ppf.

2025 PETS STATUS UPDATE REPORT

BECAUSE OUR PETS, ENVIRONMENT, TEAMS, AND SOCIETY MATTER



REPORT DETAILS

Legal name	Partner in Pet Food Hungária Korlátolt Felelősségű Társaság
Legal form	Limited Liability Company
Location of headquarter	Budapest, Hungary
Countries of operation	Hungary, Sweden, Slovakia, Poland, Netherlands, Czech Republic, France, Italy, Germany, Romania
Entities included in the sustainability reporting	Partner in Pet Food Hungária Kft. Partner in Pet Food CZ s.r.o Partner in Pet Food NL B.V. Landini Giuntini S.p.A. Partner in Pet Food Poland S.A. Partner in Pet Food SK s.r.o Partner in Pet Food Nordics AB Kollmax Kft. Partner in Pet Food France SAS
Any material changes vs. prior reporting year (e.g., acquisitions, divestments)	Not applicable
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If you have any questions regarding this report, please reach out to our Sustainability team at info@ppfeurope.com.

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Foreword

2025 was a year of transition and progress for PPF. We changed the composition of our Executive Committee while refining our long-term strategic direction. In parallel, we advanced in updating our sustainability framework - the PETS Strategy.

Building on the Double Materiality Assessment (DMA) completed in 2024, we further aligned our sustainability approach with business priorities, regulatory expectations, and the topics most relevant to our stakeholders. The DMA results provided a strong foundation to sharpen our focus, introduce new strategic elements, and adjust targets where needed. The updated PETS Strategy, effective from 1 January 2026, reflects our commitment to integrating sustainability more deeply into daily operations across the Group.

At the same time, we have taken a deliberate step to evolve how we communicate our sustainability performance. To provide greater transparency, ensuring our reporting is easier to understand and more relevant, we have updated the format to clearly highlight our progress towards achieving our PETS targets. As part of this shift, we renamed our annual publication to the PETS Status Update Report, underlining its purpose as a clear and focused update on performance, actions, and progress across our four strategic pillars (Performance, Environment, Team, and Society).



In 2025, we delivered tangible results across our sustainability agenda. Key highlights include:

- Retaining our EcoVadis Bronze Medal, placing PPF among the top 35% of companies assessed globally, despite increasingly stringent evaluation criteria.
- Achieving a 10% reduction in total greenhouse gas emissions between 2021 and 2025, demonstrating meaningful progress towards our science-based climate targets.
- Ensuring 31.3% of PPF's total electricity consumption was sourced from renewable energy, reflecting our continued efforts to decouple growth from environmental impact.
- Delivering training to every one of our employees, focused on work-related or career development skills, supporting long-term capability building and engagement across the Group.
- Undertaking 183 community support initiatives, representing a 37% increase compared to the previous year, reaffirming our commitment to the communities and animal welfare organizations connected to our value chain.
- Donating 897 pallets of pet food to shelters and various organizations across Europe to support animal welfare.

These achievements are the result of the dedication, collaboration, and professionalism of our colleagues across all countries and functions. I would like to sincerely thank everyone who contributed to advancing our sustainability priorities in 2025. Their efforts continue to shape a more resilient, responsible, and future-oriented PPF.

Xavier Belison
CEO and Chairman of the Board

HIGHLIGHTS OF 2025

Performance

- **100%** of the manufacturing sites are certified under the International Featured Standards (IFS), a GFSI-recognized food safety certification scheme.
- **74.6%** of PPF employees were covered by collective agreements or formally elected employee representation
- PPF retained its EcoVadis Bronze Medal, placing the Company within the top **35%** of all companies assessed globally

Environment

- **10%** reduction in total Greenhouse Gas (GHG) emissions between 2021 and 2025
- **31.3%** of PPF's total electricity consumption was from renewable sources
- **86%** of all waste generated across our operations was recovered

Team

- Began preparations to comply with the requirements of the EU Pay Transparency Directive
- Formed a new partnership with Gallup, a global leader in employee engagement
- **100%** of employees received training focused on work-related or career development skills

Society

- Delivered **183** community support initiatives, representing a **37%** increase compared to the prior year
- Donated **897** pallets of pet food to shelters and various organizations across Europe to support animal welfare
- Supported employees to volunteer at animal shelters, charities, kindergartens and schools across **all countries** where PPF operates

ABOUT

ppf. PARTNER IN PET FOOD



Overall purpose

In 2023, with the engagement of nearly 200 colleagues representing all parts of the Company, we defined our corporate purpose statement and declaration. Our ambition is to foster an inclusive and highly collaborative culture in which everyone feels empowered to grow and thrive. We believe that a clear and shared sense of purpose is a key enabler in achieving this ambition. PPF's values workshops are available to all employees to reinforce a collective understanding of our shared values as a business. Through our purpose and values, we aim to strengthen our sense of belonging and promote collaboration and engagement across PPF.

PURPOSE STATEMENT

We believe in our people, and we are passionate about pets. Together, we make tomorrow's world a better place to live in, for people and pets.

Purpose declaration

We, as PPF, are passionate about pets, and we partner with our people, pet parents, customers, and suppliers in caring for every aspect of the lives of pets. We believe in the power of trust and respect, and we bring our passion to our business. We believe in the power of innovation; we see mistakes as learning opportunities. We believe in our people and inspire them to contribute, embrace diversity, and have the freedom to act. We care because today we make tomorrow's world a better place to live in for people and pets, contributing to the wellbeing of our communities and the planet.

Our purpose, mission, and values



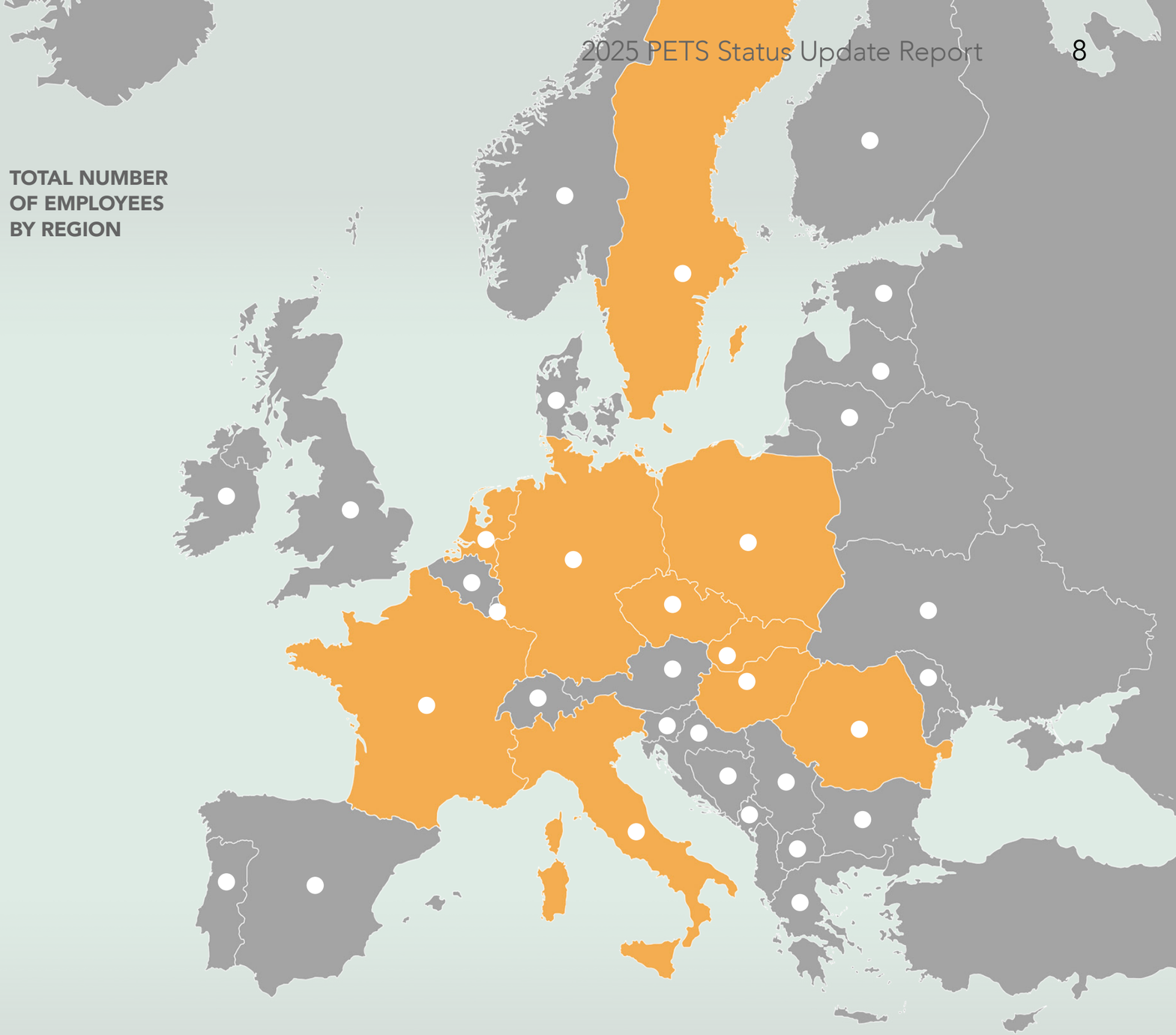
OUR BUSINESS

PPF is one of Europe's largest producers of private-label pet food. The company offers a comprehensive portfolio across all major pet food categories and price tiers, serving both retail and own brands across all main distribution channels.

PPF continuously develops and strengthens its systems and standards to ensure consistent product quality and food safety across the entire value chain, from sourcing to distribution. Its operations are supported by strong customer service capabilities, category management expertise, large-scale production capacity, and ongoing product development.

In 2025, PPF produced approximately 670,000 tons of pet food and reported sales of around €748 million. The company supplies more than 400 customers across 10 countries, including major grocery retailers, supermarkets, specialist pet shops, and veterinary channels, with products distributed throughout 49 countries. PPF operates an integrated pan-European production network comprising 12 factories and 8 distribution centers, enabling efficient production and distribution across European markets. At the end of 2025, 2,444 colleagues were working across the business.

TOTAL NUMBER OF EMPLOYEES BY REGION

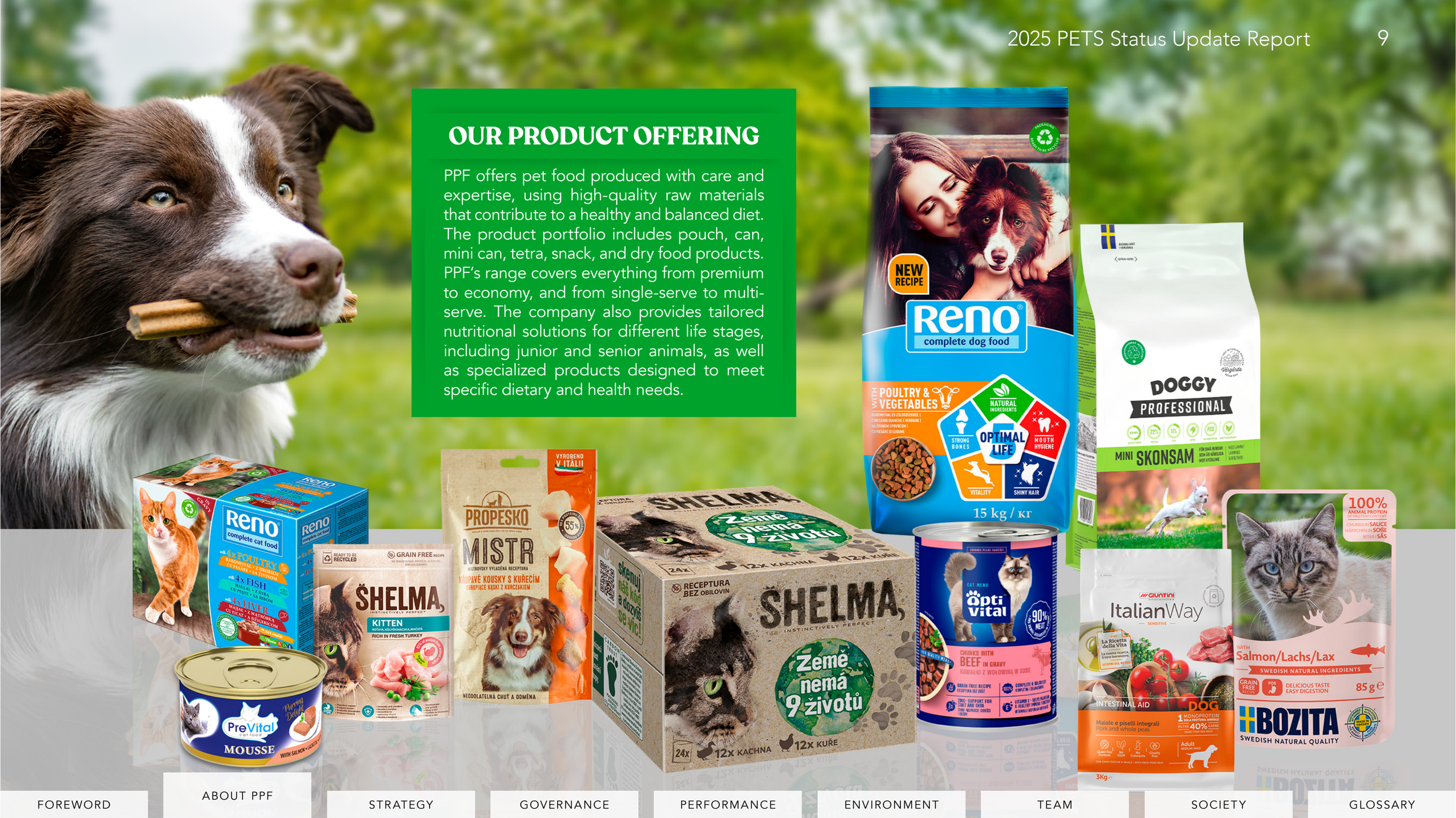


PPF operates in **10 countries**

Served countries in Europe

OUR PRODUCT OFFERING

PPF offers pet food produced with care and expertise, using high-quality raw materials that contribute to a healthy and balanced diet. The product portfolio includes pouch, can, mini can, tetra, snack, and dry food products. PPF's range covers everything from premium to economy, and from single-serve to multi-serve. The company also provides tailored nutritional solutions for different life stages, including junior and senior animals, as well as specialized products designed to meet specific dietary and health needs.





OUR PETS STRATEGY

DOUBLE MATERIALITY ASSESSMENT

In 2024, PPF conducted a comprehensive Double Materiality Assessment (DMA) in preparation for the upcoming requirements of the Corporate Sustainability Reporting Directive (CSRD). The assessment evaluated sustainability topics across two key dimensions:

- **Impact materiality:** considered the company's actual and potential effects on people, society, and the environment.
- **Financial materiality:** assessed sustainability factors that could generate material financial risks or opportunities for the company.

The primary goal of the DMA was to identify, understand, and prioritize the most material Impacts, Risks, and Opportunities (IROs) related to PPF's sustainability topics. To achieve this, PPF gathered insights from both internal and external stakeholders across its global operations and entire value chain. This engagement included interviews, surveys, and structured discussions to capture perspectives on Environmental, Social, and Governance (ESG) issues, as well as associated actual or potential IROs. The assessment's materiality thresholds were aligned with PPF's internal Enterprise Risk Management framework to ensure consistency and reliability.

The DMA process consisted of four phases

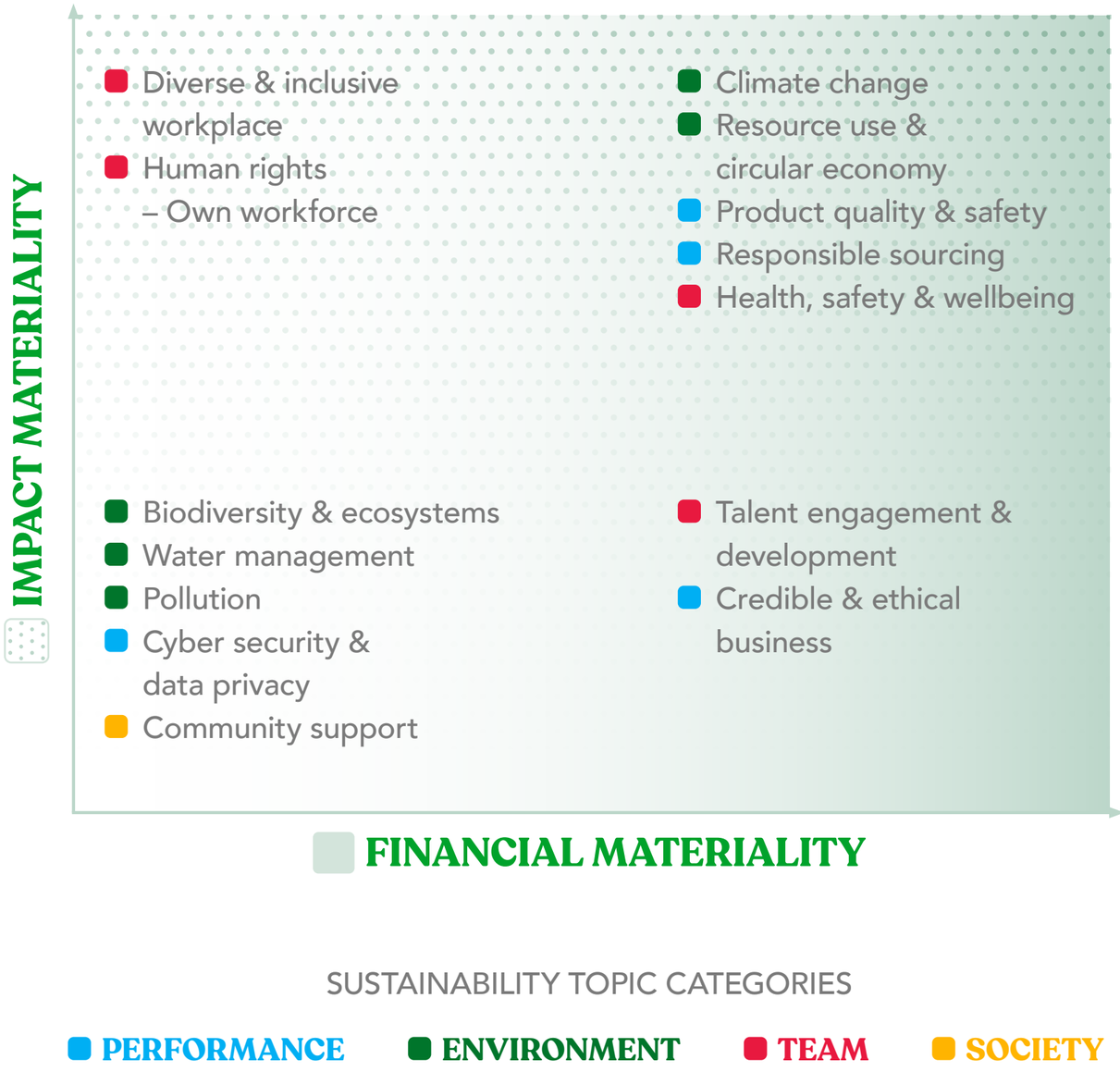
1. **Business & value chain review** – mapping PPF's activities, business relationships, and external context; identifying an initial list of IROs.
2. **Stakeholder engagement** – collecting and synthesizing input from internal and external stakeholders; refining and validating the definition of sustainability topics.
3. **IRO scoring** – developing a scoring methodology based on PPF's Enterprise Risk Management framework; applying materiality thresholds and conducting an initial scoring of IROs.
4. **Topic prioritization & validation** – validating scores with stakeholders, prioritizing material topics, applying thresholds, and obtaining leadership approval.

As a result of the DMA, nine sustainability topics were identified as material for PPF

- Climate change
- Resource use & circular economy
- Health, safety & wellbeing
- Diverse & inclusive workplace
- Talent engagement & development
- Human rights
- Product quality & safety
- Credible & ethical business
- Responsible sourcing

The identified IROs are linked to five European Sustainability Reporting Standards (ESRS) topics, with Responsible Sourcing recognized as an entity-specific matter. PPF is expected to publish its first CSRD disclosure in 2028, based on the 2027 FY data. PPF is expected reporting obligation is based on currently reported employee numbers and net annual turnover and remains subject to confirmation of applicable national legislation.

The findings of the DMA provided a robust foundation for the PETS strategy update, informing sustainability targets and strategic decision-making that ensures alignment between long-term business objectives, regulatory requirements, and evolving stake-holder expectations.



OUR UPDATED APPROACH

In 2022, PPF launched the PETS strategy, a dedicated sustainability framework and unique approach to ESG principles. Inspired by the company's commitment to pets, the PETS strategy structures sustainability around four key pillars: Performance, Environment, Team, and Society. These pillars serve as the foundation for business priorities and are designed to make sustainability goals clear and achievable for all employees.

Each pillar is supported by specific strategic focus areas that address the sustainability topics most relevant to our business and stakeholders. These focus areas are accompanied by defined targets and commitments, ensuring that PPF can effectively implement initiatives and track progress over time.

The results of the comprehensive DMA informed the basis of the PETS strategy update in 2025. This included the introduction of new focus areas and updates to sustainability targets. The revised strategy is closely aligned with PPF's long-term business objectives and strategic priorities, while ensuring strong alignment with EU regulatory requirements and maintaining flexibility to adapt to an evolving legal and business environment.

We also connected our strategy to the relevant United Nations Sustainable Development Goals (SDGs) which represent a universal action plan for the long-term prosperity of the planet and society. Targets and commitments were collaboratively developed with input from topic leaders and received approval from the Executive Committee, further demonstrating PPF's organizational commitment to sustainability.

The first set of results of the new PETS strategy will be published in next year's report.



Our updated PETS strategy (effective from 1 January 2026)

PILLAR	FOCUS AREA	UN SDG TARGET	EXCO SPONSOR	TARGET	2025 STATUS
PERFORMANCE Ensuring that our business is resilient and operates according to principles that benefit all our stakeholders.	PRODUCT QUALITY & SAFETY		ROBERT PEKAR, Chief Operations Officer	Maintain annual IFS/BRC standards certification for 100% of PPF's factories.	100%
	RESPONSIBLE SOURCING		ROBERT PEKAR, Chief Operations Officer	Reach 95% value coverage of PPF Supplier Code of Conduct and Sustainable Sourcing Policy acceptance by direct suppliers by the end of 2030.	82%
	CREDIBLE & ETHICAL BUSINESS		LÍVIA SARKADI, Chief HR & Legal Officer	Achieve 100% of permanent office-based employees completing anti-bribery and anti-corruption training annually.	66%
ENVIRONMENT Meeting today's demand for our products without impacting the environment for future generations.	CLIMATE CHANGE		ROBERT PEKAR, Chief Operations Officer	Develop a detailed decarbonization roadmap by the end of 2026.	Preparation started
				Achieve year-on-year increase in renewable electricity share.	31.3%
				Decrease Scope 1, 2, and 3 GHG emissions by 42% by the end of 2030 on a 2021 baseline in accordance with PPF's SBTi validated near-term emissions reduction target.	10%
	RESOURCE USE & CIRCULAR ECONOMY		ROBERT PEKAR, Chief Operations Officer	Ensure all packaging placed on the EU market complies with the requirements of the Packaging & Packaging Waste Regulation (PPWR) by the applicable deadlines.	Preparation started
TEAM Creating a safe, diverse and empowering working environment in which all of our team members can thrive.	DIVERSE & INCLUSIVE WORKPLACE		LÍVIA SARKADI, Chief HR & Legal Officer	Implement a transparent and equitable pay framework across all EU operations, ensuring compliance with the EU Pay Transparency Directive through salary range disclosure, gender pay gap reporting, and employee access to pay data by the end of 2026. Starting from 2027, report on gender pay gap annually.	Preparation started
	HEALTH, SAFETY & WELLBEING		ROBERT PEKAR, Chief Operations Officer	Maintain zero fatalities.	0%
				Strengthen PPF's zero accidents culture, aiming for zero injuries.	32 LTI, 11.9 LTIR
				Continuously keep average factory employee absence rate below 7%.	6.7%
	TALENT ENGAGEMENT & DEVELOPMENT		LÍVIA SARKADI, Chief HR & Legal Officer	Reach the top quartile of employee engagement levels by the end of 2030.	3.82 out of 5
	HUMAN RIGHTS		LÍVIA SARKADI, Chief HR & Legal Officer	Training 100% of PPF's leadership team on the topics of child labor, forced labor and human trafficking by 2027, and maintain a 100% completion rate.	100%
SOCIETY Taking care of the people and pets in our value chain and local communities.	COMMUNITY SUPPORT		LÍVIA SARKADI, Chief HR & Legal Officer	100% of surplus product is donated to shelters annually.	N/A
				100% of sites have partnerships with shelters and animal welfare organizations.	100%

GOVERNANCE



GOVERNANCE

The Executive Committee of PPF Group is responsible for the Group's strategic and operational management. It operates under the leadership of the Chief Executive Officer (CEO) and Chairman of the Board, Xavier Belison. During the reporting period, there were changes in the composition of the Executive Committee. At the time of the Report publication, the Executive Committee comprised four members: Xavier Belison (CEO and Chairman of the Board), Stéphane Re (Chief Financial Officer), Robert Pekar (Chief Operations Officer), and Lívia Sarkadi (Chief HR and Legal Officer). The Executive Committee plays a central role in integrating sustainability considerations into strategic decision-making and day-to-day operations.

Following a significant change in the shareholder structure in 2024, whereby CVC Capital Partners acquired a majority ownership of PPF while Cinven remained a minority shareholder, the composition of the Board of Directors was revised in the final quarter of 2024.

As of 2025, the Board consists of one executive and six non-executive directors. The Board provides oversight of PPF's overall governance, strategic direction, and performance, ensuring that the Group meets its business objectives and applicable regulatory requirements.

The Sustainability Expert, Dorottya Rudas, is responsible for developing PPF's sustainability strategy and coordinating sustainability-related business practices across the organization. Key responsibilities include monitoring and reporting progress against sustainability targets and commitments. The Sustainability Expert reports directly to the COO, who holds overall accountability for the progress and implementation of the sustainability strategy.

The Sustainability Expert provides formal updates to the Sustainability Steering Committee, which oversees progress against the PETS strategy. The Committee comprises five internal and three external members and meets twice per year.

MEMBERS OF SUSTAINABILITY STEERING COMMITTEE

Xavier Belison internal member	Dorottya Rudas internal member
Stéphane Re internal member	Marco Bartholdy external member
Robert Pekar internal member	Jenny Wassenaar external member
Lívia Sarkadi internal member	James Bone external member

FACTS AND FIGURES

Diversity in governance bodies:

	2024		2025	
	Number of women	Percentage of women	Number of women	Percentage of women
Board of Directors	2	25%	2	28.6%
Executive Committee	1	25%	1	25%
Sustainability Steering Committee	3	33.3%	3	37.5%

PERFORMANCE

ENSURING THAT OUR BUSINESS IS RESILIENT AND OPERATES ACCORDING TO PRINCIPLES THAT BENEFIT ALL OUR STAKEHOLDERS.



OUR TARGETS

PILLAR	TARGET
Product quality & safety	Maintain annual IFS/BRC standards certification for 100% of PPF's factories.
Credible & ethical business	Achieve 100% of permanent office-based employees completing anti-bribery and anti-corruption training annually.
Responsible sourcing	Reach 95% value coverage of PPF Supplier Code of Conduct and Sustainable Sourcing Policy acceptance by direct suppliers by the end of 2030.

HIGHLIGHTS OF 2025

- 100% of the manufacturing sites are certified under the International Featured Standards (IFS), a GFSI-recognized food safety certification scheme.
- 74.6% of PPF employees were covered by collective agreements or formally elected employee representation.
- PPF retained its EcoVadis Bronze Medal, placing the company within the top 35% of all companies assessed globally.

PRODUCT QUALITY & SAFETY

As a pet food manufacturer, PPF aims to deliver products that meet customer needs and preferences while fully complying with applicable quality and food safety requirements. Ensuring high standards of product quality and food safety is a fundamental element of the company's operations. PPF complies with all relevant national and EU pet food regulations, which are regularly reviewed and monitored by veterinarians and local authorities. As a result of our continuous focus on quality and safety management, no significant product quality or food safety incidents or recalls were recorded in 2025.

All of PPF's manufacturing sites are certified under the International Featured Standards (IFS), a GFSI-recognized food safety certification scheme. Factories operate under unannounced audit principles, supporting continuous compliance and demonstrating consistently high standards of food quality and safety across PPF's operations. In response to customer requirements, three sites (representing 25% of PPF factories) also hold British Retail Consortium (BRC) certification.

Additional certifications are obtained where required by market or customer expectations. For seafood sourcing, 50% of manufacturing sites are certified under either the Marine Stewardship Council (MSC) or the Aquaculture Stewardship Council (ASC) standards, covering both wild-caught and farmed products. Further product- and market-specific certifications include Organic Production, Beter Leven, and



E-mark. Selected facilities also maintain certifications under internationally recognized ISO standards, including:

- ISO 22000 (food safety management)
- ISO 9001 (quality management) and
- ISO 14001 (environmental management)

Product quality and food safety are managed through established policies, cross-functional collaboration, and continuous risk-mitigation programs covering the entire value chain. In 2025, several enhancements were implemented to further strengthen prevention, operational efficiency, and organizational alignment.

A key organizational change was the integration of the Product Development (PD) and Quality Assurance (QA) teams. This restructuring strengthened inter-team collaboration, improved product compliance and quality, and enabled a more seamless translation of customer and regulatory requirements into finished products, thereby enhancing the overall customer experience.

The PPF Quality Policy was revised and communicated across the organization to reinforce alignment with PPF's values and to further embed a culture of excellence and continuous improvement. The Policy is guided by the principle "First Time Right, Every Day, Everywhere."



The policy has been translated into all PPF languages and shared throughout the whole organization. PPF also enhanced its crisis management framework during the year. Improvements included the introduction of a decision tree to support consistent risk evaluation and escalation, new data-collection tools to enable faster responses and mitigation, and mandatory annual training for all employees involved in crisis management. Capturing key post-incident learnings was strengthened through the introduction of a new Incident Communication tool, which supports cross-site awareness, structured risk assessments, and the identification of preventive actions.

A Corporate Audit Program was developed to strengthen compliance and continuous improvement, align expectations across sites, increase customer confidence, and reduce the need for customer-led audits. This approach enables manufacturing sites to devote more resources to continuous improvement initiatives.

A strong focus on Root Cause Analysis (RCA) was maintained throughout the year. Quality incidents, non-quality costs, and consumer complaints were systematically reviewed during monthly quality reviews, supported by structured cross-site learning mechanisms.

In 2025, PPF implemented several targeted actions to improve product quality and food safety, contributing to increased consistency, transparency of risks, and preventive control, including:

- Streamlining and unifying supplier evaluation processes across all sites to ensure a consistent approach to identifying risks and opportunities;
- Harmonizing supplier claims management through common standards and tools;
- Revising the Grading Standard process to clearly define customer requirements and cosmetic quality expectations;
- Updating raw material and finished product testing processes with a stronger focus on prevention and cross-functional collaboration;
- Strengthening the mycotoxin management approach through comprehensive raw material testing and a risk-based assessment framework.

In 2026, PPF will further improve product quality and safety by enhancing claims management processes and business visibility, reducing foreign body risks, and standardizing hygienic standards across factories. Improvements will also focus on raw material approval and intake controls, strengthened supplier and corporate quality audits, more robust new product development processes, and reinforced raw material and finished product analysis through structured reviews and improved data management.

CREDIBLE & ETHICAL BUSINESS

Credible and ethical business conduct is fundamental to PPF's operations and underpins its ability to engage transparently and responsibly with stakeholders. Actions are guided by the principles of integrity, honesty, trust, respect, humanity, tolerance, and responsibility, which form the foundation of PPF's corporate culture. These principles are embedded throughout the organization through robust governance frameworks, internal controls, and regular training programs.

PPF's approach to responsible business conduct is defined by the Group ESG Policy, introduced in 2020. The policy addresses key topics including anti-bribery and anti-corruption, anti-competitive behavior, non-discrimination, freedom of association and the right to collective bargaining, whistleblowing, and human rights. In 2024, the ESG Policy was updated to reflect evolving legal requirements, stakeholder expectations, and industry standards.

A detailed overview of relevant policies, including their scope, key provisions, publication dates, and most recent updates, is available in PPF's 2024 Sustainability Report. The Executive Committee holds overall responsibility for ensuring compliance with these policies, while the Human Resources and Legal functions are responsible for their implementation, monitoring, and ongoing effectiveness.

Whistleblowing

PPF is committed to conducting business with honesty and integrity. All employees and suppliers are expected to comply with high standards of ethical behavior in line with PPF's policies and procedures. At the same time, the company recognizes that all organizations may face risks related to potential misconduct or unethical behavior, whether intentional or unintentional. Fostering a culture of openness, accountability, and transparency is therefore essential to prevent such situations and to ensure they are addressed appropriately when they arise.

To support this culture, PPF has established whistleblowing processes that provide a secure internal mechanism for reporting, investigating, and remediating potential wrongdoing. This approach is defined in the Whistleblowing Policy.

Employees and external stakeholders may report concerns regarding suspected misconduct or unethical behavior through the following channels:

1. Verbally to their line manager;
2. Via a physical box as part of the existing idea-box system, ensuring confidentiality;
3. Via e-mail to compliance@ppfeurope.com;
4. Via the whistleblowing reporting system available on the www.ppfeurope.com webpage

PPF is committed to protecting the identity of whistleblowers and maintaining the confidentiality of all reports. Individuals who raise concerns are protected from any form of retaliation, including discrimination, harassment, dismissal, or loss of benefits. All reports are investigated in a sensitive and timely manner. Where reports are not submitted anonymously, PPF aims to keep the reporting individual informed of the progress of the investigation and its anticipated timeline. In 2025, PPF recorded no significant instances of non-compliance with internal policies or applicable laws and regulations.

FACTS AND FIGURES

Number of reports related to whistleblower procedure	1
Number of confirmed anti-bribery and corruption incidents	0
Number of confirmed anti-money laundering incidents	0
Number of confirmed anti-trust and anti-competition incidents	0
Number of confirmed ethics-related incidents or legal actions	0
Monetary loss related to governance incidents (EUR)	0

Collective bargaining

PPF fully respects employees' rights to freedom of association and collective bargaining. The company supports employees' rights to form and join representative bodies of their choice, ensuring that such participation does not result in any form of retaliation or adverse consequences. In Czechia, the Netherlands, Poland, Slovakia, Sweden, and Italy, collective bargaining agreements or formally elected employee representative structures are in place, covering all employees in these countries. As a result, in 2025, 74.6% of PPF employees were covered by collective agreements or formally elected employee representation.

Training programs

To uphold our commitment to credible and ethical business conduct, PPF continuously strengthens its anti-bribery and anti-corruption training program. Annual completion of this training is mandatory for all permanent office-based and factory-based employees. Office-based employees complete the training via the company's online e-learning platform, with a 66% completion rate in 2025.

PPF's factory-based employees receive the anti-bribery and anti-corruption training through videos coordinated by local HR representatives. These videos explain the relevance of anti-bribery and anti-corruption measures and provide practical, real-life examples to support understanding.

In 2025, PPF launched two new online training courses focused on anti-competitive practices and anti-bribery. In addition, a competitor interaction guideline was introduced for key employees to ensure that all interactions with competitors are conducted in an ethical, legal, and transparent manner, safeguarding the integrity and reputation of the Group. During the year, PPF also launched a webinar series focusing on the UN's SDGs and PPF's contribution to advancing them.

ECOVADIS

EcoVadis is a globally recognized sustainability assessment platform that evaluates companies' management systems across four areas: Environment, Labor & Human Rights, Ethics, and Sustainable Procurement. Companies are assessed and awarded a score out of 100 in each category, reflecting the maturity of their sustainability management systems at the time of assessment.

In October 2025, PPF retained its EcoVadis Bronze Medal, placing the company within the top 35% of all companies assessed globally. This result was achieved despite increasingly stringent assessment criteria and higher performance thresholds for medal eligibility; for example, in previous years the Bronze Medal had been awarded to companies within the top 50%. PPF recorded improvements across all assessment categories compared to the previous year:



Overall Score	**51**	→	**69**
Environment	**60**	→	**77**
Labor & Human Rights	**50**	→	**65**
Ethics	**50**	→	**63**
Sustainable Procurement	**40**	→	**69**

These results place PPF in the 82nd percentile, indicating that its sustainability performance is equal to or higher than that of 82% of companies rated by EcoVadis.

This outcome represents an important milestone in PPF's sustainability journey and reflects the continued enhancement of sustainability management practices across the organization.

RESPONSIBLE SOURCING

As a leading private-label pet food manufacturer, PPF is committed to upholding high standards of ethical and responsible sourcing across its supply chain. To support this commitment, comprehensive sourcing policies and compliance tools that guide our procurement activities have long been established.

Our procurement activities are governed by the PPF Supplier Code of Conduct and Sustainable Sourcing Policy, introduced in 2022. This document defines the sustainability requirements that suppliers must meet in order to do business with PPF. It is reviewed annually to ensure continued alignment with evolving stakeholder expectations on due diligence, transparency, and compliance, as well as with relevant regulatory developments and industry best practices. Supplier acceptance is monitored on a quarterly basis, and by the end of 2025, 82% of PPF's direct suppliers, measured by value coverage, had formally accepted the requirements.

PPF also regularly assesses sustainability performance across its supplier base through a Supplier Sustainability Survey covering all direct suppliers (raw and packaging material), and selected other direct and indirect suppliers (e.g., machinery). In the survey questionnaire, suppliers are asked about their environmental governance, waste management, GHG emissions, energy usage, labor practices, ethics, and other topics, such as audits. These assessments support the monitoring of compliance with PPF's procurement requirements and enable the business to respond effectively to customer and stakeholder sustainability-related requests.

PPF actively engages with its direct materials suppliers to assess and, where possible, enhance their environmental and social performance. Through regular dialogue, alignment with the key principles of the PETS strategy is encouraged, promoting a shared understanding of sustainability expectations. PPF remains committed to strengthening long-term supplier relationships and making measurable improvements in sustainable sourcing practices, supporting enduring value creation for PPF's stakeholders while contributing positively to environmental and social outcomes.

REGENERATIVE AGRICULTURE

Regenerative agriculture refers to farming practices designed to restore and enhance soil health, biodiversity and ecosystems, while maintaining productive agricultural systems - for example, through improved crop rotation, reduced chemical inputs and practices that increase soil organic matter and resilience.

In 2025, our work on regenerative agriculture focused on early exploration rather than formal project implementation. The aim was to build understanding of the concept, assess its relevance for key raw materials (e.g., wheat flour and rice) and evaluate potential future pathways. This included high-level engagement with suppliers to understand market maturity, availability and general cost implications. This analysis helped establish a foundation for informed decision-making and potential pilots in subsequent years as supply chains, volumes and methodologies continue to develop. In parallel, PPF strengthened internal expertise through participation in industry forums and expert discussions.

OTHER PERFORMANCE TOPICS

IT security

PPF places pronounced emphasis on responsible information management and maintaining a robust and secure IT and OT environment. This is achieved through the application of industry best practices and the implementation of cutting-edge cybersecurity technology. PPF's approach includes regular system patching, 24/7/365 security operations center monitoring, centralized log collection, real-time vulnerability scanning on all assets, and third-party risk management.

Several policies and procedures are in place to control the security framework, including an IT Security Policy, IT End User Policy, Third Party Risk Assessment Process, a Data Centre Access Policy, and Computer and Email Use Policies. These are regularly reviewed and updated, as a minimum, once per annum. Policy updates are regularly communicated to the entire user community.

Key recurring procedures which govern our cyber security management comprise:

- Annual disaster recovery testing;
- Annual prohibited software review and regular user account reviews, including a privileged user account review monthly, applying a least privilege mindset;
- Annual penetration testing on all IT systems;



- Issuance of a monthly IT operations report, with a strong focus on security measures.

In 2025, cybersecurity was completely redefined at PPF. Here are some of the main achievements:

- Implementing best-in-class antivirus and log collection measures across all assets;
- Establishing a 24/7/365 security operations center with an MXDR-rated provider;
- Undertaking real-time vulnerability monitoring across all assets;
- Establishing a third-party risk assessment process;
- Introducing monthly phishing tests;
- Redesigning and simplifying the learning material for Security User Awareness training, focused on phishing.

In combination, the above achievements ensured that zero material information security incidents.

PPF believes in the importance of education and awareness, helping to bolster and promote cybersecurity. In 2026, the company will further improve upon the strong, newly established baseline.



ENVIRONMENT

MEETING TODAY'S DEMAND FOR OUR PRODUCTS WITHOUT IMPACTING THE ENVIRONMENT FOR FUTURE GENERATIONS.

OUR TARGETS

PILLAR	TARGET
Climate change	▸ Develop a detailed decarbonization roadmap by the end of 2026. ▸ Achieve year-on-year increase in renewable electricity share. ▸ Decrease Scope 1, 2, and 3 GHG emissions by 42% by the end of 2030 on a 2021 baseline in accordance with PPF's SBTi validated near-term emissions reduction target.
Resource use & circular economy	Ensure all packaging placed on the EU market complies with the requirements of the Packaging & Packaging Waste Regulation (PPWR) by the applicable deadlines.

HIGHLIGHTS OF 2025

- 10% reduction in total GHG emissions between 2021 and 2025.
- 31.3% of PPF's total electricity was from renewable sources.
- 86% of all waste generated across our operations was recovered.

CLIMATE IMPACTS

In 2023, the Science Based Targets initiative (SBTi) validated PPF's near-term targets to reduce the company's absolute GHG emissions across Scope 1, Scope 2, and the applicable Scope 3 categories by 42% by the end of 2030, against a 2021 baseline. Our Scope 3 target covers purchased goods and services, capital goods, fuel- and energy-related activities, upstream transportation and distribution, waste generated in operations, business travel, upstream leased assets, and downstream transportation and distribution.

During the reporting period, PPF continued to implement a broad range of initiatives to reduce GHG emissions across its value chain, including actions related to product development, factory operations, packaging, and transportation. As a result of these efforts, PPF's total Scope 1, 2, and 3 GHG emissions decreased by 10% between 2021 and 2025. Further details on the key initiatives contributing to this reduction are provided on pages 25–30.

Lower manufacturing volumes also contributed to the overall decrease in emissions. However, the magnitude of the reduction achieved goes beyond what can be explained by production changes alone, demonstrating the tangible impact of the proactive decarbonization actions and initiatives implemented. While short-term fluctuations in production levels may influence emissions, PPF's long-term ambition remains unchanged: to deliver structural and sustainable emissions reductions while continuing to grow the business.

To support transparent and accurate reporting, PPF further strengthened its GHG emissions calculation methodology to ensure a robust, accurate, and up-to-date representation of its carbon footprint. Scope 1, 2, and 3 emissions data for the reporting period 2021–2025 are presented on pages 28–30, while a detailed explanation of the methodological enhancements and changes applied is provided on page 30.

TRAINING PROGRAMS

PPF continued to strengthen environmental awareness across the organization through targeted training initiatives. Mandatory online sustainability training for office-based employees is available in eight languages, introducing PPF's sustainability approach and the PETS strategy. This is complemented by optional training modules on topics such as circular economy, climate impacts, energy management, and responsible sourcing, which are currently available in English. To further engage factory-based employees, PPF developed a dedicated sustainability introduction video highlighting the relevance of sustainability to the business. The video is available in local languages and is delivered alongside anti-bribery and anti-corruption training, ensuring consistent messaging across all sites. In 2025, 66% of employees received training on specific environmental topics.

Company vehicles

In 2025, PPF implemented several improvements across the company car fleet. The total number of vehicles was reduced, and older, high-consumption models replaced with hybrid or electric cars, as well as newer, more fuel-efficient alternatives. As a result of these measures, total petrol consumption decreased by 14% and diesel consumption by 28% compared with the previous year.

Energy consumption

Energy is required at multiple stages of pet food production, including sterilization, mixing, extrusion, cooking, drying, packaging, and storage. Energy consumption is monitored on each site monthly and compared against a preset target. In 2025, PPF continued to focus on reducing energy and gas consumption and improving overall energy efficiency to minimize environmental impact. This included increasing the share of renewable energy in PPF's portfolio in line with the company's commitment to achieving a year-on-year increase in renewable electricity use, and total energy usage consumption was 5.2% lower than the previous year.

To reduce energy use, PPF implemented a series of energy-saving initiatives across its factories. These projects primarily targeted process optimization and the installation of equipment designed to enhance energy efficiency.

Solar photovoltaic (PV) systems are installed at our manufacturing sites in Dunajský Klátov, Slovakia, and Veselí nad Lužnicí, Czech Republic. At our Slovakian facility, the PV system supplied 4% of its annual electricity consumption, avoiding 21.8 tCO_2e of emissions.

At our Veselí nad Lužnicí site, installation of the solar power system was completed in Q4 2025. The project comprises 1,359 solar panels installed across rooftop areas, covering approximately 3,500 m² of active surface. Once operating at full capacity, the system is expected to generate 740,713 kWh of renewable electricity annually - equivalent to roughly 6% of the site's total energy demand. This installation will enable the avoidance of an estimated 432 tCO_2e in emissions each year.

PPF also conducted a comprehensive assessment of its remaining factories to evaluate the feasibility of installing additional onsite solar systems. As a result, several new rooftop PV installations are expected to become operational in the coming years.

Procurement of 20,770 MWh of renewable electricity was achieved through a mix of contractual instruments, including Guarantees of Origin (GOs), Renewable Energy Certificates (RECs), and green tariff arrangements. Together with the renewable electricity generated onsite by the solar PV systems, these sources accounted for 31.3% of PPF's total electricity consumption. This marks a significant improvement compared to 2024, when the rate was 10.9%.

FACTS AND FIGURES

ENERGY	
Total energy consumption	311,042,411 kWh
Total renewable energy consumption	36,654,184 kWh
Percentage of renewable energy consumption	11.8%
Energy intensity ratio	0.463 MWh / t
Types of energy included	Natural gas, Fuels, Non-renewable electricity, Renewable electricity, Renewable steam, District heating

ELECTRICITY	
Total electricity consumption	66,583,561 kWh
Total purchased renewable electricity	20,769,751 kWh
Total self-generated renewable electricity	65,170 kWh
Percentage of renewable electricity consumption	31.3%

Product and recipe development

In 2025, ingredients used in our products represented the biggest emission source, accounting for approximately 45% of our total GHG emissions. Detailed information on PPF's Scope 3 emissions is provided on page 30.

The pet food industry plays an important role in advancing a more circular food system. It relies extensively on Category 3 animal by-products – materials derived from animals that are fit for human consumption but not used in human food due to commercial, cultural, or other considerations. These by-products, which might otherwise be discarded, are upcycled into nutrient-rich pet food ingredients, contributing to circular economy practices and reducing waste.

Although Category 3 by-products typically carry lower embedded emissions compared with primary meat products, they still contribute meaningfully to our overall carbon footprint. To ensure that their environmental impact is reflected accurately, PPF applies the economic allocation method when calculating emissions associated with these materials. This approach allocates emissions based on the relative economic value of the by-products, ensuring a fair and transparent distribution of impacts across co-products. The use of economic allocation is widely recognized by European authorities as the most appropriate methodology for assessing the environmental impact of meat and associated by-products from food-producing animals, such as cattle.



We use advanced formulation software to quantify the carbon footprint of our product portfolio. This capability enables us to identify and recommend emission reduction opportunities for our customers. When an ingredient is found to contribute disproportionately to a product's carbon footprint, we assess alternative materials to help mitigate the climate impact without compromising product quality or nutritional value. This approach supports our customers in understanding the environmental impact of pet food, particularly when they primarily operate in other areas of the food sector. These assessments show strong potential for emissions reduction through ingredient optimization, for example, removing beef varieties from wet food recipes resulted in the most significant decrease in product-level emissions.

In 2025, PPF advanced its evaluation of 'alternative proteins' and developed a toolbox to systematically assess their sustainability potential and cost competitiveness. This enables rapid integration of new ingredients when they deliver clear environmental and business value. Our reviews covered materials such as brewers' grains, algal oils as substitutes for fish oil, and insect-based meals and oils. In addition, we continued our collaboration with a cultivated meat company to explore the future integration of this emerging protein source into product formulations.

Transport and logistics

Transportation and logistics are essential components of PPF's supply chain. They include the processes required to safely and efficiently transport raw materials from suppliers to the manufacturing sites, as well as the distribution of finished pet food products to PPF's customers across Europe.

Emissions from transport and logistics activities primarily arise from two sources: energy consumption in warehouses and fuel use in freight transport. Transportation and distribution represent the third largest contributor to PPF's overall GHG emissions. Further details on PPF's Scope 3 emissions can be found on page 30.

In 2025, PPF continued to implement proactive measures to reduce carbon emissions across its logistics network. These included minimizing transportation distances by sourcing materials from nearby suppliers, maximizing truck load utilization, reducing delivery frequency, and using intermodal transport options where feasible.

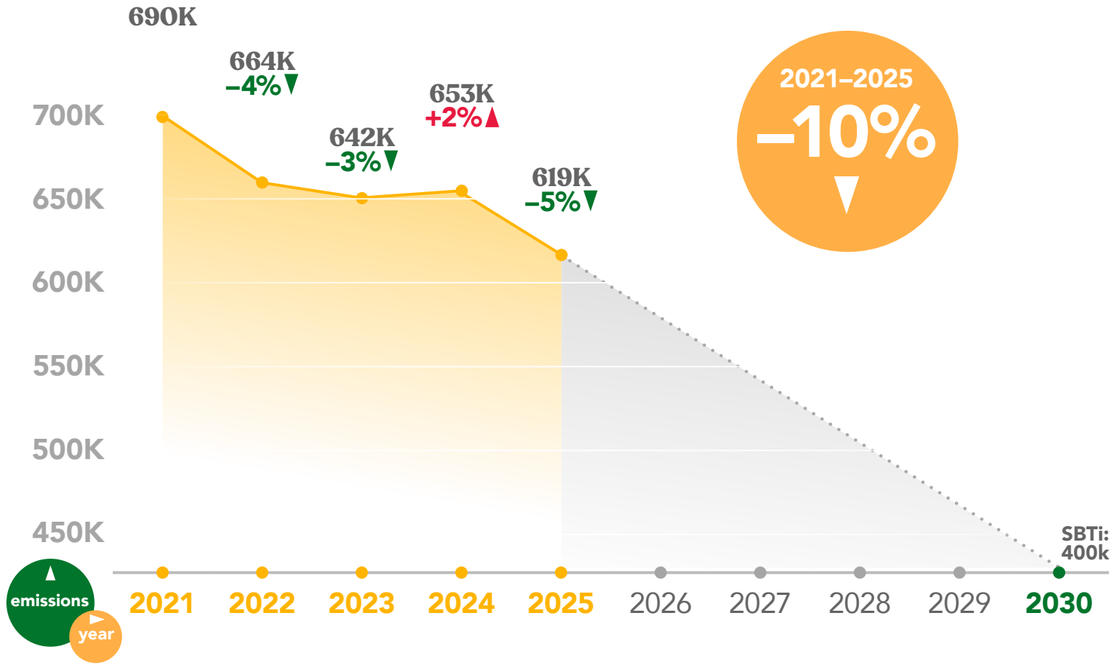
PPF launched a pilot project in 2025 to test a fully electric, zero-emission truck at its factory in Kalisz, Poland. The vehicle operates on key shuttle routes between the production site and nearby warehouses. With a driving range of up to 600 km per charge and supported by on-site super-fast charging infrastructure, the electric truck presents a viable alternative to conventional vehicles. If the pilot proves successful, PPF plans to scale the initiative by deploying additional electric trucks on further routes and extending the roll-out to other countries.

Reusable pallets are used, designed to withstand multiple trips to help reduce waste, lower resource consumption, and promote a circular economy. In 2025 alone, their use enabled PPF to save 747 trees, avoid 2,453 tons of CO_2e emissions, and prevent 75.7 tons of waste. These figures are based on data provided in a certificate issued by the supplier.

To reduce warehouse-related emissions, PPF analyzed supply and demand patterns to consolidate internal and third-party logistics warehouses. Underutilized sites were either closed or downsized, and storage needs were minimized by implementing "only-what-is-needed" inventory practices and reducing obsolete stock. In addition, PPF reduced reliance on warehousing by increasing the use of consolidated shipments and optimizing transport routes.

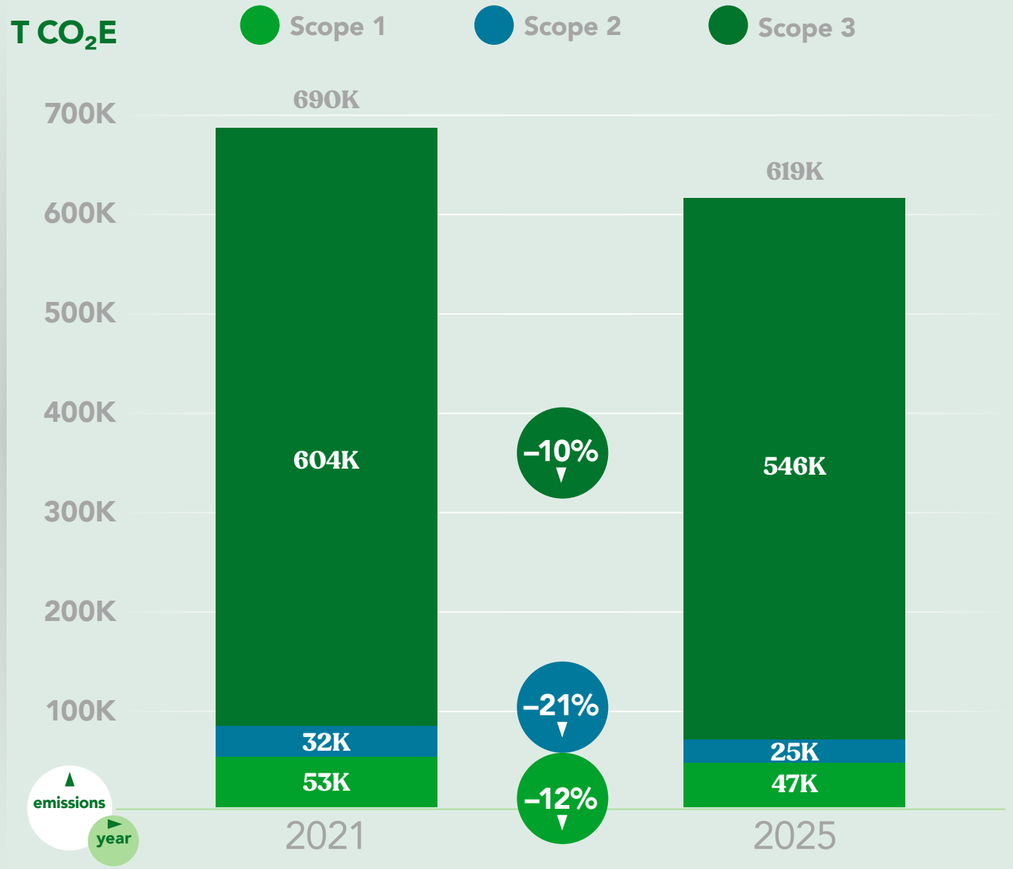
PROGRESS AGAINST OUR EMISSIONS REDUCTION TARGET

EMISSIONS (T CO_2E) BY YEAR

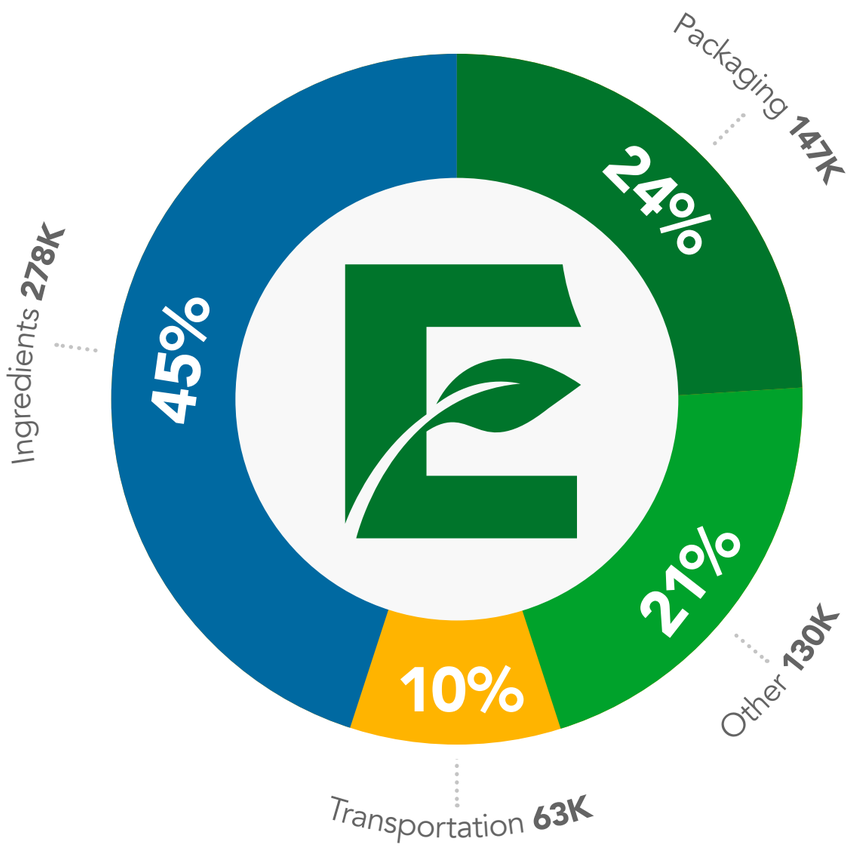


The line graph displays the overall (Scope 1,2 and 3) yearly GHG emissions (measured in t CO_2e) against our SBTi validated reduction target. The dashed line represents the expected annual emissions if the progress in implementing the transition plan for climate change mitigation continues in the upcoming years.

EMISSIONS CHANGES BY SCOPE BETWEEN 2021 AND 2025



LARGEST SOURCES OF EMISSIONS IN 2025



	2021	2022	2023	2024	2025
DIRECT (SCOPE 1) GHG EMISSIONS					
Gross direct (Scope 1) GHG emissions	53,287 t CO_2 e	50,946 t CO_2 e	49,392 t CO_2 e	50,390 t CO_2 e	47,100 t CO_2 e
ENERGY INDIRECT (SCOPE 2) GHG EMISSIONS					
Gross location-based energy indirect (Scope 2) GHG emissions	22,353 t CO_2 e	21,711 t CO_2 e	20,357 t CO_2 e	25,789 t CO_2 e	22,017 t CO_2 e
Gross market-based energy indirect (Scope 2) GHG emissions	32,165 t CO_2 e	33,509 t CO_2 e	32,854 t CO_2 e	33,157 t CO_2 e	25,365 t CO_2 e
OTHER INDIRECT (SCOPE 3) GHG EMISSIONS					
Gross other indirect (Scope 3) GHG emissions	604,126 t CO_2 e	579,580 t CO_2 e	559,792 t CO_2 e	569,110 t CO_2 e	546,252 t CO_2 e
Other indirect (Scope 3) GHG emissions categories and activities					
1. Purchased goods and services	454,225 t CO_2 e	430,653 t CO_2 e	432,569 t CO_2 e	437,821 t CO_2 e	433,241 t CO_2 e
2. Capital goods	17,961 t CO_2 e	16,613 t CO_2 e	17,012 t CO_2 e	24,837 t CO_2 e	17,329 t CO_2 e
3. Fuel and energy related activities	14,702 t CO_2 e	14,147 t CO_2 e	13,808 t CO_2 e	13,891 t CO_2 e	13,914 t CO_2 e
4. Upstream transportation & distribution	75,606 t CO_2 e	80,049 t CO_2 e	63,575 t CO_2 e	58,552 t CO_2 e	53,065 t CO_2 e
5. Waste generated in operations	4,527 t CO_2 e	4,893 t CO_2 e	3,724 t CO_2 e	3,251 t CO_2 e	2,231 t CO_2 e
6. Business travel	75 t CO_2 e	187 t CO_2 e	255 t CO_2 e	289 t CO_2 e	186 t CO_2 e
7. Employee commuting	3,157 t CO_2 e	3,202 t CO_2 e	3,506 t CO_2 e	3,516 t CO_2 e	3,497 t CO_2 e
8. Upstream leased assets	2,457 t CO_2 e	2,457 t CO_2 e	2,457 t CO_2 e	2,276 t CO_2 e	899 t CO_2 e
9. Downstream transportation & distribution	9,468 t CO_2 e	7,055 t CO_2 e	6,337 t CO_2 e	11,439 t CO_2 e	10,111 t CO_2 e
10. Processing of sold products	n/a	n/a	n/a	n/a	n/a
11. Use of sold products	n/a	n/a	n/a	n/a	n/a
12. End-of-life treatment of sold products	21,947 t CO_2 e	20,324 t CO_2 e	16,550 t CO_2 e	13,237 t CO_2 e	11,778 t CO_2 e
13. Downstream leased assets	n/a	n/a	n/a	n/a	n/a
14. Franchises	n/a	n/a	n/a	n/a	n/a
15. Investments	n/a	n/a	n/a	n/a	n/a

Updated emissions factors

RESOURCE USE & CIRCULAR ECONOMY

By prioritizing resource efficiency and circular economy principles, PPF can significantly reduce carbon emissions and other environmental impacts across its value chain. This approach not only supports compliance with increasingly stringent regulatory requirements but also meets growing customer expectations for sustainable and eco-friendly products.

PPF is committed to ensuring that all packaging placed on the EU market fully complies with the requirements of the Packaging and Packaging Waste Regulation (PPWR) by the applicable deadlines. To achieve this, PPF is proactively and systematically preparing for PPWR implementation in close collaboration with clients and suppliers, and in full alignment with the expected regulatory timeline. Development of delegated acts will continue to be closely monitored, providing additional technical clarity on several requirements. In parallel, PPF is assessing the availability and scalability of key technologies - particularly those needed for specific barrier functions or high Post Consumer Recycled (PCR) content applications - which are not yet accessible on an industrial scale but are essential for full compliance. These efforts enable PPF to prepare effectively for future obligations and support a smooth transition across its value chain.

Packaging

As a responsible Fast-Moving Consumer Goods (FMCG) manufacturer, PPF is committed to minimizing the end-of-life impact of the packaging used across its product portfolio. PPF offers sustainable packaging solutions in all product categories, combining recyclable materials, FSC-certified paper-based options, and packaging formats designed to support circularity where technically feasible. The wet food packaging portfolio includes metal cans, pouches, and retortable carton packages, while the dry food portfolio consists of recyclable mono-materials as well as more complex laminates. The packaging used for wet products – such as metal cans and certain shrink-and-stretch foils – is already 100% recyclable. Additionally, approximately 90% of PPF's paper packaging volume is certified by the Forest Stewardship Council (FSC).

PPF remains dedicated to transitioning all dry and pouch packaging formats to fully recyclable solutions. For the dry food portfolio, the company continues to work closely with partners and suppliers to adopt recyclable packaging alternatives. This effort includes using laminates made from a single type of plastic, ensuring that the packaging is fully recyclable. In 2025, recyclable dry packaging materials were available in all relevant PPF manufacturing sites.

For the pouch portfolio, PPF completed the development of a recyclable, single-serve mono-material packaging solution that provides effective barrier performance and maintains the product quality expected by customers. Based on extensive testing, this new mono-pouch offers a shelf life of up to 24 months and therefore is fully comparable to conventional pouches. The packaging was first introduced for PPF products under its Shelma and PreVital cat food brands in Q1 2025. An independent third-party assessment by The Carbon Trust has verified that this innovative packaging has a reduced carbon footprint compared to standard pouch formats.

Looking ahead, transitioning the snacks portfolio to fully recyclable packaging will be a priority focus area in 2026 and beyond.

Waste management

Effective waste management is a key component of PPF's commitment to reducing its environmental impact. Operational food waste is monitored monthly as part of its factories' KPI reviews, ensuring consistent and transparent tracking. This category includes waste generated during production start-up and shut-down, product changeovers, cleaning activities, and quality control processes. While some level of food waste is unavoidable due to the technologies used, PPF is actively working to optimize these processes to minimize and avoid operational waste as much as possible. In 2025, the total amount of operational food waste was 14,299 tons, which shows some increase (8%) compared to the previous year. This reflects normal variations in production activities, including start-up and shut-down processes, product changeovers, and quality-related losses, where some level of waste is unavoidable.

In addition, all waste generated across PPF facilities is recorded quarterly by waste type and treatment method. This enables the Group to identify trends, set meaningful reduction targets, and strengthen waste management practices. As a result of ongoing efforts, 86% of all waste generated across PPF's operations is recovered.

FACTS AND FIGURES

PACKAGING

Total weight of packaging	59,829 t
Percentage of packaging made from recycled materials	42%
Percentage of recyclable, reusable, and/or compostable packaging	87%

OPERATIONAL WASTE BY COMPOSITION

	Waste generated (t)	Waste diverted from disposal (t)	Waste directed disposal (t)
NON-HAZARDOUS WASTE			
Biowaste	19,015	18,522	494
Metal waste	178	178	0
Municipal waste	2,754	0	2,754
Paper waste	1,470	1,470	0
Plastic waste	579	579	0
Total non-hazardous waste	**23,996**	**20,749**	**3,248**
HAZARDOUS WASTE			
Total hazardous waste	**58**	**44**	**14**
Total waste	**24,054**	**20,793**	**3,262**

OPERATIONAL WASTE BY TREATMENT METHOD

	Waste treated (t)
NON-HAZARDOUS WASTE	
Composting	11,030
Incineration	1,835
Landfilling	1,413
Recycling	9,718
HAZARDOUS WASTE	
Incineration	14
Recycling	44
Total waste	**24,054**
Total weight of waste recovered	**20,793**



OTHER ENVIRONMENTAL TOPICS

Although the following environmental topics were not identified as material through the DMA, they remain relevant to PPF's business operations. For completeness and transparency, PPF provides a brief overview of its approach to these topics below.

Water treatment

Water use and wastewater generation are operationally relevant environmental topics for PPF as a manufacturing company. Water is used extensively throughout pet food production, including preparation and formulation, as well as in the cleaning and sanitation processes required to maintain the high quality and food safety of products. In 2025, the total amount of water consumption was 947,575 m^3, which is marginally (2%) lower than the 2024 value.

Pet food manufacturing also generates wastewater containing organic materials, fats, oils and grease. Proper treatment of this wastewater is essential to preventing environmental pollution and reducing PPF's overall environmental footprint. All PPF sites monitor and report their water use and discharge in line with international and local regulatory requirements.

Reducing water use and increasing recycling supports the Group's zero-waste objectives. Key initiatives include decreasing steam consumption and reusing the water from sterilization procedures where feasible. PPF is also assessing the efficiency of the cleaning measures used within the factories and streamlining cleaning measures to reduce water waste. Rainwater falling on the site flows into the sewage system via an oil separator, thereby further reducing the environmental impact.

Pollution prevention

Pollution prevention is essential for PPF to maintain regulatory compliance, protect the health of employees and the surrounding community, and uphold its commitment to environmental responsibility. Air emissions from relevant technologies, such as gas boilers, are measured by an accredited third-party in line with national regulations. The pollutants to be measured (e.g., sulfur dioxide, carbon monoxide, nitrogen oxides), as well as the required measurement frequency, are defined by national authorities or by environmental permits, including Integrated Pollution Prevention and Control (IPPC) permits. To further reduce emissions, PPF operates modern, high-efficiency boilers across its facilities.

Environmental noise measurement is regulated by permits that govern the factory's daytime and nighttime emissions limits. In recent years, several noise reduction measures have been implemented, including regular equipment monitoring and maintenance, and installing soundproofing insulation on selected machinery.

A new EU regulatory requirement affects PPF's wet production factories. Under this regulation, the relevant plants must demonstrate to the authorities that they apply the Best Available Techniques (BAT) to minimize environmental impact. The aim of this directive is to prevent and reduce pollution of air, water, and soil, and promote efficient use of resources. PPF identified that one way to meet this requirement is through the implementation of a recognized Environmental Management System (EMS), such as the ISO 14001 standard. The affected factories are required to implement the EMS and achieve compliance with these requirements by 1 July 2027.

Biodiversity

Climate change and the loss of biological diversity are closely interconnected, necessitating a dual approach: reducing emissions and increasing carbon dioxide sequestration. Forests serve as our most vital natural carbon sinks. By planting more trees, which naturally absorb carbon dioxide as they grow, we can help remove additional greenhouse gases from the atmosphere. For this reason, in 2024 PPF started to implement biodiversity projects. Partner in Pet Food Nordics conducted an environmental project in Sweden in collaboration with Initiativ 1415 to implement climate compensation measures and enhance biological diversity. In Tväråträsk, PPF focused on forest conservation by safeguarding existing forest areas and ensuring their sustainable management. In Tanum, biodiversity enhancement activities included the planting of approximately 6,000 new trees. In Bålsta, PPF established a project focused on creating a favourable environment for bees and other wildlife pollinators within the Swedish agricultural landscape. This involved planting selected species of trees and shrubs, sowing seed mixtures that provide pollen and nectar, and placing straw bales and sand beds where bees and other insects can build nests.



TEAM

CREATING A SAFE, DIVERSE AND EMPOWERING WORKING ENVIRONMENT IN WHICH ALL OUR TEAM MEMBERS CAN THRIVE.

OUR TARGETS

PILLAR	TARGET
Diverse & inclusive workplace	Implement a transparent and equitable pay framework across all EU operations, ensuring compliance with the EU Pay Transparency Directive through salary range disclosure, gender pay gap reporting, and employee access to pay data by the end of 2026. Starting from 2027, report on gender pay gap annually.
Health, safety & wellbeing	▸ Maintain zero fatalities. ▸ Strengthen PPF's zero accidents culture and aiming for zero injuries. ▸ Continuously keep average factory employee absence rate below 7%.
Talent engagement & development	Reach the top quartile of employee engagement levels by the end of 2030.
Human rights	Training 100% of PPF's leadership team on the topics of child labor, forced labor and human trafficking by 2027.

HIGHLIGHTS OF 2025

- Began preparations to comply with the requirements of the EU Pay Transparency Directive.
- Formed a new partnership with Gallup, a global leader in employee engagement.
- Delivered training to all employees focused on work-related or career development skills.

DIVERSE & INCLUSIVE WORKPLACE

With an extensive presence across Europe, PPF brings together colleagues from more than 35 nationalities, fostering daily collaboration and communication within a diverse workforce. PPF is committed to promoting an inclusive and supportive workplace culture and to providing an environment in which all colleagues can be themselves, free from bias, discrimination, or unequal treatment.

It is essential for PPF to ensure the highest possible level of equal opportunities and to prevent any form of discrimination in employment relations and selection processes. Since 2024, the PPF Equal Opportunity Policy has been in place to ensure respect for the values, dignity, and uniqueness of all individuals, whether employed by PPF or seeking employment with the Group. PPF does not tolerate any form of discrimination and upholds the principles of equal opportunity and equal treatment in all aspects of employment, in line with core International Labor Organization (ILO) standards.

As of 2025, PPF's workforce comprised 60% men and 40% women. At senior management level, 84% of positions were held by men and 16% by women. This gender distribution largely reflects the historical predominance of men in certain factory-based roles. To address this imbalance, PPF is actively working to attract more women into specific factory positions and to promote gender diversity across operations and the leadership pipeline.

PPF promotes an inclusive workplace through regular training sessions covering topics such as cultural awareness, anti-discrimination and harassment. These programs are designed to equip employees with the knowledge and skills needed to work effectively in a diverse and respectful environment. In 2025, 66% of employees completed diversity, equity and inclusion training, with the aim to further increase this coverage in the coming years.

Equity is another key focus area for PPF, with a target set to implement a transparent and equitable pay framework across all EU operations. This will ensure compliance with the EU Pay Transparency Directive through salary range disclosure, gender pay gap reporting, and employee access to pay data by the end of 2026. From 2027 onwards, PPF will report on the gender pay gap on an annual basis. Preparatory work for this initiative began in 2025 and will continue throughout 2026.

PPF is committed to responsible employment practices. In 2025, PPF Hungary achieved Gold Certification within the Responsible Employer qualification program, awarded by the Responsible Employer Union. This certification recognizes organizations that demonstrate strong performance in ethical employment practices, employee well-being, and long-term workforce development. As part of the qualification process, PPF Hungary's day-to-day operations and strategic initiatives were comprehensively assessed against the program's criteria and met the highest standards of responsible employment. The certification reflects the company's ongoing focus on people-centered practices, the promotion of a supportive workplace culture, and continuous improvement in employment-related matters.

In 2024, PPF Hungary was awarded the "Family-Friendly Company" title by the Three Princes, Three Princesses Foundation. This recognition reflects PPF's efforts to create a supportive work environment that enables employees to balance professional and personal responsibilities. This approach includes initiatives that acknowledge the diverse needs of employees, including pet owners, by fostering an inclusive workplace culture. As a pet food producer, PPF recognizes that family responsibilities may extend beyond people and as a result, aim to provide a working environment that supports this reality. The award was granted as part of a national program involving 58 recognized Hungarian companies and highlights good practices that promote work–life balance and employee wellbeing.

FACTS AND FIGURES

TOTAL NUMBER AND PERCENTAGE OF EMPLOYEES BY GENDER

Female	973	40%
Male	1471	60%
Total	**2444**	**100%**

TOTAL NUMBER AND PERCENTAGE OF SENIOR MANAGERS BY GENDER

Female	6	16%
Male	31	84%
Total	**37**	**100%**

TOTAL NUMBER OF EMPLOYEES BY REGION

Czechia	534
France	6
Germany	6
Hungary	610
Italy	154
Netherlands	179
Poland	698
Slovakia	54
Sweden	203
Total	**2444**

TOTAL NUMBER OF EMPLOYEES BY EMPLOYMENT TYPE

Full-time	2405
Part-time	39
Permanent	2165
Temporary	279

NEW HIRES AND TURNOVER

Number of new employees	408
Number of leavers	472
Turnover rate	19%

HEALTH, SAFETY & WELLBEING

Factory health and safety

PPF is committed to providing a safe and healthy working environment for all employees and individuals performing work for the business. We recognize that safe operations depend not only on reliable facilities and equipment, but also on qualified employees and a strong health and safety (H&S) culture.

All factories comply with applicable local and EU occupational H&S requirements and have dedicated managers in place. Sites systematically identify and report hazards, carry out job and equipment safety risk analyses, and conduct regular inspections. H&S risk assessments are carried out annually across all sites. Preventive measures (including safety rules, personal protective equipment, and training) are implemented to mitigate risks and ensure a safe workplace. Any incidents are followed by immediate corrective actions to prevent recurrence. Progress on key H&S risks and improvement opportunities is monitored through monthly meetings led by H&S managers.

PPF's H&S management framework is underpinned by six golden standards that address critical risk areas:

- Personal Protective Equipment (PPE);
- Lockout tagout (LOTO);
- Permit to work;
- Working at height;
- Workplace transport; and
- Contractor management.

In 2025, PPF recorded 32 Lost Time Injuries (LTIs), which was an increase compared to the previous year. To address this and strengthen workplace safety, targeted initiatives were introduced to prevent incidents and reduce operational risks. These included the ongoing identification of pinch points at production sites and the implementation of mitigation measures, as well as the further development of forklift safety through the integration of intelligent camera systems designed to detect hazards and prevent collisions.

PPF actively promotes a strong reporting culture and encourages colleagues to report all near-miss incidents through multiple channels, including email, physical forms, and an online reporting tool. As a result of increased awareness and engagement, 12,793 near-misses were addressed in 2025, representing a 32.2% increase compared to the previous year.

In addition, emotional safety training was continued at selected factories to promote empathy, teamwork, and mutual support. By strengthening care for colleagues' wellbeing, the training encourages proactive intervention in unsafe situations, helping to prevent accidents and reinforce a resilient safety culture. Emotional engagement also supports adherence to safety protocols by fostering ownership, pride, and shared responsibility for workplace safety.

FACTS AND FIGURES

EMPLOYEE HEALTH & SAFETY

Number of work-related fatalities	**0**
Number of work-related Lost Time Incidents (LTI)	**32**
Number of days lost to work-related injuries, fatalities and ill health	**794**
Lost Time Incident Rate (LTIR)	**11.9**
Average factory employee absence rate	**6.7%**

Employee wellbeing

Creating a supportive environment for employee wellbeing remains a key priority. PPF promotes both physical and mental health through a range of initiatives designed to foster a positive and productive workplace. Through the implementation of several wellbeing programs, including office massages, sports activities, and initiatives supporting mental wellbeing (e.g. resilience training and literature therapy), PPF aims to support a healthy work-life balance. Our HQ office environment further aids employee wellbeing through features such as height-adjustable desks and openable windows to ensure proper ventilation. Emotional wellbeing and social connections are fostered through company-wide team-building activities and volunteering opportunities.

In June 2025, PPF introduced the Kilometers for Kindness challenge. Through the YuMuuv platform, colleagues participated in challenges designed to encourage physical activity, healthy habits, and team bonding. By linking wearable devices or smartphones to the platform, activities such as walking, running, and cycling were automatically tracked. The initiative combined wellbeing with social impact: the top three participants in each country were involved in selecting the local organization that received charitable donations from PPF, ensuring that contributions addressed causes most relevant to the communities in which we live and work. Supported organizations included animal shelters and local charities. The collective effort of our Nordics' colleagues led to a 10,000 SEK donation to Team Rynkeby Sjuhärad, a charity cycling team that rides to Paris each year to raise funds for children with critical illnesses, including cancer.

TALENT ENGAGEMENT & DEVELOPMENT

Talent engagement

PPF views employee engagement as a critical driver of organizational success. Starting in 2020, annual employee engagement surveys are conducted across the Group to better understand colleagues' experiences and priorities. In 2025, PPF formed a new partnership with Gallup, a global leader in employee engagement. Together, we launched the Elevate Your Voice employee engagement survey, a refreshed approach that brings world-class expertise and renewed momentum to PPF's engagement efforts. The new methodology moves beyond measuring satisfaction and focuses on true engagement – an indicator closely linked to performance, productivity, and retention.

The survey was distributed to all employees in October 2025, with a two-week data collection period. Following completion, the data was processed by PPF's service provider, with strict measures in place to ensure confidentiality of individual responses. The survey covered key topics including opportunities at work, professional development, teamwork, and recognition. Following the publication of the survey results, leaders shared detailed findings with their teams to gather further insights and to identify goals and follow-up actions. In addition, Engagement Champions were appointed to work closely with leaders, facilitate meaningful discussions, share best practices, and support the translation of insights into concrete actions. The effectiveness of action planning and progress against defined goals are reviewed continuously.

PPF has set a target to reach the top quartile of employee engagement levels by 2030. In 2025, the overall engagement score was 3.82 out of 5 on the new five-point scale, with a strong participation rate of 88%, reflecting a high level of commitment.

As a result of the 2024 survey, in 2025 PPF took several actions, including:

- Improving the work environment to provide modern and comfortable workspaces.
- Introducing new rewards and means of recognition.
- Promoting knowledge sharing and collaboration across departments.
- Enhancing internal communication channels to keep employees informed and engaged.
- Introducing new wellbeing programs for physical and mental health.



OFFICE OF THE YEAR

PPF's new head office in Budapest has won the Office Branding Category at the Office of the Year 2024 awards. The office was recognized for its unique mix and commitment to corporate identity and employee engagement - from using photos of colleagues' pets as noise-canceling devices, to a reception desk installation made of 596 pet food cans, every detail reflects and embodies company values.

Talent development

The business invests in strengthening the knowledge and skills of its employees to support both effective job performance and long-term career advancement. In 2025, all employees received training focused on work-related or career development skills, with an average of 19 training hours clocked per employee across the total workforce.

Regular performance and career development reviews are an essential part of PPF's people management approach. By conducting systematic assessments of individual performance, development needs are identified, targeted support and guidance is provided, and strong performance is recognized and rewarded.

In the reporting period, 100% of employees received a regular performance and career development review, reinforcing a culture of continuous feedback, growth, and accountability.

Internal mobility is actively encouraged. As a result, in 2025 134 internal promotions were initiated, reflecting PPF's commitment to championing strong performance, retaining talent, and supporting long-term career progression within the organization.

Employee Value Proposition (EVP)

In September 2025, PPF initiated a project to define its Employee Value Proposition (EVP). The EVP represents the unique set of benefits and values the company offers employees in exchange for their skills, capabilities, and experience, and articulates why people choose to join and remain with PPF. It encompasses both tangible and intangible elements, including purpose, values, culture, leadership, career development opportunities, wellbeing, and rewards and recognition.

The objectives of the EVP initiative are to:

- Strengthen PPF's employer brand by establishing a clear and consistent narrative around its culture, benefits, and purpose;
- Support employee retention by reinforcing mutual expectations and long-term engagement;
- Attract talent by clearly communicating PPF's value proposition to candidates whose values align with those of the company.

The project was completed in May 2026. The finalized EVP now supports PPF's recruitment processes, employer branding activities, and the integration of future mergers and acquisitions.

Human rights

PPF is committed to respecting and promoting human rights across its operations and value chain. A Labor and Human Rights Policy is in place to ensure the protection and promotion of responsible labor practices and human rights, supported by a dedicated Modern Slavery Policy that underpins the company's commitment to preventing modern slavery in its own operations and throughout supply chains. PPF also provides online training on child labor and forced labor to raise awareness and strengthen compliance. Under the updated PETS strategy, PPF has committed to training 100% of its leadership team on child labor, forced labor, and human trafficking by 2027. In 2025, no incidents of child labor or forced labor were reported within the organization.

All factories are registered on the Sedex platform, supporting transparency and responsible sourcing through standardized data on labor standards, human rights, health & safety, environmental management, and business ethics. By the end of 2025, four sites (33.3% of PPF factories) had completed SMETA audits, a widely used social audit methodology focusing on ethical labor standards, key human rights risks, and environmental performance.

SOCIETY

TAKING CARE OF THE PEOPLE AND PETS IN OUR VALUE CHAIN AND IN THE COMMUNITIES AROUND US.



OUR TARGETS

PILLAR	TARGET
Community engagement	▸ 100% of **surplus** ⓘ is donated to shelters. ▸ 100% of sites have partnerships with shelters and animal welfare organizations.

HIGHLIGHTS OF 2025

- Delivered 183 community support initiatives, representing a 37% increase compared to the prior year.
- Donated 897 pallets of pet food to shelters and various organizations across Europe to support animal welfare.
- Supported employees to volunteer at animal shelters, charities, kindergartens and schools across all countries where PPF operates.

COMMUNITY ENGAGEMENT

As a diverse European business, PPF operates 12 manufacturing sites and employs 2,444 people representing more than 35 nationalities. Its factories play a significant role in local economies, both directly through employment and indirectly through the procurement of raw materials (e.g., animal products and crops), and services. Beyond PPF's economic contribution, the company aims to create a positive and lasting impact on the communities in which it operates. PPF collaborates with local governments and organizations to support community initiatives and address local needs. Community engagement and animal welfare are integral to the sustainable growth of the business and form an important part of PPF's approach to responsible operations.

In 2025, 183 local community support initiatives were implemented, ensuring that every country with a PPF manufacturing site benefited from at least one initiative. This represents a 37% increase compared to the previous year. Activities focused on supporting vulnerable children and adults, as well as promoting sports, culture, education, and animal welfare.

In Hungary, employee volunteering included painting fences at a local football field, renovating playgrounds, building bird nests, and supporting animal shelters through hands-on activities such as dog walking and cleaning. In addition, PPF Hungary donated to animal shelters, nurseries, and schools.

PPF Hungary also supported the ÉletrevaLÓ Gyermekekért Alapítvány by contributing to its 2025 summer therapeutic camp for children with special needs and their families. The support enabled a 10-day animal-assisted and developmental program, including horse- and dog-assisted interventions, delivered by qualified psychologists, therapists, and specialists, alongside dedicated support activities for families.

Since 2024, PPF Czech Republic has partnered with Kočky Praha to support the development of felinotherapy, an animal-assisted therapy that uses interactions with cats to improve the mental and physical health of individuals, particularly seniors. In 2025, the collaboration continued through targeted initiatives, including a visit to a seniors home in Libochovice, where interactions with cats demonstrated positive effects on residents' wellbeing, such as improved motor skills, communication, and reduced stress and loneliness. Additional activities included a media event to raise public awareness of felinotherapy in practice. Beyond this partnership, the Czech team supported cat shelters, local children's groups, art initiatives, and a local cycling team.

Supporting pets and pet parents is a core business value for PPF. Within the communities served, we regularly donate to and volunteer at local animal shelters, rescue organizations, and charities. In 2025, PPF donated 897 pallets of pet food across Europe to support animal welfare. Contributions included monetary and pet food donations to shelters in Italy; pet food support for local animal welfare organizations in the Netherlands, Slovakia, and Sweden; and provision of a wide range of supplies – such as pet food, supplements, care products, and toys – for shelters in Poland. In addition, PPF is a longstanding supporter of several international organizations, including the National Animal Protection Foundation in Hungary, the DierenLot Foundation in the Netherlands, and the Jedno Serce Nie Da Rady Foundation in Poland. Together, these initiatives demonstrate PPF's ongoing commitment to strengthening communities and improving animal welfare across the countries where it operates.

This report highlights a selection of surrounding community initiatives. Due to the report's length, we are unable to detail all actions taken; however, additional information can be found on PPF's social media channels.

We are proud of the dedication and efforts of all volunteers who contribute their time and energy to these projects.



GREATER GOOD CHARITIES

Following PPF's partnership with Greater Good Charities - an organization that supports people, pets, and the planet by mobilizing in response to need - PPF provided a €30,000 donation in 2024 to fund charity programs across PPF countries in 2025. This support enabled nine animal welfare organizations across Europe to improve shelter conditions, expand veterinary services, and deliver life-saving care to pets. For example:

- OZ Na Konci Sveta (Slovakia) built dedicated maternity kennels, creating a safe environment for rescued female dogs and their newborn puppies.
- Nadační fond Psí Naděje (Czech Republic), through its partnership with Voriskov Shelter, installed three new kennels, improving safety and supporting the rehabilitation of dogs with behavioral challenges.
- LAV Onlus (Italy) expanded the services of its social veterinary clinic, providing free veterinary care to pets of vulnerable families.
- Fundacja Mam Pomysł (Poland) renovated its shelter clinic and purchased essential medical equipment, enhancing the quality and safety of care.

Together, these locally-driven initiatives deliver tangible, life-improving support to animals and the communities that care for them. Through the partnership with Greater Good Charities, PPF continues to strengthen animal welfare and contributes to creating more resilient communities.

GLOSSARY

term	definition
Anti-competitive behavior	Actions of the organization or employees that can result in collusion with potential competitors, with the purpose of limiting the effects of market competition.
Anti-trust and monopoly practice	Actions of the organization that can result in collusion to erect barriers for entry into the sector, or another collusive action that prevents competition.
Baseline	Starting point used for comparisons. In the context of energy and emissions reporting, the baseline is the projected energy consumption or emissions in the absence of any reduction activity.
Base year	Historical datum (such as year) against which a measurement is tracked over time.
Business partner	Entity with which the organization has some form of direct and formal engagement for the purpose of meeting its business objectives. Business partners do not include subsidiaries and affiliates that the organization controls.
Carbon dioxide (CO_2) equivalent	Measure used to compare the emissions from various types of Greenhouse Gas (GHG) based on their Global Warming Potential (GWP). The CO_2 equivalent for a gas is determined by multiplying the metric tons of the gas by the associated GWP.
Circularity	Measures taken to retain the value of products, materials, and resources and redirect them back to use for as long as possible with the lowest carbon and resource footprint possible, such that fewer raw materials and resources are extracted, and waste generation is prevented.
Confirmed incident of corruption	Incidents of corruption that have been found to be substantiated. Confirmed incidents of corruption do not include incidents of corruption that are still under investigation in the reporting period.

GLOSSARY

term	definition
Corruption	Abuse of entrusted power for private gain, which can be instigated by individuals or organizations. Corruption includes practices such as bribery, facilitation payments, fraud, extortion, collusion, and money laundering. It also includes an offer or receipt of any gift, loan, fee, reward, or other advantage to or from any person as an inducement to do something that is dishonest, illegal, or a breach of trust in the conduct of the enterprise's business. This can include cash or in-kind benefits, such as free goods, gifts, and holidays, or special personal services provided for the purpose of an improper advantage, or that can result in moral pressure to receive such an advantage.
CSRD	The Corporate Sustainability Reporting Directive (CSRD) is an EU directive that mandates large companies to disclose detailed information on their Environmental, Social, and Governance (ESG) impacts. It aims to align sustainability reporting with financial reporting, promoting transparency and accountability.
Direct (Scope 1) GHG emissions	Greenhouse Gas (GHG) emissions from sources that are owned or controlled by the organization. A GHG source is any physical unit or process that releases GHG into the atmosphere.
Double materiality	Double materiality has two dimensions: impact materiality and financial materiality. A sustainability matter meets the criterion of double materiality if it is material from the impact perspective or the financial perspective or both.
Dry portfolio	Extruded dry dog and cat food products made for a complete and balanced diet. Extrusion technology cooks the product at high temperatures for a short period of time to guarantee its digestibility and safety.
Employee engagement	The involvement and enthusiasm of workers in their work and workplace.
Energy indirect (Scope 2) GHG emissions	Greenhouse Gas (GHG) emissions that result from the generation of purchased or acquired electricity, heating, cooling, and steam consumed by the organization.

GLOSSARY

term	definition
ESG	Acronym for Environmental, Social, and Governance.
Governance body	Formalized group of individuals responsible for the strategic guidance of the organization, the effective monitoring of management, and the accountability of management to the broader organization and its stakeholders.
Global Warming Potential (GWP)	Value describing the radiative forcing impact of one unit of a given Greenhouse Gas (GHG) relative to one unit of CO_2 over a given period of time. GWP values convert GHG emissions data for non-CO_2 gases into units of CO_2 equivalent.
Greenhouse Gas	Gas that contributes to the greenhouse effect by absorbing infrared radiation.
Landfilling	Final depositing of solid waste at, below, or above ground level at engineered disposal sites. In the context of waste reporting, landfilling refers to depositing solid waste in sanitary landfills and excludes uncontrolled waste disposal such as open burning and dumping.
Leadership team	The leadership team is an internal group of professionals, including managers and executives, who are responsible for the engagement of their teams and for a significant amount of the organization's decision-making processes. It includes executives, general managers, functional leaders, and plant managers.
Local community	Individuals or groups of individuals living or working in areas that are affected or that could be affected by the organization's activities.
Lost Time Injury (LTI)	A work-related injury that causes an employee to miss at least one full workday or shift after the day of the incident.
Lost Time Injury Rate (LTIR)	A safety metric that measures how often work-related injuries or illnesses cause an employee to miss work, standardized per a set number of hours worked
Material topics	Topics that represent the organization's most significant impact on the economy, environment, and people, including impacts on their human rights.

GLOSSARY

term	definition
Mono-material	A product which is only composed of a single type of material (e.g. paper, plastic, glass, metal).
Non-renewable material	Resource that does not renew in short time periods, e.g. coal, gas, minerals, oil.
Other indirect (Scope 3) GHG emissions	Indirect Greenhouse Gas (GHG) emissions not included in energy indirect (Scope 2) GHG emissions that occur outside of the organization, including both upstream and downstream emissions.
Operational food waste	Any raw material or finished product that was intended to be sold as pet food but is discarded. It covers: ▸ All raw materials (animal by-product, cereals, etc.) which enter our production facilities but do not end as finished products that are fit to be sold. ▸ Semi-finished products that are not fit to be packed. ▸ Finished products that are not fit to be sold and need to be handled as waste.
PETS	Acronym for PPF's ESG strategy - Performance, Environment, Team, Society.
PPWR	The Packaging and Packaging Waste Regulation (PPWR) is an EU legislative framework aimed at reducing packaging waste and promoting sustainable packaging practices. It sets guidelines for minimizing material use, enhancing recyclability, and supporting a circular economy. The regulation impacts various industries, pushing them towards eco-friendly packaging alternatives.
Recordable work-related injury	Work-related injury that results in any of the following: death, days away from work, restricted work or transfer to another job, medical treatment beyond first aid, or loss of consciousness; or significant injury diagnosed by a physician or other licensed healthcare professional, even if it does not result in death, days away from work, restricted work or job transfer, medical treatment beyond first aid, or loss of consciousness.

GLOSSARY

term	definition
Regular performance and career development review	Review based on criteria known to the employee and their superior. The review is undertaken with the knowledge of the employee at least once per year. The review can include an evaluation by the employee's direct superior, peers, or a wider range of employees. The review can also involve the human resources department.
Recovered waste	Recovery of waste means any operation the principal result of which is waste serving a useful purpose by replacing other materials which would otherwise have been used to fulfil a particular function, or waste being prepared to fulfil that function, in the plant or in the wider economy.
Recyclable packaging	Recyclable packaging is material that can be collected, sorted, processed, and turned into new raw materials or products after use. It diverts waste from landfills and keeps resources in an active recovery cycle.
Recycled material	Material that replaces virgin materials, which are purchased or obtained from internal or external sources, and that are not by-products and Non-Product Outputs (NPO) produced by the organization.
Renewable source	Material that is derived from plentiful resources that are quickly replenished by ecological cycles or agricultural processes, so that the services provided by these and other linked resources are not endangered and remain available for the next generation.
Surplus	PPF defines surplus as products with remaining shelf life up to three months.
Upcycled	Use of materials that would otherwise be discarded in such a way as to create a product of higher quality or value than the original.
VPN	VPN is an acronym for Virtual Private Network. It is a mechanism for creating a secure connection between a computing device and a network, or between two networks, using an insecure communication medium such as public internet.
Waste	Anything that the holder discards, intends to discard, or is required to discard. Waste can be defined according to the national legislation at the point of generation. A holder can be the reporting organization, an entity in the organization's value chain upstream or downstream (e.g., supplier or consumer), or a waste management organization, among others.

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