DESIGNING SNACKS WITH BENEFITS

Proper Snacks Sustainability Report 2025



PROPER SNACKS

IT'S IN OUR NAME





At PROPER SNACKS, doing things properly is the standard we hold ourselves to.

It shapes how we create our products, how we invest in our people, how we support our communities, and how we care for the planet. It also means recognising that being a successful business and being a responsible business aren't competing ambitions – they go hand in hand.

That mindset shaped everything we achieved in 2025.

We grew turnover, gained market share and expanded distribution, strengthening our position as the UK's fastest-growing major snacks manufacturer. We continued investing in our Nuneaton factory, which now produces more than 19 million bags of snacks every month. And we accelerated our sustainability progress by reducing plastic per pack, cutting transport miles through smarter logistics, introducing regeneratively farmed corn into our PROPER Crunch range, and launching our new company-wide sustainability strategy.

Fuelling our progress is our unshakeable belief that great snacks should do more than taste good – they should also contribute to positive wellbeing.

Today, more than 90% of our servings either contain fewer than 100 calories or are formulated to meet the UK's standards for healthier snacks. We're proud of that progress, but we know there's further to go. Our ambition is for 100% of our products to deliver a clear positive wellbeing benefit by the end of 2026.

We're already building from strong foundations – from the fibre in our popcorn, to leading the shift towards wholegrains and pulses. Our challenge right now is to build on that every single day – and to do so in ways that contribute to the wellbeing of our communities, people and planet.

I'm proud of what our first sustainability report contains – but even more proud of what it represents. Not a finish line, but a commitment to keep improving.

Being properly sustainable is complex, and progress doesn't happen overnight. So, we must keep learning, keep challenging ourselves and keep finding better ways to do things.

As a certified B Corp, we're committed to being transparent about where we're making progress, honest about where challenges remain, and ambitious about where we're heading next.

Because, when it comes to snacks done properly, we'll always push for more.

Alex Brittain
CEO, PROPER SNACKS

FOLLOWING OUR FULL-BUSINESS B CORP RECERTIFICATION IN DECEMBER 2024, WE FOCUSED OUR WORK ON WHERE WE CAN MAKE THE BIGGEST DIFFERENCE:



We took 4,000 miles off the road each week through logistics efficiencies

18%

We moved our plastic packs to a thinner film, reducing plastic use by 18%

12%

We reduced waste by 12% in our factory (compared to 2024), despite producing more product

2025



We conducted our first double materiality assessment to shape our sustainability strategy, Snacks with Benefits: The Power of Snacks Done Properly



With the launch of our new PROPER Crunch Corn range, we became the first UK snacking company to introduce regeneratively farmed corn

77%

Our 2025 factory employee engagement score was 77% (the average score in UK manufacturing companies is 63%)

92 DAYS

We gave back through 92 paid volunteer days in our local communities

At our Nuneaton site, we achieved the highest food safety audit rating for the third year in a row





We improved our employee engagement score by 8% for office teams

UNPACKED

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01 THE STORY OF PROPER SNACKS



STANDING APART FROM THE START

OUR BLUEPRINT



Standout packs. Bold flavours.
Carefully sourced ingredients.
All made by a team that
never settles for ordinary.

OUR MISSION

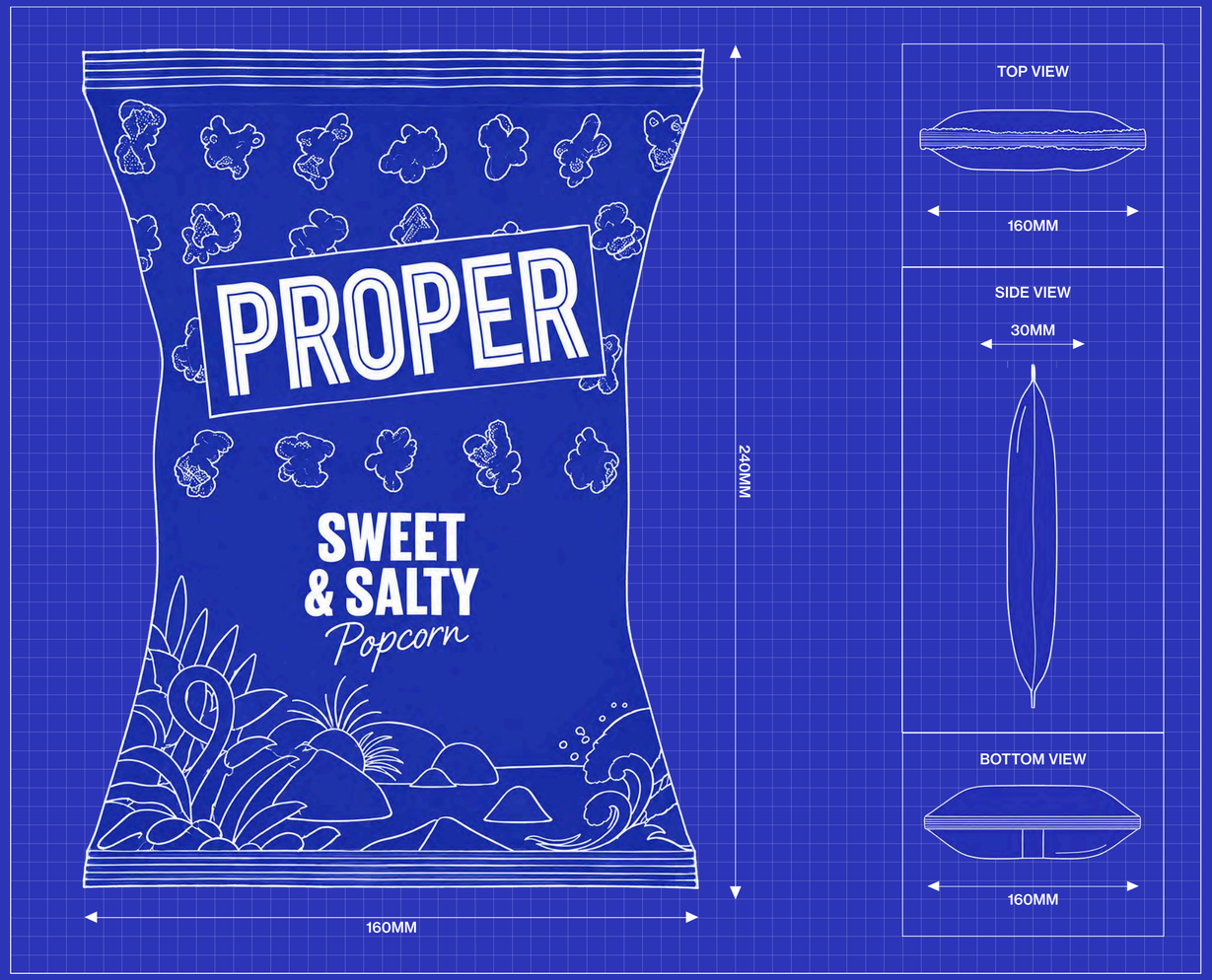
TO REINVENT SNACKING AS AN ACT OF POSITIVE WELLBEING.

OUR VISION

TO BE THE MOST EXCITING AND FASTEST GROWING SNACKS COMPANY.

OUR VALUES

BE BUILDER. DREAM BIGGER. SERIOUSLY FUN.



WHEN TWO BECAME ONE



SNACKS THAT TASTE GREAT AND DO GOOD? THAT'S WHAT DRIVES US. BUT WHAT'S OUR STORY?

PROPER SNACKS is powered by two brands **PROPER and Eat Real.** These founder-built brands came together in 2021 and now form the UK's largest B Corp snacks manufacturer.

PROPER

Bringing culture and
TASTE TOGETHER
like no other.

PROPER is redefining
modern snacking for A GENERATION
that deserves better.



SNACKING NEEDED A SHAKE UP

Redefining Snacking







IN 2011, CASSANDRA STAVROU WAS DONE WITH THE SNACKING STATUS QUO.

Tired of the same old options and trade-offs, she turned a cement mixer and car spray painter into a snack-making machine. This was the start of a journey to change how snacks were being made and marketed – and she hasn't stopped since.

BIG GROWTH, BOLD CRUNCH

PROPER became the UK's first B Corp snacks brand in 2018.

In 2025, PROPER was the UK's top-selling Sweet & Salty popcorn (we drove 54% of popcorn segment growth between 2021 and 2025), and our PROPER chips range is the most successful snack launch of the last 10 years, from £0-£33m.

In 2025, we entered our crunch era – launching PROPER Crunch Corn. Made with regeneratively farmed corn, PROPER Crunch Corn packs a punch with big, bold flavour. Epic crunch. Zero compromise.



EAT REAL

Love food? Eat Real.

Eat Real brings real food values to snacks.



EAT REAL'S STORY STARTS IN 1960S NAIROBI.

Dinesh Patel built a thriving snack business called Cofresh that eschewed traditional potato-based snacks and opted for pulses, grains and greens instead. In 1974, political unrest brought Dinesh and his unstoppable drive to the UK, and Eat Real was born.

DIFFERENT FROM DAY ONE



Redefining Snacking

STANDING APART FROM THE START



A PIONEERING PERSPECTIVE

Eat Real's founder always believed in bringing new-to-snacks flavours to the category.

Now the UK's No.1 Free-From snack, we're redefining snacking, one vibrant, flavour-packed bite at a time.

2025 was Eat Real's ultimate comeback story, experiencing 24% growth and a 40% uplift in unplanned purchases thanks to a re-brand that signalled a shift from health to taste.



02 OUR SUSTAINABILITY STRATEGY

THE POWER OF SNACKS DONE PROPERLY





Snacking feels good, but proper snacking aims to do good. That’s why, in 2025, we launched our new company-wide sustainability strategy: Snacks with Benefits: The Power of Snacks Done Properly. It’s all about who we are at our core: a business committed to creating snacks that not only taste great, but drive positive change by putting people, planet, and profit on equal footing.



IN 2025, WE TOOK A PROPER LOOK AT OUR BUSINESSES' BIGGEST IMPACTS, RISKS AND OPPORTUNITIES BY CARRYING OUT A DOUBLE MATERIALITY ASSESSMENT (DMA).

This involved looking closely at our entire value chain and listening to the people who matter most to our business: suppliers, customers, investors and lenders, consumers, and our local community. What they told us helped us understand where we need to focus our efforts to make the biggest difference.

The outcome? A clear dataset that was checked, double-checked and triple-checked by those in the know to form the foundation of our sustainability strategy.

OUR STAKEHOLDER ENGAGEMENT APPROACH

KEY

- Positive Impacts
- Risks
- Negative Impacts
- Opportunity

01 UPSTREAM VALUE CHAIN

Farm & Sourcing

METHODOLOGY

We interviewed our suppliers, investors and lenders, as well as our logistics and distribution partners.

- Regenerative agriculture
- Climate-related risks
- Potential biodiversity impacts from suppliers
- Potential water footprint of suppliers
- Greenhouse gas (GHG) emissions

02 OUR OWN OPERATIONS

HQ & Production

METHODOLOGY

We interviewed the PROPER SNACKS leadership team and representatives from each department, giving every employee the chance to share their thoughts via a QR code. Our leadership team reviewed the results, which were reviewed again and signed off by our board of directors.

- Local employment
- Wastewater from factory
- Healthy and safe workers
- Efficiencies from a safe, low-incident factory
- Living Wage for workers
- Waste from factory and offices
- Greenhouse gas (GHG) emissions

03 DOWNSTREAM VALUE CHAIN

Distribution & Consumer

METHODOLOGY

We interviewed a range of logistics and distribution partners and customers, asked questions via our consumer engagement app and consulted our employees' union via our Proper Employee Forum. We also conducted extensive desk research, reviewing publicly available reports and information to understand what sustainability topics our customers and local communities care about.

- Snacking as an act of positive wellbeing for consumers
- Transport efficiencies
- Community service and donations
- Packaging disposal
- Extended producer responsibility costs and plastic taxes
- Greenhouse gas (GHG) emissions

THE FIVE PILLARS OF OUR SUSTAINABILITY STRATEGY

Sustainability is never simple, and it's important to us to be honest about that. Some of the challenges we face – from cutting carbon across our complex supply chains to reducing our packaging impacts in a tricky category – won't be solved overnight. We don't have all the answers yet, and progress won't always be linear. That's why Snacks with Benefits combines ambition with accountability across five pillars.

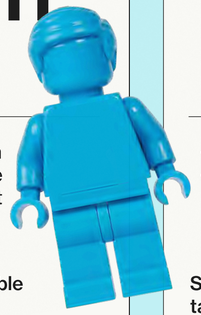


1. SNACKING AS AN ACT OF POSITIVE WELLBEING

- Nutrition built into our snacks

See page 22 for measurable targets + more

2. BUILDING FOR PEOPLE AND COMMUNITY



- A beacon for Nuneaton
- Local jobs, Living Wage
- Real community impact
  Safety first, always

See page 34 for measurable targets + more



3. PROJECT: CARBON

- Cutting carbon, properly
- Future-fit operations

See page 38 for measurable targets + more

4. INNOVATING WITH INTENTION



- Smarter packaging
- Less waste, more taste

See page 42 for measurable targets + more

5. FROM SOIL TO SNACK



- Regeneratively grown corn
- Wellbeing of nature, from farm to factory
- Less water that works harder

See page 45 for measurable targets + more

03 THE FIVE PILLARS OF OUR SUSTAINABILITY STRATEGY



PROPER PROGRESS: MORE THAN GOOD INTENTIONS

THE FIVE PILLARS OF OUR SUSTAINABILITY STRATEGY



1. SNACKING AS AN ACT OF POSITIVE WELLBEING
2. BUILDING FOR PEOPLE AND COMMUNITY
3. PROJECT: CARBON
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5. FROM SOIL TO SNACK

1. SNACKING AS AN ACT OF POSITIVE WELLBEING

SNACKS APPEAL

- THE BACKLASH AGAINST ULTRA-PROCESSED FOODS.
- THE RISE OF NUTRITION-TRACKING APPS.
- INCREASING SCRUTINY OF LABELS.

All of this means people are paying closer attention to what they eat and what they buy - snacks included. Today, if snacks are going to make the grade, they need substance as well as flavour.

But there's a bigger change happening, too: consumers are no longer satisfied with snacks that are simply lower in salt, sugar or fat - they want products that add something meaningful to their wellbeing.

Macroeconomic and behavioural shifts are accelerating this trend. The rise of GLP-1 medications – already used by more people than vegetarians in the UK – is reshaping how consumers think about appetite and portion sizes. These changes are not niche or temporary – they indicate a huge shift towards more intentional and informed snacking.

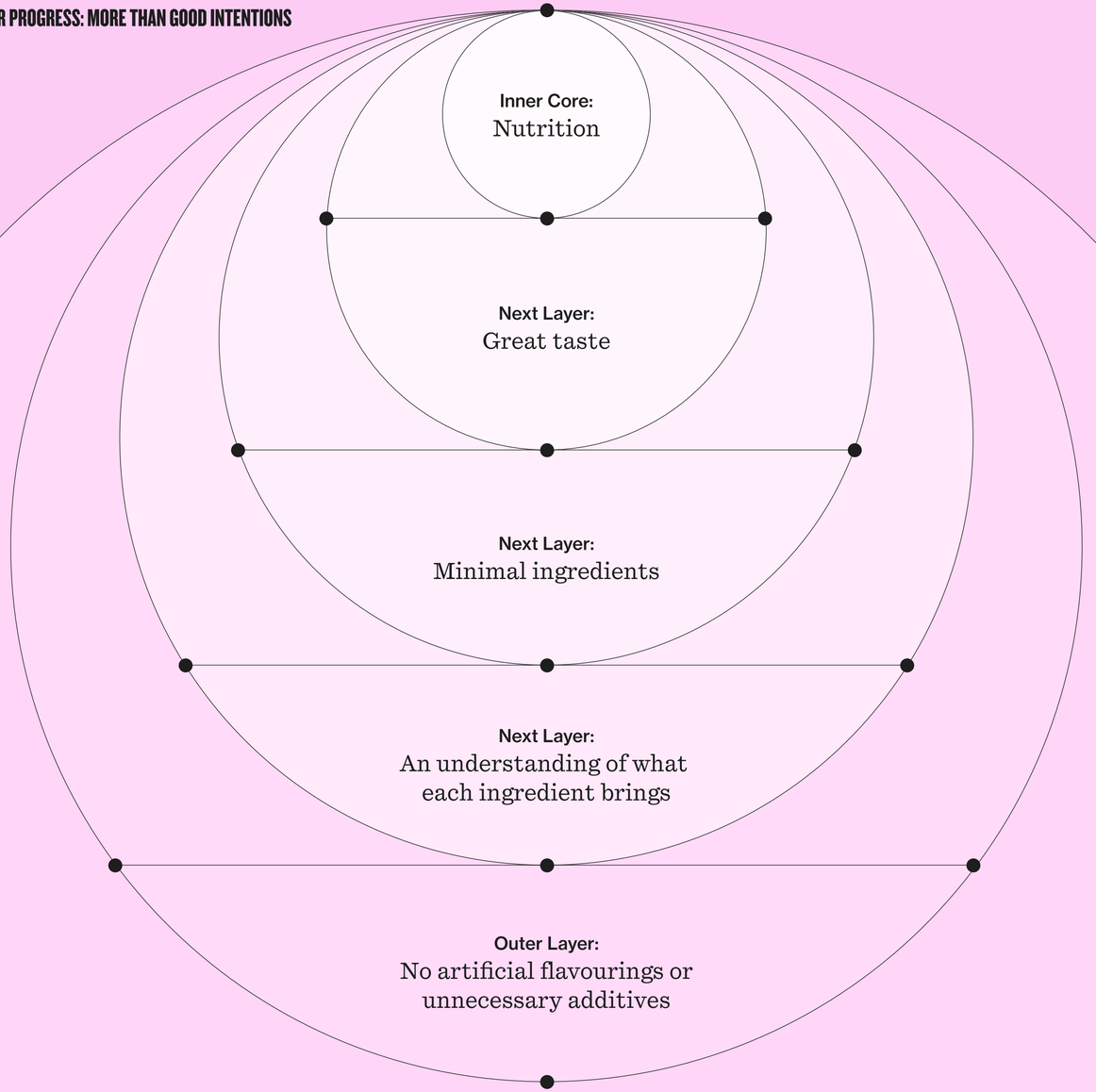
In other words, they don't want 'less bad' they want 'more good'.

75%

of UK consumers read food labels before buying

50%^

of snack eaters consume snacks to boost their daily nutritional intake



- HOW WE BUILD OUR SNACKS FROM NUTRITION OUTWARDS:

FIBRE IS AT THE HEART OF OUR HEALTH AND WELLBEING STRATEGY BECAUSE IT REPRESENTS ONE OF THE BIGGEST UNMET NUTRITIONAL NEEDS IN THE UK.

Only 4% of UK adults currently achieve the recommended daily fibre intake of 30g, and just 7% know what that target is. This has brought functional nutrition – particularly gut health – into sharper focus, with demand for “high in fibre” claims skyrocketing.

By focusing on fibre, we’re not only responding to consumer demand, but addressing a broader public health challenge.

We’re perfectly placed to help close this gap by making fibre more accessible through people’s everyday eating habits and snacks they actually enjoy:

10x

Our popcorn contains up to 10x more fibre than spinach per equivalent serving.

FIBRE

We prioritise wholegrains, pulses and plant-based ingredients that naturally deliver fibre.



FOCUSMAXXING ON FIBREMAXXING



THE RISE OF GLP-1S, GROWING AWARENESS OF GUT HEALTH, AND AN INCREASING FOCUS ON DIETARY DIVERSITY WILL ALL SHAPE THE FUTURE OF SNACKING.

Our role is to stay ahead of these shifts while staying true to what sets us apart: snacks made with real ingredients, bold flavours, nutrient-rich bases – and that always taste great.

We don't believe in stripping things out to tick boxes – our focus has been on putting more in.

Next Gen Health

90%

of our servings already meet government targets on salt and sugar or come in under 100 calories per serving. But we want to go much further than this.



OUR TARGETS

For Snacking As An Act Of Positive Wellbeing

By the end of 2026, 100% of our servings will be from snacks that have a positive wellbeing claim.

POSITIVE NUTRITION

Ensuring every product has a positive wellbeing claim.

CHAMPIONING POPCORN

A naturally high-fibre wholegrain snack (typically around 12g fibre per 100g).

PIONEERING ALTERNATIVE BASES

Leading the shift from potatoes to pulses, grains and greens.



THE FIVE PILLARS OF OUR SUSTAINABILITY STRATEGY

1. SNACKING AS AN ACT OF POSITIVE WELLBEING
2. BUILDING FOR PEOPLE AND COMMUNITY
3. PROJECT: CARBON
4. INNOVATING WITH INTENTION
5. FROM SOIL TO SNACK



2. BUILDING FOR PEOPLE AND COMMUNITY

OUR SNAXPERTS: THE WHO

OUR PEOPLE ARE AT THE HEART OF EVERYTHING WE DO. THEY'VE SHAPED OUR CULTURE, DRIVEN OUR SUCCESS, AND HELPED MAKE PROPER SNACKS WHAT IT IS TODAY.

We're a diverse team of builders, thinkers and makers based across two sites in London and Nuneaton. We're united by our shared values and insatiable appetite for creating snacks that do more than just taste great.

OUR SNAXPERTS: THE WHERE





LONDON

In 2025, our London hub continued to play host to our great loves – food, health and creativity.

Our chef, Ed, cooked up 100 healthy lunches throughout the year and fuelled the team with 300 hearty breakfasts. We hosted inspiring speakers during Movember, celebrated PRIDE and fundraised for Nutshell. And we said big thank yous to our people with major summer and Christmas parties.

Food. Health. Creativity.





OUR SNAXPERTS: THE WHERE

NUNEATON



Nuneaton is our engine room – but it's not your typical manufacturing site.

In 2025, we kept up our quarterly Big Feasts – celebrating the passions and cultures that make PROPER SNACKS what is, eating and dancing together while discovering traditions around Eid, Diwali and African Culture. We cooked up 900 meals across our three shifts. We started up a Green Team, rebooted our Run Club and tackled the subject of mental health in manufacturing with the help of Tough to Talk. Crucially, we prioritised our Proper Employee Forum – a safe space for our team to raise ideas and influence business decisions.









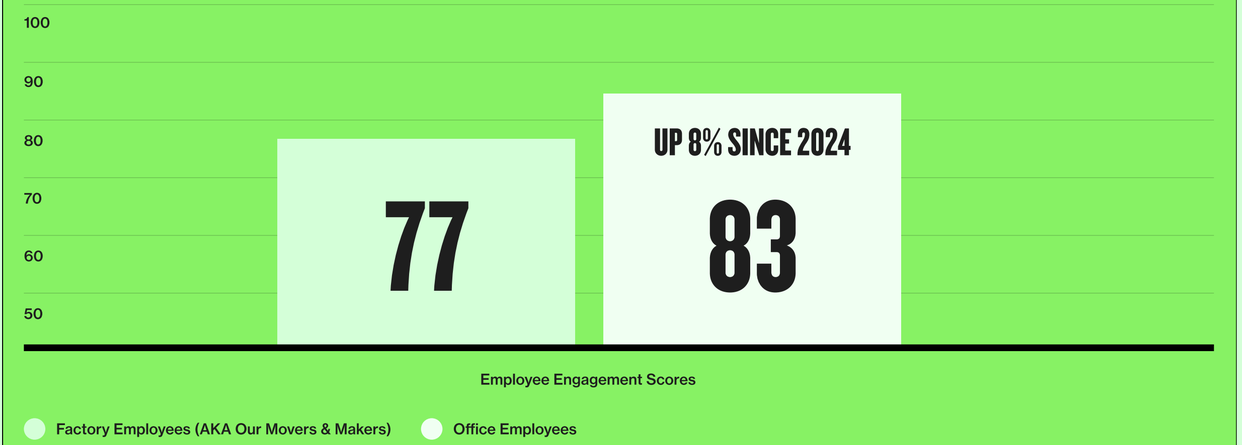
TUNED IN

HOW DO OUR PEOPLE FEEL ABOUT WORKING AT PROPER SNACKS?

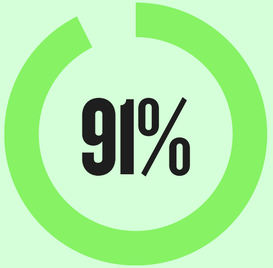
Twice a year we ask our factory and office-based teams exactly that through bumper engagement surveys that look at everything from learning opportunities to manager support and wellbeing. This is a critical tool for us and influences both company-wide and functional decision making.



2025 EMPLOYEE ENGAGEMENT SCORES



OF EMPLOYEES SAY THEY'D RECOMMEND PROPER SNACKS AS A GREAT PLACE TO WORK



Employee Engagement Scores

OF EMPLOYEES SAY THEY'RE PROUD TO WORK AT PROPER SNACKS



Employee Engagement Scores

PAY MATTERS – BUT IT'S ONLY PART OF THE STORY. WE'VE BUILT A PACKAGE THAT SUPPORTS OUR PEOPLE PROPERLY.



SHARING IN SUCCESS

- PROPER SNACKS bonus for all
- Pension matching up to 6%
- Annual pay review. Always Real Living Wage.



FAMILY MATTERS

- Up to 6 months full pay for primary caregivers
- Up to 16 weeks full pay for secondary caregivers



WORK PERKS

- Cycle to Work
- Run club, chess club and more!



HEALTH FIRST

- Health Care Benefit for all
- 24/7 access to advice and counselling



TAKING A BREAK

- 24 days' holiday + bank holidays
- Extra days over Christmas
- Extra days for long service
- Option to buy 5 more days



FOOD GLORIOUS FOOD

- Breakfasts and chef-cooked lunches
- Big Feast food celebrations
- Endless free snacks!



WHEN IN NEED

- Life assurance: 4x salary for your loved ones should the worst happen
- Compassionate leave and up to 4 weeks full pay of sick leave



TIME FOR YOU AND OTHERS

- Early finish summer Fridays
- 1x volunteer day per year

PROPER PACKAGE

WE'RE PROUD OF OUR PROPER PACKAGE, BUT WE'RE ALWAYS UPDATING IT TO MAKE SURE OUR TEAMS CAN LIVE WELL IN AND OUT OF WORK. IN 2025 WE:

Continued to pay all our people ahead of the Real Living Wage.

Introduced extended holiday leave
Our people have families and loved ones all over the world, and we want those long flights to be worth it.

Introduced enhanced sick pay for our hourly-paid team members
So it's rightly in line with our monthly-paid team members.

Introduced enhanced neo natal pay
Something we hope our people never need, but is there to support them through the most challenging of times.

Refreshed our PROPER SNACKS Pass
So our people can choose between different memberships such as sports classes, the National Art Pass and Headspace to support their wellbeing. In 2025 we introduced Daye to our offering – giving people the option to have innovative period care products funded by us.



Our Proper Package





A Force For Good

JEDI STANDS FOR JUSTICE, EQUITY, DIVERSITY AND INCLUSION, AND OUR WORK IN THIS AREA IS A VITAL PART OF OUR COMMITMENT TO DOING BUSINESS THE RIGHT WAY AND CREATING AN INCLUSIVE, SAFE CULTURE WHERE EVERYONE CAN THRIVE.

In 2025 we:

- **Evolved our policies** so all our people can thrive and perform at their best – whether that's parental leave or flexible work.
- **Issued an annual DEI survey** to understand where we can be stronger and reported on key information like our gender pay gap data.
- **Continued our weekly and monthly team forums, across shifts and sites.** This gives voice to people and helps us improve and perform better as a business.
- **Celebrated the people and cultures** that make PROPER SNACKS who we are.

But we want to do more.

And from 2026 we'll be setting out our stall so that how we work, who we work with, and what we make all reflect the values we want to see in the world.

OUR JEDI ROADMAP

2026

LISTEN, LEARN + COMMIT

- Data gathering + analysis of our baseline
- Foundational compliance (B Corp + beyond)
- Strategy design, target setting + governance
- Capability building
- Continued integration into People plan

2027

ENABLE CHANGE

- Targeted action to improve the system
- Continued confidence + capability building
- Measurable shifts around core pillars + outcomes

2028

LEAD + LEVERAGE

- Sustained progress + influence beyond PS
- Fully integrated into fabric of PS + how we operate
- Continuous improvement based on internal + external shifts



UNDERSTAND

REWIRE

EMBED



OUR GENDER PAY GAP

TRANSPARENCY MATTERS. IT'S WHAT THIS REPORT IS ALL ABOUT AND HELPS US LEARN HOW TO MAKE THINGS BETTER FOR OUR TEAM – AND FOR THE FUTURE OF PROPER SNACKS.

Understanding our gender pay gap data is one way we can see where we're making progress as a business – and where we need to go further.

Our 2025 gender pay gap data shows an encouraging but nuanced picture. We're really pleased that our combined median gender pay gap at PROPER SNACKS is 1.97% – down from 2.41% in 2024, indicating that pay across the majority of our workforce is broadly balanced. By comparison, the UK median gender pay gap was 12.8% in 2025, and is typically higher in manufacturing businesses, giving us confidence that the foundations we've built are strong.



KEY FACTS AND FIGURES

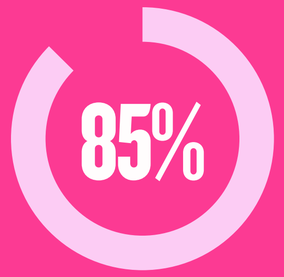
50%

of the positions in our senior leadership team are women.

21.9%

the current mean pay gap in the United Kingdom.

OF MEN RECEIVED A BONUS



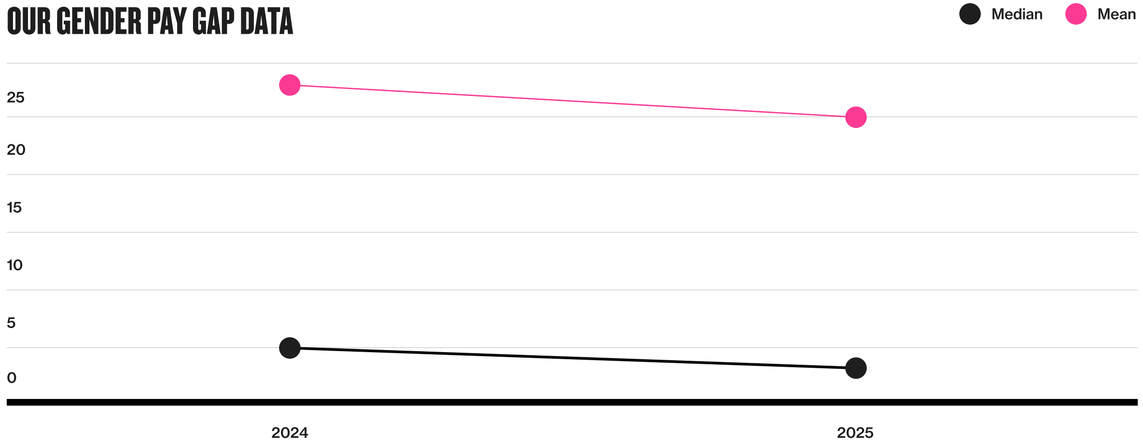
Employee Facts and Figures

OF WOMEN RECEIVED A BONUS



Employee Facts and Figures

OUR GENDER PAY GAP DATA



DIGGING A LITTLE DEEPER INTO THIS DATA, WE'VE ALSO LOOKED AT THE MEAN PAY GAP, WHICH IS 21.9%.

Why is this higher? This reflects the current shape of our workforce, rather than unequal pay for equal work. Like many manufacturing businesses, men are more represented in some of our most senior operational roles, which has a significant impact on the overall average and represents our biggest opportunity for future progress.

> **WOMEN HOLD 50% OF THE POSITIONS IN OUR SENIOR LEADERSHIP TEAM. AND, IN OUR OFFICE-BASED BUSINESS IN LONDON, THE MEAN PAY GAP IS IN FAVOUR OF WOMEN (-2.7%), SHOWING THE PROGRESS THAT CAN BE ACHIEVED THROUGH STRONG REPRESENTATION ACROSS ALL LEVELS AT PROPER SNACKS.**

Overall, our data shows that our pay principles are strong, but we need to increase representation in senior roles at our factory. This will be our main focus, alongside investing in the development of our team, maintaining fair and consistent pay practices and attracting and retaining diverse talent across every part of PROPER SNACKS.

NOT YOUR TYPICAL MANUFACTURING PICTURE

The majority of our Movers & Makers (largely in the lower pay quartile) are women. This isn't typical within our sector, but it reflects our ability to attract and retain diverse talent into our manufacturing environment. It also creates a fantastic pipeline of talent for future operational and leadership roles.

WE CREATE OPPORTUNITIES FOR OUR PEOPLE THAT POWER GROWTH AND PROGRESS AT EVERY LEVEL OF THE TEAM.

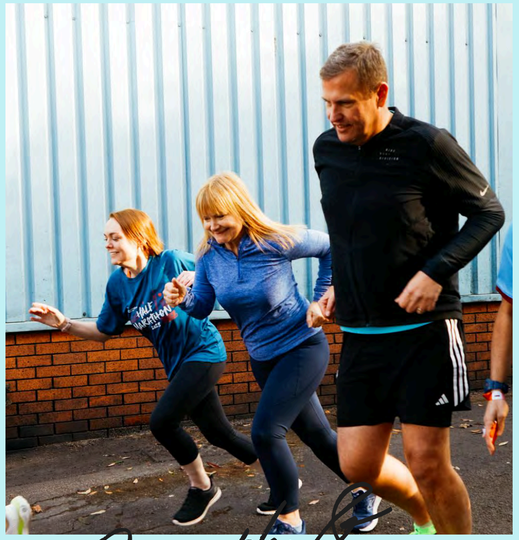
2025 was a big year for this:

We developed Thrive and the Thrive Accelerator
A growth framework and 9-month leadership programme – to guide the growth and development of our team and get them ready for bigger roles.

We relaunched The Builder's Toolkit
A menu of Learning & Development (L&D) built around what our people need to grow. Everything from presentation training by the Royal Academy of Dramatic Art's (RADA) to resilience sessions with a renowned clinical psychologist, it's designed to inspire and build real, practical skills.

We introduced new training pathways for our factory employees
Working with new external training providers, our Movers & Makers now have better access to compliance, technical, and soft-skills training (engagement shot up from 15% to 88%). The result? We promoted 32 general operatives to skilled roles in the business.

We launched an engineering Apprenticeship Scheme
Investing in future talent and address retention challenges.



Growth & Progress

15K
learning hours clocked in 2025 by our people.

32
General operatives were promoted to skilled roles in the business.

SCALING WITH SOUL



KEEPING IT LOCAL

73% of our Nuneaton team are residents in the local area*

The town of Nuneaton experiences significant economic, social and infrastructure pressures. In 2025, we welcomed Jodie Gosling (MP for Nuneaton) to our site, to start to understand some of these challenges. We will look to work with both her and local schools and colleges to develop a new Community Strategy in 2026, ensuring it's as targeted and as impactful as possible.

*Local area is defined as within 20 miles of site.

WE'RE BUILDERS IN OUR COMMUNITIES – NOT TENANTS

EVERY PROPER SNACKS EMPLOYEE HAS A VOLUNTEER DAY THEY CAN USE IN SUPPORT OF OUR PARTNERS OR A CAUSE CLOSE TO THEIR HEART.

In 2025, we continued to support the Felix Project in their distribution centres. We had teams getting their hands dirty at GROW agroecological farm in High Barnet. We volunteered with the brilliant people (and our London neighbours), at the Euston Foodbank.

And, crucially, we continued to build our partnership with Trussell – right opposite our Nuneaton site. Throughout the year, we had team members working in their distribution centre and are proud to have become a valued support to their critical work:

> **"AS A PARTNERSHIP AGENCY, YOU HAVE PROVIDED US WITH REGULAR VOLUNTEERS WHO HAVE BEEN PUNCTUAL, PROFESSIONAL, HARDWORKING AND COMPASSIONATE. YOU HAVE ALSO BEEN INCREDIBLY GENEROUS WITH DONATIONS OF CRISPS AND POPCORN, HELPING TO FILL ESSENTIAL GAPS IN OUR DONATIONS."**

SNACK SHOT

Our environment, health and safety in numbers:

9%^

Safety observations increased by 9% in 2025 compared to 2024.

38%

2025 saw a 38% reduction in workplace accidents compared to 2024.

3.4

Our Lost Time Incident Rate (LTIR) for 2025 was 3.4.



OUR TARGETS

For Our People And Community

More than 200 days of our team's time will be spent supporting local communities by 2027.

At least 70% of our Nuneaton colleagues will continue to be employed from local communities.

We'll keep our pay aligned with the Real Living Wage.

We'll reduce our Lost Time Incident Rate to less than 3.

We'll grow our charity food donations by 5% each year.

THE FIVE PILLARS OF OUR SUSTAINABILITY STRATEGY

1. SNACKING AS AN ACT OF POSITIVE WELLBEING
2. BUILDING FOR PEOPLE AND COMMUNITY
3. PROJECT: CARBON
4. INNOVATING WITH INTENTION
5. FROM SOIL TO SNACK



3. PROJECT: CARBON

Our Bold Ambition

CARBON IS COMPLICATED

BACK IN OUR EARLY DAYS, THE PROPER BRAND SET A BOLD AMBITION: TO REACH CARBON NET ZERO BY 2030.

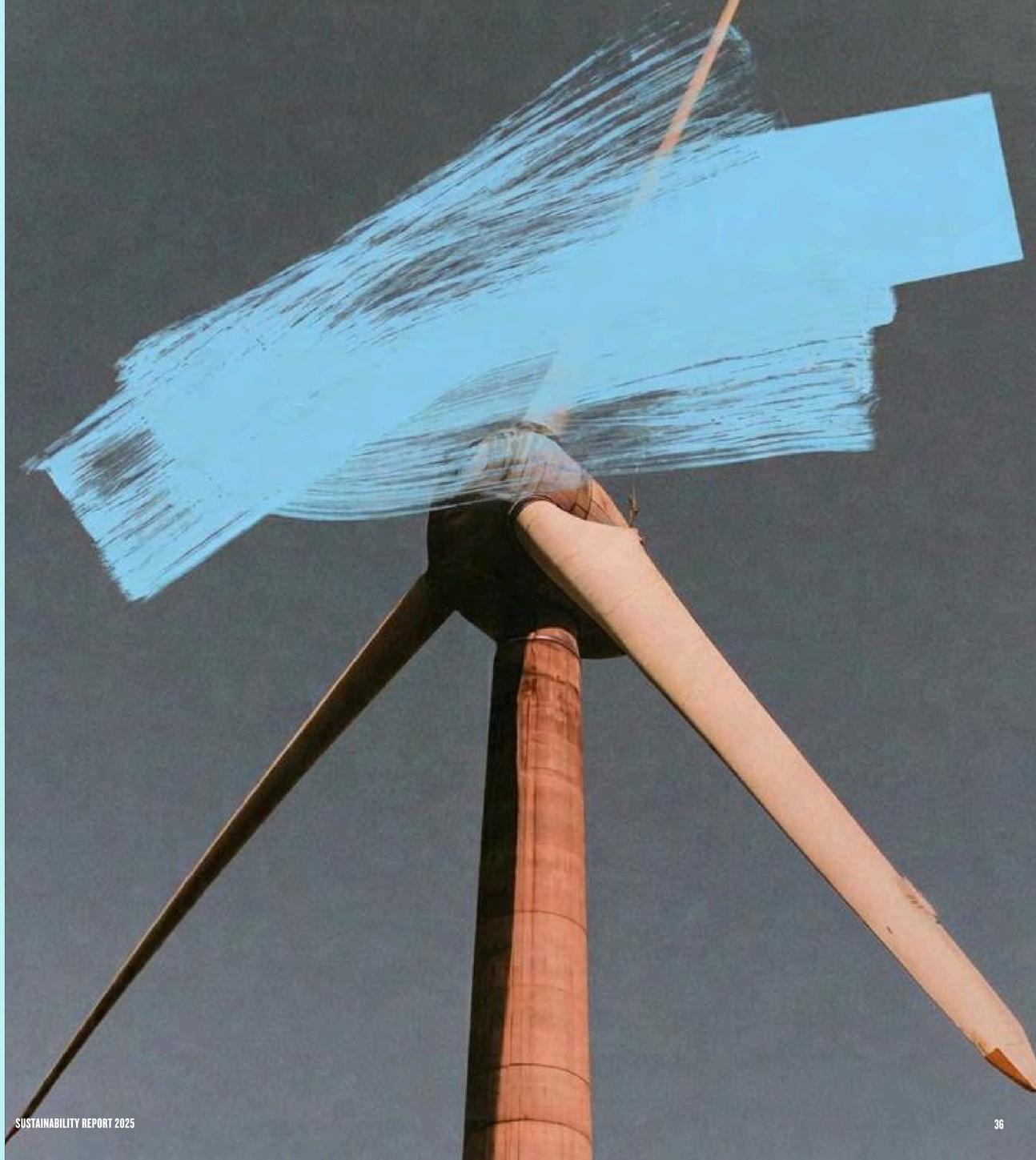
At the time, carbon accounting was still relatively new – both for us and for much of our industry – and our understanding of our footprint reflected the business we were then. We didn't yet own our manufacturing site in Nuneaton, and our emissions calculations were based on a more limited scope of operations.

Since then, both the world of climate reporting and PROPER SNACKS have evolved. We've become a manufacturer, expanded our operations, and developed a far clearer view of where our emissions really sit – particularly across our supply chain.

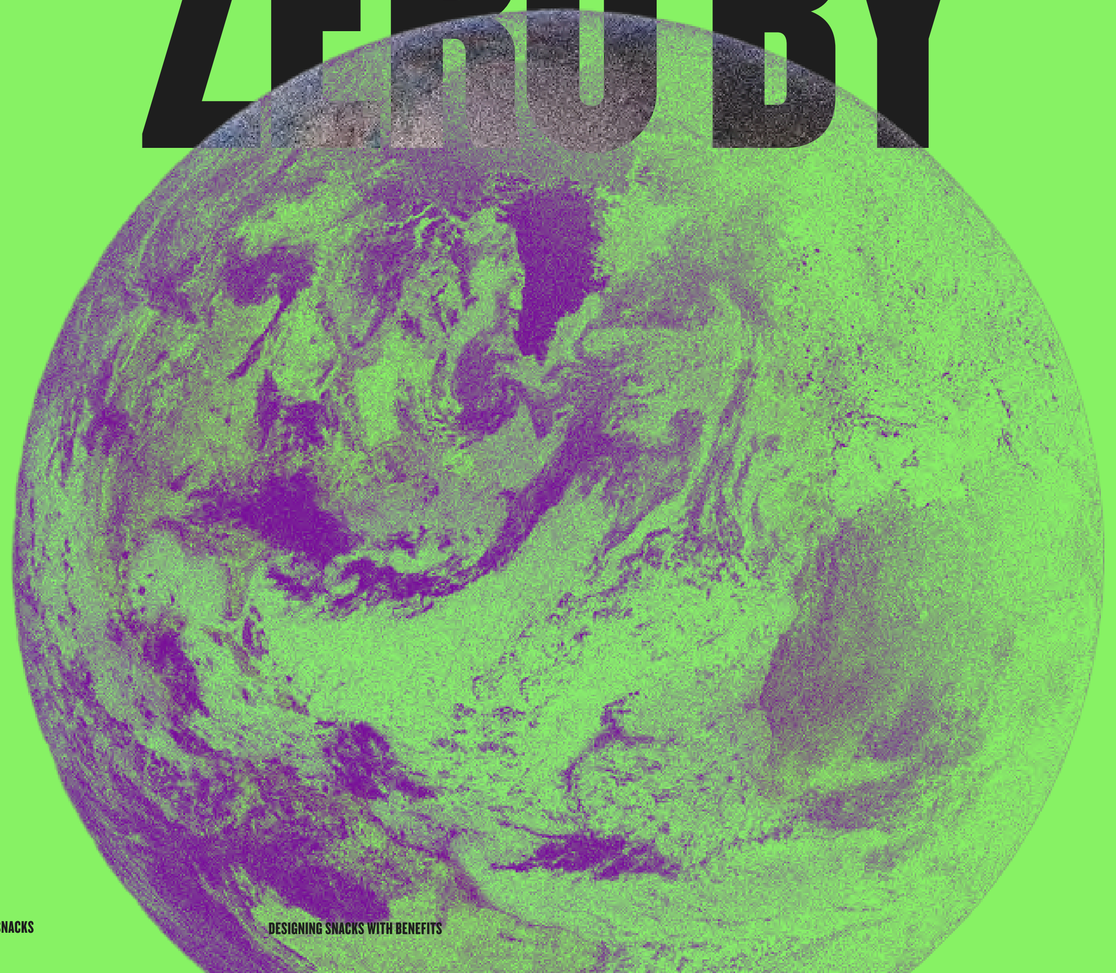
So, we reset our baseline carbon footprint to reflect the most accurate data available.

THE RESULT?

A different starting number – but a more accurate one. More accurate data gives us a truer picture, and that matters if we're serious about meaningful climate action.



NET ZERO BY 2050



Carbon Net Zero

WE'VE NOW COMMITTED TO SETTING A NET ZERO TARGET FOR 2050, IN LINE WITH THE SCIENCE BASED TARGETS INITIATIVE (SBTI), AND HAVE SUBMITTED BOTH OUR NEAR-TERM AND LONG-TERM TARGETS FOR VALIDATION (WHICH WE'RE HOPING TO HAVE BY THE END OF 2026).

And we're aiming for 100% renewable electricity by 2030 (but hopefully sooner!).

As part of this work, we're applying the Forest, Land and Agriculture (FLAG) methodology, too. FLAG focuses on emissions and carbon removals related to land use and agriculture, including deforestation, land conversion and agricultural practices.

This shift isn't a step back, it's a step forward.
SBTi alignment represents the most credible standard available, and it gives us the clarity, discipline and accountability we need to cut carbon properly, based on science rather than aspiration alone.

BETWEEN 2023 AND 2025 WE REDUCED OUR EMISSIONS BY 5%

THAT'S THE EQUIVALENT OF OVER 400 PETROL CARS DRIVEN FOR ONE YEAR.

We did this by:

Reducing the amount of virgin plastic in each of our packs.

Taking 4,000 miles off the road every week from our logistics and transportation.

Moving most of our forklift trucks from fossil fuels to electric vehicles.

Launching an employee EV scheme.

Implementing waste reduction initiatives at our factory.



- **Ingredients** 54%
- **Packaging** 17%
- **Manufacturing** 13%
- **Transportation & Distribution** 3%
- **Overheads** 9%
- **Employee Travel** 2%
- **Use of Products** 2%

OUR TARGETS

For the Planet

From a 2023 base year, we want to reduce:

Scope 1 and 2 emissions **by 65% by 2036.**

Scope 1 and 2 emissions **by 90% by 2050.**

Scope 3 emissions **by 68.7% per tonne of product sold by 2036.**

Scope 3 emissions **by 97% per tonne of product sold by 2050.**

Scope 3 FLAG emissions **by 39.4% by 2036.**

Scope 3 FLAG emissions **by 72% by 2050.**

TOTAL ABSOLUTE GREENHOUSE GAS EMISSIONS

Total absolute greenhouse gas emissions	2023 (tCO2e)	2024 (tCO2e)	2025 (tCO2e)
Scope 1	506	492	491
Scope 2 – market-based	1 425	1 904	1 839
Scope 2 – location-based	722	723	699
Scope 3	21 838	21 561	20 143
Scope 3 FLAG	2 723	2 652	2 658
Total Scope 1-3 (market based) (excluding the categories out of scope of our SBT)	**26 491**	**26 609**	**25 132**

TOTAL CARBON INTENSITY (TCO2E PER TONNE OF PRODUCT SOLD)

Total carbon intensity	2023 (tCO2e)	2024 (tCO2e)	2025 (tCO2e)
Total carbon intensity (tCO2e per tonne of product sold)	4.00	3.94	3.53

SCOPE 3 EMISSIONS BREAKDOWN

PROPER SNACKS Scope 3 greenhouse gas emissions	2023 (tCO2e)	2024 (tCO2e)	2025 (tCO2e)
1. Purchased goods and Services	18 549	17 978	17 408
2. Capital goods	497	733	622
3. Fuel- and energy-related activities	267	306	297
4. Upstream transportation and distribution	1007	1043	759
5. Waste generated in operations	8	5	13
6. Business travel[1]	242	127	66
7. Employee commuting[2]	558	553	459
8. Upstream leased assets	–	–	–
9. Downstream transportation and distribution[3]	122	125	160
10. Processing of sold products	–	–	–
11. Use of sold products	–	–	–
12. End of life treatment	710	816	520
13. Downstream leased assets	–	–	–
14. Franchises	–	–	–
15. Investments	–	–	–
Total SBTi Scope 3 (excluding the categories out of scope of our SBT)	**21 838**	**21 561**	**20 143**

FLAG EMISSIONS

FLAG emissions (tCO2e)	2023 (tCO2e)	2024 (tCO2e)	2025 (tCO2e)
Land management	1 013	1 052	1 011
Land use change	1 710	1 600	1 647
Total FLAG emissions	**2 723**	**2 652**	**2 658**

[1] Hotel stay emissions are out of scope, in line with SBTi guidance
[2] Work-from-home emissions are out of scope, in line with SBTi guidance
[3] Downstream transportation and distribution emissions are out of scope of our SBTi target due to their immateriality and due to lack of data visibility once finished products have been delivered to our customers

BEYOND THE BITE TO NET ZERO

WE'RE HUNGRY TO CUT CARBON, BUT WE KNOW IT'LL BE TOUGH.

We'll need to work closely with our entire value chain to see the results we want. Setting science-based targets is part of that, but will only matter if they're backed by a clear plan. That's why, alongside our SBTi commitment, we've developed a net zero action plan with clear milestones to keep us accountable and on track.



OUR PLAN FOR SCOPES 1 + 2

Emissions within our control.

We'll focus on reducing site energy and fuel-related emissions by transitioning away from fossil fuels and increasing renewable electricity use by:

- Moving to renewable electricity procurement for the Nuneaton site by 2026
- Phasing out liquid petroleum gas-powered forklift trucks in favour of electric alternatives by the end of 2026
- Eliminating diesel-powered jet washing by the end of 2026

OUR PLAN FOR SCOPE 3

Emissions beyond our control.

Much of our carbon footprint sits outside our factory gates and the largest share (80%!) comes from purchased goods like raw materials. We propose to reduce our Scope 3 emissions by:

- Supplier engagement
- Packaging reduction
- Logistics optimisation
- Lower-carbon transport

We're realistic about how hard this journey is going to be. But progress towards net zero depends not only on the actions we take today – but on how quickly low-carbon technologies develop and how the wider market moves with us.

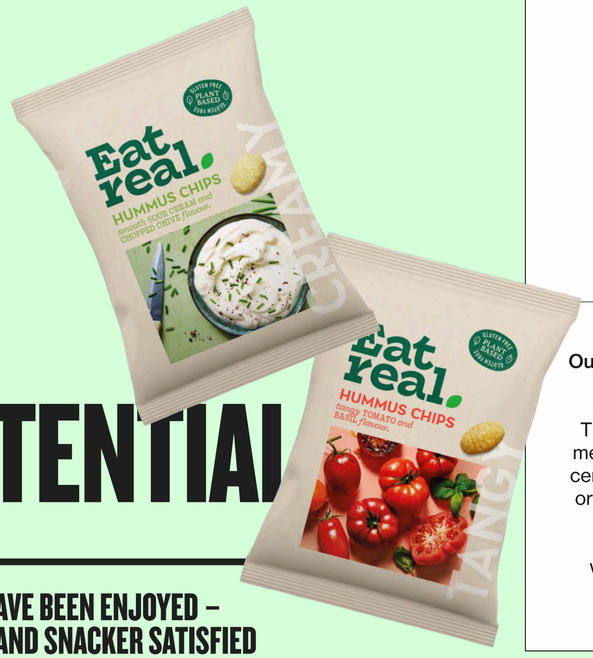
THE FIVE PILLARS OF OUR SUSTAINABILITY STRATEGY

1. SNACKING AS AN ACT OF POSITIVE WELLBEING
2. BUILDING FOR PEOPLE AND COMMUNITY
3. PROJECT: CARBON
4. INNOVATING WITH INTENTION
5. FROM SOIL TO SNACK



4. INNOVATING WITH INTENTION





BAGS OF POTENTIAL

ONCE OUR SNACKS HAVE BEEN ENJOYED – FLAVOURS FINISHED AND SNACKER SATISFIED – THE ONLY THING LEFT IS THE PACKAGING.

We provide recycling guidance wherever we can, but many countries don't have consistent recycling or waste logos, so the messaging can get confusing. We work hard to keep it as clear and updated as possible in line with regulation and industry recommendations. But our ultimate challenge is to reduce the environmental impact of our packaging while making sure it's still doing the job it needs to do: keeping our snacks fresh, delicious, and ready to enjoy.

In 2025, we:

Switched all our bagged products to a thinner plastic film that's now recyclable through in-store schemes.

Reduced the amount of plastic we use by 18% through this change alone, without compromising on taste or quality.

Rolled out more accurate and up-to-date recycling information on packs, so consumers are clear on how to recycle them.

OUTSIDE THE BOX

Our packaging doesn't end with plastic. You might have spotted our bold, colourful cardboard cases in store. These are certified to FSC Mix, which means they're made with a mix of FSC-certified forests, recycled sources and / or FSC-controlled wood. They're made with an average of 96% recycled content, helping to reduce impact while staying true to our obsession with good design.



FACTORING IN OUR FACTORY

WASTE IS AN INEVITABLE PART OF MANUFACTURING. BUT WE REFUSE TO ACCEPT THAT THERE'S NOTHING WE CAN DO ABOUT IT.

We try to prevent waste first, then recycle where we can if it's unavoidable. Failing that, we always find the best route for our remaining waste:

We donate food to food distribution charities like FareShare and Trussell. In 2025, we donated over 100,000 packs to charity.

Food waste that's not suitable for human consumption is upcycled into animal feed.

Our wooden pallets are part of a pallet recycling scheme so they're reused, upcycled or recycled into other wooden products.

Our cardboard packaging is recycled into new paper and cardboard products. In 2025, we generated just under 300 tonnes of this alone.

All other general waste from non-recyclable materials is taken to an energy-from-waste incineration facility.

OUR TARGETS

For Innovating With Intention

Reduce the use of primary virgin plastics by 35% before 2035 (from a 2024 base year).

Use more than 30% recycled content in our primary plastic packaging by 2035.

Reduce waste to less than 5% waste in our factory by 2027.

Maintain over 98% recyclable packaging.

THE FIVE PILLARS OF OUR SUSTAINABILITY STRATEGY

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5. FROM SOIL TO SNACK

OUR SNACKS WOULDN'T EXIST WITHOUT NATURE AND WATER. BUT GROWING CROPS IMPACTS THE ENVIRONMENT AND THE PEOPLE WHO GROW THEM – AND OUR RESPONSIBILITY DOESN'T STOP AT OUR FACTORY GATES.

That's why we work with our direct suppliers towards a more sustainable and responsible supply chain. We've put a supplier code of conduct in place to set clear expectations around ethical, environmental and social standards.

All of our direct suppliers are also members of something called Sedex – a platform that helps all of us keep track of our suppliers' social and environmental credentials and progress with full transparency.

None of this is about achieving perfection – it's about working together and holding each other accountable so we can improve how our snacks are grown and sourced – from the ground up.

Chain Reaction

TRACING IT BACK

WE'RE BUILDING A CLEARER PICTURE OF WHERE OUR INGREDIENTS COME FROM – BUT WE'VE GOT MUCH MORE WORK TO DO.

For example, we know our corn is sourced across countries including France, Spain, the USA and South Africa. But when it comes to ingredients like our seasonings, traceability becomes more challenging, with raw materials coming through multiple layers of the supply chain.

Working with our direct suppliers to improve traceability is a key focus for us going forward. From 2026 onwards, we'll continue working with our suppliers to strengthen visibility, deepen partnerships, and better understand the environmental and social impact of the ingredients we use.





NEXT GEN CORN

The corn in our new Crunch Corn products is grown using regenerative principles, which means it's farmed in ways that improve soil health, biodiversity carbon sequestration and water security.

Much like our snacks, regenerative farming focuses on 'putting in' rather than 'taking out', aiming to increase the land's resilience and productivity over time. We would love all farming to work this way, but they're not there yet. But, even if we can't commit to regenerative farming across our whole supply chain at the moment, it's important for us to engage with these principles wherever we can.

HOW REGENERATIVE FARMING WORKS

Cover cropping:
Cover crops are plants that cover and improve the soil to prevent erosion and enrich the soil.

Crop rotation:
By switching up the types of crops grown in a specific area, the soil is able to rest and produce more nutrients.

No / low tillage:
By reducing how much the soil is dug, stirred and overturned, it minimises erosion. This improves the structure and quality of the soil and its vital microbial content.

Organic matter cycling:
Instead of using synthetic chemicals to control pests and boost fertilisation, natural processes – such as encouraging bats and birds – are used to keep ecosystems healthier and waterways cleaner.

Soil quality and biodiversity monitoring:
Soil quality, carbon levels and moisture levels are regularly tracked alongside nutrient cycling, fertility, biodiversity and crop yield.

OUR TARGETS

For Our Supply Chain From Soil To Snack

Explore regenerative farming opportunities for our PROPER Corn.

Reduce the intensity of our factory water usage by 30% before 2030.

WATER DONE DIFFERENTLY

Our manufacturing process doesn't use a lot of water – and we're not located in a water risk area – but we still have a water footprint and every drop matters.

We've set a clear water intensity reduction target, focusing on using less water per tonne of snacks we make, and making every litre work harder. This is an area we're actively exploring and improving, and we'll continue to share more as our plans develop.

UNFINISHED BUSINESS

THIS IS OUR FIRST SUSTAINABILITY REPORT, OUR COMMITMENT TO DESIGNING SNACKS WITH BENEFITS FOR PEOPLE, COMMUNITIES AND THE PLANET.

BUT THIS REPORT IS JUST THE START. NOT A FINISHED STORY.

Our starting point's a good one: we're a certified B Corp. We pay all our people ahead of the Real Living Wage. We've switched to regenerative farming for one of our newest products. We've reduced our use of plastic. And we've set our science-based carbon targets.

We've been building towards all of this for a long time – and the results are already worth it.

But we're under no illusion: there is still so much more to do. This is a journey of snacks in progress – one made up of bitesize achievements, setbacks, learnings, and constant improvement.

What matters is that we keep moving forward, building a clearer picture, asking better questions, and improving over time. Always with intent, honesty and a desire to reach the full potential of snacks done properly.

Because, at PROPER SNACKS, we're always hungry.

Hungry for great snacks, sure.

But also hungry for change, and to keep Designing Snacks with Benefits for people, communities and the planet.

THERE ARE SNACKS.
AND THEN THERE'S PROPER SNACKS.

PROPER SNACKS