

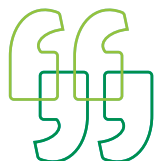
Sustainability

At McBride, we strive to embed long-term environmental, social and governance sustainability principles into every facet of our divisional and overall business strategies. This report covers these three aspects of sustainability.



We are delighted to have our climate targets validated by the SBTi this year, which has been the driver of our strategic initiatives and the identification of our key enablers. 2025 has been a pivotal year in terms of progress towards our climate targets and engagement with our supply chain partners and customers. We have also invested additional resource into Carbon Literacy® and climate awareness for training our colleagues.

Helen Herd
Group Head
of Sustainability



Our impact on the environment

56.9%

Renewable
energy

1.5%

Waste
to landfill

1,852.4

CO₂e saving from operations
(tonnes) (11.6% decrease)

72.1%

PCR weight of our PET
packaging

Our approach

Environmental sustainability principles are reflected in all our divisional business strategies, with our approach grounded by a thorough analysis of the most relevant and significant sustainability issues within the context of our operations. We acknowledge that addressing climate change is critical to our ongoing market relevance and viability. We can make a difference through the design of the products we produce, how we operate and how we engage with our colleagues, suppliers and customers.

Recognising the strategic importance, our sustainability priorities are actively managed by a cross-functional Sustainability Committee, overseen directly by the CEO and reporting to the Board. At the heart of this Committee is the Group Head of Sustainability, who is responsible for driving the delivery of our science-based targets for climate action and working in close collaboration with our divisions, customers and supply chain partners.

Our plans are aligned with the Sustainable Development Goals adopted by all United Nations Member States in 2015 as part of the 2030 Agenda for Sustainable Development.



Our sustainability initiatives are:



**Operating
sustainably**



**Fit for the
future products**



**Responsible
sourcing
and supplier
engagement**

These three initiatives will underpin our climate transition over the next five to ten years.

Our impact on the environment continued

Measuring progress

In 2021, we first measured our corporate carbon footprint with an external partner, ClimatePartner®, to gain an understanding of our Scope 1, 2 and 3 emissions. This is measured externally following the GHG protocol and includes all manufacturing sites except Vietnam, which is excluded based on materiality. The hotspots identified in 2021 are still relevant today. These are Scope 3 emissions from our purchased goods, Scope 3 emissions from upstream and downstream transport, and Scope 1 and 2 operational emissions resulting from our energy mix and consumption. The highest percentage of emissions are in Scope 3, generated by our product portfolio of packaging and chemicals items. The largest percentage of this footprint is our chemical portfolio.

From 2024 to 2025, we achieved a 3.1% reduction in our corporate carbon footprint for Scope 1, 2 and 3 emissions. Scope 1 and 2 operational emissions have reduced by a further 11.1% this year, and these have reduced by 45.8% since 2021. This continued improvement can be attributed to the efforts of our site colleagues, who have worked hard to improve our energy efficiency through site-based activities and closer monitoring of electricity usage and waste in production.

For Scope 3 emissions, a 2.9% reduction came from our purchased goods. This reduction has been achieved through two workstreams:

1. Measuring the impact of our products to understand where the emission hotspots are and redesigning the products to reduce this impact. This has been achieved through formulation compaction and from moving more products from plastic packaging into lighter-weight alternatives, using more recycled content and investing in cardboard packaging solutions.
2. The emission reduction efforts of our suppliers.

The reduction of GHG emissions also reflects the efforts of our operational procurement and product development colleagues in McBride, when considering we have procured 1.2% more chemicals and packaging items and sold 4.9% more goods by weight this year.

The emissions intensity of purchased goods reduced by 4.2% this year and by 11.9% versus the 2021 baseline. The emissions intensity of products sold decreased by 7.6% in the year, with a 10.5% reduction since 2021.

This is our final year of dual reporting of old and new internal targets supporting our climate transition.

		% change from 2021 to 2025	% change from 2024 to 2025	2025	2024 ⁽¹⁾	2021 ⁽¹⁾
Emissions (tonnes CO ₂ e)	Scope 1	4.6%	(5.1)%	8,665	9,132	8,282
	Scope 2	(67.5)%	(18.3)%	6,231	7,630	19,190
	Total Scope 1 and 2	(45.8)%	(11.1)%	14,896	16,762	27,472
	Scope 3 excluding usage ⁽²⁾	0.9%	(2.9)%	1,058,379	1,090,438	1,049,164
	Total all scopes not including usage	(0.3)%	(3.1)%	1,073,275	1,107,200	1,076,636
Intensity of products purchased	Weight of products bought (tonnes)	13.1%	1.2%	461,012	455,767	407,614
	Emissions intensity (tonnes CO ₂ e per tonne purchased) – all scopes	(11.9)%	(4.2)%	2.33	2.43	2.64
Intensity of products sold	Weight of products sold (tonnes)	11.4%	4.9%	957,101	912,323	859,448
	Emissions intensity (tonnes CO ₂ e per tonne sold) – all scopes	(10.5)%	(7.6)%	1.12	1.21	1.25

(1) Scope 3 and total emissions data has been restated to reflect the latest changes in SBTi calculation methodology and most recent updates in emission factors.

(2) Supply chain emissions only. McBride is exempt from calculating emissions associated with the use of the product.

Our impact on the environment continued

Measuring progress continued

2025 internal supporting targets – final reporting

The table below summarises our performance against the targets set in 2020. We have concluded the reporting of our performance versus the targets set in 2020 and, going forward, we will only report on our new science-based targets, with a continued focus on our operations, our products and our suppliers.

Operations

Target	2025 result	Status				Comments
15% improvement in eco-efficiency (measured in output volume per gigajoule of energy).	16.3%	Not met	In progress	On track	Exceeded	Target exceeded. In future, each site will be allocated a kWh/tonne energy efficiency target aligned to our SBTi Scope 1 and 2 targets.
Procure a minimum of 30% of energy used in our operations from renewable sources.	56.9%	Not met	In progress	On track	Exceeded	Target exceeded. Our ongoing target is to have 100% of our electricity coming from renewable sources.
Zero waste to landfill.	1.5%	Not met	In progress	On track	Exceeded	From 2021 to 2025, waste to landfill has been reduced by 67.8%. The remaining waste generated is only 1.5% of our total waste generated. Sites will continue to focus on reducing waste.

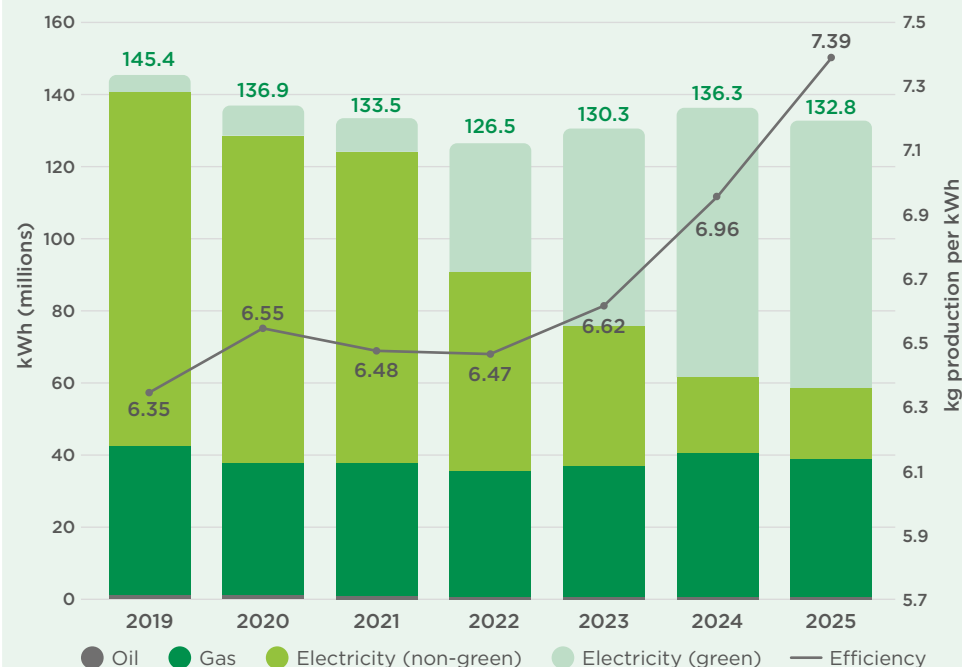
Product and design

Target	2025 result	Status				Comments
All paper and board sourced will be FSC® compliant.	97.2%	Not met	In progress	On track	Exceeded	Very close to target, we will continue to focus on the remaining 2.8% of FSC® non-sourced within our divisions.
All our packaging will be 100% fully recyclable, compostable or re-usable.	99.5%	Not met	In progress	On track	Exceeded	Very close to target. Going forward we will continue to focus on recyclability of our products following the local recyclability definitions for different countries.
On average, all our plastic packaging will contain at least 50% recycled content.	28.9%	Not met	In progress	On track	Exceeded	We will continue to work with our customers to drive more total PCR into the market. For PET packaging, we have reached a 72.1% PCR content in 2025.
We will exit all multi-layered flexible packaging.	58.2%	Not met	In progress	On track	Exceeded	Target not met. We will continue to collaborate with customers to move more mixed plastic laminate to mono-material.
We will remove all REACH-defined microplastics from our formulations.	Achieved	Not met	In progress	On track	Exceeded	We do not have any materials within our formula portfolio that are considered microplastics under REACH.

Our impact on the environment continued

Measuring progress continued

Total energy consumption⁽¹⁾

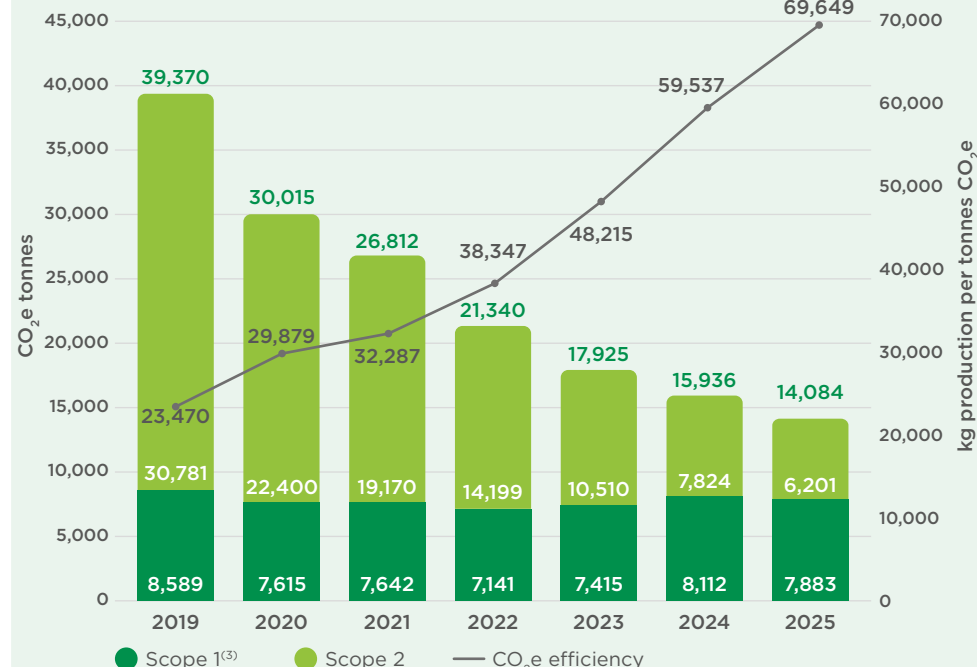


Although production tonnes across our operations increased by 3.4% in 2025, our absolute energy consumption (in kWh) decreased by 2.6%. During the year, energy efficiency improvements have resulted in us achieving 7.39 kg of product per kWh of energy, compared with 6.96 kg of product in 2024. The original target set in 2020 was to achieve a 15% improvement in energy efficiency by 2025.

We are pleased to report that, as of 2025, energy efficiency has improved by 16.3% versus the 2019 baseline.

In particular, there have been significant improvements at our sites in Poland, Spain and Belgium, with our site energy champions continuing to share best practices across all sites.

Net Scope 1 and 2 CO₂e emissions (tonnes CO₂e)⁽²⁾ for energy consumption



Most of our production sites are also starting to see the benefits of investing in software and sensors for monitoring electricity consumption.

Our investment in renewable electricity has continued in 2025 and, as a result, our overall energy mix from renewable sources has increased to 56.9% (2024: 54.9%), exceeding our 2025 target of 30%.

Increasing the proportion of electricity consumed from renewable sources and improving overall energy efficiency has positively impacted our GHG emissions, resulting in a reduction of 1,852.4 tonnes of CO₂e this year, representing a decrease of 11.6%.

(1) Total energy consumption for 2025 of 132.8 million kWh relates to 17.4 million kWh for the UK (13.1%) and 115.4 million kWh for the Rest of the World (86.9%).

(2) Total emissions for energy in 2025 of 14,084 tonnes relates to 594 tonnes for the UK (4.2%) and 13,490 tonnes for the Rest of the World (95.8%).

(3) Scope 1 emissions reported here include emissions from operational consumption of gas and oil and exclude other direct emissions such as those from refrigerants and vehicle fleets.

Our impact on the environment continued

New SBTi targets

In October 2024, McBride's science-based targets were validated by the SBTi, requiring the Company to focus on its operations, product development and supply chain. As a result, we have a new set of climate-related targets.

A summary of our current progress in relation to these new targets is shown in the following table.

Science-based targets

Target	2025 result	Status				Target year
Scope 1 and 2 emissions – 66.3% reduction versus 2021.	45.8%	Not met	In progress	On track	Exceeded	2033
Scope 3 emissions – 82.5% of our suppliers by emissions, covering goods and services, to have science-based targets.	On track	Not met	In progress	On track	Exceeded	2029

Additional targets

Target	2025 result	Status				Target year
Improvement in the Group's energy efficiency, with kWh per tonne of production decreasing from 153kWh/tonne in 2021 to 130kWh/tonne by 2033.	135.7	Not met	In progress	On track	Exceeded	2033
100% of the electricity used in our operations is from renewable sources.	80.5%	Not met	In progress	On track	Exceeded	2033
All polyethylene packaging for the Group's contact-sensitive products must contain a minimum of 10% PCR content.	0.8%	Not met	In progress	On track	Exceeded	2030
All plastic packaging used by the Group must contain a minimum of 35% PCR.	28.9%	Not met	In progress	On track	Exceeded	2030



Operating sustainably

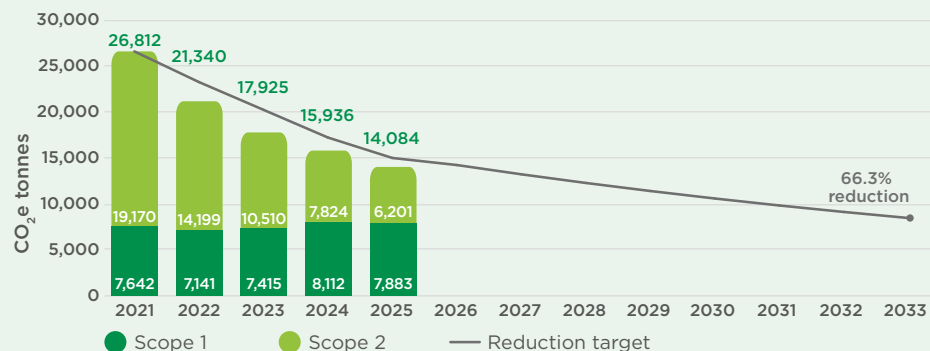
In 2025, the site energy champions established a practice group, meeting monthly to share their learnings on energy reduction initiatives. Eight of our production sites now have software and sensors to monitor electricity consumption, which is now driving a range of activities and yielding improvements in energy efficiency.

The charts on this page demonstrate our performance against the new energy efficiency and renewable electricity targets. We are pleased to report a 5.4% reduction in kWh per production tonne for 2025, moving us closer to our 2033 target. During the year, McBride has also increased the proportion of electricity from renewable sources, from 77.9% to 80.5%.

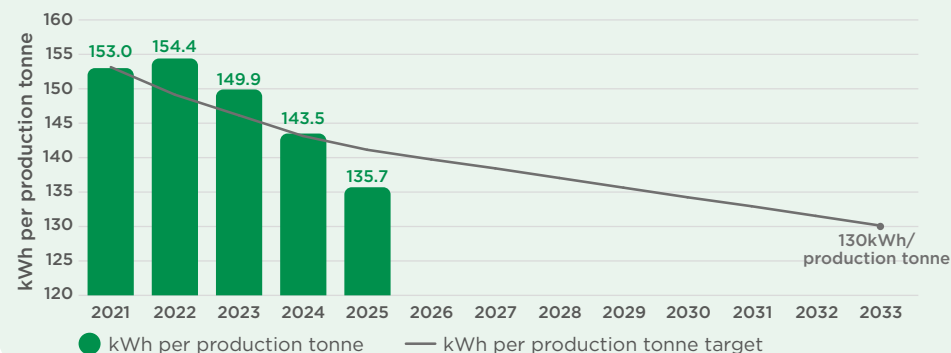
Both initiatives have supported the science-based target to reduce Scope 1 and 2 emissions. In 2025, we saw a reduction in our absolute Scope 1 and 2 emissions, achieving a 45.8% reduction since 2021, and on track for the 2033 target.

For operations, each site will focus on their 2026 energy efficiency and renewable electricity targets, and continue to share best practice with other sites. Each capital expenditure proposal will consider the environmental impact within the business case to help to prioritise projects that will have a positive effect on helping McBride achieve its sustainability targets.

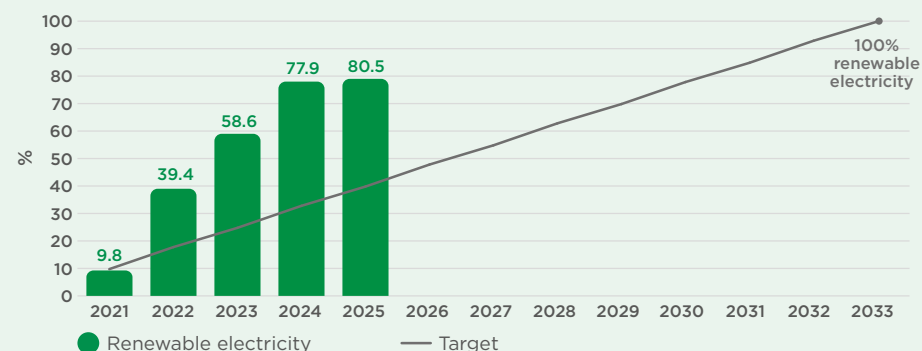
Scope 1 and 2 operational emissions



Energy efficiency



Renewable electricity



Sustainability continued

Activities supporting sustainability actions continued



Fit for future products

This year we have focused on the measurement of the carbon footprint (CO₂e) of the products we sell to our customers. This has given clarity to our product development teams on where emissions are in different formulations and finished products. We have measured over 600 products this year, sharing the learnings with our customers and driving a number of product compaction projects, resulting in lower-carbon product offerings. This has been aided by an increase in primary data from our suppliers and ongoing customer engagement.

As mentioned on page 29, in addition to our new science-based targets, we have set other product-related targets aimed at increasing PCR content in polyethylene and plastic packaging across the Group.

In 2025, the proportion of PCR in contact-sensitive products using polyethylene packaging was 0.8%, versus the 2030 target of 10%, and the PCR content of our plastic packaging portfolio was 28.9%, versus the 2030 target of 35%.

The product development team will continue to use new product carbon footprint tools to support ongoing development, and products will be assessed, not only on cost and performance, but also carbon impact. This will continue to aid our teams to find sustainable solutions with the right balance in carbon reduction and maintaining a great cleaning solution.



Responsible sourcing and supplier engagement

During the last twelve months, we have engaged with 90 of our top chemical and packaging suppliers to understand their carbon maturity. We gained clarity in 2025 as to which suppliers have established climate targets, whether these are SBTi-validated or science-aligned targets, and also those suppliers which are in the infancy of this journey. We have also updated our Supplier Code of Conduct and incorporated more sustainability expectations into our Code. To ensure that we can continue to use many of the chemical and packaging items we use today, we will need to buy them with a lower carbon footprint in the years ahead.

We are now moving into the second wave of our supplier engagement programme and focusing on the suppliers who have yet to set targets and support them in their journey in measuring and reporting their Scope 1, 2 and 3 emissions.

Case study

Strzelce, Poland - energy reduction activities in 2025

The engineering team in Strzelce have been leading the way in energy-saving initiatives in 2025, having completed the installation of LED lighting, both internally and externally, and having invested in software and sensors in order to track 80% of the electricity used by the site, highlighting opportunities for reducing electricity consumption. The software enabled a range of engineering opportunities to reduce energy usage.

Furthermore, capital investment in the past two financial years has resulted in the site replacing old, energy-inefficient machinery with newer, energy-efficient alternatives.

The actions above have led to a year-on-year improvement of 16.5% in site energy efficiency.



Our people and communities

Over the past year, we have continued to place people at the heart of everything we do, championing diversity, equity and inclusion, and fostering a culture of health, safety and wellbeing. We have invested in future-ready skills, reflecting our deep commitment to being a responsible employer and a trusted community partner. Together, we are building a workplace and communities where everyone can thrive.

In this section, you will find highlights from across our locations, showcasing the impact of our initiatives throughout the year.

Inclusion, belonging and fairness

We are committed to fostering a workplace where every colleague feels valued, respected and empowered to thrive. In 2025, we created our inclusion, belonging and fairness strategy, a refreshed and intentional framework that builds on our previous DEI efforts. This strategy reflects our ambition to embed inclusive practices into the everyday experiences of all colleagues, across all roles, locations and levels of the organisation.

Our journey began with listening, with our internal DEI survey achieving a 76% response rate. The insights gathered highlighted both our progress and the areas where we must do more to ensure everyone feels heard, supported and included. In partnership with Global Diversity Practice, we conducted executive interviews, leadership workshops and country action planning sessions to translate feedback into meaningful, locally relevant strategies.

Each of our locations have developed tailored action plans grounded in three strategic pillars:

- **Belonging** – creating environments where colleagues feel welcomed and connected.
- **Inclusive Behaviours** – embedding inclusive mindsets and actions into daily interactions.
- **Fair Talent Practices** – ensuring equitable access to opportunities, development and recognition.

This bottom-up approach ensures that our inclusion, belonging and fairness strategy is not only aligned with our values but also shaped by the voices of our people. As we move into the next financial year, we remain committed to progressing these actions and making McBride a truly inclusive and great place to work.

We continue to report our gender pay gap statistics annually, both on the UK’s government website and on our corporate website.

As of 30 June 2025, female representation on both the Board and Executive Committee stood at 33.3%. Our goals for Board diversity can be found on page 72.

Health, safety and wellbeing

At McBride, we take health, safety and wellbeing seriously. Our Group Health and Safety Lead reports directly to the CEO, underscoring our commitment. Dedicated health and safety professionals at local site levels across all countries ensure the delivery of Group policies and standards. They also implement initiatives, processes and procedures, fostering a culture of safety and accident prevention.

In 2025, we once again ensured zero work-related fatalities and our overall lost time incidents (LTI) frequency rate decreased for the second year in succession, from 0.75 to 0.48. We also achieved a 14% reduction in ‘All Injuries’ against a target of 10%.

To assess our performance, we use a mix of lagging and leading indicators. Lagging indicators are reactive and examine past performance e.g. LTIs, whereas leading indicators are more proactive and influence future performance. As such, we have continued to embed and develop a number of leading indicator tools throughout the Group to adopt a more proactive culture e.g. near miss reporting, training compliance, quick risk predictions, dynamic risk assessments, corrective actions, risk assessments, behavioural observation system and safety observational walks.

Our zero loss journey maps, developed from a comprehensive Health, Safety and Environment gap analysis in 2023, remained a key focus area in 2025 to guide the continual improvement of our health and safety management systems. These maps include a five-year overview plan, an annual master plan and a quarterly priority plan, ensuring site teams have clear strategies and priority objectives for continuous improvement. This has included the review and standardisation of 14 Group policies and standards that covered key elements of health and safety and the revision of our governance framework to ensure our goals were achievable and that we had a structure in place to meet future demands and expectations.

We continued our partnership with a major external company during 2025 to follow up on actions identified in our 2024 organisational culture survey. The survey explored individual and group values, attitudes, perceptions, competencies and behavioural patterns related to health and safety management.

As at 30 June 2025

33.3%

(2/6)
Female Directors

31.9%

(15/47)
Female senior leaders⁽¹⁾

33.3%

(2/6)
Female Executive
Committee members

36.8%

(1,350/3,664)
Female total
global workforce⁽²⁾

(1) Includes senior female leaders that report directly to the Executive Committee.
(2) Includes employees, third-party contractors and agency workers.

Our people and communities continued

Health, safety and wellbeing continued

We held a series of health and safety workshops focused on leaders as a strategic first step in this process to enhance engagement and foster a culture of responsibility, accountability and compliance. The workshops encouraged everyone, from executives to frontline supervisors, to lead by example and take ownership of safety and health outcomes to reduce the risk of injuries and uphold our health and safety vision statement: 'Working together to ensure everyone returns home healthy and safe every day'.

The health, safety and wellbeing of our colleagues remains a top priority. In 2025, we took significant steps to enhance support across all our sites, guided by insights from our Employee Voice health and wellbeing survey, which achieved a 77% participation rate. This feedback informed targeted initiatives that address both physical and mental wellbeing.

We launched site-specific campaigns, such as Wellbeing Week at our Sallent site in Spain, which included hydration challenges, emotional wellbeing training and team-based physical activities. In Poland, our Strzelce site introduced a hydration awareness campaign following research showing that over 70% of colleagues were not drinking enough fluids during shifts. In Italy, colleagues participated in the Pigiama Run charity walk, promoting fitness and community engagement.

We promoted our 'McBride Cares' Employee Assistance Programme, which offers confidential round-the-clock support for colleagues and their families. Additionally, we offered self-paced wellbeing courses, covering topics such as mindfulness, emotional regulation and rest.

This year, we also continued to invest in the development of our people to ensure a safe, healthy and compliant working environment. At our Ieper site in Belgium, several colleagues achieved nationally-recognised qualifications that strengthen our capabilities in environmental stewardship and workplace safety.

We launched a Summer Safety campaign to address seasonal risks such as heat exposure, reduced staffing and increased temporary labour. The campaign encouraged all colleagues to follow the STOP, THINK, ACT approach before starting work, with a focus on hazard awareness, hydration and supervision of seasonal workers.

Site leaders were encouraged to increase shop floor visibility and reinforce safe behaviours through coaching and safety walks. Practical measures included providing cold water, shaded rest areas, and rotating job duties in high-heat environments.

In addition, our Executive Committee and Senior Leadership Team participated in a dedicated workshop focusing on the Power of Executives in Leading with Safety. DEKRA, a global leader in health and safety since 1925, provided insights into how leadership behaviours influence safety culture and performance. The session explored how senior leaders can shape organisational culture through decision-making, visibility and behavioural modelling.

These collective efforts reflect our ongoing commitment to building internal expertise and ensuring that health, safety and wellbeing remain central to our operations.

Skills for the future

We recognise that building a future-ready workforce is essential to our long-term success and sustainability. In 2025, we significantly expanded our investment in learning and development to equip colleagues with the skills, mindsets and tools needed to thrive in a rapidly evolving world of work.

Empowering growth through learning

Our flagship 'Let's Grow' development programmes continued to deliver impact across the Group, with:

- 4,379 training hours delivered, up from 2,153 hours in 2024;
- 172 colleagues participating across seven cohorts in our 'Investing in Me' and 'Learning 2 Lead' programmes, and one cohort in our 'Leading with IMPACT' programme; and
- multilingual delivery across English, French, Danish, Dutch and Catalan, ensuring accessibility and inclusion.

Digital learning for all

We expanded access to self-paced learning, including:

- over 1,000 bite-sized GoodHabitZ courses;
- mandatory training on compliance and AI practices;
- the launch of GoodScan, a self-assessment tool available in all languages to help colleagues identify growth opportunities and personalised learning paths; and
- a new learning pathway designed to build core capabilities and support continuous professional development.

Future-focused talent initiatives

To further support skills for the future, we launched several strategic initiatives:

- digital coaching and external coaching for senior leaders;
- a centralised Learning Academy portal to streamline access to development opportunities;
- enhanced performance and talent processes, including refreshed individual development plans and manager training; and
- Grow Your Career sessions attended by over 400 colleagues, offering practical guidance on development tools and career planning.

Looking ahead

In 2026, we will continue to build on this momentum, with the launch of a new learning pathway for line managers, self-paced onboarding for blue-collar colleagues and much more, nurturing talent, fostering inclusion and preparing our people for future challenges and opportunities.

Employment and wealth generation

We are pleased to report a notable improvement in our staff turnover rate this year, which has decreased to c.3%, down from c.5% last year. This reduction reflects our continued focus on employee engagement, retention strategies and fostering a supportive workplace culture. Maintaining a stable and committed workforce remains a key priority, and this year's figures are a positive indicator of our progress.

We have maintained close collaboration with the European Works Council over the past year. Strengthening this partnership continues to be central to our approach, ensuring that employee voices are heard and valued across all countries in which we operate.

Our people and communities continued

Community and social vitality

At McBride, we recognise that our role extends beyond commercial success to include meaningful contributions to the communities in which we operate. Throughout 2025, our teams across Europe have actively engaged in initiatives that promote wellbeing, inclusion, education and environmental stewardship. These efforts reflect not only our values but also our belief that every action, big or small, can help drive positive change.

Italy – Walking together

In September 2024, colleagues from our site in Bagnatica participated in the Pigiamata Run in Bergamo, a nationwide charity walk held under the patronage of LILT across 40 Italian cities. The event aimed to raise funds for children affected by cancer and support local institutions including the Angelo Custode Foundation and Casa Amoris Laetitia. With over 2,000 participants walking through the city in pyjamas, our participation not only contributed to fundraising efforts but also strengthened community bonds and awareness.

Poland – Inspiring the next generation and promoting wellbeing

Engineering job fair

In March 2025, we participated in the 31st edition of the Engineering Job and Entrepreneurship Fair at the Silesian University of Technology. The event provided a platform to engage with future engineering talent and promote career opportunities within the Group.

Children's safety poster competition

As part of our 'I Care for Safety' initiative, our Strzelce site hosted a poster competition for children, with the winning entry reflecting a strong interest in chemistry.

Hydration awareness campaign

To promote employee wellbeing, our Strzelce site launched a hydration campaign featuring educational sessions, hydration testing and the distribution of electrolyte supplements to production teams.

Denmark – Connecting with communities and supporting inclusion

Career fairs and outreach

Our Denmark team engaged with students and job seekers at career fairs across Struer, Silkeborg, Aarhus and Holstebro, providing information and access to employment opportunities.

Open factory days

Our Holstebro site hosted an Open Factory Day for employees and their families, featuring guided tours and interactive activities.

Support for Skovlund daycare facility

We sponsored prizes for a community lottery at Skovlund, a sheltered workshop and social centre for individuals with disabilities.

Belgium – Sustainability and social responsibility in action

Ieperfest contribution

We supported the 31st edition of Ieperfest by donating 300 empty bottles to promote sustainable practices.

Community donations

Surplus Easter chocolates were donated to De Lovie, cleaning products to VTI technical school, and expired medical supplies to a local animal shelter. Additional donations of bottles and caps supported environmental and accessibility initiatives in Ieper.

Youth engagement – YOUCA action day

On 17 October 2024, we welcomed two students as part of YOUCA Action Day, offering hands-on experience while supporting global youth development projects.

Family days at Ieper site

Over 150 visitors attended guided tours of our Ieper facility in March 2025, gaining insight into our operations and celebrating the contributions of our teams.



McBride Cares



Our people and communities continued

Community and social vitality

continued

UK – Inspiring the next generation

As part of our community engagement efforts, one of our colleagues visited a local Polish Saturday school to introduce students to career pathways and the role of HR. The session included a video tour of our Polish factory and interactive activities with safety gear. The visit fostered interest in manufacturing and safety while strengthening ties with the local community.

Spain – Promoting inclusion through community engagement

Transéquia 2025

In preparation for the annual Transéquia event on 16 March, McBride encouraged employees to train together through walking, running or cycling. The initiative promoted physical activity and team spirit, with McBride providing T-shirts and covering registration fees.



Factory visits

McBride Sallent hosted visits from special employment centres and local secondary schools, offering educational tours and insights into industrial processes.

St. George's Day: a tradition of solidarity

In April 2025, we celebrated St. George's Day, a cherished Catalan tradition where books and roses are exchanged as symbols of love and culture. At our Sallent site, each employee received a solidarity rose, purchased from a special employment centre, reinforcing our support for inclusive employment and local initiatives.

Let's Clean Up Sallent Week

As part of a broader European initiative, McBride participated in 'Let's Clean Up Sallent Week', aimed at restoring public spaces and natural paths. Employees volunteered alongside individuals from vulnerable communities to help clean and revitalise areas in and around the town. This initiative reflects our ongoing commitment to environmental stewardship and social responsibility.



McBride volunteering scheme – 'McBride Gives'

As part of our ongoing commitment to social responsibility and community engagement, the Group-wide volunteering initiative, McBride Gives, has continued to be embedded across all locations this year. This programme offers every colleague one fully paid day per year to volunteer with a selected local charity.

The initiative focuses on supporting organisations that address poverty and provide essential living resources, closely aligning with our purpose of offering affordable cleaning products for all. By empowering our colleagues to give their time, we are not only reinforcing our values but also fostering a culture of compassion, engagement and shared purpose across our business.

Italy

At our Bagnatica site, the spirit of giving is brought to life through a partnership with Fondazione Opera Bonomelli, a remarkable local charity established in November 2024. The foundation supports individuals facing difficult circumstances such as job loss, homelessness, addiction or mental health challenges. By helping people to rediscover their strengths and rebuild their lives, the organisation fosters a sense of belonging and community. Its approach centres on recognising each person's unique potential and encouraging others to offer support and inclusion.

Over the course of a week, seven colleagues from our Bagnatica team volunteered with the charity, two of whom found the experience so rewarding they've continued volunteering regularly.

The experience left a deep impression on our colleagues, as shown in their heartfelt words:

- "Everything felt relaxed and informal. People came by for a coffee or stayed longer. It was warm, welcoming and truly human."
- "It was eye-opening and enriching. It made me think deeply about what daily life is like for those who rely on a place like Bonomelli."
- "Many guests are facing trauma, mental health struggles or difficult moments. I saw a powerful drive to rebuild – a strength I didn't expect. I'm truly grateful for the chance to be part of it."
- "At the end of the day, one guest quietly said, 'Thank you so much.' That simple gesture filled me with gratitude."



McBride Gives

Our people and communities continued

McBride volunteering scheme

– ‘McBride Gives’ continued

UK

The UK team selected to support Mustard Tree, a charity dedicated to fighting poverty and working to prevent homelessness across Greater Manchester.

Mustard Tree opens doors for individuals and communities to thrive through hands-on support, life skills development and connections to employment. Their wide range of services includes food, furniture, clothing, education, training, one-to-one support, work placements, advocacy and creative clubs and classes.

Since the initiative launched in the final quarter of the financial year, 19 colleagues have volunteered their time and energy, making a tangible difference in the lives of others.

While we celebrate this incredible effort, our UK team is eager to build even stronger momentum around volunteering. The goal is to inspire wider participation across the UK, not only to benefit the charities we support, but to highlight the personal growth and team spirit volunteering offers our colleagues.



Poland

At the heart of Opole lies a sanctuary where kindness knows no bounds – Dom Nadziei, the House of Hope. Run by a dedicated group of volunteers and clergy, this haven provides warm meals, clean clothing and bathing facilities to those in need, offered always with dignity, respect and a welcoming spirit.

In a recent initiative, 21 colleagues from our Strzelce site dedicated their time. Their impact was heartfelt and far-reaching.

Looking ahead, the site plans to increase its support by volunteering twice a week in December, just in time to spread warmth and kindness during the festive season.

Luxembourg

Our team in Foetz have recently partnered with two local organisations:

- Spendchen is a local charity that collects and redistributes reusable goods to those in need. The charity plays a vital role in meeting the urgent clothing needs of individuals and families living in poverty, ensuring that no usable item goes to waste.



- Banque Alimentaire Luxembourg is an organisation that co-ordinates food distribution efforts across the Grand Duchy. The organisation is part of a national network working closely with public authorities and partners to combat food insecurity and reduce food waste.

Through their involvement in these initiatives, our team in Luxembourg aims to support the power of collective action and the importance of giving back to the communities in which we live and work.

Belgium

Across our sites in Belgium, we have commenced a partnership with three local charities over the last financial year:

- Auxilia provides one-on-one educational support for children, young people and adults. They focus on empowering individuals in challenging circumstances by building motivation and self-confidence. Collaborative impact means that volunteers work closely with schools, facilities and community partners to help learners unlock their potential.



- Arc en Ciel, established in 2024, co-ordinates multiple annual collections of food, school supplies and toys for children from disadvantaged backgrounds. Our colleagues enthusiastically participate by sorting donations and preparing tailored parcels for each child. We have also contributed to their Homework Help initiative, working alongside local schools to assist children with their studies and provide engaging weekly activities.
- Banque Alimentaire du Hainaut, established in 2025, redistributes surplus food via approved charities to individuals facing economic hardship. With facilities in Mouscron and Froyennes near Tournai, the food bank plays a crucial role, especially early in the week and during school holidays when volunteer support is most needed.

So far, 14 colleagues have volunteered, with more opportunities for colleagues to get involved this coming financial year.

Spain

Our site in Sallent began collaborating with the Fundacio Ampans Partnership in May 2025, with 13 colleagues volunteering at this organisation to date. The organisation aims to address poverty, supporting individuals with intellectual disabilities and those in vulnerable situations, many of whom face economic hardship and social exclusion.

Governance

How we conduct ourselves

We believe robust corporate governance fosters sound and responsible decision making and strengthens accountability, transparency and fairness. As a public company, we consider that our governance processes are already well established. However, we recognise these processes need to be maintained and regularly reviewed to ensure we continue to govern our activities with financial integrity and in accordance with best practice.

Governance body quality

Our guide to how we have complied with each principle in the Code is set out on page 61. Our metrics on tenure, gender, nationality and Board members' relevant experience are set out on page 64. Our metrics on Board activity and attendance at Board and Committee meetings are set out on pages 63, 66, 67, 68, 73 and 97.

Stakeholder engagement

How we engage with our stakeholders is set out in our section 172(1) statement on pages 23 to 26 and in our Corporate Governance Statement on pages 62 to 67. Both the quality and frequency of our engagement with our key stakeholders are reviewed regularly by the Board. We are open and transparent in all our dealings with our stakeholders, which we consider as fundamental to our way of working. Monitored via our framework of key indicators and metrics, we strive to improve our customer experience, our impact on our communities, including our environmental and social impact, and the quality of engagement with all stakeholders.

Ethical behaviour

We are committed to conducting business with integrity and high standards of business ethics. Our Code of Ethics and Business Conduct, which was introduced this year in place of the Business Ethics Policy and can be found on our website, is a guide for our employees to promote the right behaviours and to help them make the right decisions. McBride's Code of Ethics and Business Conduct is updated and reviewed by the Board annually. It is promoted to all employees through internal communication channels and is highlighted to suppliers.

To ensure a constant minimum standard across the workforce on good business ethics, McBride has rolled out mandatory ethics and compliance training modules to all its colleagues in management and administrative roles. This includes modules on anti-bribery and corruption, conflicts of interest, data protection and whistleblowing.

Whilst McBride aims to reinforce a healthy culture at all levels of the organisation, it knows that sometimes things go wrong. McBride has an independent whistleblowing channel, as well as local internal channels, which employees can use to speak up against possible malpractice or wrongdoing by any employee, supplier, customer, competitor or contractor. The independent whistleblowing reporting line is designed to give colleagues and others a way, anonymously (if desired) and confidentially, without fear of detriment or retribution, to report suspected violations of our standards of conduct, policies, laws or regulations. The reporting line is available in all languages commonly used in our business.

Any reports received are evaluated by a representative from the Legal function to determine the appropriate action to address the issues raised.

If warranted, an investigation is undertaken to determine the validity of the issue reported and to identify appropriate action to address it.

Cyber security and data protection

With the advancement and widespread use of information and communication technologies, comes an increased cyber security threat. We regularly assess our corporate readiness against external cyber attacks and insider threats, and we implement Company-wide measures to protect data and preserve data privacy. In addition to complying with applicable data protection laws and regulations, we also implement cyber security and data protection measures to safeguard our assets and to protect our stakeholders' data.

Our policies and procedures focus on protecting our data from unauthorised disclosures, use or access. This includes monitoring mechanisms to prevent unauthorised intrusion into our network and identify vulnerabilities against potential cyber attacks. These risk-based cyber security measures help to ensure the integrity, confidentiality and availability of our data. Regardless of where the data resides, we apply appropriate safeguards to ensure a sustainable and robust corporate environment in the interest of our stakeholders. Compliance with our IT policies is required of anyone who has access to our networks.

We raise awareness about the importance of data protection and cyber security with our colleagues through training.

Risk and opportunity oversight

We are focused on continuous improvement to develop and enhance our control mechanisms to manage risks and maximise financial returns for our stakeholders. There is active engagement with management and leadership teams to identify and assess risks related to our strategies and business models. The experience of management and leadership teams helps to anticipate emerging and interrelated risks, in addition to facilitating effective risk control and mitigation mechanisms.

The Board is responsible for overseeing and monitoring the management of risks and opportunities. Our governance framework of committees and advisory forums provides updates and information to the Board to ensure it can make informed decisions. Details on the responsibilities of the Board and its Committees are set out in the schedule of matters reserved for the Board and Committee Terms of Reference, which are available on our website.

Our risk management framework and oversight of risk is set out in the Audit and Risk Committee Report on pages 77 to 79 and in the Principal Risks and Uncertainties section on pages 53 to 57. This is our fourth year of reporting our climate-related financial disclosures. Governance around climate-related risks and opportunities can be found on pages 40 to 41.