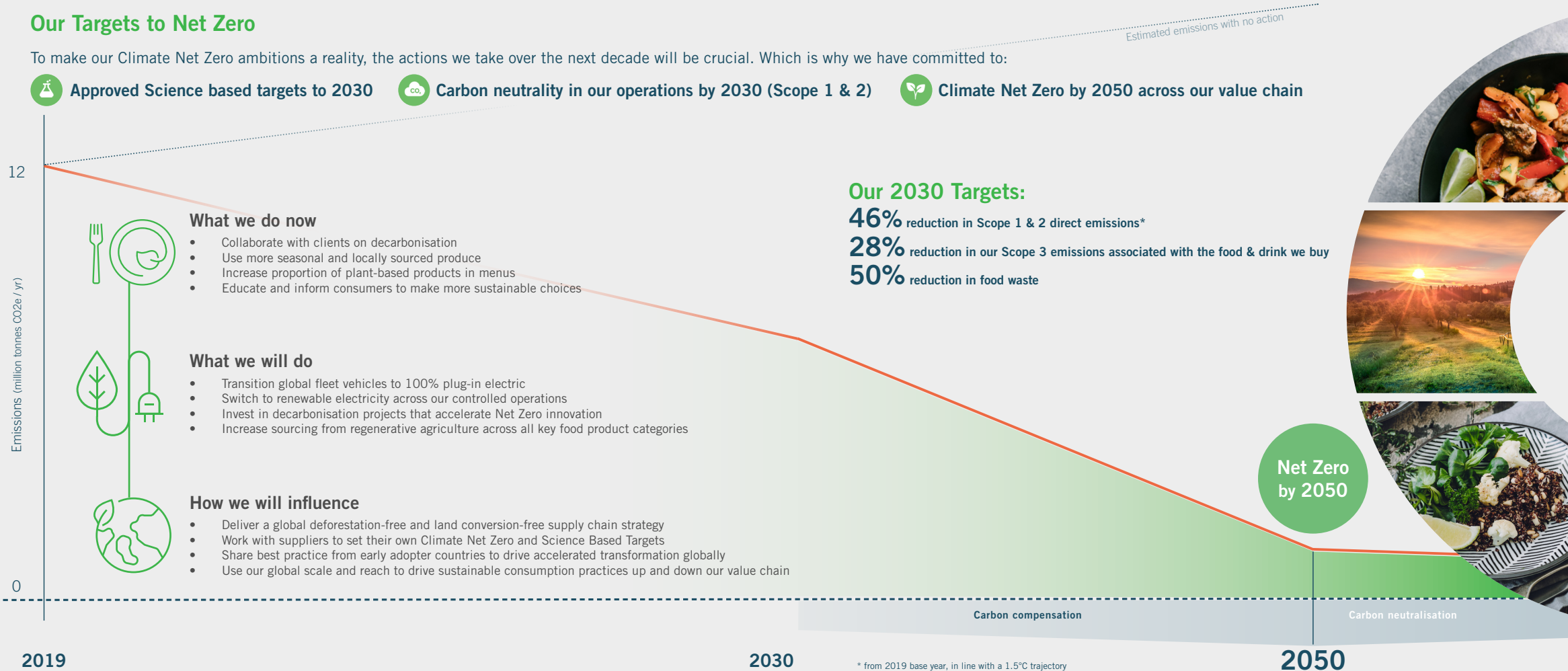


Global Roadmap to Net Zero

Our Targets to Net Zero

To make our Climate Net Zero ambitions a reality, the actions we take over the next decade will be crucial. Which is why we have committed to:

-  **Approved Science based targets to 2030**
-  **Carbon neutrality in our operations by 2030 (Scope 1 & 2)**
-  **Climate Net Zero by 2050 across our value chain**



What we do now

- Collaborate with clients on decarbonisation
- Use more seasonal and locally sourced produce
- Increase proportion of plant-based products in menus
- Educate and inform consumers to make more sustainable choices

What we will do

- Transition global fleet vehicles to 100% plug-in electric
- Switch to renewable electricity across our controlled operations
- Invest in decarbonisation projects that accelerate Net Zero innovation
- Increase sourcing from regenerative agriculture across all key food product categories

How we will influence

- Deliver a global deforestation-free and land conversion-free supply chain strategy
- Work with suppliers to set their own Climate Net Zero and Science Based Targets
- Share best practice from early adopter countries to drive accelerated transformation globally
- Use our global scale and reach to drive sustainable consumption practices up and down our value chain

Our 2030 Targets:

- 46%** reduction in Scope 1 & 2 direct emissions*
- 28%** reduction in our Scope 3 emissions associated with the food & drink we buy
- 50%** reduction in food waste

* from 2019 base year, in line with a 1.5°C trajectory