

Key 2025 actions and results





Contents

1

**Who we are and
what we do**

p. 3



3

2025 key results

p. 7



2

**Our approach
to sustainability**

p. 6



4

**Our commitment
for nature**

p. 8



5

**Our commitment
for people**

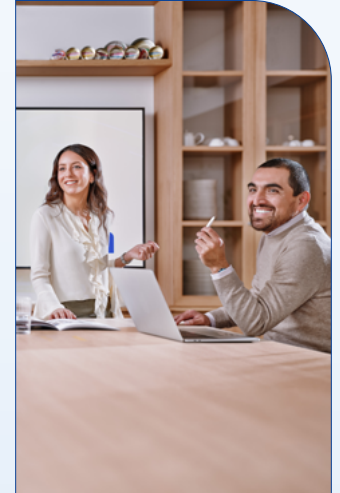
p. 12



6

**How we drive
change**

p. 14



WHO WE ARE AND WHAT WE DO

Responsible choices for everyday living

WHO WE ARE

We are an Italian family-owned, fast-moving consumer goods company. For more than 75 years, we have worked to enrich the hearts and homes of families every day. With over 60 quality brands in Food, Home Care, Personal Care, Beauty and Adhesives categories, our products are available in over 150 countries across the world. We employ over 10,500 people in 29 countries.

OUR PURPOSE

We aim to meet the everyday needs of people around the world. Through our brands, we seek to enrich the lives of families in their everyday moments – to make them easier, more convenient, more enjoyable, and more beautiful. We are committed to making meaningful, measurable changes, step by step.



“The most meaningful change can only be achieved by people, over time, through consistent choices and with a clear sense of direction.

Marina Nissim, Chairwoman



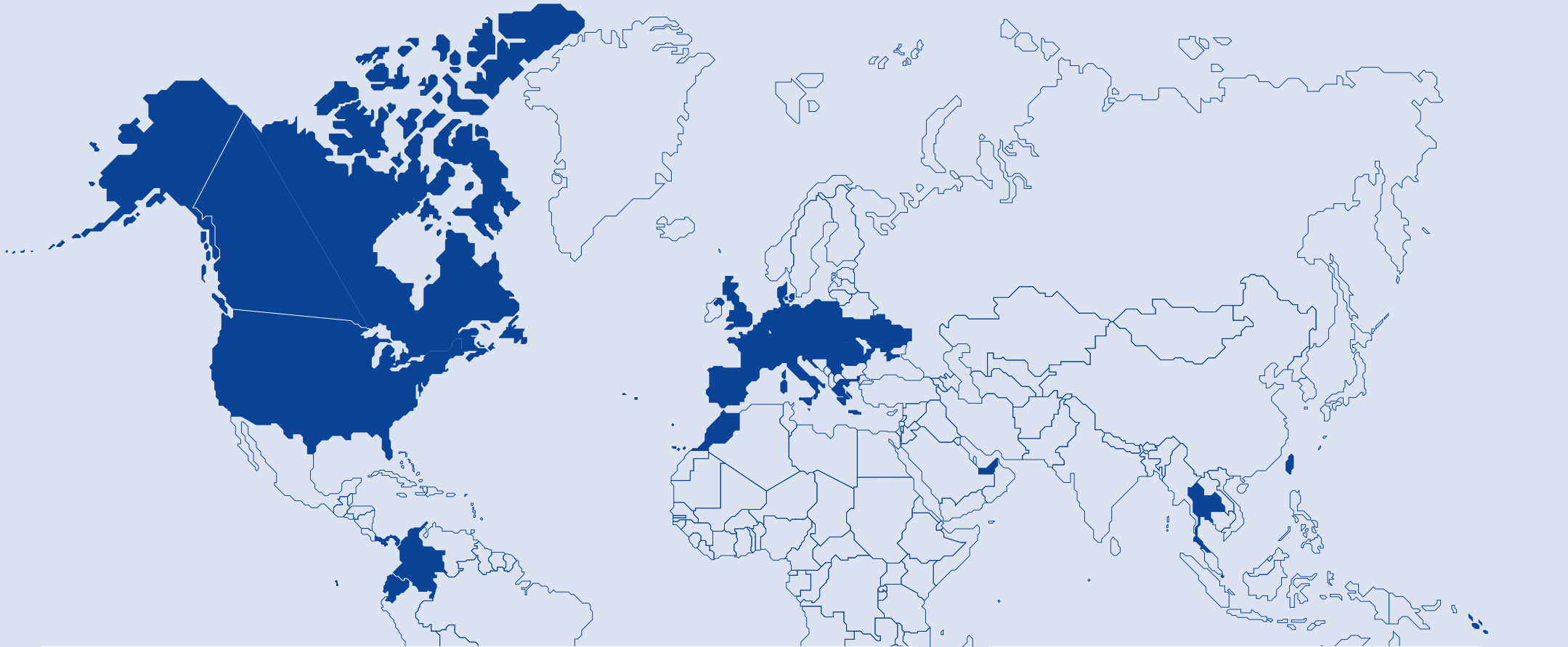
“At the core of our commitment lies mutuality: the recognition of interdependence, enabling progress at scale.

Leone Manfredini,
Group Chief Impact Officer

“Sustainability is a daily commitment that drives our business strategy and innovation plans.

Roberto Leopardi, Group CEO





EUROPE

Austria
Belgium
Croatia
Czech Republic
Denmark
France
Germany
Greece
Hungary
Italy

Poland
Portugal
Romania
Serbia
Slovakia
Slovenia
Spain
Switzerland
The Netherlands
Ukraine
United Kingdom

AMERICA

Canada
Colombia
Ecuador
Panama
USA

ASIA

Singapore
Taiwan

Thailand
United Arab Emirates

AFRICA

Morocco

OCEANIA

Solomon Islands

A FEW FACTS ABOUT US

€ 3.5+

Billion Net Sales

10,675

Employees

55

Offices

17

Plants

11

Operating Vessels

10

R&D Labs

WHO WE ARE AND WHAT WE DO

Our categories

FOOD

Tuna, canned tuna, canned seafood, canned meat, ready-made sauces

€2.382M

Net Sales

16

Brands



ADHESIVES

Adhesives, sealants, waterproofing, moisture absorbers, jointing compounds, lubricants, aerosols, tapes and wood repair solutions

€355M

Net Sales

8

Brands

HOME CARE

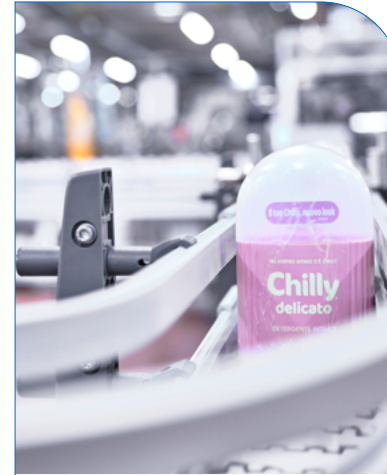
Laundry detergents, additives, bleaches, softeners, toilet cleaners and septic tank treatments, dishwashing, small-surfaces and floor cleaners

€378M

Net Sales

21

Brands



PERSONAL CARE

Deodorants, bath foams, oral care, shower gels, soaps, intimate hygiene, hair care, talcum powder, face and body care, sun care

€291M

Net Sales

10

Brands

BEAUTY

Body care, face care, make-up, sun care, hair care, fragrances

€135M

Net Sales

4

Brands



OUR APPROACH TO SUSTAINABILITY

Sustainability is at the heart of our value creation

HOW SUSTAINABILITY DRIVES THE WAY WE GENERATE VALUE

Our approach to sustainability is driven by 3 commitments:

1. To craft brands that help people make more responsible choices.
2. To improve our environmental performance and support initiatives focused on ecosystem protection.
3. To ensure that human rights are respected throughout our value chains and that we help our employees and local communities to thrive.

A JOURNEY TOWARDS “POSITIVE IMPACT BRANDS”

How we aim to enable more sustainable lifestyles



FOOD

Fostering healthy and more conscious eating habits in a convenient, affordable way



PERSONAL CARE & BEAUTY

Nurturing well-being through responsible daily rituals



HOME CARE

Helping people turn their homes into comfortable, liveable places every day



ADHESIVES

Promoting creativity and a culture of repairing and upcycling

OUR MODEL FOR VALUE CREATION



FOR NATURE

Environmental Value

Circular resources & climate

- Circularity: responsible formulas, sustainable packs and waste management
- Climate commitments

Water & oceans

- Ocean and water stewardship
- Responsible fishing
- Biodegradability



FOR PEOPLE

Human & Social Value

Workplaces

- Wellbeing and safety
- Fair, equitable, and inclusive workplaces
- Employee engagement and professional development

Society

- Human Rights, economic wellbeing and local communities' culture
- Fostering business partners' development and inclusion
- Quality education

RESPONSIBLE GOVERNANCE, TRANSFORMATIVE PARTNERSHIPS, INNOVATION, OPENNESS AND INCLUSION

2025 KEY RESULTS

From what we make to the way we make it, towards a more sustainable future



BRANDS

29.2% of net FMCG sales came from “more sustainable” products*

* “more sustainable” compared to the rest of Bolton portfolio, refers to the respect of sustainability-related criteria and thresholds identified by each category on e.g. raw materials’ certifications, circular ingredients or packaging material



CLIMATE

First decarbonization roadmap

-4.6% Scope 1 and 2 emissions compared to 2023

+6% solar PV energy self-generation compared to 2024



CIRCULAR RESOURCES

99.6% of our packaging is recyclable, refillable or designed to be recycled*

38.6% of our plastic packaging comes from recycled or bio-based sources

98.9% of waste generated in our plants was either recycled or recovered**

* adhesives excluded
** where technological systems are available



WATER

2 audits carried out in water stressed areas: Agadir, Morocco, and Aprilia, Italy, to define specific improvement plans

-10% water withdrawal per tonne of finished product* compared to 2017

*excluding Tri Marine, Repair Care and Unipak



OCEANS

79% tuna sourced from MSC certified fisheries

100% of tuna we source is compliant with International Seafood Sustainability Foundation (ISSF) conservation measures



WORKPLACE

37% management positions are held by women

80% access to primary medical care for employees and their families in Ecuador, Morocco and Colombia



VALUE CHAIN

69% of Adhesives spend with direct suppliers and **52%** of Home, Personal Care and Beauty was covered with an Ecovadis or equivalent assessment

800+ suppliers mapped in the seafood sector through our due diligence management system developed with Oxfam, with first audits completed on high-risk suppliers



RECOGNITIONS

- CDP Climate – B Score
- CDP Water – B Score
- EcoVadis Gold medal for our production site in Goes and Silver medal for our site in Cotignola and Bühl

OUR COMMITMENT FOR NATURE

Climate

OUR APPROACH

We're accelerating actions and initiatives to improve our environmental performance and help address the climate crisis.

In our own operations, we are committed to reduce emissions through energy efficiency, electrifying our production and increasing our use of renewable energy, and by using cleaner fuels in our vessels.

In our supply chain, we are committed to engage our suppliers to scout innovative solutions for raw materials and packaging.



TRACKING OUR PROGRESS

First
decarbonization roadmap
for highest emitting plants

-4.8%
Scope 1 and 2 emissions
compared to 2024

+6%
solar PV energy self-generation
compared to 2024

49%
of purchased electric energy
from renewable sources

In 2025
we started the construction
of a new adhesives plant in Germany:
it is expected a saving of **1,300 tCO₂eq**
per year as soon as it is active

DECARBONISING THE FOOD CATEGORY

Tackling emissions in food production and sourcing is a priority for us. We're investing in the efficiency of our fishing vessels by training crews on fuel-saving and incorporating electronic monitoring systems to **track routes and reduce fuel consumption**.

In food processing, we're looking at opportunities to electrify our plants or use biomass in our boilers and switch to **cleaner energy sources** (such as PV panels) for our plants.



OUR COMMITMENT FOR NATURE

Circular resources

OUR APPROACH

We are integrating circular economy principles into our business to keep resources in the economic loop for as long as possible. Our approach centres on three areas:

1. **Reformulating our products and increasing the use of circular resources*** in our ingredients and raw materials.
2. Pursuing **circular packaging** solutions.
3. **Reducing waste** across production sites and in our value chains.

Adopting circular resources and reducing waste is a vital part of our strategy

for reducing our emissions and protecting biodiversity, as well as responding to evolving consumer trends and becoming more efficient as a business.

TRACKING OUR PROGRESS

99.6%

of our packaging is recyclable, refillable or designed to be recycled (adhesives excluded)

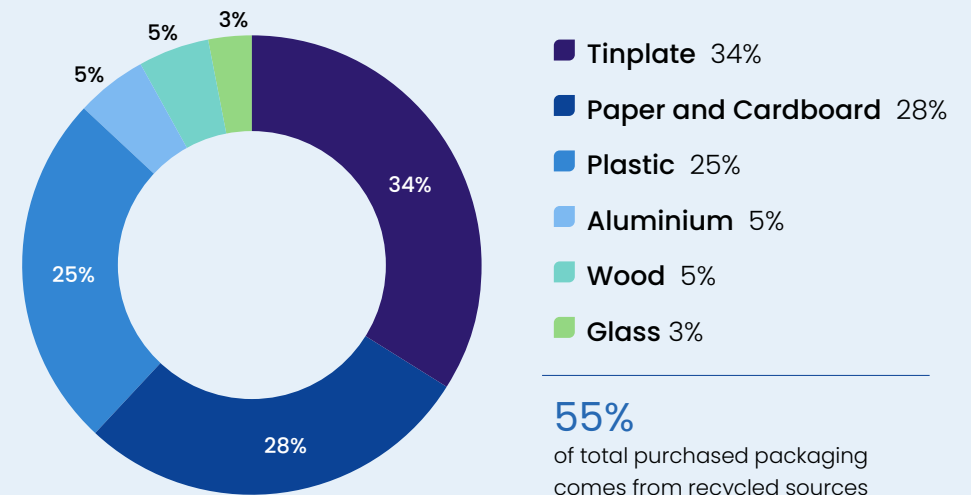
38.6%

of our plastic packaging comes from recycled or bio-based sources

98.9%

of waste generated in our plants was either recycled or recovered (where technological systems are available)

TOTAL MATERIAL PACKAGING



EMBEDDING CIRCULAR RESOURCES IN OUR PRODUCTS

In 2025, we made significant progress on transitioning away from fossil-based materials. We launched Borotalco bio-based powder with **plant-based** ingredients. We reformulated Collistar's Cryogel Anti-Cellulite to **eliminate silicones and microplastics**, achieving a 96.4% natural origin index for the product. On packaging, we're working to scale up use of **recycled plastic**. Chilly now uses 100% recycled plastic. Glue Stic containers now include 50-70% post-consumer recycled plastic.



* renewable, bio-based, recycled, regenerated, upcycled, or biomass balance certified

** excluding packaging where ingredients or residue may affect recyclability or pollute recycling streams, like adhesives

OUR COMMITMENT FOR NATURE

Water

OUR APPROACH

Water is an important ingredient in many of our products, and it plays a vital role in many of production processes – from cooling to cleaning.

It is present in the goods we source from our suppliers, and it is essential for products' usage by consumers.

We aim to manage water resources responsibly by improving the efficiency of our water use and ensuring that the water we discharge is appropriately treated.

TRACKING OUR PROGRESS

2 audits

carried out in water stressed areas: Agadir, Morocco, and Aprilia, Italy, to define specific improvement plans

-10%

water withdrawal per tonne of finished product* compared to 2017



HOW WE STEWARD WATER IN PRODUCTS AND PRODUCTION

Our Ingredients and Raw Materials Policy includes provisions to protect aquatic environments and prevent water pollution.

In Home Care and Personal Care, we restrict substances such as nanomaterials that could affect the ecological and chemical quality of surface waters.

We use 89.6% biodegradable ingredients in our Home and Personal Care and Beauty products.

By 2028 we are committed to advance water audits and develop improvement plans for all our sites in water stressed areas or with high operational risks.

* excluding Tri Marine, Repair Care and Unipak

OUR COMMITMENT FOR NATURE

Oceans

OUR APPROACH

We acknowledge that the ocean wellbeing is a key factor for the long-term sustainability and resilience of an important part of our business. Many of our activities both depend and impact on the ocean, making its protection and responsible management a strategic priority.

To this end, we're adopting responsible fishing practices in our fleets, building transparency and traceability in the value chain, and partnering with WWF to advocate for and support responsible fishing practices and conservation initiatives.

PARTNERING FOR IMPACT

Organisations we work with to protect the ocean and restore marine ecosystems:

- International Seafood Sustainability Foundation (ISSF)
- World Wide Fund for Nature (WWF)
- Global Tuna Alliance
- International Pole & Line Foundation (IPLF)

TRACKING OUR PROGRESS

79%
tuna sourced from MSC certified fisheries in 2025

100%
of tuna we source is compliant with International Seafood Sustainability Foundation (ISSF) conservation measures

45%
Rio Mare tuna from MSC certified fisheries in 2025

100%
usage of biodegradable fishing aggregating devices (FADs) on all our vessels since 2024

Standards we apply to our own operations and to suppliers:

- Marine Stewardship Council (MSC) Certification
- Monterey Bay Aquarium Seafood Watch

RAISING STANDARDS FOR RESPONSIBLE FISHING

We own 10 active fishing vessels and apply **responsible fishing practices across all our fleets**. All our fishing operations are fully traceable, and we've added all our ships to Global Fishing Watch (GFW).

In 2025, we launched a Ghost Gear Programme to reduce pollution from lost or abandoned fishing gear and limit impacts on non-target species. The programme focuses on four areas: biodegradable fishing gear (including biodegradable drifting FADs), retrieval of lost and abandoned gear, gear recycling, and FAD-free fishing.

We're also working with WWF and Regional Fisheries Management Organisations (RFMOs) to **push for more responsible fishing standards for the whole sector**.

Find out more about our traceable ships on our [Rio Mare website](#).



OUR COMMITMENT FOR PEOPLE

Workplaces

OUR APPROACH

We want Bolton to be a place where our people thrive and feel valued, wherever they work, whatever their role, and whatever their background.

For us that starts with looking after employee **wellbeing** – ensuring they operate in a safe working environment, receive fair pay, and have access to key benefits and social protections.

We want all our employees to have **equal opportunities to grow and succeed**. We're pursuing that by investing in training and skills development, providing clarity on career progression pathways and ensuring our people practices are fair and equitable.

We recognise and value the voice of employees in decisions on the workplace. Building from a culture of inclusion, we engage our workforce directly to understand what matters to them as well as recognising the importance of social dialogue and collective bargaining through worker representatives.

TRACKING OUR PROGRESS

37%

management positions held by women with the ambition to achieve 40% by 2028

80%

access to primary medical care for employees and their families in Ecuador, Morocco and Colombia

<5%

average pay equity gap in 5 European countries studied – further studies planned in other key geographies in 2026

Analysis

of the Minimum Living Wage respect conducted in all EU countries with positive results in every location.



LOOKING AFTER OUR PEOPLE AND THEIR FAMILIES

As well as committing to ensure a living wage for all, **we want our workers to have access to key social protections.**

For example, in Ecuador, Morocco and Colombia, where some of our largest processing plants are located, we have put in place dedicated programmes to ensure access to primary medical care for employees and their families.

In 2025, a total of 2,720 people in these countries received medical assistance through the programme. We are also supporting education for employees and their families through extra-curricular classes, summer camps and literacy programmes. In 2025, 1,670 children of employees and 55 employees benefited from these initiatives.

OUR COMMITMENT FOR PEOPLE

Value chain

OUR APPROACH

We take protection of **human and labour rights of workers** in the supply chain by providing clear standards to business partners. Among our actions, we actively assess risks and address any issues with corrective action and monitoring, working with NGOs and supplier ratings agencies to support us.

We actively support and invest in our local communities by donating product to food banks and local charitable organisations. Bolton also supports local initiatives such as product donations for school projects and contributes to conservation efforts through donations to organisations protecting local ecosystems.



TRACKING OUR PROGRESS

New

Responsible Business Partner Policy in 2025

69%

of Adhesives spend with direct suppliers and **52%** of Home, Personal Care and Beauty was covered with an Ecovadis or equivalent assessment

800+

suppliers mapped in the seafood sector through our due diligence management system developed with Oxfam, with first audits completed on high-risk suppliers

5+ million euros

charitable donations and support to local initiatives — including product donations

PARTNERING WITH OXFAM TO PROTECT HUMAN RIGHTS

In 2020, we launched a partnership with Oxfam to strengthen our social sustainability strategy and enhance our ability to identify, prevent, mitigate and address actual and potential adverse Human Rights impacts connected to our operations and value chain. The collaboration was designed to reinforce our Human Rights Due Diligence approach, with a focus on our tuna supply chain, identified as the highest-risk area within our Group.

From 2020 to 2024, this first cycle of the partnership supported the progressive strengthening of our policies and internal processes and enabled us to conduct Human Rights Impact Assessments (HRIAs) across three key tuna supply chains: Ecuador, Morocco and Colombia.

In 2025 we renewed our agreement to expand Human Rights impact assessments, support action plans and advance joint advocacy in the tuna supply chain.

Read more on our [website](#).



HOW WE DRIVE CHANGE

Embedding sustainability: governance and culture at Bolton

INTEGRATING SUSTAINABILITY IN DECISION-MAKING

We've integrated sustainability throughout the governance of the company, from strategy to operations, setting clear expectations and ensuring lines of accountability.

A dedicated board-level Impact Executive Committee including our Chief Impact Officer, Chairwoman and Group CEO acts as the main decision-making body on strategic issues, with the Board of Directors providing further review, oversight and approval of key investments.

Sustainability is integrated into the Group's strategy and operations under the leadership of the Group Chief Sustainability Officer, working alongside Sustainability Heads in each Business Unit to ensure implementation across the company.



BUILDING AN OPEN AND INCLUSIVE CULTURE

The diversity of our people is a fundamental asset to our business.

In 2025, we created a new **Equity, Inclusion and Social Development** function to drive our culture and make a truly concrete impact within our company.

A culture of openness and inclusion not only enables us to unlock the potential of our diversity and harness its value fully for our business and our sustainability agenda, it also helps us to learn and respond to new needs along the way.

HOW WE DRIVE CHANGE

Partnerships and innovation



WE CAN DO MORE TOGETHER THAN ALONE

We see partnership as vital to the achievement of our sustainability goals, as well as an opportunity to support wider change within our industry. We have long-standing collaborations with **WWF** to advance responsible fishing and with **Oxfam** to uphold Human Rights across our value chains.

We are members of the **United Nations Global Compact** and are active in local networks in Italy, Spain, the USA, and Ecuador, participating in training initiatives, sharing knowledge and contributing to setting out standards. Our culture of partnership emphasizes proactive engagement with stakeholders, both internal and external.

Read more about partnerships on our [website](#).

INNOVATING FOR MORE SUSTAINABLE LIFESTYLES

Our consumers' needs are constantly evolving and innovation plays a vital role in ensuring that we can meet those needs.

In addition to our own investments in R&D, we collaborate with academic and research institutions on topics like human health and fish consumption. For example, we are members of **ONFOODS**, a research and innovation network of 26 public and private entities working to promote a new model of healthy nutrition.

In 2025, we established a **non-profit Research & Innovation Centre in Singapore** focused on fish value maximization, seafood consumption impacts on human health and plastic reduction initiatives.





Find out more

bolton.com

