

Roadmap for the Purina Europe Ocean Restoration Programme (2023–2030)

1. Background

Purina Europe recognises that marine ecosystems are under increasing pressure from human activity and environmental change, contributing to biodiversity loss and reduced ecosystem resilience.

As part of its broader sustainability approach, the company is supporting ocean restoration initiatives aimed at contributing to the recovery of coastal habitats within its sourcing region over time.

These efforts focus on working with specialised partners, scientists and other organisations to test, develop, and scale restoration approaches, while improving the understanding of their outcomes.

2. Ambition (2030)

The Programme aims to restore 1,500 hectares of marine habitats in Europe by 2030.

Through the programme, we partner with expert marine organisations to help restore habitats such as seagrass meadows, oyster reefs and kelp (a group of native seaweed species), which provide important habitats for marine life such as fish. This will contribute to the restoration of critical marine ecosystems.

By helping restore habitats such as seagrass meadows, oyster reefs, kelp forests and salt marshes, the programme is expected to contribute to stronger marine ecosystems and, where relevant, support fish population resilience and provide other environmental benefits such as biodiversity, nutrient management, coastal protection, water quality and carbon-related benefits. These outcomes will depend on the type of habitat, location and restoration approach, and will be assessed through the programme's monitoring, reporting and verification work.

Fish is part of Purina's supply chain because it uses fish by-products, which are highly nutritious parts of fish that are not consumed by humans but provide a valuable ingredient in pet food, so that nothing goes to waste.

3. Key enablers

1. Help restore ecosystems

The focus is on nature-based solutions such as seagrass meadows, oyster reefs, kelp forests and salt marshes. Activities take place across selected regions, including Norway, the Netherlands, the UK, France and Portugal, where restoration efforts support habitats for fish populations and other species linked to the broader marine ecosystems from which fish by-products used in our pet food may originate.

2. Build a scientific & Monitoring Reporting Verification (MRV) backbone

Measurement and Tracking: Project investments and hectares restored are monitored in our ESG Project Portfolio Management System. Ensuring that financial flows and non-financial outcomes are tracked side by side allows us to manage our annual target setting and budget cycles and optimize our investments by making informed decisions.

We are also working with partners to develop monitoring, reporting and verification (MRV) approaches to robustly and credibly report on results. These are based on existing methodologies and benefit calculation models covering biodiversity, specific fish species, marine carbon sequestration and nutrient management. Given the nature and long-term approach of these activities, data will be validated by an external third party with relevant expertise in 2028.

KPIs:

Extent and condition:

- Hectares restored (active & passive restoration)
- Condition of site/density of species

Biodiversity:

- Increase in biodiversity richness & abundance
- Specific indicators for fish species impact

3. Enable scalable models

To achieve long-term impact, restoration approaches must be scalable. The programme supports the foundations required for scale, including knowledge building and sharing, and infrastructure development. We are currently working on several pilot projects. Priority is given to effective and lower-cost techniques, combining active and passive restoration by not only focusing on creating new habitats but also removing external factors to stop the deterioration and improve the condition of existing marine ecosystems. A diversified approach is used, meaning a range of species, locations and techniques are tested. Based on results over time, resources can be shifted towards the most effective approaches.

4. Create value & incentives

The programme links each restoration activity to a defined set of expected environmental benefits. For example, seagrass restoration is expected to support biodiversity by providing food, shelter and nursery areas for marine life, while also contributing to carbon-related benefits. Oyster reef restoration is expected to improve habitat complexity and water quality, as oysters filter water and can help manage excess nutrients such as nitrogen. Kelp restoration can provide food, spawning grounds and shelter for marine organisms, while also contributing to carbon storage.

5. Drive partnerships & develop an enabling environment

The programme works with a range of specialised organisations contributing to different aspects of ocean restoration.

Restoration partners:

These organisations are involved in implementing restoration activities on the ground: Oyster Heaven (oyster reef restoration), Sea Ranger Service (seagrass restoration and protection), SeaForester (kelp restoration) and Urchinomics (excess urchin removal for kelp forest restoration).

Knowledge and advisory network:

The programme is supported by expert biodiversity and advocacy consultancies, Article13, Bright Tide and Bellona.

Each partner is connected with a broader network of academic institutions and specialist consultancies, who support the individual projects with scientific input, research and technical guidance, such as the University of Groningen, University of Plymouth, IPLeiria (Portugal), Diatom and Exo Environmental.

We also share knowledge and learn from marine restoration experts at NGO's such as WWF, TNC, CI and the Blue Marine Foundation. Our initiative is also endorsed by the UNESCO Ocean Decade initiative, under the Marine Life 2030 programme, which allows us to connect with global experts.

Policy / advocacy actions:

In order to be able to recognize and report on verified benefits, we are working with our restoration partners and the relevant National departments to develop legal frameworks for benefit allocation. We are also actively promoting changes to global ESG Accounting Frameworks to include marine-based actions (e.g., with SBTi, GHG Protocol and SBTN). These actions are critical to create an enabling environment which will incentivize greater investment in marine restoration.

6. Resources

Purina Europe is mobilizing significant human, technical and financial resources to support this transition at scale. Resources are reviewed annually as part of the business planning cycle. Internal subject matter experts manage the programme activities and drive the enablers to ensure accountability and oversight of the roadmap implementation, complemented by cross-functional governance.

Financial support:

We integrate sustainability into financial planning and investment decisions, ensuring resources are directed toward initiatives that aim to restore marine habitats and strengthen long-term business resilience.

We implement support mechanisms such as payments linked to outcome-based deliverables.

At the same time, we explore innovative financing models to create the right incentives and accelerate implementation.

7. Phased Approach to deliver results and manage risk

Build Foundations (2023–2025):

Objective: Prove concepts and build ecosystem.

- The first phase is designed to test and learn. Through pilots across different partners, species, locations and restoration techniques, the programme builds evidence on what works, where, and under which conditions. Collaboration and knowledge sharing are central to this phase, enabling partners to exchange learnings and strengthen the technical foundations of the programme.

- This phase also lays the groundwork for future scale by supporting the development of technologies and techniques that can improve results and reduce cost per hectare. In parallel, baseline metrics, benefit calculation models and the monitoring, reporting and verification approach are developed to align the programme with relevant external methodologies where possible.

Scale & De-risk (2026–2027):

Objective: Move from pilots to scaling restoration

- Establish a diversified approach
 - Identify and expand most scalable, impactful solutions
 - Manage risk across projects, species, locations
 - Critically review results and redirect investments as needed
- Improve benefit calculation models with sample data.
- Build on advocacy for legal and accounting frameworks to recognise marine benefits such as carbon dioxide removal.

Scale & Value Creation (2028–2030):

Objective: accelerate restoration and validate results

- Continue & monitor expansion of restored sites
- Validate results of KPI's and secondary benefits
- Demonstrate how restored habitats support fish populations and other marine species that may be connected to fish by-product sourcing and use this evidence to support a credible brand
- Embed into ESG reporting

In each phase we agree on yearly performance milestones per partner. Milestones will vary and depend on several factors such as the maturity of the restoration solution, regulatory frameworks and financial resources.

8. Risks and Mitigation

Ocean restoration at scale presents a range of risks, including technical uncertainty across habitats and species, variability in environmental conditions, evolving regulatory frameworks, and the need for robust monitoring, reporting and verification (MRV) systems.

To mitigate these challenges, the Purina Europe Ocean restoration programme adopts a phased approach that prioritises learning, diversification and progressive de-risking, starting with pilots to test techniques and partners and then scaling the most effective and lower-risk solutions over time. This is complemented by continuous collaboration with expert partners, scientists and local stakeholders to improve techniques and methodologies, validate outcomes and strengthen data-driven decision-making. In practice, this means maintaining long-term engagement even where results are uncertain, systematically tracking performance, and using insights, milestones and adaptive management to refine approaches.

At the same time, efforts are underway to develop credible benefit accounting frameworks and co-funding models, helping to reduce financial risk and support scalable, outcome-based restoration models that are both environmentally impactful and economically viable.

9. Transparency

We make this roadmap and periodic progress information available through the Purina Europe digital channel on www.purina.eu/our-impact and will refer to this in our consumer-facing communication as relevant.

