Sustainable living and growth

INTERSNACK SUSTAINABILITY REPORT 2018
SUMMARY
Dear reader,
Throughout the last years we continued our journey to drive forward with Group-wide CSR activities and anchor the concept within our processes. This was only possible as a result of the close cooperation with our employees and external stakeholders. They are our source of inspiration, constructive criticism and motivation to strive for our mission and vision every day.

We kept working on socially relevant topics alongside our value creation and worked closely together with our suppliers and partners. We also made progress with our environmental management and the corresponding processes and recorded additional environmental data. We have pursued previous goals and set new targets, for example the reduction of CO₂ and the implementation of new strategies to save packaging materials and recycle them more effectively.

We wish you an interesting read of this summary about Intersnack’s sustainability activities and we look forward to a rewarding exchange of views with you in the future.

Yours,
Henrik Bauwens Roland Stroese
Intersnack’s vision, mission and core values

Our values consist of ethical business principles and guidelines that govern our everyday work and our interactions with business partners; our goal is to keep our environment and the working world liveable for future generations. For us, embodying these values every day means bringing them home to others and working together to shape a successful future.

Vision
We are passionate about enriching people’s lives with the very best savoury snacks. This we achieve not only through our unique blend of international expertise and local knowledge, but also through our innovative approach, outstanding quality and by striving for excellence in all areas.

Mission
We always aim to act responsibly in everything we do. Be it through the quality, safety and naturalness of our products. We care about the environmental impact of our operations, the social implications of our supply chain and our investment in local communities.

Core values
We have defined three core values ‘Thinking responsibly’, ‘Acting entrepreneurially’ and ‘Growing together’ which are the basis to our daily work with our consumers, our employees and our business partners.

Thinking responsibly
We take responsibility for all our actions – whether they relate to our consumers, our employees, our business partners or our environment. We believe that integrity, accountability and proper risk management are essential. Two key factors for our future success are operating our business from a sustainable, long-term perspective, and implementing a challenging CSR policy focusing on the overall supply chain.

Acting entrepreneurially
Taking ownership of our business is what differentiates us and ensures we remain independent. Our strong consumer orientation drives us to develop our business. We strive for leadership in our core markets by fully exploiting our whole portfolio. Our organisation is lean and close to the market. We have an efficient and pragmatic attitude and enjoy our challenging culture, seeking to achieve operational excellence in all areas.

Growing together
Our ambition is to grow. To achieve our goals, we rely on the diversity of our brands and products, along with the cultural diversity, experience and talents of our people. This richness enables us to improve continuously, to constantly deliver the highest quality and to develop a steady stream of innovative products. We believe in the importance of trust, transparency, open communication and multidisciplinary decision-making. It is only when we pull together as a team that we all benefit from our successes.
Basic facts about Intersnack

The privately owned Intersnack Group is one of Europe’s leading savoury snack producers with 37 production plants and additional office and warehouse locations in 20 countries across Europe. Furthermore, Intersnack has one production plant in Australia and five processing plants for cashew nuts in India and Vietnam, as well as one office in Singapore. In 2018, Intersnack sold 612,200 metric tons of products and generated net sales of €2,657 million. Our product portfolio is divided into four categories: potato crisps, nuts and seeds, baked products (incl. popcorn) and specialities (extruded, pellet-fried and sheeted snacks). The snacks are manufactured for our key brands as well as private label.

CSR management

CSR issues are handled by a Steering Committee at the Group level, which meets at least three times a year. The members of the Steering Committee cover the expertise of the sectors research & development, procurement, ethical sourcing, operational excellence, communication and transportation. We define clear objectives, whose implementation is an integral part of our business operations.
Environmental impacts – The production and transport of our products consumes resources and generates CO₂ emissions, effluents and waste. We are aware of this and therefore start very early in the value chain with our sustainability activities. We promote good agricultural practices and environmentally sustainable processes at the international locations where we or our partners operate. Along our entire value chain, we ensure that negative environmental impacts are reduced. A more efficient use of energy and a reduction of waste production translates directly into cost savings and increases productivity. Also for this reason, environmental improvements are a core business concern.

Social impacts – Intersnack regards the health and safety of all employees and workers as an extremely important issue. With our consumers, particular consideration is given to potential allergens and food contaminants. With our suppliers, the focus is on labour conditions and human rights in the sourcing countries. In all our operations we require Occupational Health and Safety Assessment Series (OHSAS) certification. Furthermore, we support the local communities at the sites where we operate through various charitable activities.

Risk minimisation – We proactively practise risk minimisation to address these impacts. Especially in sourcing and when it appears that Intersnack might become overdependent on one supplier or source we minimise risks through a multi-origin policy and the cultivation of alternative sources.
Stakeholder engagement plan – The process of assessing stakeholder interests was carried out by internal teams, who used tools such as target group-oriented surveys to gather external input in direct contact. Intersnack will continue to regularly discuss key sustainability areas with relevant stakeholders in various dialogue formats and work out mutual and target-oriented action plans.

At the International Green Week 2019 in Berlin, decision makers discussed the options for a sustainable cashew business: Guido Wolff (CEO, ültje) and Wim Schipper (Director, Tree Nuts Intersnack Procurement) with Gerard Klijn (CEO, Trade & Development Group (TDG)) and Gerd Müller (German Federal Minister for Economic Cooperation and Development).

Partnerships and initiatives – An essential part of our systematic sustainability management is our cooperation with sustainability initiatives and non-governmental organisations (NGOs). The combination of our operational expertise and the know-how of external sustainability experts is effective and creates success for all parties involved.
At Intersnack, taking responsibility is not just a philosophy – it’s an ongoing commitment. We are committed to ensuring the quality and safety of our food products, minimising the environmental impact of our operations, recognising the social implications of our supply chain, investing in local communities and providing for our employees’ welfare. Taking responsibility for our stakeholders and the environment is the foundation of the company’s long-term success.

The four pillars of CSR management

- **CONSUMER RESPONSIBILITY**
- **EMPLOYEE RESPONSIBILITY**
- **ENVIRONMENTAL RESPONSIBILITY**
- **SOCIAL RESPONSIBILITY**
Our main objectives and areas of activity

Healthy and nutritious food
- Reduction of undesired compounds, saturated fats and avoidable allergenic ingredients
- Manufacturing products with lower salt and fat content and only with natural flavours
- Reduction of acrylamide levels to EU benchmarks or lower
- Design of clear product labels

Product safety
- Global Food Safety Initiative (GFSI)
- Factories with high hygiene and maintenance standards
- Adequate risk management system
- Clear allergen management policy

Consumer communication
- Transparent information & product labelling in line with the EU regulations
- Advertising to under-12s in line with EU Pledge

Natural flavours only
For many years, taste enhancers were used in food products to artificially improve their existing flavour. Intersnack’s policy is to only launch new products without artificial taste enhancers and to reformulate the recipes of existing products to gradually remove any remaining artificial taste enhancers in our seasonings. Additionally, Intersnack is committed to producing only naturally flavoured products.

Oil policy
Our oil policy is centred around a switch for all product groups to vegetable oils with a low saturated-fat content, such as sunflower or rapeseed oil. These oils perform better in terms of a range of health factors, so Intersnack has set itself the long-term goal of eliminating palm oil from the ingredients list. Recognising that palm oil cultivation can result in deforestation and a loss of biodiversity, Intersnack is a member of the Roundtable on Sustainable Palm Oil (RSPO) and only sources RSPO-segregated sustainable palm oil. In 91% of our products we already use sunflower or rapeseed oil with low saturated fatty acid content. It is only with peanut butter, microwave popcorn and baked products that Intersnack still makes an exception. However, we are working on a palm oil-free peanut butter and an oil alternative for the industrial-scale production of microwave popcorn, and testing is being conducted in Austria for an alternative oil for baked products.
Intersnack proactively pursues a number of consumer-oriented changes in order to support consumers in a healthy and nutritious diet. On the way to this, the Intersnack subsidiary KP Snacks was the first branch in applying a new concept that makes a distinction between products in the categories ‘Treat’, ‘Better’ and ‘Best’. The products of the first category are currently intended as an occasional treat for consumers who lead a healthy and active lifestyle. ‘Better’ products – which have less than 30 grams of fat or sugar per 100 grams and less than 200 calories per serving – already make up 39% (6/2019) of the product range. Finally, ‘Best’ products – the healthiest option available, containing mainly nuts, fruits, vegetables and whole-grain ingredients, no artificial additives and a maximum of 150 calories per serving - constitute 9% of the product range.

The concept is planned to be rolled-out at Group-level and the number of products from the categories ‘Better’ and ‘Best’ will be successively increased in the next years.

In communicating with consumers, we strive to build consumer trust in the Intersnack brands. This includes clear guidelines for product declaration and providing transparent product information on the front of the packaging of nearly all our products for the ‘Big Five’ – calories, fat, saturates, sugars and salt. In line with the new ‘Our Taste for Good’ approach, KP Snacks has improved packaging for consumers and made it easy to find the right snack for each customer’s individual dietary preferences. In 2018, colour codes were added to the front of the packaging to enable consumers to make informed choices.

Intersnack brand ültje took another step regarding consumer education. Alongside press kits and print ads, we offer background information through websites and social media so that the consumers can learn more about the nutritional value of peanuts and follow the main steps of their production in the supply chain.

<table>
<thead>
<tr>
<th>Areas of activity</th>
<th>Measures</th>
<th>Targets</th>
<th>Status Dec. 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>HEALTHY AND NUTRITIOUS FOOD</td>
<td>Utilisation of sunflower oil</td>
<td>100% by 2020</td>
<td>91% achieved</td>
</tr>
<tr>
<td></td>
<td>Use of RSPO segregated palm oil by 2018</td>
<td>100%</td>
<td>Use of RSPO segregated palm oil: 100%</td>
</tr>
<tr>
<td></td>
<td>Reduce saturated fats</td>
<td>68% by 2020</td>
<td>74% achieved</td>
</tr>
<tr>
<td></td>
<td>All flavours/seasonings free of artificial taste enhancers*</td>
<td>100% by 2020</td>
<td>84% achieved</td>
</tr>
<tr>
<td></td>
<td>All flavours/seasonings free of non-natural flavours*</td>
<td>80% by 2021 (volume-based)</td>
<td>56% achieved</td>
</tr>
<tr>
<td>PRODUCT SAFETY</td>
<td>All sites to pass product safety audits GFSI and AIB*1</td>
<td>All plants on unannounced audits, GFSI and AIB* **</td>
<td>100% of plants on unannounced, 89% of plants passed AIB &gt; 850 score (excluding new acquisitions)</td>
</tr>
<tr>
<td>CONSUMER COMMUNICATION</td>
<td>No advertising to under-12s if pledge criteria are not met</td>
<td>Comply with criteria of pledge on advertising to children (modified criteria in minimum wisdom under 90D metric)</td>
<td>100% done</td>
</tr>
</tbody>
</table>

*Based on flavour/seasoning volume, **American Institute of Bakery (AIB)
Our main objectives and areas of activity

- CO2 reduction and energy efficiency
- CO2 reduction across EU operations
- CO2 reduction in transport/logistics
- Improve energy efficiency in all operations

Resource management

- Waste reduction (edible and non-edible)
- Reduction of water consumption
- Reduce packaging material usage and increase recyclability
- Increase use of sustainable sources for packaging

Environmental management systems

- Implement energy measurement systems in all major processing plants
- Implement energy management system (ISO 50001)
- Implement projects to reduce pesticides, fertilisers and water for farmers (agro-yield management)

Preserving our resources

Intersnack wants to use the valuable resources required for the production of snacks as sparingly as possible. This is why we consider all possible options for improving processes and optimising the use of resources alongside the value creation process. In fact, since 2014 we have made significant progress in saving resources per unit of sales: The fact that resource consumption increased in absolute terms in the last two years is due primarily to the newly acquired plants and changes in the product mix.

We are exploiting the potential for saving in energy consumption and emissions (especially electricity and gas), in the production of packaging materials and in water consumption (especially in the water-intensive production of crisps). Our biggest lever for saving all resources (energy, water, etc.) is the avoidance of waste production. Waste reduction programmes are in place and progress is constantly reviewed. This pays off both from an economic and environmental perspective.

Conserving resources and focusing on climate protection

We at Intersnack strive for reducing our environmental impact and protecting the planet. We are focusing on four key areas here: reduction of CO2 emissions, improvement of energy efficiency, better resource management and the operation of effective environmental management systems.

Reduction of greenhouse gas (GHG) emissions

The consolidated Group’s GHG emissions (above all CO2) totalled 252,143 metric tons (mt) during the 2018 reporting year. This means that we already managed to achieve a 17% reduction in CO2e/mt product by 2018 compared to 2010 (2018 vs. 2014: –5%). Our target for year 2023 is to achieve a 30% reduction in overall GHG emissions from production (also compared to the reference period 2010). Various measures are being implemented at our sites - from emission reductions through shorter transport routes in logistics to the increasing use of renewable energy at our production sites.

Investments in environmental protection

Intersnack specifically tracks investments aimed at environmental protection, health and safety measures and social improvements. In 2017/18, the expenditures for mitigating impacts totalled €13.7 million.
Reduction of packaging materials

Packaging is decisive for food quality and safety, shelf life, convenience, efficient transport and delivering product information to the consumer. However, our target is clear: we want to eliminate all unnecessary packaging, while safeguarding the functionality of the material and minimising the negative impact on the environment. Furthermore, we will work towards full recyclability for the packaging we use in accordance with the EU’s ‘circular economy’ strategy. To achieve our goals, we are involved in various partnerships and industry initiatives with the same goal: avoidance of waste. Our approach to achieving our goals is threefold: packaging prevention, reduction and recyclability.

**Prevention** - Standardising the film material for nuts and snacks for all Group companies in order to use material more efficiently and optimise packaging processes.

**Reduction** - Optimising material thickness. From 2016 to 2018, overall packaging material volumes (g/m²) for branded products decreased by around 4.5%. From 2014 to 2018, a gradual transition to more lightweight paperboard and thinner corrugated cardboard led to an overall reduction in material volumes (g/m²) of 9.8%.

**Recyclability** - We initiated a systematic external review in 2018 to determine the recyclability of all packaging material types. Further development projects will cover issues such as how film properties can be improved to enable recycling and how to further reduce packaging volumes.

Areas of activity, measures, targets, status

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</tr>
</thead>
<tbody>
<tr>
<td><strong>CO₂ REDUCTION</strong></td>
<td>Reduce CO₂ emissions especially in production</td>
<td>2023 vs. 2010: –30% reduction of CO₂ emissions¹</td>
<td>–17% reduction of CO₂ emissions achieved; data not available for transport ongoing</td>
</tr>
<tr>
<td></td>
<td>Reduce CO₂ emissions in transport/logistics</td>
<td>Reduction of transport kilometres</td>
<td></td>
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<tr>
<td></td>
<td>Optimise our technology and sharing best practices across the production sites</td>
<td>2020 vs. 2014: –10% reduction of energy consumption¹</td>
<td>+0.3% increase Group-wide</td>
</tr>
<tr>
<td><strong>RESOURCE MANAGEMENT</strong></td>
<td>Achieve waste reduction (edible and non-edible)</td>
<td>Reduces edible waste¹: –20%, nuts, –10%, baked, –20%, specialties, –20%</td>
<td>Reduction of edible waste¹: –7.2%; nuts, +17%; baked, –16%; specialties, +9.5%</td>
</tr>
<tr>
<td></td>
<td>Reduces non-edible waste¹: –8%</td>
<td>Reduction of non-edible waste¹: –8%</td>
<td>Reduction of non-edible waste: –4.1%</td>
</tr>
<tr>
<td></td>
<td>Reduce water consumption</td>
<td>2020 vs. 2014: –7.5% reduction of water consumption¹ for crisp production</td>
<td>Increase of water consumption, +9.5% for crisp production</td>
</tr>
<tr>
<td></td>
<td>Reduce packaging material</td>
<td>2022 vs. 2014: –10% reduction of packaging material</td>
<td>–4.5% reduction of OPP material; –2% reduction of overall snack and nut film material use</td>
</tr>
<tr>
<td></td>
<td>Increase use of sustainable sources for packaging</td>
<td>Use sustainable sources for corrugated cardboard</td>
<td>100% use of FSC-certified material; 95% use of recycled material for cardboard</td>
</tr>
<tr>
<td></td>
<td>Achieve 100% recyclability of plastic consumer packaging material by 2025</td>
<td>Investigate and use recyclable plastic consumer packaging material while safeguarding quality and shelf-life functionality</td>
<td>Portfolio analysis initiated, alternative materials in testing phase</td>
</tr>
</tbody>
</table>

¹Per metric ton of finished product

10% less packaging material by 2025

100% recyclability for plastic consumer packaging by 2025
Our main objectives and areas of activity

Ethical sourcing
- Implementation of social compliance (ETI/SMETA) and other sustainability standards
- Undertake proactive partnerships and membership in multi-stakeholder sector and sustainability initiatives (e.g. ComCashew, ACA, SNI, IDH, etc.) and projects

Supplier development
- Build awareness of and engagement with our social policy among suppliers
- Monitor supplier improvements and performance
- Establishment of direct market link to primary production

Origin development
- Work with partners in multi-stakeholder dialogue to build capacity in the regions
- Assess and implement social compliance and improvement strategies
- Engage with local communities

Social commitment without borders

Along the entire supply chain and in the local communities in which we operate we take our social responsibility very seriously. We are committed to making ongoing improvements in the working conditions in the countries we source raw materials from.

Ethical procurement along the value chain

Intersnack recognises that our business operations have significant impacts further down the value chain. Obviously, our influence depends on our position and role in a given supply chain. We can exert greater influence in some supply chains, whereas others are more complex. Our level of influence directly dictates the way we engage with the supply chains and determines the impact we can have. Step by step over the years, we have expanded our sustainability work alongside the value creation.

We rely on our suppliers and partners to provide us with a good understanding of where our products come from and how they are produced. Necessary changes can only be made if every participant in our supply chain understands and adheres to a shared approach and set of targets. This requires continuous attention and monitoring on our part, as well as from our suppliers. Trust, relationship-building and commitment are crucial in this process.

The principles of the Ethical Trading Initiative (ETI) are our main reference standard for the implementation of our social policy. In the policy, we include the nine principles of the ETI Base Code that are derived mainly from the conventions of the International Labour Organization (ILO). All suppliers are asked to comply with our social policy.
Socially responsible cashew processing
With the Intersnack Cashew Company (ICC) in Vietnam, we created a direct link to the source. Our ‘single roof processing’ vastly improves supply-chain transparency, and allows the company to better ensure food safety and the employees’ health and welfare. Regarding our employees, ICC goes beyond local requirements, providing insurance for its employees, offering constant training programmes and wages above the government minimum.

Giving back to the community
Intersnack’s Management Units are committed to giving back to their communities, participating in local life and making measurable social investments that have a positive impact on both local community groups and Intersnack’s employees. At Tayto Ireland, the People & Culture team has established the Care in the Community Committee, whose objective is to further develop the CSR mission. Intersnack Poland supported the local community in the areas of sport and culture as the main sponsor of ‘Summer Athletic Thursdays’ and ‘Family Volleyball Saturdays’ in the city of Nysa. At KP Snacks in the UK, employees support community initiatives on the ‘KP Community Hero Day’ and also fundraise for ‘Grocery Aid’.

Areas of activity, measures, targets, status

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<td>Implement social compliance (ETI/SMETA) and other sustainability standards</td>
<td>Cover 90% of the volume by 2018 with ETI/SMETA</td>
<td>100% of suppliers signed social policy; 80% of volume sourced from processors assessed to ETI/SMETA (cope, nuts, seeds, dried fruits and almonds)</td>
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<td>SUPPLIER DEVELOPMENT</td>
<td>Nuts: improve income and give access to world market for the farmers in the primary production; realise projects in Benin, Ghana, Kenya, Kyrgyzstan, Malawi</td>
<td>Establish direct market link to primary production; increase transparency, quality of products &amp; productivity at farm level</td>
<td>6 projects successfully completed and closed by end of 2018; 1 project ongoing until 2021</td>
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<td>ORIGIN DEVELOPMENT</td>
<td>Working with partners in multi-stakeholder dialogue to build capacity in the region</td>
<td>Strengthen improvements in sourcing areas through multi-stakeholder cooperation</td>
<td>Participation in various multi-stakeholder and sector initiatives such as ComCashew (cashews), SSI (spices), SNI (nuts), RSPO (palm oil), Sustainable Agriculture Initiative (SAI) Platform</td>
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Field projects for a sustainable future
As part of the commitment to sustainable sourcing, we engage in field projects to create more transparent and sustainable value chains, and support farmers and processors in increasing the local value creation. In Malawi, we are working with farmers and agricultural students on sustainable macadamia management and farming practices and planting 300,000 new trees. In Indonesia, we support farmers in attaining Rainforest Alliance certification and teach them sustainable cultivation methods. Furthermore, in Central Asia we have achieved a significant increase of incomes in walnut production and improved working conditions, working hand in hand with our partners.

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Our main objectives and areas of activity

People development
- ETI assessment/social auditing
- Creation of an equal and fair-working environment
- Training as part of the IWS culture
- Transparent communication
- Visual management
- Implementation of Factory MES
- Clear objectives and reviews

Health and safety
- Health and safety assessments and procedures
- KPIs and accident reports
- OHSAS 18001

Intersnack Work System (IWS)
- Implement IWS
- Competency Model
- Implement Competency Model

A healthy and safe work environment
It is important that employees enjoy a healthy and safe workplace when they come to Intersnack. Intersnack not only follows local legislation and guidelines, but 90% of our existing plants were certified to the management system OHSAS (Occupational Health and Safety Assessment Series) in 2018. The certificate confirms what we experience in our daily work: we have set up a well-functioning system for occupational health and safety, workplace organisation, ergonomic working environment and clean and safe workplaces.

Ethics and diversity in the workplace
Intersnack’s Code of Conduct is central to our ethical treatment of employees and respect for diversity in the workforce. The variety of nationalities employed at the Group’s headquarters shows our commitment to diversity: 17% of employees come from outside of Germany and Group functions now unite eleven different nationalities. And, of course, we also fulfill what we demand from our suppliers with regard to the orientation to labour standards and external audits: 100% of our plants were ETI-assessed (with the exception of recent acquisitions) by the end of 2018, which also means that we clearly comply with the EU requirements.

Maintaining our values and competencies
The Intersnack Group has implemented the Competency Model to create a shared understanding of our core values and competencies among our diverse and growing workforce. It enables a common method of assessing and benchmarking employee performance in all areas and is based on our three core company values — thinking responsibly, acting entrepreneurially and growing together. The programme puts the focus firmly on employees in this process, building a harmonised foundation for continuous support with different tools.

Empowering employees
Initiated in 2015, Intersnack Work System (IWS) focuses on fostering employee development across all hierarchies and departments in the context of twelve different pillars, including quality (Q), health, safety & environment (HSE) and organisation (ORG). There are two main objectives in IWS: 100% employee ownership and a zero-loss mindset. Hence, the ultimate goal of IWS is to completely eliminate production losses by growing and expanding employee capabilities. With seven new sites starting out with the programme in 2019 and 19 sites currently active, the positive effects of IWS will continue to spread throughout the entire Intersnack Group.
CSR communications
Intersnack publishes several different newsletters, including the IWS Newsletter, the Project One Newsletter and the CSR Newsletter. The latter, which appears twice yearly, focuses on the specific CSR challenges and achievements, projects and issues of different business locations, branches and partner activities. We also maintain an online database where our companies can share best practice in environmental management and other information. This type of communication not only helps us to optimise processes, but also promotes overall employee engagement.

Diversity is an important topic for us, as is reflected by the variety of nationalities employed at Intersnack.

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<tr>
<td>PEOPLE DEVELOPMENT</td>
<td>ETI assessment of Intersnack plants</td>
<td>100% Intersnack Group (ongoing)</td>
<td>All plants assessed except new acquisitions</td>
</tr>
<tr>
<td>Category management basic training</td>
<td>All key account managers and trade marketers by end of 2020</td>
<td>95% of key account managers and trade marketers trained or successfully certified</td>
<td></td>
</tr>
<tr>
<td>Shopper marketing training</td>
<td>All key account managers and trade marketers by end of 2020</td>
<td>60% of key account managers and trade marketers trained or successfully certified</td>
<td></td>
</tr>
<tr>
<td>TRANSPARENT COMMUNICATION</td>
<td>Implement Factory MES</td>
<td>All plants</td>
<td>84% of planned plants implemented; 1 plant in progress</td>
</tr>
<tr>
<td>HEALTH AND SAFETY</td>
<td>OHSAS 18001 (certification)</td>
<td>All plants</td>
<td>95% implemented (excluding new acquisitions; implementation within 24 months requested)</td>
</tr>
<tr>
<td>INTERSNACK WORK SYSTEM</td>
<td>Implement IWS</td>
<td>Implementation of IWS at all plants started by end of 2020</td>
<td>70% of plants in progress</td>
</tr>
<tr>
<td>COMPETENCY MODEL</td>
<td>Implement Competency Model</td>
<td>Roll-out of appraisals at first level of management by 2018; roll-out and training of recruitment tools within 2019</td>
<td>Appraisals implemented at all companies; recruitment tools are established; HR representatives are trained and prepared to train managers</td>
</tr>
</tbody>
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Implementation of the United Nations Sustainable Development Goals (SDGs)

The SDGs, adopted in 2015, place responsibility in industrialised nations on commercial enterprises. We intend to implement the SDGs within our sphere of influence and to pursue the SDGs relevant to our business model. Of the 17 SDGs, we consider the following to be particularly significant:

SDG 8: Decent work and economic growth
To achieve this global goal, we implement measures along our supply chain to prevent forced labour and eliminate the worst forms of child labour. Moreover, we promote safe and secure working environments for all workers, including migrant workers.

SDG 12: Responsible consumption and production
We strive to reduce food waste along our entire supply chain and have implemented our efficiency programme Intersnack Work System (IWS). Through prevention, reduction, recycling and reuse, we are substantially reducing the amount of waste created.

SDG 13: Climate action
Global warming is causing lasting changes to our sourcing regions. We are working with our partners along the value chain to increase energy efficiency, minimise air pollution and develop a closed cycle for packaging material. We also promote responsible agricultural practices.

SDG 17: Partnerships for the goals
We are engaged across sectors in multi-stakeholder partnerships with public, private and civil society actors. In all countries, we mobilise and share knowledge, expertise, technology and financial resources to support the achievement of sustainable development goals.
OUR CONTRIBUTION TO SUSTAINABLE DEVELOPMENT!

As a world-leading food processing company, we work not only for economic success, but also to protect and preserve our environment by working together responsibly. We call our approach ‘Sustainable living and growth’. For us this means to anchor CSR work even more firmly in our business model and work hand in hand with all stakeholders.