



Sustainability Report 2025.

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About this report

This 2025 Summary Sustainability Report (the “Report”) provides an update on the performance of McCain Foods Limited (“we”, “us”, “our”, or “McCain”) against the commitments set out in our global sustainability strategy. It also includes a deep dive exploring how companies can help to improve consumer awareness and demand for [regenerative agriculture](#).

Unless otherwise stated, reporting boundaries include subsidiaries owned or controlled by McCain, excluding our transportation subsidiaries, Day & Ross, Inc., and Day & Ross USA, Inc., and their subsidiaries (collectively referred to as “Day & Ross”), and acquisitions that we have completed within the last 24 months as of June 30, 2025.

This Report is for our fiscal year ended June 30, 2025 (“2025”). All years referenced throughout this Report refer to fiscal years, unless otherwise stated. Our performance data tables include previous years’ data, where relevant. All currency reported is in Canadian Dollars (“CAD”), unless otherwise stated.

GRI – statement of use

McCain has reported the information set out in the separate Global Reporting Initiative (“GRI”) Content Index, for the period from July 1, 2024 to June 30, 2025 with reference to the GRI Standards. Our GRI Content Index uses the requirements and principles of ‘GRI 1: Foundation 2021’ and is available [here](#).

External verification opinion

McCain seeks external assurance of our greenhouse gas (“GHG”) emissions data to support our GHG emissions reduction strategy. The British Standards Institution (“BSI”) conducted a limited assurance assessment of our 2025 GHG emissions inventory and our alignment with ISO 14064-3: 2019 and ISO 14065: 2013. The latest statement is available [here](#), along with previous limited assurance statements from 2017 – 2024.

A message from our President & CEO.

In 2025, global events – from extreme weather and rising cost of living to supply chain shocks and geopolitical uncertainty – continued to reshape how businesses operate. This climate of flux underscores the need for resilient, responsible practices that can withstand disruption while supporting people and the planet.

At McCain, sustainability has been a core part of who we are since the very beginning. As a family business, we have always acted with future generations in mind. Our purpose – *Celebrating real connections through delicious, [planet-friendly food](#)* – reflects this vision. Today, it feels more important than ever.

Our sustainability strategy, built around four interconnected pillars, sets out how we aim to make food and farming systems more sustainable and resilient compared to conventional farming. Agronomy remains at the heart of our business, with [regenerative agriculture](#) central to our [Smart & Sustainable Farming](#) pillar ambitions. Alongside this, we are working to reduce our climate impact, improve the nutritional profile of our portfolio, and support the communities in which we operate. This is all underpinned by our [Strong Foundations](#) – our pillar focused on running our business responsibly and ethically and investing in our people.

We are proud of what we've achieved to date: more farmers reaching the *Engaged* level of our [Regenerative Agriculture Framework](#), [Scope 1 and 2 absolute emissions](#) reduced by 28% against a 2017 baseline,¹ and delivery of all three of our 2025 [Thriving Communities](#) commitments on donations, volunteering, and community partnerships.

More information on our progress against our existing commitments is included within this Report. We have also taken the opportunity to provide a deep dive into an area which is essential if we are to reach our regenerative agriculture targets: improving consumer demand and awareness for products made with ingredients grown using regenerative agriculture practices. This deep dive explores our global

Regen Fries campaign, which was delivered in collaboration with farmers, working alongside retailers, experts, and influencers.

Clear targets are key to driving progress. Many of our original commitments were set to 2025, so this year we took the opportunity to reflect on what we had learned as we look forward to our journey to 2030 and beyond.

Building on lessons learned, this year we have refreshed our strategy and evolved our commitments for 2030. These commitments provide a clear, transparent framework for action.

At McCain, collaboration has always been our foundation. Our business began in collaboration with farmers and working together remains the only way to stay true to our past while building our future.

The years ahead will bring further challenges, but I am confident that our renewed strategy and shared sense of direction will help us drive progress towards a more sustainable food system.



Max Koeune,
President & CEO, McCain Foods

Our business at a glance.

McCain is proud to be a family-owned, values-driven company with a global footprint. We engage and collaborate with partners and stakeholders across our value chain – from the farmers who grow our potatoes to the consumers who enjoy our products – to understand the issues most relevant to them and ensure our global sustainability strategy is targeted and impactful.



Farmers

With our roots on the farm, we partner with **4,400+** farmers who grow the potatoes core to our business.



Suppliers

We work with **25,000+** suppliers globally to source the ingredients and materials we need.



Own operations, our people, and communities

We operate **49** production facilities across **15** countries, mostly located in rural communities.²



Customers

Every day, we serve millions of customers in over **160** countries, providing great tasting products to restaurants, shops, and outlets around the world.



Consumers

Our appetizer and potato products help families enjoy great food for any occasion.

Our sustainability strategy.

We are operating in a rapidly-evolving world. From regulatory shifts to geopolitical developments and events, to changing consumer expectations – the sustainability landscape is continually evolving.

At McCain, we respond to change and through our sustainability strategy aim to support the transition to making our food, agricultural systems, as well as our business more sustainable and resilient now and for generations to come.

With many of our commitments culminating in 2025, and given the fast-changing macro environment, this year we have taken the opportunity to ensure we are focusing on the most important topics for our business and the planet while building on all we have learned since we set our original strategy in 2019.

In 2024 we conducted our [first double materiality assessment](#) to assess our material sustainability topics, as well as reviewed regulatory frameworks, standards, and benchmarks, and undertook extensive stakeholder engagement to understand expectations of us and our sector. These inputs, alongside science-based alignment and monitoring of broader developments and best practices, inform the continued evolution of our strategy.

Our core strategic framework remains the same, with sustainability pillars focusing on our priority impact areas of [Smart & Sustainable Farming](#), [Resource-Efficient Operations](#), [Good Food](#), and [Thriving Communities](#), supported by our [Strong Foundations](#). Our overarching priorities are defined within these pillars, as set out in the strategy diagram below. For example, we will continue to advance [regenerative agriculture](#), driven by our steadfast belief in the benefits it will deliver for the livelihoods of our farmers and the resilience of our food system. GHG emissions reduction in our own operations also remains a core, ongoing focus.

We also recognize areas where further action is needed. This includes our [Scope 3 emissions](#) reduction, which is a complex, collective challenge and requires deep collaboration across the value chain to unlock progress across the sector. And while we know that the uncertainty and challenges around us may impact what we can achieve, we are committed to continue to act against the commitments we have set.

Our refreshed commitments to 2030 remain ambitious. They reflect our unwavering aim of delivering positive change for our business, partners, stakeholders, and the world around us, based on what we know today. Key developments include:

- A strengthened climate ambition, through updated [SBTi \(Science Based Targets initiative\)](#) commitments which align with the latest climate science
- A reinforcement of our focus on nature and human rights
- A continued strengthening of pillar governance
- Ensuring commitments are SMART (specific, measurable, achievable, relevant, and time-bound)
- Integrating supporting targets into pillar strategies to enable delivery

This report provides a final progress update on our existing commitments. For further detail on our refreshed commitments, please see the 'Looking forward' sections within the pillar updates in this Report.



Sustainability strategy.

For further information on each of our sustainability pillars, refer to the respective sections of this report.

Smart & Sustainable Farming



Accelerating regenerative agriculture adoption towards 100% acreage implementation

Resource-Efficient Operations



Reducing emissions across the value chain aligned to SBTi targets



Improving water use efficiency on farm



Reducing on-farm emissions aligned to SBTi targets

Pathways to sustainable resilience

Good Food



Implementing best-in-class food safety



Improving the nutritional profile of our portfolio



Prioritizing simple and recognizable ingredients

Thriving Communities



Improving food security through donations and volunteering



Transforming livelihoods through community projects and partnerships

Strong Foundations



Ensuring a healthy and safe work environment



Upholding ethical conduct and respect for human rights



Enabling our people to work and live well



Fostering inclusion and belonging



Responsible sourcing of key ingredients

To find out more about our approach to materiality, our stakeholder engagement process, and our governance structures, please see our [2024 Sustainability Report](#).

2025 sustainability highlights.

See our [performance tables](#) for more detail on our commitments and our progress against them.

Smart & Sustainable Farming



44% of our global acreage Engaged or higher and **69%** Onboarded on our [Regenerative Agriculture Framework](#)³

19% improvement in water use efficiency in water-stressed regions⁴ since our 2017 baseline⁵

30 innovation farms for [regenerative agriculture](#) established globally since 2022 (including our third Farm of the Future in the UK)

Multi-year regenerative agriculture programs now offered to our farmers across **all key sourcing regions**, securing progress with regenerative agriculture adoption

Resource-Efficient Operations



28% absolute reduction in [Scope 1 and 2 emissions](#) since 2017¹

19% improvement in water use efficiency at priority plants since 2017⁶

60% of total electrical energy consumption from renewable electricity⁷

98% of packaging [designed to be recyclable](#)⁸

Good Food



98% of McCain-owned facilities and **99%** of [tier 1](#) ingredient supplier facilities achieved [GFSI-recognized certification](#)

Launched new plant-forward Strong Roots products in France, Great Britain, and Ireland.

6% reduction in the sales-weighted average sodium in our McCain-branded appetizer products since 2018

All new global McCain-branded retail and foodservice products compliant with our **Global Clean Ingredient Policy**

Thriving Communities



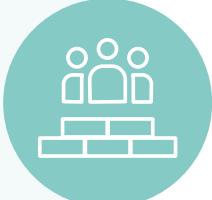
34.4 million meals donated to food banks and NGOs in 2025⁹

28,484 hours of volunteering completed in 2025

4,488 vulnerable farmers and families supported in 2025⁹

All **3** of our 2025 [Thriving Communities](#) commitments achieved

Strong Foundations



0.52 [total recordable incident rate](#) in 2025¹⁰

McCain Human Rights Policy developed and published

99% Code of Conduct recertification rate

Sourced **100%** cage-free eggs¹¹

Deep dive:

Regenerative agriculture and the consumer.

Exploring how to improve consumer awareness of [regenerative agriculture](#)



Purpose and objective



Introduction to regenerative agriculture



A missing link



A case study: Our *Regen Fries* campaign



What we learned

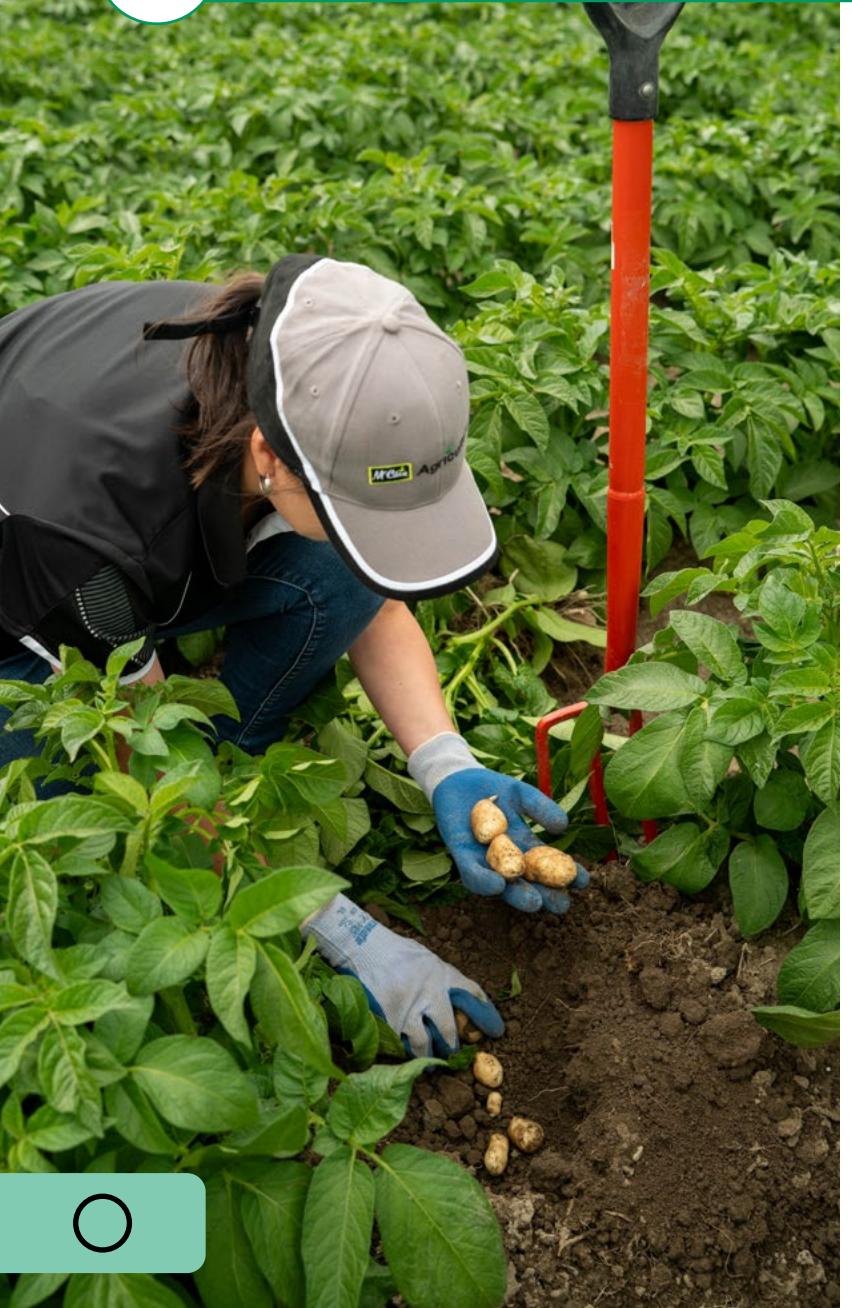


Looking forward





Purpose and objective



Feeding our growing population while limiting our impact on the environment we all depend on is one of the great challenges of our time.

Farmers everywhere are already feeling the strain of responding to a changing climate and declining ecosystem health. Extreme weather, droughts, fires, pests, and diseases threaten our ability to produce plentiful and nutritious food. At the same time, about a third of all human-caused GHG emissions are linked to food.¹²

Addressing these linked challenges requires agriculture to move beyond sustaining the land to taking steps to renew it. **Regenerative agriculture** offers a pathway forward: a set of principles and practices that, over time, aim to work with natural systems to restore soils, encourage biodiversity, conserve water, and create stronger, more resilient farms.

At McCain, we see this transition as central to the future of food. We also know that systemic change cannot rest on farmers alone. It requires collaboration across the value chain – growers, buyers, producers, retailers, policymakers, and consumers. This is because for regenerative agriculture to thrive, it must be supported by clear market demand.

This deep dive explores how brands, retailers, and food companies can help to **improve consumer awareness for regenerative agriculture**. Using our multi-market *Regen Fries* campaign as a case study, we look at how regenerative

agriculture can be framed in accessible and engaging ways to build understanding and inform purchase intent, brand trust, and wider conversation. Our belief is that this will in turn help build change across the agricultural system. Through this deep dive we aim to:

- **Clarify the opportunity:** explain why consumer awareness and demand are vital to scaling regenerative agriculture.
- **Share what we've learned:** highlight insights from our consumer research and campaign activations across key markets.
- **Build momentum:** encourage brands, retailers, and food companies to further engage consumers to help build a regenerative food movement that is credible, compelling, and scalable.

By sharing these learnings, we're putting into practice our belief that driving progress on regenerative agriculture requires collaboration, with all players in the system working together. At McCain, we will continue to find new and creative ways to work with our partners to bring consumers into this system – joining the dots, sparking excitement, and making it easy for consumers to support regenerative agriculture.





Introduction to regenerative agriculture

The need for change

From farmers and food producers to consumer brands, the global food system has a pivotal role to play in addressing the challenge of feeding a growing global population in the face of a climate crisis.

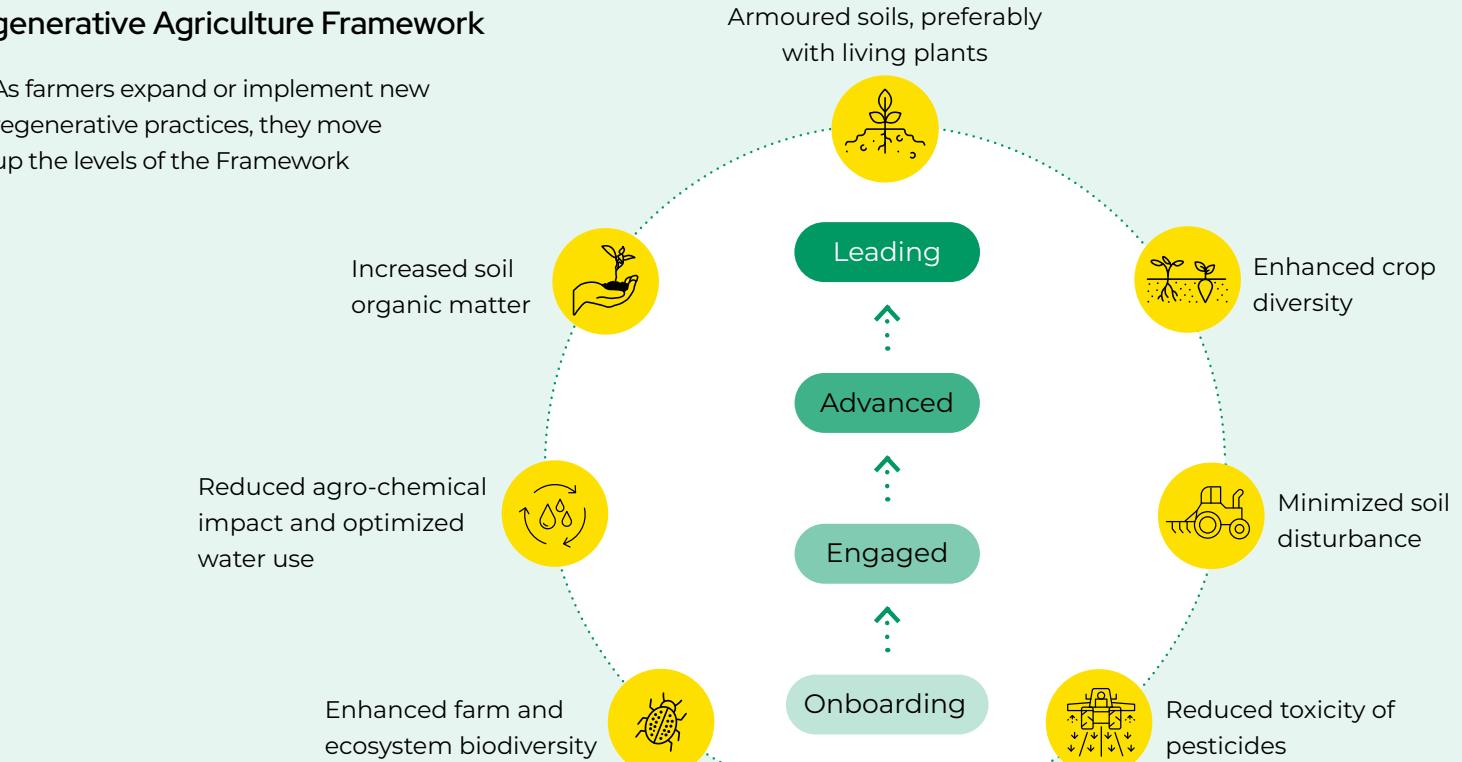
Regenerative agriculture is an important part of the solution. At McCain, we define regenerative agriculture as an ecosystem-based approach to farming that aims to improve farm resilience, crop yield, and quality by improving soil health and water quality, optimizing water use, enhancing biodiversity, and reducing the impact of synthetic inputs. These practices also have the potential to reduce GHG emissions.

McCain is among the global food producers supporting the adoption of regenerative agriculture practices. Our potato farmers – a network made up of more than 4,400 direct relationships across the world – are vital to this transformation.

We have defined a [Regenerative Agriculture Framework](#) ("Framework") for potato farmers, built together with key stakeholders including farmers, agricultural experts, and non-governmental organizations ("NGOs"), which guides the transition to a model of farming based on regenerative agriculture practices. The Framework, which is closely aligned with the [Sustainable Agriculture Initiative \("SAI"\)](#) Regenerating Together Program, sets out four levels of regenerative agriculture implementation. We have committed to implementing regenerative agriculture practices across 100% of the acreage used to grow McCain potatoes by 2030.

Regenerative Agriculture Framework

- As farmers expand or implement new regenerative practices, they move up the levels of the Framework





Introduction to regenerative agriculture

Our regenerative agriculture program includes multiple components designed to drive progress and support our farmers. We support our farmers financially with key financing opportunities and grant funding solutions, work with academic institutions to carry out research at our Farms of the Future, and provide technology, training, and support for peer-to-peer education to farmers.

“

The future of our business depends on the future of farming. Our goals of protecting soil health and building resilience against climate change are essential to continuing to produce the potatoes which are at the heart of McCain. That's why we have invested in this work and in supporting our farmers – because this transition matters.”

Philippe Thery, Chief Agriculture Officer, McCain Foods

“

When McCain was founded over 60 years ago it was in collaboration with farmers – and this is as true today as it ever was. Without our farmers our business wouldn't exist. This means we share their challenges and look to the future together with them. It's clear to all of us that the climate crisis is having a real, sustained, and significant impact on our farmers' ability to produce the food we all rely on. Fifty years ago, we used to witness a climate event with consequences for our farms every five years or so, now we have them every year around the world. This is the backdrop to our support for regenerative agriculture.”

Charlie Angelakos, Vice President, Global External Affairs and Sustainability, McCain Foods





A missing link

Systems challenge

Advancing [regenerative agriculture](#) is not something McCain – or any single stakeholder – can achieve alone. Transforming the food system is a shared responsibility that demands collaboration across our entire value chain and sector. As stewards of the land, farmers are at the heart of this shift, but they need support: from buyers who provide long-term partnerships and incentives; from researchers who generate insights and innovative ideas; from retailers, restaurants, and food service companies who promote [regenerative products](#); and from governments and regulators who shape policy, funding, and enabling environments. Consumers also play a vital role by creating demand for food grown using regenerative agriculture practices. Scaling regenerative agriculture will require action from all of us – aligning incentives, sharing knowledge, and supporting farmers in this essential transition.



As a family-owned company, we're building resilient farming systems that support our growers, our business, and future generations. But no company or farmer can make the shift to regenerative agriculture alone – it takes collaboration across the whole system. At McCain, we're committed to sharing what we learn to help drive that change."

Scott McCain, Chairman, McCain Foods

Stakeholders in the regenerative agriculture ecosystem

Farmers and agricultural partners

Adopt and adapt regenerative agriculture practices on the ground to grow food, trial new regenerative agriculture practices, and share information with peers.

Academic and scientific bodies

Conduct research to independently validate regenerative agriculture practices.

Food manufacturers (including McCain)

Support farmers to implement and maintain regenerative agriculture practices and create regenerative products enabled by contracting arrangements, training, and technology transfer.

Financial institutions

Provide financing arrangements, co-funding partnerships (e.g. between McCain and farmers), and grant funding solutions to help support farmers through the transition to adopting regenerative agriculture practices.

Retailers and food and beverage services

Stock and promote regenerative products and showcase regenerative ingredients to build mainstream demand.

Regulators

Create policies and incentives that accelerate adoption of regenerative agriculture practices.

Consumers

Signal demand for regenerative products through purchasing decisions.



Doing regenerative agriculture for ourselves – it's important for us to farm the land and love the land and be proud of that story. At the same time, it's tough for farmers to embrace regenerative agriculture because it takes more time, investment, and a willingness to take risks. That's why it has to be a shared journey, with growers, companies like McCain, and the wider industry moving forward together. For consumers, regenerative agriculture can be a tricky concept but the story does resonate when it's told. Regenerative agriculture is authentic and that gets recognized."

Chris and Harold Perry, Perry Family Farm



A missing link

The role of consumers

Consumer demand has long shaped the way food is produced, distributed, and marketed. For [regenerative agriculture](#) to scale, it benefits from a clear and growing demand for food produced in ways that restore and protect natural systems. When consumers actively choose products produced using regenerative agriculture practices – or express a preference for sustainability and transparency – they help create the conditions in which regenerative practices can thrive.

“

Consumer demand is the missing link. If we want to change the industry, we need scale, and scale only comes when people actively choose more sustainable products. We know that people want to take control of their impact on the planet and to feel they can shape the future. By connecting regenerative agriculture directly to products on the shelf, we give consumers a real way to participate in that change. That's why it's so important to understand how best we can reach consumers because if we don't connect the dots between our efforts and their interests, then all we have is a one-off initiative instead of the wide-scale transformation we need.”

Christine Kalvenes, Chief Innovation and Marketing Officer, McCain Foods



A knowledge gap

Increased consumer awareness of regenerative agriculture has the potential to be a powerful force in driving its growth.

According to a YouGov survey commissioned by McCain nearly half of respondents in the United States of America ("US"), the United Kingdom ("UK"), and Canada say they want to shop more sustainably but don't know how their individual choices make a difference. Encouragingly, there is a clear willingness to learn: 57% of Americans, 66% of Canadians, and 58% of those in the UK say they are interested in learning more about farming or regenerative agriculture.

These findings highlight the need for clear communication and education to help people understand what regenerative agriculture means, along with simple, credible ways for people to identify and choose [regenerative products](#). This creates a vital role for brands, retailers, and food producers, as well as organizations, such as [Sustainable Agriculture Initiative Platform \("SAI Platform"\)](#). By using tools such as storytelling, certification, and labelling, these industry players can promote an understanding of regenerative agriculture, in turn helping consumers to make informed choices. When done well, this can help build the market momentum needed to make regenerative agriculture commercially viable at scale.





A missing link



Transparency in the absence of a shared definition

Unlike organic or fair trade, there is currently no regulatory framework that defines what [regenerative agriculture](#) entails or how it should be measured. As a result, at McCain we strive to provide transparency through our [Regenerative Agriculture Framework](#). This Framework sets out our approach to regenerative agriculture, which provides the foundation for the claims we make on our [regenerative products](#). The Framework was developed together with many stakeholders and is closely aligned with the SAI's Regenerating Together Program, giving us confidence that it reflects the latest industry guidance and emergent best practice on core outcomes and indicators. It aims to deliver on outcomes for soil health, water quality, and biodiversity. As regulatory guidance and third-party standards evolve, we will continue to adapt and strengthen our measurement approach to help drive consistency and harmonization across the food system, as we believe this will ultimately create the biggest impact.



We see the provision of a robust and credible Regenerative Agriculture Framework as a way to harmonize activity and therefore contribute to system change while at the same time helping us deliver assured supply to our consumers and customers, and future-proofing the livelihood of our farmers."

Charlie Angelakos, Vice President, Global External Affairs and Sustainability, McCain Foods



Through SAI Platform's Regenerating Together Framework, we are working to align the food and beverage industry around robust, verified metrics that make regenerative agriculture both credible and measurable. This common language enables companies to make trustworthy claims, helping consumers gain confidence in the role regenerative practices play in restoring nature and supporting farmer livelihoods."

Bastian Mengel, Regenerative Agriculture Manager, SAI Platform

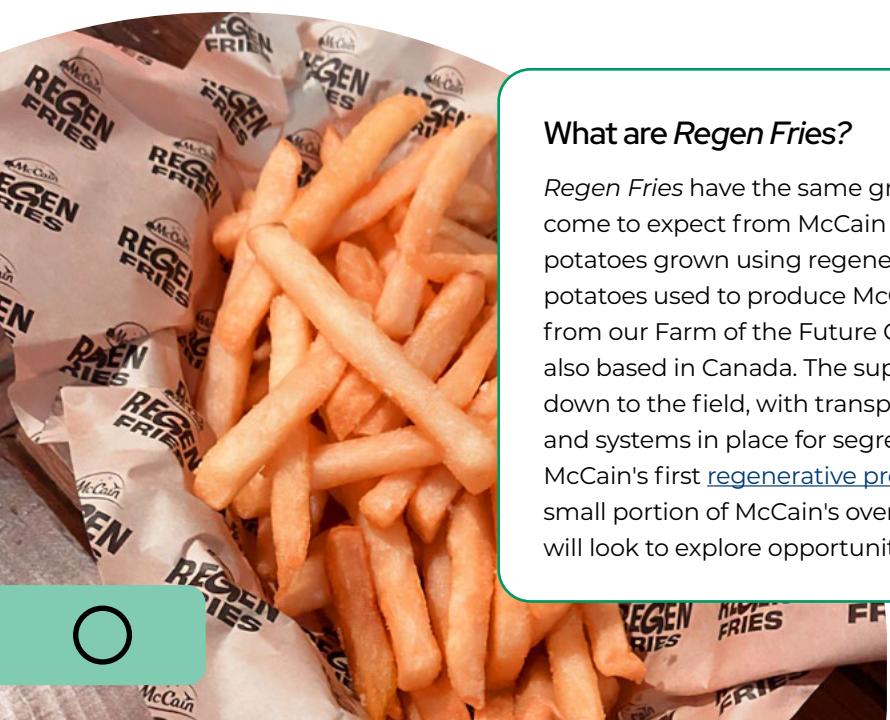




A case study: Our *Regen Fries* campaign

In 2025, McCain launched *Taste Good. Feel Good.* – a global campaign designed to build consumer awareness of [regenerative agriculture](#) by showing that fries can do more than taste great; they can support McCain's transition toward regenerative farming. The campaign, which ran in Canada, the US, and the UK, was designed to make regenerative agriculture relevant, relatable, accessible, and engaging for everyday consumers.

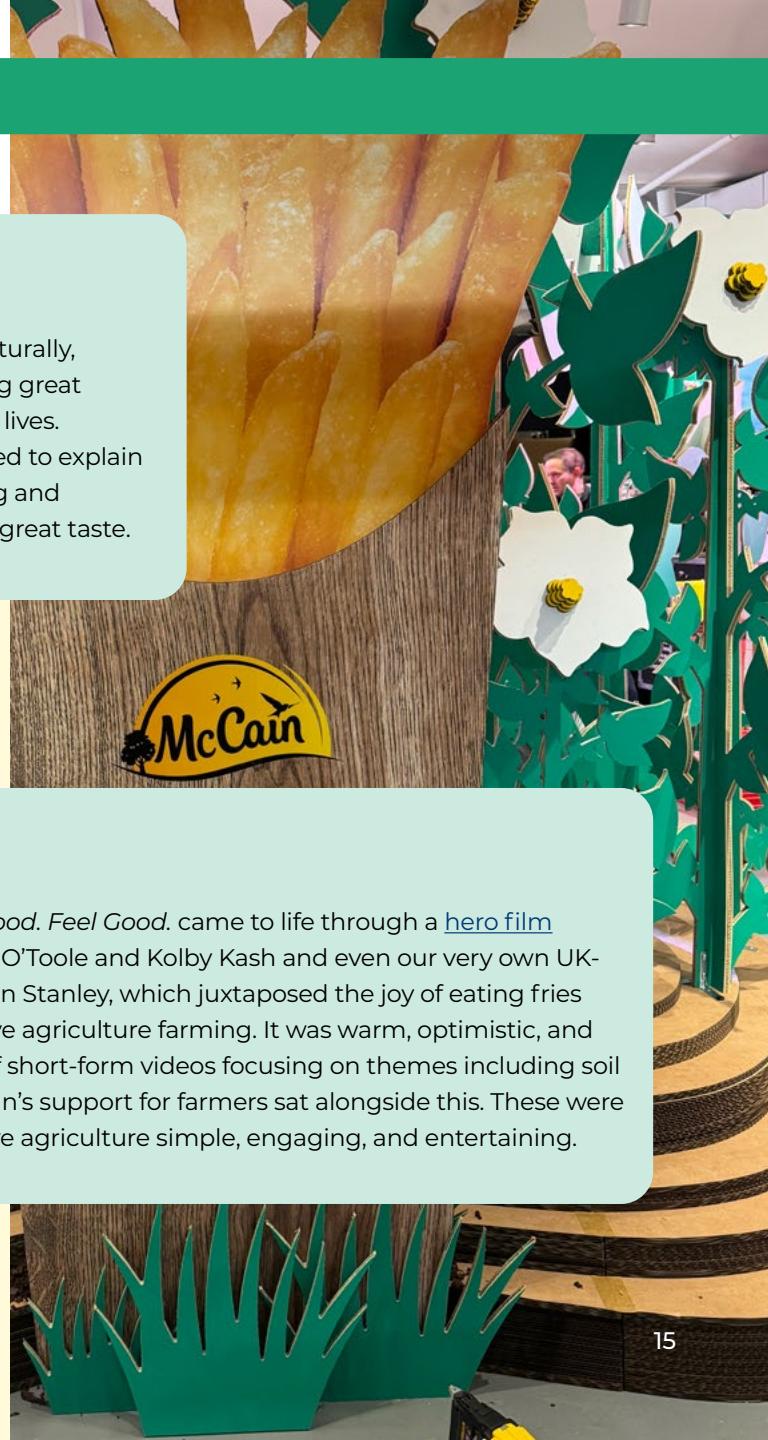
Here, we share the key components of our approach and what we learned along the way.



1

Consumer insight

We knew we wanted to meet consumers where they are – emotionally, culturally, and digitally, capturing their imagination along the way. That meant having great content and working out the best ways to make it fit into and around their lives. Building from our existing understanding of our target consumer, we aimed to explain the capabilities of regenerative agriculture clearly, in a way that is engaging and accessible, while reminding consumers their favourite fries have the same great taste.



2

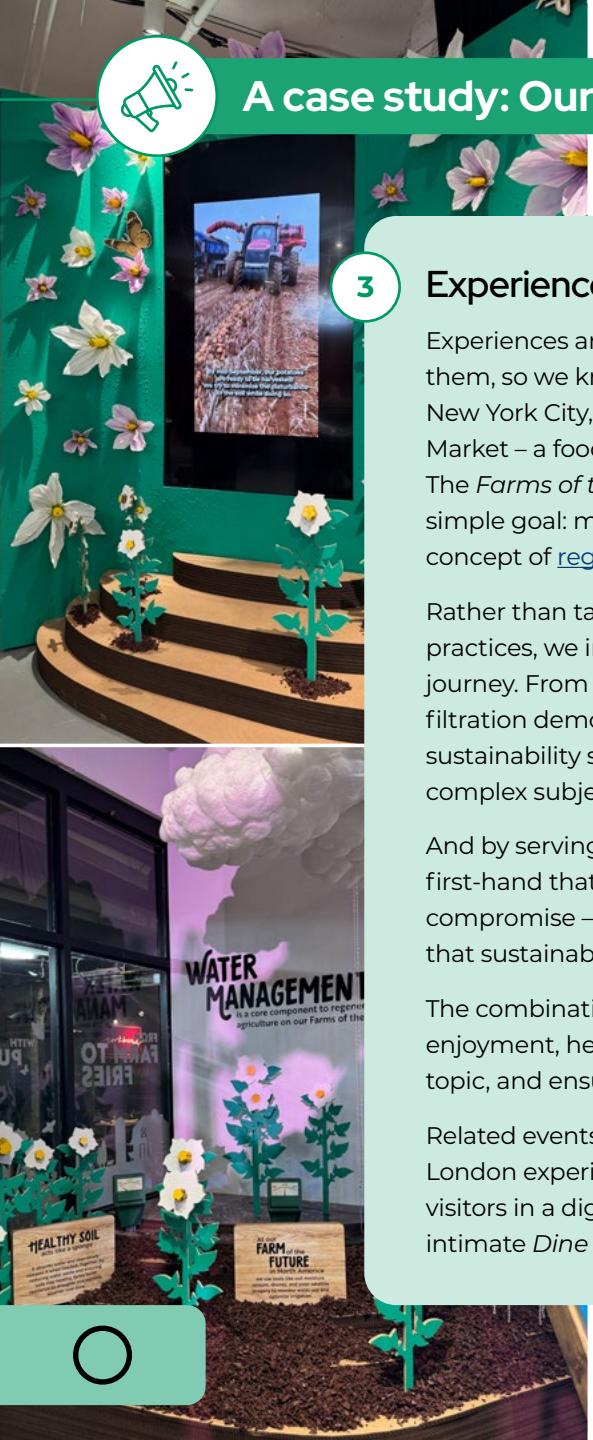
Creative platform

Our creative platform *Taste Good. Feel Good.* came to life through a [hero film](#) starring celebrity chefs Poppy O'Toole and Kolby Kash and even our very own UK-based growing partner Imogen Stanley, which juxtaposed the joy of eating fries with the beauty of regenerative agriculture farming. It was warm, optimistic, and easy to understand. A series of short-form videos focusing on themes including soil health, biodiversity, and McCain's support for farmers sat alongside this. These were designed to make regenerative agriculture simple, engaging, and entertaining.





A case study: Our *Regen Fries* campaign



3

Experiences

Experiences are a great way to bring people in and engage them, so we knew they should form part of our campaign. In New York City, we created a four-day immersive event at Chelsea Market – a food-centric urban space in the heart of the city. The *Farms of the Future Experience* was designed with one simple goal: meet consumers where they are and make the concept of [regenerative agriculture](#) both tangible and relevant.

Rather than talk at consumers about soil health or farming practices, we invited them into an immersive, educational journey. From interactive installations – like the soil and water filtration demo – to augmented reality-powered games and sustainability storytelling, every touchpoint translated a complex subject into something accessible and engaging.

And by serving *Regen Fries* on site, consumers experienced first-hand that regenerative agriculture doesn't mean compromise – the fries tasted just as delicious, proving that sustainability and great food can go hand in hand.

The combination of learning and tasting, education and enjoyment, helped build trust, demystify a technical topic, and ensure the campaign landed with clarity.

Related events included a takeover of the Outernet London experience space in the UK, which immersed visitors in a digital farm environment, as well as intimate *Dine & Learn* events in Canada.

4

Influencers

Our influencers and talent collaborators served as key connectors – drawing people in, sparking conversation, and helping their audiences understand what regenerative agriculture means and why it matters.

As regenerative agriculture is not yet a mainstream concept, working with chefs, lifestyle personalities, gamers, sustainability advocates, and farming influencers meant McCain was able to connect with a wide spectrum of audiences – from food lovers and families to Gen Z gamers and climate-conscious consumers. Each influencer community brought its own authenticity and reach, helping to grow the conversation more broadly.

One key influencer partnership was with actor Rachel Brosnahan, who became the face of the campaign globally, alongside creators and chefs across the US, UK, and Canada. Dan Pelosi was another great collaborator, who also took part in our New York event. From recipes, reaction videos, behind-the-scenes interviews, and cultural commentary, this content gave *Regen Fries* a human voice that was credible, creative, and rooted in real-world experience.





A case study: Our Regen Fries campaign

5

Interactive experiences

With Gen Z part of our target audience, we were particularly keen to create innovative ways for people to interact with the principles of regenerative agriculture firsthand that were both playful and purposeful. Enter the *Farms of the Future* AR game, a fun, immersive mobile experience, which invites players to grow virtual potatoes using regenerative agriculture practices to earn points, win prizes, and learn about regenerative agriculture farming along the way.



6

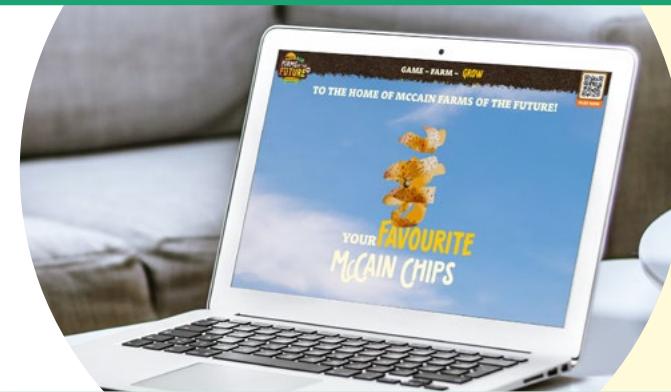
Product and in-store

On-pack messaging and visuals on our *Regen Fries* provided another great way to bring our message to consumers. We used statements with clear goals to capture interest and build credibility. Retailers helped amplify the impact through limited time offers and activation.

7

Learning more

RegenFries.com became a central hub for the campaign. This provided a link to the game, explained what regenerative agriculture is, showcased where to find *Regen Fries* in-store, and offered deeper insights into McCain's commitments. It acted as both a gateway for casual curiosity and a resource for those who wanted to learn more.



“

The RegenFries campaign has been a one-of-a-kind opportunity to connect consumers to the land their food comes from. Educators from the Soil Health Institute have had influencers and celebrities engage with soil in a way they never had before, participating in demonstrations that tell the story of regenerative potato farming. Now they have a story they can bring back to their families, communities, and spheres of influence. Soil is more than dirt; it's the foundation of our food systems and our future.”

**C. Wayne Honeycutt, Ph.D., President & CEO,
Soil Health Institute**

“

The pop up was so fun! It brought the journey from farm-to-fork to life in a way that was understandable without being nerdy. Plus, there was food – so you could taste it, engage with it, and actually feel the message. McCain isn't afraid to lead with sustainability because they've worked out how to do it in an engaging way. The content hooked my whole community, from scientists and academics to family shoppers. I know I have to catch people's attention in the first few seconds, and this did exactly that. It's incredible that a brand like McCain is talking about where food is from, it allows everyone to participate in regenerative agriculture. It makes it as accessible as the fries themselves!”

**Dan Pelosi, NYT Best-selling Cookbook Author
and Content Creator**



What we learned

Accessible content on regenerative agriculture can engage, educate, and inspire consumers.

1.8 billion impressions globally, over **950 stories** in top-tier publications, and **millions of virtual fries** harvested through the augmented reality gaming activation

90% of visitors at the *Farms of the Future Experience* in New York City said they learned something new about regenerative agriculture

84% of visitors felt they could make a difference by supporting brands like McCain

12% increase in perceptions of McCain as a brand associated with regenerative agriculture" in the UK, alongside double-digit gains in trust and sustainability leadership



This campaign showed me just how much interest there is when you give people an accessible way to engage with regenerative agriculture. What stood out was the level of curiosity – consumers really want to understand how food is grown and where it comes from. The challenge, of course, is making something as complex as regenerative agriculture farming simple without oversimplifying.

Capturing consumers' attention – key learnings:

Make the choice effortless.

So consumers can support regenerative agriculture practices.

Taste is a non-negotiable.

Pair sustainability messaging with reassurance around flavour, quality, and enjoyment.

Include tangible, specific proof points.

Clear commitments and milestones drive credibility and cut-through.

Use light, positive, benefit-led approaches.

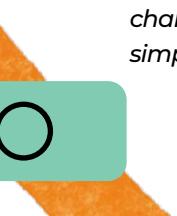
Telling the story in human terms – why it matters for people, communities, and the future – makes the concept relatable.

Think beyond traditional channels.

Cultural touchpoints, interactive experiences, and in-store visibility drive engagement, and enable consumers to participate.

Move from awareness to understanding.

Use everyday language and visuals to make topics clear and compelling, blending science with storytelling.



What the campaign really underscored is the importance of meeting consumers where they are, meaning across different channels, in different formats, and in ways that fit into their lives. The big lesson for me is that you can't just talk about sustainability – you have to find creative ways to invite people in. Nobody wants to be preached at. But if you meet them with optimism and clarity, they'll respond with real enthusiasm."

Christine Kalvenes, Chief Innovation and Marketing Officer, McCain Foods



Looking forward



Areas for deeper understanding

The campaign has provided a wealth of insight, but there are still important questions to answer. Most notably, the durability of the behaviour change it inspired: will consumers continue to choose *Regen Fries* and what will it take to maintain loyalty? Similarly, there is a need to better understand which specific messages or proof points most effectively move consumers from awareness to purchase.

The results also suggest there are cultural nuances that merit deeper exploration. In Canada, consumers were interested in McCain's commitment to [regenerative agriculture](#), while in the US, consumers placed greater emphasis on learning something new about farming practices. Understanding these differences could allow for more targeted activation in different countries.

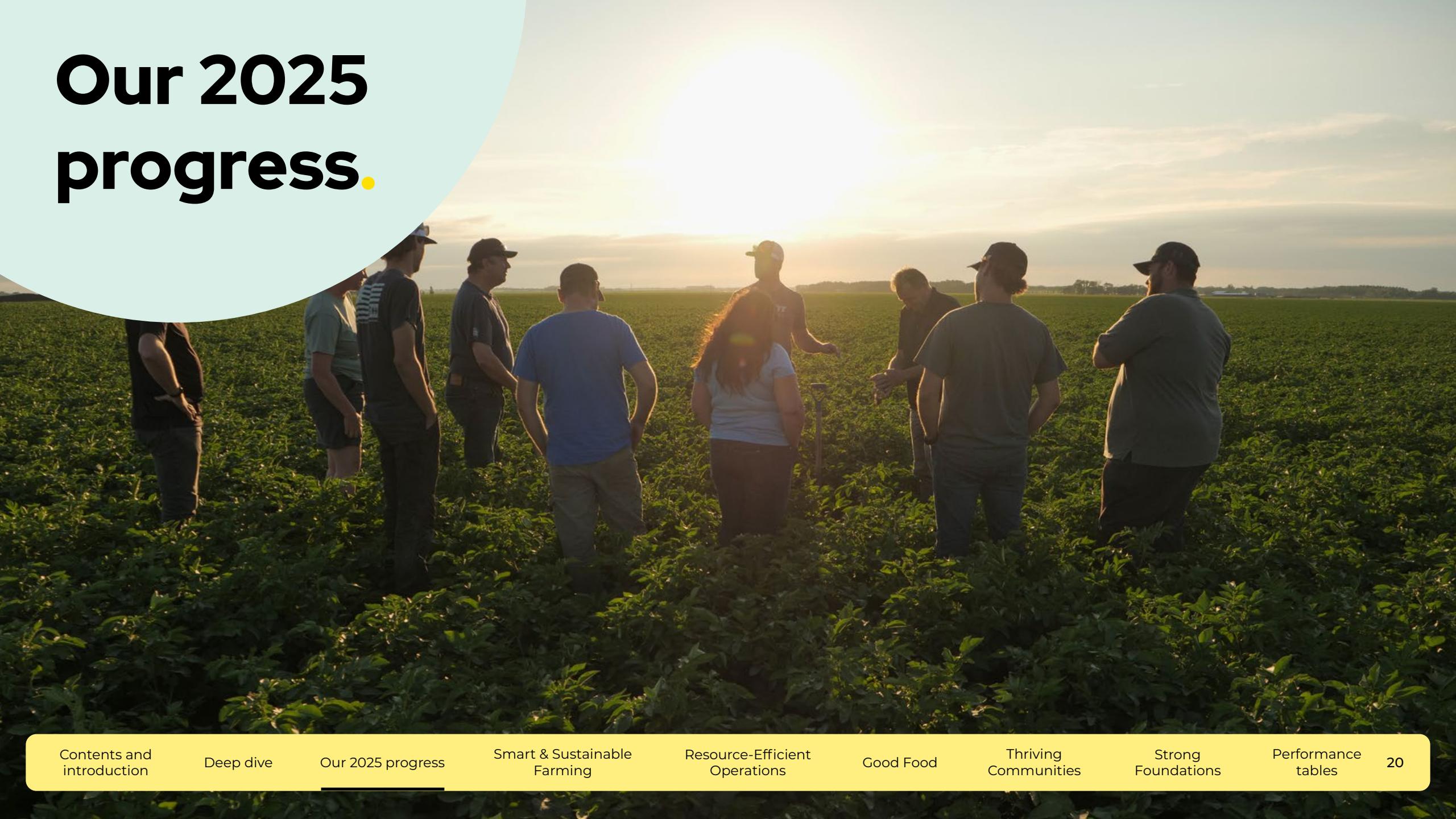
Finally, there is an opportunity to explore how regenerative agriculture messaging interacts with other consumer priorities such as health, price, and convenience.

What's next?

This campaign showed that once you connect and educate consumers about the concept of regenerative agriculture, they respond with real enthusiasm – and a genuine appetite to choose [regenerative products](#). Brands can have a strong impact if they communicate in the right way. Building on the momentum, McCain will continue working together with our farmers to create strong, reliable pipelines of products made with potatoes grown using regenerative agriculture practices, so we can offer a steady supply to customers who want to bring them to market. We'll also look to explore opportunities to scale regenerative products across our own portfolio, while continuing to build consumer awareness. And we'll continue learning, seeking the best ways to bring our message to consumers, and show how taste and sustainability can go hand in hand. By finding new and creative ways to bring the story to life and spark excitement, we'll make it easy for consumers to support farmers using regenerative agriculture practices through the choices they make.



Our 2025 progress.



Smart & Sustainable Farming.

Agriculture is the driving force of our business, and we firmly believe it can be part of the solution to the global challenge of feeding a growing population.

Our approach focuses on [regenerative agriculture](#) and its ability to over time improve and restore soil health, improve water use efficiency, enhance ecosystem diversity, and reduce the impact potato farming has on the environment. By working hand in hand with our partners, we're aiming to reduce emissions from our potato supply chain while also producing high quality and consistent yields.

Our [Smart & Sustainable Farming](#) pillar aims to help strengthen the potato agricultural system and support farmers in maintaining their livelihoods.

Our approach to Smart & Sustainable Farming is defined by the following priorities:

1. Accelerating regenerative agriculture adoption towards 100% acreage implementation
2. Improving water use efficiency on farm
3. Reducing on-farm emissions aligned to [SBTi](#) targets

For further details on our approach to Smart & Sustainable Farming see pages 15–28 of our [2024 Sustainability Report](#).



Priorities

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2025 progress overview

We continued to support our potato farmers on their transition to regenerative agriculture through financial support, research, and education, and are pleased to see a growing number reaching the Engaged level of our [Regenerative Agriculture Framework](#). Highlights from 2025 included building regenerative agriculture roadmaps for each of our potato sourcing regions globally, developing local farm business cases for regenerative agriculture practices, offering innovative regenerative finance packages and long-term contracts to our potato farmers, and expanding our global network of innovation farms, which now includes our third Farm of the Future in the UK.

Our efforts on water also delivered strong results – in 2025 we achieved both of our water commitments and ran smart irrigation projects across seven countries. While reducing on-farm GHG emissions remains a challenge, we made good progress on regional engagement and education.



2025 progress updates

Priorities

1 2 3

Accelerating regenerative agriculture adoption

- **69% of our farmers' acreage reached the Onboarding level of our Regenerative Agriculture Framework and 44% reached the Engaged level.³**

While we have continued to make strong progress, we recognize the transition to regenerative agriculture is complex and will not be linear. The slight decline (-2 % points) in Onboarding acreage since 2024³ is due to our increasing potato acreage as well as the use of soil-applied pesticides in North America with an Environmental Impact Quotient ("EIQ") above our Framework's Onboarding threshold. Conducting extensive agronomy research, testing alternatives to pesticides, and introducing pest- and disease-tolerant varieties are key priorities for 2026 and we have updated our roadmap to 2030 accordingly.

- **Developed financial support packages for farmers**, with multi-year regenerative agriculture programs now offered across all key sourcing regions. In 2025, we introduced a new three-year contract in India with premiums for farmers who are engaged in our Regenerative Agriculture Framework. We also brought together our farmers in Brazil to structure a multi-year regenerative agriculture program to be launched in 2026. Our three-year regenerative agriculture contract

in the Netherlands has been a success, and in 2026 we will start renewing these contracts and exploring additional regions for contract implementation.

- **Continued to offer farmers regenerative agriculture loans and incentives** through our existing partnerships with leading agricultural banks in France, the Netherlands, Poland, the UK, Canada, Australia, and New Zealand. Based on the success of our first three-year partnership with Farm Credit Canada ("FCC"), FCC has doubled the incentive offered to farmers, signalling its confidence in the long-term case for regenerative agriculture. We have also co-designed new initiatives to meet our farmers' financing needs in additional geographies and aim to launch new global and regional programs in 2026.
- **Established our third Farm of the Future in North Yorkshire in the UK**, in partnership with the University of Leeds. Alongside demonstrating the benefits of regenerative agriculture for soil health, water, climate, and biodiversity, this site will also trial innovations including autonomous vehicles and alternative fuels for farm equipment. Cover crops were planted in early 2026, with potatoes to follow.

• **Research at our innovation farms and collaborative initiatives** have included a new project with Lincoln University at our New Zealand pilot farm. We have also conducted regenerative agriculture trials with academic partners at our Brazilian research farm and with the Soil Health Institute at our North American Innovation Hubs.

• **Expanded our Farms of the Future research portfolio**, formalizing two additional agreements which bring the number of active partnerships since 2021 to 13. Collectively, these 13 research partnerships now address several major levers of regenerative agriculture from soil biology and crop diversification to water efficiency and digital decision-support. To help farmers capitalize on these scientific advances, we have launched a new five-year collaboration with the University of New Brunswick's McKenna Institute to develop a web-based decision support tool. This platform is intended to help farmers explore the long- and short-term implications of adopting regenerative agriculture practices, translating complex research findings into insights that could inform decisions on yield, profitability, and soil-health improvement.





Priorities

1 2 3

Accelerating regenerative agriculture adoption

- **Delivered 16,000+ hours of regenerative agriculture training across our regions.¹³** Knowledge and technology transfer also took place through farmer meetings, farm tours, and peer-to-peer learning during Grower Days held at our innovation farms. We also developed a resource for farmers that outlines the business case for regenerative agriculture practices (20 farm business cases had been developed as of the end of 2025). They detail the farm costs and potential benefits of adopting each practice in our Framework, per soil type and potato variety, aiming to cover every location where our farmers operate. The business cases are based on comparative economic analysis between regenerative and conventional practices and will be continually updated, drawing on data from trials run across our global innovation farm network. The content covers yield, financial returns, and capacity for environmental benefits, providing farmers with locally relevant, evidence-based insights.



SPOTLIGHT ON: Routes to Regen



THE ROYAL
COUNTRYSIDE FUND
Routes to Regen

In 2025, members of the Sustainable Markets Initiative (“SMI”) Agribusiness Hub launched [Routes to Regen](#), a UK pilot designed to show how regenerative farming can be made more attractive for farmers when supported by cross-sector collaboration. Managed by The Royal Countryside Fund, this innovative project involves leading food and finance businesses operating in the East of England, including McCain, consolidating their support into a clear, accessible framework for farmers. Participating farmers have access to expert on-farm advice from Ceres Rural, as well as a menu of financial, technical, and peer-to-peer support designed to reduce risk and increase adoption rates. Learnings will be shared with organizations around the world, with the goal to replicate the project in other regions.

“

We are proud to be spearheading this pioneering project. McCain and other SMI members are already leading the charge in driving initiatives that incentivize and encourage the regenerative transition for farmers. But potatoes represent just one crop in the rotation and we know we can't do this alone. Achieving scale requires a whole farm approach and collaboration across industry is essential to achieving that. This project will build on and unite existing initiatives, simplifying and making the transition a more viable and accessible choice for the farmer.”

Charlie Angelakos, Vice President, Global External Affairs and Sustainability, McCain Foods



Priorities

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- 3

Improving water use efficiency on farm

- **Achieved a 19.0% improvement in water use efficiency in water-stressed regions since our 2017 baseline,^{4,5}** exceeding our 2025 commitment for a second year. This includes a 2.1% improvement in water use efficiency in water-stressed regions in 2025 compared to our previous crop year.⁵
- **Worked with Netafim, a leading agricultural technology company, to initiate smart irrigation trials or collaborations across seven countries** – Canada, South Africa, France, the Netherlands, Colombia, India, and China – testing the benefits of micro irrigation and smart irrigation in different contexts, including water-stressed regions. By optimizing water use, these projects help to advance water use efficiency while increasing yields.
- **Increased use of water-stress tolerant varieties**, with 22.8% of all our farmers' potato crops grown for McCain now made up of water-stress tolerant varieties. We have exceeded our commitment of 20% for the last four years.¹⁴ Using water-stress tolerant varieties supports our goal to improve yield and quality because they continue to produce under dry conditions, unlike standard varieties. We promote these new varieties globally through field days, as well as through direct farmer and acreage contracts, with all regions aiming to significantly expand their adoption by 2030.



SPOTLIGHT ON:

Our global network of innovation farms

To accelerate our commitments under our [Smart & Sustainable Farming](#) pillar, we are building a global network of innovation farms that showcase [regenerative agriculture](#), carbon reduction, and water efficiency practices in local contexts. This network includes our McCain-run Farms of the Future, as well as Innovation Hubs, Flagship Farms, and other pilot sites operated by our farmers across our potato sourcing regions globally. Acting as open labs, these farms explore region-specific challenges and demonstrate local solutions with both a technical and commercial approach. Our six Innovation Hubs in North America, for example, are focused on finding alternatives to certain pesticides or identifying pesticides with lower EIQ values, a key barrier to achieving our regenerative agriculture commitment in the region.

Regional farmers can visit the innovation farms during Grower Days to learn from their peers, helping to drive wider adoption of regenerative agriculture practices. To support our nearly 1,800 farmers in India, in 2025 we launched a Flagship Farm in Gujarat which will demonstrate how crop diversification, cover crops, and reduced tillage aim to improve water efficiency and reduce the GHG emission footprint of India's potato production over time. We had almost 30 innovation farms for regenerative agriculture in place in 2025 and have plans to launch additional farms in Brazil, Argentina, Colombia, New Zealand, and Australia in 2026 so that more of our farmers can visit a farm in their region.





Smart & Sustainable Farming

Priorities

- 1
- 2
- 3

Reducing on-farm emissions

- Recorded a 2.2% decrease in the emissions intensity associated with our farmers' potato farming, storage, and freight between 2024 and 2025.⁵ However, this represents a 2.3% increase in these emissions compared to our 2017 baseline.⁵ Reducing our [Scope 3 emissions](#) remains a challenge across the business and we are actively working with our farmers to reduce their emissions. More broadly and beyond potatoes, we are working with our high climate impact suppliers to reduce Scope 3 emissions (see our [Spotlight on: Scope 3 supplier engagement](#) for more details).
- Developed region specific plans to reduce on-farm GHG emissions, in line with our new, validated [SBTi](#) commitment. Based on learnings from our Farms of the Future, [regenerative agriculture](#) practices including adjusting nitrogen fertilizer application, reducing tillage, using cover crops instead of soil-applied nematicide, and carefully selecting crop protection products, will be key drivers of [Forest, Land, and Agriculture \("FLAG"\) emissions](#) reduction and will therefore feature in these plans. As will the use of on-farm renewable energy for storage and irrigation as this is a key driver of [non-FLAG emission](#) reduction.

Looking forward

We will continue partnering with farmers to mitigate the impacts of climate change by scaling regenerative agriculture, improving water use efficiency, and reducing GHG emissions. Our updated 2030 commitments have been designed to drive focus on what we plan to achieve by 2030. Alongside our farmers, we will continue implementing existing initiatives that support these commitments, while introducing new activities to help accelerate progress. We have also expanded the scope of our water commitment beyond water stress areas to cover all regions.

Our 2030 commitments will shape our efforts in the years ahead, supporting our aim to deliver lasting environmental, social, and economic benefits.

- Implement regenerative agriculture practices across 100% of the acreage used to grow McCain potatoes by 2030.
- Improve water use efficiency across 100% of the acreage used to grow McCain potatoes by 15% by 2030 (baseline: three year average from 2022 to 2024).
- 33.3% absolute reduction in FLAG [Scope 1 & 3 emissions](#) by 2030 (baseline 2019).¹⁵

Resource-Efficient Operations.

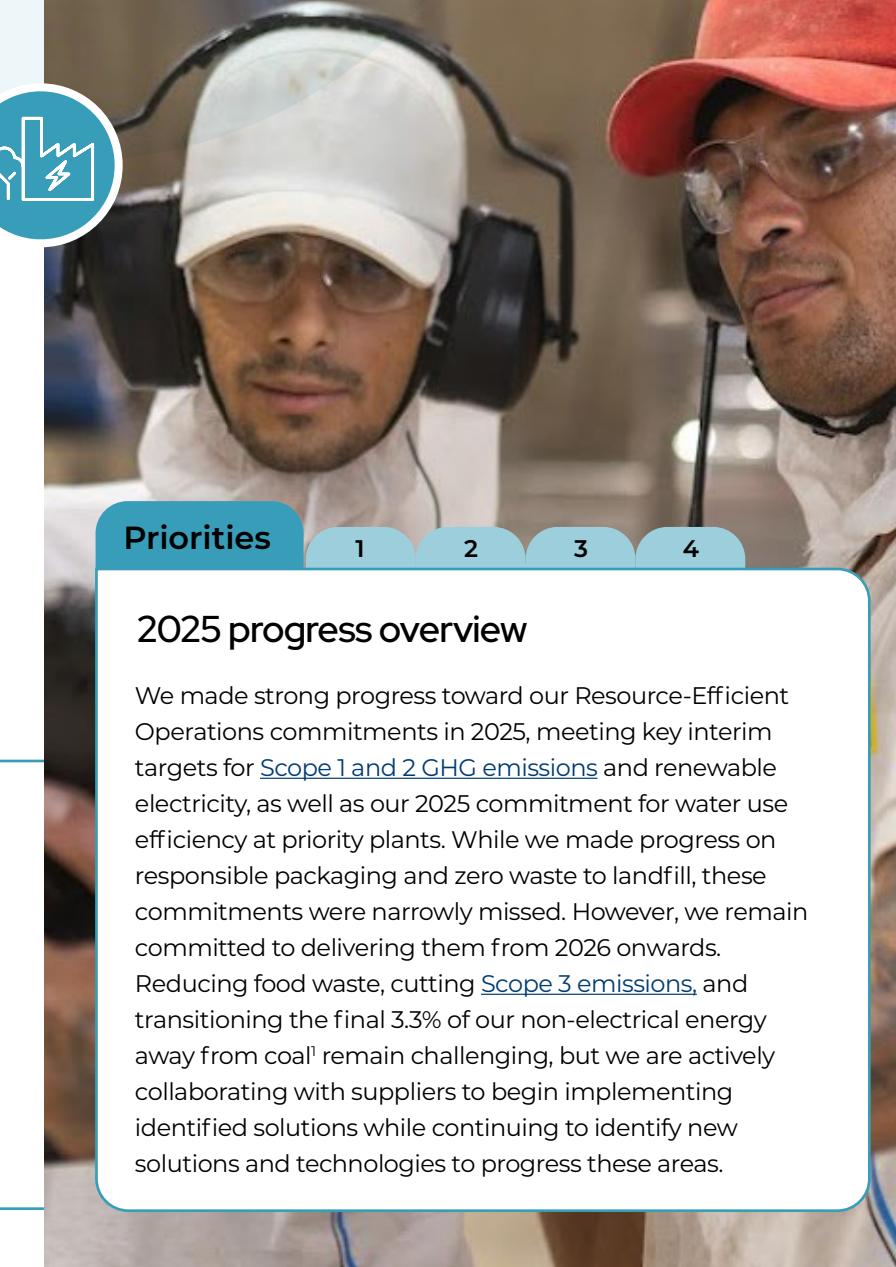
As a global company which is highly dependent on the natural world, we see helping to address climate change as an important responsibility as well as a critical contributor to the resilience of our business.

The [Resource-Efficient Operations](#) pillar of our sustainability strategy aims to decrease our environmental impact while we continue to grow our business and increase food production. Our approach strives to use fewer natural resources, while maximizing efficiency in the use of energy and water, and minimizing waste.

Our approach to Resource-Efficient Operations is driven by the following priorities:

1. Reducing emissions across the value chain aligned to [SBTi](#) commitments
2. Improving water use efficiency in facilities
3. Minimizing food waste and eliminating waste to landfill
4. Using more [responsible packaging](#)

For further details on our approach to Resource-Efficient Operations see pages 29–41 of our [2024 Sustainability Report](#).



Priorities 1 2 3 4

2025 progress overview

We made strong progress toward our Resource-Efficient Operations commitments in 2025, meeting key interim targets for [Scope 1 and 2 GHG emissions](#) and renewable electricity, as well as our 2025 commitment for water use efficiency at priority plants. While we made progress on responsible packaging and zero waste to landfill, these commitments were narrowly missed. However, we remain committed to delivering them from 2026 onwards. Reducing food waste, cutting [Scope 3 emissions](#), and transitioning the final 3.3% of our non-electrical energy away from coal¹ remain challenging, but we are actively collaborating with suppliers to begin implementing identified solutions while continuing to identify new solutions and technologies to progress these areas.



2025 progress updates

Priorities

1 2 3 4

Reducing emissions across the value chain

- **Met our interim target of a 25% absolute reduction in Scope 1 and 2 emissions by 2025**, delivering a 28.4% absolute reduction in these emissions compared to our 2017 baseline¹ and a 39.4% reduction in emissions intensity since 2017.¹ These reductions were driven by a marked increase in renewable electricity use, which lowers emissions by replacing fossil fuel-based energy with low-carbon electricity.⁷ Efficiency gains at our manufacturing facilities also contributed to the reductions (see updates below).
- **Achieved our interim target of 60% renewable electricity by 2025**, significantly increasing the share of renewable electricity in our electrical energy mix from 21.5% in 2024 to 60.1% in 2025.⁷ Our overarching strategy to increase our usage of renewable electricity focuses on using a combination of options/ solutions including (but not limited to) onsite generation, Physical or Virtual Power Purchase Agreements ("VPPA"), electrical supplier contracts and purchasing unbundled Energy Attribute Certificates ("EACs"). While some of this renewable electricity is used directly in our own operations, renewable electricity sourced from VPPAs and unbundled EACs can help add renewable electricity to the relevant local electrical grid. Our progress was primarily driven by new offsite sourcing contracts. We are working to secure additional long-term renewable energy contracts to increase our renewable energy share. Alongside this, onsite generation from solar panels and wind turbines also continues.
- **Improved energy efficiency at our manufacturing facilities through a range of initiatives**, including capital projects across all regions focused on heat recovery and electrification. Together these projects delivered a total non-electrical energy saving of 466,000 GJ in 2025, approximately 3% of total non-electrical energy use in 2025.¹ We also continued to enhance environmental management through our [McCain Driving Impact \("MDI"\) program](#) (see pages 32-34 of our [2024 Sustainability Report](#)).



SPOTLIGHT ON:

Carbon neutrality at our Araxá plant: Scope 1 and 2

McCain's Araxá plant in Brazil has become the first McCain plant globally to achieve carbon neutrality for Scope 1 and 2 emissions, receiving PAS 2060 certification (an internationally recognized standard for carbon neutrality) from the British Standards Institution ("BSI"), one of the world's largest standards certification bodies. This certification does not include [Scope 3 emissions](#), which include all other indirect upstream and downstream emissions that occur in a company's value chain.

The plant operates on 100% renewable electricity⁷ and uses biomass to fuel its boiler process, which also generates energy for the site. To achieve its carbon neutral certification with respect to its 2024 fiscal year, small residual emissions (approximately 1,200 tonnes) were offset by purchasing an equivalent amount of carbon credits.

“

We are proud to be the first McCain plant to achieve this accomplishment, and it reflects our team's efforts in adopting resource-efficient solutions throughout the plant's operations. This is just the beginning, and we remain committed to further reducing our environmental impact.”

Aluízio Neto, Managing Director, McCain Brazil





SPOTLIGHT ON:

Scope 3 supplier engagement

As part of our Scope 3 emissions reduction strategy, we identify high climate impact suppliers and support them to reduce emissions. In 2025, we hosted our first series of supplier engagement webinars, onboarding key suppliers across all raw materials categories to McCain's carbon reduction strategy. The sessions outlined our goals, supplier roles, and key resources we offer to support suppliers through their climate journey, including the Supplier Leadership on Climate Transition ("Supplier LOCT") initiative. Supplier LOCT accelerates climate action, in part, through an online climate school for suppliers covering topics including GHG accounting, target setting, abatement, and disclosure. By the end of the year, 77 of our key suppliers from high emission categories had participated in the Supplier LOCT initiative, with McCain officially inviting 62. Building on this success, we plan to expand the engagement webinars globally in 2026 and support suppliers to set targets and implement emissions reduction measures.



Priorities

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- 3
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Reducing emissions across the value chain

- **Ceasing use of coal remained a challenge**, meaning we were unable to achieve our 2025 commitment. Despite this, we have made good progress over the last eight years, with coal accounting for 3.3% of our total non-electrical energy in 2025,¹ down from 8.3% in 2017.¹ Energy efficiency improvements to reduce our reliance on coal in South Africa are underway, though progress is constrained by the absence of financially viable, reliable energy alternatives. In Australia and New Zealand, we are trialling alternative biofuels to phase out the small amounts of coal currently required to support our use of biomass. From 2026 onwards, we will no longer have a specific coal commitment; however, coal will remain a focus as we manage our total energy mix in line with our [SBTi](#) commitment.
- **Continued to build the foundations for Scope 3 emissions reduction.** Scope 3 emissions represent more than 75% of our total carbon footprint¹ with most of these emissions associated¹ with purchased goods, services, and ingredients. We have continued to build the foundations for Scope 3 emissions reduction, with a 5.3% reduction in Scope 3 emissions intensity since 2017. Moving forward, we are actively identifying our existing suppliers with high emissions and low climate readiness across all raw material categories and supporting them to reduce emissions through foundational climate capability-building initiatives. See our Spotlight on: Scope 3 supplier engagement for more detail.
- **Developed new SBTi-validated GHG emissions commitments**, aligned with a 1.5°C global warming limit and the new SBTi [FLAG](#) guidance.¹⁶



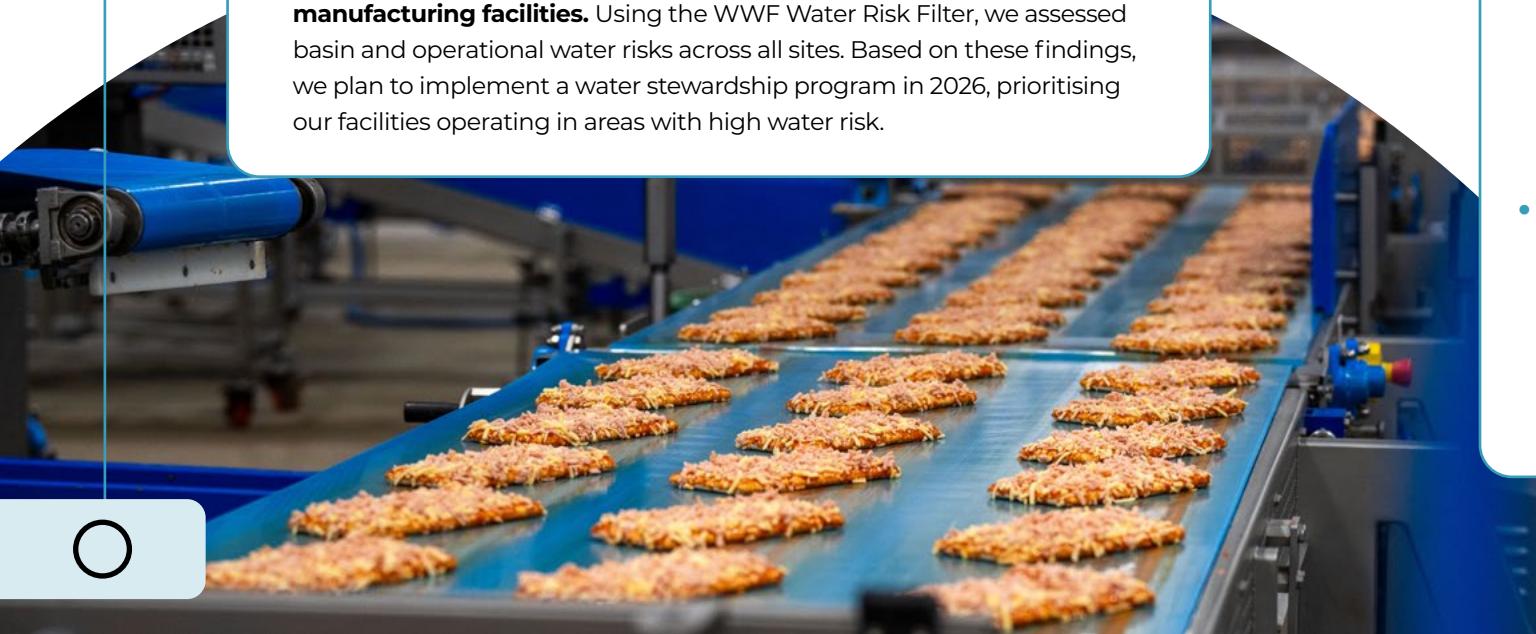
Resource-Efficient Operations

Priorities

1 2 3 4

Improving water use efficiency in facilities

- **Achieved our 2025 water use efficiency commitment two years ahead of schedule** and continued making progress in 2025. We have now improved water use efficiency at our priority plants by 18.8% since our 2017 baseline.⁶ In 2025, reductions in water use were driven by improved daily management through the [MDI program](#). We also conducted total plant assessments at two high-intensity sites, bringing the total conducted since 2019 to ten. Through these assessments we have identified multiple opportunities to enhance water efficiency which we intend to start implementing in 2026.
- **Developed a risk-based approach to water management at our manufacturing facilities.** Using the WWF Water Risk Filter, we assessed basin and operational water risks across all sites. Based on these findings, we plan to implement a water stewardship program in 2026, prioritising our facilities operating in areas with high water risk.



Priorities

1 2 3 4

Minimizing food waste and eliminating waste to landfill

- **Achieved a 10.5% reduction in food waste intensity across McCain operations since 2020.¹** We made progress across our regions, reducing food waste generation at our Continental Europe appetizer and China potato facilities, and increasing diversion to animal feed at our facilities in South Africa and North America. As we work to reduce food waste intensity, we are continuing to assess and update our calculation methodology to align with industry best practices and ensure our data accurately reflects our food waste levels and efforts.
- **Sent 0.7% of our total waste to landfill.¹** narrowly missing our zero waste to landfill commitment. Despite this, we increased our diversion of waste to composting and incineration in North America and have already achieved zero waste to landfill in China, Continental Europe, and the UK. We remain committed and will continue to implement our roadmap to achieve zero waste to landfill across all operations.



Priorities

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- 3
- 4

Using more responsible packaging

- **Increased the proportion of our packaging that is designed to be recyclable** (99.2% of paper and 94.1% of plastic packaging), but missed our 100% by 2025 commitment.⁸ Our shortfall on plastic was due to delays in replacing black CPET trays in Australia with a designed to be recyclable alternative. At the same time, we continued to make progress, completing the switch from non-recyclable OPP/PE to recyclable PE packaging in North America, upgrading equipment to transition to recyclable PET dessert domes, and conducting advanced shelf-life testing for chilled products and flakes in Continental Europe.

- **Continued to advance our approach to Extended Producer Responsibility (“EPR”)**, ensuring our packaging supports recycling and responsible end-of-life management. In preparation for future EPR regulations and to demonstrate our commitment to the recycling industry, we are developing packaging better suited to emerging collection systems and increasing the use of post-consumer recycled content in plastics. Alongside this, we are continuing trials and equipment investments to expand our use of materials that are designed to be recyclable.

Looking forward

Resource-Efficient Operations remains a key pillar of our sustainability strategy, with our 2030 commitments focusing on the same four priorities as before. We have strengthened our emissions ambition in line with the latest climate science, committed to a new water stewardship program, and will continue to advance our waste reduction and responsible packaging efforts. While we no longer have specific coal or renewable energy commitments, we will still carry out related initiatives to support our new SBTi commitments. By concentrating on our new 2030 commitments, we can build on the progress made since 2017 and overcome existing points of challenge.

Reducing emissions across the value chain aligned to SBTi commitments

- 46.2% absolute reduction in Scope 1 & 2 energy and industry emissions by 2030 (baseline 2019).¹⁷
- 27.5% absolute reduction in Scope 3 energy and industry emissions by 2030 (baseline 2019).¹⁸
- 33.3% absolute reduction in FLAG Scope 1 & 3 emissions by 2030 (baseline 2019).¹⁵

Improving water use efficiency in facilities

- Improve water use efficiency and implement a water stewardship program including updated water targets for potato facilities in areas with high water risk by 2030.



Minimizing food waste and eliminating waste to landfill

- 50% reduction in food waste intensity across McCain operations by 2030 (baseline 2020).
- Zero waste to landfill by 2027.

Using more responsible packaging

- 100% of paper and plastic packaging to be designed to be recyclable from 2027 onwards.
- Ensure an average of 5% post-consumer recycled content in plastic packaging and 55% in paper packaging by 2030.

Good Food.

Food has the power to bring people, families, and communities together. It also has a significant impact on both our health and that of the planet.¹²

Our products are served every day in more than 160 countries around the world, making it particularly important that we optimize our product portfolio and provide consumers with the information they need to make informed choices.

We're on a journey to deliver [Good Food](#) – food that's simple and meets the needs of increasingly health and environmentally conscious consumers.

Our approach to Good Food is shaped by the following priorities:

1. Implementing best-in-class food safety
2. Improving the nutritional profile of our portfolio
3. Prioritizing simple and recognizable ingredients

For further details on our approach to Good Food, see pages 42-50 of our [2024 Sustainability Report](#).



Priorities

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2025 progress overview

We made good progress across our Good Food commitments in 2025. We maintained a strong focus on food safety, with almost 100% [Global Food Safety Initiative \("GFSI"\)-recognized certification](#) across our McCain-owned facilities and [tier 1](#) ingredient supplier facilities. We also continued reformulation efforts to remove artificial colours and flavours. Clear and transparent nutrition communication remained a priority, with voluntary front-of-pack labelling ("FOP") maintained across 12 markets. And we continued our commitment to encouraging informed consumption of our products by reviewing and updating our Responsible Marketing to Children Policy, based on World Health Organization guidance and peer benchmarking. To support implementation of the Policy, we conducted training for our marketing leadership team on our updated policy requirements.

While we proactively reformulated products to reduce sodium and improve the overall nutritional profile of our portfolio, we did not meet our 2025 sodium reduction commitment. We have now established an updated commitment for 2030 to continue this work.



2025 progress updates

Priorities

1 2 3

Best-in-class food safety at our facilities

- **Maintained 98% [GFSI certification](#) across all McCain-owned facilities**, reflecting our strong commitment to food safety. This was underpinned by annual internal audits to identify and close any gaps. As in 2024, we narrowly missed 100% due to our Sérya facility, which is undergoing integration to align with our food safety standards.
- **Achieved 99% [GFSI certification](#) among our [tier 1 ingredient supplier facilities](#)**, up from 98% in 2024. As a result of ongoing engagement with suppliers, 100% of supplier facilities in Great Britain and Ireland, Continental Europe, South Africa, and China, as well as McCain Appetizers Europe, and Lutosa, were certified in 2025.



“

Food safety and quality are at the foundation of all we do. As a responsible food manufacturer and trusted partner, we never lose sight of the confidence consumers place in us. That's why food safety is at the heart of our [Good Food](#) strategy and embedded throughout our operations. In 2025, we maintained 98% GFSI certification across McCain-owned facilities and achieved 99% among tier 1 ingredient supplier facilities – a testament not only to our rigorous standards but to the dedication of our people. Empowering our teams to take ownership of food safety every day is what makes these results possible.”

**Tola Alade-Lambo, Vice President,
Food Safety & Quality North America, McCain Foods**



Priorities

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- 3

Improved nutritional profile of our portfolio

- **Made progress on sodium reduction since 2018** but missed our 2025 commitments. Since our commitment was made, our McCain-branded potato and appetizer portfolio has diversified to meet consumer demand and expand to more of the menu, which has affected our ability to meet our global sodium sales-weighted average ("SWA") commitment. Despite these challenges, since 2018 we have reduced the sodium SWA in McCain-branded appetizers by 5.8% and in potato products by 1.2%. Reformulations in 2025 aligned with our Global Nutrition Policy, as well as regional nutrition requirements (see Spotlight on: Canada retail sodium reduction). Highlights included achieving sodium reductions ranging from 35% to 46% across Potato Pops in Great Britain and Ireland, Queso Cheese Triangles and Mac & Cheese in Continental Europe, and multiple Bistro Selects potato products in retail Canada. In Australia and New Zealand, we reduced sodium across the entire retail pizza range by an average of 8%, and all new meal products were developed to meet our new sodium per serving commitments.
- **Expanded our healthier offerings** with new launches of Strong Roots products nationally across France and in foodservice in Great Britain and Ireland.

- **Maintained our commitment to voluntary front-of-pack ("FOP") labelling**,¹⁹ with 100% implementation across retail products of the Health Star Rating ("HSR") in Australia, traffic light labelling in the UK (97% are Green or Amber), and Nutri-Score in France, Germany, Belgium, Austria, Luxembourg, and the Netherlands. In addition, 95% of our retail websites and 88% of our foodservice websites provide clear and transparent nutrition information for all products. Furthermore, 75% of our retail portfolio in Australia and New Zealand achieved a HSR of 3.5 or more, which helps guide consumers towards healthier food options. HSR guardrails are now in place for all retail categories in Australia and New Zealand and product-specific HSR requirements have been added to new product development briefs.
- **Improved our INFORMAS rankings in Belgium, Australia, and New Zealand.** INFORMAS is a global network of organizations and researchers that monitors and supports private efforts to improve healthy food environments and reduce obesity, non-communicable diseases, and related inequalities. McCain now comes third in INFORMAS' ranking of the top 21 manufacturers in these regions for company nutrition policies and practices.²⁰



SPOTLIGHT ON: Canada retail sodium reduction

In 2025, we strengthened the nutritional profile of our retail potato products in Canada, reformulating them in line with both our Global Nutrition Policy and Health Canada's new nutrient thresholds for sodium front-of-pack labelling. Our Research & Development team reduced sodium by an average of 50% in 10 retail potato products while maintaining the great taste consumers expect.



Priorities

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- 3

Simple ingredients that consumers recognize and expect

- **Reformulated products globally in line with our Global Clean Ingredient Policy**, removing artificial colours and flavours, as well as transitioning to cage-free eggs, and [RSPO segregated palm oil](#) (see [Responsible Sourcing](#) for more details). Key changes included removing artificial flavours from Western Fries in Continental Europe and artificial colours from two appetizers in North America. In addition, all new global McCain-branded retail and foodservice products launched were compliant with our Global Clean Ingredient Policy. We are continuing to reformulate products that do not yet meet our Policy requirements, with a new project launched in 2025 that is due to bring an additional 14 products from North America into compliance.



Looking forward

Our [Good Food](#) strategy to 2030 builds on the progress and lessons learned in recent years. While our priorities remain unchanged and our ambition as strong as ever, we have streamlined our Good Food commitments to enhance their focus. Targets for cage-free eggs and sustainable palm oil have moved to the new [Responsible Sourcing](#) section of [Strong Foundations](#), ensuring a focused supply chain approach. We remain committed to providing consumers with the information they need to make informed choices and will continue to support voluntary FOP labelling, sharing our progress in our annual sustainability report.

Our future Good Food efforts will be guided by the following commitments:

- 100% of company-owned facilities and [tier 1](#) ingredient and food contact packaging supplier facilities to achieve [GFSI-recognized certification](#) by 2030.
- >90% of our McCain-branded and -owned products to meet or be below category-specific McCain sodium thresholds by 2030.
- 100% of McCain-branded and -owned products to comply with the McCain Clean Ingredient Policy by 2030.



Thriving Communities.

As a global business, working with more than 4,400 farmers and with most of our facilities located in rural areas, we know that the communities we operate in are essential to our business.

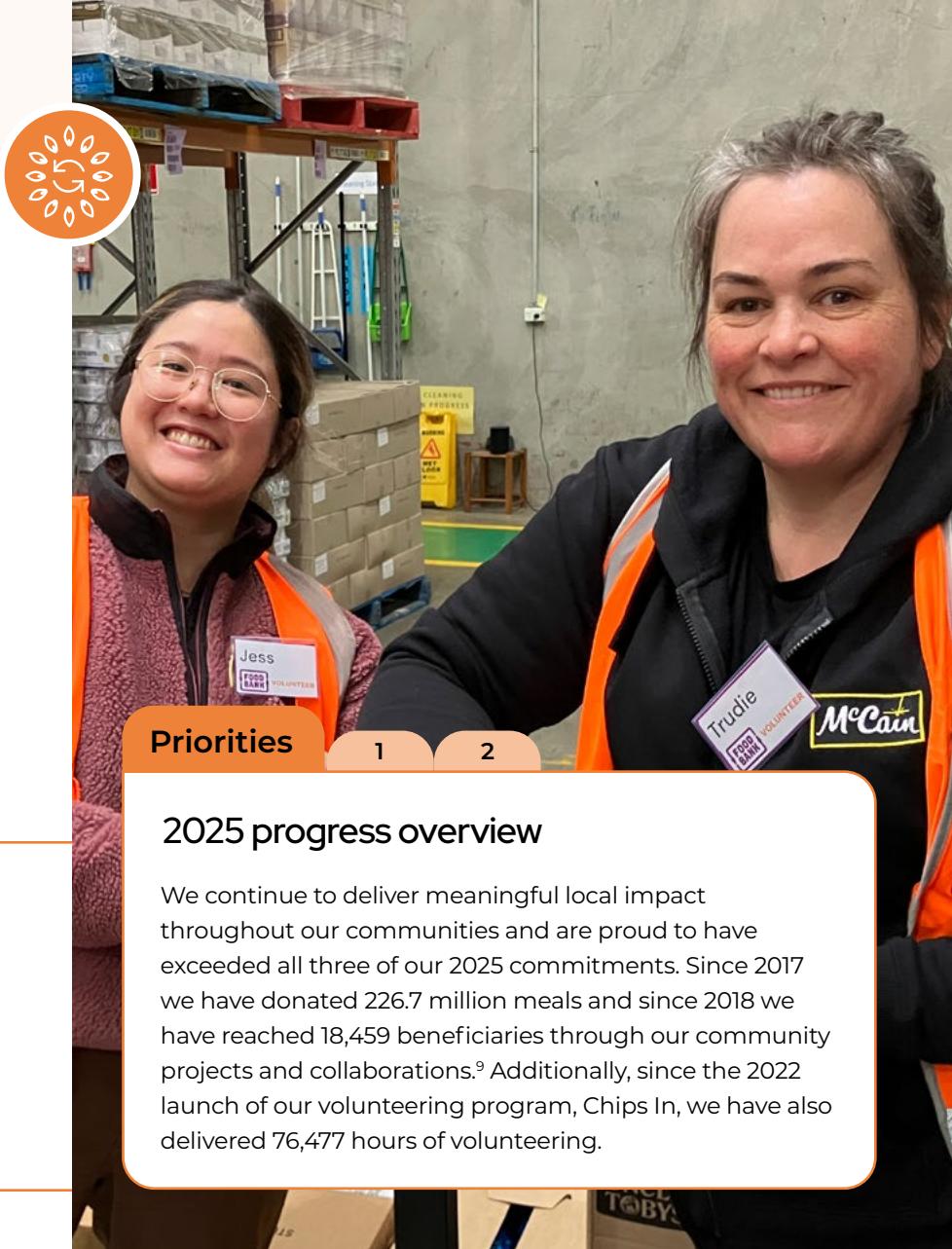
We work to understand local needs and collaborate with community organizations, so that we can help support the livelihoods of our farmers and their families, while bolstering the local economy more broadly. Our activities are guided by our vision of building food security, which provides focus to our community projects, volunteering initiatives, and donations. Food security is one of the most pressing global issues of our time, and we not only have a responsibility but also an opportunity to make a real difference. Volunteering is also central to how we bring out the best in our people, building their sense of connection and mental resilience. We believe this contributes to our culture.

We're a family-owned business and we have always believed that helping communities thrive by delivering meaningful local impact will support our success for generations to come.

Our approach to **Thriving Communities** is defined by the following priorities:

1. Improving food security through donations and volunteering
2. Transforming livelihoods through community projects and partnerships

For further details on our approach to Thriving Communities see pages 51–57 of our [2024 Sustainability Report](#).



Priorities

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2025 progress overview

We continue to deliver meaningful local impact throughout our communities and are proud to have exceeded all three of our 2025 commitments. Since 2017 we have donated 226.7 million meals and since 2018 we have reached 18,459 beneficiaries through our community projects and collaborations.⁹ Additionally, since the 2022 launch of our volunteering program, Chips In, we have also delivered 76,477 hours of volunteering.

2025 progress updates



Priorities

1 2

Benefitting farmers and families through donations and volunteering

- Donated 34.4 million meals to foodbanks and NGOs in 2025**, helping to advance food security in our communities.⁹ We have now donated 226.7 million meals since 2017, taking us well beyond our 200 million by 2025 commitment. Key initiatives driving progress in 2025 included our UK partnership with Community Shop, which provided over 2 million meals to people in need, and our support for North Carolina communities impacted by Hurricane Helene, where we donated 41,000 servings of fries through the McDonald's McRig (its mobile kitchen providing emergency meals for disaster relief). Building on the success of last year, we again donated the output of a 24-hour shift at our Ballarat facility – over 108,000 meals – to Foodbank Australia.
- Achieved 28,484 volunteering hours in 2025**, bringing our total since 2022 to 76,477 – far exceeding our 50,000-hour commitment. Many of our people supported food security initiatives, with our South Africa team packing 2,500kg of groceries with FoodForwardSA, our Mexico team sorting four tonnes of food with FoodBank Mexico, and our Mehsana team in India donating six tonnes of groceries to 250 families in need. Regional volunteering months also played a key role, such as our Move & Give campaign in Continental Europe, which encourages volunteering while also promoting team member wellness and engagement. For the second year, McCain donated one kilogram of food for every kilometre we walked, ran, swam, or cycled. Through this initiative team members travelled over 61,000km, donated over 61 tonnes of food, and recorded 2,754 volunteer hours.

SPOTLIGHT ON:

La Cravate Solidaire

In 2025, our team in France launched a collaboration with *La Cravate Solidaire*, a local NGO that helps people facing social or economic barriers to prepare for job interviews. Working with our Human Resources team, we supported beneficiaries on their professional journey through a range of activities. We collected 128kg of clothing and accessories, sorted 570kg of clothing, and provided interview coaching to 49 beneficiaries. Through this initiative our people volunteered a total of 147 hours.

“

I was able to see the power of the approach and how important image coaching can be for people who lack self-confidence. I really felt I had made a meaningful impact – it was a very positive experience!

McCain volunteer





Thriving Communities

Priorities

1

2

Transforming livelihoods through community projects and partnerships

- **Reached 4,488 beneficiaries through our community projects in 2025,** meaning we surpassed our 10,000 by 2025 commitment, with 18,459 beneficiaries reached since 2018.⁹ This achievement was made possible by the continued growth of our existing community projects, including Project Saksham which launched in 2024. Delivered in partnership with local organization PRADHAN, Project Saksham predominantly focuses on supporting small-scale and marginalized female farmers, and empowering women and adolescent girls. In its first year alone, it reached 1,029 new beneficiaries, with 600 female farmers seeing a rise in household income of over 25% as a result of the project's interventions, thereby enhancing livelihoods and food security.⁹



SPOTLIGHT ON:

Juntos es Mejor

Launched in 2020, Juntos es Mejor ("Better Together") is our initiative aimed at advancing food security in Mexico. In collaboration with local NGO Nutre un Niño, we support vulnerable urban communities facing food insecurity to grow their own food and build long-term self-sufficiency. Through funding and volunteering we help communities to build vegetable gardens and worm beds for composting. Nutre un Niño plays a pivotal role by working closely with these communities to deliver projects that promote social, economic, and environmental development, with a strong focus on child nutrition. So far, 139 gardens have been created, each producing an average of 25kg of fresh fruit and vegetables a month.



Thank you so much McCain for this garden. Thanks to this garden I have vegetables for my children, and they can grow up better.

Fabiola Cruz Christobal, a garden owner



Thriving Communities

Looking forward

As we look to 2030, we endeavour to build on our impact by strengthening our focus on increasing food security for the people in our communities. From 2026, food security will become our guiding principle across our meal donations, volunteering, and community development work. This will help to deepen our impact and improve our ability to measure it.

Our future [Thriving Communities](#) efforts will be guided by the following commitments:

- Donate a minimum of 9 million meals per annum in partnership with foodbanks and NGOs to improve food security in the communities where we operate.
- 15,000 hours of employee volunteering per annum to support food security initiatives.
- Support 2,000 people per annum through community development projects to address the drivers of food security.

Beyond these commitments, we support our communities to thrive through the other pillars of our sustainability strategy, such as supporting farmers with the transition to [regenerative agriculture](#), improving the nutritional profile of our portfolio, ensuring our ingredients are sourced responsibly (see [Responsible Sourcing](#) for more details), and running our business in an ethical way.



Strong Foundations.

At McCain, we strive to bring out the best in our people. We want McCain to be a place where everyone feels safe and included, a place where we bring our authentic selves to work, and a place that nurtures development while providing the security to live and work well.

As a family-owned business, we have always firmly believed that 'good ethics is good business,' whether that's in our operations and supply chain or through our work with our partners around the world. This extends to the work we do to source our key ingredients in a way that respects the environment, human rights, and animal welfare (see [Responsible Sourcing](#) for more details).

Ensuring our business is built on these strong foundations is a fundamental part of our long-term resilience and success.

Our approach to Strong Foundations is defined by the following priorities:

1. Ensuring a safe and healthy work environment
2. Upholding ethical conduct and respect for human rights
3. Enabling our people to work and live well
4. Fostering inclusion and belonging
5. Responsible sourcing of key ingredients

For further details on our approach to Strong Foundations see pages 58–71 of our [2024 Sustainability Report](#).





2025 progress updates

Priorities

1 2 3 4 5

Safety

We enhanced our approach to safety through a combination of targeted programs, training, and team member engagement, including the global rollout of our Serious Injury and Fatality ("SIF") Prevention Program. This focus on embedding a strong safety culture contributed to a reduction in incident frequency across our operations.

- **Achieved an overall total recordable incident rate ("TRIR") of 0.52.**¹⁰ Eight business regions improved their TRIR compared to last year, six exceeded their target, and five are world class from a TRIR standpoint (<0.3).
- **Eighteen sites achieved MDI certification, which includes a Safety element,** and we expanded our safety credentials with ISO 45001 certification (an international standard for occupational health and safety management systems) at our sites in Great Britain and Harbin, China. We will further strengthen our MDI safety management playbook in 2026 to fully integrate the SIF Prevention Program and accelerate the roll out of these activities across our operations. These actions will support faster progress towards MDI certification at all sites.

- **Developed and piloted our Project Safety Management System ("PSMS")** at two sites in Continental Europe. In 2026, we plan to enhance our safety management software for better cross-functional incident management, and roll out our PSMS to all facilities globally.
- **Deployed our new Ammonia Safety Standard and Review process,** which outlines incident classifications and the associated global response. Ammonia is widely used in refrigeration and manufacturing and needs to be managed carefully as it is a toxic substance. This approach helps us understand the root cause of ammonia incidents, implement mitigating actions, and share best practice.
- **Launched Safety Matters globally.** Safety Matters is our educational series designed to break down key safety terms, helping team members to recognize hazards and take action, at work and at home.



SPOTLIGHT ON: Our Serious Injury and Fatality ("SIF") Prevention Program

In 2025, we launched our SIF Prevention Program, a global initiative to proactively identify and reduce exposure to high-risk, potentially life-altering events across our operations. Rolled out to all team members, the program builds awareness, strengthens reporting, verifies critical controls, and embeds a culture of prevention from the plant floor to leadership.

More than 13,000 operators and leaders completed SIF Foundations training, and 2-4 SIF Leads were appointed per site – over 200 globally – to lead evaluations and champion safety. We also analyzed historical data to uncover hidden risks and integrated SIF exposure metrics into safety monitoring tools to enhance visibility and action.

These actions have increased consistency in classifying SIF events, improved the quality of incident investigations, helped close high-risk gaps, and deepened leadership engagement. Most importantly, the program is driving a cultural shift from reactive to proactive safety, with prevention at its core.





Strong Foundations

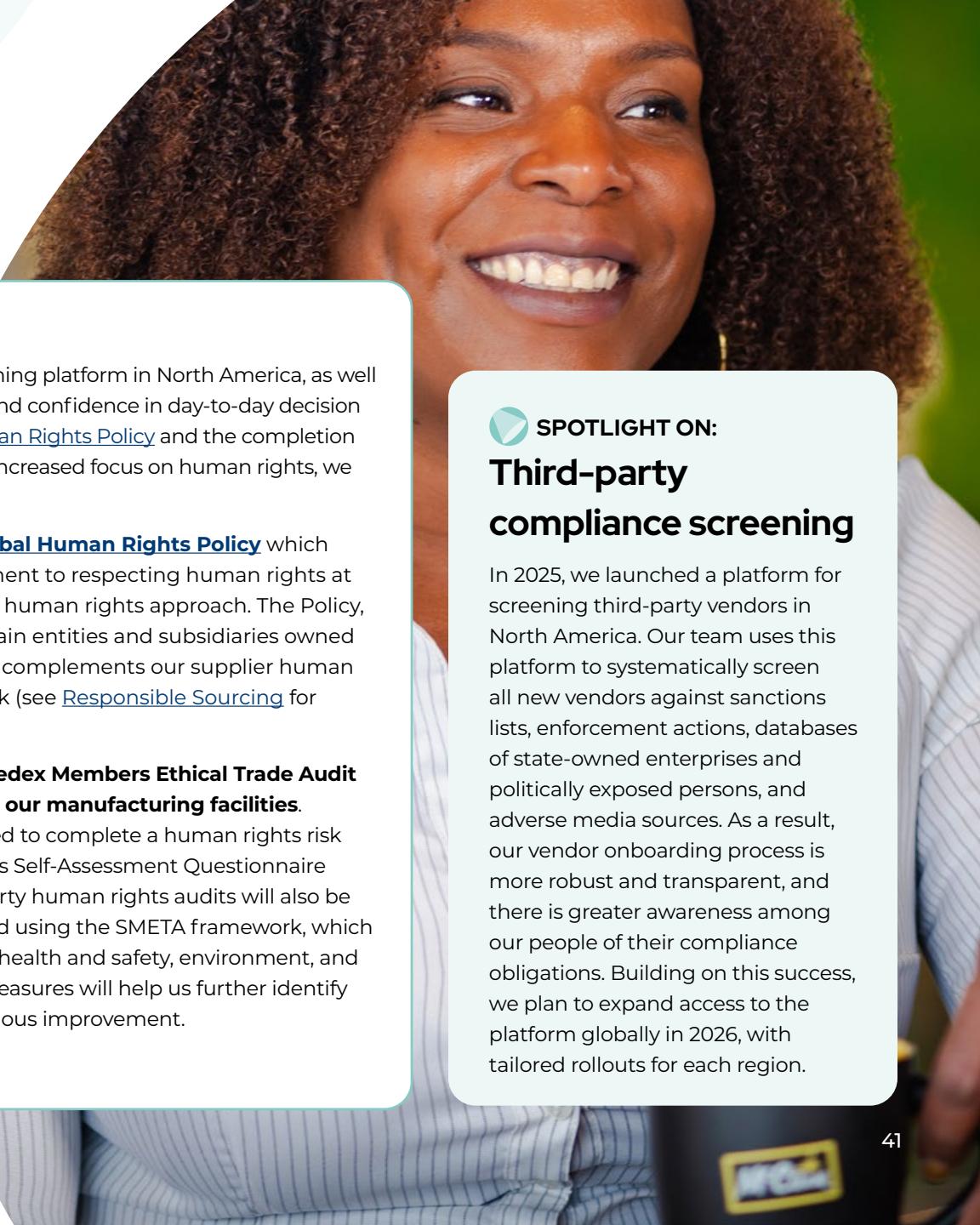
Priorities

1 2 3 4 5

Ethics & Human Rights

We strengthened our global compliance program with the launch of an updated third-party screening platform in North America, as well as extensive team member engagement and training to improve awareness, access to guidance, and confidence in day-to-day decision making. We also advanced our human rights approach through the publication of our [Global Human Rights Policy](#) and the completion of our [Sedex](#) (a third-party supplier risk assessment tool) pilot in Continental Europe. To reflect our increased focus on human rights, we updated the sub-pillar name to Ethics & Human Rights.

- **Achieved a Code of Conduct recertification rate of 99%,** up from 96% in 2024. This was the result of strong collaboration across regions, functions, and subsidiaries, including efforts to deliver in-person training in areas with limited access to laptops or digital tools. In 2026, we will continue to assess and implement opportunities to improve Code of Conduct training efficiency, tracking, and engagement.
- **Hosted Global Compliance Week,** focusing on topics including conflicts of interest, modern slavery, supply chain transparency, and the compliant use of AI. It was a multimedia, multichannel event featuring quizzes, an online course, an interactive map, and a global virtual speaker event that drew over 700 attendees.
- **Launched our Global Policy Assistant,** an AI-powered tool that provides our people with instant answers to policy-related inquiries. Giving teams quick, reliable access to relevant information supports stronger compliance and empowers team members to make informed decisions with confidence.
- **Published McCain's [Global Human Rights Policy](#)** which articulates our commitment to respecting human rights at McCain and outlines our human rights approach. The Policy, which applies to all McCain entities and subsidiaries owned or controlled by McCain, complements our supplier human rights due diligence work (see [Responsible Sourcing](#) for additional details).
- **Broadened the use of Sedex Members Ethical Trade Audit ("SMETA") audits across our manufacturing facilities.** Relevant sites are required to complete a human rights risk assessment using Sedex's Self-Assessment Questionnaire ("SAQ"). Periodic third-party human rights audits will also be conducted where needed using the SMETA framework, which covers labour standards, health and safety, environment, and business ethics. These measures will help us further identify opportunities for continuous improvement.



SPOTLIGHT ON:

Third-party compliance screening

In 2025, we launched a platform for screening third-party vendors in North America. Our team uses this platform to systematically screen all new vendors against sanctions lists, enforcement actions, databases of state-owned enterprises and politically exposed persons, and adverse media sources. As a result, our vendor onboarding process is more robust and transparent, and there is greater awareness among our people of their compliance obligations. Building on this success, we plan to expand access to the platform globally in 2026, with tailored rollouts for each region.





Strong Foundations

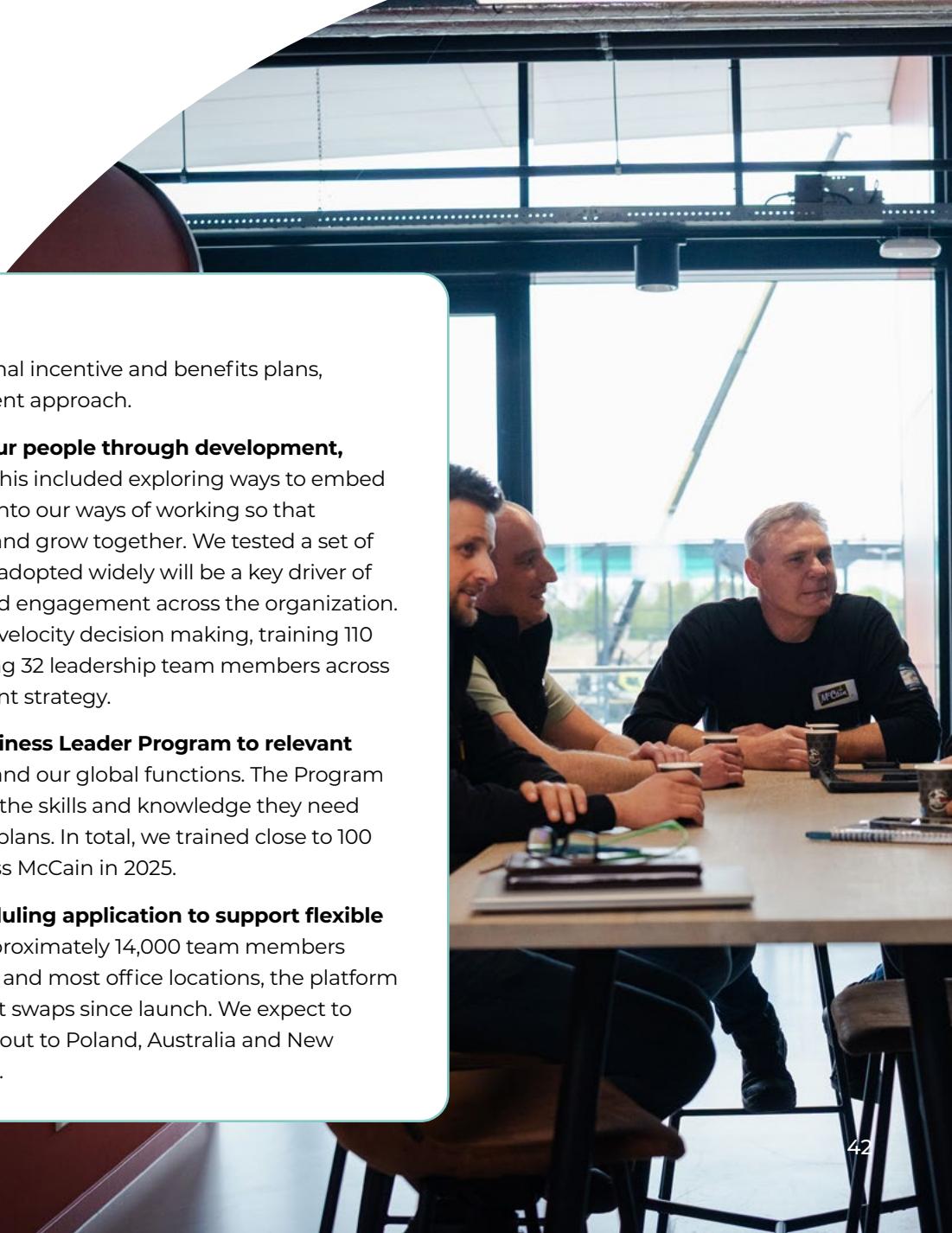
Priorities

1 2 3 4 5

Employee Experience

We supported our team members to live and work well through the development of enhanced regional incentive and benefits plans, the rollout of our workforce management system, and improvements to our learning and development approach.

- **Continued enhancing wages and benefits to support our ambition of becoming an employer of choice.** We developed a new incentive plan for our Canadian plant team, set to launch in 2026, rolled out a new benefits plan for our team in Colombia, and prepared a new benefits plan in New Zealand for 2026. From 2026, we are also increasing the annual allocation for mental health benefits in Canada and introducing enhanced services through Calm Health (a mental health solutions app), including mental health screenings.
- **Invested in improvements to our Learning Management System, Learning with McCain.** By integrating the platform with Microsoft Teams, we were able to embed learning into our flow of work and automate the delivery of virtual learning. We also expanded integrations with third-party content providers, giving our people access to a broad library of courses for skill development. External access is also now possible, meaning third parties and contractors can also learn through the platform.
- **Continued to empower our people through development, training, and education.** This included exploring ways to embed our [Leadership Principles](#) into our ways of working so that team members can learn and grow together. We tested a set of processes and tools that if adopted widely will be a key driver of performance, inclusion, and engagement across the organization. We also emphasized high-velocity decision making, training 110 senior leaders and certifying 32 leadership team members across McCain in this management strategy.
- **Introduced our Great Business Leader Program to relevant leaders** in North America and our global functions. The Program equips senior leaders with the skills and knowledge they need to deliver regional growth plans. In total, we trained close to 100 Director-level leaders across McCain in 2025.
- **Rolled out our shift scheduling application to support flexible working.** Now used by approximately 14,000 team members across 30 facilities globally, and most office locations, the platform has enabled over 1,600 shift swaps since launch. We expect to expand the application rollout to Poland, Australia and New Zealand, and Brazil in 2026.





Strong Foundations

Priorities

1 2 3 4 5

Inclusion & Belonging

We continued to work on fostering a workplace where our people can feel seen, heard, and valued. We showcased world-class thought leaders through our Global Keynote Speaker Series, formalized the role of our Employee Resource Groups ("ERGs"), and identified key actions to foster fairness, opportunity, and belonging at McCain. We also updated the sub-pillar name to Inclusion & Belonging, reflecting our ambition and aspiration to deliver "For everyone. Every day". We were pleased to see our efforts in 2025 reflected in our inclusion scores.

- **Maintained an overall positive trend in our Inclusion Index.** While we recorded a slight dip in certain areas in 2025, our scores across all areas of the Inclusion Index have improved since we launched the Index four years ago. This year we saw increased scores in 'seeing improvements towards greater inclusion in the workplace' (+4% since 2022) and 'feeling that a person in authority has your back' (+5% since 2022).
- **Conducted interviews with 70 women leaders across McCain** as part of our Closing the Experience Gap program. By listening first, these conversations gave us a better understanding of their experiences working at McCain and identified key actions to help ensure fairness and promote belonging, which will be implemented in 2026.
- **Executed eight Global Inclusion Keynote Speaker events**, marking key dates such as Pride, World Mental Health Day, and International Men's Day. More than 5,000 team members from over 20 countries attended the events, which were offered in eight languages via live translation.
- **Integrated ERGs as a key component of our Inclusion & Belonging strategy.** Open to all of our people, our ERGs have always been welcoming spaces where team members come together to build a culture of fairness, opportunity, and belonging. In 2025, we established a formal framework for the provision of financial and development support to our ERGs.
- **Developed targeted leadership training on inclusive decision-making and communication**, with plans to execute the training in 2026. This will involve equipping leaders with practical tools and playbooks and embedding these resources across strategy, recruitment, and everyday leadership conversations. Our aim is to create a safe space for healthy debate to enable collective commitment to decisions. By fostering belonging, mitigating bias, and ensuring all voices are heard, we hope to deepen psychological safety at McCain.





Strong Foundations

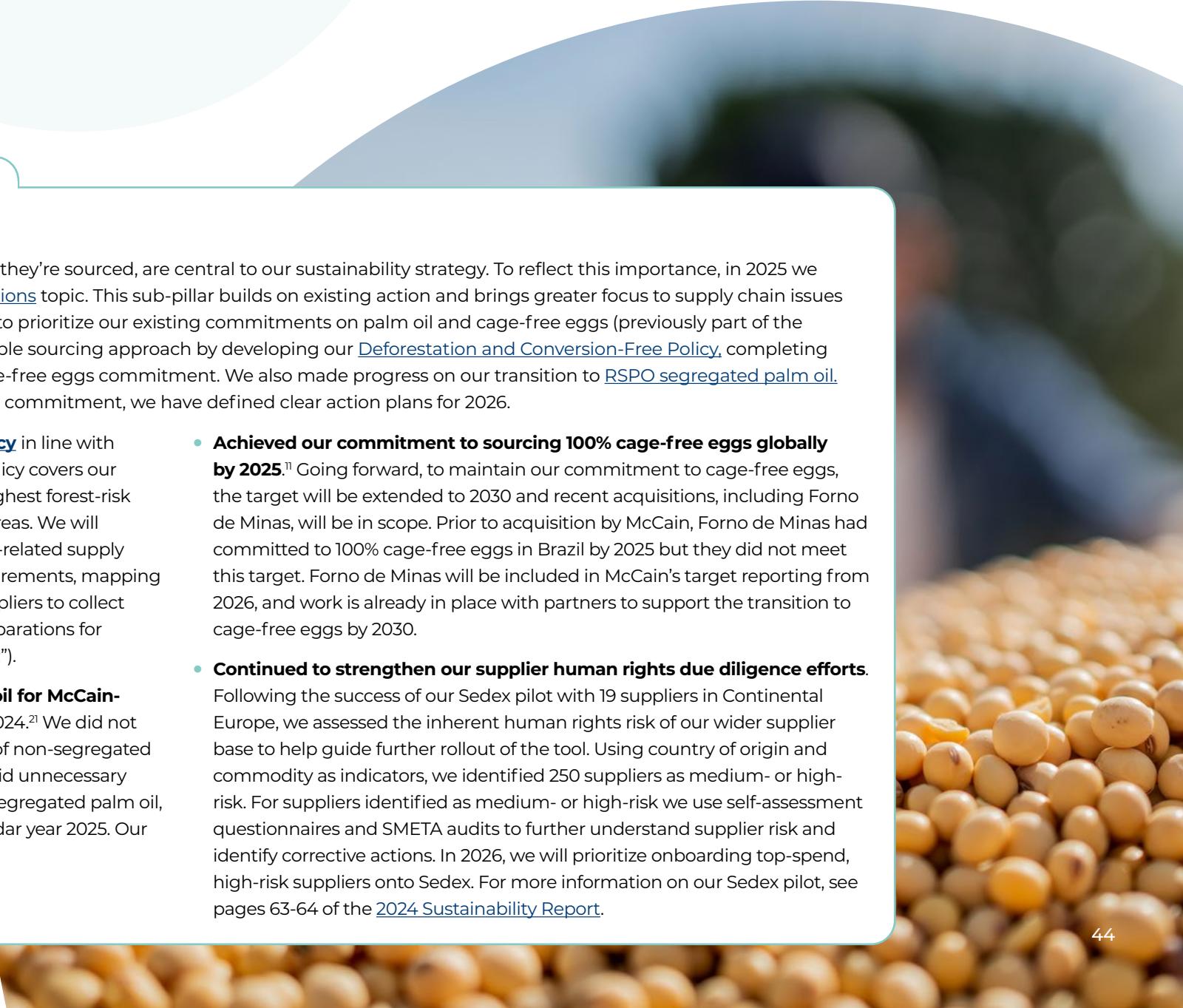
Priorities

1 2 3 4 5

Responsible Sourcing

Where our ingredients and materials come from, and how they're sourced, are central to our sustainability strategy. To reflect this importance, in 2025 we introduced Responsible Sourcing as a new [Strong Foundations](#) topic. This sub-pillar builds on existing action and brings greater focus to supply chain issues such as deforestation and human rights, while continuing to prioritize our existing commitments on palm oil and cage-free eggs (previously part of the [Good Food](#) pillar). Over the year, we advanced our responsible sourcing approach by developing our [Deforestation and Conversion-Free Policy](#), completing our Continental Europe [Sedex](#) pilot, and achieving our cage-free eggs commitment. We also made progress on our transition to [RSPO segregated palm oil](#). Though we missed our 2025 RSPO segregated palm oil commitment, we have defined clear action plans for 2026.

- **Developed our [Deforestation and Conversion-Free Policy](#)** in line with our [SBTi](#)-validated [no-deforestation](#) commitment. The Policy covers our sourcing of palm oil, paper packaging, and soy oil – our highest forest-risk commodities – and applies to all suppliers and sourcing areas. We will continue to develop our strategy to address deforestation-related supply chain risks in 2026. This will involve defining supplier requirements, mapping supply chains, and engaging with internal teams and suppliers to collect the necessary data. These efforts will also support our preparations for compliance with the [EU Deforestation Regulation](#) ("EUDR").
- **Progressed in transitioning to RSPO segregated palm oil for McCain-owned products**, reaching 46% in 2025, up from 33% in 2024.²¹ We did not reach our 100% target primarily due to existing inventory of non-segregated palm oil in China and South Africa, which was used to avoid unnecessary waste. This inventory has now been replaced with RSPO segregated palm oil, meaning we have transitioned 99% as of the end of calendar year 2025. Our future focus remains on transitioning the remaining 1%.
- **Achieved our commitment to sourcing 100% cage-free eggs globally by 2025.**²¹ Going forward, to maintain our commitment to cage-free eggs, the target will be extended to 2030 and recent acquisitions, including Forno de Minas, will be in scope. Prior to acquisition by McCain, Forno de Minas had committed to 100% cage-free eggs in Brazil by 2025 but they did not meet this target. Forno de Minas will be included in McCain's target reporting from 2026, and work is already in place with partners to support the transition to cage-free eggs by 2030.
- **Continued to strengthen our supplier human rights due diligence efforts.** Following the success of our Sedex pilot with 19 suppliers in Continental Europe, we assessed the inherent human rights risk of our wider supplier base to help guide further rollout of the tool. Using country of origin and commodity as indicators, we identified 250 suppliers as medium- or high-risk. For suppliers identified as medium- or high-risk we use self-assessment questionnaires and SMETA audits to further understand supplier risk and identify corrective actions. In 2026, we will prioritize onboarding top-spend, high-risk suppliers onto Sedex. For more information on our Sedex pilot, see pages 63-64 of the [2024 Sustainability Report](#).





Strong Foundations



SPOTLIGHT ON:

Palm oil transition in India

In 2025, McCain Foods India successfully transitioned to sourcing 100% [RSPO segregated palm oil](#).²¹ As one of the world's largest importers and consumers of palm oil,²² India has a critical role to play in driving the transformation to using RSPO certified palm oil. This milestone marks a significant step forward in McCain's sustainability journey and for responsible sourcing in India's food sector.

“

McCain India's leadership demonstrates that ethical, traceable supply chains are achievable and underscores the importance of shared responsibility in raising standards across the palm oil supply chain.”

**Mainak Dhar, Managing Director,
McCain Foods India**

Looking forward

Our new Responsible Sourcing commitments reinforce our focus on protecting nature and human rights, while continuing our long-standing commitment to animal welfare. They prioritize our materials that pose the highest risks to people, animals, and the environment:

- Implement supplier risk mitigation program for >75% of high-risk direct suppliers (by spend) by 2030.
- 100% RSPO segregated palm oil used as a frying oil in McCain-branded and -owned products from 2026.
- 100% use of cage-free eggs used for McCain-branded and -owned products by 2030.
- [No deforestation](#) across primary deforestation-linked commodities (palm oil, paper packaging, and soy oil) by 2025.²³
- Undertake a nature risk assessment by 2027.

Performance tables.





Smart & Sustainable Farming

Commitment	Indicator	2017	2018	2019	2020	2021	2022	2023	2024	2025	Progress from baseline year	Status
Implementing regenerative agriculture practices across 100% of the acreage used to grow McCain potatoes by 2030 (baseline 2022) ³	% acres implemented regenerative agriculture practices (Onboarding level reached across 100% of McCain potato acres by 2030)	N/A	N/A	N/A	N/A	N/A	46%	51%	71%	69%	+69% ²⁴	<div style="width: 69%;"><div style="width: 100%;"></div></div>
	% acres implemented regenerative agriculture practices (Engaged level reached across 50% of McCain potato acres by 2030)	N/A	N/A	N/A	N/A	N/A	17%	28%	24%	44%	+27% ²⁵	<div style="width: 27%;"><div style="width: 100%;"></div></div>
Investing in three Farms of the Future to showcase regenerative agriculture practices by 2025 (baseline 2020)	# of Farms of the Future launched	N/A	N/A	N/A	1	0	1	0	0	1	+3 2025 target achieved	<div style="width: 100%;"><div style="width: 100%;"></div></div>
Developing research partnerships and leveraging collective action to advance regenerative agriculture (baseline 2021)	# of new research partnerships at our Farms of the Future	N/A	N/A	N/A	N/A	3	1	5	2	2	+13	<div style="width: 100%;"><div style="width: 100%;"></div></div>
25% reduction in GHG emissions per tonne from potato farming, storage, and freight by 2030 (Scope 3)(baseline 2017) ⁵	GHG emissions intensity (kg CO ₂ /t raw potato)	128	129	134	131	134	127	135	134	131	+2.3%	<div style="width: 2.3%;"><div style="width: 100%;"></div></div>
15% improvement in water use efficiency in water-stressed regions by 2025 (baseline 2017) ^{4,5}	Water use efficiency in water-stressed regions (m ³ /t raw potato)	46.9	43.2	44.4	43.4	42.1	32.7	44.5	38.8	38.0	-19.0% 2025 target achieved	<div style="width: 100%;"><div style="width: 100%;"></div></div>
20% of all potato crops grown for McCain to use stress-tolerant varieties by 2025 (baseline 2017) ¹⁴	% of water stress-tolerant varieties	17.4%	17.2%	18.1%	19.1%	19.7%	21.5%	22.2%	22.2%	22.8%	+5.4% pts 2025 target achieved	<div style="width: 100%;"><div style="width: 100%;"></div></div>
Training, technology, and knowledge transfer to farmers (training hours baseline 2018, technology transfer baseline 2017) ¹³	# of training hours transferred to farmers	N/A	>34,000	>32,500	>27,500	>21,000	>29,000	>23,500	>25,600	>16,000	>209,100	<div style="width: 100%;"><div style="width: 100%;"></div></div>
	# of instances in which we transfer knowledge or support related to technology (e.g., decision support systems) to farmers	146	210	237	257	273	243	253	59	1,274	+2,952	<div style="width: 100%;"><div style="width: 100%;"></div></div>

● 2025 target achieved / 2030 target on track ■ 2030 target requires attention ■ 2025 target not achieved



Resource-Efficient Operations

Commitment	Indicator	2017	2018	2019	2020	2021	2022	2023	2024	2025	Progress from baseline year	Status
50% absolute reduction in GHG emissions (Scope 1 & 2) by 2030 (25% reduction by 2025) (baseline 2017) ¹	Absolute Scope 1 & 2 emissions (tCO ₂ e)	1,448,471	1,454,772	1,431,126	1,350,812	1,323,880	1,374,281	1,304,493	1,295,351	1,036,439	-28.4% 2025 interim target achieved	<div style="width: 100%; background-color: #28a745; height: 10px; border-radius: 5px;"></div>
100% renewable electricity by 2030 (60% by 2025) (baseline 2017) ⁷	Renewable electricity (% of total electrical energy)	0%	0%	2.1%	12.4%	14.6%	18.1%	21.2%	21.5%	60.1%	+60.1% pts 2025 interim target achieved	<div style="width: 100%; background-color: #28a745; height: 10px; border-radius: 5px;"></div>
Ceasing use of coal by 2025 (baseline 2017) ¹	Coal consumption (% of total non-electrical energy)	8.3%	8.7%	7.9%	7.8%	5.6%	4.8%	2.7%	3.0%	3.3%	-5.0% pts	<div style="width: 50%; background-color: #dc3545; height: 10px; border-radius: 5px;"></div>
60% intensity reduction in GHG emissions (Scope 1 & 2) by 2030 (baseline 2017) ¹	GHG emissions intensity (kg CO ₂ e/t finished product)	335	327	322	319	301	284	261	252	203	-39.4%	<div style="width: 60%; background-color: #28a745; height: 10px; border-radius: 5px;"></div>
30% intensity reduction in GHG emissions (Scope 3) by 2030 (baseline 2017) ¹	GHG emissions intensity (kg CO ₂ e/t finished product)	986	1,024	1,022	1,001	926	985	938	941	934	-5.3%	<div style="width: 75%; background-color: #ffc107; height: 10px; border-radius: 5px;"></div>
15% improvement in water use efficiency in seven priority plants by 2025 (baseline 2017) ⁶	Water use intensity in seven priority plants (m ³ /t finished product)	8.0	8.3	8.2	7.6	7.1	7.1	6.7	6.4	6.5	-18.8% 2025 target achieved	<div style="width: 85%; background-color: #28a745; height: 10px; border-radius: 5px;"></div>
Zero waste to landfill by 2025 (baseline 2017) ¹	Waste to landfill (%)	2.3%	2.8%	1.9%	1.3%	2.1%	0.8%	0.9%	0.7%	0.7%	-1.6% pts	<div style="width: 15%; background-color: #dc3545; height: 10px; border-radius: 5px;"></div>
50% reduction in food waste intensity across operations by 2030 (baseline 2020) ¹	Food waste intensity (kg/t finished product)	N/A	N/A	N/A	143	134	119	129	130	128	-10.5%	<div style="width: 90%; background-color: #28a745; height: 10px; border-radius: 5px;"></div>
100% of our packaging <u>designed to be recyclable</u> , reusable, or compostable by 2025 (baseline 2017) ⁸	All packaging (%)	96.4%	96.7%	96.8%	95.8%	97.7%	97.4%	97.5%	98.4%	98.5%	+2.1% pts	<div style="width: 98%; background-color: #dc3545; height: 10px; border-radius: 5px;"></div>
100% of our paper packaging designed to be recyclable by 2025 (baseline 2017) ⁸	Paper packaging (%)	98.0%	98.2%	98.4%	97.2%	98.5%	98.3%	98.5%	99.3%	99.2%	+1.2% pts	<div style="width: 99%; background-color: #dc3545; height: 10px; border-radius: 5px;"></div>
100% of our plastic packaging designed to be recyclable by 2025 (baseline 2017) ⁸	Plastic packaging (%)	84.9%	85.0%	85.2%	83.6%	92.6%	91.5%	91.0%	93.1%	94.1%	+9.2% pts	<div style="width: 95%; background-color: #dc3545; height: 10px; border-radius: 5px;"></div>



● 2025 target achieved / 2030 target on track ■ 2030 target requires attention ■ 2025 target not achieved



Commitment	Indicator	2017	2018	2019	2020	2021	2022	2023	2024	2025	Progress from baseline year	Status
15% reduction in sodium (sales-weighted average) in our McCain-branded potato and appetizer products by 2025 (baseline 2018)	% change in potato sodium (sales-weighted average)	N/A	Baseline	4.2%	4.6%	6.3%	7.5%	4.1%	0.7%	-1.2%	-1.2%	
	% change in appetizer sodium (sales-weighted average)	N/A	Baseline	0.5%	-0.6%	-0.3%	-2.7%	-6.6%	-6.5%	-5.8%	-5.8%	
Providing clear and transparent nutritional information (baseline 2020) ¹⁹	# of countries where McCain participates in voluntary government-endorsed retail front-of-pack labelling	N/A	N/A	N/A	12	12	12	12	12	12	+12 ²⁶	
100% Global Food Safety Initiative ("GFSI") certification at all McCain-owned facilities and tier 1 ingredient supplier facilities (baseline 2017, tier 1 supplier facilities baseline 2022)	McCain-owned facilities GFSI certified (%)	100%	100%	100%	100%	100%	100%	100%	98%	98%	-2% pts	
	Tier 1 ingredient supplier facilities GFSI certified (%)	N/A	N/A	N/A	N/A	N/A	95%	96%	98%	99%	+4% pts	
Responsible sourcing²⁷												
100% RSPO segregated palm oil use for McCain-owned products by 2025 (baseline 2024) ²¹	RSPO segregated palm oil (% total palm oil transitioned)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	33%	46%	+46% ²⁸	
100% use of cage-free eggs by 2025 (baseline 2021) ²¹	Cage-free egg usage (%)	N/A	N/A	N/A	N/A	84%	92%	91%	97%	100%	+16% pts 2025 target achieved	





Thriving Communities

Commitment	Indicator	2017	2018	2019	2020	2021	2022	2023	2024	2025	Progress from baseline year	Status
Improving the livelihoods of 10,000 vulnerable farmers and families by 2025 (baseline 2018) ⁹	# of beneficiaries	N/A	911	408	727	952	2,921	2,716	5,336	4,488	+18,459 2025 target achieved	<div style="width: 100%; background-color: #28a745; height: 10px; border-radius: 5px;"></div>
Supporting farmers and families by donating 200 million meals to food banks and NGOs by 2025 (baseline 2017) ⁹	# of meals donated	34.8M	30.1M	24.2M	53.6M	9.8M	10.9M	10.6M	18.3M	34.4M	+226.7M 2025 target achieved	<div style="width: 100%; background-color: #28a745; height: 10px; border-radius: 5px;"></div>
Supporting farmers and families with 50,000 hours of employee volunteering by 2025 (baseline 2022)	# of employee volunteering hours	N/A	N/A	N/A	N/A	N/A	6,432	17,384	24,177	28,484	+76,477 2025 target achieved	<div style="width: 100%; background-color: #28a745; height: 10px; border-radius: 5px;"></div>



Endnotes.

- 1 Includes Forno de Minas and Strong Roots data (acquired in 2024). Prior year data has been re-baselined based on updated entities in scope.
- 2 Operating facilities as of June 30, 2025.
- 3 Data is consolidated based on regional reporting by each entity, following grower surveys, field reports, internal validation process, and in a region, detailed calculation based on a representative grower sample. The percentage Onboarded and Engaged apply to our full potato acreage, which has increased since 2022. Excludes Sýra.
- 4 Water-stressed regions defined per the World Resource Institute Aqueduct Water Risk Atlas tool, and through internal water risk rating. Excludes Sýra.
- 5 Excludes Lutosa and Sýra. Data has changed from prior years due to re-baselining carried out to increase data accuracy.
- 6 Grantham, one of the seven priority plants, was closed in 2024; therefore, data has been re-baselined to exclude Grantham. Data covers the remaining six priority plants.
- 7 Renewable electricity % is calculated as the % of the total electricity used that is sourced from renewable generation sources (wind, solar, biomass (incl. biogas) and hydropower) as per the RE:100 Technical Criteria. This includes renewable electricity supplied through self-generation, direct active procurement from generators either as physical Power Purchase Agreements (PPA) or Virtual Power Purchase Agreements (VPPA), project specific and retail supply contracts with an electrical supplier (green tariff or green electricity product), or the purchasing of unbundled Energy Attribute Certificates (EACs). Includes Forno de Minas and Strong Roots data (acquired in 2024). Prior year data has been re-baselined based on updated entities in scope.
- 8 Prior year data has been re-baselined to include Van Geloven data. Excludes McCain Appetizers Europe and Sýra.
- 9 Data for India is based on fiscal year ending March 31.
- 10 Excludes McCain Appetizers Europe.
- 11 Scope limited to McCain-branded and -owned products.
- 12 [Food and Climate Change: Healthy diets for a healthier planet](#).
- 13 Data is quantified based on farmer self-reporting and internal review.
- 14 Excludes Lutosa and Sýra.
- 15 In alignment with [SBTi's FLAG](#) sector approach and target thresholds, McCain's near-term 2030 target covers 95% of McCain's FLAG [Scope 1 GHG emissions](#) and 67% of McCain's FLAG [Scope 3 GHG emissions](#). Target boundaries include FLAG emissions from subsidiaries owned or controlled by McCain, including acquisitions that have been completed within the last 24 months that have relevant FLAG emissions. McCain's Scope 1 emissions include owned farms, and McCain's Scope 3 emissions include, but are not limited to, emissions associated with commodities procured by McCain Foods Limited and relevant subsidiaries that are defined under the SBTi FLAG sector guidance.
- 16 In alignment with SBTi Near-Term and FLAG guidance, SBTi only classifies [Scope 1 and 2](#) targets as being aligned with a 1.5C trajectory.

Endnotes.

17 In alignment with SBTi's Near-Term guidance, McCain's target covers 96.9% of McCain's [Scope 1 and 2 GHG emissions](#), which is aligned with the threshold set by SBTi. Target boundaries include subsidiaries owned or controlled by McCain, including our transportation subsidiary, Day & Ross, and acquisitions that have been completed within the last 24 months. A market-based approach as defined by the Greenhouse Gas Protocol (<https://ghgprotocol.org/scope-2-guidance>) is used for McCain's Scope 2 base year calculation and ongoing progress tracking.

18 In alignment with SBTi Near-Term target guidance, McCain's target covers 68.13% of McCain's [Scope 3 energy and industry emissions](#), which is aligned with the threshold set by SBTi. Target boundaries include emissions from McCain Foods Limited and subsidiaries owned or controlled by McCain, including acquisitions that have been completed within the last 24 months. McCain has defined the target coverage by allocating 100% of emissions within specific categories (noted below), while excluding all other Scope 3 categories and all Scope 3 emissions from Day & Ross. The following categories are included at 100%: Category 1: Purchased goods and services, Category 3: Fuel and energy related activities, Category 4: Upstream transportation and distribution, Category 5: Waste generated in operations, Category 6: Business travel, Category 7: Employee commuting, Category 9: Downstream transportation and distribution, and Category 12: End of life treatment of sold products.

19 Scope limited to McCain-branded products.

20 [INFORMAS](#) (International Network for Food and Obesity / Non-communicable Diseases (NCDs) Research, Monitoring and Action Support).

21 Target indicator updated and data re-baselined to reflect our position at the end of fiscal year – % of [RSPO segregated palm oil](#) volume transitioned as of June.

22 [From source to shelf: Decoding palm oil's impact and exploring solutions](#) [Why does India's palm oil story matter?].

23 As per SBTi requirements, target date is December 31, 2025.

24 Progress is calculated using a baseline of 0%. This is based on the assumption that 0% of McCain potato farmers had completed the mandatory Onboarding requirements ([regenerative agriculture](#) training, soil health assessment, implementation of at least one Engaged practice of choice in our [Regenerative Agriculture Framework](#)) prior to McCain's regenerative agriculture program commencing in 2022. At the end of the year, 46% had implemented the mandatory Onboarding requirements.

25 Progress is calculated against the percentage Engaged reported in 2022 which was the point of reference and initial baseline assessment within McCain's global potato acreage, reporting an initial 17% of acres Engaged in 2022. This is because some of our potato farmers had already started to implement regenerative agriculture practices prior to the launch of our Regenerative Agriculture Framework and therefore met the Engaged requirements.

26 Progress determined based on baseline of 0.

27 Commitments now sit under Responsible Sourcing in the [Strong Foundations](#) pillar.

28 Progress determined based on baseline of 0%.

Glossary.

Carbon neutrality: Carbon neutral means that the amount of carbon emissions released are balanced with actions that remove or offset the same amount of carbon emissions.

Deforestation and conversion-free: Deforestation free refers to supply chains that do not source commodities from land deforested after a specific cutoff date. Conversion-free expands this scope to prohibit the conversion of any natural ecosystem like grasslands, wetlands, and peatlands into agricultural or industrial land after a certain date.

Designed to be recyclable: Refers to packaging that is designed to be recyclable with commonly used collection, sorting, and recycling infrastructure. Our designed to be recyclable definition consider guidance from, among others, the 4evergreen Alliance, American Forest & Paper Association, Ellen MacArthur Foundation, Consumer Goods Forum, Association of Plastics Recyclers and Sustainable Packaging Association.

Environmental Impact Quotient (“EIQ”): The EIQ is a formula used to assess the potential impact that pesticide use has on farmers, consumers, and the environment. The EIQ formula incorporates several specific parameters, such as toxicity to humans and animals, potential for groundwater contamination, and the potential to harm beneficial organisms.

EU Deforestation Regulation (“EUDR”): The EUDR introduced mandatory due diligence for companies linked to key forest-risk commodities. It applies to businesses placing or exporting products in the EU market and requires proof that supply chains are free from deforestation and forest degradation.

FLAG (Forest, Land, and Agriculture) emissions: FLAG emissions are a category of GHG emissions that encompass the many ways land use change and land-related activities impact the climate. They include land use, land management (use of nitrogen fertilizers, tilling, livestock management) and land-use change (deforestation, wetland drainage), and are distinct from industrial or energy-related emissions, referred to as "non-FLAG" emissions.

Global Food Safety Initiative (“GFSI”) recognized certification: A GFSI-recognized certification refers to a food safety certification program that has been approved by GFSI. The GFSI is a global benchmarking organization that aims to improve food safety management systems across the food supply chain. GFSI-recognized certifications meet rigorous standards and requirements set by the GFSI, ensuring they align with internationally accepted best practices for food safety.

Good Food: This pillar of our sustainability strategy refers to our efforts to improve the nutritional profile of our portfolio, provide clear and effective nutrition communication, deliver products that are best in class in food safety, and use simple and recognizable ingredients, with the aim to encourage responsible consumption. Our approach is defined by our dedicated Good Food strategy, priorities, commitments, and resources.

Leadership Principles: A set of principles and practices used internally by McCain to support employee learning and growth.

McCain Driving Impact (“MDI”) program: MDI is a global operating system we are deploying across all our facilities to help drive world-class manufacturing performance. Environmental management is a key component and is built into every stage of the manufacturing process. Safety is equally integral, with best practices for safety management embedded throughout each phase of production.

Non-FLAG (Forest, Land, and Agriculture) emissions: Non-FLAG emissions are a category of GHG emissions that come from industrial and energy-related activities. They are distinct from GHG emissions related to land use, land management (use of nitrogen fertilisers, tilling, livestock management), and land-use change (deforestation, wetland drainage).

Planet-friendly food: For McCain, planet-friendly food means working to put agronomy at the forefront of all we do to support the development of healthier soils which, over time, leads to more sustainably sourced food. It means reducing our climate impact and improving the nutritional profile of our portfolio while also supporting the vitality of the communities in which we operate. Specifically, it means our efforts towards achieving these objectives.



Glossary.

Regenerative agriculture: An ecosystem-based approach to farming that aims to improve farm resilience, crop yield, and quality by improving soil health and water quality, optimizing water use, enhancing biodiversity, and reducing the impact of synthetic inputs.

Regenerative products: Products made with ingredients grown using regenerative agriculture practices.

Resource-Efficient Operations: This pillar of our sustainability strategy refers to our efforts to mitigate our climate impact, be efficient in our use of water, minimize waste, and use more responsible packaging. Our approach is defined by our dedicated Resource-Efficient Operations strategy, priorities, commitments, and resources.

Responsible packaging: Responsible packaging refers to packaging designed to reduce environmental impact by using renewable, recyclable, or compostable materials, reducing waste, and conserving resources.

RSPO segregated palm oil: RSPO segregated is a supply chain model within the Roundtable on Sustainable Palm Oil ("RSPO") certification system that ensures the traceability and separation of Certified Sustainable Palm Oil ("CSPO") from non-certified palm oil at every stage of the supply chain. The segregated model guarantees that palm oil products labelled as sustainable contain only palm oil that has been certified as sustainable by RSPO, with no mixing of non-certified palm oil.

Science Based Targets initiative ("SBTi"): The SBTi is a corporate climate action organization which develops standards, tools, guidance, and validation designed to support companies to set GHG emissions reductions targets. These targets are aligned with the latest climate science to limit global warming to well below 2°C, preferably to 1.5°C, above pre-industrial levels, as outlined in the Paris Agreement.

Scope 1 GHG emissions: Direct emissions from owned operations.

Scope 2 GHG emissions: Emissions from purchased energy.

Scope 3 GHG emissions: Indirect emissions from the value chain.

Sedex (Supplier Ethical Data Exchange): A global membership organization dedicated to driving improvements in ethical and responsible business practices in global supply chains. Through its collaborative online platform, Sedex members can collect and share ethical data and identify risks in their supply chain.

Smart & Sustainable Farming: This pillar of our sustainability strategy refers to our efforts to support our farmer partners to adopt regenerative agriculture practices, reduce their climate impact, and use water and agricultural inputs efficiently. Our approach is defined by our dedicated Smart & Sustainable Farming strategy, priorities, commitments, and resources.

Strong Foundations: This pillar of our sustainability strategy refers to our efforts within our workplace to foster a safe, inclusive, ethical, and supportive workplace where our employees can thrive, as well as our efforts to source our ingredients and materials responsibly. Our approach is defined by our dedicated Strong Foundations strategy, priorities, commitments, and resources.

Sustainable Agriculture Initiative Platform ("SAI"): A global nonprofit food and drink industry platform that brings together companies, producers, and stakeholders from the agricultural and food sectors to accelerate the widespread adoption of sustainable agriculture practices and the formation of sustainable food systems.

Sustainable resilience: Our ability to withstand and adapt to disruption in ways that contribute to business performance and strengthen environmental and social outcomes.

Thriving Communities: This pillar of our sustainability strategy refers to our efforts to benefit the communities (farmers and families) where we live and work through donations and volunteering and to support community livelihoods through community projects and partnerships. Our approach is defined by our dedicated Thriving Communities strategy, priorities, commitments, and resources.

Tier 1 supplier: A tier 1 supplier provides goods or services directly to a manufacturer.

Total Recordable Incident Rate ("TRIR"): A metric devised by the Occupational Safety and Health Administration ("OSHA") to assess a company's safety performance compared to its industry counterparts. It evaluates the frequency of workplace injuries and illnesses that require medical treatment, restricted work, or result in days away from work.





We welcome any feedback.

Contact us at sustainability@mccain.com.