



ESG Report 2026.

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Welcome from Henry Birts, CEO



Welcome to Wasabi's 2025 ESG Report, covering progress on our "Seiyaku" pledge to our people, planet and communities, and our plans for 2026.

2025 was a year of consolidation — embedding existing commitments deeper into daily operations rather than launching new initiatives.

On energy, we achieved net zero Scope 2 emissions (market-based), moved our entire estate to renewable electricity, cut electricity consumption by 18% and overnight energy use by 20% (double comparable companies), and introduced our first electric HGV, targeting a fully electric fleet by 2030.

On waste, our Continuous Improvement team saved over 120 tonnes of food waste, recycling rose from 43% to over 55%, and waste-related emissions fell 53%. Through The Felix Project and Olio we donated 40,633kg of surplus food — 96,036 meals, nearly triple 2024's total.

With suppliers, we launched our Sustainable Supplier Scorecard and Net Zero Charter, and all fish procured is now ASC or MSC certified.

Our commitment to employee development and support paid dividends with 256 colleagues gaining a qualification, 63% enrolled on Stream for financial support, and the introduction of a new restaurant training programme.

Most encouraging: emissions intensity fell 16% per £m revenue versus our 2022 baseline, with a 52% reduction in our Scope 1 and 2 emissions (target: 68% by 2028) — a bigger business with a lighter footprint per pound earned.

Total emissions rose 3% when compared with 2024, driven by packaging from onboarding Morrisons and Co-op, three new restaurants, and refurbishments — growth we want, but our challenge is now to bring absolute emissions down while we expand the business. With 96% of our footprint in Scope 3, the focus shifts to our supply chain, through our scorecard, Charter, and 2030 minimum requirements, alongside our deforestation-free supply chain commitment carrying into 2026.

In 2026 we'll focus on reducing energy usage per £m turnover, setting 2030 ESG minimums for suppliers, updating our Responsible Sourcing Policy, and extending Olio to at least half our restaurants.

I hope you share my pride in this year's achievements and my confidence in what's next.

Henry





Our progress at a glance from 2025

Net zero

We have committed to achieving net zero for scope 1 & 2 greenhouse gas emissions by 2030 and for scope 3 greenhouse gas emissions by 2040.

Our 2040 target aligns with the goals of the Science Based Targets initiative and the Paris Agreement on climate change. We continue to partner with Zero Carbon Forum to support our net zero journey.

We use 100% renewable electricity and gas across our estate.

In 2025 we introduced our first electric HGV and plan to have a fully electric fleet by 2030.



purchased green gas

In 2024 we switched to green gas. Green gas is released when food or other natural waste biodegrades.



Introduced our first electric 7.5t HGV



purchased renewable electricity

Since April 2023 we have sourced 100% renewable electricity



Sustainable sourcing

We have committed to sourcing food, packaging, materials and services from suppliers determined to reduce their impact on the environment.

In 2025 we started to measure supplier sustainability using an ESG scorecard and have introduced sustainable supplier webinars.

We will continue to work with our suppliers to drive ESG improvements and will increase sourcing from within the UK & EU.

As members of Sedex, we actively work with our supply chain to enhance the transparency of our ingredients' origins.



Wasabi Seiyaku - Our ESG progress at a glance

Reduce waste

We have committed to reducing waste and improving the amount of waste we recycle. In 2024 we recycled 43% of our waste, in 2025 this increased to over 55%
We operate a zero waste to land fill policy across all sites.

We introduced a Continuous Improvement team; they have been working hard to improve the yield and reduce food waste in our Central Production Unit; in doing so they have saved over 120 tonnes of food waste.

In 2025 we donated over 40,633Kg of good food to The Felix Project and Olio, providing 96,036 meals for those in need.

We continue to partner with Too Good To Go and in 2025 saved 197,243 food items from going to waste.

We are committed to only use fibre-based materials that are Forest Stewardship Council-certified.



100%
certified

Of our fibre-based materials are Forest Stewardship Council certified.

40,633

**Hg of surplus food donated
to The Felix Project and Olio**

We make regular food donations, reducing our food waste and supporting those in need within the local community



**Reduction of our waste
related emissions since 2024**

This has been driven by a focused effort in reducing our food waste.

Socially responsible

We believe in playing our part in supporting positive social impact, within our company and in the communities & customers we serve.

We are committed to fair pay and reward for all and provide access to benefits for our people.

We are committed to providing clear career paths and opportunities to grow, via apprenticeships and development programmes.

As a responsible business, we have strengthened our nutritional policy, setting more stringent targets, reducing fat, sugar and salt without compromising taste.



people gained a Nationally recognised qualification

In 2024 we became a Highfields Approved Training Centre, enabling our People to gain a recognised Food Safety and Health & Safety Qualification



Net zero



Understanding our carbon footprint

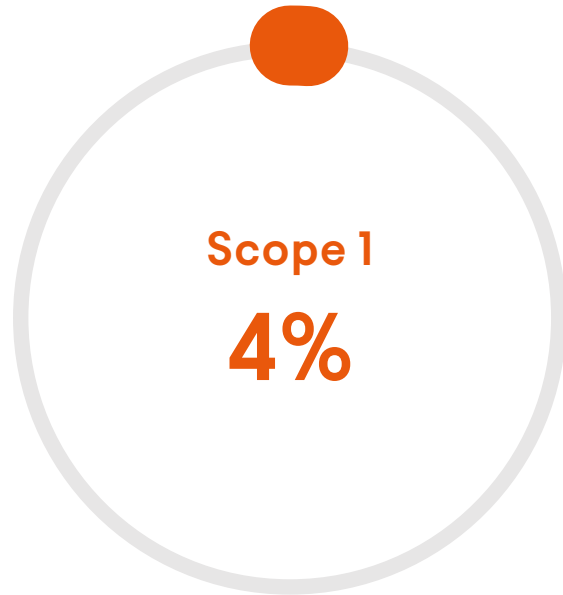
In 2025, our total greenhouse gas (GHG) emissions remained broadly unchanged compared with our baseline year of 2022. However, when measured using our emissions intensity metric (tCO₂e/£m revenue), emissions decreased by 16%, reflecting improved carbon efficiency across the business.

Compared with 2024, total GHG emissions increased by 3% in 2025. This rise was primarily driven by a significant increase in packaging purchases following the onboarding of Morrisons and Co-op in late 2024, as well as the opening of three new restaurants and major refurbishment projects across our estate.

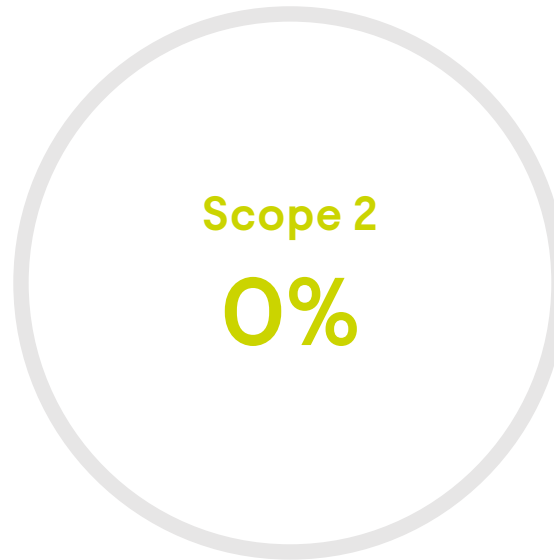
In 2025, our total greenhouse gas emissions amounted to 53,567 tCO₂e, across the three reporting scopes.



Understanding our carbon footprint (cont)



Scope 1 emissions, which include direct emissions from gas appliances and company-owned delivery vehicles, totalled **2,257 tCO₂e**. This represents an increase from **1,887 tCO₂e** in 2024, primarily due to higher F-gas emissions. Encouragingly, the use of gas in our Central Production Unit decreased by **17%**.



Scope 2 emissions, covering indirect emissions from purchased energy such as electricity, have reduced to zero on a market-based basis. This achievement reflects our transition to **100% renewable electricity**. In addition, overall electricity consumption decreased by **18%** year-on-year.



Scope 3 emissions, which include indirect emissions from purchased goods and services, waste, and employee commuting, totalled **51,310 tCO₂e**. These remain our most significant challenge, with **87%** originating within our supply chain, largely outside our direct operational control.

Tackling our carbon footprint

We have set an ambitious target to achieve net zero by 2040, 10 years earlier than the Government's net zero target of 2050. We aim to be net zero for scope 1 and 2 emissions by 2030.

Our goal for 2026 is to achieve a year-on-year reduction in our carbon footprint, with a particular focus on tackling Scope 3 emissions through enhanced supplier engagement and more sustainable sourcing practices.

We will also continue to prioritise reductions in our direct operational emissions to support our target of achieving a 68% reduction in Scope 1 and 2 emissions by 2028, relative to our 2022 baseline. As of 2025, we have already achieved a 52% reduction against this baseline, demonstrating strong progress towards our target.



In 2025

Our total greenhouse gas emissions amounted to **53,567 tCO₂e**, across the three reporting scopes.

Tackling our carbon footprint (cont)

Scope 1

Issues

Gas appliances
Petrol and diesel vehicles

Action

Reducing gas usage in our CPU

Remove gas from the remaining 2 restaurants

Switching to a fully electric fleet by 2030

Scope 2

Issues

Electricity usage

Action

Reduce our energy consumption per £m

Scope 3

Issues

Food waste
Purchased goods and services

Action

Reduce food waste in restaurants by 5% in 2026

Set our minimum requirements for 2030 for all suppliers



**ZERO
CARBON
FORUM**

Joining forces to hit targets: Zero Carbon Forum

To support our journey to net zero, Wasabi joined the Zero Carbon Forum in 2023

Zero Carbon Forum is a non-profit organisation that empowers members in the hospitality sector to reach sustainability targets with greater speed and efficiency through united efforts. With roadmaps backed by peers, government, and sustainability experts, we will thrive together.

We have aligned with the Zero Carbon Forum's net zero target of 2040. This also aligns with the aims of the Science Based Targets initiative.

Through the Zero Carbon Forum, we are now actively engaged in addressing this agenda in collaboration with our colleagues in the industry.

Saving energy

We're proud to share that we have achieved net zero Scope 2 emissions across our estate, supported by 100% renewable electricity.

In our commitment to decarbonisation, we're continuing to eliminate gas across all our restaurants. Where we do still use gas, we procure only green gas, making sure operations remain aligned with our sustainability goals.

Our next focus is to reduce energy consumption per £m of turnover. While we're proud to be using renewable energy, we recognise the importance of driving down overall energy use to further minimise our environmental impact.

We monitor and manage energy usage in real time through smart meters and through Zero Carbon Forum's energy reduction programme. We achieved a 20% reduction in overnight energy consumption in 2025; this is double the savings seen in similar companies across 2025 and has been driven by behavioural changes among our teams. We're aiming to build on this success with further reductions in 2026.

In 2024, we launched our sustainable property principles, and throughout 2025 we've continued to explore innovative technologies to reduce consumption. This includes trialling voltage optimisers in selected restaurants, which has delivered a 6.45% saving.



2026 goals

Reduce electricity usage per £m of turnover

Reduce gas usage per £m of turnover

Transforming our transport



64%

Of our employees commute
to work using public
transport

Our vehicles produce 113.9 tCO₂e, this accounts for 5% of our Scope 1 emissions.

In 2025, we took a significant step towards decarbonising our operations by introducing our first electric 7.5t HGV. This marks the beginning of our journey to a fully net zero fleet by 2030, a key milestone in achieving our Scope 1 net zero target. Once complete, this transition will prevent approximately 113.9 tCO₂e from being emitted each year.

To further support the reduction in our emissions, we have launched an electric vehicle salary sacrifice scheme, empowering employees to make the switch to electric commuting. Those who have joined the scheme are collectively preventing 24.36 tCO₂e from being emitted over the duration of their vehicle leases.

We are equally proud of our employees' commitment to sustainable commuting. 64% of our workforce now travel to work using public transport, and many more have been encouraged to cycle through our Cycle to Work scheme. These initiatives are helping to reduce our carbon footprint and foster a culture of environmental responsibility across our organisation.



Sustainable sourcing



Committed to sustainable sourcing



2026 goals

Achieve 100% deforestation free supply chain by end of 2026

Wasabi is dedicated to a future in which each flavour-filled bite of food delights our taste buds and contributes to a sustainable planet.

As a food business, our success depends on access to high-quality natural resources and ingredients, making a resilient and sustainable supply chain essential to our long-term future. Recognising the growing challenges posed by climate change, we continue to strengthen our sourcing practices to support supply chain stability and safeguard the resources on which our business relies.

We recognise our responsibility to protect the environment and support the communities connected to our operations. Sustainable sourcing remains a core element of our approach, guiding the decisions we make about the ingredients we procure and the products we create.

Although we aimed to be deforestation-free in 2025, the complexity of gathering, verifying and evidencing supply chain data resulted in a delay to implementation. We remain committed to responsible sourcing and expect to achieve full deforestation-free compliance by the end of 2026.

We set a target to increase UK and European sourcing by 10%, and we are happy to report this has increased by 5% since 2023. Approximately 66% of our supply chain (excluding packaging) is now sourced from within the UK and Europe, helping to reduce supply chain impacts while continuing to deliver the authentic Asian flavours that define our products.

Complying, certifying and continually improving

Our holistic approach to procurement demonstrates our commitment to promoting animal welfare, reducing food waste and improving food redistribution.

In 2025, we introduced our Sustainable Supplier Scorecard, which assesses suppliers on carbon emissions, sustainability targets, practices, and certifications. This tool helps us identify barriers and provide targeted support, and it is now a key part of our tender process for new suppliers. We're committed to progress over perfection, working collaboratively with our suppliers on this journey. Many have already signed our Net Zero Charter, joining us in our ambition for a more sustainable future.

Our partnership with Sedex enables us to work closely with suppliers who share our values around ethical and responsible practices. Through Sedex, we ensure our suppliers meet international standards on modern slavery, diversity, and inclusion.

Our commitment to supply chain sustainability is further demonstrated by joining Secaro, formerly known as Manufacture 2030, in 2024 and again in 2025, underlining our dedication to reducing environmental impact and driving continuous improvement.

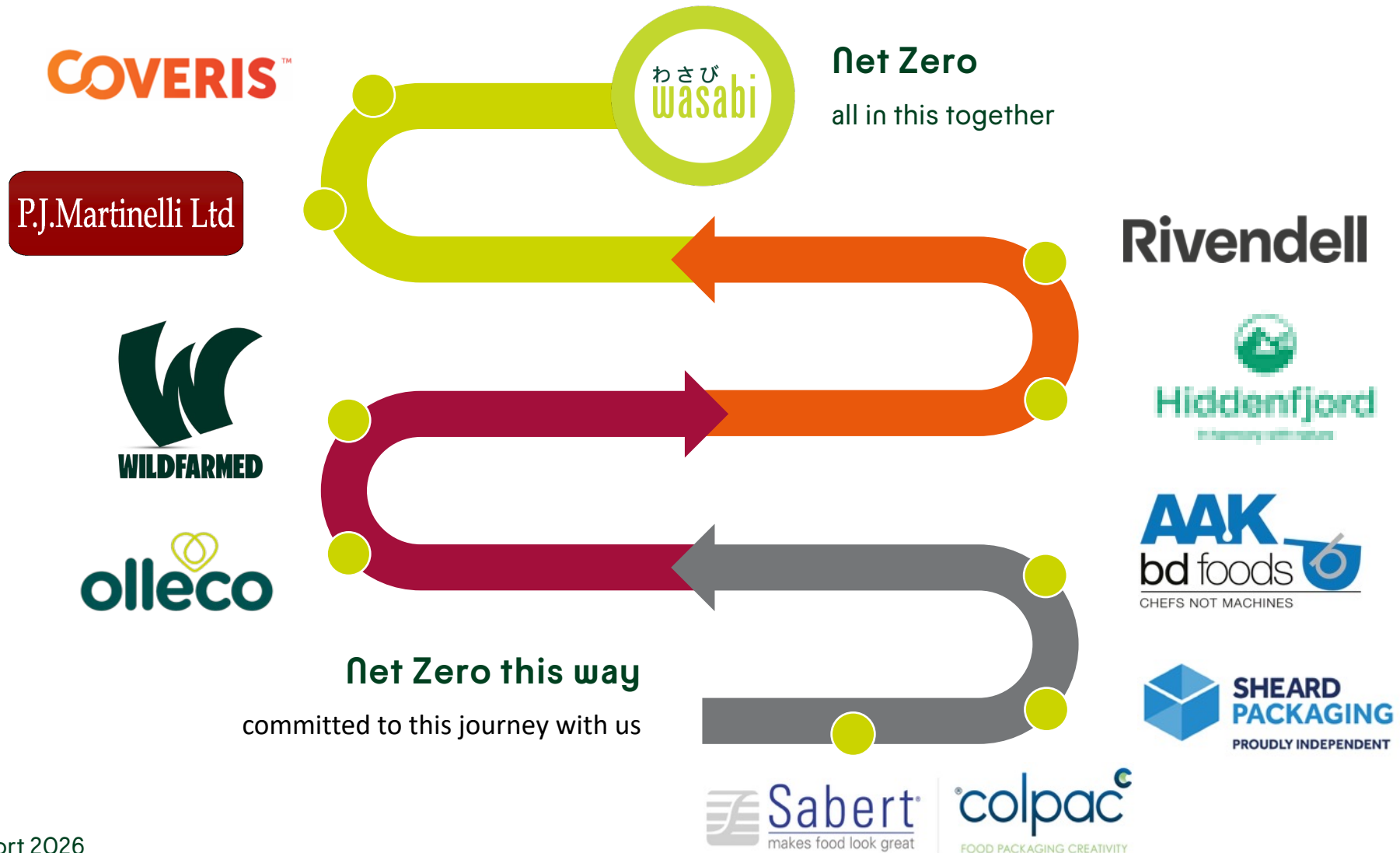


2026 goals

Update our Responsible Sourcing Policy

Set minimum ESG requirements for all suppliers to achieve by 2030

Suppliers who have signed our Net Zero Charter



Focusing on animal welfare

We are strong advocates for the wellbeing of animals and acknowledge our responsibility to treat them with dignity.

We work with trusted suppliers who share our commitment to responsible farming and uphold robust animal welfare standards across the entire supply chain. We require all our suppliers to follow practices that protect and promote animal wellbeing. This includes adherence to the internationally recognised Five Freedoms of Animal Welfare, which ensure animals are cared for responsibly and humanely. We strongly encourage participation in recognised third-party assurance schemes, including Red Tractor, RSPCA Assured, or equivalent independently accredited standards.

We exclusively procure salmon that is certified by the GlobalG.A.P, promoting sustainable farming techniques, animal welfare and worker health and safety.

We recognise the importance of sustainable fishing practices, this is why all the fish we procure is certified by either the Aquaculture Stewardship Council (ASC) or the Marine Stewardship Council (MSC). These certifications help combat overfishing, minimise bycatch and protect marine ecosystems.



100%
of our salmon is
Global G.A.P
certified



Reduce waste



How is the waste hierarchy guiding our decisions?

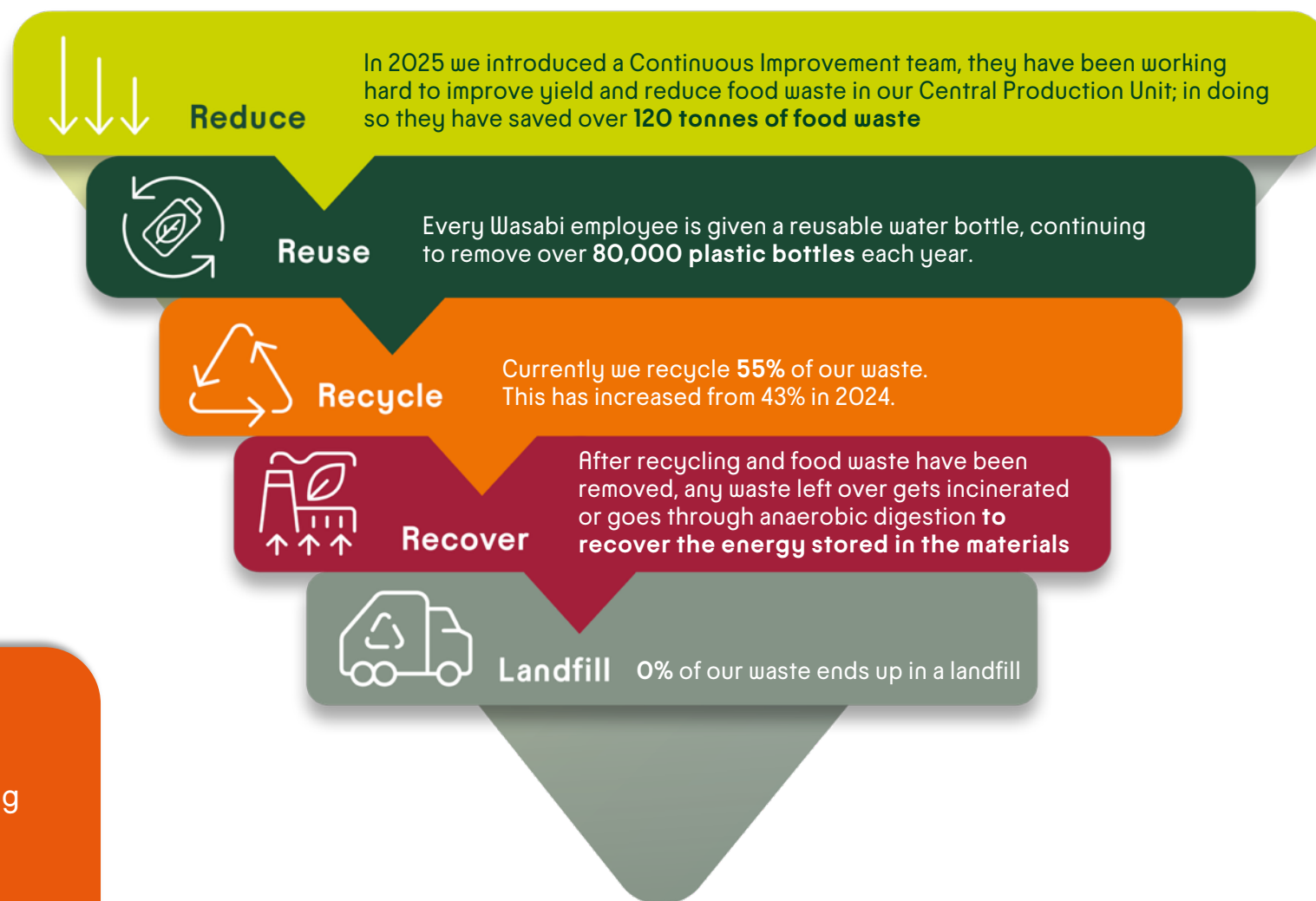
We reduced waste related emissions to 22 tCO₂e in 2025, achieving a 53% reduction compared with 2024

We use the waste hierarchy as our strategic approach to sustainability, conserving resources and protecting the environment. It is a cornerstone of the circular economy model, aiming to keep resources in use for as long as possible, extracting the maximum value from them, then recovering and regenerating products and materials at the end of each service of life.

2026 goals

Reduce general waste by a further 10% by improving recycling across all sites

All packaging compliant with recycling regulations





96,036 meals
donated to those in
need via The Felix
Project and Olio



2026 goals

Introduce Olio into at least 50% of our restaurants,
reducing our end of day food waste

Not letting good food go to waste

We partner with charities and non-profit organisations to prevent edible food going to waste.

Our ongoing partnership with The Felix Project enables regular donations from our Central Production Unit. In 2025, we donated over 40 tonnes of surplus food, equating to 96,036 meals prepared and distributed to charities and schools across London.

To deepen this relationship, Wasabi employees are encouraged to volunteer with The Felix Project throughout the year.

In 2025, we expanded our efforts by partnering with Olio, connecting us with local communities to donate surplus food and further reduce waste across our estate. We plan to roll this out to more of our restaurants throughout 2026.

For food that cannot be redistributed, we ensure it is collected and processed through anaerobic digestion, converting waste into green energy. Importantly, none of our food waste goes to landfill.

The Continuous Improvement Team has been actively driving initiatives to minimise food waste across our operations. In May, we introduced an enhanced stock management standard that has significantly improved planning and ordering accuracy, resulting in a reduction of 80 tonnes of food waste throughout the second half of the year.

Additionally, by optimising batch sizes for low-volume sauce, we have prevented £53,000 of sauce from going to waste. Through improved employee training and engagement, our teams now follow clearer preparation standards for chicken, leading to a 40% reduction in chicken waste, from 1,500 kg per week to just 900 kg per week.

These initiatives highlight our commitment to sustainable operations, efficiency, and responsible resource.



Socially responsible



Playing our part

Social responsibility is woven into the fabric of our culture. We believe in making a positive impact for our people, our communities, and the planet.

In 2025, we continued to build on our commitments through charitable partnerships, inclusive practices, fair employment, and forward-thinking development initiatives.





Diversity has been crucial to our success to date. We actively embrace our differences and nurture an environment that builds trust and respect.

This applies to our teams, our customers, our investors, our suppliers, and the communities that we serve.

Our managers are trained in fair and inclusive recruitment practices, with a strong focus on tackling unconscious bias. As a result, our workforce proudly represents over 47 nationalities, bringing a wealth of perspectives, experiences, and ideas to our business.

We celebrate key cultural and religious festivals in the workplace, including Ramadan, Eid al-Fitr, Dashain, Diwali, Nepal Sambat, Yom Hippur, Easter, and Christmas, creating space for recognition, celebration, and belonging.

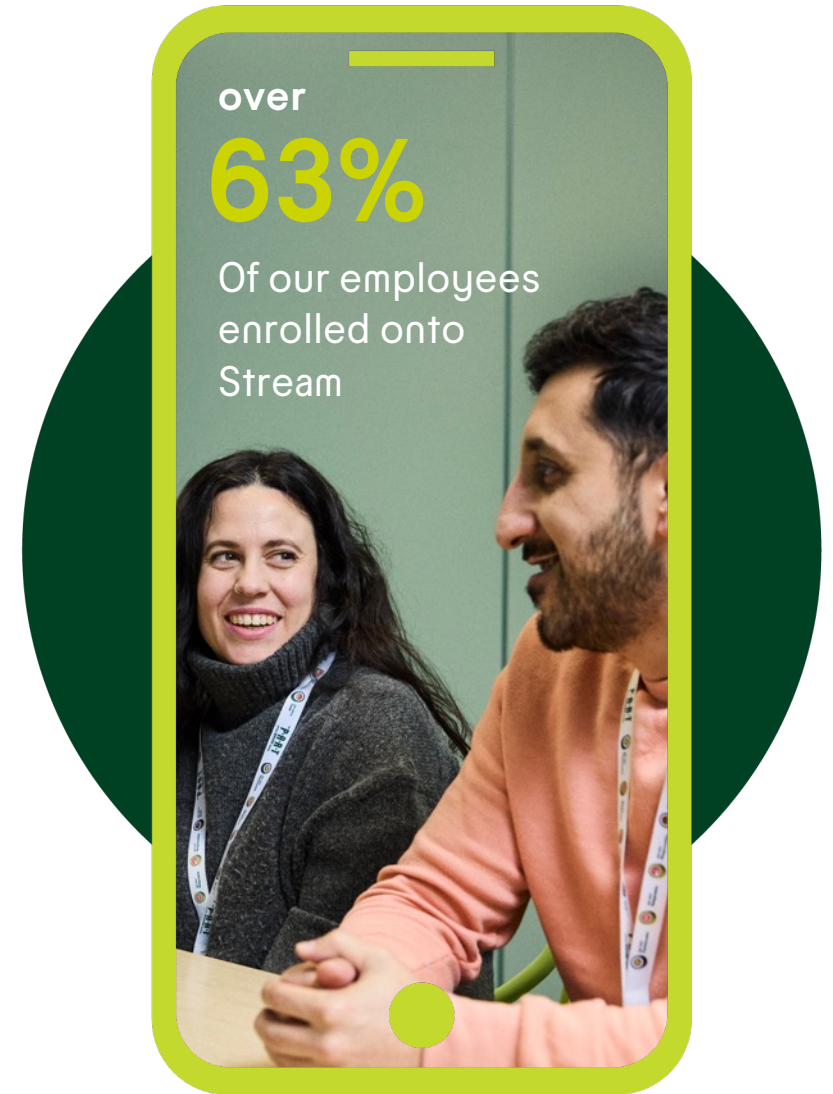
Fair Pay and Reward, and Employee Wellbeing

Wasabi is a median pay employer, with every role benchmarked against industry standards. Since 2022, we've invested in job levelling and benchmarking data to ensure fairness, consistency, and equality across all roles. Our annual pay review applies variable increases based on where individuals fall within the benchmarking range.

In 2025, we introduced an electric vehicle salary sacrifice scheme, allowing employees to lease EVs using part of their gross salary, saving between 30%–60% compared to private leasing. This initiative not only benefits our people but also supports our journey towards net zero by 2040, promoting greener commuting across the business.

We continue to offer Stream “formally known as Wagestream” to all employees to enhance financial wellbeing across our workforce. In 2025, 63% of our employees had enrolled in the platform. Through Stream, our people can track their earnings in real time, budget more effectively, open savings accounts with preferential interest rates, and access a portion of their earned wages early through the Flexible Pay feature.

We have also started work on a Contract Harmonisation project, reviewing the actual hours worked by our hourly-paid employees and aligning their contracts accordingly. This change provides greater stability and predictability, allowing employees to rely on consistent weekly hours.



Developing our people

In 2025, we launched a learning calendar to complement our existing development offerings. Sessions included Presentation Skills, Introduction to Excel, and How to Use AI Effectively, supporting our people to grow and thrive in a rapidly evolving workplace.

We also introduced a New Restaurant Opening team and Training Restaurants, these teams are responsible for making sure our new employees are set up, trained and ready to hit the ground running when they land in their new restaurant.

Our commitment to developing talent remained strong in 2025, with apprenticeship enrolment matching the record breaking levels achieved in 2024.

The year-on-year decrease in training hours reflects our strategic investment in delivering gold standard health, safety, food safety and management development training across the business during 2024. Having established this capability, training in 2025 was focused predominantly on onboarding and role progression requirements.

Looking ahead to 2026, we plan to donate part of our apprenticeship levy to other organisations, boosting skills in the wider economy and helping to close the national skills gap. This initiative will contribute to building a more resilient and skilled workforce for the future.



over **17,500** hours spent training our teams in 2025

2026 goals

Donate excess apprenticeship levy to other organisations



Charitable Partnerships

In 2025, we proudly continued our partnerships with The Felix Project and Olio, donating surplus food to local communities and helping to reduce food waste.

Our employees are encouraged to engage directly with these efforts, including the opportunity to spend a day volunteering with The Felix Project, gaining firsthand insight into the impact of our contributions.

We also sent a team of 20 employees to a local farm to help harvest excess fruit. This produce was redistributed to schools and charities, ensuring it reached those who needed it most and didn't go to waste.

As part of our commitment to food safety and consumer wellbeing, we continued to support The Natasha Foundation and its important work to improve the understanding, diagnosis and management of food allergies, helping to create a safer future for those living with allergy related conditions.

In 2026, we are proactively reviewing our charitable partnerships to make sure we continue to make the greatest impact in the communities we serve.

わさび
wasabi

thank you



scan to
discover
Wasabi
wasabi.uk.com

