

Sustainability Report 2023

Making food matter for people and the planet

Message from our CEO



SUSTAINABILITY HAS BECOME A MAJOR STRATEGIC DRIVER FOR SOLINA. EVEN MORE IMPORTANT IS THAT WE ALL HAVE THE STRONG DESIRE TO DO BETTER AND SHOW THAT THE FOOD INDUSTRY CAN AND WILL BE PART OF THE SOLUTION. LET'S MAKE FOOD MATTER FOR PEOPLE AND THE PLANET!

Back in 2021, we embarked on our sustainability journey. We set up diverse initiatives, a team of sustainability ambassadors, and started acquiring expertise on how to make a difference. However, we felt like we weren't making sufficient progress. Our ambition was bigger than that, so we took the time to reflect on the way forward, together with our key stakeholders: our customers, suppliers, employees, and investors.

ANSWERING THE CALL FOR POSITIVE CHANGE

The food industry is facing two major challenges. One is to preserve our planet's health in the face of a growing global population competing for the same food resources. The other concerns people's health, since an increase in diet-related chronic health diseases can only be countered with consistent access to affordable, nutritious food. This all results in rapidly changing demands across our entire ecosystem. Consumers are more conscious about the impact of food on their health and the world around them, our customers shift gears to cater to this new reality, regulators are pushing towards a more responsible and transparent way of doing business, and financial stakeholders increasingly direct their capital to responsible businesses.

Last but not least, our (future) employees expect Solina to take a stand and to create a working environment where they feel happy, healthy, and safe. A place where they can thrive, with clear ambitions to which they can contribute.

> As leaders of a 1.3 billion euro food company, we have a responsibility. Every choice we make has an impact.

Supported by a culture that attracts and retains top talent, and keeps them invested in their roles.

As CEO of Solina, I cannot overstate the critical importance of our diverse talent. I firmly believe that the success of our organization (and in fact any organization), ultimately depends on the capabilities, commitment, and passion of its people.
So, towards the end of 2022, we decided to accelerate our sustainability journey.

MAKING FOOD MATTER FOR PEOPLE AND THE PLANET

As leaders of a 1.3 billion euro food company, we have a responsibility. Every choice we make has an impact, and we're in a pivotal position in the farm-to-fork value chain. Through our innovative food solutions, we can help our customers and consumers to make food healthier, more sustainable, tastier, and affordable. And with our visionary leadership, we can truly make a difference.

To be clear, this is not new for us. We've been helping our customers for years on these topics. Reducing sodium levels, combatting food waste, offering more vegan options, sourcing sustainable ingredients, … were already very much a part of our core capabilities. What's new is that we'll accelerate these efforts for an even healthier and more sustainable food system.

Fully integrating sustainability into our business strategy was the first step. It now defines how we want to grow together with our customers, the way we operate, which innovations to pursue, how we source, how we take care of our people.

We asked our customers, suppliers, employees, and investors which sustainability topics are most important to them, and thus for us. For these topics, we set clear ambitions and targets in our sustainability roadmap for 2030.

In this report, you'll discover that roadmap and our future plans. It's a journey we can only complete together with our partners.
A commitment that I strongly and proudly support. It'll be challenging, but we'd like you to join us. To watch how we grow, how we learn along the way, but most of all how together we can make food matter for people and planet.

Best wishes,
Anthony Francheterre

Table of **contents**

Solina, nice to meet you
Why we're in business
Who we are
What we do
How we make a difference
Doing things the Solina way

Our sustainability strategy

01. Sustainable Food System
Sustainable sourcing
Quality and food Safety

02. Environmental Impact
Greenhouse gas emissions

03. Innovations and Solutions
Better nutrition and sustainable solutions
Sustainable packaging

04. People and Culture
Talent attraction and retention
Diversity, equity and inclusion
Operational health, safety and wellbeing
Business ethics and integrity

05. Performance and Reporting

Conclusion



Solina, nice to meet you

WHY WE’RE IN BUSINESS

WHO WE ARE

WHAT WE DO

HOW WE MAKE A DIFFERENCE

DOING THINGS THE SOLINA WAY

WHY WE'RE IN BUSINESS

Our **purpose**

WE MAKE FOOD MATTER FOR PEOPLE AND THE PLANET

Food is experience. Food is health. Food is discovery. Food is culture. And so much more.

Because food is such an important part of our life, we're on a mission to make food that's good in every sense of the word.

First, by going for great taste. Second, by developing solutions that are good for both people's and our planet's health. But there's more.

We also want to create food that's good in terms of convenience, functionality, affordability, creativity, traceability, and more.

In short, we want to make food matter for people and the planet. That's our company purpose.

Something we wish to achieve through close collaborations with our customers, suppliers, and other stakeholders. Together, we'll meet the demands and desires of consumers – today and tomorrow.



WHO WE ARE

Solina in numbers

Our people



3,900

colleagues

united by their passion for food



A+

employer rating

from our employees

Our operations



30

R&D centers

from where we design culinary food solutions



41

facilities

from where we produce about 300,000 tons a year

Our business



18,000

customers

we serve in all corners of the world



€1.32

billion*

revenue we generated in 2023

* Pro Forma for 2023 acquisitions

WHO WE ARE

Food solutions for 3 key sectors

We design **customized culinary solutions** for customers in the food industry, food service, and butchery sectors. Together, we cook up delicious new food concepts, featuring ingredients from all over the world.



Food Processors

Meat, ready meals, potatoes, new protein food, vegetables, snacks, and more.



Food Service

Chef-to-chef, quick service restaurants, casual dining restaurants, catering, healthcare facilities, schools, and more.



Butchery

Leveraging our multi-decade heritage with local (in-store) butchers.

WHAT WE DO

A **one-stop shop** for customers

We offer a broad range of **culinary food solutions** that offer unique experiences in **taste, nutrition, and functionality**.



Seasonings solutions

dry rubs, functional marinades, etc.



Sauce solutions

sauces, stocks, bouillons, glazes, etc.



Coating solutions

potato and poultry coatings, predusts, batters, breadcrumbs, etc.



New protein food solutions

plant-based and hybrid solutions, alternative proteins, etc.

WHAT WE DO

Leveraging our pivotal position

We're in a pivotal position in the farm-to-fork value chain. On the one hand, we source the best of what nature has to offer through close, long-term relationships with our suppliers. On the other hand, we apply our technical knowledge and culinary creativity to design sustainable solutions for our customers, helping them create better-for-you and better-for-the-planet food.



HOW WE MAKE A DIFFERENCE

Thinking **global**

Our global thinking allows us to stay competitive and take advantage of new sectors and opportunities.

With a physical presence in 18 countries across Europe and North America, Solina has established a vast international network. We're not done either, as we keep on growing both organically and through mergers & acquisitions. To illustrate, in 2023, we welcomed Lynch Foods (Canada) and Jermayo (Belgium) to our family. At the beginning of 2024, two more Nordic brands joined us: Oscar and Puljonki.



HOW WE MAKE A DIFFERENCE

Acting **local**

We combine our global reach with a distinctive local perspective. This means that we closely connect with customers, adapt to local cultures, comply with local regulations, keep up with local trends, and produce in the same area in which our customers operate. The result: a highly customized and agile service model.

For us, acting local is about being able to place ourselves in our customers' shoes – as well as their customers' shoes.



HOW WE MAKE A DIFFERENCE

The key to our success: **our flotilla**

Our group has grown steadily, with a variety of businesses joining us over the years. How we all work together? Through an operating model we call our flotilla. This model allows us to leverage our increasingly global scale and range of capabilities, while it also fosters the strengths and unique profiles of all Solina entities.

> “Thanks to our flotilla model, customers can rely on us to leverage our global scale and capabilities, as well as our local agility and responsiveness. Whatever size our customers are, whatever needs they have, and wherever they’re active, we bring the full scope of our service model to support their business.”

MARK DUFFY
MANAGING DIRECTOR NORTH AMERICA



DOING THINGS THE SOLINA WAY

Our **culture**

We're a growing team of entrepreneurs who share a distinct set of values, goals, attitudes and practices. This culture – also known as **the Solina Way** – is reflected in everything we do. It determines how we work and how we want to achieve our company's ambitions. And that will never change, no matter how big we become.





Our sustainability strategy

How it **started ...**

Humankind is at a pivotal moment in history. How can we preserve our planet's health in the face of a growing global population, while giving those people improved access to affordable, nutritious food needed to safeguard personal health?

This global challenge is shaking the entire food industry to its foundations. Something we're experiencing every day. Consumers, food manufacturers, suppliers, regulators, financial institutions, our own employees … they're all guiding us towards a more sustainable approach.

For us, the only way to stay successful is to contribute to social well-being, environmental health, and a fair economy.

However, new stakeholder demands aren't the only catalyst for change. Even more important is that, as Solina, **we want to take responsibility for our impact**. Every choice we make as a global provider of food solutions has an impact on people and the planet. We'll use that influence to help our customers in creating tastier, healthier, and more sustainable food.

That said, we don't have all the answers yet. And we surely can't do it alone. But to be clear, we firmly believe that **making food matter for people and the planet is the one and only way forward**.

Therefore, we **embedded sustainability into our business strategy**. It now guides us how to grow with our customers, which innovations to pursue, the way we operate, how we source and how we take care of our people.

"Embedding sustainability into our business strategy was fundamental. It now guides us how to grow with our customers, which innovations to pursue, the way we operate, how we source and how we take care of our people."

ELLEN MADSEN
GROUP SUSTAINABILITY DIRECTOR



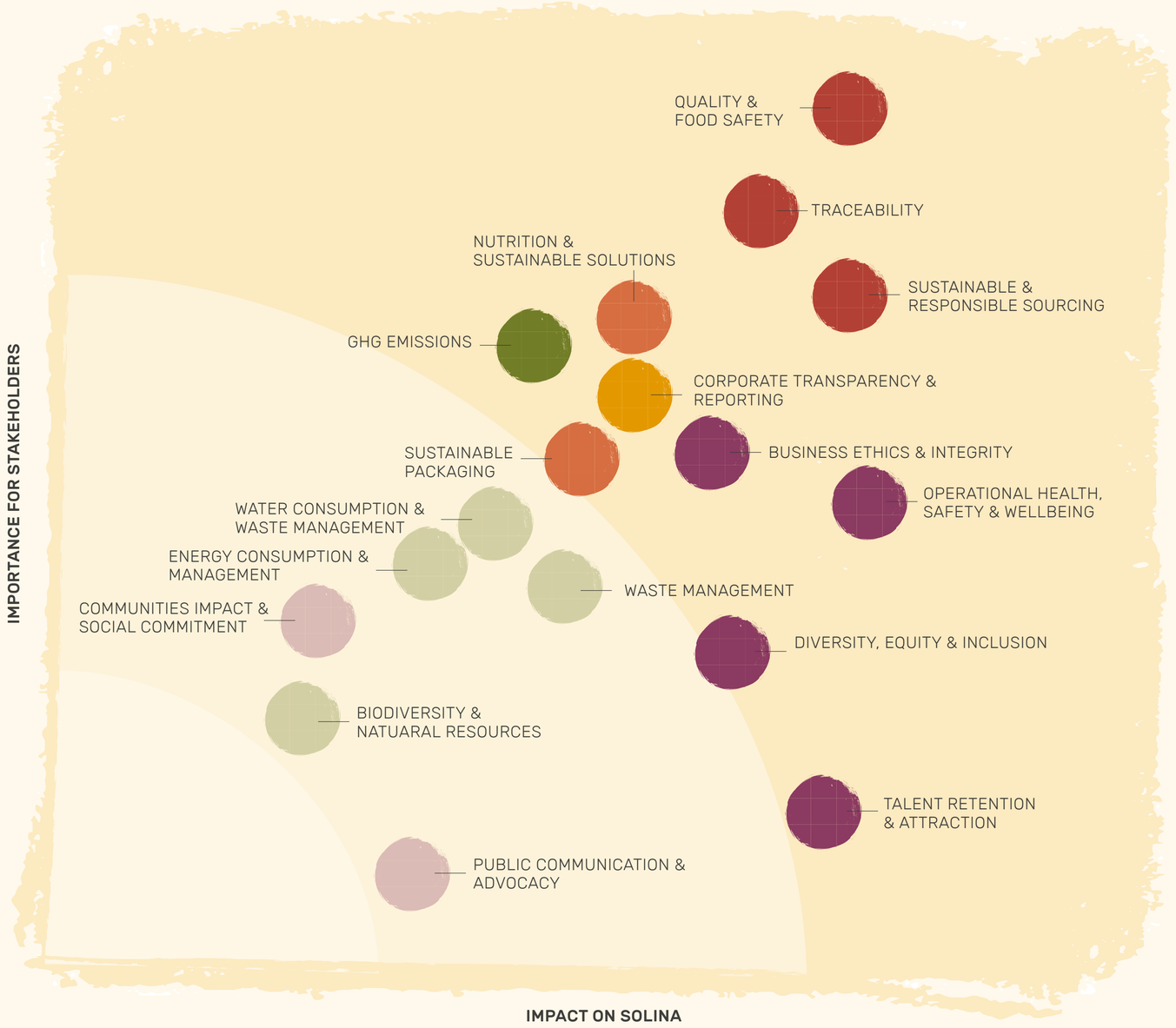
Sustainability **focus topics**

To define a clear sustainability strategy with relevant goals, we needed to know which topics to focus on. The starting point was reaching out to our key stakeholders (customers, suppliers, employees, and investors). **The reason is simple: what's important to them is important to us.**

WHICH SUSTAINABILITY TOPICS SHOULD SOLINA FOCUS ON ?

Through a Materiality Assessment, we pinpointed the sustainability topics that are most important to Solina. The topics that came out on top are the result of a structured process. We assessed what our stakeholders consider to be material for Solina and we looked at the impact of various sustainability topics on our business performance, as well as their wider social, environmental, and economic impact. In the end we clustered our material sustainability topics into 5 domains and defined ambitious targets.

Our materiality assessment was the basis for our sustainability strategy reflected in 5 domains.



Our key **2030 targets**

Sustainable Food System

SUSTAINABLE SOURCING

- **100%** sourcing from sustainable suppliers sustainable sourcing of high-impact raw materials

QUALITY & FOOD SAFETY

- **100%** compliance with quality and food safety standards

Environmental Impact

GREENHOUSE GAS EMISSIONS

- **-42%** reduction in scope 1 & 2 GHG emissions
- **100%** renewable electricity
- **-25%** reduction in scope 3 GHG emissions

Innovations & Solutions

BETTER NUTRITION & SUSTAINABLE SOLUTIONS

- **100%** of our new innovations contribute to more nutritional and sustainable food
- **50%** of sales come from more nutritional and sustainable alternatives for customers
- Always inspire and support customers on their journey to more nutritional and sustainable food

SUSTAINABLE PACKAGING

- **100%** of our packaging to be recyclable or reusable by 2025
- increase the share of recycled content in our packaging

People & Culture

TALENT RETENTION & ATTRACTION

- **90%** employee retention rate

DIVERSITY, EQUITY & INCLUSION

- **45%** women in leadership positions

OPERATIONAL HEALTH, SAFETY & WELLBEING

- **NO** zero workplace accident and occupational health culture

BUSINESS ETHICS & INTEGRITY

- **100%** compliance with Code of Ethics

Performance & Reporting

CORPORATE TRANSPARENCY & REPORTING

- fully transparent ESG reporting by 2026 in line with CSRD



01. Sustainable Food System

SUSTAINABLE SOURCING

QUALITY & FOOD SAFETY

Sustainable sourcing

Considering that 81% of our GHG emissions are linked to purchased goods and services, the best place to start accelerating our sustainability efforts is right at the beginning of our value chain – at farm level. But it's not just about addressing climate change. By promoting sustainable farming practices, we can also help to avoid land degradation, preserve water sources, foster biodiversity, redress social inequalities, create safe working environments and improve animal welfare, among other things.

As a global company that mainly sources natural ingredients, we want to play our part and build on what we've already accomplished over the years. So, we developed **a comprehensive sustainable sourcing strategy**. One that takes all major aspects of sustainable agriculture models into account: from restoring ecological balances to fair pay and labour.

Taking responsibility for the impact we have on the food value chain is not something we can do alone. Thankfully, it's an ambition many of our customers and suppliers share. By working together, we can inspire and motivate each other. We can solve our common challenges, finding opportunities to innovate and to improve. In other words, **collaboration is instrumental** for our sustainable sourcing strategy to be successful.

> "Raw material sourcing is the biggest sustainability risk in the upstream part of our value chain. When it comes to pepper, for instance, we look at Solina to provide certifications guaranteeing the raw material is sustainably sourced. That's how Solina helps us in reaching our own sustainability goals."
>
> **A NORDIC CONSUMER-GOODS COMPANY**

Our 2030 targets

TARGET 1

100% sourcing from sustainable suppliers

- Sign our Supplier Code of Conduct
- Complete an EcoVadis or Sedex assessment (or equivalent)
- Obtain an EcoVadis score of 60 (or equivalent) as a preferred supplier

TARGET 2

100% sustainable sourcing of high-impact raw materials

- Spices
- Starches
- Flour products
- Animal proteins

TARGET 3

25% reduction of Scope 3 GHG emissions

- Commitment to the Science Based Target initiative (SBTi)
- SBTi validation on Forest, Land and Agriculture (FLAG) targets

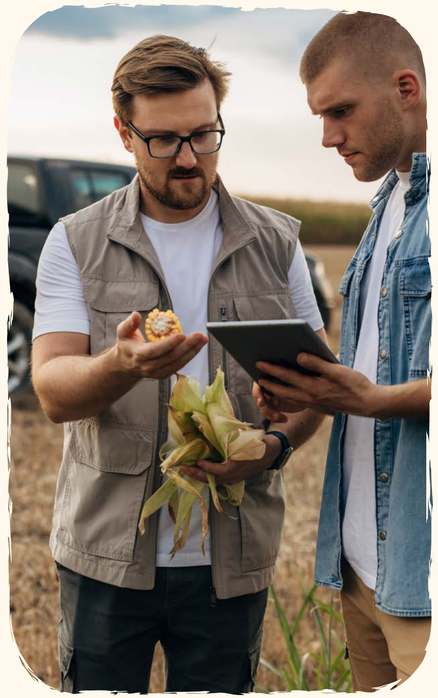
SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

TARGET 1

100% sourcing from sustainable suppliers

To meet our company goals, we prioritise suppliers who share our commitment to the highest quality and safety standards, as well as our sustainability ambitions.

A first step in establishing alignment is our **Supplier Code of Conduct**, which all suppliers are obliged to sign. This document includes principles on human rights, remuneration, child labour and other sustainability topics.



HOW DO WE GUARANTEE FURTHER SUPPLIER ALIGNMENT ON SUSTAINABILITY

By 2030, all **preferred suppliers** should score **at least 60 points** when assessed by **EcoVadis**, one of the world's largest and most trusted sustainability ratings platforms. This minimum score indicates strong performance in 4 categories: Environment, Labour and Human Rights, Ethics, and Sustainable Procurement.

As an alternative, suppliers can also prove their commitment to sustainability with an equivalent rating. For example, **a Sedex assessment including a SMETA audit**.

All other suppliers should be able to present an EcoVadis assessment with a minimum score of **50 points** (or equivalent rating).

ecovadis

Sedex

100% OF SOLINA'S PREFERRED SUPPLIERS IN THE EMEA REGION ARE ON ECOVADIS OR SEDEX.

In North America, where we grew considerably in the last couple of years, we're working closely with our suppliers to onboard them on EcoVadis (or an equivalent platform) by the end of 2024.

TARGET 2

100% sustainable sourcing of high-impact raw materials

Pursuing maximal impact with our sustainable sourcing strategy, we focus on **4 high-impact raw material categories**; spices, starches, flour products and animal proteins.

These were selected based on our sourcing volume and the impact of these raw material categories on one or more of the key ESG themes; GHG emissions, fair pay & labour, biodiversity and animal welfare.

WE FOCUS ON 4 HIGH-IMPACT RAW MATERIAL CATEGORIES AND 4 KEY ESG THEMES



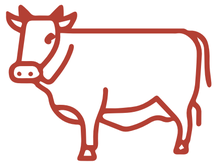
spices



flour products



starches



animal proteins



GHG emissions



biodiversity



fair pay & labour



animal welfare

TARGET 2

100% sustainable sourcing of high-impact raw materials

WHAT WE EXPECT FROM OUR SUPPLIERS

By 2030, 100% of our high-impact raw materials should be sustainably sourced. An ambitious target we'll measure through FSA certification.

Within these selected raw material categories, we require preferred suppliers to present an **FSA Silver level certification or higher, or an equivalent recognised by the SAI Platform.**

2025 SUSTAINABLE SOURCING TARGETS

spices	25%
starches	20%
flour products	25%
animal proteins	TBD

The FSA (Farm Sustainability Assessment), an initiative by the SAI Platform, serves to assess and monitor the sustainability performance of agricultural operations. The goal is to help farmers and food companies in identifying environmental, social and economic areas for improvement, and consequently implementing practices that contribute to more sustainable agriculture.

fsa Farm Sustainability Assessment BY SAI PLATFORM

TARGET 2

100% sustainable sourcing of high-impact raw materials

KEY INITIATIVES SOLINA IS UNDERTAKING

So far, we've made great progress on spices.

For example, **30%** of the pepper* we'll work with in 2024 will be sustainably sourced. If we look at the entire spices product category, 9% will meet our sourcing standards in 2024.

We are working together with preferred suppliers to start sourcing FSA-certified raw materials.

sustainable spices initiative

"Solina has been a member of the Sustainable Spices Initiative (SSI) since 2018. The SSI aims to secure future sourcing and stimulate economic growth in producing countries by sustainably transforming the sector. Together with other companies and NGOs, we participate in workstreams focusing on themes such as climate change and child labour mitigation. We chair the latter project group. As a main partner of a consortium of significant companies in the spice industry, we also support a child labour initiative in Vietnam."

MARIE CEDERBERG
SUSTAINABLE SOURCING MANAGER



* Excluding North America

TARGET 2

100% sustainable sourcing of high-impact raw materials

SUSTAINABLE SOURCING POLICIES

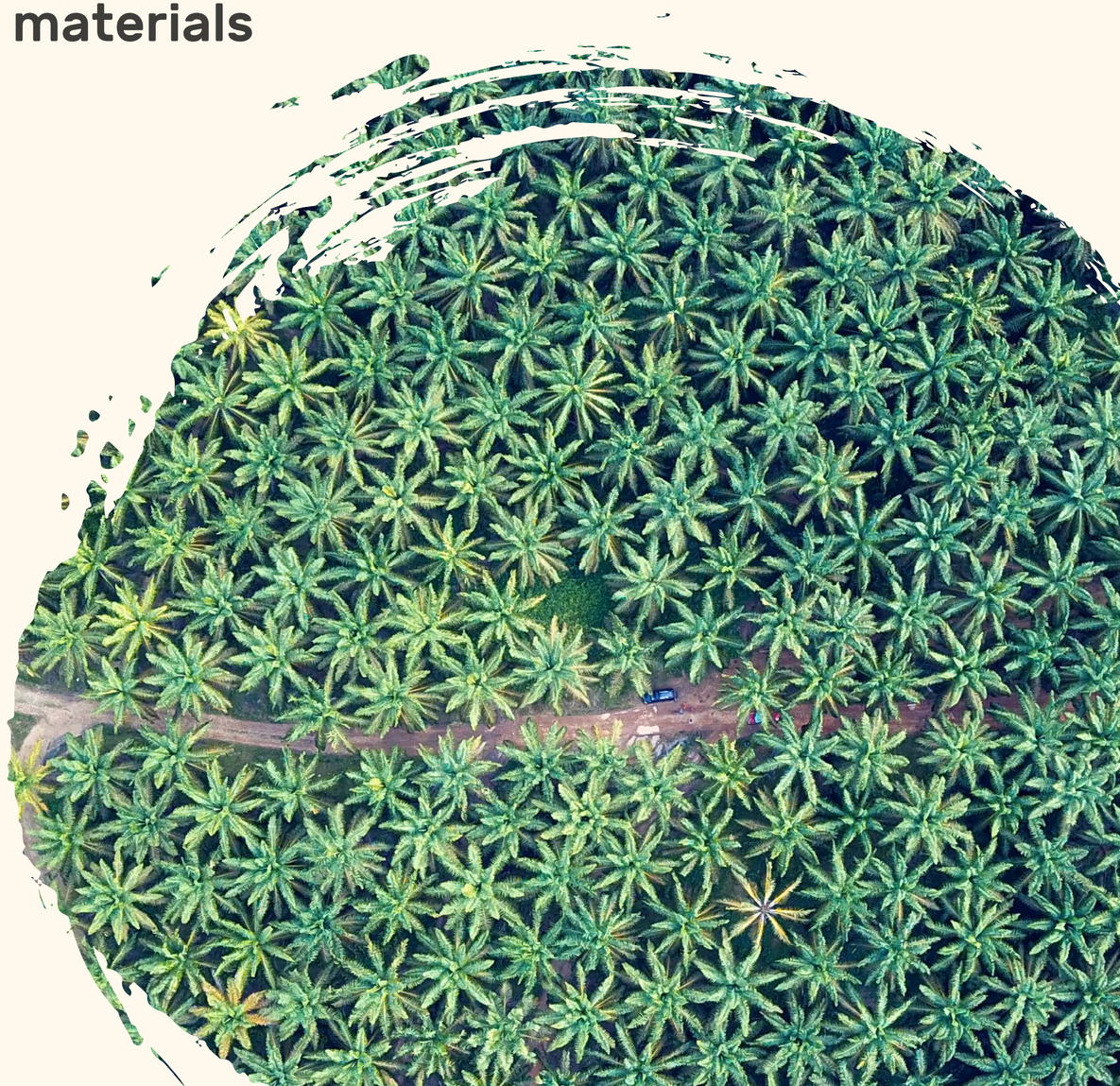
We have developed a new palm oil policy that will help us to reach 100% conformity with the Roundtable of Sustainable Palm Oil (RSPO) by the end of 2024.

In 2024 we will launch a new deforestation policy in line with the Regulation on Deforestation-free products.

We are shifting towards cage-free eggs in 2024 with the objective to be fully cage-free in all our food solutions in 2025.

We continue to be an active member of the Sustainable Spice Iniative (SSI) and support the Responsible Soy Association (RTRS).

In 2024, we will implement our updated Supplier Code of Conduct including our latest sustainability requirements.

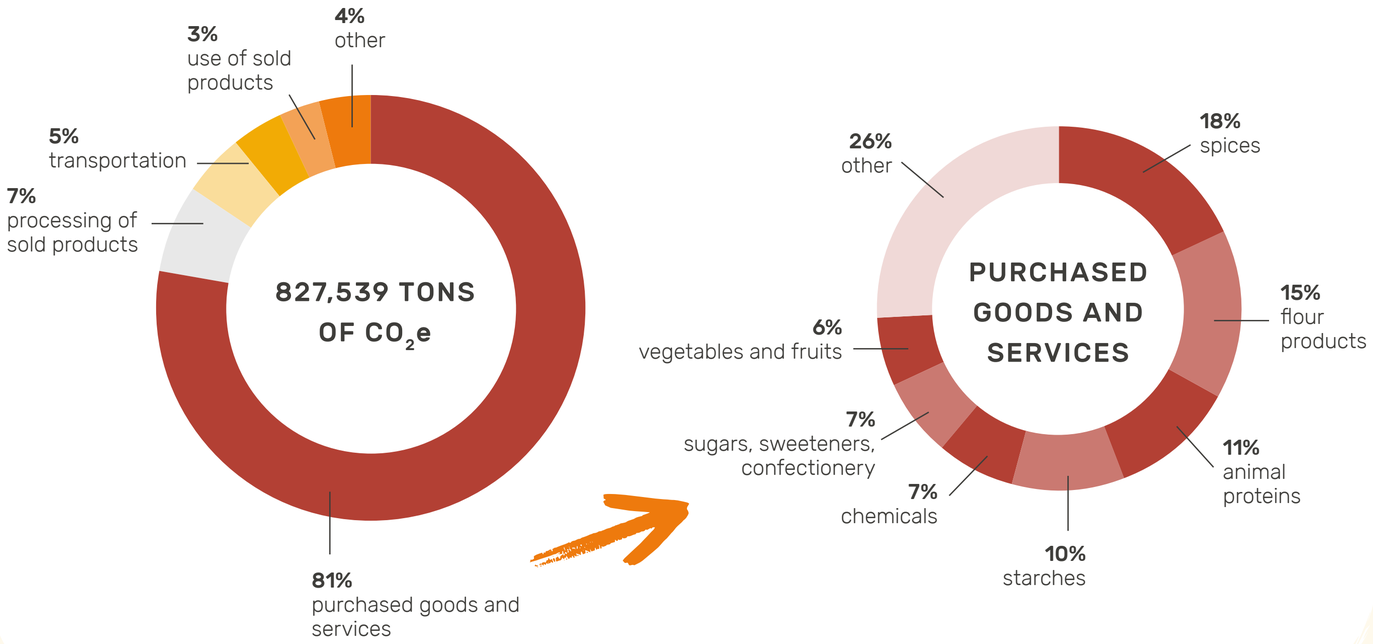


TARGET 3

25% reduction of Scope 3 GHG emissions

SCOPE 3 EMISSIONS [2023]

Carbon linked to our upstream and downstream value chain



81% of our scope 3 emissions are linked to purchased good and services (raw materials and packaging).

A sustainable sourcing strategy is key to reducing our overall Environmental Impact.
Our 4 high-impact raw materials will be the centre of our attention. Together with our suppliers, we'll set up plans to reduce GHG emissions linked to these categories.

Moreover, we'll follow through with the target validation process for the SBTi, including Forest, Land and Agriculture targets.

WHAT'S NEXT

Global Sourcing Director **Quinten Dehertog** on our supplier target

"Focusing on the sustainable sourcing of our high-impact raw materials will be crucial for us and our customers. Only by working together with our key suppliers, we can achieve our targets, which is exactly what we are currently doing."

Quality and food safety

Above anything else, people expect high-quality, safe food in which they can have full confidence. Whether they are eating in a restaurant, bought a ready-to-eat meal in the supermarket, or enjoy the latest plant-based specialty in their local bistro. That makes quality and food safety (QFS) throughout the entire supply chain our **single most material sustainability topic**, as shown in our materiality assessment.

Truth be told, we consider quality and food safety to be our license to operate. And because it's that essential to our success, it's **embedded at all levels** of the company. Directly or indirectly, everyone at Solina contributes to superior quality and food safety.

As a global company, we create **food solutions our customers' consumers can trust blindly and enjoy**. Importantly, that means we **pursue the highest quality and food safety standards at every step**: design, development, sourcing, manufacturing, distribution, and final delivery.



Our ambitions, targets and progress

With culinary food solutions that meet the highest quality and food safety standards, we always live up to the expectations of our customers (and their customers).

TARGET

100% compliance with quality and food safety standards

All our manufacturing sites are required to be certified against a Global Food Safety Initiative (GFSI) recognized scheme. In 2023, 35 GFSI certification audits were conducted by independent certification bodies. The result: **a site GFSI certification rate of 90%**. By 2026, we aim for 100%.

Good to know: all new Solina acquisitions are required to obtain GFSI certification within 2 years if they cannot already present one.

How will we become even more proficient in quality and food safety? By focusing on strict policies, targeted action plans and robust governance.



STRICT POLICIES

Our QFS policies intend to provide guidance, standards and requirements **for the entire value chain**, from the design of our food solutions to their delivery. They apply to:

- ✓ all our subsidiaries and sites (manufacturing facilities, as well as warehouse and R&D centers)
- ✓ all our food solutions
- ✓ all Solina technologies

The included Solina standards describe modes of operation, track scientific progress and monitor regulatory developments.

Moreover, the standards are **aligned with the FSSC 22000 Standard for Quality and Food Safety Management Systems** and backed by a risk analysis.

With our QFS policies, we not only ensure food safety and compliance with current regulations and standards for business continuity, we're also **establishing a QFS culture i**n which food safety is everyone's job. All our employees and business partners commit to the same goals and ways of working, but can also freely bring forward ideas to improve our mutual efforts. And if they encounter an issue that compromises quality and food safety, they're empowered to take action.

> "The keys to advance a quality and food safety culture are increased awareness, open communication, on-going training, employee empowerment, effective teamwork and accountability at all levels. Our policies are aimed at checking all those boxes."

CHRISTOPHE GYSELINCK
GROUP SOURCING, TECHNOLOGY & INNOVATION DIRECTOR



TARGETED ACTION PLANS

√ Risk identification and analysis

We analyze Solina's quality and food safety risks, taking into account emerging and known dangers, their evaluation and their management. To that end, we will develop risk anticipation and management programs, as well as set up internal and external laboratory management. This process covers all inputs, production processes, and finished food solutions.

The list of resulting dangers will be kept up to date at Group level and will be communicated to our production sites. On site, hazard analyses and risk assessments are carried out using the HACCP method: each site is required to adapt the list of (site-specific) hazards in a prevention plan and control plan.

√ A food safety management system

Solina implements a food safety management system on its industrial sites which complies with GFSI standards and is based on FSSC 22 000, IFS, BRC or SQF standards.

√ Product compliance

Our food solutions comply with (inter)national and local regulations and standards.

Control and analytical plans are implemented to verify the conformity of our food solutions with regard to food safety and product regularity. This means we carry out multiple quality controls throughout a food solution's lifecycle: from the reception of raw materials to the delivery to customers or stores.

Through real-time measurement of quality, review of results, objectives and internal audits, the Group detects deviations and eliminates defects to provide a compliant food solution of high and consistent quality. The Group involves its suppliers and partners to achieve its compliance objectives.

√ System compliance and performance assessment

Solina regularly evaluates the performance of its production sites via independent third parties based on GFSI-type food safety standards.

√ Listening to customers and consumers

Our teams listen to customers and consumers to innovate and improve our food solutions. More specifically, numerous validations are carried out before placing something on the market. This guarantees we meet the QFS expectations and requirements of our customers and their consumers.

ROBUST GOVERNANCE

Quality and food safety is a part of everyone's job description. Starting at the top, with our CEO and ST&I Director, and trickling down. In other words, all members of the subsidiary management committees, including the national or regional quality directors, as well as our sites' directors and quality managers, are involved. Together, they are responsible for the operational implementation and monitoring of Solina's QFS Policy, as well as our standards, at all levels of the company.

CEO

GROUP ST&I DIRECTOR

Serving as a liaison for the Executive Leadership Team

GROUP QFS DEPARTMENT, HEADED BY THE GROUP QUALITY DIRECTOR

Defining Solina's QFS strategy, policy and standards, as well as evaluating the conformity and effectiveness of the strategy's implementation by the network of local Quality Directors and Managers.

QUALITY DIRECTORS

Implementing Solina's QFS strategy, policy and standards in their country or region.

MANAGING DIRECTORS

Ensuring that the food solutions placed on the market comply with applicable laws and regulations, as well as the standards defined by Solina.

QUALITY MANAGERS

Implementing Solina's QFS strategy, policy and standards in their subsidiary or site.

WHAT'S NEXT

Group Quality Director **Delphine Risch**

"On group level, standards will be reinforced for full harmonization across categories with a risk-based approach for QFS on sourcing, manufacturing and conception. These reinforced standards include HACCP, allergen management, and foreign bodies management. Furthermore, we will focus on digital transformation and best practices sharing to improve our QFS performance."



02. Environmental Impact

GREENHOUSE GAS EMISSIONS

Greenhouse gas emissions

Although global greenhouse gas (GHG) emissions peaked in 2023, there were also positive signs. Mainly in our two primary regions. In Europe, in a period of modest economic growth, carbon emissions dropped by 8% compared to 2022[1], leaving them at their lowest level in 60 years. In the United States, we see a similar picture: a growing economy paired with shrinking GHG emissions.

This is hopeful news in an area that is rarely associated with positive signs. However, we need to collectively step up our efforts to meet the targets under the Paris Agreement. Needless to say, many eyes are on the food industry as approximately 25% of all human-caused GHG emissions are linked to food[2]. In addition, climate change threatens our access to affordable, nutritious food.

Ensuring a sustainable food system is going to be critical for generations to come. Therefore, we made it our mission to develop **food solutions that are both better for people and the planet**. It's the only way to create a system that delivers food security and nutrition for all in such a way that the economic, social and environmental bases for future generations are preserved and even strengthened.

At Solina, we're taking responsibility for the impact we have (and can have) on our entire value chain.
To demonstrate that dedication, we have signed our commitment to the Science Based Target initiative (SBTi).

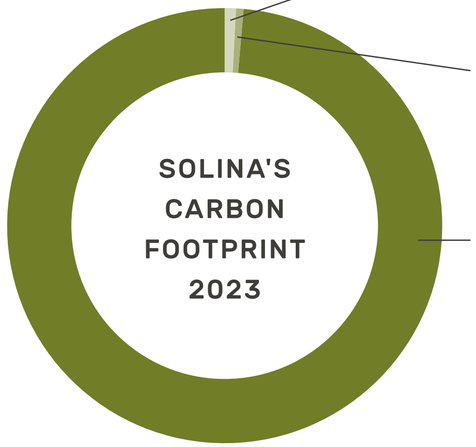


1 2023 Global Carbon Budget
2 Our World in Data: Environmental Impact of Food Production

Our 2023 emissions

In order to define our ambition and targets, we conducted an extensive data exercise in 2022, covering all our sites across Europe and North America to establish a GHG baseline according to the GHG protocol. Using 2022 as our baseline, we are ready to publish our results on an annual basis.

846,113 tons
of CO_2e



2.83 ton CO_2e
per ton produced product

Scope 1 1.6%
Carbon comming from our own facilities (production plants, warehouses, offices and own vehicle).

Scope 2 0.6%
Carbon linked to the electricity we buy.

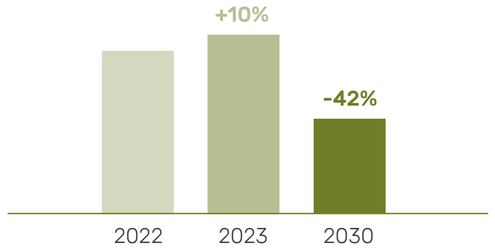
Scope 3 97.8%
Carbon linked to our upstream and downstream value chain

- **81%** purchased goods and services
- **10%** processing and use of sold products
- **5%** transportation

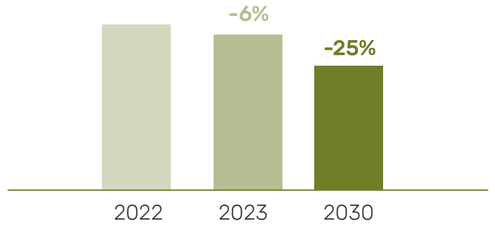
Almost **98%** of our carbon footprint is linked to our value chain emissions.
That's why we made GHG reduction in our value chain an important goal in both our sourcing strategy and the way we work together with customers and consumers to develop more sustainable food solutions.

CARBON FOOTPRINT 2023 VS 2022

Scope 1 & 2



Scope 3



Compared to 2022 baseline

In 2023, we saw an overall increase in our scope 1 & 2 emissions, due to strong growth and carbon reduction plans which are not yet materialized. **Overall, our total carbon footprint decreased by 6% compared to 2022.**

Figures excluding latest 2023 acquisitions

Our 2030 targets

We aim to reduce our GHG emissions by pursuing two main ambitions: one focusing on our Scope 1 & 2 GHG emissions, the other aiming to reduce our GHG emissions along the value chain (Scope 3).
Targets are both in line with the SBTi.

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

TARGET 1

-42% reduction in Scope 1 & 2 GHG emissions

Compared to 2022 baseline

TARGET 2

100% renewable electricity purchased by 2030, and 80% by 2025

TARGET 3

-25% reduction in Scope 3 GHG emissions

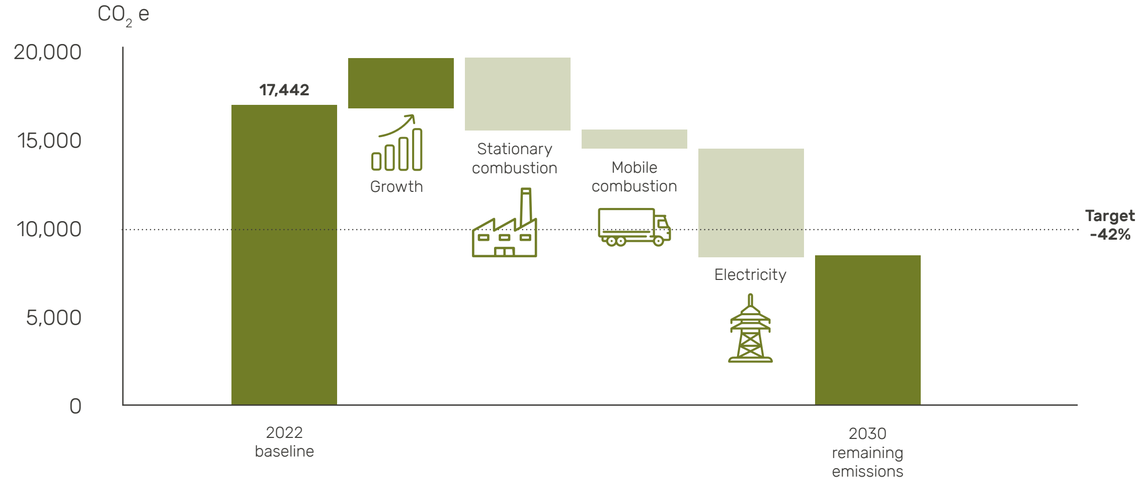
Compared to 2022 baseline

TARGET 1

-42% reduction in Scope 1 & 2 GHG emissions

We have committed ourselves to reducing our own GHG emissions to meet the Paris Agreement's goal of limiting global warming to 1.5C°. That means we aim for a **42% reduction by 2030** – a target in line with our SBTi commitment. To that end, we have designed concrete action plans for each of our 41 sites.

HOW WE'LL REACH A 42% REDUCTION (COMPARED TO 2022 BASELINE)



FACTORY OF THE FUTURE

Solina is on a growth trajectory. We keep challenging ourselves to grow in a more sustainable way. A telling example of this ambition is **our new coating factory** in Biggleswade (UK), which will be fully operational in 2024.

In the factory design, we integrated the latest principles of **sustainable construction**, combined with our own learnings. For example, we produce 40kWh through solar panels on the roof, while heating is provided by hot water generated in the factory's production processes. This self-reliance resulted in an **Energy Performance Certificate rating A**.

TARGET 1

-42% reduction in Scope 1 & 2 GHG emissions

PROCESS OPTIMISATION

By continuously improving our production processes, we intend to cut back on our energy consumption. Our R&D capabilities play a crucial role in this domain as they're an important lever to rethink how we produce our culinary food solutions. A current focus is the reformulation of some of our sauce recipes to reduce cooking time and energy consumption.

> "The most sustainable energy is the energy we don't use."

INVESTING IN NEW TECHNOLOGIES

Technological advancements are essential for businesses to reduce their environmental footprint. At Solina, we fully embrace this connectedness and invest in new technologies to further reduce our GHG emissions. For example, we will be conducting tests in 2024 with steam infusion to increase the efficiency of steam use during the production process of our liquid solutions.



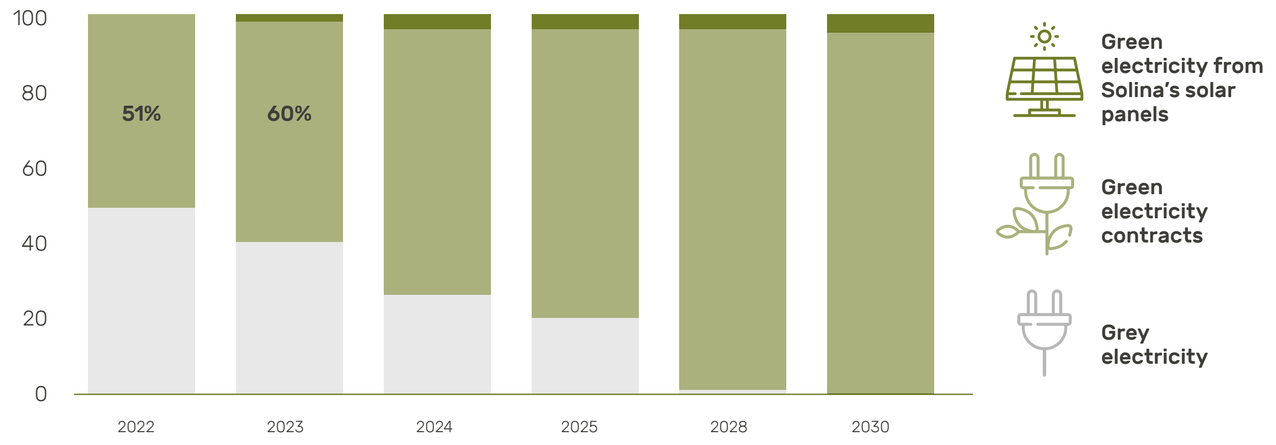
TARGET 2

100% renewable electricity purchased by 2030, and 80% by 2025

Undoubtedly, renewable electricity is a key factor in reaching our 42% reduction target, so we aim for 100% renewable electricity purchased by 2030.

We already made significant investments in this area. Today, 60% of our electricity originates from renewable sources, with 2% coming from solar panels on our own facilities. The biggest progress between 2022 and 2023 is attributed to five Solina sites switching to 100% green electricity contracts.

For the following years, we've projected the evolution in our electricity transition plan:



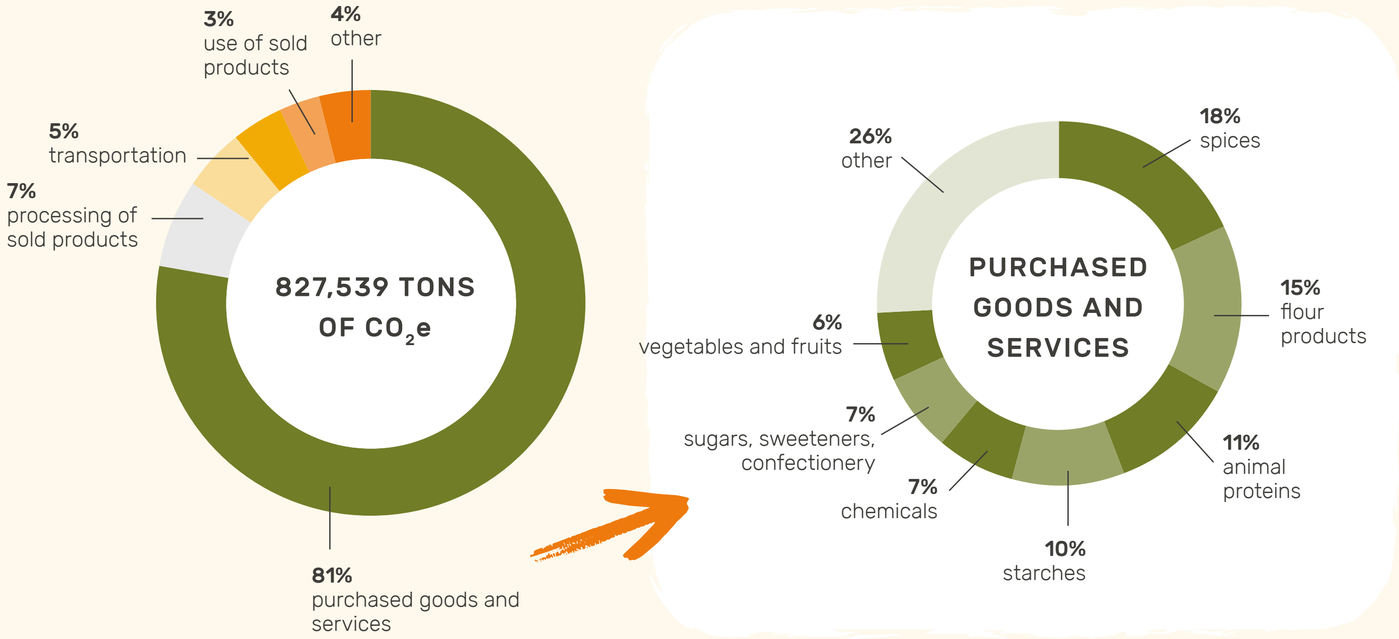
DID YOU KNOW THAT IN 2023 SOLINA …

… optimized its energy usage with heat pumps at our site in Romania. These serve to either heat the building or provide warm water for our boiling process.
… strictly sourced green electricity in the UK.
… decided to switch to a full electric fleet in Central Europe.
… connected its factory in Sweden to district heating, replacing biogas.

TARGET 3

-25% reduction in Scope 3 GHG emissions

The emissions that stem from our supply chain (Scope 3 emissions) account for almost **98% of our total GHG emissions**, which means that reaching our goal – a 25% reduction – would drastically decrease our overall carbon footprint.





WE'RE ALREADY TAKING SIGNIFICANT STEPS IN VARIOUS KEY DOMAINS.

Purchased goods and services

81% of our scope 3 emissions

Over 80% of our GHG emissions are linked to the raw materials we source. That's why we adopted a clear strategy for responsible and sustainable sourcing. This strategy is centered around 4 high-impact raw material categories:

- Spices
- Starches
- Flour products
- Animal proteins

44% of our scope 3 GHG emissions are linked to these 4 raw material categories. They're on top of our agenda and we'll work closely with our strategic suppliers to lower their environmental impact.

Processing and use of sold products

10% of our scope 3 emissions

To reduce the downstream impact of our products and solutions, we work closely with our customers to optimize their food processes and reduce food waste across the value chain. Eager to learn more? Go to 'Better nutrition and sustainable solutions'.

R&D Director Canada **Dominic Dussault**

"We reformulated an entire portfolio of concentrated sauces, resulting in cleaner label and better products. Because we were able to make high-concentrate sauces, we also achieved significant gains in transportation and packaging efficiency further downstream."

Transportation

5% of our scope 3 emissions

We are working closely with our logistics partners to optimize transportation across the value chain and investigate more sustainable alternatives to reduce our impact

Supply Chain Manager Sweden **Simon Carlehed**

"We are working with our logistics partner to switch to electric trucks where possible. Our aim is to electrify around 80% of all regional transport – within 50km of our production plant in Malmö."



"

"We're fully aware that we committed to a very ambitious carbon reduction plan, but I'm confident the concrete action plans we set at our 41 sites will get us where we want to be in 2030. Every new project we add to our pipeline will be analyzed with our environmental footprint in mind."

CYRILLE GUILLOT
OPERATIONS & SUPPLY CHAIN DIRECTOR



03. Innovations & Solutions

NUTRITION & SUSTAINABLE SOLUTIONS

SUSTAINABLE PACKAGING

Better nutrition and sustainable solutions

The Universal Declaration of Human Rights recognises **the right to adequate food** as a part of the right to an adequate standard of living. Translated freely, that means we should all be able to consume affordable, nutritious food needed to safeguard our personal health. Today's reality, however, shows that we're drifting away from that aspiration.

In 2023, over 800 million people went hungry, while about a third of all produced food was lost or wasted. As for those who do have consistent access to food, different issues arise. To illustrate, more than half of humankind is on track to be overweight or obese by 2035.

That leaves us with this pressing question: **how can we improve access to nutritious and healthy food for all?** And adding to the challenge: how can we do that without further compromising our planet's health? Because today's food chain is responsible for about 25%[1] of the world's carbon footprint.

Consumers are increasingly mindful of the **links between food, personal health and a sustainable natural environment,** leading to a shift in eating habits: people increase their intake of nutritious ingredients, look for transparent labels, etc. In short, **people desire food they understand and trust.**

> "We're committed to answering the renewed call for good nutrition with better-for-you and better-for-the-planet food solutions that don't compromise on taste and food experience."

CHRISTOPHE GYSELINCK
GROUP SOURCING, TECHNOLOGY
AND INNOVATION DIRECTOR



1 Our World in Data: Environmental Impact of Food Production

Our ambition

Creating nutritional and sustainable food solutions isn't a new ambition. **We've been doing this for years**. What's changing is the pace of our efforts. We'll accelerate all production innovation aimed at making food matter for people and the planet. Something we'll do together with our customers and suppliers.

Our ambition: to be the partner of choice when it comes to developing more nutritional and sustainable food solutions, offering superior taste, sensorial and functional experiences.

Before we get into the targets supporting our ambition, a word on what exactly we mean when we say 'nutritional & sustainable'. We focus our innovation and R&D capabilities around 3 priorities in which we believe our capabilities can make the biggest difference: better nutrition, more new protein food & vegetables and less food waste.

Better nutrition

More new protein food and vegetables

Less food waste



Better nutrition

Leveraging our innovative R&D capabilities, we're working together with customers to make food more nutritionally balanced by optimising existing solutions or developing new ones.

For us, there are two main courses of actions:
✓ Enriching food with fibre, protein, vegetables, etc.
✓ Reducing the levels of sodium, fat, sugar, calories, etc. in food.

In addition, we're developing a wide range of organic, naturally sourced and allergen-controlled food solutions, and we're reformulating recipes to make ingredient declarations more consumer friendly. We're making good on our goal to provide consumers with better nutrition in line with standards such as the Nutri-Score.



Offering sauce ranges with reduced sodium, fat and sugar.



Developing more natural solutions for the meat industry (e.g. no nitrite or phosphate).



Together with our QSR customers, we're actively working on solutions to reduce sodium levels.

More new protein food & vegetables

We'll develop end-to-end solutions to meet the rising demand for vegetable-based diets, including:

- ✓ high-quality meat alternatives and analogues that excel in taste and nutrition
- ✓ innovative food concepts that stimulate vegetable intake
- ✓ hybrid solutions that offer the best of both worlds

To develop other innovative solutions, we are looking into new technologies, such as fermented proteins (e.g. mycoprotein).



Offering plant-based burgers, tuna, bacon and smoked salmon with exceptional nutritional values and sensory experiences.



Developing coatings that promote vegetable-based diets.



Creating hybrid solutions, e.g. chicken ham containing cauliflower and soy protein, as well as reduced sodium levels.

Less food waste

We want to develop food solutions that minimise food waste, both in our own operations and across the value chain. An effective course of action is upcycling food side streams that would otherwise result in food waste.

At the same time, we're focusing on shelf life and higher-tolerance food, among other things, to combat food waste downstream.



Optimising our sauce recipes and processes to improve product shelf life.



Extending the crispiness of French fries by applying innovative coating technology.



Helping our customers to integrate vegetable side streams into vegan food products, such as burgers, balls, nuggets and schnitzels.

Our 2030 targets

TARGET 1

100% of our new innovations contribute to more nutritional and sustainable food

TARGET 2

50% of sales come from more nutritional and sustainable alternatives for customers

TARGET 3

Always inspire and support customers on their journey to more nutritional and sustainable food

TARGET 1

100% of our new innovations contribute to more nutritional and sustainable food

That's right, all of our new innovations. The key to achieving that bold target: proactively using our **creative**, **culinary** and **scientific expertise** to create food solutions that tap into current and future trends (e.g. consumer, customer and technology trends), while ensuring these creations always contribute to **more nutritional** and **sustainable** food.

This is true across all our solutions, including meat, sauces, coatings, new protein food and snacks.

Our commitment to great taste and culinary experiences is deeply embedded in our innovation strategy. Nutrition and sustainability are too. An example of our new, proactive R&D work in action: t**he development of a new generation of coatings to meet the rising demand for reduced-fat food products.** These coatings still excel in taste, appearance and texture, but are more nutritious and sustainable. More nutritious because there's minimised fat uptake during cooking. More sustainable because cooking time is reduced, resulting in a lower energy footprint.



TARGET 2

50% of sales come from more nutritional and sustainable alternatives for customers

We're planning to meet this target through various angles.

One is to actively engage with customers on sustainability.
Where are they heading and how can we help them get there?
A second angle is to proactively act on future **trends** and upcoming **legislation**.

36%
of our sales came from more nutritional and sustainable alternatives for customers in 2023.



HOW WE HELP OUR CUSTOMERS WITH UPCOMING TRENDS

Ban on advertising HFSS products

Managing Director of the UK and the Nordics
Adam Jones

“The UK government is planning to impose restrictions for retailers on advertising HFSS products – High in Fat, Salt and Sugar. Instead of waiting for reality to bite, we proactively approached a major retailer and agreed to assess which products are likely be caught by this legislation. We then applied our culinary and nutritional skills to develop alternative solutions to make HFSS-affected products healthier. We see this as a golden opportunity to improve and even take the lead in a category that’s directly linked to overweight and obesity.”



Update of Nutri-Score

Managing Director EMEA **Geert Verhelst**

“The updated Nutri-Score rating in France, Belgium, the Netherlands, Luxembourg, Germany, Spain and Switzerland will incorporate new thresholds for sugar, salt, protein, fibre and promoting white over red meat. During the transition period, existing products will need to adapt to the new standards.

As we navigate this transition, I’m excited about the opportunity for Solina to offer bespoke, innovative, better-for-you solutions to our customers. Together, we can maintain or enhance the Nutri-Score ratings and contribute to healthier food choices for our clients and in our communities.”



Front-of-package nutrition labelling in Canada

President Solina Canada **Guillaume Dubois**

“The front-of-package nutrition labelling will be mandatory for pre-packaged foods that meet or exceed set levels for sodium, sugars or saturated fat.
Our regulatory team has been leading the charge to ensure that these upcoming regulations are top of mind as we develop new products and create new labels.
We’re doing a complete review of all existing items and work hand in hand with our customers to showcase our proactivity. After all, their brand’s success is our success.
And at the same time, we’re thrilled to contribute to overall healthier and more sustainable products for the end consumer.”



TARGET 3

Always inspire and support customers on their journey to more nutritional and sustainable food

Solina wants to be the go-to partner for customers who also want to make food matter for people and the planet. They can count on us to proactively work with them to provide options that take health and sustainability to another level. That's also what they expect from a nutrition solutions provider with our scale and capabilities.

"We're happy to work with Solina as a true innovation partner. They regularly approach us with new ideas and proposals that help us to create more nutritious food: from increased levels of protein to reduced fat. Important, if you know that we distribute our plant-based products to schools and preschools. Also good to know: there's never any compromise on taste."

A MANUFACTURER OF PLANT-BASED FOOD PRODUCTS



What's next

Group Sustainability Transformation Manager **Brecht D'hont**

"We are accelerating our innovations to develop food which is tastier, more nutritional & sustainable. As always we'll do this in close collaboration with our customers and suppliers. Together we can work on better-for-you and better-for-the-planet solutions, benefiting consumers and in fact the whole farm to fork value chain. Our new innovation framework will provide us with the right focus to deliver on this promise."

Global Business Development Director **Thomas Decroix**

"Together with our commercial teams, we'll get an even better understanding of our customers' (and their consumers') needs regarding nutrition. We want to continue inspiring them with customised food solutions promoting healthier and more sustainable food."





Sustainable packaging

When it comes to food, packaging isn't just meant to please the eye. First and foremost, it's a **safeguard, a preserver, and a source of information.** Indeed, the right packaging keeps our food fresh, our meals safe, and our choices informed. In that sense, it's one of the best solutions to **prevent food waste**.

Despite this, food packaging also has an impact on the environment. And as the Solina flotilla expanded over the years, that impact related to food packaging has become increasingly important to us. We've grown strong in channels (e.g. foodservice and quick-service restaurants) and food categories (e.g. sauces) that heavily count on adequate packaging. Therefore, **we want to take up the challenge** to go for adequate as well as sustainable packaging.

In other words, if we want to make food matter for people and the planet, providing the right packaging to our customers must be top of our agenda. Moreover, as a company developing food solutions in close collaboration with our customers, we see sustainable packaging as an **integral part of our food solutions**. It's a genuine way of supporting our customers in achieving their sustainability goals and meeting (upcoming) regulations.

> We see sustainable packaging as an integral part of our food solutions.

Our targets

Together with our customers, we want to create sustainable packaging solutions, without compromising on food quality, safety, and product appeal.
This applies to primary as well as secondary packaging. Three ambitious yet realistic targets support our overarching ambition.

TARGET 1

We follow the European Ecodesign Directive in the development of all new packaging.

TARGET 2

We're doing our utmost to make 100% of our packaging recyclable* or reusable by 2025.

(*) Ready to be recycled

TARGET 3

We'll steadily increase the share of recycled content in our packaging by 2030.

We follow the reduce, reuse, recycle framework to support us in achieving our targets

Reduce

We want to systematically reduce the amount of food packaging we use. And for the food packaging we do use, we aim for the lowest possible weight without endangering the functionalities of the packaging. This shift to lightweight materials and weight optimization will reduce the use of valuable materials.

It's a strategy we intend to implement for all our main packaging categories: flexible plastics, rigid plastics, and paper/cardboard.



Optimizing packaging for transport

We're looking into packaging sizes and formats, as well as improved pallet utilization to reduce our transport footprint.



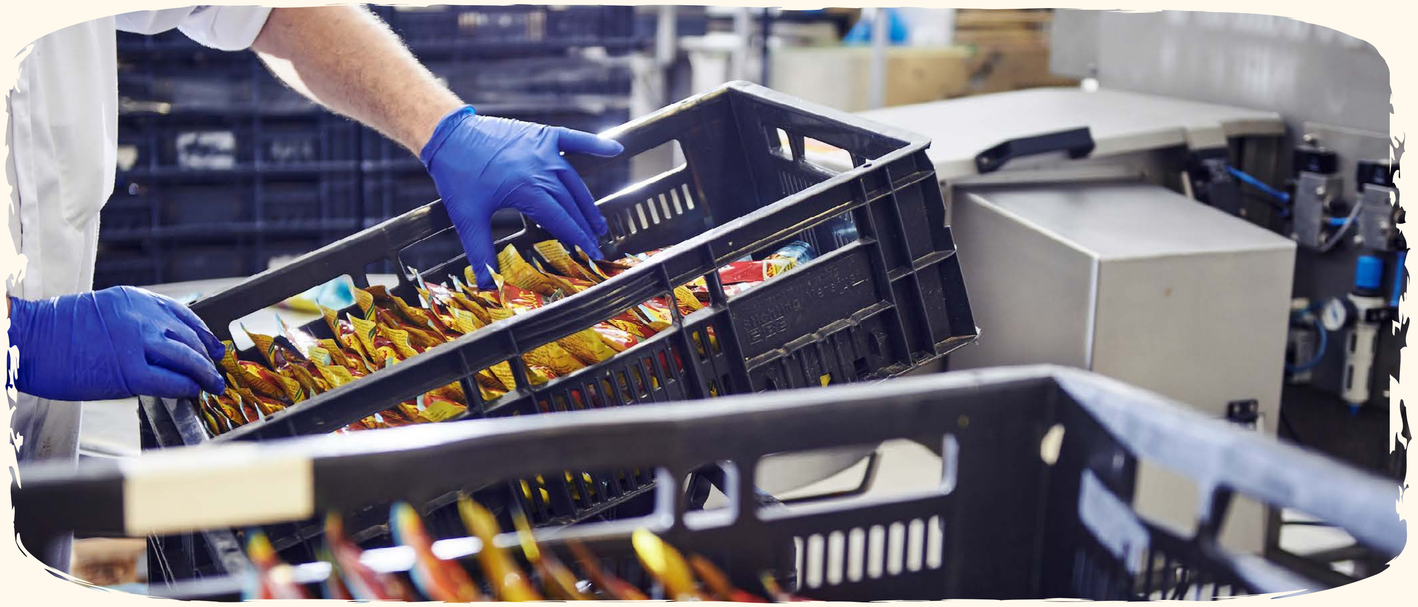
Going for lightweight films

We're developing lightweight packaging films without compromising on food safety and quality. In some cases, we're able to achieve up to 50% weight reduction, which has a significant impact on our environmental footprint.

Reuse

The distinctive characteristics of reusable food packaging set it apart from single-use alternatives, offering a wide array of benefits. The advantages include a reduction in waste generation and the preservation of natural resources.

For now, this strategy mainly applies to our secondary packaging and we've taken significant steps forward in 2023.



Distributing with customized returnable packaging solutions

We have solutions available to deliver our culinary food solutions in returnable crates – ready to be used again.

Recycle

Next to our key focus to reduce and to reuse, we are significantly improving the recyclability of our existing materials and increasing the usage of recycled content. In all new developments, we choose the design that best fits with our goal of reducing the environmental impact of our product and packaging combinations.

As to recyclability, huge steps have been taken in the industry in the last couple of years, but a key challenge remains to switch from complex, difficult-to-recycle films to recyclable-ready mono-material films – without compromising on shelf life, food safety, and other key functionalities.

We'll continue to rise to this challenge with innovative solutions. In 2023, we already qualified recyclable materials to replace complex films, while we also introduced recyclable-ready closures and containers for our core products.

In addition to these efforts, we will replace packaging materials containing PVC and polystyrene with recyclable-ready materials.

67%
of our packaging is recyclable.



Developing mono-material sachets for sauces



Eliminating carbon black to improve recyclability



Switching to recyclable closures



Moving towards recycled FSC-certified outer cases

What's next

"Sustainable packaging is about reducing, reusing and recycling, while decreasing the carbon footprint. Although we look at packaging through a sustainability lens, we try to take all elements into the equation. So, for us, packaging should primarily minimize food waste, but it's also about experience, convenience, and more.

In 2024 and 2025, we intend to intensify our cooperation with packaging suppliers, production sites, and customers. Ensuring all our packaging is recyclable or reusable can only be accomplished through strong collaborative efforts."

GUUS LUEB
GLOBAL R&D PACKAGING LEAD



04.
People & Culture

TALENT ATTRACTION & RETENTION

DIVERSITY, EQUITY & INCLUSION

OPERATIONAL HEALTH, SAFETY & WELLBEING

BUSINESS ETHICS & INTEGRITY

People and culture

At Solina, we believe that a company's success is determined by its services and products, as well as its ability to attract, develop, engage, and retain talented people.

We want to be an **employer of choice** for the brightest and most passionate minds in the food industry. Offering a positive and diverse workplace culture, strong values, and a supportive environment that helps them to grow both professionally and personally.

In People & culture we focus on 4 domains:

- ✓ Talent attraction & retention
- ✓ Diversity, equity & inclusion
- ✓ Operational health, safety & wellbeing
- ✓ Business ethics & integrity

These are all key contributors to maintaining a diverse and positive culture where people like to work. For each of these domains we have defined our targets for 2030.

Only by striking the right notes, from recruitment and onboarding to development, recognition, and a diverse, inclusive, and safe environment, will we succeed in reaching Solina's and our employees' ambitions – which are inextricably connected.



Talent attraction and retention

Our targets

To create a working environment where we can attract, develop, motivate, and retain the right people to make food matter for people and the planet, we've set ourselves **2 clear targets for 2030**.

TARGET 1

Achieve an employee retention rate of 90%

TARGET 2

Maintain an employee engagement rating of A+



TARGET 1

Achieve an employee retention rate of 90%

We want to keep our employees happy, healthy, and engaged, so that they want to join us on future endeavors as well. That means that our plans and ambitions for occupational health, safety, and well-being, business ethics, and diversity, equity, and inclusion center around attracting, motivating, and retaining talent.

We actively invest in our employees, offering them tailored career prospects, unique work experiences, and a chance to acquire invaluable expertise. In 2023, that comprehensive approach resulted in a **retention rate of 83%**.

83%
Employee retention rate 2023

AN ENTREPRENEURIAL COMPANY CULTURE

A key lever for our high retention rate is our culture. Fostering a supportive, positive, and entrepreneurial **company culture** is instrumental to our success. It encourages collaboration, drives innovation, fosters great relationships, and provides a safe space for open communication – all critical for high employee engagement.

We describe our culture as **The Solina Way.**

Through regular culture workshops for all our employees, and by embedding it into our recruitment process, people performance evaluations, as well as leadership development programs, we constantly enhance The Solina Way. Moreover, it is a key element in successfully integrating new acquisitions into our flotilla.



TARGET 1

Achieve an employee retention rate of 90%

LEARNING AND DEVELOPMENT

A second lever is learning and development (L&D). In 2023, we offered our employees a wide variety of L&D opportunities. On top of that, we paid special attention to leadership development, as leaders play a crucial role in sustaining employees' interest in their roles and inspiring them to excel.

In 2023 we created a dedicated Leadership development framework, which helps to better understand our renewed company strategy, build awareness of our sustainability journey, deliver excellent performance, and focus on personal development plans and modern-day leadership skills.

LEARNING & DEVELOPMENT IN FIGURES (2023)

1,000
employees signed up for workshops on The Solina Way

1,000
employees got immersed in strategy workshops

+500
employees took part in our series of sustainability webinars

+100
leaders participated in Leadership Development Programs

60 leaders were trained to have more meaningful performance and career talks

Climate Fresk Workshops

In 2023, we organized 18 Climate Fresk workshops with more than 500 colleagues in 10 different locations. Climate Fresk is a tool to educate people on climate and sustainability through gamification.

"

"It's always very energizing to engage with different teams on this important topic, listening to their ideas and questions, raising their awareness on climate change, helping them understand why, at Solina, we want to reduce our impact on the planet. For 2024, we want to engage with an additional 500 employees to create even more impact."

SIBYLLE LAMY
GROUP SUSTAINABILITY CHANGE MANAGER



Our employee stories

FROM FRANCE TO THE STATES

Sustainability & Continuous Improvement Manager in North America **Corentin Perrault**

"My story at Solina began 14 years ago. Fresh out of high school, I started as an operator in France. The more I learned, the more I wanted to spread my wings. Solina allowed me to do just that. Over the years, I gained experience in various countries and roles. For example, I had the privilege of starting up a new plant in Turkey, sharing my passion in the Netherlands, and becoming a plant manager in France. Ultimately, I flew out to join the ambitious new North American team. I'm very grateful for the support I received to take on new challenges and give direction to my career."



TAKING A CHANCE ON YOUNG TALENT

HR Business Partner in Sweden **Simon Lundqvist**

"I started my journey with Solina as a temp, after which I stayed on as a full-time production worker. Two years later, I decided to change my career completely and enrolled at university to jump into the field of HR. The good news: not only did Solina allow me to work for them during the summers, the company also offered me a role in HR afterwards. First, in a part time role and, from January 2024, as a full-time HR Business Partner for Solina. I'm so happy that I decided to step outside my comfort zone and had a manager who wasn't afraid to take a chance on me. As an engaged employee, I hope to inspire others with my story."



MEETING THE SOLINA CULTURE

BU Manager Essential Cuisine **Heather Wilde**

"When Essential Cuisine was acquired by Solina in 2018, I had no idea it would boost my career the way it did. Within 2 years, I went from working with the local sales team to becoming a Business Unit Manager at Essential Cuisine. Solina creates an environment where you can unlock your full potential – a perfect match for me."



TARGET 2

Maintain an employee engagement rating of A+

As a part of our continuous listening strategy, we conduct a company-wide **Employee Engagement Survey** every two years. This allows us to better understand employee experiences, concerns, and suggestions for improvement.

The two surveys we conducted in 2020 and 2022 led to the launch of various initiatives, such as the creation of an internal communication tool for the entire group and the cross-pollination of projects via different events and platforms. In 2024, we will again ask our employees to share their thoughts and feelings on working for Solina.

Solina's growth, both organically and through acquisitions, means we welcome many new employees every year. We've noticed that our success story, international footprint, high ambitions, sustainability journey, and employee value proposition resonate with a growing number of people.

The next step is to strengthen our position in the market and communicate in a more consistent way. This is on the agenda for 2024 and we are confident it will lead to even more (spontaneous) applications and interest in working for Solina.

A+
engagement rating

"We look forward to many initiatives in 2024, such as our third Employee Survey, the launch of new L&D programs, employer branding campaigns, and digitization projects. Meanwhile, we'll further embrace The Solina Way and embed our distinct culture in our new acquisitions. At the center of it all: our employees."

ERIC FILLIAT
GROUP HR DIRECTOR



Diversity, equity and inclusion

From accelerating innovation to improving our understanding of customer and consumer demands, **a diverse workplace provides us with the balance of voices we need to bring our purpose to life**. Diversity is key to our overall performance. We promote diverse and equitable teams at all levels of our organization, reflecting the communities we serve.

Diversity is only one side of the medal. With thousands of colleagues spread over 18 countries creating food solutions for customers across the globe, diversity comes naturally. To genuinely thrive, we need to unlock the huge potential of all that diverse talent. That's where inclusion comes into play: making sure that every single employee knows they can bring their authentic selves to work.

That sounds simple enough, but establishing a workplace where everyone knows that their presence, ideas, and contributions are truly valued and taken seriously is a continuous journey. One that starts from the top, with an inclusive culture that is welcoming and demonstrated by leaders.



Diversity, equity and inclusion

Our targets

We **embed DEI principles, practices, and processes in every step of the employee journey**. From their hiring experience and onboarding process, to how we support employees in their personal and professional development, to how their performance is managed, evaluated, and rewarded, to how we keep them aboard and help them advance towards new roles. Our overarching ambition is supported by 4 DEI targets:

TARGET 1

Full awareness and under-standing of DEI within Solina

TARGET 2

45% women in leadership positions

TARGET 3

Equal pay for men and women

TARGET 4

All employees feel empowered to speak up and bring their ideas

TARGET 1

Full awareness and understanding of DEI

In 2023, we developed a DEI Charter. This charter reflects our beliefs and commitments, and was signed by the entire Executive Leadership Team.

TRAINING SESSIONS TO RAISE AWARENESS

In 2023, we launched a DEI awareness program. This program is aimed at boosting awareness about different types of diversity, appreciating differences among co-workers, and providing knowledge and strategies to enhance employees' interpersonal and communication skills to help build a positive work environment.

In 2023, we trained 200 employees, including the Executive Leadership team. Moreover, 46 volunteers from various countries became internal DEI ambassadors. In 2024, we will start rolling out the DEI awareness program across all Solina locations.

> “The ambition is to step up our DE&I efforts. To illustrate, we’ll organize DEI awareness sessions at all Solina sites, and we’ll subsequently measure progress via our employee engagement survey. Besides that, we’ll review our recruitment and selection process, as well as address unconscious hiring biases through manager training. These and other efforts will lead to consistency across all our regions and will make Solina an even greater place to work.”

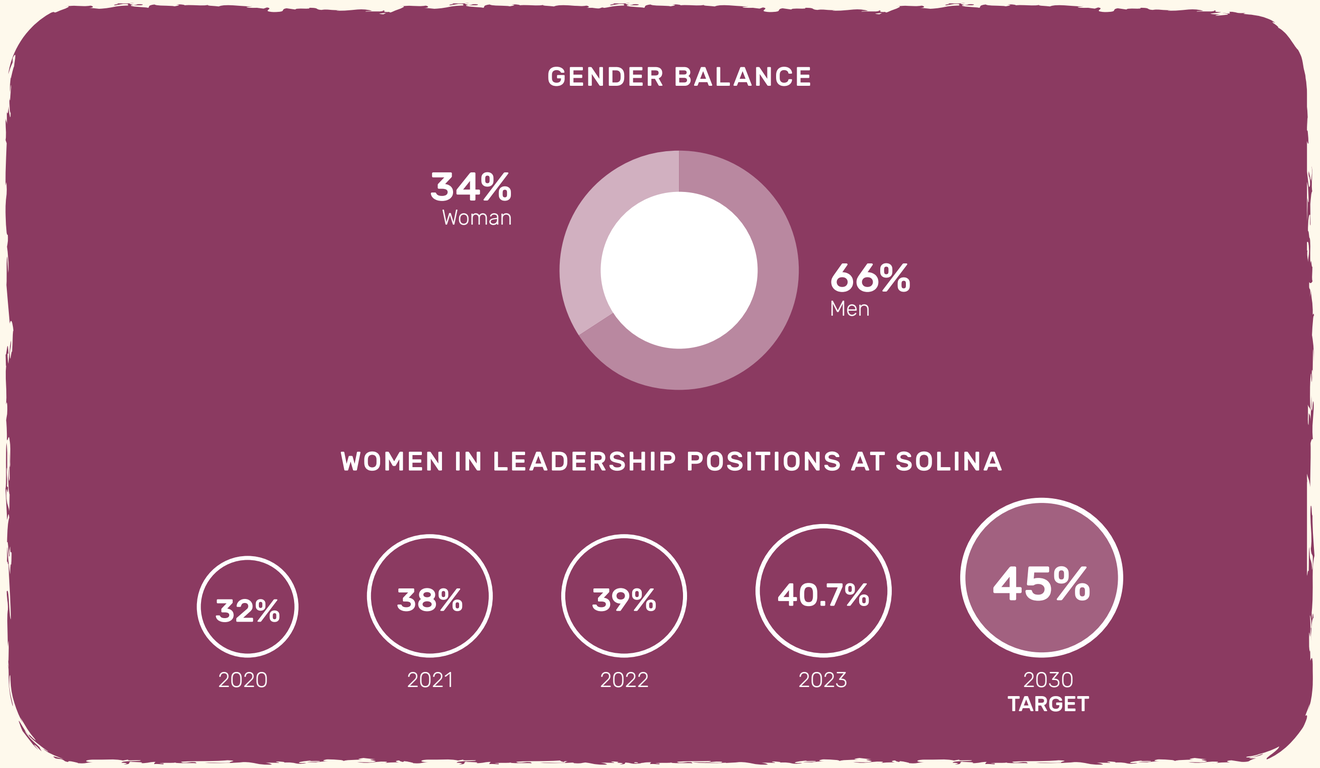
NINA MARTINSEN
PEOPLE & CULTURE DIRECTOR NORTHERN EUROPE & UK

TARGET 2 & 3

Woman in Leadership and Equal Pay

Gender equality is essential for companies to perform at their highest levels. Besides making good business sense, it also paves the way for a culture that benefits everyone involved. So, it is our objective to ensure that all our employees receive equal pay, promotions, and job opportunities, regardless of gender identity.

As a part of our gender parity ambition, we want to have 45% women in leadership positions by 2030. In 2023, we already made good progress on this front.



Operational health, safety, and well-being

As a large-scale employer, we have a major impact on the well-being of many people. Our first and foremost priority: **ensuring all our 3,900 colleagues go home safe and sound at the end of the working da**y.

To that end, we strictly comply with all applicable health and safety laws, regulations, and standards in every Solina location. However, we consider compliance as the bare minimum. A true safety culture is built on **proactive thinking and behaviour**. So, we want to empower and encourage all employees to proactively improve health and safety in the workplace. Our promise: if employees speak up, we will listen and follow up.

Physical well-being is just one piece of the puzzle. Equally important are **social, cultural, financial, and mental well-being**. Getting all these dimensions right significantly boosts employee motivation and engagement. People will stay longer and develop a sense of belonging, which, in turn, reflects on suppliers, customers, job candidates, and other stakeholders. In short, **a healthy, safe, and caring workplace leads to a prosperous workplace**.



Operational health, safety and wellbeing

Our targets

We cannot overstate the critical importance of our talent. The success of Solina depends on the capabilities, commitment, and passion of our people. It is our ambition to create a working environment where our people can thrive. Among other things, this means that we establish **an exemplary health, safety, and well-being culture**, with a holistic approach and a focus on continuous improvement.

TARGET 1

Zero workplace accident and occupational health culture

TARGET 2

Nurture and enhance well-being at work

TARGET 3

Full awareness of EHS standards & guidelines

We follow our **4C framework** to support us in achieving our targets;
Commitment, Communication, Compliance, and Control

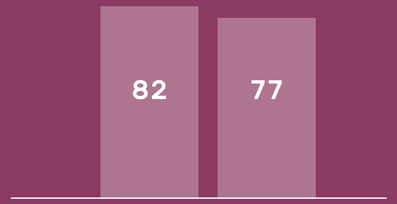
Commitment

Health, safety and well-being is the first talking point of every leadership meeting, including executive meetings, regional or local meetings, and functional meetings. Results are shared, current and upcoming initiatives get discussed, and everyone has a chance to voice their ideas and insights.

COMMITMENT IN ACTION

Our leaders have committed to visiting 2 Solina sites per year for a Management Safety Visit. During those visits, they openly engage with employees on health, safety, and well-being to gather input on what is going well and what could be improved.

ACCIDENTS WITH LOST TIME



In 2023, more than 60% of accidents were related to muscle pain (41%) and hits and bruises (23%).



Communication

Educating employees about risks and hazards at work is essential in creating a proactive safety culture. Additionally, it ensures that all employees are familiar with the safety operations, procedures, and controls in the workplace and understand how to work with them. Some of the communication initiatives that took place in 2023:

✓ **Safety Days** – Employees engaged in interactive workshops, emergency simulations, training on the proper use of personal protective equipment, and other safety-related activities.
✓ **Safety Flyers** – Accidents with lost time and serious near misses are translated into a one-page learning to avoid similar accidents in the future.
✓ **Life Saving Rules** – A campaign with posters, laptop stickers, and creative mirrors to stress the most critical topics in Solina's health and safety policy: ergonomics, hand protection, transport and warehouse safety, machine safety, and work permits.
✓ **Training courses** – We organized root cause analysis sessions, ATEX courses, LOTOTO training, stress prevention workshops, and much more.

COMMUNICATION IN ACTION

We use virtual reality to create an immersive experience during our Safety Days. This technology allows employees to encounter risky situations themselves within a safe and controlled environment, learning to react appropriately.



Compliance

At each Solina site, we provide the necessary training courses on topics like equipment safety, electrical and fire safety, ergonomics, first aid, collective and individual protection, and licenses (e.g. for forklift drivers). These topics are also part of our onboarding journey for new employees.

On top of that, we adhere to ISO 45001, the international standard for occupational health and safety (OH&S), providing us with a framework to manage risks and continuously improve OH&S performance.

Control

We track our local and global results on a monthly basis and share them internally, together with best practices. Moreover, we conduct internal audits throughout the year. These allow us to identify potential hazards and evaluate our safety practices, procedures, and policies. For us, audits are much more than just a box-checking exercise or defensive measure. They can bring about positive benefits, such as continuous improvement and a higher safety awareness among employees.



What's next

"

"Investing in health, safety, and well-being isn't just a choice; it's a commitment to protect our most precious asset: our employees. Let's continue to prioritize protection, nurture resilience, and empower everyone to further develop."

MARILI JAANSOO
GROUP HEALTH, SAFETY AND ENVIRONMENT EXPERT



Business ethics and integrity

The call for responsible entrepreneurship is greater than ever, with increased focus on issues such as anti-corruption, fair competition, socially responsible behavior, principled relationships between organizations, etc. Although many of these aspects are laid down in legislation, responsible business conduct is about more than just complying with the rules. It's about building **a solid foundation of trust and accountability**, putting the spotlight on positive virtues rather than the list of don'ts.

As a global group, operating in diverse cultural, legal, and regulatory environments, business ethics and integrity are top of our agenda, both internally and across the value chain. The way we deliver our performance is as important as our performance itself.



Business ethics and integrity

Our targets

Solina strives to be an ethical and trustworthy company that stays true to its core values under all circumstances.

TARGET 1

100% compliance with Code of Ethics by employees, suppliers, & business partners

TARGET 2

Zero tolerance for any corruption, bribery, or unethical behavior

TARGET 3

Zero tolerance for (sexual) harassment, misconduct, & discrimination

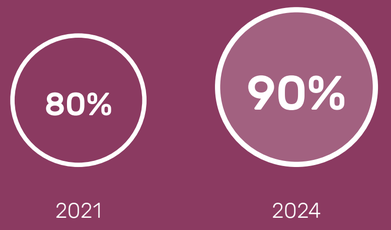
TARGET 4

Fair wages and working conditions for all employees

Code of ethics for employees

Our Code of Ethics provides a foundation for ethical decision-making within Solina. It is a set of principles and guidelines designed to help our employees act with honesty and integrity in all actions representing the company. With dedicated training courses, we make sure everyone knows and applies all the building blocks of our Code of Ethics for Employees.

80% OF EMPLOYEES* received training on our Code of Ethics for Employees since its launch in 2021. In 2024, we want to have more than 90% trained, while training will be mandatory for all new employees.



*operational staff not included

Whistleblowing policy

We encourage our employees to make good faith reports of harassment, corruption, breaches of law, and other improper business conduct – and protect them when they do.

We promote a culture where employees can confidently report misconduct to their manager. However, if an employee does not feel comfortable doing so, the report can be made anonymously. Our Whistleblowing Policy offers optimal protection and no retaliation. With training courses, we ensure that the contents of the policy are well understood by all employees.

Anti-bribery and anti-corruption Policy

Signed in December 2023, the purpose of this policy is to outline and explain the prohibitions against bribery and corruption in all Solina operations, to highlight the specific compliance requirements relating to these prohibitions, and to reinforce the group's commitment to conducting business globally with the highest level of honesty and integrity.

Anti-trust and fair competition group policy

We believe that open markets are in everyone's best interest, as they encourage businesses to be innovative. That's why we have to compete fairly with our competitors and deal fairly with our customers and suppliers. How we comply with applicable local competition and anti-trust laws is stated in our Anti-Trust and Fair Competition Group Policy (2023).

Cybersecurity

In 2023, our cybersecurity focus identified gaps, unified our environment, and enhanced visibility. We conducted an external vulnerability and intrusion exercise and an ISO 27001 gap analysis, which guided our short-term and long-term strategy. This year, our goals include strengthening network security, enhancing our active directory, and aligning further with ISO 27001 standards. Additionally, we'll implement a comprehensive risk management framework by the end of 2024, with a strong focus on user awareness and building cyber resilience.



What's next

"In our journey to become an exemplary global group regarding business ethics and integrity, we have many projects in the pipeline. One such project is the company-wide Human Rights Risk Assessment we have planned for 2024, in line with upcoming CSRD requirements. This exercise will provide Solina with a starting point to develop robust solutions to address any existing or emerging human rights issues. In addition, we plan to further role out and implement our Anti-Bribery & Anti-Corruption and Anti-Trust and Fair Competition Group Policies."

SOPHIE PERRIN
GROUP LEGAL DIRECTOR



05.
Performance & Reporting

Governance

Successfully managing and executing a sustainability strategy requires a robust governance structure. One that facilitates decision-making and considers the long-term impact of actions and policies, while helping the company to measure and track performance, strengthen relations with external stakeholders, and ensure overall accountability.

We set up a sustainability governance structure reflecting our 5 domains and fully aligned with the way Solina is organized as a company in general.



"Our governance structure ensures sustainability is entirely embedded into our daily business activities, as opposed to being a stand-alone domain. This, in turn, promotes ownership and accountability, and makes sustainability an integrated part of how we do business."

ANTHONY FRANCHETERRE
CEO

Sustainability board Solina

This board, chaired by our Group Sustainability Director (Ellen Madsen), consists of our entire executive leadership team and the workstream leaders of our sustainability roadmap. The main focus of its quarterly meetings is to track sustainability performance and make decisions to further improve that performance. The Sustainability Board reports to the Board of Directors on the progress regarding sustainability.

The Solina Board of Directors consists of the Solina Group Directors Anthony Francheterre (CEO Solina) and Marieke Van Troys (CFO Solina), and the Solina Group Supervisory Board members Eric Terré and representatives of the majority shareholder Astorg.

EXECUTIVE LEADERSHIP TEAM

Anthony Francheterre - CEO
Marieke Van Troys - CFO
Adam Jones - MD UK & Northern Europe
Geert Verhelst - MD EMEA
Mark Duffy - MD North America
Ellen Madsen - Group Sustainability Director
Eric Filliat - Group HR Director
Christophe Gyselinck - Group Sourcing, Technology & Innovation Director
Thomas Decroix - Group Business Development Director
Johann Bailly-Salins - Group CIO

Strong sustainability performance

CONFIRMED BY ECOVADIS

To know where we are compared to other companies, we completed an EcoVadis assessment in 2023. This globally recognized rating platform gives businesses insights into their performance in 4 key categories: environmental impact, labour and human rights, ethics, and procurement practices.

With a score of 64, EcoVadis has put Solina in the top 16% of all companies in the food manufacturing industry. This recognition marks a huge improvement compared to 2022 and motivates us to do even better in 2024 and beyond. Now, the focus is on executing our sustainability strategy on a daily basis and substantiating our journey with the right policies and data.



"The Bronze EcoVadis medal is a well-deserved recognition of our sustainability efforts in 2023."

ELLEN MADSEN
GROUP SUSTAINABILITY DIRECTOR

CSRD reporting

In 2026, Solina will publish a sustainability report in accordance with the requirements set forth in the Corporate Sustainability Reporting Directive. This report will disclose our consolidated performance in the financial year 2025, including our activities outside of the European Union within scope (e.g. UK and North America).

We see the new CSRD regulation as an opportunity to better structure our performance measurement, and to accelerate our sustainability journey. Moreover, Solina will comply with the EU taxonomy and will closely follow the developments regarding the Supply Chain Due Diligence Directive.

"Transparent ESG reporting will soon be as important as financial reporting. It has to be about measurable KPIs, facts and data. It's time for actionable goals and real progress – an evolution we fully embrace."

MARIEKE VAN TROYS
CFO AT SOLINA



SOLINA



Conclusion

Prioritizing **5 sustainable development goals**

Our sustainability journey centers around sustainable food systems. These don't just help to end hunger. They can help the world achieve critical progress on all 17 UN Sustainable Development Goals. Balanced diets are critical to success at school (SDG 4), sustainable agricultural practices ensure water isn't wasted or polluted (SDG 6), fair wages and working conditions improve the quality of life of millions of farmers around the world (SDG 8), and so on.

Yet, we choose to direct our efforts at 5 SDGs in particular. These are the domains on which Solina can have the biggest positive impact. We'll take our responsibility as a global food company and a member of society to actively contribute to reaching the targets set forward in SDGs 2, 3, 12, 13 and 15.





SDG 2 (ZERO HUNGER)

From our central position in the farm-to-fork value chain, we want to advance food systems to make them more sustainable, productive and resilient. This is essential for solving long-term hunger challenges and managing acute shocks, like disease outbreaks and climate extremes.



SDG 3 (GOOD HEALTH & WELLBEING)

This is perhaps the SDG that's closest to our purpose. We aim to improve people's access to tasty, nutritious and healthier food without compromising our planet's health. With our creative, culinary and scientific expertise, we'll create food solutions consumers can trust and enjoy.



SDG 12 (RESPONSIBLE CONSUMPTION & PRODUCTION)

By fostering food system transformation, we're making an impact across the entire food value chain: from fair labour conditions and advancing animal welfare, to combatting food waste and empowering consumers to make healthier and more sustainable choices.



SDG 13 (CLIMATE ACTION)

We're committed to minimizing our carbon footprint. Not only in our own operations, but especially in our value chain (linked to almost 98% of our GHG emissions). That's why we made it a key goal in our sourcing strategy and the way we work together with customers and consumers.



SDG 15 (LIFE ON LAND)

Human life depends on the earth as much as the ocean for our sustenance and livelihoods. That's why in our sustainability journey, we'll support healthy terrestrial ecosystems, combat deforestation and desertification, reverse land degradation, and protect natural habitats.

The best **is yet to come**

After years of helping our customers with different sustainability issues – from combatting food waste to reducing sodium levels – we gathered all our ambitions and strengths in a comprehensive journey in 2023.

Driven by our purpose of making food matter for people and the planet, we strongly stepped up our efforts to create tastier, healthier and more sustainable food. It started by fully embedding sustainability into our business strategy, defining clear and ambitious targets, turning our intentions into a daily reality, and putting the opening stage of our sustainability journey into writing with this report. In a way, writing our first Sustainability Report's closing statement feels like the end of the beginning.

What struck me the most so far? The passion within Solina to make this journey happen. Across all countries and departments, everyone is motivated to play their part. The same goes for many of our external stakeholders. From suppliers to customers, we experience an eagerness to work with us on better-for-you and better-for-the-planet food solutions. I can't think of better proof that we've made the right call. Combined with the solid governance structure we've set up, our network's enthusiasm also gives me confidence that we will achieve our sustainability goals.

That said, we still have a long way to go. And we'll undoubtedly encounter hurdles as well as new opportunities on our path. But as we become more mature in our sustainability efforts, we'll find ways to overcome all hurdles and seize the best opportunities, thus moving forward. I'd like to thank all the people who've joined us so far and invite others to do so as well. Exciting times lie ahead.

Ellen Madsen
Group Sustainability Director

> "We're looking forward to strengthening the ties with our suppliers, customers and other stakeholders to make food matter for people and the planet. In a sustainability journey, every step counts. And we're eager to take countless big and small leaps in the coming years."

Let’s make food matter for people and the planet

Stay up to date on Solina’s sustainability journey.

www.solina.com