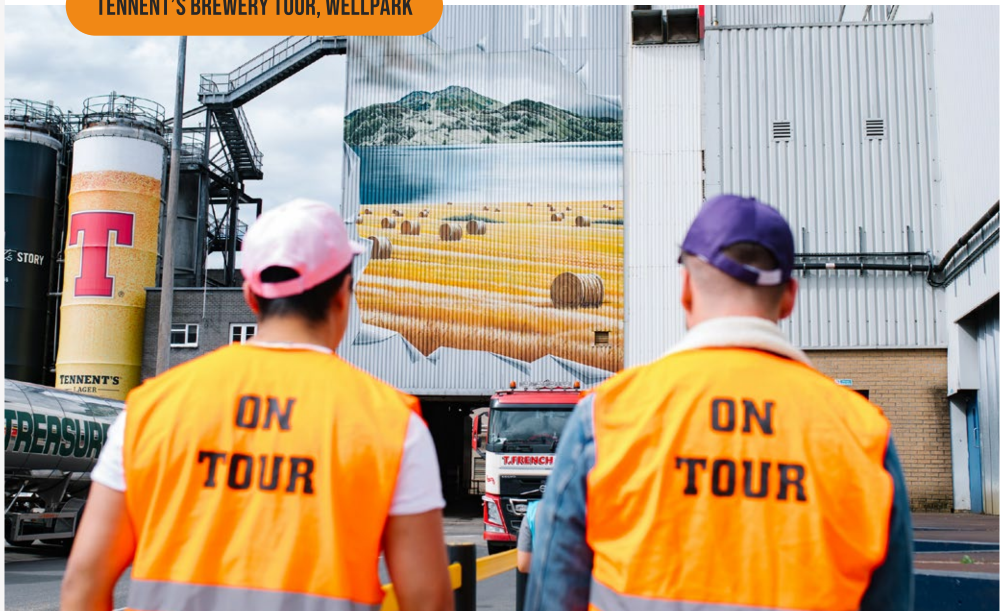


Table 1: Quality certifications and audits achieved or maintained across manufacturing sites

Clonmel
Bulmers ISO 14001
Bulmers BRCGS
Bulmers FEMAS

Wellpark
Wellpark BRCGS
Wellpark FEMAS
Wellpark AOECS Standard for Gluten-Free Foods
SMETA Audit

Water

C&C Group has a water efficiency target of 3.4:1 (water ratio of hectolitres extracted versus hectolitres produced). In FY2026, the Group has achieved a water efficiency ratio of 3.3:1. This result has been achieved through continuous improvement and investment in water management infrastructure at our manufacturing sites. Since FY2020 (base year), the water usage at our Wellpark and Clonmel manufacturing sites has reduced (25% and 41% respectively).

Waste

The Group maintains its commitment to Zero Waste to Landfill across our operations. The waste management approach is guided by the waste hierarchy: prioritising prevention and implementing reuse and recycling where possible. In our manufacturing sites, waste is source-segregated to maximise opportunity for recycling. We monitor manufacturing waste streams for contamination and implemented target improvements. 100% of our manufacturing by-products are recycled for use as animal feed or compost. In FY2026, over 20,900 tonnes of spent grain and fruit pomace were used as animal feed, with the remainder of our manufacturing waste recycled or sent for energy recovery.

Sustainable Sourcing

Where possible we locally procure the ingredients for our own-manufactured beers and ciders. 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 health and sustainability of the Irish apple growing sector is 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, C&C Group owns 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 continues as a patron of the All-Ireland Pollinator.

Continuing to embed sustainable sourcing practices into our procurement processes will support our ambition across our sustainability pillars. It plays a significant role in minimising adverse environmental and social impacts, as well as managing risks and opportunities in our supply chain. In collaboration with our suppliers, we can deliver our business objectives and sustainability targets.

Over the last financial year capability to further embed sustainable practices into our procurement processes has been improved to complement the work already in place around climate considerations in our supply chain. Colleague support and integrated practices are based on the guidance standard ISO 20400 (Sustainable Procurement). A sustainable procurement training module was developed and rolled out to procurement functions. 97% of colleagues have completed the training. Application of sustainable procurement will be managed through tendering process which will include sustainability criteria. Our updated Code of Conduct available at www.candcgroupplc.com/code-of-conduct/ constitutes a dedicated supplier section outlining minimum acceptable standards to work with C&C Group.

Supplier Engagement

SEDEX is the established approach to supplier management regarding ethical sustainability requirements. Suppliers breaching our risk threshold are being asked to match with us on the platform or join the platform to share the results or complete a Self-Assessment Questionnaire ('SAQ') and or audit which generates a risk score based on key indicators. Awareness of supplier risks and opportunities contribute to attaining continuous supply chain improvement.

SIMPLICITY

CASE STUDY

Simplifying Sustainable Procurement

Sustainable procurement supports C&C Group's strategic priorities by embedding ethical, environmental and social considerations into commercial decision-making. Through clear governance, standardised processes and supplier engagement, the programme enhances service, strengthens risk oversight and stability, and applies recognised frameworks to deliver simple, responsible sourcing and tangible business value.

FY2026 Achievements

People
100% of our procurement colleagues trained in the core principles of Sustainable Procurement.

Policy, Strategy and Communication
C&C Group Supplier Code of Conduct updated.

Procurement Processes
Sustainability Criteria embedded into tenders & Onboarding.

Engaging Suppliers
C.40% of our high spend supply base matched on SEDEX.

FY2027 Development

People
Expand training of the core principles of sustainable procurement to all budget holders.

Policy, Strategy and Communication
Creation of C&C Group Human Rights Breach Response Team.

Procurement Processes
Increased focus on Supplier Management.

Engaging Suppliers
Expand our SEDEX matching to encompass suppliers with high-risk indicators.

Sustainability Report continued

SOCIAL

03. Ensure alcohol is consumed responsibly

We are fully committed to marketing alcohol responsibly and encouraging the moderate consumption of the products we produce and distribute.

Alcohol Awareness

Our aim is to ensure that our brands are enjoyed safely and responsibly by consumers.

All our marketing activities operate in accordance with the Group's Responsible Marketing Code ('RMC'). Compliance with this code is mandatory across all marketing, sales, promotional, and communications activity relating to both our owned brands and any third-party brands for which we manage and control marketing activity.

The Health and Wellbeing section of the Group's internal colleague platform, C&C4Me, includes a dedicated Alcohol Awareness area. This provides colleagues with information, resources and practical tools to increase understanding of alcohol-related issues, supported by guidance and educational materials from our partners at Drinkaware.

Responsible Marketing Training

All colleagues within the Marketing, Communications, Corporate Affairs and Legal teams complete mandatory training every two years on the relevant industry codes governing alcohol marketing. This includes the CAP and BCAP Codes, the Portman Group Codes of Practice in the UK, and the CopyClear framework in Ireland.

This training strengthens internal expertise, safeguards our licence to operate, protects the reputation of our brands, and ensures our marketing activities continue to prioritise consumer and societal wellbeing.

During FY2026, C&C Group recorded zero breaches of industry or regulatory marketing codes.

Promoting 0%, Low Alcohol & Low-Calorie Variants

As consumer preferences continue to evolve towards moderation and reduced alcohol consumption, The Group has expanded its portfolio to include low-and no-alcohol as well as lower-calorie alternatives within its core brands.

In FY2026, Bulmers Light and Bulmers Zero formed an important part of the brand's overall marketing strategy. In addition, following consumer feedback, Tennent's Zero was reintroduced with an improved recipe and refreshed product offering.

Alongside our owned brands, we also provide customers with a wide range of third-party low- and no-alcohol and reduced-calorie products, enabling us to respond effectively to growing consumer demand for these options.

Alcohol Labelling

We continue to implement Portman Group Best Practice Labelling across the primary packaging of our major beer and cider brands in the UK.

This includes:

- 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

Through our ongoing collaboration with the Portman Group, C&C Group aims to ensure alcohol labelling remains both responsible and informative. By adopting the latest industry best practice standards, consumers are provided with clearer and more comprehensive information about our products and associated health guidance.

In Ireland, C&C Group continues preparations to comply with the labelling requirements outlined in the Public Health (Alcohol) Act, which are currently expected to come into force in 2028.

Sustainability Report continued

Supporting Drinkaware and Drinkaware.ie

Responsible drinking messaging remains a prominent feature across all communications for our owned brands in both the UK and Ireland. References to Drinkaware and Drinkaware.ie are included across a range of channels, including television advertising, out-of-home media, social media content and sponsorship assets.

Portman Group

C&C Group continues to support the Portman Group, the UK's regulator for alcohol labelling, packaging and promotion and a leading body for social responsibility within the industry.

Through our engagement with the organisation, we access training, guidance and advisory services to ensure our marketing remains aligned with the relevant Codes of Practice. We also benefit from research and insights provided by the Portman Group on emerging trends and developments in alcohol consumption.

Sustainability Report continued

SOCIAL

04. Enhance Health & Safety, Wellbeing & Capability of Colleagues

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.

Health & Safety

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.

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

Defined Standards

In FY2026, through collaboration with colleagues across all business areas, we developed a robust framework of 48 Management and Risk Control Standards and 70 Safe Work Procedures for colleagues, establishing improved ways of working and providing clarity to our colleagues on our commitment to a fair and just safety culture, ensuring managers are visibly accountable.

Number of Mental Health First Aiders

96

Number of Safe Work Procedures

70

In FY2027, we will continue to focus on embedding these standards throughout the Group and will introduce a programme developed around internal audit findings to ensure our focus remains on continual improvement.

Improve Capability

Through our Safety Centre of Excellence capability programme, we have delivered 43 courses in key skills required to embed improved safety standards and developed a robust methodology in effective practical training to be delivered by newly appointed operational trainers throughout the coming year.

We have used improved technology to reduce administration time, allowing more focus on practical delivery of training but ensuring comprehensive records of training can be maintained.

Empower Colleagues

This year, we launched our PAUSE for safety initiative in the logistics network, specifically focussing on defining our delivery safety standards, empowering our delivery crews in making effective safety-based decisions every day.

In the coming year, we will further develop this initiative in improved delivery point risk assessment, working with our customers on ensuring consistent delivery point safety standards are a priority.

Although we saw a 2.4% increase in our Lost Time Injury Frequency Rate ('LTIFR') from 3.79 to 3.88 per 200,000 hours worked, we achieved a 13.5% reduction in reportable injuries across the Group.

Our ambition is to further improve on this progress and achieve a 30% reduction overall in lost time injuries by FY2028 against the 3.79 baseline rate set in FY2025.

Prioritising Health & Wellbeing

We remain committed to supporting colleagues' emotional wellbeing, financial resilience and practical needs, both in the workplace and beyond. All colleagues have access and benefit from comprehensive Employee Assistance Programme ('EAP') services. Through our partnership with GroceryAid, a trusted charity with more than 160 years of experience supporting people across the industry, we launched an enhanced EAP for UK colleagues.

Safety KPIs

Target	Units	FY2026	FY2025
Lost Time Injury Frequency Rate ('LTIFR')	Number of lost time incidents per 200,000 hours worked in reporting period	3.88	3.79
Reportable Injury Frequency Rate ('RIFR')	Number of reportable incidents per 200,000 hours worked in a reporting period.	1.98	2.29

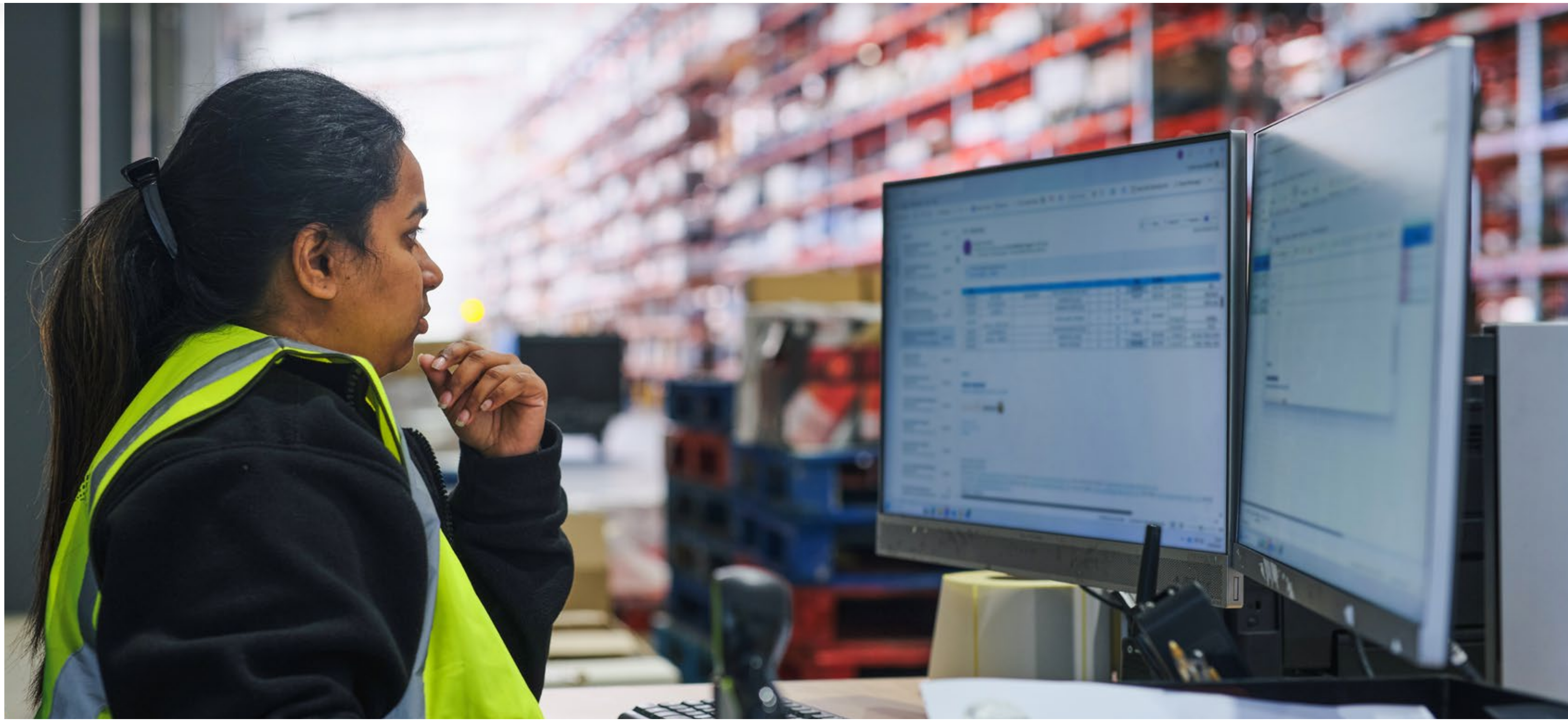
This provides confidential and independent support from day one of employment, including financial guidance, non repayable grants, and resources for People Managers to help them support their teams effectively.

This year we reviewed and updated our substance misuse and responsible drinking policies, ensuring that colleagues have clear guidance on our policies and access to support when required – including signposting to appropriate services and referral to our EAPs where needed. We continue to invest in Mental Health First Aider training to maintain a robust support network across the organisation, complementing the assistance available through our EAPs.

We also introduced a new Occupational Health ('OH') external partner, enhancing our capacity to deliver consistent and compliant health surveillance, improved support for the management of sickness absence, and timely OH advice with clear recommendations for managers. The service includes access to physiotherapy, enabling early intervention and supporting colleagues to stay well and active at work.

Empowering Our People to Deliver Strong Performance

Our talent development strategy continues to advance, supported by a dedicated team and strengthened through comprehensive insight. This year, we completed an Organisational Capability Assessment ('OCA'), generating valuable data to inform strategic planning and guide investment in our people.



Through 63 interviews, 78 hours of conversations, and almost 400 comments from leaders and managers, we identified key priorities across people management behaviours, development and support, a core learning curriculum delivered via our Learning Tap platform, enhancing our join journey, and building sustainable talent pipelines.

Throughout FY2026, our core Sales/Commercial capability programme, 'Succeed', has delivered structured, job focused development to every sales team across all business channels. Supporting around 350 colleagues and delivering more than 7,000 hours of sales-focused learning, the programme strengthens commercial excellence through a consistent sales approach and a clear capability pathway.

Skills are developed progressively through induction, coaching, workshops, and practical application tools. This has equipped our teams with a shared language, repeatable selling behaviours, and practical resources that enhance execution, drive excellence, and support exceptional customer experiences.

Cyber Training

Over the past year, we have continued to strengthen colleague capability and cyber resilience through a comprehensive security training and awareness programme. Our approach focuses on developing secure habits, reducing human related risk, and ensuring all colleagues remain equipped to recognise and respond to modern cyber threats. Our Security Training Programme continues to comprise three core elements: annual mandatory cyber security awareness training; monthly phishing simulations and regular awareness communications, supported by optional topical training modules. All colleagues with computer accounts are automatically enrolled. Colleague engagement with cyber security has grown significantly, reflecting a strengthening security culture across the business.

Sustainability Report continued

GOVERNANCE

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

We remain committed to creating a workplace where everyone can thrive in a fair, inclusive and supportive environment.

Diversity, Equity & Inclusion

In our November 2025 Elevate Employee Engagement Survey, inclusiveness was one of our highest scoring themes, with many colleagues highlighting that a key strength of C&C Group is that people of all backgrounds are accepted for who they are.

As part of our partnership with GroceryAid, we have completed a DE&I maturity index review – an evidence based assessment of our approach across the colleague lifecycle. The findings form a key part of our People Strategy to guide priorities and drive progress in this important area.

We also became a founding partner of Drinks United, a collaboration between the Wine & Spirit Education Trust, the Wine and Spirit Trade Association and The Drinks Trust aimed at creating a safer, more inclusive and equitable environment across the drinks industry.

Our two-year DE&I strategy, launched in January 2024, is built around three priorities:

1. Champion gender diversity with an ambition to achieve 30% representation of women in senior leadership roles by 2026.
By the end of FY2026, over 40% of our senior leaders were women, reflecting continued progress in gender representation. We remain committed to the FTSE Women Leaders Review and are proud to have met or exceeded its targets, achieving a top 30 FTSE 250 ranking and seventh place within our sector. Diverse hiring panels and gender balanced shortlists continue to support this progress.

2. Increase employment opportunities for people from underrepresented and disadvantaged backgrounds.
Through the partnership we had with Big Issue Recruit, throughout FY2026 we welcomed 10 colleagues into roles across our depot network and customer service teams, supporting access to sustainable employment for individuals facing barriers to work.

3. Create opportunities for all employees to fulfil their potential and take responsibility for their careers.
In FY2026, 33 colleagues participated in apprenticeship programmes across People, Finance, Technology & Digital and Project Management. Our Leading to Win programme returned for aspiring people managers. Colleagues based in Scotland and Ireland completed an Institute of Leadership Management qualification, joining our England-based participants as part of a wider cohort to encourage cross-functional collaboration.

Our core capability programme, Succeed, supported around 350 colleagues and delivered more than 7,000 hours of sales-focused development, underpinning consistent capability building across our sales organisation.

Sustainability Report continued

Gender Pay Gap Reporting

In our 2025 Gender Pay Gap Report, we noted that while our overall gender representation remains broadly unchanged (UK: 26.4% female; Republic of Ireland: 16.3% female), our Mean and Median Gender Pay Gaps continue to be in favour of female employees across both regions. This indicates that, on average, women earn more than men in our UK and Irish businesses, consistent with trends observed in previous years. As highlighted in our pay quartile analysis, female representation in senior roles remains proportionally higher than the overall proportion of women in our workforce. These outcomes continue to reflect the gender distribution across our business areas, with male colleagues more prevalent in Manufacturing, Distribution and Sales, and a higher proportion of female colleagues in Finance, HR and Marketing.

While our 2025 results are positive, we recognise the need for continued progress in improving female representation across the Group.

Female gender representation in the UK

26.4%

Female gender representation in the Republic of Ireland

16.3%

We remain committed to strengthening our female talent pipeline through gender balanced shortlists, diverse hiring panels, and the use of inclusive recruitment practices, while also supporting retention and progression through enhanced learning and development opportunities, clear career pathways and structured succession planning.

Continuous Employee Engagement

In FY2026 we implemented a dynamic and flexible employee engagement platform and launched our Elevate Engagement Survey in November 2025. Colleagues provided highly positive feedback on the survey's simplicity, question design, and ease of participation. We achieved a strong, best in class response rate and benchmarked our results against a Manufacturing & Logistics peer group of 17 UK and Ireland consumer-sector organisations of similar size. From this, we identified four Group-wide priority focus areas, with each function developing its own localised action plans to drive meaningful change.

Our Executive team hosted a series of monthly Coffee Chat sessions, meeting colleagues across functions and locations to discuss challenges and opportunities. These sessions encouraged open discussion, strengthened cross-functional collaboration, and helped teams collectively identify solutions. A Group-wide action tracker ensures ongoing progress, with regular updates shared with colleagues.

As part of our Employee Engagement Non-Executive Directors programme, colleagues across our sites in Glasgow, London, Birmingham, Dublin and Clonmel attended informal Employee Listening Sessions to ensure that the employee voice is heard in the Boardroom and employee feedback is used in Board decision making.

In addition, two 'Meet the Board' sessions were held in Bristol and Dublin during the year, giving colleagues the opportunity to meet Board members, ask questions and share feedback, and find out about the Board's priorities.

Whistleblowing with Confidence

At C&C, we work hard to foster a safe, inclusive working environment. We have zero-tolerance for all forms of bullying, harassment and discrimination, and we want to ensure that everyone has the ability to speak up about any concerns they may have. We operate a 'Speak Up' whistleblowing platform which is a simple, safe and confidential online platform that allows colleagues and third parties to raise any concerns they may have about any potential wrongdoing.

Human Rights

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

These include commitments to:

- supply high quality products that are sourced and manufactured in a fair, ethical and environmentally responsible way;
- have a zero-tolerance approach towards modern slavery and human trafficking within our business, including our manufacturing and supply chain; and
- encourage our colleagues to report any concerns they may have, and require management to act upon them.

The Group confirms that there were no concerns raised in FY2026 regarding modern slavery, child labour or human trafficking. A copy of our Code of Conduct, Modern Slavery Statement and Human Rights Policy are available on our website www.candcgroupplc.com/policies-and-terms/.

Anti-Bribery & Corruption

Our Code of Conduct and associated policies apply to all colleagues in the Group equally. They outline our zero-tolerance approach to bribery and corruption and clearly set out our expectations of our colleagues in relation to this, so that it is clear to all colleagues what they may or may not do as part of normal business transactions, and they are written to ensure that legitimate and honest business transactions can be distinguished from improper and dishonest transactions. Colleagues are required to complete training on our Code of Conduct and must confirm they have read and understood it.

During FY2026, no incidences of bribery or corruption were uncovered across the Group. A copy of our Code of Conduct is available on our website www.candcgroupplc.com/policies-and-terms/.

Sustainability Report continued

GOVERNANCE

06. Collaborate with Government, NGOs and Industry Programmes

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

Building Meaningful Charity Partnerships

C&C Group is proud to be part of the communities in which it operates, delivering a range of initiatives that make a positive difference.

The Big Issue Group

C&C Group has enjoyed a three-year partnership with the Big Issue Group ('BIG'), aligning with our charitable agenda across homelessness, addiction, mental health, and poverty. The partnership has supported lasting change for communities and individuals while bringing value to both partners through four established pillars:

Volunteering and Mentoring

BIG Challenge days provide 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. Across three years, 45 C&C Group colleagues have participated, most recently through our Lead to Win programme in Glasgow and a People Leadership Team event in London.

Sheltered Pitches

Hosting vendors as part of 'Sheltered Pitches' at our sites facilitates a safe and welcoming environment to build a new customer base, increase income and connect with colleagues. We have worked with Big Issue's teams in London, Bristol, Birmingham and Glasgow to offer such

> "We would like to sincerely thank C&C Group for the significant impact it has driven by supporting marginalised candidates."

Lara McCullagh
Group Executive Director
Big Issue Group

Sustainability Report continued

opportunities. The sheltered pitch established at our Wellpark site has been used by local vendors whose sales have all benefitted hugely.

Big Issue Recruit

C&C Group has been a founding partner of Big Issue Recruit, which supports people who face barriers to employment into sustainable work. Over the course of our partnership, 24 candidates have been recruited into C&C Group roles in various sites, as well as the delivery of train the trainer sessions and hiring manager support in dealing with people with additional needs.

Cause Related Marketing and Colleague Fundraising

Colleagues have raised over £37,000 over the three-year partnership through initiatives including quizzes, raffles and walking events.

Other Charity Partnerships

C&C Group continues to support a range of charitable organisations across the UK and Ireland.

As part of brand campaigns, a significant amount of funds have been donated to meaningful causes. Tennent's 'TAPS ON' initiative, as part of its Braving the Summer campaign, highlighted the importance of encouraging us to keep our 'TAPS ON', even when it's 'TAPS AFF' weather through a range of limited-edition t-shirts designed by Scottish comedians. £6,000 was raised for Melanoma UK, a leading charity tackling the sharp rise in skin cancer across the UK.

At Christmas, Tennent's released Christmas Crackers with jokes written by some of Scotland's and Northern Ireland's top comedians, with proceeds going to charities tacking food poverty through the festive period, Well-Fed Scotland and Larder>East in Northern Ireland. Through food provision and community engagement, this initiative ensured households facing the toughest pressures were able to eat well at Christmas, with £5,000 donated to each charity.

In 2025, Matthew Clark 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 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 employees, premises, and customers and to adopt high management standards.

Trade Bodies

We maintain active trade memberships across Great Britain and Ireland to champion a responsible, innovative, and well-regulated drinks industry. In Great Britain we are members of the Scottish Grocers' Federation, the Wine and Spirit Trade Association, the Scottish Hospitality Group, the National Association of Cider Makers, the British Beer & Pub Association, and the Portman Group.

In Ireland we are members of the Licensed Vintners Association, the Vintners' Federation of Ireland, AICV (the European Cider and Fruit Wine Association), the National Off-Licence Association, the Irish Hotels Federation, the Restaurants Association of Ireland, and Hospitality Ulster.

These relationships provide tangible benefits for our manufacturing and distribution operations: a direct voice and opportunity to engage on policy affecting our business – including excise and duty, packaging and deposit return schemes, and labelling.

Memberships provide access to industry data and best practice on sustainability, safety and compliance; collaboration on skills, standards and training across production and logistics; and stronger networks with retailers, wholesalers and hospitality operators across On and Off-Trade channels. Together, these memberships support reliable supply, category growth and innovation, while helping us advance responsible consumption and a competitive market for customers and consumers.

> **"It is just so refreshing and inspiring to see local institutions such as Tennent's come together with some of Scotland's brightest comics to support some of Scotland's most disadvantaged families during such difficult times."**

Chris Gray
Managing Director, Well-Fed Scotland

Task Force for Climate Related Financial Disclosures ('TCFD')

Response to Climate Change

This constitutes the Group's fourth disclosure aligned to the Task Force for Climate Related Financial Disclosures ('TCFD') Recommendations and Recommended Disclosures ('TCFD Recommendations').

In accordance with LR 9.8.6R(8), the Group is required to include a statement in this Annual Report and Financial Statements setting out whether the Group has included climate-related financial disclosures consistent with the TCFD Recommendations. Climate-related financial disclosures in this Annual Report and Financial Statements are consistent with the TCFD Recommendations, except for the following:

- Formally embedding the climate-related risks and opportunities ('CROs') within our strategy and financial planning (Recommendations Strategy (b)).
- Identifying and monitoring metrics and targets aligned to the climate-related risks and opportunities that were identified as part of our scenario analysis (Recommendation Metrics & Targets (a) and (c)).

C&C Group is committed to continuing to improve our climate-related disclosures over the coming years in accordance with legislation[1].

Table 1: Recommendations and Supporting Recommended Disclosures, TCFD Report (2017)

Disclosure Requirement	TCFD disclosure met	Page Reference	Actions Undertaken	Next Steps
Governance				
(a) Describe the Board's oversight of climate-related risks and opportunities.	Yes	41 to 42	• Additional reporting lines to the Sustainability Committee established, specifically the Sustainability Management Committee. • The Board, Management and Functional level teams undertook further training on ESG and climate change.	• Plan to deliver additional Board, Management and Functional-level CRO training.
(b) Describe management's role in assessing and managing climate-related risks and opportunities.	Yes	41 to 42		
Strategy				
(a) Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term.	Yes	42 to 51	• Work cross-functionally to integrate results from the detailed quantitative climate change risk assessment and scenario analysis into strategy and financial planning. • Incorporated CROs into Risk, Procurement, and Operational Board planning.	• Continue to actively monitor the changing landscape of sustainability reporting requirements, especially in relation to the Corporate Sustainability Reporting Directive ('CSRD'). • Continue to work towards our validated SBTi targets, with re-validation concluded in FY2027.
(b) Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning.	Partially	42 to 51		
(c) Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Yes	42 to 51		

1. Subject to FCA approval, C&C Group will ensure alignment to the UK Sustainability Reporting Standards (UK SRS) in Annual Report and Accounts.

Task Force for Climate Related Financial Disclosures continued

Disclosure Requirement	TCFD disclosure met	Page Reference	Actions Undertaken	Next Steps
Risk Management				
(a) Describe the organisation's processes for identifying and assessing climate-related risks.	Yes	42 to 43	• Climate risks form part of a bottom-up risk assessment process that feeds into the Group Principal Risk framework, of which 'Climate Change and Sustainability' is a principal risk. • There are several feeds into the principal risk process including Supply Chain/Vendor risks, Double Materiality Assessment ('DMA') and food quality/safety horizon scans. During the year a central emerging risk process governed by Group Risk was introduced. • Principal Risks are reviewed at the Group Risk & Compliance Committee and CROs at the Sustainability Management Committee.	• Management and Functional level teams to undertake training that will include climate risk topics. • Level 2 Business Unit functional risk process has been introduced in FY2026 for full roll out in FY2027 to augment the monitoring, review and management of CROs and other risks.
(b) Describe the organisation's processes for managing climate-related risks.	Yes	42 to 43		
(c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.	Yes	42 to 43		
Metrics & Targets				
(a) Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	Partially	43	• Ongoing carbon reduction progress made in line with the Group's carbon reduction targets validated by SBTi. • Further assessed current metrics in relation to the identified CROs.	• Evaluate and develop, where applicable, additional metrics and targets to support us in managing the identified climate-related risks and opportunities. Upcoming legislative requirements will guide further development. • Achieve our SBTi objectives. • Extend assurance over emission metrics to include supplier engagement target for all Scope 3 categories, in line with CSRD readiness.
(b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas ('GHG') emissions, and the related risks.	Yes	43		
(c) Describe the targets used by the organisation to manage climate related risks and opportunities and performance against targets.	Partially	43		

Governance

C&C's Board of Directors has the ultimate responsibility for overseeing the Group's climate-related risks and opportunities and for ensuring that climate change matters are considered when reviewing and guiding the Group's strategy, including undertaking major plans of action and capital expenditures. In line with our strategy, the Board will continue to receive ongoing training on climate scenario analysis and strategic considerations in the context of CSRD.

Support on risk management is provided by the Audit Committee, the Risk and Compliance Committee, the Group Risk team and the Internal Audit team. 'Climate Change and Sustainability' is identified as one of C&C Group's Principal Risks. Further detail on C&C Group's Risk Management approach is referenced in Principal Risks and Uncertainties on pages 52 to 54.

Specific climate-related risks and opportunities are reviewed as part of the Sustainability Management Committee. Using the outputs from our climate change quantitative scenario analysis, we plan to further integrate climate change risks and opportunities into decisions regarding C&C's annual budgets, business plans and performance objectives (refer to the Strategy section below which discusses how we are utilising the results of our quantitative scenario analysis for business strategy and planning, for example). As part of our CSRD preparedness for FY2028, we are working to further integrate the results of our on-going scenario analysis work. Board members attend Sustainability Committee meetings and are therefore kept abreast of key climate developments, such as the Group's Transition Plan, CSRD readiness, and other regulatory reporting requirements which are standing agenda items.

Task Force for Climate Related Financial Disclosures continued

Governance structure

The Sustainability Committee has delegated responsibility from C&C Group plc Board of Directors over some elements of oversight of climate change.

Please see pages 98 to 101 for the Sustainability Committee Report which contains its responsibilities and matters considered during the year. Recognising the importance of climate change and sustainability matters for the Group, the Board receives an update from Sustainability Committee Chair on key sustainability matters following each Sustainability Committee meeting. Furthermore, C&C Group policy is to assign an Executive Committee owner for each Principal Risk on the Group Principal Risk Register. Climate risks are continuously reviewed, reported and monitored at a Principal Risk level and overseen by the Risk & Compliance Committee and at an Executive level.

Please see below for more details about the Group's Risk Management approach.

The Sustainability Management Committee ('SMC') oversees the embedding of ESG, including climate change considerations, within C&C. The SMC directly reports to the Sustainability Committee, providing regular updates and recommendations for strategic alignment.

The roles and responsibilities of the SMC are as follows:
- Take a materiality approach to define and implement sustainability policies and practices that align with the Company's overall strategy and industry best practices.
- Identify and assess sustainability risks and opportunities, providing recommendations to mitigate risks and capitalise on opportunities.
- Monitor and report on the Company's ESG performance against established goals and benchmarks.
- Engage with stakeholders, including Shareholders, employees, customers, suppliers, and communities, to ensure a comprehensive understanding of sustainability concerns and expectations.
- Regularly review and update the sustainability policy framework in response to evolving regulatory stakeholder requirements.
- Establish and oversee initiatives aimed at reducing the environmental impact, promoting diversity and inclusion, and ensuring ethical business conduct.

The SMC consists of cross-functional members representing key business areas, including but not limited to sustainability, finance, supply chain, human resources, manufacturing, risk, and company secretarial. The Chair of the SMC is the Chief Operating Officer who has oversight for sustainability across the business.

The work of the management committees is supported a core working group including colleagues from procurement, finance, operations, data, technology, and sustainability, focused on initiating and overseeing projects related to sustainability matters and providing feedback on sustainability initiatives to the Sustainability Management Committee.

Strategy

The Group has pledged to be a carbon-neutral business by 2050. We have grounded our emission reduction targets in climate science through the Science Based Targets initiative ('SBTi'). In FY2027. C&C Group has committed to strengthen our SBTi target, moving from a well-below 2°C target to a Paris-aligned 1.5°C target pathway.

Risk Management

In FY2021, Climate Change & Sustainability was identified as a Principal Risk for C&C. Therefore, the identification, prioritisation, assessment, and management of our 'Climate Change & Sustainability' Principal Risk is carried out in a manner consistent with the Group's other Principal Risks except for the timeframe used.

C&C Group's Risk Management framework is discussed in detail on pages 52 to 54. Given the increasing focus on climate, in FY2022 we completed a detailed review on CROs as described in the strategy section above, which were validated by the Sustainability Committee in FY2023 and are reviewed annually. The results of this assessment have been integrated into our Principal Risk management framework. By embedding sustainability into risk management, C&C aligns its sustainability efforts with overall business objectives, enhancing strategic decision-making and ensuring compliance with regulatory requirements. For additional information regarding the climate-related risks identified and our activities to mitigate these risks, please refer to page 59.

Task Force for Climate Related Financial Disclosures continued

Climate change mitigation is a current and ongoing responsibility for the Sustainability Committee as highlighted as part of the Governance section of this Report on pages 41 to 42. The owner of the Climate Change & Sustainability risk reviews all the other Principal Risks on the Group's risk register to assess them under a sustainability and climate change lens, thus reflecting the commitment of the Group in ensuring that sustainability and climate-related risks be considered and integrated into the business in a holistic manner.

Metrics & Targets

The Board recognises the importance of ensuring that we monitor our performance with respect to the CROs identified with tailored KPIs. To oversee our progress against our Group's climate-related goals and targets we have set climate-related KPIs in line with our sustainability strategy. These KPIs have been selected to monitor our progress against our targets and to help us manage the identified CROs. The existing metrics and targets are specifically aligned to decarbonising our own operations, by reducing Scope 1 and 2 carbon emissions. The metrics adopted are monitored using a financial control boundary, and were developed in alignment with international environmental frameworks, namely CDP and SBTi, as well as with guidance provided by the GHG Protocol. In preparation for CSRD readiness in FY2028, the Group is further developing additional metrics that are more tailored to the identified CROs, following the output and the learnings from the quantitative scenario analysis process.

Carbon reduction progress made during FY2026 means we are on track in relation to the Group's Carbon reduction targets validated by SBTi. Further, the Group received limited assurance from EY during FY2026 over the following metrics: our Scope 1 and 2 emissions, Scope 3 supplier engagement and our water ratio. For further information on how our metrics currently map to the identified CROs please see below. For more information on our performance and our historical progress around wider sustainability matters please refer to the Sustainability Report on pages 24 to 39.

Our Approach to Identifying Climate-related Risks and Opportunities

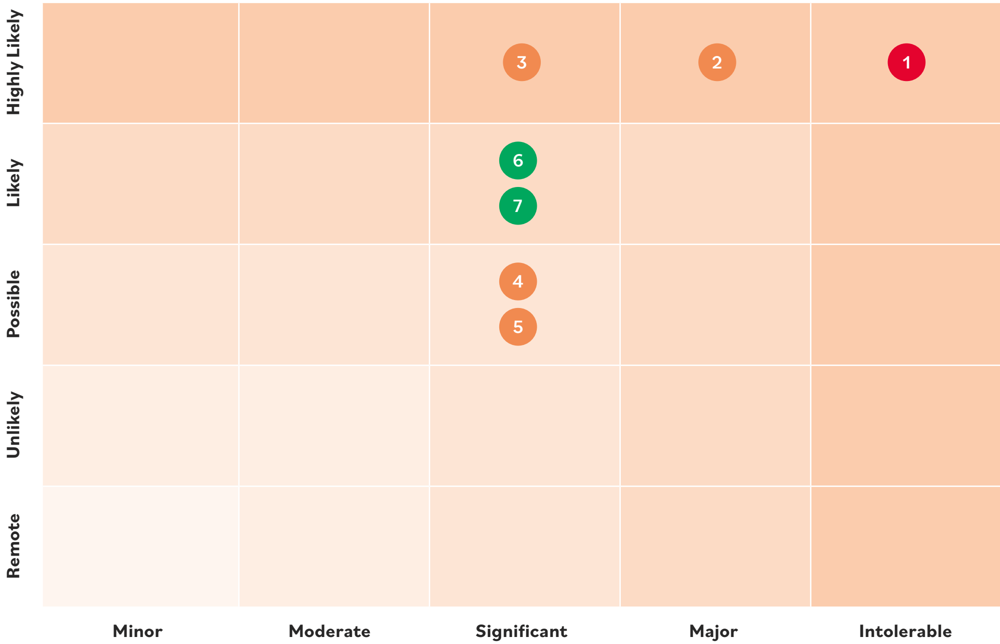
In FY2023, we collaborated with external consultants to support us in carrying out a quantitative scenario analysis on the climate-related risks and opportunities ('CROs') previously identified, to further understand and to quantify the financial impact that CROs could have on the Group under specific pathway modelling. The CROs disclosed are consistent with previous disclosures and have not been materially changed in FY2026.

C&C Group will conduct an updated climate scenario analysis to review the materiality of the CROs ahead of reporting under the Corporate Sustainability Reporting Directive ('CSRD') in FY2028. In FY2027, the Board-level Sustainability Committee will review the current CROs and consider how the business strategy may adapt to embed CROs under different scenarios.

Our Identified CROs

Please find below the CROs that are most relevant for the Group, which were determined based on the methodology previously described.

Heat Map



Transition Risk

1. Climate Change Levy/Carbon Tax

Physical Risk

2. Effects on ingredient production due to climate change
3. Water scarcity reduces availability of water for production
4. Floods disrupt production and distribution at Clonmel facility
5. Disruption to supply chain & distribution network due to extreme weather

Opportunity

6. Invest in low carbon intensity supply chains and distribution networks
7. Sustainable trends in consumer demand

Task Force for Climate Related Financial Disclosures continued

Table 2: Time frame for CROs

Time Frame	Description
Short-term	1-3 years
Medium-term	3-10 years
Long-term	10+ years

TCFD CRO Category	Time Horizon	Value Chain Impact and divisional impact	Description of impact prior to any mitigating activities being considered	Management of risks and opportunities	Link to relevant Metric(s) and Targets
1. Climate Change Levy/Carbon Tax					
Transition risk – policy & legal Transition risk – technology	Short-term	Upstream, Production & distribution Branded Wholesale	The Group's primary production sites are in geographical locations either with a Carbon Tax (Ireland) or Carbon Levy (UK). These costs are due to increase substantially by 2030. Moreover, the increased pricing of GHG emissions means that the Group's operational costs will increase (e.g. fossil-fuel-based energy use).	The Group will reduce carbon emissions in line with the validated SBTi target. The Group continues to explore avenues to invest in low carbon intensity supply chains and in cleaner technologies, for example, E-Boiler installation in manufacturing and decarbonisation of the distribution fleet. The Board and management consider the impact of proposed changing regulations (i.e., carbon tax) on the Group and continuously monitor developments.	Scope 1, Scope 2 and Scope 3 emission reduction targets. Scope 1 and Scope 2 reduction targets are linked to the Group's remuneration policy through the Long-Term Incentive Plan ('LTIP').
2. Effects on ingredient production due to climate change					
Physical risk – chronic	Long-term	Raw materials Branded Wholesale	Changes in precipitation patterns and extreme variability in weather patterns will adversely affect barley, maize, wheat, malt, apple/apple juice, and wine production therefore affecting the Group's supply chain and production capabilities.	The Group has assessed the climate related risk to each ingredient on an individual basis. The results are incorporated into the supply chain strategy and incorporated into the Principal Risk Management approach.	Supplier engagement programme/Science Based Target Scope 3 Engagement Target.

Task Force for Climate Related Financial Disclosures continued

TCFD CRO Category	Time Horizon	Value Chain Impact and divisional impact	Description of impact prior to any mitigating activities being considered	Management of risks and opportunities	Link to relevant Metric(s) and Targets
3. Water scarcity reduces availability of water for production change					
Physical risk – chronic	Long-term	Raw materials & Production Branded Wholesale	Potential for long-term changes in ground water levels due to reduced precipitation may affect the availability of water for production (The Group uses water as both a product ingredient and as a plant cleaning medium) and enhance regulatory controls over seasonal water extraction activities, disrupting The Group's production.	Wellpark and Clonmel have active water management programmes. This includes an ongoing assessment of the water scarcity risk to each production site. Water scarcity is included in the Principal Risks. In relation to raw materials, the Group extended its assessment to collect more detailed responses to water-related queries from suppliers using SEDEX. The Group engages with suppliers on their water management policies and establish if they have conducted a risk assessment which covers climate-related water stress.	The Group has a water efficiency target, which is measured as hectolitres of water extracted by the Group divided by hectolitres produced by the Group. Water usage in Wellpark and Clonmel manufacturing facilities is monitored daily. At the Clonmel facility, well levels are monitored on a continuous basis – using the SCADA (Industrial automation system). Since FY2020 water usage has reduced by 40% attributed to a combination of lower production volumes and water efficiency projects, thereby mitigating this risk. Targets to further manage this risk are currently being considered by the Group in preparation for CSRD alignment in FY2028.
4. Floods disrupt production and distribution at Clonmel facility					
Physical risk – acute	Long-term	Production & Distribution Branded	Increased heavy precipitation leading to floods in Clonmel facility. The occurrence of flooding could also cause damage to property and halt production in these facilities, impacting output and revenue.	As a significant employer in Tipperary in Ireland, the Group will work with the local authorities to foresee and mitigate any associated risk. Flood risk is included in Group-wide site risk assessments and business continuity planning. The risk of operational disruption is called out in the Principal Risk Management approach (Risk 12).	Metrics and targets to manage this risk are currently being considered by the Group as part of CSRD readiness.

Task Force for Climate Related Financial Disclosures continued

TCFD CRO Category	Time Horizon	Value Chain Impact and divisional impact	Description of impact prior to any mitigating activities being considered	Management of risks and opportunities	Link to relevant Metric(s) and Targets
5. Disruption to supply chain & distribution network due to extreme weather					
Physical risk – acute	Long-term	Upstream, Distribution Branded Wholesale	Distribution channels are exposed to more extreme weather events leading to financial losses through lost revenue due to suppliers being unable to deliver goods or the Group being unable to deliver goods to customers.	The Group works with partners in the Supply Chain engagement programme to review risks and mitigations on a longer-term time horizon. The Group will mitigate the operational impact of extreme weather events through business continuity plans, which will be tested regularly against the latest IPCC scenarios. The Group will mitigate the financial impact of such events through business interruption insurance cover. The risk of operational disruption is called out in the Principal Risk Management approach (Risk 12).	Metrics and targets to manage this risk are currently being considered by the Group as part of CSRD readiness.
6. Invest in low carbon intensity supply chains and distribution networks					
Transition Opportunity (Resource Efficiency)	Long-term	Distribution Branded Wholesale	Opportunity to mitigate the increase in production, transportation, and distribution cost due to the increase in energy prices by transitioning to lower carbon options. This could allow the Group to lower costs with respect to competitors.	The Group actively assesses low carbon distribution options as the leading final mile delivery partner to the on-trade in the UK and Ireland. The Group continues to invest in alternative fuels (i.e., HVO) for more of the distribution fleet and monitors the efficiency of eHGVs within the fleet to consider opportunities to introduce more eHGVs when feasible. The Group works with partners in Supply Chain engagement programme to help lower their carbon emissions from distribution. The Group has a supplier engagement target linked to validated science-based target for emissions reduction in the supply chain.	The Group has a Scope 1 and Scope 2 reduction target validated by the SBTi. The decarbonisation plan for the Group's own operations is focused on fleet decarbonisation. Additional metrics and targets to manage this opportunity are currently being considered by the Group in preparation for CSRD readiness for reporting in FY2028.

Task Force for Climate Related Financial Disclosures continued

TCFD CRO Category	Time Horizon	Value Chain Impact and divisional impact	Description of impact prior to any mitigating activities being considered	Management of risks and opportunities	Link to relevant Metric(s) and Targets
7. Sustainable trends meeting consumer preferences					
Transition Opportunity (Resilience and Market)	Short-term	Sales & consumers Branded	Strong corporate climate change management enhances credibility and strengthens relationships with stakeholders leading to potential new revenue opportunities. Additionally, given that the Group's production, distribution, and crop sites are relatively close to each other, this could have a positive impact on carbon labelling and reputation as consumers increasingly look for locally sourced, low carbon products.	The Group will continue to utilise consumer insights and external sources to develop/execute meaningful brand sustainability campaigns.	Metrics and targets to manage this opportunity are currently being considered by the Group in preparation for CSRD readiness for reporting in FY2028.

While the above represents the climate risks and opportunities that we have identified as being the most relevant to C&C, we continue to monitor the risks and consider emerging CROs as new climate data and policies emerge. We expect this list to evolve over time. We also continue to actively monitor and respond to the changing landscape of sustainability reporting requirements to ensure that we are meeting the reporting expectations of our key stakeholders including regulators, investors, and customers. The Corporate Sustainability Reporting Directive ('CSRD') will require the Group to report on material sustainability impacts, risks and opportunities, including climate related matters. The Group will update the Double Materiality Assessment ('DMA') in line with CSRD requirements in FY2027; the outputs of which will be considered from a strategic and risk management perspective in the coming period.

Transition Plan

The Group's emission reduction targets are validated by the Science Based Targets initiative (SBTi), aligned to a well-below 2°C trajectory. C&C is committed to reducing absolute Scope 1 and Scope 2 GHG emissions by 35% by 2030 (vs FY2020 baseline). In addition, the Group has a target to reduce Scope 3 emissions by 25% (versus FY2020 base year) by 2030. To work towards achieving this target, the Group has also committed that suppliers and customers making up 67% of Scope 3 emissions (Purchased Goods, Downstream Transport and Use of Sold Goods) will set science-based targets by the end of 2026[2]. As mentioned above in the Strategy section, the Group is moving our SBT from a well-below 2°C target to a Paris-aligned 1.5°C target pathway, which will involve reevaluating our existing targets and rebaselining our emissions.

The Group developed a transition plan to deliver on these targets that also considers the Net Zero commitments set by the jurisdictions in which we operate, as well as our own pledge to be carbon-neutral business by 2050. The Executive Committee review the transition plan annually as part of planning cycle, and the progress towards it is now a standing agenda item for the Sustainability Committee.
The initiatives and projects to decarbonise are also reviewed annually. The transition plan is undergoing further updates and is under review in FY2027. The transition plan has been shaped by industry specific guidance from the European Greens Brewers Association, the Zero Carbon Roadmap for Brewing developed by the BBPA (British Beer & Pub Association) as well as engagement with wholesaler's associations and providers of brewing manufacturing technologies and distribution technologies. We identified and analysed the viability of various projects to help us to achieve the 3-4% reduction in carbon emissions required each year to meet our validated SBTi target by 2030.
In FY2026, C&C Group has achieved 43% reduction in Scope 1 and 2 (location-based) emissions (against a FY2020 baseline). C&C Group prioritises decarbonisation projects, which have multi-year carbon

2. This supplier engagement target is aligned to calendar year. Progress against this target will be reported in FY2027.

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reduction benefits. Long-term carbon reduction projects require continued operational investment year-on-year, which C&C Group is committed to. The benefit of these projects produced a year-on-year reduction in Scope 1 and 2 (location-based) CO_2e of 11% in FY2026:

Decarbonisation projects implemented in FY2026
Hydrotreated vegetable oil ('HVO'): • Introduced to two additional depot sites (Boldon and Wetherby). • C&C Group now has four key depot sites operating the fleet on 100% HVO, with plans to further invest in this transition fuel to additional depots.
LED Lighting: • Clonmel manufacturing site was fitted with LED lightning, with an estimated carbon savings of 19 tCO_2e in FY2026. • In addition, approx. 2 tCO_2e was saved in FY2026 by switching to LED lighting at the Runcorn depot site.
Decarbonisation projects from previous financial years with multi-year carbon benefits:
• Ongoing operational investment into alternative fuel ('HVO') across FY2024 and FY2025 • Investment in an Anaerobic Digestion Heat Recovery system at Wellpark in FY2024 • Investment into a Boiler Energy Recovery system at Wellpark in FY2024 • Investment into spent grains air compressor at Wellpark in FY2024 • Investment into a Heat Pump at Clonmel in FY2024 • Operational investment into piloting electric HGVs into the distribution fleet in FY2023
Additional projects that are being considered as part of our carbon transition plan include the following:
• Commitment to the installation of an E-Boiler at the Wellpark manufacturing site, which is estimated to reduce the site's carbon emissions by 53% • Continue to transition more of the Group's distribution fleet to HVO and monitor opportunities to introduce more electric HGVs when feasible • The electrification of heat for manufacturing process loads, and further heat recovery/heat reuse opportunities • HVO fuel tanks introduced to depot sites • Transition of forklift trucks ('FLTs') fleet from LPG to electric (at lease renewal stage) • Electrical infrastructure phased into depot network

Continuing into FY2027, the divestment of C&C Group's fruit processing facility in Portugal and acquisition of Drygate Brewery has influenced the scope of the transition plan targets from FY2026 onwards, with FY2020 baseline being recalculated to reflect this reduction in emissions.

While we believe significant work has been completed in the current period on our transition plan and the progress against it, we also recognise that the plan will have to be further operationalised going forward. The Group's work to prepare for CSRD alignment will support with this ambition.

CROs Scenario Analysis Methodology

The following CROs were selected for quantitative scenario analysis during FY2023 and evaluated across a range of scenarios to understand how they may evolve under certain hypothetical situations:

- Increased costs from a climate change levy/carbon tax.
- The reduction of water available for production due to water stress.
- Disruption of production and distribution at key facilities due to flood events and extreme weather.
- Effects of chronic climate change on ingredient production of five key crops (apples, barley, sugar, wine grapes, and hops).
- Increased market opportunity for low carbon products due to sustainable trends in consumer demand.

These CROs were selected for quantitative scenario analysis based on their assessed potential to have a significant impact. This analysis has allowed us to understand and improve the resilience of our business model and strategy to climate change. Several factors were considered during the selection of scenarios for this quantitative analysis (as outlined in the table below). This analysis made use of publicly available scenarios from the Intergovernmental Panel on Climate Change ('IPCC'). The range of scenarios was selected to consider the impacts of the selected CROs across the widest range of outcomes, to best prepare for all eventualities. The scenarios are broadly aligned with the qualitative analysis conducted in FY2022, however, to adhere with the latest science and IPCC findings, a 1.5°C scenario was prioritised over the previously selected <2°C scenario.

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Climate scenarios selected for analysis

Warming trajectory by 2100	Data source	Key assumptions, outputs, and sensitivities
1.5°C (Paris Ambition)	IPCC SSP1[3]-1.9[4]	• The financial analysis is based on the forecasted financial position up to FY2027. Climate risks and opportunities were assessed over the short, medium, and long-time horizons based on this forecasted position. • Analysis of acute physical risks is limited to our key distribution and manufacturing sites. The vulnerability of each of these sites is based on a typical manufacturing or distribution facility. • Analysis is based on existing sites, products, and market share. • The results represent the gross risk position of our business strategy.
2.5°C (Stated Policy)	IPCC SSP2-4.5	
>4°C (No policy)	IPCC SSP5-8.5	

The relative impact of each of the CROs, without any current or future mitigating action, was considered under each of the scenarios. The results are presented in the table below and the quantitative scenario analysis has not been changed in FY2026. Sustainability forms a core part of our strategy, and we will continue to focus on reducing our Scope 1, 2 and 3 emissions, thereby reducing our potential exposure to increasing costs from direct or indirect carbon taxation and improving our position to capitalise on the market opportunity of low carbon products. In FY2026, the validity and appropriateness of the current CROs have been assessed by the Sustainability Management Committee. In addition, the integration of the CROs into business strategy was considered by the Operational Board and the Group Risk Management function in FY2026. The CROs will be reviewed in FY2027, and an updated scenario analysis will be conducted in line with CSRD reporting requirements in FY2028.

Impact scale

Low Risk   Medium Risk   High Risk

		Potential Impact linked to Impact Scale			
Scenario	**Assumptions**	**Short**	**Medium**	**Long**	**Summary of results**
1. Climate Change Levy/Carbon Tax					
1.5°C	All countries apply an average carbon price of $80/tCO_2$. This carbon price varies by country and over time.	Medium Risk	High Risk	High Risk	The application of a carbon tax to our Scope 1, 2 and 3 emissions may have the potential to result in a significant cost to the business under the 2.5°C and 1.5°C scenarios. As our scope 3 emissions account for most of our exposure, these costs are anticipated to be realised through indirect costs via our supply chain. The size of this cost will depend on the extent to which suppliers reflect their own carbon tax expenditure within their prices and the extent to which we ourselves are able to absorb this cost instead of passing the cost on to our customers. To mitigate this risk, we are engaging with our suppliers, encouraging them to publish a CDP disclosure, and share their full carbon footprint. We are also looking to reduce emissions from our own operations. C&C Group's approach to carbon pricing remains in development in FY2026.
2.5°C	$40/tCO_2$ is applied in all advanced economies. This carbon price varies by country and over time.	Medium Risk	High Risk	High Risk	
>4°C	All carbon pricing is repealed ($2/tCO_2$).	Low Risk	Low Risk	Low Risk	

3. SSPs – Shared Socio-economic Pathways outline different economic, social, and technological contexts, in the absence of further climate policy, which accompany the RCPs.
4. RCP – The IPCC's Representative Concentration Pathways outline different greenhouse gas concentration trajectories. RCP 8.5 indicates that GHG concentrations will result in global temperatures warming by >4°C on average and therefore is associated with higher physical climate impacts.

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Scenario	Assumptions	Potential Impact linked to Impact Scale: Short	Medium	Long	Summary of results
2. The reduction of water available for production due to water stress					
1.5°C	This analysis examined our own manufacturing and distribution sites. The vulnerability curve assumes ~4 days disruption for offices and manufacturing sites (for a severe water stress event) and ~2 days disruption for warehouse/distribution sites.	●	●	●	Water stress was examined for each of the priority sites. Overall, while the probability of this risk is expected to increase under all scenarios between 2025-2050, even doubling in this time period under the >4°C scenario, it is not estimated to result in a significant potential impact on revenue.
2.5°C		●	●	●	
>4°C		●	●	●	
3. Disruption of production and distribution at key facilities due to flooding					
1.5°C	This analysis examined our own manufacturing and distribution sites. The analysis examines both riverine and coastal flood events. Flash floods, however, are not included within this analysis. The vulnerability curve assumes ~8 days disruption for manufacturing sites, ~1 for offices and ~7 for warehouse/distribution sites (for a 0.5m flood).	●	●	●	Both coastal and riverine flooding were examined under this analysis. It was found that the risk of both coastal and riverine flooding was found to increase over time for all scenarios, although it was not found to present a significant risk to the overall business.
2.5°C		●	●	●	
>4°C		●	●	●	
4. Disruption of production and distribution at key facilities due to extreme weather events					
1.5°C	This analysis examined our own manufacturing and distribution sites. The vulnerability curve assumes ~0.1 days disruption for offices, ~1.1 days for manufacturing sites and warehouse/distribution sites (for a major temperate windstorm).	●	●	●	Analysis is limited to the impacts of heatwaves and temperate windstorms at key distribution and manufacturing sites. Heatwaves are expected to present a minimal risk, whereas temperate windstorms have the potential to result in significant impacts in the form of asset damage and revenue disruption. However, the baseline risk for windstorms is currently high. The potential financial impact of this risk under a >4°C scenario, in terms of revenue disruption and property damage, is expected to increase by 6% between 2025 and 2050.
2.5°C		●	●	●	
>4°C		●	●	●	

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		Potential Impact linked to Impact Scale			
Scenario	**Assumptions**	**Short**	**Medium**	**Long**	**Summary of results**
5. Effects of chronic climate change on ingredient production					
1.5°C	The optimal growing conditions for five key crops were examined (apples, wine grapes, barley, sugar beet, and hops) for our sourcing locations for both our distribution and own-branded products). It was assumed that these products were not substitutable.	●	●	●	Overall, wine grapes and sugar beet were found to be the most impacted crops with the greatest potential for significant impacts expected in the longer term under the 2.5°C and >4°C scenarios. Conversely, under the same scenarios, some crops, particularly those sourced locally, are estimated to experience a net increase in yields. We will continue to monitor risk at key sourcing locations and use the outputs to inform procurement decisions. Where our sourcing locations may experience lower yields as a result of climate change, we may see an increase in the cost of products purchased for distribution in these areas. Going forward we will monitor these areas and factor this risk into our buying decisions.
2.5°C		●	●	●	
>4°C		●	●	●	
6. Increased market opportunity for low carbon products due to sustainable trends in consumer demand					
1.5°C	Rapidly growing demand for sustainable products in all markets.	●	●	●	The market opportunity for low carbon products may be significant under a 2.5°C – 1.5°C scenario. There is potential for a significant increase in revenue as consumer preferences shift towards low carbon alternatives. Further prioritising the production and distribution of low carbon products could also limit our exposure to carbon taxes and their associated costs.
2.5°C	Limited consumer demand for sustainable products within both leading and emerging markets.	●	●	●	
>4°C	Little consumer demand for sustainable products.	●	●	●	