Sustainability Report

Sustainability Report

Our Environmental, Social and Governance (ESG) strategy is integral to C&C Group's purpose and our three core values: 'Respect people and the planet;' 'We bring joy to life;' and 'Quality is at our core'.

With Board level commitment to ESG, a dedicated ESG Team, including our Sustainability Management Committee launched in March 2024, we continue to seek to embed ESG into everything we do at C&C Group.

ESG Strategy – 'Delivering to a better world'

OUR SIX PRIORITIES:

Environment

Reduce our Carbon Footprint

Focus areas:

- Progress against our Science Based Targets
- Reduce Scope 1, 2 and 3 Emissions
- Conservation of Energy
- Breakdown of Scope 3 Emissions
- Scope 3 Supply Chain Engagement
- Summary of Decarbonisation Projects
- Environmental Policy
- Sustainable Logistics

Sustainably Produce and Source our Products & Services

Focus areas:

- Product Quality & Safety
- Water Optimisation & Conservation
- Waste Minimisation & Circularity
- Sustainable Sourcing
- Supplier Engagement

Social

Ensure Alcohol is Consumed Responsibly

Focus areas:

- Alcohol Awareness
- Responsible Marketing Training
- Promoting 0%, Low Alcohol & Low-Calorie Brands
- Alcohol Labelling
- Target zero instances of non-compliance.
- Supporting Drinkaware and Drinkaware.ie
- Portman Group

Enhance Health, Wellbeing & Capability of Colleagues

Focus areas:

- Health & Safety
- Support Colleagues Wellbeing
- Learning and Development Programmes.
- Cyber Training
- Embed key codes

Governance

Build a more Inclusive, Diverse, and Engaged C&C

Focus areas:

- Diversification of the Board
- Diversity, Equity & Inclusion (DE&I)
- Gender Pay Gap Reporting
- Colleagues and Culture
- Employee Engagement Tracking
- Non-Executive Director/Employee Engagement
- Whistleblowing with confidence
- Anti-Bribery and Corruption

Collaborate with Government, Non-Governmental Organisations ('NGOs'), and Industry Programmes

Focus areas:

- Building Meaningful Charity Partnerships
- The Big Issue Group – UK
- Inner City Enterprise (ICE) – Ireland
- Other Community Partnerships
- Liaising with Government and NGOs
- Extended Producer Responsibility (EPR) – UK
- Deposit Return Scheme (DRS) – UK
- Tax

Our Materiality Process

We understand that external stakeholders' inputs are very valuable, especially when conducting an impact materiality assessment and gauging perspective from an external point of view. It familiarises us with the sustainable topics that are most material to our stakeholders and provides an opportunity to share information about our strategy and focus areas, aiding in creating a transparent relationship between us. In this reporting period, C&C Group continued to prepare for the reporting obligations under the Corporate Sustainability Reporting Directive ('CSRD'), and the Group will report under that Directive in the timeframe required. As part of this effort, the Group has completed a number of steps required by the Double Materiality Assessment ('DMA') in order to identify material impacts, risks and opportunities and related material ESG matters.

The topics considered and identified as material in the existing impact materiality assessment was a key input into this process, with a large degree of consistency noted between current material topics and those identified as part of the impact aspect of the DMA. The outputs of the DMA assessment are being reviewed and finalised, after which time the Group will focus on further integrating the outputs with the strategic and risk management processes.

The DMA process confirmed the relevance of C&C Group's existing ESG Six Priorities (above), while also identifying additional areas of focus for the Group to improve reporting standards. The outputs of the DMA, once finalised, will be disclosed at a future time. Details of our existing approved impact materiality approach can be found on our website candcgroupplc.com/policies-and-terms/.

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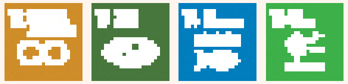
ENVIRONMENT

Reduce our Carbon Footprint

Alignment to UN SDGs



A key pillar of C&C Group's sustainability strategy is focused on reducing carbon emissions associated with our operations and ensuring that we work to reduce our environmental impact through our supply chain. The success of our brands relies on the best quality ingredients, which is why we are committed to sourcing and producing our products and services with environmental sustainability in mind. This section details C&C Group's material environmental topics, aligned to our two environmental pillars of our ESG Strategy:

1. Reduce our Carbon Footprint and
2. Sustainably Source & Produce our Products & Services.

Reduce our Carbon Footprint

The impact of climate change is already being felt globally. We recognise the need to further reduce emissions in our operations and use our position as a leading drinks producer and distributer to influence our supply chain to reduce carbon emissions in their operations. Our ESG Strategy of 'Delivering to a Better World' is built around the principles of sustainability being at the heart of what we do.

Our carbon transition strategy has been developed through an understanding of the climate risks and opportunities that affect our business, and our investment strategy is aligned to both mitigation and adaptation against climate-related impacts.

C&C Group has committed to a long-term target of being a carbon neutral business by 2050 at the latest. The Group has a near-term target to reduce Scope 1 and Scope 2 greenhouse gas ('GHG') emissions 35% by 2030 from a FY2020 baseline. To achieve our Scope 3 emissions target of 25% reduction by 2030 we have been working with our supply chain to ensure that 67% of our suppliers and customers (by spend) have a science-based target in place by 2026.

In January 2023, C&C Group's near-term and long-term carbon reduction targets were validated by the Science Based Targets initiative ('SBTi'). Being part of this initiative allows us to increase our ambition year after year, support other organisations in our supply chain to reduce emissions, and validate our progress through an independent body.

Progress against our Science Based Targets

In FY2025, we achieved a reduction of 36% Scope 1 and 2 (location-based) against FY2020 baseline. This reduction in emissions is driven by capital investment in new technology at our manufacturing sites, increasing the use of renewable energy across our own operations, introducing more low carbon vehicles into our distribution fleet and further rollout of HVO.

We are proud of the steady progress we are making in our carbon emissions reduction journey and appreciate that there is more work to do to reach our targets. Further detail of our decarbonisation initiatives can be found in the statement of our Transition Plan on page 47 and the Summary of Decarbonisation Projects section on page 28.

Cleaning-in-Progress (CIP) systems at our South Tank Farm, Clonmel, reducing 1.38 million litres of water annually.

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Table 1: Greenhouse Gas Emissions Data

Greenhouse Gas Emissions (Tonnes CO_2 equivalent)	FY2020 (Baseline)	FY2024	FY2025	Change vs FY2024	Change vs Baseline (FY2020)
Scope 1	25,079	20,156	17,623	-13%	-30%
Scope 2 (Location-based)	12,430	8,419	6,464	-23%	-48%
Scope 2 (Market-based)	6,238	266	190	-29%	-97%
Scopes 1+2 (location-based)	37,509	28,575	24,087	-16%	-36%
Scopes 1+2 (market-based)	31,317	20,422	17,813	-13%	-43%
Scope 3	718,090	518,547	504,714	-3%	-30%
C1. Purchased goods	482,701	361,038	347,763	-4%	-28%
C2. Capital goods	–	8,881	12,519	41%	-
C3. Fuel and energy-related activities	7,083	5,819	5,678	-2%	-20%
C4. Upstream transportation	17,131	40,075	43,764	9%	155%
C5. Waste generated in operations	2,933	1,327	1,085	-18%	-63%
C6. Business travel	1,879	1,162	857	-26%	-54%
C7. Employee commuting	2,606	2,194	2,191	0%	-16%
C9. Downstream transportation and distribution	27,273	37,150	33,782	-9%	24%
C10. Processing of sold products	-	-	-	-	-
C11. Use of sold products	138,365	49,268	45,845	-7%	-67%
C12. End-of-life treatment of sold products	38,117	11,115	10,727	-3%	-72%
C15. Investments	–	518	504	-3%	-
Total Carbon Footprint (Location-Based)	755,599	547,122	528,801	-3%	30%
Total Carbon Footprint (Market-Based)	749,407	538,969	522,527	-3%	30%

Table 2: Emissions Intensity

Emissions Intensity	FY2020 (Baseline)	FY2024	FY2025	Change vs FY2024	Change vs Baseline
Net Revenue (mEUR)	1,719	1,652.5	1,665.5	1%	-3%
Scope 1 and 2 tCO_2 e per mEUR (Location-Based)	21.82	17.29	14.46	-16%	-34%
Total Carbon Footprint (Location-Based)	440.41	331.09	317.50	-4%	-28%
Scope 1 and 2 tCO_2 e per mEUR (Market-Based)	18.22	12.36	10.70	-13%	-41%
Total Carbon Footprint (Market-Based)	436.78	326.15	313.74	-4%	-28%

Table 3: Streamlined Energy and Carbon Reporting (SECR)

	Previous reporting year (FY2024)			Current reporting year (FY2025)		
Total C&C Group Emissions (Scope 1 and 2) tCO_2e	UK	Non-UK	Total	UK	Non-UK	Total
Scope 1	14,064	6,095	20,159	12,553	5,070	17,623
Scope 2 (Location-Based)	4,236	4,183	8,419	3,711	2,753	6,464
Scope 2 (Market-Based)	4	262	266	3	187	190

Conservation of Energy

We are committed to transitioning our operations to clean energy sources in line with our carbon reduction targets. Across the Group, we continue to transition to renewable energy where possible. In our Clonmel manufacturing site, we continue to benefit from the installation of a rooftop solar array and our commitment to a Corporate Purchase Power Agreement ('PPA') obtaining electricity from the Cronalaght Wind Farm in Donegal. Our Clonmel site generated 1,353 MWh of renewable electricity from its solar panels in FY2025. All electricity used at our main manufacturing sites – Clonmel and Wellpark – comes from renewable sources. In FY2025, 95% of our total Group electricity use was sourced renewably. In line with our Transition Plan, we are working to move all electricity contracts to renewables sources. To further reduce energy consumption in our operations, we have completed a range of decarbonisation projects at our sites, including the implementation of electric forklift trucks ('FLTs') to our fleet, anaerobic digestion and biogas projects at our Wellpark Brewery, the commissioning of a 1MW heat pump at our Clonmel manufacturing facility, as well as the successful transition of a number of our key depots to Hydrotreated Vegetable Oil ('HVO') as a sustainable fuel source for our distribution network. Further rollout of HVO to our fleet saved 660 tCO_2e in FY2025.

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Table 4: Energy Consumption MWh

Energy Consumption MWh	FY2020 (Baseline) MWh	FY2024 MWh	FY2025 MWh	Change vs FY2024	Change vs Baseline
Natural Gas	94,221	67,861	57,449	-15%	-39%
Liquified Petroleum Gas (LPG)	2,332	4,048	4,552	12%	95%
Diesel	33,257	26,739	23,322	-13%	-30%
Hydrotreated Vegetable Oil (HVO)	0	4,385	6,989	59%	-
Petroleum	450	1,171	1,914	63%	325%
Kerosene/Fuel Oil	65	204	209	2%	222%
Biogas	83	3,641	3,484	-4%	4098%
Non-Renewable Electricity	26,664	2,849	2,644	-7%	-90%
Renewable Electricity	14,737	33,623	29,070	-14%	97%
Total Non-Renewable Energy Consumption	156,989	110,898	100,563	-9%	-36%
Total Renewable Energy Consumption	14,737	33,623	29,070	-14%	97%
Total Energy Consumption	171,726	144,521	129,634	-10%	-25%
Total MWh included in Scope 1	130,325	104,408	94,435	-10%	-28%
Total MWh included in Scope 2	41,401	36,472	31,715	-13%	-23%
Out of Scopes (Biogas)	83	3,641	3,484	-4%	4098%

Through committed reduction efforts, C&C Group has reduced natural gas consumption by 39% against our FY2020 baseline. HVO usage has been expanded across more areas of C&C Group's distribution fleet, leading to an increase in HVO consumption, coupled with a decrease in diesel consumption. Due to improved efficiencies, consumption of electricity (both renewable and non-renewable) reduced in FY2025 against the previous financial year, due to changes in operational sites.

Table 5: Energy Consumption and Mix

Energy Consumption and Mix	FY25 (MWh)
Fuel consumption from coal and coal products	-
Fuel consumption from crude oil and petroleum products	36,052
Fuel consumption from natural gas	51,143
Fuel consumption from other fossil sources	-
Fuel consumption from nuclear products	-
Consumption from acquired electricity, heat or steam from fossil sources	2,630
Total energy consumption from fossil sources (Mwh)	89,825
Share of fossil sources in total energy consumption (%)	69%
Fuel consumption from renewable sources (including biogas and HVO)	10,473
Consumption of acquired electricity, heat or steam from renewable sources	29,071
Consumption of self-generated electricity from renewable sources	-
Total renewable energy consumption (MWh)	39,544
Share of renewable sources in total energy consumption (%)	31%
Total energy consumption (MWh)	**129,369**

Table 6: Total Energy Consumption per net revenue

MWh / mEUR	FY2025
Total energy consumption per net revenue	77.68

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Breakdown of Scope 3 emissions

Our Scope 3 emissions (including Purchased Goods, Use of Sold Product, End of Life Treatment, and other indirect emissions) accounted for 95% of C&C's total emissions in FY2025. In recent years, we have made significant progress in reducing our direct emissions, but we understand that to continue to reduce indirect emissions, we need to enhance our supply chain engagement to ensure that our suppliers and customers are working together with us to reduce emissions across the supply chain.

Since we distribute third-party products, most of our Scope 3 emissions are focused in Purchased Goods, specifically Distributed Product.

Approximately 49% of our Scope 3 emissions is attributed to third-party products that we purchase and deliver to our customers. We are directly engaged with our supply chain partners to explore collaborative emission reduction projects.

Scope 3 Supply Chain Engagement

In FY2025, C&C Group continued to work with CDP (previously Carbon Disclosure Project) Supply Chain programme. We encourage our supply chain partners to report carbon emissions data through CDP, as C&C Group has done since 2010. In the 2024 CDP disclosure cycle, we engaged with 60 shortlisted key suppliers, requesting that these suppliers submit environmental data, including measuring and reporting their operational carbon emissions, through CDP. The selected suppliers were identified as material through a review of C&C Group's spend data. To progress our supplier engagement target, validated by SBTi, we shortlisted suppliers and customers who make up 76% of C&C Group's spend.

Through collaboration with CDP, C&C Group conducted a Supplier Webinar to support those who were first-time disclosers and provided guidance in navigating the newly launched CDP portal and new questionnaire format. In addition, we conducted internal training sessions on CDP Supply Chain with C&C Group's procurement and commercial functional colleagues, as well as for relationship managers and buyers. This training was designed to upskill colleagues in communicating the benefits of environmental reporting and to build further support across the business to help us achieve our supply chain engagement target.

In the 2024 CDP Supply Chain Engagement cycle, we achieved a 77% disclosure rate, a slight increase from 74% in 2023. This was a positive result considering that 2024 was a challenging year for CDP, with the platform experiencing technical issues due to the launch of a new online portal and questionnaire. By continuing our participating in the CDP Supply Chain Screening programme into 2025 and through an additional focused direct engagement programme for supply chain partners who are not signed up to CDP, we will continue to collaborate with suppliers and customers to support them to set science-based targets for their own emissions by 2026.

In FY2025, 54% of C&C Group's targeted spend is covered by a validated science-based target. This is an improvement on the previous financial year of 48% of spend covered by a science-based target in FY2024. Continuing into FY2026, the Company will prioritise engagement with key suppliers and customers who make up a significant proportion of the Group's spend but have not yet committed to a science-based target approach for reducing their operational carbon emissions.

Initiatives such as lightweight cans, plastic elimination, and sustainable packaging have removed hundreds of tonnes of plastic and aluminium.

Sustainability Report continued

'Bulmers always begins with a Bee' campaign

Summary of Decarbonisation Projects

In line with C&C Group's Transition Plan, the Company is committed to a range of decarbonisation projects across our operations. In the last financial year, we have lowered carbon emissions at our manufacturing sites through a reduction in natural gas consumption. At Clonmel, the site's boiler economiser has been in use for a full year, reducing the demand for natural gas. In addition, there has been continuous improvement in our can line efficiency, improved shut down and cleaning procedures, and more effective run hours on the recently installed heat pump. These gas efficiency improvements in FY2025 have resulted in a carbon reduction of approximately 480 tonnes CO_2e at Clonmel in the last financial year. At our Wellpark brewery, we have reduced carbon emissions by approximately 320 tonnes CO_2e through gas conservation activities and continuous improvements projects, including improving the brewhouse cycle time, improvements to the canning line process, and ongoing employee awareness programmes focused on efficiency.

As outlined in the Transition Plan, C&C Group is committed to converting bulk fuel tanks at our depots to Hydrotreated Vegetable Oil (HVO) as part of a five-year plan. This is expected to reduce diesel consumption / carbon emissions by c.60% from the fleet. Across our distribution fleet, the Group has introduced HVO to additional sites including Runcorn, Bedford, Fosse Lane, Orbital West and Thornliebank. Through increasing use of HVO across our depot sites, we have saved approximately 660 tonnes CO_2e from switching out more diesel from our distribution business.

Environmental Policy

C&C Group's Environmental Policy is aligned to the Group's ESG Strategy and summarises our focus areas in relation to reducing carbon emissions, sustainably sourcing and producing products and services, minimising waste in our operations, conserving water and energy in our manufacturing processes, and improving sustainability throughout our supply chain.

The Environmental Policy applies across all Group internal operations, and to management and employees. The Policy is reviewed by our Sustainability Management Committee and is approved by the Group's Chief Executive Officer every two years. In line with our Corporate Sustainability Reporting Directive (CSRD) requirements, the Environmental Policy will be reviewed and updated ahead of the FY2027 reporting cycle.

Policies are publicly available on C&C Group's corporate website: candcgroupplc.com/policies-and-terms/.

Sustainable Logistics

C&C Group has a clear commitment to supporting delivery of a low-carbon world.

Operating as a distributor, as well as a manufacturer and marketer, a significant amount of our emissions are fuel-based. Understanding the negative impact fossil fuels have on our climate the Group continues to commit to transitioning to lower carbon alternatives where feasible.

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The delivery vehicles at our major depots in Bedford, Runcorn and Thornliebank will continue to be powered in FY2026 by HVO. During FY2025, we moved our new London flagship depot at Orbital West to HVO and this has already saved 660 tCO_2e. Looking forward, our largest network site at Cambuslang has committed to transition fully to HVO during FY2026, delivering a forecasted reduction of 1,100 tCO_2e. This fuel transition will move Scotland to c65% of fuel in HVO versus conventional diesel. In addition, we are introducing HVO across Boldon and Wetherby depots in FY2026.

Across the Group, we operate four 18-tonne electric Heavy Goods Vehicles (HGVs). We continue to adopt a phased approach to the implementation of EVs ('Electric Vehicles'), shifting delivery vehicles to HVO in the interim as the technology and cost competitiveness of EVs continues to improve. Our new flagship depot in London, Orbital West, uses a mixture of Electric HGVs and HGVs powered by HVO.

We continue to require all new vehicles, leased or purchased, to meet the EURO 6 standard – 96% of our fleet is currently EURO 6.

We have introduced a solar energy system as part of our Orbital West launch and are monitoring benefits with a view to rolling out across the wider network.

As our systems continue to develop (planning, telematics) we will see continuous improvements to route efficiency, especially reduced mileage. We are also working in partnership with our customers on refining our service charter, and reducing non-essential delivery journeys. Consolidating deliveries is a key aspect of this.

In FY2025 we also took the decision to extend the lease of our Cambuslang site and we have renewed on a new 25-year deal. This decision is based partly on Cambuslang representing an optimal location for delivery efficiency.

The decision to remain also enables us to plan sustainability improvements in the site and we are now actively considering options to further reduce emissions at this facility.

Percentage of our fleet that meets the EURO 6 standard

96%

Tonnes tCO_2e saved via switch to HVO

660

Sustainability Report continued

ENVIRONMENT

Sustainably produce and source our Products & Services

Alignment to UN SDGs

Product Quality and Safety

As part of our commitment to "Respect people and the planet", the safety, authenticity, legality, and quality of our products are fundamental to our ongoing business operations. From our use of the finest Scottish malted barley and fresh highland water from Loch Katrine to our sourcing of apples from across Ireland, and working with the finest wine suppliers globally, quality is at our core. Supported by a Group technical function, in line with global best practice, C&C has implemented quality control and technical systems across all manufacturing sites. Compliance monitoring ensures adherence and identifies areas for improvement achieved through objective setting that supports the overall business strategy. We actively and consciously source and procure raw materials, third-party products, and services in an ethical, sustainable, and socially conscious way, with quality agreements in place that set out minimum acceptable standards. We continue to track product safety and quality and strive to make improvements to working conditions and environmental performance across the group and our supply chain. We audit compliance against our product quality and safety standards using the Sedex (Sedex Members Ethical Trade Audit – SMETA) and Ideagen systems. Wellpark Brewery has a 2-yearly SMETA audit. The audit report is shared on the Sedex platform, which includes data on labour rights, health and safety, environmental practices, and business ethics. Our intention is to begin the process to roll this out to our other manufacturing site in Clonmel, Ireland in the coming year. C&C also imports Fairtrade wines. Fairtrade is about better prices, safe working conditions, local sustainability, and fair terms of trade for farmers and workers.

The Group annually tests business continuity processes and procedures, to protect customers, consumers, and the communities in which we operate. Our processes and procedures meet global best practice guidelines, regulatory requirements, and the advice of local health authorities to ensure the quality, safe production, and distribution of the Group's products.

In 2025, the Group will again work with RQA, a leading product risk consultancy, to repeat the mock product recall exercise across our Wellpark and Clonmel sites, previously undertaken in February 2024. This exercise demonstrated that our processes are sound and provided insights into how we can further improve our approach. These improvements are being incorporated into our ways of working. Our Clonmel and Matthew Clark sites continue to be ISO14001 accredited for effective environmental management systems. Wellpark is currently going through the process to secure ISO14001. Our Wellpark and Clonmel manufacturing sites have the highest standard of BRCGS accreditation of AA+ achieved in April and October 2024, respectively. Orbital West, our key distribution centre, is certified against the BRCGS Storage and Distribution Standard, grade AA.

During the year, the Group were audited by the Soil Association to maintain our licence to import and sell organic products and passed with zero non-conformances. Further retailer audits were carried out at Clonmel and Wellpark to ensure that we maintain the highest standard in systems and processes. The sites also undergo retailer audits for manufactured products, as well as FEMAS (Feed Materials Assurance Scheme) (animal feed) and AOECS (Gluten Free products) certification.

Water Optimisation and Conservation

The Group has a water efficiency target of 3.4:1 (water ratio of hectolitres extracted versus hectolitres produced). In FY2025, continuing the flow of continuous improvement activity with our operations team, the Group achieved a water-efficiency ratio of 3.3:1. Since 2020, (base year), water usage at both Wellpark and Clonmel has reduced (24% and 39% respectively). In 2024, we have commissioned an air rinsing facility in our Wellpark can line, replacing a water system that consumed more than 14 million litres in 2023.

In addition, we continue to operate our anaerobic digestion (water treatment) plants at both Wellpark and Clonmel reducing sites wastewater emissions, improving the quality of wastewater discharged by c. 90%. In FY2025, C&C again participated in the CDP Water Security questionnaire and achieved a B- rating.

Waste Minimisation and Circularity

Across our manufacturing sites, C&C Group has maintained a commitment to Zero Waste to Landfill. Our waste management policy is guided by a waste hierarchy approach, prioritising prevention, reuse, and recycling where possible. In our manufacturing sites, waste materials are source-segregated, and in all operations waste minimisation and prevention is prioritised. We routinely monitor our waste streams for contamination and target improvement through our waste KPIs. 100% of our manufacturing by-products are recycled for use as animal feed or organic compost. Over 20,000 tonnes of spent grain and apple pomace were used as animal feed, with the remainder of our waste either recycled or sent for energy recovery.

Sustainability Report continued

In Clonmel, we have moved to 30% recyclate content on pallet stretch wrap. The Group are currently working with our main can supplier in a further phase of can lightweighting, which aims to remove an additional 25 tonnes of aluminium from our supply chain each year. Our carbon reduction programme has delivered significant improvements, supported by a range of energy recovery and re-use. The carbon capture facility in Wellpark has once again supported a further year of self-sufficiency in supply to this site. 100% of our products are sold in containers that can be recycled and 26% are already in returnable formats.

Sustainable Sourcing

Where possible we locally procure the ingredients for our beers and ciders.

Tennent's

In Scotland, our Tennent's range is brewed using 100% Scottish malt. Working with our suppliers we support our barley and wheat growers through long-term supply arrangements. We procure malting barley from farms enrolled in independently audited farm assurance schemes, with over 90% of supply achieving gold accreditation from the Farm Sustainability Assessment (FSA). The FSA is a globally recognised standard that supports farmers and enables C&C Group to validate on-farm sustainability in our supply chain.

Cider

The health and sustainability of the Irish apple growing sector is therefore central to C&C Group strategy. All apples crushed at the Clonmel site to produce Bulmers and Magners cider are sourced from the Island of Ireland. As well as having partner growers on the island we have 165 acres of our own orchards in Co. Tipperary. A key aspect of apple orcharding is the health of the population of bees and other pollinating insects. As part of our commitment to protect the biodiversity of bees, C&C Group continue as a patron of the All-Ireland Pollinator. This year at our Bulmer's site, one third of all grassy areas are mown under a pollinator friendly regime and $35m^2$ of land is now dedicated to pollinator friendly containers and a bee hotel.

C&C Group has continued the journey to sustainably source our products and services supported by the Ethical and Sustainable Procurement SteerCo led by our procurement directors and supported by our ESG, Legal and HR colleagues who in collaboration with an external consultant developed an action plan as part of our five-year roadmap. Dedicated resource has been allocated and training provided to support delivery of this roadmap and a new supplier on boarding portal has been developed which embeds key policies for suppliers and simplifies internal processes. The long-term benefits of this project will be improved reputation, commercial benefits and mitigate risk to the business. By leading in sustainable sourcing, C&C Group can meet growing expectations amongst consumers, customers, regulators and shareholders that demonstrates the commitment to sustainable sourcing. Analysing procurement processes through the lens of ESG identifies risks (modern slavery, human rights violations, and corruption) and opportunities (ethical practices, supply chain resilience and waste reduction) enabling optimisation of systems.

Supplier Engagement

Our supplier engagement approach is continuously reviewed and improved. Key suppliers have been invited to present at our Ethical and Sustainable Procurement SteerCo to build stronger relationships and provide a forum to share information on strategy and approach. C&C Group continue to engage with wine suppliers focusing on sustainability throughout our events and communications in the year.

Bibendum are members of Harpers Sustainability Charter as a Sustainability Champion and the Sustainable Wine Roundtable. Both membership organisations provide a greater opportunity for knowledge sharing and collaboration across the wine producing supply chain.

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SOCIAL

Ensure alcohol is consumed responsibly

Alignment to UN SDGs

Alcohol Awareness

At C&C Group we acknowledge the key role we play in social responsibility in the local communities we serve. We are 100% committed to the responsible marketing of alcohol and promoting the moderate consumption of the products we manufacture and distribute, to ensure they are enjoyed safely by consumers. In March 2024, the Board of C&C Group plc approved the Group's Responsible Marketing Code ('RMC'). This sets out our commitment to responsible marketing, guiding every aspect of our marketing activities including but not limited to research and development, communications, promotion, sponsorship, experiential, sampling, and packaging. Central to the RMC is ensuring that all our marketing activities are only ever directed at adults over the legal purchasing age ('LPA') in the relevant territory, and to encourage the moderate consumption of our products. The RMC is mandatory for all our marketing, sales, promotion, and communications activities for both the brands which we own, but also for third-party brands where we control (and are responsible for) the marketing of such brands. All Marketing, Legal, Corporate Affairs and Communications colleagues are trained on the RMC via mandatory training on the CAP/BCAP and the Portman Group Codes of Practice in the UK and CopyClear in Ireland.

The Health and Wellbeing section of the Group's online colleague hub – C&C4Me-, has a specific section on Alcohol Awareness. This provides information, resources, and tools to raise awareness about alcohol-related issues. The site includes a link to the Drinkaware UK website, where colleagues can access various resources to help them understand their relationship with alcohol, including a drinking check, access information on the effects of alcohol on the body and mind and access advice and support. There are numerous digital tools available to help colleagues assess, track and set goals to reduce their drinking. The training is designed to support colleagues' health and wellbeing and ensure a safe working environment.

Responsible Marketing Training

C&C Group is 100% committed to the responsible promotion of alcohol and adherence to all legislation, and the self- and coregulatory codes in the UK and Ireland. All C&C colleagues working in Marketing, Communications, Corporate Affairs, and Legal functions undertake mandatory training on the CAP/BCAP and the Portman Group Codes of Practice in the UK and CopyClear in Ireland, every two years. This builds colleague capability, protects our licence to operate, our brands' reputation and, most importantly, our consumers and society. All new colleagues, in Marketing, Communications, Corporate Affairs and Legal functions, should undertake the training within three months of starting their role. During FY2025, all c80 Marketing, Communications and Group Legal colleagues at C&C completed Portman Group and CopyClear training. New CAP/BCAP responsible marketing training will be rolled out to all relevant UK colleagues again in FY2026.

Promoting 0%, Low Alcohol & Low-Calorie Variants

Recognising the evolving trends around consumer moderation and reduced consumption, C&C Group has introduced low/ no alcohol and low-calorie variants of its core brands. This is supplemented by the Group offering a broad range of third-party low/no alcohol and low-calorie variants to meet increasing customer and consumer demand.

In January 2025, C&C Group partners, Drinkaware UK, Portman Group and the All-Party Parliamentary Beer Group, hosted a roundtable at Westminster on no/low alcohol alternatives and how these products have strong potential as a strategy to help drinkers moderate or reduce their consumption. The event was well attended by MPs, Peers and Public Health Minister, Andrew Gwynne.

Alcohol Labelling

Consistent with our commitment to responsible alcohol consumption, and to ensure that consumers are provided with the full information on our products, we continue to work to display Portman Group Best Practice Labelling on the primary packaging of our major beer and cider brands in the UK, including:

- Unit alcohol content per container
- Pregnancy logo/message
- Active signposting to Drinkaware.co.uk
- Chief Medical Officers' Low Risk Drinking Guidelines
- Calorie information
- 18+
- Drink drive warning
- Pregnancy warning

Sustainability Report continued

In September 2024, the Portman Group sampled 500 alcohol products from the UK's top brands and demonstrates the robust voluntary industry-wide commitment to providing consumers with public health information.

It found near universal coverage of the minimum guidelines:

- Over 99% of labels carry a pregnancy warning logo or message.
- 96% carry alcohol unit content information, up from 94% in our 2021 review.
- 86% carry the UK Chief Medical Officers' guideline not to regularly drink more than 14 units per week, up from 79% in our previous review.
- 92% carry a reference to Drinkaware or other responsibility messaging.
- 74% of labels use a box to explicitly separate information for consumers, including 86% of products which carried the Chief Medical Officers' Guideline.

The research also revealed significant increases in many brands going above and beyond the guidelines and showcasing additional elements such as calorie information, drink driving warnings and age restriction – further demonstrating a serious and widespread commitment to responsible marketing and tackling harm. Over half (51%) carry calorie information on labels and over a third (38%) carry a warning against drink driving, as well as over a third (36%) carrying age restriction warnings. These are all increases since the Portman Groups last market review in 2021.

C&C Group and the Portman Group have proactively worked to ensure that alcohol labelling is both socially responsible and informative for consumers, and by adopting latest industry Best Practice Guidance, ensures consumers have access to more product and health information than ever before.

In Ireland, C&C Group continues to work to meet the labelling requirements of the Public Health (Alcohol) Act requirements by 2026.

Target zero instances of non-compliance with industry and regulatory marketing codes

In FY2025, C&C Group achieved zero instances of non-compliance with industry and regulatory marketing codes.

Supporting Drinkaware and Drinkaware.ie

We include "Drinkaware" & "Drinkaware. i.e." and responsible drinking referencing prominently on all our owned brand communications (including TV, out of home, social media and on our sponsorship media assets) in the UK and Ireland.

Portman Group

C&C Group continue to support Portman Group, the social responsibility body and regulator for alcohol labelling, packaging and promotion in the UK, whose aim is to deliver higher standards of best practice and ensure the responsible marketing and promotion of alcoholic products. The Group accesses Portman Group services including training and advice on how to market in line with Codes of Practice and research into alcohol trends. C&C Group participates fully in all Portman forums including Council and Public Affairs Directors meetings and supports their work on key industry initiatives including:

- Launch of Regulatory Audit – significant proactive independent audit to measure responsible marketing/compliance with Codes of Practice across the alcoholic drinks market.
- Market Review of Labelling (see above) – emphasising the alcohol industry's ongoing commitment to delivering the highest standards of voluntary best practice regarding alcohol labelling and ensuring that consumers are able to make an informed choice about their alcohol consumption.

Sustainability Report continued

SOCIAL

Enhance Health and Safety, Wellbeing & Capability of Colleagues

Alignment to UN SDGs

Health and Safety

Our main priority will always be the health, safety, and wellbeing of our employees: recognising the key importance of delivering better safety standards and improving the wellbeing of our colleagues. C&C Group prioritise the continual improvement of occupational health and safety standards. Establishing a positive health, safety and wellbeing culture is essential to protect workers and uphold productivity.

This year, we set out our three-phase strategic roadmap designed to empower employees in achieving our mission that everyone is Safe Home Every Day.

1. Defined Standards

We continue to develop a framework of Group Management standards that create consistency in how we manage health, safety and fleet compliance across all business areas, providing a consistent set of tools to ensure we deliver the highest standards of safety for all colleagues. Our goal is to achieve Group ISO 45001 Certification in FY2027.

Through robust incident reporting, investigation and review processes establishing root causes of incidents, we have improved incident data and the ability to analyse trends – enabling us to be much more targeted in our approach to incident reduction strategies.

2. Improved Capability

Our people are key to our success, and it is vital that every team member understands the part they play in ensuring we meet our Safety Commitments across the Group.

To support this, we launched the Health, Safety & Fleet Centre of Excellence delivering a group wide capability programme aimed at both effective operational training and essential skills for Managers and appointed roles.

Our Capability framework provides a robust programme of continuous learning in good safety practice through a combination of e-learning awareness modules, classroom-based workshops and task based practical training.

In FY2025 we introduced the Health & Safety Essentials e-learning module and six new workshops in essential health and safety management skills. We will continue to expand on the number of e-learning and workshops provided, with increased focus on the improvement of safe work procedures and effective operational training in the coming year.

3. Empowered Colleagues

With roles and responsibilities understood, we believe in removing risk through a culture of trust accountability and learning.

Creating an understanding of error traps and risk-based behaviour, we are all empowered to act and hold each other to account with the common goal of 'doing the right thing'.

Although we failed to meet our KPIs, we did achieve a 6% reduction in lost time injuries reported per 200,000 hours, worked reducing our Lost time injury frequency rate from 4.03 to 3.79.

Our ambition is to further improve on this baseline and achieve a 30% reduction overall in lost time injuries by FY2028.

Safety KPIs

Target	Units	FY2025 Target	Feb-25
Lost time injury frequency rate (LTIFR)	Number of lost time incidents per 200,000 hours worked in reporting period	3.78	3.79
Reportable injury frequency rate (RIFR)	Number of reportable incidents per 200,000 hours worked in a reporting period.	1.78	2.07

Sustainability Report continued

Supporting Colleagues' Wellbeing

The physical and mental wellbeing of our colleagues is a business priority, and across our different business locations we have a range of on-site and local medical and physiotherapy support, occupational health support, online doctors, private medical insurance, life assurance, an Employee Assistance Programme and trained onsite physical and mental first aiders. We will continue to monitor the uptake of current provisions and review potential future requirements to support our colleagues' health and wellbeing.

Learning & Development Programmes

Creating the Environment for our Colleagues to Thrive

As part of Priority 3 of our 2-year DE&I strategy (below), we have progressed in our talent strategy through specific skills and leadership-focused development opportunities. This is being supported with the launch of our new learning platform The Learning Tap, which will enable the targeted roll-out of online development across different colleague communities and provides a platform for curious learners to seek their own personal development paths.

As we launch and embed our new Career Framework, we will focus on inspiring, recognising and rewarding great performance. Our people managers will make the biggest difference to individual and team performance and will be the ones who create the environment for our colleagues to thrive.

Cyber Training

Our Security training programme comprises three components: annual mandatory security awareness training, monthly phishing tests, and monthly awareness comms with optional supplementary training on a chosen subject.

All colleagues with computer accounts are automatically enrolled. We track the number of phishing tests a user clicks on with the training increasing in length and detail for those who fall foul of multiple phishing tests over the course of the year. Over the course of the year 368 users clicked on one test, 76 clicked on two tests, 14 clicked on three tests and only one user clicked on four tests. While some of these are marginally up on last year, we have increased the difficulty of the tests and randomised these so each colleague will receive a different test from a pre-selected set each month. Mandatory awareness training was completed by 87% of users.

Embed key codes

The Group continues to roll out online policy compliance training to all Commercial. Procurement, Marketing and Legal colleagues created by legal specialists, ZING on:

- Anti-Bribery and Corruption
- C&C General Data Protection Regulation
- C&C Modern Slavery
- Competition Law - C&C Group
- Fraud Prevention
- Information Security C&C
- Other C&C Group Policies

Sustainability Report continued

GOVERNANCE

Build a more Inclusive, Diverse and Engaged C&C

Diversity, Equity, and Inclusion

Our people are at the heart of our success, and we are committed to fostering a fair and inclusive workplace where everyone can thrive.

For details on our Board Diversity Policy, please see the Nomination Committee Report on pages 100 to 107.

A two-year DE&I strategy was launched in January 2024 underpinned by three priorities:

Priority 1: Champion gender diversity with an ambition to achieve 30% representation of women in senior leadership roles by 2026

This has been achieved within the first year with 44% of senior leaders being female at the end of FY2025. We have introduced more diverse hiring panels, gender-balanced shortlists where possible and have implemented training for more than 60 hiring managers with a focus on unconscious bias to ensure a fair and objective valuation of candidates.

Priority 2: Champion employment opportunities for people with underrepresented and disadvantaged backgrounds by providing employment opportunities at C&C by the end of 2026

Through partnering with The Big Issue, by the end of FY2025 we had hired 19 colleagues across our depot network. Further Big Issue recruitment will be rolled out across other depots in FY2026.

Priority 3: Create opportunities for all employees to fulfil their potential and take responsibility for their careers

We had a successful year in the talent development space, and whilst recognise there is still a lot to do.

Across FY2025, there were 33 colleagues on apprenticeship programmes across the business in Finance, Technology and Human Resources. We launched an Excel in Logistics apprenticeship programme in Q4 FY2025 for aspirational warehouse and depot managers and our second cohort of Leading to Win, an early-stage people management programme, ran for 17 people managers during the year.

Manager Fundamentals, an internally developed modular programme focusing on building a positive culture, impactful and clear communication and inclusive leadership ran over six months, with 334 managers engaging with the content.

Gender Pay Gap Reporting

In our 2024 Gender Pay Gap Report we reported that although our gender split across the Group is 75% male and 25% female (Republic of Ireland 84% male and 16% female; UK 73% male and 27% female), our Mean and Median Gender Pay Gaps are in favour of female employees, meaning that on average, women are earning more than men. Together with our pay quartile analysis, currently female representation in senior roles is higher compared to the overall proportion of the female workforce across our UK and Irish-based businesses. This is consistent with our FY2023 Gender Pay Gap metrics.

This outcome is influenced by the gender distribution across difference areas of our business, with more male colleagues in Manufacturing and Distribution and more female colleagues in Finance, Human Resources and Marketing, reflecting the wider workforce more generally.

Whilst our 2024 Mean and Median Gender Pay Gaps are in favour of female employees across the UK and Republic of Ireland, we recognised there is still progression to be made to increase the representation of women across our Group. In the medium-term, we will continue to focus on two priorities to drive progress in this important area:

(i) Attracting female talent into our organisation and into roles and business areas that have previously been less gender balanced; and

(ii) Retaining female talent in our organisation by identifying personal growth and development opportunities and embedding clear succession planning.

Colleagues and Culture

FY2025 has seen considerable change across the Group, and we do not underestimate the impact this has had on our colleagues. Senior leaders have been listening to colleagues to understand how they are feeling and the suggestions for making C&C a great place to work.

Employee Engagement Tracking

We received an excellent response rate to our Employee Engagement Peakon survey in November 2024 at 82% (an increase from 78% in FY2024), which demonstrates how keen our colleagues are to share their views with us. We received over 14,070 free text comments and saw improvements in five out of 17 drivers of engagement. As a result of colleague feedback, we set up action planning initiatives focusing on the areas most important to our colleagues within each function and are monitoring progress and feedback on an ongoing basis.

Alignment to UN SDGs

Sustainability Report continued

During the year we held 17 Executive-led listening sessions with 480 colleagues to capture feedback and insights from colleagues around our business to inform the Executive and Board strategy sessions in the autumn. The less formal nature of the sessions and use of an audience interaction platform, Slido, provided an additional lens on employee engagement, and was very well-received by colleagues. We were particularly pleased to hear colleagues are proud of C&C's unique People, Brands and Heritage.

Non-Executive Director/Employee Engagement

Our Designated Employee Non-Executive Directors, Chris Browne and Sarah Newbitt, hosted eight listening sessions to bring colleagues' voices into the Boardroom. These have been valuable sessions highlighting where the action planning and improvements are making a difference, as well as areas where there is still further to do.

Further detail on these sessions can be found on page 77.

Whistleblowing with confidence

At C&C, we work hard to foster a safe, inclusive working environment. We have a zero-tolerance policy for all forms of bullying, harassment and discrimination, and we want to ensure that everyone has the ability to speak up about injustices they may experience or witness. We operate 'Vault' which is a simple, safe and confidential app and online platform that allows employees to raise any concerns they may have about wrongdoing. No reports have been registered in the financial year relating to modern slavery or human trafficking.

Human Rights

C&C is committed to doing business with respect for human rights and to implementing and enforcing effective systems and controls to guarantee that human rights are not being breached.

The Group has in place the following policies and procedures in respect of this commitment:

- An Anti-Bribery and Corruption Policy which outlines our zero-tolerance approach to bribery (see below).
- A Sustainable and Ethical Procurement Policy which the Group is in the process of refreshing.
- The Group's overall commitment to safeguarding human rights is set out in the C&C Group plc Code of Conduct, which all employees and business units are required to apply. The Code states that C&C Group does not tolerate forced, bonded or involuntary labour.
- During this financial year, the Group introduced a Human Rights Policy which complements the Code, which again outlines that we categorically reject forced and compulsory labour in any form.
- We also have in place a Whistleblowing Policy, and associated app which allows individuals to speak up about any concerns they may have on a confidential basis (more information on these is set out above).

The Group is committed to ensuring that:

- We supply high quality products that are sourced and manufactured in a fair, ethical and environmentally responsible way.
- We have a zero-tolerance approach towards modern slavery and human trafficking within our business, including our manufacturing and supply chain.
- Our workers are encouraged to report any concerns they may have, and management is required to act upon them.

The Group confirms there were no concerns raised in FY2025 regarding modern slavery, child labour or human trafficking.

A copy of our Code of Conduct, Modern Slavery and Human Rights Policies are available on our website candcgroupplc.com/code-of-conduct/.

Anti-Bribery and Corruption

Our Anti-Bribery and Corruption Policy and accompanying training materials are designed to be straightforward and direct so that it is clear to all employees what they may or may not do as part of normal business transactions. The Policy applies to all colleagues in the Group equally. It is written to ensure that legitimate and honest business transactions can be distinguished from improper and dishonest transactions. This Policy and the accompanying training will be tracked to monitor understanding and adherence to the Policy. KPIs have been established for those areas where we believe the potential impact on the Group is material. During FY2025, no incidences of bribery or corruption were uncovered across the Group.

A copy of our Anti-Bribery and Corruption Policy is available on our website candcgroupplc.com/policies-and-terms/.

CASE STUDY

Our latest 'Leading to Win' cohort kicked off their programme by taking part in a 'Big Challenge' event in partnership with the Big Issue – a unique and impactful experiential learning event. Taking to the streets to sell the Big Issue magazine, under the expert guidance from Big Issue vendors, gave our colleagues the opportunity to embed pivotal learning outcomes and supporting future leaders to:

- Enhance self-awareness and emotional intelligence.
- Uncover learnt behaviours and unconscious bias.
- Develop skills to lead and inspire others.
- Influence others positively.
- Communicate with confidence.
- Hone empathy.
- Strengthen personal resilience.

"We have worked with The Big Issue across a number of Big Challenge days and the feedback has been epic – many of our team have had humbling, life affirming experiences because of their involvement."

Claire Alexander
Head of Talent Development

Sustainability Report continued

GOVERNANCE

Collaborate with Government, NGOs, and Industry programmes

Alignment to UN SDGs

Building Meaningful Charity Partnerships

C&C Group is committed to the communities in which it operates and undertakes a range of initiatives that benefit our local communities.

Colleague Volunteering & Charity Policy

We know that volunteering creates mutual benefit for C&C, our local communities, and our colleagues. Alongside a positive contribution to the local economy, volunteering also enhances the health, wellbeing, and capability of colleagues. To support this, C&C has in place a Colleague Volunteering & Charity Policy, which offers colleagues time off to volunteer, whether it be through Big Issue Group, Inner City Enterprise (ICE) partnerships, or local charities, community initiatives and causes that are of personal interest or relevant to our brands and Business Units.

The Big Issue Group - UK

C&C Group are now in our third year of our partnership with the Big Issue Group ('BIG'), whose aim is to change lives through enterprise for marginalised communities across Great Britain. This partnership is aligned with our charitable agenda across homelessness, addiction, mental health, and poverty. Working with C&C Group colleagues and the brilliant team at the BIG, we are looking to play a meaningful part in tackling these complex social issues.

As the partnership matures, we continue to focus on progress being made across the four pillars.

Volunteering and Mentoring

BIG Challenge Days

In the first two years of the partnership, 29 C&C Group colleagues have participated in four challenge day events across Bristol, Glasgow and London. BIG Challenge Days provide an opportunity for immersive team building and for participants to gain a deeper understanding of the life of a Big Issue vendor and the difficulties they face. The benefits gained from participating in challenge days has seen this event integrated into the C&C Group 'Leading to Win' leadership programme from early 2025. (see Case Study on page 37).

Power Up London

Seven C&C Group colleagues have volunteered to be mentors as part of the Big Issue Power Up London mentoring programme to support early-stage social enterprises. Mentoring allows C&C Group colleagues to use their specialist skills to champion a meaningful cause while developing personally and expanding their network.

Sheltered Pitches and Events

Over the last year C&C Group has provided 13 sheltered pitch opportunities for vendors, exceeding our target of ten. Hosting a vendor at one of our sites offers a warm, safe and welcoming environment to sell and build a new customer base. We have established a regular sheltered pitch at Wellpark hosting familiar vendors, which colleagues have grown to know and support.

Big Issue Recruit

The funding and support C&C Group has contributed over the partnership has been crucial to the success of Big Issue Recruit. Training for managers has been updated and will continue to be rolled out in 2025 to increases the number of opportunities we are able to offer. The social value attributed to this pillar extends further to those candidates in employment with C&C Group supporting candidates on their journey with training, interview skills and CV support.

Cause Related Marketing

C&C Group extended our support to The Big Issue offering exposure to our vast audience through our communication channels and multi-channel marketing. A new initiative for our third year trialled the donation of our media assets during high profile games. Following the placement in September 2024, a significant increase of 500 magazine sales were reported in the region generating an additional £1,000 in revenue for local vendors.

Inner City Enterprise (ICE) - Ireland

C&C Group continues to partner with ICE, our valued community partner in Ireland. ICE is a not-for-profit charity established in 1992 and relaunched in 2012 to help unemployed individuals to establish their own businesses in Dublin's Inner City supporting over 4,000 businesses in this period. Our partnership strives to benefit both parties, C&C Group partaking in mentoring roles for enterprise participants and delivering training sessions covering important business requirements to attain success. C&C Group employees volunteering their time will be given the opportunity to share their skills and experience with ICE participants benefiting their own career and personal development.

Other Community Partnerships

C&C Group continues to support a range of charitable organisations across GB and Ireland. In 2025, Matthew Clark has again partnered with PubAid and the All-Party Parliamentary Beer Group to support the Community Pub Hero Awards, recognising the critical role that hospitality plays across the UK in helping

Sustainability Report continued

communities. Tennent's has a longstanding partnership with The Benevolent Society of Scotland ('The Ben'), which aids people of all ages who have worked in the licensed trade for at least three years full-time. Beneficiaries receive annual financial assistance as well as discretionary grants for emergency situations. In addition, we support Best Bar None in Scotland, a national accreditation and award scheme for licensed premises. Participants are given support and advice to improve the safety of their staff, premises, and customers and to adopt high management standards.

Liaising with Government and NGOs

We are members of the UK's National Association of Cider Makers ('NACM'), which works closely with apple growers and the agricultural communities in cider regions in the UK. This working relationship puts us at the heart of many UK Government discussions relating to the responsible use of alcohol and sustainability. The NACM is also engaged with tax and regulatory departments and opinion-forming bodies having an interest in cider and alcohol generally.

In GB, C&C Group are also members of the British Beer and Pub Association, Wine and Spirit Trade Association, UK Hospitality and the European Cider and Fruit Wine Association. In Ireland, C&C are members and actively support the work of Drinkaware.ie, the Licensed Vintners Association, the Vintners Federation of Ireland, and Hospitality Ulster. These memberships build our knowledge and understanding in critical areas and allow us to champion the future of our industry with policy makers and governments.

C&C also sit on the Steering Committee of the Westminster All-Party Parliamentary Beer Group and the Scottish Cross-Party Group on Beer and Pubs.

In March 2024, C&C were invited to participate, alongside 13 other organisations, in the Scottish Cross-Party Group on Beer and Pubs inquiry on what 'Brand Scotland' means for the Scottish beer and pubs sector. While calling out the huge economic contribution, the inquiry also recognised that "Scotland's breweries and pubs are woven into the proud heritage of our nation. They've been the living, beating heart of Scottish communities for generations. It is difficult to think of any other sector that so embodies 'Brand Scotland' to our communities and visitors."

Extended Producer Responsibility (EPR) – UK

Over the last two years C&C have submitted packaging data to the Department of Environment, Food and Rural Affairs (DEFRA) to meet obligations and understand resulting fees under legislation introduced on 1 January 2025, to address packaging waste, improve recycling and build circular economy. C&C are committed to these objectives and have been working with DEFRA and our Trade Associations to address issues around the implementation of the regulations. These include the late confirmation of fees (expected June 2025) and the 'on-trade double count' in hospitality that sees pubs, clubs bars, hotels and restaurants pay both EPR fees and their own commercial waste contracts. C&C also continues to work with DEFRA and Trade Associations to prepare for the implementation of 'modulated fees' in 2026. This will incentivise the use of recyclable materials by placing higher fees on less recyclable materials and lower fees on more recyclable materials.

Deposit Return Scheme (DRS) - UK

C&C supports the aims and objectives of a well run and implemented Deposit Return Scheme. We continue to work with DEFRA, UK Governments and Trade Associations on the introduction of DRS (aluminium, steel and PET containers). in October 2027. Alongside our industry partners, to reduce cost and complexity, C&C are seeking one fully interoperable scheme introduced across the four nations of the UK at the same time. The Group has worked with industry and DEFRA on the appointment of the Deposit Management Organisation (May 2025) and looks forward to the confirmation of the required detail on the scheme to allow planning and meet the extremely challenging critical path associated with an October 2027 implementation date.

C&C Group and the industry continue to work with the Welsh Government to understand the implications of their announcement in November 2024, that they planned to introduce their own bespoke DRS scheme including glass. Wales decision to implement its own DRS means there will not be one fully interoperable scheme across UK. Currently there are no details on proposals and timings, although the Welsh Government have confirmed that October 2027 is not a realistic timescale. C&C will continue to work with Welsh Government and trade bodies to develop and introduce an efficient scheme that minimise the cost and complexity of a bespoke scheme in Wales.

Tax

The Group takes its responsibilities as a corporate citizen seriously. This includes respecting and complying with local tax laws and paying the required and appropriate levels of tax in the different countries where we operate. We claim the allowances and deductions that we are properly entitled to, for instance, on the investment and employment that we bring to our communities. We benefit from having always been an Irish company, established in the Republic of Ireland's corporate tax environment, with our major cider production unit located in Clonmel and the Group is headquartered in Dublin. The majority of the Group's profits are earned in Ireland and the UK, which both have competitive corporation tax rates compared with the European average. In Ireland and the UK, we remit substantial amounts of duty on alcohol production, as well as VAT and employment taxes.

Task Force for Climate Related Financial Disclosures

Task Force for Climate Related Financial Disclosures (TCFD)

Response to Climate Change

This constitutes the Group's third disclosure utilising the Task Force for Climate Related Financial Disclosures ('TCFD') Recommendations and Recommended Disclosures ('TCFD Recommendations'). Consideration of these recommendations supports the Group in factoring climate change into strategic decisions in a formalised and robust manner and also supports our climate reporting and the development of our transition plan. We are committed to ensuring that we continue to improve our climate-related disclosures over the coming years.

In accordance with LR 9.8.6R(8), we are required to include a statement in this Annual Report and Financial Statements setting out whether the Group has included climate-related financial disclosures consistent with the TCFD Recommendations.

We have included climate-related financial disclosures in this Annual Report and Financial Statements consistent with the TCFD Recommendations, except for the following:

- Formally embedding climate-related risks and opportunities ('CROs') within our strategy and financial planning (Recommendations Strategy (b)).
- Identifying and monitoring metrics and targets aligned to all of the climate-related risks and opportunities that were identified as part of our scenario analysis (Recommendation Metrics & Targets (a) and (c)).

These recommendations are currently under review and will be updated in line with broader group efforts to meet the requirements under CSRD. Time frame for disclosure will therefore correspond with time frame of adoption of CSRD.

Governance

C&C Group's Board of Directors has the ultimate responsibility for overseeing the Group's climate-related risks and opportunities and for ensuring that climate change matters are considered when reviewing and guiding the Group's strategy, including undertaking major plans of action and capital expenditures. Moreover, climate change is also integrated into decisions regarding C&C's annual budgets, business plans and performance objectives (refer to the Strategy section below which discusses how we are using the results of our quantitative scenario analysis for financial planning, for example). Board members attend quarterly Sustainability Committee meetings and are therefore kept abreast of key climate developments, such as the Group's Transition Plan which is a standing agenda item.

Training

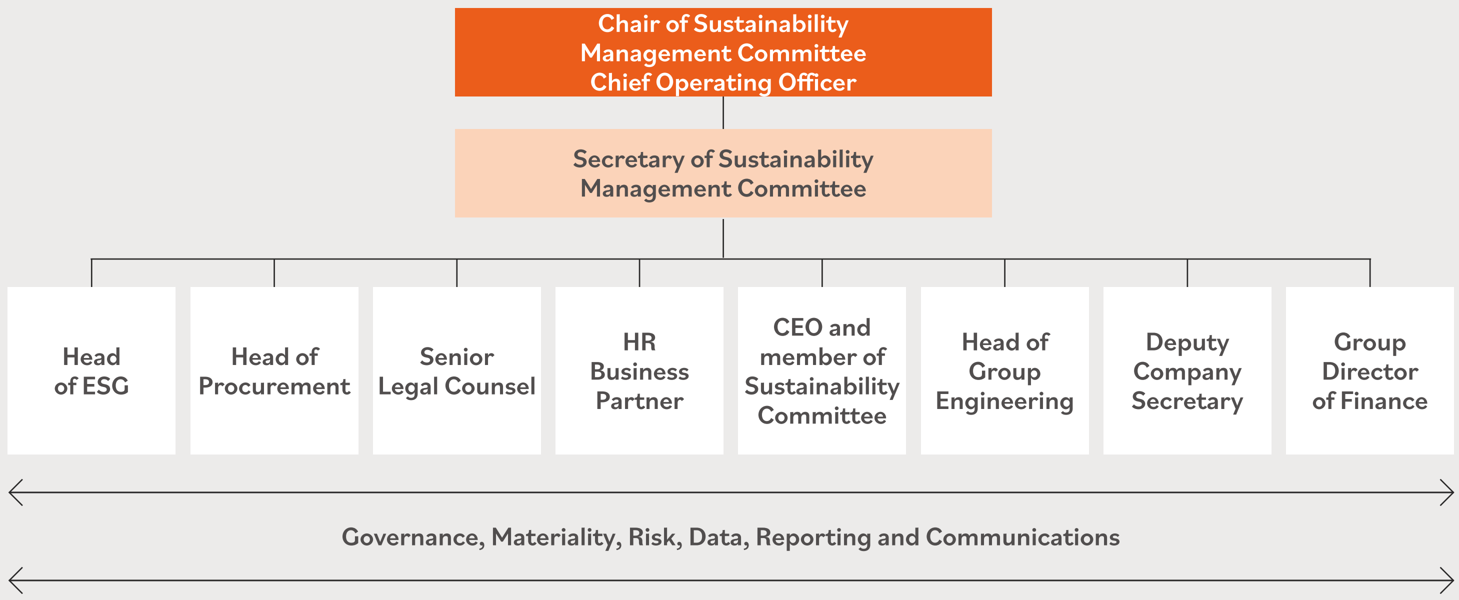
During FY2023, the Board received training on climate scenario analysis and the strategic considerations for C&C. During FY2025, the Board and the Executive Committee continued to receive training in the format of workshop sessions discussion topics in the context of the CSRD with a significant focus on climate considerations. The Board and the Group Executive Committee will be undertaking training sessions in Q2 of FY2026 to increase our leadership's knowledge, understanding and awareness of sustainability-related issues (including climate). The training sessions will include sessions focusing on particular sustainability topics, as well as broader sessions which will focus on integrating material sustainability topics into Board decisions.

Additional training across relevant management functions and teams will also be rolled out in Q2 of FY2026. These training sessions based on CSRD Reporting will focus on items such as target setting, action plans, data management and metrics, and the implementation and monitoring of the same to ensure performance is improving.

Governance structure

Task Force for Climate Related Financial Disclosures continued

Sustainability Management Committee structure



During FY2025, to support our Supply Chain Screening approach, CDP delivered training to C&C Procurement and Commercial functional colleagues, as well as for relationship managers and buyers on how supply chain screening and collaborating with suppliers and customers can play a vital role in tackling environmental harm and achieving global climate goals.

The Sustainability Committee has delegated responsibility from C&C Group's Board of Directors over some elements of oversight of climate change. Please see pages 97 to 99 for the Sustainability Committee report which contains its responsibilities and matters considered during the year. The Chair of the Sustainability Committee is responsible for providing the Board of Directors with an update on all sustainability matters, including climate change.

Recognising the importance of climate change and sustainability matters for the Group, all Board members participate in the Sustainability Committee meetings, such that the entire leadership is made aware of relevant sustainability and climate-related matters, so that these can be further taken into account for wider strategic purposes and business decisions.

Furthermore, C&C Group policy is to assign an Executive Committee owner for each principal risk on the Group Risk Register. Starting from FY2021, Sustainability and Climate Change has been identified as a principal risk for C&C Group. Therefore, climate risks are continuously reviewed and considered in Risk functions and at an executive level. During FY2025, C&C Group has welcomed a new Director of Risk and Internal Audit, who is further supporting this effort. Please see pages 54 to 61 for more details about the Group's Risk Management. In response to the identification of Climate Change as a principal risk. ESG Risk including Climate Risk is now a bottom-up process, reviewed at Sustainability Management Committee, build into the Group Management Committee, build into the Group Risk approach and is reviewed at Group Risk & Compliance Committee.

During FY2024 C&C Group reassessed the governance structure over sustainability topics more broadly and established a new Management-level Sustainability Committee in March 2024. The Sustainability Management Committee ('SMC') has been established to oversee and enhance the embedding of ESG, including climate change considerations, within C&C Group. The SMC directly reports to the Sustainability Committee, providing regular updates and recommendations for strategic alignment.

The roles and responsibilities of the SMC are as follows:

- Take a Materiality approach to define and implement ESG policies and practices that align with the Company's overall strategy and industry best practices.
- Identify and assess ESG risks and opportunities, providing recommendations to mitigate risks and capitalise on opportunities.
- Monitor and report on the Company's ESG performance against established goals and benchmarks.

Task Force for Climate Related Financial Disclosures continued

- Engage with stakeholders, including Shareholders, employees, customers, suppliers, and communities, to ensure a comprehensive understanding of ESG concerns and expectations.
- Regularly review and update the ESG policy framework in response to evolving regulatory stakeholder requirements.
- Establish and oversee initiatives aimed at reducing the environmental impact, promoting diversity and inclusion, and ensuring ethical business conduct.

The Committee consists of cross-functional members representing key business areas, including but not limited to sustainability, finance, supply chain, human resources, manufacturing, company secretariat and legal. The Chair of the Committee is the Group Executive Member with responsibility for ESG.

Separate from this, C&C Group has an Ethical and Sustainable Procurement Committee which seeks to embed climate considerations, as well as other sustainability considerations into the Group's procurement practices. This Committee also meets monthly and reports to the Sustainability Management Committee.

The work of the management committees is supported by the ESG Working group. This is a core working group focused on initiating and overseeing projects related to ESG matters and providing feedback on ESG initiatives to the SMC.

The remuneration report on page 108 contains details on the ESG related metrics considered by the Sustainability Committee. In relation to climate change, these remain unchanged from FY2024 and include the following metrics:

Metric	Target	Relevant to
Carbon reduction for the Group	**The Group Company has set a target to reduce its Scope 1 emissions and Scope 2 emissions over the three financial years ending with FY2025 as follows :** • Threshold – 6% reduction • Maximum – 12% reduction	Executive Directors

1. Scope 1: direct emissions from owned or controlled sources, which includes emissions from Group-owned or operated facilities and vehicles. Scope 2: indirect emissions from the generation of purchased energy e.g., electricity, steam, heat, and cooling.

Strategy

C&C Group has pledged to be a carbon-neutral business by 2050. We have grounded our emissions reduction targets in climate science through the SBTi, which were validated during FY2023.

Our Approach to Identifying Climate-related Risks and Opportunities

In FY2023, we collaborated with external consultants to support us in carrying out a quantitative scenario analysis on the CROs previously identified, to further understand and to quantify the impact that climate-related risks and opportunities could have on the Group. This quantitative scenario analysis exercise was finalised in Q1 of FY2024. The Sustainability Committee reviewed the CROs during FY2025 and determined that they are still relevant to the business, and that no further changes were required for FY2025.

The process for climate risk management is currently under review and will be updated in line with broader group efforts to meet the requirements under CSRD.

These CROs were identified in FY2022 through workshop sessions involving external consultants and a range of key stakeholders within C&C Group and utilised the existing Risk Management framework (as described on pages 54 to 61 of the annual report) to assess the impact and the likelihood associated with each CRO. The time horizons were reviewed in order to take into account the fact that climate change will manifest itself over a longer period of time.

Time Frame	Description
Short-term	Present day to 2027
Medium-term	2027 to 2032
Long-term	2032 to 2050

Task Force for Climate Related Financial Disclosures continued

The time frames, which focus on when the identified CRO is likely to begin having a significant impact on the business' goals and objectives, were approved for use by the Sustainability Committee:

Our Identified CROs

Please find below the CROs that are most relevant for the Group, which were determined based on the methodology described on page 40.

The process for climate risk management is currently under review and will be updated in line with broader group efforts to meet the requirements under CSRD.

Transition Risk

1. Climate change levy / Carbon tax

Physical Risk

2. Effects on ingredient production due to climate change

3. Water scarcity reduces availability of water for production

6. Floods disrupt production and distribution at Clonmel facility

7. Disruption to supply chain and distribution network due to extreme weather

Opportunity

4. Invest in low carbon intensity supply chains and distribution networks

5. Sustainable trends in consumer demand

Heat Map

* As defined in our Group Risk Register.

Task Force for Climate Related Financial Disclosures continued

TCFD CRO Category	Time Horizon	Value Chain Impact and Divisional impact	Description of impact prior to any mitigating activities being considered	Management of Risks and Opportunities	Link to relevant Metric(s) and Targets
1. Climate Change Levy/Carbon Tax					
Transition risk - policy & legal Transition risk - technology	Short term	Upstream, Production & Distribution Branded Wholesale	The Group's primary production sites are located in geographical locations either with a Carbon Tax (Ireland) or Carbon Levy (UK). These costs are due to increase substantially between now and 2030. Moreover, the increased pricing of GHG emissions means that The Group's operational costs will increase (e.g. heating).	The Group will reduce its carbon emissions in line with our SBTi target. The Group continues to explore avenues to invest in low carbon intensity supply chains and in cleaner technologies, for example, further opportunities to decarbonise the distribution fleet are being explored into FY2026.	Scope 1, Scope 2 and Scope 3 emission and emission reduction targets.
2. Effects on ingredient production due to climate change					
Physical risk - chronic	Long term	Raw materials Branded Wholesale	Changes in precipitation patterns and extreme variability in weather patterns will adversely affect barley, maize, wheat, malt, apple and apple juice, and wine production therefore affecting the Group's supply chain and production capabilities.	The Group has assessed the climate related risk to each ingredient on an individual basis. The results will begin to be incorporated as we roll out our Sustainable Sourcing strategy from FY2026.	CDP Supplier Screening programme/Science Based Target Scope 3 Engagement Target.
3. Water scarcity reduces availability of water for production change					
Physical risk - chronic	Long term	Raw materials & Production Branded Wholesale	Potential for long-term changes in ground water levels due to reduced precipitation may affect the availability of water for production (the Group uses water as both a product ingredient and as a plant cleaning medium) and enhance regulatory controls over seasonal water extraction activities, disrupting The Group's production.	Each of the Group's sites has an active water management programme. This includes an ongoing assessment of the water scarcity risk to each production site. In relation to raw materials, during FY2024 the Group extended its assessment to collect more detailed responses to water-related queries from suppliers. The Group will engage with its suppliers on their water management policies and establish if they have conducted a risk assessment which covers climate-related water stress.	Monitoring of water usage in C&C's facilities. At the Clonmel facility, well levels are monitored on a continuous basis – using the SCADA (Industrial automation system). The production volume and associated water usage has decreased by 20% over the past 5 years, thereby contributing to the mitigation of this risk. Our current water metrics are under review and will be updated in line with broader group efforts to meet the requirements under CSRD. Time frame for disclosure will therefore correspond with time frame of adoption of CSRD.

Task Force for Climate Related Financial Disclosures continued

TCFD CRO Category	Time Horizon	Value Chain Impact and Divisional impact	Description of impact prior to any mitigating activities being considered	Management of Risks and Opportunities	Link to relevant Metric(s) and Targets
4. Invest in low carbon intensity supply chains and distribution networks					
Transition Opportunity (Resilience Efficiency)	Long term	Distribution Branded Wholesale	Opportunity to mitigate the increase in production, transportation, and distribution cost due to the increase in energy prices by transitioning to lower-carbon options. This could allow The Group to lower costs with respect to our competitors.	The Group actively assesses low carbon distribution options as the leading final mile delivery partner to the on-trade in the UK and Ireland. Electric vehicles were introduced into the Group's fleet during FY2024 and further decarbonisation options are being explored for FY2026. The Group will continue to work with our partners through our Supply Chain engagement programme to help them lower their carbon emissions from distribution. During FY2025, the Group directly engaged to check on the status of target setting activities of select suppliers as part of the ongoing CDP Supplier Engagement Programme, 54% of target suppliers have SBTi in place.	Metrics and targets to manage this opportunity are currently being developed by the Group.
5. Sustainable trends in consumer demand					
Transition Opportunity (Resilience and Market)	Short term	Sales & consumers Branded	Strong corporate climate change management enhances credibility and strengthens relationships with stakeholders leading to potential new revenue opportunities. Additionally, given that The Group's production, distribution, and crop sites are relatively close to each other, this could have a positive impact on carbon labelling and reputation as consumers increasingly look for locally sourced, low carbon products.	The Group will continue to utilise in-house consumer insight and external sources to develop / execute meaningful brand sustainability campaigns (Life is Bigger than Beer – Tennent's and Save the Bees – Bulmers).	Metrics and targets to manage this opportunity are currently being developed by the Group.

Task Force for Climate Related Financial Disclosures continued

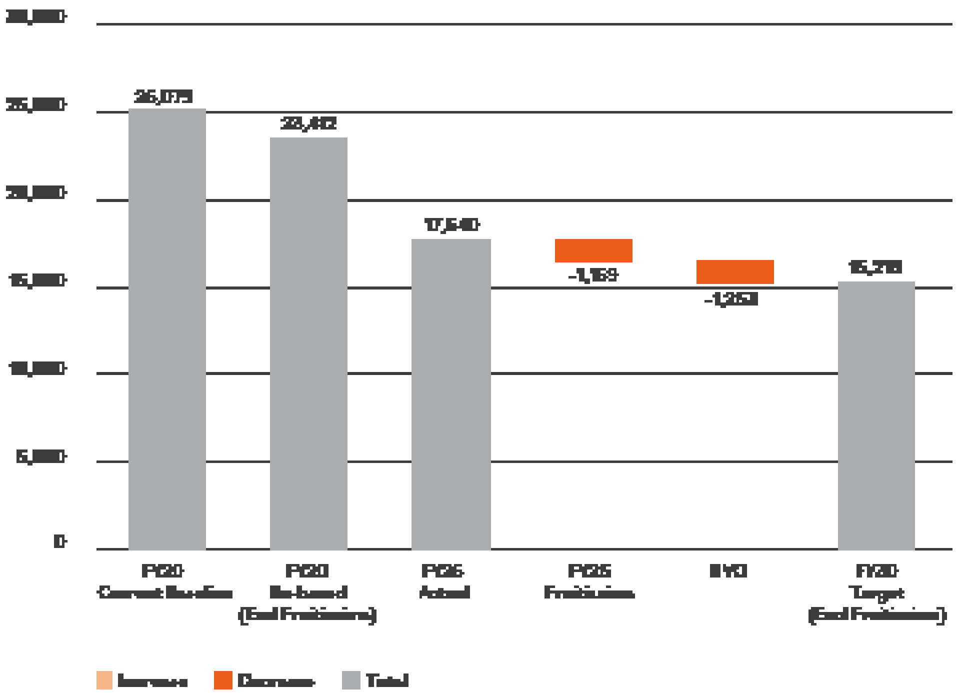
TCFD CRO Category	Time Horizon	Value Chain Impact and Divisional impact	Description of impact prior to any mitigating activities being considered	Management of Risks and Opportunities	Link to relevant Metric(s) and Targets
6. Floods disrupt production and distribution at Clonmel facility					
Physical risk - acute	Long term	Production & Distribution Branded	Increased heavy precipitation leading to floods in Clonmel facility. The occurrence of flooding could also cause damage to property and halt production in these facilities, impacting outputs and revenue.	As a significant employer in Tipperary in Ireland, the Group will work with the local authorities to foresee and mitigate any associated risk. A flood risk assessment will be conducted on the Clonmel site in Tipperary based on a RCP 8.5 scenario followed by the development of flood management plan to minimise any potential business disruption.	Metrics and targets to manage this risk are currently being developed by the Group.
7. Disruption to supply chain & distribution network due to extreme weather					
Physical risk - acute	Long term	Upstream, Distribution Branded Wholesale	Distribution channels are exposed to more extreme weather events leading to financial losses through lost revenue due to our suppliers being unable to deliver goods to us or The Group being unable to deliver goods to our customers.	The Group will work with our partners in our recently launched Supply Chain engagement programme to review risks and mitigations on a longer-term time horizon. The Group will mitigate the operational impact of extreme weather events through business continuity plans, which will be tested regularly against the latest IPCC scenarios. The Group will mitigate the financial impact of such events through business interruption insurance cover.	Metrics and targets to manage this risk are currently being developed by the Group.

While the above represents the risks and opportunities that we have identified as being the most relevant to C&C Group at this time, we continue to monitor the risks and consider emerging CROs as new climate data and policies emerge. We expect this list to evolve over time. We also continue to actively monitor and respond to the changing landscape of sustainability reporting requirements to ensure that we are meeting the reporting expectations of our key stakeholders including regulators, investors, and customers. The Corporate Sustainability Reporting Directive (CSRD) will require the Group to report on material sustainability impacts, risks and opportunities, including climate-related matters. The Group is in the process of finalising a Double Materiality Assessment in line with CSRD requirements, the outputs of which will be considered from a strategic and risk management perspective in the coming periods. The Group has carried out the majority of the steps for the DMA and is in the process of finalising its results.

Task Force for Climate Related Financial Disclosures continued

Transition Plan

Scope 1 Emissions



The Group's emission reduction targets were validated by the Science Based Targets initiative (SBTi) in FY2023, in line with a well below 2°C trajectory. C&C is committed to reducing absolute Scope 1 and Scope 2 GHG emissions by 35% by 2030 (vs FY2020 baseline). In addition, to achieve the target of reducing Scope 3 emissions by 25% (versus FY2020 base year) by 2030, the Group has also committed that suppliers and customers[1] making up 67% of Scope 3 emissions spend (Purchased Goods and Services, Upstream Transportation and Distribution and Downstream Transportation and Distribution) will have science-based targets in place by 2026. During FY2025, the Group directly engaged to check on the status of target setting activities of select suppliers as part of the ongoing CDP Supplier Engagement Programme, finding that 54% of target suppliers have SBTi in place (V Target of 44%).

The Group developed a transition plan in FY2024 to deliver on these targets, that also considered the Net Zero commitments set by the jurisdictions in which we operate, as well as our own pledge to be carbon-neutral business by 2050. The Executive Committee approved the transition plan annually as part of three-year planning cycle, and the progress towards it is now a standing agenda item for the Sustainability Committee. The initiatives and projects to decarbonise are also reviewed annually. The transition plan is undergoing further updates and is under review.

As part of setting the transition plan, we referred to: industry specific guidance from the European Greens Brewers Association, the Zero Carbon Roadmap for Brewing developed by the BBPA (British Beer & Pub Association) and engaged with wholesaler's associations and providers of modern technologies for the industry. We identified and analysed the viability of various projects to help us to achieve the 3% to 4% reduction in Carbon Emissions (CO_2e) required each year to meet our validated SBTi target for 2030.

At FY2025, C&C Group has achieved a 36% reduction in Scope 1 and 2 (Location Based) emissions (targeted reduction of 20%).

During FY2025 the following decarbonisation projects were implemented, resulting in a reduction in Scope 1 and 2 (Location Based) CO_2e of 4,488 tonnes:

- Wellpark carbon reduction projects
- Clonmel carbon reduction projects
- Further roll out of HVO to depot sites

In addition, there are multi-year projects that are being implemented to achieve our Scope 1 & 2 and decarbonisation 2030 target, including:

- The electrification of heat for manufacturing process loads (via heat pumps).
- Continued heat recovery/ heat reuse opportunities.
- Fuel tanks (this optimises the cost vs carbon reduction).
- Transition to Electric Vehicle fleet.
- Movement of FLTs from LPG to Electricity, at lease renewal stage.
- Electrical infrastructure phased into depot network.

While we believe significant work has been completed in the current period on our transition plan and the progress against it, we also recognise that the plan will have to be further operationalised going forward.

1. Payments to customers means payments made to a supplier for downstream transportation and distribution to customers.

Task Force for Climate Related Financial Disclosures continued

Understanding the impact on our CROs through Scenario Analysis

The following CROs were selected for quantitative scenario analysis during FY2023 and evaluated across a range of scenarios to understand how they may evolve under certain hypothetical situations:

- Increased costs from a climate change levy / carbon tax.
- The reduction of water available for production due to water stress.
- Disruption of production and distribution at key facilities due to flood events and extreme weather.
- Effects of chronic climate change on ingredient production of five key crops (apples, barley, sugar, wine grapes, and hops).
- Increased market opportunity for low carbon products due to sustainable trends in consumer demand.

These CROs were selected for quantitative scenario analysis based on their assessed potential to have a significant impact. This analysis has allowed us to understand and improve the resilience of our business model and strategy to climate change.

Several factors were considered during the selection of scenarios for this quantitative analysis (as outlined in the table below). This analysis made use of publicly available scenarios from the Intergovernmental Panel on Climate Change (IPCC). The range of scenarios was selected to consider the impacts of the selected CROs across the widest range of outcomes, to best prepare for all eventualities. The scenarios are broadly aligned with the qualitative analysis conducted in FY2022, however, to adhere with the latest science and IPCC findings, a 1.5°C scenario was prioritised over the previously selected <2°C scenario.

Climate scenarios selected for analysis

Warming trajectory by 2100	Data source	Key assumptions, outputs, and sensitivities
1.5°C (Paris ambition)	IPCC SSP[1]-1.9[2]	• The financial analysis is based on the forecasted financial position up to FY2027. Climate risks and opportunities were assessed over the short, medium, and long-time horizons based on this forecasted position. • Analysis of acute physical risks is limited to 27 of our key distribution and manufacturing sites. The vulnerability of each of these sites is based on a typical manufacturing or distribution facility. • Analysis is based on existing sites, products, and market share. • The results represent the gross risk position of our business strategy.
2.5°C (Stated policy)	IPCC SSP2-4.5	
>4°C (No policy)	IPCC SSP5-8.5	

1 SSPs - Shared Socio-economic Pathways outline different economic, social, and technological contexts, in the absence of further climate policy, which accompany the RCPs.

2 RCP - The IPCC's Representative Concentration Pathways outline different greenhouse gas concentration trajectories. RCP 8.5 indicates that GHG concentrations will result in global temperatures warming by >4°C on average and therefore is associated with higher physical climate impacts.

Task Force for Climate Related Financial Disclosures continued

The relative impact of each of the CROs, without any current or future mitigating action was considered under each of the scenarios. The results are presented in the table below.

We believe our business, with its strategic focus on local brands and distribution capability, is shown to be resilient to climate change. Sustainability forms a core part of our strategy, and we will continue to focus on reducing our Scope 1, 2 and 3 emissions, thereby reducing our potential exposure to increasing costs from direct or indirect carbon taxation and improving our position to capitalise on the market opportunity of low carbon products.

Going forward, as recommended by the TCFD, we will look to reassess our business strategy and model against these CROs under different scenarios where there is a significant change to the business.

Impact scale

🟢	🟠	🔴
Low Risk	Medium Risk	High Risk
High Opportunity	Medium Opportunity	Low Opportunity

Scenario	Assumptions	Potential Impact: Short	Potential Impact: Medium	Potential Impact: Long	Summary of results
1. Climate Change Levy/Carbon Tax					
1.5°C	All countries apply an average carbon price of $80/tCO_2$. This carbon price varies by country and over time.	🟠	🔴	🔴	The application of a carbon tax to our Scope 1, 2 and 3 emissions may have the potential to result in a significant cost to the business under the 2.5°C and 1.5°C scenarios. As our scope 3 emissions account for the majority of our exposure, these costs are anticipated to be realised through indirect costs via our supply chain. The size of this cost will depend on the extent to which suppliers reflect their own carbon tax expenditure within their prices and the extent to which we ourselves are able to absorb this cost instead of passing the cost on to our customers. To mitigate this risk, we are engaging with our suppliers, encouraging them to publish a CDP disclosure, and share their full carbon footprint. We are also looking to reduce emissions from our own operations.
2.5°C	$40/tCO_2$ is applied in all advanced economies. This carbon price varies by country and over time.	🟠	🔴	🔴	
>4°C	All carbon pricing is repealed ($2/tCO_2$).	🟢	🟢	🟢	
2. The reduction of water available for production due to water stress					
1.5°C	This analysis examined 27 of our own manufacturing and distribution sites. The vulnerability curve assumes ~4 days disruption for offices and manufacturing sites (for a severe water stress event) and ~2 days disruption for warehouse/distribution sites.	🟢	🟢	🟢	Water stress was examined for each of the 27 priority sites. Overall, while the probability of this risk is expected to increase under all scenarios between 2025-2050, even doubling in this time period under the >4°C scenario, it is not estimated to result in a significant potential impact on revenue.
2.5°C		🟢	🟢	🟢	
>4°C		🟢	🟢	🟢	

Task Force for Climate Related Financial Disclosures continued

Scenario	Assumptions	Potential Impact: Short	Medium	Long	Summary of results
3. Disruption of production and distribution at key facilities due to flooding					
1.5°C	This analysis examined 27 of our own manufacturing and distribution sites. The analysis examines both riverine and coastal flood events. Flash floods, however, are not included within this analysis. The vulnerability curve assumes ~8 days disruption for manufacturing sites, ~1 for offices and ~7 for warehouse/distribution sites (for a 0.5m flood).	🟢	🟢	🟢	Both coastal and riverine flooding were examined under this analysis. It was found that the risk of both coastal and riverine flooding was found to increase over time for all scenarios, although it was not found to present a significant risk to the overall business.
2.5°C		🟢	🟢	🟢	
>4°C		🟢	🟢	🟢	
4. Disruption of production and distribution at key facilities due to extreme weather events					
1.5°C	This analysis examined 27 of our own manufacturing and distribution sites. The vulnerability curve assumes ~0.1 days disruption for offices, ~1.1 days for manufacturing sites and warehouse/distribution sites (for a major temperate windstorm).	🟠	🟠	🟠	Analysis is limited to the impacts of heatwaves and temperate windstorms at 27 key distribution and manufacturing sites. Heatwaves are expected to present a minimal risk, whereas temperate windstorms have the potential to result in significant impacts in the form of asset damage and revenue disruption. However, the baseline risk for windstorms is currently high. The potential financial impact of this risk under a >4°C scenario, in terms of revenue disruption and property damage, is expected to increase by 6% between 2025 and 2050.
2.5°C		🟠	🟠	🟠	
>4°C		🟠	🟠	🟠	
5. Effects of chronic climate change on ingredient production					
1.5°C	The optimal growing conditions for five key crops were examined (apples, wine grapes, barley, sugar beet, and hops) for our sourcing locations for both our distribution and own-branded products). It was assumed that these products were not substitutable.	🟢	🟢	🟠	Overall, wine grapes and sugar beet were found to be the most impacted crops with the greatest potential for significant impacts expected in the longer term under the 2.5°C and >4°C scenarios. Conversely, under the same scenarios, some crops, particularly those sourced locally, are estimated to experience a net increase in yields. We will continue to monitor risk at key sourcing locations and use the outputs to inform procurement decisions. Where our sourcing locations may experience lower yields as a result of climate change, we may see an increase in the cost of products purchased for distribution in these areas. Going forward we will monitor these areas and factor this risk into our buying decisions.
2.5°C		🟢	🟠	🟠	
>4°C		🟢	🟠	🟠	

Task Force for Climate Related Financial Disclosures continued

Scenario	Assumptions	Potential Impact Short	Medium	Long	Summary of results
6. Increased market opportunity for low carbon products due to sustainable trends in consumer demand					
1.5°C	Rapidly growing demand for sustainable products in all markets.	●	●	●	The market opportunity for low carbon products may be significant under a 2.5°C - 1.5°C scenario. There is potential for a significant increase in revenue as consumer preferences shift towards low carbon alternatives. Further prioritising the production and distribution of low carbon products could also limit our exposure to carbon taxes and their associated costs.
2.5°C	Limited consumer demand for sustainable products within both leading and emerging markets.	●	●	●	
>4°C	Little consumer demand for sustainable products.	●	●	●	

Risk Management

In FY2021, Sustainability & Climate Change was identified as being a principal risk for C&C. In FY2025, this has been renamed as 'Failure to deliver Sustainability Commitments' Climate risks and opportunities are identified as part of our ongoing risk management approach, including DMA. The identification, prioritisation, assessment, and management of our 'Failure to meet our Sustainability Commitment' risk is carried out in a manner consistent with the Group's other principal risks with the exception of the timeframe used (please refer to the Strategy section of the TCFD report on page 42).

C&C Group adopts a standard risk management framework which is discussed in detail on pages 54 to 61. Given the increasing focus on climate, in FY2022 we completed a detailed review on CROs as described in the strategy section above, which were validated by the Sustainability Committee in FY2023 and reviewed in FY2025. The results of this assessment have been integrated into our new Risk Matrix as part of our ongoing overall risk management system.
The new risk management process integrates Sustainability matters by assigning an Executive Committee owner for each principal risk, including Failure to meet our Sustainability Commitments.. This ensures continuous review and consideration of climate risks at both the Risk Committee and executive levels. By embedding sustainability into risk management, C&C Group aligns its sustainability efforts with overall business objectives, enhancing strategic decision-making and ensuring compliance with regulatory requirements. Additionally, the process includes developing a bottom-up risk assessment relevant to CROs and incorporating new CROs identified through the Double Materiality Assessment (DMA) into the risk management framework. DMA CROs and TCFD CROs form part of the risk matrix, which is reviewed as part of the risk management process.

For additional information regarding the climate-related risks identified and our activities to mitigate these risks, please refer to the Strategy section of the TCFD report on page 42. Climate change mitigation is a current and ongoing responsibility for the Sustainability Committees as highlighted as part of the Governance section of this report on pages 40 to 42.

Further, as noted in the governance section, Group policy is to assign an Executive Committee owner for each principal risk identified, meaning there is Committee level oversight and management of the failure to meet our Sustainability Commitments risk. The owner of the Sustainability & Climate Change risk reviews all the other principal risks on the Group's risk register to assess them under a sustainability and climate change lens, thus reflecting the commitment of the Group in ensuring that sustainability and climate-related risks be considered and integrated into the business in a holistic manner.

To be able to better manage the projected impacts of climate change, we are committed to the continuous improvement of our processes for identifying and assessing our climate-related risks and have identified the importance of implementing a bottom-up risk assessment process, which is currently being structured. Any changes to climate-regulation, or the emergence of new climate-related regulation is considered as part of our normal regulation assessment for the Group.

Metrics and Targets

The Board recognises the importance of ensuring that we monitor our performance with respect to the CROs identified with tailored KPIs.

To oversee our progress against our Group's climate-related goals and targets we have set a number of climate-related KPIs in line with our sustainability strategy. These KPIs have been selected in order to monitor our progress against our targets and to help us manage the identified CROs. The metrics adopted are monitored using a financial control boundary, and were developed in alignment with international environmental frameworks, namely CDP and SBTI, as well as with GHG Protocol.

Task Force for Climate Related Financial Disclosures continued

However, we acknowledge that more work needs to be done and the Group is currently working on developing additional metrics that are more tailored to the identified CROs, following the output and the learnings from the quantitative scenario analysis which began in Q4 of FY2023 and completed in Q1 of FY2024.

Carbon reduction progress made during FY2025 means we are on track in relation to the Group's Carbon reduction targets validated by SBTi in FY2023. Further, the Group received limited assurance from EY during FY2024 over the following metrics: our scope 1 and 2 (Location Based) emissions, Scope 3 supplier engagement and our water ratio. For further information on how our metrics currently map to the identified CROs, please refer to the Strategy section of the TCFD report on page 42. For more information on our performance and our historical progress around wider Sustainability matters please refer to the Sustainability Report on pages 22 to 39.

Disclosure Requirement	TCFD Disclosure met	Page References	Actions Undertaken	Next Steps
Governance				
(a) Describe the board's oversight of climate-related risks and opportunities.	Yes	40 to 42	• Additional reporting lines to the Sustainability Committee established, specifically the Sustainability Management-level Committee. • The Board, Management and Functional level teams undertook further training on ESG and climate change.	• Board, Management and Functional-level ESG training.
(b) Describe management's role in assessing and managing climate-related risks and opportunities.	Yes	40 to 42		
Strategy				
(a) Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term.	Yes	42 to 48	• Began to integrate the results from the detailed quantitative climate change risk assessment and scenario analysis into strategy and financial planning.	• Continue to monitor the risks that we have identified and consider emerging CROs as new climate data and policies emerge. • Continue to actively monitor the changing landscape of sustainability reporting requirements, especially in relation to the Corporate Sustainability Reporting Directive (CSRD). • Continue to work towards our validated SBTi targets. • Prepare for revalidation post-2026.
(b) Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning.	Yes	42 to 48		
(c) Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Yes	42 to 48		

Task Force for Climate Related Financial Disclosures continued

Disclosure Requirement	TCFD Disclosure met	Page References	Actions Undertaken	Next Steps
Risk Management				
(a) Describe the organisation's processes for identifying and assessing climate-related risks.	Yes	51	• Climate risk is now part of a bottom-up risk assessment process, that feeds into Group Principal Risk process. • This is reviewed at Group Risk & Compliance Committee	• Management and Functional level teams to undertake training that will include climate risk topics.
(b) Describe the organisation's processes for managing climate-related risks.	Yes	51		
(c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.	Yes	51		
Metrics & Targets				
(a) Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	Partially	51 to 52	• Carbon reduction progress made in line with the Group's Carbon reduction targets validated by SBTi in FY2023. • Further assessed our current metrics in relation to the identified CROs.	• Additional metrics and targets to support us in managing the identified climate-related risks and opportunities are currently under review and will be updated in line with broader Group efforts to meet the requirements under CSRD. • Achieve our SBTi objectives. • In FY2026, extend assurance over emission metrics to include FY2025 supplier engagement target for all Scope 3 categories. • Based on updated CDP Supplier Engagement Programme target.
(b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	Yes	51 to 52		
(c) Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	Partially	51 to 52		