Investor ESG Briefing
Tuesday 18 April 2023
Welcome and introduction
Patrick Coveney, Group CEO
Agenda

Welcome and introduction
  - Patrick Coveney, Group CEO

Our sustainability journey
  - Sarah John, Corporate Affairs Director

Our net zero roadmap
  - Verity Lawson, Group Head of Sustainability

Sustainable value creation
  - Sukh Tiwana, Chief Procurement Officer

Panel discussion and Q&A
  Facilitated by Sarah Roff, Group Head of Investor Relations, with:
  - Michael Svagdis, CEO North America
  - Jeremy Fennell, CEO Continental Europe
  - Mark Angela, Chief Business Development & Strategy Officer and CEO of India and EEME

Q&A
Our strategy for delivering long-term sustainable growth and returns

**Leading customer proposition**
- Leading brands and innovative concepts
- Great value, taste, quality and service
- Digital customer solutions
- Long-term, mutually beneficial client relationships

**Skilled and engaged colleagues**
- Attraction and retention
- Inclusion and engagement
- Training and development
- Safety and wellbeing

**Long-term growth and returns**
- New business development
- Like-for-like revenue growth
- Profit conversion
- Cash flow generation

**Sustainability**
- Serving our customers responsibly
- Protecting our environment
- Supporting our colleagues and communities
- Upholding high standards of governance

The best part of the journey
Embedding sustainability

Purpose
not compliance

• Reimagining food for people and the planet
• Developing sustainable propositions
• Positioning SSP as a sustainable partner of choice for clients and brands
Our sustainability journey
Sarah John, Corporate Affairs Director

www.foodtravelexperts.com
## Delivering sustainable value for our stakeholders

### CLIENTS
- **Developing an Airport Net Zero Carbon Roadmap**
  - Green Airport Recognition
  - HKIA strives to become World’s Greenest Airport

### CUSTOMERS
- **67%** of our customers want healthy F&B options when travelling
  - How consumers are making sustainability a growth opportunity

### BRAND PARTNERS
- **M&S resets Plan A with 2040 net-zero target**
  - Starbucks Adds an Extra Shot With the Net Zero Initiative
  - Jamie Oliver Group Announces Sustainability Commitments
  - Burger King supports farmers in reducing emissions under new partnership

### INVESTORS & LENDERS
- BlackRock CEO Makes the Case for Sustainable Investing
  - Sustainability is BlackRock’s new standard for investing

### COLLEAGUES
- **New research on the importance of sustainability credentials when attracting and retaining talent**
  - 40% of talent considers sustainability important when choosing a company

### SUPPLIERS
- **Biofood commits to science-based net zero target**
  - PepsiCo Net-Zero Emissions by 2040

### GOVERNMENTS
- Pacific nations push for global backing of fossil fuel non-proliferation treaty
  - Signatory countries urge world leaders to phase out coal, oil and gas production in line with goal of limiting global heating to 1.5°C

### COMMUNITIES
- **There is no planet B**

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1. Based on data from our 2022 Customer Survey covering 25 markets, 77 locations and 18,000 customers
Our sustainability journey

**DEFINING**
- Material issues for our business and stakeholders
- Strategic priorities, targets and metrics

**DEVELOPING**
- Governance, skills and capabilities
- Action plans and net zero roadmap
- Reporting and transparency

**DELIVERING**
- Tangible progress against targets
- Validation of science-based targets
- Collaborations and partnerships

"Sustainability is an all-board responsibility and a key item on the Board's agenda. We continue to challenge SSP’s approach, monitor sustainability risks and impacts, and embed sustainability factors and stakeholder views into our decision-making."

*Mike Clasper, Chair of SSP plc*
Our strategic focus areas

**PRODUCT**
Serving our customers responsibly

- Offering healthier lifestyle choices and satisfying dietary needs
- Sourcing our ingredients and products responsibly and sustainably
- Supporting animal welfare

**PLANET**
Protecting our environment

- Pursuing net zero carbon emissions
- Reducing, reusing and recycling our packaging
- Reducing food waste

**PEOPLE**
Supporting our colleagues and communities

- Treating all our colleagues with care and respect
- Promoting and protecting safety and wellbeing
- Embracing diversity and protecting human rights
- Supporting our communities

Upholding high standards of governance
<table>
<thead>
<tr>
<th>Focus areas</th>
<th>Target</th>
<th>Progress by end 2022</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Healthier lifestyle choices</strong></td>
<td>By 2025, 30% of own brand meals to be plant-based or vegetarian</td>
<td>33%</td>
<td>30%</td>
</tr>
<tr>
<td></td>
<td>By 2025, 100% of own brand coffee units in North America, Europe and UK&amp;I offering nondairy milk alternatives</td>
<td>85%</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Responsible and sustainable sourcing</strong></td>
<td>By 2025, 100% of contracted suppliers signed-up to our Ethical Trade Code of Conduct</td>
<td>64%</td>
<td>100%</td>
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<td></td>
<td>By 2025, 100% of own brand tea, coffee and hot chocolate certified</td>
<td>67%</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>By 2025, 100% of own brand fish/seafood certified</td>
<td>52%</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>Each year, 100% of top 50 own brand products with certified palm oil or palm-oil free</td>
<td>96%</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Farm animal welfare</strong></td>
<td>By 2025, 100% of European contracted suppliers signed-up to our Animal Welfare Policy</td>
<td>86%</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>By 2025, 100% of own brand eggs from cage-free sources</td>
<td>34%</td>
<td>100%</td>
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<tr>
<td><strong>Net zero carbon emissions</strong></td>
<td>By 2040, net zero carbon emissions (Scopes 1,2 and 3) % reduction in Scope 1 and 2 CO2e emissions (vs 2019 baseline)</td>
<td>36%</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Sustainable packaging</strong></td>
<td>By 2025, 100% of own brand packaging free of unnecessary single-use plastic</td>
<td>80%</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>By 2025, 100% of own brand packaging recyclable, reusable or compostable</td>
<td>85%</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Food waste reduction</strong></td>
<td>Number of bags of food saved from waste via Too Good To Go</td>
<td>+540,000</td>
<td>N/A</td>
</tr>
<tr>
<td></td>
<td>By 2025, 100% of own brand units sending waste cooking oil for recycling</td>
<td>96%</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>By 2025, 50% of own brand coffee units diverting waste coffee grounds from landfill</td>
<td>48%</td>
<td>50%</td>
</tr>
<tr>
<td><strong>Colleague engagement</strong></td>
<td>Each year, improve the positivity score in our global colleague engagement survey</td>
<td>76%</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Diversity, equity and inclusion</strong></td>
<td>By 2025, 40% female representation on our Board of Directors</td>
<td>50%</td>
<td>40%</td>
</tr>
<tr>
<td></td>
<td>By 2025, 33% female representation in senior leadership roles</td>
<td>36%</td>
<td>33%</td>
</tr>
<tr>
<td><strong>Human rights</strong></td>
<td>Each year, 100% of senior managers completed modern slavery training</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Community support</strong></td>
<td>By 2025, all divisions to have a charity partnership in place</td>
<td>27%</td>
<td>36%</td>
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</tbody>
</table>
Our net zero roadmap
Verity Lawson, Group Head of Sustainability
Net Zero in the food sector

**CURRENT CHALLENGES**

IPCC estimates that global food production is responsible for up to **19.1 billion tonnes** of GHG emissions per year – c.37% of global total emissions.

**FUTURE OPPORTUNITIES**

- EU approves first methane-busting feed additive for cattle
- The Flexitarian: LESS MEAT, MORE PLANTS
- The Planetary Health Plate
- Regenerative Agriculture

*Special Report on Climate Change and Land — IPCC*
What does Net Zero mean for us?

SCOPE 1
DIRECT OPERATIONS
- Refrigerant gases
- Company vehicles
- Fuel on-site

SCOPE 2
PURCHASED ENERGY
- Purchased energy
- Transport & distribution
- Capital goods
- Purchased goods for resale

SCOPE 3
INDIRECT VALUE CHAIN
- Operational waste
- Employee commuting
- End-of-life of sold products
- Business travel
- Purchased goods & services not for resale

REDUCE absolute GHG emissions produced across Scopes 1-3 by at least 90% + REMOVED residual 10% GHG emissions from the atmosphere = NET ZERO balance

The Net Zero Standard: Science Based Targets Initiative (SBT)
Our global carbon footprint (2019 baseline)

1.1 million tonnes CO2e

Scope 3: Purchased goods 78%

Scope 1 & 2 11%

Scope 3: Capital goods 6%

Scope 3: Other 5%

Scope 1 & 2

36% reduction achieved by 2022 (vs 2019 baseline)

Intensity

0.4kg C02e per £ revenue

1. Other is comprised of: Scope 3 - Fuel and energy-related activities (1.8%), Purchased goods and services not for resale (1.3%), End of life treatment of sold products (0.9%), Waste generated in operations (0.5%), Employee commuting (0.5%), Upstream transportation and distribution (0.2%) and Downstream leased assets (0.2%)
Our global carbon footprint *(2019 baseline)*

1.1 million tonnes CO2e

**Scope 3:** Purchased goods 78%

- Scope 3: Capital goods 6%
- Scope 3: Other 5%
- Scope 1 & 2 11%

- Meat & seafood 31%
- Pre-packed food 16%
- Dairy 10%
- Fruit & Veg 8%
- Alcohol 7%
- Bakery 6%
- Beverages 6%
- All other 16%

1. Other is comprised of: Scope 3: Fuel and energy-related activities (1.8%), Purchased goods and services not for resale (1.3%), End of life treatment of sold products (0.9%), Waste generated in operations (0.5%), Employee commuting (0.5%), Upstream transportation and distribution (0.2%) and Downstream leased assets (0.2%)
Our Net Zero roadmap, aligned to a 1.5C pathway

- Supporting and collaborating with franchise brands on their net zero strategies
- Own brand lower carbon menu offerings and innovations
- Energy efficiency and renewables
- Sustainable design and build
- Supplier collaborations
- Packaging and food waste
- Local and seasonal sourcing
- Behavioural change
- Carbon offsets

Carbon reduction transition roadmap
Our Net Zero Strategy: Food & Beverage

Sourcing  Recipes  Menus  Brands
Our Net Zero Strategy: Food & Beverage

Sourcing

Local and Seasonal Sourcing

Certified Sustainable Ingredients

Recipes

Leverage Work of Suppliers and Brand Partners

Menus

Burger King supports farmers in reducing emissions under new partnership

Brands

Starbucks to work directly with farmers to help reduce emissions

Bidfood commits to science-based net zero target

pepsico Net-Zero emissions by 2040
Our Net Zero Strategy: Food & Beverage

**SMART RECIPE DESIGN**

### Greenhouse Gas Emissions per 4 oz. Serving

<table>
<thead>
<tr>
<th>Food Item</th>
<th>Emissions (g CO2-eq)</th>
</tr>
</thead>
<tbody>
<tr>
<td>BEEF</td>
<td>3000</td>
</tr>
<tr>
<td>LAMB</td>
<td>2500</td>
</tr>
<tr>
<td>CHEESE</td>
<td>2000</td>
</tr>
<tr>
<td>SHRIMP</td>
<td>1500</td>
</tr>
<tr>
<td>PORK</td>
<td>1000</td>
</tr>
<tr>
<td>POULTRY</td>
<td>800</td>
</tr>
<tr>
<td>YOGURT (# OZ)</td>
<td>500</td>
</tr>
<tr>
<td>EGGS</td>
<td>300</td>
</tr>
<tr>
<td>PLANT-BASED MEAT</td>
<td>200</td>
</tr>
<tr>
<td>CERTIFIED SUSTAINABLE FISH</td>
<td>100</td>
</tr>
<tr>
<td>PLANT-BASED CHEESE</td>
<td>50</td>
</tr>
<tr>
<td>MOLLUSKS (CLAMS, MUSSELS)</td>
<td>40</td>
</tr>
<tr>
<td>PLANT-BASED CHIKIN'</td>
<td>30</td>
</tr>
<tr>
<td>RICE</td>
<td>20</td>
</tr>
<tr>
<td>BEANS &amp; LENTILS</td>
<td>10</td>
</tr>
<tr>
<td>VEGETABLES</td>
<td>5</td>
</tr>
</tbody>
</table>

![The Planetary Health Plate](Planetary_Health_Plate.png)

- **Fruits and vegetables**
- **Non-starchy vegetables**
- **Whole grains**
- **Starchy vegetables**
- **Dairy**
- **Animal protein**
- **Plant protein**
- **Added sugars**
- **Unsaturated plant oils**
Our Net Zero Strategy: Food & Beverage

Sourcing  Recipes  Menus  Brands

BALANCED MENUS AND SIGNPOSTING TO ENCOURAGE CUSTOMERS TO MAKE HEALTHIER AND MORE SUSTAINABLE CHOICES

Nordics ‘Better Choice’ range

LaGuardia Airport, Queens, NYC

Breakfast

BACON, EGG & CHEESE PIZZA  16.99
Frittata Panini 16.99
Frittata Panini – Vegetarian  16.99

Soup & Salad

CAESAR SALAD  14.99
Add dressing of Parmesan, basil, toast and housemate
CASER MARISCO  19.99
CHICKEN SOUP  14.99
TOMATO SALAD  14.99
TRI-COLOR SALAD  14.99

Pizza

FRENCH TOAST  17.99
CHEESE PIZZA  17.99
EGGS ANY STYLE  13.99

Pasta

SAUSAGE & BROCCOLI RABE  14.99
Penne Trapanese  14.99
RIGATONI ALLA VODKA  14.99

Panini

PROSCIUTTO  15.99
MAGNETA  14.99
PEPPERONI  15.99

DeSSERT

CANNOLI  8.99

Appealing menu descriptors

✓ Vegetarian lasagne

✗ Vegetarian lasagne

Truffle-infused wild mushroom and spinach lasagne

• Vegetarian  • ≤600 Calories
Our Net Zero Strategy: Food & Beverage

Sourcing  Recipes  Menus  Brands

GROWING OUR PORTFOLIO OF OWN BRANDS

- soul + grain
- #nourish
- Camden food co.
- IDA & FRIDA
- haven
- LIV.EAT
- Camden food co.

GROWING OUR PORTFOLIO OF PARTNER BRANDS

- dean & david
- KOISHI
- freshii
- EXKI
- MAMA CAMPO
Sustainable value creation
Sukh Tiwana, Chief Procurement Officer
Optimising energy efficiency

**People:** enabling energy-saving behaviours  
**Planet:** minimising carbon emissions in pursuit of net-zero  
**Profit:** drives significant cost efficiencies for our business

By end 2022:

**31% reduction** in total energy use (vs 2019 baseline), contributing to a 36% reduction in Scope 1 and 2 emissions

- Improving data quality, with fewer estimations
- Switching to more energy efficient equipment, including LED lighting
- Implementing smart building management systems with automated opening/closing procedures, better regulating temperatures (e.g. chillers, heaters) etc.
- Driving energy-saving behaviour change among our colleagues

From 2023:

**Automated Meter Reader (AMR)** system global roll-out

- **1/2 hourly** meter readings, with detailed data analytics and diagnostic reports
- **10% average reduction** in energy shown in UK trials where AMRs have been introduced
- **2-year payback** expected to be achieved

Case study: Results of UK AMR trial at M&S Euston Station

- **Identification:** high energy use when the unit was closed overnight
- **Investigation:** night curtains on chillers were not being properly deployed
- **Action:** re-trained staff on closing procedures and proper use of night curtains on chillers
- **Impact:** 18% reduction in energy use
Designing smart recipes

**Product:** creating great tasting, healthier dishes for our customers

**Planet:** using lower impact ingredients and reducing waste

**Profit:** driving cost efficiencies for our business

**Wonky**
Utilise imperfect fruit, veg and other ingredients that otherwise would be wasted

**Seasonal**
Utilise seasonal ingredients that reduce food miles and enhance taste

**Repurposed**
Repurposing good quality ingredients and trimmings that would otherwise be wasted

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**Case study: Nordics prawn sandwich reformulation**

→ Reduced the amount of prawns and added smoked salmon, egg and spinach resulting in:

- Better tasting and more nutritionally balanced
- Reduced own-brand F&B emissions in the Nordics by c.1%
- More cost effective for our business
Utilising lower impact cleaning products

- **Product**: safe products with the lowest hazard classifications
- **Planet**: reduces CO2e and other environmental impacts
- **Profit**: more cost effective for our business

- Successful UK trial in 2022 of new plant-based cleaning products
- Now in process of rolling-out implementation, starting with our Europe region

- 28% reduction in CO2e emissions vs traditional products
- c.9% cost savings for our business

100% biodegradable

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1. Based on an independent OECD 301B assessment. 301B is a globally recognized aerobic biodegradation test that monitors the degree of activity of microorganisms (CO2 evolution) exposed to a material during 28 days, thus resulting in a carbon material reading and the biodegradability of the product.
Working in partnership with Too Good To Go

**Product:** access to great quality food at lower prices

**Planet:** reduces food waste and CO2e emissions

**Profit:** generates income from food that would otherwise be wasted

➔ The world’s largest food saving app
➔ Connects customers to our units that have unsold food surplus at the end of the day
➔ Food is placed into ‘Magic Bags’ that customers buy through the app at a reduced price

By end 2022:

- 11 markets live
- +540k bags of food saved from waste
- 1,362 CO2e emissions avoided

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1. Assuming an average ‘Magic Bag’ equates to a weight of 1kg which, on average, generates a CO2 footprint of 2.5kg
Panel discussion
Facilitated by Sarah Roff, Group Head of Investor Relations, with:

- Michael Svagdis, CEO North America
- Jeremy Fennell, CEO Continental Europe
- Mark Angela, Chief Business Development & Strategy Officer and CEO of India & EEME