

Growing a **greener** **planet** together

FARM FRITES
**SUSTAINABILITY
REPORT**

.....
2022



Farm Frites

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01

About the report

Welcome to the sixth edition

of the annual Farm Frites sustainability report, published in July 2023. This publication reports on our commitment and strides towards achieving our sustainability goals and promoting sustainable development throughout the value chain, from farm to fork.

1.1 ABOUT THE REPORT

As in previous reports, we follow the guidelines set by the Global Reporting Initiative (GRI) to ensure we cover all the topics relevant to sustainability.

The data presented in the report ranges from 1 January 2022 to 31 December 2022.

This report is based on the sustainability materialities we reviewed and updated in 2019. Changes were made to the structure of the report in 2021 with a number of topics being grouped together to form new chapters, as well as introducing a new People & Community chapter. The United Nations' Sustainable Development Goals were referenced throughout the report to align with the EU sustainability guidelines. After receiving positive feedback, we have maintained those changes in this publication.

As in previous reports, we follow the guidelines set by the Global Reporting Initiative (GRI) to ensure we cover all the topics relevant to sustainability. The latest generation of the framework has been used: GRI Standards, core level. No external audit of the report has been performed. However, our company is regularly audited by external auditors through our participation in environmental, social, quality and food safety certification programs.

The scope of the report includes Holding Farm Frites BV and its five production locations such as Farm Frites International in the Netherlands and Belgium and the joint ventures in Egypt and Poland. For the purpose of this report, we only include data from the production locations. We have included the data of the joint ventures in this report using our ownership share as the weighting factor. The data was collected through an internal

questionnaire, distributed to the relevant departments in our organisation. All figures presented refer to the Farm Frites Group, unless it is explicitly mentioned that they refer to Farm Frites International instead.

The business activities of Holding Farm Frites BV as far as the report is concerned, are similar to those in the previous reporting year.

All abbreviations are explained in the glossary. References to the relevant GRI codes are made throughout the report. The GRI index can be found at the end of the report.



Let us know what you think!

contact us at:
sustainability@farmfrites.com
with any enquiries
or comments.





1.2 BOARD STATEMENT

PIET DE BRUIJNE
Chairman Farm Frites

As I reflect on 2022, the word 'resilience' springs to mind. The shadow of the COVID-19 pandemic began to lift, and we witnessed a spirit of resurgence and revitalisation sweep across the world. The hospitality sector reopened to a public eagerly seizing the opportunity to return to normalcy and we saw the market recover quickly.

We are not just a food producer but an active player in the sustainable revolution.

At Farm Frites, we also embraced this momentum, rapidly mobilizing our teams to resume operations, mitigate supply chain disruptions, and ensure our products' availability for our clients. We pushed ourselves to accelerate our recovery and it showed: by the end of 2022, we were back on track with the growth and volume ambitions we had set before the COVID-19 pandemic broke out. The dedication and adaptability displayed by our people were truly humbling. It makes me proud to recall how our team responded to the challenges of the last few years.

Yet, 2022 had many challenges. The devastating and tragic war in Ukraine disrupted our operations and the agricultural commodities landscape, leading to increased raw materials and energy prices. With an unprecedented number of extreme weather events globally, 2022 also underscored the pressing need for a transition towards a sustainable economy.

Positioned at the heart of this transition, we at Farm Frites recognize the pivotal role we play. Our operation involves critical areas such as agriculture, energy, packaging, and water. It is a responsibility we take very seriously. It inspires and motivates us as it only emphasises the significant potential we hold to make a positive impact.

As we look to the future, our vision is clear: to drive sustainable change throughout the food


production chain and create a better world. Over the coming years, our operation will undergo significant transformation. Our goal is to reduce our carbon emissions by 50% before the end of this decade by making our production process less energy-intensive and increasingly utilising sustainable energy. Moreover, we are working hard to reduce our water intake by at least 30% by 2030. These goals require significant changes to how we operate, but they also make a large contribution to our collective effort to realising a climate-neutral economy.


In short, I envision a future where Farm Frites is not just a food producer but an active player in the sustainable revolution. From fields to factories and transportation, we are accelerating our sustainability efforts, propelled forward by the dedication and drive of our people. Their resilience and commitment were evident throughout 2022 and will continue to be the cornerstone of our success. I am deeply grateful to work alongside such an inspiring team, committed to making a positive impact. For us, sustainability is not just a target. It is an integral part of our strategy, purpose and passion. Together, we will create a brighter future for all.

Our year in review

With the most disruptive phases of the COVID-19 pandemic in the past, our team was able to place renewed focus on reaching our sustainability goals in 2022. We are pleased to share the significant advancements made across our diverse focus areas. But while we celebrate our accomplishments, there are also areas where progress has been limited, requiring us to redouble our efforts. Emboldened by our achievements, our objective remains clear: to relentlessly pursue a more sustainable, inclusive, and greener future.


Relentlessly pursuing a more sustainable, inclusive, and greener future.


 We have made remarkable strides towards our climate change and energy goals. In 2022, we nearly met our 2025 target concerning energy intensity putting us well on track to meeting our 2030 goal as well. Moreover, we managed to reduce our carbon emission intensity by 8.7% compared to 2018. By optimising efficiency and rationalising our products, we have made significant efficiency gains. The next step is to increase the use of renewable energy to further raise our share in this area.


 Sustainable and food-safe potato cultivation is integral to feeding the ever-increasing global population. As our total volume of potatoes grew, all our potatoes remained traceable back to the farm where they were grown. In 2022, 96% of our potatoes fell under a potato safety scheme and 92% of our potatoes performed at the bronze level of the Farm Sustainability Assessment (FSA) or higher. A primary objective for Farm Frites is to elevate all our potatoes to meet or exceed this bronze standard by 2025. Our share of potatoes that performed at the FSA gold level rose to 34%.


 Farm Frites strives to deliver its products using packaging solutions with the smallest environmental impact. This means using fully recyclable packaging and minimising the amount of material used, while fully retaining all packaging functionalities and product quality. Significant progress has been made in the use of plastic film per tonne of product. However, overall packaging intensity was not reduced due to a growth in sales in the Middle East, which requires more robust boxes to ensure product quality during transport. In 2022, all our cardboard boxes were recyclable. An impressive 91% of our plastic film met recycling

standards. We are proactively partnering with our suppliers to elevate this figure to 100%.

 Water scarcity is a global issue of increasing concern. Farm Frites is steadfastly committed to reducing our fresh water consumption to lessen the strain on this crucial resource. In 2022, we achieved a reduction in fresh water intake of 8.8% compared to our 2018 baseline year. This puts us well on track to achieve our 2025 goal of reducing water intake intensity by 15%.

 There are several non-negotiables when it comes to our products, including quality, food safety, transparency, and responsible marketing. Our goal is to continually win and maintain the trust of customers and consumers worldwide who enjoy our potato products. We aim to accomplish this by offering responsibly-produced, nutritious products that meet their evolving expectations.

 Minimising food waste increases the availability of food for the most vulnerable, lessens environmental stress and combats climate change. Our entire production process has been set up to utilise every last gram of our potatoes. Currently, over 99% of our potatoes are used or reused.

 Our people are the beating heart of our company. Their skill, drive, and dedication allow us to successfully do what we do. We are committed to fostering a diverse, inclusive workplace where everyone feels valued, comfortable and empowered to reach their full potential. Furthermore, Farm Frites believes in being a good neighbour and helping the communities we are a part of to thrive.

Dreaming green



People & community

Farm Frites believes in doing business in a way that promotes the health and well-being of people both in our company and in the communities we are a part of.



Food waste

Farm Frites is committed to minimising food waste, in order to increase the availability of food for the most vulnerable, reduce pressure on environmental resources, and counter climate change.



Sustainable packaging

Packaging intensity

BY 2023

✓ **10%**

We will use 10% less packaging material per ton of product. Compared to 2018.

Share of recyclable packaging

BY 2023

100%

The packaging of our entire portfolio will be recyclable.

CO₂ footprint

Farm Frites will reduce its CO₂ footprint by optimising its packaging for efficient transport.



Climate change & energy

Energy intensity

BY 2025

✓ **5%**

Energy intensity will be at least 5% lower than in 2018 (kWh/t).

BY 2030

✓ **10%**

Energy intensity will be at least 10% lower than in 2018 (kWh/t).

Renewable energy

BY 2025

15%

At least 15% of our energy will be from renewable sources.

BY 2030

30%

At least 30% of our energy will be from renewable sources.

CO₂ emissions

BY 2030

50%

The CO₂ emissions intensity (scope 1&2) in kg CO₂eq/t will be 50% lower than 2018.

BY 2050

Farm Frites will be carbon neutral.



Sustainable agriculture

Food safety

BY 2025

100%

All our potatoes will fall under a certified safety scheme by 2025.

Traceability

BY 2025

100%

All our potatoes will be fully traceable by 2025.

Sustainability

BY 2025

100%

All our potatoes will perform at least at the bronze level of the Farm Sustainability Assessment (FSA) or higher.

BY 2025

50%

At least 50% of our potatoes will perform at the FSA gold level.



Water management

Water intake intensity

BY 2025

✓ **15%**

Water intake intensity will be reduced by 15%, compared to 2018 (m³/t).

BY 2030

✓ **30%**

Water intake intensity will be reduced by 30%, compared to 2018 (m³/t).

02

Our company

meet Farm Frites

2.1 ORGANISATION PROFILE

For over half a century, Farm Frites has dedicated itself to the development, cultivation, selection, processing, and packaging of potato products, in collaboration with a robust network of partners. Founded in 1971 as an independent family company in Oudendoorn, our team has now grown to over 1500 colleagues working across 5 manufacturing facilities and 40 global sales offices. United in our efforts, we strive to efficiently serve the international market. We supply foodservice entrepreneurs in over 100 countries with a diverse assortment of more than 80 types of Farm Frites fries, potato specialties and appetizers.

We are proud of our global expertise and are constantly working to continue our growth in the potato world. Naturally, sustainability plays a key role in that pursuit. We are committed to growing, processing and distributing food while minimising and compensating the environmental impact of our business operations. That commitment involves a continuous process of researching, pioneering, following the latest developments and inventing new solutions. We are constantly asking how we can make our operations more sustainable. Together, we are working towards a greener, more sustainable world.



We believe in...

Our mission

We will fully understand the business of our customers and partners to help them distinguish their products and services to drive their business forward.

Our culture

We are an independent family business, fiercely proud of our farming heritage, our products and services. We are innovative, agile and responsive, which helps us make fast decisions and deliver superior performance. We are ambitious for the future, dedicated to our customers and committed to making a difference in the world.

Our vision

Growing together, from potatoes, to happy faces.



Our values are at the heart of our culture and guide us in the way we work.



We are all equal

We work together and respect each other. We all have different roles, yet we are all an equally important part of the process.



No games

We do our business based on facts, not on assumptions. There are no hidden agendas! We are open and take responsibility and ownership.



We have one goal

We have aligned goals and objectives. We work as a team.



It's a two-way street

We not only encourage, but also listen to and act on new ideas and suggestions. We create a safe environment, in which everyone feels free to challenge.



Sense of urgency

We relentlessly challenge the status quo. We are eager; we seize the opportunity the minute it presents itself.

From farm to fork

AGRICULTURE

We work with more than 700 farmers worldwide to sustainably grow high-quality potatoes.



PEOPLE

Every day, our team of over 1500 professionals work on serving the global potato product market to the best of their abilities.



PROCESSING

We process our potatoes into delicious potato products in 5 high-quality production locations.

VROOM!



DISTRIBUTION

After arrival at a cold store, our products are delivered to distributors or customers worldwide through road or water transport.



PACKAGING

Our smart packaging ensures our products reach our customers in the best possible condition.

2.2 VALUE CREATION MODEL

We pursue an increasingly holistic approach to sustainability. Our strategy focuses on the entire value chain 'From farm to fork'. This value chain includes many forms of capital, from vital natural resources needed to make our products, through to financial capital from the sale of our products.



COMMUNITY

We believe in promoting the health and well-being of our employees and helping communities to thrive by being a good neighbour.



CUSTOMERS

We take every effort to understand our customers and partners and to help them drive their business forward.



CONSUMERS

Our tasty products are served in more than 100 countries. That's how we realise our vision.

TASTY!

Brands that feed the world

Our extensive product portfolio comprises fries, appetizers and potato specialties in both frozen and chilled varieties. Our offerings are primarily marketed under the Farm Frites brand, but also under our own proprietary brands, private labels, and white labels. These diverse brands and products all cater to the global out-of-home market.

Our core markets

- Continental Western Europe
- Central Eastern Europe
- United Kingdom & Ireland
- Latin America
- Middle East & Africa
- Asia Pacific



Farm Frites Branded ranges

Farm Frites

Our standard range with a wide variety of potato specialties (cut, mash, shredded) and fries! Timeless potato products with a consistent quality throughout the year, so that you can meet the high expectations of your customers. Both frozen and chilled options are available.

Farm Frites

Premium brand ranges



Chef's Specials

The Chef's Specials range! This range is all about food service kitchen solutions that help in terms of speed, flexibility and preparation methods and delivery time. First available offer in this new range: Crispy Coated Fries! These fries stand out because of their crispy coating, which keeps them warm and crispy for a longer time. Ideal for takeout and delivery.

Available as frozen product.

Finest

Farm Frites Finest is all about perfection. These products enable foodservice operators to stand out from the crowd when it comes to quality and yield. The Main product drivers are specially selected potato varieties for an outstanding appearance and taste, increased portion yield due to exceptional length of the fries, and conscious choice by pre-frying in sunflower oil.

Available as frozen product.



Home-Style

Home-Style fries are the answer to today's guests: authentic fries, with a rustic appearance. Farm Frites Home-Style products have a robust, rustic look with an irregular cut.

Both frozen and chilled options are available.



Chef's Harvest

Authentically prepared chips that you no longer have to cut and pre-bake yourself. For Chef's Harvest our farmers grow the best Agria potatoes, so our customers can serve their guests the tastiest fries. The potatoes are grown in fertile clay soil, which brings out the rich potato flavour. After harvesting, our Farm Frites experts carefully select the highest quality potatoes, and authentically prepare them in small batches. Chef's Harvest fries have a soft internal texture and the ultimate taste.

Both frozen and chilled options are available.



Sweet Potato Fries

Sweet Potato Fries are perfect for chefs looking to offer the variety and flavour that guests expect. These fries are gluten-free, longer than your average fry, skin-on and boast a crispy coating that keeps them warm and enjoyable for an extended time. Plus, they're incredibly quick to prepare, taking only 1.5 to 2 minutes to be ready to serve.



Appetizers

Farm Frites offers a wide variety of delicious appetizers. Delicious vegetable and cheese finger foods. The quality of Farm Frites Appetizers meets the highest standards of professional kitchens.

Available as frozen product.

Quick Oven Fries

Quick Oven Fries help food operators offer quality fries anywhere, anytime. Our Quick Oven Fries are easy to prepare, ready in no time and they do not require any fat or oil. It is the ideal solution for foodservice outlets that want to serve great fries in a short time; prepared in the oven.

Available as frozen product.



Fast Fry

Fast Fry is the ultimate solution for dealing with peak moments in orders. Fast Fry is ready in half of the normal cooking time, saving chefs time, while maintaining quality.

Both frozen and chilled options are available.



Farm Frites owned brands

Alongside our Farm Frites brand, we have three Farm Frites-owned brands available. These brands are produced to meet specific market requirements in selected geographic regions.





**Together, we
can create a
world where
our planet and
our business
flourish side by
side.**

Piet de Bruijne
Chairman

Holding Farm Frites consists of Farm Frites International and our joint ventures: Farm Frites Poland (Łębork) and Farm Frites Egypt (Cairo). Subsidiaries of Farm Frites International are our operations sites in the Netherlands (Oudenhorn) and Belgium (Lommel and Sint-Truiden).

Steering us to sustainability

Our Leadership Team consists of the Holding Farm Frites Board, CEOs of local entities, and the Supervisory Board.

Holding Farm Frites

Piet de Bruijne
Chairman

Gijs Muilenburg
CFO

CEOs of local entities

Adam Klasa
CEO Farm Frites Poland

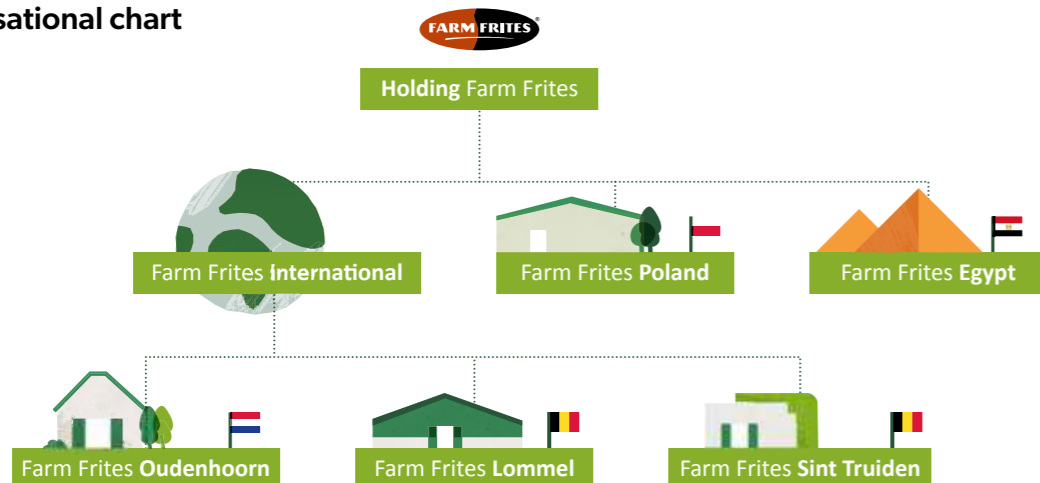
Mohamed Safwat
CEO Farm Frites Egypt

Warden Zuketto
CEO Farm Frites International

Supervisory Board

Frank van Oers
Herman van Herterijck
Herman Verstraeten

Organisational chart



Growing together

Farm Frites maintains regular contact with major stakeholders to remain informed about stakeholder expectations, as well as all current and relevant developments.

The most important stakeholders have been identified during our materiality analysis. They include our employees, customers, potato growers, key suppliers, governments, joint venture partners, consumers, labour unions, local communities, NGOs, and universities and research institutes. By engaging with stakeholders, we identify the topics to which they attach the greatest importance. This list of key topics informs us during decision making and when company policies need to be changed or updated. The management of our various business entities is ultimately responsible for maintaining contact with our stakeholders.

Our approach to stakeholder engagement includes



Establishing processes for meaningful and effective engagement



Identification of issues that are most important to our stakeholders



Benchmarking our performance within and outside our industry

The table below lists Farm Frites' stakeholders, engagement methods, and the topics that are discussed and reviewed with a particular stakeholder:

	STAKEHOLDERS	ENGAGEMENT METHODS	TOPICS
DIRECT	Employees	FarmNet (intranet) Works council Satisfaction survey Direct meetings Notice board Quarterly updates	Diversity & inclusion Occupational health & safety Equitable compensation & benefits Talent management Succession planning
	Customers	Dedicated customer teams Top-to-top meetings Customer surveys Company website Social media	Transparency Social accountability Sales support & service Health, wellness & nutrition Food safety & quality
	Potato growers	Direct meetings Industry trainings Dedicated teams	Sustainable agriculture Health, wellness & nutrition Business trends Traceability
	Key suppliers	Responsible sourcing Face-to-face meetings Assessments and audits	Food safety & quality Human rights Ingredient traceability Cost saving opportunities
	Governments	Monitoring of regulatory activities Industry trading associations Direct engagement with local authorities Annual reports	Food safety & quality Product labelling Health, wellness & nutrition Policy Environmental policy Trade policy implications
	Joint venture partners	Meetings board level Focus team meetings	Food safety & quality Investments Sharing knowledge (Focus teams)
INDIRECT	Consumers	Company website Social media	Packaging information Food safety & quality Environmental practices Social initiatives
	Local communities	Direct on-the-ground relationships Sponsorships Employee volunteering Networking events	Environmental initiatives Local social issues Health, wellness & nutrition
	Labour unions	Periodical consultations and negotiations Ratings, rankings and indices	Equitable compensation & benefits Occupational health & safety
	NGOs	Industry trading associations Conferences Workshops Sustainability reports Company website	Trade policy implications Health, wellness & nutrition Environmental policy Food safety & quality
	Universities and research institutes	Internship assignments Graduation assignment Workplace work-learn courses Guest lectures Participation in company days	Training students Implementing new knowledge Sharing knowledge

Commitment external initiatives & memberships

Farm Frites is a member of numerous external initiatives and associations, both nationally and internationally. Many of these associations are focused on the promotion of sustainable practices in our industry.



EUPPA
European Potato Processing Association
> www.euppa.eu



RSPO
Roundtable on Sustainable Palm Oil
> www.rspo.org



VAVI
Dutch Potato Processing Association
> www.vavi.nl



Groene Cirkels
Partnership to work towards sustainable solutions
> www.groenecirkels.nl



Belgapom
Belgian potato trade & processing industry association
> www.belgapom.be/



Carbon Disclosure Project (CDP)
Not-for-profit charity that runs the global disclosure system
> www.cdp.net/en



BICEPS network
Network of shippers joining forces to accelerate the transition in the global shipping sector towards more sustainability.
> www.bicepsnetwork.org



SEDEX
Membership organisation that provides one of the world's leading online platforms for companies to manage and improve working conditions in global supply chains
> www.sedex.com/



SAI platform
Sustainable Agriculture Initiative Platform
> www.saiplatform.org



The Association of Sustainable Agriculture in Poland (ASAP)
Non-commercial initiative of companies and representatives of various branches in the food responsibility chain.
> www.rolnictwozrownowazone.pl/en



FNLI
Dutch Food Industry Federation
> www.fnli.nl



Prepared and protected

2.6 RISK MANAGEMENT

As a food manufacturer, Farm Frites must properly mitigate all risks that may occur within our company to ensure the food safety of our products and to safeguard the health of our employees, in line with recognised international standards.

Farm Frites has identified and analysed the following risks

- > Operational risk on a large scale with implications to continue operations
- > Food safety risk
- > Loss of financial liquidity
- > Non-conformity with legislation
- > Raw material issues
- > Impact of geopolitical stability on continuity of operations and sales
- > Impact of pandemic outbreaks on continuity of operations and sales

Two categories of risk deserve further elaboration. The availability of raw materials and commodities has been determined as being the largest risk for our organisation, while financial and operational risks are also of critical importance.

Raw material and commodity risk



Potatoes

Potatoes are the main raw material for our production process. We have implemented a risk management tool with regard to potatoes to ensure business stability and continuity. Farm Frites limits price risk by entering into commodity contracts with suppliers for the majority of our planned production volume.



Other raw materials

Farm Frites uses raw materials such as cardboard and film for packaging, as well as oil and batter for production. We have a Commodity Risk Management approach in place to secure our supply of these materials and to hedge related risks. We use more than one supplier for every commodity and sign long-term supply contracts to initiate TCO (total cost of ownership) projects.



Energy

The price of gas, electricity and CO₂ certificates make up a significant part of the total cost price of our potato products. We source these utilities on medium-to-long term contracts (1 to 4 years) with our energy partners, or hedge them on financial commodity markets to mitigate financial risks.



Financial and operational risk

Interest rate risk and cash-flow risk

The interest rate risk relating to the fixed rated debt is limited to possible changes in the fair value of loans taken up and granted. The interest rate for this debt is fixed over the entire term and the debt is held to maturity. Farm Frites' policy relating to the interest rate risk on floating rated debt is to limit Farm Frites' exposure to interest rate fluctuations by entering into plain vanilla interest rate swaps by which the floating interest rate is swapped to a fixed interest rate..

Liquidity risk

Farm Frites monitors its cash position by using successive liquidity budgets. Our management ensures that the cash position is sufficient to meet Farm Frites' financial obligations towards creditors and to stay within the limits of the loan covenants as agreed upon with the banks.

Currency

A substantial part of Farm Frites sales are outside the eurozone. The most important foreign currencies are the British pound, Polish zloty, Australian Dollar and United States dollar. We manage the currency risk on the British pound through currency forward contracts that hedge outstanding trade receivables and expected sales for a period of one year. Our currency risk in Poland is managed through our Polish subsidiaries, which allow us to produce and sell our products in the same currency. The currency risk for outstanding trade receivables in US dollars is hedged by purchases in the same currency.

Health and safety issues and non-conformity with food legislation

These risks are covered by HACCP, GMP and Quality policy. A crisis management manual is available and has been tested. The Quality department is responsible for food law requirements. In addition, we work together closely with an external expert company and legal professionals.

Crisis management

The first step in the crisis management process is to establish a Crisis Management Team (CMT). The Global Crisis Management Team consists of the senior management of our company. Farm Frites Global Risk and Crisis Management is based on a risk assessment that is defined by the impact and probability of the specific risk. The approach is used globally within the company.

03

Together for a greener future

Corporate Social
Responsibility



3.1 STRATEGY

Potatoes are packed with nutrients and play an essential role in feeding our ever-growing global population. As a leading company in the industry, Farm Frites is committed to promoting sustainable practices in the cultivation and processing of potatoes. With determination, creative thinking, and a collaborative spirit, we work tirelessly to make sure everyone can enjoy delicious potato products now and in the future, as we come together to shape a brighter, more equitable and greener world.

OUR SUSTAINABILITY MISSION

Farm Frites is a recognised accelerator of sustainability in the potato chain. We are feeding the world with our top-quality, tasty potato products by working closely with our farmers, suppliers, customers, consumers and other stakeholders.

A blueprint for a better planet

The framework below shows the objectives of our seven sustainability focus areas.



Climate change & energy

By improving our energy efficiency and using more renewable energy, Farm Frites will reduce carbon emissions and contribute to the global effort to combat climate change.



Sustainable agriculture

To ensure we can provide food for a growing world population, Farm Frites will increase the sustainability of potato cultivation.



Sustainable packaging

Farm Frites is developing fully recyclable packaging that uses as little material as possible, while fully retaining all packaging functionalities and product quality.



Water management

As the planet becomes warmer, water is becoming an increasingly limited resource. By minimising our fresh water intake, we will reduce pressure on this limited resource.



Product

Farm Frites is committed to producing high quality, food safe products in a responsible manner.



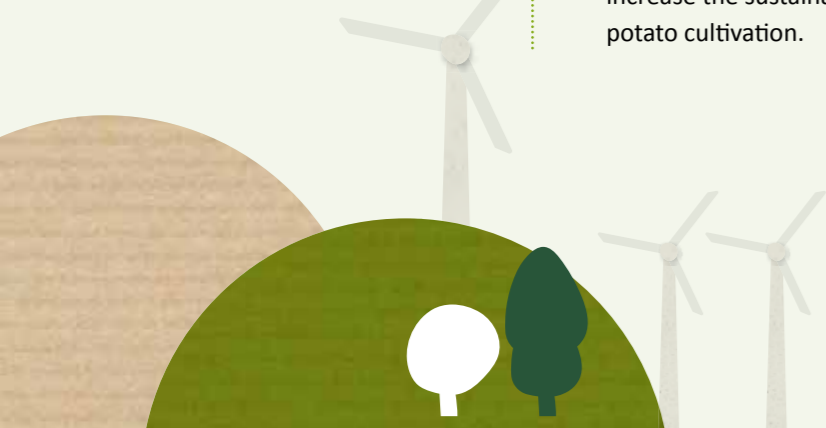
Food waste

Farm Frites is committed to minimising food waste, aiming to increase food availability for the most vulnerable, reduce environmental pressure, and counteract climate change.



People and community

Farm Frites believes in doing business in a way that promotes the health and well-being of people both in our company and in the communities we are a part of.





3.2 COMMITMENTS

Farm Frites is committed to making a positive impact on the world. We have set concrete goals in several focus areas to guide us in our sustainability journey. These goals reflect our dedication to being a responsible corporate citizen and a sustainable leader in our sector.



Climate change & energy

BY 2025

✓ **5%**

less energy usage per tonne product

15%

of energy is from renewable sources

BY 2030

✓ **10%**

less energy usage per tonne product

30%

of energy is from renewable sources

50%

less GHG emissions per tonne product



Sustainable agriculture

BY 2025

100%

food safe, audited potato supply

50%

at least 50% of potato supply on FSA gold level



Sustainable packaging

BY 2023

100%

of packaging is recyclable

✓ **10%**

less packaging material per tonne product

✗

No litter or landfill from our packaging



Water management

BY 2025

✓ **15%**

less water consumption per tonne product

BY 2030

✓ **30%**

less water consumption per tonne product

baseline year 2018

How can we make the world a better place for everyone?



As we strive to achieve a sustainable future, it is essential to have a roadmap that guides our collective efforts. That's where the United Nations' Sustainable Development Goals come into play. These 17 goals, set to be accomplished by 2030, play a crucial role in creating a more equitable and sustainable world.

Farm Frites is committed to contributing to the Sustainable Development Goals, to help protect our planet and increase the well-being of people around the globe. By achieving the targets as described in this report, we will contribute most to nine of the seventeen goals.

WE CONTRIBUTE TO

- 02 Zero Hunger
- 03 Good Health and Well-being
- 06 Clean Water and Sanitation
- 07 Affordable and Clean Energy
- 08 Decent Work and Economic Growth
- 12 Responsible Consumption and Production
- 13 Climate Action
- 15 Life on land
- 17 Partnerships to achieve the Goal

SOURCE CHECK
 > The 17 sustainability goals

Finding the greatest opportunities for impact



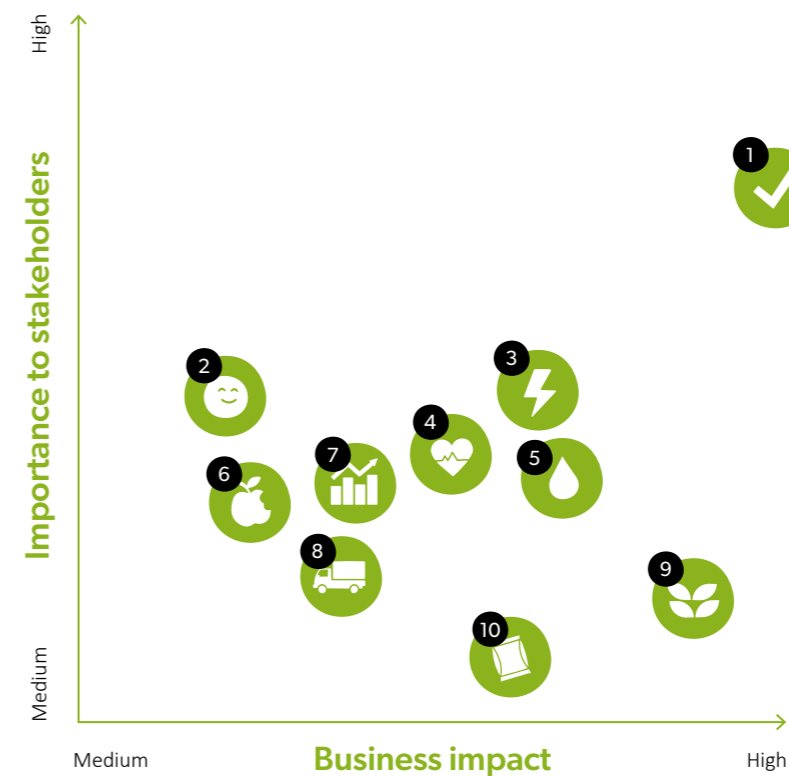
3.4 MATERIALITY ASSESSMENT

The goal of a materiality assessment is to identify the areas where we can make the biggest impact. Our materiality matrix was last updated in 2019. With the help of an external agency, we carried out the assessment as follows.

A longlist of topics was created by reviewing internal documentation, analysing significant topics in the food industry, and examining the material issues covered in existing standards and ratings, such as the Dow Jones Sustainability Index (DJSI), the Sustainability Accounting Standards Board (SASB), and Carbon Disclosure Project (CDP).

To draft the final shortlist, we considered Farm Frites' environmental, social or economic impact on each of these topics. In an interactive workshop, managers from different departments, including finance, marketing, operations and sustainability, assessed whether our company's impact on these topics was high, medium, low or non-existent.

Finally, the materiality matrix was created based on the quantitative stakeholder rankings of material issues and the business impact of these issues. We will update the matrix soon, when the European Union announces the exact requirements for sustainability reports.



1. Food quality safety
2. Healthy lifestyles
3. Climate change & energy
4. Health, safety & well-being
5. Water management
6. Food waste
7. Responsible marketing & transparency
8. Sustainable transport & logistics
9. Sustainable agriculture
10. Sustainable packaging

04

Our focus areas

The following chapters discuss Farm Frites' performance across the seven focus areas that were outlined in Chapter 3.1 (Our strategy and commitments). Each chapter features five sections. The 'Background' section paints the context and underscores the primary concerns for each focus area. The 'Boundaries' section indicates which parts of the supply chain the focus area applies to. We then detail our overarching strategy for the focus area in the 'Management Approach' section. The 'Risk Management' section covers potential threats that each focus area may pose. This includes risks from both a global perspective and those specifically relevant to our company. It also outlines the steps that Farm Frites is taking to mitigate these risks. Finally, the 'Results' section provides an in-depth review of our performance in each focus area.

Our climate is changing

BACKGROUND

Our climate is changing at an unprecedented rate. Human activities have led to rising average temperatures, which profoundly impact the atmosphere, oceans, and biosphere. These shifts are impacting ecosystems, causing sea levels to rise, and exacerbating extreme weather events such as heatwaves, heavy precipitation, droughts, and powerful storms.

Human activities have led to rising average temperatures, which impact the atmosphere, oceans, and biosphere.

According to the Paris Climate Agreement, global warming must be limited to 2 degrees Celsius and preferably be kept below 1.5 degrees to avoid the worst effects of climate change, such as biodiversity loss, extreme weather events, and food and water scarcity. As of 2021, global temperatures have already risen by approximately 1.1 degrees Celsius since pre-industrial times, emphasising the need for urgent action.

to minimise greenhouse gas emissions across every part of life, in every country, and across every industry. A crucial step in this direction is reducing reliance on fossil fuels and increasing the use of renewable energy sources, such as solar, wind, and hydropower.

Meeting these targets requires a comprehensive and collaborative approach on a global scale. Nations must work together to reduce greenhouse gas emissions, promote the use of renewable energy sources, and implement sustainable practices across various sectors. We must transition to a carbon-neutral economy, which requires us to look for ways



SOURCE CHECK

- > Report impacting ecosystems
- > The paris agreement
- > Report the need for urgent action

BOUNDARIES



MANAGEMENT APPROACH

A smaller carbon footprint

Farm Frites is committed to reducing its carbon emissions. In 2019, we pledged to implement decarbonisation strategies in line with the Paris Climate Agreement. Our production process requires energy to blanch, dry, fry, and freeze our products. By improving energy efficiency and embracing the 'reduce, re-use, renew' model, we can reduce our energy consumption as well as related greenhouse gas emissions. Our goal is to improve energy efficiency by 5% by 2025 compared to our 2018 baseline.

To achieve this, all our production facilities have systems to measure, monitor and record energy usage in the different parts of production processes. We share energy consumption benchmarks across our production facilities. Moreover, an internal energy audit team regularly reviews each facility's practices and equipment in order to identify opportunities for improvement. For example, several facilities have implemented heat recovery techniques, where heat generated during the frying process is re-used to blanch or dry our potatoes. Naturally, energy efficiency is also investigated as part of external audits. We use the results to monitor and potentially improve our performance.

RISK MANAGEMENT

Our organisation is constantly researching technical solutions to further reduce our use of fossil fuels.



Our production process uses fossil fuels, mostly natural gas. There are several reasons why Farm Frites must reduce its dependence on non-renewable fuel sources. Most importantly, the use of fossil fuels contributes

to climate change. Moreover, the availability of fossil resources will be limited in the future. Laws and regulations will increasingly disincentivize the use of non-sustainable energy. Our organisation is constantly

researching technical solutions to further reduce our use of fossil fuels. To reach carbon neutrality, we will have to change our production processes and generate heat using sustainable energy sources.

Goals & results

Climate change and energy

Goal 1 Energy Intensity

The reduction of energy consumption is crucial in limiting carbon emissions. For Farm Frites, this involves increasing the energy efficiency of our production process. We measure this goal in energy intensity: the amount of energy required to produce a tonne of our product.

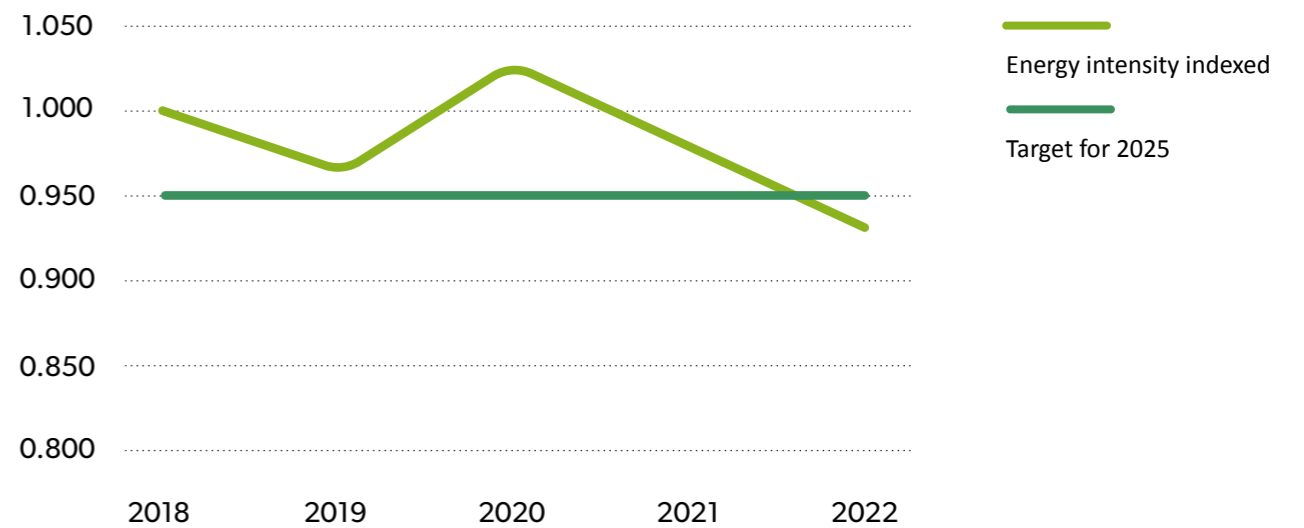
✓ **5%**

By 2025, energy intensity in kWh/t will be at least 5% lower than in 2018.

✓ **10%**

By 2030, energy intensity in kWh/t will be at least 10% lower than in 2018.

ENERGY INTENSITY FARM FRITES GROUP



✓ **7.4%**

Decrease in energy intensity compared to 2018.

RESULTS

Farm Frites has made significant progress in reducing the energy intensity of our production process. In 2022, Farm Frites achieved a 7.4% decrease in energy intensity compared to 2018. The primary reason for this improvement is the further optimisation of our production lines, resulting in increased output with reduced input. Additionally, we have rationalised our product portfolio, leading to fewer product changes and allowing us to produce a single product for longer periods. This enhances the line's utilisation rate, ultimately contributing to our energy efficiency goals.

Goal 2 Renewable energy

Using renewable energy instead of energy generated from fossil fuels reduces carbon emissions. Farm Frites wants to increase its share of sustainable energy, such as bio-energy, wind, hydro and solar.

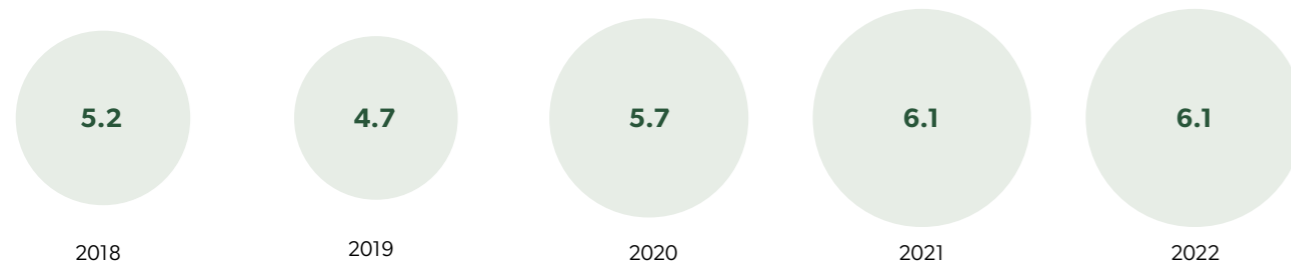
✓ **15%**

By 2025, at least 15% of our energy will be from renewable sources.

✓ **30%**

By 2030, at least 30% of our energy will be from renewable sources.

SHARE OF RENEWABLE ENERGY %



RESULTS

Over the past four years, our share of renewable energy has increased from 5.2% to 6.1%. These results differ from last year, due to a calculation error where one component was counted twice. The calculation has been corrected and the results have been revised.

Compared to 2021, the share of renewable energy has not increased. Many projects have been started but not yet implemented, which means that they are not reflected in the figures.

6.1%

Our share of renewable energy.

✓ **50%**

By 2030, the CO₂ emissions intensity (scope 1&2) in kg CO₂eq/t will be 50% lower than 2018.

100%

By 2050, Farm Frites will be carbon neutral.

Goal 3 CO₂ emissions

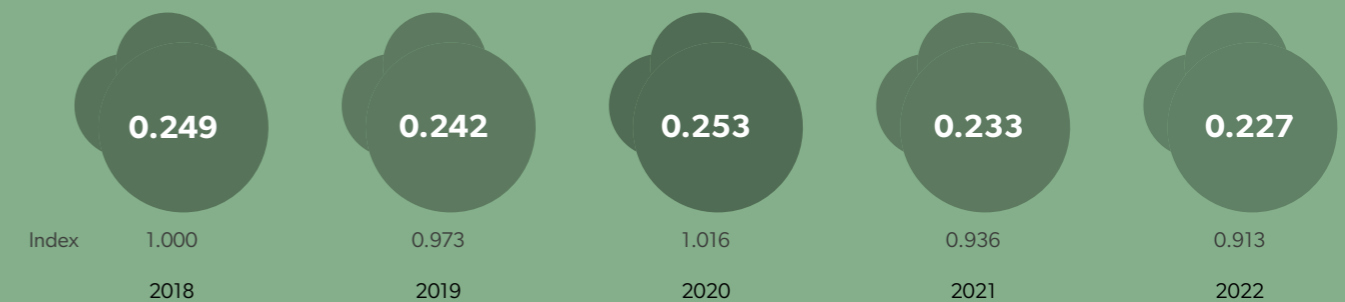
Farm Frites has set the goal to minimise carbon emissions in scope 1 (emissions directly related to our own activities) and scope 2 (emissions related to the energy we purchase) by 50% (compared to 2018) by 2030. Moreover, Farm Frites aims to achieve carbon neutrality by 2050.

RESULTS

In 2022, CO₂ intensity was 8.7% lower than in 2018. The main reason for this improvement is our focus on achieving greater efficiency in our production process. To achieve our 2030 goal, further efficiency improvements are needed. The first preparations for this have already started, following the "Reduce,

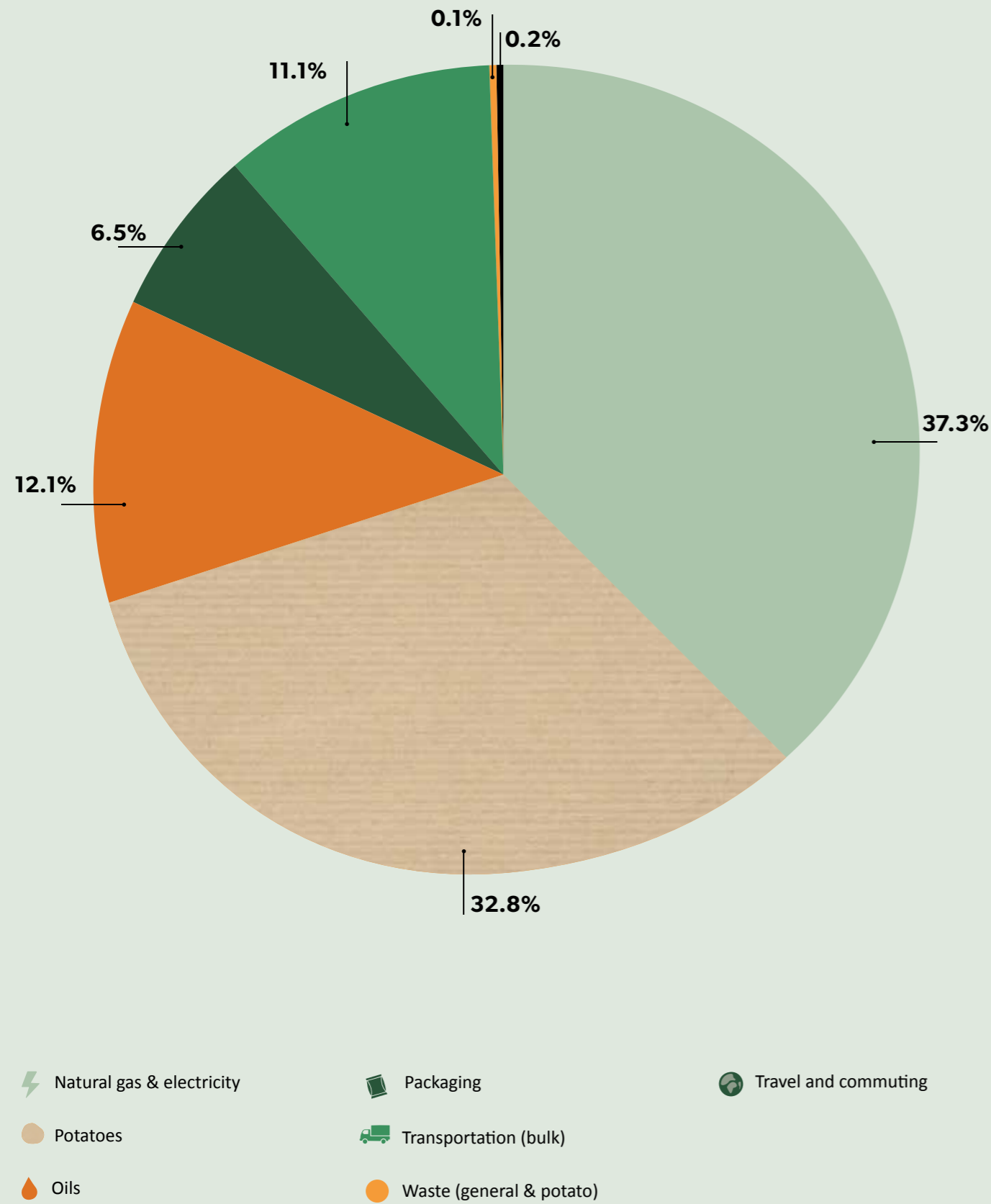
Re-use, Renew" principle. Step 1 involves maximizing energy conservation efforts. Step 2 entails evaluating opportunities for resource reuse, while step 3 focuses on identifying and adopting new sustainable energy sources.

CO₂ INTENSITY KGCO₂/TONNE SCOPE 1&2



The emissions are calculated per tonne of product.

CO₂ BREAKDOWN BY CATEGORY



Mapping our emissions footprint

To track and measure emissions more effectively, the Greenhouse Gas Protocol divides emissions into three scopes.

Scope 1

Direct emissions

Scope 1 covers emissions from sources that Farm Frites owns or controls directly. For example, it includes fossil fuels used in company cars, or emissions resulting from production processes in factories.

Scope 2

Indirect emissions from purchased electricity

Scope 2 covers emissions related to purchased electricity. Emissions in this scope can be reduced by using less energy, purchasing more sustainable energy, or generating our own renewable energy.

Scope 3

All other indirect emissions

Scope 3 covers all emissions not included in scope 1 and 2. These are emissions related to products and services of which we do not own or control the source, but that our organisation is indirectly responsible for. Examples include logistics, business travel and use of purchased products, such as potatoes, oils and machines.

To take effective action, it is essential to have a clear picture of which activities account for the most greenhouse gas emissions. Farm Frites has calculated the carbon footprint from farm to coldstore of its product, broken down into these three scopes. The calculation conforms with the GHG Protocol Corporate Standard for scope 1 and scope 2. The calculation does not reflect a full scope 3 inventory. However, we have made significant progress in measuring emissions in this scope and aim to add the remaining scope 3 categories in our 2023 report.

Our total emissions footprint, up to the point of cold storage, stands at 724 kg CO₂-eq per tonne of product. Emissions we directly own or control, which fall under Scopes 1 and 2, account for 37% of the total carbon footprint of our products. We are taking decisive action to cut these emissions by 50% by 2030 (baseline year: 2018).

Scope 3, which encompasses all other indirect emissions that we don't directly control but for which we are still responsible, accounts for the remaining 63% of our products' emissions footprint. We are actively collaborating with our suppliers to ensure progress and minimise these scope 3 emissions as well.

Joining forces to effect change

Our responsibility to sustainability goes beyond our own operations. Mitigating greenhouse gas emissions requires collective action, a shared commitment that extends to our supply chain partners.

Transport and logistics, which make up 11% of our Scope 3 emissions, represent a significant area where we need to join forces to effect change. Consider the journey of our potatoes: they are harvested and transported from the farm to the factory, then to a cold storage facility, and eventually make their way to our customers worldwide. In our pursuit of lowering our collective environmental impact, we must work together with all our partners.

Our factories in Europe supply European customers by road, rail, and sea shipping. Latin America, Asia, and the Pacific are reached by sea, mainly from the Netherlands and Belgium. Our Egyptian factory provides products to the Middle East and Africa, relying on road transportation for 10% of deliveries and shipping for the remaining 90%.

Logistics involves a long chain that can be affected by many external factors. Traffic jams, road work, and problems in the harbour can all impact the delivery of our products to our customers. Together with our logistical partners, we carefully monitor all these factors. This allows us to respond to events quickly, and ensures we can keep delivering our products in accordance with our clients' requirements.

Transport also influences its immediate environment through noise, air pollution and traffic load. Moreover, current transportation methods rely on fossil fuels, the use of which leads to CO₂ emissions. Farm Frites is working with its logistical partners to further optimise how we get products from our farms to our customers. By increasing load efficiency, optimising planning, and avoiding empty truck

REDUCTION 2022

✓ 1,042
less freights

✓ 432,730
less kilometres

✓ 1,966,983
reduction in CO₂ kg / tkm

✓ 13%
reduction of total internal transport



and container movements, we can reduce nuisance and air pollution and minimise carbon emissions.

Over 80% of Farm Frites International's truck transport (potatoes and final products) is handled by Farm Trans, an innovative company in the sustainable transportation of food. They continuously invest in the reduction of their ecological footprint, for example through more climate-friendly vehicles and advanced IT systems for efficient logistical planning.

Farm Trans has a clear goal: to become climate-neutral by 2030. The company is committed to reducing its ecological footprint and minimising its impact on the environment. To achieve carbon neutrality by 2030 (scope 1 emissions), they require a fleet of zero-emission trucks based on battery and fuel cell technology. This transition will not only minimise carbon emissions but also prevent air pollution and reduce noise. Farm Trans is currently exploring the most feasible way of transitioning its fleet to zero-emission vehicles in the future. In the shorter term, Farm Trans is working to reduce carbon emissions through greater efficiency. In 2022, the company set up a program to optimise internal transport between freezer warehouses located in different countries by simulating and modelling their supply network. By planning trips more efficiently, consolidating loads, and adjusting production planning, they achieve significant cost savings and also reduce over 1,000 internal transport trips. Farm Trans is dedicated to achieving these goals and

has documented them in their first sustainability report.

Farm Frites' global container shipments are handled by Kien Logistics Management. Kien Logistics Management is a non-asset based service provider, founded to boost logistics cost-saving initiatives and coordinate the delivery of Farm Frites' global container shipments. The company stands for sustainable, future-proof global logistics.

In 2022, the carbon footprint of container shipping was 0.1227kg/km, an increase compared to the previous year. As shipping companies have indicated, the aftereffects of COVID-19 are the main reason for this increase. The uneven global distribution of containers, combined with strong demand for shipping transport that the supply side could not meet, has led to ships sailing faster than their optimal speed for fuel consumption. Additionally, the high demand caused increased congestion in ports, forcing ships to wait longer before they could be unloaded. This waiting consumes energy (related to cooling containers and crew) that is not used for transport. Finally, the use of low-sulfur fuel, which is required by law by 2024, results in higher CO₂ emissions.

SOURCE CHECK

> [Farm Trans: become climate neutral by 2030](#)

Solar-powered french fries

Sustainability requires making the most of every square inch. That includes the unused space on our factory rooftops. At the end of 2022, 3,600 solar panels were installed on the rooftop of our plant in Oudenhorn. These panels generate an impressive 1,547,000 kWh of green electricity annually, equivalent to the yearly power consumption of 515 households.

The advantages of solar power are numerous. It is, of course, a clean, renewable energy source that minimises greenhouse gas emissions. But solar energy systems also require minimal maintenance, have a long lifespan, and reliably provide energy, even in areas without abundant sunlight.

The installation of solar panels on factory rooftops is just the first step towards large-scale solar power production. More and more, Farm Frites will not just be using the power of the sun to grow its potatoes, but to process them in our factories as well.

SOURCE CHECK

> Dutch and Belgian households use an average of 2,470 kWh and 2,944 kWh a year respectively. Source: Milieu Centraal and VREG.



Planting seeds of change

BACKGROUND

In 2022, the world's population surpassed eight billion people. The United Nations project that this number will rise to 8.5 billion in 2030 and 9.7 billion in 2050. To provide food for this ever-growing population, global food production must increase by an estimated 60% compared to current levels.

We must employ sustainable agricultural practices to ensure global food security.

It is a massive challenge that is complicated further by several factors. The available agricultural land is decreasing, as fields are being converted into urban areas, industrial zones, and recreational spaces. Soil degradation and erosion pose significant threats to the long-term productivity of our agricultural lands. And the loss of biodiversity also negatively impacts agricultural systems, by reducing pollinators and natural predators of pests.

Now, more than ever, it is critical for the agricultural sector to operate with great care. We must employ sustainable agricultural practices to ensure global food security. This involves cultivating food within balanced ecosystems, not overtaxing our soil, minimising pesticide and fertilizer use, and seeking alternative methods when possible.

By adopting environmentally responsible farming practices that prioritise the long-term health of our planet, we can help ensure that people worldwide have access to sufficient food in the decades to come.



SOURCE CHECK
 > [United Nations \(2022\). World Population Prospects 2019](#)

BOUNDARIES



MANAGEMENT APPROACH

Empowering our potato farmers

Over 700 farmers provide Farm Frites with our most important raw material: the potato. We do everything to support our growers during cultivation. Our team of 26 agronomists, trained in-house, allows our growers to take advantage of Farm Frites' decades of experience in potato production. These potato specialists help our growers with innovation, the implementation of new cultivation techniques, and growing new varieties. They also support our growers in dealing with diseases and defects, and achieving the best possible yield and quality in the most sustainable way.

Naturally, food safety is a top priority in our organisation. All our farmers employ strict food safety standards. One of our sustainable agriculture goals is to certify 100% of our potatoes under a safety scheme such as Global G.A.P, VVAK or Vegaplan. Moreover, we have various processes in place to safeguard the quality of our product. For example, during the pre-sampling process, we test our crops on over fifty metrics, such as defects, colour, length, and starch content. Farm Frites also employs a system to ensure potatoes can be traced back to the farm they were grown on.

RISK MANAGEMENT

The changing landscape of potato cultivation



The potato is a natural product. That means that quality and yield of the potato harvest will be different from year to year, as factors such as temperature and rainfall fluctuate. Moreover, regulations on the use of fertilizer and pesticides are becoming stricter and climate change is making weather conditions more erratic and harder to predict. In short, the cultivation of potatoes is changing. The risk of defects or loss of crops is increasing, and it is becoming more challenging to ensure the quality and quantity of the harvest.

Through our expertise and experience, Farm Frites is working constantly to make its harvest as consistent as possible every single year. Our agronomists monitor weather conditions closely

and work with our experienced growers to take appropriate action when needed. Moreover, the development of new varieties helps us by introducing new types of potatoes that are more nutrient efficient, less susceptible to disease, and more resilient to changing weather conditions. Finally, by growing potatoes in different countries, we reduce the impact of unexpected events in any one location.

Of course, the cultivation of potatoes also has an impact on our environment and the climate. We are taking action to make potato cultivation sustainable and to minimise our environmental impact on ecosystems and biodiversity. This also includes the reduction of carbon emissions, using water as

efficiently as possible, and limiting the use of pesticides and fertilizers. Our agronomists support our growers in achieving these goals as they implement sustainable farming methods. Farm Frites also organises events where growers meet to share their knowledge and experience with each other. For example, we held 'Tour de Farm' events in Belgium, Poland, and the Netherlands, which involved workshops for farmers to learn about sustainable cultivation techniques. Farm Frites also organised the Farmer Knowledge Events to share specialist knowledge on sprout inhibition. And during the pandemic, we ran webinars on sustainable farming.

Goals & results

Sustainable Agriculture

Goal 1 Traceability

Traceability enables us to identify the specific farm or even the field where potatoes were grown. This capability allows us to effectively handle situations involving contamination or foodborne illness. By tracing the origins of crops and where they were processed, the source of any issue can be quickly found and resolved.

100%

All our potatoes will be fully traceable by 2025.

RESULTS

When Farm Frites set this target in 2018, approximately 95% of our crops were traceable. In 2022, despite the growth in potato volume and the number of farmers, our potatoes are 100% traceable at the farm level.

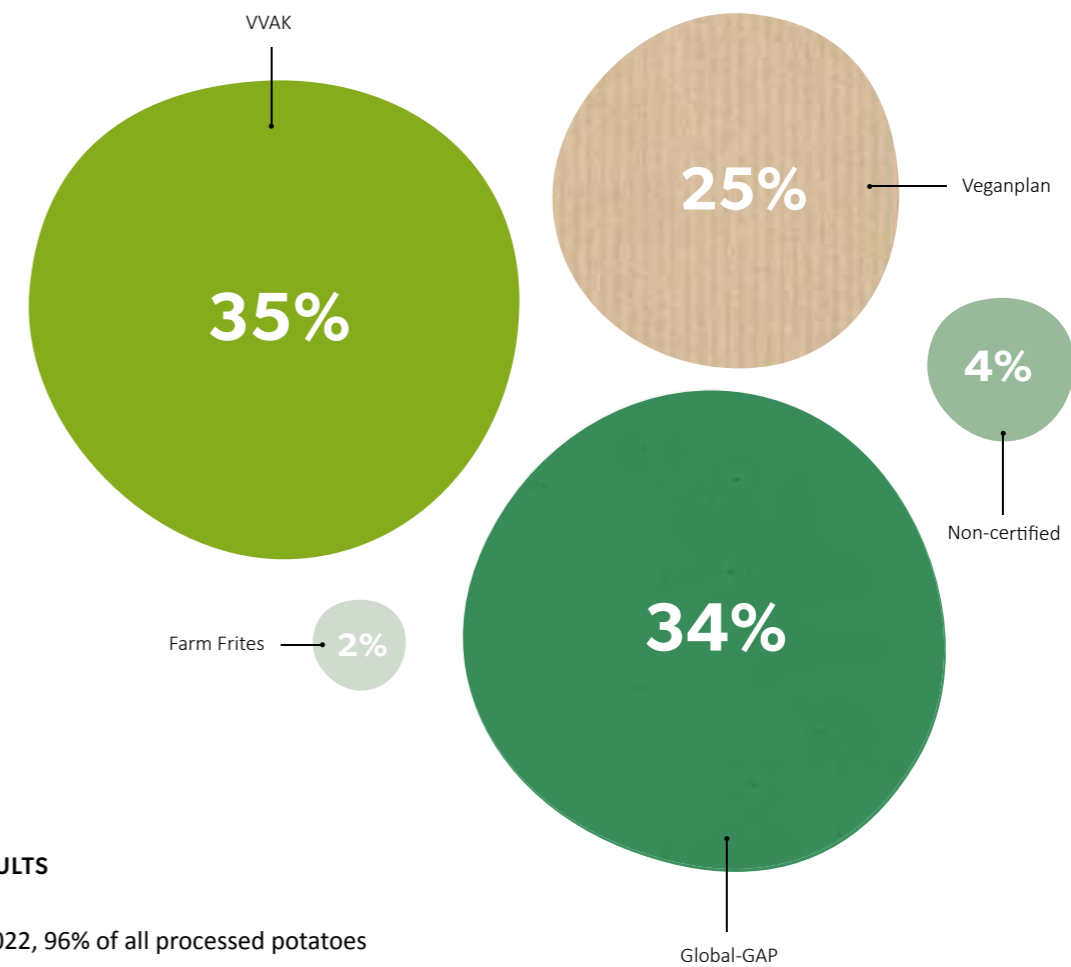
Goal 2 Food safety

100%

All our potatoes will fall under a certified safety scheme by 2025.

Food safety is of the utmost importance at Farm Frites. That is why we aim for all our potatoes to be certified. Through food safety certifications, we verify that growers have the required processes in place to ensure our potatoes are safe for consumption.

Percentage of potatoes under a certified safety scheme - 2022



RESULTS

In 2022, 96% of all processed potatoes were covered by a food safety scheme. The remaining 4% of non-certified potatoes were sourced from our new farmers in Egypt. Given the challenges of arranging external audits in Egypt, our top priority is the certification of these new farmers according to Farm Frites' own food safety scheme. This scheme is based on Global G.A.P. and incorporates additional aspects of the Dutch VVAK certification.

Cert of Potatoes	2018	2019	2020	2021	2022
% Global-GAP	38%	38%	40%	39%	34%
% VVAK	33%	31%	28%	31%	35%
% Vegaplan	26%	27%	28%	25%	25%
% Farm Frites	0%	1%	3%	0%	2%
% Non-certified	3%	3%	1%	4%	4%

Goal 3 Sustainability

The Farm Self-Assessment (FSA) allows us to evaluate the sustainability of our potato cultivation. Farm Frites aims for 100% of its potatoes to meet the FSA Bronze level requirements. Furthermore, we strive for 50% of our potatoes to achieve the FSA gold level by 2025.

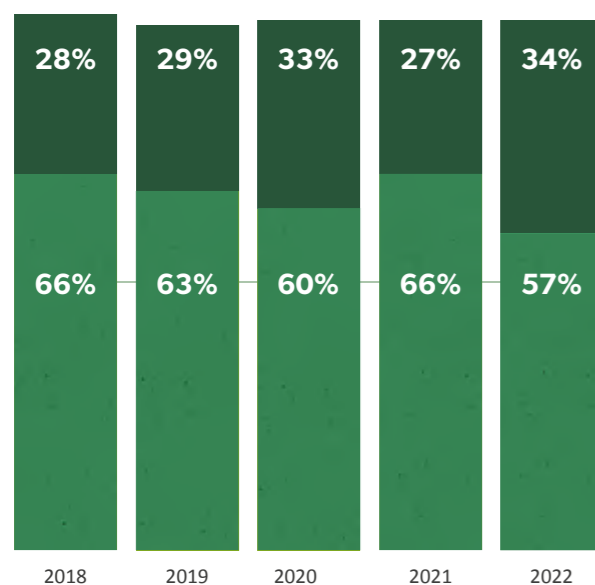
100%

By 2025, all our potatoes will perform at the bronze level of the Farm Sustainability Assessment (FSA) or higher.

50%

By 2025, at least 50% of our potatoes will perform at the FSA gold level.

■ Share FSA Gold ■ Share FSA Silver



Share FSA Farm Frites Group

Potato Certification (Food safety)	Quantity				
	2018	2019	2020	2021	2022
FSA-Gold (%)	28%	29%	33%	27%	34%
FSA-Silver (%)	66%	63%	60%	66%	57%
FSA-Bronze (%)	0%	0%	0%	0%	1%
FSA-not yet Bronze (%)	7%	7%	7%	7%	8%

RESULTS

In 2022, 8% of all potatoes did not reach the minimum bronze level. These were primarily potatoes sourced from Egypt. These potatoes cannot be assessed through a benchmark and must be evaluated by an external auditor. However, external audits have not been made available to growers in Egypt, mainly to maintain a focus on food safety certification first.

In 2022, there was a significant increase in the percentage of FSA-Gold potatoes. This improvement was a consequence of the increased support and guidance our agronomists gave to the growers.

The farm self-assessment (FSA) explained

The FSA was designed by the Sustainable Agriculture Initiative (SAI) platform. It is a recognised tool across the food and beverage industry to indicate the sustainability levels of farms.

The FSA consists of 112 questions, divided into three levels with increasingly complex requirements: 'Essential', 'Basic' and 'Advanced'. The 'Essential' questions are concerned with decent citizenship (e.g. prohibiting forced or bonded labour) and should be easy to comply with for any farmer working towards sustainability. The 'Basic' questions identify the fundamental elements of sustainable farming, and the 'Advanced' questions address additional sustainable farming practices.

The FSA is organised by topic (e.g. crop protection), in phases (e.g. assess, plan, store), and by focus areas (i.e. people, planet, profit). After the FSA is filled in, a performance score is automatically generated. The performance levels are determined as follows:

Bronze: compliance with 100% of the 'Essential' questions and at least 75% of the 'Basic' questions

Silver: compliance with 100% of the 'Essential' and 'Basic' questions

Gold: compliance with 100% of the 'Essential' and 'Basic' questions, and over 75% of the 'Advanced' questions

There are two ways to achieve an FSA score. Farmers can of course fill in the assessment, but it is also possible to reach an FSA level by complying with a different sustainability scheme that has been benchmarked on the FSA. For example, compliance with EU food safety legislation has been benchmarked as to be equal to the FSA Silver level. This system of benchmarking increases the reach of FSA and prevents unnecessary efforts for farmers and companies. Naturally, the benchmark audits are carried out by accredited control authorities.

In pursuit of the perfect potato

Developing the most delicious and eco-friendly potatoes. That's the goal of our potato variety research program. Our agriculture and research & development teams are joining forces to discover new and better potato breeds, both for consumers and our planet.

In the research program, our experts collaborate with specialised breeding companies. These partners create hundreds of thousands of unique potato varieties every year. They put these varieties through a five-year trial run in their test fields, refining the selection to the top 150 options. Farm Frites then picks 40 of these for further testing on our fields in the Netherlands, Belgium, and Poland. Every year, we narrow down our choice until after twelve years, one variety emerges as the top choice.

In the past, our team focused mostly on agronomic and processing properties. But in recent years, sustainability and climate change are becoming increasingly important factors in our choice. European and local legislation are imposing more stringent requirements on potatoes. Significant emphasis is placed on reducing the use of pesticides and fertilizers, particularly nitrogen, which is a critical nutrient for potatoes. Varieties that are more resilient, more disease resistant and optimised for fertilizer utilisation can help us in meeting these requirements.

Today, Farm Frites uses fourteen different potato varieties, with Fontane, Santana, Ludmilla and Innovator being the most widely used ones. Over the coming years, we will continue to push forward and introduce top-notch potato varieties that comply with European and local regulations.

All breeding stations in Holland, Germany and France taken together start every year with a total of

Breeding stations perform detailed research on tuber form, market, and disease resistance across various trial fields throughout Europe. After 5 years

In parallel with the breeding stations, Farm Frites initiates its own research, incorporating both small trial fields and laboratory tests. On average, Farm Frites begins each year with

Every year, Farm Frites introduces farmers and factories to

We increase seed-material at an average of

2038

± 800.000
new varieties

± 150
varieties left suitable for fries

± 40
varieties

02
varieties

01
variety in two years

2000
t

1 seedling in greenhouse

Making the crosses

1
Tuber

8
Tubers

2,5
kg

25
kg

75
kg

200
kg

400
kg

1
t

5
t

25
t

50
t

250
t

500
t

1000
t

Variety crop package 2023

- Fontaine
- Innovator
- Agria
- Donata
- Challenger
- Zorba
- Premiere
- Felsina
- Markies
- Edison
- Sinora
- Ivory Russet
- Other varieties



2022



Done by the breeders

Done by Farm Frites

Unwrapping a greener tomorrow

BACKGROUND

Packaging plays a vital role in protecting products during storage and transportation, ensuring that they reach the customer's hands safe for consumption and in excellent condition.

However, the production of packaging materials has a significant impact on the environment through carbon emissions and the depletion of natural resources, such as wood. Furthermore, packaging waste poses additional harm to the environment. A sustainable approach to packaging is needed. An approach that emphasises waste prevention, recycling, and efficient material usage.

MANAGEMENT APPROACH

Creating the future of packaging

Packaging is the first point of contact for customers with our product. It's the representation of our brand. It also protects the quality and food safety of our product during transport. Farm Frites is committed to minimising the environmental impact caused by its packaging. We have adopted a three-pronged approach: prevention, recycling, and recovery. Key initiatives include reducing the thickness of packaging film, standardising film width for frozen products, and transitioning to fully recyclable film for chilled products.

BOUNDARIES



Farm Frites is continuously working to optimise its packaging in order to minimise its environmental impact. Taking into account laws, regulations and our clients' requirements, our packaging specialists are focused on five areas:



Optimising the amount of material used

We are working closely with our suppliers to reduce the amount of plastic used for packaging by making the film both stronger and thinner. By using less plastic, we reduce carbon emissions associated with the production of the packaging material and minimise both waste and material to be processed after use. Product loss has a larger environmental impact than reductions in packaging material can make up for. A balance must be struck between minimising packaging material and guaranteeing the shelf life and food safety of a product.



Using recycled material

Our cardboard boxes are made out of 88% recycled fibres. Packaging requires a mix of recycled material and fresh fibres, to ensure sufficient strength. Our aim is to use the mix of recycled and virgin fibres that has the smallest environmental impact.



Making all our packaging material recyclable

All the packaging for our frozen portfolio is made of recyclable film. An intensive project is currently ongoing to develop recyclable packaging for our chilled portfolio.



Increasing transport efficiency

As our company serves multiple markets, we need to account for a wide range of customer demands in our packaging. We are continuously optimising the size and shape of our boxes to meet all customer demands and to improve loading efficiency in trucks and containers. A smart box design reduces carbon emissions per tonne of product.



Using renewable materials

As part of our Planet Positive Fries project, we are using bioplastic made of sugar cane to package our product. Farm Frites is currently researching what role renewable materials can play in our packaging portfolio going forward.



RISK MANAGEMENT

Minimising our environmental impact

Our packaging is made using fossil fuels and natural resources. The availability of fossil resources is limited, which can lead to scarcity and increased prices in the future. By constantly developing and improving our packaging as described above, we will become less dependent on these non-renewable resources and minimise our environmental impact.



Goals & results

Sustainable packaging

Goal 1 Packaging Intensity

Packaging intensity indicates how much packaging is used per tonne of product. It involves the sum of all plastic bags, stretch film and cardboard. By improving our packaging intensity, we reduce associated carbon emissions, use less natural resources, and prevent waste.

Farm Frites' objective is to reduce packaging intensity by 10%, while retaining product quality and avoiding product loss.

✓ **10%**

Farm Frites will use 10% less packaging material per tonne of product by 2023. Compared to 2018.

RESULTS

During the COVID-19 pandemic in 2020, plastic intensity increased due to frequent product changes. However, in 2021 this trend was reversed and the 2019 level was achieved. This trend of decreasing plastic intensity continued in 2022, with an 8.7% reduction compared to 2018.

The overall packaging intensity did not improve because the cardboard usage per tonne of product increased. This resulted from the continued growth of sales in the Middle East, which requires container exports. This type of transportation necessitates more robust boxes to maintain product quality, leading to an increase in packaging intensity. The measures

taken by our team have kept cardboard intensity from rising further since 2021. In order to achieve our goal of a 10% reduction in overall packaging intensity, our packaging specialists are developing a new box optimised for container transport. The introduction of this new box will enable us to use less cardboard, ultimately reducing our packaging intensity.

	2018	2019	2020	2021	2022
Packaging intensity (tonne/tonne)					
Packaging intensity index	1.000	1.041	1.033	1.043	1.043
Plastic (bags+film)					
Plastic/tonne index	1.000	0.986	1.014	0.985	0.913
Cardboard					
Cardboard/tonne index	1.000	1.052	1.036	1.054	1.054

Goal 2 Share of recyclable packaging

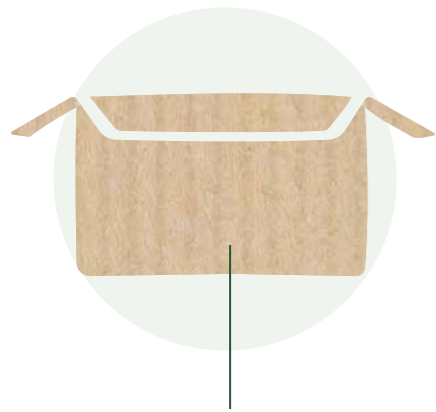
Recycled materials help lower carbon emissions, reduce the need to harvest raw materials and prevent waste. By making our packaging recyclable, we contribute to the transition towards a circular economy.

100%

The packaging of our complete portfolio must be recyclable by 2023.

NOTE

This goal had originally been set for 2021. The target year has been changed to 2023.



Our boxes are

100%
recyclable



Our plastic films are

91%
recyclable

RESULTS

All our boxes are suitable for recycling. 91% of our film is recyclable. We are working closely with our film suppliers to make the remaining 9% recyclable as well. In 2022, numerous tests were conducted, but they did not yield the desired results yet. Due to raw material shortages at suppliers and limited testing capacity, our efforts to address this issue will continue in 2023.

NOTE

This percentage applies to a Farm Frites International.



Goal 3 CO₂ footprint

To reduce carbon emissions, Farm Frites is optimising its boxes to allow for greater loading efficiency during transport. For example, our team has developed a box with dimensions optimised for containers. This new box design allows us to fill containers up to 10% more efficiently, which reduces shipments and associated greenhouse gas emissions.

Farm Frites will reduce its CO₂ footprint by optimising its packaging for efficient transport.

Packaging
with purpose

A smoother, greener operation

An efficient operation is a sustainable operation. That is true for packaging as much as any other part of the production chain. Optimal use of manpower, energy and materials starts with well-trained operators. And that's where process optimisation specialist Jan Ghijsen and training and development expert Jocelyn Janssen come in. Together they work to ensure that packaging employees of our production location in Lommel know how to work safely, sustainably and efficiently.

.....
JAN GHIJSEN

Process optimisation
specialist

JOCELYN JANSSEN

Training and
development expert
.....

What is your background?

Jan: "I studied to become a social worker and had a student job at Farm Frites. After graduating, I worked as an operator for a few years, before becoming a packaging technologist and eventually growing into my current position of process optimisation specialist."

Jocelyn: "That's the beauty of working at Farm Frites: the opportunity to grow. I also started on the factory floor and was able to move up to my current position in Learning and Development. There aren't many companies where that's still possible."

Why is sustainability important and how can packaging make an impact?

Jan: "The importance of sustainability is just a fact. Today, the earth has over eight billion inhabitants and that number is only increasing. So we at Farm Frites have to do our part to reduce our ecological footprint. In packaging, we work on technical solutions, such as developing thinner foil for our products. But it's also critical that production lines run optimally, with minimal energy consumption and waste. Jocelyn and I try to create awareness about this in our training."

How does training contribute to sustainability?

Jocelyn: "Better-trained operators lead to smaller waste streams. Someone who is well-trained can set up a packaging machine much more efficiently and accurately, which leads to a decrease in waste. When I'm training a group, I can see the amount of broken bags and boxes, and thus waste, getting smaller by the hour. Proper training also contributes to the sustainability of personnel. When you

have the packaging process under control, you avoid stressful mistakes. So well-trained personnel is generally happier at work and has a better employee retention rate."

Do you have an example of other activities besides training that contribute to sustainability?

Jan: "In addition to my regular duties, I recently joined the global Operations Excellence Team (OET). On a regular basis, the OET visits the various Farm Frites production locations to support each other with issues, detect opportunities and conduct process audits. I am responsible for the packaging audits during these visits. Through the team, we achieve cross-pollination of best practices between the different locations and learn from each other. One example is the 'single-minute exchange of die': an efficient method for switching between two products on a production line, which reduces downtime and enhances productivity."

What does the future of Farm Frites look like in ten years?

Jocelyn: "In ten years, Farm Frites will be even more sustainable. There is a massive difference between how we work today and when I started twenty-six years ago. Through standardisation, modernisation, and training, we are becoming more and more efficient every day. We will continue these developments to make our operations and packaging even more sustainable!"



BEST PRACTICE

Training for greener packaging

It's not just the tool – it's how you use it. The efficient use of machinery is crucial to sustainable factory operations. In our Lommel plant, the Learning and Development team's mission is to train all operators in the packaging department to do exactly that. By developing a keen understanding of the packaging process, operators can learn to use production machinery optimally in order to avoid mistakes and minimise both product and packaging waste.

Achieving efficient operation is a challenge in any factory, but even more so when working with a natural product. Our products are subject to many variables, such as temperature, foil type, tolerances and product size. This means our operators need to develop a sense of how to fine-tune the packaging process continuously.

Operators are taught a straightforward method called the 'step-by-step process' to achieve this. It involves making minimal changes to a single variable and observing the result. This structured approach helps to solve problems efficiently and tune in to an optimised production process. The training approach emphasises practical

experience. Operators receive on-the-job instruction to ensure they understand exactly what is required of them. Upon completing their training, they take a practical exam to ensure they have mastered all required skills and know how to handle common situations. In addition to training, our optimisation experts are always available to help operators tackle problems as they arise. Efficient and sustainable packaging is an ongoing process that requires constant focus and attention.

A precious resource

BACKGROUND

Today, over two billion people reside in water-stressed countries. As climate change continues, this situation is only expected to worsen.

It is crucial to recognise the value of water as a limited resource.



The water systems at the heart of our ecosystems face mounting pressure. Wetlands, which play a critical role in biodiversity and water purification, are vanishing at a concerning rate. Rivers and lakes are increasingly contaminated, becoming unfit for use. Extreme weather events such as droughts and floods disrupt water availability in more and more regions.

It is crucial to recognise the value of water as a limited resource and to prioritise sustainable water management.

SOURCE CHECK

> [Factsheet drinking water](#)



BOUNDARIES



MANAGEMENT APPROACH

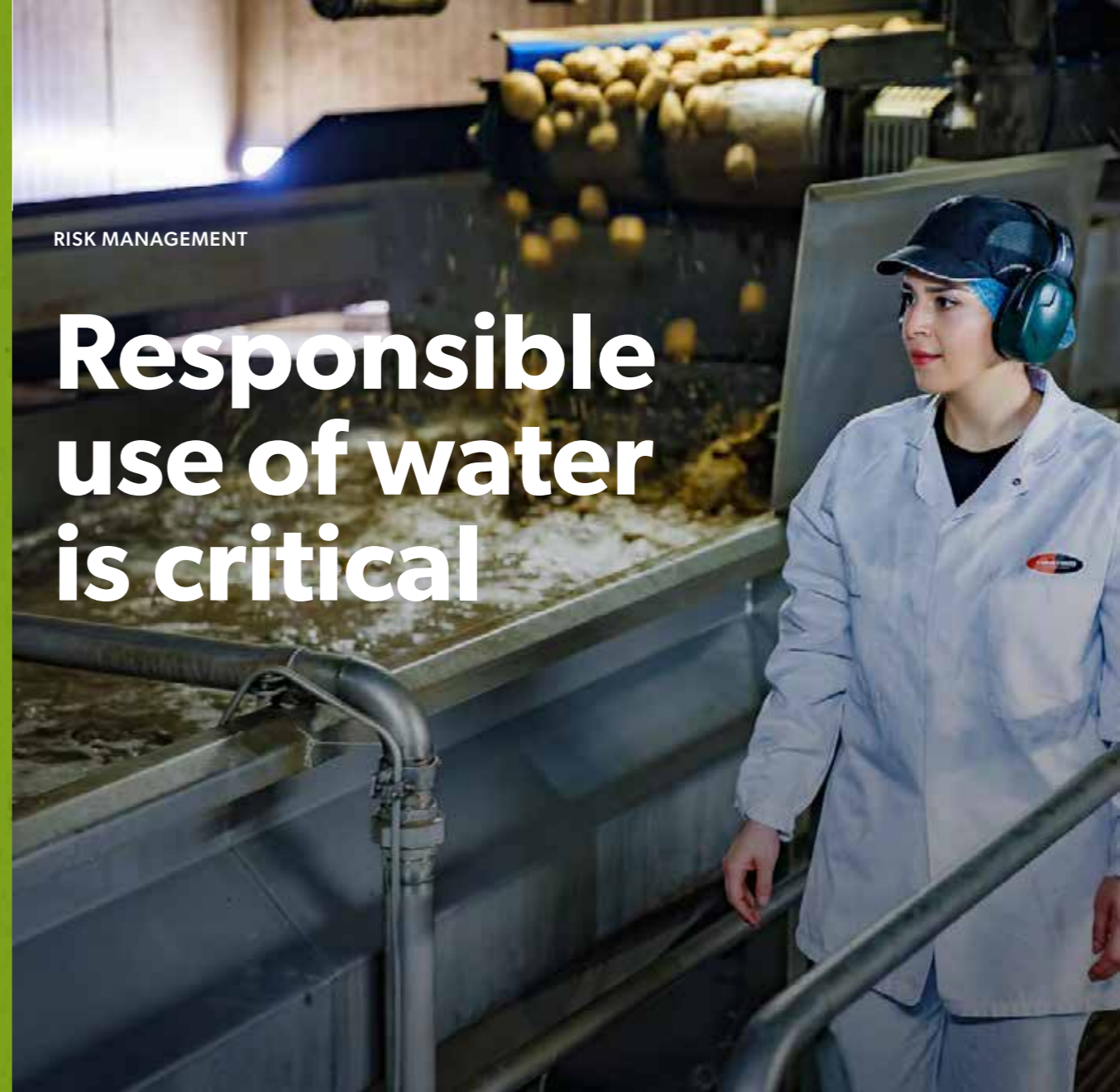
Making every drop count

Water is a crucial resource for Farm Frites' operational processes. It is used to clean and blanch our fries, but also to move our fries through our factories. Of course, the availability of clean drinking water is highly limited in many parts of the world. As such, Farm Frites believes water needs to be treated as an essential and precious resource.

Our main goal in our factories is to reduce our fresh water intake. Progress can be made by making production processes more water efficient, but the greatest improvements can be realised by increasing the amount of water we can reuse. For example, three of our production locations employ reverse osmosis. This technique purifies water to a very high degree, which allows us to reuse a greater percentage of our water.

RISK MANAGEMENT

Responsible use of water is critical



Water is essential to manufacture our products. The availability of clean water is becoming increasingly limited worldwide, which makes responsible use of water critical. Farm Frites aims to minimise fresh water intake and increase the amount of water we can reuse. To minimise any environmental impact, Farm Frites also only discharges waste water after purification and in accordance with all applicable laws and regulations in the country

of operation. Depending on the production site, we either clean the water in our own wastewater purification plants, or we utilise the municipal plants that have sufficient capacity to organise wastewater treatment. In our own plants, we purify water using sedimentation tanks, as well as anaerobic and aerobic digestion.

Goals & results

Water management

Goal Water intake intensity

Water intake intensity indicates how much fresh water intake is required for the production of our potato products. The intake of fresh water impacts the environment and should be reduced as much as possible. There are two ways to achieve this. First, the production's water intensity can be improved, meaning that less water is required for the production process as a whole. Second, the percentage of reused water can be increased. By increasing the share of reused water in production, less fresh water is required.

✓ **15%**

By 2025, water intake intensity in m³/t will be reduced by 15%, compared to 2018.

✓ **30%**

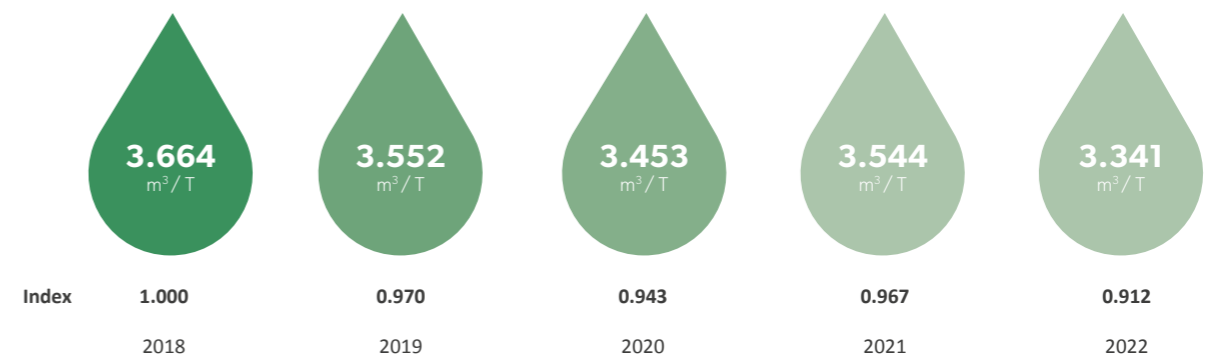
By 2030, water intake intensity in m³/t will be reduced by 30%, compared to 2018.

RESULTS

Water intake intensity has decreased by 8.8% compared to 2018. This improvement was achieved through optimisation of all production lines, as well as the implementation of efficiency improvements, in technology, planning, and our product portfolio.

This progress represents a substantial step towards our 2025 goal of a 15% reduction. The amount of reused water currently stands at 22%, which is a slight decrease compared to 2021 (24%) but still an increase compared to 2018 (19%).

Water intake intensity



Water intake intensity is the more important indicator of environmental impact. Our aim is to continue and accelerate the reduction over the coming years. We will achieve this through the combination of increased efficiency in our production lines and several water projects on our production sites.

Sharing water management wisdom

Sustainable water management practices are crucial in the battle against global water scarcity. For our production locations, this entails exploring methods to minimise their fresh water consumption. To that end, drawing on the expertise of our Belgian colleagues, our factory in Poland implemented a reverse osmosis water purification installation in 2022.

Reverse osmosis is a physical process in which water passes through a membrane with minuscule openings. This membrane serves as a filter, allowing water particles to pass, but blocking substances that are dissolved in the water, such as impurities like salts, bacteria, and other contaminants. By purifying and reusing wastewater, this process helps reduce fresh water intake.

The factory in Lebork, Poland, is the third location to adopt this installation, following the success of our plants in Lommel and

St. Truiden. For example, our factory in Lommel has used a reverse osmosis installation since 2007, which purifies 1,000 m³ of water per day, reducing their fresh water intake by over 30%. While there are always different factors to consider, the knowledge and experience of our Belgian colleagues has been indispensable for the technical department in Poland, as they implemented this water-saving technology.





Excellent products for happy faces

Food manufacturers must prioritise quality, safety, and responsible production of their products.

BACKGROUND

Today, the food industry has been entrusted with the responsibility of providing sustenance to billions of people worldwide.

Consumers have placed their trust in companies and expect them to produce safe, nutritious food in a fair and responsible manner. Transparency is also a key factor, with consumers demanding to know how these organisations operate. People are also increasingly aware of the impact of their dietary choices and seek products that fit into a balanced, healthy diet. For these reasons, food manufacturers must prioritise quality, safety, and responsible production of

their products. As consumer preferences and expectations continue to evolve, companies must continuously innovate and develop their product portfolio to meet changing demands.

BOUNDARIES



MANAGEMENT APPROACH

Committed to food safety and quality

Our products are the result of the passion, knowledge and skills of the Farm Frites team. They form a source of nutrition for people across the globe, which places the responsibility upon us to guarantee the food safety and quality of our products. Our entire operation has been set up to safeguard this at every step along the way.

We believe that transparency is key in establishing trust with customers and clients. It's why we share detailed information about how our products are cultivated and processed, as well as the raw materials we use.

RISK MANAGEMENT

Tasting trust



People should be able to consume food products without the slightest doubt as to the safety of those products. In addition to the many measures in place to guarantee food safety, it is important that Farm Frites continues to communicate its steadfast commitment to food safety in an open and transparent manner.

Everything we do is to better serve consumers. Consumer demand

is moving towards healthier and more sustainable food, with more vegetable oils, less salt, and an increasing number of vegetarian and gluten-free options. We must continue to develop our products to meet demand as it evolves, and provide easy insight into what our products contain through nutrient labels. Transparency is key to credibility.

Goals & results

Product

The results in this chapter are divided into three topics: food safety and quality, transparency & responsible marketing, and nutrition. We have not defined goals in this chapter, because we view these topics not as targets to work towards, but as essential conditions for our operation that must be guaranteed at all times.

Food safety is part of our code of conduct, which applies to all our employees as well as suppliers and other business partners.

Food safety and quality

The quality and food safety of our products is a top priority within our organisation, as reflected in our materiality matrix. Food safety is part of our code of conduct, which applies to all our employees as well as suppliers and other business partners. Farm Frites also has procedures in place to safeguard food safety at every stage of the production process. From our fields to the moment our products reach our customers.

Our potatoes are cultivated under one or more food safety schemes. Our Agronomy department determines the quality of our potatoes and ensures they are safe to consume. An independent third party also carries out food safety checks at this stage.

Our potatoes then reach one of our factories, all of which have a QESH department: Quality, Environment, Safety and Health. These departments are working constantly to implement and improve quality systems.

Finally, the corporate quality department is concerned with quality in our entire organisation. They handle customer inquiries related to quality and make sure that the quality of our final product is within predefined parameters.

In 2022, there were no public product recalls in any of our five production locations, in Cairo, Leëbork, Lommel, Oudenhorn or Sint-Truiden.

Complaints

Farm Frites carefully keeps track of the number of complaints received per tonne of product. These complaints concern topics such as product quality and packaging. We strive to keep complaints to a minimum, but at least under 1.8 complaints per 1,000 tonnes of product. This is an internal norm based on all complaints received. This norm applies to our frozen fries, which makes up the vast majority of our production. All complaints are handled through an

internal procedure aimed at preventing similar issues going forward.

The number of complaints has decreased compared to 2021. This outcome was achieved by training employees and maintaining a continuous focus on improvement. As a result, the knowledge and awareness of the staff members have increased, leading to a more stable end product and fewer complaints from the market.

Complaints Frozen

Quality compl (FRZN)/1,000T

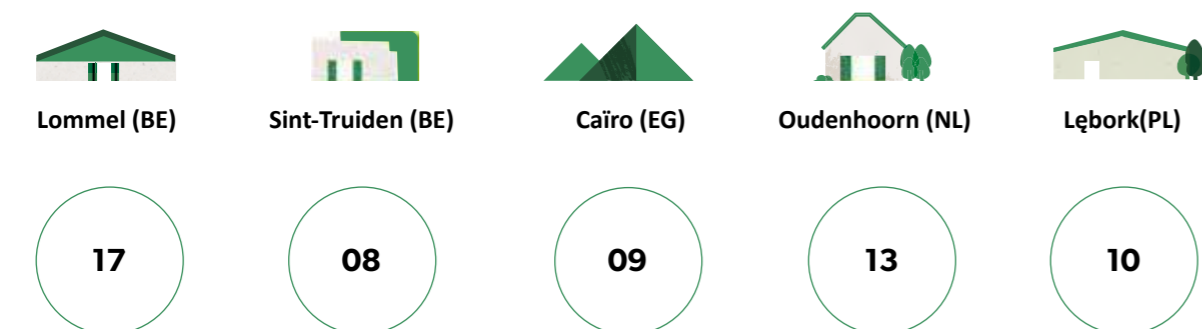


This table indicates the complaints regarding frozen fries. The numbers are of the Farm Frites Group.

Audits

Every year, Farm Frites is audited by various organisations. These audits cover a range of topics, including safety, social economy, finances, food safety, and product-specific concerns. Their purpose is to ensure our organisation adheres to both internal and external standards to which we have committed. Additionally, they can help us find opportunities for improvement and identify possible problems and risks in an early stage, thus preventing incidents. In 2022, Farm Frites successfully completed all 57 audits conducted. A number of these audits were

unannounced, with auditors arriving at our facilities and requesting a tour within 30 minutes of their arrival. After every audit, we receive a report with all findings, including any improvement opportunities. Based on the report, we create an action plan including a time schedule. This is shared with the auditor and is part of the next audit. We strive to improve our performance every year, and we work together closely with our partners to ensure we are aware of any risks, changes in laws and regulations, and evolving customer requirements.



By being transparent about how we conduct our business with suppliers and customers, we can all benefit from the knowledge and insights necessary to safeguard our supply chain.

Transparency & responsible marketing

Every day, thousands of consumers all over the world enjoy Farm Frites products. Through sustainability reports and nutrient labels on our packaging, we share information with our customers about how our products are produced, what our products contain, the materials we use for packaging, and our marketing materials. All information can also be found on our website, which features videos of our production process as well. We strictly follow the General Data Protection Regulation (GDPR) in everything we do, including our marketing activities.

We believe that by being transparent about how we conduct our business with suppliers and customers, we can all benefit from the knowledge and insights necessary to safeguard our supply chain. By sharing information, parties can operate effectively and find solutions to any challenges that might come their way. For example, early in the growth season, Farm Frites communicates with internal stakeholders

and customers about the expected harvest in terms of quantity and quality, through a crop update. Throughout the year, we also regularly distribute a *Farm Potato Market Update (FPMU)* in which we provide information about the potato market. Finally, we have an FAQ file for customers to address their most common questions and concerns.

Transparency is also covered in the Farm Frites Code of Conduct, with regard to topics such as record keeping, political contributions and conflicts of interest. Our code of conduct covers a wide range of business practices and procedures. It sets out the basic principles that guide our company and our people in all business matters. All employees must conduct themselves according to these principles, and strive to avoid even the appearance of improper behaviour. We also expect agents, distributors, suppliers and any representatives of Farm Frites to follow the code of conduct.

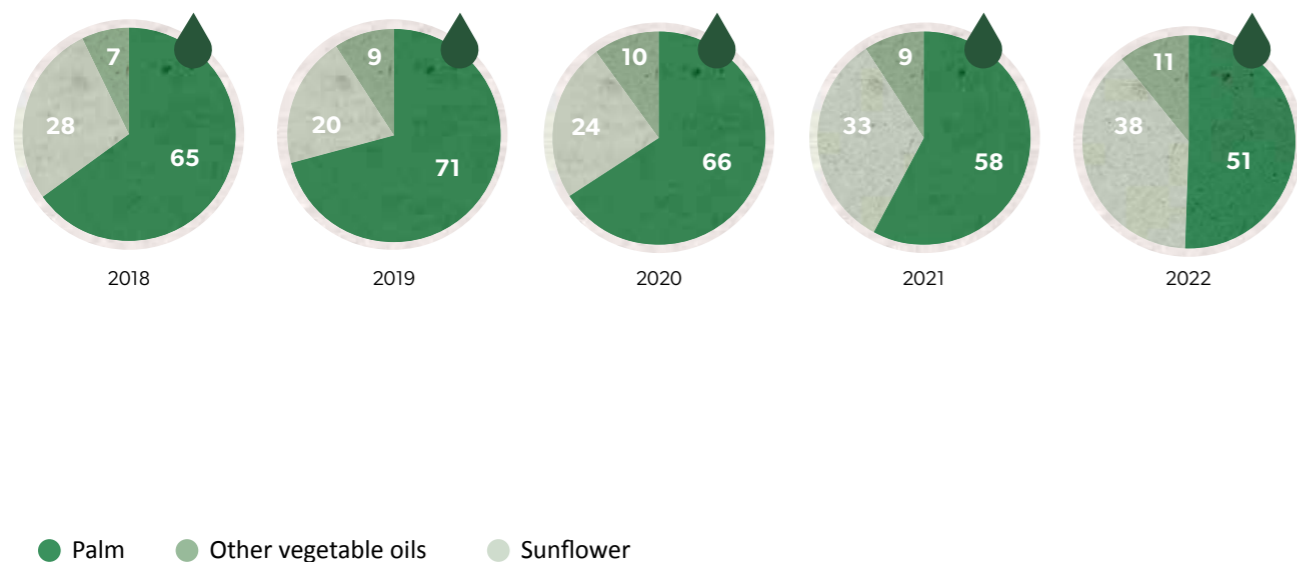
Product

As the world learns more about the relationship between food, health and well-being, consumer preferences change. In recent years, there has been a shift towards reduced sodium, more vegetable oils and gluten-free options. Farm Frites is constantly working to develop its products and meet the needs of today's consumer.

FROM PALM TO SUNFLOWER OIL

The market is increasingly moving away from palm oil towards sunflower and other vegetable oils. This trend continued in 2022, despite the war in Ukraine. All our oils are certified. And although all our palm oil is RSPO-certified, we have noticed a rise in the proportion of mass-balance certification compared to segregated certification relative to 2021. This shift primarily stems from the complexity of establishing separate raw material streams. By employing the Mass Balance (MB) model, which allows for the blending of RSPO-certified and non-RSPO-certified palm oil throughout the supply chain, we can facilitate a faster transition towards sustainability within the palm oil industry.

Oil distribution (in percentage)



NUTRITIONAL DEVELOPMENTS

In response to the increasing consumer demand for healthy, nutritious food, Farm Frites is developing several new products and concepts. For example, more and more of our products are 'skin on', where we do not peel the potato but leave the skin on the final product. In addition to saving energy and making products visually appealing, this preserves the most nutrients for consumers. To serve consumers with specific dietary requirements, the vast majority of our products are gluten free and vegetarian. Finally, we are closely following the developments in the different ways our products can be prepared, such as in an oven or air fryer, to ensure our product portfolio aligns with market demands.



We are closely following the developments in the different ways our products can be prepared.

We must do our part in minimising our impact on the environment

Being a food technologist isn't most little girls' dream. But Grażyna Nowak-Połomska discovered her passion at an early age. A passion that has driven her throughout her career, both as a Quality Assurance Manager and in her current position as the director of the McDonald's Business Unit in Farm Frites in Poland, Grażyna tells us about sharing expertise, the importance of sustainability and quality throughout the value chain.

GRAZYNA NOWAK

director of the
McDonald's Business
Unit in Farm Frites
Poland

Could you describe the path that brought you to your current position?

"Food has been a big part of my life for as long as I can remember. When I was a child, my favourite subject in school was chemistry. When we conducted an experiment on food, I realised I had found my passion. After school I studied chemistry and food technology and got my PhD at the Gdańsk University of Technology. In 1995, I started with Farm Frites Poland as a Quality Assurance Manager. From its founding in 2010, I've been working in the McDonald's Business Unit. After twenty-eight years at Farm Frites, I still feel the same passion I did as a girl in school."

What have been notable activities in 2022?

"Last year, I worked on sharing our knowledge and expertise with our customers. As a producer, we strive to create a product that meets the highest quality and food safety standards. However, we make a perishable, frozen product. So whether the fries are still of that high standard when they are served to our end consumers, depends partly on how they are handled and prepared after they've left our production facilities. For McDonald's, we developed a comprehensive training program. This program assists their management in teaching employees about handling and preparing fries, as well as potato farming and processing. Through this initiative, we aim to ensure the delivery of high-quality products to our end consumers, but also to foster sustainable practices right up until the moment our fries are served. In 2022, our training program reached 500 people through online and in-person classes."

Can you tell us about the work you do with charities?

"I'm proud to be a member of the Council of the Ronald McDonald House Charities in Poland. Among other activities, this organisation runs Ronald McDonald Houses near hospitals. These houses accommodate families of the children treated there. They offer the families a home away from home and help them focus on what is truly important: their children's health. We're also active in other countries where Farm Frites supplies products. Like Ukraine, where we work with local people to help ensure that children affected by the war have access to medical care and other necessities."

Why is sustainability important for a company like Farm Frites

"Food production is one of the largest contributors to global warming. So we have a responsibility to do our part in minimising our impact on the environment. Most importantly for the environment's sake, but also for our own sake. If we want to keep growing amidst stricter regulations and the effects of climate change, we must continue to improve, raise our standards, and not rest on our laurels. But I'm convinced that as long as we keep communicating and learning from each other, Farm Frites will do just that. One thing I've learned about this company over the last twenty-eight years is that continuous improvement is in our DNA!"



BEST PRACTICE

Fostering a food safety culture

Teamwork, care and attention are essential ingredients for food safety. It's critical for everyone to work together to maintain the highest standards in food production every single day. In other words, a strong food safety culture is required. At Farm Frites Poland, we launched the Food Safety Culture Project: a program designed to raise awareness and increase knowledge about food safety among all our colleagues.

The foundation of the project is the BRC Global Standard for Food Safety: a widely recognised certification that demonstrates our commitment to producing safe, high-quality food products. To increase familiarity with this standard, we engage our employees in various activities, such as puzzles and riddles, with correct answers being entered into a draw for a small prize. Each quarter, we host accessible information sessions for employees to learn more about food safety-related topics. We also encourage them to identify and report any potential hazards or unusual occurrences in the production process, promoting awareness of critical issues and ensuring that all procedures are followed correctly.

A regular newsletter keeps employees informed about ongoing initiatives and developments in food safety.

The program has helped our production staff gain a deeper understanding of food safety and has heightened awareness. It promotes a culture of increased responsibility for producing food in a safe and hygienic manner. Moreover, it ensures a high-quality, food-safe final product and, most importantly, a satisfied and happy customer.

Reducing food waste

BACKGROUND

From farms to factories and from restaurants to the consumer. Throughout the value chain edible food is lost. The U.N. Food and Agriculture Organization reports that over 30% of edible food goes unconsumed.



It is critical to reduce food waste.

This means that 30% of the world's agricultural land is being used to produce food that is never consumed. Moreover, food loss and waste contribute to approximately 7% of global greenhouse gas (GHG) emissions. In short, it is critical to reduce food waste. It can not only alleviate poverty and hunger, but also combats climate change and eases the pressure on land and water resources.



SOURCE CHECK

- > The U.N. Food and Agriculture Organization reports that over 30% of edible food goes unconsumed
- > Food loss and waste contribute to approximately 7% of global greenhouse gas (GHG) emissions

BOUNDARIES



MANAGEMENT APPROACH

Harnessing the power of the potato

Potatoes are a remarkable crop. They are not only nutritious and adaptable but also incredibly cost-effective and the third most abundant food crop globally. Furthermore, in terms of greenhouse gas emissions and water usage, their ecological impact is more modest than that of rice or pasta. Consequently, potatoes play a crucial role in feeding our ever-growing global population. The significance of minimising food waste within our industry cannot be overstated.

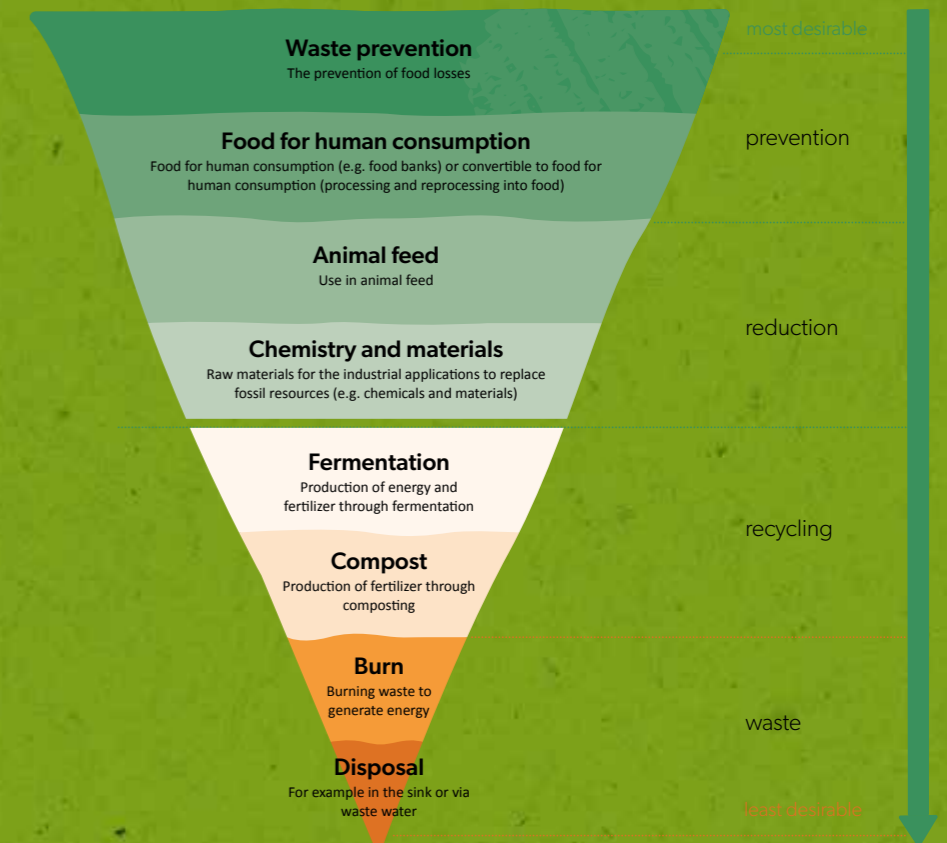
Farm Frites' efforts to minimise food waste can be summarised as prevent and reuse. We prevent food waste by using as much of the potato as possible. This starts by matching the quality and specifications of our raw material with the requirements of suitable products. During production, the automatic defect removal systems allow us to remove small imperfections from our products with minimal potato going to waste. Pieces of the potato that are too small to be made into fries are used in various potato specialty products, while starch is collected and forms a resource for non-potato products. Our responsibility does not end however after our products leave our facilities. We need to minimise food waste together, which is why we share knowledge with our customers on how they can best store and prepare our products.

Our production processes have been set up to minimise residue streams. Still, it is critical to reuse any part of the potato that cannot be made into a potato product. For example, we might repurpose them for animal feed or to generate energy. Currently, over 99% of our potatoes are used or reused.

RISK MANAGEMENT

Preventing food waste at every step along the way

Moerman's Ladder



Preventing food waste requires continuous care and attention throughout the production chain. As resources continue to grow scarcer, our entire organisation must stay focused every day to use all our resources with the greatest possible efficiency.



SOURCE CHECK

> food-waste-measurement

Planting seeds
of sustainability

I believe it's important to work on the big picture plans

Building a solar farm, working with bee keepers, and organising factory-wide tree planting initiatives: Wojciech Kiedrowicz knows sustainability sometimes requires keeping an open mind. After getting to know our fries working in the restaurant industry, the Senior Manager of Environmental Protection and Sustainability joined our company over twelve years ago. Wojciech tells about the journey he has made and how he has helped Farm Frites become more sustainable.

WOJCIECH KIEDROWICZ

Senior Manager
of Environmental
Protection

What made you decide to work in sustainability?

"I've always been interested in nature and it's protection. It's in my genes. So working on sustainability and environmental protection only felt natural to me. I graduated from the Gdańsk University of Technology with a specialisation in thermoplastics moulding. That's quite different from what I do now. But I still sometimes use the knowledge I acquired then when I talk to the technical department."

What energises you in your job?

"I enjoy the process of constantly finding better ways to do things. For example, when I first joined Farm Frites, we started working with a composting site in order to reduce waste. That site was 200 km away however, so I started looking for a closer solution. Two years later we signed a contract with a biogas plant only 15 km away. This saves us a lot of trucking and emissions. To illustrate the progress we've made, today our waste is only 3% of what it was in 2010. And of that remaining waste, 99.5% is recycled."

What have been your main activities in 2022?

"2022 has been a year of preparation. The area around our factory in Poland is one big building site, because we're realising a second production line. I have to make sure everything is up to code, all permits are in order, and everybody is following the rules and operating sustainably. We're also working on an installation that will purify our waste water to a drinkable standard, which we can then reuse in our factory. Finally, we've been preparing to construct a solar energy farm opposite our factory. If all goes well, it will be operational next spring, producing 3,000

megawatts of electricity. Along with the 2,800 megawatts we already produce by turning waste into biogas on site, we will be able to generate 20% of our electricity needs ourselves. All from sustainable sources."

How do you make sure sustainability is implemented throughout an entire organisation?

"I believe it's important to work on the big picture plans I mentioned, but it's equally important to raise awareness on all levels in our organisation. To motivate everybody to follow best practices and make sustainability something they incorporate in everyday life. For example, we encourage our staff to join our annual tree planting event. Since 2011, every March or April people go out on a Saturday morning to plant over 3,000 trees. We still have pictures of trees we planted then and see them grow every year. It's incredible to see a tiny stick you put into the ground flourish into an actual tree."

Less waste, more taste

As a natural product, the quality of the potato harvest varies from year to year. In 2021, weather conditions and reduced permissible pesticide usage resulted in more defects in our 'new harvest' potatoes, such as green tubers, rotten tubers, and pest damage. Despite these challenges, we remain committed to delivering only the best and tastiest potato products while minimising food waste and optimising the use of our raw material.

We optimise two key operational processes: sorting and defect removal. These critical steps ensure that we utilise as much of the potato as possible and minimise waste. Each fry undergoes an initial optical examination to separate the substandard ones, creating a separate stream of lesser-quality fries. However, due to the high-speed sorting process, good fries can inadvertently end up in this substandard stream. To address this, the fries in this secondary stream undergo a second sorting phase, where any incorrectly classified good-quality fries are recovered and reintroduced into the main production stream.

The remaining defective fries are sent to Automatic Defect Removal (ADR) machines,

which precisely remove the problematic areas. The defective parts are repurposed for animal feed, ensuring nothing goes to waste. The remaining, shorter yet perfect, fries are then reinserted into the main production stream after a final optical check.

Through this comprehensive and detailed process, we've managed to save approximately 15,000 tonnes of potatoes per year in our Oudenhoorn Production Location, equivalent to about 6 to 7 truckloads per week. This innovative approach demonstrates our commitment to sustainability, quality, and optimal resource use.



Making a positive impact in people's lives

In today's world, it is essential for companies to create an inclusive social atmosphere where everyone feels appreciated, engaged, and at home.

BACKGROUND

Perspectives on work are evolving. Increasingly, people are seeking careers that offer more than just a pay check. They want opportunities to develop their skills, engage in a larger purpose, and make a positive impact on the world.

Today, employees expect to be part of organisations that prioritise diversity, sustainability, a healthy work-life balance and the overall well-being of their workforce. The feeling that our personal values align with our workplace is crucial for staying engaged and connected to our daily tasks.

In today's world, it is essential for companies to create an inclusive social atmosphere where everyone feels appreciated, engaged, and at home. A workplace that values and respects different perspectives, backgrounds, and experiences. Employers must prioritise

mental health by providing resources, support, and policies that promote a healthy work environment, whether people are in the office or working remotely. Additionally, companies should offer continuous learning and professional growth opportunities, allowing people to explore their full potential. As the job market becomes more competitive and skill requirements change, investing in both workforce development and an inclusive, diverse workplace is key to attracting and retaining top talent.

BOUNDARIES



MANAGEMENT APPROACH

People are our recipe for success

Farm Frites' success depends on its people. As a family-owned company, this has been a central tenet of our operation since we were founded. Only with our people's skills, commitment, passion and expertise, can we ensure we deliver safe, high-quality and delicious potato products for millions of people all around the world. It's why we believe in a workplace where everyone feels safe, comfortable and has ample opportunity to grow. We have worked hard to create this work environment and are committed to realising an even more diverse and inclusive organisation that inspires and empowers employees to discover everything they are capable of.

Farm Frites strives to be a 'good neighbour' to local communities. Aside from minimising any nuisance, we contribute to communities through employment opportunities and by sponsoring local charities and events.

RISK MANAGEMENT

Fostering a culture of safety, well-being, and openness

As an employer, we must make sure that our people feel safe, comfortable and heard. It is the cornerstone of a healthy working environment, which allows people to work together and perform at the best of their ability. A failure to maintain a healthy working climate will result in an unhappy workforce with poor performance. It will cause people to seek employment elsewhere, and make it difficult to attract new talent. Our people are at the core of everything we do, making it critical to maintain a safe, healthy and attractive working environment for everyone.

Our daily operation has an effect on local communities. It is vital that our neighbours support our activities and feel that our presence helps their community to thrive. By positively impacting the places we operate and maintaining regular contact with stakeholders, we can retain their trust and support.

Goals & results

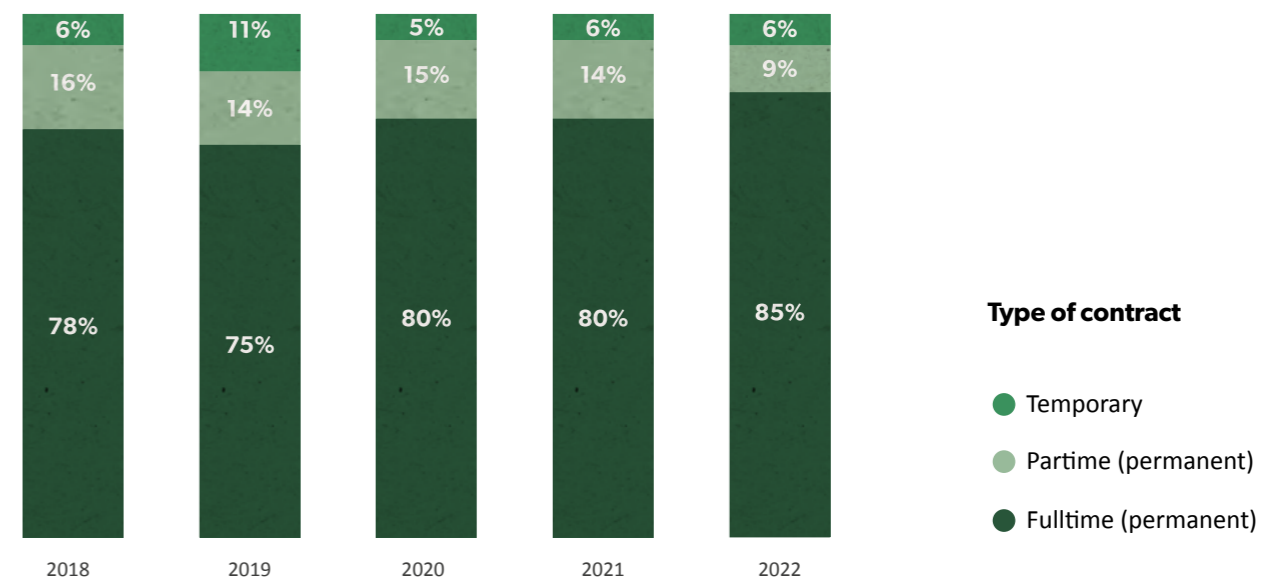
People and community

Goal Our people

Following the COVID-19 pandemic, demand for Farm Frites products surged —a positive development after a challenging period. This strong increase in demand coupled with Farm Frites’ targeted growth have led to an increased need for new personnel. Consequently, we actively recruited new team members in an already tight labour market. To attract the right people in this competitive environment, we organised job fairs.

This allowed us to provide potential candidates with a comprehensive understanding of what Farm Frites has to offer and to introduce them to our company in an informal way.

In 2022, over 1,500 people worked at Farm Frites worldwide, 85% of which had a permanent, fulltime contract.

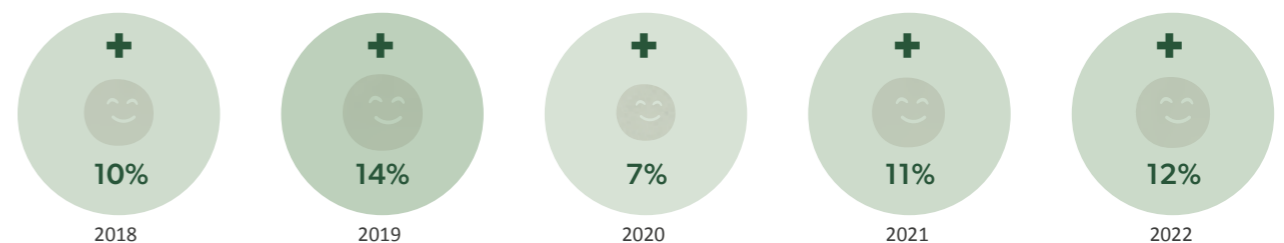


Our new employee rate rose in 2022, enabling Farm Frites to shape its growth and respond effectively to the global market demand. It requires constant effort and attention to create a healthy, inclusive and overall positive work environment that allows people to thrive, which is why we will discuss the following four topics in more detail.



1. Inclusion and diversity
2. Employee satisfaction
3. Health and safety
4. Learning and development

New employee rate in percentage



Inclusion and diversity

Farm Frites believes in a diverse, equal and inclusive workplace where people of all backgrounds feel safe and at home. Principle 6 of our Code of Conduct states:

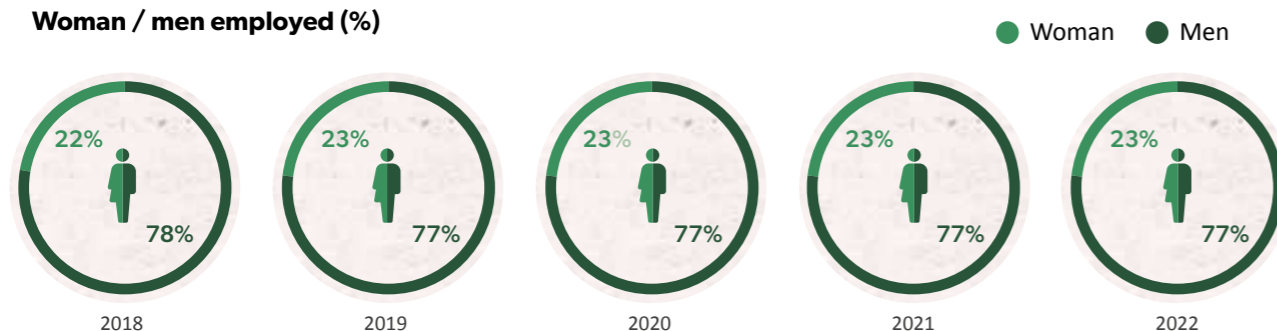
Farm Frites will provide equal opportunities to all its employees and all qualified applicants for employment without regard to their race, caste, religion, colour, ancestry, marital status, gender, sexual orientation, age, nationality, ethnic origin or disability. Several confidential counsellors are available in our organisation. Employees can contact these counsellors with any issues, including work, working rights, inappropriate behaviour, intimidation and discrimination.

Diversity and inclusion makes workplaces not only fairer, but better. Different backgrounds, perspectives

and talents contribute to a positive working climate in which people can develop themselves and productivity grows. Moreover, a diverse and inclusive working environment allows our company to attract a wider range of talents and to keep them with our company for a longer time.

Traditionally, men make up a large percentage of the work force in our industry. While we are proud that 23% of our colleagues are women, our aim is to further increase this percentage over the coming years. We will also take steps to improve the share of women in leadership positions. In 2022, the male-to-female employee ratio remained unchanged.

Woman / men employed (%)



Diversity in age also contributes to a better workplace. Older generations can share their expertise and experience, while younger generations contribute with new insights, knowledge, and critical questions on why things are done the way they are done. A noticeable

trend is that the influx of employees under 30 years old is insufficient, prompting our HR department to prioritise this issue and take necessary actions.

Age (%)	2018	2019	2020	2021	2022
>50 years	27%	32%	28%	30%	32%
>30- 50 years	59%	52%	57%	56%	56%
30-years	15%	16%	15%	14%	12%



Employee satisfaction

Farm Frites believes that happy employees are the key to our organisation's success. High employee satisfaction leads to greater productivity, better work and a more positive work culture overall. We carefully monitor our turnover rate, as an increase can signal

problems within our company such as low morale or inadequate training and support. In 2022, with the pandemic behind us, our turnover rate returned to its normal level at 10% as company growth aligned with our people's expectations once again.

Turnover rate (%)



Health and safety

At the end of the day, nothing is more important than the health and safety of people. Farm Frites is constantly working to maintain and improve the safety of our workplaces and to safeguard the health of our employees. As an employer, it is our responsibility to ensure people can do their work safely.

While we fully comply with all applicable laws and regulations as a basic standard, our commitment extends well beyond these requirements. All our production plants are certified to multiple internationally recognised safety management systems, including the ISO 450001 standard for occupational health and safety. It is also critical to maintain a culture of constant health and safety awareness, which starts with clear communication and visible leadership. Moreover, our

factory Health & Safety managers work together closely with labour unions and employee representatives to ensure safety on the job.

The overall rate of absenteeism at Farm Frites has remained at relatively low levels for many years, compared to industry standards. In the first phase of the COVID-19 pandemic, it remained stable. In 2021, as infection rates increased across the entire population, our absenteeism rate also increased.

In 2022, a clear aftereffect of COVID can be seen, with the absenteeism rate still relatively high. However, all indications suggest that the situation is improving and moving towards pre-COVID levels.

Absenteeism Rate (Farm Frites International)

Rate %



Since 2018, we have observed an upward trend in LTIs: an unacceptable development. Consequently, in 2022, we invested a significant amount of effort in accident prevention measures, such as training sessions, factory modifications, and adapting hazardous areas. These collective efforts have resulted in a significant decrease in LTI's. We are proud that our dedicated initiatives have contributed to a safer work environment. Of course, every incident is one too many, and we will continue our efforts to make our work place as safe as possible.

LTIF - Farm Frites Group

Rate (LTIFR) 200.000H

2018	2.72
2019	3.97
2020	3.07
2021	4.49
2022	2.26

Training and development

Work is not just a way to make a living. It is an opportunity to grow and develop new skills. Learning not only keeps us engaged in our jobs, but also makes for a stronger workforce. We invest in the development of our people through the internal training programs of our Farm Frites Academy. Every employee has a user profile in the Academy. Depending on their position, they have mandatory courses, such as a forklift certificate or yearly refresher training on work safety, food safety, and the environment.

New colleagues are welcomed at our company through an extensive on-boarding program. This program covers a range of topics, including our company's history, culture and values, the structure of our organisation, and the core tasks of each department.

In addition to our Academy, we have a large number of training programs that we organise periodically. For example, we might run a company-wide campaign to increase safety awareness among all employees and ensure a safe work place.



Community

In addition to our role as an employer, we are very aware of the effect we have on local communities. We are committed to being a 'good neighbour' and having a positive impact wherever we are active. This starts with economic and social effects by providing employment opportunities, business for suppliers, and paying taxes. But it also includes minimising nuisance and reducing our impact on, or even promoting, the local natural environment.

Farm Frites also promotes local initiatives by sponsoring sports clubs, charities, and events that contribute to the flourishing of the community. We believe that we can achieve the best results in the community engagement when these activities are initiated and implemented at the local level. By concentrating our activities locally, we can better focus on critical community needs and circumstances to maximise positive impact.

A passion
for people

Our company works with and depends on nature

Gulin Bhikha-Bas started her career as a tax specialist. But after working closely with HR departments in global mobility, she realised that working with people was her passion. Farm Frites recognised her talent and offered her the opportunity to further develop it. Gulin, now a Senior Compensation & Benefits Specialist at Farm Frites International, tells us how sustainable HR policies have helped her personally, and how she shapes and applies them to help others.

GULIN BHIKHA-BAS

Senior Compensation
and Benefits Specialist

How did you come to work at Farm Frites?

“Before I started here, I worked in the global mobility department of several large Big Four companies. I worked with expats from all countries and cultures: from America to Japan. I would explain the Dutch tax system, but I’d also tell them about what they and their families could expect in the Netherlands. I always enjoyed that human touch. So I was very happy to get the chance to grow and further explore the people side of my work as a Compensation & Benefits Specialist at Farm Frites. Moreover, when I interviewed at the company, I was happy to learn that Farm Frites had made efforts to ensure that employees were minimally affected during the difficult times of the COVID-19 pandemic, and that they did everything they could to keep everyone on board. That appealed to me enormously.”

What lessons about sustainable HR can we learn from the COVID-19 pandemic?

“During the COVID-19 pandemic, our office workers suddenly had to work from home. At first, Farm Frites thought everyone would return to the office full-time, but we found that many employees wanted to continue working from home several days a week. The pandemic showed us that working remotely is very much viable, so we started a telecommuting policy to make it possible to work from home part time. It allows us to strike a balance between connecting by being in the office together and the advantages of working from home. In a small way, it also contributes to the efforts to reduce carbon emissions. We will continue to make such efforts in the future.”

What is important in a sustainable HR policy?

“A focus on health is essential. To promote a healthy lifestyle, we have several initiatives. Our bicycle scheme allows employees to purchase a bike with tax benefits. The plan used to be just for commuting, but you can now also buy a bike for your free time or for a family member. By expanding the plan, we are encouraging people to exercise more. In addition, we are planning on reviving the company fitness scheme that allows employees to take out a gym membership with tax benefits. We hope the plan motivates employees to make use of those facilities, as it contributes to a healthy lifestyle.”

How does HR contribute to Farm Frites’ sustainable ambitions?

“Our company works with and depends on nature. In addition to sustainable HR policies, our department also contributes as much as possible to ecological sustainability. For example, last year we switched to a different payroll system, which allows us to send digital rather than paper payslips. I’m also exploring how we can update our mobility policy, as decarbonising commuting can have a big impact on sustainability. With initiatives like these, we strive to make Farm Frites green and sustainable at every level!”

Pedal power

Cycling towards a greener, healthier future. That's what Farm Frites' bicycle lease plan is all about. By encouraging our colleagues to ride their bikes to work, we aim to both contribute to a more sustainable planet and help our people lead healthy lifestyles.

The lease plan offers employees a bicycle for a 36-month period, during which the bike remains the property of the leasing company. This leaves our colleagues with the freedom to make a decision at the end of this term. They can either purchase the bike at its calculated market value or return it. Whatever they choose, it's always possible to start a new bicycle leasing contract.

In Belgium, a favourable tax environment for bicycle leasing provides extra encouragement for people to cycle to work. Cyclists receive a small monetary compensation per kilometre, making

it not just an attractive option for their health, but also for their wallets.

As of 2022, a total of 114 colleagues across all Farm Frites entities participated in the bicycle lease plan. In February of 2022, we calculated the distance that 106 of them covered together riding to and from work. With a total of 18,492 kilometres, together they cycled almost halfway around the Earth's equator.



Appendix

Glossary & definitions used

TERM	DEFINITION/EXPLANATION
Greenhouse gas emissions intensity scope 1 & 2	<p>GHG protocol scope 1 are direct emissions from sources that are owned or controlled by Farm Fries or a joint venture, such as:</p> <ul style="list-style-type: none"> > Stationary combustion (natural gas, fuel oil) > Mobile combustion (owned company vehicles) <p>GHG protocol scope 2 are the indirect emissions:</p> <ul style="list-style-type: none"> > Emissions from purchased electricity, steam, or other sources of energy
Share of potatoes sourced following SAI platform FSA list	The amount of raw potatoes supply cultivated following SAI platform FSA list is a checklist with principles (non-FSA, bronze, silver and gold). The SAI platform FSA list is a checklist with principles on sustainable agriculture. Upon completion of the checklist, a level of sustainable agriculture can be determined.
Energy consumption of product	The amount of energy needed in the factory (natural gas, biogas & electricity, plus other sources of energy) to produce one tonne of product.
Share of renewable energy	Share of the energy used that is renewable (solar, wind, bio-energy, geothermal, or other form of renewables).
Water consumption	The amount of water needed in the factory (total fresh water intake in the facility, excluding internally reused water, divided by the total amount of finished product. Reported in cubic meters per tonne of product.
Water reuse	The amount of water internally reused versus the total fresh water intake.
Base year	2015 (or oldest available)
Employee	A person with a contract from Farm Frites or a joint venture.
Consumption	The KPI specific unit per tonne product.
KPI	Key performance indicator
Finished product	The potato product (frozen/chilled fries, specialties and flakes) that has been completely processed.

GRI Content Index Farm Frites

Statement of use

Farm Frites has reported the information cited in this GRI content index for the period 1 January 2019 to 31 December 2021 with reference to the GRI Standards.

GRI 1 used | GRI 1: Foundation 2021

GRI 2: General disclosures 2021

1. The organisation and its reporting practices

GRI STANDARD	DISCLOSURE	LOCATION	COMMENTS
Disclosure 2-1 Organisational details	2-1a Legal name	Farm Frites	
	2-1b Nature of ownership and legal form	Private company	No changes to 2019
	2-1c Location of headquarters	Molendijk 108, 3227CD Oudendoorn,	No changes to 2019
	2-1d Countries of operation	Belgium, Egypt, the Netherlands, Poland	No changes to 2019
Disclosure 2-2 Entities included in the organisation's sustainability reporting	2-2a List of all entities included in sustainability reporting	Lommel, Belgium, Oudendoorn, The Netherlands Sint-Truiden, Belgium, Łęborg Poland, Cairo Egypt	No changes to 2019
	2-2b Differences between the list of entities included in its financial reporting and the list included in its sustainability reporting	No differences	No changes to 2019
	2-2c Approach used for consolidating the information, in case the organisation consists of multiple entities	Consolidation according to equity share	No changes to 2019

GRI STANDARD	DISCLOSURE	LOCATION	COMMENTS
Disclosure 2-3 Reporting period, frequency and contact point	2-3a Reporting period for, and the frequency of, sustainability reporting	1 January – 31 December 2021. Annually	Due to the COVID-19 pandemic, Farm Frites did not publish a sustainability report for 2020.
	2-3b Reporting period for financial reporting and reason for dealignment with period for its sustainability reporting, if applicable	Financial report is published annually. Farm Frites publishes a sustainability report annually since 2013.	Due to the COVID-19 pandemic, Farm Frites did not publish a sustainability report for 2020.
	2-3c Publication date of the report or reported information	June 2022	
	2-3d Contact point for questions about the report or reported information	sustainability@farmfrites.com	
Disclosure 2-4 Restatements of information	2-4a Restatements of information made from previous reporting periods, including explanation of reasons and effect	No restatements from previous reporting periods	
Disclosure 2-5 External assurance	2-5a Policy and practice for seeking external assurance, including whether and how the highest governance body and senior executives are involved	For the 2021 report, Farm Frites has chosen not to seek external assurance	
	2-5b Details on external assurance of the organisation's sustainability reporting	For the 2021 report, Farm Frites has chosen not to seek external assurance	

2. Activities and workers

GRI STANDARD	DISCLOSURE	LOCATION	COMMENTS
Disclosure 2-6 Activities, value chain and other business relationships	2-6a Report the sector(s) in which the organization is active	Potato processing industry (frozen and chilled)	
	2-6b Description of the value chain	Details in value creation model	
	2-6c Other relevant business relationships	Not applicable	
	2-6d Significant changes in 2-6-a, 2-6-b, and 2-6-c compared to the previous reporting period	No significant changes in reporting period	
Disclosure 2-7 Employees	2-7a Total number of employees, and a breakdown of total by gender and by region	People and community chapter	
	2-7b Total number of: <ul style="list-style-type: none"> > permanent employees, and a breakdown by gender and by region; > temporary employees, and a breakdown by gender and by region; > non-guaranteed hours employees, and a breakdown by gender and by region; > full-time employees, and a breakdown by gender and by region; > part-time employees, and a breakdown by gender and by region. 	People and community chapter	
	2-7c Methodologies and assumptions used to compile the data	Consolidation according to equity share	
	2-7d Contextual information necessary to understand the data reported under 2-7-a and 2-7-b	Not applicable	
	2-7e Significant fluctuations in the number of employees during the reporting period and between reporting periods	People and community chapter	

3. Governance

GRI STANDARD	DISCLOSURE	LOCATION	COMMENTS
Disclosure 2-9 Governance structure and composition	2-9a Governance structure, including committees of the highest governance body	Our company – Governance section	
	2-9b Committees of the highest governance body that are responsible for decision-making on and overseeing the management of the organisation's impacts on the economy, environment, and people	Our company – Governance section	
	2-9c Composition of the highest governance body and its committees	Our company – Governance section	
Disclosure 2-10 Nomination and selection of the highest governance body	2-10a Nomination and selection processes for the highest governance body and its committees		Not present
	2-10b Criteria used for nominating and selecting highest governance body members		Not present
Disclosure 2-12 Role of the highest governance body in overseeing the management of impacts	2-12a Role of the highest governance body and of senior executives in developing, approving, and updating the organisation's purpose, value or mission statements, strategies, policies, and goals related to sustainable development	Our company – Governance section	
	2-12b Role of the highest governance body in overseeing the organisation's due diligence and other processes to identify and manage the organisation's impacts on the economy, environment, and people	Our company – Governance section	
	2-12c Role of the highest governance body in reviewing the effectiveness of the organisation's processes as described in 2-12-b, and report the frequency of this review	Management approach to each topic	

4. Strategy, policies and practices

GRI STANDARD	DISCLOSURE	LOCATION	COMMENTS
Disclosure 2-22 Statement on sustainable development strategy	2-22a Statement from the highest governance body or most senior executive of the organisation about the relevance of sustainable development to the organisation and its strategy for contributing to sustainable development	Board statement	
Disclosure 2-23 Policy commitments	2-23a Policy commitments for responsible business conduct	Board statement	
	2-23b Specific policy commitment to respect human rights	Management approach section of People and community chapter	
Disclosure 2-28 Membership associations	2-28a Industry associations, other membership associations, and national or international advocacy organisations in which it participates in a significant role	Our company – Stakeholder engagement section	

5. Stakeholder engagement

GRI STANDARD	DISCLOSURE	LOCATION	COMMENTS
Disclosure 2-29 Approach to stakeholder engagement	2-29a Approach to engaging with stakeholders	Our company – Stakeholder engagement section	
Disclosure 2-30 Collective bargaining agreements	2-30a Percentage of total employees covered by collective bargaining agreements	In the Netherlands & Belgium, more than 90% of employees have a collective bargaining agreement, except for the higher management.	
	2-30b For employees not covered by collective bargaining agreements, description of whether the organization determines their working conditions and terms of employment based on collective bargaining agreements that cover its other employees or based on collective bargaining agreements from other organizations		

GRI 3: Material topics 2021

Disclosure on material topics

GRI STANDARD	DISCLOSURE	LOCATION	COMMENTS
Disclosure 3-1 Process to determine material topics	3-1a Describe the process followed to determine the material topics	Materiality assessment	
	3-1b Specify the stakeholders and experts whose views have informed the process of determining its material topics	Materiality assessment	
Disclosure 3-2 List of material topics	3-2a List its material topics	Materiality assessment	
	3-2b Report changes to the list of material topics compared to the previous reporting period	Materiality assessment	
Disclosure 3-3 Management of material topics	3-3a Describe the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights	Materiality assessment, management approach of each focus area	
	3-3b Report whether the organisation is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships	Not applicable	

Sustainability chapters



Climate change and energy

GRI 302: Energy 2016

GRI STANDARD	DISCLOSURE	LOCATION	COMMENTS
Disclosure 302-1 Energy consumption within the organization	302-1a Total fuel consumption within the organisation from non-renewable sources, in joules or multiples, and including fuel types used.	Climate change and energy chapter	
	302-1b Total fuel consumption within the organisation from renewable sources, in MW or multiples, and including fuel types used.	Climate change and energy chapter	
Disclosure 302-3 Energy intensity	302-3a Energy intensity ratio for the organization.	Climate change and energy chapter	
	302-3b Organisation-specific metric (the denominator) chosen to calculate the ratio.	Not applicable	
	302-3c Types of energy included in the intensity ratio; whether fuel, electricity, heating, cooling, steam, or all.	Climate change and energy chapter	
Disclosure 302-4 Reduction of energy consumption	Amount of reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives, in joules or multiples.	Not present	
	Types of energy included in the reductions; whether fuel, electricity, heating, cooling, steam, or all.	Not present	

GRI 302: Emissions 2016

GRI STANDARD	DISCLOSURE	LOCATION	COMMENTS
Disclosure 305-1 Direct (Scope 1) GHG emissions		Climate change and energy chapter	
Disclosure 305-2 Energy indirect (Scope 2) GHG emissions		Climate change and energy chapter	
Disclosure 305-3 Other indirect (Scope 3) GHG emissions		Climate change and energy chapter	
Disclosure 305-4 GHG emissions intensity		Climate change and energy chapter	
Disclosure 305-5 Reduction of GHG emissions		Not present	



Sustainable agriculture

GRI 308: Supplier Environmental Assessment 2016

GRI STANDARD	DISCLOSURE	LOCATION	COMMENTS
Disclosure 308-1 Suppliers were audited on sustainability and environmental criteria		Sustainable agriculture chapter	



Sustainable packaging

GRI 301: Materials 2016

GRI STANDARD	DISCLOSURE	LOCATION	COMMENTS
Disclosure 301-1 Materials used by weight or volume		Sustainable agriculture chapter	
Disclosure 301-2 Recycled input materials used		Not present	
Disclosure 301-3 Reclaimed products and their packaging materials		Sustainable packaging chapter	



Water management

GRI 303: Water and effluents 2018

GRI STANDARD	DISCLOSURE	LOCATION	COMMENTS
Disclosure 303-3 Water withdrawal		Water chapter	
Disclosure 303-4 Water discharge		Water chapter	
Disclosure 303-5 Water consumption		Water chapter	



Health, safety and well-being

GRI STANDARD	DISCLOSURE	LOCATION	COMMENTS
Disclosure 403-1 Occupational health and safety management system		People and community chapter	
Disclosure 403-9 Work-related injuries		People and community chapter	



Responsible marketing & transparency

GRI 417: Marketing and labeling 2016

GRI STANDARD	DISCLOSURE	LOCATION	COMMENTS
Disclosure 417-1 Requirements for product and service information and labelling		Product chapter	



Food waste

GRI 306: Waste 2020

GRI STANDARD	DISCLOSURE	LOCATION	COMMENTS
Disclosure 306-2 Waste generated		Food waste chapter	
Disclosure 306-4 Waste diverted from disposal		Food waste chapter	
Disclosure 306-5 Waste directed to disposal		Food waste chapter	



Employees & social

GRI 401: Employment 2016

GRI STANDARD	DISCLOSURE	LOCATION	COMMENTS
Disclosure 401-1 New employee hires and employee turnover		People and community chapter	

GRI 404: Training and education 2016

GRI STANDARD	DISCLOSURE	LOCATION	COMMENTS
Disclosure 404-1 Average hours of training per year per employee		Not present	
Disclosure 404-2 Programs for upgrading employee skills and transition assistance programs		Not present	

GRI 405: Diversity and equal opportunity 2016

GRI STANDARD	DISCLOSURE	LOCATION	COMMENTS
Disclosure 405-1	Diversity on employees	People and community chapter	



Society: local communities

GRI 413: Local communities 2016

GRI STANDARD	DISCLOSURE	LOCATION	COMMENTS
Disclosure 413-1 Operations with local community engagement, impact assessments, and development programs	Social projects and initiatives	People and community chapter	

CO₂ footprint calculation disclaimer

- › This GHG emissions inventory is in conformance with the GHG Protocol Corporate Standard (for scope 1 and scope 2) and the GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard.
- › This inventory covers some of the most important entities of the Holding Farm Frites B.V., including the three production locations of Farm Frites International B.V. (Oudendoorn, Netherlands; Lommel, Belgium; and Sint-Truiden, Belgium) and two joint ventures: Farm Frites Poland with its production location in Lebork (Poland) and Farm Frites Egypt with its production location in Cairo (Egypt).
- › Farm Frites applies the equity share consolidation approach. This implies that Farm Frites accounts for all emissions of Farm Frites International and accounts for the emissions of the two joint ventures according to its share of equity.
- › Biogenic CO₂ emissions do occur in the value chain of Farm Frites. However, they have not yet been included in the 2022 inventory. Farm Frites aims to calculate biogenic CO₂ emissions in the 2023 inventory.
- › This inventory includes the following value chain emission (scope 3) categories: 3.1 Purchased goods and services, 3.3 Fuel- and Energy-Related Activities, 3.4 Upstream transport and distribution, 3.5 Waste generated in operations, 3.6 Business travel and 3.7 Employee commuting.
- › Emissions from Upstream transportation and distribution (scope 3.4) cover the supply chain of Farm Frites from farm to cold storage of the finished product.
- › Outbound transport from cold storage to the final customer (scope 3.9 Downstream transport and distribution) and the use of the sold product by the customer (scope 3.11 Use of sold products) are not included in this inventory, mostly due to lack of activity data.
- › It is the ambition of Farm Frites to add the remaining scope 3 categories and to move to a full GHG inventory in the coming year.

Growing
a greener
planet
together.



Colophon

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