

Agristo
we love potatoes



Sustainability report 2025



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About this report

About this report

Our reporting period runs from January 1, 2025, to December 31, 2025. It documents our progress since our last sustainability report, which was issued in September 2025 (covering fiscal years 2023–2024). 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.

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 five production sites (three in Belgium, one in the Netherlands, and one under construction in France), 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), Tilburg (NL) and Escaudoeuvres (FR).

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

Legal structure

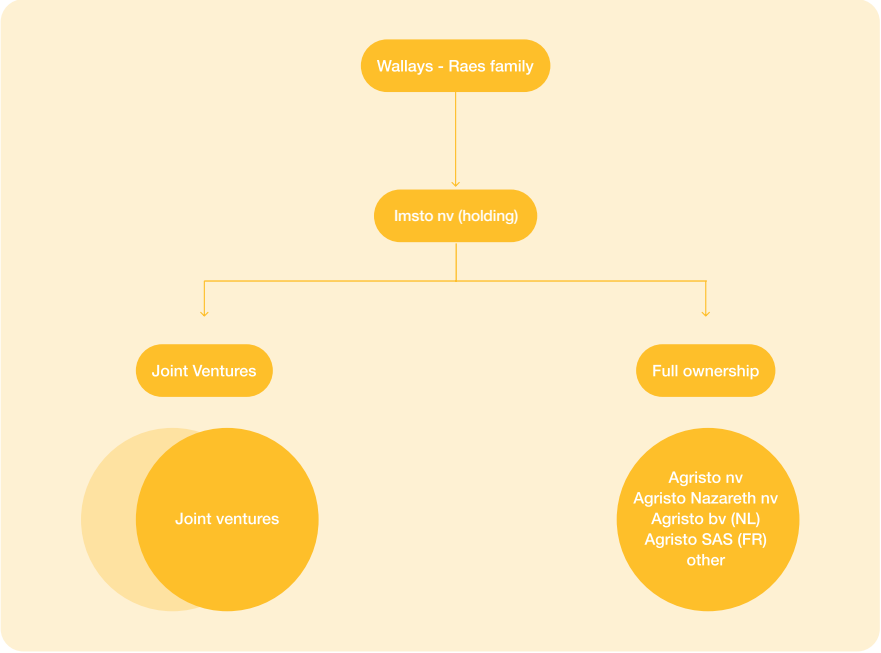
Agristo was founded in 1986 by the Raes and Wallays families. The company is currently entirely family-owned. Over the years, the group structure has been developed, overseen by the holding structure Imsto nv.

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.

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)
- Agristo SAS (build in Escaudoeuvres)



A framework for growth

Why we built this now

Sustainability isn't a side project at Agristo. It's a condition for long-term success and a responsibility that grows with our scale. That's why we developed a **global sustainability framework**: a clear compass that connects purpose, priorities, and action across regions.

At its core, the framework starts with a simple idea: **sustainability has three dimensions. Environmental, social, and economic.** And a business model only endures if it performs within all three, over generations.

> **"Our purpose isn't to make fries. It's to cultivate growth. For the long run."**

A shared reality: boundaries, norms, resilience

Environmental sustainability is not a matter of opinion. Science shows that our planet operates within boundaries ... and several are already being exceeded. We use the **planetary boundaries** model as our reference: it defines the earth-system processes we must respect if we want future generations to thrive.

Social sustainability is different: it is **normative**, grounded in what society agrees is acceptable. Such as dignity, safety, and human well-being. Our framework aligns with the idea of a **social foundation**: minimum conditions people need to live and work with dignity.

And economic sustainability is the third pillar: we must remain competitive and resilient, because impact only scales if the business endures. Sustainability is not the opposite of competitiveness. Done well, it strengthens it.

From purpose to priorities

In Europe, we used a double materiality assessment to define what matters most. To see where we have the biggest impact on people and planet, and what affects our long-term value creation. This resulted in ten focus themes: **climate action, water, circularity, regenerative agriculture, safety, wellbeing, personal development, corporate responsibility, food safety and traceability**.

Our ambition is clear. Without turning this foreword into a list of KPIs. We are committed to **net-zero operations (Scope 1 & 2)** over time, and to a **continuous reduction of value-chain emissions (Scope 3)**. We aim for factories that move toward **water self-sufficiency, zero waste through circularity**, and a farming ecosystem that steadily shifts toward **regenerative practices.** We pursue **zero accidents, best-in-class wellbeing**, and the **highest ethical standards** in how we decide and operate—everywhere we work.

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.

> **“We won’t build sustainability in a silo. We’ll build it in the system—together with our ecosystem.”**

Because that’s the real point: this framework is designed to create ownership across teams, embed sustainability into daily decisions, and invite partners to move with us. The path won’t always be linear. Not every solution exists yet. But our direction is set and we’re committed to leading with discipline, innovation, and collaboration. The framework will be implemented in the years to come. In the meantime, this report gives you insight in the progress we’ve made in 2025 and the challenges still ahead.

Enjoy your read,
Filip Wallays, CEO

Part 1

About Agristo

Hi, we're Agristo



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.

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, we took our 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

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 becomes the CEO.

2025

We are announcing our ambition to build a production facility in North Dakota, United States, where we have been exploring the market with test fields since 2022. With our growing presence in the U.S. retail segment, we aim to strengthen our position through local production.

Mission, vision and values 2025



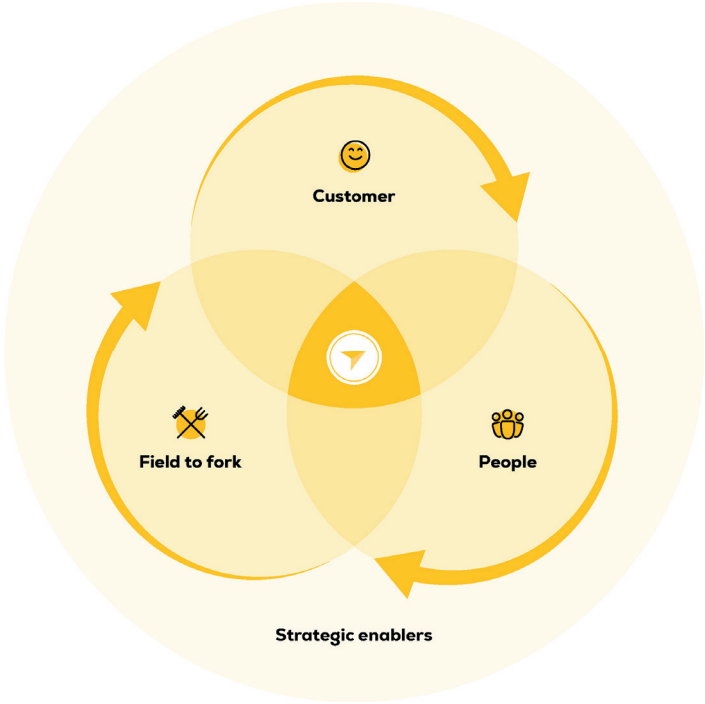
We cultivate growth. Agristo forms a sustainable community. A community where our people can thrive and grow, both personally and professionally. Because growth is in our DNA. In every fiber and vein. That's what drives Agristo every day anew.

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.**

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.

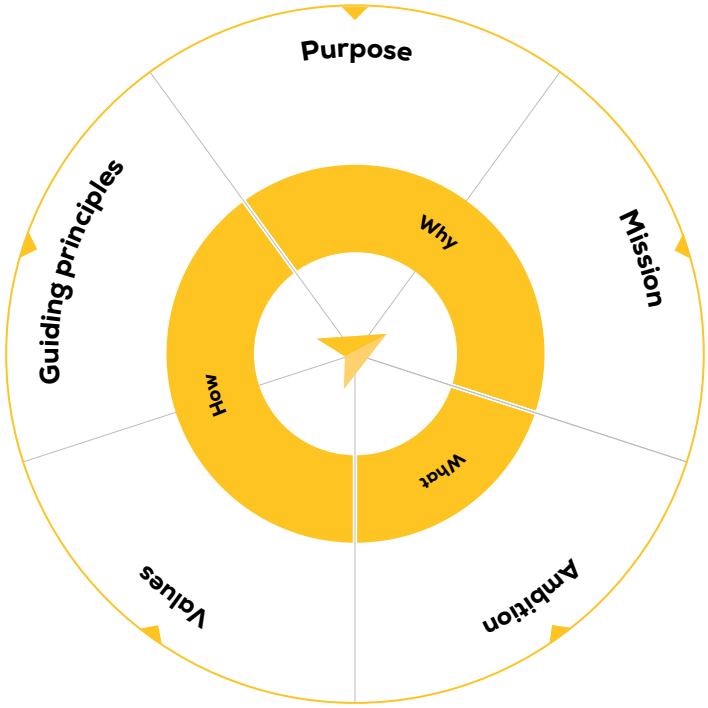
Our constant: today's Potatoverse is not tomorrow's. We want to do better every day and explore new skills and technologies that propel us forward. Our Potatoholics are also at the helm, with autonomy, flexibility, and a daring vision as fuel.



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.

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

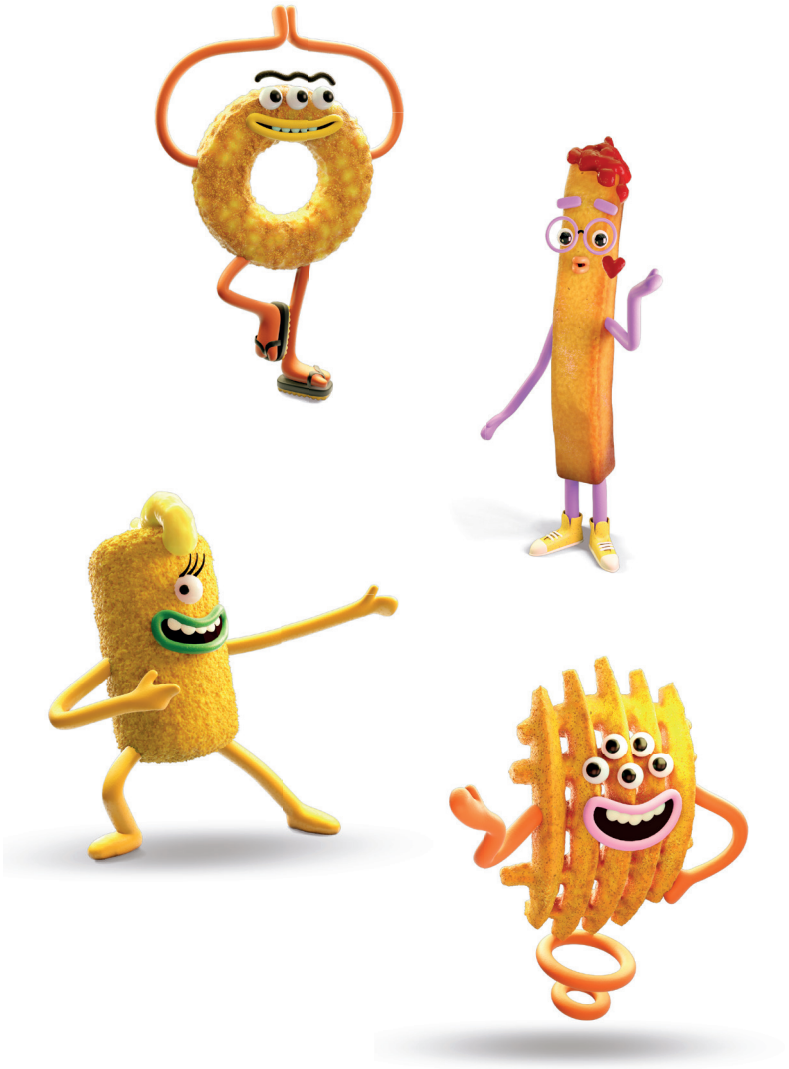


To achieve our mission, we are led by our compass of 11 guiding principles that guide us day in, day out:

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 potatoverse 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.



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 products

Fries, croquettes, waffle fries or mini hash browns … what ends up on the plate may differ, but choosing Agristo always means choosing convenience, taste and a more sustainable product. Every year, we raise the bar on how our products perform: in texture, in flavor, and in their environmental footprint.

Long shelf life, less waste

One of our biggest – and often overlooked – strengths is the long shelf life of our products. With a minimum of 1.5 to 2 years, our frozen range offers a clear sustainability advantage over fresh alternatives. For retailers, this means fewer losses and greater predictability in the supply chain.

For chefs, it enables menu flexibility without risk: they simply use what they need and store the rest. Even an opened bag can be resealed and kept in the freezer without quality loss — eliminating waste at both the kitchen and consumer level. A simple but powerful USP that contributes directly to reducing food waste across the value chain.

Sunflower oil where it makes sense

We continue our transition from palm oil to sunflower oil, but always with the market at the center. Where the switch creates clear added value for customers, we make it happen. Where it is not yet a market-relevant solution, we don't push — because sustainability only works when it works for everyone.

However, within one of our own brands, Maestro, the transition is going even further: wherever possible, sunflower oil is becoming the new standard.

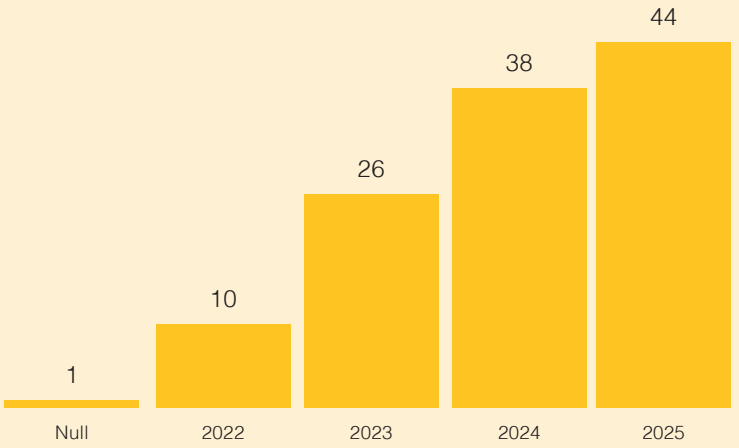


Crispier products on the rise

Crispier, more textured products are hotter than ever. Products with a layer have already become the norm in our leading market, the UK — and more of our range is shifting in that direction as well. The result? More crisp, more flavor retention, and always compatible with 3-way cook: fryer, oven and air fryer.

This shift is also transforming our product mix: compared to 2017, a significant share of our range is now made up of new or reformulated products featuring 3-way cook. A clear example of how we innovate in line with market needs .

Product launches per year



* Not all these launches are completely new innovations - some are targeted inprovements and optimizations



More product launches (and smarter ones)

The number of launches continues to rise year after year. But not every launch is a completely new innovation: many are targeted improvements or recipe optimizations that make our existing products better, more relevant or more sustainable.

A large part of our new variants reflects the growing demand for seasoning, flavor, portionability and air-fryer compatibility. Examples include:

Seasoned innovations & air-fryer friendly products

- **Super crispy seasoned waffle fries**
  A clean-label breakthrough: No modified potato starch, no modified maize starch, no stabiliser and no raising agent.
- **Mini hash browns in flavorful varieties**
  This product and its seasoned variaties propose an answer to 2 different trends according to our market research, showing snacking is becoming a moment in its own right, while traditional meal moments continue to blur. Second is the desire for more seasoning, often spiced flavors from global cuisines.
  - Paprika & chili
  - Cheddar cheese
  - Butter & garlic

Small portions, big experience — aligning with snacking trends and reducing food waste.

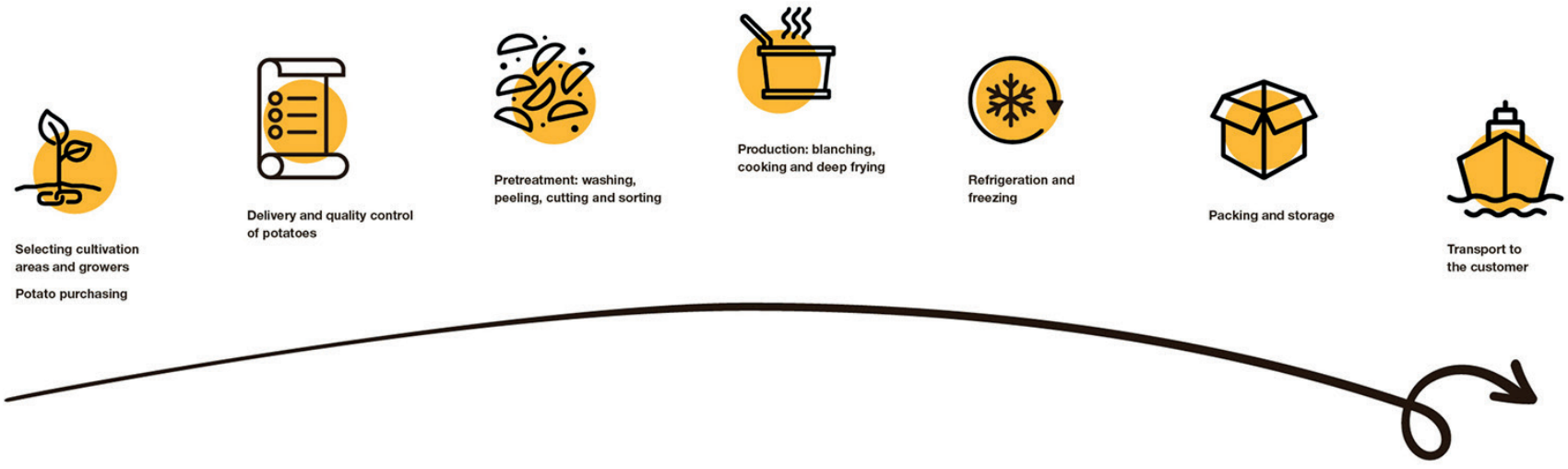


A product portfolio that keeps evolving

Data-driven development is now deeply embedded in how we work. We track trends, analyze markets and validate concepts with consumers before scaling. This results in a portfolio that evolves in the right direction: relevant, future-proof and increasingly sustainable.

In the past ten years, our product mix has clearly shifted, with newer and upgraded products entering the market each year. And while not every launch is a radical innovation, each contributes to a more impactful, efficient and sustainable offering.

Our value chain



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

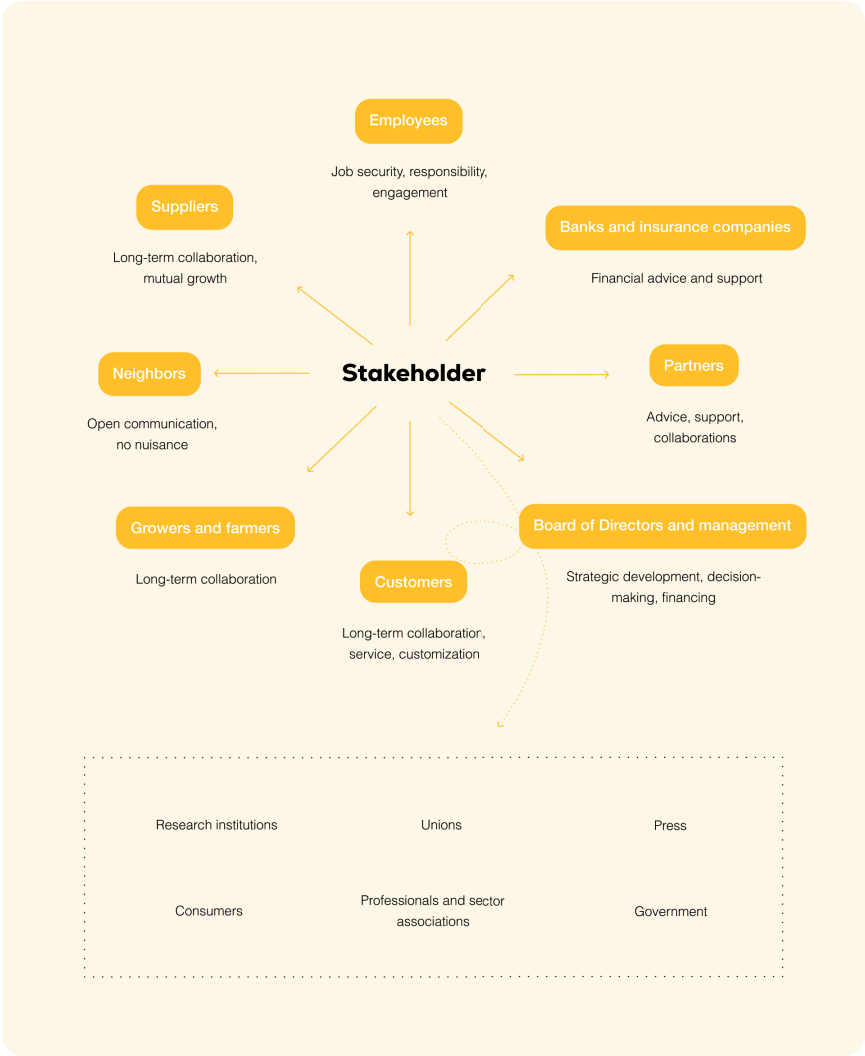
Customers

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

Our 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 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 via our yearly trend report.

Our growers

We build long-term partnerships with local growers. Already half of our grower base, over 800 partners strong, attends our half-yearly Growers' Days. 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 neighbours

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.

Local organisations

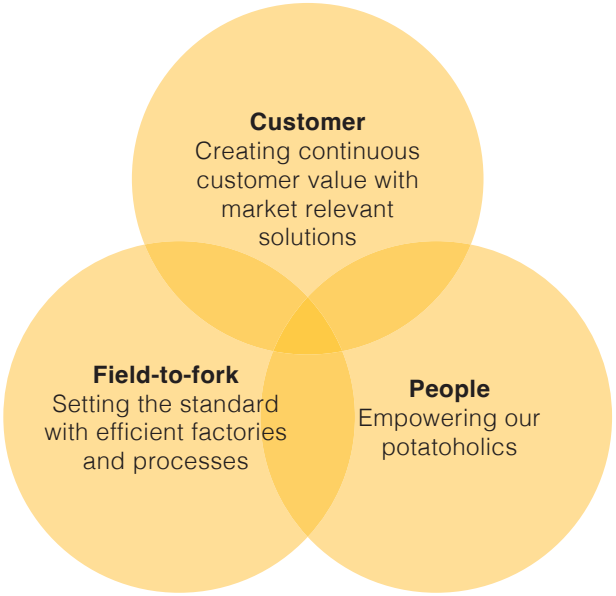
We sponsor socio-cultural and sports organizations in our production regions. By 2030, we aim to support even more local initiatives involving our employees and neighbors. Local artists are regularly displayed in our atrium at Wielsbeke, and guided tours are given to senior citizen organizations and more. We also support health organizations, such as the Red Cross, organizing regular blood donations.

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. They are fed curated content through our myAgristo platform and are updated by our executives in quarterly town hall meetings. 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.

Our leadership team and how we organize sustainability



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 consisted in 2025 of 8 men and 2 women, while 2 men and 2 women formed the executive committee. 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 strategy. Throughout the reporting periods, operational sustainability themes are reported to the board of directors.

Team overseeing sustainability reporting

This sustainability report 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 Officer, Director Finance Europe, and the 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 legal department as part of sustainability reporting.



Risk management and internal controls around sustainability reporting



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

Financial message

2025

After two exceptionally strong years, 2025 was a year of financial resilience for Agristo in a more normalized, yet also more challenging market environment. Both volumes and sales prices came under pressure, but despite this context, we succeeded in maintaining our profitability at a robust and sustainable level.

Demand growth for Western European products slowed, while international competition increased, particularly in price-sensitive export markets. A potato surplus further added pressure to the market. These developments confirm that the exceptional performance of previous years cannot be considered structural and underscore the cyclical nature of the sector.

At the same time, Agristo's fundamentals remain strong and distinctive. Our diversified customer base, international presence, consistent focus on quality and service, and the continued development of high added value products form the core of our strategy. By continuously investing in customer focus, innovation, and operational efficiency, we strengthen our competitive position and create sustainable long-term value.

On the cost side, the potato market remained volatile. Favorable growing conditions and an expansion of acreage led to ample supply and a weak free market. This confirms the importance of a balanced contracting strategy, close collaboration with growers, and strong alignment between commercial demand, production planning, and raw material requirements. A robust and sustainable potato value chain remains essential for the long-term anchoring of our sector in Western Europe.

In line with the acceleration of our strategic investment program, capital expenditures increased to more than €350 million in 2025. These investments are aimed at strengthening our scale, efficiency, and future growth. Key projects include the further expansion of the Wielsbeke site and the construction of a new production facility in Northern France. In addition, we continued to invest in our existing sites, with a focus on safety, efficiency, quality, and sustainability.

Outlook

2026 & beyond

Looking ahead, we expect profitability to further evolve toward a normalized long-term level, in line with underlying market dynamics. Economic and geopolitical uncertainties persist, while the volatility of potatoes—our primary raw material—requires a forward-looking and adaptive approach.

At the same time, we remain confident in the strong structural growth prospects of the global frozen potato market. In this context, we will continue executing our long-term investment program, with a clear focus on expanding our capacity in Wielsbeke and Northern France, as well as further preparing our first production facility in the United States.

These strategic investments are supported by a solid financial position and disciplined capital allocation. As a family-owned company, we consciously reinvest a significant portion of our results into the business, with a view to sustainable long-term value creation. In our capital-intensive sector, growth and competitiveness require continuous investment in capacity, technology, energy efficiency, quality, and people.

Through strong customer relationships, entrepreneurship, targeted investments, and a clear long-term vision, we will continue to strengthen our position as an international player and further build a sustainable, future-oriented Agristo group.

Part 3

Our sustainability report

P1 is for Planet

A design-first approach moving forward



Our energy ambition is straightforward: **use less, use cleaner, and design for efficiency from day one**. We are steering toward **at least 50% renewable energy by 2030** and a **10% reduction in specific energy** use versus 2019, embedding these goals into line upgrades and the blueprint of our “factories of the future.” This design first approach—smarter residual heat use, electrification options, and circular utilities—ensures growth and decarbonization advance together.

In 2025 we saw steady progress on electricity and efficiency. Total electricity consumption across the group remained stable, while electricity per ton improved at the Harelbeke, Wielsbeke, and Nazareth sites (with a slight increase at Tilburg). We further **reduced grey electricity** (from **0.224 to 0.220 MWh/ton**) and increased our share of green power. These shifts confirm that day to day operational focus and targeted site programs translate into measurable intensity gains.

Heat shows a more mixed picture but clear structural momentum. Tilburg significantly improved through residual heat optimization (including running the AT2 predryer fully on recovered heat), while Wielsbeke rose due to the energy intensive ramp up of the flakes line. Even so, we crossed a major milestone: **25% of group energy was renewable in 2025**, with **Wielsbeke nearing 50%** on its own; meanwhile EV charging grew to **1,109 MWh** and **80% of our fleet is electric**, underscoring broader electrification.

Our energy (efficiency)

Electricity

At group level, total electricity consumption in 2025 was **stable**, while electricity intensity improved at Harelbeke, Wielsbeke, and Nazareth; Tilburg saw a slight uptick. We also **reduced grey electricity intensity** from **0.224 to 0.220 MWh**, increased our use of green power, and generated more on site solar electricity. Offshore wind yielded less than the prior year—a weather driven variance outside our control—but the overall mix still shifted in favor of renewables.

Energy mix and renewables

Across the board, we reached a milestone: **25% of our total energy was renewable in 2025** (up from **22.6%** the year before), with **Wielsbeke** approaching **50% renewable** on its own. Natural gas usage stayed broadly **stable** across sites, while Wielsbeke lowered its gas demand by maximizing purchased steam from A&U Energy. While biogas production rebounded in Harelbeke and increased in Tilburg after an improvement project, it decreased significantly in our Wielsbeke site. These movements reflect the biological nature of biogas generation, which depends on wastewater quality and production mix.

Mobility and electrification

Electrification of our company fleet is becoming a visible line item in the energy ledger: **EV charging reached 1,109 MWh** in four years, with **80% of the fleet electric** by year end 2025. The remaining fossil vehicles are scheduled for replacement in **2026**, further shifting consumption from fuels to electricity and supporting Scope 1 reductions.

Our carbon footprint

Our Carbon Footprint is a way to look beyond our own operations, beyond efficiency. It takes into account every choice we make: from motivating our Potatoholics to commute by bike, choosing between palm oil and sunflower oil to the transport of our delicious products to our customers.

It looks like we made the right choices in 2025, since both our Scope 1, 2 and 3 emissions decreased.

In scope 1 and 2, we are now at a 30% reduction compared to 2019. That's 3% more than last year. The reason? We optimized our consumption of renewable heat in order to reduce our natural gas consumption. Next to that, 2025 was sunnier than 2024, so our on-site renewables produced more electricity. As a result, our scope 1 and 2 emissions are now at an all-time low: 118 kg per ton of finished product.

Our scope 3 saw a reduction of almost 6%, both in absolute numbers as per ton of finished product. This is mainly linked to a lower impact of international transport and purchased goods and services.

With a total reduction of 16% compared to 2019, we are on track for our 30% reduction goal.

Water stewardship



Specific water consumption improved at group level in 2025, decreasing from **3.69 to 3.62 m³ per ton of finished product**. While this is a positive step, it remains above our long term ambition of **3.0 m³/ton**, which keeps water efficiency firmly on the agenda across sites. Organizational awareness around water use continued to increase during the year, helping translate local insights into concrete savings.

Performance varied by site. **Tilburg** delivered a marked reduction of more than 7% following a focused program of water saving projects and process adjustments. Harelbeke and Wielsbeke also reduced water use per ton, while Nazareth recorded an increase, underscoring how active focus and dedicated actions are prerequisites for sustained control.

Our approach combines targeted problem solving with structural upgrades. In Tilburg, a root cause driven plan and equipment tweaks materially lowered consumption. In Wielsbeke, engineering progressed on additional reuse capacity to support future line expansion, aligning with our design first mindset for new and upgraded assets.

Cutting water use through RCA in Tilburg

Our Tilburg plant was using more water per kg of product than the other processing facilities. So, we did a Root Cause Analysis (RCA), which is basically a polite way of saying: *“Let’s finally figure out where the water is going.”*

Results:

- A clear, data-based action plan (no more guesswork).
- Targeted process and equipment tweaks that significantly reduced m³/ton.

Sometimes the smartest solution is simply understanding the problem properly.

Resource efficiency projects

Resource efficiency is one of the simplest ways to make a big sustainability impact: doing more with less. We've already tackled a lot of the big to dos. In 2025, our teams across sites delivered several practical improvements in more detailed areas.

1. Improved processing aids dosing

"Processing aids … say what now?" Fair question. It's a functional ingredient that prevents our potatoes from getting grey— as long as you dose it correctly. Our old dosing system in our AW2 line wasn't exactly a dream: unstable dosing, clogged pipes, messy feedback signals … basically the kind of system that keeps operators awake at night.

The upgraded setup fixes all of that:

- More stable, accurate dosing → more consistent product quality.
- Fewer rinses needed → lower water use.
- More efficient ingredient use → less processing aids needed overall.

Not a band-aid solution, but a complete redesign and the impact speaks for itself.

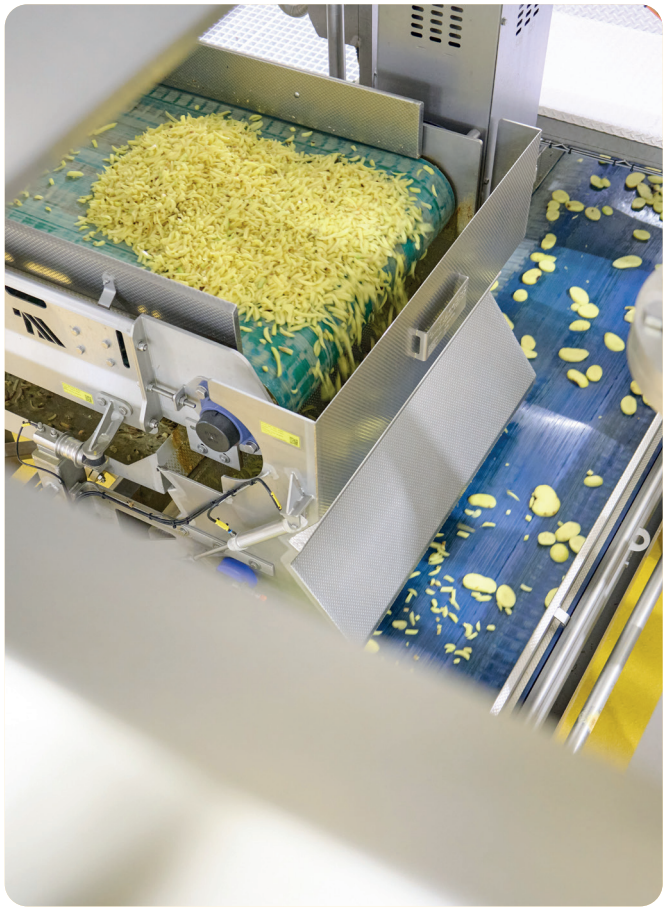
2. Better handling of by product streams

Small improvements in side streams add up to major wins in resource efficiency.

What's next on the list:

- **Optical sorting**
  Further optimizing this ensures fewer good potatoes accidentally end up with the stones. (Because throwing away edible potatoes would be a very unfun sustainability story.)
- **Decanter for steam peeling condensate**
  Separates tiny peel particles from condensate water and sends them out with the main peel flow.
  → Cleaner water
  → Lower load on wastewater treatment
  → Optimal circularity

Engineering is finalizing the safest way to move the dry particles without clogging pipes. The technology itself is ready-to-use.



3. Learning from a process–product innovation pilot

As part of a New Product Development project, our Process and Product Innovation teams joined forces and ran a pilot to compare the **energy impact of different possible production approaches**. The goal was simple: make sure that innovation in product experience goes hand in hand with responsible energy use.

We evaluated multiple production routes, looking at their long term energy footprint, operational feasibility, and scalability. Some options showed clear sustainability advantages on paper but required specialized industrial capabilities that suppliers currently cannot provide at the scale we need.

Because of that, we selected the only viable production route available today. Even though it is not the lowest energy option, the pilot gave us something equally valuable: **a repeatable method for assessing the energy cost of new processes**, ensuring that sustainability considerations become part of product development far earlier than before.

4. Continued valorization of side streams

We treat side streams as resources, not waste. The goal is simple: move every kilogram as high as possible on the value ladder — ideally into food, otherwise into feed, biomaterials, or energy — while designing processes that keep these loops close to our sites. This philosophy underpins our partnership model and the way we integrate circular options directly into line design and product development.

Outlook

In 2026 we shift from groundwork to demonstrable reductions. The priorities are clear: consolidate the 25% renewable energy milestone reached in 2025 and push the share higher through additional green electricity sourcing and on site generation; lock in electricity intensity gains at Harelbeke, Wielsbeke, and Nazareth; and translate Tilburg's residual heat successes to other sites. We will also address variability in biogas production by stabilizing upstream processes and maximizing valorization capacity so that less supplemental fossil heat is needed.



Operationally, we will make performance more transparent by **splitting KPIs for fries versus flakes** wherever relevant, so product mix effects are explicit and year over year trends are easier to interpret. On water, the path from 3.62 m^3/ton toward the 3.0 m^3/ton ambition runs through targeted reuse and process measures already in design and optimization; lessons from Tilburg's root cause program will be scaled, and additional reuse capacity in Wielsbeke will support future line expansion. These actions are embedded in our design first mindset: we engineer efficiency and circularity into new or upgraded assets, rather than relying only on retrofits.

P2 is our team of Potatoholics

P2 is our team of Potatoholics



People are at the center of our long-term success. There are many things happening at the same time: talent scarcity, new work models, technological disruption and shifting expectations from the next generations. The way we engage, develop and organize our people must evolve with equal ambition and pace.

Therefore, we've gone through a fundamental shift. People is no longer an enabling function, but a value stream. We now put People at the same strategic level as Customer and Field to Fork — because human value creation directly drives business value creation. Something quite unique in our sector. Our formal People Value Stream ambition reflects this shift: **driving people excellence with empowered potatoholics.** This ambition is brought to life through our People Strategy.

To future-proof Agristo, this means investing in sustainable careers, strong teams, learning, connection and well being. We focus on unlocking human capabilities that technology cannot replace — creativity, curiosity, empathy and collaboration — while preparing employees for the changing skills landscape shaped by AI and automation.

Our people strategy



Our People Strategy is an extension of Agristo's value strategy and supports our ambition to "grow better" by continuously reinventing ourselves. We introduced a significant shift in how we see the role of people within the organization.

"Where we used to be an enabler, we now steer the organization as a value stream in our own right. People stand on the same level as Customer and Field to Fork — because people are value creation," says People Director Talent, Hanne Bovijn.

> **"The market is changing fast and we need to change with it."**
>
> HANNE BOVIJN, PEOPLE DIRECTOR TALENT

This shift is not only strategic, but necessary. The external context is changing rapidly. It requires a new mindset. Organizations can no longer promise lifetime employment, but they can invest in **lifetime employability**. "We want our people to stay relevant, resilient and ready for the future. That is sustainability too."



Human capabilities at the core

While technology accelerates, human capabilities remain at the heart of innovation. Creativity, curiosity, empathy and connection cannot be automated. “AI can take over tasks, but it cannot replace human value,” says Hanne. “It’s the human capabilities that make innovation possible, that make Agristo unique, and that will continue to set us apart.”

To strengthen these capabilities, we invest heavily in proactive reskilling and upskilling. Through workforce planning, we look five years ahead to understand what skills will be needed and how we can prepare our people today. “Reskilling and upskilling aren’t optional anymore. They are the only way to ensure that our people continue to thrive in a world that changes every day.”





Empowered Potatoholics

The essence of our People Strategy comes together in the concept of **empowered Potatoholics**. It represents the space where human outcomes and business outcomes reinforce one another. Where employees feel autonomous, connected and competent, and where that empowerment directly drives performance, innovation and quality.

Empowerment at Agristo has three dimensions:

1. **Structural empowerment**: access to information, resources and the right environment.
2. **Psychological empowerment**: the belief that you can influence outcomes, that your work matters.
3. **Behavioral empowerment**: the visible actions: taking initiative, making decisions, owning results.

This is the foundation on which our three strategic pillars are built.

> **“Empowerment is not a buzzword. It’s a feeling and our job is to build the structure around people so that the feeling becomes reality.”**

HANNE BOVIJN, PEOPLE DIRECTOR TALENT

Our three strategic pillars

1. We build a future-proof organization that activates ownership and agility

We are shaping an organization designed for speed, accountability and adaptability.

Key focus areas:

- **Building team-focused ways of working** with clear missions and measurable objectives.
- Giving teams **autonomy** to organise their work and own their results.
- Approaching **change** as a constant and developing resilience throughout the organization.

2. We foster a winning culture based on collaboration, care and connection

A strong culture is the foundation of engagement and performance.

We focus on:

- Living Agristo's **values** every day.
- Strengthening **cross-team collaboration** to create value across the entire organisation.
- Caring for one another to support well being and psychological safety.
- Building **meaningful connections** that boost belonging and performance.

3. We create sustainable career growth and development opportunities

We want every Potatoholic to grow and evolve.

Our ambitions include:

- Empowering employees to **own their career path**.
- Preparing for the skills of tomorrow to ensure long-term employability.
- Integrating learning into daily work to create a **high-impact learning culture**.

Long term people objectives

The strategy is there; the way of working has been finetuned. Up next: setting goals. And setting the bar high enough (because that's just how we like to go at it). Turning strategy into measurable impact, we defined 3 objectives already to be fulfilled by 2030. It reflects where we want to stand as an employer.

These ambitions are not standalone efforts. They link directly to our mission of creating sustainable careers, building team-based ways of working, and fostering an environment where people can grow and thrive in rhythm with the company's growth.

The 3 for 2030

1. Team-based working

By 2030, **60% of Agristo teams will work team-based**, with clear missions, measurable objectives and shared ownership of results. This shift supports our belief that empowered teams are the engine of agility, innovation and **performance.**

2. Stronger collaboration & connection

We aim to **strengthen collaboration across teams, plants and value streams**, reducing siloed ways of working and unlocking more collective value. This is essential as we continue growing internationally and scaling complexity, and probably the point we will have to focus on the most.

3. High-impact learning

Agristo is becoming a **high-impact learning organization**, where every employee has a **personal development plan** containing 3 to 5 development actions completed each year. This ensures long-term employability and helps us build the skills needed for tomorrow's roles.

The core KPI to measure our success? Our Empowerment Score. It's based on 9 questions from our employee satisfaction survey that focus on perceived autonomy, connection and competence. We achieved a **77% empowerment score in 2025** company wide and intend to achieve 85%+ by 2030.



Employee Satisfaction Survey

The 2025 Employee Satisfaction Survey reached a **77% participation rate**, up from **68.4% in 2023**. This rising participation reflects a growing willingness to contribute to Agristo's development and signals trust in the process — an important foundation as we work toward our empowerment goals.

We evaluated 12 key drivers of engagement:

Well being, teamwork & ownership, service & quality focus, safety, management, learning & development, feedback & recognition, empowerment, collaboration & communication, alignment & involvement, DEI and company confidence.

In general, we did well, scoring above the Benelux benchmark for companies with 1,000-5,000 employees on almost all dimensions. The strongest areas were well-being and company confidence. Collaboration and communication scored below benchmark and will be a focus moving forward.

We Care for You 2.0

Our We Care for You initiative has been rethought to become a more structured program. Our ambition is clear: to build a **safety culture** where every colleague — from the CEO to the operator — plays an active role. This came with a newly stated ambition to achieve zero work related accidents. We believe with the right structures, leadership focus and local ownership, every site can achieve excellent safety performance.

Heavier top-down framework to support local ownership

Moving forward in our safety approach, we decided to further mature it would require a heavier top-down framework. Not to replace local engagement, but to enable it even more. To support this, each factory now works with a shared set of **eight safety building blocks**, forming a clear roadmap for the four plants. These building blocks help teams choose which actions to implement autonomously while aligning with group-wide expectations.

They include:

- A strengthened governance and **meeting structure** to review, decide and communicate safety actions.
- **Task risk analyses** supported by pilots to increase consistent use.
- **Root cause analyses** to learn from incidents.
- **Change Management** processes ensuring that installation changes are evaluated for safety.
- A refined **work permit system**, including a dedicated permit for office environments.
- Standardized approaches for high-risk activities such as cleaning by external partners or oven start-up sequences.

This combination of structure and autonomy allows us to build safety maturity in a way that fits each site's reality while moving forward together.



Pilots turning process into action

A roadmap is only meaningful when it leads to real behaviour and safer workplaces.

That is why We Care for You also includes **practical pilots** focused on specific installations and workstations such as oven start-up process, where risks such as water–oil interactions can create hazardous situations, or cleaning activities carried out by external partners, where improved guidance and coordination significantly reduce risks.

Safety in design, engineering and automation

Setting up our blocks and pilots, we recognized the need for a broader, upstream approach. Many safety outcomes are influenced long before a task is performed: in engineering choices, process design or the way an installation is built.

An expanded **Safety Board** now plays a key role in this. It is a formal monthly forum where leaders examine the what, when and how of safety decisions and track progress against the roadmaps. The board also coordinates group-wide training needs and ensures that standards are consistently implemented. Putting it simply: **what is already built safely by design does not need to be compensated by behavior**. From the Safety Board, insights flow toward Group Operations and then to the Plant Leadership Teams, ensuring alignment throughout the organization.

A shared ambition: zero accidents

Agristo has formally committed to the ambition of **0 work-related accidents**. This is not just a target; it is a mindset. We will continue to learn, improve and analyze systematically. Our Harelbeke site achieving more than 250 accident-free days shows what becomes possible when structure, awareness and ownership come together.

Next steps will focus on strengthening the connection between plants and group functions, selecting the right levers to create maximum impact, and building strong, clearly written safety standards — such as LOTOTO — that guide our daily work everywhere.

Agristo Academy is growing up

The Agristo Academy has made some significant moves in 2025, strengthening our learning infrastructure and embedding continuous development into everyday work. Across all plants and our headquarters, we rolled out new platforms, updated onboarding tracks, expanded technical learning pathways and introduced dedicated leadership programs designed to support long term employability and future proof skills.

The Academy platform was launched in Harelbeke, Nazareth and HQ early in the year, followed by Tilburg in May. Across all sites, campus teams helped shape a broad and accessible learning offering: from product knowledge and technical onboarding to e learning modules, soft skill training and function-specific curricula for both operators and office employees.

We also took major steps in experiential and practical learning.

- Our Potato Lab in Wielsbeke became a hands-on training space for technicians and packaging operators, allowing people to practice technical skills in a controlled, supportive environment.
- In Harelbeke, the former family home was transformed into a training center, offering a warm, informal space for workshops and sessions.
- Teams across Engineering, Quality, Operations and Support Functions contributed to growing a diverse training catalogue — from HACCP and safety certifications to communication, leadership essentials and digital skills.

At the same time, we invested in leadership development. **The new Growing into Leadership** program supports team leaders and shift supervisors in building practical skills such as delegation, feedback, communication and influence.

International learning and mobility were also strengthened. Technical colleagues from India and South Africa joined Agristo to fill critical shortage roles, and we hosted two intensive three month learning waves for future colleagues supporting the India plant start up. These programs have helped embed our culture and team based working across borders.

Finally, we replaced traditional career conversations with **Power Up conversations**, shifting the focus from long-term planning to consistent dialogue about performance, development and potential.

Training stats in 2025

12,762.52

training hours logged on the Academy platform

8.51

average training hours per employee

5,074

completed trainings, averaging 3.38 per employee

P3 is for our beloved Potatoes

Building a future-proof potato chain together

The potato sector is under increasing pressure. Extreme weather, shifting disease pressure, evolving legislation, and market volatility make each growing season less predictable. And yet, year after year, our growers manage to deliver the high quality potatoes that form the foundation of our products. Their expertise remains indispensable, but the reality is clear: no one can face these challenges alone.

We are looking for ways to better our supply chain built on knowledge sharing, risk balancing, innovation, and transparent collaboration. Our climate strategy focuses on long term stability: in supply, in quality, and in economic viability for the farmers who grow our most essential ingredient. This stability isn't achieved through a single solution, but through a series of reinforcing initiatives. From broadening our variety portfolio to deepening agronomic insights to connecting field and factory more closely than ever.

Last year, we emphasized how essential it is to stay close to our growers, support them with the latest expertise, and encourage sustainable agricultural practices. This year, we take that commitment further through some strong initiatives:

01 **Our test fields** help us break the dependence on a small set of varieties and build a diversified portfolio capable of withstanding climate variability and agronomic challenges.

02 **Our Grower Days** transform knowledge sharing into a multidirectional, practical platform where the entire chain — from seed houses to machinery experts — contributes to meaningful improvements on the farm.

Together, these initiatives turn our 2030 ambitions into tangible actions: greater resilience, stronger quality, and a lower environmental impact. Achieved together with our growers.

Our test fields

Why our future depends on more varieties, not one

Potato cultivation has become overly dependent on a handful of varieties. That concentration leaves the entire chain exposed: as weather patterns swing from drought to deluge and disease pressure evolves, yields and quality are increasingly at risk. Some previously “easy” varieties are now showing the same fatigue we once saw in the once dominant potato variety Bintje—lowering yields over time and proving more vulnerable to nematodes and disease. In short: the world needs more than a single hero. It needs a bunch.

Our answer: test, learn, diversify

In 2024 we laid down a dedicated trial field in Roeselare where we planted 44 different varieties side by side: all our current standards, all bunch of trial varieties we believe in for tomorrow, and a curated set of completely new candidates from our seed partners. We knew some would wash out. That was the point.

Throughout the season, we sampled, measured, and watched each variety under the same conditions. We assessed how they coped with heat and water stress, disease pressure, and nitrogen needs ... and then compared agronomic performance with processing and product quality.



From field to fork, literally

We opened the field to the entire chain: colleagues from **Production, Sales, Supply Chain, Quality, and R&D** stood shoulder to shoulder in the rows, comparing fries and flesh, talking trade offs, and challenging assumptions. A small revelation: when you lay a once favored variety next to a promising newcomer, preferences can flip.

The learning is simple and powerful: **we're not looking for the new Fontane; we're looking for the new Fontanes**. Our goal is to rely on a diversified portfolio of **10–15 solid performers**, not just a few. That approach mirrors our broader Field to Fork philosophy: optimize every step, together with growers, to deliver quality with a smaller impact.

> **"We're not searching for the next Fontane. We're building many next Fontanes."**
>
> MARTIJN TAELMAN, POTATO EXPERT AT AGRISTO



Responsible rollout, not hype

New varieties take time. About 15 years from first cross to farm ready. We respect that curve. That's why we advance candidates through a gated pipeline, including a pool of test growers who trial on their own farms and storage facilities. Their on the ground experience is as decisive as our lab data. If a variety disappoints, even after three years, we step back. It's a living system; we stay critical.

And to help growers succeed with what's next, we create per variety cultivation fiches (guidelines on plant spacing, soil type, nitrogen need, disease profile, maturity, planting depth, and much more) and we invest in training. We also hosted a second, deep dive field day for **Agro Accounts and seed houses**, so they in turn can coach growers on variety specific handling. Allowing them to give tips to farmers to avoid over fertilization, prevent waste, and safeguard quality.

Resilience is the sustainability link

A more diverse variety set is a real hedge against volatility—biological, climatic, and economic. Varieties that tolerate heat stress, resist disease and nematodes, and thrive with lower nitrogen help growers remain viable while keeping inputs under control.

That aligns with our chain approach: we collaborate closely with growers, promote sustainable practices, and push for stable quality and supply. Because sustainability is something we build with our partners, not for them.

Testing beyond Belgium

We're extending our trials in other climates as well. In the United States, for example, we began exploring the market through trial fields from 2022 onward. Important groundwork for our planned North Dakota site. In India, we're running targeted trials too, allowing us to understand performance under very different conditions before scaling up. This is exactly how we translate our Field to Fork thinking across geographies: same discipline, new contexts.

What we've learned so far

- Over reliance on a few varieties is a systemic risk; resilience comes from **portfolio breadth**, not single champions.
- **Like for like field trials** expose true differences and create shared conviction.
- The right variety still needs the right guidance. **Training and clear fiches** turn genetic potential into consistent quality, while preventing input waste.
- **Grower feedback** and **multi year storage tests** are non negotiable; real world performance decides.

Where we're headed

From our 44-variety field, 19 trial varieties earned a place in the next phase. Several show promise against heat and nitrogen stress and include candidates with strong nematode resistance. Proof that "potato fatigue" in yield is not inevitable. We'll scale carefully with our test-growers, expand trials in diverse climates, and keep bringing cross-functional teams into the field. Because the best decisions still start in the soil.

Our grower days

From company briefing to an open, knowledge driven platform

What changed

Previously our Grower Days were primarily Agristo centric: one way updates, volume outlooks, and contract talk. Useful to our growers, but we wanted to move beyond. Today, they've evolved into a broader knowledge platform: a place where growers hear directly from external experts, see our processes up close, and leave with practical, day one improvements for their farms. Taking steps to a better connected chain.

Why it matters

Sustainability in potatoes is built on everyday decisions in the field and the shed: how seed is received, stored, and handled; how machines are set; how soils are managed. Those choices determine quality, losses, and input efficiency. By widening the stage — **seed houses, machinery builders, soil specialists** — we raise the level of practice across the network and create shared understanding of what quality means from field to freezer.



What growers learned in our 2024 edition

- **Seed handling without loss**: A seed house expert walked through the full breeding to farm flow and stressed the importance of potato handling at reception. Key takeaways included **avoiding temperature shocks, keeping seed clean and uncompromised**, and **moving bulk straight into the shed** instead of temporary storage that risks contamination or fluctuation. The message: seed is cleaner and more controlled than ever. **Treat it accordingly** and check it **daily**, not just when the weather allows.
- **Harvest with fewer defects**: A specialist from **a harvest machine producer** detailed what operators can do in season and on the machine to reduce bruising and damage at lifting—settings, speed, and conditions that make the difference between premium and problem lots.
- **Soil health, practical first**: A soil expert translated long term soil vitality into **concrete steps** with direct impact on potato performance. Think of improvements in structure, moisture management, and biological activity that support quality and yield.



Radical openness: why we open our doors

Every session is anchored by the factory visit. Seeing how a potato performs in processing—where and why defects become losses — **cements insights** from the talks and builds trust. Attendance is strong: throughout four sessions we welcomed **nearly half of our grower base.** That participation tells us the format works — and that growers value our transparency.

> “Our Grower Days are about practical knowledge that sticks.”

More interaction, more voices

Next step: **bring our Dutch plant into the mix**, broadening exposure to different set ups and conditions. The objective isn’t a bigger event but **deeper learning** and **two way dialogue** that continues after the buses leave.

What this aims to deliver

- **Better first hour decisions** on seed handling: leading to fewer early losses, more uniform stands.
- **Fewer harvest injuries:** achieving higher net usable yield and steadier quality at potato reception.
- **Improved soil function:** growing more resilient crops with smarter input use.
- **Shared definitions of quality:** enabling smoother handovers from field to factory.
- **Trust and engagement:** nurturing faster adoption of new varieties and practices.



Bottom line

Grower Days have shifted from a company update to a **multi voice**, **practice driven platform**. By aligning knowledge across the chain and supporting growers with the proper tools, context, and transparency we want to get the most out of every potato.

Both initiatives show how Agristo is more than a processor: an **active partner** in making the potato chain more sustainable and resilient. By researching genetic diversity, accelerating knowledge exchange, and fostering transparency across the chain, we help create a system where growers have more stability, where quality becomes more robust, and where our collective footprint decreases.

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.



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.

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

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.

KPI’S

CSR Reporting Hub Europe - Material Planet KPIs

Item	KPI	Unit	Target	Baseline 2019	2023	2024	2025
Carbon footprint - Scope 1	Total scope 1 emission	ton CO2-eq	/	78.966	75.780	84.748	81.635
Carbon footprint - Scope 1	% scope 1 emissions in ETS	%	/	84%	97%	99,60%	100%
Carbon footprint - Scope 2	Total location based scope 2 emissions	ton CO2-eq	/	48.220	57.666	59.109	57.858
Carbon footprint - Scope 2	Total market based scope 2 emissions	ton CO2-eq	/	43.580	23.878	28.959	26.873
Carbon footprint - Scope 3	Scope 3 Category 1 - Purchased goods and services	ton CO2-eq	N/A	305.780	375.015	324.940	319.688
Carbon footprint - Scope 3	Scope 3 Category 2 - Capital goods	ton CO2-eq	N/A	28.452	25.943	36.011	32.646
Carbon footprint - Scope 3	Scope 3 Category 3 - Fuel and energy related activities	ton CO2-eq	N/A	19.079	16.896	19.960	18.891
Carbon footprint - Scope 3	Scope 3 Category 4 - Upstream transportation and distribution	ton CO2-eq	N/A	0	2	3	4
Carbon footprint - Scope 3	Scope 3 Category 5 - Waste generated in operations	ton CO2-eq	N/A	4.528	5.335	6.118	5.826
Carbon footprint - Scope 3	Scope 3 Category 6 - Business travel	ton CO2-eq	N/A	236	83	245	766
Carbon footprint - Scope 3	Scope 3 Category 7 - Employee Commuting	ton CO2-eq	N/A	614	733	847	846
Carbon footprint - Scope 3	Scope 3 Category 9 - Downstream transportation and distribution	ton CO2-eq	N/A	96.759	96.991	132.394	112.008
Carbon footprint - Scope 3	Scope 3 Category 15 - Investments	ton CO2-eq	N/A	0	0	0	0
Carbon footprint	Total GHG emissions	ton CO2-eq	/	578.012	620.657	633.182	599.183
Carbon footprint	GHG intensity	ton CO2-eq/ € net revenue	/	/	0.0005	0.0005	
Energy consumption	Total energy consumption	MWh	/	619.981	777.678	851.792	844.703
Energy consumption	Total fossil energy consumption	MWh	/	520.789	458.548	544.154	499.783 MWh
Energy consumption	Total nuclear energy consumption	MWh	/	68.778	142.957	118.009	144.696 MWh
Energy consumption	Total renewable energy consumption	MWh	/	30.414	176.173	192.213	200.197 MWh
Energy consumption	% renewable energy	%	50%	4,91%	22,65%	22,50%	24%
Water consumption	Total water consumption	m3	/	2.506.926	3.179.917	3.400.590	3.242.978
Water consumption	Water consumption in high-risk areas	m3	/	1.649.939	2.116.420	2.393.723	2.289.557
Water consumption	Recycled and reused water	m3	/	0	90.764	15.068	0
Water consumption	Total water storage	m3	/	0	0	0	0
Water consumption	Water intensity	m3/ € net revenue	-10%	0	0	0	
Resource inflows	Total input of biological and technical materials	ton	N/A	1.146.089	1.432.229	1.460.242	1.449.817
Resource inflows	% sustainable sourced bio-based materials and biofuels used for non-energy purposes per employee and gender	%	N/A	0	0	0	0,02%
Resource inflows	Non-virging reused or recycled components, intermediates, and materials	ton	/	0	0	0	0
Waste	Total amount of waste (only by-products)	ton	/	578.004	308.304	332.263	300.086
Waste	Avoided amount of waste (potato only)	ton	/	18.312	41.972	64.527	69.155
Waste	Quantities of recycled and non-recycled waste (by-products)	%, recycled	/	56%	62%	57%	58%
		% non-recycled		41%	26%	27%	23%
Waste	Quantities of hazardous and radioactive waste (by-products)	ton	/	0	0	0	

CSR Reporting Hub Europe - Material People KPIs

Item	KPI	Unit	Target	Baseline 2019	2023	2024	2025
Health & Safety	% of employees covered by a health & safety management system	%	100%		100%	100%	100%
Health & Safety	Number of fatal work-related accidents	#	0		1	0	0
Health & Safety	Number and frequency rate of work-related accidents	#	0		20 & 38,26	22,44 & 45	35 & 46,20
Health & Safety	Number of days of work-related ill health ~ absenteeism	#	5%		1386	1680	1469
Health & Safety	Number of days lost to work-related injuries, accidents, fatalities, or illness	#	/		8005	9755	18539
Health & Safety	% of employees covered by a collective labor agreement	%	100%		100%	100%	100%
Health & Safety	% of employees represented by delegates	%	100%		100%	100%	100%
Diversity	Gender distribution in top management	%	50-50		64%m - 36%w	64%m - 36%w	64%m - 36%w
Diversity	Gender distribution of employees	%	/		75.8%m - 24.2% w	74.46%m - 25.24% w	74.8% m - 25.2% w
Diversity	Age distribution of employees		/				
	<30 years	%			19.31%	18.35%	19.36%
	30-50 years	%			63.27%	60.82%	58.59%
	>50 years	%			17.31%	20.83%	22.06%
Renumeration	% of employees per country paid below the applicable benchmark		/		0%	0%	0%
Renumeration	Gender pay gap	%	0%		0%	0%	0%
Renumeration	Ratio of highest to median paid person	#			#	#	#
Work-life balance	Number of employees eligible for family leave	%	100%		100%	100%	100%
Work-life balance	Number of employees taking family leave	#				114m - 71 w	122 m - 76 w
Work-life balance	Staff turnover hub EU	%			16.4%	14.6%	13.2%
	Staff turnover plant WB	%	15%		24.5%	18.5%	19.2%
	Staff turnover plant NZ	%	10%		16.7%	18.6%	10.7%
	Staff turnover plant HB	%			6.5%	11.4%	9.5%
	Staff turnover plant TB	%	10%		17.8%	14.6%	15.7%
	Staff turnover Group	%			5.2%	7.2%	5.1%
Learning & Development	% of employees having regular performance and development discussions	%			39%	37.23%	60%
Learning & Development	Average number of hours of training per employee	#	5% of working time				3.38 hours