

**HILTON
FOODS**

Shaping a sustainable food system

Sustainability
Report 2025



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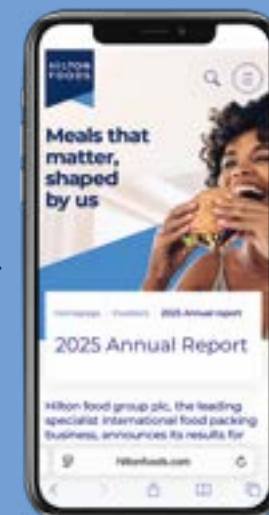
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→ View our 2025 Annual Report and Financial Statements on our website.



Introduction to sustainability

Shaping a sustainable food system

We are shaping a resilient food system built on ambition, innovation and partnership. This year, we have made strong progress against our targets, demonstrating what is possible when our people, partners and communities work together with shared purpose. From reducing our environmental impact to enhancing the livelihoods of those across our value chain, our achievements reflect the dedication and expertise that defines our business.



Sustainability Committee Chair's statement

Delivering on our 2025 Sustainable Protein Plan



Sustainability is not a separate agenda for Hilton Foods but core to business strategy. It shapes how we operate and how we continue to grow responsibly. The progress we have made is thanks to the dedication of our colleagues and the trust of our partners."

Rebecca Shelley
Sustainability Committee Chair

Five years ago, we launched our Sustainable Protein Plan. Five years on, and Hilton Foods has changed significantly. We've announced expansions into two new markets and welcomed 2,000 new colleagues.

With this growth has come new challenges, as we look to manage these expanding operations in a sustainable way and support our new customers with their own sustainability agendas. The wider world has also changed dramatically, with increasingly frequent climate-related incidents, supply chain disruption due to geopolitical changes and with many countries having become more divided over the right priorities and policy ambitions.

Despite these changes, sustainability has remained central to our business, and we have continued to deliver against our Sustainable Protein Plan. We have achieved industry leading CDP scores, an A for Climate and Supplier Engagement and A- for Forests and Water, which reflect the transparency and rigour of our reporting. Our commitment to high quality reporting was further recognised with the PwC Excellence in Sustainability Reporting Award.

Since 2020, we have reduced absolute Scope 1 and 2 emissions by 36% and Scope 3 emissions by 33%. This progress was acknowledged by industry peers when we received the bronze award for Edie's Net Zero Strategy of the Year. Inclusion has strengthened too, with women now representing 34% of leadership roles. This progress is supported by our Long-Term Incentive Plan (LTIP), which includes measurable targets to hold leadership to account.

A

CDP score achieved for Climate

33%

reduction of absolute Scope 3 emissions

34%

women in leadership roles



Sustainability Committee Chair’s statement continued

As we move into the next iteration of our plan, outlined in this report, our focus is on evolution, not a rewrite or reset. We are building on what we have learned over the past five years, reflecting the latest science and regulation, and strengthening the rigour that underpins our approach. The Board has been closely involved in shaping this direction, engaging our in-house experts to ensure our strategy remains ambitious and evidence-led.

Governance has also been strengthened, with measured sustainability targets and oversight continuing through the Group Audit, Risk and Sustainability Committees.

Our updated Sustainable Protein Plan is built around two pillars: People and Planet. This simplifies the structure of the plan without reducing its ambition. Product remains central to our business but it is now integrated across both pillars, reflecting its impact on people, nature and resource use. Put simply, focusing on two, rather than three pillars provides a clearer distinction between

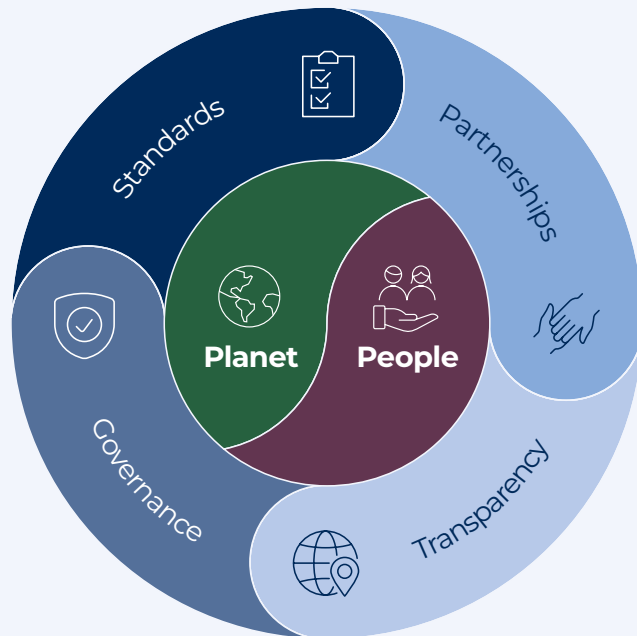
different projects and workstreams, and reduces overlap between the different areas of activity.

Underpinned by strong governance, standards, transparency and partnerships, this next phase will deepen our work to cut emissions, reduce packaging waste and accelerate nature-positive practices, while advancing human rights and inclusion across our operations and supply chain. We will also improve how we measure impact, using better data and clearer reporting to drive accountability and progress.

Sustainability is not a separate agenda for Hilton Foods but core to business strategy. It shapes how we operate and how we continue to grow responsibly. The progress we have made is thanks to the dedication of our colleagues and the trust of our partners. As we move into this next chapter, we remain committed to making sustainable protein the affordable choice for more people and the planet.

Rebecca Shelley
Group Sustainability Committee Chair

The next phase of our Sustainable Protein Plan



Moving forwards, we’ve evolved our sustainability framework to focus holistically on People and Planet. Integrating our product ambitions directly into these two pillars to simplify our approach and strengthen impact. Through deeper collaboration and end-to-end partnerships across our supply chain, we’re driving meaningful progress for both people and the planet.

Our Planet pillar is centered around our ambition towards a more sustainable food system, one that protects the planet for future generations.

In this pillar, we are focused on cutting emissions, reducing waste and protecting water, forests and nature across our value chain. We’re working to use energy and resources more efficiently, design circular packaging and restore natural systems.

Our People pillar focuses on creating safe, fair and respectful workplaces where everyone has a voice, while also supporting the health and nutrition of consumers through the products we produce.

We are focused on respecting rights and supporting wellbeing across our value chain. We also bring health and nutrition into this work by making sure our products empower consumers with better choices.

→ Read more about the next evolved stage of the Sustainable Protein Plan on page 40.

Executive Chair and Global Executive Director – Quality & Sustainability Q&A

Key learnings from the Sustainable Protein Plan

As the 2025 Sustainable Protein Plan comes to a close, what have been the key learnings from the plan?

Lorna: I think there are two. The first is there are no short cuts to success. If we want to have a lasting, meaningful impact, we have to get the foundations right and put in place the right structure for long-term success.

Over the past few years, we have tried to take this approach wherever possible, improving data quality and strengthening how we measure and report on our impact. This has given us a clearer understanding of where our efforts can deliver the most meaningful change.

The second big learning is that progress accelerates when sustainability becomes part of everyday work. Teams across our sites, procurement, commercial functions and auditing now contribute directly towards our goals, whether through better reporting, higher standards or closer engagement with suppliers.

We still have a huge amount of work to do across the business, and in many areas, we are still just at the start of what we need to achieve. But these two learnings about applying rigour and embedding the plan within the business are shaping how we approach the next stage.

Partnerships are central to Hilton Foods’ approach. How have they supported progress?

Mark: Hilton Foods was built on long-standing strong partnerships and that approach is also core to the Sustainable Protein Plan. Our position at the centre of the value chain gives us a unique opportunity to work closely with our suppliers, customers and industry partners to deliver meaningful impact.

One example of this has been the roll out of the Seafood Carbon Emissions Profiling Tool. Working with partners across the sector, we have coordinated the industry to produce high quality, consistent carbon assessments that can be shared with government, retailers, processors and producers, without the duplication of effort we have seen in other sectors.

Across human rights due diligence, ethical auditing, animal welfare standards, packaging and data transparency, the same principle applies: progress is always quicker when we work in partnership. These relationships will continue to play a key role as we move into the next phase.

How have Hilton Foods’ teams contributed to delivering the 2025 Sustainable Protein Plan?

Lorna: Our colleagues have been central to everything we’ve achieved. The progress we’ve made comes from their willingness to learn, adapt and take ownership of sustainability in their day-to-day roles.

Across our sites, teams have supported major improvements in how we manage energy and water, helping to embed ISO 50001 energy management practices. This work has strengthened our approach to being efficient and helped reduce our operational footprint. Colleagues have also contributed to more consistent reporting and supported trials of new innovations that we can now scale more widely.



We created the Sustainable Protein Plan to help make a positive difference to all these challenges, and the reality is, there is far more we need to do.”

Lorna Schneider
Global Executive Director – Quality & Sustainability



14

sites are ISO 50001 certified

95%

of suppliers are linked with us on Sedex

Executive Chair and Global Executive Director – Quality & Sustainability Q&A continued



The next phase of the Sustainable Protein Plan is about sharpening our focus, aligning the business behind a simpler framework and driving more coordinated action to deliver meaningful long-term impact.”

Mark Allen OBE
Executive Chair



In our procurement and commercial teams, colleagues have worked closely with suppliers to improve transparency. Meanwhile, our Quality audit teams have played an essential role in raising standards and ensuring consistency across our operations and supply chains. It is a mindset that means sustainability is not delivered by a single set of experts, but is instead part of how we operate as a business.

How will the Sustainable Protein Plan evolve from here?

Mark: The Sustainable Protein Plan will continue to evolve with clarity and purpose. Our updated approach is built around two core pillars of People and Planet, strengthening the foundations we set in 2025. This structure helps us communicate our priorities more clearly, while fully integrating the work we do across our products and geographies. Our ambition hasn't changed; if anything, it has grown. This next phase of the Sustainable Protein Plan is about sharpening our focus, aligning the business behind a simpler framework and driving more coordinated action to deliver meaningful, long-term impact.


What gives you confidence as you look ahead?

Lorna: The commitment and engagement of my colleagues and partners across the business. Their willingness to learn, adapt and improve has brought us to this point. With clearer priorities, better data and strong collaboration, we are well-placed to accelerate the next five years of action.

→ **Read more about the next chapter of the Sustainable Protein Plan on page 40.**



Our 2025 Sustainability Protein Plan at a glance

 <h1>People</h1>			
Pillar	2025 targets	Status	Progress
Valuing people	Reduce Lost Time Incidents (LTIs) by 10% (against 2020 baseline across Hilton Foods).	<input type="checkbox"/>	LTI frequency rose by 4% versus the 2020 baseline. Over the same period, hours worked increased by 31%, reflecting a significantly expanded operating footprint. While our target was not achieved, injury severity improved by 28%. Through our Destination Zero strategy, we remain focused on improving injury prevention across our business.
	Establish Global Wellbeing Framework to support employee wellbeing.	<input type="checkbox"/>	Established the Group Wellbeing Framework in 2022, now enhancing and integrating into health and safety management.
	30% of all leadership roles filled by women.	<input type="checkbox"/>	34% of women in leadership roles.
	Employee consultative forums or works councils at all Hilton Foods sites.	<input type="checkbox"/>	All Hilton Foods sites have an employee consultative forum or works council in place.
Protecting human rights	Functioning governance structure in place.	<input type="checkbox"/>	Integration into key risk processes. Read more on our governance structure on page 11 and in the human rights section of our GRI index.
	Train all Hilton Foods employees on human rights.	<input type="checkbox"/>	Global materials in production for distribution on our new online learning system.
	Modern slavery awareness training extended to all managerial colleagues.	<input type="checkbox"/>	Co-designed with Slave-Free Alliance and in production, to be accessible on our new online learning system. This will be rolled out throughout 2026.
	100% of Hilton Foods production facilities ethically audited.	<input type="checkbox"/>	100% of Hilton Foods production sites have had a third-party ethical audit.
	100% of labour and service providers audited to Hilton Foods Agency Labour Standard.	<input type="checkbox"/>	86% of our sites have successfully conducted full internal audits of their agency labour providers.
	100% of primary suppliers signed up to Hilton Foods Supplier Social Code of Conduct.	<input type="checkbox"/>	All Hilton Foods businesses have engaged their primary suppliers on this requirement.
	100% of new primary suppliers screened using Hilton Foods Social Criteria.	<input type="checkbox"/>	Ethical screening integrated into new supplier approval for protein suppliers.
Developing potential	100% of high-risk primary suppliers audited.	<input type="checkbox"/>	82% of high-risk primary suppliers audited using SMETA audits.
	All production colleagues offered the opportunity to participate in 'work conversations' with their manager to discuss performance, development, career aspirations, wellbeing, ideas and feedback.	<input type="checkbox"/>	Progress made with 'work conversations' being a key focus area for 2027.
	Development opportunities for all management talent identified as ready for succession through annual review of leadership capability and succession.	<input type="checkbox"/>	Succession planning and leadership capability undertaken for key leadership and critical roles. Read more on page 21.
	150 colleagues to go through leadership development programmes by 2025.	<input type="checkbox"/>	190 colleagues have taken part in our Talent Development programmes since 2019.

Achieved Progress made On track Behind

Our 2025 Sustainability Protein Plan at a glance

continued



Planet

Pillar	2025 targets	Status	Progress
Reducing emissions	100% renewable electricity across all own operations in Europe by the end of 2025 and globally by 2027.	<input type="checkbox"/>	80% renewable electricity globally, 92% in Europe, with contracts in place across all our European sites for 2026 and a renewable supply for our largest site outside of Europe confirmed for 2026.
	Achieve our science-based targets (SBTs) across Scope 1, 2 and 3, and publish updated ambitions.	<input type="checkbox"/>	Updated our SBTs in line with 1.5°C and published our Group Transition Plan. 36% reduction in absolute Scope 1 and 2. 33% reduction in absolute Scope 3.
	Intensity reduction of 15% in emissions of cattle in Europe by 2025 (aligned to the European Roundtable on Sustainable Beef Sustainability objectives).	<input type="checkbox"/>	Detailed Group Transition Plan focused on decarbonising our beef supply chains.
Enhancing animal welfare	More than 90% of livestock from farms in assurance schemes.	<input type="checkbox"/>	87% of all livestock (cattle, pigs, poultry and sheep) in our global supply chain are from farm-assured sources.
	100% humane slaughter of animals across all our products including aquaculture.	<input type="checkbox"/>	100% of animals in our supply chain are stunned prior to slaughter.
	Responsible antibiotic use throughout our supply chain.	<input type="checkbox"/>	Farmers in our value chain have made significant progress in reducing their antibiotic use across global supply chains. We have been active members of the Food Industry Initiative on Antimicrobials (FIIA) since its foundation.
Nature positive	Eliminate deforestation from the conversion of natural forests to agriculture or livestock production in our supply chains.	<input type="checkbox"/>	Recognised by CDP with an A- score for our Forests disclosure, we have made strong progress in demonstrating compliance for European deforestation legislation and working with suppliers of at-risk commodities to demonstrate deforestation-free supply chains.
	Maintain 100% of paper and board from certified sources.	<input type="checkbox"/>	100% of paper and board purchased is from an FSC or PEFC-certified chain of custody.
	Planning and reporting tools provided to all farmers to support regenerative farming.	<input type="checkbox"/>	Supported development of Chirrup.ai box, an artificial intelligence tool supporting farmers to measure biodiversity using bird song. Developed three-year partnership with The Royal Countryside Fund to support UK family farms.
	100% of seafood responsibly sourced to Hilton Foods standards (aligned to the Sustainable Seafood Coalition code and PAS 1550), and openly reporting supply chains through the Ocean Disclosure Project.	<input type="checkbox"/>	95.7% of seafood suppliers have been audited against Hilton Foods standards and will be reported in the Ocean Disclosure Project under the 2026 disclosure.
	Hilton Foods Seachill directly sourced wild caught seafood 100% certified to the MSC standard or equivalent.	<input type="checkbox"/>	99.7% of Hilton Foods Seachill is MSC certified, we continue to engage with those fisheries that are yet to be certified.

Our 2025 Sustainability Protein Plan at a glance continued

Product

Pillar	2025 targets	Status	Progress
Balanced healthy diets	Double sales (100%) of plant-based, vegetarian and flexitarian products (compared to a 2020 baseline).	A	188% increase in sales of plant-based, vegetarian and flexitarian products compared to a 2020 baseline.
	Assess health and sustainability attributes of all Hilton Foods proteins to provide consumers with information on their role in healthy, sustainable diets.	A	We benchmarked all our products in 2024 and continue to monitor to support our New Product Development colleagues.
Circular packaging	Reduce direct packaging waste by 30% (compared to 2021 baseline).	A	45% reduction in equivalent site waste against 2021 baseline. ¹
	Drive demand for circular tray-to-tray recycling and actively prioritise the use of circular material.	A	By introducing tray-to-tray recycling across most of our sites, we have successfully established a robust end market and achieving up to 17% tray-to-tray recycled material in our trays.
	All Hilton Foods retail packaging fully reusable, recyclable or compostable.	B	74% of total packaging is designed for recyclability.
	Achieve minimum of 50% average recycled content across all plastic packaging.	A	Achieved 54% average recycled content across our plastic packaging.
	Reduce the weight of plastic packaging, while ensuring it remains fit for purpose.	A	Downgauging initiatives resulted in a total saving of 365 tonnes of plastic reduction in 2025.
Resource efficiency	Improve energy efficiency in Hilton Foods facilities by at least 10% (compared to 2020 baseline).	A	15.7% reduction in total equivalent energy consumption ¹ .
	Improve water efficiency in Hilton Foods facilities by at least 10% (compared to a 2020 baseline).	P	6.8% reduction in total equivalent water consumption. 28.9% reduction at our most water stressed site in Australia ¹ .
	Halve Hilton Foods factory generated food waste by 2030 compared to 2021 ² (in line with the Champions 12.3 commitment to deliver UN SDG 12.3).	O	33% reduction in food waste compared to a 2021 baseline ¹ .

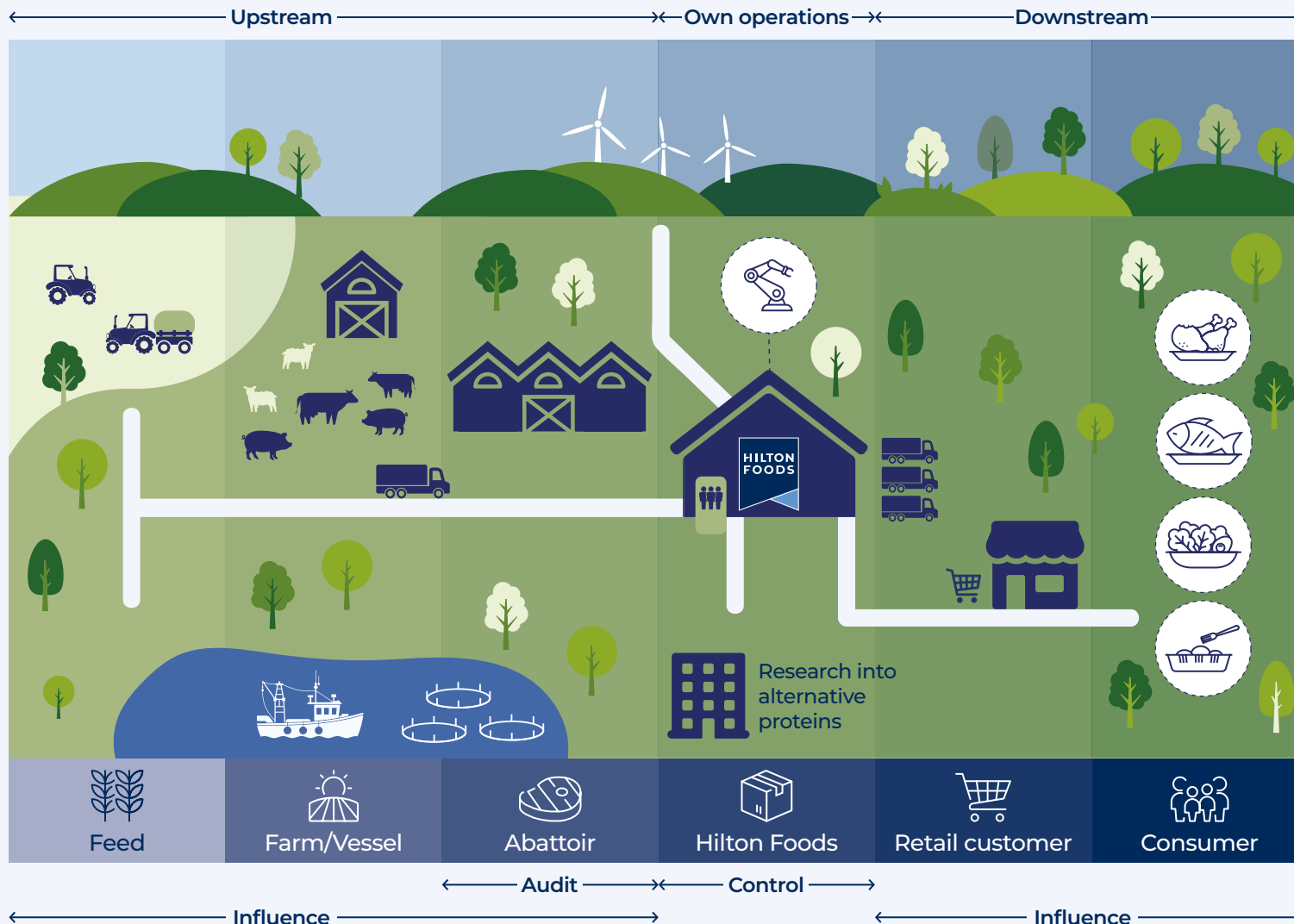
Notes

1 Excludes new acquisitions since 2020, including Dalco and Foppen.

2 The baseline year was changed to use more accurate and complete underlying data across the Group.

How we work through the value chain

Driving sustainability from farm and fishery to fork



While we don't control every stage of our supply chain, we set rigorous social, environmental and quality standards for suppliers, ensuring our ingredients are responsibly sourced.

We are able to deliver robust due diligence through the transparency platform, Foods Connected. This is where all our standards, risks assessments and audits are housed and how we communicate with our supply base.

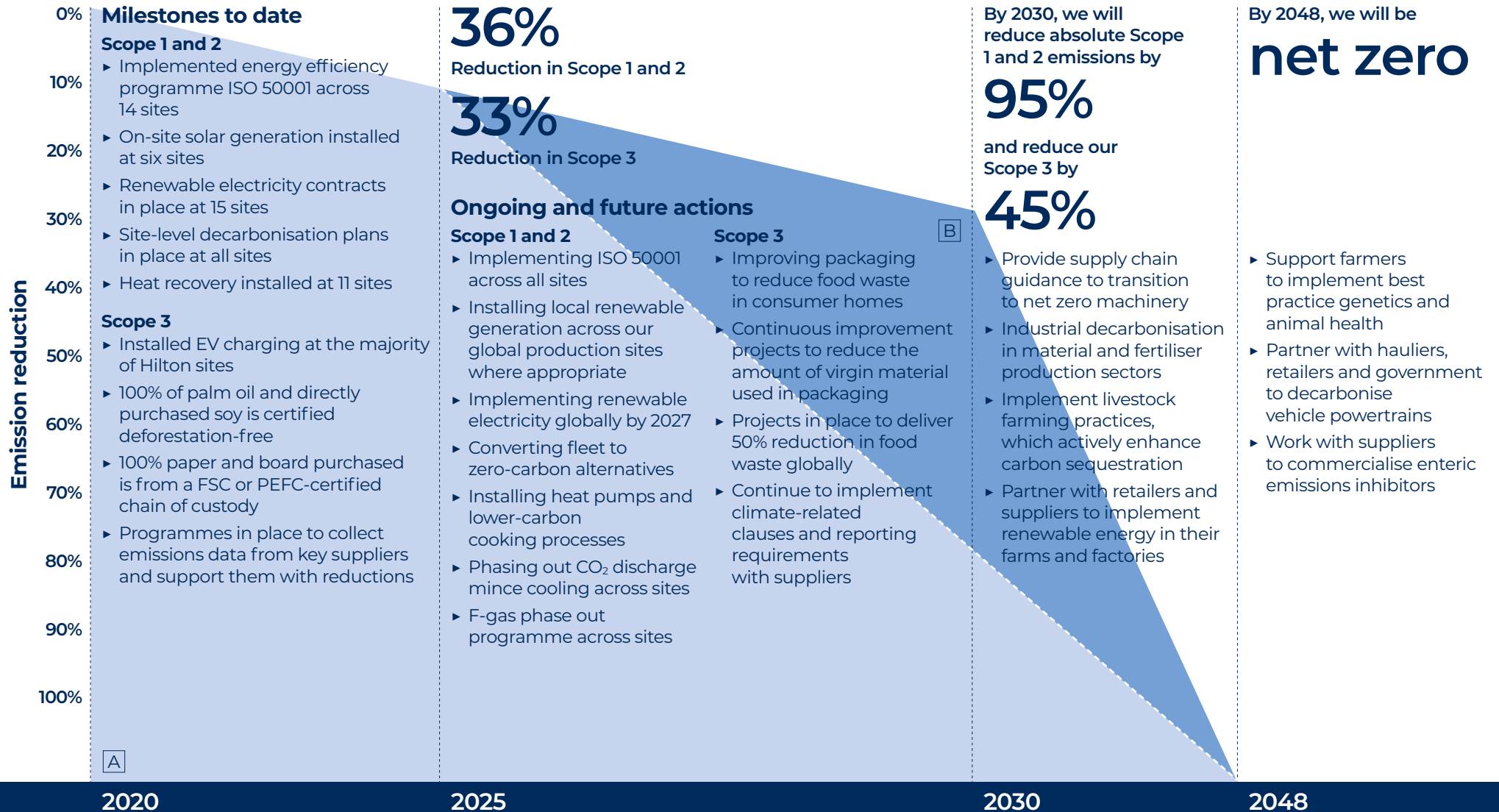
Along with our customers and suppliers, we are focused on being part of a food system that supports farms, protects people at every stage of the supply chain and celebrates sustainable practices to ensure we are fit for the future.

→ **Read more on the policies section of our [website](#).**

Delivering net zero

This page breaks down the actions we've taken, and will take, to achieve our target to be net zero by 2048.

A Scope 1 and 2
B Scope 3



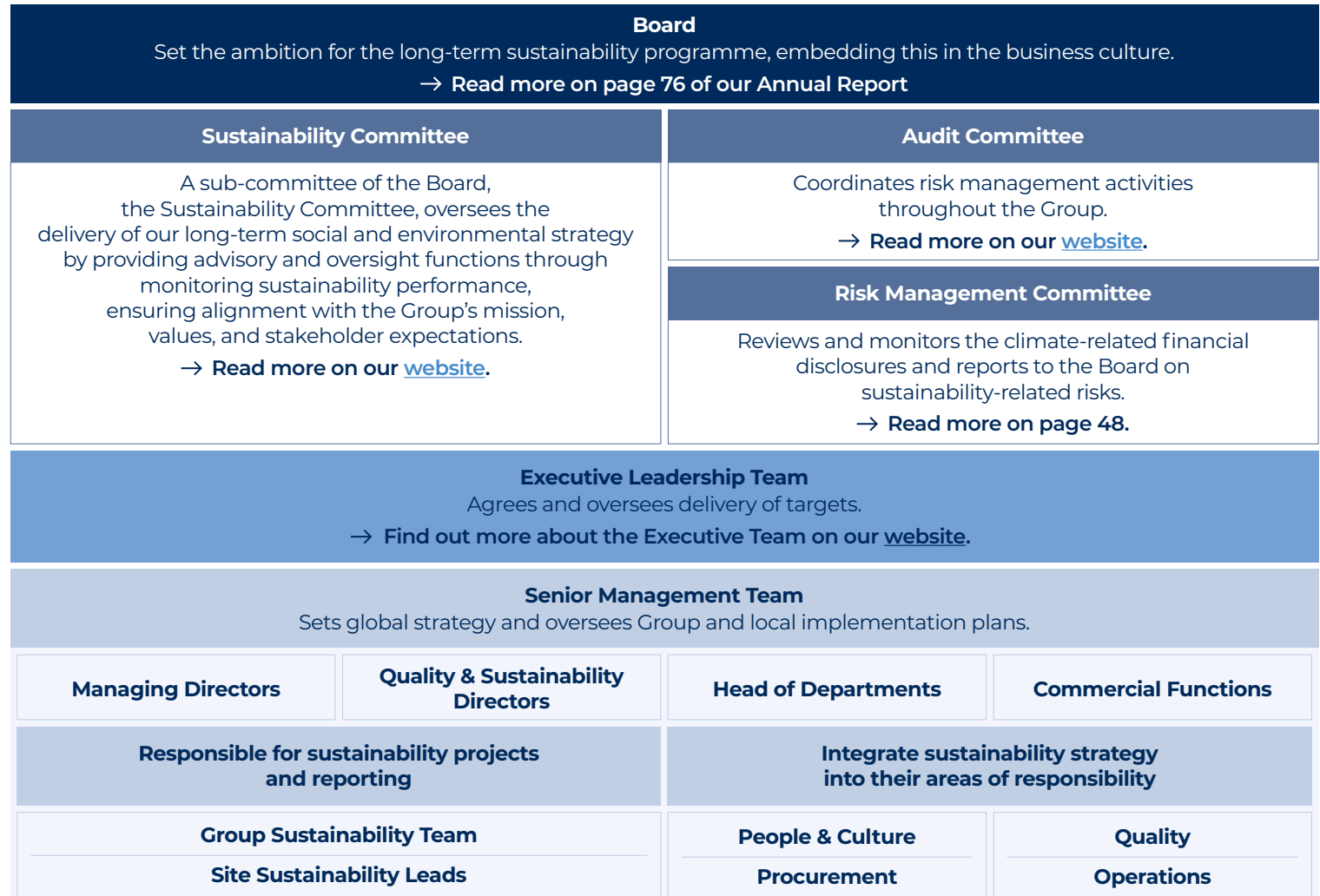
Sustainability governance

How is sustainability embedded in our business?

At Hilton Foods, sustainability is woven into how we work. We have built a governance structure that embeds sustainability at every level of the organisation, ensuring accountability and oversight across all functions.

At the heart of this framework is strong leadership. Non-Executive Director, Rebecca Shelley, chairs the Sustainability Committee, ensuring sustainability remains firmly on the agenda at every level of the business. This commitment is further reinforced through the integration of sustainability targets into our Long-Term Incentive Plans (LTIPs) (further details on page 111 of the Annual Report). This approach aligns leadership performance with progress on our sustainability commitments, reinforcing our ambition to integrate sustainability into every decision and deliver on our Sustainable Protein Plan.

→ Further detail on our sustainability governance structure can be found in our TCFD & TNFD report on page 45.



Materiality

Material issues

Our materiality assessment maps the most crucial aspects of sustainability.

Our 2025 reporting focuses on previously reported material topics. While we planned to include the findings of our double materiality assessment (DMA), the global sustainability reporting landscape is undergoing significant

changes and several of the jurisdictions we operate in are finalising their own legislation. We are, therefore, monitoring developments to ensure that our reporting aligns with expectations and regulatory requirements across all our international markets before revising and publishing our DMA.

Our material topics were identified through consultation with internal and

external stakeholders. This included engagement with subject-matter experts, non-government organisations, customers, retailers and suppliers to ensure we captured a holistic and nuanced understanding of the sustainability issues that matter most to both Hilton Foods and our wider stakeholders. For 2025, these material topics were reviewed by our internal

working group – comprising colleagues from finance, risk, sustainability and the secretariat to confirm their continued relevance in the context of our business and operating environment. Following this review, the topics were formally approved by the Sustainability Committee.

→ **Read more in the GRI index section of this report.**

Our 2025 material topics¹ are:

Biodiversity and Deforestation

Biodiversity and deforestation relate to how our sourcing and operations affect natural ecosystems. We work to eliminate deforestation from our supply chains, protect habitats, and support responsible sourcing that safeguards species, ecosystems and forest landscapes. Addressing these issues reduces nature-related risks, strengthens supply-chain resilience and supports sustainable food production.

Climate Change

This considers the impact of climate change on our business, how our operations and supply chain contribute to climate change, and the actions we take to mitigate climate change. We are strengthening measurement across our value chain and accelerating delivery against our science-based targets, as laid out in our Transition Plan. Addressing climate change is essential to reducing risk and building long-term business resilience.

Health, Safety and Wellbeing

At Hilton Foods, the health, safety and wellbeing of our people, partners and visitors is fundamental to our success. Our Destination Zero global strategy underpins how we bring this to life in everything we do, from factory floor to executive boardroom. We demonstrate progress through robust programmes, hazard identification, continuous improvement and ongoing verification. Through our clear focus on health, safety and wellbeing we will create a workplace where safety and wellbeing are not just goals, they define how we work every day.

Human Rights

Human rights relate to the people connected to our business, including employees, agency workers, supply chain workers and local communities. We work to identify, prevent and address actual and potential impacts across our global operations and supply chains. Guided by international standards, our programme strengthens labour standards, responsible recruitment and access to grievance, ensuring we respect the rights of everyone linked to our business.

Product Safety, Quality and Integrity

Product safety, quality and integrity relate to the rigorous standards and controls that ensure we consistently deliver safe, legal and high quality food products. Everyone across our sites plays a role in maintaining these standards. As we expand into new markets and increase our customer base, strong systems, audits and culture-led vigilance remain essential to managing risks, protecting consumers and upholding trust in our products.

Sustainable Management of Fisheries, Aquaculture and Agriculture

Sustainable management of fisheries, aquaculture and agriculture relates to how we source and support responsible, resilient land and sea-based production systems. We work to protect marine and terrestrial ecosystems, improve farming and aquaculture practices, and strengthen supply chain resilience to climate-related physical and transition risks. Working toward sustainable production across land and sea is vital for supply security and long-term business resilience.

¹ Material topics are in alphabetical order, not necessarily in order of importance.



People

Our people are the heart of Hilton Foods, underpinning our success and ambition.

By prioritising safety, wellbeing and development, this pillar of our Sustainable Protein Plan supports our colleagues and those working across our supply chains.



Alignment with the UN SDGs



5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic and public life



8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment



People

Valuing people

2025 targets

Reduce Lost Time Incidents (LTIs) by 10% (against 2020 baseline across Hilton Foods)

Establish Global Wellbeing Framework to support employee wellbeing

30% of all leadership roles filled by women

Employee consultative forums or works councils at all Hilton Foods sites

At Hilton Foods, the health, safety and wellbeing of our people comes first.

This year, we launched Destination Zero, our health and safety strategy across all sites, reinforcing our safety-first culture and our unwavering focus on protecting everyone's health and wellbeing every day. In 2020, we set an ambitious target to reduce Lost Time Incidents (LTIs) across our business. While our LTI frequency rate increased by 4% over the period and fell short of our target, our injury severity rate improved by 28%, highlighting the impact of sustained harm reduction efforts. Since 2020, our global footprint has expanded significantly, with total hours worked increasing by 31%. As our workforce continues to grow, protecting our people remains central, and embedding Destination Zero across our operations will be a core priority for 2026 and beyond.

We also expanded our partnership with Meat Business Women, offering mentorship, webinars and development opportunities to colleagues across the business to support women's

14%

reduction in Lost Time Incidents versus 2024

progression. In addition, we signed the Food Business Charter, reinforcing our public commitment to gender balance and setting a clear ambition to reach 40% women in leadership by 2035. We are proud to have already reached 34%. Across our sites, local wellbeing initiatives also grew, from Hilton Foods Holland opening a new prayer room to Hilton Foods Central Europe expanding their running club. These actions, led by our teams, help create an inclusive and supportive working environment. They reflect the values that define who we are and the culture we continue to build together.

Learnings from the year

Across the global food industry, women continue to be significantly underrepresented in senior leadership roles. Through our partnership with Meat Business Women and our continued investment in the development of women's careers at Hilton Foods, we are taking practical steps to close this gap. These efforts reflect our commitment to building a more inclusive leadership pipeline and driving lasting, systemic progress across our sector.

Looking forward

From the beginning of 2026, our People Portal will be available across all sites and fully accessible to every colleague. The platform brings together the everyday support people rely on, whether that is finding a policy, raising a request for People support, reporting a safety concern or looking up a colleague, the Portal makes it quicker to get the help you need. By bringing all these tools together, the Portal is designed to help everyone feel supported, connected and valued, with clear information and better access to the things that matter day to day.



People

Valuing people continued



Destination Zero is central to building a safety-first culture at Hilton Foods. People are at the core of our business, with over 8,000 colleagues whose innovation, collaboration and care deliver exceptional products. Their safety is non-negotiable, and this initiative empowers everyone to achieve zero harm.”

Mitch Steunenberg
Global Health, Safety & Wellbeing Director

Destination Zero is our Group-wide strategy to eliminate serious harm by embedding proactive safety leadership and improving standards across every site.



Launched in 2025, the strategy commenced with a focused 12-month programme deployed across global, regional, and local levels. The programme strengthened ownership, increased leadership engagement, and improved collaboration across sites. Clear expectations, measurable indicators, and structured feedback mechanisms drove engagement, improved hazard visibility, and marked a step change in safety culture. Ongoing progress will be tracked through enhanced measures, including our internal audit programme, linking performance directly to our cultural maturity framework.

Destination Zero is establishing the conditions for stronger controls, fewer repeat hazards and a more resilient organisation.



Safety & Culture Integration Day at Hilton Foods Central Europe

At Hilton Foods Central Europe, the team led a day dedicated to building deeper safety awareness, improving practical skills, and strengthening collaboration across departments and shifts. This led to the introduction of our Safety & Culture Integration Day, an initiative designed to make safety education more engaging, memorable and accessible for all colleagues.

The event brought together more than 800 colleagues and external partners for a full day of interactive learning delivered through five themed stations that covered first aid, ergonomics, injury prevention, mental focus and hazard identification. Supported by our Health & Safety and People & Culture teams, as well as external specialists, the day encouraged open conversations about safety, celebrated engagement, and rewarded outstanding participation with several prizes. Feedback was overwhelmingly positive, praising the hands-on approach and the chance to connect with colleagues.

This initiative reflects our focus on building a safety culture where awareness, participation and shared responsibility are embedded in everyday working practices.

People

Valuing people continued

34%

women in leadership roles



Supporting women in leadership

The food industry has historically faced challenges with female representation in senior roles. At Hilton Foods, we are committed to changing this by creating more opportunities for women to grow and develop their careers across the business and industry.

This year, we strengthened our partnership with Meat Business Women, giving colleagues access to mentorship, training, and webinars through its global platform. In March, we also signed the Food Business Charter, committing to 40% female representation by 2035. This new ambition builds on strong progress, following the achievement of our 2025 target of 30% women in leadership roles in 2024, we have now exceeded this by reaching 34%.

By investing in women at every level, we are building a stronger, more diverse business and supporting positive change across the industry.

Supporting a culture of inclusion and wellbeing

At Hilton Foods Central Europe, colleagues introduced a Run Club to encourage fitness, teamwork and community spirit. What started as a small idea has grown into a movement, growing from 67 participants in 2024 to 83 in 2025. The site also organised a fishing contest, offering a fun way to connect and enjoy the outdoors.

Meanwhile, Hilton Foods Holland focused on creating inclusive spaces for personal wellbeing. The site introduced a dedicated prayer and rest room, providing colleagues with a quiet space for reflection or prayer, reinforcing the

importance we place on supporting inclusivity and wellbeing. The team also hosted an Iftar celebration, strengthening cultural inclusion and creating moments of shared understanding, with colleagues expressing appreciation for the event's positive impact on engagement and belonging. Together, we are building a workplace where everyone feels supported, valued and connected.

→ [Read more on our health and safety procedures in our GRI index on pages 77 to 79.](#)



People

Respecting human rights

2025 targets

Functioning governance structure in place

Train all Hilton Foods employees on human rights

Modern slavery awareness training extended to all managerial colleagues

100% of labour and service providers audited to Hilton Foods Agency Labour Standard

100% of primary suppliers signed up to Hilton Foods Supplier Social Code of Conduct

100% of new primary suppliers screened using Hilton Foods social criteria

100% of high-risk primary suppliers audited

Respecting human rights across our operations and global supply chains remains central to Hilton Foods' approach to responsible business.

Guided by Principle 15 of the UN Guiding Principles on Business and Human Rights, which calls on companies to 'know and show' their respect for human rights, we embed ethical business practices at every level. This means not only meeting internationally agreed standards but also demonstrating accountability through our policies, processes and actions.

In 2025, we advanced our human rights due diligence through several initiatives. We continued to roll out our Supplier Ethical Onboarding and Risk Assessment Process, successfully onboarding 95% of primary protein suppliers globally and auditing 82% of identified high-risk suppliers. Now all our businesses have the tools to track and assess their own human rights risks.

95%

of primary protein suppliers are linked with us on Sedex

We also strengthened protections for agency workers by introducing our Agency Labour Standard, auditing 86% of labour providers. In addition, we partnered with the University of Lincoln to assess human rights risks linked to our Transition Plan, recognising the growing intersection between climate change and human rights.

These actions reinforce our commitment to transparency, accountability, and continuous improvement, ensuring that our supply chains respect the dignity and rights of the people who work within them.

Learnings from the year

In 2025, we recognised that human rights risks are not only increasing but rapidly transforming, as climate change and geopolitical instability create new pressures on people and supply chains. Agency labour vulnerability and recruitment practices continue to represent salient risks within our value chains, while we also identified emerging risks linked to climate change, such as heat stress and changing migration patterns.

Strengthening our systems, through enhanced supplier onboarding, agency labour audits and risk mapping, has been critical to building resilience and protecting workers.

Looking forward

In 2026, we will expand our work focused on our salient human rights risks, further embedding our agency labour audit system through training, expanding the rollout of our internal audit system, and improving the continuous monitoring of supplier risks and impacts. Our focus will be on worker engagement, responsible recruitment, and climate-related human rights impacts, ensuring that our transition to net zero is both ethical and just.

86%

of agency labour providers have been audited



People

Respecting human rights continued

Embedding human rights into our Group Transition Plan

As part of our ongoing collaboration with the University of Lincoln, we worked with students to better understand potential human rights risks associated with implementing our Group Transition Plan.

Rising temperatures and heat stress threaten worker safety, crop failures undermine food security and incomes, and the extraction of critical minerals for solar panels raises risks of exploitation in mining communities. Ensuring a just transition to net zero requires a holistic assessment of potential unintended consequences of mitigation activity.

Aligning our assessment with the UN Guiding Principles on Business and Human Rights, the students evaluated the nature, likelihood and severity of each risk, identified Hilton Foods' role, and proposed potential remediations across our global operations, packaging and agricultural supply chains.

Key achievements:

- ▶ Comprehensive risk mapping across global operations and supply chains.
- ▶ Alignment with UN Guiding Principles, ensuring international best practice.
- ▶ Identification of priority risks and potential remediation pathways to strengthen due diligence.

This work enables us to proactively engage with the highest-risk supply chains, reducing risks to people and to our business. It represents the first step in delivering a just transition to a net zero business, ensuring that climate action and human rights progress go hand in hand. In 2026, we will work to respond to these recommendations.



Strengthening protections for agency workers

In 2024, we undertook a human rights saliency assessment, which identified the use of agency labour as a key risk within both our own operations and our supply chain. The nature of agency work can create vulnerabilities linked to contractual terms and conditions, provision of accommodation, and the precarity of visa status, factors that can increase the risk of exploitation. Low confidence in, or limited awareness of, labour rights among workers outside their home country can further raise barriers to raising concerns or disclosing serious issues.

To address this, we have strengthened our systems to ensure we only partner with agency labour providers that share our values and demonstrate high standards of professionalism, safeguarding workers' rights and wellbeing. In 2023, we introduced our Agency Labour Standard, setting clear expectations on ethical recruitment, worker welfare and compliance. By 2025, 86% of our labour providers were audited against this standard, reinforcing oversight and accountability.

In 2025, we enhanced the standard through the completion of an independent review by Slave-Free Alliance, strengthening its credibility and effectiveness. We also integrated the standard into our supplier management platform, Foods Connected, enabling audits to be conducted in a consistent, transparent, and examinable way.

Looking ahead, in 2026, we will roll out training for our People & Culture managers, equipping them to apply this system effectively and drive continuous improvement in protecting agency workers.

People

Respecting human rights continued



Embedding an ethical compliance system into our global procurement process gives us crucial insight into suppliers' human rights performance. It enables us to address risks early, support responsible practices and build a more transparent, resilient supply chain aligned with our commitment to human rights."

Nic Hunter
Seafood Purchasing Director,
Hilton Foods Seachill

Driving responsible sourcing through supplier ethical onboarding

As part of our 2025 Sustainable Protein Plan, we committed to strengthening human rights due diligence across our global supply chain. To achieve this, we integrated a robust ethical compliance system into our global procurement process, embedding responsible sourcing and human rights at the heart of how we do business. This system

supports greater transparency and accountability, ensuring that every supplier meets our standards on labour rights, health and safety, the environment and business ethics.

Over the past two years, all primary protein suppliers have been asked to participate in this process as a condition of supply. Today, 95% of these suppliers now hold completed risk assessments and are linked with us on Sedex, a global ethical data platform, giving us deeper visibility of our supply chain risks and helping to identify recurring risks in certain geographies.

Among suppliers identified as high risk, 82% have now completed independent ethical audits, providing valuable insight into their performance and opportunities for improvement.

This represents a significant step towards building a supply chain that not only delivers quality but also respects the dignity and rights of the people behind it.

We will continue to work towards full compliance, with this requirement becoming a core, ongoing element of our due diligence process.

82%

of suppliers identified as high risk have completed independent ethical audits



People

Developing potential

2025 targets

All production colleagues offered the opportunity to participate in 'work conversations' with their manager to discuss performance, development career aspirations, wellbeing, ideas and feedback

Development opportunities for all management talent identified as ready for succession through annual review of leadership capability and succession

150 colleagues to go through leadership development programmes by 2025

At Hilton Foods, we believe that investing in our people is fundamental to building a future-fit business.

This year, we built the foundations for our new Learning Academy, which will empower our people's development and give them access to more than 150 courses across leadership, management and core professional skills. The Academy will be integrated into the launch of our People Portal in 2026, enabling colleagues to have everything to support their development in one easy-to-access place. We also welcomed the next generation of talent through the launch of our UK Graduate Scheme.

Creating opportunities for every colleague to grow, develop and progress remains central to who we are and how we succeed.

190

colleagues have taken part in our Talent Development Programmes since 2019



Learnings from the year

A major focus this year was on developing our talent and succession planning. We set this as an external target for the 2025 Sustainable Protein Plan, recognising the importance of a Group-wide structure to support development and encourage future leaders. As with many of our 2025 targets, this work is about building strong foundations for long-term success, particularly through our Talent Development Programmes. This year, we achieved this for senior and critical roles, establishing a clear framework to support future talent identification.

Looking forward

We plan to extend our talent framework and launch a global skills framework to clearly define the capabilities that power Hilton Foods, giving us visibility of our strengths, gaps and future needs. With the launch of the People Portal, development plans housed on the Portal will link directly to these skills and career pathways, making progression transparent and purposeful. Together, this foundation will enable data-led, connected succession planning, strengthening our talent pipeline across Hilton Foods. Going into the next stage of our Sustainable Protein Plan, our focus remains on providing meaningful opportunities for learning, growth, and career progression, accessible to all colleagues, focused on the next generation of talent.

Launching our global Learning Academy

Our annual engagement survey reaffirmed that professional development opportunities remain an area that our people value greatly, with a clear interest in accessible, high quality learning opportunities across our global teams.

In response, we will be launching our Hilton Foods Learning Academy as part of our wider People Portal. This new platform offers over 150 online courses, from leadership and communication to wellbeing and resilience, all available in multiple languages, ensuring fair and equitable access for colleagues across our business.

In 2026, all colleagues will have the opportunity to access the Learning Academy to access tailored learning and link courses to their Personal Development Plans. This inclusive approach supports our sustainability goals by empowering people at every level to learn, grow and contribute to a resilient, future-ready organisation.

People

Developing potential continued



Being on the Hilton Foods rotational graduate programme has opened doors to areas of business I never imagined exploring. My first rotation in operations has broadened my perspective and helped me appreciate the wider workings of the business.”

Estelle Holmes
Regional Graduate

Launch of our UK and Ireland graduate programme

This year marked an exciting milestone as we launched our first Graduate Development Scheme in the UK and Ireland. In September, we welcomed 12 talented and ambitious graduates onto a two-year programme designed to combine hands-on operational experience with structured learning and dedicated mentoring from our experts. Four of these graduates joined our Graduate Business Leader pathway, rotating across our UK sites to gain a deep understanding of our end-to-end operations. Every participant is supported with tailored development to build the skills, confidence and leadership capabilities needed to grow their careers at Hilton Foods.

Our graduates have already completed the Industry of Grocery Distribution New Industry Starter Skills learning programme and will have completed two development workshops at the start of 2026. This scheme reflects our commitment to investing in future leaders and building a diverse, highly skilled talent pipeline that will support the long-term success of our business.

12

talented and ambitious graduates were welcomed onto a two-year programme



Planning and supporting our future talent

Being a future-fit business means preparing on all fronts, from delivering net zero to supporting our people and their career progression. Part of this is ensuring a clear, fair and consistent approach is in place for identifying and developing future talent. Previously, talent and succession activities varied by region and relied on individual judgement, making it difficult to plan for critical roles and ensure equal access to opportunities.

In 2025, we launched a new, group-wide Talent and Succession process. This structured, evidence-based approach uses the Hilton Foods Talent Grid and clear criteria to assess performance, identify critical roles and create succession plans. Managers receive comprehensive guidance to reduce bias and make balanced decisions. The initial focus was on senior and critical roles and has enabled us to make more structured talent decisions, giving a transparent view of succession gaps.

Importantly, this process will help us identify colleagues for our Talent Development Programmes, which have developed 190 future leaders since 2019. Our new approach strengthens our leadership pipeline, supports inclusion and ensures every colleague can see a pathway for growth at Hilton Foods.

Planet

We are committed to shaping a future where food systems thrive in harmony with nature.

From achieving net zero by 2048 to elevating standards across land, sea and animal welfare, this pillar of our Sustainable Protein Plan supports bold action and helps achieve lasting impact.



Alignment with the UN SDGs



2.4 By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems



14.4 By 2020, effectively regulate harvesting and end overfishing, illegal, unreported and unregulated fishing and destructive fishing practices and implement science-based management plans



15.2 By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally



Planet

Reducing emissions

2025 targets

100% renewable electricity across all our own operations in Europe by the end of 2025 and globally by 2027

Achieve our science-based targets across Scope 1, 2 and 3 and publish updated ambitions

Intensity reduction of 15% in emissions of cattle in Europe by 2025 (aligned to the ERBS Sustainability objectives)



As we come to the midpoint of the decade, our focus is now on the delivery of our Transition Plan and our science-based targets.

In pursuit of those goals, we have set Scope 1 and 2 emissions reduction targets at all of our production facilities and are now implementing fully costed site decarbonisation plans that will ensure we deliver. These changes are not just reducing our business footprint, but are also reducing our cost base and improving our business resilience.

On-site solar energy generation is one of the clearest examples. With the installation of a new 665kW solar array on our Drogheda site, we now have 6.3 MW of solar generating capacity across six of our sites, reducing costs and reducing those sites' dependence on the local electricity grid.

Following pilots last year, we have rolled out programmes across both our meat and seafood supply chains to collect supplier-specific emissions data, enabling us to build an even clearer picture of our supply chain and more effectively work with suppliers to reduce the impact of the product they supply.

Our progress in publishing our Transition Plan was recognised in 2025 as we retained our position on the CDP A-list for Climate Change and Supplier Engagement.

Learnings from the year

Across our global footprint, our supply chain touches around two million farmers. This makes it challenging to achieve meaningful, direct engagement with all our farming partners. While we have had successes in many value chains and work very successfully at an industry level, we are still working to build relationships with farmers and fishers in our supply chain to support them with the implementation of both mitigation and adaptation measures.

Looking forward

As the impacts of climate change increasingly impact food production, over the last few years, we have conducted assessments of the climate risks at all of our sites and supply chain (outlined in our TCFD, page 52). While we have detailed mitigations in place (page 10), as we enter 2026, we are engaging higher risk suppliers to understand what measures they have in place to reduce that risk and understand how we can work together to further reduce our supply chain risk.

6.3 MW
of solar generating capacity across six of our sites

How we are accelerating decarbonisation of the seafood industry

To support decarbonisation of our seafood products, we have implemented the Seafood Carbon Emissions Profiling Tool (SCEPT) across our seafood supply chains. As a founding member of the UK Seafood Federation, we supported the tool's launch in 2024 in partnership with Seafish, the non-departmental UK public body.

SCEPT enables us to collect primary data across fishing vessels and farms. This provides us, and the industry more widely, with insights into the carbon footprint of both aquaculture and wild-caught products.

For example, we targeted reductions by working in collaboration with our pangasius supplier in Vietnam by contributing to a project that evaluated the carbon reduction achieved by installing solar panels. In 2026, electricity consumption from that solar power system is projected to reduce emissions by 8.3%.

By aligning data collection across the industry, we are accelerating the decarbonisation of the seafood industry.

Planet

Reducing emissions continued

Delivering our Transition Plan

Since publishing our Group Transition Plan in November 2024, we have moved from planning to implementation. As part of the plan, we developed decarbonisation plans at each site based on our technology roadmaps and estimated costs. Each site has its own nuanced challenges, so in 2025 we conducted detailed surveys at each site to build an understanding of the implementation costs of our Transition Plan. These insights enable us to make informed capital decisions over the next five years, aligning technology and system upgrades as part of broader site upgrades.

All of our sites are connected to electricity grids with a lower carbon intensity than in 2020 and we have secured renewable electricity contracts across all our European manufacturing sites. Our largest Australian production facility also secured a renewable electricity contract in 2025, with supply beginning in January 2026, delivering an estimated 96% reduction in carbon emissions at that site. In addition, we have implemented heat recovery systems at 11 of our sites and our efficiency programmes have, in total, reduced our equivalent energy consumption by 15.7%.

Additionally, we have implemented lifecycle assessment into our capital purchasing process, enabling us to consider the long-term environmental impact of the machinery we buy. This not only reduces our Scope 3 emissions but also helps us to lower our operational emissions in the long term.

96%

reduced emissions at our largest Australian site as a result of our new renewable electricity contract

11

of our sites were implemented with a heat recovery system



The Oxford research driving our decarbonisation strategy

To accelerate progress against our Group decarbonisation strategy, we have funded a DPhil research project at the University of Oxford. The first paper from this research was published in June 2025. This industry-leading study explores how the way livestock emissions and land use are measured can help to drive better decision making. Applying a range of metrics to different scenarios, the research provides crucial insights that will inform how we assess the future of ruminant farming and land-use choices.

These findings are directly informing Hilton Foods' Transition Plan and the delivery of our Scope 3 reduction targets, helping us target interventions where they will have the greatest impact. The academic publication also offers guidance for the wider industry, filling essential knowledge gaps on the journey to decarbonising livestock.

Looking ahead, the research will examine the industry's understanding of net zero and how we can overcome the barriers to implementing net zero on farms. Fieldwork is already underway across several European countries to ensure our approach is grounded in both scientific and stakeholder perspectives.



This research turns metrics into action. The findings show that looking at short-lived gases alongside land use opportunity sharpens decision making. It highlights where interventions in ruminant systems deliver the most durable climate benefit, in turn helping companies like Hilton Foods support both farmers and the climate. The next phase tests these insights in the context of European land use policy to better inform the development of farmer subsidy programmes.”

Jess Zionts
DPhil student at the University of Oxford

Planet

Enhancing animal welfare

2025 targets

More than 90% of livestock from farms in assurance schemes

100% humane slaughter of animals across all our products, including aquaculture

Responsible antibiotic use throughout our supply chain



Animal welfare is a fundamental part of our sustainability strategy.

It underpins our ability to deliver high quality, responsibly sourced protein to customers worldwide. Our Animal Welfare Policy and Crustacean Welfare Policy set clear expectations for all species and geographies, guiding our approach and driving standards that go beyond industry norms. This commitment is embedded in our Sustainable Protein Plan, which aligns animal health and welfare with broader goals of nutrition and food security within a sustainable food system.

We work collaboratively with suppliers, retailers and industry bodies to implement robust assurance systems, combining independent certification schemes with Hilton Foods' own auditing processes. Our approach includes audits, monitoring of input and output welfare indicators, outcomes measurements and continuous improvement initiatives. Where non-compliance occurs, we act swiftly to resolve issues, prioritising animal wellbeing at every stage, from farm to slaughter.

We actively engage in multi-stakeholder platforms such as the European Roundtable for Beef Sustainability (ERBS), working towards ambitious animal health and welfare targets that create thriving environments for cattle across Europe. Through our membership in the Food Industry Initiative on Antimicrobials, we also champion efforts to combat antimicrobial resistance and safeguard the health and welfare of animals throughout our supply chain.

Learnings from the year

With our global reach and multi-species expertise, we recognise the vital role Hilton Foods plays in advancing animal welfare. Our audit programme has worked to drive meaningful improvements across the supply chain, reflected in the continued rise in suppliers achieving a satisfactory rating in animal welfare audits. However, we also recognise the complexity of sourcing farm-assured livestock in regions where, despite high animal welfare standards, robust assurance schemes are absent. We remain committed to bridging that gap and prioritising certification when available.

Looking forward

As our business expands, so does our expertise in animal welfare. We continue to focus on increasing the proportion of animals sourced from certified farm assurance schemes and, wherever possible, adopting higher welfare standards. We acknowledge that animal welfare in aquatic environments is complex. Diverse species, measurement difficulties and operational realities make consistent standards hard to achieve. Recognising these challenges helps us focus on practical solutions through research, innovation and collaboration, so welfare standards are both science-based and workable across the supply chain for both aquaculture and wild fisheries.

Upholding best practice animal welfare standards

Ensuring high animal welfare standards is a shared responsibility across the food industry. The regular training and upskilling of auditors is essential to keep pace with the latest advancements and best practices. To support this, our animal welfare auditing team participated in a dedicated training workshop hosted by ABP Poland. The team toured a beef processing site and several local farms, gaining valuable insights into Polish beef production. The workshop provided an opportunity to share knowledge, discuss new developments in animal welfare and strengthen our auditing approach. This collaborative experience deepened our understanding of sector priorities and challenges, while equipping our auditors with up-to-date expertise. By working closely with partners like ABP Poland, we ensure our standards remain high and our supply chain continues to progress together. We are grateful to ABP Poland for their warm welcome and commitment to continuous improvement.

Planet

Enhancing animal welfare continued



Championing crustacean welfare

We believe that leadership means using our influence to drive real change, especially when it comes to animal welfare. In 2024, we were one of the first companies in our industry to publish an animal welfare policy dedicated to crustaceans. In 2025, we evolved our Crustacean Welfare Policy, setting clear expectations for suppliers and driving continuous improvement across our global seafood operations. Through this policy, we extended the ban on eye-stalk ablation (the removal of eyes to increase reproduction) from the UK to all Hilton Foods operations worldwide. This move goes beyond local requirements and sets a new global standard for crustacean welfare.

Our progress has been recognised externally, with Hilton Foods achieving a Tier 2 position in The Snapshot report for 2024 by Crustacean Compassion. Through collaboration with retailers and suppliers, we are able to drive positive change, raise standards and ensure better welfare practices throughout the industry.

Tier 2

position achieved in The Snapshot report for 2024 by Crustacean Compassion

Industry partnerships driving transparency

We believe passionately in the power of collaboration, and this is no different when it comes to facing challenges across the supply chain. This year, Hilton Foods brought together Tesco, Compassion in World Farming and Foods Connected for a visit to Cermaq's salmon farms in Norway.

The visit provided a unique platform for open dialogue, allowing stakeholders to share perspectives on industry challenges, research gaps and emerging innovations. By fostering honest conversations between suppliers, customers and NGOs, we are able to advance best practices in animal welfare and drive continuous improvement.

Together, we are building a more responsible and resilient food system.



It was a pleasure partnering with Hilton Foods to welcome Tesco, Compassion in World Farming, and Foods Connected to our Norwegian farms. Open dialogue like this, that shares challenges, research needs and innovations, is vital. Collaboration builds transparency and helps us tackle challenges together, accelerating progress across the industry and advancing best practice in animal welfare and sustainability."

Magnus Asli
Cermaq



Planet

Nature positive

2025 targets

Eliminate deforestation from the conversion of natural forests to agriculture or livestock production in our supply chains

Maintain 100% of paper and board from certified sources

Planning and reporting tools provided to all farmers to support regenerative farming

100% of seafood responsibly sourced to Hilton Foods standards (aligned to the Sustainable Seafood Coalition code and PAS 1550), and openly reporting supply chains through the Ocean Disclosure Project

Hilton Foods Seachill directly sourced wild caught seafood 100% certified to the MSC standard or equivalent (by 2025)

Many of the biggest risks to our business come from the combined impacts of climate and nature challenges.

The issues we face across both our sites and supply chain are growing, and we are building the infrastructure to enable us to respond accordingly.

While delays to regulation have caused implementation challenges, we are committed to working with suppliers to remove deforestation from our supply chains. Through the UK Soy Manifesto, we are working to ensure all soy imported to the UK is deforestation and conversion-free, and that 100% of the paper and cardboard products we directly purchase are certified as deforestation-free.

To ensure our actions are targeted towards our most material risks, we have invested in an in-house capability to evaluate nature risks throughout our supply chain. This year, we have conducted assessments of the physical risks to our seafood supply chain, the nature risks in our beef supply chain and a scenario analysis examining water stress across our global supply chain. We have also continued our work with the University of Lincoln, conducting a comparative study to understand the impacts that cattle and sheep have on the ecosystems of Australia and New Zealand. Further details of this work can be found in our TNFD on page 55.

We are committed to transparency throughout our nature journey. In addition to our TNFD disclosures, seafood purchasing is reported through the Ocean Disclosure Project and this year our CDP disclosures received an A- for both Forests and Water.

Learnings from the year

Understanding nature risk across a global supply chain is challenging, particularly in marine ecosystems where impacts occur in three dimensions. This is why we have taken the approach of segmenting our supply chain, in focusing on specific impact categories, geographies and species to identify the dependencies, impacts, opportunities and risks against which we can develop our strategy.

Looking forward

As we move into 2026, we will continue to operationalise our risk assessment work into our product development decisions and, working with our partners, into our supply chains. We will also build on our existing work as we work to cover a wider scope of our supply chain.

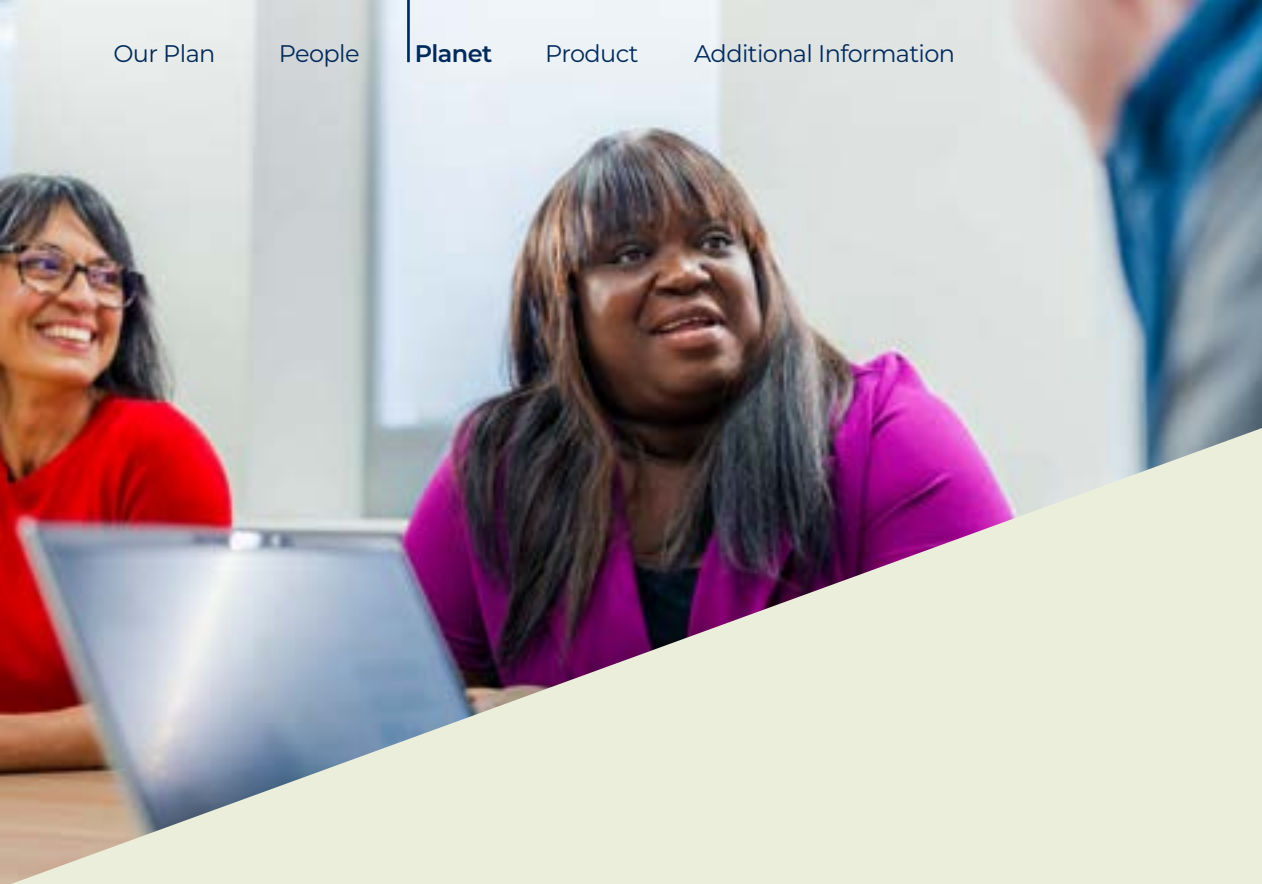
99.7%

of Hilton Foods Seachill directly sourced wild caught seafood is MSC certified

A-

CDP score for both Forests and Water disclosures





Understanding impact with the University of Lincoln

In partnership with the University of Lincoln, we led a research project that gives students hands-on experience in analysing real-world data and supports us in mapping the changes in biodiversity and ecosystem health.

The students researched how the introduction of cattle and sheep have shaped and changed ecosystems in Australia and New Zealand from the 18th century to today. The findings shared the impacts over time, including the changes to soil quality, biodiversity and water systems.

From their research, the students created intricate food webs showing the change in ecosystems through time, highlighting just how interconnected the systems are.

Using this research, we can better understand our impacts, dependencies and risks, providing us with crucial insights to guide our sustainability strategy, and through which we can engage the wider industry to support positive change as a collective force.



Building resilient supply chains and assessing biodiversity

We are committed to being part of a sustainable farming system built on nature positive principles. This means knowing our impact – not only stopping but helping to reverse any damage to nature loss. By understanding where we can make a difference, we can help build resilience against the impacts of climate change.

In 2025, we completed our first biodiversity risk assessment across our beef supply chains in the UK, Ireland and Australia, covering 40% of our beef volume and half of our protein spend. Using the Taskforce on Nature-related Financial Disclosures (TNFD) LEAP framework, we looked at how our operations impact and depend on nature, considering water, land use, biodiversity and pollution.

This assessment mapped out key risks like biodiversity loss, water quality and temperature changes, helping us identify critical areas for action. We are using these insights to guide our strategy, informing our risk indices and supporting long-term supply chains' sourcing planning. We also plan to assess other geographies and species in our supply chain so we can keep building a food system that works with nature for the long term. Further details can be found in our TNFD report, page 45.

Planet

Nature positive continued



The Royal Countryside Fund has been supporting farming families for over 15 years and everything we do is informed by feedback from the farming communities we work with. The backing of our corporate partners has never been more important and we are incredibly grateful to Hilton Foods for their support and commitment over the next three years.”

Keith Halstead,
Executive Director,
The Royal Countryside Fund

Our partnership with The Royal Countryside Fund

Our strategy and actions are guided by a clear commitment to building a more sustainable food system that works with nature and supports farmers. We are proud partners of The Royal Countryside Fund, reaching over 5,000 farming families across the UK. This partnership is designed to support farmers to build resilient businesses, recognising and encouraging regenerative agricultural practices, from improving soil health to boosting biodiversity to strengthening long-term planning.

This partnership is just one of the ways we plan to support farmers, giving them the tools to create resilient, regenerative systems with lasting impact for rural communities. By partnering with The Royal Countryside Fund, we are proud to support a future where UK farming thrives.



Product

Innovation drives our mission to deliver affordable, high quality proteins that prioritise people and the planet.

From product development and packaging to factory efficiency, every step of the process matters. This pillar of our Sustainable Protein Plan ensures progress without compromise so we can provide better proteins to every plate.



Alignment with the UN SDGs



7.2 By 2030, increase substantially the share of renewable energy in the global energy mix



12.3 By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses

12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse

Product

Balanced healthy diets

2025 targets

Doubling in sales of plant-based, vegetarian and flexitarian (vegetables added to products that were previously 100% meat or fish) products compared to a 2020 baseline

Assess health and sustainability attributes of all of our proteins to provide consumers with the facts on their role in a diet that is healthy for us and the planet



Providing affordable, nutritious and sustainable food choices is at the heart of our balanced healthy diets pillar.

Our strategy focuses on enabling consumers to make healthier choices without compromising on taste, quality or value.

In 2025, economic pressures and rising sourcing costs shaped consumer priorities, with affordability emerging as the top concern. Against this backdrop, we worked closely with retailers and suppliers to ensure nutritious options remain accessible, while continuing to innovate across categories.

We focused on unlocking value within our existing ranges and developing seasonal products that respond to changing consumer needs. Rising beef prices placed pressure on both volumes and affordability, prompting us to introduce blended meat products. These sorts of solutions reduce cost, increase fibre and maintain high protein content, all while lowering emissions.

Interest in high protein products continued to gain momentum, particularly in the APAC region, where we launched new ready meals tailored to consumer demand. Scratch cooking also gained traction as families sought cost-effective, healthier ways to eat at home.

Seafood presented additional challenges, with lower cod and haddock quotas impacting supply. We collaborated with retailers, including Waitrose, to identify alternative species aligned with shopper preferences. Our Hilton Foods Seachill business expanded its seafood range to maintain choice and quality for customers.

Learnings from the year

Disruptions to raw material supply and rising costs continued to challenge progress, we are working with our procurement teams to build resilience in our sourcing. The ongoing cost of living saw affordability drive consumer decisions and sustainability remained a secondary priority; this trend is suggested to continue, highlighting the need for clearer communication on sustainability and cost-neutral solutions for consumers.

Looking forward

Our focus for 2026 is to keep protein-rich, nutritious meals affordable despite ongoing sourcing pressures. We will work to make sustainability cost-neutral for consumers, while supporting retailer ambitions. Improving understanding of sustainability and nutrition labelling is also a priority so information is clear, aligned and accessible. By combining product innovation with industry collaboration, we aim to deliver balanced diets that meet consumer needs and advance our long-term sustainability goals.



Redefining protein

At Hilton Foods, we are committed to making high quality protein both accessible and affordable. Our innovative blended meats range combines premium meat with plant-based ingredients, creating products that are nutritious, delicious and up to 20% more affordable than standard meat options.

In Sweden, our 70% beef and 30% pea mince has become a best-seller, with sales volumes doubling. Meanwhile, Denmark's pioneering 50/50 beef and chicken blend offers consumers a new way to cut both carbon emissions and costs. At Hilton Foods Holland, we introduced eight beef products containing 20% sugar beet pulp. This initiative not only reduced costs and emissions but also provides a lower fat alternative, all while maintaining the taste experience.

We continue to drive product innovation in collaboration with our retail partners, helping families eat well, save money and support a more sustainable food system.

Product

Balanced healthy diets continued



Our high protein range with Žabka

Increasingly, consumers are seeking convenient, nutritious meal options that support healthier lifestyles. Yet many health-conscious individuals have limited choices that offer both ease and quality.

That is why, in partnership with retailer Žabka, our Hilton Foods Central Europe team developed a new line of four 'high protein' ready meals that do just that. Each meal, whether a 'Fillet with purée and beetroot' or 'Penne with basil sauce' delivers up to 36 grams of protein per portion, combining high quality poultry and dairy proteins such as chicken, cheese and milk. These products make it easier for consumers to enjoy balanced, healthy diets without compromising on taste or convenience.

The response has been overwhelmingly positive, with sales of 'Penne with basil sauce' increasing by 60%. Building on this success, we are developing new high protein options with added fibre and plant-based protein sources. This will further expand our healthy convenience offering, reinforcing our commitment to helping consumers make informed choices, supported by clear nutritional information and a focus on products that balance health benefits with lower environmental impact.



We're proud to partner with Hilton Foods Central Europe to offer customers high quality, affordable and convenient meals they can feel good about. This partnership reflects our shared commitment to supporting more informed food choices and creating even more great choices for our customers."

Marta Urbaniak
Director of the Quality and Environmental Management Department Žabka

Transparency on the table

Clear nutritional information is crucial to provide consumers choice when seeking healthier, more sustainable food choices. Nutri-Score, Europe's most recognised nutritional benchmark, empowers shoppers to make informed decisions about the products they buy.

To support the delivery of our target to assess the health and sustainability attributes of all Hilton Foods proteins, we evaluated our Hilton Foods Central Europe ready meals using Nutri-Score. The team collaborated closely with our key customer, Žabka, building on our expertise and developing our policies to formalise our approach to nutritional excellence.

Our development teams carefully designed recipes to achieve better Nutri-Score ratings, resulting in 7% of products rated A, 43% B, and 50% C, with none rated D or below. This assessment is an example of our commitment to providing consumers with transparent information and continues to drive responsible, health-oriented product development.



Product

Circular packaging

2025 targets

Reduce direct packaging waste by 30% compared to a 2020 baseline

Drive demand for circular tray-to-tray recycling and actively prioritise the use of circular material

All our retail packaging will be fully reusable, recyclable or compostable

Achieve a minimum of 50% average recycled content across all plastic packaging

Reduce the weight of our plastic packaging, while ensuring it remains fit for purpose

Packaging remains essential to our business, protecting products and maximising shelf life so that we can continuously supply quality products to our customers.

In 2025, we navigated significant challenges, including new packaging legislation across the majority of the geographies we operate in, coupled with rising costs and supply chain disruptions. Despite this, we stayed focused on our packaging targets, embedding circular principles across our value chain, while driving innovation to reduce our overall environmental impact.

We have made strong progress. Our average recycled content in plastic packaging reached 54% and our European sites achieved up to 17% tray-to-tray content. By switching to flow wrap across five sites, we have reduced plastic weight by 3,058 tonnes. We also remain committed to the UK, Australian and Canadian Plastic Pacts, striving for 100% reusable or recyclable plastic packaging.

74%
of our packaging is designed for recyclability

Learnings from the year

Progress hasn't always matched our ambition. In many of our geographies, limited recycling infrastructure has slowed our ability to scale solutions. In 2024, while we successfully trialled our 100% tray-to-tray recycling initiative with Tesco in the UK, we were unable to roll it out across our sites due to low availability of raw materials. The same challenge has limited the use of recycled content in our flexible films, currently only viable in some of our tray lidding films.

Collaboration remains essential, we continue to work across the value chain and advocate at a national level for improvements to circular packaging infrastructure.

Looking forward

In 2025, we laid the foundation for significant future progress by advancing our plastic reduction programme with key suppliers, removing 365 tonnes of plastic. In 2026, we accelerate towards our packaging commitments, completing the removal of PFAS, transitioning fully to 100% recyclable, compostable or reusable packaging and driving a 5% global reduction in packaging use.

With our 2026 targets in place, our focus is on scaling these initiatives and further reducing environmental impact across our portfolio. This includes expanding flow wrap packaging solutions, improving material circularity and strengthening partnerships to deliver more sustainable packaging. We will continue working strategically with suppliers and customers to stay first to market with innovations such as compostable netting and pads.

“Five years on from setting our packaging targets, 2025 brought mounting challenges for the packaging industry, from new legislation and packaging taxes across our territories, to rising costs, geopolitical uncertainty and material supply issues. However, at Hilton Foods, we have stayed true to our goal of innovating to minimise the footprint of the packaging we use.”

Andrea Jex
Procurement Director



Product

Circular packaging continued



up to **70%**

reduction in plastic per pack from flow wrap technology

54%

average recycled content in our plastic packaging

18%

reduction in material use from Crash Lock Lite technology

Thinking outside the box: our Crash Lock Lite packaging innovation

Innovation is key to reducing the environmental footprint of packaging and every improvement matters. By rethinking traditional packaging like cardboard cases to use less material, we can cut carbon emissions and reduce waste.

At Hilton Foods Ireland, we launched Crash Lock Lite, a case that uses less material without compromising product integrity. Working with Tesco, we made sure the new packaging is fit for purpose, protects products and still looks great on shelves. This small change has cut material use by 18%. Lighter boxes mean less waste and a healthier planet, so we are rolling out Crash Lock Lite across our sites. By rethinking traditional packaging formats, we continue to lead the way, exemplifying how innovation can drive both sustainability and efficiency.



The introduction of shelf-ready packaging in mince

Improving packaging efficiency is a key focus of our commitment to lower environmental impact across the supply chain. At Hilton Foods Ireland, we have rethought how mince is shipped and handled by removing the corrugated crate liners and redesigning the case to be self-palletised. This innovation has reduced the number of pallets and lorries required across our network through improved pallet efficiency.

This small change has delivered meaningful results. Material use has been cut by 200,000 square metres, resulting in carbon emission reductions of 40.7 tonnes per year and operational improvements. This has resulted in four fewer outbound shipments per week, saving an additional 5.5 tonnes of CO₂ annually.

Our move to lighter, shelf-ready packaging in Ireland shows how thoughtful design can deliver environmental benefits without compromising product protection or retail performance. By optimising pallet capacity and reducing resource use, we are supporting a more resilient, efficient and lower-carbon supply chain.

Product
Circular packaging continued

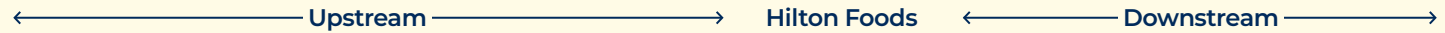
Low ink, big impact, cutting emissions in packaging

The rollout of flow wrap packaging has become a flagship achievement within our Sustainable Protein Plan. This has cut our plastic consumption by up to 70% and has removed 3,058 tonnes of plastic since its introduction in 2021. Today, we're proud to take that progress even further.

In partnership with Südpack, we have launched Sustainable Print Quality (SPQ) technology across our flexible flow wrap packaging, an award-winning breakthrough that revolutionises how packaging is printed. By standardising print processes and applying intelligent colour management, SPQ dramatically reduces environmental impact, while delivering exceptional, high-definition print quality.

SPQ cuts ink use by 32%, reduces material waste by 27% and lowers carbon emissions by 18%, saving 85 tonnes of CO₂ every year. Flow wrap packaging at Hilton Foods Ireland, Hilton Foods Holland and Hilton Foods Denmark uses SPQ, with more sites set to follow.

Smarter printing has unlocked major sustainability gains across the value chain. This supports our commitment to reducing emissions, minimising waste and delivering high-performance, lower-impact packaging for the future.



Measurable impact across the value chain

Reducing the weight of plastic packaging is a core target in our Sustainable Protein Plan. By reducing weight, we can reduce resource consumption, carbon emissions and waste. Hilton Foods Australia has made significant progress by optimising the design of Modified Atmosphere Packaging (MAP) trays for medium mince products. Through reducing tray length by 50mm, the team has achieved an annual saving of 255 tonnes of plastic. This innovation delivers measurable benefits across the supply chain. Fewer containers and trucks are needed for transportation, lowering emissions

and costs. Operational efficiency has improved, with over 1,000 pallets required for storage and more than 1 million less green crates eliminated from circulation. In retail, stores have gained 15% more shelf capacity and teams have seen a reduction in labour hours.

Hilton Foods Australia's leadership in packaging optimisation demonstrates how targeted action at a local level can drive Group-wide progress. By reducing packaging weight and increasing recycled content, we are helping consumers choose products that are healthier and have a lower environmental footprint, supporting our commitment to a circular economy and sustainable protein.

50mm
reduction of tray length

255
tonnes of annual savings of plastic

Product

Resource efficiency

2025 targets

Improve energy efficiency in our facilities by at least 10% compared to a 2020 baseline

Improve water efficiency in our facilities by at least 10% compared to a 2020 baseline

Halve our factory generated food waste by 2030 compared to 2019 in line with the Champions 12.3 commitment to deliver UN SDG 12.3



Resource efficiency is the most cost-effective way to reduce our environmental footprint.

We have programmes in place across sites to maximise energy efficiency, optimise water use and minimise waste.

We now have 14 sites certified to ISO 50001, the international standard for energy efficiency, and our site teams are leading projects at all of our sites to make best use of resources. Our engineering teams are key to delivering our Transition Plan. We have reduced equivalent energy use across our sites by 15.7% including a 28% reduction in thermal energy use and a 64% reduction in gas use at our largest site in Heathwood, Australia. This year, we have saved 344,642kWh just by optimising our ventilation systems, enough to power 127 homes.

Our Hilton Foods Seachill sites have delivered 70% reduction in food loss and waste since 2020. Building on our existing projects, we have expanded food donation programmes to eight of our sites, working with local community organisations to ensure food, which we are unable to use, is redistributed to those who need it.

Learnings from the year

Although we have made good progress across our sites, the need to manage the changing context of the local waste management infrastructure remains. Earlier this year, the newly built waste incinerator near our Bunbury facility suffered a major fire, delaying its commissioning indefinitely. The isolated geography of Western Australia means there is no alternative facility in the vicinity of our factory and that waste will instead have to be landfilled. We have also faced challenges at our Huntingdon facility, with ingredient packaging that is contaminated with blood no longer being accepted for incineration and instead is required to be sent to landfill. We have workstreams in place to understand the feasibility of recycling this packaging, cleaning the blood from the packaging or finding alternative waste streams that will enable recovery of the material.

Looking forward

As we move into the second cycle of the Sustainable Protein Plan, we will be working to build on our success with ISO 50001 to implement best practice in environmental management across our global business. This will ensure we continue to make progress to our targets and deliver a more resilient business.

14

sites are ISO 50001 certified – the international standard for energy efficiency

15.7%

reduction in equivalent energy use

28%

reduction in equivalent thermal energy use since 2020



Product
Resource efficiency continued



Smarter leak detection with sonic guns

Compressed air leaks are a hidden but significant source of energy waste in food production. Leaks are hard to spot, they are invisible and silent, and when unnoticed cause compressors to work overtime, reducing system efficiency.

To tackle this, Hilton Foods introduced ultrasonic leak detection guns across sites in Europe. This technology quickly pinpoints even the smallest leaks by detecting subtle disturbances in the air, allowing our engineering teams to find and fix problems much faster than with traditional methods. After a successful trial in Sweden, we've rolled out the devices as part of our routine maintenance schedule. This process has saved 691,304 kWh of energy, that is equivalent to powering 256 homes.

By finding and repairing leaks sooner, we're reducing electricity use and supporting our 10% energy reduction goal.

691,304 kWh
saved by introducing sonic guns at our European sites



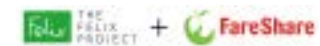
Food waste solutions across our sites

Every Hilton Foods site is unique, but we share a common ambition to reduce food waste and make a positive impact. Across our Group, teams are learning from each other and sharing ideas to reach our targets together.

At Hilton Foods Seachill, the team have built on their work with The Rock Foundation and now donate to the FareShare FLEX Programme, enabling the production of 82,428 cans of sweetcorn chowder for UK charities across the UK. Our colleagues at Hilton Foods Central Europe focused on process optimisation and ingredient flexibility, redistributing 163 tonnes of surplus food for human consumption

and investing in automation to cut waste. Meanwhile, at Hilton Foods Holland, the team achieved a 30% reduction in food waste and €2.5 million in savings by improving waste stream visibility and collaborating with partners.

By analysing processes and reframing mindsets, we're making real strides in our commitment to reducing food waste across Hilton Foods.



82,428
cans of sweetcorn chowder were donated to UK charities

Product

Resource efficiency continued

6.8%

improved water efficiency
across sites

7 million

litres of water saved at
our site in New Zealand

8 million

litres of water saved
at Hilton Foods UK

Our focused approach to water

As part of our 2025 targets, we committed to improving water efficiency by 10%. Across our sites, teams delivered outstanding results. Our site in New Zealand has achieved significant improvements in water efficiency, reducing water use by 7 million litres in the last year. In our flexible facility at Hilton Foods UK, we cut water use by 35% by upgrading our cleaning systems in 2025.

We have also applied this focused approach to ensuring the long-term resilience of our factories. In 2025, we

assessed water scarcity risks across all our sites and supply chain, mapping future scenarios up to 2080. By identifying regions most at risk such as Australia, New Zealand and Portugal, we can better plan, engage with suppliers and protect our business against future challenges. This forward-thinking strategy helps us build a future-fit business. Our expansion into Saudi Arabia with NADEC also provides the opportunity to share knowledge from already drought-prone areas to inform and plan in other regions facing high water scarcity as a result of climate change.

→ **Further detail can be found in our TNFD report page 51.**



Enhanced efficiency in our factories

Boilers and refrigeration systems are essential in food production, but they're not always energy efficient. Traditionally, much of the heat generated is lost.

To tackle this, we have implemented heat recovery systems on boilers and refrigeration units at 11 of our sites. These systems capture waste heat and reuse it to warm water for cleaning, reducing the need for extra fuel. This programme has been rolled out more widely over the last five years, with new systems implemented and ongoing optimisation.

Heat recovery has cut gas use by up to 20% at equipped sites, with a 10% reduction delivered this year alone at our site in Hilton Foods Ireland, thanks to system optimisations. This means lower costs and fewer emissions, helping us move closer to our decarbonisation goals and a more resource-efficient food system.

Product

Resource efficiency continued



The success of Waste Not, Want Not showed how engaged colleagues can deliver real impact, reducing waste, while building awareness, accountability and a shared commitment to more sustainable everyday practices. It created a meaningful opportunity to reflect on and actively fulfil, our shared responsibilities to ourselves and our community.”

Shane Hennells
Environment and Sustainability
Manager Hilton Foods UK

over 20
colleagues
volunteered for
litter picks

530
competition
entries

Fighting food waste at Hilton Foods UK

At Hilton Foods UK, our four-day Waste Not, Want Not campaign inspired colleagues to think about how to reduce waste at home and work, whether food, energy or water. Over 530 competition entries poured in with more than 20 colleagues volunteering for litter picks, over 300 canteen stall visits and 100 votes cast in our ‘Waste Warrior’ competition, showing real enthusiasm across the team.

Activities ranged from mini games such as waste-sorting challenges to sharing eco life hacks and voting for the top ‘Waste Warrior’ ideas. The winning ideas of the ‘Waste Warrior’ competition are set to be actioned on site and will save an estimated 213,000 kWh of electricity a year and up to 12 tonnes of food waste. The campaign made sustainability fun and inclusive, tapping into everyone’s creativity and expertise. It raised awareness, strengthened collaboration and demonstrated leadership commitment, with senior management actively involved.

By celebrating small actions in the everyday to big site-wide ideas, Hilton Foods UK is building a culture where everyone can make a difference.

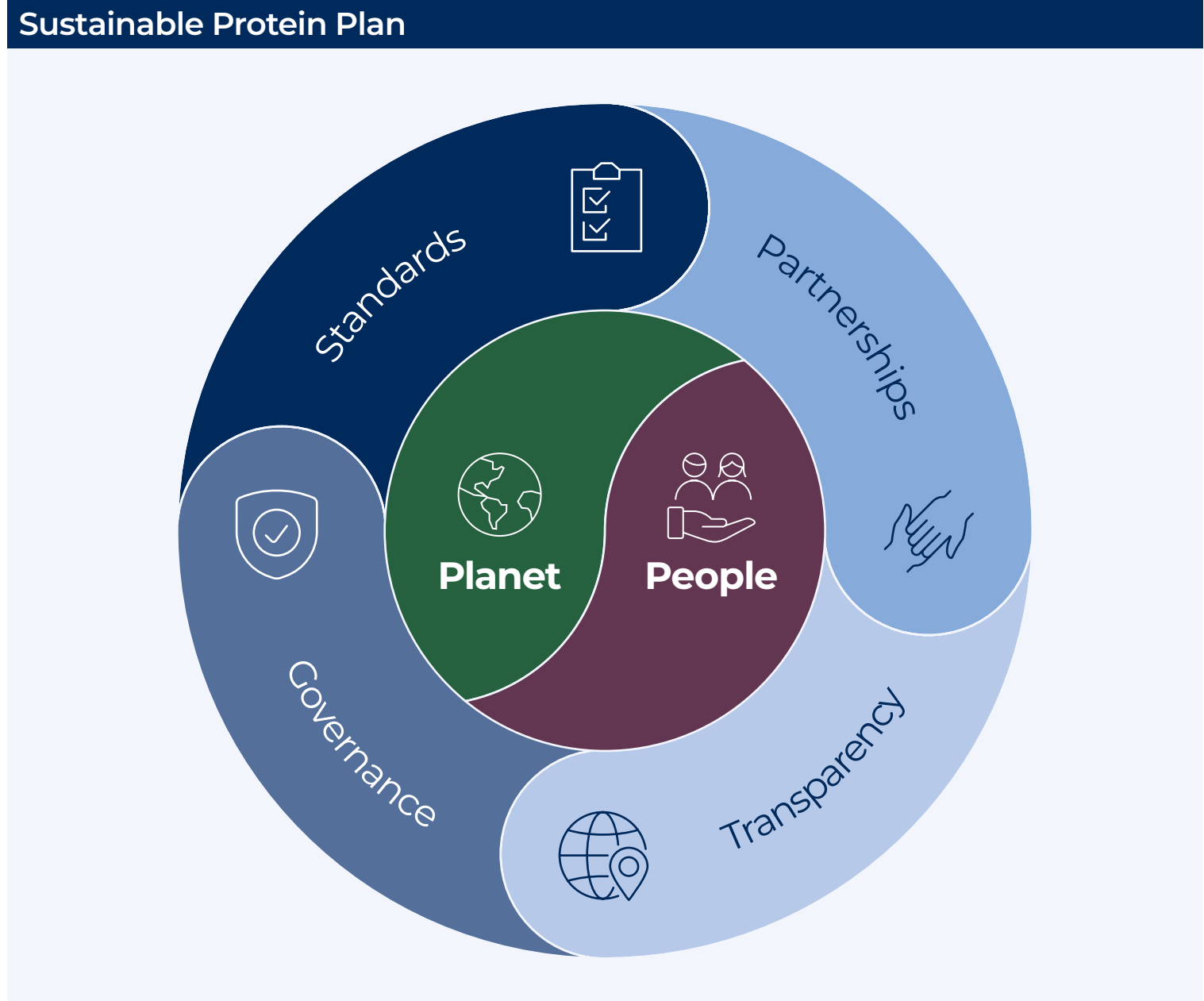


Our Evolved Sustainable Protein Plan

Hilton Foods' Sustainable Protein Plan has evolved to reflect both the scale of the challenges facing the global food system and the responsibility we hold as a leading international protein supplier.

Over recent years, sustainability expectations have accelerated rapidly – driven by climate change, nature loss, human rights risks, regulatory reform and heightened customer and stakeholder expectations. In response, we have taken the opportunity to step back, listen carefully to stakeholders, and simplify our strategy to ensure it remains focused, credible and deliverable.

Our updated approach is built around two integrated pillars – People and Planet – underpinned by strong foundations of governance, standards, partnerships and transparency. This streamlined structure enables us to address sustainability issues more holistically, recognising that social, environmental and economic challenges are deeply interconnected across our operations and value chain. By removing unnecessary complexity and silos, we are better able to prioritise action, allocate resources effectively and communicate clearly with colleagues, customers, suppliers and external stakeholders.



Our Evolved Sustainable Protein Plan continued

The People pillar focuses on protecting and promoting the rights, health, safety and wellbeing of everyone connected to our business – from our colleagues and agency workers to those working throughout our supply chain. It strengthens our approach to safe and fair work, responsible recruitment, effective grievance mechanisms and meaningful human rights due diligence. Alongside this, we are investing in engagement, leadership capability, skills for the future and inclusive workplace practices, recognising that a resilient, skilled and supported workforce is fundamental to long-term business success.

The Planet pillar addresses our environmental footprint across climate, energy, packaging, nature, water, food waste and animal welfare. It brings together our science-based targets, energy and resource efficiency programmes, circular packaging ambitions and commitment to deforestation-free supply chains. By aligning these priorities within a single pillar, we can ensure an integrated approach, strengthen governance and ensure consistency with emerging global regulations and customer expectations.

Across both pillars, strong foundations – including robust data, transparent reporting, long-standing partnerships, recognised international standards and effective governance – provide the backbone of our strategy. These foundations ensure accountability, support regulatory readiness and prevent backsliding where targets have already been achieved.

This evolved Sustainable Protein Plan sets out a clear, credible pathway forward. It reflects where we can have the greatest impact, where risks are most material and where we can create long-term value for our business, our partners and society.

Global Executive Director – Quality & Sustainability closing statement

Continuing to drive the Sustainable Protein Plan forward



Closing the chapter that was the 2025 Sustainable Protein Plan is a proud moment for our business. But it is also a reminder of the urgent need to do more.”

Lorna Schneider
Global Executive Director –
Quality Sustainability



The progress we have delivered so far has been thanks to the commitment, expertise and willingness shown by colleagues across every site, to make meaningful changes to the way our business works. Their contribution has laid the foundation for the next phase.

This first chapter of the Sustainable Protein Plan has been about putting in place strong processes, gaining an understanding where we can drive the greatest change and shaping a clear plan for the future. As we move forwards, we have evolved our sustainability framework, integrating all our work into two pillars to simplify our approach and strengthen our impact. We have also removed the duplication that existed across some programmes and areas of activity by breaking down silos and improving how we communicate our sustainability priorities across the business.

Underpinning everything are the foundations of the Plan: partnerships, standards, transparency and governance. These foundations ensure our work is robust, consistent and aligned with long-term goals. Through deeper collaboration and end-to-end partnerships across our supply chain, we are now in a position to drive meaningful progress for people and the planet.

With renewed focus and determination, we are ready to accelerate the next five years of progress towards more sustainable and affordable protein.

Lorna Schneider
Global Executive Director –
Quality & Sustainability



Meet the team

An introduction to the sustainability team and their expertise



Emer Fardy
Group Sustainability & Human Rights Director

Emer leads a team of specialists developing and delivering the Hilton Foods Sustainable Protein Plan across their global operations, covering both People and Planet.



Teresa Fernandez
Group Sustainability Senior Manager for Seafood and Crops

An experienced biologist, specialising in fish health of rainbow trout and salmon in both land-based systems and open sea pens. Teresa brings a wealth of knowledge, ensuring we uphold high standards for aquaculture, fisheries and the sustainable sourcing of crops.



Milly Shelley
Group Sustainability Communications Specialist

Milly leads our sustainability communications, shaping how we share our sustainability story both internally and externally. Working within the Group function, she supports our teams across global sites, sharing sustainability initiatives to help us in our path to being more sustainable.



Julia Black
Group Ethics & Social Sustainability Senior Manager

Julia leads our human rights work, for both our own operations and supply chains. She works within our Group function to develop human rights due diligence and provides central resource for the implementation of our policies, procedures and global risk assessment.



Leonid Nechyporenko
Group Sustainability Technical Analyst

Leonid manages sustainability data at a Group level, supporting key disclosures, TNFD implementation and data-driven decisions across operations. Leonid's work is vital to driving our environmental stewardship and substantiating our claims to ensure we share our sustainability journey transparently.



Geraldine Bacarreza
Sustainability Reporting Analyst

Geraldine focuses on lifecycle assessment projects and data collection across the Group and its supply chain, contributing to data analysis to support continuous improvement and the advancement of sustainability performance. She has experience in the agro industry, where she focused on regulatory compliance and the implementation of sustainability and ethical standards.



Tom Maidment
Group Product Sustainability Senior Manager

Tom leads the development of our environmental strategy. With a background in engineering, he is responsible for embedding LCA in our business process, sustainability innovation and implementing our Transition Plan across sites.



Natasha Wong
Group Sustainability Reporting Manager

As a qualified Chartered Accountant, Natasha brings the accounting lens to our sustainability reporting. She has experience in audited ESG reports, ensuring our reports remain transparent.



James Harlow
Sustainability Reporting Analyst

James supports our sustainability reporting across the Group. With a background in sustainable chemistry, he brings strong analytical skills to our data processes, helping to enhance our sustainability disclosures.

Partnerships

Our partnerships

Our approach is rooted in partnership. Through these partnerships, we share knowledge, set ambitious standards, and work collectively to address the challenges and opportunities shaping our industry.

Commitments



Science Based Targets initiative
Our commitment to be net zero by 2048. Read our detailed targets on page 10.



The UK Plastics Pact
Our commitment to eliminating problem plastics and ensuring all packaging is circular.



The Canadian Plastics Pact
Our commitment to eliminating problem plastics and ensuring all packaging is circular.



Food Business Charter
Our commitment to increase female representation in the food industry to 40% by 2035.



Champions 12.3
We are committed to halving factory generated food waste by 2030 versus a 2019 baseline.

Partnerships




CEFLEX
Members of the CEFLEX initiative since 2023, working towards a circular economy.




European Roundtable for Beef Sustainability
Board member, ERBS unites the European beef sector towards the shared goal of a sustainable future for beef.



Food Network for Ethical Trade
Board member, supporting the food industry to share and learn to improve human rights.



Meat Business Women
Members since 2021, providing a network platform, and resources including mentoring for our people.




OPRL
Supports the transition to a circular packaging system, where no packaging is wasted.




Recoup
Connects the whole value chain working towards a circular packaging system that promotes recycling.



Seafood Ethics Action Alliance
Founding member and Chair of SEAA, uniting retailers and seafood businesses to strengthen human rights.



Sedex
Members since 2016, Sedex is our supply chain ethical data platform. Monitoring and engaging suppliers to uphold our ethical standards.



Slave-Free Alliance
Member of Slave-Free Alliance since 2023, supporting our progress in this crucial area.



Soy Transparency Coalition
Founding members, we co-fund the soy trader benchmarking surveys and reports.



Sustainable Seafood Coalition
SCC brings together UK businesses working towards sustainable seafood to ensure the future of our oceans.



The Royal Countryside Fund
Support farmers across the UK, offering practical advice for a sustainable future.



The UK Soy Manifesto
Founding members, we have committed to deforestation and conversion-free soy for UK operations.



UK Seafood Federation
Founding member, UKSF unites the UK Seafood Processing and Trading businesses to make seafood a bigger part of the British diet.



WRAP
Members since 2019, and signatories of Champions 12.3 and the 2030 UK Food & Drink Pact.

TCFD & TNFD

2025 climate and nature disclosures

Introduction

Climate change and the degradation of nature are creating growing challenges for food production across the world. Understanding both the impact and the dependencies of our value chain on the environment is crucial to ensure the long-term resilience of our business. To support this, we have developed our in-house spatial modelling capability, which enables us to run detailed scenario analysis across our key value chains. These insights inform our ongoing strategy and make our business more resilient for the future.

In line with the requirement for mandatory climaterelated disclosures arising from the Companies (Strategic Report) (Climate Related Financial Disclosure) Regulations 2022, as well as FCA Listing Rule 6.6.6R, we have provided information to stakeholders on the potential climaterelated risks and opportunities for our business to enable them to make informed decisions. In the following sections we set out our climaterelated financial disclosures, prepared in full accordance with the TCFD recommendations and recommended disclosures as detailed in 'Recommendations of the Task Force on Climaterelated Financial Disclosures', 2017, including the relevant annexes and supporting guidance. Detail on the 11 recommended disclosures can be

found on the following pages, in addition to detail of where climaterelated disclosures outlined in Section 414CB of the Companies Act 2006 are located in the below table.

In addition, we will disclose in line with the Taskforce on Nature-related Financial Disclosures (TNFD) framework. The disclosures are consistent with those outlined in 'Recommendations of the Taskforce on Nature-related Financial Disclosures', 2023, and relevant supporting guidance.

Recommendation	Disclosures	Reference	CA 414CB
Governance Disclose the organisation's governance around climaterelated risks and opportunities.	Describe the Board's oversight of climaterelated risks and opportunities	Page 46	(a)
	Describe management's role in assessing and managing climaterelated risks and opportunities	Page 47	(a)
Risk Management Disclose how the organisation identifies, assesses, and manages climaterelated risks.	Describe the organisation's processes for identifying and assessing climaterelated risks	Page 48	(b)
	Describe the organisation's processes for managing climaterelated risks	Page 48	(b)
	Describe how processes for identifying, assessing, and managing climaterelated risks are integrated into the organisation's overall risk management	Page 48	(c)
Strategy Disclose the actual and potential impacts of climaterelated risks and opportunities on the organisation's businesses, strategy, and financial planning where such information is material.	Describe the climaterelated risks and opportunities the organisation has identified over the short, medium, and long term	Page 52	(d)
	Describe the impact of climaterelated risks and opportunities on the organisation's businesses, strategy, and financial planning	Page 52	(e)
	Describe the resilience of the organisation's strategy, taking into consideration different climaterelated scenarios, including a 2°C or lower scenario	Page 50	(f)
Metrics and Targets Disclose the metrics and targets used to assess and manage relevant climaterelated risks and opportunities where such information is material.	Disclose the metrics used by the organisation to assess climate related risks and opportunities in line with its strategy and risk management process	Page 58	(h)
	Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks	Page 61	(h)
	Describe the targets used by the organisation to manage climaterelated risks and opportunities and performance against targets	Page 60	(g)

TCFD & TNFD continued

Governance

Governance structure

At Hilton Foods, sustainability is woven into how we work. We have built a governance structure that embeds sustainability at every level of the organisation, ensuring accountability and oversight across all functions, and enhancing business resilience.

At the heart of this framework is strong leadership from both our Executive Chair and the Sustainability Committee. This commitment is reinforced through the integration of sustainability targets into our Long-Term Incentive Plans (LTIP) (this is further detailed on page 111 of the Annual Report). This approach aims to align leadership performance with progress against our Sustainable Protein Plan, reinforcing our ambition to integrate sustainability into decision making.

Board oversight of climate risks and opportunities

The Board, led by our Executive Chair, Mark Allen, is responsible for the long-term success of the Group and has ultimate responsibility for human rights, climate and nature-related risks, opportunities, impacts and dependencies. The Board meets a minimum of eight times a year and provides rigorous challenge to management on progress against sustainability and wider business targets.

This year, the Board reviewed our updated Sustainable Protein Plan and approved the Modern Slavery Statement and Sustainability Committee Terms of Reference.

Board Set the ambition for the long-term sustainability programme, embedding this in the business culture.			
Sustainability Committee		Audit Committee	
A sub-committee of the Board, the Sustainability Committee, oversees the delivery of our long-term social and environmental strategy by providing advisory and oversight functions through monitoring sustainability performance, ensuring alignment with the Group’s mission, values, and stakeholder expectations. → Read more on our website.		Reviews the effectiveness of risk management activities throughout the Group. → Read more on our website.	
Risk Management Committee			
Reviews and monitors the climaterelated financial disclosures and reports to the Board on sustainability-related risks. → Read more on our website.			
Executive Leadership Team Agrees and oversees delivery of targets. → Find out more about the Executive Team on our website.			
Senior Management Team Set global strategy and oversee Group and local implementation plans.			
Managing Directors	Quality & Sustainability Directors	Head of Departments	Commercial Functions
Responsible for sustainability projects and reporting		Integrate sustainability strategy into their areas of responsibility	
Group Sustainability Team		People & Culture	Quality
Site Sustainability Leads		Procurement	Operations

TCFD & TNFD continued

Our climate, water, forest and nature KPIs, goals and objectives (detailed below) are included in Board meeting agendas as necessary, with ongoing oversight provided through their monitoring of the Sustainable Protein Plan. Climated-related issues form part of the Board's consideration of major strategy decisions, significant projects and wider business planning.

The Board also ensures the Group maintains an effective risk management and internal control framework, including for human rights and climated-related risks and opportunities, supported by audit and assurance resources.

The Board has an ongoing review process for principal risks, which include climate change (see page 35 of the Annual Report) with an in-depth annual assessment. The effectiveness of the risk management process for principal risks, which includes climate change is monitored by the Audit Committee.

The Board delegates certain sustainability matters to principal committees.

The Sustainability Committee has oversight of human rights, climate and nature-related strategy, while the Audit Committee reviews and monitors the effectiveness of overarching risk management and internal controls framework. Board members collectively bring experience relevant to human rights, climate and nature risk management, including financial, supply chain, sustainability and general governance roles across a range of industry sectors, including global retailers and their suppliers (see Board of Directors biographies on page 75 of our Annual

Report). In addition, the Board receives regular training on the Group's human rights and climated-related challenges, including key and upcoming legislation, regulatory trends and how we are responding as a business.

Sustainability Committee

From a strategic perspective, human rights, climate and nature-related issues are discussed within the Sustainability Committee, chaired by Non-Executive Director, Rebecca Shelley. Rebecca brings substantial sustainability experience, which helps to inform Board discussions. Our Executive Chair is also a member of the Sustainability Committee.

The Committee meets at least three times a year and monitors the progress and performance of the Group's sustainability strategy (the Sustainable Protein Plan) and operational plans, including our Group Transition Plan, policies, procedures and budgets. It is also responsible for monitoring human rights, animal welfare, climate and nature-related risks to the business and ensuring effective resource allocation. The Committee provides advisory and oversight functions to ensure alignment with the Group's mission, values and stakeholder expectations. The Chair of the Sustainability Committee updates the Board as a standard agenda item, ensuring the Board is informed of our strategy and progress throughout the year.

The Committee also reviews our reported KPIs as outlined in metrics and targets on page 58, through our KPI monitoring system. This tracks Group-level metrics, such as emissions, energy and water use.

Management's role in assessing and managing climate and nature-related risks and opportunities

Our Executive Chair, Mark Allen, is a permanent member of the Sustainability Committee and has ultimate management responsibility for targets, commitments and policies across human rights, climate change, nature and wider environmental issues.

Matt Osborne, our CFO, is a permanent member of the Sustainability Committee. As a member of both the Board and the Executive Leadership Team, this ensures the business maintains a strong strategic link between financial, governance and sustainability considerations as we continue the delivery of our Group Transition Plan.

Day-to-day governance of human rights, climate and nature-related issues are delegated to the Executive Leadership Team. This team oversees the strategy, our human rights, climate and nature targets, monitors our progress towards a more resilient, net zero business and ensures our product portfolio continues to meet changes in demand.

The Executive Leadership Team monitors progress using a project plan and KPI tracker specific to each site. Climate and nature-related issues are monitored by the Group Sustainability Team and mitigation strategies are developed for approval by the Executive Leadership Team and reported by the Group Sustainability and Human Rights Director to the Sustainability Committee.

The Sustainability Team, led by the Global Executive Director – Quality & Sustainability, is responsible for identification and mitigation of climate and nature risk, across our operations and supply chains, as well as human rights risks in our supply chain. Human rights in our own operations are the responsibility of the Chief People & Culture Officer. Together, the Sustainability and Executive Leadership teams oversee human rights due diligence, nature recovery, emissions reduction and climate adaptation projects in partnership with customers and suppliers. Members of the Sustainability team hold governance roles within industry collaborative forums; these are outlined on our website. Management are informed about nature-related dependencies and impacts as required and we are developing processes to integrate this into our wider governance.

Processes by which management is informed about climate and nature-related issues

In addition to the governance structures outlined on the previous page, management is also advised by our internal experts in areas such as energy, aquaculture and fisheries, sustainable agriculture and supply chain. Colleagues also engage in national, regional and global associations and forums, contributing to discussions on relevant risks and mitigations and partnering with universities on relevant research.

TCFD & TNFD continued

Management carries out regular horizon scanning activities to monitor climate and nature-related risks and opportunities. These insights inform the ongoing review of Group environmental policies, which cover both climate and nature-related topics. This is in addition to our annual sustainability materiality process detailed on page 12.

We have implemented specific purchasing controls to support our ambitions, including simplified lifecycle assessments for capital goods purchases focused on climate impacts, and additional internal sign-off required for the purchase of equipment that uses fossil fuels or contains fluorinated gases. We are also phasing climaterelated clauses into contracts with key suppliers. Relevant senior colleagues, as well as those in key commercial roles, receive training on human rights and climate change. Additionally, a risk assessment is conducted for all protein suppliers on the SEDEX platform. Suppliers identified as high-risk are required to conduct a SMETA audit, this includes evaluation of their risk mitigation related to human rights and environmental management.

Human rights policies in nature-related risk assessment

Hilton Foods is committed to the UN Guiding Principles on Business and Human Rights, the International Labour Organisation's Declaration on Fundamental Principles and Rights at Work, and the Ethical Trade Initiative Base Code. As full participants of the UN Global Compact (UNGC), we are committed to supporting their 10 Principles.

In line with UN General Assembly Resolution 76/300 on Rights to a Healthy Environment, we have implemented relevant risk assessments at all of our sites to avoid pollution of the environment, and where it is unavoidable (for example in the case of light and noise pollution), have mitigations in place to minimise the impact on surrounding communities and ecosystems. Mitigations are further detailed on page 75 of our GRI index.

We are committed to carrying out human rights due diligence within our own operations and supply chains. A comprehensive overview of our strategy, relevant policies, Code of Conduct, monitoring and remediation processes, and relevant grievance mechanisms relevant to our human rights risks and dependencies can be accessed within section 3 and 414 of our GRI index and our 2025 Modern Slavery Statement. Free, prior and informed consent regarding land rights is included within our Supplier Social Responsibility Code of Conduct and forms a condition of supply to Hilton Foods. Our suppliers are required to ensure that this consent has been obtained through consultation with indigenous peoples and local communities.

Hilton Foods do not currently engage on any nature-related advocacy and lobbying beyond our declared engagement with government whether directly or via trade bodies, of which we declare membership on page 44. No cases related to nature-related dependences concerning Hilton Foods been brought to any National Contact Points globally.

Risk management

Risk management and internal control frameworks

The Internal Audit and Risk management function support the identification and monitoring of human rights, climate and nature-related risks, and evaluate the effectiveness of mitigation strategies. This ensures the full integration of human rights, climate and nature-related risks into the Group's risk management framework. The Group Internal Audit and Risk Director plays a key role in this process, supported by the Sustainability Team, to ensure that management are identifying, mitigating, monitoring, and reporting on all key risks, including those linked to climate change. Our human rights-related risks also include any relevant impacts and dependencies on indigenous communities or local communities. Through this process they contribute to the agenda for the Risk Management Committee, a sub-committee of the ELT where management review the relevance of identified risks and associated mitigation activities. Both the Risk Management Committee and Audit Committee meet a minimum of four times a year.

Our processes to identify, assess and monitor climate and nature-related risks

The assessment of climate and nature-related risks is a collaborative effort across business functions and allows for consideration of a risk's likelihood of occurrence, timescale, and magnitude of potential impacts. Physical risk profiling and mitigative actions are conducted and

opportunities identified at a site level, and combined to build a review of Group-level risk. Transition risk and opportunity is considered at a Group level.

Hilton Foods considers current and emerging climate and nature-related risks and opportunities in all physical and transition risk categories across our operations, upstream and downstream supply chain. Existing and proposed legislation and regulatory requirements are continually monitored to determine changing compliance requirements, such as controls on emissions, deforestation commodities or product environmental labelling. This information helps to determine resource prioritisation to manage the most material risks.

Risks are subject to continual refinement and quantification over time, which assists in any required incorporation of climate and nature-related risks into the Group's overall budgeting, strategy, and financial statements.

In 2025, Hilton Foods completed a LEAP (Locate, Evaluate, Assess and Prepare) assessment including the Company's operations and our beef supply chains in Australia, Ireland and the UK. These supply chains were selected as they represent the most material parts of our beef supply chain. The assessment focused on understanding their natural impacts, dependencies, risks and opportunities. We plan to broaden future assessments to include other geographies and products. The LEAP process emphasises actionable insights and accountability to foster sustainable practices and resilience.

TCFD & TNFD continued

Climate and nature-related risk assessment

We assess the relative magnitude of climaterelated risks and opportunities using the scale as follows. This approach is specific to climate and nature-related risks and distinct from the quantifiable indicators we use to define our principal risks. This scale helps us capture the significant potential impact of climate and nature-related risks on the Group. It also helps us distinguish between various high-risk climate issues that would otherwise be equally weighted under our principal risk matrix, and provides a more accurate reflection of their importance relative to other Group risks.

Risks are reviewed annually to ensure they remain representative and relevant, and to monitor against emerging risks. We have conducted an additional review to consolidate previously reported risks to improve clarity and ensure their alignment with changes to ownership of specific subsidiaries.

Time horizon	From (years)	To (years)
Short	0	1
Medium	1	5
Long	5+	

	Risk impact	Opportunity impact
Very high	<ul style="list-style-type: none"> ▶ Possible failure of the business and unable to achieve corporate objectives ▶ Loss of licence or ability to operate ▶ Very significant fines or criminal proceedings ▶ International press coverage and irrevocably tarnished reputation 	<ul style="list-style-type: none"> ▶ Very significant financial gains ▶ Widely observed success of the business ▶ Could have international press coverage and thriving reputation
High	<ul style="list-style-type: none"> ▶ Significant impact ▶ Cast significant doubt on the ability to meet objectives ▶ Significant adverse regulatory judgement and/or fines ▶ National press coverage and tarnished reputation 	<ul style="list-style-type: none"> ▶ Significant financial gains ▶ Positive outlook for future of the business ▶ Could have national press coverage
Medium	<ul style="list-style-type: none"> ▶ Considerable issue but short-term ▶ Only relatively minor concern about longer-term business prospects ▶ Larger fines and written judgements ▶ Public awareness but limited long-term impact on reputation 	<ul style="list-style-type: none"> ▶ Significant financial gains ▶ Positive outlook for future of the business ▶ Could have national press coverage
Low	<ul style="list-style-type: none"> ▶ Disruption to activities but limited to the immediate term ▶ No longer term impact on ability to achieve objectives ▶ Small fines or written warnings ▶ Customer aware 	<ul style="list-style-type: none"> ▶ Small positive financial impact ▶ Limited public awareness ▶ No impact on reputation
Minimal	<ul style="list-style-type: none"> ▶ Inconvenience, but no impact on ability to achieve objectives ▶ Regulator is aware but no impact ▶ Not in the public domain 	<ul style="list-style-type: none"> ▶ Minimal positive financial impact ▶ No public awareness ▶ No impact on ability to achieve objectives

Strategy

Approach

Hilton Foods recognises the essential need to act on climate change and nature recovery. Both issues create risks and opportunities to our business, and so their management has been factored into our Group Transition Plan and wider sustainability strategy through the Sustainable Protein Plan. The Group is impacted by both physical and transition risks, which are outlined in detail on the following pages. Climate change has been a principal risk for the Group since 2020, detailed on page 35 of the Annual Report.

For the purposes of this disclosure, we have used the following time horizons for our risk analysis. The short-term horizon covers our immediate in-year actions, the medium-term horizon includes our near-term business strategy, and the long-term time horizon encompasses our actions that contribute to achieving our strategy, our asset life and sufficient time for climate and nature-related risks to manifest. Certain climate and nature-related risks are unlikely to materialise before the medium or long-term horizon or may have a high degree of unpredictability both in occurrence and severity (e.g. major cyclones).

To better align with our wider financial modelling and reflect the temporal uncertainty inherent in climate and nature modelling, we have updated the timescales considered in our risk assessments from 2025.

TCFD & TNFD continued

Our approach to scenario analysis

In line with the TCFD and TNFD recommendations, we have assessed how certain risks behave under different climate scenarios to inform our strategy and financial planning. These details are set out in our Group Transition Plan and the Physical Risk section of this report. We used three Intergovernmental Panel on Climate Change (IPCC) scenarios to model both physical hazards and transition risks and opportunities. The time horizons for this scenario analysis extend beyond our overall risk time horizons, as defined by the scenarios themselves. This approach enables a more comprehensive evaluation of potential risks given their greater likelihood to materialise in the longer term. Scenarios have been supplemented with additional internal and external sources specific to each risk to inform our assumptions.

Our overall assessment indicates that the business remains resilient to climaterelated risks across all three scenarios. This resilience is attributed to our awareness of these risks, the flexibility of our business model, and our existing and planned mitigation strategies as outlined in our Group Transition Plan. We have conducted some initial quantification of the potential impact our climate and nature-related risks and opportunities may have on the Group. However, we have decided not to publish quantification details at this stage due to the very high levels of assumption involved and the potential to mislead stakeholders.

Our Group Transition Plan is fully integrated into our ongoing business strategy and will continue to evolve as we integrate further modelling. When evaluating risk time horizons in scenario modelling, we align to the weighted average cost of capital for the disclosure year.

Physical risks and opportunities

We have previously conducted a number of assessments of the physical risks to our business, primarily conducted by external

parties working in partnership with our internal Risk, Finance and Sustainability teams. In 2025, we brought this capability in-house, enabling better integration with strategic functions and continuous monitoring of these risks. Physical risks have been considered across two levels of aggregation, aligned with our weighted average costs of capital for 2025. Our 2026 assessments will build upon our TCFD and TNFD work from previous years.

Seafood supply chains

Across both aquaculture and wild-caught species, we have built on our work to understand the impact warming will have on seafood supply chains in our major supply geographies. By combining IPCC sea surface temperature projections with observed temperatures from 2000–2023, we identified the greatest warming is expected in the Barents Sea, the Bering Sea, and the south east coast of Canada. This is likely to push species poleward and into deeper waters. In a diminishing range, species with broad temperature or depth tolerance may adapt, while species with narrow thermal ranges may face unfavourable conditions.

Aquaculture's exposure to climate change is generally lower as many parameters are closely controlled, nonetheless, rising sea surface temperatures are likely to lead to increased stress in some areas, reducing feed conversion and extending grow-out times. Warming in the Norwegian Sea is not likely to exceed Atlantic salmon's optimal range but could heighten salmon lice pressure, potentially constraining net pen production. This is likely to benefit land-based production and there is a trend to producing larger smolts into the marine phase of the salmon lifecycle to reduce exposure to pests. To ensure our long-term business resilience, we are working with stakeholders to diversify our supply chains and product strategy accordingly.

Scenario	Source	Change in global mean surface temperature by 2100	Notes
RCP2.6/SSP1	IPCC	1.5°C	Greenhouse gas (GHG) emissions are strongly reduced, resulting in a trajectory consistent with limiting the temperature increase to less than 1.5°C in 2100 compared to the pre-industrial period. This provides a below 2°C scenario.
RCP4.5/SSP2	IPCC	2.5°C	A combination of physical and transition risk impacts as temperatures rise by around 2.5°C by 2100 with 50% probability. This scenario is used as it represents a base case scenario with the trajectory implied by today's policy settings.
RCP8.5/SSP5	IPCC	4.1–4.8°C	GHG emissions continue to grow unmitigated, leading to a best estimate global average temperature rise of 4.3°C by 2100. This scenario is included for its extreme physical climate risk impacts, consistent with likely climate anomalies over an extended timeframe.

TCFD & TNFD

continued

Beef supply chains

In 2025, our specialist team concluded an assessment of our beef supply chains in the UK, Ireland, and Australia (our most material supply chains) aligned to the TNFD LEAP guidance. The assessment focused on areas with cattle density >5/km² and prioritised locations with high environmental sensitivity. We conducted a detailed assessment of the key climate and nature-related dependencies and impacts in our supply chain. This was validated against our materiality assessment and these risks/opportunities, which were categorised by their primary impacting factor. This produced eight risk/opportunity clusters which were evaluated to accurately represent their complexity: temperature increase, water quality, rainfall, public sentiment, biodiversity, manure management, productivity, and flooding. The resultant composite risks maps enable us to identify risks and opportunities in our supply chain.

The business' diversified sourcing and business model provide resilience across the LEAP-assessed risks, although the studied regions remain strategically important. The UK and Ireland are generally low risk although some small areas of moderate risk were identified, where we are developing local management plans for these risks.

Queensland poses the highest localised risk exposure due to rising temperatures and water stress. South east Australia is moderate-risk, with the Murray-Darling Basin facing high and increasing water stress, but it is not critical to our supply. South western Australia also carries moderate risk from temperature increases.

Our diversified sourcing model limits exposure across all regions, and we continue working with customers on mitigation strategies.

To broaden understanding of biodiversity dependencies and impacts from livestock in high-biodiversity landscapes, we have partnered with the University of Lincoln on a comparative study to understand the effect the introduction of cattle and sheep has had on the local ecology of Australia and New Zealand. The team have developed pre-introduction and present-day trophic webs that will enable us to assess how cattle and sheep influence those systems and the key dependencies in those ecosystems. The work will help us to quantify livestock-related risks to local biodiversity, and evaluate potential implications for regional food security.

Operations

Although such events may be infrequent, extreme weather poses a risk to Hilton Foods' core operations. Following assessment under IPCC-aligned future scenarios, we identified that all of our sites are at a low risk from wildfires and hurricanes, however, some riverine and coastal flood risks were identified. Our sites in the Netherlands have a medium flood risk profile in the short and medium term that is actively managed by national flood-protection authorities. No other sites were identified as exposed to flood risk. All sites have business continuity plans that proportionately consider the site's response to disruption and ensure rapid recovery.

Water scarcity assessment

Using a global water risk screening tool, we assessed water scarcity across our supply chain and the likely change under IPCC scenarios. Results indicate worsening scarcity across parts of Europe, with the Mediterranean, the Schelde–Meuse basins (primarily in Belgium and the southern Netherlands) and areas of Poland and Germany having the most notable increases. Water-stress is likely to reduce in the UK, Ireland, northern Netherlands, Scandinavia and the Danube basin. Water scarcity is likely to worsen in all material livestock-producing areas of Australia but New Zealand remains low risk overall.

Our distributed supply chain model is likely to insulate us from any long-term risks and our expertise in trading is likely to provide additional capability to adjust our supply chains. We are working with supply partners in high risk areas to understand local mitigations and develop mitigation plans for those geographies at higher long-term risk.

TCFD & TNFD
continued

Physical risks and opportunity tables

1. Increased risk to production facilities and critical infrastructure from extreme weather events, drought and sea level rise exacerbated by climate change

Risk/Opportunity	Risk	Area	Own operations
Type	Acute & Chronic	Primary potential financial impact	Disruption to production, loss of inventory, destruction of protections, damage to property, plant and equipment, increased insurance premiums
Description	<p>Our Dutch sites are at high or extreme risk from rising sea levels and coastal storm surge under all scenarios by 2100, while our Grimsby sites are projected to increase from medium to high risk under SSP2 and SSP5. Potential flooding is likely to cause damage to property, plant and equipment, inventory loss, disrupt production and increased insurance premiums. Other sites are not identified as being vulnerable to sea level rise.</p> <p>Our Auckland facility has medium exposure to flash floods, with maximum five-day precipitation projected to rise by 11% and 14% under SSP1 and SSP2 scenarios respectively by 2030. When measuring wind speed severity, the site will remain at medium exposure (121–160km/h) to extratropical cyclones under all future time horizons and scenarios.</p> <p>While our modelling does not indicate a direct impact to our Brisbane facility, our modelling suggests high precipitation stress and severe flash flooding may impact local infrastructure, transport links and employees, affecting the normal operation of the site. High risks from storms were not identified at other sites.</p> <p>Sites in Australia (Truganina and Bunbury) and Greece operate in water scarce areas, and this risk is expected to rise under all scenarios, with more infrequent precipitation events and increased annual maximum temperatures.</p>		

Time horizon	Short-term 0–5 years	Medium-term 5–10 years	Long-term 10 years +
Impact under SSP1	Medium	Medium	High–Very High
Impact under SSP2	Medium	Medium	High–Very High
Impact under SSP5	Medium–High	High	High–Very High

Areas impacted Netherlands, Grimsby, Auckland, Brisbane, Truganina, Bunbury, Preveza

Response

The Netherlands have very strong regional flood protection, our Oosterhout and Zaandam sites are protected against a 1-in-2000, and 1-in-10,000-year flood respectively. While the standard of protection is lower at our Grimsby and Harderwijk sites, climaterelated coastal flooding events are a long-term risk and additional concrete wave walls were installed in Grimsby between 2013 and 2016. Given the proximity to population centres and critical national infrastructure, we anticipate this level of investment to be maintained by the Dutch and UK Government to reinforce flood protections, so quantification of unmitigated risks is likely to be misleading. This is a gross long-term scenario risk, and presents no current risk to our financial viability or going concern.

Projected precipitation increases at our Auckland and Brisbane facilities are difficult to model due to the infrequency, variability and interrelation of small-scale physical processes of storms. We continue to monitor evolving risk projections and update business continuity strategies accordingly. Both sites maintain robust disaster preparedness plans for physical hazards, including severe storms.

While the medium-term water supply outlook is currently healthy for Truganina and Bunbury, water levels in the Northern Greece basin system are at a 15-year low. There are currently no local restrictions on industry and due to the criticality of food production, this is unlikely to change. Our Preveza facility has access to both municipal and groundwater sources, enabling operations during periods of shortage without compromising hygiene. Additionally, the Greek Government is implementing a national programme to divert water and build desalination plants to ensure the long-term supply of water if recent rainfall patterns persist. As Preveza sources from outside the region, this is very unlikely to impact our supply chain. This is not likely to be a material risk to the wider business as production could be shifted to other facilities.

TCFD & TNFD
continued

Physical risks and opportunity tables continued

2. Extreme weather and chronic climate impacting on upstream supply chains

Risk/Opportunity	Risk	Area	Upstream	
Type	Acute & Chronic	Primary potential financial impact	Disruptions in local supply, regional availability and/or pricing volatility, fall in stock/volume available, damage to trophic structure, increased cost of ingredients, reduction in sales	
Description	<p>Our modelling suggests specific elements of our supply chain could be vulnerable to both acute and chronic impacts of climate change. Across all scenarios, we are likely to see increased levels of heat stress, drought and extreme weather events. This is likely to drive volatility in the supply of water and animal feed for farmed species, and changes to salinity, pH, and nutrient availability in marine systems. This is likely to impact terrestrial agriculture, aquaculture, wild capture for aquaculture feed and wild capture for human consumption. The impact on salmon value chains is discussed in the 2023 Annual Report.</p> <p>Sudden regional shocks may increase volatility in food prices in international markets, which can knock on to global sales. The impact on beef and seafood supply chains is discussed in more detail in this year's report, with further detail in previous reports.</p>			
Time horizon	Short-term		Medium-term	
Impact under SSP1	Low-Medium		Low-Medium	
Impact under SSP2	Low-Medium		Medium	
Impact under SSP5	Medium		High	
Areas impacted	Global, particularly North Atlantic and Australia			
Response	<p>Long-term regional climate impacts will be industry-wide rather than specific to Hilton Foods. We maintain flexible global and regional supply chains, supported by our trading business Hilton Food Solutions, and have lower exposure to local disruptions as we are not integrated at the farm level. Most meat products are sourced from Northern Europe, where climate impacts are considered manageable with adaptation to precipitation and temperature changes. Australian livestock production contributes significantly to global supply, and adaptation strategies for intensive systems are established.</p> <p>Aquaculture yields depend on water conditions, and the sector proactively addresses climate risks through genetic selection, alternative farming techniques, and novel feeds such as algae and insect-based options to reduce reliance on wild-capture fish. We continue assessing aquaculture supply chain risks and diversifying sourcing and product strategies. Increasing species diversity and maintaining flexible production capacity enhances resilience to climate and nature-related challenges in wild fisheries. This is a gross long-term scenario risk, and presents no current risk to our financial viability or going concern.</p>			

TCFD & TNFD

continued

Physical risks and opportunity tables continued

3. Improved yields of ingredients due to warmer temperatures or increased rainfall and higher yields

Risk/Opportunity	Opportunity		
Type	Chronic		
Area	Upstream		
Primary potential financial impact	Lower costs for ingredients		
Description	Our climate modelling indicates Northern Europe may become more agriculturally productive due to rising temperatures and increased rainfall. In the UK and Ireland, recent warming trends have boosted rainfall and temperatures, driving higher Net Difference Vegetation Index (NDVI) values, which signal improved biomass volume and quality. This is expected to enhance feed crop availability, increasing livestock growth rates and reducing production costs, leading to lower ingredient costs. Modelling suggests the region is unlikely to reach a tipping point towards negative outcomes before 2100 under any scenario, however, the compounding impacts of extreme anomalies remain a consideration.		
Time horizon	Short-term	Medium-term	Long-term
Impact under SSP1	Medium	Medium	Medium
Impact under SSP2	Medium	Medium	Medium
Impact under SSP5	Medium	Medium	Low-Medium
Areas impacted	Northern Europe, Canada		
Response	We constantly evaluate our supply chains to ensure their resilience and secure the most competitive pricing in line with our supplier guidance.		

TCFD & TNFD continued

Transition risks and opportunities

Hilton Foods released our detailed Group Transition Plan in November 2024, which details our roadmap to achieve our science-based targets, ensuring we strengthen the resilience of our entire value chain. All measures in the plan, up to 2030, are achievable using current, commercially available technologies.

As we developed our Group Transition Plan the business' interaction with nature was carefully considered throughout, both as an enabler of decarbonisation and a dependency. Nature-based solutions, such as improving soil carbon, managing manure decomposition, silvopasture and multitrophic aquaculture are considered in our decarbonisation strategies.

Delivery of our Group Transition Plan requires collaboration with our partners across the value chain, industry and local communities. In 2025, we partnered with the University of Lincoln to understand the possible human rights risks associated with our Group Transition Plan. Students assessed energy, agricultural and packaging value chains to identify potential policy shifts and reputational risks linked to the implementation of our Group Transition Plan. The most significant risks related to ownership of land-based carbon sequestration and changes in the supplier base. We have implemented human rights due diligence programmes across our supply chain to mitigate these risks and require high-risk suppliers to conduct a SMETA audit. Our approach to modern slavery is detailed in our Modern Slavery Statement.

Our specialist team conduct regular horizon scanning to monitor policy, technology and market risks across our value chain, engaging with government, farm assurance bodies and NGOs to ensure our business remains robust to wider transition risks. The likely impact of transition risks and opportunities have not been formally analysed on a scenario basis due to the level of uncertainty projecting policies robustly into the future.

Following the sale of our majority share in Foods Connected, the opportunities associated with supply chain automation have diminished and consequently been removed. Following a review of policies in relevant jurisdictions, and changes to our internal strategy, we have re-evaluated the severity of risk 2 and 3.

Transition risks and opportunity tables

1. Changing consumer purchasing preferences to lower-emission alternatives	
Risk/Opportunity	Risk
Type	Market
Area	Downstream
Primary potential financial impact	Reduced revenues of higher-emission foods
Description	There is a risk that we fail to take full advantage of changing purchasing preferences for lower-emission proteins, resulting in loss of market share and reduced revenues.
Time horizon	Short-term
Impact	Medium
Areas impacted	Developed markets
Response	<p>Our mitigation strategy includes creating a diversified portfolio of proteins that aligns with consumer demand and achieving significant reductions in the emission intensity of our beef and lamb supply.</p> <p>As we do not farm or slaughter animals, our infrastructure can react quickly to emerging consumer behaviour. Hilton Foods is well-placed to respond to consumer preferences through the adaptability of our factories and operations, allowing us to quickly upscale production of lower-carbon products as required.</p>

TCFD & TNFD
continued

Transition risks and opportunity tables continued

2. Carbon pricing introduced to incentivise purchase of lower-carbon foods

Risk/Opportunity	Risk
Type	Emerging Regulation
Area	Downstream
Primary potential financial impact	Price increases of higher-emission products affecting balance of consumer demand
Description	If product pricing is adjusted to reflect its carbon footprint there may be a reduction in consumer demand, leading to reduced profits from foods where the footprints have not been mitigated. Modelling suggests that beef and lamb products would receive the largest increase in pricing, with some regional variation. This is detailed in our 2021 Annual Report.

Time horizon	Medium–Long-term
Impact	Low–Medium

Areas impacted	Global
Response	Our Group Transition Plan sets us apart as leaders in decarbonisation. To progress our objective for reducing emissions intensity by 2025, we have engaged in leadership of collaborative action to address the footprint of cattle farming with the European Round Table in Beef Sustainability (ERBS) and the UK Cattle Sustainability Platform (UKCSP). In addition, we continue to work with partners on product formulation and sourcing to reduce the impact of our products and have introduced carbon footprinting into new product development and specific areas of purchasing. Further details can be found in our Group Transition Plan and in this report.

3. Reliance on third parties for achievement of emissions targets

Risk/Opportunity	Risk
Type	Market and Reputation
Area	Upstream/own operations
Primary potential financial impact	Higher costs, higher cost of capital, reputational
Description	Delivery against the Group's net zero plan is in part reliant on third parties, and beyond 2030 it is dependent on technologies that are not yet fully available in the market. Upstream, we are not integrated at the farm level so rely on farmers and other stakeholders to drive reductions of beef-related emissions. Reputational risks are most likely to manifest through negative media exposure and the consequent impact on perceptions of the business. Reductions to Scope 2 and Scope 3 emissions may be constrained by rates of grid decarbonisation and the ability of local grids to support renewable energy tariffs, although this is currently accelerating.

Time horizon	Short–Medium-term
Impact	Low–Medium

Areas impacted	Global
Response	We aim to influence third-party decarbonisation by collaborating with retailers and engaging with government, farm assurance, and industry bodies to shape supply chain policy. We continue developing tools with partners to monitor and accelerate this transition and conduct academic research to understand upstream emissions. As outlined in our Group Transition Plan, we are introducing climate clauses in contracts and developing supplier data reporting requirements, supported by initiatives, such as implementing renewable energy in our Vietnamese seafood supply chain. Detailed due diligence processes are in place to mitigate supply chain risks. Emissions monitoring is being deployed across key protein supply chains, enabling us to track reductions for our most material commodities.

TCFD & TNFD
continued

Transition risks and opportunity tables continued

4. Decarbonisation of our operations including food and packaging waste, energy, and water efficiency

Risk/Opportunity	Opportunity
Type	Energy Source, Resource Efficiency
Area	Own operations
Primary potential financial impact	Reduced cost and lower price volatility from self-generation, reduced energy use, packaging, and water efficiency
Description	In our operations, electrification, energy efficiencies, investment in self-generation (solar/wind) and long-term contracts for renewable electricity sources may reduce outgoing costs, improve resilience, and mitigate against the cost of future carbon pricing. This reduced cost base may enable us to grow market share. Improved packaging recyclability, reducing plastic content and reductions in weight may result in lower packaging.
Time horizon	Short-term
Impact	Medium–High
Areas impacted	Global
Response	Our key emissions reduction activities can be found in our Group Transition Plan. We continue to seek grants and subsidies to facilitate facility upgrades as they become increasingly available and have conducted a financial assessment of our Scope 1 and 2 decarbonisation programme to inform ongoing capital expenditure.

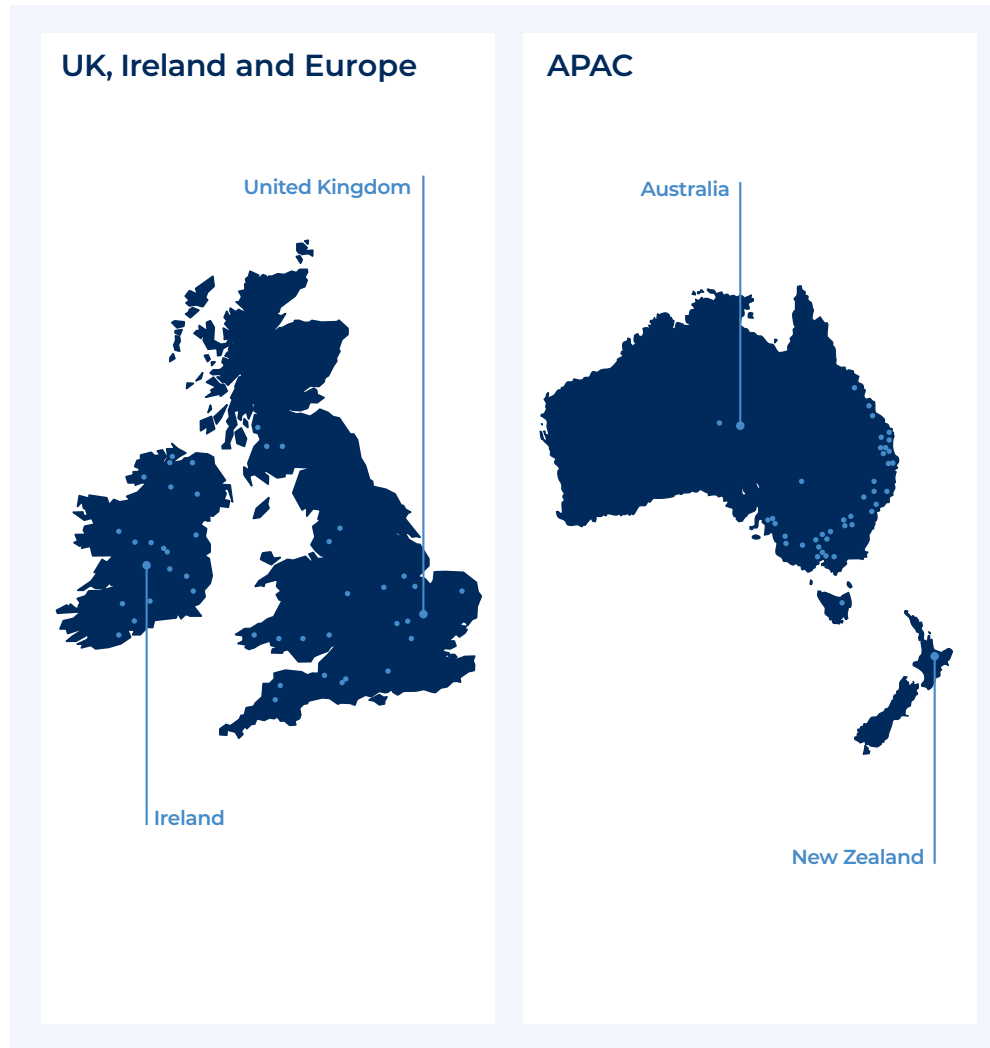
5. Growing consumer demand for foods with demonstrably lower footprints

Risk/Opportunity	Opportunity
Type	Markets
Area	Downstream
Primary potential financial impact	Increased revenues from sales of profitable low climate-impact products
Description	Demand is growing for a balanced portfolio of meat and fish products that have significantly reduced environmental impacts. Overall protein demand is expected to grow in the coming decades, presenting a significant opportunity for increased revenue if we successfully anticipate changing consumer preferences and meet that demand with lower footprint products.
Time horizon	Short-term
Impact	Medium
Areas impacted	Global
Response	Our Group Transition Plan offers a credible path to reduce the carbon footprint of our products, particularly beef, and in recent years, we have diversified our portfolio into a wider range of proteins. The flexibility of our facilities enables us to rapidly shift our product portfolio in line with consumer demand. In addition, our investment in Cellular Agriculture, a leading UK cultured meat technology venture, offers the opportunity to further diversify our future product portfolio.

TCFD & TNFD continued

Disclosure of priority locations

As part of our LEAP assessment, we identified priority locations in our beef supply chain in the United Kingdom, Ireland and Australia. The location of these priority sites can be seen on the maps below.



Metrics and targets

Metrics

Hilton Foods reports its carbon dioxide equivalent (CO₂e) emissions across a 100-year timescale (GWP100) aligned to the IPCC's sixth Assessment Report and the recommendations of the Greenhouse Gas Protocol and the Science Based target initiative. Our calculation model is aligned to ISO14044 and the Greenhouse Gas Protocol. Our emissions are reported across Scope 1, 2 (both location and market-based) and all relevant Scope 3 categories. Since 2020, our emissions data has been independently verified by Arthian, formerly known as GEP Environmental, across all three Scopes to a 'limited level of assurance', in line with ISO 14064:3.

Additionally, we report on GHG emissions intensity, total consumption of electricity, energy intensity, renewable electricity, gas, and water, as well as emissions from fluorinated gases. We report an estimate of our Scope 3 emissions by greenhouse gas to better understand future warming impacts, but these are not included in the verification of our Scope 3.

When calculating our Scope 1, 2 and 3 emissions we take an equity share approach and use the most appropriate public data for our supply chains combined with supplier-specific emission factors where available. In 2023, we added Agito, Cellular Agriculture and Evolve 4 to our reporting boundary, including backward calculations. Foppen has been included since our acquisition in 2022, while Fairfax Meadow and Dalco were added in 2021. In 2025, we have reduced our holding in Foods Connected and sold Fairfax Meadow,

this has been reflected in our reporting tables and Fairfax Meadow has been reported separately to enable meaningful comparison with baselines. In 2025, we have restated our 2024 Scope 1 and Scope 3 Category 12 emissions due to calculation errors identified after the publication of our 2024 Annual Report.

At Hilton Foods, we are constantly improving how we measure and report our Scope 3 emissions. In 2025, there have been a number of small changes to our methodology.

- ▶ **Purchased Goods & Services:** Through deployment of SCEPT and data collection in our other protein supply chains we will integrate a larger number of primary datasets into our calculation. This has not been backward calculated due to the unavailability of data.
- ▶ **Purchased Goods & Services:** We have conducted a detailed inventory assessment of emissions from laundry services, purchased chemicals (primarily used in cleaning) and personal protective equipment. This allows us to move away from a financial approach for these items, completing the process of moving from financial to activity-based accounting across our footprint. This has not been backward calculated due to its immateriality and the availability of data.
- ▶ **Capital Goods:** We have implemented product carbon footprinting into our process for major capital purchases and this has been integrated into our emissions reporting. This has not been backward calculated due to its immateriality and the availability of data.

TCFD & TNFD continued

- ▶ **Upstream Transportation and Distribution:** We have updated our data collection of air freight to more accurately reflect emissions from air freight and this has been integrated into our emissions reporting. While they are a small part of our logistics globally, this will better enable us to reduce those emissions. This has not been backward calculated due to its immateriality.
- ▶ **Upstream Transportation and Distribution:** Delivery of proteins to sites will now be calculated using the exact location of our suppliers rather than representative regional averages. This is enabled through our deployment of the SCEPT tool and improved digitisation. It will allow us to more accurately target and reduce these emissions. This has not been backward calculated due to the availability of data. A validation study has shown that this is not a material change.
- ▶ **Employee Commuting:** We have moved from using national to city-level data in Australia due to the variety and materiality of that country to overall emissions. We have also updated our methodology to consider distances at a modal level. This will improve accuracy.

This has not been backward calculated due to its immateriality.

- ▶ **Use of Sold Products and End of Life Treatment of Sold Products:** This has been updated to better reflect the destination of the goods, rather than the country of production, which had previously been used as the majority of products are consumed in the country of production. This will improve the accuracy of calculation to better reflect our supply chain. This has not been backward calculated due to its immateriality and the availability of data.

Otherwis, there has been no material change to our emissions calculation methodology. Homeworking (referred to as 'Telecommuting' in the GHG Protocol) and Use Phase emissions have been reported separately as these are optional Scope 3 emissions outside the boundary of our Science-Based Targets Inventory. In 2025, 80% of our combined market-based Scope 1 and 2 and 22.8% of our Scope 3 footprint was calculated using primary emissions factor data, with an additional 5.3% of Scope 1 and 2 emissions calculated from intrinsic emissions factors.

To assess the impact on Land-Use and Land-Use Change (LULUCF) within the supply chain, we examined ecosystems supporting cattle grazing using the latest available UK, Ireland and Australian Governments' land classification data. Additionally, Global Forest Watch agricultural-linked deforestation data from 2020 onwards was analysed to gauge the deforestation impact of our operations. Further information on our deforestation metrics can be found in our Deforestation Statement. Full detail

Physical

1. Increased risk to production facilities and critical infrastructure from extreme weather events, drought and sea level rise exacerbated by climate change

Metrics and targets Local weather conditions and flood defence capability is monitored at a site level and appropriate business continuity plans are in place. We have a target to improve water efficiency in Hilton Foods production facilities by at least 10% (compared to a 2020 baseline). We monitor total water withdrawals by source as well as the percentage withdrawn from high-risk areas. This is further detailed in our CDP disclosure.

2. Extreme weather and chronic climate impacting on upstream supply chains

Metrics and targets Supply chain conditions are monitored at a Group level through our in-house spatial modelling capability and ongoing market analysis. We have a target for 100% of seafood to be responsibly sourced to Hilton Foods standards (aligned to the Sustainable Seafood Coalition code and PAS 1550) and 100% of directly sourced wild caught seafood to our UK facility to be sourced to MSC standard. This is further disclosed to the Ocean Disclosure Project and performance against these risks can be found on page 07.

3. Improved yields of ingredients due to warmer temperatures or increased rainfall and higher yields

Metrics and targets Our science-based targets and Group Transition Plan are in place to support our supply chain in the delivery of these goals. These are detailed as follows. At a Group level and within local operations, our teams continually monitor and forecast supply chain conditions.

of our purchasing of high risk natural commodities will be included in our CDP disclosure later in the year.

An internal specialist team track a range of environmental metrics to assess physical risk exposure and support business resilience. Water-related dependencies and impacts are evaluated using WRI Aqueduct's physical risk

data, while coastal and riverine flood risks are assessed through historical and forecasted datasets. To measure freshwater eutrophication, the team apply the normalised difference water index (NDWI) combined with the floating algae index (FAI), providing detailed insight into water quality vulnerabilities.

TCFD & TNFD continued

Transition

1. Changing consumer purchasing preferences to lower-emission alternatives

Metrics and targets Hilton Foods has a target to double sales of plant-based, vegetarian and flexitarian products compared to a 2020 baseline and to reduce emissions in our supply chain. Performance against these targets is detailed on page 08. This risk is additionally monitored through external ESG ratings.

2. Carbon pricing introduced to incentivise purchase of lower carbon foods

Metrics and targets Our Science-Based targets and Group Transition Plan are aligned to the Paris Agreement's goal to keep global temperature rise to 1.5°C above pre-industrial levels, which is likely to be the highest level of ambition to which carbon pricing regimes are aligned.

3. Reliance on third parties for achievement of emissions targets

Metrics and targets Our Science-Based targets and Group Transition Plan are in place to support our supply chain in the delivery of these goals. These are detailed as follows.

4. Decarbonisation of our operations including food and packaging waste, energy, and water efficiency

Metrics and targets To deliver our Group Transition Plan, we have site-level decarbonisation programmes in place at all sites. To deliver against this, we have targets to improve energy efficiency in our facilities by at least 10% by the end of 2025 from 2020 levels and a target to use 100% renewable electricity across all our own operations globally by 2027. Our delivery against this is detailed on pages 07 and 08 of the report.

5. Meeting consumer demand for foods with demonstrably lower footprints

Metrics and targets As part of the delivery of our Group Transition Plan, Hilton Foods has targets to reduce emissions intensity of beef in our supply chain and Scope 3 more widely, detailed on page 10.

On land, monitoring focuses on identifying where ecosystem services are being influenced by climate change.

Key indicators include areas of rapid biodiversity decline, regions with high intactness scores, net change in the Normalised Difference Vegetation Index (NDVI), soil pH levels and historical patterns of forest fires and hurricanes. Together, these metrics enable the business to map both water-related and terrestrial climate risks across the supply chain and prioritise response actions where exposure is greatest.

We have conducted limited pilots on the implementation of carbon pricing. Our pricing approach is monitored and evaluated against wider business objectives, including our science-based targets. The pricing in these pilots is aligned with science in alignment with our scenario analysis and wider industry benchmarks.

Climate related targets

In order to align with updated guidance and the ambition of the Paris Agreement, Hilton Foods revised its science-based targets in 2024.

The business commits to reach net zero greenhouse gas emissions across the value chain by 2048.

In the near term, Hilton Foods commits to reduce absolute energy & industrial Scope 1 and 2 GHG emissions 95% by 2030 from a 2020 base year. Hilton Foods also commits to reduce absolute energy & industrial Scope 3 GHG emissions from purchased goods and services, waste generated in operations and downstream transportation & distribution by 45% within the same timeframe. Hilton Foods commits to reduce absolute Scope 3 GHG emissions from forestry,

land use and agriculture (FLAG) 45% by 2030 from a 2020 base year. This target includes FLAG emissions and removals.

In the long term, Hilton Foods commits to reduce absolute energy and industrial Scope 1 and 2 GHG emissions 98% by 2048 from a 2020 base year. Hilton Foods also commits to reduce absolute energy and industrial Scope 3 emissions 90% within the same timeframe. Hilton Foods commits to reduce absolute Scope 3 FLAG GHG emissions 100% by 2048 from a 2020 base year. This target includes FLAG emissions and removals.

All our climaterelated goals and objectives, detailed above, are monitored as KPIs through the year and are reported to, and reviewed by, the Board.

An assessment was conducted at sites where data was available for prior years to understand the impact of Covid-19 on our 2020 baseline, but it was determined that there was no significant anomaly in energy use.

We have integrated nature-based solutions and nature restoration into the development of our Group Transition Plan to ensure it builds long-term resilience and are working to further integrate nature into our Group Transition Plan. As part of our Sustainable Protein Plan, Hilton Foods has a number of nature-related targets within our nature positive goal to enable us to maintain business resilience in line with the physical risks evaluated in this report. These are detailed on page 07. These targets are monitored throughout the year and scrutinised by the Board through their assessment of the Sustainable Protein Plan.

Performance against these targets can be found on page 07.

Non-financial disclosures

Carbon footprint (tCO₂e, unless otherwise specified)

	2025			2024		
	UK	Global (excl. UK)	Total	UK	Global (excl. UK)	Total
Scope 1 – Total	5,249	11,407	16,656	6,939 ³	8,623 ³	15,562 ³
Scope 1 – Excl. Fairfax Meadow	3,770	11,407	15,177	4,612 ³	8,623 ³	13,235 ³
Scope 1 – Emissions from refrigerants	735	3,254	3,989	1,194	3,078	4,272
Scope 2 – Location-based	6,690	43,730	50,420	8,313	43,901	52,214
Scope 2 – Location-based – Excl. Fairfax Meadow	6,176	43,730	49,906	7,489	43,901	51,390
Scope 2 – Market-based	–	30,687	30,687	2	37,844	37,846
Scope 2 – Market-based – Excl. Fairfax Meadow	–	30,687	30,687	2	37,844	37,846
Scope 3 – 01. Purchased Goods & Services	2,565,857	7,329,096	9,894,953	2,460,126	9,485,459	11,945,585
– 02. Capital goods	22	159	181	514	1,043	1,557
– 03. Fuel and energy-related activities	1,195	3,744	4,939	3,237	14,061	17,298
– 04. Upstream transportation and distribution	35,112	34,118	69,230	3,502	37,812	41,313
– 05. Waste	253	3,031	3,284	205	1,781	1,986
– 06. Business travel	585	608	1,193	1,429	486	1,915
– 07. Employee commuting	998	2,223	3,221	838	1,727	2,565
– 07. Employee commuting (optional)	100	114	214	109	119	228
– 08. Upstream leased assets	–	Out of Scope	–	–	Out of Scope	–
– 09. Downstream transportation and distribution	750	7,774	8,524	3,115	45,795	48,910
– 10. Processing of sold products	–	Out of Scope	–	–	Out of Scope	–
– 11. Use of sold products	–	Out of Scope	–	–	Out of Scope	–
– 11. Use of sold products (optional)	2,849	14,031	16,880	3,510	24,068	27,578
– 12. End-of-life treatment of sold products	687	13,991	14,678	5,752 ³	24,893 ³	30,645 ³
– 13. Downstream leased assets	–	Out of Scope	–	–	Out of Scope	–
– 14. Franchises	–	Out of Scope	–	–	Out of Scope	–
– 15. Investments	–	Out of Scope	–	–	Out of Scope	–
Scope 3 – Total¹	2,605,459	7,394,744	10,000,203	2,478,718 ³	9,613,057 ³	12,091,775 ³
Scope 3 – Excl. Fairfax Meadow	2,347,723	7,394,744	9,742,467	2,222,004	9,613,057	11,835,061
Scope 3 – Upstream	2,604,022	7,372,978	9,977,000	2,469,851	9,542,369	12,012,220
– Downstream	1,437	21,766	23,203	8,867 ³	70,688 ³	79,555 ³
Scope 3 – Forestry, Land Use and Agriculture (FLAG)	2,227,561	6,496,636	8,724,197	2,335,628	9,046,599	11,382,227
– Non-FLAG	377,898	898,108	1,276,006	143,090 ³	566,457 ³	709,547 ³
Scope 3 – CO ₂ (tCO ₂) ²	543,004	1,271,546	1,814,550	574,935	1,743,282	2,318,217
– CH ₄ (tCH ₄) ²	47,714	160,191	207,905	37,011	165,201	202,212
– N ₂ O (tN ₂ O) ²	2,469	4,909	7,378	3,118	11,573	14,691
– Unallocated ²	72,081	337,146	409,227	57,612	264,942	322,554
Total Scope 1, 2 & 3 – Location-based	2,617,398	7,449,881	10,067,279	2,493,970 ³	9,665,581 ³	12,159,551 ³
Total Scope 1, 2 & 3 – Market-based	2,610,708	7,436,838	10,047,546	2,485,659 ³	9,659,524 ³	12,145,183 ³
Intensity ratio Scope 1 & 2 – market-based – Total (tCO ₂ e per tonne product)	0.03	0.10	0.09	0.04	0.11	0.09
Intensity ratio Scope 1 & 2 – market-based – Total (kg CO ₂ e per square metre)	0.04	0.12	0.10	0.04	0.12	0.10

Notes

- Scope 3 total excludes optional emissions from 07. Employee Commuting (telecommuting) and 11. Use of Sold Products, in line with Science-Based Targets initiative boundaries.
 - Emissions split by greenhouse gas are not externally verified.
 - 2024 emission data has been restated due to a data error with diesel consumption reporting. Prior year restatements due to previous calculation errors.
- Fairfax Meadow Limited was sold on 28 September 2025, therefore, our 2025 emissions only include that business up until 28 September, and exclude them from 29 September. For selected categories, we have stated emissions including and excluding Fairfax Meadow.

Non-financial disclosures

continued

Carbon footprint (tCO₂e, unless otherwise specified) continued

	2023	2022	2021	2020 (SBT base year)		
	Total	Total	Total	UK	Global (excl. UK)	Total
Scope 1 – Total	17,594	17,542	20,108	6,283	12,739	19,022
Scope 1 – Excl. Fairfax Meadow	14,939	14,800	17,694	3,869	12,739	16,608
Scope 1 – Emissions from refrigerants	4,071	3,175	2,241	848	249	1,097
Scope 2 – Location-based	60,346	54,544	64,758	8,915	66,815	75,730
Scope 2 – Location-based – Excl. Fairfax Meadow	59,473	53,763	63,576	7,733	66,815	74,548
Scope 2 – Market-based	48,286	41,669	48,273	1,474	55,083	56,557
Scope 2 – Market-based – Excl. Fairfax Meadow	48,286	41,669	47,091	292	55,083	55,375
Scope 3 – 01. Purchased Goods & Services	12,679,361	12,561,784	13,229,866	3,653,411	10,720,381	14,373,792
– 02. Capital goods	3,578	9,835	7,954	3,578	102,643	106,221
– 03. Fuel and energy-related activities	15,296	16,958	16,230	4,066	13,132	17,198
– 04. Upstream transportation and distribution	42,333	36,952	77,666	3,040	75,673	78,713
– 05. Waste	4,684	10,345	29,199	6,062	6,970	13,032
– 06. Business travel	1,317	931	180	2	3	5
– 07. Employee commuting	2,506	3,339	2,323	917	1,081	1,998
– 07. Employee commuting (optional)	191	207	381	299	281	580
– 08. Upstream leased assets	Out of Scope	Out of Scope	Out of Scope		Out of Scope	
– 09. Downstream transportation and distribution	17,396	19,263	122,791	5,478	121,521	126,999
– 10. Processing of sold products	Out of Scope	Out of Scope	Out of Scope		Out of Scope	
– 11. Use of sold products	Out of Scope	Out of Scope	Out of Scope		Out of Scope	
– 11. Use of sold products (optional)	25,515	30,274	92,004	8,199	104,641	112,840
– 12. End-of-life treatment of sold products	26,276	62,035	23,389	6,432	23,472	29,904
– 13. Downstream leased assets	Out of Scope	Out of Scope	Out of Scope		Out of Scope	
– 14. Franchises	Out of Scope	Out of Scope	Out of Scope		Out of Scope	
– 15. Investments	Out of Scope	Out of Scope	Out of Scope		Out of Scope	
Scope 3 – Total¹	12,792,747	12,721,442	13,509,598 ³	3,682,986	11,064,876	14,747,862
Scope 3 – Excl. Fairfax Meadow	12,526,929	12,292,034	13,245,981	3,493,531	11,064,876	14,558,407
Scope 3 – Upstream	12,749,076	12,640,145	13,363,418	3,671,076	10,919,883	14,590,959
– Downstream	43,671	81,297	146,180	11,910	144,993	156,903
Scope 3 – Forestry, Land Use and Agriculture (FLAG)	12,077,008	11,967,613	12,509,803	3,500,553	10,312,633	13,813,186
– Non-FLAG	715,739	753,829	999,795	182,433	752,244	934,677
Scope 3 – CO ₂ (tCO ₂) ²	2,333,190	2,421,293	2,543,210	724,673	1,882,355	2,607,028
– CH ₄ (tCH ₄) ²	238,762	224,928	237,378	62,185	205,013	267,198
– N ₂ O (tN ₂ O) ²	13,961	13,771	15,005	4,272	11,781	16,053
– Unallocated ²	300,103	603,608	642,518	134,931	635,414	770,345 ³
Total Scope 1, 2 & 3 – Location-based	12,870,687	12,793,528	13,594,464 ³	3,698,184	11,144,430	14,842,614
Total Scope 1, 2 & 3 – Market-based	12,858,627	12,780,653	13,577,979 ³	3,690,743	11,132,698	14,823,441
Intensity ratio Scope 1 & 2 – market-based – Total (tCO ₂ e per tonne product)	0.11	0.13	0.12	0.03	0.12	0.10
Intensity ratio Scope 1 & 2 – market-based – Total (kg CO ₂ e per square metre)	0.13					

Notes

1 Scope 3 total excludes optional emissions from 07. Employee Commuting (telecommuting) and 11. Use of Sold Products, in line with Science-Based Targets initiative boundaries.

2 Emissions split by greenhouse gas are not externally verified.

3 2024 emission data has been restated due to a data error with diesel consumption reporting. Prior year restatements due to previous calculation errors.

Fairfax Meadow Limited was sold on 28 September 2025, therefore, our 2025 emissions only include that business up until 28 September, and exclude them from 29 September.

For selected categories, we have stated emissions including and excluding Fairfax Meadow.

Non-financial disclosures

continued

Energy (kWh)

	2025			2024		
	UK	Global (excl. UK)	Total	UK	Global (excl. UK)	Total
Renewable fuel consumption	18,906	28,969	47,875	16,905	32,866	49,771
Non-renewable fuel consumption	22,639,866	42,557,023	65,196,889	21,198,625 ³	39,177,761 ³	60,376,386 ³
– Transport Fuel	6,014,308	3,542,460	9,556,768	8,635,135 ³	997,737 ³	9,632,872 ³
– LPG	109,314	3,879,215	3,988,529	114,816	2,902,169	3,016,985
– Natural Gas	16,516,244	35,135,348	51,651,592	12,448,674	35,277,855	47,726,529
Total fuel consumption	22,658,772	42,585,992	65,244,764	21,215,530 ³	39,210,627 ³	60,426,157 ³
Renewable electricity consumption	38,086,964	82,144,130	120,231,094	40,543,649	83,570,660	124,114,309
% renewable electricity consumption	100%	73%	80%	100%	71%	79%
Non-renewable electricity consumption ²	–	30,940,467	30,940,467	8,085	33,442,748	33,450,833
Total electricity consumption	38,086,964	113,084,597	151,171,561	40,551,734	117,013,408	157,565,142
– Grid purchased	37,795,437	108,061,216	145,856,653	40,277,278	112,427,045	152,704,323
– Solar generation on site	291,527	5,023,381	5,314,908	274,456	4,586,363	4,860,819
– % of electricity from local generation	1%	4%	4%	1%	4%	3%
Renewable other energy consumption ¹	–	6,359,055	6,359,055	–	4,471,381	4,471,381
Non-renewable other energy consumption ¹	–	897,681	897,681	–	996,297	996,297
Total other energy consumption	–	7,256,736	7,256,736	–	5,467,678	5,467,678
Total renewable energy consumption	38,105,870	88,532,154	126,638,024	40,560,554	88,074,907	128,635,461
Total non-renewable energy consumption	22,639,866	74,395,170	97,035,036	21,206,711 ³	73,616,805 ³	94,823,516 ³
Total energy consumption	60,745,736	162,927,324	223,673,060	61,767,265 ³	161,691,712 ³	223,458,977 ³
Energy consumption (kWh used per tonne of volume produced)	564	388	424	482 ³	368 ³	393 ³

Notes

1 Other energy consumption includes district heat. We do not consume or sell any cooling or steam, nor do we sell electricity or heat.

2 Residual non-renewable electricity consumption after 2021 in the UK is at JV offices only.

3 2024 energy data has been restated due to a data error with diesel consumption reporting. Prior year restatements due to previous calculation errors.

Non-financial disclosures

continued

Energy (kWh) continued

	2023	2022	2021	2020		
	Total	Total	Total	UK	Global (excl. UK)	Total
Renewable fuel consumption	70,950	–	–	–	–	–
Non-renewable fuel consumption	88,221,781	67,474,454	50,761,453	21,332,658	32,199,827	53,532,485
– Transport Fuel	20,992,561	12,873,767	6,629,737			
– LPG	12,626,080	6,633,400	3,717,606	–	1,981,079	1,981,079
– Natural Gas	54,603,140	47,967,287	40,414,110	21,332,658	30,218,748	51,551,406
Total fuel consumption	88,292,731	67,474,454	50,761,453 ³	21,332,658	32,199,827	53,532,485
Renewable electricity consumption	113,681,670	90,790,426	74,084,718	243,000	25,984,033	26,227,033
% renewable electricity consumption	69%	62%	52%			
Non-renewable electricity consumption ²	50,747,675	56,052,445	67,764,538	37,526,233	71,445,071	108,971,304
Total electricity consumption	164,429,345	146,842,871	141,849,256	37,769,233	97,429,104	135,198,337
– Grid purchased						
– Solar generation on site	4,409,979	2,971,050	3,149,699	243,000	2,260,000	2,503,000
– % of electricity from local generation	3%	2%	2%	1%	2%	2%
Renewable other energy consumption ¹	6,500,348	5,345,664	–	–	–	–
Non-renewable other energy consumption ¹	1,288,804	2,000,553	7,106,611	–	1,392,196	1,392,196
Total other energy consumption	7,789,152	7,346,217	7,106,611	–	1,392,196	1,392,196
Total renewable energy consumption	120,252,968 ³	96,136,090	74,084,718	243,000	25,984,033	26,227,033
Total non-renewable energy consumption	140,258,260	125,527,452	125,632,602	58,858,891	105,037,094	163,895,985
Total energy consumption	260,511,228 ³	221,663,542	199,717,320	59,101,891	131,021,127	190,123,018
Energy consumption (kWh used per tonne of volume produced)	440	460	405	447	397	411

Notes

1 Other energy consumption includes district heat. We do not consume or sell any cooling or steam, nor do we sell electricity or heat.

2 Residual non-renewable electricity consumption after 2021 in the UK is at JV offices only.

3 2024 energy data has been restated due to a data error with diesel consumption reporting. Prior year restatements due to previous calculation errors.

Non-financial disclosures

continued

Water withdrawal, by country (ML)

	2025	2024	2023	2022	2021	2020
UK ¹²	376	438	332	391	291	330
Ireland	28	26	22	27	39	45
The Netherlands ³	206	187	269	285	173	165
Sweden	75	70	59	57	62	58
Denmark	38	42	48	48	45	46
Poland	132	106	101	98	89	96
Greece ³	112	89	143	97	–	–
Portugal ⁴	50	36	36	32	29	32
Australia	275	262	271	254	265	249
New Zealand	55	62	102	106	21	–
Other ⁵	–	0	0	–	–	–
Total withdrawal	1,347	1,318	1,383	1,395	1,014	1,021
Intensity (cubic metre per tonne of product produced)	2.51	2.44⁶	2.34	2.90	2.03	

Notes

All water withdrawal is freshwater ($\leq 1,000$ mg/L Total Dissolved Solids).

1 Inclusion of Fairfax Meadow sites from 2022, Fairfax Meadow sites were then sold in September 2025.

2 Due to water meter failure, 2022 usage at Laforey Road is based on estimated billing.

3 Inclusion of 100% of Dalco from 2021 and Foppen from 2022.

4 Adjusted to JV holding.

5 International sales offices.

6 2024 water intensity value has been restated due to previous calculation error.

Water withdrawal, by source (ML)

	2025	2024 ¹	2023
Withdrawal from third-party sources	1,143	1,168	1,234
– Areas with water stress	105	118	353
Withdrawal from renewable groundwater	197	150	139
– Areas with water stress	104	68	36
Withdrawal from non-renewable groundwater	–	–	–
Withdrawal from other sources	7	–	10
Total withdrawal	1,347	1,318	1,383

Notes

All water withdrawal is freshwater ($\leq 1,000$ mg/L Total Dissolved Solids).

Sites in areas of water stress (defined by World Resources Institute): Very high = 0, High = 2 (Hilton Foods Australia site Truganina and Foppen site in Greece).

1 2024 water withdrawal and discharge by source data has been restated due to previous location error.

Water discharge and consumption (ML)

	2025	2024 ¹	2023
Discharge to third-party sources	978	900	1,024
– Areas with water stress	182	172	254
Discharge to freshwater	25	12	28
– Areas with water stress	–	–	28
Total discharge	1,003	912	1,052
– Areas with water stress	182	172	282
Total consumption	344	406	331
– Areas with water stress	27	13	108

Non-financial disclosures

continued

Waste generated, per year (t)

	2025	2024	2023	2022	2021
Total site waste (tonnes)	35,378	35,592	31,600	27,456	47,405

Waste generated (t)

	2025	2024
Food waste	12,284	13,416
Non-hazardous general waste	21,858	21,636
Hazardous general waste	1,236	540
Total	35,378	35,592

Notes

1 Biological recovery includes operations to convert food.

2 Other includes operations not covered by the standard list, including disposal, recovery operation and unknown disposal.

Waste generated, by composition (t)

	Hazardous	Non-hazardous
Reuse	1	1,055
Recycling	6	6,035
Biological recovery ¹	–	11,739
Incineration (with energy recovery)	1,092	4,796
Incineration (without energy recovery)	16	354
Landfill	6	9,965
Other ²	115	199
Total	1,236	34,142

Non-financial disclosures

continued

Operational sites in, or adjacent to, protected areas or areas of high biodiversity value

Site	Activity	Site area (ha)	Location	Latitude	Longitude	Protected area name	Protected area size (ha) ¹	Protected status	Ecosystem type	Ecosystem condition
Foppen Seafood	Seafood processing	0.88	Greece	38.9885	20.7237	Nisoi paxoi kai antipaxoi kai evryteri thalassia periochi	135,500	National legislation	Marine	Threatened from fishing pressure, phosphate/nitrate pollution and invasive species introduction
Foppen Seafood	Seafood processing	1.00	Netherlands	52.3626	5.6464	Veluwerandmeren	6,124	KBA	Terrestrial & Inland waters	Phosphate and nitrate pollution from agriculture runoff
Hilton Foods Australia	Meat processing	2.12	Bunbury, Australia	33.3622	115.6873	Unnamed WA40552	14	IUCN VI	Terrestrial & Inland waters	Marri/Eucalyptus woodland classified as degraded habitat with invasive species issues
Hilton Foods Australia	Meat processing	5.79	Truganina, Australia	37.8273	144.7646	Angliss Grassland (Laverton North) N.C.R.	22	IUCN Ia	Terrestrial & Inland waters	Native grassland under pressure from invasive weed species with sparse protection
Hilton Foods Denmark	Meat processing	4.77	Hasselager, Denmark	56.1005	10.0739	Aarhus Kommune	1,061	IUCN IV	Terrestrial & Inland waters	Recovering
Hilton Foods Ireland	Meat processing	2.25	Drogheda, Ireland	53.7243	6.3265	Boyne estuary	576	KBA	Marine	At-risk water body impacted by agriculture and hydromorphological pressures
Hilton Foods New Zealand	Meat and seafood processing	2.67	Wiri, New Zealand	37.0016	174.8542	Wiri Lava Cave; Wiri Station Road	4; 2	IUCN Ia; IUCN IV	Terrestrial & Inland waters	Protected geological feature
Hilton Foods Seachill	Seafood processing	4.50	Grimsby, United Kingdom	53.5748	0.1172	Humber Estuary	37,988	KBA	Marine	Historically lost native oyster reefs and seagrass meadows, now requiring active restoration initiatives
Hilton Foods Sweden	Food processing	6.04	Vasteras, Sweden	59.5851	16.4753	2005151 Sex ekar	Information unavailable	National legislation	Terrestrial & Inland waters	Insufficient data
Hilton Foods UK	Meat processing	4.34	Huntingdon, United Kingdom	52.3469	0.1899	Great Stukeley Railway Cutting	35	IUCN IV	Terrestrial & Inland waters	Requiring active management intervention to maintain conditions

Notes

All sites in this table are adjacent to a protected area, meaning they are within 2km of a protected area. No sites are within protected areas.

All sites in this table are adjacent to a production site.

The total land surface area managed by Hilton Foods is 54.4 ha.

¹ It is assumed that the protected area equates to the size of the ecosystem.

Non-financial disclosures

continued

Workforce

	2025				2024				2023			2022			2021			2020		
	Male	Female	Other/not disclosed	Total	Male	Female	Other/not disclosed	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Board	4	3	–	7	4	3	–	7	4	3	7	4	3	7	5	2	7	5	2	7
	57%	43%			57%	43%			57%	43%		57%	43%		71%	29%		71%	29%	
Executive Management	7	3	–	10	6	3	–	9	9	3	12	9	3	12	7	3	10	8	2	10
	70%	30%			67%	33%			75%	25%		75%	25%		70%	30%		80%	20%	
Senior Leadership ¹	34	21	–	55	34	20	–	54	38	24	62	28	13	41	28	11	39	47	11	58
	62%	38%			63%	37%			61%	39%		68%	32%		72%	28%		81%	19%	
Senior Management ²	196	96	3	295	250	128	–	378	217	120	337	234	111	345						
	66%	33%			66%	34%			64%	36%		68%	32%							
Women in Leadership		34%				34%				36%			32%							
Employees																				
– UK & Ireland ³	1,747	1,034	1	2,782	2,033	1,244	1	3,278												
– Europe	1,585	1,002	24	2,611	1,538	1,042	–	2,580												
– APAC	1,022	954	13	1,989	982	953	32	1,967												
– Other	4	3	–	7	3	3	–	6												
– Total ³	4,358	2,993	38	7,389	4,556	3,242	33	7,831	4,084	2,951	7,035	4,358	2,879	7,237	3,395	2,386	5,781	3,185	2,206	5,391
	59%	41%			58%	41%			58%	42%		60%	40%		59%	41%		59%	41%	
% of employees covered by CBA ⁴				36%				36%			23%			26%			41%			33%
Total staff turnover				17%				19%			26%			30%			25%			17%

Notes

1 Senior Leadership is defined in line with the FTSE Women Leaders Index, direct reports to Executive Leadership Team.

2 Senior Management is defined in line with Hilton Foods Sustainable Protein Plan (SSP) '30% of women in leadership' target. This is defined as all those who identify as women as Functional Lead, Head of Department or Job Level 5.

3 Restatements in 2023 and 2024 due to Cellular Agriculture Ltd employees being incorrectly included. Now excluded as we have <50% control.

4 CBA = Collective Bargaining Agreements.

Non-financial disclosures continued

Employees, by gender

	2025			
	Male	Female	Other/not disclosed	Total
Full-time employees	4,151	2,877	26	7,054
Part-time employees	135	188	12	335
Permanent employees	4,078	2,806	36	6,920
Temporary employees	268	186	2	456
Non-guaranteed hours employees	12	1	–	13

New employees (number/rate)

	2025			
	Male	Female	Other/not disclosed	Total
UK & Ireland	351 / 20%	167 / 16%	–	518 / 19%
Europe	268 / 17%	150 / 15%	9 / 38%	427 / 16%
APAC	217 / 21%	158 / 17%	3 / 23%	378 / 19%
Other	–	2 / 67%	–	2 / 29%
Total	836 / 19%	47 / 16%	12 / 32%	1,325 / 18%

Employees, by region

	2025				
	UK & Ireland	Europe	APAC	Other	Total
Full-time employees	2,618	2,462	1,967	7	7,054
Part-time employees	164	149	22	–	335
Permanent employees	2,765	2,196	1,952	7	6,920
Temporary employees	17	413	26	–	456
Non-guaranteed hours employees	–	2	11	–	13

Employee turnover (number/rate)

	2025			
	Male	Female	Other/not disclosed	Total
UK & Ireland	335 / 19%	162 / 16%	–	497 / 18%
Europe	222 / 14%	173 / 17%	3 / 13%	398 / 15%
APAC	184 / 18%	171 / 18%	3 / 23%	358 / 18%
Other	–	2 / 67%	–	2 / 29%
Total	741 / 17%	508 / 17%	6 / 16%	1,255 / 17%

Non-financial disclosures continued

Employee training

	2025	2024	2023	2022	2021	2020
Graduates and apprentices	64	817	43			
Training (hours)	92,841	66,566	36,529 ⁴	12,007	8,444	6,554
Employees who completed training	10,215	8,686	1,298 ⁴	2,669		
Average training expense per employee	£211	£111	£322	£556		
Employees who have been trained on ethical standards (i.e. anti bribery and corruption)	2,170	801	3,370 ⁴	3,325		
	29%	10%	48%	46%		

Parental leave

	2025				2024				2023		
	Male	Female	Other/not disclosed	Total	Male	Female	Other/not disclosed	Total	Male	Female	Total
Employees entitled to take parental leave ⁴	3,401	3,007	14	6,422	4,229	3,063	22	7,314	3,792	2,662	6,454
Employees that started parental leave	118	89	–	207	100	134	–	234	105	228	333
Employees that returned to work after taking parental leave	114	61	–	175	96	102	–	198	91	81	172
Employees retained 12 months after being on parental leave	66	62	–	128	77	96	–	173	47	57	104

Health and safety

	2025	2024	2023	2022	2021	2020	% Change (2025 vs 2024)	% Change (2025 vs 2020)
Hours worked	12,003,050	11,816,124	10,966,423	10,238,356	9,559,280	9,143,579	2%	31%
Lost time incidents ¹	119	139 ³	115	138	138	87	(14%)	37%
Lost time incident frequency rate ²	10	11	10	13	14	10	(8%)	4%
Number of days lost	2,074	1,693 ³	2,787	4,867	3,514	2,198	23%	(6%)
Lost time incident severity rate ²	173	127	254	475	368	240	36%	(28%)
Non-injury incidents/hazards	8,790	6,644	9,302	6,046	5,191	4,993	32%	76%
Fatality rate	–	–	–	–	–	–		

Notes

1 The definition use of a 'lost time incident' is when the injured person does not attend work for the start of their next shift not including the day of the incident.

2 Lost time incident rates cover 100% of Hilton Foods employees. This number excludes contractors.

3 Restatements in prior-year figures due to improved data. The effect is not material.

4 Restatements in 2023 and 2024 due to Cellular Agriculture Ltd employees being incorrectly included. Now excluded as we have <50% control.

SASB index

SASB Code	Sub-Category	Disclosure	2025 Response/Location
FB-PF-130a.1	Energy Management	(1) Total energy consumed (2) Percentage grid electricity (3) Percentage renewable	(1) Energy table (2) 96% (3) 57%
FB-PF-140a.1	Water Management	(1) Total water withdrawn (2) Total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	Water tables , 16% of total water withdrawn and 8% total of water consumed is from sites that are in high water stressed areas.
FB-PF-140a.2	Water Management	Number of incidents of non-compliance associated with water quantity and/or quality permits, standards, and regulations	There were 3 instances of non-compliance related to water quantity and or quality permits, standards, and regulations.
FB-PF-140a.3	Water Management	Description of water management risks and discussion of strategies and practices to mitigate those risks	TCFD & TNFD page 52
FB-PF-250a.1	Food Safety	Global Food Safety Initiative (GFSI) audit (1) non-conformance rate; and (2) associated corrective action rate for (a) major; and (b) minor non-conformances	All 18 current sites are GFSI certified: 12 sites are BRCS certified – 9 sites are graded AA , 2 sites are graded A and 1 site graded B. 4 sites are certified against FSCC 22000 standard, all have graded Pass. 3 sites are certified IFS standard, all rated 95% to high level grade.
FB-PF-250a.2	Food Safety	Percentage of ingredients sourced from Tier 1 supplier facilities certified to a Global Food Safety Initiative (GFSI) recognised food safety certification programme	94% of our ingredients sourced from Tier 1 supplier facilities were certified to a GFSI recognised food safety certification programme.
FB-PF-250a.3	Food Safety	(1) Total number of notices of food safety violation received (2) Percentage corrected	(1) 1 violation (2) 0% – Petition submitted but not yet resolved
FB-PF-250a.4	Food Safety	(1) Number of recalls issued (2) Total amount of food product recalled	(1) 4 Product recalls (2) 13.58t of product recalled
FB-PF-260a.1	Health & Nutrition	Revenue from products labeled and/or marketed to promote health and nutrition attributes	Hilton Foods is a predominantly own label provider to our customers' brands. We work with our customer's to enhance the health and nutrition attributes of our products. We do not currently gather data on revenue from products labeled and/or marketed to promote health and nutrition attributes.
FB-PF-260a.2	Health & Nutrition	Discussion of the process to identify and manage products and ingredients related to nutritional and health concerns among consumers	Hilton Foods is actively engaged in the reformulation of products to reduce the fat, salt, sugar and calories across our sites. We have developed a tool for our product developers, which enables them to understand the effect of changing ingredients on the nutritional content.
FB-PF-270a.1	Product Labeling & Marketing	Percentage of advertising impressions (1) made on children; and (2) made on children promoting products that meet dietary guidelines	Hilton Foods is a predominantly own label provider to our customers' brands, so we do not conduct any consumer facing marketing – whether to children or otherwise.

SASB index
continued

SASB Code	Sub-Category	Disclosure	2025 Response/Location
FB-PF-270a.2	Product Labeling & Marketing	Revenue from products labeled as (1) containing genetically modified organisms (GMOs); and (2) non-GMO	Hilton Foods do not generate revenue from products labelled as GMO or non-GMO.
FB-PF-270a.3	Product Labeling & Marketing	Number of incidents of non-compliance with industry or regulatory labeling and/or marketing codes	Hilton Foods has not been a party to any legal proceedings in FY25 in relation to branding/product labelling.
FB-PF-270a.4	Product Labeling & Marketing	Total amount of monetary losses as a result of legal proceedings associated with labeling and/or marketing practices	Hilton Foods has not been a party to any legal proceedings in FY25 in relation to branding/product labelling.
FB-PF-410a.1	Packaging Lifecycle Management	(1) Total weight of packaging; (2) percentage made from recycled and/or renewable materials; and (3) percentage that is recyclable, reusable, and/or compostable	(1) 41,812 tonnes (2) 54% (3) 74%
FB-PF-410a.2	Packaging Lifecycle Management	Discussion of strategies to reduce the environmental impact of packaging throughout its lifecycle	Pages 33 to 35
FB-PF-430a.1	Environmental & Social Impacts of Ingredient Supply Chain	Percentage of food ingredients sourced that are certified to third-party environmental and/or social standards, and percentages by standard	Planet targets. While 87% of our livestock was certified from farm assurance schemes, there are currently no environmental certifications for livestock to report against.
FB-PF-430a.2	Environmental & Social Impacts of Ingredient Supply Chain	Suppliers' social and environmental responsibility audit (1) non-conformance rate; and (2) associated corrective action rate for (a) major; and (b) minor non-conformances	Information unavailable. While we have social information on SMETA audits, we are working towards concise public reporting of this disclosure in future reports.
FB-PF-440a.1	Ingredient Sourcing	Percentage of food ingredients sourced from regions with High or Extremely High Baseline Water Stress	Information unavailable. We can determine livestock volumes sourced from regions with high or extremely high baseline water stress but are working towards reporting on all food ingredients in future reports.
FB-PF-440a.2	Ingredient Sourcing	List of priority food ingredients and discussion of sourcing risks due to environmental and social considerations	GRI 3-3 Human Rights TCFD & TNFD disclosures of priority locations
Activity Metrics			
FB-PF-000.A	N/A	Weight of products sold	536,609 tonnes
FB-PF-000.B	N/A	Number of production facilities	Hilton Food Group has 20 production sites, which are wholly-owned, and 1 joint venture.

GRI index

Statement of use	Hilton Food Group plc has reported in accordance with the GRI Standards for the period 1 January 2025 until 31 Decemeber 2025.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	N/A

GRI Standard	Disclosure	2025 Response/Location
General Disclosures		
GRI 2: General Disclosures 2021	2-1 Organisational details	Annual Report pages 142 and 155
	2-2 Entities included in the organisation's sustainability reporting	Hilton Foods entities are listed on Annual Report pages 171, 175 to 176. An equity-share approach is taken for sustainability reporting, except for employee and biodiversity tables where we list 100% of the businesses where we have a 50% or greater holding. This is because we take full responsibility of these people and lands. There were two disposals in 2025; more detail can be found in note 26 of the financial statements.
	2-3 Reporting period, frequency and contact point	The annual sustainability reporting period is 1 January 2024 to 31 December 2025. This differs slightly from financial reporting, which is the 52 weeks 30 December 2024 to 28 December 2025, whereas our sustainability reporting always covers the calendar year. Publication date: 17 April 2026 Contact details for questions on reported information: Sustainability@hiltonfoods.com
	2-4 Restatements of information	Any restatements to non-financial disclosure information are explained in notes to the tables. We have also re-baselined our GHG calculations, due to the disposal of Fairfax Meadow Limited. Financial restatement information can be found on Annual Report page 142.
	2-5 External assurance	Annual Report pages 88 to 89. Our GHG and Energy tables are verified by Arthian. Verification certificates are available on our website .
	2-6 Activities, value chain and other business relationships	Annual Report pages 06, 14 and 51. No significant changes compared to the previous reporting period.
	2-7 Employees	Workforce & Employee tables 68 to 69. Numbers are reported in head count at the end of the reporting period.
	2-8 Workers who are not employees	Omitted. Data is available site-by-site but not in an aggregated, publicly reportable format.
	2-9 Governance structure and composition	Annual Report pages 76 to 79
	2-10 Nomination and selection of the highest governance body	Annual Report pages 91 to 93 for more information see Nomination Committee Terms of Reference .
	2-11 Chair of the highest governance body	Annual Report pages 76 and 79
	2-12 Role of the highest governance body in overseeing the management of impacts	Annual Report pages 37 to 41, 79 and 93

GRI index continued

GRI Standard	Disclosure	2025 Response/Location
General Disclosures continued		
GRI 2: General Disclosures 2021	2-13 Delegation of responsibility for managing impacts	Annual Report pages 55 and 56
	2-14 Role of the highest governance body in sustainability reporting	Annual Report pages 52, 55 and 56
	2-15 Conflicts of interest	Annual Report pages 84 and 119
	2-16 Communication of critical concerns	Annual Report page 84
	2-17 Collective knowledge of the highest governance body	Annual Report page 81
	2-18 Evaluation of the performance of the highest governance body	Annual Report page 93
	2-19 Remuneration policies	Annual Report pages 94 to 118
	2-20 Process to determine remuneration	Annual Report pages 104 to 106
	2-21 Annual total compensation ratio	Annual Report pages 117
	2-22 Statement on sustainable development strategy	Annual Report pages 43 to 45
	2-23 Policy commitments	See our website for more information on our Reports & Policies and Corporate governance webpages.
	2-24 Embedding policy commitments	Annual Report page 54
	2-25 Processes to remediate negative impacts	Hilton Foods have engaged in processes aligned with the UN Guiding Principles on Business and Human Rights, set out in our Human Rights Policy . A description of the grievance mechanisms are described within our Modern Slavery Act Statement .
	2-26 Mechanisms for seeking advice and raising concerns	Whistleblowing Policy
	2-27 Compliance with laws and regulations	See SASB index for water management and food safety non-compliance and recalls.
2-28 Membership associations	Partnerships	
2-29 Approach to stakeholder engagement	Annual Report pages 37 to 41	
2-30 Collective bargaining agreements	Workforce table . In some cases, employment terms and working conditions for employees not formally covered by collective bargaining agreements may be aligned with or informed by provisions contained in those agreements.	

GRI index continued

GRI Standard	Disclosure	2025 Response/Location
Material Topics		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Materiality section
	3-2 List of material topics	
Biodiversity & Deforestation		
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 07, 27 to 29
GRI 101: Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss	We are committed to being a nature positive business. Our Environmental Policy covers 100% of HFG manufacturing operations. While it is not yet fully aligned to the Kunming-Montreal Global Biodiversity Framework, it is aligned to many of it's goals. In 2026, we are working to upgrade this policy to more deliberately integrate the Kunming-Montreal Global Framework. See our Nature Positive targets .
	101-2 Management of biodiversity impacts	<p>a) i) We have conducted a nature risk assessment of our production sites. Site sustainability teams whose sites are located near key biodiversity areas or protected areas are implementing appropriate mitigations with additional monitoring. We implement a mitigation hierarchy of avoidance, minimisation, restoration and rehabilitation to minimise risks. We have conducted research internally and with the University of Lincoln to understand biodiversity risks in our supply chains, we are working on projects to minimise this impact. These are detailed further in our TCFD & TNFD Report on page 51.</p> <p>ii) We have suitable water treatment on all sites to avoid release of detergents to the environment. Use and storage of chemicals that may be harmful to the environment is strictly controlled. Waste management procedures and infrastructure are designed to minimise litter entering the environment and we regularly patrol the area around our facilities to remove litter from the environment. Further details can be found in our Environmental Policy.</p> <p>iii) Remediation at our sites is conducted in line with local laws.</p> <p>iv) We do not currently offset residual negative impacts on biodiversity.</p> <p>v) Details of actions to mitigate biodiversity loss in our supply chain can be found in our TCFD & TNFD Report on pages 50 to 51, and our Deforestation Statement.</p> <p>b) 0 ha</p> <p>c) Not applicable. We do not have any offsets.</p> <p>d) We are in the process of developing a biodiversity strategy across sites, which will include detailed biodiversity management plans as appropriate. Further details are found in our TCFD & TNFD Report on pages 45 to 60.</p> <p>e) These are detailed in TCFD & TNFD Report on page 52.</p> <p>f) Detailed in Nature Positive on pages 27 to 29.</p>
	101-3 Access and benefit-sharing	<p>a) We comply with local requirements for public access at all sites, where relevant.</p> <p>b) Not applicable. We don't advance access to our sites for safety reasons.</p>
	101-4 Identification of biodiversity impacts	a) Details of our impact assessment can be found in the TCFD & TNFD Report on pages 51 and 58. We have assessed all our production sites alongside our most material supply geographies (beef in UK, Ireland and Australia) and seafood supply chains, where supply is more nucleated.
	101-5 Locations with biodiversity impacts	Biodiversity table and in the TCFD & TNFD Report on page 58.

GRI index continued

GRI Standard	Disclosure	2025 Response/Location
Biodiversity & Deforestation continued		
GRI 101: Biodiversity 2024	101-6 Direct drivers of biodiversity loss	<ul style="list-style-type: none"> a) No conversion at our sites since 2020. b) i) No wild species are harvested at our own sites. ii) Water tables c) All pollution released from sites is below permitted levels. d) No release of invasive alien species. e) We are working with suppliers to gain a deeper understanding of the direct drivers biodiversity loss in our supply chain, but have not yet consolidated data for all products and services.
	101-7 Changes to the state of biodiversity	Biodiversity table
	101-8 Ecosystem services	We are still developing an understanding of ecosystem services at our facilities and in our supply chain. Detail of this work can be found in Nature Positive and TCFD & TNFD sections on pages 27 to 29 and 50 to 51.
Climate Change		
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 07, 23 and 24
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions 305-2 Energy indirect (Scope 2) GHG emissions 305-3 Other indirect (Scope 3) GHG emissions	<ul style="list-style-type: none"> a. Carbon footprint table b. All gases are included in the calculation; CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, NF₃. c. We do not produce any biogenic CO₂ Emissions for Scopes 1 and 2. For Scope 3 see FLAG emissions. d. 2020 was chosen as baseline as it was the first year for which detailed data was available. An assessment was conducted at sites where data was available for prior years to understand the impact of Covid-19, but it was determined that there was not a significant anomaly in energy use. e. Australian National Greenhouse Accounts Factors, IEA, UK Government Greenhouse gas reporting: conversion factors, New Zealand Ministry for the Environment Measuring Emissions Guidance, Environment and Climate Change Canada, US Energy Information Administration State Electricity Profiles, RE-DISS Residual European Mix, UN FAO GLEAM, Hestia, Poore & Nemecek 2023, Seafood Carbon Emission Tool, Agri-footprint, Ecoinvent, and supplier data. f. Equity share g. Our calculation model is aligned to ISO14044 and the Greenhouse Gas Protocol.
	305-4 GHG emissions intensity	<ul style="list-style-type: none"> a. Carbon footprint table b. Emissions intensity is calculated per tonne of product, and by kg per square metre. c. This considers Scope 1 and 2 emissions only. d. All gases are included in the calculation; CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, NF₃.
	305-5 Reduction of GHG emissions	<ul style="list-style-type: none"> a. 851 tCO₂e reduction from optimisation projects. More information on pages 36 to 37. b. All gases are included in the calculation; CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, NF₃. c. 2024 is used as a baseline as this is the easiest data and represents the best like-for-like comparator. d. This covers Scope 1 and 2 only. e. Reductions are taken from project monitoring as part of ISO50001.

GRI index continued

GRI Standard	Disclosure	2025 Response/Location
Climate Change continued		
GRI 305: Emissions 2016	305-6 Emissions of ozone-depleting substances (ODS)	<p>a. Our direct footprint of ozone depleting substances is zero.</p> <p>b. All emissions of fluorinated gases.</p> <p>c. www.gov.uk/guidance/ozone-depleting-substances-ods</p> <p>d. All reporting is in line with the Kigali Amendment to the Montreal Protocol and calculated to the same methodology as our greenhouse gas emissions.</p>
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Omitted. Information not calculated for 2025.
Health and safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 06 , 14 to 16
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	<p>a) Hilton Foods maintains a comprehensive Health and Safety Management System (HSMS), which incorporates robust risk management principles, including the systematic identification, assessment, and control of hazards. This framework provides a disciplined and proactive approach to managing operational risks, supporting our commitment to preventing, and wherever feasible, eliminating workplace injuries and illnesses. The HSMS is aligned to ISO45001 Safety Management Systems.</p> <p>b) The HSMS is applied across all Hilton Foods operational facilities and extends to every employee, contractor, and visitors who performs or oversees work under Hilton Foods' operational control.</p>
	403-2 Hazard identification, risk assessment, and incident investigation	<p>a) Hilton Foods has established a rigorous and structured system for identifying hazards, assessing risks, and developing effective control plans. Risks are actively monitored and communicated across all operations, ensuring that foreseeable threats to people, products, assets, operations, the environment, and our reputation are systematically managed. The risk management system is aligned with ISO 31000 – Risk Management Guidelines. Applying the hierarchy of control across Hilton Foods' risk management practices establishes a platform to eliminate risks where possible and minimise them where elimination is not feasible.</p> <p>i) Hilton Foods' systems ensure that employees receive appropriate training and contractors undergo a structured induction, enabling all personnel to understand and comply with the requirements of the Health and Safety Management System (HSMS).</p> <p>ii) Continuous improvement is embedded within the HSMS and is driven by the analysis of, and learning from, workplace health and safety events.</p> <p>b) Hilton Foods fosters a culture of proactive hazard reporting, clear risk ownership, and informed decision making at every level of the business. We embed early reporting and accountability into core business practices, enabling timely intervention and ensuring employees can raise concerns without fear of reprisal.</p> <p>c) The HSMS and supporting health and safety policies, empower employees to stop work whenever an immediate risk of harm is identified. This is an employee behaviour that is supported and without fear of reprisal.</p> <p>d) The HSMS sets out the requirement for all incidents to be reported and investigated to identify contributing factors and ensure that effective corrective actions are implemented to minimise the likelihood of recurrence.</p>
	403-3 Occupational health services	Hilton Foods partners with accredited Occupational Health providers to deliver comprehensive health and wellbeing services, including pre-employment assessments, early intervention programmes, musculoskeletal evaluations, and task-based assessments. These services are supported by broader health and wellness initiatives that promote a safe and healthy workforce. The majority of the services are available onsite allowing easy access to all employees.

GRI index continued

GRI Standard	Disclosure	2025 Response/Location
Health and safety continued		
GRI 403: Occupational Health and Safety 2018	403-4 Worker participation, consultation, and communication on occupational health and safety	<p>a) Hilton Foods recognises the critical importance of meaningful consultation with our employees. We maintain a range of forums that enable active participation and engagement on health and safety matters, including the identification of issues and opportunities for improvement. Health and Safety Representatives play a key role in this process, consulting with employees on health and safety topics, projects, upcoming changes, and continuous improvement initiatives.</p> <p>b) Hilton Foods identify that safety committees play a critical role in strengthening our overall safety governance and culture. They provide a structured forum where employee representatives and management can collaborate to identify risks, review performance, and drive continuous improvement. These committees enhance the quality of decision making, ensure that frontline insights inform strategic actions, and support transparent communication across the business.</p>
	403-5 Worker training on occupational health and safety	The Health and Safety Management System (HSMS) requires that training is integrated into all operational activities. Task specific health and safety requirements are detailed within operating procedures/learning material, which are assigned to employees based on their role. Employees undertaking hazardous activities receive additional training to ensure competency and compliance.
	403-6 Promotion of worker health	<p>a) Hilton Foods supports workers' access to non-occupational medical and healthcare services through a combination of structured programmes, external partnerships, and onsite support mechanisms. Employees can access confidential health and wellbeing services, including general medical advice, mental health support, and early intervention pathways, through our contracted Occupational Health and EAP providers.</p> <p>b) Hilton Foods recognises the importance of supporting employee health and wellness. We provide access to an Employee Assistance programme (EAP) offering a range of confidential health and wellbeing services. In addition, we actively promote local and regional health and wellbeing programmes and initiatives to further support our employees.</p>
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Hilton Foods' approach to preventing and mitigating negative health and safety impacts is grounded in a structured assessment of risk, a clear understanding of potential consequences, and the development of robust controls to minimise the likelihood and severity of harm.
	403-8 Workers covered by an occupational health and safety management system	<p>a) The Hilton Foods Health and Safety Management System (HSMS) has been developed and implemented to reflect industry best practice and is aligned with ISO 45001.</p> <p>i) 100%. All employees are required to follow the HSMS requirements and associated ways of working. Visitors, contractors, and any other persons entering our sites are also expected to comply with these requirements.</p> <p>ii) 100%. Hilton Foods maintains a robust and comprehensive audit programme across sites. This includes an annual audit, supported by verification activities that provide management with assurance on the performance and effectiveness of HSMS elements.</p> <p>iii) 100%. Hilton Foods is committed to ensuring its health and safety framework remains aligned with ISO 45001. This alignment is validated through an audit programme incorporating both internal and external audits.</p> <p>b) No worker has been excluded from this disclosure.</p> <p>c) Hilton Foods HSMS has been developed and audited against ISO45001 and local and regional legislation.</p>

GRI index continued

GRI Standard	Disclosure	2025 Response/Location
Health and safety continued		
GRI 403: Occupational Health and Safety 2018	403-9 Work-related injuries	<p>Health & safety table. Main types of work-related injuries are falls at the same level, manual handling injuries and contact with stationary objects.</p> <p>c) Electronic reporting systems capture hazards and include details such as risk exposure, risk rating and actions noted to control the identified hazard. Each hazard will be assigned a risk rating, reviews and or investigations are triggered by the assigned risk ratings. For example, detailed investigations using ICAM methodology are deployed for high-risk events reported. Recommendations and actions are noted within investigations and also transposed within electronic platforms for assignment, monitoring and closure. Hilton Foods implements a Global Hazard and Risk Management process across all its operational facilities, investigations and action management feature throughout these standards.</p> <p>d) Safety Walk And Talks (SWAT) is a behavioural safety programme active throughout all Hilton Foods sites globally. The programme is essential to encourage and maintain consultation with workers. The number of SWATs completed is reported on ELT/Board report, the minimum required for each site is two SWATs per week. These conversations are completed by senior management, front-line leader coached by health and safety personnel. This initiative promotes proactive risk management, utilising insights and observations from those performing tasks and helps prevent work-related hazards.</p>
	403-10 Work-related ill health	No cases of recordable work-related ill health were reported in FY25.
Human Rights		
GRI 3: Material Topics 2021	3-3 Management of material topics	<p>a) We are committed to respecting the human rights of all those connected to our business, including employees, agency workers, supply chain workers and local communities. Related focus areas include employee wellbeing, diversity and inclusion, health and safety, talent development and responsible recruitment across the value chain. Our approach to human rights contributes to positive social outcomes through fair employment practices, safe working environments and responsible recruitment, supporting decent work across our value chain. Human rights considerations are embedded into business decision making, including sourcing, supplier management and new market entry, to help prevent harm before it occurs.</p> <p>b) Hilton Foods may be linked to negative human rights impacts primarily through its business relationships rather than through its own operations. The most material risks arise within upstream supply chains, particularly in labour intensive sectors such as agriculture, fishing and primary processing, where structural vulnerabilities, use of migrant or temporary labour, and complex recruitment practices can increase the risk of adverse impacts. Within Hilton Foods own operations, risks are generally lower but may arise in specific contexts, such as the use of agency labour, reliance on third-party service providers, or operations located in higher risk labour markets. Where these risks are identified, they are addressed through enhanced oversight, internal controls and engagement with suppliers or partners. Hilton Foods does not knowingly cause or contribute to human rights abuses. Where potential or actual negative impacts are identified through audits, assessments or worker feedback, these are managed through corrective actions, supplier engagement and, where appropriate, remediation processes, in line with our human rights programme and policies.</p> <p>c) We have clear public policy commitments that set out our approach to respecting human rights across our business and supply chain. These include our Human Rights Policy and Supplier Social Responsibility Policy.</p>

GRI index continued

GRI Standard	Disclosure	2025 Response/Location
Human Rights continued		
GRI 3: Material Topics 2021	3-3 Management of material topics	<p>d) In 2025, Hilton Foods continued to prevent and mitigate potential human rights impacts through the implementation of commitments set out in our Sustainable Protein Plan. Prevention activities focused on strengthening labour governance, transparency and oversight across own operations and higher risk supply chains. This included maintaining comprehensive SMETA audit coverage across manufacturing sites, applying the Hilton Foods Agency Audit Standard to labour providers, and using risk-based supplier due diligence tools to prioritise engagement and SMETA audits across the supply base. Enhanced attention was given to agency labour, migrant workers and service providers, as well as to higher risk geographies and commodities identified through our human rights risk assessment.</p> <p>Where actual or potential adverse impacts were identified through audits, assessments or worker feedback, Hilton Foods worked with sites and suppliers to implement corrective actions. Non-conformances identified through SMETA audits within our own operations were tracked to closure in collaboration with People and Culture and Health and Safety teams. Supplier sites with critical issues were required to remediate before approval to supply, with independent verification where appropriate. In cases where remediation was not achieved or cooperation was not forthcoming, escalation and potential cessation of supply were considered. Where leverage was limited, including in parts of the fisheries sector, Hilton Foods engaged collaboratively with industry initiatives and partners to support remediation and address systemic risks.</p> <p>Alongside risk management, Hilton Foods sought to strengthen positive outcomes for workers by embedding fair employment practices, safe working environments and responsible recruitment expectations across operations and supply chains. Delivery of these actions supports decent work, improved wellbeing and stronger protection of human rights across the value chain and contributes to the long-term objectives of the 2030 Sustainable Protein Plan.</p> <p>e) Hilton Foods evaluates the effectiveness of its human rights due diligence programme through engagement with the governance processes outlined on page 11, which enable internal accountability of responses to all issues identified.</p> <p>Hilton Foods holds a series of public facing human rights targets, as outlined in page 06 of this report. In this highly sensitive area of human rights, each case may be handled differently. We use specialist internal and external resources and prioritise support to individuals impacted. We use the findings from these processes as opportunities to learn and continually improve our practices.</p> <p>f) We engage with several external stakeholders to improve our processes regarding human rights. We have engaged with Slave-Free Alliance to act as a critical friend to us in this topic area.</p>
GRI 401: Employment	401-1 New employee hires and employee turnover	Employee tables
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Omitted. Data is available site-by-site but not in an aggregated, publicly reportable format for 2025.
	401-3 Parental leave	Parental leave table

GRI index continued

GRI Standard	Disclosure	2025 Response/Location
Human Rights continued		
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	<p>a) Hilton Foods manufacturing sites are not considered to have significant risk of child labour. Most sites do not permit anyone under eighteen to work, although some operate approved apprenticeship or internship programmes for young workers aged 16 to 18. No person aged under 16 may work in any part of the business.</p> <p>The Hilton Foods Children’s Rights and Child Labour Remediation Policy applies across the Group and sets strict requirements for managing apprentices and interns, including clear prohibitions on any exposure to hazardous work. In 2025, no incidents of child labour or young workers exposed to hazardous work were identified. Hilton Foods sources raw materials from a diverse global supplier base. Child labour remains endemic in several regions, particularly in primary agriculture and basic food processing. Hilton Foods uses a detailed risk model that considers both inherent country risks such as strength of labour law, rule of law, corruption, and enforcement, and site-specific risks such as reliance on migrant workers, health and safety conditions, and the presence of young workers. While no specific incidents were noted in 2025, Hilton Foods recognises that child labour remains significantly underreported due to the nature of the issue and the complexity of agricultural supply chains.</p> <p>b) No Hilton Foods manufacturing sites are assessed as having a material risk of child labour or of young workers carrying out hazardous tasks. Our human rights risk assessment continues to show that the greatest exposure sits within the earlier stages of our supply chain, where risks are shaped by both geography and the type of production. The highest risk areas remain: Cattle ranching and cattle farming.</p> <p>Regions of South America and Asia where structural vulnerabilities elevate the likelihood of child labour, with Europe and sub-Saharan Africa presenting lower but still notable levels of inherent risk. Within the UK and Europe, the primary child labour concern relates not to commercial exploitation but to the use of family labour on small farms. Although often considered part of traditional agricultural practice, it can create vulnerabilities where children undertake tasks without appropriate controls or where work responsibilities exceed what is lawful or safe.</p> <p>c) All Hilton Foods manufacturing sites undergo third-party independent audits against the SMETA methodology on a bi-annual basis. In 2025, all Hilton Foods manufacturing sites had undergone a SMETA audit, with no findings related to child labour or young workers exposed to hazardous work.</p> <p>Regarding our upstream value chain, Hilton Foods operates a global supplier risk assessment and third-party audit programme. Oversight of this process is completed by a specialist human rights team within our Group function. The topic of child labour is addressed in our wider human rights work, fully expounded under GRI 414: Supplier Social Assessment.</p>

GRI index continued

GRI Standard	Disclosure	2025 Response/Location
Human Rights continued		
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	<p>a) We use a structured risk model that assesses both inherent country risks such as rule of law, corruption, strength of labour law and enforcement, and site-specific risks such as the presence of migrant workers, health and safety conditions and the use of young workers.</p> <p>Hilton Foods continues to assess exposure to forced and compulsory labour across both our own operations and our global supply chain. While most Hilton Foods manufacturing sites continue to operate in lower risk environments, our updated human rights due diligence has identified one manufacturing site that now presents a higher level of inherent labour rights risk due to the local labour market context and wider structural factors. This assessment does not reflect concerns about current practices at the site but acknowledges the broader environment in which the site operates. We have strengthened oversight and are working closely with local leadership to ensure full alignment with Hilton Foods labour standards.</p> <p>Beyond our own sites, the more significant exposure to forced labour risk remains within upstream supply chains where vulnerability is shaped by the nature of production, recruitment models and country conditions.</p> <p>Our human rights risk assessment identifies elevated risks in the following areas:</p> <ul style="list-style-type: none"> ▶ primary agriculture, particularly where labour demand is seasonal or informal; ▶ early stage seafood production and processing in source countries with limited oversight; ▶ labour sourced through intermediaries or multistep recruitment channels, especially where migrant workers are present; ▶ smaller farms in the United Kingdom and Europe where informal or family labour may occur without consistent monitoring; and ▶ operational geographies where labour regulations and recruitment systems differ materially from our established markets. <p>Hilton Foods identifies elevated inherent risk in regions with limited labour enforcement capacity, weak worker protections or informal recruitment systems. These include:</p> <ul style="list-style-type: none"> ▶ east Asia and Southeast Asia; ▶ selected regions of South America with high reliance on informal labour; ▶ certain areas of sub-Saharan Africa with limited state oversight; ▶ areas of Europe and the United Kingdom with high demand for agency workers; and ▶ the Kingdom of Saudi Arabia where differing labour structures require appropriate due diligence.

GRI index continued

GRI Standard	Disclosure	2025 Response/Location
Human Rights continued		
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	<p>b) All Hilton Foods manufacturing sites undergo third-party independent audits against the SMETA methodology on a bi-annual basis. In 2025, all Hilton Foods manufacturing sites had undergone a SMETA audit, with no findings related to forced labour. Hilton Foods manufacturing sites have several mechanisms to mitigate against the risk of third-party exploitation across our business, we are currently engaged with the Slave-Free Alliance to enhance our response to this topic. For a comprehensive review of our actions to detect and deter forced labour within our own operations, please refer to our Modern Slavery Act Statement.</p> <p>In 2025 Hilton Foods entered the Kingdom of Saudi Arabia. This geography carries a higher level of inherent labour rights risk. Hilton Foods is working closely with the joint venture partner to embed shared standards that are consistent with our global expectations.</p> <p>Also see: GRI 3-3 Human Rights</p>
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	a) 152 new supplier assessments were completed in 2025, however, this reflects the retrospective onboarding of existing suppliers into our new Global Approval and Risk Assessment system.
	414-2 Negative social impacts in the supply chain and actions taken	<p>a) 346 suppliers have been assessed for social impacts in 2025.</p> <p>b) 94 suppliers are identified as high risk in 2025.</p> <p>c) GRI 3-3 Human Rights section d), for the outcomes of our saliency assessment.</p> <p>d) 70% of corrective actions identified in 2025 are either closed or have a corrective action plan against them. Refer to GRI 3-3 Human Rights section d).</p> <p>e) One supplier was terminated as a result of negative human rights impacts being identified.</p>
Product Safety, Quality & Integrity		
GRI 3: Material Topics 2021	3-3 Management of material topics	Food safety and quality disclosure
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Pages 08 and 32
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	SASB FB-PF-250a.3
Sustainable Management of Fisheries, Aquaculture and Agriculture		
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 07, 25 to 27
Own measure	% sourced volume certified to internationally recognised standards that trace the path of products through the supply chain, by product	Seafood: 99.9% of seafood was certified or in fishery improvement projects. Livestock and poultry: 87%.

The logo consists of the words "HILTON" and "FOODS" stacked vertically in a white, bold, sans-serif font. The text is centered within a dark blue rectangular background that has a white, ribbon-like shape at the bottom edge.

**HILTON
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