



# Growing Responsibly

Sustainability report 2024



# About this report

This report represents an important step on pladis' sustainability journey. As our foundational sustainability commitments sunset, it describes our progress towards them and the action we're taking to embed sustainability across our processes and operations.

As we continue to grow happily and responsibly, we are committed to minimising our environmental footprint, making meaningful progress across key sustainability challenges and partnering with others to build our resilience and the resilience of those in our value chain. Our focus to date has centred on three critical areas, in alignment with global sustainability goals: responsible sourcing, packaging and carbon emissions reduction. This report details our activity in those areas.

The report also aligns with internationally recognised sustainability principles, including transparency, materiality and stakeholder inclusiveness, ensuring the information shared addresses topics most relevant to our stakeholders. In addition, we've looked to align this report to the principles of current and future sustainability reporting regulations including the EU Corporate Sustainability Reporting Directive (CSRD).

Reflecting our responsibility to future generations, we align our sustainability approach with the United Nations Sustainable Development Goals (SDGs), concentrating particularly on the following:



Ensure sustainable consumption and production patterns.



Take urgent action to combat climate change and its impacts.



Conserve and sustainably use the oceans, seas and marine resources.



Protect, restore and promote the sustainable use of terrestrial ecosystems.



Unless otherwise stated, this report reflects information about the company known as pladis and its related business GODIVA for the reporting period from 1 January 2024 to 31 December 2024.

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## Our 2024 highlights

# 1,694

farmers in Côte d'Ivoire trained in regeneration agriculture and income diversification

# 90+%

of eligible colleagues engaged with new Thrive training academy

# 92%

of our total emissions are scope 3

# 95+%\*

of packaging in Western Europe and Türkiye 'recycle-ready'

\* According to internal metrics

pladisglobal.com



### Responsibility in action

Throughout this report, we demonstrate our Responsibility in action through specific case studies





# Shaping our responsible snacking future

Our purpose at pladis is to bring happiness with every bite and that goes beyond baking delicious snacks.

By providing peace of mind for consumers and customers and by safeguarding the resources and communities we rely on, we can protect the long-term resilience of our business. As we embed these elements of sustainability into the business and align our approach globally across pladis, we are confident this will create real value.

**Tim Brett**  
Managing Director, Europe and Developing Markets

**Sridhar Ramamurthy**  
Chief Financial Officer

**Tim Brett and Sridhar Ramamurthy assumed temporary oversight of pladis. Alongside them the Executive Committee continues to progress our ambitious Compete to Win agenda.**

<b>Mete Buyurgan</b> Managing Director, UK and Ireland	<b>Carlos Canals</b> Chief Business Development Officer	<b>Jeremy Faa</b> Managing Director, Americas	<b>Mark Fabes</b> Chief Information Officer	<b>Fulya Fraser</b> Temporary Sabbatical Leave
<b>Geraldine Fraser</b> Chief Human Resources Officer	<b>Özgür Kölükfakı</b> Managing Director – Türkiye and Central Asia and CEO of Ülker	<b>Steve Lesnard</b> President, GODIVA	<b>Manoj Loya</b> Managing Director, Asia Pacific	<b>Nicolas Marie</b> Chief Procurement Officer
<b>Anisa Missaghi</b> Chief Sustainability and Corporate Affairs Officer	<b>Jennifer Moss</b> Chief Research and Development Officer	<b>David Murray</b> Chief Commercial Officer	<b>Mark Oldham</b> Director of Legal Affairs and Company Secretary	<b>Bariş Öner</b> General Counsel
<b>Suryakant Pandey</b> Managing Director, Middle East, North Africa and India	<b>Mario Reis</b> Chief Supply Chain Officer			

In 2024, we made tangible progress on our sustainability commitments, recording meaningful achievements in making our operations greener and more efficient and improving lives both inside and outside pladis.

- Across our **brands**, we continued to strive to reach our target on 100% deforestation-free cocoa by 2030, making progress across multiple brands.
- We made improvements to our **packaging** footprint, in line with our commitment to use 100% recyclable, ‘recycle-ready,’ reusable or compostable plastic by 2025.
- In our key markets of the UK, Türkiye and Western Europe, we delivered reductions in **Scope 1 and 2 emissions** and made progress on renewable energy use.
- Across our **people and communities**, we enhanced employee wellbeing initiatives, improved gender representation in our leadership and strengthened our community engagement programmes.

### Alignment across the business

Alongside these achievements, which you can read about in this report, we deepened our understanding of what sustainability should – and will – entail pladis-wide. We invested in our global and regional sustainability teams and partnerships (and will continue to do so) added technical expertise across the organisation and conducted our first Double Materiality Assessment (DMA).

Through those investments, we have been able to plan our global sustainability approach beyond our existing commitments on sourcing, decarbonisation and plastic. In building our new set of clear and credible commitments on sustainability, our lodestars will be robust science-based targets, transparent reporting and absolute clarity on everything we source.

### Challenges and opportunities

The completion of the DMA has provided further clarity on the key issues and opportunities we should address in any new sustainability approach.



“At pladis, we are relentlessly striving to source, make and sell more sustainably and to ensure our impacts are positive. What we do know, is that collective action is needed across our industry to shape a more sustainable, equitable food system.”

**Anisa Missaghi**  
Chief Sustainability and Corporate Affairs Officer



“This report underscores our unwavering commitment to stakeholders and highlights our industry-leading advancements. From cutting emissions and managing waste to upholding human rights and fostering ethical labour practices, our aim is to create a lasting positive legacy. This achievement reflects the collective dedication and passion of our entire team, showcasing our commitment to sustainable practices and innovative initiatives.”

**Murat Ülker**  
Chairman

While we are pleased with progress on our existing commitments, we remain aware of the continuing challenges around decarbonising our complex global supply chains, managing climate risks and reducing waste. Health and wellbeing trends also add complexity. We must keep pace with regulatory and societal expectations, adapt products and market responsibly, while still providing our consumers with the moments of indulgence they desire.

But those areas of challenge also provide opportunities to strengthen brand trust and build value. We see clear openings in circular packaging innovations, regenerative sourcing partnerships, permissible indulgence and ‘better for you’ ranges, aligning with health-focused retail and government initiatives. Water stewardship, especially in water-stressed regions and community wellbeing initiatives are also on our radar.

In all of these areas, our key tools will include partnerships, relationships along every point of our value chain and the expert use of technological and scientific advances in areas from data and AI to regenerative agriculture and agronomy.

### Looking forward

Powering our commitment to make progress on those challenges and opportunities is our belief that pladis’ long-term success is inseparable from environmental and social responsibility. It’s a necessity, not a choice.

Our employees, suppliers and partners have already contributed to our progress on this and we’re grateful to all of them. As we start on the next stages of our sustainability journey, we look forward to collaborating with them.



# A powerhouse in snacking

## SBTi

submitted scope 1,2,3 decarbonisation targets

## 100%

of our Beyond Cocoa chocolate is satellite monitored

## 86%

of palm oil traceable to farm mills

## 90%\*

of our plastic packaging reusable, recycle-ready or compostable

## 400 tonnes

of food waste found a second life as animal feed in the US

## 16,000

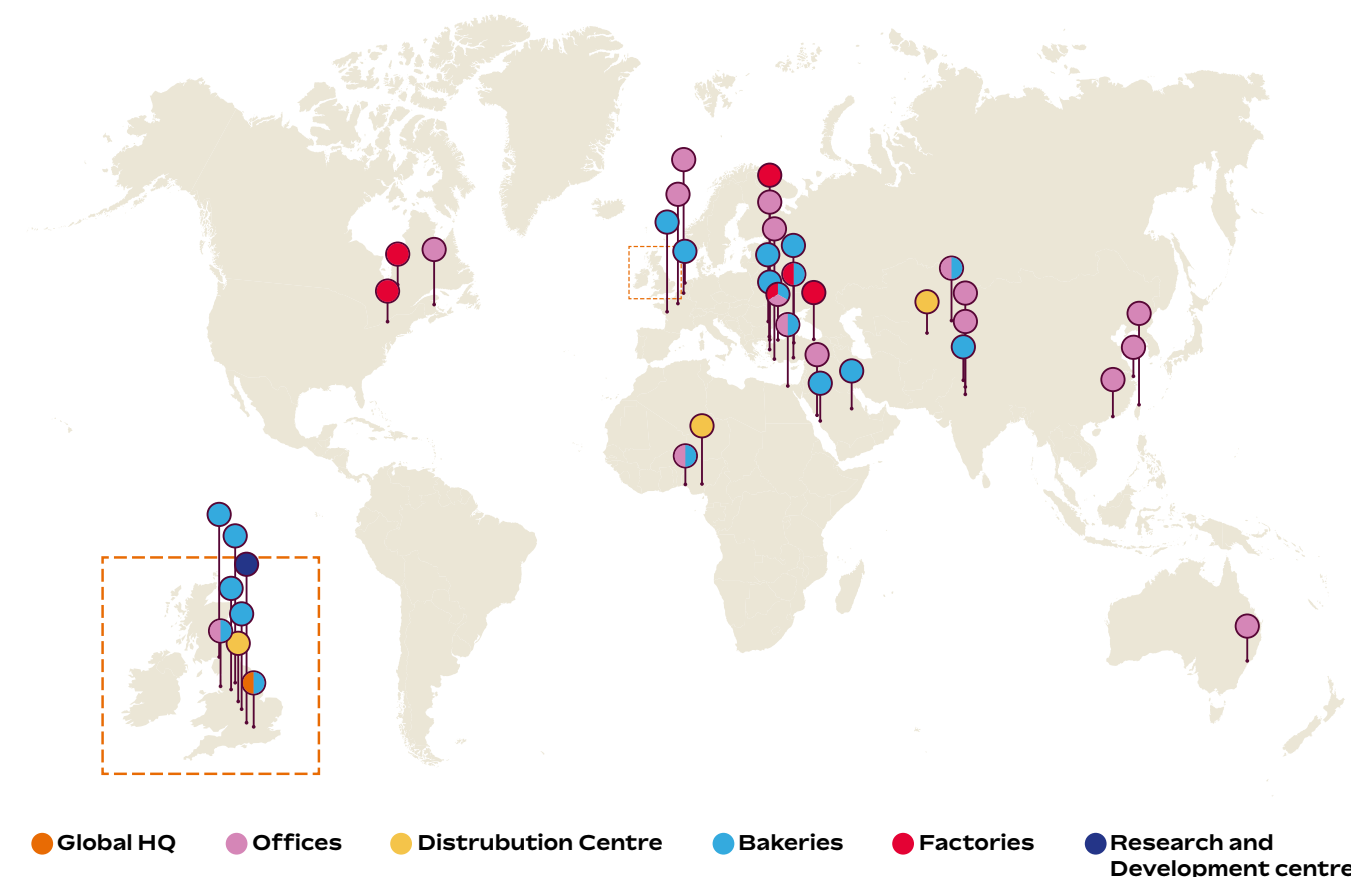
colleagues

\* according to internal metrics

## Home to some of the world's most loved brands



## In hearts and cupboards worldwide and sold in over 110 countries







# The value we create

## Primary activities



Through our business model, we aim to create value for all our stakeholders. Our recipe for sustainability must consider all of them – from the farmers who produce our ingredients, to our 16,000 colleagues who make and bake our snacks.



### Raw materials and packaging

Including materials such as flour, cocoa, palm oil, hazelnuts, dairy and eggs, fats and oils and sugar.



### Suppliers

Including energy suppliers, water suppliers, external marketing, design and support.



### Inbound logistics

Land and sea freight transport providers.



### Production

23 sites across the UK, Türkiye, Netherlands, France, Saudi Arabia, US, Egypt, Nigeria, India, Kazakhstan, Romania and 4 chocolate processors in the UK and Türkiye.



### R&D centre in the UK

Research and development hub, where we develop new products, flavours and experiences.



### Waste disposal

Waste processing and disposal; food waste; packaging waste; water processing and disposal; effluent and recycling companies.



### Distribution centres

Across Europe, Central Asia and Africa.



### Outbound logistics

Third-party suppliers, land, sea and air transport.



### Customers

Including major retailers and small grocery stores who sell our brands.



### Consumers

Consumers who purchase our brands in over 110 countries.



### Consumer waste disposal

Including packaging waste and food waste.





# How we are preparing for the future

At its core, sustainability at pladis is about how we can bring happiness with every bite, in a world that has changed greatly since many of our brands were born. In order to create positive impacts and a sustainable future for people, the planet and our own business, we must embed it across everything we do.



“In 2024, our approach to sustainability has become simultaneously more ambitious and more granular. On the one hand, we started to map a sustainability approach and strategy beyond our existing commitments. On the other, we began to dig deep into the detail of how to embed science-based sustainability targets and rigorous reporting into everything we do. This includes through governance, partnerships, certifications and exercises like our DMA.

It’s through this greater ambition, attention to detail and our readiness to be held to account on it, that we’ll deliver long-term change and resilience in a world of complex global supply chains and challenges.”

**Anisa Missaghi**  
Chief Sustainability and  
Corporate Affairs Officer



## Our approach to sustainability is based on:

### Supporting Sustainable Farming

We seek to be a positive force for farmers and communities, promoting practices such as regenerative agriculture.

### Collaborating with Suppliers

We partner with our supply chain to prioritise responsible and ethical business practices and traceability.

### Reducing Emissions

We are committed to reaching net zero by 2050, using renewables, resource efficiency and smarter logistics.

### Enhancing Packaging Sustainability

We drive innovation to reduce waste and plastic use and to promote circularity, through reuse and recycling.

### Empowering Our People

We foster a culture of learning and growth and invest in inclusion, diversity and colleagues’ wellbeing.

### Reducing Impact Locally

We work with our communities to reduce local impacts and nurture positive behaviours and relationships.

## How this translates into existing short-term and long-term commitments:

### Decarbonisation



**Net zero by 2050**

### Plastic Packaging



**100% plastic packaging reusable, recyclable or compostable by 2025\***

### Responsible Sourcing



Cocoa  
**100% deforestation-free by 2030\*\***



Palm oil  
**100% deforestation-free by 2030\*\***



Wheat  
**Partner with local farmers to tackle climate change**

\* pladis tracks ‘recycle readiness’ as a metric, given the lack of standardisation between different countries on infrastructure related to recycling and kerbside collection.

\*\* Our original commitments on deforestation-free cocoa and palm oil had a 2030 target. In line with our Science-Based Targets Initiative (SBTi) goals, we have brought this forward to 2025.

## What has happened this year to build on commitments

In 2024 we embedded sustainability more deeply into everything we do. We enhanced our sustainability governance. We conducted our first DMA, aligning with the CSRD.

We actioned carbon reduction target-setting, using our 2023 baseline. We progressed our commitments. And we planned our next steps.





# Sustainability governance

Strong governance drives sustainability at pladis. It embeds accountability and oversight across every level of our organisation, enabling us to manage risks, act on opportunity and deliver our commitments.

### Board-level accountability

The Board has ultimate responsibility for overseeing our sustainability strategy and risk management framework. It ensures that sustainability is a core component of how we manage material risks and opportunities across the business. Regular updates on progress are shared at Board meetings, ensuring alignment with our long-term objectives and strategic planning and maintaining transparency for our stakeholders.

### Executive leadership

The pladis Executive Committee leads the implementation of our sustainability plan as part of our Compete to Win strategic framework. This committee is responsible for addressing the material risks and opportunities tied to sustainability, from climate change to resource efficiency. Each member, including Regional Managing Directors and Global Functional Heads, plays a key role in integrating sustainability into their area of responsibility, ensuring that our approach is both strategic and actionable.

### Sustainability board

The pladis Sustainability Board, comprising all members of the Executive Committee including the Managing Director of each region, is accountable for progressing our key sustainability and climate change targets and for ensuring that material climate-related risks and opportunities are appropriately assessed and managed. The Sustainability Board is also responsible for understanding the interventions required to achieve our Science Based Targets initiative (SBTi) goals.

The Sustainability Board meets quarterly and the Chair reports on progress at each Board and Audit and Risk Committee meeting.

### Regional implementation

All pladis subsidiaries play a vital role in delivering on our sustainability commitments. Each region tailors our global priorities to reflect local operational and regulatory needs, driving impactful initiatives at a local level. Regional teams are instrumental in advancing responsible sourcing programmes, improving packaging recyclability and reducing carbon emissions in their respective markets.



### Building on our commitments in 2024

In 2024, we strengthened our sustainability teams globally and regionally, adding dedicated technical expertise to drive impact at both Group and local levels. This expansion of the teams and the greater visibility that stems from it, also supports accountability and oversight across all parts of our business.

### Business ethics and supplier relationships

At pladis, doing business with integrity is non-negotiable. Across every market we serve, we adhere to the highest standards of integrity, transparency and fairness. These standards are universal, transcending geography and culture and are underpinned by our Code of Conduct. Market-specific initiatives on business ethics include pladis UK’s Human Rights Policy and

Modern Slavery Statement, which details our approach to identifying, mitigating and addressing risks of forced labour and human trafficking.

Our Global Suppliers code of conduct, which covers human rights, sustainability, business ethics and supplier compliance and transparency, applies to all new suppliers and is being rolled out to existing suppliers, with training provided. Our Supplier Terms and Conditions demand adherence to our No Deforestation, No Peat, No Exploitation (NDPE) policy and the Ethical Trading Initiative Base Code, ensuring accountability across all touchpoints of our supply chain.

### Memberships, associations and partnerships

Through partnerships with respected organisations, memberships and certification schemes, we further strengthen our sustainability governance. These add to our accountability, transparency, oversight and access to global and local expertise and drive progress towards our sustainability commitments.

Some of our partnerships and memberships are shown below and we will remain alert and open to others that could support our sustainability journey:



The UK Plastics Pact



Earthworm



Roundtable on Sustainable Palm Oil

ID # 4-1690-25-000-00



Fair Trade – Dutch biscuits



Terracycle



BCSD Türkiye



FDF – Roundtable on Sustainable Soy Bean



National Confectioners Association in North America



Flexible Plastic Fund



World Cocoa Foundation



World Economic Forum



Consumer Goods Forum



# Stakeholder engagement

Stakeholder engagement is core to the way we do business across pladis. By creating value for everyone we interact with – from consumers and communities to employees and suppliers: from banks to governments – we contribute to our own long-term success and resilience and drive meaningful, positive change. We do this through both global initiatives and localised actions, always looking to build value responsibly.

## Consumers

### Why they are important

Millions of consumers enjoy our snacks each day and they are why and how we exist. To make our brands their first choice, we have to understand the snacking trends and behaviours emerging across different generations and geographies, including their expectations on price, flavour, health, wellbeing, sustainability and sourcing. We continuously innovate to meet evolving trends and preferences.

### How we engage

We use different channels of engagement with consumers, including in-depth market research, focus groups and consumer feedback channels. Our ‘Own the Streets’ initiative ensures that our consumers experience our products at their best – supported by exceptional in-store execution and tailored product offerings.

## Our people

### Why they are important

Our employees are the driving force behind our success. We aim to attract, recruit and retain the best people and need to understand what matters most to them and ensure we have the right processes in place so that they want to work at pladis. Across all our business regions, we are committed to fostering a culture that not only values inclusion, diversity and innovation but also uses this culture to drive our business success.

### How we engage

Our Board and senior management are responsible for ensuring that our purpose, vision, culture and values are communicated to employees – through formal and informal meetings, pulse surveys, town hall meetings, training sessions and our internal social engagement platform.

Our Employee Value Proposition, Bring It, encourages employees to bring their authentic selves and unique talents to work. It’s now embedded in onboarding and training programmes globally.

We strive for a strong culture of shared responsibility for workplace safety and the environment, providing colleagues at all career stages and across different teams with opportunities to take part in initiatives that promote this. These range from online training on occupational health and safety to programmes across the business that embed sustainability into our daily operations. We measure multiple aspects of employee engagement through pulse surveys, using feedback not just to benchmark pladis against competitors but to improve continuously and address any issues identified at country, region or global level.



## Value chain partners

### Why they are important

We know that collaboration with our value chain partners, including customers, farmers and suppliers, supports our productivity and our purpose to create happiness with every bite. It’s a cornerstone of our commitment to trade ethically, responsibly and transparently. That requires clarity over the standards we expect them to follow in their own businesses and a good understanding of what they expect from pladis in return for their continued support.

### How we engage

Our ‘pladis Global Supplier Code of Conduct primary deforestation risk of commodities’ provides transparency around the minimum standards we expect our suppliers to meet and creates a clear foundation for successful business relationships with them. Initiatives such as our Supplier Relationship Management Programme PLUS also help deliver our commitment to transparency and collaboration.

Alongside human rights and business ethics, sustainability is a key theme in our engagement with suppliers, including understanding how our key suppliers align with our traceability and no-deforestation goals on palm oil and cocoa. Our Supplier Code of Conduct, which any new supplier is required to adhere to, communicates our expectation with regard to our sustainability policies and programmes including Human Rights, No Deforestation, No Peat and No Exploitation (NDPE) policies. This ensures accountability across all touchpoints of our supply chain.



## Communities

### Why they are important

We want to have a positive effect on the communities and regions where we operate, delivering on our purpose to bring happiness with every bite and knowing that the greatest gift we have is to make other people happy. We can encourage and provide moments of connection. We look beyond the kitchen to see how we can deliver more to our local communities and also provide corporate sponsorships to charities.

### How we engage

Our social responsibility initiatives provide help and opportunities to the communities around us, covering a broad spectrum of initiatives and regions. They range from working through our factories to engage with food charities and backing projects to empower young women, to bringing smiles and chocolates to special needs students in the United Arab Emirates and supporting mobile healthcare services and access to finance in Côte d’Ivoire.







# Stakeholder engagement continued

## Industry bodies

### Why they are important

In 2024, we were proud partners to global organisations such as the World Economic Forum and the Consumer Goods Forum, as well as members of leading bodies like the World Cocoa Foundation. By partnering with respected organisations and industry groups, we stay connected with best practices, aligned with global standards and are able to address shared challenges. These collaborations allow us to learn faster, anticipate sooner and grow in a more sustainable way and to share with others what we are learning as we progress.

### How we engage

We are proud and active partners to global organisations such as the World Economic Forum, the Consumer Goods Forum and a member of the World Cocoa Foundation. These partnerships allow us to work to global best practice standards. We are active in their committees on a wide variety of subjects related to product standards, sustainability, responsible sourcing, HR practices and supply-chain management.

At regional and national levels, we partner with representative industry bodies in the food and drinks, such as Food Drink Europe and the UK Food and Drink Federation. As active members, we can provide them with commercial-scale environments where they can pilot and roll out new industry programmes and create case studies that will help drive industry-wide learning and change.

## Governments

### Why they are important

Direct and open communication between governments and business is critical to driving sustainable economic development. Our practical experience in many aspects of our business is directly relevant to and affected by, a number of policy areas, such as net zero, skills development, international trade development, private investment and public health.

For business support programmes to be as effective and efficient as possible, it is important that governments stay abreast of developments in industry and business.

### How we engage

We engage on a day-to-day basis with officials from a variety of government departments and regulators in our main markets. These engagements see us highlight our programmes, progress and challenges in areas such as employment, skills development, responsible sourcing, net zero and the reformulation of our recipes to help address public health challenges.

We actively engage with local political representatives, many of whose constituents are also our colleagues, by opening our doors for visits to discuss our successes, challenges and future plans.



## Responsibility in action

### Embedding responsible sourcing into everything we do

The completion of our One pladis Global Supplier Code of Conduct in 2024 has created a unified set of global guidelines for all our pladis brands and suppliers. It's a significant step to strengthening our supplier partnerships and ensuring we're aligned with the highest standards of responsible business conduct.

Developed using industry best practices, internationally recognised frameworks and insights from our global and regional specialists,

it sets out the minimum standards we expect from suppliers across key areas of human rights, business ethics and sustainability. Issues covered in the Code range from employment terms and fair wages to responsible marketing and forest protection.

The Supplier Code of Conduct went into effect on 1 January 2025 for all new vendors and has been embedded into our new supplier on-boarding and evaluation processes. A phased rollout for all suppliers also began.





# Double materiality assessment

To embed best practice across pladis as we look beyond our existing sustainability commitments and to back up our commitment to transparency and accountability, we undertook a DMA from July 2024 to February 2025. In addition, we’ve looked to align this report to be ready and aligned with forthcoming future sustainability reporting regulations, including EU Corporate Sustainability Reporting Directive (CSRD). At our point of writing CSRD has been delayed, but we continue our work in this area.

Through the DMA process, we have identified the European Sustainability Reporting Standards (ESRS) disclosure requirements we expect to report on, along with the associated impacts, risks and opportunities (IROs).

### The DMA concept explained

The CSRD mandates that companies adopt a double materiality perspective, ensuring their reporting addresses their impact on people and the environment (‘impact materiality’) and how sustainability issues influence their own position (‘financial materiality’). This ensures that companies provide a complete picture, over multiple timeframes, of their relationships with sustainability.

By adopting this dual perspective, double materiality aligns corporate reporting with the EU’s goals of transparency and accountability. A key outcome of the process is the identification of IROs that are material to the company; these are then linked back to the relevant disclosure requirement under the relevant ESRS.

## The process we followed



At pladis, our DMA took place over six stages, in order to identify our material IROs. A specialist external consultancy supported us on this.

In total, 56 internal and external stakeholders submitted responses to a detailed DMA survey and we engaged with 22 internal and external stakeholders through in-depth interviews.

## Outcomes of the DMA

Having completed the DMA – and the stakeholder engagement process – we now have rich insights on the material IROs to address, as a relatively young company operating in the global snacking market. These will require us to disclose across areas that go beyond our existing sustainability commitments, such as biodiversity and waste, as well as ethical sourcing which is entity specific.

Material topics		Relevant ESRS Disclosures
MT 1	Climate Change: Adaption	ESRS E1 – Climate change
MT 2	Climate Change: Mitigation	ESRS E1 – Climate change
MT 3	Climate Change: Energy	ESRS E1 – Climate change
MT 4	Water consumption and discharges	ESRS E3 – Water and marine resources
MT 5	Biodiversity and ecosystems	ESRS E4 – Biodiversity and ecosystems
MT 6	Circular economy: Waste and circularity	ESRS E5 – Resource use and circular economy
MT 7	Health, safety and wellbeing	ESRS S1 – Own workforce
MT 8	Child labour and forced labour	ESRS S2 – Workers in the value chain
MT 9	Land-related impacts	ESRS S3 – Affected communities
MT 10	Particular rights of Indigenous communities	ESRS S3 – Affected communities
MT 11	Consumer and end-users: Health and safety	ESRS S4 – Consumers and end-users
MT 12	Ethical sourcing	ESRS: Entity specific

### Following up from the DMA

In response to the DMA outcomes, we began a gap analysis which is ongoing at the time of writing. We are also developing key performance indicators (KPIs) and targets for material topics, where we did not already have them and we will continue preparing for CSRD reporting requirements in other areas.

The IROs identified in the assessment validate our existing commitments on responsible sourcing, emissions and packaging and highlight additional sustainability priorities. These will steer the development of our future sustainability strategy and targets. In 2025, we will initiate an independent audit of our DMA process.





# Innovating for sustainable brands

By safeguarding the resources we rely on to produce our heritage brands, we also safeguard their long-term resilience. And by helping our consumers to eat healthily and responsibly, we protect and build our reputation.

From plastic reduction to reformulation, we’ve used imagination, innovation, partnerships and consumer insights in 2024 to keep our brands trusted, modern and sustainable. That includes making credible progress on our sustainability commitment on packaging.

“

“Baking and growing responsibly is increasingly an expectation from consumers, customers and other stakeholders. It’s also an opportunity. We have a responsibility to the consumer and our stakeholders to make and sell products they trust as well as love. By doing that we’ll add real value to our brands.”

**Jennifer Moss**  
Chief Research and Development Officer



## How our much-loved brands bring happiness to all

Loved in over 110 countries, pladis brands continued to win hearts and fill cupboards in 2024, with growth in both net sales and market share. Consumers fell in love with new products and flavours, alongside old favourites, while customers revelled in exceptional service levels and carefully crafted relationships.

We continue to grow by understanding what happiness means to our customers. Tapping into trends like ‘permissible indulgence’ and ‘better for you’ snacking, we offer both value and choice.

## We know that with popularity comes responsibility

When consumers and customers are increasingly conscious of environmental, social and health issues, sustainability becomes non-negotiable for competitiveness and brand trust. To grow responsibly means ensuring we provide not just flavour and happiness, but trust and reassurance.

This is what we have been building towards in 2024. We made progress on our commitment on plastic packaging and also reduced our overall use of plastic and other materials. We reformulated iconic products to reduce sugars and added extra goodness to others. And as you’ll see later in this report, we sourced, baked and delivered more sustainably.





# Designing for sustainability

It’s not just deliciousness that’s baked into our much-loved snacks, it’s thoughtfulness. Our products and brands have been crafted with care for centuries, now they must be designed for sustainability and supply chain resilience as well.

There are initiatives in multiple parts of the business to reduce our overall use of materials – in particular, plastic – through innovation and supplier relationships. This is in line with our ambition of 100% reusable, recyclable or compostable plastic packaging by year end 2025.\*

Building on our DMA, our next steps on this will be to develop a more comprehensive approach to designing for sustainability and circularity, bringing together innovation and best practice in a global strategy.

\* pladis tracks 'recycle readiness' as a metric, given the lack of standardisation between different countries on infrastructure related to recycling and kerbside collection.

## Using our reach and our voice

As a global snack company and as our DMA highlighted, we can feed into the development of regulation, through involvement in relevant coalitions, ensuring it aligns with industry needs. We already did this in 2024, alongside advocating for circular practices and responsible consumption through industry groups.

In the UK, for example, we are a member of the UK Plastics Pact, which unites businesses across the plastics value chain to work with both governments and NGOs to combat waste. It aims to create a circular economy for plastics, capturing their value by keeping them in the economy and out of the natural environment, beyond our global commitments. This includes exploring methods to eliminate single use packaging deemed problematic and averaging 30% recycled content across all plastic packaging.

## Responsibility in action

### Millions of wrappers diverted from landfill

In the UK, we work with TerraCycle on a recycling programme for wrappers for our biscuit and snack brands, reducing waste and contributing to a more sustainable packaging lifecycle.

Our sponsorship makes it easy and free for communities to start their own drop-off points, which accept any brand of biscuit, cracker and cake wrappers – not just from our brands – for recycling. By collecting and sending these wrappers, they earn TerraCycle Recycling Awards, which they can redeem as a monetary donation to the school, charity or nonprofit of their choice. Once collected, the biscuit, cracker and cake wrappers are cleaned and melted, ready to make new recycled products.

As of the end of 2024, TerraCycle has collected and recycled a total of over 23.6 million wrappers and we’ve provided £233,000 to charity as part of the incentive scheme.



# Packaging

## Target

**100%**  
plastic packaging reusable, recyclable or compostable by 2025

## KPI

**100%**  
% of plastic packaging reusable, recyclable or compostable<sup>(2)</sup>

(2) pladis tracks 'recycle readiness' as a metric, given the lack of standardization between different countries on laws related to recycling and kerbside collection.

Thanks to effective collaboration with our suppliers, customers and the wider industry, we stayed on track in 2024 to meet our 2025 packaging commitment and took steps toward third-party verification of our progress.

## Current status



As we develop a new and expanded Group-wide sustainability strategy that draws on learnings from our regional businesses, our ambition is to look more holistically at our packaging targets, including for reduction of virgin plastics and the amount of content recycled.







# Packaging continued

## Reusability: a key aspect of the circular economy

In looking for opportunities to reduce our use of materials, particularly the use of virgin plastic, we consider models for both business-to-consumer and business-to-business reuse – while protecting the quality and freshness of our products and ensuring they reach our customers and consumers safely.

This generally involves models for shifting from single-use packaging to reusable packaging. We also have B2B reuse models for more carbon-positive use of other materials too, such as through our switch away from white wood pallets for the GODIVA Americas warehousing.

We recognise, however, that there is more we can do, to build on local initiatives and embed reusability models globally into our operations, as part of a future sustainability strategy. This will also address IROs relating to waste and circularity, identified in our double materiality assessment.

## Responsibility in action

### Getting the sustainability details right: reusing pallets

To make our shipments to US customers more renewable and traceable, GODIVA has switched from white wood pallets to reusable CHEP packets. These are pooled in a share-and-reuse model based on circular economy principles and offering real-time tracking of location.

Calculations for August 2023 to July 2024 show that by adopting this share-and-reuse approach, GODIVA reduced:

- CO<sub>2</sub> emissions by almost 169 tonnes, equivalent to the carbon sequestered by 206 acres of forests
- wood use by 1,967 board metres, equivalent to 15 trees
- waste by 16.7 tonnes

## Responsibility in action

### Partnering with Eunomia to develop future-proofed packaging

pladis recognises that recycling infrastructure, industry guidelines and packaging innovation are all developing at a rapid pace. To ensure our design choices are keeping up with the latest best practices, we have partnered with sustainability consultancy Eunomia to independently update our ‘recycle ready’ decision tree, which we use to assess whether our plastic packaging is designed for recycling (DfR), and to help us prepare for the future.

As we close out stage one of our commitment on ‘recycle ready’ design, we are now starting to look at where we need to be in 2030, which is a higher bar. Eunomia kicked off this project in 2024 by analysing our top plastics SKUs across all our regions to:

- Determine whether the SKUs are DfR using the latest industry DfR guidelines.
- Assess if the SKUs are being recycled in practice and at scale in 10 of our key markets.
- Begin exploring how we can stay ahead of upcoming regulations, including the EU Packaging and Packaging Waste Regulation (PPWR).

In the first stage of our recycle-ready commitment, pladis has focused mainly on removing problematic materials and simplifying our pack structures. With Eunomia’s support, during our next stage (2026-2030), our engineers will look more critically at materials like inks, adhesives and additives – alongside incorporating more recycled content – to ensure our overall ambition for recyclability is as validated as possible.

## Responsibility in action

### Thinking laterally on plastics use

In pursuing our goal to use less plastic, we’re always looking for new angles on packaging – literally, in the case of our delicious Biskrem snacks.

By innovating and investing in the production line for our 80g Biskrem packs in Romania, we were able to change the positioning of the biscuits in the pack. So whereas they used to

be stacked flat within the pack, they now stand on their sides. The result? A smaller pack for the same weight of biscuits. We were already using 100% recycle-ready plastic in our Biskrem packs. Now, we’re using 20% less, while still giving consumers the same great snack they’ve grown up with and ensuring it reaches them in the best possible condition.





## Our brands

# Reformulation

### Developing our products the pladis way – happily and healthily

Innovation keeps our products and brands loved and relevant. With our finger on the pulse of consumer and market trends, we're constantly looking at our recipes, making sure everything that comes out of our ovens is what customers and consumers want.

In today's market, this often means 'better for you' snacks that are delicious. The growing demand for healthy lifestyles is impacting the snacks industry, as consumers become more conscious of what they eat and how it affects their wellbeing.

Our sector is also seeing more regulatory pressure, including introduction of category-specific salt targets from the WHO, governments taking action with sugar levies and countries such as the UK restricting marketing of products high in fat, sugar or salt.

At pladis, we see this shift to health and wellness as an incremental growth opportunity, one we can capture through product development and reformulation. We manage our product portfolio and recipes using science-based guidelines and dietary recommendations from global and national authorities. We're looking at a balance of 'nutrients to limit' (such as sugars and saturated fat) and 'nutrients to encourage' (such as fibre, fruit, vegetables and legumes) while continuing to provide 'bliss for me' products and the crunch, snap, ooze or melt that consumers love.

- In Türkiye, we've been adding extra goodness to our products, including whole grains, ancient grains and fibre, retaining the loved texture of snacks such as crisps, but adding lightness. Consumer satisfaction rates are high.
- We're reducing sugars, saturated fat and sodium in some of our iconic indulgent products, such as the McVitie's Digestive with 30% less sugar than the standard variety.

### S&P Sustainability Yearbook

Ülker have been included in S&P Sustainability Yearbook for the fourth consecutive year, making us one of nine Turkish companies listed and the only Turkish company among 19 global companies in the food products category.

**S&P Global**

Introduction

Sustainability at pladis

Our brands

Operations & supply chain

People & communities

Looking forward

Appendices

**ÜLKER**  
**GO AHEAD**

**İYİ GİDEN LEZZET**



### Responsibility in action

#### Hitting the sweet spot on healthier eating

We consider healthier eating as an opportunity for pladis brands. It's a growing market where we can use our baking expertise and creativity to help our consumers snack deliciously and responsibly.

Our new Go Ahead bar line-up in Türkiye is a good example of how we went about this in 2024. We identified a range of consumer needs in this space, including energy boost, functional support, sweet craving and meal replacement and then formulated our Go Ahead bars to satisfy each of them more healthily.

The results? Nut bars that fill the meal replacement space; fruit bars that provide a tasty energy boost or innocent dessert; and a protein bar that offers scrumptious functional support. None of the bars has added sugars, preservatives or artificial colourants and they're all high in fibre.

Crucially, they also reach the right notes on deliciousness, scoring higher than competitor bars in our internal consumer taste testing process.





# Building long-term resilience

At pladis, we create value upstream, in our own operations and downstream, but that entire value chain is also associated with impacts, or potential impacts. Progress on our existing sustainability commitments – including on emissions and sourcing – has helped to reduce and mitigate those impacts in 2024.

We have also developed a greater understanding of what else we can do in our operations and supply chain to produce more sustainably in future.



“A sustainable planet is essential for a sustainable business. So, 2024 has seen us exploring how we can embed sustainability into everything we do.

Science and people are both at the heart of this. We’re using scientific disciplines from agronomics to AI to drive progress on decarbonisation and responsible sourcing. And it’s through our people, partners and suppliers that we can do this.”

**Nicolas Marie**  
Chief Procurement Officer



## How we are making our operations more sustainable

Our commitments on emissions and responsible sourcing have steered our activity to make our current operations more sustainable. We’ve improved energy efficiency and renewables use, increased resource efficiency, reduced waste and worked along our value chain on sustainable sourcing, as you will see in the following pages.

Our next steps on existing activity and new areas of focus will build on two major undertakings, both now complete – our emissions baselining exercise and our first DMA. As in every area of our business, we will Innovate Today to Fuel Tomorrow.

## How we are engaging with suppliers and other partners across the value chain

Growing responsibly extends beyond our operations to our value chain. And reaching our sustainability commitments and ambitions is a collective effort; it requires collaboration with our suppliers, other partners and, in some cases, the rest of our industry to minimise our impact.

Our Global Supplier code of conduct applies to all new suppliers and is being rolled out to all existing ones. We collaborate with customers on smarter logistics to decarbonise along the value chain.

We work with expert NGOs embedded in the communities where our raw materials are produced, to support programmes that balance environmental benefits with social empowerment. We sign up to responsible sourcing initiatives, such as the Roundtable on Sustainable Palm Oil and more – as you can read about in the following pages.







# Environmental health

## Growing happily means growing safely

The health and safety of our people is, naturally, a priority. We go beyond our legal compliance standards and aim to be exemplary in the field of Occupational Health and Safety, across our offices, factories and other workplaces.

Through having robust health and safety practices in place across our business, we decrease the risk of work-related illness and injuries. Strategically, our DMA highlighted the IROs associated with strong health and safety management and a robust safety culture, including opportunities to enhance operational efficiency, improve employee engagement and motivation and minimise legal and insurance expenses. All of these would bolster our long-term financial resilience.

Across our operations, there were initiatives in place in 2024 to drive continuous improvement in terms of awareness, performance and engagement on health, safety and wellbeing. We've had several successes through these initiatives with pladis reducing the number of Lost Time Accidents (LTA) by 19% in 2024 vs 2023 – showing our commitment and continuous improvement on the most critical part of the business: the safety our employees.

However, there is more to be done to integrate great ideas and initiatives into a global One pladis approach that we can monitor and assess. As we develop our future approach to sustainability, looking more widely and holistically beyond our commitments on packaging, sourcing and decarbonisation, we recognise the scope for more integrated, global approaches to environmental health across pladis. By doing so, we can more effectively address and report on the health, safety and wellbeing IROs contained in our DMA.



## Responsibility in action

### Making safety second nature at Verkade

At our Verkade factory in the Netherlands, our vision is a workplace where safety and environmental responsibility are at the heart of everything we do.

Verkade is implementing a robust new Health, Safety and Environment policy, as part of a comprehensive safety transformation. We are creating a clear strategy aimed at

reducing incidents, improving wellbeing and embedding a proactive, people-first safety culture.

The starting point is behavioural safety, empowering employees to take ownership of safe practices and to support one another. Through collaboration, training and continuous improvement, Verkade aims to create a safer, healthier and more sustainable workplace.





# Decarbonisation

Target

Net zero  
by 2050

KPI

1+2+3

Total scope 1+2+3 emissions in kilo tonnes

As a global food company, there are emissions-related impacts associated with our entire value chain – upstream, in our own operations and downstream. They extend from how we source raw materials to how we bake and deliver happiness to our customers to how we manage product end-of-life. That gives us both responsibilities and opportunities to reduce emissions and we embrace both willingly.

Our first major step on our decarbonisation journey was our commitment to a target of net zero by 2050 and in order to progress intelligently and strategically towards that, we needed an understanding of our full carbon footprint. 2023 was the first full year we calculated emissions across our entire global business, which we did in line with the Greenhouse Gas Protocol’s Corporate Accounting and Reporting Standard. As well as giving us a deep understanding of how all our regions and activities contribute to our emissions, this critical data set has provided the basis for reduction modelling and target-setting – right down to the last crumb.

Scope 1,2 and 3 breakdown  
Carbon Footprint

Scope 1	180,298	4.6%
Scope 2	145,700	3.7%
Scope 3	3,579,675	91.7%
Total	3,905,673	

Current status

2024

3,906KT CO<sub>2</sub>e\*

\* Updated figure based off total global scope, addition of GODIVA and latest guidance

Building on our baselining activity, December 2023 saw us commit to developing clear, science-based goals along our net zero journey, including through the Science-Based Targets initiative. At the time of publication, we are awaiting its validation of those goals.

In 2024, we honed our understanding of our IROs in our DMA. This highlighted risks associated with sourcing from high-emitting agricultural suppliers, but also the opportunities from identifying emissions hotspots, calculating and reducing our carbon footprint and setting emissions reduction targets.

We continue to develop our strategies to address these IROs over short-, medium- and longer-term time periods, including through emissions target-setting and reduction. We are confident that this will enhance credibility and stakeholder trust, improve long-term competitiveness and reduce regulatory and financial risks – as well as mitigate climate change.

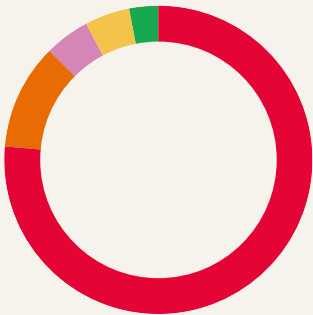
2024 FLAG commodity  
breakdown

Cocoa related	917,573	43.5%
Dairy	532,111	25.2%
Fats and Oils	493,617	23.4%
Other	166,960	7.9%
Total FLAG	2,110,261	

Note: For pladis, all FLAG commodities are scope 3

Carbon Footprint charts across GHG scopes

Carbon Footprint  
GHG Emissions  
Sources



Raw materials	76.5%
Manufacturing	11.0%
Logistics	4.8%
Packaging	4.9%
Other	2.8%

Carbon Footprint  
GHG Emissions Sources

Emissions source	Category	Emissions (tCO <sub>2</sub> e)	% of Scope
Scope 1 and 2 emissions	Location-based	325,998.42	100
Scope 3	Purchased goods and services (product)	3,181,812.56	88.9
	Purchased goods and services (non-product)	19,466.54	0.5
	Capital goods	17,756.30	0.5
	Fuel and energy related activities	73,938.67	2.1
	Upstream transportation and distribution	92,313.96	2.6
	Waste generated in operations	572.43	0.0
	Business travel	6,174.36	0.2
	Employee commuting	8,009.83	0.2
	Downstream transporation and distribution	71,472.08	2.0
	Use of sold products (indirect)	63,850.89	1.8
	End-of- life treatment of sold products	44,307.17	1.2
Total emissions (location-based)		3,905,673.20	–

Responsibility in action

Reducing emissions and water use  
in UK and Ireland

In pursuit of our commitment to reach net zero emissions by 2050, we’re expanding renewable energy use across our operations. We also steward precious resources such as water. Our UK and Ireland operations provide good examples of what we did on this in 2024:

- Our electricity supply in the UK is fully certified as renewable through the Renewable Energy Guarantees of Origin (REGO) scheme.
- At our Halifax factory, we use thermal solar panels to supplement the office heating system.
- Small windmills at our Harlesden factory provide the energy to light our True Originals signage on the front of the building.
- Midlands Distribution Centre harvests 1.8 million litres of rainwater a year, on average, through a recycling system on its roof. This is reused in on-site in facilities such as sinks.





# Decarbonisation continued

## A planet-friendly recipe for decarbonisation

From baselining carbon emissions along our entire value chain, we identified where we can serve up meaningful progress on decarbonisation. To do this, we're collaborating with partners and customers and scaling up our approach to decarbonisation – sharing and applying best practices on emissions reduction from individual regions across our global business.

### Responsibly Sourced Raw Materials

Raw materials like cocoa, wheat and palm oil account for 77% of our total emissions and contribute 3,000kt CO<sub>2</sub>e annually. These ingredients are at the heart of our biscuits and snacks, but their production can be tough on the planet. That's why we're working with trusted suppliers to source responsibly and champion carbon-friendly farming practices.

## Ülker #1 in LSEG ranking

According to the environmental, social, and governance performance evaluation conducted by LSEG (London Stock Exchange Group) between January 8 and 15, 2024, Ülker ranked first in its category among more than 450 publicly traded companies worldwide. Additionally, Ülker secured the top position among 108 companies across all sectors listed on Borsa Istanbul.



### Packaging

Packaging is a vital part of our products, keeping them fresh and delicious. However, it also contributes more than 190kt CO<sub>2</sub>e annually across our value chain. We're committed to designing packaging that's not only functional but also recyclable or compostable, helping reduce emissions and waste to support a circular economy.

### Energy and fuel use

Producing our biscuits and snacks relies on energy, with indirect Scope 3 emissions adding up to nearly 74kt CO<sub>2</sub>e annually. By investing in renewable energy sources and making our bakeries greener, we're working hard to reduce these emissions. In the process, we are also reducing risks associated with volatility in gas prices and future supply constraints.

### Transportation and logistics

From moving ingredients to our bakeries to delivering biscuits to shelves, transport emissions make up over 160kt CO<sub>2</sub>e annually of scope 3 emissions. By exploring smarter logistics solutions, we're finding lower-emission ways to take our products to customers.



# Waste

## Maximising the value of every ingredient

Operational waste reduction is a cornerstone of our sustainability approach. So we're optimising our processes, innovating on packaging and working with suppliers, customers and consumers to drive down food and other waste within our own operations and across the wider chain.

By improving resource efficiency, investing in innovative recycling methods and setting ambitious targets regarding waste to landfill, we can mitigate our impacts on the environment and the communities around us. As well as cutting food loss, we can mitigate the waste of resources along the entire value chain, from water and land to labour to energy consumption.

## Responsibility in action

### Turning treats into feed

By recycling our chocolate and confectionery waste, we're supporting local farmers in the United States. In 2024, we recycled over 400 tonnes of chocolate and confectionery waste from our GODIVA factory in Pennsylvania with a local treatment partner. It was turned into enriched feed for livestock. We also recycled thousands of litres of nutrient-rich processing residue, for use by local farms and wastewater treatment plants. This initiative not only reduces landfill waste, but also provides farmers with a sustainable, cost-effective resource.

99%

in 2024, the waste recycling and recovery rate for Ülker Türkiye factories reached 99%

## Spreading a little extra happiness – to farm animals

At pladis, tackling food waste is not just about minimising environmental impact, it's about maximising the value of every single ingredient and by-product.

One way we demonstrate our commitment to reducing waste is through our low rates of food loss, always thinking of how we can be more creative and effective in doing this. So, in Türkiye, the UK and in our GODIVA factory in the US, unusable organic waste is repurposed for animal feed, reducing environmental impact while supporting local agricultural communities.

Reflecting our dedication to making the most of every resource, in 2023, our Türkiye team repurposed a total of 11,851 metric tonnes of unusable organic waste for high-nutrient animal feed, while our UK team raised the bar even higher, repurposing 12,647 metric tonnes.

We are also looking at how this practice can be translated into our group-wide approach to food waste management.





# Responsible sourcing

## A cupboardful of reasons to source responsibly

In the right hands, ingredients like cocoa, palm oil and wheat create moments of happiness for snack eaters all over the world, but historically, some of these products have contributed to deforestation, biodiversity loss and human rights issues.

As a global food company, we happily shoulder our duty to be responsible stewards of the places we operate in and source from, constantly seeking to minimise negative impacts and to be a positive force for farmers, communities and ecosystems.

In 2024, pladis has worked to strengthen our current sourcing of deforestation-free verified cocoa and palm oil volumes, through both expanded supplier engagement and continued investment in our Beyond Cocoa programme. We're also making steady and incremental progress in supporting local farming partners to foster more resilient wheat across our value chain.

By end of 2025, pladis will globally align on sourcing deforestation-free cocoa and palm oil worldwide as per SBTi guidelines. By 2030, this commitment will be strengthened through satellite-based No-Deforestation Verification (NDV) systems tracking all purchased cocoa and palm oil volumes as outlined in our previous commitments. We've already made progress toward meeting our overarching commitment to deforestation-free palm oil through regular engagement of suppliers on their Traceability to Mill (TTM) and Traceability to Plantation (TTP) scores and working to address their gaps in data.

However, we know there is more to do, in terms of both capturing data about sourcing of cocoa and palm oil and strengthening responsible practices.

Our 2024 DMA identified material risks relating to associations with suppliers that contribute to deforestation or land-use change, including reputational damage and reduced raw material availability, but also positive opportunities around reputation and business resilience. By looking after the places and people where our ingredients come from, we also protect our own brands' heritage for centuries to come.

So, how are we capturing these opportunities and driving positive change? Through ensuring the traceability of key ingredients. Through monitoring for compliance with deforestation-free sourcing. Through knowledge-sharing with farmers and suppliers. And through phased implementation of recognised certifications provide both guiderails for and evidence of our progress on responsible sourcing.

Partnerships with expert groups help us deliver all that activity. Since 2018, pladis has worked with Earthworm Foundation, a non-profit organisation that's helped us deliver a roadmap for responsible sourcing in our palm oil supply chain. In 2022, we extended the scope of this partnership to include cocoa products. You'll find more details about our activity with Earthworm on the following pages.

Alongside these, we'll continue our other innovative sourcing initiatives, from working with farmers on our Beyond Hazelnut project in Türkiye, to sourcing 100% US-grown pecans for our Turtles brand. Though a smaller part of our value chain, these too contribute to our purpose of growing happily and responsibly.

## Responsibility in action

### Partnering with Earthworm on responsible palm oil sourcing

In pursuit of our target of 100% deforestation-free palm oil sourcing, we've collaborated with the nonprofit Earthworm Foundation to deliver a roadmap for sustainable sourcing of palm oil.

Earthworm's support for us on this is wide-ranging, including engaging with suppliers on the elimination of deforestation in our supply chain and assessing the No Deforestation Verification scores across our key suppliers. It is also helping our Procurement function to undertake a readiness programme for EUDR

to determine supplier readiness and our own readiness to verify our palm oil sourcing as deforestation-free.

In 2024, Earthworm helped us explore the use of technologies like satellite-backed No Deforestation Verification (NDV) Systems, to support deforestation-free palm oil sourcing. These technologies enable us to quickly alert suppliers to potential issues with deforestation and work with them and the wider industry on resolution.





## Operations &amp; supply chain

## Responsible sourcing continued

## Responsibility in action

**Beyond Cocoa: protecting forests from the ground up**

Our Beyond Cocoa programme launched in 2021, recognising that transformation of our cocoa value chain should happen at ground level in the communities where we source our products. This led us to shift our sourcing processes, looking to source beans directly to our own processor and then to our facilities around the world.

By directly processing the beans, we are better able to ensure the traceability of the final product and ultimately provide in-kind support to the cocoa farmers in Côte d'Ivoire who support the programme.

The impact of Beyond Cocoa and our work with cooperatives has encouraged other farmers to join the programme. Working with Earthworm Foundation and partner cooperatives, we've provided farmer training on agroforestry, good agricultural practices and the vital importance of conserving forest patches.

**Deforestation and palm oil**

We actively participate in and encourage collective action to make the palm oil trade more sustainable, including for the communities whose livelihoods depend on it. Since 2008, pladis has been working actively with the Roundtable on Sustainable Palm Oil (RSPO), with our goal to source 100% deforestation-free palm oil. We are committed to sourcing certified sustainable palm oil wherever possible, ensuring suppliers' compliance with rigorous environmental and social criteria, aimed at reducing deforestation, protecting biodiversity and respecting the rights of local communities and indigenous peoples

Traceability is an important step in achieving our goal of deforestation-free palm oil. With greater visibility over our full supply chain comes a greater ability to influence it. Several key pladis markets have already achieved between 92 and 100% traceability to mill (TTM); including the European Union, the UK and the US. Globally, our company continues to manage the onboarding of new palm suppliers into our central operations, meaning we have had a decline in traceability compared to past years, though with increasingly transparent data as we move their data to our second party managed no deforestation verification (NDV) systems. We've also had positive engagement on further information on the origin of fresh-fruit branches (FFBs) that would increase our traceability to the farm level. According to supplier data for 2023-2024, we have an 86% TTM score and a 49% traceability to plantation score.

As the European Union Deforestation Regulation (EUDR) comes into effect at year-end 2025, pladis will deliver its obligations for its affected operations, while leveraging it as a future standard to the rest of its operations around the world. We are accelerating our efforts to engage with our suppliers on ensuring our products manufactured and sold in the EU follow the standard and are also using EUDR recommendations as a baseline for engagement with our suppliers in the Americas, the Middle East and Asia.

**Deforestation and cocoa**

Cocoa puts the chomp in many of our biscuits and snacks, in the form of beans, powder, butter or chocolate. In 2024, we sourced hundreds of thousands of tonnes of cocoa and related derivatives globally and we know that how we do this matters to people, the planet and our own resilience and success.

Alongside the wider industry, we, have a responsibility to work together to ensure our iconic brands do not come at the cost of people and nature.

This means working towards sustainable agroforestry practices across the cocoa supply chain and supporting a better future for farmers, their families, communities and the ecosystems around them – as we are doing successfully with our Beyond Cocoa strategy.

We've seen additional buy-in for sustainable chocolate across pladis' brands, with our Verkade brand sourcing 100% Fairtrade cocoa and our GODIVA products in the United States moving to the industry-leading supplier sustainability program Cocoa Horizons for all its premium chocolate products.

Third-party NGO collaborations, like the Chocolate Scorecard, have taken note of pladis' positive impact in responsible cocoa sourcing, ranking us among the top 10 companies participating in the Scorecard – well ahead of when we first started participating in the methodological survey. When we began participating, pladis ranked in the lower tier. We've since moved ahead of our competitors, especially in supporting living incomes for both men and women in cocoa-growing communities. Gender is a key focus of owned programmes like Beyond Cocoa.

Despite continuous progress, a key step towards maximising the sustainability of our supply chain is improving sourcing traceability and embedding centralised data management as a standard. The appointment of a global sustainability lead and a responsible sourcing lead, as well as regional leads, will facilitate coordination between regions and drive continuous improvement in our mission of deforestation-free cocoa.



Alongside striving for better traceability and sourcing, we're investing in the communities around our farmers, including supporting women's empowerment through training programmes to enhance skills in agriculture and business management. And in the Guiberoua region of Côte d'Ivoire, in a social responsibility project with our long-term partner the COODIG cooperative, we are investing in mobile healthcare services to increase availability of health screenings and awareness-raising for cocoa farmers and their children.





# Responsible sourcing continued

## Wheat

Wheat is an essential element in the snap of our biscuits and the munch of our snacks.

As a large global buyer, both directly and indirectly, we want to ensure that a significant proportion of our wheat is sourced from cooperatives and local farmers whenever possible, via long-term, collaborative partnerships. This allows us to work with them to prioritise resilient, high-yield crops, shift to more sustainable farming practices and adapt to climate change.

To date, we've been most active and advanced on this in Türkiye, the UK and France. Now, we're also using our learnings and success in these countries to design equivalent ways of working with local partners in other pladis regions. We also aim to lead globally and act locally in our key markets, including in the UK and Ireland, where we're set to renew our commitment to British farmers through a refreshed Back to Farm programme.

**Wheat sourcing projects in the UK and Türkiye**

We've been running our Back to Farm direct wheat sourcing initiative in the UK since 2013, partnering with over 200 wheat farmers in Northumberland and East Anglia. The programme allows us to secure access to local biscuit wheat and incentivises environmental programmes.

In Türkiye, we have developed a new variety of wheat, Aliğa Biscuit Wheat, which is climate-, disease- and drought-resilient and requires less water in arid areas than existing varieties. In addition, its high-quality straw can be used in livestock farming, adding to resource efficiency. First cultivated in 2019, Aliğa accounted for a tenth of all wheat sourced in Türkiye in 2024. We are continuing our work with farmers to expand the use of productive and resilient wheat seeds there and also to partner with specialist researchers to develop new biscuit wheat varieties.



## Responsibility in action

### BN: bringing a smile through local sourcing

BN is a true heritage brand in France, dating back to 1896. As well as being adored in France, it's made there too, bringing an extra smile to those who love this iconic snack. And when we say made in France, we mean sourced in France as well as baked there, because procuring locally can minimise the GHG emissions relating to sourcing and distribution of raw materials.

Therefore, all the wheat we use for BN comes from suppliers whose factories are in France, and it's the same story on sugar too. Overall, 80% of our suppliers for our BN brand are French businesses.





# Water

As a fast-growing food manufacturer, water is necessary in all of our production stages, particularly upstream in our raw materials and ingredient supply chain and in our own baking and making operations. And like others in our sector, we have a responsibility to minimise our water footprint – since agriculture and processing operations account for significant global usage of a resource that is essential for life.

In addition, as spotlighted in our 2024 DMA, water scarcity could cause production slowdowns or interruptions, impacting our own outputs, revenues and sustainability. An association with water-intensive suppliers could also increase our environmental risks or regulatory scrutiny.

For all those reasons, we take meaningful steps to safeguard water as a shared resource, with our operations in Türkiye and the UK leading on this to date. Since 2014, our Turkish operations have reduced water consumption per unit of production by 39%, reflecting a steadfast dedication to efficient resource use. All factories in Türkiye have attained ISO 14046 Water Footprint Certification, embedding a lifecycle approach to water use and ensuring transparency in reporting.

In the UK, our facilities are actively reducing their reliance on freshwater resources through the implementation of rainwater harvesting systems – not only reducing water demand but also fostering resilience against potential resource shortages.

These and other initiatives in Türkiye and the UK are providing a model for wider initiatives on water consumption in other parts of the group, including water-efficiency technologies and partnerships.

## Responsibility in action

### Showing the way on water stewardship in Egypt

Since late 2024, we have embarked on several initiatives to reduce water usage at our bakery in Egypt, reinforcing our commitment to environmental stewardship:

- We upgraded equipment in the production tools washing area and replaced outdated systems. This quickly reduced water usage and enhanced operational efficiency.
- We installed flow meters in areas of the plant known for high water consumption. These enable real-time tracking of water usage, allowing our team to pinpoint and address inefficiencies swiftly.
- We significantly increased the frequency of site inspections to facilitate the early detection and rectification of leaks or issues that could lead to excessive water consumption.
- We organised workshops and awareness sessions for all relevant personnel to emphasise the importance of water conservation. These sessions focused on best practices, particularly in high-impact areas.
- We created posters and signage for all our colleagues with daily reminders of everyone’s role in conserving water. Monitoring and analysis of consumption patterns in 2025 and beyond will allow us to assess the impact of these measures.

# Nature & biodiversity

Like others in our sector, we use ingredients that, historically, have contributed to biodiversity loss, including palm oil, cocoa and wheat. As we have detailed on the previous pages, we pursue a variety of measures, including certification, aimed at reducing deforestation, sustaining local ecosystems and restoring biodiversity. We also work with organisations, communities and individuals towards these goals.

Through doing this, we support the people and places around us and the future generations who will live there. We also support our own objective to grow happily and responsibly.

Our 2024 DMA showed that association with raw material suppliers causing deforestation or loss of wildlife habitats risked making pladis supply chain more vulnerable to shortages. By sourcing materials and products that are certified by credible standards, we address that risk. Working with partners to actively monitor for deforestation by suppliers also protects reputation and trust.

## Responsibility in action

### Working directly with local farms to support sustainability

For over a decade now, our Back to Farm initiative in the UK, through which we secure access to locally grown wheat, has encouraged environmental programmes and biodiversity-friendly farming.

And the results are giving all of us at pladis a real buzz. In Northumberland, for example, farmer cooperatives have reintroduced 457 bee hives – the equivalent of around 10 million bees.

They also keep a percentage of the grain crop aside to feed local birds in winter and maintain hedgerows.

Using our successes from Back to Farm, we’re developing similar programmes outside of the UK, especially in continental Europe where we are working with French and Dutch farmers respectively for our Verkade and BN brands. Our global procurement teams will also look to implement the learnings from Back to Farm more widely still.







# Delivering better outcomes

People are our present and our future. That includes the people who work with pladis today or may work for us in the years ahead and the communities who live around us or will do so in future.

In order to thrive ourselves, we want our people to thrive too and in 2024 our plans and initiatives for making that happen ranged from workplace inclusion programmes to investment in community resilience.

“

“In delivering our purpose of happiness with every bite, we’re not just focusing on delicious snacks. We’re thinking about how to improve lives both inside and outside pladis. We did this in 2024 through tangible, people-centred initiatives for our employees and our communities and this will remain a focus in our future sustainability approaches.”

**Geraldine Fraser**

Chief Human Resources Officer



## How we ensure pladis is a great place to work

Our ability to deliver our Compete to Win strategy depends on the ideas, talent, motivation and wellbeing of our people. So, we actively promote a culture of inclusion, diversity and equity (IDE) across our business, ensuring that people can always bring the best of themselves to the workplace.

Initiatives on this range from our Women in Leadership Network, bringing together senior female leaders, to a Neurodiversity Network in the UK and Ireland, focusing on practical steps to promote inclusion.

In 2024, we further enhanced our employee wellbeing and learning initiatives, including with the launch of our global Life Transitions pledge and of our new training academy, Thrive.

## How we have a positive impact in the communities where we operate

The people and communities in our value chain have a vital role in our success. By contributing to their resilience and sustainable livelihoods, we contribute to our own. Partnerships, governance and monitoring all help to ensure our impact is positive, as you can read in these pages.

Working with expert partners in the regions in 2024, we continued our support for a variety of community engagement programmes, from healthcare education and regenerative farming training, to village savings and loans associations.

We also strengthened our local monitoring activities in support of our commitment to conduct our business ethically, through initiatives such as supplier audits and assessments.







# A great place to work

At pladis we win as one team, with our 16,000 talented colleagues powering our success. To help make that happen, we make pladis a great place to work. A place where everyone brings something special to the team, where everyone has an appetite for success and where everyone can be themselves at work. Already, in various countries we have been recognised as a top employer including China, Türkiye and the United Kingdom.

## Everyone's part of our recipe for happiness

Across all our regions, we grow and flourish as One pladis, where everyone can contribute to our success.

Our purpose and values shape our culture. Whether it be through our inclusion, diversity and equity (IDE) initiatives, our learning and development programmes, or our engagement plans, we strive for a happy and productive place to work that's as diverse as our consumers and the communities we support, live and work in.

We systematically, ask for feedback from our employees and act on it. We also encourage specific global initiatives such as our Women in Leadership network.

Whether we're baking or making, in finance or logistics, we win as One pladis team – agile, positive, collaborative and resilient.

## Responsibility in action

### Bringing Friends and Family together in Zaandam

At our 2024 Family & Friends Day, we welcomed 300 visitors for an exclusive behind-the-scenes tour of our cookie factory in Verkade, where our volunteers explained the production process of the Sultana.

Visitors enjoyed coffee, drinks and ice cream in the sun, while children got creative with chocolate-themed activities, from designing wrappers to making marshmallow treats. All part of delivering on our purpose to bring happiness with every bite.



## Responsibility in action

### Global Connect brings One pladis together

One of our winning traits at pladis is collaboration – we gain strength from succeeding together, even while having a diverse business with 16,000 people spread across different regions.

To give people the opportunity to come together and to reinforce our One pladis culture, we leveraged technology to gather the entire One pladis family at our Global Connect sessions in March and July 2024. Colleagues across the world, from the US to Nigeria and beyond,

gathered to hear updates from members of the leadership team about our performance, our Compete to Win strategy, our responses to challenges and consumer trends and how every person at pladis can play their own part in bringing happiness with every bite.

Colleagues were also able to ask their own questions and interact directly with the leadership team.

Each region also organised its own activities around the Global Connect sessions, tasting products, testing their pladis knowledge and sharing feedback.





# Talent management

At pladis we want to develop and retain great bakers, makers and enthusiasts, managing our talent so people can bring the best of themselves and their ideas to our business.

At local level, we have many innovative and inspiring projects in place to support that; for example, job rotation opportunities.

We have identified the winning traits and behaviours critical to our success and our talent management ethos and processes are centred on these. The winning traits and behaviours define who we are – namely, purpose-led, collaborative, agile, resilient and positive. Globally, we offer our One pladis learning academy, Thrive where colleagues can curate their learning journeys to build leadership or expert capabilities. In 2024, we launched functional Talent Councils to facilitate the identification and growth of our talent through the lens of One pladis.

Looking ahead, our sustainability ambition will build on the DMA and its identified IROs. One area we plan to address more globally is talent management; both in strategy and in reporting.

## Responsibility in action

### Making pladis a great place for women to grow and lead

Our Women in Leadership Network (WILN) brings together senior women across pladis to learn from one another and offer mutual support. New members are actively welcomed and by 2024, the network had grown to include over 70 women globally.

The WILN’s purpose is to build a connected community of women leaders across our business – fostering allyship, nurturing talent and strengthening pladis reputation as a great place for women to work, grow and lead.

In 2024, we pursued this ambition through a vibrant programme of global and regional events, including opportunities to learn from external experts on building personal brands and thriving as women in leadership. The WILN also led the charge on pladis International Women’s Day activities, inspiring women across the business to develop and progress.

## Responsibility in action

### Dismantling workplace inclusion barriers in Egypt

Traditionally in Egypt, women have often been excluded from factory-based roles. Through our EmpowerHER project we challenged this, recruiting 52 female colleagues to work on production lines in our factory’s packaging area. Between them, they made up 50% of headcount on the first shift. We also brought two female colleagues into white-collar positions in our Quality team, where previously there had been none.

Using a holistic approach to plan for success, we combined operational and developmental actions to support the needs of the female workers. These included flexible working hours, enhanced workplace amenities, transport options and training and career advancement opportunities.

Outcomes from the programme include tangible operational gains and an enhanced reputation as an employer of choice. Listening surveys show that both female and male colleagues in Egypt are proud to be part of a workplace that values fairness and empowers individuals, with engagement scores moving from 85% to 90%.

## Responsibility in action

### Supporting employees through key life stages

In July 2024, we announced the launch of our global Life Transitions policy for new parents, with a pledge to roll it out to all colleagues across all regions over a 12-month period. Giving employees the time and space to adjust to parenthood not only supports their wellbeing, it also fosters a more inclusive and resilient workplace and reinforces our status as an employer of choice.

Tailored to local market legislation, the package offers main carers a minimum of 36 weeks’ leave after birth, with 18 weeks paid and a paid phased return schedule. Secondary carers receive four weeks’ paid leave and a phased return.

Recognising that some transitions to parenthood may involve premature birth or the loss of a child, we’ve created a support package to help employees through such difficult times.





## People &amp; communities

# Communities

Growing happily and responsibly means providing a helping hand and life-enhancing opportunities to the people around us. We partner with local organisations to offer support where it's most useful.

These actions stretch across the globe, from The Forgotten Child Foundation in the Netherlands to the Sanad Association in Saudi Arabia, pladis aims to support happy childhoods for kids around the world. In the UK, our partnership with The Trussell Trust, a campaigning charity and community of food banks working to end hunger, saw over 8,000 kg of food donated in 2024, equivalent to nearly 20,000 meals for people in need.

And in Australia, we sift through all the items returned by retailers, to ensure that any salvageable biscuits find their way to those who need them. Through this, we gave food banks goods with a retail value of AUS£631,000 in 2024.

Each year, our global day of giving, Make Happy, Be Happy Day, sees our teams partner with local charities to bring an impact to the communities where we work, from working with children's wellness groups in the US to bringing smiles and chocolates to special needs students in the UAE.

## Responsibility in action

### Empowering young women through sport

pladis supports the UN Women's Empowerment Principles and is committed to achieving balanced representation. We take our belief in women's empowerment beyond our own workplaces, looking to empower women in the communities around us and in the workforce of the future.

In Türkiye, our recipe for supporting gender equity, now and in future, includes projects to raise participation in sport. Our TFF Ülker 'Star Girls of the Future' project, with the

Turkish Football Federation, promotes equal opportunities for girls who are passionate about football and helps them pursue their dreams in life as well as in football. Training camps for these 'Star Girls of the Future' not only hone their footballing skills but also support their personal development, providing them with the skills to win both on and off the pitch.

In the process, we're also supporting the future success of Türkiye's women's national football teams, which Ülker sponsors – another way to inspire and empower women across the country.



### Responsible growth that's inclusive for all

Beyond our specific commitments on deforestation-free cocoa and palm oil, we are committed to conducting our business ethically. In accordance with our pladis global Human Rights policy, adopted in 2020, we do not tolerate any form of human rights abuse, including modern slavery or human trafficking, in any part of our business or within our supply chains.

Supplementing our global policy are local monitoring activities. In Türkiye, for example, recognising a higher potential for risks relating to specific social issues (such as human rights or child labour) in the supply chain, we did on-site ESG assessments of over a third (37%) of our critical suppliers in 2024. In the UK in 2024, we completed the independent audit of all our suppliers against ethical criteria, based on risk determined through the RADAR criteria. We have

also embedded a Modern Slavery Assessment Tool workstream, ensuring that high-risk suppliers are required to complete an assessment and address any improvement actions identified.

We also recognise the importance of investing in the communities we source from, working with partners such as Earthworm Foundation to build long-term local relationships and dig deep into the detail of what makes a difference. This includes supporting education, training, healthcare, women's empowerment and access to finance initiatives and income-generating opportunities.

## Responsibility in action

### Doing the groundwork on sustainable production in Soubré

In Côte d'Ivoire, Soubré is a major cocoa-producing region, in which communities face economic and social challenges. These constraints have contributed to historic deforestation across the nation. Through our partnership with Earthworm Foundation, we're helping to build community resilience – through education, training, access to finance and tackling child labour – alongside environmental initiatives.

Impacts of this work include:

- 1,694 farmers trained in regenerative agriculture and income diversification
- 1,000 palm oil farmers engaged in sustainable palm oil production, across 18 localities

- 40 farmers supported to replant ageing palm oil and cocoa farms
- 12 village savings and loan associations (VLSAs) created
- 213 women gained access to financial services and secure income-generating activities
- 85 children supported to obtain birth certificates, potentially enhancing school enrolment and reducing child labour

Through this, we're not just empowering communities and protecting nature, we're also protecting our business through enhanced supply chain stability and reduced risk.





## Looking forward

# Building One pladis

The sustainability targets and transparency we put in place across the business in 2024 will help pladis, the planet and the people around us to thrive.

### Looking forward

Our purpose is more than just delivering delicious snacks; it's about creating a thriving, sustainable future for people and the planet. We recognise that a sustainable planet is essential to a sustainable business.

In 2024, we started to embed science-based sustainability targets and transparency into everything we do, including through governance, partnerships and certifications. Since the start of our sustainability journey, we have made credible sustainable progress, focusing on responsible sourcing, packaging and carbon emissions reduction.

Through our DMA in 2024–2025, we have identified the salient issues for our stakeholders. We have also gained a deeper understanding of the IROs for pladis, which have given us a clear direction of travel for our future sustainability strategy, focus areas of key performance indicators (KPIs) and targets. Following our DMA, we have mapped a sustainability approach for our sustainable future, beyond our existing commitments.

### Our new sustainability strategy

The next stage of our sustainability journey will see us launch a global One pladis strategy, building on our efforts to embed sustainability across the business.

To bring much-loved biscuits, chocolates and snacks to the world relies on complex global supply chains and the world we find ourselves in today poses significant threats to the current model of food production. Our future sustainability strategy will drive positive impact and build long-term resilience across both people and planet. This includes taking action that empowers communities, colleagues and partners through inclusion opportunity and food. It also means taking actions that protect the environment through responsible sourcing, reducing carbon emissions and sustaining nature.

We will continue setting ourselves ambitious, credible, science-based goals, using our position to learn from others, be transparent and share what we have learned. From climate volatility to shifting consumer expectations, our data-led approach and transparent reporting of our science-based targets will ensure we hold ourselves to account, driving better outcomes for us and better value for all our stakeholders.

### Today's challenges are tomorrow's business risks and opportunities

A healthy, skilled and motivated workforce is core to our future, which is why we continue to invest in wellbeing, inclusion and diversity and career-long learning. By supporting employee development and upskilling for the future of work, we are not just investing in people – we are strengthening our long-term operating capacity.

Our licence to operate depends on the trust of consumers and the communities we serve and that trust is built on demonstrated action. We know we can't tackle these shared challenges alone. Our partnerships with educational and community organisations will help us to shape a future workforce that is adaptive, inclusive and future fit. We are committed to working together to build fair, resilient and sustainable livelihoods and communities, such as supporting women's empowerment through training programmes in agriculture and business management. We listen, collaborate and act transparently to ensure we are not only delivering for pladis, but for the shared systems on which we depend. From farmers to service providers, the people in our value chain play a vital role in our business success.

Alongside investing in local communities, we are striving for better traceability and sourcing. We will continue to build on our One pladis Supplier Code of Conduct in 2025 – a key step to strengthening our supplier partnerships. Key focus areas include human rights, sustainability and business ethics. A key step towards maximising the sustainability of our supply chain is improving the traceability of our sourcing and embedding centralised data management as a standard. Over the next year, our new global sustainability lead and responsible sourcing lead will drive coordination between regions and push continuous improvement in our mission for deforestation-free cocoa.

Climate change, resource scarcity and biodiversity loss are material risks to our operations. Our strategy will help us to proactively reduce emissions, water use and waste. We are responding to systemic risks, such as cocoa supply volatility driven by climate change, by investing in more resilient and regenerative sourcing models. By taking action today, we are preparing our business and the communities we serve for the climate challenges of tomorrow.

### Building One pladis

As we look to the future, our focus remains clear: to grow a business that is resilient, responsible and regenerative. The challenges we face are complex and interconnected, but so are the opportunities. With the foundations we have laid in 2024 – from the foundations of our forthcoming global strategy to deeper partnerships and stronger governance – we are better positioned to scale impact across our value chain. We will continue to listen, learn and act boldly, holding ourselves accountable for progress and grounded in the belief that sustainability is not a separate ambition – it is the way we do business. Together with our employees, suppliers and partners, we are committed to creating a future where people and planet thrive.







# Climate-related financial disclosures

At pladis, we recognise the growing challenges posed by climate change and the urgency of taking action. Managing climate-related risks is not new to us – it’s embedded in how we operate, from sourcing our ingredients responsibly to reducing emissions across our supply chain. As a global snacking business, we’re committed to minimising our environmental impact while ensuring our operations remain resilient for the future.

We believe that doing the right thing for the planet goes hand in hand with doing the right thing for our business. In 2024, we took a significant step forward by conducting our first climate scenario analysis. This analysis helps us assess potential risks and opportunities across different climate futures, enabling us to strengthen our long-term strategy.

Our climate scenario analysis builds on our work in mitigating climate-related risks, including our investments in climate-resilient wheat through the Aliağa Biscuit Wheat project in Türkiye, responsible cocoa sourcing under our Beyond Cocoa programme and working closely with farmers to promote regenerative agriculture. pladis has also invested in recyclable packaging solutions and utilised innovations in logistics to help us reduce transport-related emissions, further demonstrating our commitment to sustainability. Strengthening our approach not only helps secure long-term access to key materials but also positions us as a responsible, forward-thinking company.

We present our progress across the following disclosures, structured according to the Companies (Strategic Report) (Climate-related Financial Disclosure) Regulations 2022 (UK CFD) legislation. This provides a clear framework for assessing and disclosing climate-related risks and opportunities, helping us make informed decisions that support both resilience and growth.

We’re confident in the resilience of our business model to climate-related risks as it is supported by strong governance, responsible sourcing practices and ongoing investment in sustainability. However, as a business reliant on key agricultural commodities, we recognise that changing climate conditions pose a significant and evolving challenge. Extreme weather, shifting growing conditions and supply chain disruptions have the potential to impact ingredient availability, quality and cost. To maintain our resilience, we are committed to continuous improvement – investing in research and development, enhancing our understanding of climate risks and opportunities and working closely with suppliers to drive more sustainable and adaptive practices. By staying proactive, we will ensure pladis remains well-positioned to navigate future climate challenges while continuing to deliver the high-quality snacks our consumers love.

## Governance

pladis has established a structured governance framework to assess and manage climate-related risks and opportunities, guaranteeing clear oversight at all levels of the business. This governance framework enables the systematic identification, consideration and management of climate-related risks and opportunities across the organisation.

The pladis Foods Limited Board (the Board) holds ultimate responsibility for climate-related risks and opportunities. The CEO, under the authorities delegated by the Board, approves key sustainability and capital expenditure decisions and makes certain that these considerations are embedded in the company’s long-term strategy. Meeting three times a year, the Board ensures strategic oversight and alignment with broader business objectives.

Chaired by the CEO, the Sustainability Board, which includes CSO and C-suite-level representatives and Managing Directors, meets quarterly to review significant sustainability issues that require escalation. The Sustainability Board is responsible for progressing key sustainability and climate change targets, including pladis science-based net zero targets and ensuring the investment and action required to achieve them. Furthermore, representatives of the Sustainability Board are responsible for maintaining a process for identifying, assessing, managing and monitoring climate-related risks and opportunities within their areas of responsibility.

The Sustainability Forum, led by ExCo sponsors (C-suite-level functional representatives), enables cross-functional decision-making monthly. It provides an opportunity to align strategies related to sustainability-related topics, including climate-related risks and opportunities, prior to their escalation to the Sustainability Board and CEO. ExCo sponsors provide support to regional Managing Directors, help inform the status of commitments and support decision-making on budgeted sustainability actions.

At the operational level, the Sustainability Working Group – comprising sustainability commitment leads across key areas such as carbon, responsible sourcing and packaging – meets monthly to identify emerging climate risks and opportunities. This group serves as an early-warning mechanism, ensuring that risks identified at a regional or business-unit level are escalated for further assessment and action.

## Regional implementation

While our corporate framework provides strategic direction, our subsidiaries play a key role in implementing climate risk management at a local level. Our regional teams are responsible for delivering on sustainability priorities such as responsible sourcing, packaging recyclability and emissions reduction, guaranteeing that our approach is both globally aligned and locally effective. In 2024, we strengthened our regional approach by appointing sustainability leads in all our regions to enhance climate-related expertise and impact.

## Partnerships supporting effective governance

Furthermore, pladis collaborates with external organisations such as the NGO, Earthworm Foundation, which supports supply chain monitoring and Starling, whose satellite technology tracks deforestation risks. Internally, our Sustainability Working Group oversees sustainability partnerships, making certain that any climate-related risks and opportunities identified through these external partnerships are effectively monitored and incorporated into decision-making.

## Integrated communication and decision-making

Effective climate risk governance at pladis relies on two-way communication across all levels of the business. By promoting effective communication from the Board to the Sustainability Working Group, we ensure that climate risks and opportunities are identified, assessed and acted upon in a timely manner. To strengthen governance, pladis has expanded its top-down risk management approach to a hybrid model. Executive Committee members continue to oversee risk identification, while the Sustainability Working Group strengthens bottom-up escalation – guaranteeing that emerging climate-related risks and opportunities reach senior leadership fortimely review. The Board maintains ultimate oversight, ensuring alignment with the company’s long-term strategy. This enables us to proactively integrate climate insights into decision-making, align sustainability goals with business strategy and respond dynamically to emerging risks. Table 1, as shown below, outlines key responsibilities at each level.





# Climate-related financial disclosures

## continued

Table 1 – Governing Boards

Responsible party	Key representatives	Meeting frequency	Responsibilities
The Board	Chairman, CEO and other key stakeholders	Three times per year	<ul style="list-style-type: none"><li>• Approves strategy and sustainability aims.</li><li>• Reviews commitments and upcoming deadlines.</li><li>• Receives regular updates on broader sustainability initiatives, including long-term strategy rollouts.</li></ul>
Sustainability Board	CEO, MDs for all regions, ExCo	Quarterly	<ul style="list-style-type: none"><li>• Reviews the status of commitments and deadlines.</li><li>• Makes decisions on sustainability items and larger capex opportunities.</li><li>• Acts as a cross-functional decision-making body for large-scale business challenges and opportunities.</li></ul>
Sustainability Forum	ExCo Sponsors	Monthly	<ul style="list-style-type: none"><li>• Reviews and aligns strategy on key sustainability topics, commitments and decisions before they are presented to the Board.</li><li>• Provides updates on commitments and upcoming deadlines, ensuring cross-functional representation via Commitment Leads and regions.</li><li>• Decides on outstanding sustainability matters within budget.</li></ul>
Sustainability Working Groups	Global Sustainability Team and Commitment Leads (carbon, responsible sourcing and packaging)	Monthly	<ul style="list-style-type: none"><li>• Ensures that key sustainability topics, commitments and decisions are reviewed and agreed upon before being formally presented to the ExCo.</li><li>• Shares sustainability and climate-related knowledge and learnings across the business.</li></ul>

### Strategy

#### Climate scenario analysis: risk identification and assessment

In 2024, alongside our external partners, Simply Sustainable, we took an important step forward in strengthening our climate resilience by conducting our first climate scenario analysis. This work helps us better understand the potential risks and opportunities climate change presents to our business across different scenarios and time frames. By taking a proactive approach, we can assess how these factors may impact our ability to keep delivering the high-quality snacks our consumers love – made with responsibly sourced ingredients and more sustainable packaging. It also reinforces our commitment to minimising our environmental impact by decarbonising our supply chain and logistics operations, while continuing to support the farmers and communities at the heart of our value chain.

Our process began with value chain mapping, a process that allowed us to trace the environmental and social impacts of our products from raw material sourcing through to production, distribution and end-of-life. Value chain mapping was an essential first step in helping us identify key risks, opportunities and areas for improvement in sustainability and climate resilience.

Through a comprehensive process – including business insight analysis, value chain mapping, climate science, peer review and desktop research – we then identified a shortlist of climate-related risks and opportunities. This was the basis of our climate scenario analysis, through which we then assessed the exposure of our operations and supply chain to both the potential physical impacts of climate change and the transition to a lower-carbon economy.

To understand the physical impacts of climate change on our operations and supply chain, our scenario analysis included three Shared Socioeconomic Pathways (SSPs – see table 2); these are physical scenarios developed by the Intergovernmental Panel on Climate Change (IPCC). This included a detailed analysis of land, coastal and urban projections on a global scale, drawing on IPCC Sixth Assessment Report (2023) projections, commodity-specific academic research and research by the Food and Agriculture Organization (FAO) on the environmental and socioeconomic impacts of climate change on agricultural supply chains. We assessed both acute and chronic physical risks and opportunities.

### Physical scenarios

Table 2 – Shared Socioeconomic Pathways

SSP1-2.6	A low emissions scenario where emissions decline to net zero around 2070. Warming: 1.3–2.4°C by 2100.
SSP2-4.5	A medium emissions scenario where emissions remain around current levels until 2050. Warming: 2.1–3.5°C by 2100.
SSP5-8.5	A high emissions scenario where emissions roughly double from current levels by 2050. Warming: 3.3–5.7°C by 2100.

To evaluate the potential impacts associated with the transition to a lower-carbon economy, we analysed three scenarios from the International Energy Agency (IEA)’s 2024 World Energy Outlook (see table 3), each reflecting different energy transition pathways. We selected these scenarios as the IEA outlines the transformations necessary in the energy sector to reach global net zero, helping pladis understand how shifting prices for energy and carbon could impact our direct operations and supply chain. Our IEA analysis was supplemented by our examination of a range of sources considering consumer shifts and preferences, national pledges on packaging and recycling and commitments related to deforestation. We reviewed policy and legal, technology, market and reputational risks and opportunities, evaluating the associated shifts that may impact our business.





# Climate-related financial disclosures continued

Table 3 – IEA transition scenarios

Net Zero Emissions by 2050 Scenario (NZE)	This net zero emissions scenario maps out the energy transition needed to achieve a 1.5°C stabilisation in the rise in global average temperatures.
Announced Pledges Scenario (APS)	This low emissions scenario assumes that all aspirational climate-related targets announced by governments are met on time and as a whole.
Stated Policies Scenario (STEPS)	This medium emissions scenario is pragmatic and exploratory, showing the trajectory implied by today’s policy settings.

Our climate scenario analysis considers three time horizons to assess how physical and transition risks may evolve across each scenario, ensuring alignment with both the latest climate science and our business strategy. The long-term horizon extends to 2050, which is the target year for net zero emissions under the Paris Agreement (2015), adopted by key countries including the EU, UK and Türkiye. This also reflects the furthest time frame assessed by the International Energy Agency (IEA), therefore guaranteeing our approach is aligned with global climate commitments. Conversely, the short-term milestone aligns with corporate financial planning and reflects the need for short-term climate action if long-term targets are to be achieved.

- Short-term time horizon (present to 2030 – the 2030 milestone)
- Medium-term time horizon (2030 to 2040 – the 2040 milestone)
- Long-term horizon (2040 to 2050 – the 2050 milestone)

Findings from our scenario analysis have helped us identify and categorise physical and transition risks and opportunities in line with UK CFD guidance. While we considered a broad range of climate-related factors, only those most relevant to the Company’s sector, operations and business model have been prioritised. Recognising that climate risks and opportunities vary across different markets, we’ve also factored in regional and business-specific insights where relevant, ensuring our management approach reflects the unique challenges and opportunities across our operations.

To understand the business impact of these risks and opportunities, we’ve assessed potential financial implications, considering how they could materialise under different climate futures. While these impacts aren’t broken down by specific scenarios or time frames, their likelihood and severity will vary depending on emissions pathways and long-term climate shifts. As this is our first year of climate scenario analysis, we see this as the starting point and future assessments will deepen our quantitative analysis to further refine our approach and decision-making.

Drawing on insights from the scenario analysis, we held a cross-functional risk workshop to delve into existing management approaches for climate-related issues. This exercise strengthened our understanding of where future climate risk mitigation should be focused and served as an opportunity for representatives across the business to understand their role in climate risk management. Following the risk workshop, the Sustainability Working Group will continuously monitor findings and escalate material risks as necessary, supporting informed decision-making at all levels.

Our climate scenario analysis is not a one-off exercise – it’s an ongoing process that will evolve alongside our business and the wider climate landscape. We will review our scenario analysis annually, reassessing risks and opportunities to make certain they remain relevant as new data, regulations and market dynamics emerge. On a three-year cycle, we will conduct a full refresh of our scenario analysis, incorporating the latest climate science and business insights to strengthen our resilience and ensure we continue making informed, forward-looking decisions.

## Risk management

### Risk and opportunity management

Our broader risk management framework has developed as a result of the ongoing sustainability strategy development process. Accordingly, managing climate-related risks is now embedded in our broader risk management framework, guaranteeing we take a structured and proactive approach to identifying, assessing and mitigating potential impacts. As part of our climate scenario analysis, we evaluated risks in line with our revised framework, considering both impact and likelihood while factoring in existing controls and management strategies to determine the net risk level. This approach allows us to focus on the risks most material to our business, ensuring resources are directed where they can have the greatest impact.

Findings from this assessment have been documented in the pladis climate risk and opportunity register, which provides a clear record of identified risks, their potential financial and operational implications and the actions in place to manage them. This register is not static – we will re-evaluate climate-related risks and opportunities at least annually, with updates made as new information, regulatory changes or business developments emerge. By taking this structured, data-driven approach, we can be sure that we are managing climate risk effectively, supporting both long-term business resilience and our sustainability commitments.

Based on the findings of the scenario analysis, the following key climate-related risks and opportunities have been identified for pladis. These risks and opportunities have been disclosed due to their potential significance both now and in the future time horizons that were analysed. Some disclosed risks consolidate multiple related risks and have been grouped for clarity of disclosure.

## Metrics and targets

Tracking climate-related metrics and setting clear targets are critical to guaranteeing pladis remains on track to reduce its environmental impact and build long-term resilience. Our key commitments – achieving net zero by 2050, ensuring 100% of our cocoa and palm oil are deforestation-free by 2030 and making all our plastic packaging recyclable, reusable or compostable by 2025 – help drive tangible progress across our operations and supply chain. These targets not only align with global sustainability frameworks but also reflect our ambition to be a responsible and sustainable snacking company.

We track key climate-related metrics, including scope 1, 2 and 3 carbon emissions, energy consumption, renewable energy use and packaging recyclability rates. Tracking these metrics allows us to measure progress, strengthen our sustainability strategy and drive decision-making at all business levels.

In 2025, we are strengthening our sustainability strategy by refining targets, enhancing data insights and improving progress tracking. A key focus is setting science-based targets, including FLAG emissions and submitting them to the SBTi for validation. This will align our goals with climate science and industry best practices, ensuring measurable impact and future readiness.





# Climate-related financial disclosures

## continued

Physical risks and opportunities

What is the risk	Potential financial impacts	Projections	Management response
Risk 1: Agricultural yield declines			
Climate change will significantly impact our key commodities – cocoa, palm oil and wheat – by 2050, leading to increased procurement costs and supply chain volatility. Other agricultural commodities, including sugar, dairy and nuts, may also be affected. Rising temperatures, extreme weather events and shifting precipitation patterns could reduce crop yields, increase production costs and exacerbate deforestation and land degradation, threatening long-term supply chain stability despite adaptation measures.	<p>Increased expenditure due to rising costs of key commodities, such as cocoa, wheat and palm oil, due to supply constraints.</p> <p>Potential revenue losses as a result of supply chain instability, leading to delays and impaired production if alternatives cannot be secured.</p>	<p><b>Short term (2025–2030):</b> Moderate risk across all emissions scenarios as existing agricultural supply chains adapt to gradual climate shifts. Localised yield variability may occur, but supply constraints remain manageable.</p> <p><b>Medium term (2030–2040):</b> Moderate to high risk, particularly under the high-emissions scenario, as temperatures increase and extreme weather events disrupt production. Crop yields for key commodities, including cocoa and wheat, may begin to decline more noticeably.</p> <p><b>Long term (2040–2050):</b> High risk under all scenarios, with significant crop losses, increased production costs and potential supply chain instability, particularly under the high-emissions scenario where severe climate impacts, including droughts and floods, reduce agricultural productivity.</p>	<p>At pladis, we have been working to build a more resilient and sustainable agricultural supply chain, ensuring our key ingredients are responsibly sourced while mitigating climate-related risks. Our approach is informed by directly engaging farmers, scientific research and long-term partnerships with sustainability organisations.</p> <p>For cocoa, our Beyond Cocoa strategy ensures traceability and deforestation-free sourcing while strengthening farmer cooperatives in Côte d’Ivoire. We are reviewing expanding procurement forecasting to improve risk anticipation and supply stability. Risk management teams monitor pod counts, price volatility and logistics disruptions, enabling proactive responses to market fluctuations. We are enhancing traceability through an app-based system with GPS-enabled farm mapping and in-country teams in Côte d’Ivoire supporting on-the-ground monitoring. Additionally, we are reviewing alternative sourcing options, such as shea-based cocoa butter substitutes, to reduce supply dependency.</p> <p>For palm oil, we are increasing traceability through satellite monitoring and direct supplier engagement. Our collaboration with NGO Earthworm Foundation strengthens due diligence and ensures alignment with No Deforestation, No Peat, No Exploitation (NDPE) commitments. We are also evaluating alternative oils to diversify supply and mitigate regulatory and environmental risks.</p> <p>Wheat supply resilience is secured through our Back to Farm programme in the UK, which guarantees Group 3 wheat production and promotes regenerative agriculture. In Türkiye, we are working to implement regenerative agricultural practices across 1,000 hectares of wheat-producing land by 2030. Our partnership with the Bahri Dağdaş International Agricultural Research Institute has led to the development of Aliağa Biscuit Wheat – a high-yield, drought-resistant variety designed specifically for biscuit production. Aliağa wheat requires 20% less water than conventional varieties and delivers yields that are 30% higher, supporting both climate adaptation and food security. To further secure our wheat supply, we are exploring alternative sourcing to mitigate risks associated with wheat yield declines in parts of Türkiye. This includes assessing regional changes within the country, such as identifying new geographies in northern Türkiye where wheat yields are projected to increase due to shifting climatic conditions.</p> <p>Beyond our key commodities, we are strengthening supplier resilience through partnerships, such as with Earthworm Foundation and regional initiatives promoting regenerative agriculture. These efforts are essential in stabilising supply chains and reducing procurement risks; however, external challenges, such as climate variability and price volatility, remain ongoing considerations.</p>
Associated opportunity 1: Climate-resilient crops and management practices			
There is an opportunity for pladis to support and/or partner in the development of climate-resilient crops and regenerative farming practices. Strengthening relationships with farmers, breeding drought- and disease-resistant wheat and integrating climate-smart agricultural practices will enhance supply security and reduce reliance on climate-sensitive commodity markets.	<p>Increased supply chain resilience, reducing volatility in raw material costs.</p> <p>Stronger farmer partnerships and improved yields and quality of key crops, securing long-term supply.</p>	<p><b>Short term (2025–2030):</b> Moderate opportunity as partnerships and/or initial investments in drought-resistant crops, regenerative agriculture and farmer partnerships improve supply chain resilience.</p> <p><b>Medium term (2030–2040):</b> Increasing benefits from sustainable farming initiatives and development of substitutes, with moderate to high potential under the high-emissions scenario due to stronger industry demand for climate adaptation measures.</p> <p><b>Long term (2040–2050):</b> High opportunity under all scenarios, especially the high-emissions scenario, as climate-resilient agriculture becomes critical for securing supply chains, mitigating procurement risks and ensuring business continuity.</p>	





TCFD appendix

# Climate-related financial disclosures

## continued

Physical risks and opportunities continued

What is the risk	Potential financial impacts	Projections	Management response
Risk 2: Extreme weather			
Risk description: Extreme weather events, including heatwaves, flooding and storms, may increase employee health risks, operational disruptions and infrastructure damage. Rising temperatures may reduce workforce productivity and increase cooling costs. More frequent and intense flooding could damage key transport routes, warehouses and manufacturing sites, causing supply chain delays and higher repair costs.	<p>Increased operational costs due to cooling system upgrades and infrastructure resilience measures.</p> <p>Higher insurance costs, particularly for flood-prone facilities.</p> <p>Supply chain delays and increased logistics costs due to transport disruptions.</p> <p>Potential revenue loss from operational downtime.</p>	<p><b>Short term (2025–2030):</b> Localised disruptions due to flooding, heat waves and storms, leading to occasional transport and operational delays. Moderate impact under all scenarios.</p> <p><b>Medium term (2030–2040):</b> Increasing frequency and severity of extreme weather events, particularly under the medium- and high-emissions scenarios. Higher risk of infrastructure damage, supply chain bottlenecks and rising cooling costs.</p> <p><b>Long term (2040–2050):</b> High risk under the high-emissions scenario as extreme heat, storms and flooding become more frequent and intense, leading to prolonged operational disruptions, increased insurance costs and higher energy expenditures.</p>	<p>Our analysis of extreme weather events and risk exposure is based on our global operational footprint and value chain, covering key operational and supply chain regions, allowing us to identify where our highest risk exposures may be present.</p> <p>Based on local legislation, pladis has conducted an asset-specific climate risk assessment across its UK facilities to identify vulnerabilities to extreme weather. To mitigate heat-related risks, pladis is reviewing temperature regulation systems across manufacturing sites to protect employee welfare and maintain operational efficiency. Infrastructure resilience is being strengthened through site-specific flood defence and drainage improvements at high-risk locations.</p> <p>Transport and logistics risks are being addressed through supply chain visibility improvements, including the digitalisation of logistics tracking to enhance response times. Additionally, pladis is working closely with insurers to guarantee its facilities maintain coverage while integrating climate resilience measures to manage long-term cost pressures. Our operations in Türkiye have insurance coverage in place for its global supply chains, providing an added layer of resilience against climate-related disruptions.</p> <p>Climate risk management is embedded within the business strategy and delegated to regional teams to ensure localised, context-specific action. This approach enables pladis to respond effectively to varying regional risk profiles. These actions support pladis’ strategy to ensure business continuity and operational stability amid increasing climate risks.</p>





# Climate-related financial disclosures

## continued

### Transition risks and opportunities

What is the risk	Financial impacts	Projections	Management response
Risk 3: Increased regulatory and compliance costs			
Strengthening climate regulations – including carbon pricing mechanisms, deforestation legislation and mandatory environmental reporting – pose financial and operational risks to pladis. The introduction of carbon taxes could increase manufacturing and supply chain costs, while compliance with the EU Deforestation Regulation (EUDR) requires enhanced supply chain due diligence, particularly for cocoa and palm oil. Additionally, stricter ESG reporting requirements – such as the CSRD – will require more comprehensive disclosures and assurance, increasing administrative and compliance costs.	<p>Increased expenditure due to carbon taxation on energy-intensive operations and across supply chain.</p> <p>Higher costs for ensuring deforestation-free sourcing and supply chain traceability.</p> <p>Additional administrative and compliance costs for enhanced environmental reporting.</p> <p>Potential reputational and financial risks from non-compliance fines or supply chain disruptions.</p>	<p><b>Short term (2025–2030):</b> Emerging regulatory changes, including carbon taxation and deforestation legislation, lead to rising compliance costs. Impact is highest under the net zero scenario but remains moderate overall.</p> <p><b>Medium term (2030–2040):</b> Stricter ESG reporting and environmental regulations increase financial and administrative burdens. Medium to high risk under the high-emissions scenario due to accelerated policy interventions introduced due to the intensification of physical climate impacts.</p> <p><b>Long term (2040–2050):</b> High risk under all scenarios as global regulatory frameworks become more stringent. Carbon taxation, supply chain due diligence and sustainability disclosure requirements drive significant operational changes and cost implications.</p>	<p>pladis is proactively addressing regulatory risks by integrating energy efficiency improvements, renewable energy sourcing and enhanced supply chain transparency into its operations. Since 2018, all UK sites have been powered by 100% renewable electricity and across our full Global footprint, efforts are underway to implement a Global Energy Action Plan aimed at reducing fossil fuel reliance and improving manufacturing efficiency across all of our sites. Recognising that ovens are among the most carbon-intensive assets in our production process, pladis is prioritising R&amp;D and equipment upgrades to enhance efficiency and mitigate exposure to carbon taxation. In Türkiye, we have made measurable progress towards its carbon reduction targets by improving energy efficiency, expanding the use of renewable energy and enhancing the efficiency of its transport operations.</p> <p>In response to the EUDR, pladis is strengthening traceability and verification processes for key commodities, including cocoa and palm oil, by integrating satellite monitoring and supplier engagement initiatives. In Türkiye, we are using digital traceability platform that enables farm-level data collection and verification. More broadly, pladis works with the NGO Earthworm Foundation to strengthen responsible sourcing practices and improve supply chain transparency.</p> <p>pladis’ Procurement Board, is responsible for overseeing progress towards compliance with the EUDR. It is being linked into the Sustainability Committee to improve alignment with other sustainability priorities.</p> <p>Additionally, pladis is expanding data collection and reporting frameworks to ensure compliance with the CSRD and other evolving ESG disclosure requirements, reinforcing its commitment to transparent and responsible business practices.</p>
Opportunity: Sustainable product offerings			
Shifting consumer preferences and tightening sustainability regulations create an opportunity for pladis to develop and market more sustainable product offerings, such as biscuits made with certified sustainable ingredients (e.g., RSPO-certified palm oil, responsibly sourced cocoa and regenerative agriculture wheat). Increased demand for lower-carbon, deforestation-free and ethically sourced products align with both retailer and consumer expectations and evolving sustainability commitments.	<p>Increased revenues from new premium sustainable product lines.</p> <p>Enhanced brand reputation and consumer trust.</p> <p>Stronger retailer partnerships as supermarkets increasingly favour responsible sourcing commitments.</p> <p>Reduced regulatory risk exposure by staying ahead of ESG disclosure.</p>	<p><b>Short term (2025–2030):</b> Moderate opportunity across all scenarios, but especially under the net zero scenario, as consumer demand for sustainably sourced ingredients and lower-carbon products grows. Initial market expansion opportunities arise.</p> <p><b>Medium term (2030–2040):</b> Strengthened retailer and regulatory pressures amplify the need for sustainable product lines, creating high market potential as industries accelerate the transition.</p> <p><b>Long term (2040–2050):</b> Opportunity across all scenarios as sustainability becomes an industry standard. Companies with well-established responsible sourcing and low-carbon product portfolios gain a competitive advantage.</p>	<p>pladis is expanding its use of certified sustainable ingredients to align with retailer and consumer expectations for ethical and transparent sourcing. This includes actively increasing the proportion of RSPO-certified palm oil, deforestation-free cocoa and sustainably farmed wheat in our products. Furthermore, we are exploring cost-effective alternatives, as a measure of resilience. Maintaining the taste and quality of traditional pladis goods is at the core of all product-related R&amp;D and continues to be a focus as we explore innovative solutions to enhance the sustainability of our product lines. These initiatives will allow pladis to build sustainable brand value, meet regulatory requirements ahead of time and capture new market opportunities.</p>





# Climate-related financial disclosures

## continued

### Sustainable product offerings

What is the risk	Financial impacts	Projections	Management response
Risk 3: Increased regulatory and compliance costs			
Strengthening climate regulations – including carbon pricing mechanisms, deforestation legislation and mandatory environmental reporting – pose financial and operational risks to pladis. The introduction of carbon taxes could increase manufacturing and supply chain costs, while compliance with the EU Deforestation Regulation (EUDR) requires enhanced supply chain due diligence, particularly for cocoa and palm oil. Additionally, stricter ESG reporting requirements – such as the CSRD – will require more comprehensive disclosures and assurance, increasing administrative and compliance costs.	<p>Increased expenditure due to carbon taxation on energy-intensive operations and across supply chain.</p> <p>Higher costs for ensuring deforestation-free sourcing and supply chain traceability.</p> <p>Additional administrative and compliance costs for enhanced environmental reporting.</p> <p>Potential reputational and financial risks from non-compliance fines or supply chain disruptions.</p>	<p><b>Short term (2025–2030):</b> Emerging regulatory changes, including carbon taxation and deforestation legislation, lead to rising compliance costs. Impact is highest under the net zero scenario but remains moderate overall.</p> <p><b>Medium term (2030–2040):</b> Stricter ESG reporting and environmental regulations increase financial and administrative burdens. Medium to high risk under the high-emissions scenario due to accelerated policy interventions introduced due to the intensification of physical climate impacts.</p> <p><b>Long term (2040–2050):</b> High risk under all scenarios as global regulatory frameworks become more stringent. Carbon taxation, supply chain due diligence and sustainability disclosure requirements drive significant operational changes and cost implications.</p>	<p>pladis is proactively addressing regulatory risks by integrating energy efficiency improvements, renewable energy sourcing and enhanced supply chain transparency into its operations. Since 2018, all UK sites have been powered by 100% renewable electricity and across our full Global footprint, efforts are underway to implement a Global Energy Action Plan aimed at reducing fossil fuel reliance and improving manufacturing efficiency across all of our sites. Recognising that ovens are among the most carbon-intensive assets in our production process, pladis is prioritising R&amp;D and equipment upgrades to enhance efficiency and mitigate exposure to carbon taxation. In Türkiye, we have made measurable progress towards its carbon reduction targets by improving energy efficiency, expanding the use of renewable energy and enhancing the efficiency of its transport operations.</p> <p>In response to the EUDR, pladis is strengthening traceability and verification processes for key commodities, including cocoa and palm oil, by integrating satellite monitoring and supplier engagement initiatives. In Türkiye, we are using digital traceability platform that enables farm-level data collection and verification. More broadly, pladis works with the NGO Earthworm Foundation to strengthen responsible sourcing practices and improve supply chain transparency.</p> <p>The Procurement Board, is responsible for overseeing progress towards compliance with the EUDR. It is being linked into the Sustainability Committee to improve alignment with other sustainability priorities.</p> <p>Additionally, pladis is expanding data collection and reporting frameworks to ensure compliance with the CSRD and other evolving ESG disclosure requirements, reinforcing its commitment to transparent and responsible business practices.</p>
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