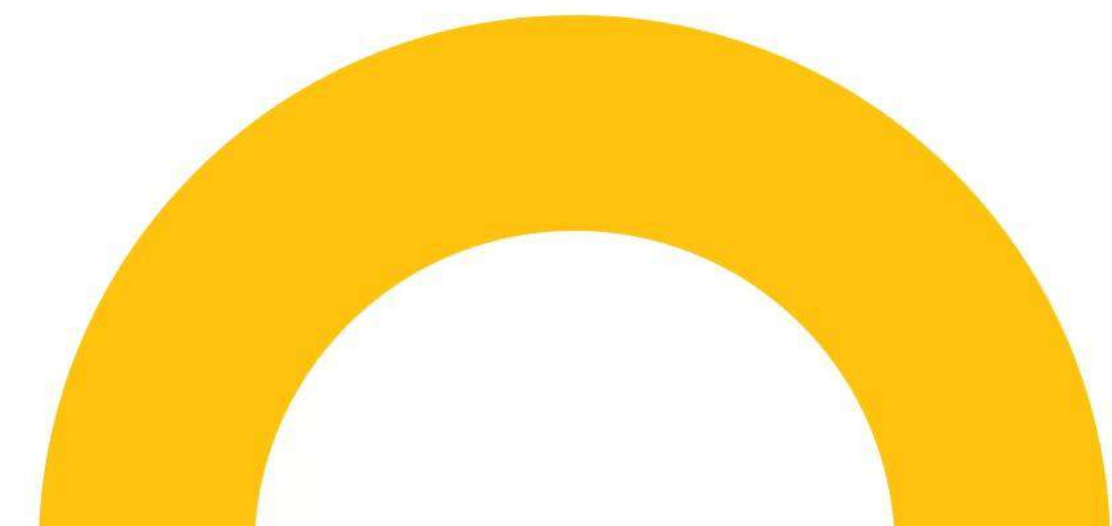




Sustainability report '23-24



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About this report



Part 1: About Agristo



Part 2: Financial information



Part 3: Our sustainability report



INTRODUCTION

About this report

Skip the introduction and move on to the next chapter:

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Scope of Consolidation

Agristo group's financial consolidation takes place at the level of the holding, namely Imsto nv. This sustainability report follows the same scope and will be a representation of all core activities with a sustainability impact. This includes the four production sites (three in Belgium and one in the Netherlands), along with the commercial activities of Agristo nv. All the aforementioned companies are thus part of this report.

Companies where Agristo does not autonomously exercise control are not included in the consolidation and therefore are not included in this report. Production activities in India are structured as a joint venture and are currently limited to the production of potato flakes. Indian activities are not part of this reporting.

Scope of Activities

This report highlights our strategy for sustainable growth for 2030. It applies to the entire group and refers to the facilities in Harelbeke, Wielsbeke, and Nazareth (BE) and Tilburg (NL).

It covers the activities of the Agristo Group and these legal entities within this group: Imsto nv, Agristo nv, Agristo Nazareth nv, and Agristo bv.

Scope of Sustainability Report



Our reporting period runs from January 1, 2024, to December 31, 2024. It documents our progress since our last sustainability report, which was issued in August 2024 (covering fiscal years 2022–2023). In preparation for the CSRD, we publish a new sustainability report on an annual basis.

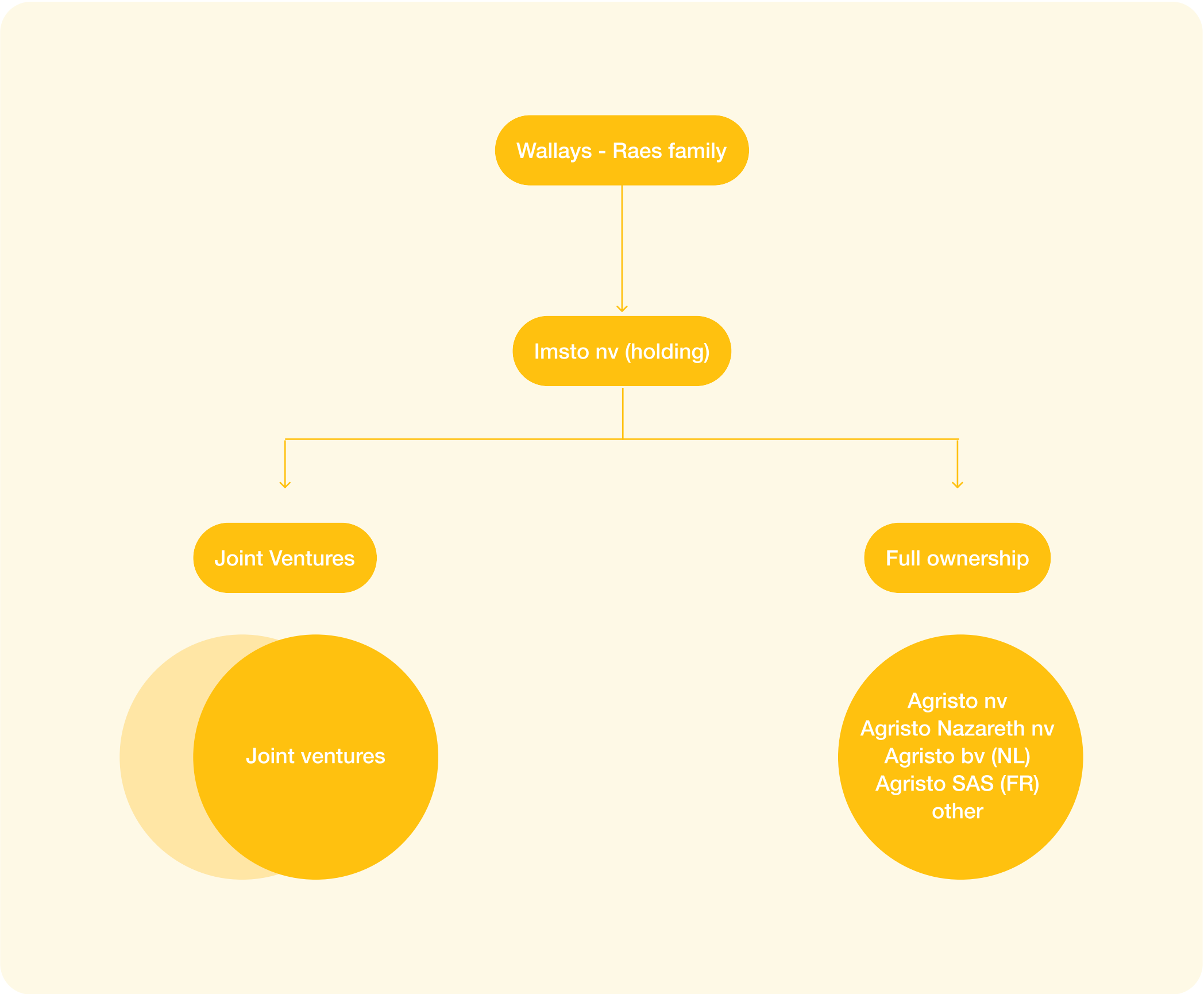
The **themes in this report** were carefully selected based on their **relevance to Agristo and all our stakeholders**. It is based on the analysis of data at the group level and that of our facilities.

Exact figures in this entire report are always stated **per ton of finished product**, in line with the culture of efficiency within our company.

Legal structure

The core activities of Agristo can be attributed to the following companies:

- Imsto nv (overarching holding)
- Agristo nv (commercial activities + sites in Harelbeke and Wielsbeke)
- Agristo Nazareth nv (site in Nazareth)
- Agristo bv (site in Tilburg)



Scroll ↓



Agristo was founded in 1986 by the Raes and Wallays families. The company is currently entirely family-owned. Over the years, the group structure has been developed, overseen by the holding structure Imsto nv.

Within this holding, Agristo nv is the company responsible for commercial activities. Both the purchase of our main raw material, the potato, and the sale of our end products are carried out through this company. Additionally, the production activities of the sites in Harelbeke (BE) and Wielsbeke (BE) are housed within this company.

The production activities of our site in Nazareth (BE) are managed by the company Agristo Nazareth nv. Agristo bv handles all activities at the site in Tilburg (NL). The future production activities of our French site will be organized under the entity Agristo SAS.

“Innovation and expansion as a lever for sustainable progress



Scroll



For Agristo, 2024 marked a transition into a new stage of life. It was the year in which we once again experienced strong growth, with the construction of a new production line in Wielsbeke, a permit application for our future plant in France, a preliminary agreement for a site in the United States and the exploration of additional production opportunities in India. But growth also brings complexity. The scale, speed and geographical spread of our ambitions required a new kind of structure.

That's why in 2024 we established the GEIS Center: Global Expansion, Innovation & Sustainability. Sustainability has long been part of Agristo's DNA, but it was scattered.

GEIS unites three core functions, while putting innovation at the heart of it all. It's no coincidence that the "I" takes center stage in the acronym. New facilities create opportunities to implement new technologies, and that's where the real power of innovation lies. It connects our ambition for expansion with our conviction that sustainability must be the absolute foundation. Previously, there were many initiatives, but no common driver. As we grew, we saw the need to bundle innovation and sustainability, anchor them strategically, and direct them purposefully. GEIS is therefore not simply an organizational answer to a more complex company. It is a deliberate strategic choice to make our future structurally more sustainable.



Our European experience with high energy prices and scarcity has helped us think sharper.

Growth as a lever for impact

With every new site we plan, we ask ourselves how we can do even better than before. In France, we are switching to an electric steam boiler instead of a gas-fired installation. In India, we explored alternative technologies that allow us to implement a water circulation model to avoid wastewater discharge. And in the United States, we are preparing a facility that will be miles ahead of today's local sustainability standards.

Our European experience with high energy prices and resource scarcity has sharpened our thinking: how can we produce high-quality products with less energy, water, and electricity? We carry that expertise with us to every new location. That's why we don't see international expansion as a threat to our sustainability goals, but rather as a unique opportunity. New factories allow us to integrate sustainable technologies and processes right from the start. This accelerates innovation. Our ecological footprint per ton of product becomes smaller, while at the same time we create future-oriented jobs in different regions.

Operational Excellence is sustainable business

We link sustainability not only to infrastructure investments, but also to the way we work. Operational Excellence (OPEX) forms the foundation of our daily operations. For Agristo, becoming more sustainable rests on two components.

First and foremost: doing what we already do today, but more efficiently. Generating more output with fewer inputs. That means producing more fries with less water, fewer raw materials and less energy.

That's what OPEX—and our people—are working on every single day. Small improvements, day by day. And when we need fewer potatoes for the same end product, we are by definition more sustainable.



If Agristo wants to become more sustainable, we must generate more output with fewer inputs.

To make bigger, structural steps, we need innovation as the second component. We see operational efficiency and innovation as equal forces in achieving our medium- and long-term sustainability goals. This not only improves operational performance, but also benefits the climate, water use, and material consumption. OPEX improvement programs almost always deliver ecological gains as well—and it's exactly that interplay that makes them powerful.

In practice, this means needing fewer potatoes for the same end product, wasting less rinse water, and adjusting more quickly to deviations thanks to data analysis and risk assessments.

For us, sustainability is not a parallel track. It is embedded in the choices we make every day. It's in the details of our processes, in the knowledge of our people, and in the way we encourage optimization. Improvement has become a reflex. And that reflex automatically translates into more responsible production.



From by-product to resource

Within GEIS, we don't just look forward but also re-examine what we already have with fresh eyes. How can we make better use of the resources already at hand? We want to valorize everything into frozen potato products. Still, some residual streams cannot be used for that purpose but remain valuable nonetheless. That question led to our participation in Re:Source, a joint venture with Impetus, dedicated to valorizing by-products. The goal? To give all residual streams from the potato and vegetable processing industry a second life with maximum added value.

For example: potato water contains proteins. Today, these are usually destroyed in wastewater treatment plants. But why not capture them and use them as a plant-based protein alternative? That's exactly what Re:Source is researching, together with other partners.

This way, we are shifting from processor to responsible resource steward. Moreover, this kind of valorization can partly replace imports from across the world, such as Brazilian soy.



We are shifting from processor to responsible resource steward.

Scope 3: a shared responsibility

We recognize that our responsibility grows with our scale. The larger our presence, the greater our role in the value chain. In the past, our focus naturally lay on Scope 1 and 2. Today, however, we are increasingly shifting our attention toward Scope 3: the indirect emissions generated across our suppliers, logistics partners, and customers.

It's a complex challenge. Our stakeholders are highly diverse — growers, for instance, don't use their land exclusively for potato cultivation. This makes monitoring and collaboration challenging, but no less essential. Complexity cannot be an excuse for delay. That's why we're taking the initiative: engaging in dialogue with farmers, transporters, and other partners in the chain. We seek collaboration rather than imposed obligations — because only through partnership can we transition to a model where everyone evolves together.

Scope 3 isn't only about reducing emissions. It's also about sharing knowledge, driving innovation across the value chain, and building transparency and trust. As a sector, we will all have to move forward on this. And at Agristo, we're determined to take the lead.

Towards 2030 and beyond

The GEIS Center is more than an organizational answer to growth. It's an expression of a vision for the future. We want to build factories that provide ecological added value instead of being a burden. We want to design systems that make circular thinking second nature. And we want to demonstrate that sustainability and profitability are not opposites—on the contrary.

Our ambition is to raise the bar a little higher every year. And the bar never stops moving. By 2030, we aim to make structural progress on all fronts: emissions, water use, energy efficiency, by-product valorization, and chain impact. For that, we rely on technology, but just as much on people, collaboration and a clear compass.

This report is not an endpoint. It's an invitation to look with us, think with us and build with us. Toward a future where Agristo grows not only in volume, but in purpose.

PART 1

About Agristo

Agristo at a glance

Hi, we're Agristo

Scroll



From fresh-dug spuds to golden fries: for 38 years, Agristo has been making the tastiest frozen potato products. It started as a small family business and has grown into a global player in processing and producing high-quality frozen potato-inspired specialties. The common thread? A desire to grow, passed down from generation to generation. And those **family values** that the founding fathers have emphasized since our establishment in 1986.

It is these values, built on care and drive, that more than **450 private label customers in 145 countries** recognize and are guided by. They know they can rely on a sustainable partner. A partner that ensures the best quality, most efficient processes, punctual delivery times, and extensive logistical support.

Our pre-fried fries, crispy croquettes, and other potato products look and taste authentic. But as a category partner, we also offer innovative customization. Together, this accounts for an **annual capacity of nearly 900,000 tons of finished product**.

Whether you crave a creamy croquette worthy of a five-star review, want to enjoy the crispiest fries, or fancy a delicious-looking dipper... for both the retail and foodservice sectors, we aim for 10/10 in taste and ambiance.

Our history



1983

Our story began in 1983 when the company was founded by two friends, Antoon Wallays and Luc Raes, and Antoon's father Etienne. Under the name Agrigel, they started a business in frozen vegetables.

Three years later, they opened their first factory in Harelbeke, Belgium. In September 1987, production of fries for the French and German markets began.

1990

Cycling enthusiasts saw cycling icon Greg Lemond win a captivating time trial in the Tour de France with sponsor Agrigel on his shoulders. Unfortunately, it wasn't Agrigel from Harelbeke. Oops, the brand name was already registered! And so in 1990, Agrigel was renamed Agristo.

2001

Agristo grew exponentially and looked beyond borders for the first time. In 2001, they acquired a site in Tilburg. This allowed the company to grow to an annual volume of 200,000 tons of fries by 2010.

One year later, in 2011, Agristo acquired the company Willequet in Nazareth, Belgium. The next generation was ready: and so founders Antoon Wallays and Luc Raes were busy preparing Kristof, Carmen, and Filip Wallays, and Dieter and Hannelore Raes to lead the company.

2016

Staying true to their West Flemish roots, Agristo acquired the factory in Wielsbeke in 2016, aiming to become the most innovative fry factory in the world.

Two years later, Filip Wallays and Hannelore Raes stepped forward as co-CEOs. Soon after, a new historical record of 700,000 tons of finished product was achieved.

2021

Agristo celebrates its 35th anniversary in style with the inauguration of a new headquarters next to the site in Wielsbeke. Aesthetics blend with a sustainable and dynamic work environment. As an established global player, Agristo is exploring growth opportunities within and beyond the European potato belt.

2022

In 2022, Agristo took its first steps in India, albeit on a very small scale. And in 2023, a former Tereos sugar factory in Escaudoeuvres, France, came into our sights.

The goal is to produce an additional 300,000 tons of finished product there in the long run and to be fully operational by 2027.

2024

In 2024, Agristo further professionalized its structure with a view to continued globalization. The management model was expanded into an international executive committee, the Global Excom, built around three value streams: Customer, Field to Fork, and People. Filip Wallays continued as sole CEO, while Hannelore Raes pursued her passion for people-centered entrepreneurship and became Chief People.

At the end of 2024, we announced our ambition to build a production facility in North Dakota, United States, where we had already been exploring the market since 2022 through trial fields. With our growing presence in the U.S. retail segment, we want to strengthen our position through local production. Agristo hopes to begin operations there in 2028. Within our renewed structure, a new division—the Global Expansion, Innovation & Sustainability Center—will guide this internationalization process.

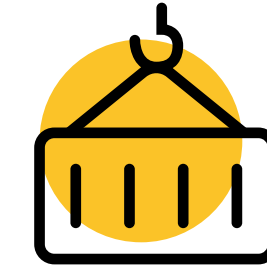


Key figures 2024



Employees (FTE)

Belgium: 1.316
Netherlands: 253



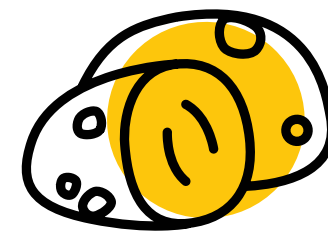
876.000 tons

Total sales
volume 2024



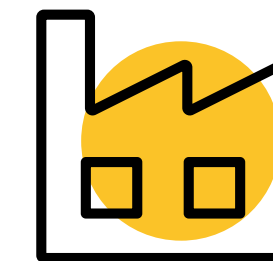
1,267.3 M Eur

Revenue



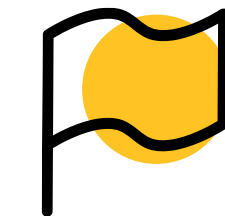
322

Number of
unique
products



5

4 production
sites in Europe,
1 under
construction



145

Number of countries
where Agristo products
are sold

Mission, vision and values



We cultivate growth. Agristo forms a sustainable community. A community where our people can thrive and grow, both personally and professionally. Because growth is in our DNA. In every fiber and vein. That's what drives Agristo every day anew.

But plants don't grow in the dark. And neither do people. So how do you stimulate growth? By nurturing a warm, friendly environment. Where the physical and mental wellbeing of everyone takes precedence. A universe where everyone can fully develop. **That's why we developed the Potatoverse.**

- **Our mission: to make you grow**
- Mission and vision
- Unique potatoholics, shared values
- Infused with our values

The Potatoverse is a separate world where anything is possible. **A world where every change offers a new opportunity.** Where you can do anything and become anything. As a human-centered organization, we believe that better human experiences and a continuous drive to do better as individuals and collectively lead to more resilience and more growth.

Looking at Agristo's growth gene, we see colleagues enthusiastically expanding their horizons, growers getting more out of their crops, and customers excelling for their customers. **We support every link in the chain with advice and action. To grow.** In every possible way, with our own strength, at our own pace.

Our constant: today's Potatoverse is not tomorrow's. We want to do better every day and explore new skills and technologies that propel us forward. Our Potatoholics are also at the helm, with autonomy, flexibility, and a daring vision as fuel.



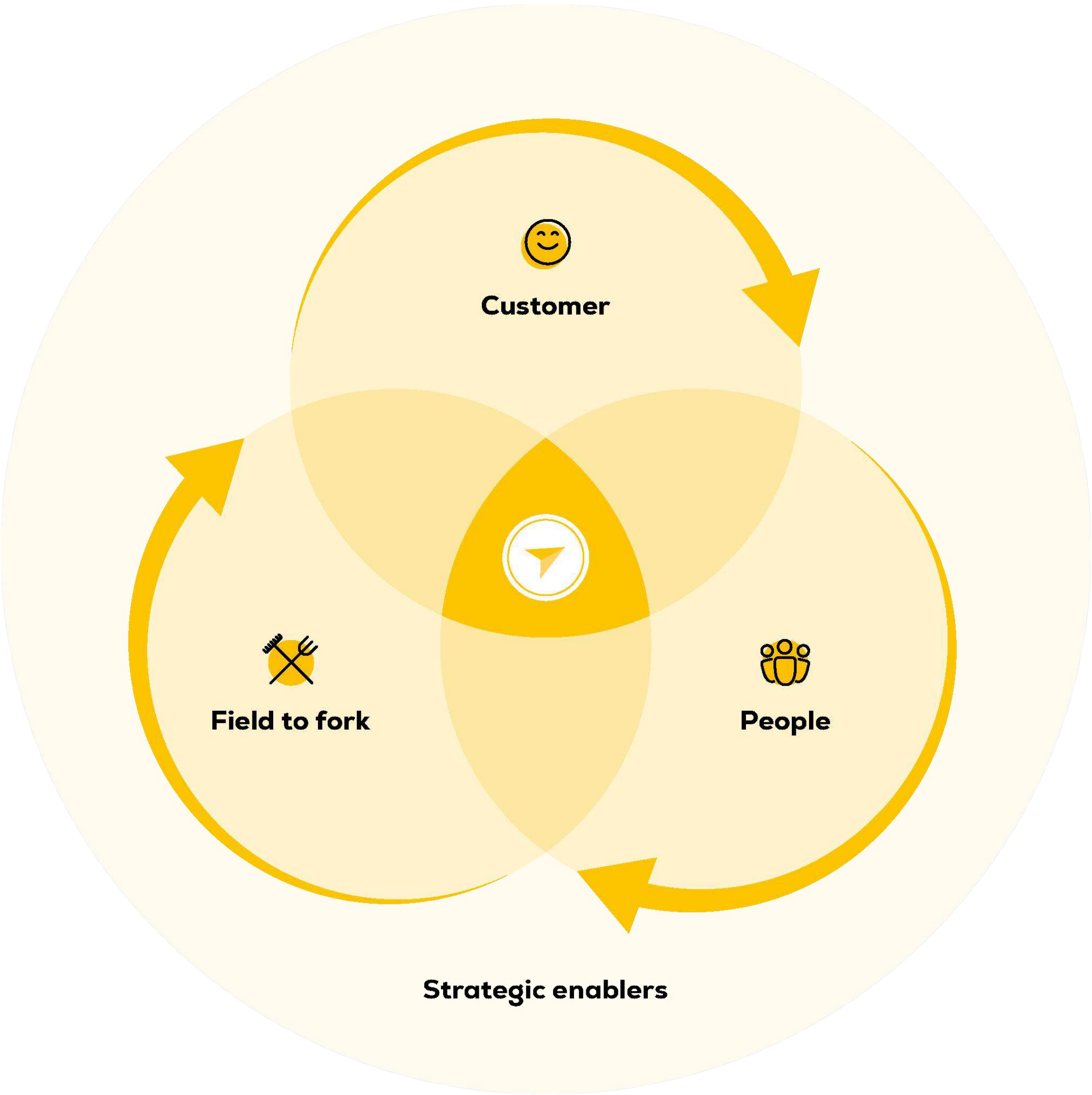
Mission, vision and values

With healthy growth in mind, we aim to become the global reference for retail and foodservice when it comes to frozen, potato-inspired products.

But how do we plan to fulfill this mission? We developed three value streams: Customer, Field to Fork, and People. These are structured and shaped to contribute directly to our mission.

1. In the Customer value stream, we create constant added value through market-relevant solutions.
2. With the Field to Fork value stream, we set the standard through efficient factories and processes.
3. And through the People value stream, we empower our Potatoholics via a future-proof culture, organization and career path.

- Our mission: to make you grow
- **Mission and vision**
- Unique Potatoholics, shared values
- Infused with our values



These value streams are aligned through design teams that define shared long-term objectives.

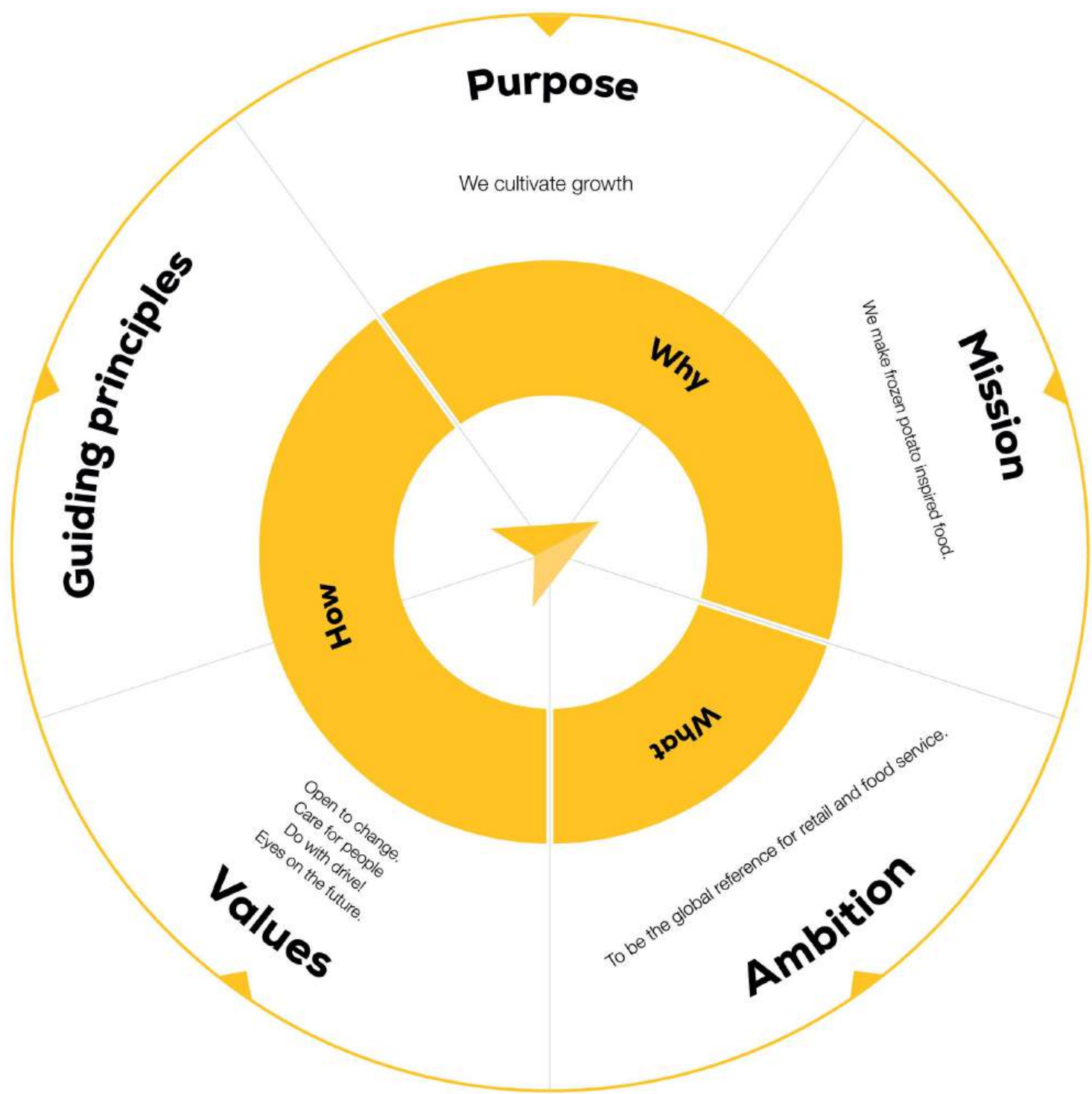
Mission, vision and values



To achieve our mission, we are led by our compass of 11 guiding principles that guide us day in, day out:

- Our mission: to make you grow
- Mission and vision
- **Unique potatoholics, shared values**
- Infused with our values

1. We each take responsibility for identifying and resolving tensions.
2. We are individually and collectively responsible for personal and collective growth.
3. We are personally and collectively responsible for safety and food safety.
4. Every problem comes with a proposed solution.
5. We measure today against the future.
6. We make decisions with our head, heart, and gut feeling.
7. We dare to act and encourage entrepreneurship.
8. We give and accept direct feedback to grow together.
9. The needs of the team take precedence over individual interests.
10. We question what works today to do it even better tomorrow.
11. We start from a relationship of trust.



In addition, we also have four values. Because even though every potatoholic is unique, we all aspire to the same values.

- Openness to change
- Acting with drive
- Taking care of people
- Thinking and acting with a future focus

These values are externalized in the pZotatoverse by four characters:

Open-minded Olivia

Our potatoholics want to grow and embrace a changing work environment. They can express their talents in various ways. Open-minded people who make decisions from the head, heart, and gut.

Caring Christophe

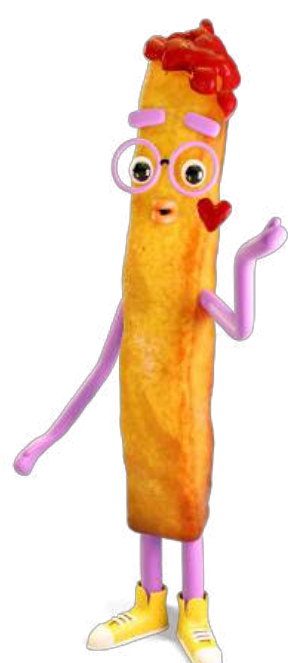
We value a relaxed, family atmosphere at all levels. Within and between teams, we work on relationships built on foundations like kindness, trust, and spontaneity.

Driven Donna

Whatever challenges our potatoholics face, they tackle them head-on. They work well in teams but can also autonomously chart their path to broaden their expertise horizontally or vertically.

Futuristic Fadil

Our employees are dreamers. They see the bigger picture and contemplate what is possible in the long term. The solutions they devise are ones that apply today and tomorrow. Everything they do is evaluated against the future.



Mission, vision and values

Even in times of labor shortages, Agristo dares to set the bar high. We want to ensure that all Potatoholics—both new and experienced—embody and express these four values. Through an internal, accessible quiz, employees can discover which value is most prominent in themselves.

Each one is an inspiring individual who drives our organization and society forward. As a company, we do everything we can to support them: with a strong corporate culture where the team comes before the individual, fostering collaboration and with zero tolerance for discrimination.

- Our mission: to make you grow
- Mission and vision
- Unique Potatoholics, shared values
- **Infused with our values**



Our products

Scroll ↓



Fries, croquettes, potato wedges or rösti. What lands on your plate may vary. But anyone who chooses Agristo, always chooses products that make life easier and more sustainable. We ensure that our products excel not only in taste and texture but also in terms of sustainability.

Smart enjoyment: 3-way cook becomes the standard

We continue to focus on products that allow flexibility in the kitchen. The vast majority of our range can simply be cooked in the fryer, oven and air fryer. This ‘3-way cook’ is convenient for chefs and consumers alike and encourages more sustainable cooking methods. By now, more than half of our products are suitable for the air fryer. For those who want it less greasy without compromising on enjoyment, we even launched specific ‘air fryer optimized’ ranges. Crispy and delicious, without compromise.

From palm to sun

A few years ago, we made an important decision: wherever possible, we would make the switch from palm oil to sunflower oil. And the results are there. By the end of 2024, our Nazareth site was fully operating with sunflower oil. Sunflower oil is now also the standard choice in new customer proposals. In 2024, the volume of sunflower oil products even rose by 8%, just like in the previous year. Palm oil, on the other hand, dropped by 12% in 2023 and by 15% in 2024.

Clean label: we’re almost there

Our goal was clear: a clean-label alternative for every product category. That target is now almost fully achieved. Only for gratins, we’re still searching for the perfect recipe. But that doesn’t stop us from being proud: simpler ingredients, greater transparency and staying true to the trusted Agristo taste.

By-products as a flavor enhancer

By-products? We turn them into something special. Literally. What used to be considered waste—too small pieces, oddly shaped potatoes—now gets a delicious second life. Our flakes line is crucial in this. Through external partners, they are processed into chips, pasta, or bread. Internally, they also play a role: in our croquettes, they not only reduce the logistical footprint but also create a creamier texture. A beautiful example of upcycling, with taste.

Towards better nutri-scores

We want to develop products that are not only tasty but also kick it up a notch when it comes to nutritional value. Think of salt reduction in products such as our croquettes, waffle fries, gratins and more. An improvement for the Nutri-Score and for the consumer who wants to make conscious choices.

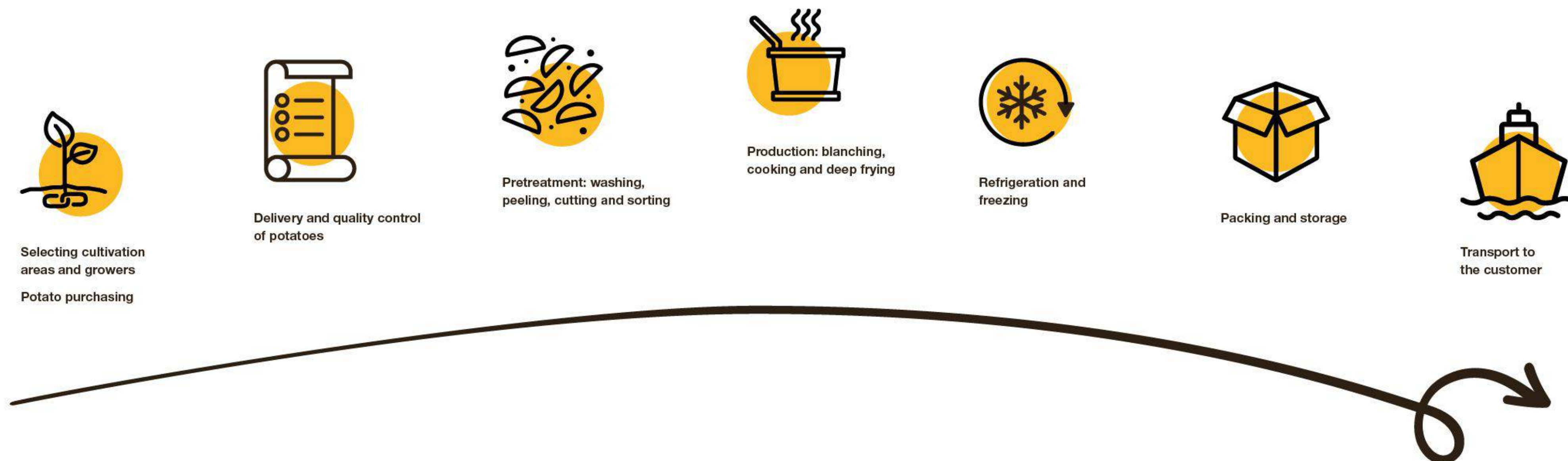
Driven by data and market needs

We are moving from gut-feel product development to a structured, proactive approach. Agristo responds increasingly quickly to market opportunities and product solutions that are truly relevant.

Through market data, consumer panels, customer insights and food safaris, we track trends meticulously. This leads to concept ranges that anticipate changing preferences. Not just when a customer asks but as soon as the need arises.

In 2024, we tested ten concrete ideas with 500 consumers. The best-performing concepts are further developed and validated. Based on these insights, we will soon launch strong, market-ready, proven product ranges—faster, smarter, and with greater impact.

Our business model



Main stakeholders

Customers, suppliers/growers, employees, family shareholders, policymakers

Sustainability topics

Innovation in technology:

precision agriculture, growers platform, biotech, processing in the plants

Employees

Quality management

Carbon footprint:

energy, water, raw materials & waste streams, sustainable partnerships, transport

Innovation partnerships:

product development / taste, convenience, time consumption, health, eco-friendliness

Customers

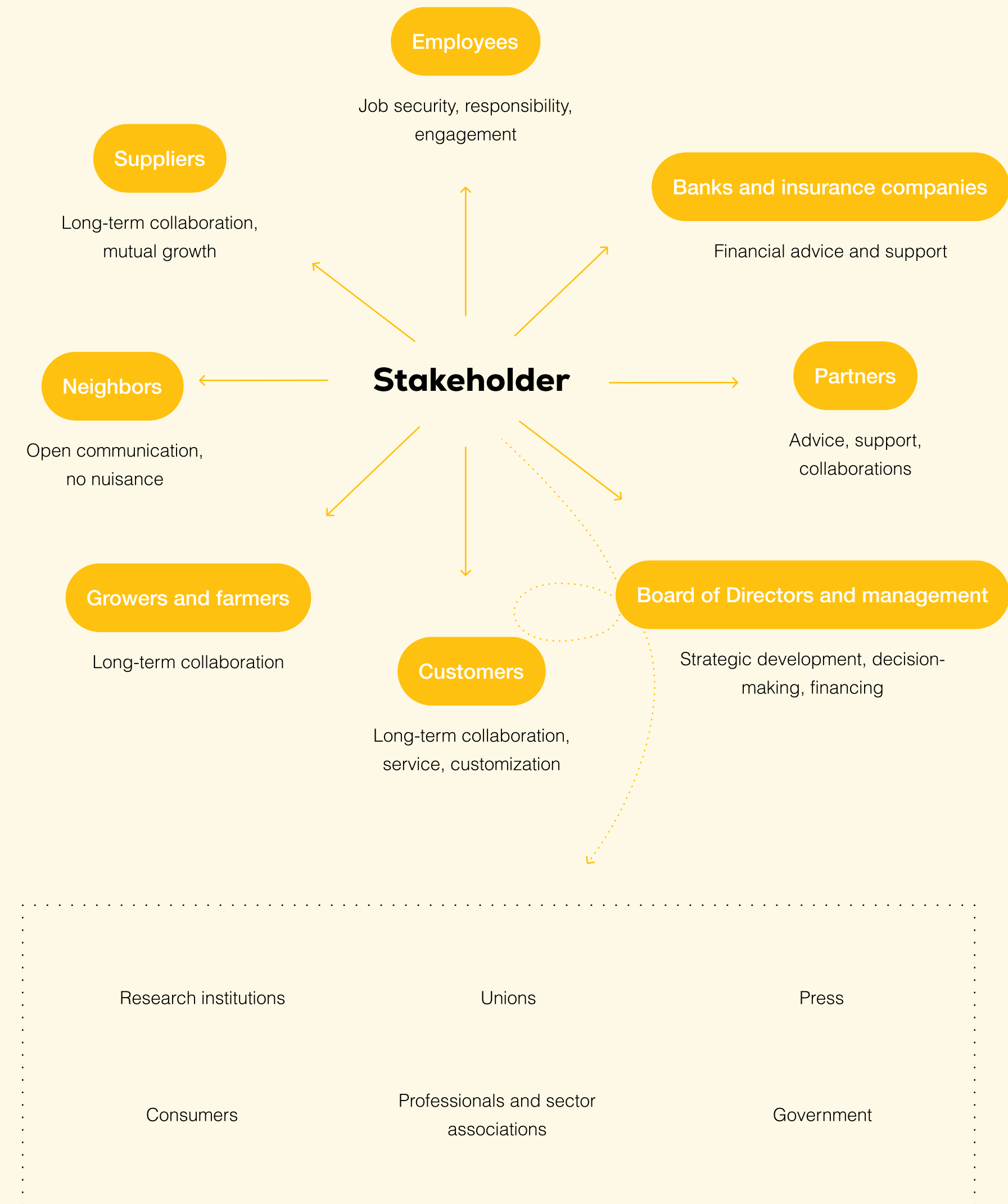
Experience kitchen, improving quality of private label, developing customer interaction, testing new product from the innovative product roadmap, etc.

Our business model

Our stakeholders and stakeholder engagement

Agristo has a wide range of stakeholders. Although all our stakeholders are important, our stakeholder analysis has helped us determine who to engage closely with, who to keep informed, and who to follow up with. This helps us communicate effectively with our many partners. Today, it guides our communication with our numerous partners (what we say to whom, when, how often, ...).

Placing the health and wellbeing of our partners first and helping them grow. Growing together, as one team. As one big community of potato fans who all want the same thing: to keep doing well.



Our **stakeholders** and stakeholder engagement



Our customers

Our customers are the people who serve our fries to those who enjoy them, such as retail and foodservice. We make every effort to meet our customers' needs. To grow together to our full potential. From high-quality products, service, and delivery to intensive customer interaction: we not only deliver but also think along with you. We pick up trends - through internal market research and consumer panels - from around the world and share them with our customers.

Our growers

We build long-term partnerships with local growers. They are all experienced craftsmen who overcome nature's whims time and time again. We rely on their expertise and support them wherever we can. But they already face enough challenges. Rather than additional obligations, we look for ways to support, inspire, reward, and spread the risk correctly throughout the entire chain.

Our suppliers

In addition to potatoes - and their sweet potato cousins - we need other ingredients to make our delicious fries, wedges, gratins, and more. Think of vegetables, cream, parsnips, or oil. We are already taking measures to reduce our ingredient intensity with lean production processes. In addition to our ingredient suppliers, there are also our energy suppliers, consultants, contractors, and many others. Every supplier can help us reduce our environmental impact. So, we need partners rather than just suppliers.

Our neighbors

Agristo is not an island. First and foremost, we are a neighbor. We communicate openly and regularly with the local communities to which we belong and treat their issues as our own. Through neighbor moments and newsletters, we keep them informed of developments in the company and the follow-up of any reports. Our goal is to reduce the number of reports each year and handle them quickly and successfully, aiming to have zero reports by 2030. In 2019, we received 54 reports, a number that decreased to 35 in 2023 across all our sites.

Local organizations

We sponsor socio-cultural and sports organizations in our production regions. By 2030, we aim to support even more local initiatives involving our employees and neighbors. We also support health organizations, such as 'Het Ventiel', which offers buddy programs for people with early-onset dementia. We not only help them financially but also invite them to our social and sports events to break taboos and raise awareness about early-onset dementia.

Our employees

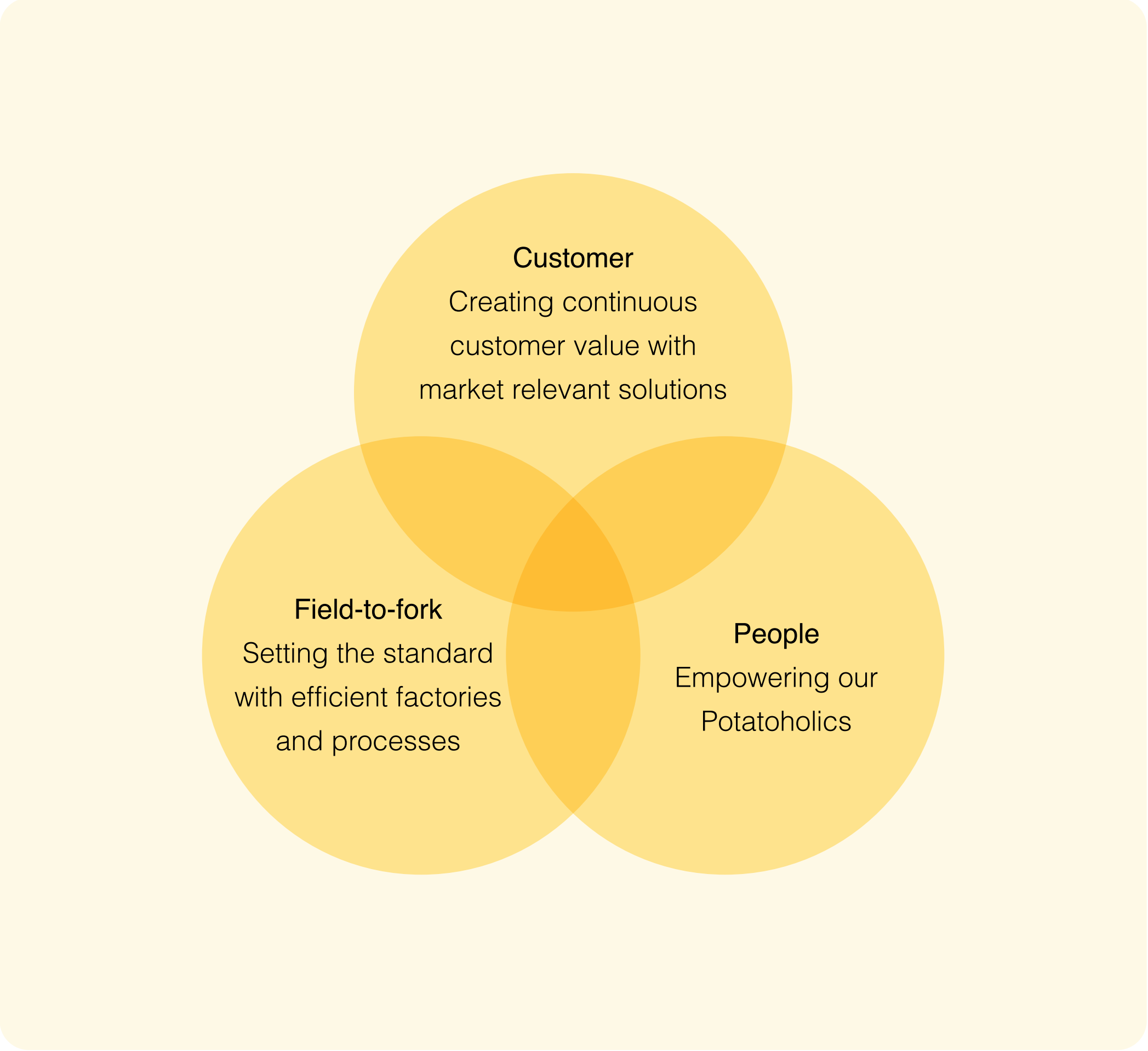
No one is better suited to embody our mission than our employees. Our potatoholics cultivate shared growth and increasingly demonstrate themselves as true brand ambassadors. Through a comprehensive onboarding process, we immediately familiarize new employees with the warm values we stand for, our sustainability goals, and how we aim to achieve them. Through a weekly newsletter, a semi-annual internal gazette, and regular live sessions, we continuously focus on raising awareness and engagement, developing our unique company culture.



Our

growth

We achieve growth by focusing on **growth around us**. Agristo puts forward **3 value streams** that can drive the entire chain.



Customer

We build long-lasting trust relationships with our customers. Retail and foodservice customers increasingly expect suppliers to support them as thought leaders. We gladly take on that role: we continuously inspire with market insights, an extensive range, and appropriate product innovations. Agristo conducts research in its customers' key markets and proactively approaches market segments to test products. Finally, we empower our customer service to enhance and streamline interactions with our customers.

Field-to-fork

Agristo approaches potato processing holistically. We ensure that every step, from field to fork, is carried out with care and responsibility. We collaborate with local farmers to promote sustainable agricultural practices. By utilizing advanced technology in our processing facilities, we minimize waste and maximize efficiency, resulting in products that are not only delicious but also produced with a smaller environmental impact. Additionally, we work on traceability in our supply chain so that our customers know where their potato comes from and how it is produced.

People

For us, our people are not a resource, but a value stream. We believe that our potatoholics are our greatest asset. We are committed to creating a supportive and dynamic work environment where each team member can thrive and grow.

Management team and how they are informed about sustainability topics



Our group is governed by a board of directors consisting of 6 family members and 4 external directors, from which a chairman is elected. This board assesses the company's key risks and reports on them in the annual accounts and management reports, which are audited annually during an independent statutory audit. The board of directors comprises 5 members with functions in the executive committee and 5 members with non-executive functions.

The 4 external directors are independent directors. The board of directors consists of 8 men and 2 women, while the executive committee has appointed 6 men and 4 women. Agristo's employees are represented through works councils and committees for wellbeing at work.

The board of directors is informed through approval of the sustainability reports. Throughout the reporting periods, operational sustainability themes are reported to the board of directors by the co-CEO responsible for sustainability, environment, and compliance. In the executive committee, the strategic aspects of sustainability are monitored by the co-CEO responsible for sustainability. Additionally, each department director is responsible for implementing the sustainability strategy within their department.

We report on the following material sustainability topics, according to the themes of the double materiality matrix.



Our leadership team and how we organize sustainability

Team overseeing sustainability reporting

This sustainability report was approved by members of the Executive Committee and reported to the Board of Directors. It is prepared in collaboration with the Energy Manager, Storyteller and Graphic Designer, who report to the Chief Global Expansion, Innovation and Sustainability, Chief People, Finance Director and CEO.

Depending on the (sub)theme, the IROs (themes that are relevant and material for Agristo) are monitored in the relevant departments. Finally, reporting is submitted to the executive committee as part of sustainability reporting.



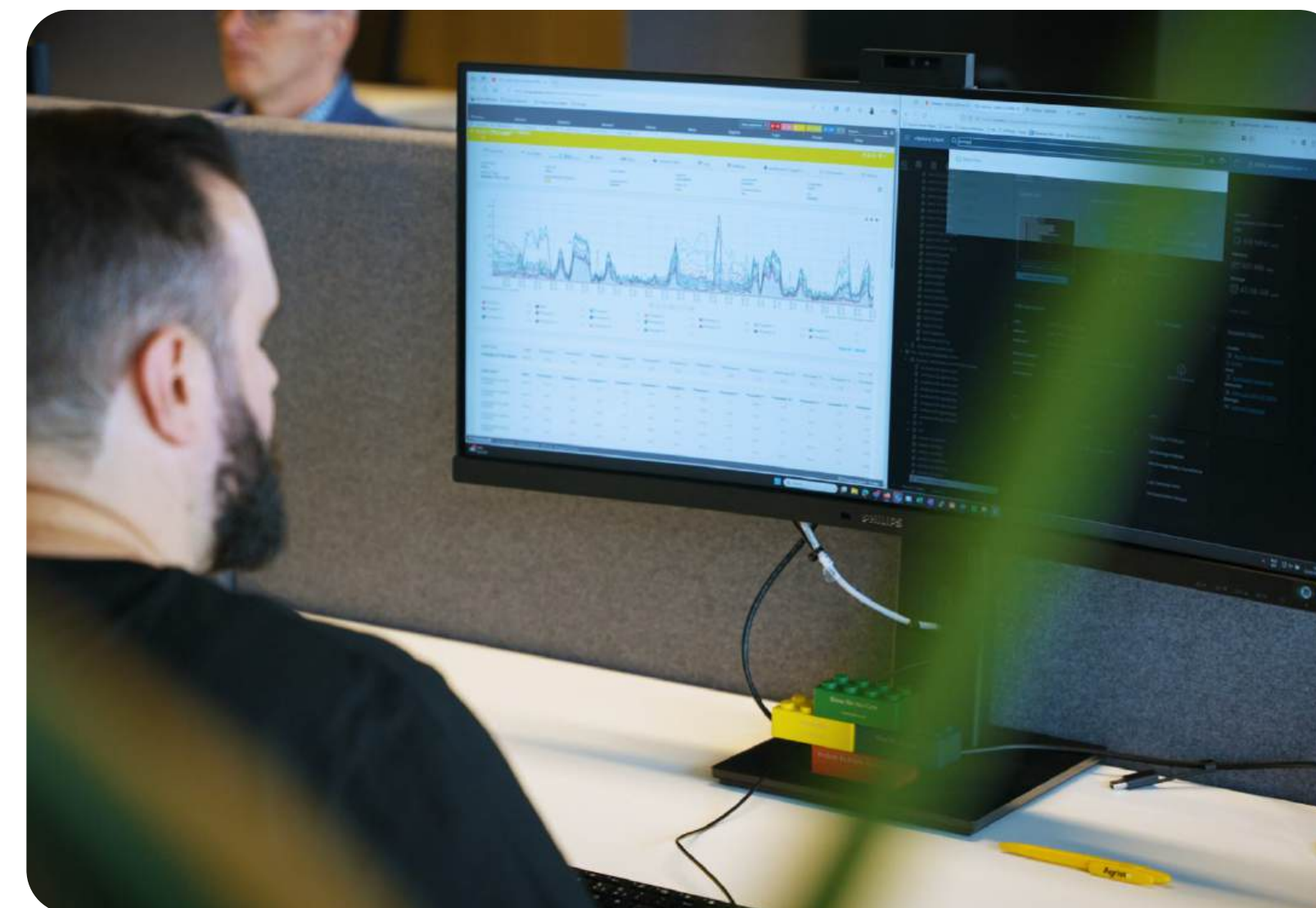
Editorial team sustainability report (in collab with MOQO)

Our leadership team and how we organize sustainability

Risk management and internal controls around sustainability reporting

Both the Board of Directors and the Global Excom were involved in determining the KPIs. At the end of 2023, a double materiality matrix and a stakeholder survey were also conducted, involving management. The relevance of the sustainability themes and objectives was reassessed and the strategy was adjusted where necessary.

All material sustainability themes are essential to Agristo's business operations and are therefore embedded in various departments. Agristo can count on both internal and external expertise and has a broad ecosystem of relevant stakeholders who contribute to defining the appropriate sustainability solutions.



Statement on due diligence

The due diligence process is applied throughout the sustainability report. Here, we describe the main key elements and their place in the report.



Core elements of due diligence	Place in the sustainability report
Integrating due diligence into governance, strategy and business model	Dual materiality
Engage affected stakeholders in all key steps of due diligence	Dual materiality
Mapping negative impacts identify and assess	Current and long-term challenges and impacts described by topic
Taking measures to address those negative impacts	Action plans described by topic
Monitor and communicate the effectiveness of these efforts	Results and result analyses described by topic

PART 2

Financial information

Message from the CFO



Somewhat contrary to our more cautious expectations, 2024 proved to be a fine continuation of the exceptional year that was 2023. Whereas we had prepared ourselves for a return to normal, we managed to extend our excellent results. We once again achieved strong figures in terms of both turnover and profitability.

Scroll



In terms of profitability, we ended up at almost the same level as last year. This is reassuring in a market where volatility in raw material prices and geopolitical risks can strike at any moment. However, our historical results for 2023 and 2024 remain the result of a combination of strong strategic choices and favorable market conditions. Our choice for a diversified and innovative product range is also proving its worth now. We remain convinced that results will normalize in the longer term. Consequently, we remain vigilant to the challenges that arise, including in the supply of potatoes and the impact of geopolitical uncertainties.

The cost side of our operation evolved favorably. The decline in energy prices is noticeable, albeit with a delay. We spent significantly less on energy in 2024, not only due to price reductions, but also thanks to our continued focus and investments in energy efficiency. Our collaboration with local energy partners is once again delivering strategic benefits in this area.

Our investments continued at a robust pace, totaling approximately €100 million in 2024. These include the commissioning of our third high-bay warehouse in Wielsbeke, the completion of the new office building in Nazareth, the further optimization of a production line in Tilburg, and, of course, the start of work on expanding production capacity in Wielsbeke.

2025

In the coming years, we will continue to focus on sustainable growth. While 2023 and 2024 were characterized by exceptional results, we expect that our profitability will return to a more long-term average in the future.

Nevertheless, we continue to invest in our future. Over the next five years, we plan an investment program totaling no less than one billion euros. The results we have achieved in recent years are crucial for supporting our international expansion and further strengthening our position in the global market. Our sector is highly capital-intensive, and as a family business, we reinvest our profits into the company. This is and remains a conscious choice, ensuring our independence and long-term strategy.

Within our investment program, two projects are particularly important. On the one hand, there is the construction of a new factory in northern France, which will significantly strengthen our local position in the French market. On the other hand, preparations for our first production site in the United States are well underway. The chosen location is Grand Forks, North Dakota. The combination of a strong agronomic base, a large potential potato-growing area, and close collaboration with local organizations and authorities made this site the most attractive option for us. In addition, North Dakota offers the space and scale needed to support our future growth in the region.

Besides the construction of these two entirely new overseas production facilities, we are also investing in expansions at our existing sites. This includes an additional production line in Wielsbeke and the installation of the first French fry line at our existing site in India.

Although we are confident that we can continue our growth strategy, we remain vigilant. Economic and geopolitical uncertainties remain significant, and the volatility of our main raw material—the potato—requires constant alertness and flexibility. Our robust cash position and strong solvency give us the room to face the future with confidence.



PART 3

Our sustainability report

Fries forever

At Agristo, sustainability is more than a strategy; it is a way to demonstrate our commitment. Together, we aim for high-quality potato products with a low impact.



Tested against the standard

In recent years, Agristo has mapped its material sustainability topics through a double materiality analysis. We report in accordance with CSRD standards and identify which ESG themes are relevant to our activities and value chain.

Taken beyond the standard

However, sustainability is in our DNA. We dare to go beyond what the legal framework requires. In addition to our own Agristo goals and KPIs, we tested stakeholder expectations during our engagement sessions. What do they want to see from us in terms of sustainability and transparency? All of this is reflected in our 2030 roadmap. It outlines our path toward a more sustainable future, guided by our compass and value streams, and supported by sustainable operations. In the sustainability report, we link our material topics to the 3Ps and 1G to give stakeholders a clear view of our sustainable journey.



P1 – is for Planet

You can't have tasty fries without fertile soils, clean air and water. Innovation goes hand in hand with sustainability in everything we do. We use water and energy sparingly, reduce our waste and packaging materials, and choose sustainable transport options whenever possible.

P3 – is for Potato

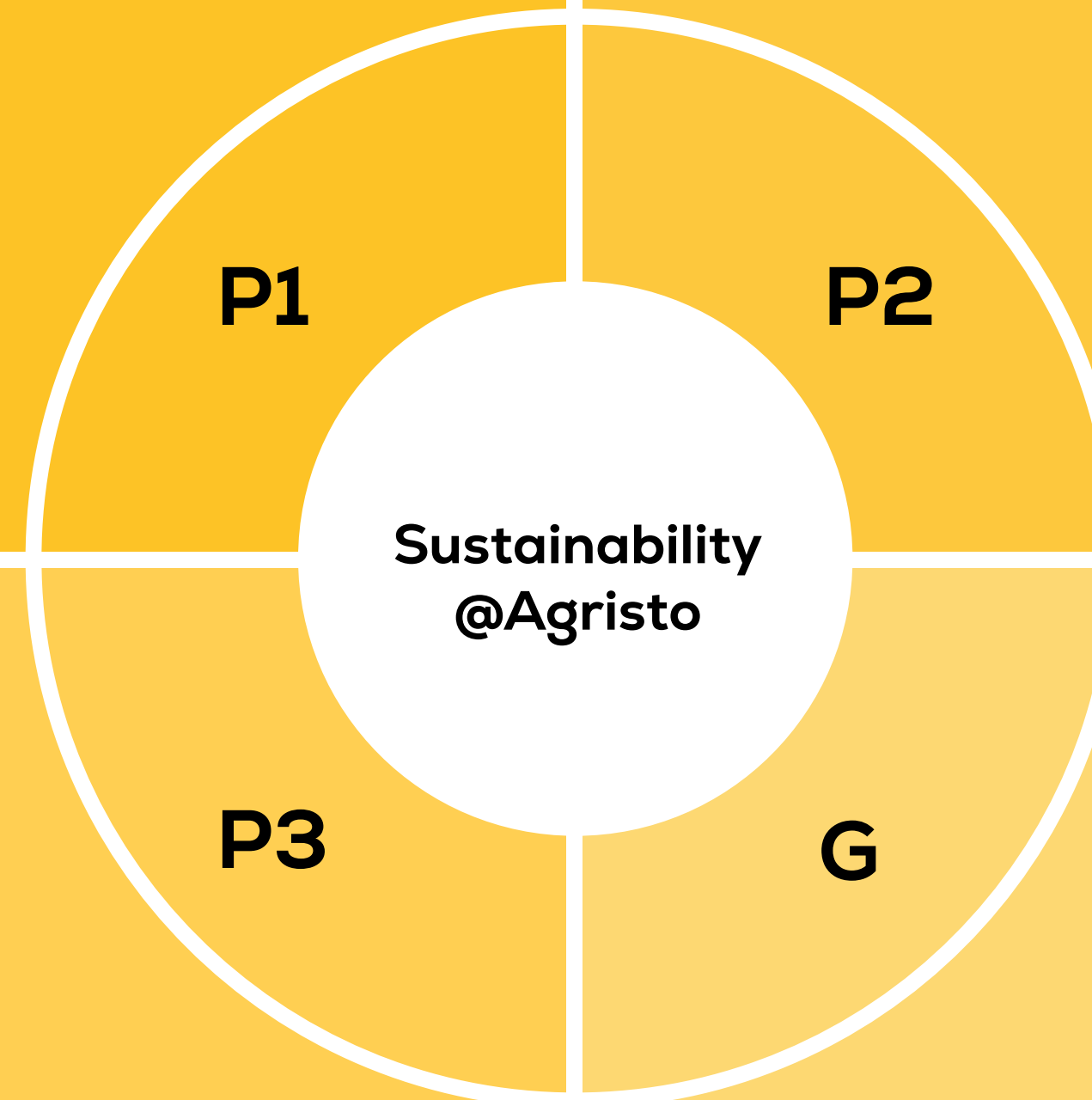
We love potatoes, what more can we say? Developing tasty and high-quality potato inspired products with only the best ingredients is why we get out of bed in the morning. As a close-knit family business, we focus on constant innovation and sustainable growth. Nothing of our precious potato goes to waste.

P2 – is our team of Potatoholics

We care for the health and well-being of our people, invest in safety measures, and offer ample opportunities for training and internal development. Engaged employees with a sense of initiative and entrepreneurship are treasured by us.

G – is for good governance

Strong ethical policies create a positive company culture, based on trust and transparency. They benefit everyone we work with. Of course, our partners, stakeholders and the local communities are not forgotten. Inclusiveness, respect and integrity are key values to us.



P1 is for the planet

- Adapting to a changing world
 - Energy and energy efficiency
 - Reducing our footprint
 - Water management
 - Waste streams and valorization
 - Project pipeline
 - Outlook and policy context
-

P1 • Adapting to a changing world

- **Adapting to a changing world**
- Energy and energy efficiency
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While the past few years brought longer periods of drought and high temperatures, 2024 was marked by the opposite pattern. A wet and cold summer presented new challenges for our potato processing. Many farmers were forced to leave potatoes in the fields because their machinery couldn't operate on the wet soil. The harvest had a lower dry matter content, which meant more water had to be evaporated to maintain the same product quality. Additionally, more water in the potatoes means higher energy consumption in our processes.

At the same time, the global geopolitical situation remains unstable. The raw material and energy markets are under pressure and sustainable choices are not always the easiest ones to make. Regardless, they are necessary. In such a reality, Agristo chooses resilience—and resilience doesn't happen on its own. We actively build it every day, in every site.



“ Sustainability is not a standalone ambition. It is a choice embedded in the way we operate.

That's why, over the past few years, we have invested not only in technology but also in structure. By completely rethinking our international organization, we can now steer more purposefully toward sustainable growth. We connect the right people, create economies of scale and make it possible to respond quickly when circumstances call for it. In this way, we are laying the foundation today for the factories of tomorrow: modular, energy-efficient and circular from the very design stage.

We proudly call them our **factories of the future**. In France, we are building a site that has everything needed to set an example in process optimization and ecological design. A factory that brings together all the lessons from our other sites, while also serving as a testbed for new sustainable solutions. This knowledge will be carried forward across the rest of our group.

Sustainability is therefore not a standalone ambition. It is a choice embedded in the way we operate. It is reflected in the technology we deploy, our collaboration with partners, and the open-minded approach we take toward the future. Rain or shine, whether prices rise or fall, reducing our footprint remains a constant.



- Adapting to a changing world
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Energy is essential to our processes. We need it to peel, blanch, dry, fry, freeze... but also to pump water and move products between the different stages of production. And that's where the climate sometimes works against us.

In 2024, our specific energy consumption per ton of finished product rose to 0.93 MWh, an increase of 8% compared to our 2019 baseline year. And that while our target is to reduce by 10% by 2030. Still, this does not mean we are working less efficiently. Quite the opposite.

The potato sets the pace

This increase is directly linked to a wet season and the properties of our end products. Potatoes with lower dry matter simply require more energy to process. To deliver a consistent end product, that extra moisture must be removed. Evaporating less would mean lower energy use, but also lower quality. And that's not an option, since our fries must be deliciously crispy.

We also invested heavily in producing potato flakes. These high-value applications allow us to make maximum use of lower-quality potatoes and side streams from our process. But flake production is more energy-intensive than fry production: the process requires full drying. With the launch of the new flake line in Wielsbeke in 2024, we scaled up significantly, leading to some temporary growing pains.

At the same time, we kept the overall picture under control. Total electricity use across all sites remained stable. The increase was exclusively in heat demand, not in electricity for pumps, conveyors or freezers.

Renewable energy: steady but sure

That the higher heat demand did not fully undermine our ecological ambitions is thanks to our efforts in green energy. In 2024, the amount of renewable energy we used rose from 176,173 MWh to 192,213 MWh: an increase of 9%, driven by expanded in-house biogas use and a strategic Power Purchase Agreement (PPA) for offshore wind energy.

In total, 22.85% of our energy came from renewable sources. This marks another step towards our target of sourcing 50% of our energy from renewables by 2030.

New lines, smarter choices

To effectively reach -10% specific energy consumption by 2030, further investments will be necessary. We continue to focus on energy-efficient innovations such as:

- heat recovery via advanced networks,
- dryers powered by residual heat,
- real-time monitoring for more precise process control,
- and a better-aligned energy mix per site.

In new lines—such as the planned fourth line in Wielsbeke, or the new site in France—energy efficiency is built into the design. We combine best practices from our other sites and build factories that manage heat more intelligently. What we develop there will later be applied elsewhere. Where today's short-term results may seem limited, we are structurally preparing for a significant acceleration in the coming years.

Our ambition remains clear: use less, increase renewables, and do so in a futureproof way. Because energy is not an infinite resource. It's a lever for sustainable growth.



P1

Reducing our footprint

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Key figures	2024	Difference compared to 2023	Difference compared to 2019	Unit of measurement
Total	688	-1,4%	-13,9%	Kg CO2 eq/ton
Scope 1	92	+8,2%	-15,6%	Kg CO2 eq/ton
Scope 2	40	+48,1%	-33,3%	Kg CO2 eq/ton
Scope 3	556	-5,1%	-11,7%	Kg CO2 eq/ton

Better calculation, sharper insight

At Agristo, we track our CO₂ emissions using the international Greenhouse Gas Protocol, which splits emissions into three scopes:

- Scope 1: direct emissions from on-site combustion (e.g., natural gas and company vehicles)
- Scope 2: indirect emissions from purchased electricity or heat
- Scope 3: all other emissions across the value chain (e.g., transport, cultivation, packaging)

By tracking emissions relative to our production, we gain a clear picture of the climate impact of our potato products. To calculate our total impact, we refined our calculation method in 2024.

The 2024 CO₂ reporting is based on an updated set of emission factors, allowing us to calculate the emissions tied to our activities more accurately.

What exactly changed?

- For some products—such as potato flakes—we previously used emission factors from similar products (e.g., flour). Specific factors are now available.
- Other data sources (packaging, transport, auxiliary materials) were updated or refined.

As a result, this year’s figures cannot be compared one-to-one with those in previous reports. However, that doesn’t mean we suddenly became more or less sustainable. It means we can now analyze more precisely and steer more effectively.

Slight increase, logical explanation

So, what do the figures tell us? First, we can again report a decrease in our total Carbon Footprint, which is good news. We are currently at a 14% reduction, nearly halfway towards our target of -30%—right on schedule, as we are also halfway to 2030.

Looking deeper into the data, we see that both Scope 1 and Scope 2 emissions increased over the past year. The reason lies in our energy use, as explained earlier. More energy to dry fries naturally means more impact. As we plan to keep growing, we are working on solutions to meet this additional energy demand as sustainably as possible. Still, we took positive actions. At our Tilburg site, we switched to green diesel and invested in electrifying our forklifts, reducing total diesel use (green + fossil) by 30% and cutting the site's diesel-related impact by 85%.

The largest part of the increase, however, is linked to the electricity we purchased. At one site, the energy mix shifted from carbon-neutral to 50% fossil-based. Even so, the combined impact of our Scope 1 and 2 emissions still showed a decrease. A trend we want to accelerate with ambitious plans for both existing and new sites.

Scope 3: largest Share, downward trend

Our Scope 3 emissions account for 81% of our Carbon Footprint. Here, we achieved a solid 5% reduction in the past year. The cause lies in a mix of factors: the impact of some inputs decreased, such as various vegetables, butter and sunflower oil.

We also took actions that reduced Scope 3 impact. For instance, at our Nazareth site, where we previously used a mix of palm oil and sunflower oil, we switched entirely to sunflower oil in 2024. This oil is not only more sustainable than palm oil. It also means fewer production line shutdowns, allowing us to operate more efficiently. A true win-win!

Not all Scope 3 categories decreased, however. Business travel rose again to pre-Covid levels, as we returned to trade fairs and client visits, while our international expansion also played a role. The expansion of our India site and the search for a suitable location in the U.S. meant more flights. Still, this impact is negligible compared to our overall footprint.

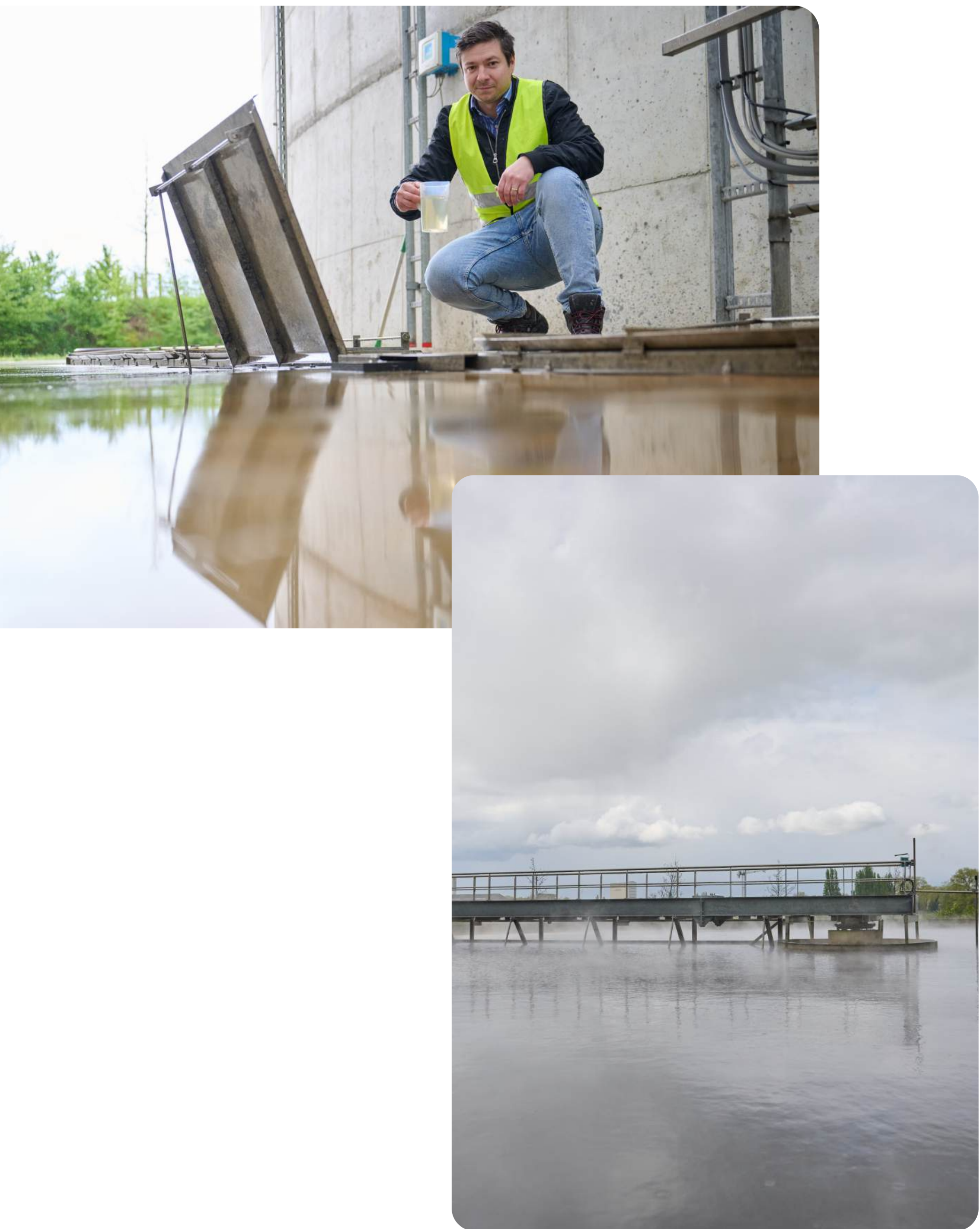
The largest increase was in transport, where impact rose by 23% compared to 2023. Our exports are expanding worldwide, with rising demand in Asia, Africa, and the United Arab Emirates. Here, international expansion is the solution: producing more locally, closer to the customer.

Outlook and ambition

We remain convinced that sustainable growth is the only way Agristo can continue to grow. The Carbon Footprint helps us identify hotspots and assess the impact of specific choices. Based on these results, we will continue to focus on reducing emissions across Scope 1, 2, and 3, helping to make the entire potato value chain more sustainable.



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Not everything flows automatically

Potatoes need water. And so do we. For washing, peeling, cutting, cooking... but also for transport within the process and for temperature regulation. Water is an essential resource—and at the same time, a vulnerable one. In a world where water scarcity is becoming a reality, we actively seek ways to reduce our consumption, increase reuse, and protect local water sources.

In 2024, our specific water consumption rose slightly, from 3.57 to 3.69 m³ per ton of finished product. At first glance, this increase seems limited, but it warrants some context. Our Tilburg site experienced technical issues with its water reuse system, causing it to operate below capacity. As a result, more tap water had to be used temporarily to keep production running.

Additionally, the start-up of the new flakes line in Wielsbeke required extra water, especially during the first months while the process was still being optimized. The growing share of specialty potato products in our portfolio also played a role. These products typically require more water per ton of finished product due to their more complex production processes.

Still, there are positive signals: our Nazareth site, where water-intensive specialty products are primarily produced, succeeded in effectively reducing water use. This demonstrates that optimization is indeed possible—even in a year of climatic and operational challenges. Water consumption is not fixed; it evolves alongside our products and the context in which they are produced.



Alternatieve bronnen: op koers

We successfully increased the share of alternative water sources in our consumption to 45%, compared to 44% in 2023 and 38% in reference year 2019. This means nearly half of our water use now comes from:

- treated surface water (e.g., from the Leie River in Wielsbeke),
- or recovered process water that is reused.

These figures show that we are on track to achieve, and even surpass, our target of 50% alternative water sources by 2030. A great example is the circular collaboration in Wielsbeke, where water from the Leie is purified to process-quality standards.

From temporary to structural recovery

The KPI for water reuse within our processes fell from 3% to 0.4% in 2024. This drop was entirely due to technical problems at our Tilburg site, where the water reuse system was temporarily offline. However, we view this not as a setback but as a temporary dip in a growth path that is already firmly established.

The measures currently being implemented give us full confidence that we will achieve our 2030 water reuse target:

- In Tilburg, the existing reuse system is not only being repaired but also structurally optimized.
- In Wielsbeke, a completely new system is being built, scheduled to be operational in 2026, in preparation for the launch of our fourth potato processing line.
- Our other sites are conducting studies to better connect internal water flows and thus enable additional circular applications.

Our water strategy remains firmly rooted in **efficiency, circularity and local responsibility**. By smartly strengthening our infrastructure and investing strategically, we are building a robust model that not only shields us against water scarcity but also ensures we can reach our targeted level of water reuse by 2030, even in the context of rising production volumes.



No longer waste, but raw material

At Agristo, we don't see by-products as waste, but as raw material for something new. Every potato contains more potential than just the fry on your plate. And we are increasingly harnessing that potential. In 2024, 16% of our by-products were upgraded for human consumption, a significant increase from 12% in 2023. At the same time, the stream directed to feed and biomaterials decreased from 62% to 57%.

But these numbers don't tell the full story. That's why we prefer not to talk about "waste streams" anymore. In our model, nothing is truly "waste." Everything has a purpose. And ideally, the most valuable one possible. For example, within the feed and biomaterials category, there are now applications that are functionally closer to human consumption than to animal feed. Through new partnerships and innovative technologies, we are increasingly able to redirect these streams toward the food chain or other high-value applications in the circular bioeconomy.

From peel water to sausages: Re:Source as a catalyst

Part of our valorization strategy runs through Re:Source, a joint venture where we collaborate with specialized partners to develop new circular applications. Re:Source is not a standard part of our core operations, but it serves as a strategic extension of our mission: continuously finding ways to maximize the value of by-products.

Re:Source examines streams that may seem uninteresting to others but are full of potential for us. This results in innovative applications with direct added value—for our processes, our products, and the broader ecosystem.

For instance, they extract two valuable components from our peel water—which previously went directly to wastewater treatment:

- Starch, purified to food-grade quality. We already use it as a circular ingredient in our own batters. The balance is almost perfect: what we need is what becomes available.
- Potato protein, refined and deodorized, suitable for meat alternatives, sauces, or plant-based charcuterie. It has foaming, emulsifying, and gelling properties. It has already found its way into vegetarian mousse and even ham sausages.

“You eat a fry. The sauce? Made with potato protein. The packaging contains bioplastics from our peels. And the energy that heats everything comes from our peel water. This is not fiction. We are ready to make it a reality.

– Peter Vos, Energy Manager



The path forward

What do these efforts mean in numbers?

- In total, 73.3% of our by-products in 2024 were not classified as food waste because they were valorized as food, feed, or biomaterials.
- Only 26.7% went to digestion—the lowest tier in the food loss hierarchy.
- Material intensity (input per ton of finished product) decreased slightly again, from 1.61 to 1.59, despite a wet year and an increase in products with complex coatings.

All of this means we are on the right track. But more importantly, we are building a system that grows with us. A system where by-products are not accidental outputs, but a strategic starting point.

Steam peel: from transport cost to future resource

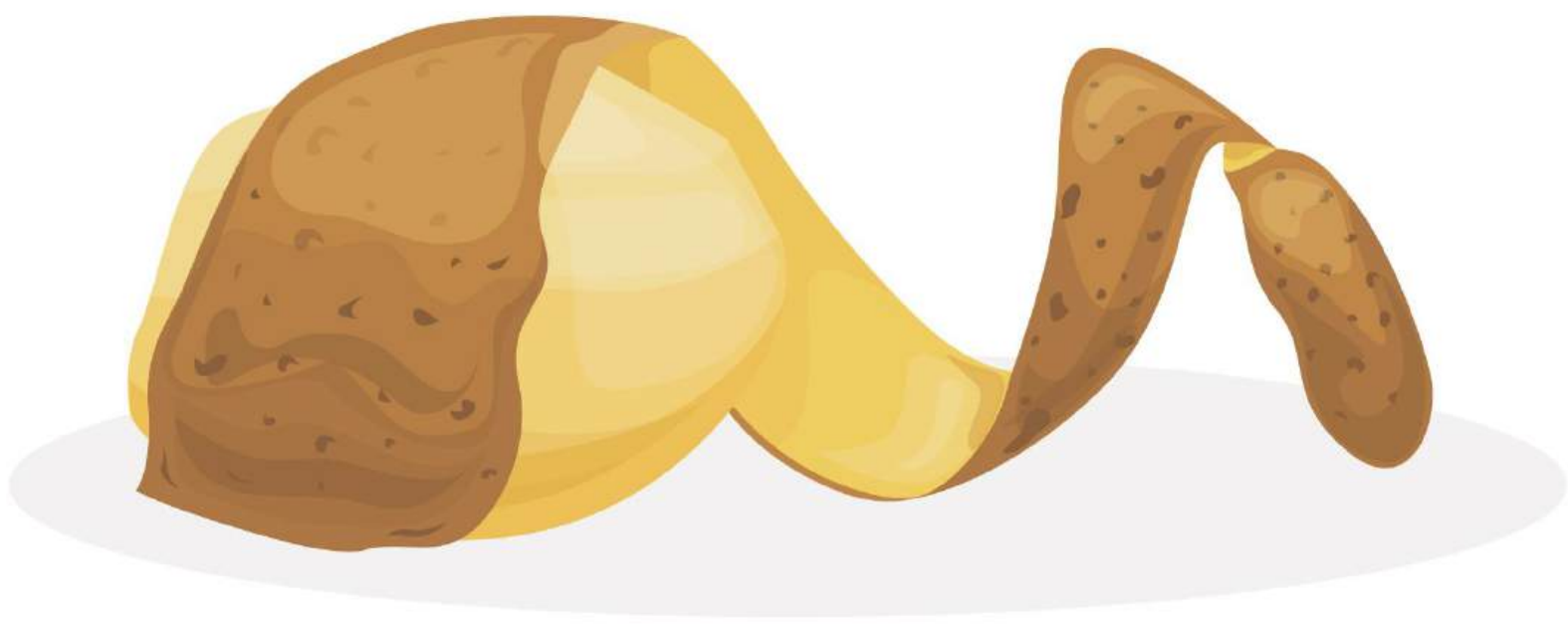
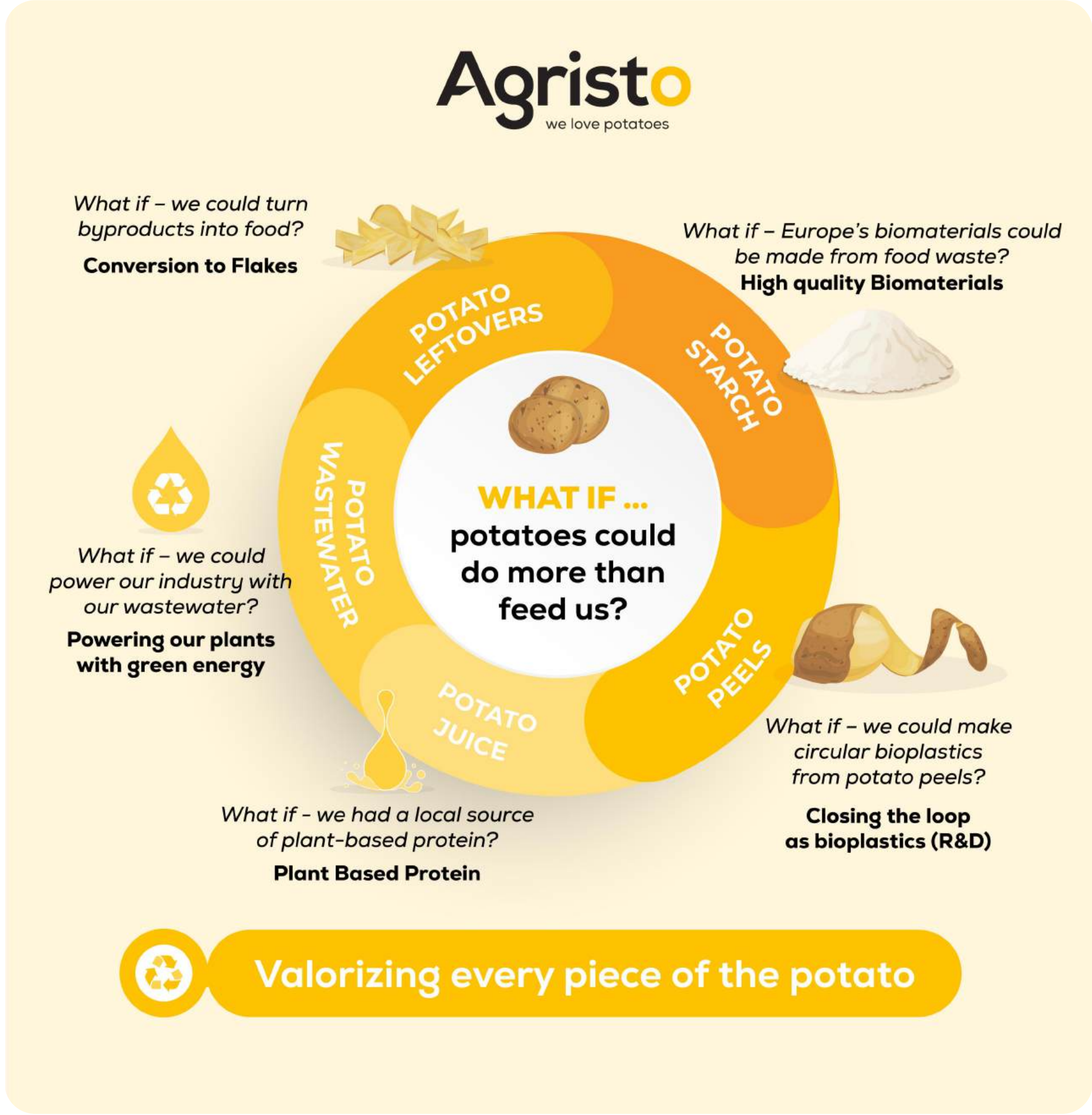
During steam peeling, a wet by-product is created: a puree-like stream with about 10% dry matter. Today, this stream is largely sold as pig feed. A model that is under pressure... Prices are falling, transport distances are long, and livestock numbers are shrinking.

Yet, new opportunities lie precisely in this stream. Together with Re:Source, we are exploring several valorization pathways:

- Polyphenol extraction: Potato skins contain natural antioxidants that can prevent oil oxidation. A sustainable alternative to commercial additives such as rosemary extract. High value per kilogram, with achievable concentrations.
- Concentration and processing: Increasing dry matter makes the stream more compact and efficient to transport or suitable for applications like pet food or biomaterials.
- Fermentation as a route to new ingredients: The sugar fraction of the steam peel can serve as a substrate for fermentation starters, such as at NoPalm Ingredients, which develops plant-based oils as an alternative to palm oil.

These scenarios illustrate one constant: even streams that currently seem 'low-value', may be the most valuable resources of the future.

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- **Waste streams and valorization**
- Project pipeline
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P1 • Project pipeline



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Today we create tomorrow's difference

We often talk about reducing impact, cutting water and energy consumption. But what happens when a company continues to grow? In the case of Agristo, that growth is significant. Each year, we aim to add around 50,000 tons of fries and specialty products. We achieve this by investing in our existing factories, as well as by building new ones.

Over the past year, we focused less on reducing the impact of our existing facilities. Why? Because we want to start our new factories with the best possible solutions from day one. A new site starts with a clean slate, creating a huge opportunity: you are not constrained by past decisions. Improving or reducing something in an existing facility always takes more effort than getting it right the first time.

Our most recent site in Wielsbeke was built 10 years ago, before energy crises, high CO₂ prices, labor shortages or drought contingency plans were on the horizon. With these lessons in mind, we are building our new site in France from the ground up, integrating all the improvements, innovations, technologies, and concepts we've identified over the years. A brief look behind the scenes:

Our roofs will be fully equipped with solar panels, currently the cheapest source of energy. We have devoted considerable time to developing an optimized residual heat network, allowing us to recover and use even more waste heat in our processes. Any additional heat we need will no longer be produced solely with natural gas, but also through electric boilers and a heat pump. Here, we are choosing not only sustainable technologies but also flexibility and resilience, as these systems will allow us to always select the best available energy source. Across other systems—cooling, compressed air, insulation and ventilation—we conducted extensive research to build a truly state-of-the-art factory.

And it doesn't stop there. Alongside designing the new site, scheduled to start up in 2027, we have been quietly developing a long-term decarbonization plan to envision: What will the factory of the future look like in 2030, 2040, 2050? This plan goes beyond Agristo alone, involving dialogue with the surrounding community to develop solutions that benefit everyone. We will require technologies that are not yet available. We dare to dream of high-temperature heat pumps that generate steam, thermal batteries that store renewable energy and systems that remove baking emissions without gas.

It is an ambitious plan. One we aim to realize toward 2030 and beyond. A formidable challenge, but one we believe in. *Allons-y!*



P1 • Outlook and policy context

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- Project pipeline
- **Outlook and policy context**

In recent years, we have invested heavily in what happens beneath the surface. Optimizing processes, rethinking structures, preparing facilities, and initiating partnerships. These efforts are not always visible in the numbers, yet they are essential to creating long-term impact.

Foundations in place

Our new organizational structure enables more sustainable management, with dedicated teams, scalable processes, and smart data flows. This structure allows us to respond more quickly to fluctuations in climate, demand, and regulations.

And that flexibility is crucial, because the future is anything but linear. We know that droughts and floods will continue to alternate. We know that pressure on energy and water consumption will increase. And we know that supply chains — from agriculture to distribution — will need to become more transparent, shorter, and more circular.

Factories of the future: not an idea, but a blueprint

Our planned new facility in France embodies this approach. The plant will be built based on lessons learned from all our other sites, while anticipating future standards. From heat recovery to efficient water use, from compact layouts to smart operations: it will be a factory that sets a higher benchmark. And it needs to. Demand for more sustainable products is growing. Customers expect transparency, efficient processes, and substantiated claims. What we build today will determine how relevant we remain tomorrow.

From preparation to acceleration

Although some KPIs may not show visible progress in 2024, we have taken crucial steps this year in preparation, structuring and awareness-raising. The foundations are laid, the first systems are up and running. And our ambition is clear: by 2030, we want to consume and emit structurally less, produce smarter and extract more value from everything we do.



Agristo goals

P	KPI	Target 2030	Baseline 2019	2023	2024	Unit	Evolution
P1	Relative scope 1+2 emissions	-50%	169	112 -33,9%	132 -22%	kg ton CO ₂ eq / ton finished product	On track
P1	Scope 1+2+3 relative	-30%	/	+8,1%	12,7%	kg ton CO ₂ eq / ton finished product	Extra effort needed
P1	Renewable energy	50%	4,91%	22,65%	22,5%	%	On track, extra effort needed
P1	Energy efficiency	-10%	100% 0,86	102% 0,87	108% 0,93	% MWh / ton	No progress, extra effort needed
P1	Water intensity	-10%	100% 3,47	103% 3,57	106% 3,69	% m ³ / ton	No progress, extra effort needed
P1	Sustainable water sources	50%	38%	44%	45%	%	On track
P1	Recycled and reused water	10%	/	90,764	15,068	m ³	Extra effort needed
P1	% potatoes certified according to SAI FSA Gold / Vegaplan	100%	100%	100%	100%	%	On track
P1	Resource and material intensity	-10%	100% 1,58	102% 1,61	101% 1,59	ton of raw materials and materials / ton of final product	No progress, extra effort needed
P1	Valorization of by-products	100%	100%	100%	100%	%	On track
P1	% by-products that are not food waste		59,30%	74,30%	73,30%	%	Nice progress
P1	% fossil-free company cars	100%		29%	64%	%	Well on track
	Number of complaints	0	54	35	41	#	On track

P2 is our team of Potatoholics

We put people first

- Connect
 - Joy
 - Care

We grow together

- Ambition
 - Learning culture
 - Growth mindset
-



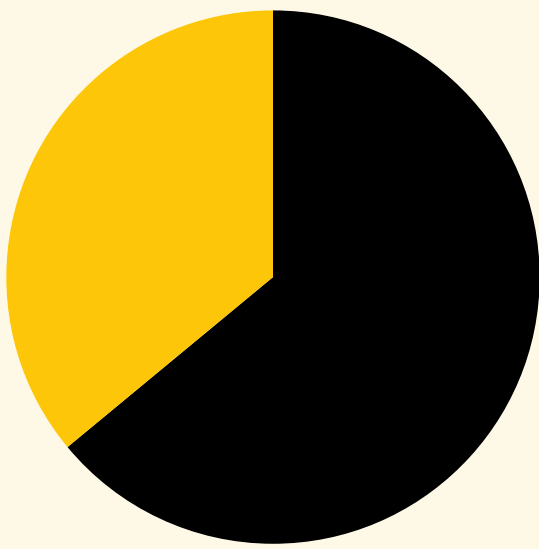
- Connect
- Joy
- Care



Things are moving fast. Barely five years ago, Agristo employed 750 people. Fast-forward to the end of 2024, and that number has nearly doubled across all our sites. Amid this rapid growth, it remains essential to preserve our roots as a warm, family-oriented company.

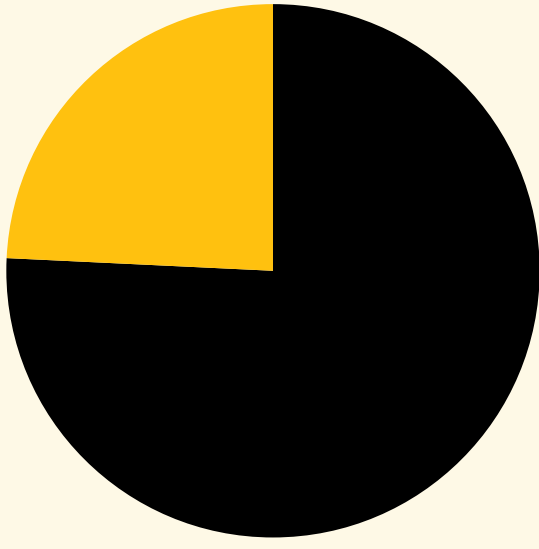
Because Agristo is about connection. About belonging. The ‘one family’ feeling is woven into our history. We live it every day. That’s why, at the end of 2024, we launched myAgristo, a new platform for collaboration designed to strengthen connections between colleagues.

Gender distribution in top management
Target: 50-50



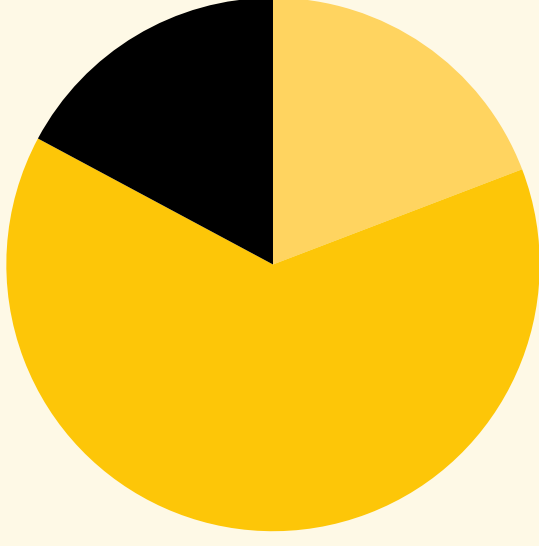
- Men 64%
- Women 36%

Gender distribution among employees



- Men 74,46%
- Women 25,24%

Age distribution of employees



- <30y 18,35%
- 30-50y 60,82%
- >50y 20,83%

A thorough reflection,
a well-founded 2-in-1 solution

How do you deal with growth? How do you keep everyone engaged? And how do you ensure the right communication reaches the right person in the right way?

The idea of creating a collaboration platform took shape in 2023 to address exactly these questions and to bring our Potatoholics together in one unifying place. We held extensive discussions with stakeholders at all plants and throughout the organization. In doing so, we carefully mapped the needs and wishes of our employees.

Factory-first focus

When developing the platform, our main focus was adoption, ease of use and clarity—especially for our operational colleagues on the factory floor, who have less access to digital tools. In addition to a personalized desktop version, all employees also get access to a mobile app. Both the desktop and mobile applications are designed around an intuitive user experience.

App for must-knows and nice-to-knows

The platform guides employees through their workday: a personalized homepage gives them access to a digital workplace. We keep Potatoholics engaged by sharing only the Agristo news that is relevant to them, from celebrations to events. Team and project updates are also consolidated in one place. Of course, there’s still room for nice-to-knows: from job openings and birthdays to new colleagues.

“The higher the engagement, the greater the success. The strength of the platform lies in our joint effort to connect and communicate through it,” says Renée Caestecker, project leader myAgristo.



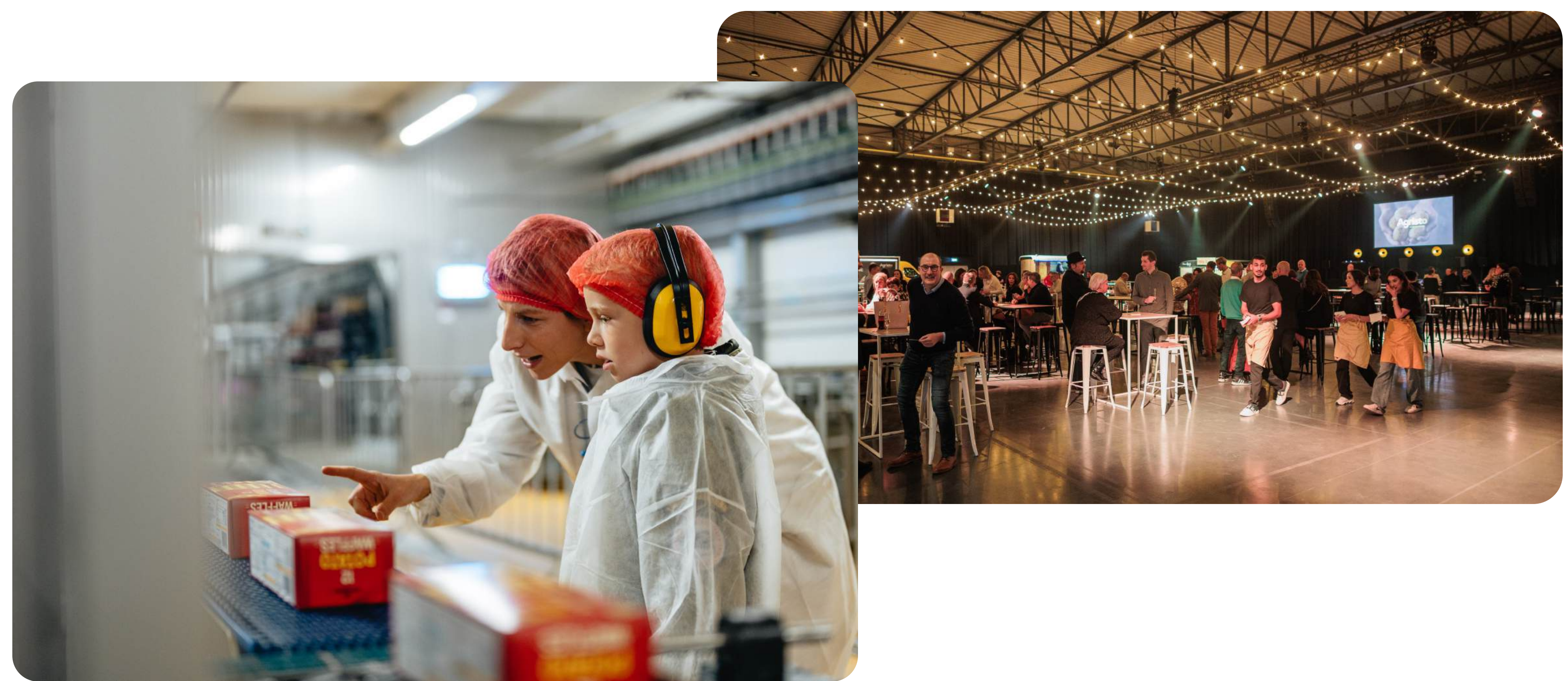
91% 😊

Potatoholics—it's more than just a nickname. It's about embracing a lifestyle. The 2023 employee satisfaction survey showed that 91% of our employees are proud of their job, and 88% are proud to work at Agristo. That pride shows. And it results in a strong sense of togetherness across teams and sites.

It is thus no surprise that our 2024 employer branding campaign fully embodied that pride. There was no need for actors or extras. 34 Potatoholics from different departments, teams, and sites stepped forward to show their best side. The message was clear: at Agristo, you'll find the crispiest jobs! From trailers, food trucks, bread bags, fuel caps and posters to online campaigns... Our employees are ready to welcome many more new colleagues into the Potatoverse.

They truly enjoy themselves, and it also reflects in the high participation rate at internal events and initiatives. From a packed Bargristo on Frydays, to the quickly sold-out annual quiz and family day, all the way to a Winter Festival that filled the Waregem Expo to capacity.

- Connect
- **Joy**
- Care



P2 • We put people first



- Connect
- Joy
- **Care**

The Safety Compass as a foundation for progress

At Agristo, safety stands on its own—independent from our general compass. Safety deserves its own compass because it is more than a value: it is the essential foundation for working together in a safe and healthy way. That is why we introduced the **Safety Compass**, which reflects our ambition to build a proactive safety culture with a strong focus on safe behavior. This initiative is directly linked to our goal of bringing all sites to the proactive level of the **Hudson Safety Ladder** by 2030.

Four guiding principles form the foundation

- 1. Nothing is worth endangering yourself or others**
No task is so urgent that the risk of injury can be justified. Safety always has the highest priority.
- 2. Talking safety, everyone's in charge**
Safety is a shared responsibility. Everyone, regardless of role or function, has both the right and the duty to report and address unsafe situations.
- 3. The only right thing to do is to address unsafe behavior**
In a culture of openness and respect, we correct one another to prevent accidents together. This way, safety becomes a shared value.
- 4. We take our time to take care**
Lack of time should never lead to unsafe shortcuts. Safety checks and procedures are essential to guarantee our well-being and that of our colleagues.



These principles form the backbone of our safety culture and are visibly carried by our employees—literally, on their safety vests.



P2 • We put people first



- Connect
- Joy
- **Care**

From reactive to proactive: a shared mission

At the beginning of 2024, together with our external partner Samurai at Work, we carried out a baseline assessment. This gave us insight into the position of each site on the Hudson Safety Ladder.

The baseline made it clear where we needed to focus in order to make progress. It formed the basis for a number of quick wins in 2024, including:

- More face-to-face communication about safety
- Greater visibility and involvement of the steering team on the shop floor
- The development of a uniform PPE matrix for each site
- Improved collaboration and consultation structures between shift supervisors across departments

In addition, each site selected ten safety issues that had to be addressed within the year. 90% of these action points have now been completed. These joint efforts are paying off. In 2024, we saw the frequency rate drop to 22.44. A strong improvement that confirms our approach is working—especially given the rapid growth of our organization and the introduction of new equipment and processes in recent years. Our safety culture has now caught up with this growth.

P2 • We put people first



- Connect
- Joy
- **Care**

Our roadmap to 2030

Our ambition is clear: by the end of 2026, we want every site to move up a level on the Safety Ladder and foster greater safety awareness.

To make that transition, our focus in 2025 will be on two key areas:

1. Policy and leadership
2. Knowledge and skills

Are the rules clear? Does everyone know how to follow them? These are the questions we are prioritizing in 2025. Concrete steps include:

- Developing a Group Safety Policy to serve as an overarching guideline for all sites
- Introducing Life Saving Rules: simple, non-negotiable rules that form the foundation of safe working
- Launching two Risk-Based Approach projects per site, actively involving employees in analyzing and resolving risks in their daily work environment

P2 • We put people first



Onder het We Care for You-programma werken we aan drie pijlers

To strengthen our safety culture, within We Care for You we focus on three domains:

- **Organizational:** clear procedures and practical tools make working safely self-evident
- **Technical:** we continuously invest in safe machines, systems, and infrastructure
- **Behavioral:** coaching and training help employees to recognize risks, learn correct actions, and make safe behavior second nature

Moving forward safely together

Safety requires a collective effort. It is a shared mission in which everyone plays a role. Thanks to the Safety Compass and the We Care for You program, we are taking steps as one team toward a working environment where safety is second nature. Today and tomorrow.

- Connect
- Joy
- **Care**

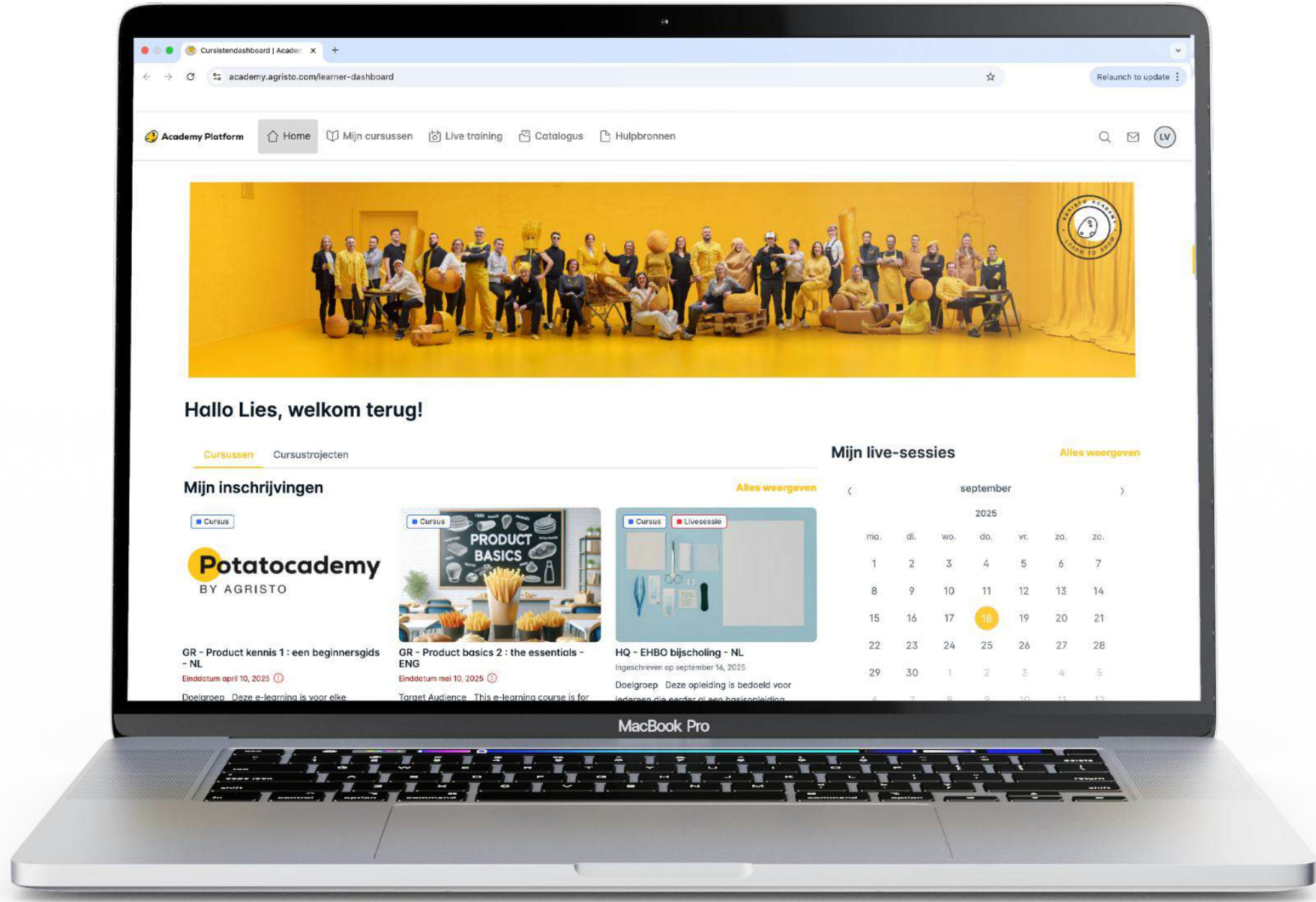
P2 • We grow together



At Agristo, we believe that personal growth and organizational growth go hand in hand. As a family-owned company on a global growth journey, we are committed to strengthening our teams, both individually and in how we collaborate. We want every Potatoholic to feel involved in our future and to actively contribute to our growth. Our ambition extends beyond production capacity or market share: we aim to create an environment where everyone has the opportunity to discover and develop their full potential.

For us, ambition isn't just about moving up in role or title—it's about growing in skills, responsibility and engagement. It's the ambition of each team member that drives Agristo forward. That's why we focus on a clear vision, shared goals and the development of the skills needed to turn those ambitions into reality.

- **Ambition**
- Learning culture
- Growth mindset



- Ambition
- **Learning culture**
- Growth mindset



Committing to lifelong learning

Our employees should have every opportunity to continue developing themselves. That’s why, in May 2024, we launched the **Agristo Academy**, with the first campus at our Wielsbeke site. Over the past few years, our Learning & Development team has been building both an online learning platform and a hands-on training environment to meet the needs of today and tomorrow.

The Academy brings together training programs focused on **people skills, (food) safety, technical expertise, operational excellence, product knowledge, sustainability and the environment**. In these programs, it’s not the job title but the learning needs of each Potatoholic that take center stage.

Learning paths tailored to every Potatoholic

Not everyone needs to start with the right skills already in place. At Agristo, we believe **motivation and the ability to learn are just as important as experience**. That’s why we also give opportunities to applicants without technical backgrounds, through customized training programs. For example, newly hired technicians take a test during onboarding. Based on the results, we design a step-by-step training path to prepare them for their role.

But our internal Potatoholics benefit from the Academy as well. Whether you’re an operator looking to transition into a technical role, or a team leader wanting to sharpen your leadership skills, our platform provides targeted guidance and in-depth learning. This not only creates opportunities for both horizontal and vertical mobility but also strengthens the resilience of our teams.

Hybrid learning to strengthen hard and soft skills

The Agristo Academy offers a healthy mix of online and offline learning. New employees complete e-learning modules on basic skills such as safety and forklift operation, while experienced colleagues can refresh or deepen their knowledge. In addition, we organize in-person sessions on topics such as **project management, TIG welding and communication skills**.

The curriculum is organized into eight learning tracks and combines various learning methods tailored to both content and audience. This way, we strengthen **not only hard skills but also the soft skills needed** to grow as a team. Thanks to this hybrid approach, learning at Agristo remains **accessible, intuitive, and impactful**.

3 steps to growing new skills

- Each standard module within the Academy consists of three parts:
1. **Interactive e-learning** with insightful questions, practical tips, and supporting videos.
 2. **A hands-on assignment**, where participants work independently and document their progress.
 3. **An in-person check** by a trainer to verify that learning objectives have been achieved.

This guarantees that everyone gains the right knowledge and skills, both in theory and in practice.

Embedded in our culture

“We defined eight learning tracks,” says Hanne Bovijn, Learning & Development Manager. “The main focus is initially on technical expertise and safety. A lack of certain skills among employees had led to bottlenecks and unsafe situations. The Academy ensures that a culture of learning becomes an intrinsic part of our company culture.”

Agristo wants at least **5% of working time to be dedicated to training**. “We already see that the platform is being eagerly used by our employees on a daily basis.”

From Wielsbeke to Tilburg

The Wielsbeke campus was the first to go live in June 2024. By then, 1,697 courses had already been completed on-site, averaging two hours of training per employee per month. Starting in 2026, we will have more data to take targeted actions to reach our 5% goal.

In the meantime, all Belgian sites are operational, and in May 2025 the Tilburg campus will also open its doors. These campuses focus on hands-on learning. For example, (future) technicians can train with practice boxes where they work with pumps, mechanics, and electrical systems. They are true skills labs where learning and doing go hand in hand.

Our training space in our former family home in Harelbeke has also grown into a full-fledged campus. Recently, four colleagues from the management and technical teams trained there in preparation for the launch of our new fry line in India. This proves that the Agristo Academy not only supports the growth of our employees but also that of our entire organization across borders.





Growth is in our DNA

We believe every Potatoholic has the potential to grow. Both personally and professionally. Growth can be steep, or it can expand more broadly. Flexible and agile. Those who show ambition and drive are given the opportunity to grow at their own pace. After all, a growth DNA is woven into the very fabric of our company.

The Power Up conversation is the perfect opportunity for every Potatoholic to explore and discuss growth opportunities. It's more than a traditional performance review. It's the starting point for a personalized journey, focused on skills, ambitions and learning needs.

- Ambition
- Learning culture
- **Growth mindset**



The succesful learning journey of Potatoholic Samim

A great example of our growth culture can be found in our colleague Samim, who started his career at Agristo as an operator in Wielsbeke. He quickly discovered that his heart still beat faster for technology, the field in which he had previously worked as an IT professional in Afghanistan.

“From day one, I made my interest in technology clear,” Samim says enthusiastically. “I love solving problems, working with tools, and finding new solutions.”

Sabrina, Learning & Development Specialist, immediately saw potential in Samim. “When the technical department needed extra support, we didn’t hesitate to design a personalized learning path for Samim,” she explains.

That path began with a basic technical course through our partners at Alimento and VINTO, specifically designed for the food industry. Samim completed an intensive eight-day program covering pneumatics, electromechanics, and electricity. The training was delivered in English, perfect for him as a non-native speaker.

But Samim’s learning journey didn’t stop there. Sabrina continues: “We are developing a futureproof training program for all our technicians, and Samim is part of that journey. The VINTO course is only the beginning of what we see as an in-depth technical immersion for operators who transition into technical roles.”

Samim himself looks back with pride: “My dream has come true, and now my ambition is to become an excellent technician.” His team leader Hein adds: “His drive made all the difference for us. Today, he is a valuable asset to our technical team.”

Creating and seizing opportunities

This example shows how growth at Agristo is both encouraged and facilitated. From training programs through the Agristo Academy to individual coaching and mentoring: those who show ambition are given the space to learn and develop, in ways that match their talents, pace and goals.

Our focus on a growth mindset means that we don’t just invest in what employees can do today, but especially in what they want and are able to achieve tomorrow. That’s what makes us stronger as an organization: people who are given the opportunity to grow and who want to do a little better every day.

P3 is for the potato we love

Together towards a sustainable potato chain

There are no delicious fries without a high-quality potato. Or without the farmers who grow them. Time and again, they overcome increasing weather extremes and navigate the ever more complex regulatory landscape. Impressive, because every year, they deliver the quality we need to produce the crispiest fries and the creamiest mashed potatoes.

- Our climate policy
- Our ambitions for 2030

P3 • Our climate policy



We want to continue taking steps towards sustainable agriculture: farming that is ecologically viable and economically feasible. For today's generations, who already face plenty of challenges. And for future generations, so that even 100 years from now, people can still enjoy our delicious potatoes.

That's why Agristo must be able to make a difference for our 700 growers, with a long-term perspective in mind. Our policy focuses on stability: stability in supply and quality. Healthy soils and resistant varieties form an extra buffer against sometimes relentless nature, with extreme weather events and potato diseases.

That's why it is important to remain close to our farmers. A dedicated team of Agro Account Managers builds partnerships based on trust. And knowledge. Several of our agronomists also have a background or roots in farming themselves. They act as internal representatives of the growers, ensuring that the interests of both parties are respected.

Our Agro department, which includes a dedicated Potato Expert, informs farmers about best and newest agricultural practices and encourages partner farmers to join sustainable improvement initiatives such as the climate scan. This pilot project attracted around five growers in 2024 and provides farmers with better insight into the impact of their production, along with suggestions on how to make their cultivation more sustainable—from fertilizer choices to reducing diesel use.

P3 • Our ambitions for 2030



Our objective is to process potatoes that are produced using sustainable farming practices. We make this concrete by ensuring that all our purchased potatoes carry the Vegaplan certificate. In 2024, this was the case for our entire purchased volume.

Furthermore, we're working on a comprehensive climate plan specifically focused on the agricultural side of our operations. In the meantime, we have already defined five topics that directly impact our pillars of Planet, People, and Potato:

- Ensuring fair risk distribution across the entire value chain
- Extracting maximum value from every potato
- Reducing the carbon footprint of potato transport
- Promoting sustainable practices by inspiring farmers
- Embedding sustainable practices by taking a leadership role and participating in cross-sector platforms

P3 • Our ambitions for 2030

- **Ensuring a fair risk distribution across the entire value chain**
- Extracting maximum value for every potato
- Reducing the carbon footprint of potato transport
- Promoting sustainable practices by inspiring farmers
- Embedding sustainable practices by taking a leadership role and participating in cross-sector platforms



Today, our growers bear the lion's share of the risk. We want to ensure that this risk is fairly distributed across the entire supply chain, from grower to end consumer.

The weather is local, unpredictable and volatile. At present, the burden of extreme weather events falls almost entirely on the grower. To address this, we launched a pilot project with four Agristo growers and introduced a multi-peril crop insurance. The goal was to evaluate whether such insurance could be integrated into a contractual framework as a safety net for our growers. During the growing season, three of the four growers experienced weather-related damage. However, in none of these cases did the payout cover the cost of the premium paid by the farmer. We are therefore continuing to explore further options in this area.

P3 • Our ambitions for 2030

- Ensuring a fair risk distribution across the entire value chain
- **Extracting maximum value for every potato**
- Reducing the carbon footprint of potato transport
- Promoting sustainable practices by inspiring farmers
- Embedding sustainable practices by taking a leadership role and participating in cross-sector platforms



Agristo always aims for the highest possible valorization. In cases where potatoes are of lower quality, we also want to offer growers solutions that ensure maximum value extraction.

P3 • Our ambitions for 2030



- Ensuring a fair risk distribution across the entire value chain
- Extracting maximum value for every potato
- **Reducing the carbon footprint of potato transport**
- Promoting sustainable practices by inspiring farmers
- Embedding sustainable practices by taking a leadership role and participating in cross-sector platforms

Thanks to long-term, strategic partnerships, we ensure that our growers are located on average no more than 150 kilometers from one of our processing sites. We also strive to reduce the number of potato shipments.

Less soil, fewer shipments

Analyses of potato deliveries during the harvest period showed that a striking amount of soil was being transported along with the potatoes. On average, soil made up more than 10% of the total load, a significant impact at one of the very first stages in the value chain. The consequence? More trucks are needed to bring all the potatoes to our sites, and once there, more water is required to destone and wash them.

To address this, Agristo introduced a dynamic pricing system, rewarding growers with a premium when they deliver potatoes that are destoned and stored dry.

Of course, this requires a financial investment from growers—a receiving pit and a shed are not free. Internally, we calculated estimated grower costs to ensure the premium would serve as a real incentive. The result: keeping a load clean comes at about 1 cent per kilo of potatoes. As a processor, we now contractually provide a premium of 2 to 3 cents per kilo in return—depending on the delivery period.



- Ensuring a fair risk distribution across the entire value chain
- Extracting maximum value for every potato
- Reducing the carbon footprint of potato transport
- **Promoting sustainable practices by inspiring farmers**
- Embedding sustainable practices by taking a leadership role and participating in cross-sector platforms

We empower our growers as entrepreneurs and have no intention whatsoever of vertically integrating to take over cultivation ourselves. Instead, we want to inspire, inform and incentivize them as they navigate the challenges they face.

Empowering our growers

Through our own processes, we can create significant impact. But we also want to support our earliest stakeholders, being our growers, in reducing their footprint.

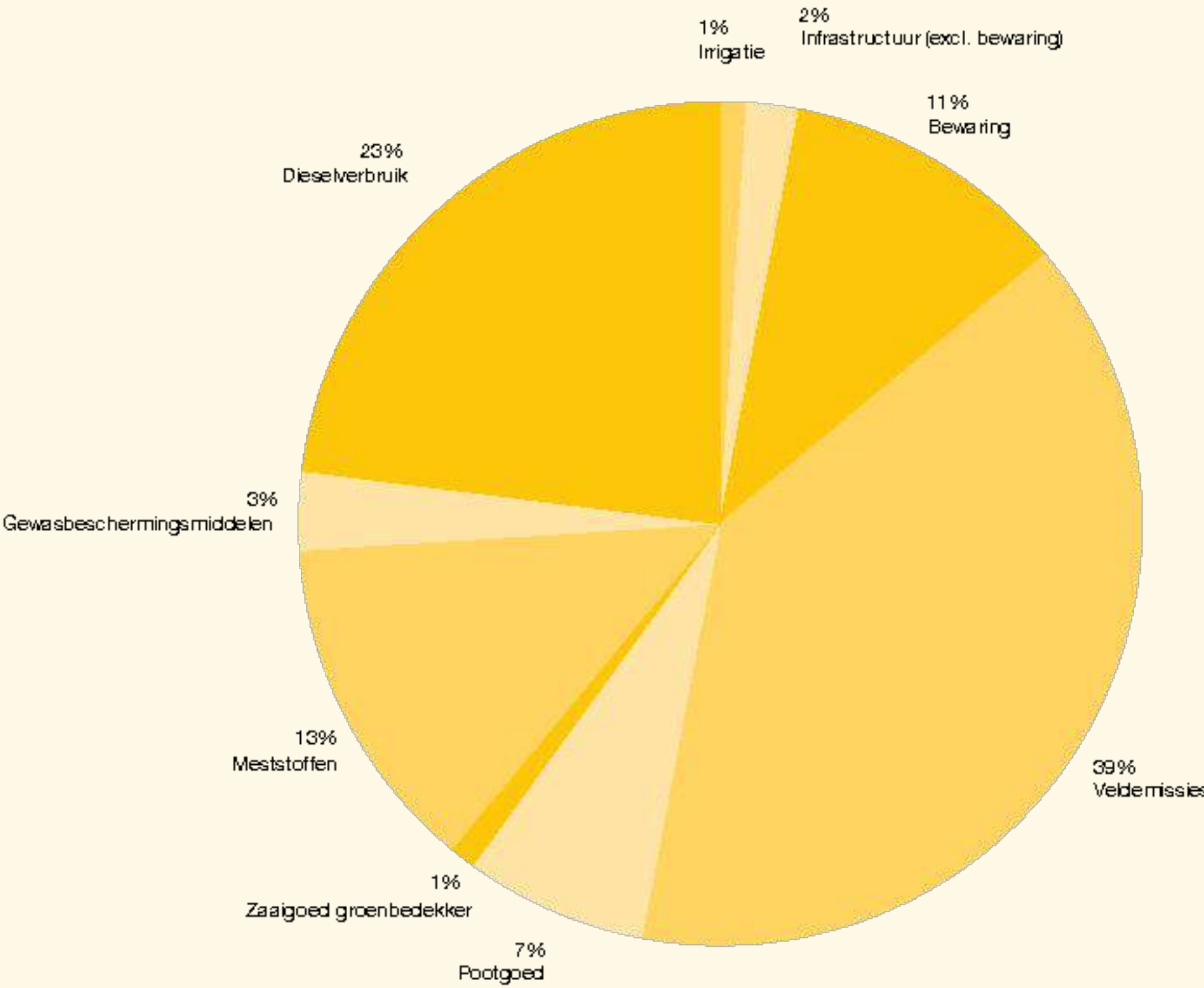
Klimrek Project

In collaboration with the Institute for Agricultural, Fisheries and Food Research (ILVO), this led to the Klimrek Project. During our grower days, we invited farmers to measure and report their CO₂ footprint. The goal was not to monitor them, but to provide insights that strengthen their businesses against the effects of a changing climate.

Several engaged growers received a questionnaire, supported by an advisor. Over the course of a growing season, they collected specific data such as fertilizer use and crop protection per field, as well as energy and diesel consumption up to the farm gate.

The result: a detailed overview of their climate impact. The five participating growers achieved an average of 92 g CO₂-eq/kg of net delivered potatoes. The most significant emissions were observed in the field, from fertilizers and diesel consumption.

Climate scan: average of 5 farms



Based on the results, each grower received tailored advice on how to reduce their impact. From choosing and applying the right fertilizer and limiting storage losses, to improving insulation in sheds and increasing water infiltration. The climate scans showed that growers could achieve long-term climate gains of 5 to 10% by following this guidance. Growers were also advised to sow a leguminous plant immediately after harvest. This helps replenish the soil with nutrients during the fallow period—and adds a little extra color to the field.

Growers were advised to sow a leguminous plant immediately after harvesting. This way, the soil receives the necessary nutrients during the fallow period — and the fields get a touch of extra color.

P3 • Our ambitions for 2030

Agristo aims to take a leading role in the sector, contributing to sustainability together while fostering stronger connections across the network.

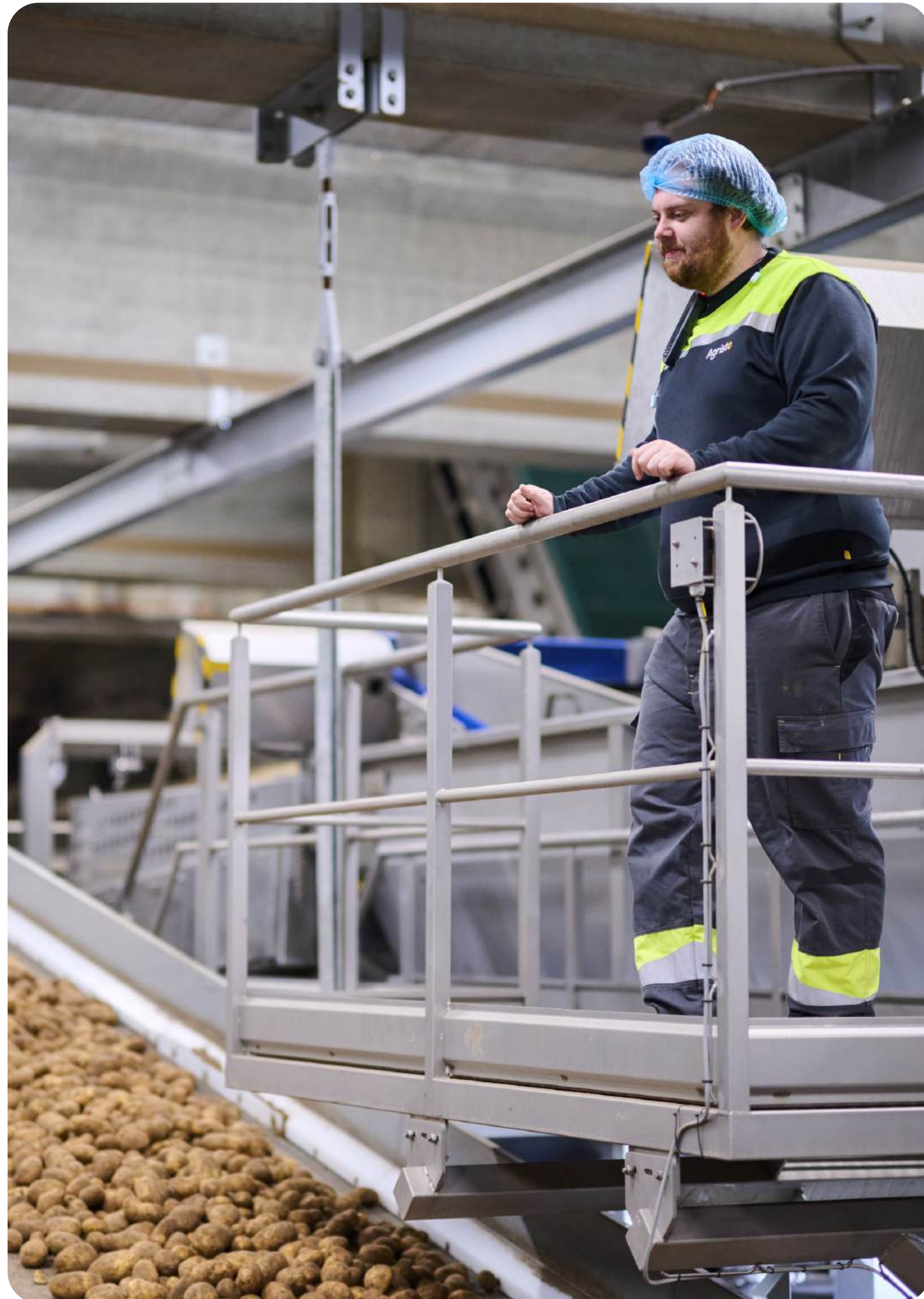
- Ensuring a fair risk distribution across the entire value chain
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OUTRO

Good governance as a foundation

Sustainable business operations for Agristo



Sustainable business operations are inherent to Agristo's purpose and future plans. Everything starts with the potato, which is central to Agristo. Potatoes are a natural product, subject to the whims of the climate. If potato cultivation comes under pressure due to a changing climate, it affects the fundamentals of life. Combating climate change and ensuring that every link in our supply chain can adapt to new circumstances is therefore central to our business operations.

Moreover, every process in our company and our supply chain is managed by people, all trying to make a difference in their area and ultimately contributing to local and global communities. We strive for maximum development for everyone who comes into contact with Agristo, directly or indirectly. This can only be achieved with ethical and sustainable business practices. Agristo is growing but remains a family business. We believe our growth has only been possible by putting people at the center, and we are equally convinced that we will only be able to realize our future plans if we continue to do so.

When asked why someone likes to work with Agristo, the company culture is often the answer. It is not always easy to describe what this company culture exactly is. What is clear, however, is that people sense it. An employee, neighbor, customer, or supplier who enters our premises or comes into contact with us feels this culture. A drive and ambition that revolves around people. This is reflected in the values that are central to our company culture, which you can read more about in the 'About Agristo' chapter.

Our policy on sustainable business operations

Policy	Document reference	Scope	Status	Responsible party
Company culture	Values compass	Internal	Applicable	CEO
Code of conduct	Human rights policy	Internal + suppliers	Applicable	Legal
Whistleblowers	Whistleblower policy	Internal + external	Applicable internally + further rollout needed in 2024	Legal
Corruption and bribery	Anti-corruption and fraud policy	Internal + external	Applicable	Legal
Supplier selection procedure	/	/	/	Procurement
Payment procedure	Payment cycle + 4-eyes policy	Internal	Applicable	Finance

Ethical business operations and culture

Sustainability is ingrained throughout the entire organization. The company culture has been established and monitored by a working group consisting of members of management and employees from different departments. Communication about the company culture is conducted through internal communication channels such as newsletters, intranet, and a specific website that explains the Agristo compass.

The extent to which someone subscribes to the company culture is an important criterion in the recruitment of new employees. During the onboarding process, every new employee is informed about the applicable procedures and codes of conduct. The company culture is also a topic in the MyStory conversations that every employee has at least once a year with their supervisor. Every supervisor evaluates their employees based on the applicable codes of conduct and the company culture. Behavior contrary to the law is reported to the legal & external affairs department or through a whistleblowing procedure.

Anti-corruption and fraud policy

Within the finance departments, there is a control department at both group and plant levels that prepares reports and detects irregularities. Furthermore, every incoming invoice is processed using the 4-eyes principle, so that it is approved by at least two employees. In addition, an authorization matrix is in place within which - depending on the job level - approvals are limited to certain threshold amounts.

If incidents of corruption or bribery were to occur, management would be informed through the steering teams (at plant level) or through the legal & external affairs department (at group level).

Sustainable procurement

New suppliers must complete a questionnaire before we decide whether or not to enter into a partnership. This questionnaire includes a section on ethical behavior, as well as sustainability and respect for the environment.



Our ambitions for 2030

For all objectives and KPIs, we have established clear definitions and measurement methods to ensure they are calculated in a consistent and uniform way. Since the world is constantly evolving, we have also put procedures in place that allow us to update these methods without compromising comparability.

When interpreting results, we also take the context of the data into account. This allows us to add nuance to differences in, for example, water and energy use between wet and dry years. Updating conversion factors—such as the emission factors used in our carbon footprint—also plays an important role here. Whereas in the past general emission factors were often used for broader product groups, today more and more emission factors are available for specific product categories.

To create the most accurate picture possible and enable objective year-to-year comparisons, we have retroactively adjusted emission factors in previous years' calculations where relevant. This also makes those calculations more accurate. For other product categories, emission factors were not adjusted in the past, as the changes are the result of recent shifts in how those products are produced.



Attachments

KPI overview



Ambition	Topic	Item	KPI	Unit	Target 2030	Baseline 2019	2022	2023	2024
Planet	Climate action	Carbon Footprint - Scope 1	Total scope 1 emission	ton CO ₂ -eq	/	78.966	72.674	75.780	84.748
Planet	Climate action	Carbon Footprint - Scope 1	% scope 1 emissions in ETS	%	/	84%	98%	97%	99,6%
Planet	Climate action	Carbon Footprint - Scope 2	Total location based scope 2 emissions	ton CO ₂ -eq	/	48.220	56.692	57.666	59.109
Planet	Climate action	Carbon Footprint - Scope 2	Total market based scope 2 emissions	ton CO ₂ -eq	/	43.580	46.172	23.878	36.917
Planet	Climate action	Carbon Footprint - Scope 3	Scope 3 Category 1 - Purchased goods and services	ton CO ₂ -eq	nvt	305.780	373.910	375.015	324.940
Planet	Climate action	Carbon Footprint - Scope 3	Scope 3 category 2 - Capital goods	ton CO ₂ -eq	nvt	28.452	40.299	25.943	36.011
Planet	Climate action	Carbon Footprint - Scope 3	Scope 3 Category 3 - Fuel and energy related activities	ton CO ₂ -eq	nvt	19.079	18.281	16.896	19.960
Planet	Climate action	Carbon Footprint - Scope 3	Scope 3 Category 4 - Upstream transportation and distribution	ton CO ₂ -eq	nvt	0	2	2	3
Planet	Climate action	Carbon Footprint - Scope 3	Scope 3 Category 5 - Waste generated in operations	ton CO ₂ -eq	nvt	4.528	3.787	5.335	6.118
Planet	Climate action	Carbon Footprint - Scope 3	Scope 3 Category 6 - Business Travel	ton CO ₂ -eq	nvt	236	116	83	245
Planet	Climate action	Carbon Footprint - Scope 3	Scope 3 Category 7 - Employee Commuting	ton CO ₂ -eq	nvt	614	637	733	847
Planet	Climate action	Carbon Footprint - Scope 3	Scope 3 Category 9 - Downstream transportation and distribution	ton CO ₂ -eq	nvt	96.759	96.332	96.991	123.394
Planet	Climate action	Carbon Footprint - Scope 3	Scope 3 Category 15 - Investments	ton CO ₂ -eq	nvt	0	0	0	0
Planet	Climate action	Carbon Footprint	Totale GHG emissies	ton CO ₂ -eq	/	578.012	652.211	620.657	633.182
Planet	Climate action	Carbon Footprint	GHG intensiteit	ton CO ₂ -eq/ € net revenu	/			0,0005	0,0005
Planet	Climate action	Energy consumption	Total energy consumption	MWh	/	619.981	756.232	777.678	851.792
Planet	Climate action	Energy consumption	Total fossil energy consumption	MWh	/	520.789 MWh	497.125 MWh	458.548 MWh	544.154 MWh
Planet	Climate action	Energy consumption	Total nuclear energy consumption	MWh	/	68.778 MWh	93.831 MWh	142.957 MWh	118.009 MWh
Planet	Climate action	Energy consumption	Total renewable energy consumption	MWh	/	30.414 MWh	165.277 MWh	176.173 MWh	192.213 MWh
Planet	Climate action	Energy consumption	% renewable energy	%	50%	4,91%	21,86%	22,65%	22,5%
Planet	Climate action	Energy consumption	% renewable energy	%	50%	4,91%	21,86%	22,65%	22,5%
Planet	Climate action	Energy consumption	Energy intensity	MWh / € net revenu	/				

Ambition	Topic	Item	KPI	Unit	Target 2030	Baseline 2019	2022	2023	2024
Planet	Climate action	Water consumption	Total water consumption	m³	/	2.506.926	3.065.832	3.179.917	3.400.590
Planet	Climate action	Water consumption	Water consumption in high-risk areas	m³	/	1.649.939	2.137.472	2.116.420	2.393.723
Planet	Climate action	Water consumption	Recycled and reused water	m³	/	2.506.926	3.065.832	3.179.917	3.400.590
Planet	Climate action	Water consumption	Total water storage	m³	/	0	0	0	0
Planet	Climate action	Water consumption	Water intensity	m³ / € net revenu	-10%	0	0	0	0
Planet	Sustainable use of resources	Resource inflows	Total input of biological and technical materials	ton	nvt	1.146.089	1.400.702	1.432.229	1.460.242
Planet	Sustainable use of resources	Resource inflows	% sustainably sourced bio-based materials and biofuels used for non-energy purposes per employee and gender	%	nvt	0	0	0	0
Planet	Sustainable use of resources	Resource inflows	Non-virgin reused or recycled components, intermediates, and materials	ton	/	0	0	0	0
Planet	Waste and packaging	Waste	Total amount of waste (only by-products)	ton	/	578.004	300.894	308.304	332.263
Planet	Waste and packaging	Waste	Waste processing into reuse, recycle, other (by-products)	ton	/	578.004	300.894	308.304	332.263
Planet	Waste and packaging	Waste	Avoided amount of waste (potato only)	ton	/	18.321	38.510	41.972	64.527
Planet	Waste and packaging	Waste	Quantities of recycled and non-recycled waste (by-products)	ton, %	Recycling	56%	64%	62%	57%
					Non-recycled	56%	64%	62%	57%
Planet	Waste and packaging	Waste	Quantities of hazardous and radioactive waste (by-products)	ton	/	0	0	0	0

Ambition	Topic	Item	KPI	Unit	Target 2030	Baseline 2019	2022	2023	2024
People	We put people first	Health & safety	% of employees covered by a health & safety management system	%	100%			100%	100%
People	We put people first	Health & safety	Number of fatal work-related accidents	#	0		0	1	0
People	We put people first	Health & safety	Number and frequency rate of work-related accidents	#	0		0	20 & 38,26	22,44 & 45
People	We put people first	Health & safety	Number of cases of work-related ill health ~ absenteeism	#	5%			1386	1680
People	We put people first	Health & safety	Number of days lost to work-related injuries, accidents, fatalities, or illness	#				8005	9755
People	We put people first	Health & safety	% of employees covered by a collective labor agreement	%	100%			100%	100%
People	We put people first	Health & safety	% of employees represented by delegates	%	100%			100%	100%
People	We put people first	Diversity	Gender distribution in top management	%	50-50			64% m - 36% w	64% m - 36% w
People	We put people first	Diversity	Gender distribution of employees	%	nvt			75,8% m - 24,2% w	74,46% m - 25,24% w
People	We put people first	Diversity	Age distribution of employees	%	nvt			19,31%	18,35%
			<30 years					63,37%	60,82%
			30-50 years					17,31%	20,83%
			>50 years						
People	We put people first	Remuneration	% of employees per country paid below the applicable benchmark	%	0%				0%
People	We put people first	Work-life balance	Number of employees eligible for family leave	%	nvt			14%	100%
People	We put people first	Work-life balance	Number of employees taking family leave, by gender	%	nvt			0	114 m - 71 w
People	We put people first	Work-life balance	Staff turnover	%, #	With regard to Tilburg and Nazareth, reduce to 10%, for Wielsbeke to 15%			0	14,56%
People	We put people first	Remuneration	Gender pay gap	%, #					

Ambition	Topic	Item	KPI	Unit	Target 2030	Baseline 2019	2022	2023	2024
People	We put people first	Remuneration	Ratio of highest to median paid person						
People	We put people first	Learning & Development	% of employees having regular performance and development discussions, by gender	%	100%			39%	37,23%
People	We put people first	Learning & Development	Average number of hours of training per employee and per gender	u	5%				.
Governance	Payment terms	Payments	Number of outstanding procedures for late payments	#					.
Governance	Prevention of corruption and bribery	Corruption & bribery	% of risk functions subject to training programmes	%	100%				.
Governance	Prevention of corruption and bribery	Corruption & bribery	Number of convictions and fines for breaching the anti-corruption and bribery policy	#					.
Governance	Corporate culture & Business conduct	Reception	Monetary contributions that can be linked to lobbying	€					.
Governance	Corporate culture & Business conduct	Code of Conduct	% of employees aware of the code of practice	%					.