



**How we make sure  
we'll still have  
potatoes to love  
in the faraway future**

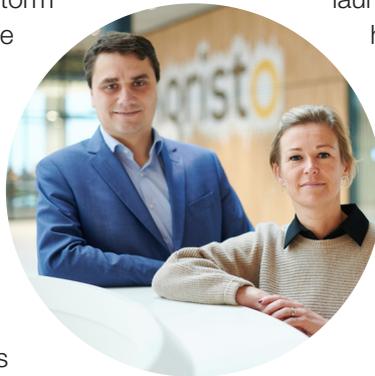
**"Our mission  
hasn't changed,  
only the  
conditions have."**

## Foreword



### Filip Wallays & Hannelore Raes

**T**hese past two years have been challenging. Covid, the energy crisis, Brexit, global warming, the Ukrain war ... New forces have come into play, shaking up the global economy. And yet, we've weathered the storm successfully. Not because we predicted what was coming – there's no way we could have – but because of our culture of flexibility, because of the ability of our people to deal with uncertainty. It's our people, our "Potatoholics", who work day in, day out to cater to our customers' needs and preserve our yellow gold for future generations. They exemplify our mission to contribute positively to society every single day.



Together, we want to help our stakeholders grow and move into the future with us. And the only way we can do that is by protecting our people and passion while adjusting our game. That's why we've launched our 2030 strategy, that has people, partnerships and sustainability at its core. We turn challenges into solutions by digitising and innovating, but most importantly, by empowering, connecting and collaborating. Not to mention, we've set ourselves two lofty ambitions in terms of sustainability, backed by clear, quantitative targets.

We aren't there yet, but our focus is clear. Whatever tomorrow may bring, we promise you one thing: we will do whatever we can to lead our company towards a bright, sustainable future.

*Filip & Hannelore.*

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**why this  
report?**

## Sustainability report n° 3

**This is our third sustainability report. Our first report was initiated by our founders, and the second one was published when the second generation took over. With this third report, we want to lay a strong foundation for the generations to come, preparing our company for the challenges lurking around the corner.**

**W**e use this report as a tool to make better company decisions and create long-term value for all our stakeholders. “Every day a bit better” is one of our mottos, and that’s exactly what we aim for here; a more comprehensive report informing you about our ceaseless efforts to make potato-inspired products in the best possible way. Based on the GRI Standards, a universal framework for sustainability reporting, it gives you a full understanding of the impacts of our business and the actions we’ve taken to limit them as much as we can.

Scroll through it, and you’ll find it lifts our commitment to responsible growth to the next level. It tells our whole story and lets you in on our ambitions for 2030. Which are...

- halving our **environmental footprint**,
- and sustainably continuing our growth by **prioritising the health, wellbeing, needs and ambitions of all our stakeholders**.

We don’t want to grow at the expense of the planet, we want to work with the planet to achieve our business goals. That’s how we want to contribute to a better world for this generation and the next. And we follow the principles of the UN Sustainable Development Goals to show us the way to it.

Of course, it takes more to grow our market share than environmental action alone. Innovation, for one. Services that put our customers first. And the empowerment of the true protagonists of our story – our “Potatoholics”, who dedicate every second of every (work) day to sharing their love for potatoes with the rest of the world. •



**“ Because nobody loves potatoes more than we do. And we want to do whatever we can to make sure people around the world will still be able to enjoy this delightful starchy tuber in the faraway future.**

# All you need to know before your read on



## → Reporting period

Our reporting period runs from **1 January 2020 until 31 December 2021**. It documents our progress from our last sustainability report, published in May 2020 and [available on our website](#). We publish a new sustainability report every two years.

## → Scope

This report sets out our **sustainable growth strategy for 2030**, which is situated at group level and refers to the sites of Harelbeke, Wielsbeke and Nazareth (BE) and Tilburg (NL), and covers the activities of the Agristo Group and the following legal entities within this group: Imsto nv, Agristo nv, Agristo Nazareth nv and Agristo bv.

## → Approach

The topics of this report were carefully chosen for their relevance to Agristo and all our stakeholders. It is based on the **analysis of group-level data and data from our production sites**. Throughout this report, exact figures are mentioned in relation to a tonne of finished product as an indication of the efficiency culture within our company.

**Our**   
**“Potatoholics”,**  
**are the true**  
**protagonists**  
**of our story.**

**Who's we?**

## Hi. We're Agristo.

**F**rom earthy tubers to golden yellow fries: we're a company that loves potatoes. And we have been since 1986. Then a modest family business in frozen potato products. Today a world player. Same values, growing numbers. More than 680 own-label customers in 145 countries know they can count on the best quality, the most beautiful packaging, the fastest delivery time and the most efficient logistical support.

Our pre-fried fries, crispy croquettes and other potato products are authentic. Customisation and an annual capacity of 800,000 tonnes (that's 714 Olympic-sized pools filled to the brim with potatoes!) of

finished product? Check. We deliver pleasure and conviviality thanks to deliberately sustainable, fully automated production.

From seed potatoes to distribution, from customer service to market research; more than 1,000 "Potatoholics" are committed every day at our 4 high-tech branches in Belgium and the Netherlands.

A crispy croquette with a five-star review, a crunchy French fry in ecological packaging or a new dipper to lick your fingers and thumbs ... In retail or foodservice, we go for 100% taste and atmosphere. •



# It's our mission to make you grow

Growth is in our DNA. It's in every fibre and vein. Straight up towards the light or flexibly exploring your way. An organic and sustainable drive to blossom, to *thrive*. It's what Agristo aspires to each new day.

We all know that leaves won't grow in the dark. Neither will people. So how do you stimulate growth? By giving them a warm and trusting environment. Caring for the people you work with every day, so they flourish and are *happy*.

When we look into the Agristo growth gene we see colleagues blossoming and broadening their horizons, growers getting more from their crops, and *our* customers shining for *their* customers. We help grow every link in the chain. Each to their own strengths. Each at their own pace.

And that's why we make you grow. We are proud to belong to the Agristo family. At the root of it all, we're Potatoholics.

## Our history



1983

Our story goes back to 1983, when the company was founded by the two friends Antoon Wallays and Luc Raes, and Antoon's father Etienne. Under the name of Agrigel, they start up a business in frozen vegetables. Three years later, they open their first factory in Harelbeke, Belgium. In September 1987, the company starts with the **production of French fries** for the French and German market.

**1990**

In 1990, Agrigel is renamed Agristo when the potatopreneurs find out their original brand name is already registered in France. After the purchase of a new production site in Tilburg in 2001, the business grows exponentially to reach **200,000 tonnes** of fries by 2010. One year later, in 2011, Agristo acquires the company Willequet in Nazareth, Belgium. Antoon Wallays and Luc Raes start preparing the next generation (Kristof, Carmen and Filip Wallays and Dieter and Hannelore Raes) to lead the business, and Dirk Decoster is named as the temporary CEO.



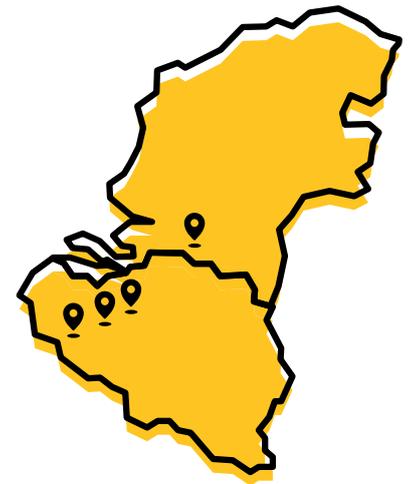
**2016**

Agristo purchases another production site in Wielsbeke, Belgium, in 2016, where we want to establish the most innovative fries factory in the world. Two years later, Filip Wallays and Hannelore Raes step forward as co-CEOs – and by 2019, Agristo reaches **a new historical record of 700,000 tonnes** of finished products. In 2019 we mourn the loss of our loved father and founder Luc Raes, who dies in a tragic accident yet whose influence is still very much felt today. Whenever a difficult decision has to be made, we ask ourselves “What would Luc have said?”. You could say he still guides us every single day.



**2021 - today**

In 2021, our headquarters are relocated from Harelbeke to the new innovative and sustainable production site in Wielsbeke in the context of our **35th anniversary**.



# Our structure and governance

**3 international businesses run by 2 down-to-earth, potato-loving Belgian families.**

## The Agristo Group

The Agristo Group consists of **several different branches and companies across Belgium and the Netherlands**, each specialising in potatoes. They're guided by our founding families, Wallays and Raes, who own all the company shares.

We serve customers worldwide through 3 public limited companies:

- **Imsto nv**, company registration number: 0428.559.856
- **Agristo nv**, company registration number: 0425.038.558
- **Agristo Nazareth nv**, company registration number: 0432.330.978
- **Agristo bv**, company registration number: 18076913 (KVK)

Our headquarters are located at Ridder de Ghellinckstraat 9, 8710 Wielsbeke, Belgium.

## Our governance

Our group is governed by a **Board of Directors**, consisting of 6 family members and 4 external directors, from among whom a chair is elected. The board assesses the main risks of the company and reports about it in the financial statements and management reports, which are annually audited by an independent statutory auditor.

The Board of Directors have elected the 10 board members of the **Executive Committee**,

which governs the management of risks and impacts. The Executive Committee is chaired by Hannelore Raes and Filip Wallays, who lead Agristo as **co-CEOs**. Each production facility is managed by a **plant manager** and a **steering committee**.

As we believe sustainability needs to be embedded in our day-to-day operations, we've adopted "sustainability as an attitude" as a key strategic pillar. Within that pillar, we've defined 2 strategic programmes: reduction of the Agristo footprint, and social commitment. Each programme has a **programme leader**, who reports to a steering committee consisting of our CEOs, our company founder, the COO, the Technical Director and the Legal & External Affairs manager.

This sustainability report is approved by the Executive Committee and reported to the Board of Director. It is drafted under the responsibility of the Legal & External Affairs manager who reports directly to the CEOs.

## Our corporate policies

- [Environmental policy statement](#)
- **Human rights policy**
- **Anti-corruption and fraud policy**

We've also appointed an internal working group for the development of an **environmental management system**, which is expected to be implemented in 2023.



**AgriSto Wielsbeke (B) - HQ**



**AgriSto Harelbeke (B)**



**AgriSto Nazareth (B)**



**AgriSto Tilburg (NL)**

# French fries for good



As a family business looking at the long term, we've always had sustainability in our core DNA. Here's how we keep our business sustainable.

[Our strategy in a nutshell >](#)

We make you grow is our purpose. Growing together. Building long term business relationships together with each single stakeholder. A sustainable growth for every link in the chain.



## Our growth strategy

**We believe we will grow by focusing on growth around us. To make this growth strategy more tangible and to define a clear focus for the entire business, we have defined 5 strategic pillars that will enable us to reach our ambitious goals and to help the entire chain grow.**



### Customer value

We build reliable and long-term partnerships with our customers. We inspire food-service companies and chefs with our innovative and extensive product range, and we constantly improve the quality of private-label products for retail customers. We even proactively approach target market segments for product testing. And last, but definitely not least, we empower our customer-care team to **increase the interaction with our customers and improve the efficiency of our customer value chain.**



### Category reference

If we want to become the reference in potato-inspired solutions and make sure future generations live in a healthy and clean environment – which we do – then innovation is the way forward. **We constantly challenge and reinvent ourselves** to make the tastiest products and respond to ever-changing trends in the food sector and society. Think technological developments, changing consumer needs, but also the growing world population, urbanisation, environmental challenges, and so on. In our innovative product roadmap, we've therefore identified relevant products responding to several consumer market trends, like consumer taste, convenience, health, environmental consciousness, etc.

**We partner up with our stakeholders** to find and develop new solutions to their challenges. And together with our customers, we have created new products that respond to the latest consumer needs in terms of convenience, health, taste and environmental impact.

[Discover the trends that shape our bright yellow business >](#)



### Operational excellence

Agristo succeeds, over the entire supply chain, in organising its processes very efficiently and always delivering a consistent and reliable product. Thanks to the knowledge of its potatoholics and state-of-the-art machinery.

[Learn how we seek to increase the efficiency of our entire value chain >](#)





## Culture & way of working

Our people or, as we call them, “Potatoholics” are the ones who make it all happen. We support them by building a **strong company culture**, by keeping our company values alive and by looping them in about new developments with our weekly newsletters, display screens, company newspaper, the lot. We also organise plenty of events where Potatoholics can meet in real life, outside of their working environment.

Within the context of our company culture, we empower our Potatoholics to **take ownership over their role and responsibilities**. To that end, we’ve built an agile organisation that encourages knowledge and information sharing. We also invest in training and education to make sure they have the skills to fulfil the responsibilities of their job and encourage their resilience, flexibility and personal growth.

And of course, we also **promote our employees’ wellbeing**. We look after their health and safety, offer fair wages and job continuity, and support internal mobility.

[Read all about our Potatoholics >](#)



## Sustainability as an attitude

As a family business, we want to contribute to a better world for the generations of today and tomorrow. We don’t take our responsibility lightly, yet constantly work to **minimise our environmental footprint** and **connect with and contribute to the lives of our neighbours and other stakeholders** who are impacted by our business, either directly or indirectly.

[Jump to our climate action plan >](#)

[Get to know our partners >](#)



## We’re in for the long run.

Which is why we align our business with the Paris Agreement, why we contribute to the UN Sustainable Development Goals ([Here’s how >](#)), and why we fully support the European Green Deal that aims for climate neutrality by 2050. It’s also why we support the 2030 Climate Target Plan, aimed at reducing our greenhouse gas emissions to at least 55% below 1990 levels, and why we are totally committed to the Farm to Fork approach. We’ve translated all of these objectives into concrete business targets, aiming to continue our **growth while decreasing our environmental impact** per tonne of finished product. And we want to do it together with, and for, our stakeholders.



**We make  
you grow**

# Sustainability throughout the value chain



Selecting cultivation areas and growers  
Potato purchasing



Delivery and quality control of potatoes



Pretreatment: washing, peeling, cutting and sorting



Production cooking and...

## Main stakeholders

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

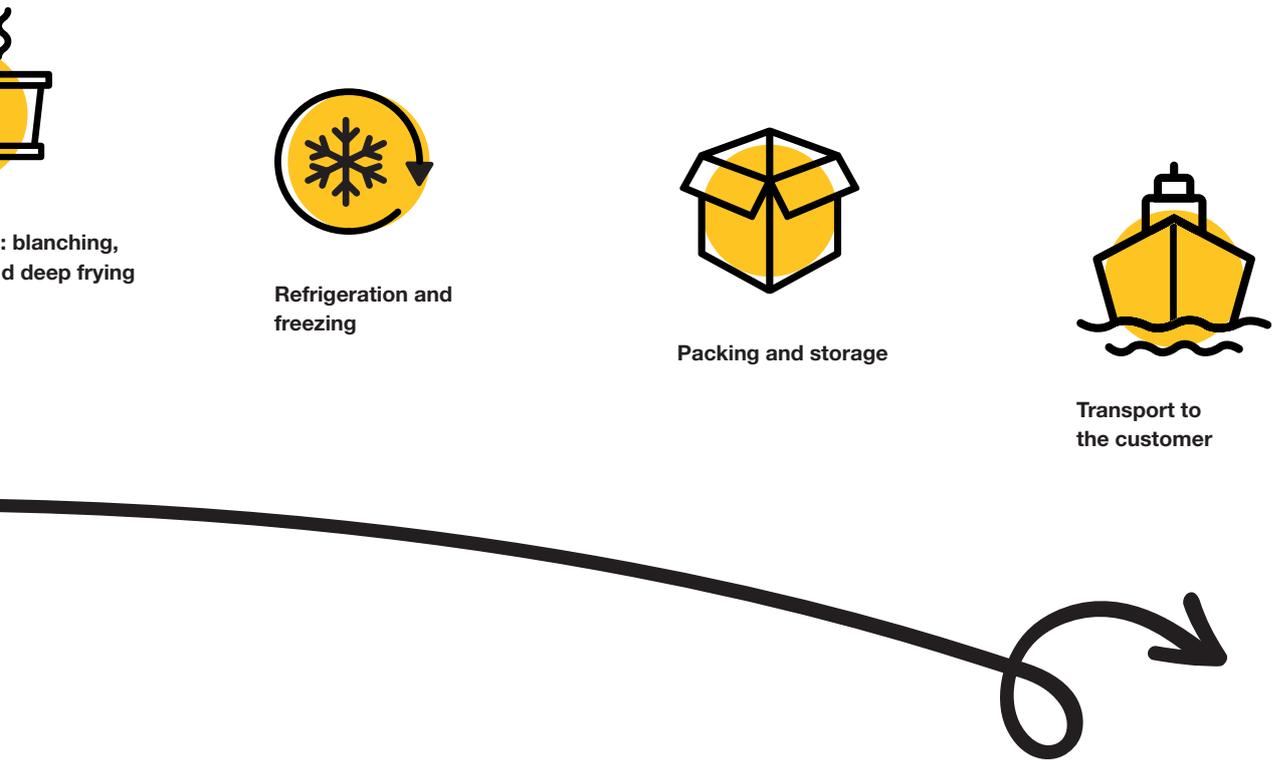
## Sustainability topics

### 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.*

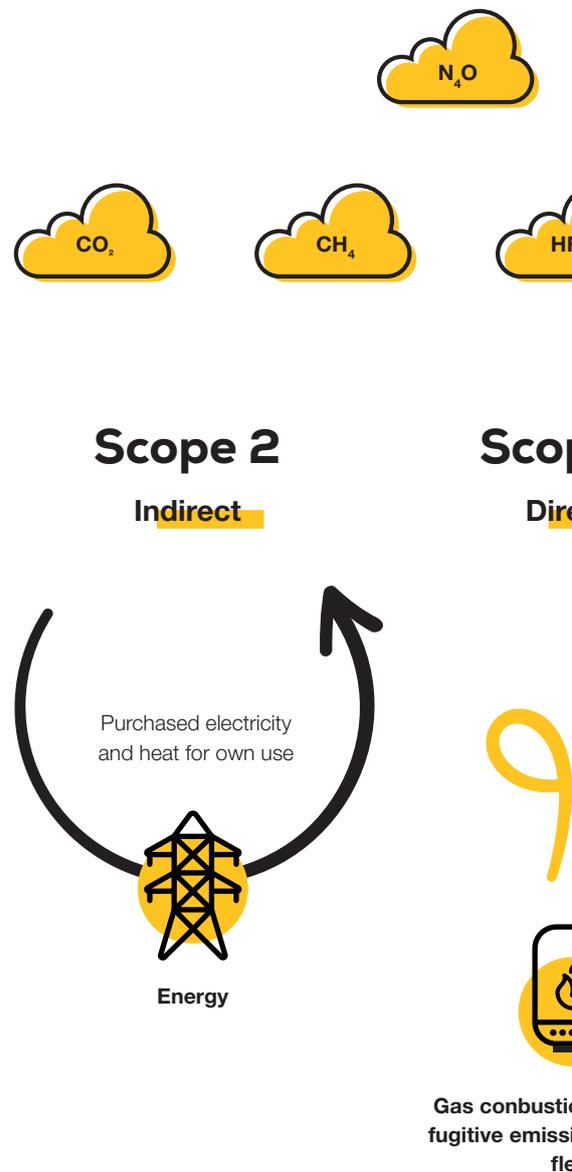
# Sustainability underpins everything we do

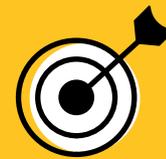
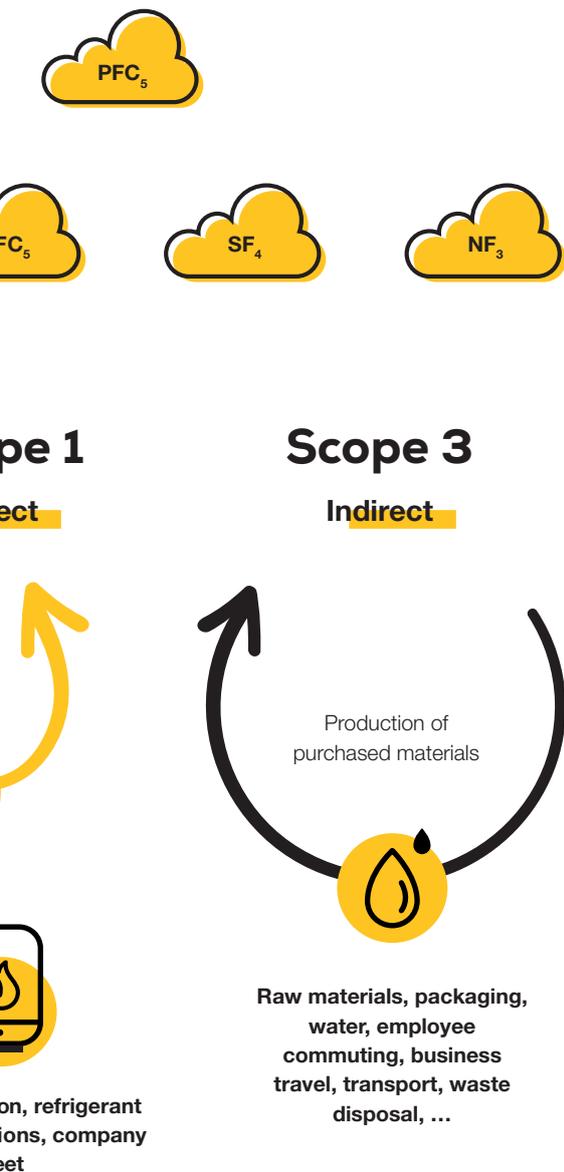
We don't have or believe in a separate sustainability strategy at Agristo. Sustainability is integral to our business strategy.

With our 2030 strategy, we want to adapt our business in line with the EU Green Deal, the Paris Agreement and the Farm2Fork Strategy. We want to further embed a sustainable way of thinking into our organisation in order to maximise our impact on our operations and supply chain. Following our environmental policy statement saying that "we want to take care of each other and our environment", we've established 2 clear ambitions and 23 goals to make Agristo one of the most sustainable producers of frozen potato-inspired products.

Our 2030 corporate ambitions in terms of sustainability are (compared to 2019):

- **Reduce our carbon footprint**  
by 50% in Scope 1 & 2 and overall by 30%
- **Promote the health and wellbeing**  
of Potatoholics, local communities and consumers





Our goal?

**Grow by 50,000 tonnes of potato-inspired products a year to 1,300,000 tonnes in 2030**

But not at the expense of our environment. Instead, we want to work *with* our environment. And this is how we do it.

# The 23 goals that will get us there



## Carbon footprint



- scope 1 & 2 > **-50%**
- scope 1,2 & 3 > **-30%**

### Raw materials

- **-10% of main raw materials**
- **-10% of other ingredients**

We want to do more with less. Use less materials and ingredients per tonne of finished product, and produce the same yummy products.

### Packaging

- **-10%**
- **100% recyclable**
- **+30% recycled content for plastic packaging and 100% recycled content for cardboard packaging**

We need high-quality packaging to preserve our products and ship them worldwide. And yet, we stand by our commitment to do less with more, by reducing the amount of packaging per tonne of finished product, and choose recyclable materials and materials with high recycled content wherever we can.

### Energy consumption

- **-10%**
- **50% renewable**

As an energy-intensive business, we know there's only one way forward: to improve our energy efficiency per tonne of finished product and switch to renewable.

### Company waste & by-products

- **100% by-product valorisation: prioritisation of human food before animal feed and bio-methanisation**
- **100% waste valorisation**
- **0% waste to landfill**

We don't see waste, we only see resources. We seek ways to revalorise our residual waste and by-products as much as we can.

### Water use

- **-10%**
- **50% alternative sources**
- **of which 10% reuse**

We minimise our use of water per tonne of finished product and maximise our use of alternative water sources, like surface water or reclaimed water.

### Transport

- **50% by inland shipping/ train**
- **100% greener internal transport**
- **100% greener fleet**

We depend on transport to deliver our products to consumers worldwide. And so, greener and multimodal transport (shipping over inland waterways when we are in charge of transport, and transport by train) are our way to go.

## Social commitment



### Potatoholics

- 0 accidents
- 100% of employees has a "My Story" talk
- +200 commuting by bike
- ++ job satisfaction
- ++ employee loyalty

As a family company, we take our social responsibility very seriously. We look after the safety, vitality and wellbeing of our employees, ...

### Local communities

- 0 nuisance
- ... we're invested in the health and wellbeing of our local communities ...

### Consumers

- clean label alternative for every product
- ... and we carefully follow up and respond to consumer trends.

**Sustainability is an attitude at Agristo.  
It permeates all levels of our organisation.  
We do have a steering committee on  
sustainability, to help keep our commitments alive.**

# Our contribution to the SDGs

Our ambitions and strategy are directly linked to the UN Sustainability Development Goals, or SDGs for short. That's a collection of 17 world development goals adopted by all UN member states in 2015 to build a better world by 2030. We specifically focus on eight SDGs which we believe are the most relevant to our business and our stakeholders.

## SDGs



## Relevant indicators/description

**13.2** Integrate climate change measures into strategies and planning

**7.2** Increase the share of renewable energy

**7.3** Improvement of energy efficiency

**6.** Ensure availability and sustainable management of water use

**9.** Industrial policies to build resilient infrastructure, promote sustainable industrialisation, foster innovation

## Related activities

Emission reduction

Use of biogas

Innovation for energy efficiency and recovery

Renewable energy projects: PV panels, heat network for green heat

Alternative water source (Leie)

Wastewater treatment plants at all our sites

Re-use of treated wastewater

Innovation on resource recovery from our wastewater

Innovation on several tracks

Sustainable headquarters

High-tech processing equipment

**11** SUSTAINABLE CITIES AND COMMUNITIES



**8** DECENT WORK AND ECONOMIC GROWTH



**12** RESPONSIBLE CONSUMPTION AND PRODUCTION



**4** QUALITY EDUCATION



**11.2** Safe and sustainable transport

**8.3** Create decent jobs

**8.4** Improve resource efficiency

**8.5** Decent work for all & equal pay

**8.8** Protect labour rights & promote safe and secure working environments

**12.2** More efficient use of natural resources

**12.4** Minimise adverse impacts of chemicals & other wastes (on human health & environment)

**12.5** Reduce waste generation

**12.6** Sustainability reporting cycle

**4.4** Increase the number of people with technical and vocational skills

Transport by inland waterways & train

Promotion of road safety in local communities

Investments in community services: running track, green spaces, HQ spaces open for everyone to use

Job security

Fair wages & protected workplace partnerships

Health & safety, well-being, personal development

Reduction of residual waste

Noise and odour limiting measures

Buffering sites from neighbourhoods

Valorisation of by-products

We value skills over degrees

We invest in on-the-job training to attract people with the right motivation and qualities

# Our sustainability ambitions **in action**

**Our production sites in Harelbeke (BE), Nazareth (BE), Wielsbeke (BE) and Tilburg (NL) are perfect examples of how sustainability is woven into our daily operations. And our brand-new headquarters in Wielsbeke in particular:**



## **Sustainable design**

Our new HQ are eligible for BREEAM excellent certification, which is the world's foremost environmental rating system for buildings. The indoor climate is regulated with concrete core activation – a system of water pipes integrated in the floors and walls, carrying hot and cold water from our production and storage operations throughout the building. Natural daylight, motion-based lighting and carbon-dioxide regulated ventilation further reduce our energy consumption. Plus, we've installed solar panels on the roof of the building to generate clean electricity.

The wellbeing of our employees was at the centre of the new building design. Special attention went into the acoustics of both large open spaces and smaller rooms. Apart from working spaces, there are plenty of spaces where employees can relax, meet and destress in a way that suits them best. In addition, all meeting rooms are equipped with the newest technologies, allowing our people to participate in meetings even while being on a business trip or while working from home.

## **People-centred workplace**



As you'd expect from any HQ, ours are designed to foster collaboration, with plenty of spaces where people from different departments, partner organisations but also neighbours of our production facilities or local associations can meet and connect. The central hall is literally open for everyone to use, stimulating creative ideas and innovate partnerships. With more than 30,000 plants, trees and shrubs outside, we've created a lush rooftop and canopy garden for everyone to enjoy. Inside the offices, more than 150 planters provide our employees with extra oxygen to "make them grow". Dynamics, interaction and flexibility are the building blocks of this building. The future-proof design of the building immediately anticipates Agristo's future and is already geared to further growth.

As space is scarce, we chose to have parking both above and below ground. We also offer parking lots for e-vehicles (cars and bikes), where visitors as well as employees can quickly and easily recharge their vehicles. •



The trends that shape our

**bright  
yellow  
business**



We see changing trends as opportunities, and embrace innovation to grow and adapt to whatever our world needs.

## 3 major global challenges

### 1. Climate change – what else

Over the past years, we've seen more highs and lows in the potato harvests in Western Europe. Long periods of drought or abundant rainfall lead to larger varieties in yield per hectare and can have an impact on the quality of the harvests. The long-term average yield per hectare, however, seems to remain stable in Western Europe. Nobody knows exactly what the future will bring, but it is clear that extreme weather has a major impact on the harvest stability and crop quality in Western Europe. In order to protect the environment, we see regulations getting stricter – especially for water use, carbon emissions and plant protection products. As human activities are responsible for this global phenomenon, it's up to us to shrink our impacts and protect our precious soil and climate to make sure we can keep growing potatoes in an area where the conditions are perfect.

[Leap to our climate ambitions >](#)



### 2. Brexit

We're well beyond the rising tide of globalisation. Our modern global economy is ever more affected by geopolitics and protectionism. In this context, Brexit was a major challenge for us, as the UK is one of our most important markets. Especially our logistics operations were impacted by it. During the Brexit transition period, we took the opportunity to intensify our communication with our British customers. Drawing on our experience with the export of our products outside Europe, we quickly digitised and automated administrative formalities and were able to increase our customer service by offering full and comprehensive customer solutions. In other words, we turned a challenge into an opportunity.

### 3. Rising costs

Covid, the disturbances in the worldwide container traffic and the Ukraine war all impacted the costs of energy, natural resources, packaging materials, etc. This reinforced our commitment to work even harder on energy and resource efficiency. The less we use, the less we emit and the lower our costs.

[Our journey to less >](#)



# What's trending **locally**

## 1. **Environmental policies**

Environmental policies of national and local governments are in constant evolution to further reduce the impact of industrial activities – something we can only encourage at Agristo. We're currently working to halve our direct carbon emissions by switching to alternative water and energy sources, greenifying our fleet, revalorising our waste, etc. Additionally, we invest in the prevention of odour and noise nuisance to local residents, to make sure our neighbours are happy to have us, not annoyed by us.

[Discover our environmental ambitions >](#)

“ **We're working to halve our carbon emissions by switching to alternative water and energy sources, greenifying our fleet and revalorising our waste.** ”

## 2. **War on talent**

Even though the potato-processing industry is highly automated, we still need Potatoholics to operate our production lines and achieve our many ambitions. We see the war on talent as an opportunity to position ourselves as a top employer in the regions where we're active.

[Get to know our Potatoholics >](#)

## 3. **Consumer trends: diversity, experiences, back to the roots, good for the planet, good for you**

B2B company or not, we carefully follow food trends to make sure our potato-inspired delights are loved and appreciated by the end-consumers, the people who sink their teeth in them. They care for quality, diversity, food that fits into their busy lives, and food that doesn't harm the planet. By identifying those trends at an early stage, we can reinvent ourselves and support our customers to service early adopters and make their business thrive.

[Our product innovations >](#)



# Our response? **We innovate.**

**Our innovation policy focuses on 3 tracks: we hop on developments in agricultural and production technology to increase the quality of our ingredients and the efficiency of our growers and our own operations. We adapt our products to changing consumption patterns. And we continue to optimise our production processes.**

## Technological innovation

From farm ...

We have a dedicated team of agronomists to support our partnering growers. Backed up by 35 years of expertise in potato cultivation, they advise potato growers on the best agricultural practices, taking soil characteristics and changing weather conditions into account. In addition, they study storing techniques to keep the quality of the potatoes intact before they go into processing. But how exactly do our tight relationships with potato growers innovate the sector and make it more sustainable?



Potato growers are informed about deliveries and payments through our **digital growers portal**, where they can also find quality-control feedback. It's a convenience and a form of transparency that is very much appreciated by our growers.



In their search of the potato of tomorrow, the Agro and innovation & product department are constantly looking for **new potato varieties** that are more robust, need less fertilization and drink less. Especially varieties that are more resistant to pests and diseases and can withstand extreme weather conditions. A new, strong variety that requires less pesticides, and is better for the grower (less expensive), the environment (less harmful) and society (healthy planet, healthy us), can reduce pesticide use by 50% by 2030, in line with the 'Farm to Fork' strategy, and can result into a considerable reduction in the use of nitrogen in the agricultural sector.



Our Agro department closely follow the industry's research into **hybrid potato breeding**, which could enable growers to grow a field of potatoes with only a few kilos instead of tonnes of seed potatoes. Even though this technique is still under research, we are making sure to stay up-to-speed so that we'll be able to implement it whenever it becomes a real possibility.

We encourage new techniques like Precision Farming. In our opinion this technique will optimize all links in the chain, from growers to end product in the long term. Precision farmers gather data on moisture content, soil characteristics, and nitrogen content tracked by the agricultural machine sensors and GPSs, to improve their crop yields and raise efficiencies. They can use that information to **calculate the optimal volume of input** (seed potatoes, fertiliser and pesticides) per m<sup>2</sup>.



And not so much an innovation as an important improvement: our agronomists actively support our growers' soil health and help them promote the local biodiversity. All our growers are **Vegaplan certified** or equivalent, guaranteeing food safety, quality and sustainability of their products. Vegaplan imposes stringent requirements like Integrated Pest Management, biodiversity measurement, the preservation of soil health, energy efficiency, waste management, etc.



The team is currently investigating the option of **drip irrigation** to save water and fertiliser and control the growth of potato plants. As their research is still at an early stage, it will take some more time before the results will be made available.



## Product innovation

... to fork.

Culinary tastes differ throughout the world. If you ask someone what the perfect fry looks and taste like, the answer will differ depending on where you are:

### Belgium

Irregularly cut, fried golden, and served with mayonnaise and beef stew sauce

### UK

Shaped like a big wedge and baked with fish

### France

Thin and golden brown

### Germany

The yellower the better, with paprika, salt and wurst

### Greece

Sugared, with Feta cheese

### US

Salted and caramel loaded

### The Netherlands

With "fritessauss" (sweet mayonnaise)

### Japan

With seaweed

### Peru

Topped with sliced sausage and covered in condiments like ketchup, mustard, mayonnaise and aji chili sauce

Market studies have revealed 4 additional consumer trends: the demand for a unique experience, authenticity, and low-impact and healthy food.



### Premium experience

An important part of our consumers want a premium experience while eating fries, hashbrowns or gratins. They are looking for a restaurant experience at home, and are prepared to pay more for a better quality and/or unique taste. We therefore offer a wide range of products including crispy fries, fluffy chips, gluten-free and premium potato-inspired products, like mashed potatoes, gratins, etc.

### Premium around the clock: 6 easy food ideas



Seasoned  
waffle-cut fries



Dippers



Seasoned wedges



Hash Brown canapés  
with vegetables



Hash brown  
mini waffle



Loaded fries

### Back to the roots



People worldwide are increasingly craving pure, local, authentic food. It's all about taste, freshness and nutrition. Which is why we offer fries with a Nutri-score of A or B, skin-on potato products, oven and air fryer products, and organic fries, wedges and diced potatoes.

### Health & clean labelling



People care more about their health, and want to eat less fat and carbs. We offer skin-on products for extra fibre, organic products that are perceived as healthier and more natural, and 'Ever Crrrisp' oven products. Our sales of organic products all but double on an annual basis.

At Agristo, we're also in favor of **clean labelling**. Our clean-label products have fewer and simpler ingredients, made from natural sources. We aim to move away from highly processed ingredients and want to offer clean label alternatives for all our products by 2030.



### Planet



'Sustainability' is an emerging criterion for consumers worldwide, and is often associated with conscious consumption. People want to be better informed about the products that end up on their plates to make sure nothing or no one was harmed in the process.

Today, our packaging materials are over 99% recyclable, and we're aiming for 100% by 2030. We're investigating organic alternatives for glue, tape and other packaging materials that are difficult to recycle. We're even dreaming about a circular type of glue, made from our own potato starch.

Plus, we're looking to up the recycled content of all our packaging, which is quite the challenge, as we need to comply with local and (inter)national food safety standards. We still have a long way to go, but our secondary cardboard boxes are already made of 99.4% recycled content.

And then there's volume: we're working hard to reduce our total amount of packaging material per tonne of finished product, and minimise their carbon footprint. We use thinner foil wherever we can and team up with external partners to test bio-based packaging.

Last but not least, we source our potatoes locally at Agristo. They come from within a 150 km radius from our factories. In other words, our plants are situated in the middle of the European potato belt. And as we've mentioned before, our agronomists have a tight relationship with the 1000 farmers growing our potatoes, which is what "local sourcing" is all about. Once the potatoes are processed into frozen products, they are transported and distributed worldwide.

**“The single  
purpose of our  
innovation  
strategy is to  
make our  
customers  
thrive.”**



## Process optimisation

## Our lean & green recipe

We optimise our production processes on a daily basis to increase our efficiency and reduce our impacts.

[How we shrink our carbon footprint >](#)



We're convinced that our frozen potato solutions help reduce food waste, because **potatoes are processed more efficiently in our plants than at the consumer's kitchen**. Just look at the efficiency gains from our new sorting and cutting machines. [Scroll up >](#)

We also offer skin-on products, process the smallest taters into mash potatoes and flakes, and turn tiny fries into flakes.

In the end, the single purpose of our innovation strategy is to make our customers thrive. To help them stay up to date with new technological developments, ever evolving regulations and policies, and rapidly changing consumer trends. And to be a reliable partner, so they can create value for their customers.



As members of **EUPPA** (the European Potato Processors' Association), we're closely working together with industry peers to encourage new ideas, and launch and support innovative projects that promote soil health and biodiversity.

# No taters without our partners



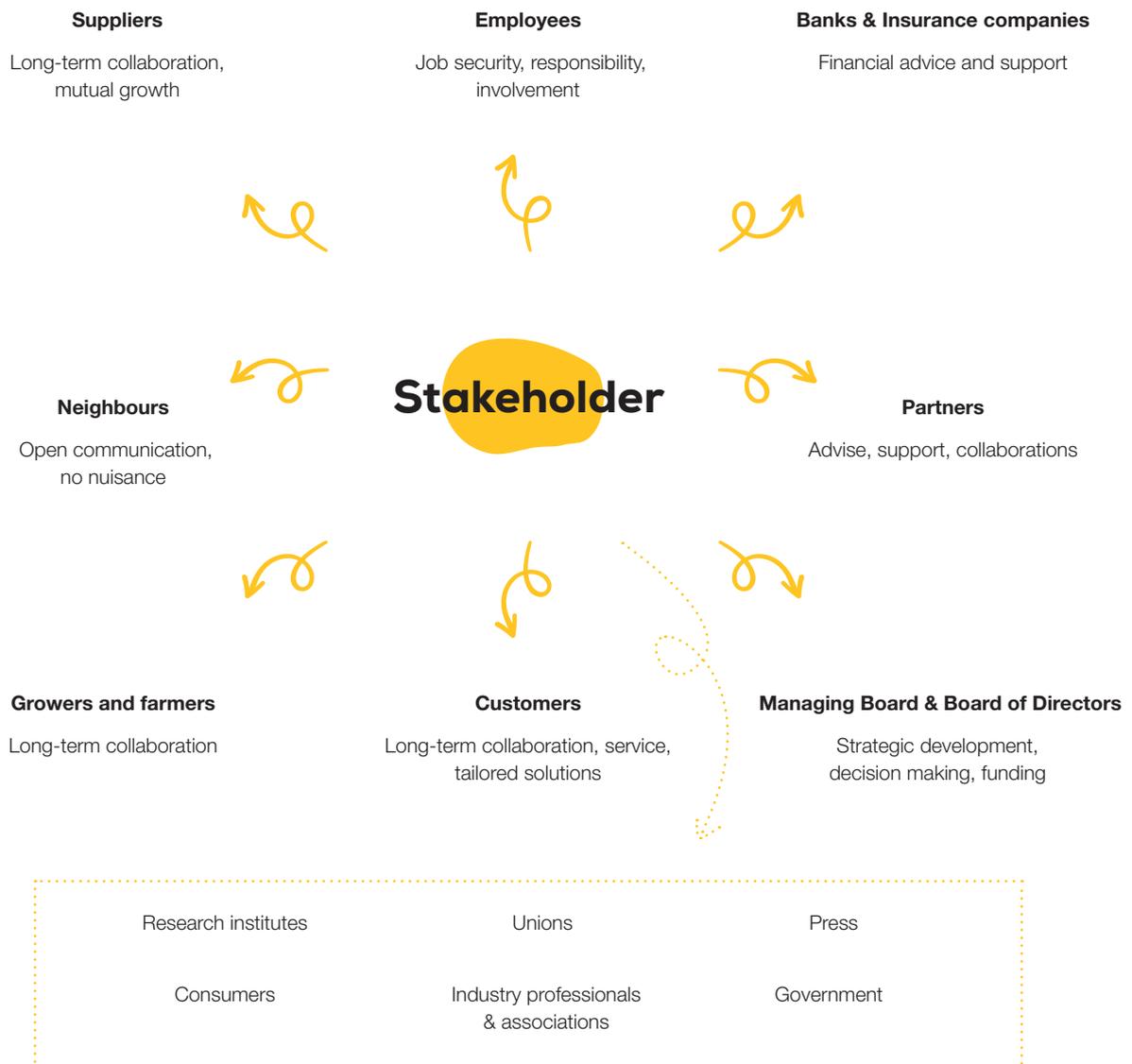
Potatoes. We love them. You love them. Everybody loves them. But this bunch loves them just a tad more. We've identified our most important stakeholders and mapped out their expectations through a thorough stakeholder analysis. Here you have them.

No taters without our partners



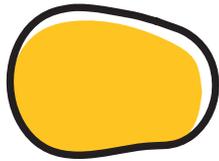
## Our main stakeholders

Even though *all* our stakeholders matter to us, our stakeholder analysis helped us determine who to keep closely involved, who to keep informed and who to follow up on. Today, it guides our communication with our many different partners (what we say to whom, when, how often ...).



# Simply put...

When we talk about “our partners” in this chapter, who we really mean is ...



and



## Our partners

in **all things potatoes**

Customers  
Growers  
Suppliers

## Our partners

in **all things life**

Neighbours  
Local authorities  
Civil society

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## Our ambition for 2030

**To prioritise and promote the health and wellbeing of our partners, and make them grow. Grow together, as one team. As one big community of potato lovers, who all want the same thing – to keep thriving.**

## How we make it happen



When we look at our partners in all things potatoes ...



### There's the brands who distribute them aka our customers

Our customers are the ones who serve our tubers, fries, röstis ... to the people who feast on them. Everything we do, we do for them. From selecting the best growers and potatoes, to installing the most modern machine park available, to hiring and training our staff and building production sites in harmony with their surroundings. We do it all to meet our customers' needs and create the highest possible customer satisfaction. To grow to our fullest potential together.

We could say a thing or two about our quality products, service and delivery. Or get into our high level of customer interaction, and mention how this allows us to pick up trends from around the world and share them with our customers. ([Jump back to the trends that shape our bright yellow business](#) >) Or that we improve private-label products by tailoring our taters to our customer's tastes. Or mention the fact that we offer recyclable packaging or, where possible, packaging with recycled content, helping our customers to greenify their products. **Or we could quite simply ask our customers what they think about Agristo. And this is what they said.**



***“Orange & Green have a 15-year close partnership in operating the local office for Agristo in Australia & New Zealand. Both companies are fully integrated from a sales, quality assurance, logistics and financial perspective. This was a perfect base to propel the relationship forward with the development of a new brand – Potato Utopia. In consideration of this close mutual collaboration, on behalf of Agristo, Energy Manager Peter Vos has spent six months in Australia to work collaboratively with Potato Utopia. Together we also developed a pipeline of sustainable packaging options for future growth.***

***What was particularly insightful during the collaboration, was the Carbon Footprint analysis. It revealed Agristo's significantly higher production efficiency compared to Australian frozen potato producers. And the fact that this results in a lower Carbon Footprint, even when including transport from Belgium to Australia.”***

**Steve Wallace**  
Regional Sales Director  
Orange & Green

The bottom line is, there isn't anything (reasonable) we wouldn't do for our customers. We don't just help them out with a batch or two of processed taters – we stand by them every step of the way to help them thrive.



### **The experts who grow them aka our growers**

We can't make quality potato products without high-quality potatoes, or without the farmers who grow them. They face new challenges every season, and every time they manage to supply us with the potatoes we need to make crispy fries, buttery mashed potatoes and wedges that are crispy and crackly on the outside, with tender, pillowy potato inside. Our production is located in the Netherlands and Belgium because that's where the best potato farmers are. Skilled professionals who have years of experience with the whims of nature and world-class machinery to **plant, grow and harvest potatoes in the best possible conditions**. They scale up year by year, harvesting the highest potato yields in the world. Combined with favourable weather conditions, good soil quality and strong potato varieties, it guarantees a stable potato farming industry and the best partners we could wish for.

We rely on the expertise and experience of our growers and support them in any way we can. Long-term partnerships are what we commit to. To grow together as one team.

### **And the businesses who help us prepare them aka our suppliers**

Besides potatoes and sweet potatoes, we also need other ingredients to make our delicious fries, wedges, gratins ... Vegetables, cream, parsnip and oil, to name but a few. Given that everything has an impact on the environment, we want to reduce our consumption of ingredients per tonne of finished product by 10% by 2030, compared to 2019.

In 2019, we used 77 kilos of ingredients per tonne of finished product. Two years later, that volume increased by 12% to 86 kilos, merely because of our bigger share of coated and battered fries. We're now taking internal measures to promote lean production processes and increase our share of clean-label products. Plus, we **work with external partners to minimise the impact of our ingredients**.

Next to ingredient suppliers, there's our **energy providers, consultants, contractors, and many other**. Each of our suppliers can help us minimise our impacts on the environment.

Only to say that we need partners rather than suppliers. They are crucial for our continued growth and our sustainability goals, helping us develop better products with a smaller impact and meet the changing needs of our customers. Together we adapt, adjust and improve our production to the latest technologies. They help us grow, and vice versa.



**Aside from our (potato) partners in crime, there's also our environment. The people who live next to us, the authorities who welcome and support us and the organisations that share our values and vision for the future.**

**Keeping our neighbours happy**

→ **2030 target: 0 nuisance**

Agristo isn't an island. We're a neighbour before anything else. Communicating openly with the local communities we're a part of, and treating their problems as our own. We also invest in local organisations and events to support community life, and contribute to local, regional and national policy goals wherever we can.

We especially prevent **noise and odour nuisance**, as they were identified as significant environmental aspects, and register all complaints in our new registration system since 2021. Our goal is to lower the number of registrations every year and handle them quickly and successfully only to achieve **zero complaints by 2030**. We don't want anyone living around our production sites to be hindered by our activities. Among other measures, we've installed chimneys with afterburners, we use automatic sound detectors and electronic noses to quickly identify potential problems, and we send out newsletters and organise information sessions to keep our neighbours informed.



We've also developed a blue-green infrastructure at our production sites in Harelbeke and Wielsbeke. We contribute to the local biodiversity by planting native trees and hedges along the banks of neighbouring streams and our production sites, creating ideal habitats for insects, bees and birds. In Wielsbeke, we've even installed a 2.2-km running track where employees and local residents can stretch their legs and improve their personal records.



Our other two plants are located in industrial areas in Nazareth and Tilburg, where it's more challenging to promote the local biodiversity. However, we're currently evaluating different options. In Nazareth, we collaborated with nature organization Natuurpunt to plant trees in a nearby nature reserve.

## **Sponsoring local organisations**

We sponsor **socio-cultural and sports organisations** in the regions where our production is located. Think: local football clubs, block parties, or charity actions like 'De Warmste Week' in Flanders. In 2021 we sponsored a running event in Tilburg. By 2030, we want to support more local initiatives in which our employees and neighbours are involved.

We also support organisations active in **health promotion**, like 'Het Ventiel', offering buddy programmes for young people affected by dementia. We don't just sponsor them financially but also invite them to our social and sports events to break taboos and raise awareness about young dementia.

And lastly, the overstock we cannot avoid goes to **food banks** in West and East Flanders. We donated 12,868 kilos in 2018 and 74,665 kilos in 2019. Due to the Covid pandemic and the limited freezing capacity of the food banks, that volume dropped back to 46,884 kilos in 2020 and 23,198 kilos in 2021. We're working to increase our food donations to help as much people as we can. In fact, we recently entered into a structural partnership with the local food banks.

## **Teaming up with local authorities**

In Wielsbeke, we teamed up with the municipal council to promote road safety by installing safe crossings for pedestrians and cyclists, as our production site is located next to a busy road.

Our plants in Nazareth, Tilburg and Harelbeke are located in areas with less traffic. And so, we invest in different initiatives to promote road safety and commuting by bike. The picture below shows a new bike and pedestrian path we've built next to our plant in Harelbeke, improving access and road safety for our neighbours. •



**The overstock we cannot use goes to food banks.**



***“When Agristo settled in Wielsbeke five years ago, we got in touch with them as a local club. From the first meeting, Agristo indicated that they wanted to integrate into the Wielsbeke community and that they also wanted to support associations. We submitted our file and received a response quite quickly. Besides giving a lot of boys the chance to pursue their favourite hobby, it was important to Agristo that we offer quality youth training. A team sport teaches young people to work in teams. Results are not achieved with one player but with the whole team. Besides the sporting aspect, we want young people in our club to treat each other respectfully, arrive at training and matches on time and be polite to trainers and referees.***

***We try to build a long-term relationship with our sponsors while we try to give them, at our level, as much return as possible. The fact that we could conclude a new 3-year agreement this year indicates that both parties are satisfied with the cooperation. Because Agristo has become a partner of our club, we were able to convince other companies in Wielsbeke to support our club.***

***We can easily and smoothly get in touch with Agristo. We even get to speak to senior management and ask for advice.***

***The contact is warm and friendly. We as a football club are very pleased that Agristo is the main sponsor of our first team.”***

Jean-Pierre De Leersnyder  
KSC Wielsbeke



***“Agristo, a company with a warm heart for people who would otherwise be left out.***

***A few years ago, as inspirer of Het Ventiel, a buddy project for people with young dementia, I was invited to Agristo. We had a warm and inspiring conversation. Agristo wanted to commit to Het Ventiel. It was not an empty promise but a fine collaboration in which they also informed their employees, suppliers, and customers about our activities.***

***At the opening of their new branch, for instance, they did not opt for flowers or gifts but asked to make a donation to Het Ventiel. When buying new water bottles for employees, the bottles that were still usable were given to our people. A family day for the staff: our people were also welcome to join the walk, get acquainted and enjoy - how could it be otherwise - delicious chips.***

***These are just a few examples of how Agristo really puts its heart and soul into making a difference for people with young dementia.”***

Gudrun Callewaert  
Het Ventiel

**Agristo is a warm-hearted company.**

Proud to be

# Potatoholics



Yes, we have our own vocabulary at Agristo. We're "Potatoholics" in heart and soul – meaning: we love potatoes with every fibre of our body and we share our passion (and yummy treats) with everyone who lets us.

Proud to be Potatoholics



## Our Potatoholics today

Between 2019 and 2021, our **number of full-time employees increased by almost 11%:**

Employees (FTE)	2019	2020	2021
Plants	672	725	742
Group	172	184	194
Total	844	910	936

Most of our positions are **blue-collar, jobs that are still overwhelmingly male-dominated**. Even though we provide equal job opportunities and fairness for all employees and job applicants, there is still a noticeable gender difference between blue-collar and white-collar jobs in the industry. In fact, about 85% of the employees working at

our factories are male. At our headquarters, about two thirds of our employees is female. That gives a stable average gender rate of 76% male and 24% female employees. In our board of directors there's a 4-to-6 relationship between women and men. And we have 2 co-CEOs with a 50-50 gender status of 1 man and 1 woman.

Gender	2019	2020	2021
Plants			
→ Male	85%	84%	85%
→ Female	15%	16%	15%
Group			
→ Male	36%	38%	37%
→ Female	64%	62%	63%
Total			
→ Male	76%	76%	76%
→ Female	24%	24%	24%



With an **average of 40 years old**, our employees are in the prime of their life. The Potatoholics in our plants are a little bit older than the ones working at our headquarters (42 and 35 years old, respectively).

“ All our employees are protected by our company’s labour agreements and the Collective Labour Agreement for the Food Industry.

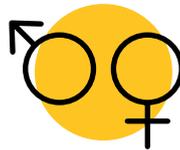
Avg. age	2019	2020	2021
Plants	40	41	42
Group	34	34	35
Total	39	40	40

### Our Potatoholics at a glance



**Members of staff**

936 FTE



**Gender status**

76%-24%



**nationalities**

24



**Parttime**

6%



**Fulltime**

94%



**Average age**

40y



**Service years**

61,64%

20,76%

17,61%

## Our ambition for 2030

**Simple: to make our people grow, both personally and professionally. To promote their health and well-being, making sure they are happy, healthy and safe at and outside of work.**



## How we make it happen

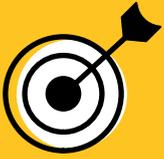
**This isn't a plan so much as a mindset. A culture. A way of thinking and acting, together. Which brings us to our first point ...**

### **Our culture of inclusion & belonging**

Our Potatoholics are, each and every one of them, inspiring individuals who drive our organisation and society forward. The least we can do is support them by building a strong company culture where people genuinely care about each other and work together as one happy family, with zero tolerance for any discrimination.

We put in quite some effort to keep our company culture alive through posters in common areas of our production departments, desktop backgrounds, welcome booklets, you name it. Also, every department – including the CEO's – organises Meet & Greet sessions where they present themselves and talk about their role within the Agristo family.





2030 target

## Build our employee loyalty

We measure the loyalty of our Potatoholics through an Employee Net Promoter Score survey – a series of questions about how they feel at work. Today, we have an eNPS of 34.7. A score above 0 is considered good, and a score above 50 is considered to be excellent. We go for better every year.



2030 target

## 100% of employees has a "My story" talk

As we've said (many) times before, growth is our future. Especially the personal and professional growth of each and every individual in our potato-loving family.



We believe well-connected employees are an important building block for just about any organisation. Which is why we organise Family Days on our production sites. As true ambassadors, employees can give their family members a personal tour around the premises and proudly share their work stories and achievements. It shows that not only our employees are considered as Potatoholics. So are their family members. After all, they are the ones having to listen to all the potato stories when our employees get home from work. Neighbours and local residents are also invited, to see with their own eyes what it is that we do behind our factory walls. In 2018 and 2019, we organised **Family Days** in Wielsbeke and Harelbeke. Then Covid came, and we had to skip one year. In 2021, we organised Family Days in Tilburg to celebrate the 20th anniversary of the local plant. Nazareth was scheduled in September 2022.



And there's more: we also celebrate Christmas together, take part in sports events, throw an Agristo quiz, organise a Tour d'Agristo, bike to work on Mobility Day, have breakfast together, celebrate World Compliment Day, organise summer drinks right before the holidays, ... There's plenty of moments where our colleagues can **socialise and bond over shared interests**.

## Employee empowerment

We're building an **agile organisation** to empower each other to take full ownership over our roles and tasks. A good example is our new production line in Wielsbeke, where employees can fill two or even three different positions. For instance, an operator at the production line can also operate packaging machinery, drive a forklift, etc.

Agility and flexibility come with a **feedback culture** that encourages knowledge and information sharing. We stimulate our employees to celebrate their successes and reward themselves for carrying out their responsibilities. Our goal for 2030 is that every potatoholic has an annual **'My Story'** talk scheduled with their team manager where they can talk about what they like and rather dislike about their job. If they feel happy about their role(s), we discuss specific learning points of both employee and manager. Several action items can be defined during the "my Story" talk. These action items must be followed up within one year. If they are not completely



“ We stimulate our employees to celebrate their successes and reward themselves for carrying out their responsibilities.

satisfied yet, we suggest a **talent scan** to discover their (hidden) talents and explore new career opportunities.

We give every employee the opportunity to create their own career at Agristo through **internal mobility**. New vacancies are communicated internally before they're made public. The experience Potatoholics have acquired working in different areas of our organisation gives them a better perspective on our company as a whole.

We also promote **personal development** by offering one-on-one coaching on identifying and overcoming stress and burnouts, assertiveness trainings, workshops about public speaking or personal leadership ... Whatever our people need to grow into the people they are and want to be.

And it goes without saying that **people with work restrictions** are equally welcome at Agristo. Plus, we collaborate with sheltered workplaces whenever the opportunity presents itself, like say, for the maintenance of our greenery.



## Employee training & development

We nurture the skills of our Potatoholics through education and on-the-job training. Making sure they have the right skills to not just perform their jobs but excel in them, so they love what we do. From internal language courses, Excel, time management and project management courses to external trainings around specific skills – we give our Potatoholics the opportunity to **develop to their full potential**. We help them leverage their strengths and use new technologies to increase their productivity. It's also why we offer trainings on safety behaviour, quality regulations, digitisation, etc.

We regularly organise **company-wide trainings** to contribute to the communication and collaboration at all levels of our company. Working with 24 different nationalities at Agristo, we offer language courses for everyone who's interested.

Additionally, newcomers are assigned a **Potato Buddy** as part of our on-boarding policy. On their first day to work they don't just receive a welcome booklet with more information about our company and values, they're personally introduced and shown around by their buddy. A Potato Buddy is someone newcomers can talk to – someone who eases their integration in the company.



There's also our **Young Potatoholics Program**, which gives young graduates the chance to follow a two-year program at Agristo to gain experience in different departments. That way, they can develop their skills and get to know the ins and outs of working at Agristo. It's the perfect first step towards a challenging new job, if we say so ourselves.

And last, but definitely not least, sustainability matters a great deal to us. We encourage our employees to be eco-conscious by sharing **sustainable solutions to everyday challenges** through our company screens, Sharepoint, by e-mail, etc.

All HR-related topics are centralised on a **dedicated website**, where employees can register for guided tours at our plants, Meet & Greet sessions with different departments, training sessions ...

## Positivity & fun!

Yellow is our favourite colour. Not just because our french fries are (golden-yellow) but because it radiates optimism, positivity and fun. In 2019, we introduced a new well-being programme with the slogan “Let’s go YELLOW!”. And we haven’t stopped since.



### Yellow workplace

We swear by a **positive working environment** by looking after the well-being of all our employees. Do they shine and feel like they make a meaningful contribution to our organisation? The most important parameter for a positive working environment is when employees believe they are able to meet the expectations of the job and receive appreciation for their efforts. We help them get there – and stay there – through personal coaching and team coaching.

**Individual coaching** sessions can help them deal with stress, burn-out risks and anxiety, develop specific competences, and develop their career through internal mobility. The team sessions are meant to foster collaboration. The Leaders@Work programme, for instance, helps leaders grow in their role and guide and inspire their teams.

### One happy family

Our 2021 satisfaction survey showed that **92% of our employees love what they do**. There’s a reason “jeunen” (the West Flemish word for enjoy) is our favourite word at Agristo. And it makes them radiate (yellow) pride.

The survey also helped us identify opportunities for improvement, like internal communication, collaboration, a better work-life balance and viable workloads. We’ve integrated them in the annual “My Story” talks to improve the yellow feeling of all our employees.



**89.9%**  
enjoys working with colleagues



**90.3%**  
feels treated with respect



**88.3%**  
is satisfied with their present job



**89.7%**  
feels accepted at work



**83.9%**  
agree with our company values



**86.5%**  
takes pride in their job



**87.3%**  
is proud to work at Agristo



**84.5%**  
wants to keep working at Agristo



**93.4%**  
is confident about Agristo's future



2030 target

## +200 Potatoholics commuting by bike

Less cars, more bikes – that's our mantra. We want to encourage our people to move smarter (and happier) to work.



### Yellow lifestyle

We help our employees **stay happy and healthy** by promoting healthy food and physical exercise.

We also have a **Cycling Plan** to contribute to the vitality of our employees. In 2019, 72 Potatoholics leased a bike for their daily commute. The idea of our Cycling Plan is to convince another 200 employees to bike to work by offering bike leasing and granting a bicycle allowance per cycled kilometre. We'd also like 40% of our employee living within a 10-km range from work to take their bike to work at least twice a week. And the numbers are rising. In 2021, a total of 143 employees cycled to work on a regular basis.

“ **My friends often meet up to ride together, so I was already looking out for a race bike. The Agristo Cycling Plan gave me that extra push I needed to actually go for it. It can be difficult to get out off the couch to go and work out after dinner, but now I've already had my daily dose of exercise as soon as I get back from work. The fact that I could choose a bike that fits me perfectly, was the cherry on top.**

**Pieter**

works 7 years at Agristo  
currently supply chain manager in Nazareth  
lives in Waregem

### Fresh fruit boxes

We offer fresh fruit from local shops at all of our production sites. The fruit is delivered in plastic-free reusable boxes and carefully selected to ensure the smallest possible footprint.

**Yellow safety**

We want **safety to be top of mind** for the people operating the production lines, but also for our management and HQ employees.

**Frequency rate**

The frequency rate is the perfect way to measure workplace safety. It indicates the total number of accidents at work resulting in at least one day of absence, in proportion to the number of working hours exposed to risks, multiplied by 1,000,000. In 2020 and 2021 our average frequency rate was down with 45% compared to 2018 and with 21% compared to 2019.

But we aren't there just yet. Our employees rate their safety at work 7.9 to 10, which means there's still room for improvement. By 2030, we're targeting **Zero Harm** by investing in our safety culture and setting 4 clear targets for our safety policy: increasing management commitment, strengthening risk management, regular training and communication, and increasing safety awareness. Every production site has specific KPIs to achieve each of those targets. •



**2030 target**

**0 workplace accidents**

The safety and health of our Potatoholics is our first and foremost priority.



**2030 target**

**Set a new record for employee satisfaction**

Happy Potatoholics are the best kind. We want to increase their job satisfaction from 7.8/10 to higher than the sky (theoretically speaking, 10 is the limit).

# Big ambitions, **small** **footprints**



Promoting the health and wellbeing of our stakeholders is but one of our ambitions – the other is reducing our ecological footprint. As a family business valuing collaboration, respect and a proactive mindset, we want to contribute to the health and well-being of this generation and the next. We therefore take our responsibilities to reduce the impact of our operations, making sure everyone has a stable climate and healthy environment to live in. As a matter of fact, we aim to cut our Scope 1 and 2 carbon emissions by half and reach an overall 30% carbon footprint reduction by 2030. And we do whatever we can to save natural resources (like water and energy), for the sake of the environment.

Big ambitions, small footprints



## Our carbon footprint today

In line with the Greenhouse Gas Protocol, we break our greenhouse gas emissions down into **3 Scopes**.

### Scope 1

**Direct**



All direct greenhouse gas emissions from our potato-processing activities. In other words, on-site natural gas combustion and our company fleet are our main sources of Scope 1-emissions.

### Scope 2

**Indirect**



Indirect greenhouse gas emissions from purchased electricity and heat.

### Scope 3

**Indirect**



Indirect greenhouse gas emissions from the rest of the value chain.

Today, we emit 110 kilos of Scope 1 emissions per tonne of finished product, which is 14% of our total impact. As a result of our increased share of renewable energy, we managed to report a reduction of 20 kilos of CO<sub>2</sub> per tonne compared to 2019. Our Scope 2 emissions are at 57 kilos of CO<sub>2</sub> per tonne. **Our Scope 1 and 2 emissions combined account for 22% of the Agristo Carbon Footprint. This means that almost 80% of our impact comes from our supply chain.** Either way, we want to reduce our Scope 1 and 2 emissions by 50% in 2030. With a reduction of 8.5% compared to 2019, we can confidently say we're well on track!



### From raw potatoes to golden-yellow fries

Every day, we process 135 trailers of raw potatoes across four different sites. The potatoes are washed, peeled and processed at high speed. Did you know the entire process requires no less than 19 steps from potato to end-product? It's our goal to reduce the environmental impact of every single one of them.



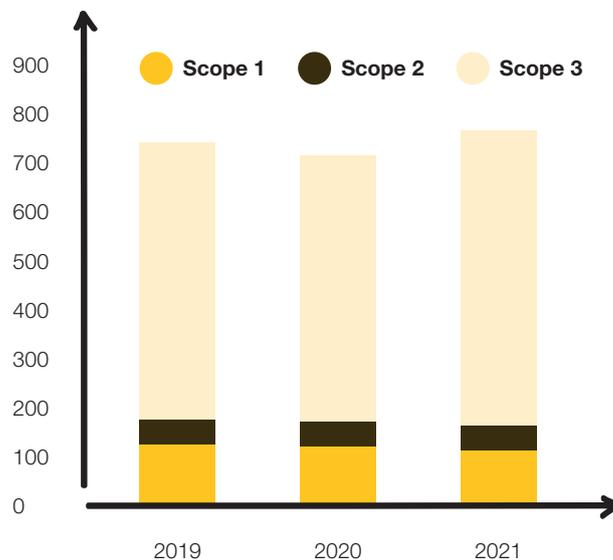


Our indirect Scope 3 emissions are the largest part of our carbon footprint. Potatoes (165 kg CO2 per tonne), ingredients (169 kg CO2 per tonne) and transport (164 kg CO2 per tonne) have the biggest impact. Over the past 2 years, **our Scope 3 emissions increased with 8% to 607 kilos of CO2 per tonne**, due to our ever more complex product portfolio. More ingredients were used in order to answer to the innovation needs of our customers and to meet changing consumer trends. Additionally, inland and international shipping faced major challenges, resulting in an increased impact of transport.

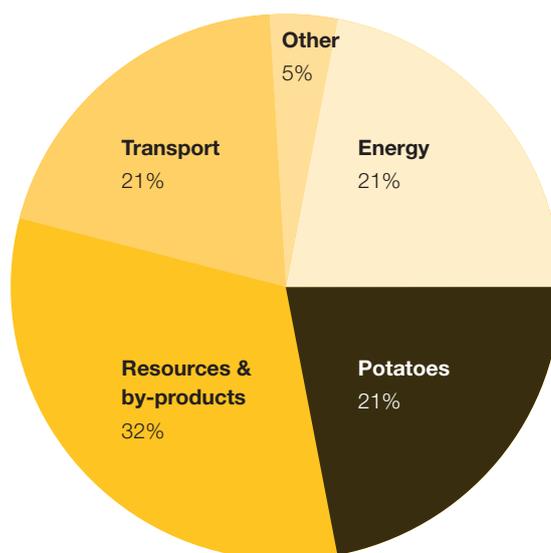
Overall, our **Carbon Footprint** was 745 kilos of CO2 per tonne of finished product in 2019 (Scope 1+2+3). Two years later, in 2021, this number **increased by 4% to 774 kilos per tonne**. At the same time, our total volume of potato-inspired products also grew by 4.7% from 723,000 to 757,000 tonnes. To give you an idea, this means that a 1kg bag of frozen fries equals 5.5 km by car or 13g of beef steak. We would go for the fries, how about you?

Our Scope 1+2 reduction is a start, but if we want to reach our target of a 30% reduction in total GHG emissions by 2030, we need to redouble our efforts and work together with our stakeholders up and down the value chain to cut emissions wherever we can.

When we look at our combined carbon emissions (Scope 1+2+3) by **source**, **resources and by-products** are responsible for **a third of our company footprint**. Raw materials, energy and transport are three other important contributors.



**Breakdown by Scope**



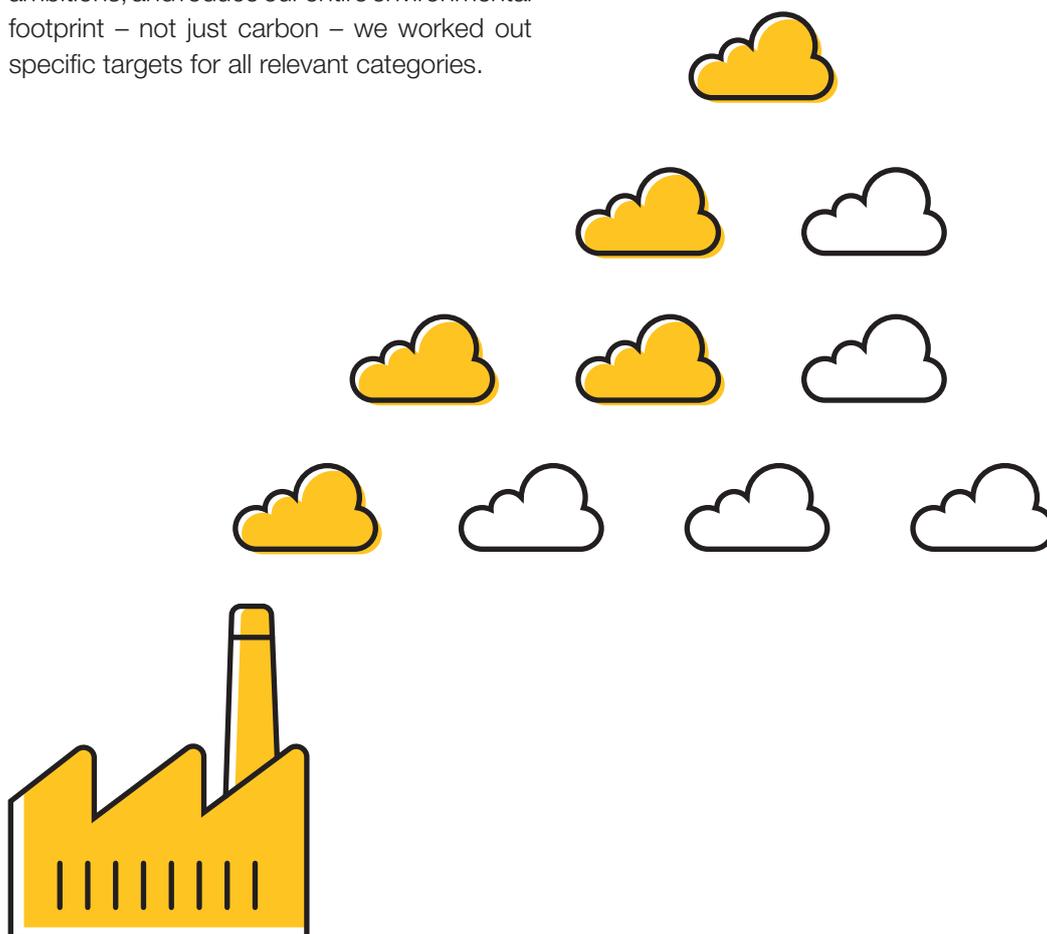
**Breakdown by source**

## Our ambitions for 2030

**By 2030, we want to shrink our carbon footprint by 30% compared to 2019, from 745 kilos to 522 kilos of GHG emissions per tonne of finished product. That's a total reduction of 223 kilos per tonne, which equals 27,175 smartphones charged, or driving 1,340 kilometres with a diesel car.**

But that's not all. We also want to **cut our Scope 1 and 2 carbon emissions by half**, from 182 kilos to 91 kilos per tonne of finished product. This means as much as halving the carbon emissions from our plants and our purchased electricity and heat.

In order to achieve our ambitious climate ambitions, and reduce our entire environmental footprint – not just carbon – we worked out specific targets for all relevant categories.



# What will get us **there**



## **More delicious products with less food waste**

### → 2030 target\*: -10% raw materials

Potatoes are our starting point. They are an essential element in our production process. Without potatoes, no fries. Sweet potatoes and parsnip are our two second-most important raw materials. By 2030, we want to reduce our raw materials intensity by 10%, compared to 2019.

We want to make more potato inspired products with less raw materials, by increasing the efficiency on our production lines and without losing any of the quality standards we are known for. We've already developed a resource efficiency policy, diversified our product portfolio and sensitised all our Potatoholics to make sure we reach our goal. Our skin-on products are a perfect example: we're able to make more fries out of 1 potato, with less energy (no peeling) and less by-products (peels)!



## **Better use of ingredients**

### → 2030 target\*: -10% ingredients

It takes more than just potatoes to make the perfect fries, hashbrowns, gratins and croquettes. We also need oil, spices, vegetables, creams ... The supply of these ingredients accounts for about 22% of our GHG emissions. That's why we're set on **reducing our ingredient intensity** – like our raw material intensity – **by 10%** by 2030.

Between 2019 and 2021, our ingredient intensity increased from 77 kilos to 86 kilos per tonne of finished product. This was directly linked to our growing share of extra crispy and seasoned fries. To get our ingredient intensity down again, we are implementing **lean manufacturing practices** and building partnerships with our suppliers.

As for lean practices, we don't start up production before careful assessment of the ingredient list of each product, making sure we don't use more than we actually need. We basically scan the E-numbers in each product and look for alternatives. Both the ingredient list and recipe are adapted to the new ingredients after they've been thoroughly tested and approved by our R&D Department. That also contributes to **simpler, "cleaner" products** with more natural ingredients. For instance, we've been able to leave out some additives found traditionally in hash browns by implementing extra process steps. Even though these additional processes require extra energy, if you look at the whole lifecycle, there's definitely a win!



## Less & recycled packaging

- **2030 target\*:**  
-10% packaging materials
- **2030 target:**  
100% recyclable packaging,
- **2030 target:**  
+30% recycled content in plastic packaging
- **2030 target:**  
100% recycled content for cardboard packaging

Packaging materials account for about 7% of our total carbon footprint. We have to admit it's quite a challenge to minimise their impact, because sustainable alternatives fit for frozen food are still hard to find. By 2030, we want to reduce our packaging material intensity by 10%, from 49 kilos to 44 kilos per tonne of finished product. Last year still, it increased by 1%. Challenge accepted, we say.

We're also steadily but surely switching to **more eco-conscious packaging materials** for all our products. Today, we already use thinner foil, and we swear by mono materials for easy recycling. In fact, 99% of our packaging materials is already made out of a single material. With a recyclability of 99.4% we're almost at our 100% goal. Nearly all our cardboard boxes are made from recycled cardboard. Our next steps are to **increase the recycled content in our cardboard packaging to 100%**, and to **up the recycled content in our plastic packaging by 30%**.



## High quality by-product valorisation

- **2030 target\*:** valorise 100% of our by-products into higher-value products

GHG emissions from by-products are about 3% of our total carbon footprint. Our goal is to valorise them into higher-value products. More food and feed, less anaerobic digestion. And of course, no landfill.

Between 2019 and 2021, our total volume of by-products increased from 596,251 tonnes to 636,915 tonnes. In 2019, most of them went into animal feed (56%) and bio-methanisation (41%). Only 3% was used in food products. In 2021, we doubled the share of valorisation into food products to 6%, partly thanks to our dewatering processes and new flake drum in Tilburg. We further increased the share to animal feed (61%) and decreased the amount to bio-methanisation by 20%. Well on track!

We use a **priority list** to reach our 2030 target and eliminate by-product waste. We first try and repurpose our by-products as a high-quality food resource, like potato flakes, and if that isn't an option, they go to animal feed, like we do with steam peels and pre-baked product waste. Energy valorisation through fermentation is third on the list. Sludge, potato greens and grey starch go into bio-methanisation, for instance. Another option is to look outside of our sector, like we do with starch: our starch is recovered and repurposed in the paper industry, where it's used as a filler.

In other words, we're working towards minimum waste streams, maximum efficiency and less GHG emissions.



## Less & renewable energy

→ 2030 target\*: -10% energy use

→ 2030 target\*: 50% renewable energy

We need energy to make our delicious products. Heating energy for peeling, blanching, drying and frying, and cooling for freezing. We can't produce fries without it. To reduce the environmental impact of our energy use, we want to **increase our energy efficiency by 10%** by 2030 as compared to 2019, and **achieve 50% renewable energy**. The rising fuel costs make this challenge extra rewarding.

As you can see in the [chart above](#), our energy consumption accounted for 21% of our carbon footprint in 2021. Between 2019 and 2021, our volume of **GHG emissions from energy decreased** from 181 kilos to 166 kilos per tonne of finished product. At the same time, our energy consumption increased from 0.86 MWh per tonne to 0.91 MWh per tonne of finished product, because of the growing share of more complex products, which require additional processes and therefore, more energy.

We've already invested in **several technological innovations**, like dryers on residual heat, energy-efficient pumps and motors, water recirculation, recovered heat networks, an underground heat exchanger

“ Our shares of renewables quadrupled in only two years' time. Imagine what we can do in nine.

to cool our new HQ offices and heat recovery steam generators to improve the energy efficiency of our new production lines. And we're continuously implementing **process innovations** like design improvements, slowdown/shutdown optimisation and automated ventilation to reach our target of a 10% increase in energy efficiency, to 0.77 MWh of energy per tonne of finished product.

In 2019, about 5% of our energy came from **renewable sources**. We partnered up with green energy producer [A&U Energie](#) to develop a heat network near our Wielsbeke site, converting local non-recyclable wood waste into green electricity and heat. We also installed 6,500 solar panels providing 2.4 MWp of renewable power – enough to power 585 homes. At the same time, we invested in biogas recovery from wastewater treatment in Nazarath to keep the site up to speed with our other locations. Thanks to our many innovations, we were able to increase our share of renewable energy to 20% of our total energy consumption in 2021. Meaning: our share of renewables quadrupled in only two years' time. Imagine what we can do in nine.





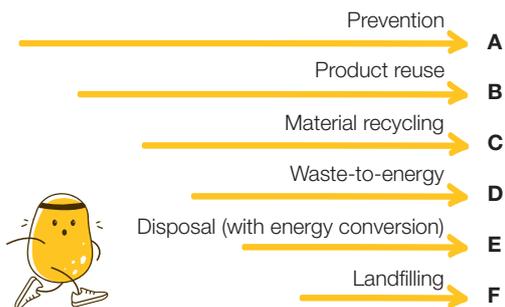
**Less company waste**

- 2030 target\*: valorise 100% of our waste into higher-value products
- 2030 target\*: 0% waste to landfill

Waste only accounts for a small part of our carbon footprint. In 2021, we registered 211 tonnes of GHG emissions from company waste, which is 0.04% of our carbon footprint. However insignificant that may seem today, we want to reduce it even more, making sure everything is reused or recycled in the best possible way.

Our production volume increased by 5% between 2019 and in 2021, which led to a 10% increase of company waste, from 4,262 tonnes to 4,714 tonnes – mainly cardboard. We use the **Lansink Ladder** to reach our 2030 target and get that number down: **from prevention to reuse, recycling, energy production, incineration, and landfill as the very last resort**. We have a zero landfill policy and have reached that goal for several years now.

We did produce more waste, but we also recycled more. In 2021, we managed to recycle 94% of our company waste, compared to 87% in 2019. Only 6% went to the incinerator.



**Lansink Ladder**



**Fossil-free & inland water transport**

- 2030 target\*: 50% transport by inland shipping or train
- 2030 target\*: 100% fossil-free fleet
- 2030 target\*: 100% greener internal transport

As an export-oriented company we heavily rely on international transport, particularly inland shipping and truck transport. Plus, 21% of our own international shipments was supplied by inland shipping in 2020 and 2021.

In the [chart above](#), you can see that transport accounted for 21% of our carbon footprint in 2021, which is a 4% increase as compared to 2019. By 2030, we want to reduce the carbon intensity of our transport activities and reduce the negative impacts of overland transport by **relying on 50% inland shipping or train** for our supplies, and increasing our export via rail and/or inland waterways.

But that's not all: we're also greenifying our fleet, aiming for **100% fossil-free company vehicles**. In 2021, our entire fleet ran on fossil fuels, with a maximum of 125 grammes of GHG emissions per kilometre. In line with the federal policy, we are now steadily but surely switching to fossil-free cars.

And, last but not least, we're looking for greener alternatives for freight transport between our sites of Tilburg, Nazareth, Wielsbeke and Harelbeke to achieve **100% greener internal transport by 2030**. We've already invested in charging infrastructure so all our trucks can use electricity to cool their loads.





## Water

- 2030 target\*: -10% water use
- 2030 target\*: 50% water from alternative sources
- of which 10% reuse

Potatoes need water, and so do our production processes. It takes water to wash, peel, cut, blanch and cook them, and to help transport potato parts between processes. We also use water as a medium for heat exchange. By 2030, we want to minimise our water stress by **increasing our water efficiency by 10%** and making sure **50% of all the water used in our plants is sourced from alternative water sources**, of which **10% from reuse**.

In 2019, nearly 1 million m<sup>3</sup> or 38% of our water consumption came from **alternative sources**. 35% was sourced from surface water (the Leie channel) and 3% from reuse of process water, for washing and cutting potatoes, for instance. In 2021, our share of alternatively sourced water increased to 43% of our total water consumption. We're working to **scale up our water reuse** by recycling blanching water, for instance, and we've recently conducted a feasibility study for the reuse of our treated effluent. Once we've selected and built the necessary infrastructure, we'll treat and reuse our wastewater in our production processes.

In 2019, we used about 3,47 m<sup>3</sup> of water per tonne of finished product. In 2021, our water efficiency increased by 2%, to about 3,39 m<sup>3</sup> per tonne. By 2030, we're stepping up our **innovation efforts to improve our water efficiency** and reach our 10% target. We've already installed a water dashboard at our Wielsbeke and Tilburg sites to monitor and manage our water use in real time. This live visualisation allows us to track our water consumption and detect peaks. In only three clicks, employees can find the source, take action and reduce our overall water consumption. •



**“In 2019,  
nearly 38%  
of our water  
consumption  
came from  
alternative  
sources.”**

Let's make

# future together



For your precious fries, hash browns, croquettes, gratins and wedges. For our potatoes. And for everyone who loves them – including us. We want to grow together with all our stakeholders and the planet, and use our ambition and common sense to protect what we love most. This isn't blind ambition. We're using our common sense. Monitoring objectives and assessing our progress to take action and make plans for the years to come. Bring on the future – we'll make sure we're ready.

Ag

Nr.	Topic
1	Potatoes & raw materials
2	Energy
3	Water
4	Packaging

Let's make future together



# Our progress against our 2030 ambitions

## Our footprint | shrinking our environmental footprint

1/2

Target	Indicator	2019 status	Today	Progress	On track
10% reduction	tonne of raw material per tonne of finished product	x	x +4,6%	+4,6%	
10% reduction in specific energy consumption	MWh of energy per tonne	0.86	0.91	+7%	
50% of renewable energy	%	4.9	19.8	+404%	
10% reduction in specific water consumption	m³ per tonne	3.47	3.39	-2%	
50% alternative sources for groundwater and tap water, of which 10% reuse	%	38 and 3	43 and 3	+13%	
10% reduction of packaging materials	kg per tonne	49	49.5	+1%	
100% recyclability	%	99.3	99.4	-	
higher recycled content	%	80.8	79.4	-2%	

## Agristo footprint | shrinking our environmental

Nr.	Topic	Target	Indicator	2019 status	Today
5	Byproducts & company waste	100% valorisation of by-products	%	100	100
		human food, animal feed, bio-methanisation	%	3 56 41	6 61 33
		100% valorisation of company waste	%	100	100
		recycling before incineration, and 0% to landfill	%	87 13 0	94 6 0
6	Transport	50% of in-house international transport by inland shipping or train	%	26.4	21
		100% fossil free company cars	%	0	0
		100% green internal transport between the own sites	%	0	0
7	Ingredients	10% reduction in specific ingredients consumption content	kg per tonne	77	86
8	Carbon footprint	50% reduction of Scope 1 & 2 emissions	kg per tonne	182	167
		30% overall reduction	kg per tonne	745	774

# footprint

2/2

Progress

On track



+8%  
-47%

-20%

+12%

-8%

+4%



## Corporate social responsibility I prioritizing the health and wellbeing of all our stakeholders

Nr.	Topic	Target	Indicator	2019 status	Today
9	Safety of employees	Zero occupational accidents	frequency rate	100%	79%
	Vitality of employees Job satisfaction	200 extra employees participating in the cycling plan	# employees	72	143
	Growth of employees	100% of employees has a "My story" talk	%	NA	31%
	Job satisfaction	Higher score on enjoying the job	0-10	NA	7.8
	Employee loyalty	Employee net promoter score	0-10	NA	34.7
10	Local communities	Zero complaints about nuisance	#plant	13.55	20.25
11	Consumers' health	Clean label alternative for every product	%	83.54	75.05

## Stakeholders

Progress	On track
-21%	
+99%	
?	?
/	/
/	/
+49%	
-10%	

### Let's be honest, we aren't there yet

We've already made progress, but we're not there yet. For several of our goals, we have to step up our efforts to get on track. Like many other companies, we've faced major challenges in the last two years. Think about Covid, Brexit, rising energy prices ... We're not making excuses, but in order to move forward, we need to look back and understand what happened, and work on it. And that's exactly what we've been doing. Sustainability has become the cornerstone of our new company strategy. It's not only a key strategic pillar, yet also acts as a guiding principle throughout the company. We're ready to move forward and tackle the future head on.



**If we want to achieve our 2030 targets and protect the food we love so dearly, we'll need to work together as One Big Family. Sustainably. With a clear vision and purpose. Are you ready to make future with us?**

For more information or immediate action, contact us at [duurzaamheid@agristo.com](mailto:duurzaamheid@agristo.com)

**GRI**  
(on the)  
**table**



## GRI (on the) table



We want to take our responsibility as a business and reduce our environmental impact as much as we can, hence this report. It is based on the standards of the Global Reporting Initiative, an independent, international organization that provides companies with a global common language to communicate their impacts, also known as the “GRI Standards”. Guided by these topics, we want to be completely open and honest about the actions we’ve already taken to protect our precious potatoes, our Potatoholics, and our common future. You can find a detailed overview in the table below.

In the first two columns, you can see the GRI codes and their respective descriptions, and the third column tells you where to find more information on the topic in this sustainability report. The table is based on the “core” set of 2016 GRI Standards. However, as the Global Reporting Initiative has recently published an update, we’ve tried to include the updated (2021) Standards as well. It doesn’t include all topics – yet. We consider this first edition as a tool to make better business decisions and take actions that create economic, environmental and social benefits for everyone. We’ll use it as the basis for our future sustainability reporting.



# GRI content index

## GRI 102 general disclosures

GRI Standard			Reference
<b>Organizational profile</b>			
GRI code V2016	GRI V2021	Description	Page number - chapter
102-1	2-1	Name of the organisation	<a href="#">Cover &gt;</a>
102-2	2-6	Activities, brands, products and services	<a href="#">p.8 - Who' we &gt;</a>
102-3	2-1	Location of the headquarters	<a href="#">Backcover &gt;</a>
102-4	2-1	Location of the operations	<a href="#">p.8 - Who' we &gt;</a>
102-5	2-1	Ownership and legal form	<a href="#">p.8 - Who' we &gt;</a>
102-6	2-1	Markets served	<a href="#">p.8 - Who' we &gt;</a>
102-7	2-1	Scale of the organisation	<a href="#">p.8 - Who' we &gt;</a>
102-8	2-7, 2-8	Workforce	<a href="#">p.46 - Proud to be potatoholics &gt;</a>
102-9	2-6	Supply chain	<a href="#">p.8 - Who' we &gt;</a>
102-10	2-4	Changes to the organisation and its supply chain	<a href="#">p.8 - Who' we &gt;</a>
102-11	2-23, 2-24	Precautionary principle	<a href="#">p.8 - Who' we &gt;</a>
102-12	2-23	External initiatives	<a href="#">p.8 - Who' we &gt;</a>
102-13	2-28	Membership of associations	<a href="#">p.8 - Who' we &gt;</a>
<b>Strategy</b>			
102-14	2-22	Statement from senior decision-maker	<a href="#">p.8 - Who' we &gt;</a>
102-15	2-25	Key impacts, risks and opportunities	<a href="#">p.66 - Let's make future together &gt;</a>
<b>Ethics and integrity</b>			
102-16	2-23, 2-24	Values, principles, standards and norms of behaviour	<a href="#">p.8 - Who' we &gt;</a>
<b>Governance</b>			
102-18	2-9	Governance structure	<a href="#">p.8 - Who' we &gt;</a>
102-20	2-12, 2-13	Executive-level responsibility for economic, environmental, and social topics	<a href="#">p.8 - Who' we &gt;</a>
102-22	2-9	Composition of the highest governance body and its committees	<a href="#">p.8 - Who' we &gt;</a>
102-23	2-11	Chair of the highest governance body	<a href="#">p.8 - Who' we &gt;</a>
102-26	2-14	Role of highest governance body in setting purpose, values, and strategy	<a href="#">p.8 - Who' we &gt;</a>
102-28	2-18	Evaluating the highest governance body's performance	<a href="#">p.8 - Who' we &gt;</a>
102-32	2-14	Highest governance body's role in sustainability reporting	<a href="#">p.8 - Who' we &gt;</a>
<b>Stakeholders engagement</b>			
102-40	2-9	List of stakeholder groups	<a href="#">p.36 - No taters without our partners &gt;</a>
102-41	2-12, 2-13	Collective bargaining agreements	<a href="#">p.46 - Proud to be potatoholics &gt;</a>
102-42	2-9	Identifying and selecting stakeholders	<a href="#">p.36 - No taters without our partners &gt;</a>
102-43	2-11	Approach to stakeholder engagement	<a href="#">p.36 - No taters without our partners &gt;</a>
102-44	2-14	Key topics and concerns raised	<a href="#">p.36 - No taters without our partners &gt;</a>
<b>Reporting practice</b>			
102-45	2-2	Entities included in the consolidated financial statements	<a href="#">p.8 - Who' we &gt;</a>
102-46		Defining report content and topic boundaries	<a href="#">p.2-3 - Table of contents &gt;</a>
102-47		List of material topics	<a href="#">p.4 - First things first, why this report &gt;</a>
102-48	2-4	Restatements of information	
102-49	2-4	Changes in reporting	<a href="#">p.8 - Who' we &gt;</a>
102-50	2-3	Reporting period	<a href="#">p.8 - Who' we &gt;</a>
102-51	2-3	Date of most recent report	<a href="#">p.8 - Who' we &gt;</a>
102-52	2-3	Reporting Cycle	<a href="#">p.8 - Who' we &gt;</a>
102-53	2-3	Contacting point for questions regarding the report	<a href="#">p.66 - Let's make future together &gt;</a>
102-54		Claims of reporting in accordance with the GRI-standards	<a href="#">p.74 - You're looking at them.</a>
102-55		GRI content index	<a href="#">p.74 - You're looking at them.</a>
102-56	2-5	External assurance	

**Material topics**

GRI Standard		Reference
<b>Economic</b>		
<b>GRI code</b>	<b>Description</b>	<b>Page number - chapter</b>
<b>V2016</b>		
<b>Economic performance</b>		
103	Management approach	p.14 - <a href="#">French fries for good</a> >
201-1	Direct economic value generated and distributed	p.8 - <a href="#">Who' we</a> >
<b>Procurement practices</b>		
103	Management approach	p.14 - <a href="#">French fries for good</a> >
204-1	Proportion of spending on local suppliers	p.36 - <a href="#">No taters without our partners</a> >
<b>Environmental</b>		
<b>Materials</b>		
103	Management approach	p.14 - <a href="#">French fries for good</a> >
301-1	Materials used by weight or volume	p.56 - <a href="#">Big ambitions, small footprint</a> >
<b>Water</b>		
103	Management approach	p.14 - <a href="#">French fries for good</a> >
303-1	Water withdrawal by source	p.56 - <a href="#">Big ambitions, small footprint</a> >
303-2	Water sources significantly affected by withdrawal of water	p.56 - <a href="#">Big ambitions, small footprint</a> >
<b>Emissions</b>		
103	Management approach	p.14 - <a href="#">French fries for good</a> >
305-1	Direct (Scope 1) GHG emissions	p.56 - <a href="#">Big ambitions, small footprint</a> >
305-2	Energy indirect (Scope 2) GHG emissions	p.56 - <a href="#">Big ambitions, small footprint</a> >
305-3	Other indirect (Scope 3) GHG emissions	p.56 - <a href="#">Big ambitions, small footprint</a> >
305-4	GHG emissions intensity	p.56 - <a href="#">Big ambitions, small footprint</a> >
305-5	Reduction of GHG emissions	p.56 - <a href="#">Big ambitions, small footprint</a> >
<b>Effluents and waste</b>		
103	Management approach	p.14 - <a href="#">French fries for good</a> >
306-1	Water discharge by quality and destination	p.56 - <a href="#">Big ambitions, small footprint</a> >
306-2	Waste by type and disposal method	p.56 - <a href="#">Big ambitions, small footprint</a> >
<b>Social</b>		
<b>Occupational health and safety</b>		
103	Management approach	p.14 - <a href="#">French fries for good</a> >
403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	p.46 - <a href="#">Proud to be potatoholics</a> >
<b>Training and education</b>		
103	Management approach	p.14 - <a href="#">French fries for good</a> >
404-2	Programs for upgrading employee skills and transition assistance programs	p.46 - <a href="#">Proud to be potatoholics</a> >
404-3	Percentage of employees receiving regular performance and career development reviews	p.46 - <a href="#">Proud to be potatoholics</a> >
<b>Diversity and equal opportunity</b>		
103	Management approach	p.14 - <a href="#">French fries for good</a> >
405-1	Diversity of governance bodies and employees	p.46 - <a href="#">Proud to be potatoholics</a> >
<b>Local communities</b>		
103	Management approach	p.14 - <a href="#">French fries for good</a> >
413-1	Operations with local community engagement, impact assessments and development programs	p.36 - <a href="#">No taters without our partners</a> >
<b>Customer and health safety</b>		
103	Management approach	p.14 - <a href="#">French fries for good</a> >
416-1	Assessment of the health and safety impacts of product and service categories	p.28 - <a href="#">Trends that shape our bright yellow business</a> >



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