MEADFA SUSTAINABILITY COMMITTEE UPDATE

Promoting sustainable and responsible business practices

MEADFA
SUSTAINABILITY



KEY ACTIVITIES AND DIRECTION

Continue to promote ESG Charter for Action

Working with our members to encourage working together to reduce our direct carbon footprint in SCOPE 1 & 2 but more importantly our SCOPE 3 carbon footprint To achieve this we need more responsible products that we offer in our stores.

Represent MEADFA at Word Economic Forum at Davos 2026

I had the honor to represent MEADFA at the WEF in Jan. This was a first for Travel Retail Industry to be at the WEF with the Panel Discussion sponsored by PMI with participation from Avolta, Mondelēz and Zurich Airport. I was also on a panel discussion on Luxury in Travel Retail.

Continued focus on ESG during a Crisis

Webinar with Travel Retail Index. Balancing the increased operational demands, particularly following the disruption caused by the Middle East Crisis with the wellbeing of our teams and sustainability focus.



SHARED ESG VISION AND CORE DIMENSIONS

Environmental Management

Focus on climate mitigation, energy efficiency, water and waste management, pollution prevention, and biodiversity protection.

Social Responsibility

Commitment to human rights, ethical labor, health and safety, diversity, community engagement, and consumer protection.

Governance Practices

Emphasis on board oversight, anti-corruption, data privacy, ethical sourcing, and whistleblower protection mechanisms.

PIVOT TO FOCUS “S” ELEMENT OF ESG

Social Responsibility – Starts with safety, security and wellbeing of your employees

Immediate need for comfort, physical security, financial security, leadership on how we continue to operate in this new and very uncertain situation

Survival and Resilience

When a crisis hits, survival naturally becomes the priority. Our immediate focus was straightforward: protect our people, maintain business continuity, and ensure our customers continued to receive the products and experiences they expect.

We often talk about supply chain resilience, but resilience starts much closer to home. It starts with the wellbeing, engagement and safety of our people.

As CEOs and industry leaders, we must recognize that employee wellbeing is no longer a social initiative sitting alongside business priorities. It is a business priority.

Organizations that invest in their people through better leadership, stronger support systems, greater flexibility and healthier workplace cultures will be better equipped to navigate future disruptions.



IMPORTANCE OF “G” ELEMENT

Governance is the Catalyst to Change

The key question is not: what environmental and social challenges do we face? The key question is: what governance model do we need to solve those challenges?

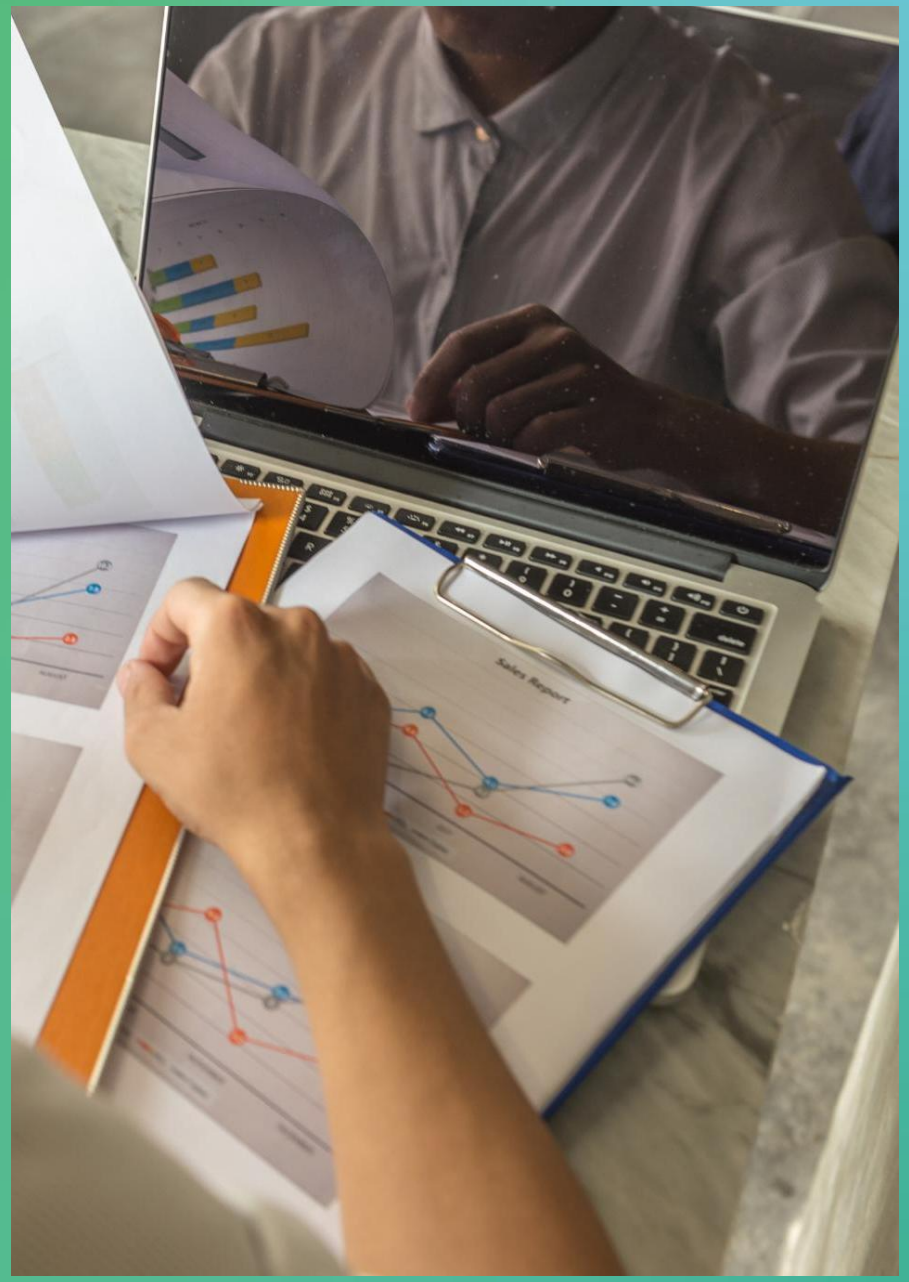
A new perspective on ESG

I believe the industry needs to move beyond asking: how do we improve our ESG score? And start asking: how do we use ESG to fundamentally improve our business?

Redefining Governance

Governance is much broader than policies, committees or board oversight. Governance is the strategy we pursue, the business model we operate, the incentives we create, the stakeholders we prioritize, the technology we invest in, the processes we design, the culture we nurture, the leadership behaviors we reward.

These are the mechanisms that determine whether sustainability is truly embedded in the organization or simply reported at the end of the year. When governance changes, business outcomes change.



KEY DATES IN LAGARDERE'S CSR JOURNEY

2017

Launch of "LL" network to promote CSR topics (Lagardère Group)

2019

PEPS
Planet . Ethics. People . Social

Launch of CSR strategy "PEPS"

Commitment to ban single - use plastic consumables in our proprietary foodservice brands globally as of 2020





2021

1st full-scope Carbon footprint assessment

Opening of our 1st eco-design Duty Free store in Geneva (green lab)



2023



100% coverage of our electricity consumption with electricity from renewable sources

2024

Validation of our carbon emission reduction trajectory by SBTi

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

2025

LESS
RETAIL FOR LOW EMISSION SUSTAINABLE SOURCING

Joined the LESS Initiative –to promote carbon data sharing with suppliers
Publication of our **Transition Plan**

2026

Deployment of We Care We Do, our Responsible Offer in several point of sales



2030

We target to reduce our carbon emissions on our 3 scopes aligned with SBTI requirements by 2030



Lagardère TRAVEL RETAIL

2025 KEY LAGARDERE'S PEPS RESULTS



PLANET

-12,5% absolute carbon reduction between 2024 & 2025 on scopes 1+2+3

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

76% of our sales of plastic water bottles are **100% rPET**

99% of our operations have switched to eco-friendly bags and disposables



ETHICS

+1 800 products validated in our **Responsible Offer program**

WE DO
WE CARE
WE DO
WE CARE

89% of our at-risk suppliers have been evaluated by Ecovadis & other ESG certifications

100% of eggs purchased for our operations are **cage-free**



PEOPLE

100% of countries run **employee engagement surveys** & **76%** implement **staff initiatives**

42% of women among our Top Executives



SOCIAL

2 M€ donated to local communities (0,7% of EBIT)

+12 600 hours were dedicated to **employee volunteering**



MEADFA
SUSTAINABILITY