



ACTIVITY REPORT

2021

 **arvesta**  
*Experts in the field*



This 2021 Activity Report is the second of its kind for Arvesta. It tells our story, a story we are very proud of, and it allows us to report on our progress from year to year in a transparent manner.

For more information, check back regularly: [www.arvesta.eu](http://www.arvesta.eu)  
[www.linkedin.com/company/arvesta/](https://www.linkedin.com/company/arvesta/)

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**Eric Lauwers**  
Chief Executive Officer

## Foreword from the CEO

### We continue our story of growth

**This is the Arvesta story: A story about growing together, with our farmers and horticulturists, and building the agriculture of the future together, with over 2,000 Experts in the field. Our purpose today is more relevant than ever: to provide healthy, good quality and locally produced food. We play a crucial role in the food chain in our country. Especially when it comes to making agriculture more sustainable. So that everything on your plate has a reduced ecological footprint. From the seed that goes into the ground, to monitoring the crop, harvesting with the right machinery and the storing and processing into the final product, our Experts in the field guide the entire process, meticulously and with passion, from start to finish. The same applies to the production of healthy milk and a delicious cut of meat. We are the full service provider for farmers and horticulturists.**

### Stronger Together ‘The Next Level’

After starting the Stronger Together transformation journey in 2017, today we find ourselves in the next phase of our Stronger Together journey, ‘The Next level’. Despite often difficult circumstances, with challenges such as the COVID pandemic and volatile

markets, we are growing again for the fifth year in a row. Our turnover has increased by 23% since 2016 and even rose by 12% in 2021. We also expanded our portfolio with the acquisition of the Dutch horticultural company Benfried.

This encouraging growth means that we can invest heavily in the future of agriculture; we will invest as much as EUR 275 million between 2021 and 2025. And that is vital in order to remain relevant. We continue to invest in our people, providing them with the right training and growth opportunities, and working on their satisfaction. We aim to increase the latter to 75% by 2025. That is our promise to our people. In addition, we are fully engaged in digital aspects: the future belongs to the connected farmer and the connected consumer. We would also like to increase our international footprint by expanding our activities across borders and continuing our Merger & Acquisition strategy.

### Arvesta is more relevant than ever in the food chain

We are more relevant than ever. Our Belgian food chain is world leader in terms of traceability and the reduction of CO<sub>2</sub> emissions. Who wants to eat safely, healthily and sustainably should eat Belgian. This is what we are working on today with our innovations. For example, we are reducing methane emissions from cows by up to 30% thanks to our Euroclim cattle feed. With our Mobile Gully System, we can grow much more lettuce, vegetables and herbs in a small area, reuse 90% of the water and reduce the use of plant protection products. We can thus have a genuine impact on the food chain.

### We need a level playing field

One of the challenges we face today is to maintain a level playing field for international sustainability standards. Our farmers provide products of the highest quality, but often come up against foreign foodstuffs that do not have to comply with the same strict regulations. We cannot accept the fact that we import such products when there is nowhere better to produce for the climate than in our own country. Moreover, with our high standards, we should be exporting more as our food chain is ‘best in class’ in terms of quality and traceability.

### Ready for the challenges of tomorrow

We continue to look ahead. As a unique knowledge centre in both agriculture and horticulture, we are the sustainable and innovative partner of choice for farmers and horticulturists. We will continue to function as pioneers in the challenges we face today. We are part of the solution and, together with our more than 2,000 experts and our farmers and horticulturists, we continue to help build the agriculture of the future each and every day.

*Eric Lauwers, Chief Executive Officer*

# Ambitions 2021-2025



**CAPEX INVESTMENTS**  
2021-2025:  
**275 million euros**

**FOOTPRINT**  
Growing international footprint

	2016	2025
Abroad	10%	30%
Belgium	90%	70%

**PEOPLE ENGAGEMENT**

2021	2025
71%	75%

**ORGANIC GROWTH**  
EBITDA  
2021-2025  
**73.7 million euros**  
↓  
**+50%**

**ANORGANIC GROWTH**

\*  
VAN DER HOEVEN  
Horticultural projects

BENFRIED B.V.  
GROEIT.MEE

+ ...

## Realisations 2017-2020



**CAPEX INVESTMENTS**  
2017-2020:  
more than  
**155 million euros**

**SIMPLIFICATION**  
Payroll:  
48 → 1  
Companies:  
79 → 48  
Time registration systems:  
7 → 1

**ORGANIC GROWTH**  
Net result  
2016-2020:  
**+74%**

**ANORGANIC GROWTH**

\*  
VAN DER HOEVEN  
Horticultural projects

Palital  
FEED ADDITIVES

Vaesken

With **500** new employees in the past 3 years  
**+ 200** new employees through M&A  
↓  
**2,000** Experts in the field

**PEOPLE MAKE THE DIFFERENCE**  
Launch  
 arvesta academy

People Engagement increased from 64% to **71%**

Launch group insurance & Employee Assistance Programme

\*Arvesta currently holds a stake in Van der Hoeven and plans to increase this.

# About Arvesta

**120** years  
the leading partner  
for agriculture and  
horticulture



**2,056**  
Experts in the field

## International activities



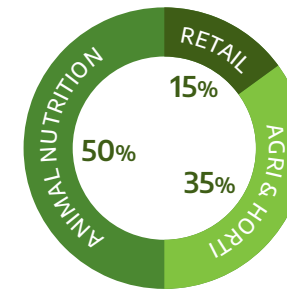
with locations in  
The Netherlands,  
Germany and France

More than **40**  
strong brands  
divided over  
3 business sectors



**€ 1.6**  
billion  
consolidated revenue

Revenue  
percentage  
per  
business sector



**€ 60** million  
investments in  
innovation, IT  
and production sites  
for 2022

## RETAIL

**250** Aveve  
stores



**3** Eurotuin  
stores



**14** consecutive  
years



**2** consecutive  
years

**50** stores under own  
management

**210,000** m<sup>2</sup>  
shopping fun

## ANIMAL NUTRITION

**1.8** million tonnes  
global distribution per year

**15** production sites

Specialist  
in both professional  
and hobby feed

## AGRI & HORTI



John Deere **importer**  
and **distributor**



**Global leader**  
in Mobile Gully Systems  
with Hortiplan



**Belgian market leader**  
in seeds, grains  
and plant nutrition  
& protection for all crops



19 JANUARY: CELEBRATORY YEAR KICKOFF



EVERY MONTH: QUIZ



APRIL: OUR 'EXPERTS IN THE FIELD' IN THE SPOTLIGHT



MAY: WALK & RUN

TIJD	MIN/KM	KM GELOPEN
00:30:24	6:03	5,0



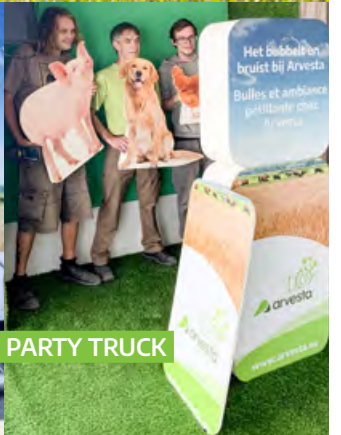
TIJD	MIN/KM	KM GELOPEN
01:03:39	12:43	5,0



TIJD	MIN/KM	KM GELOPEN
01:03:26	12:39	5,0



FROM AUGUST TO OCTOBER: HEADING OUT WITH OUR PARTY TRUCK



## Arvesta blew out 120 candles in 2021!



In addition to being a Corona year, 2021 was also a celebration year for Arvesta. 120 years ago, the foundations were laid for a beautiful cooperation with Belgian farmers and horticulturists. And our mission has stayed constant for more than a century: the profitability of our Belgian farmers has been our main priority for 120 years.

We are therefore very proud! Proud of our farmers, proud of our products and proud of our Experts in the field. They have been the backbone of Arvesta for 120 years. This has been the focus of our celebrations over this special year. We kicked off this festive year with a surprise for all our employees, we organised the smartest Expert in the field

quiz every month, visited all our sites and Experts in the field with the Arvesta 120-year truck and went on the road ourselves with the Arvesta walk & run audio tour.

We have looked back on 120 years of Arvesta with a smile and are looking forward to the next 120!





INCREASE THE PROFITABILITY OF OUR FARMERS AND HORTICULTURISTS AND, IN TURN, GROW TOGETHER.

## What are we going to do for the next 120 years?

It is our dream to be the most efficient and customer-oriented agricultural expert in Europe by 2025. We are well on our way today, but it is time to take Arvesta to another level. We plan to use the organisation's strength even more effectively and invest EUR 275 million in our business between 2021 and 2025. But

it certainly doesn't stop there! We are ambitious and dare to be bold. We are engaged in pioneering work and helping to build the agriculture of the future. However, our mission remains the same: to increase the profitability of our farmers and horticulturists and, in turn, to grow together.

Everything starts with our employees; it is important to have the right men and women in the right places. We are one team, one Arvesta, achieving one dream together.  
**#strongertogether** | Together with our Experts in the field, we are looking forward to a great future!



# Our cultural values

## QUALITY

We ensure that our products, solutions and advice are always of the standard you would expect from experts.

As a market leader, we are a company of experts, driven by a passion for our strong brands. We offer our customers expertise and advice and are true partners who provide a comprehensive solution.



**Erik Hoogenboom, Plant Manager Arie Blok**, explains how he and his colleagues ensure that only the best products reach the customers:

“The nice thing about my job as Plant Manager is that no two days are the same. Every day there is something new that needs attention. These can be very different subjects, from surprising and interesting to difficult and complicated. This might relate to safety, quality, hygiene, troubleshooting, setting up preventative maintenance plans, and so on. Dealing with and maintaining contact with colleagues in Woerden and within Arvesta really energises me. As does producing beautiful products of the best quality together and delivering them to the customers in the right way. Satisfied customers, that’s what we do it all for.”

## ENTREPRENEURSHIP

We drive change with an open mind, courage and the ambition to innovate.

We get results in the short term and achieve our dreams in the long term. We focus on the priorities in the process, using simplification and specialisation as the guidelines for everything we do.



**Rudy Nouws, Plant Manager at Natural Granen**, talks about how his team continues to work hard in all circumstances and always looks for solutions:

“COVID made us move faster than we expected. Work was completed digitally, paperwork became files. Sales and administration began to work from home, which was an adjustment for everyone, particularly for us as a production plant. Our small but brave team also had to consider the home front; children were suddenly at home and partners sometimes had to go to work. Negative news from the world became standard in 2020 and 2021. Our people felt the need to come to the factory to work. People needed a conversation, a laugh and a joke. Just to be among workmates and forget all about the COVID hassle for a while at work. But we have not been sitting on our hands; we have survived 2020 and 2021 and are more than ready for 2022 with our Natural team!”

## INTEGRITY

We work honestly, ethically and transparently.

We do what we promise, with respect for the right working methods. We believe in hard work and common sense.



**Lut Van Camp, Offline and Media Marketing Coordinator at Aveve Retail**, explains how her team is constantly optimising its work thanks to transparent communication:

“Together with my colleagues in the Marketing and Communication Team, we are committed to providing our customers with correct and honest communication. As a team, we apply the 10-eyes principle, checking and correcting content, messages and prices for one another. We do this in line with the identity and authenticity of Aveve. We work very meticulously against deadlines and continue to optimise our communications until we are satisfied as a team. Only then can they be published to our customers.”

## LEADERSHIP

With passion and expertise, we lead the way to sustainable growth together.

Our people make the difference. And our leaders are driven people with a passion for the profession and a clear goal: to coach teams and take them to the very highest level. Because when we grow, our customers grow too.



**Dominique Cools** talks about his day-to-day tasks as **Manager Formulation and Administration for pig feed:**

“On the one hand, you have the task of a nutritionist: you are responsible for setting balanced standards for the feeds in our portfolio, for the various brands and for the different animal species. You are also responsible for finding and providing solutions to challenges that customers experience every day and that may be resolved via feed. Experience; contact with customers, commercial colleagues and research institutions; and consultations with suppliers as well as with colleagues in purchasing, production and quality are the focus every day.”

## TEAM SPIRIT

We are a team: we work together, we win together, we celebrate together.

Together, as one team, we achieve the best results. We can go fast on our own, but we will only be able to go the distance as a team.



**Geert Bruers, Logistics Coordinator LCW**, talks about his experience of working together as a team:

“The Arvesta Academy offers sessions to learn together with colleagues how to find greater enjoyment in your work. We learned to focus on how we can work better together, how communication can help us and, above all, how we can be part of the solution. There is clearly still work to be done on our communication within the team. But with the trainer’s tips and tools, we have drawn up an action plan that we work on together every week. We are enthusiastic and courageous! It’s highly recommended for every team to get to know themselves better and develop into a close-knit team.”

## CUSTOMER FOCUS

Our customers’ challenges are our challenges; our comprehensive solutions are the answers.

We listen to our customers, we work for our customers and we communicate with our customers. And we do this in a transparent and consistent manner. We accept our responsibility and constantly look for solutions for our customers.



**Evy Jacobs, Sales Manager Animal Nutrition**, explains our advisers’ mindset when they head out on the road:

“Our advisers are true partners for the customers. They not only look at the feed best suited to the farm, but also at the customer’s return on investment and, together with the customer, identify the solutions that will take their business to the next level. This customer orientation is the basis of our work on the road and the driving force behind our advisers. We look for long-term cooperation in a transparent, honest and customer-oriented way. That makes us strong. The customer and our passion for the industry are what drive our people on the job.”



## About us | Experts in the field

The expertise of our people is what makes Arvesta unique. It is no coincidence that we speak of 'Experts in the field'. Arvesta has a very strong belief in talent with the potential for growth. After all, the growth of Arvesta is in everyone. People who work at Arvesta today must be able to learn and rotate jobs throughout their lives.

### Growth within Arvesta

Arvesta continues to reinvent itself. We are looking for continuous movement, but we also make sure that everyone is on board. We ensure that we constantly have a well-stocked pipeline of talent. We do this through our **Arvesta Academy & Leadership Academy**, our **High Potentials Programme**, the learning platform GoodHabitZ and (reversed) mentoring. We hire for attitude, we train for skills. Specific technical competences can be learned, it is much harder, however, to learn a culture.

### The digital experience

Because we believe that it has not yet been adequately achieved, one competency that Arvesta will focus on in 2022 is the digital experience. Our Digital Academy would like to make our people **digitally savvy**. 'Digital' must become part of our DNA. So not only in our processes, products and solutions, but in the mindset of our Experts in the field too.

### AWOW, the Arvesta Way of Working

Even before Corona came to disrupt life and work, we had already asked ourselves: what makes a good employer? We ended up with three pillars - **engaged people, inspiring workplaces, jobs of the future**. These should prepare our people for the future. Corona was primarily a stress test for our working methods and culture. It shifted the Arvesta Way Of Working into an even higher gear: greater management on output, further increases in people's resilience, greater focus on remote leadership, offering trust... and we will continue to work on these areas.

In the unusual year of 2021, in terms of its role as employer, Arvesta also aimed to be a **stabilising factor** and our people appreciated that.

In order to facilitate a hybrid working approach, Arvesta *team agreement templates* were provided.

**Bart Van Brabant, Service Manager at Business Solutions**, explains how they went about it.

*"Both with our manager and in my own team we discussed the team agreements in great detail: what work is necessary, what can we do at home and what do we do in the office? Human contact, in particular, was missed. So, on the days we are in the office, we actively engage in discussions, work sessions and team meetings. After a few months of trying this out, we once again talked about what works and what doesn't. We then decided to go for it. This enables us to continue to work smoothly."*



For 2022 and the years thereafter, Arvesta remains committed to increasing **employee satisfaction**. From now on, therefore, we will measure satisfaction more frequently so that we can keep our finger on the pulse and take immediate action. In 2021 the score was 71%; for 2025 we are aiming for 75%. If we achieve this, we will then belong to the top quartile of the 2,000 most important employers.

We also continue to give our sites a clear Arvesta identity. Our regional hubs are designed as open workplaces with colour, plants, healthy snacks and drinks. People must see and feel that they belong to Arvesta.

We have an **'I talk about it' culture** - people should be able to turn to a confidential advisor with any concerns, internally if possible, externally if necessary. We give them access to an external **Employee Assistance Programme 24/7, where professionals are ready to listen**, and a Code of Conduct was rolled out under the auspices of the Compliance Committee, around which we are planning an awareness campaign in 2022.



## Arvesta Pioneering Employer

Our HR approach was rewarded in 2021 with Baanbrekende Werkgever (Pioneering Employer) 2022 certification. Together with other organisations, we went through a learning process and gained insight into our maturity and working points in these three pillars:

1. Less travel, with the focus on the employee and not the workplace;
2. The challenges of hybrid work and how to address them with a people-centred policy;
3. Smarter and greener travel: actively promote environmentally friendly modes of transport.

Within the Pioneering Employer scheme, we find **guidance and inspiration** and motivate each other to always do better. This is exactly what Arvesta aspires to.



**Karin Van Roy**  
Chief Human Resources Officer

## Our 5 priorities for 2025

### 1 | Offering the employee experience

#### Actions 2022

A specialised team starts on preparations for a new digital HR platform for all our employees. The goal is to offer our people an optimal digital experience with less administration.

### 2 | Attracting new talents

In order to grow further, we give people every opportunity for a job and a working environment that offers satisfaction.

#### Actions 2022

We are expanding our Young Graduates Program and attracting top talent within our sector.

### 3 | Acquiring new skills

Arvesta wants to be a learning organisation where our Experts in the field feel fulfilled and can perform well.

#### Actions 2022

- Promoting personal development through the Arvesta Academy, a training platform and a *wellbeing offering*.
- Increase internal mobility through an internal jobsite and the harmonisation of remuneration.

### 4 | Strengthening culture

We strive to be one international community and increase our focus on sustainability.

#### Actions 2022

- Involve our production and international staff in campaigns such as Fit@Arvesta.
- Aligning remuneration packages with our sustainability and AWOW goals through cycling plans and by transitioning to electric vehicles, taking into account local legislation and opportunities.
- Monitoring our progress on sustainability through an internal sustainability dashboard.

### 5 | Shaping our HR department

We want an HR organisation that can meet the challenges of tomorrow and that will make Arvesta a strategic business partner in Europe.

#### Actions 2022

Simplifying and streamlining (administrative) processes so that our employees, wherever they are in Europe, can exchange knowledge more efficiently and work together more effectively.



# Financial results & corporate governance

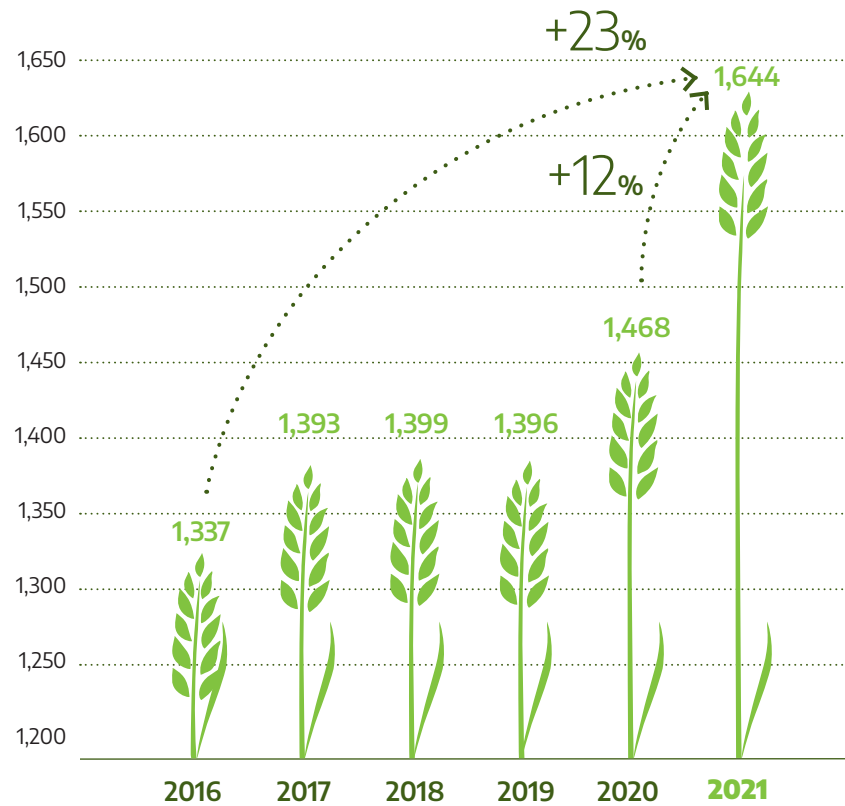
## Key figures

(in million EUR)	2021	2020	2019	2018	2017	2016
Turnover	<b>1,644</b>	1,468	1,396	1,399	1,393	1,337
Gross margin	<b>349</b>	324	306	304	298	286
EBIT (Operating profit)	<b>38</b>	40	35	44	34	30
Net Profit	<b>25</b>	29	26	24	21	16
Number of employees in FTE	<b>2,056</b>	1,995	1,869	1,883	1,799	1,883
EBITDA	<b>79</b>	73	67	73	66	63
Net financial debt	<b>149</b>	113	99	113	80	79

# Organic growth

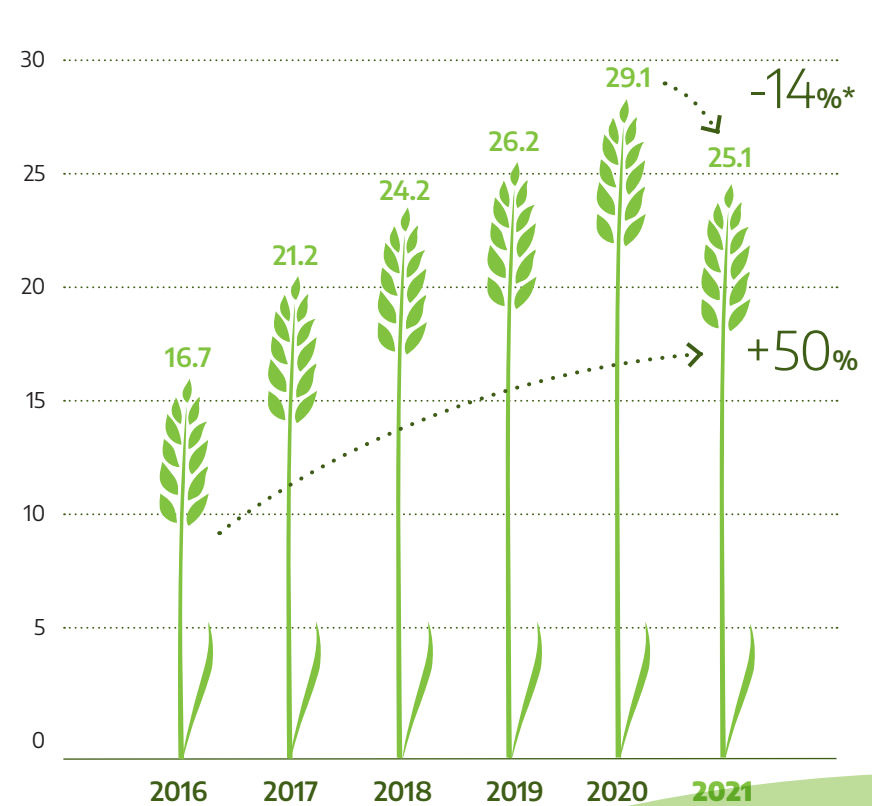
## Turnover

(in million EUR)



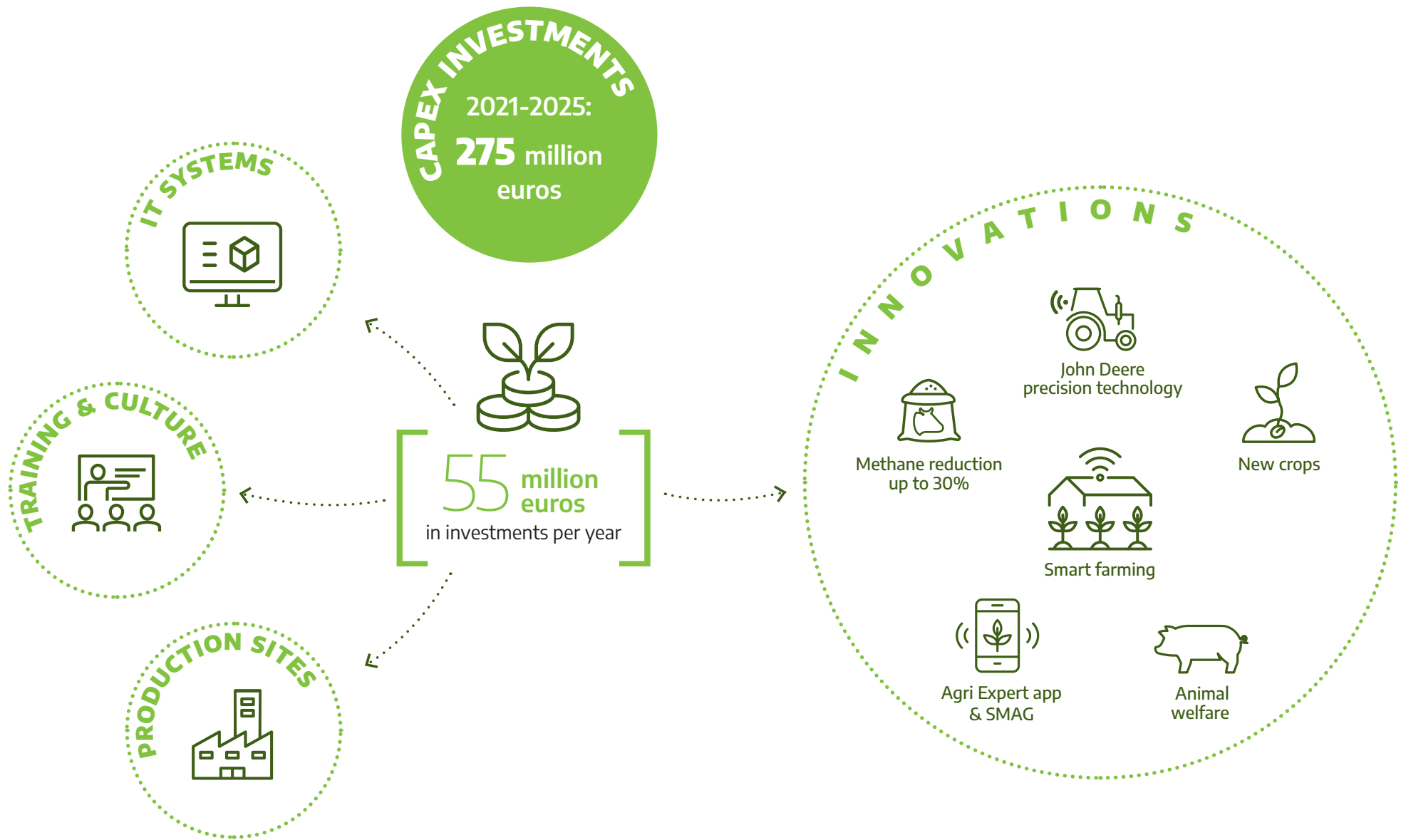
## Net Profit

(in million EUR)



\* Decline due to higher amortisation

# Investing in the future







## Notes about the financial figures

The consolidated financial statements of Arvesta BV (the “Company”) include the financial statements of the Company and its subsidiaries (hereinafter referred to as “Arvesta”). The consolidated financial statements provide a general overview of Arvesta’s activities and the results achieved.

The financial statement is prepared in millions of EUR in accordance with BE GAAP.

The annual and consolidated accounts have been audited by EY bedrijfsrevisoren BV, De Kleetlaan 2, 1831 Diegem, represented by Wim Van Gasse (A-02276).

More information can be found on the website [www.nbb.be](http://www.nbb.be).

## Consolidated profit and loss account

(in million EUR)	2021	2020
Consolidated turnover	1,644.3	1,467.7
Cost price of goods sold	-1,295.2	-1,142.8
<b>GROSS MARGIN</b>	<b>349.1</b>	<b>324.9</b>
Services and other goods	-176.7	-151.3
Remunerations	-141.1	-127.9
Provisions	2.6	0.2
Other operating expenses	-6.5	-6.6
Produced tangible assets	26.7	25.0
Other operating income (net)	25.2	9.5
<b>EBITDA consolidated</b>	<b>79.3</b>	<b>73.7</b>
Amortisations	-40.8	-35.8
Depreciations	0.3	2.6
<b>EBIT (Operating profit)</b>	<b>38.8</b>	<b>40.6</b>
Financial result	-3.1	-3.4
Goodwill amortisation	-4.8	-5.1
<b>Profit for the financial year prior to taxation</b>	<b>30.9</b>	<b>32.1</b>
Tax	-12.0	-11.3
Change in equity share	7.5	8.9
Minority interests	-1.3	-0.6
<b>Consolidated profit</b>	<b>25.1</b>	<b>29.1</b>

### 2021 developments

- Turnover up by EUR 176 million (+12%) to EUR 1.6 billion
- Gross margin up EUR 24.2 million (+7.4%) to EUR 349.1 million
- EBITDA increased by EUR 5.6 million (+7.6%) to EUR 79.3 million
- Group share of consolidated profit down 4.0 million EUR to 25.1 million EUR

## Consolidated balance

<b>ASSETS</b> (in million EUR)	<b>31.12.2021</b>	<b>31.12.2020</b>
Intangible fixed assets	83.4	69.6
Tangible fixed assets	196.7	199.2
Financial fixed assets	22.8	20.0
Consolidation differences	11.2	9.5
<b>FIXED ASSETS</b>	<b>314.1</b>	<b>298.3</b>
Receivables (long term)	2.1	3.7
Inventories	287.4	252.6
Commercial receivables	229.7	191.1
Other receivables	14.6	25.3
Liquid assets	83.3	23.3
Deferred charges and accrued income	3.4	6.1
<b>CURRENT ASSETS</b>	<b>620.5</b>	<b>502.1</b>
<b>TOTAL ASSETS</b>	<b>934.6</b>	<b>800.4</b>

<b>LIABILITIES</b> (in million EUR)	<b>31.12.2021</b>	<b>31.12.2020</b>
Equity	408.5	389.5
Third-party interests	6.4	5.9
Provisions	10.5	13.9
Long-term financial debts	188.8	109.5
Short-term financial debts	44.1	27.3
Trade payables	201.6	151.1
Advances	32.3	27.0
Social and fiscal debts	32.3	53.3
Other payables	10.2	22.9
<b>CURRENT PAYABLES</b>	<b>320.5</b>	<b>281.6</b>
<b>TOTAL LIABILITIES</b>	<b>934.6</b>	<b>800.4</b>

# Corporate Governance

## Corporate Governance Charter

The most recent version of the Arvesta Corporate Governance Charter was approved by the Board of Directors on 8 April 2022.

In this Corporate Governance Charter (the Charter), the Board of Directors explains the main aspects of its corporate governance policy within Arvesta (the Company) and, where relevant, within the group.

The Charter is based on the provisions of the corporate governance code for unlisted companies (Bysse Code III (2017)). It also complements the corporate governance provisions contained in the Companies and Associations Code (CAC (2019)) and the Company's Articles of Association.

The corporate governance rules aim to ensure efficient and transparent governance of and effective control over the company. The Board of Directors believes that clear corporate governance arrangements contribute to long-term value creation.

The Charter describes the composition, responsibilities and powers of the various bodies of Arvesta and regulates their operation. The Charter aims to provide a clear reference framework for efficient cooperation between the general meeting, the board of directors and management within the company.

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## Arvesta structure and operation

Arvesta BV has opted for a collegiate management body ("Board of Directors"). The Board of Directors draws up the strategy, is responsible for the general policy, is authorised to perform all acts that are reserved to the Board of Directors by virtue of the CAC and the articles of association and represents the Company.

The Board of Directors manages as a body and is accountable to the General Meeting, which appoints and dismisses the directors and decides annually on the discharge of the directors. The Board of Directors

is also responsible for supervising the implementation of the strategy and general policy by the CEO (Chief Executive Officer or Managing Director) and the ExCom (Executive Committee).

The CEO, assisted by the ExCom, is responsible for the day-to-day management of Arvesta within the strategy and general policy approved by the Board of Directors, and for their implementation. He submits proposals in this regard to the Board of Directors.

The ExCom is responsible for the implementation of the policy. The CEO leads the ExCom. The members of the ExCom report directly to the CEO.

For certain ad hoc matters, ExCom members may be asked to provide clarification during Board meetings. The ExCom members are responsible for developing proposals on the strategy to be followed within their respective areas of competence (business units or corporate functions) and for implementing this strategy as part of Arvesta's strategy.

Within each BU a "DirCom" has been established which is responsible for the implementation of the strategy within the BU. The DirComs are chaired by the BU Director.

The DirCom is responsible for setting the BU's budget, which includes the BU's short-, medium- and long-term strategy.

## Composition of the Board of Directors



**Georges Van Keerberghen**  
Chairman of the Board



**Eric Lauwers**  
Executive Director



**Marc Wittemans**  
Director for MRBB



**Kurt Deketelaere**  
Director for MRBB



**Luc Gijsens**  
Independent Director



**Sophie Dutordoir**  
Independent Director



**Patrick Horten**  
Director



**Patrik Haesen**  
Director for MRBB



**Pieter Verhelst**  
Director for MRBB



**Marleen Vaesen**  
Director for MRBB



**Rianne Covens-van Tilburg**  
Director



**Stefaan Gheeraert**  
Director

At the general meeting of 25 May 2021, the mandates of Mr Georges Van Keerberghen, Mr Eric Lauwers, Mr Marc Wittemans, KDK bv, with Mr Kurt Deketelaere as permanent representative, were renewed for a period of 4 years.

The general meeting also appointed three new directors, for a four-year term, until after the general meeting in 2025. The newly elected directors are Ms Marleen Vaesen, nominated by MRBB, Ms Rianne Covens-van Tilburg and

Mr Stefaan Gheeraert, who both represent the agriculture and horticulture sector.

# Composition of the Executive Committee



**Dirk Van Thielen**  
Business Unit Director  
Animal Nutrition

**Kris Geysels**  
Chief Financial  
Officer

**Eric Lauwers**  
Chief Executive  
Officer

**Sabine De veilder**  
Chief Marketing  
Officer

**Stijn Vermeulen**  
Chief Information  
Officer

**Niek Depoorter**  
Business Unit Director  
Agri- & Horticulture

**Karin Van Roy**  
Chief Human  
Resources Officer

**Stefan De Clercq**  
Business Unit Director  
Franchise & Retail

**Paul Deleu**  
Secretary General

# Operational situation

Arvesta consists of three business units with a total of over 40 brands

Farmers and horticulturists are genuine entrepreneurs who have to remain resilient in our global marketplace. That is exactly where Arvesta can help. We support our customers by providing innovative solutions that make a real difference. By creating synergies between our strong brands, we are a complete supplier of advice and solutions.



# From field to fork

To make the most of the natural heritage of land and cultivation, at Arvesta we strive for sustainable and profitable agriculture that respects the environment and biodiversity.

Every day we enjoy the good things our agricultural sector has to offer. A delicious cut of meat, tasty cheese cubes or a juicy apple. At the same time, we also want to do our bit for the environment. Every day, our Experts in the field strive, together with our customers, towards ever more sustainable agriculture and horticulture. So everyone can enjoy all the good things our agriculture has to offer.



## 1| Sustainable butter, milk and cheese

With Arvesta's Euroclim feed we use European raw materials and natural nutrients that reduce methane production in dairy cattle up to 15% and increase production. This means that everyone can enjoy a delicious glass of milk with a lower CO<sub>2</sub>e\* footprint.



## 2| Sustainable meat

Thanks to Euroclim, we reduce methane production in beef cattle by up to 30%. Together we ensure a tasty piece of meat with a lower CO<sub>2</sub>e footprint.



## 3| Your roll is freshly baked! Thanks to our sustainable flour and bread mixes!

At Aveve we support our Belgian farmers who grow sustainable wheat. With less fertilisation, less CO<sub>2</sub> emissions, more biodiversity and a fair price for the farmer. This is how we make the process from wheat to flour more sustainable every year.

How do we achieve this? Arvesta is strongly committed to local and sustainable cultivation.

1. Through our unique expertise in growing and combining crops we succeed in reducing the need for fertilisation and the impact on biodiversity.
2. By growing locally, we succeed in limiting transport and emitting less and less greenhouse gases.



## 4| Better chicken-commitment

Locally farmed chickens with a longer life span whilst also reducing the CO<sub>2</sub> footprint per day lived? This is our commitment at Arvesta. A chicken that lives longer needs better and more sustainable feed. That is what Arvesta is all about. We have developed a chicken feed that contains all the necessary nutritional elements while having the lowest possible impact on the environment. That is the Better chicken-commitment to which we are committed every day and to which we devote all our expertise. Thanks to Spoomans' strong brand, we are constantly improving these feeds. Fair feathers all around!



## 5| Fresh and honest beer

Arvesta works together with local farmers for the cultivation of barley, this ensures that we support local farmers and reduce the impact on the climate through a short chain. This sustainable and local barley then goes to the brewery which produces a delicious, fresh pint of beer.

\*CO<sub>2</sub>e : The greenhouse gas impact of various greenhouse gases, including methane (CH<sub>4</sub>), is translated into CO<sub>2</sub> emissions with a comparable impact, according to the IPCC (Intergovernmental Panel on Climate Change) guidelines.



# Business Unit Animal Nutrition



Our Business Unit Animal Nutrition serves all animal groups with high quality feed, both professional farmers and hobbyists. Animal Nutrition is the market leader in Belgium.

This Arvesta business unit has 15 production sites spread across Belgium, France, Germany and the Netherlands. Together, they realise annual sales of about 1.8 million tonnes.



## Animal Nutrition in 2021

2021 was not an easy year for Animal Nutrition. However, thanks to new sustainable innovations such as Euroclim and Taintstop, more products with extra added value can be put on

the market. One example is the partnership with meat producer Marcassou that introduced the label “Le cochon bien-être” for its meat products.

# Business Unit Agri & Horti



Through the Business Unit Agri & Horti, Arvesta is the specialist in seeds & cereals and, for all crops, also in plant nutrition and plant protection. In Belgium, Agri & Horti is even the market leader. Agri & Horti has various production and storage facilities located in Belgium, the Netherlands and France, plus some 50 grain depots in Wallonia and France. As a John Deere importer and distributor, we are also active in agricultural and horticultural machinery.

### Agri & Horti in 2021

Despite the difficult spring in 2021, we made up for it with a very successful potato season. With our Smartfogging concept, we were able to store more than 500 million kilograms of potatoes in our customers' warehouses in optimal conditions. We also added Benfried, a top Dutch player in the supply for greenhouse horticulture, to our strong brand portfolio.



## Business Unit Retail

Our Retail Business Unit brings quality products directly to the end consumer. Our network of 250 Aveve shops and agricultural centres plus 3 Eurotuin shops covers all of Belgium. We have 50 Aveve shops under our own management, the other 200 shops are expertly run by enthusiastic Aveve managers/franchisees.

### Retail in 2021

The Aveve and Eurotuin shops and our flower brands did very well again in 2021. We have now migrated 70 Aveve shops to the new shop concept.

Aveve is Belgium's market leader in the sale of flour and flour mixes to consumers. Strong brand Niamh today has a market share of no less than 51% for its "all-in bread mixes".





**Sabine De veilder**  
Chief Marketing  
Officer



**Quinten De Witte**  
Innovation  
& Sustainability  
Manager

## Research, development and innovation

Research, development and innovation at Arvesta is driven by the growth areas: What are the opportunities for agriculture and horticulture of the future? How can Arvesta and agriculture/horticulture work together to respond positively to challenges? How can we support the food industry in the transition to even more sustainable food?

We care for the future of the farmer and we actively participate in the transformation of the food chain. We do this on the one hand by taking the farmer's perspective while seeking ever better and more efficient methods of farming and, on the other hand, by looking at what the government, consumers, retailers and the food industry expect from the farmer.

### Our approach can be summarised in 3 pillars:

- 1 | Arvesta ensures the **efficiency** of the farmer by:
  - offering new solutions that increase efficiency and comply with the changed and changing climate and applicable environmental regulations;
  - introducing new methods that, combined with our agronomic knowledge, succeed in using products variably via the use of specialised machinery, thereby increasing yields and making farming more sustainable. (Specifically, see the story on precision agriculture later on in this report.)
- 2 | Arvesta secures the future of agriculture by following **retail** and **consumer** trends. By connecting with retail and the food industry, we are working on the transition to even more sustainable food solutions.
- 3 | Arvesta is fully committed to **digitalisation** so that:
  - the farmer can work more efficiently and the administrative burden is simplified;
  - new (or existing but optimised) services can be offered to the farmer and consumer, e.g. traceability of techniques applied in the field or e-commerce services.

## Testing in the field → Experts in the field

Arvesta tests innovations 'in the field' often in cooperation with our partners, i.e. literally with farmers in the field or in their stables.

*Sabine De veilder, Chief Marketing Officer:* "Setting up a pilot project is the right way to find out whether our innovation is doing what it should. How do the crops grow? How do the animals react? Do the results correspond to our calculations, and so on. Only when the whole picture is right do our experts go out on the road to market the innovation."

Arvesta has its own test centres:

- Laboratory in Merksem
- Testing farms for dairy cattle in Poppel, for pigs/sows in Neerhespen and, for beef cattle, a cooperation with two companies, in Ath and in Sart-Saint-Laurent.

Arvesta also offers its capacity and expertise to research institutes and universities at home and abroad for specific research projects. Arvesta has already worked on methane reduction, antibiotics and milk production with ILVO and, in June 2022, Agri & Horti (Benfried) will start testing a fertiliser additive that further reduces greenhouse gases. For Gembloux University and the Centre Wallon de Recherches Agronomiques (CRA-W), a four-year project on synbiotics will be completed in 2022 and a four-year project

on methane reduction in beef cattle will start in April 2022.

## Arvesta mediates for agriculture and horticulture with industry and retailers

The core business of an agricultural specialist is increasingly **providing ready-made solutions that ensure the future of agriculture and horticulture through close cooperation throughout the chain**. Every day, Arvesta is therefore committed to ensuring innovations and solutions that are applied within agriculture and horticulture, are included within the specifications of the larger players. Or, alternatively, Arvesta works out its own specifications.

## How do we do this?

Arvesta strives to create added value with sustainable innovations in areas that are important to consumers. Today, this is expressed on three levels:

- **The planet:** We work on products with lower greenhouse gas emissions, a positive impact on water quality and improved biodiversity. We also actively focus on reducing waste and recycling packaging.
- **Health:** Human health, but also animal health - we are committed to animal welfare.
- **The farmer:** We support local agriculture and a fair price for the farmer.

We examine the priorities for our partners in order to achieve a more sustainable dairy product, piece of meat, cereal product or fruit and vegetables together; we then inspire them about what is technically possible and how to elaborate on this with a label or specification.

Some examples:

- Arvesta ensures traceability from seed to biscuit through the Harmony charter with **Mondelez**.
- Taintstop is included in the '**Le cochon bien-être**' specifications for Marcassou meat products in 2021 - see also later in this report.
- With **Alken Maes**, Arvesta brokered a contract for the delivery of 200 ha of locally grown malting barley in 2021.
- Via the new Belgian quality label '**Pré de chez nous**', Arvesta is working with the Euroclim feed concept to promote sustainable and local beef with a lower CO<sub>2</sub> footprint.

*Quinten De Witte, Innovation & Sustainability Manager:* "We are proud of the first steps we have been able to take with the food industry towards more local production. We are looking forward to structural cooperation to supporting consumers and farmer with solutions that ensure even more sustainable dairy, meat, cereal products or fruit and vegetables. In this way, we will ensure a transition to more sustainable food that will secure the future of our children together."

## Arvesta's sustainability label 'We Act, We Care' reaches consumers



With our sustainability logo 'We Act, We Care', Aveve is taking the lead with consumers by clearly communicating how our retail shops and consumer products actively contribute to a more sustainable world.

Our Aveve customers can already find the label on four sustainable products:

- **flour** from Belgian farmers who grow sustainable wheat
- **chicken feed** based on sustainably cultivated raw materials
- **cat food** produced in the Benelux, in recyclable packaging, with an emphasis on more sustainable ingredients, without artificial flavourings, colourings or preservatives
- **peat-free potting soil** with 100% renewable raw materials

More on this later in this report.

# Sustainability at Arvesta



## ARVESTA'S MISSION

Increasing the profitability of our farmers and horticulturists in a sustainable and innovative way – so that we can grow together – is the reason we come to work each day. Through our agricultural expertise, we also want to give our customers the best professional advice in our Aveve and Eurotuin shops.



## SUSTAINABILITY VISION

Arvesta will be more than ever a sustainable and innovative partner for the farmer, horticulturist and consumer of the future by 2025.



## AMBITION

Arvesta will be a leader in sustainability for the farmer, horticulturist and consumer through each of the three pillars by 2025.



Discover our sustainability video here.

### Pillar 1 | Sustainable agriculture and horticulture

As an expert in agriculture and horticulture, we offer the most sustainable and innovative solutions and services that guarantee farmers' and horticulturists' profitability. This is how Arvesta builds the agriculture and horticulture of the future with its customers and partners.

### Pillar 2 | Sustainable entrepreneurship

Together with our employees, partners, and customers, we work on sustainable, safe, and high-quality solutions and services.

### Pillar 3 | Care for our people and consumers

We work together for the well-being and safety of our employees. We strive for the best customer experience through our expertise and are committed to sustainable consumption.

**Arvesta, together with a working group of sustainability ambassadors, has formulated an overarching sustainability vision based on the Arvesta mission.**

**With concrete ambitions in 3 pillars, we focus on farmers, horticulturists, the planet, and our employees and consumers.**

Together with more than 50 of our experts, we have translated these ambitions into 36 commitments (see overview on pages 32-37). Numerous commitments are further explained by means of stories of achievements, actions and ambitions.

From the 36 commitments, we selected 10 sustainability priorities with measurable targets (see overview on pages 38-39). Where possible, we will provide an update on the state of play in 2021.

The 10 priorities will be measured and monitored from 2022 onwards using an internal sustainability dashboard to measure progress against targets and gain data-driven insights into current figures.

In 2022, a materiality analysis will be made and we will map the greenhouse gas emissions for our entire organisation according to the Greenhouse Gas Protocol (GHG protocol) standard.

## Arvesta is particularly focussing on the following United Nations Sustainable Development Goals:



Arvesta is continuously developing more sustainable and, simultaneously, more productive agriculture and horticulture processes, through innovations and technologies, with continuous advice for the farmer and horticulturist and by continuing to develop products and concepts with an eye for greater animal welfare and safety.



Arvesta aims for responsible economic growth, for itself and for the farmer and horticulturist, with committed employees and satisfied consumers.



Arvesta innovates sustainably in its own operations, with optimum traceability for its products, decreasing CO<sub>2</sub> emissions both internally and externally, and realising a performance level of 'good' on the BREEAM standard for new buildings from 2020.



Arvesta is working with its customers and partners to make the food chain more sustainable, from field to fork, by committing to a sustainable purchasing policy for all its companies and by creating more transparency about the sustainability aspects of its value chain.



Arvesta is fighting climate change through its commitment to achieving 250,000 tonnes of CO<sub>2</sub> reduction by 2025 and also by reducing its direct impact, e.g. by ensuring 20% of its company cars are hybrid or electric by 2024.



As an expert in realising the agriculture of the future, Arvesta is the direct partner of farmers and horticulturists on a daily basis and acts as a constructive and accessible discussion partner for governments, the media and civil society.

## OUR 36 COMMITMENTS AND SOME HIGHLIGHTS

Pillar

# 1

**FOR FARMERS AND HORTICULTURISTS**

# Develop sustainable agriculture and horticulture



### Offer sustainable and high-quality solutions

- Develop sustainable offerings
- Increase advice on sustainable agriculture and horticulture
- Promote the use of low-impact plant protection products
- **Optimise the composition of products**
- Improve the traceability of products



### Develop smart agriculture and horticulture

- **Use technology for efficient agriculture**
- Use data responsibly



### Reduce the climatic and environmental impact of agriculture and horticulture

- Improve the carbon content of the soil
- Conduct R&D on sustainable agricultural and horticultural practices
- Reduce methane emissions
- Consult with chain partners regarding sustainable and innovative agriculture

Progress of our commitments: ●○○ Launch ●●○ Busy ●●● Achieved





## ●●○ Optimise the composition of products

### Bio range for chickens and Breeding Lannoo

Arvesta continues to optimise the composition of its feeds. **Bio range for chickens** is an example of this. It is a range of organic chicken feed for laying hens and the rearing process, developed by our nutritionists and adapted to the specific needs of each poultry species and life stage. Bio range for chickens is composed of seeds and grains from organic cultivation, without the use of chemical pesticides or artificial fertilisers, and it is 100% vegetable (with the

exception of added vitamins and minerals). The **Breeding range** for horses by Lannoo Horse Feed was adapted to new guidelines, which means that the starch content is lowered and the fat content increased via the addition of oil and oleaginous seeds. After all, recent studies have shown that too high a starch content in the last months of gestation has a negative impact on the quality of the foal's bones. So we have responded accordingly.



## ●●○ Use technology for efficient agriculture

### SMAG

Arvesta is launching SMAG, a digital farm management solution, and a reporting, management and tracing tool. The farmer enters his plots of land and records all the activities of the seasons for each one (sowing, treatment, fertilisation, tillage, etc.). SMAG then automatically checks whether the proposed or planned interventions comply with the legislation and the specifications. Then, during an FASFC inspection for example, a detailed activity report can be provided with just a few mouse clicks.

SMAG meets all national, regional and industrial regulations as well as the specific expectations of the farmer, who was also involved in its development. The time previously spent on fairly complex administration - on average seven hours a week according to the farmers - has been halved thanks to SMAG. SMAG also simplifies the traceability of produced agricultural goods and the farmer's response to rapidly changing regulations.

OUR 36 COMMITMENTS  
AND SOME HIGHLIGHTS

Pillar  
**2** FOR OUR  
PLANET

Promote  
sustainable  
entrepreneurship



Focus on  
animal welfare  
and animal safety

- Install a charter on animal welfare and safety for directly owned animals
- Present ourselves as a leading discussion partner regarding animal welfare and safety
- Reduce antibiotics in animal feed



Focus on  
efficient  
production

- Optimise energy consumption
- Optimise water consumption
- Optimise CO<sub>2</sub> emissions linked to production
- Reduce waste/recycle more
- Bring new buildings up to BREEAM standard
- Make company fleet more sustainable and promote sustainable alternatives



Focus on  
efficient  
distribution

- **Develop a sustainable purchasing policy**
- Reduce CO<sub>2</sub> emissions from own transport
- **Push for alternative transport modes**
- Optimise the load and fill factor of freight transport

Progress of our commitments: ●○○ Launch ●●○ Busy ●●● Achieved



## ●●○ Develop a sustainable purchasing policy

### Our preferred supplier will be a sustainable supplier

At General Procurement, we strive to procure sustainable and innovative goods and services.

General Procurement has therefore started to develop a sustainability policy and strategy. This means that in addition to traditional criteria such as price, quality, delivery time, etc., socio-economic, social and environmental aspects are also taken into account in purchasing decisions. We

are convinced that General Procurement has an important position to make a positive impact here. In practice, this procurement policy includes a supplier code of conduct and sustainability criteria that we integrate into our daily procurement activities.

The aim is for every preferred supplier to be a sustainable supplier. Finalisation of the sustainability policy and strategy is planned for mid-2022.



## ●●○ Push for alternative transport modes

### Taking to the water

Water transport is a strategic choice that yields a 50% gain in our ecological footprint. We will continue to work on increasing its use. To achieve this, Arvesta is building a network of sites along the Sambre, Maas, Scheldt rivers and the Albert canal. The following sites and depots are not simply situated near the water by chance: Merksem, Kortrijk, Andenne,

Wilssele, Aalter, Liège, Geel and Farciennes. In 2020, another important link was added. In 2011, on the border with France, a major project was initiated to create a depot in Pecq offering 10,500 tonnes of flat storage space, 11,000 tonnes of silo storage and a goods handling capacity of 300 tonnes/hour.

## OUR 36 COMMITMENTS AND SOME HIGHLIGHTS

### Pillar 3 FOR OUR SOCIETY

## Care for our people and consumers



### Increase the safety, health and well-being of employees

- Raise awareness about safety with a view to 'zero accidents at work'
- Apply a uniform EHSQ approach
- **Continue to develop our health policy**
- Develop a policy related to 'corporate volunteering' for employees



### Focus on sustainable employability

- Continue uniform policy concerning diversity and non-discrimination
- Develop training and development opportunities
- Raise awareness and provide training on sound business operations



### Focus on sustainable and high-quality solutions for the end consumer

- Deliver excellent quality in products and services
- Supply certified sustainable products
- Reduce sugar and salt content
- **Promote local products/ short supply chains**
- Raise consumer awareness regarding sustainable consumption

Progress of our commitments: ●○○ Launch ●●○ Busy ●●● Achieved



## ●●○ Continue to develop our health policy

### AWOW, the Arvesta Way of Working

Arvesta's commitment to welfare is now anchored in the **Arvesta Way of Working**. One aspect of this is the **hybrid form of working**; this offers genuine autonomy for the members of our teams to agree among themselves who works where and when, as long as the job allows. This makes creating the work-life balance so much easier. In addition, Arvesta has also started to transform its sites into inspiring hubs from which employees can work flexibly. When it comes to (mental) well-being, Arvesta offers two additional channels, in addition to the classic confidant. **Speak-up** is a secure platform for anonymously reporting issues that the person is not comfortable with and/or which cannot be discussed with their manager or confidant, and then following

up on it properly. With the **Employee Assistance Programme 24/7**, Arvesta offers its employees professional help if they are at risk of becoming 'bogged down' in a particular area, be it work or private. Arvesta also has a dedicated engagement team that surveys and promotes satisfaction among our employees. Their actions are based on the results of our engagement surveys. From 2022 onwards, Arvesta will be organising these not two but three or four times a year (= **continuous listening**). Finally, the **Arvesta Academy** offers training and coaching under the heading 'My well-being'. This allows you to choose whether you prefer to read about the specific topic (e.g. 'the power of sleep'), watch a video or fill in a quiz.



## ●●● Promote local products/short supply chains

### #Boerentrots

As part of its collaboration with #Boerentrots (Farmerspride), Aveve has expanded its existing 'Lekker Lokaal' range of fresh produce with numerous new, locally grown vegetables, fruits and dairy products. With #Boerentrots, the farmers behind the wider range of fresh products are identified in the Aveve shops and consumers are able to discover the stories behind the products. These stories

highlight the extremely important role farmers play in our food system to customers. It is these farmers who ensure that every day we can enjoy tasty products of the highest quality and from their own soil on our plates. With #Boerentrots, Aveve is highlighting its short-chain concept and supporting Flemish farmers by giving them the recognition they deserve.

# Our ten priorities

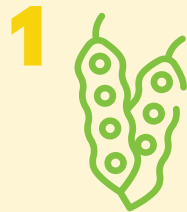
## Pillar 1 | FOR FARMERS AND HORTICULTURISTS

### Develop sustainable agriculture and horticulture

We offer the most sustainable and innovative solutions and services that guarantee the profitability of farmers and horticulturists. This is how Arvesta builds the agriculture and horticulture of the future together with its customers and partners.



Offer sustainable and high-quality solutions



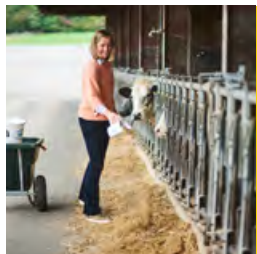
100% certified soy by 2026



Develop smart agriculture and horticulture



Global water savings of 3 billion litres by 2025



Reduce the climatic and environmental impact of agriculture and horticulture



50% cattle customers use Euroclim by 2025\*



Yearly reduction of 250,000 tonnes CO<sub>2</sub>e by 2025

## Pillar 2 | FOR OUR PLANET

### Promote sustainable entrepreneurship



Focus on animal welfare and animal safety



Focus on efficient production



Focus on efficient distribution

\*Adjusted, for information see p. 49

Together with our employees, partners, and customers, we work on sustainable, safe, and high-quality solutions and services.

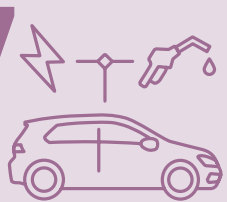
5



6

Transport  of raw materials >50% by water

7



20% of our company vehicles are hybrid/electric by 2024

### Pillar 3 | FOR OUR SOCIETY

## Care for our people and consumers

We work together for the well-being and safety of our employees. We strive for the best customer experience through our expertise and are committed to sustainable consumption.



Increase the safety, health and well-being of employees

8



Focus on sustainable employability

9



Fit@Arvesta  
100% participation



Focus on sustainable and high-quality solutions for the end consumer

10



100% consumer packaging bread and baking mixes packaged with recyclable mono-plastic film by 2023







We offer the most sustainable and innovative solutions and services that guarantee the profitability of farmers and horticulturists.

This is how Arvesta builds the agriculture and horticulture of the future together with its customers and partners.

**For our farmers  
and horticulturists**

Agricultural  
and sustainable



100% certified soy  
by 2026



**Filip Vanmeirhaeghe**  
Raw Materials  
Buyer Animal  
Nutrition

## Towards 100% certified soy by 2026

Protein, next to starch, is the most important requirement in the animal feeding. Soy (meal) is the most balanced source to meet that protein requirement. But soybean cultivation, the largest volumes of which come from Brazil, remains controversial, particularly because of its impact on the environment and the Amazon rainforest in particular. That is why Arvesta remains committed to sustainably certified soy on the one hand and to more sustainable protein alternatives on the other.

Although the system of certified soy encourages the cultivation of sustainable soy, it says nothing about the organisation of physical logistic flows afterwards. These evolutions are closely monitored by Arvesta and, if cost-effective, the management of logistic processing will be the next condition for using soy from overseas.

### Non-modified soybeans from Europe

The 5% of pure soybeans in Arvesta's cattle feed is exclusively European soy. There is a range of motivation for doing this: European soy is non-modified soy, and by sourcing it from e.g. France, Hungary and Austria, we achieve a significant reduction in CO<sub>2</sub> emissions compared to transporting it over the ocean.

#### Certified soy

#### Belgian professional federation

#### Arvesta

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Belgian professional federation										100%
Arvesta		65%	70%	75%	80%	100%				

As Belgium's largest manufacturer of compound feed with a market share of almost 20%, we take our responsibility in this context very seriously.

By endorsing the Amazon Moratorium, the Belgian Trade Federation BFA commits to using only certified soy (meal) for feed by 2030. Arvesta is a frontrunner in this and is on track to achieve 100% certified soy (meal) by 2026.

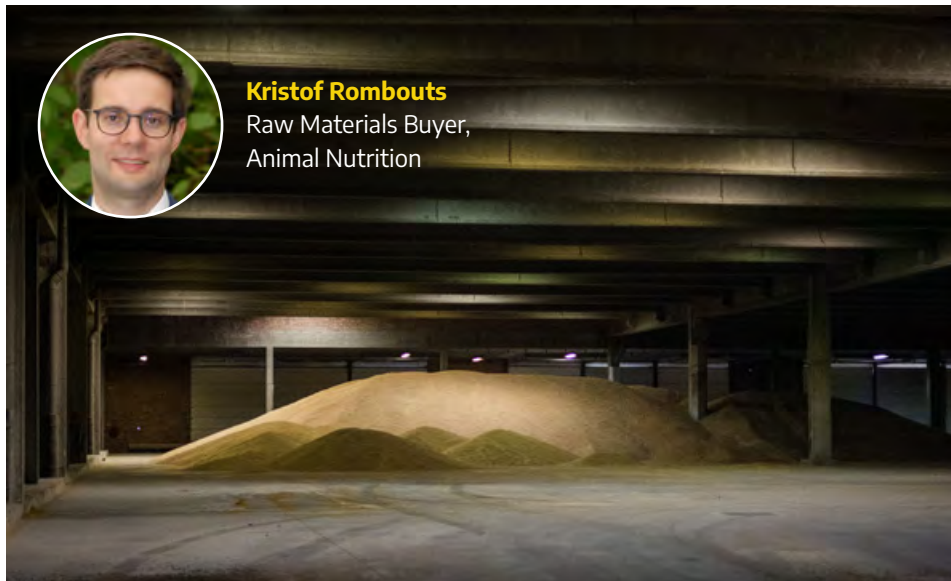
### 0% soy in dairy cattle feed by 2025

Another way to reduce the environmental impact of soy is to stop using it wherever possible. In terms of balanced cattle feed in the dairy sector, Arvesta intends to eliminate soy completely. In 2021, soy accounted for barely 5% of balanced cattle feed; in 2025 it should account for 0%. Soy meal is increasingly being replaced by another protein source such as rapeseed meal, sunflower seed meal and others.

### Field bean pilot project as sustainable alternative

In the meantime, Arvesta continues to explore the possibilities of replacing soy as a source of protein with sustainable alternatives. The most promising alternative on which we are focussing is the field bean: it is adapted to our climate and has a protein content of around 30%. Projects for field bean cultivation for human consumption are underway in the experimental fields of Agri & Horti and this also creates opportunities for cattle feed.

# 50% of the raw materials for animal feed comes from by-products



**Kristof Rombouts**  
Raw Materials Buyer,  
Animal Nutrition

Arvesta has traditionally valorised by-products from various industries in the production of its compound feed. That was long before there was any interest in this from other sectors. But as the largest compound feed manufacturer, we continue to take our lead. And even though it is a real challenge, we continue to meet our goal of **getting 50% of feed raw materials from by-products**.

### Quality and proximity

*Kristof Rombouts, Raw Materials Buyer, Animal Nutrition:* “50% is where we set the bar, but the real ambition is to use as much as possible of the raw materials in the production of animal feed that humans cannot use directly because they do not digest them.”

The by-products that Arvesta uses as raw materials for its animal feeds must

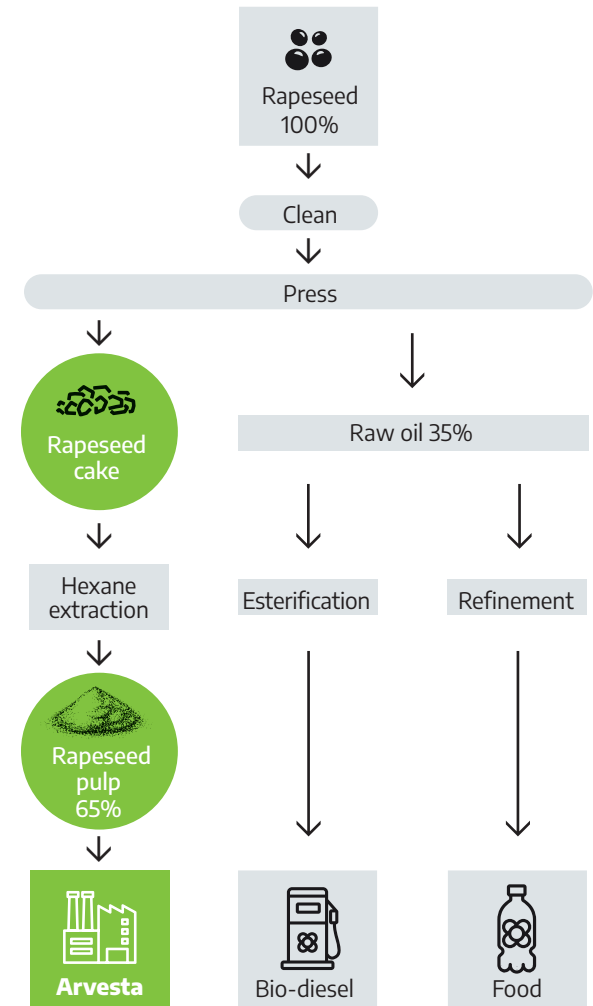
meet our quality requirements, they must be continuously available and be able to present the correct certificates. That is the first filter. Proximity is also important, in order to keep CO<sub>2</sub> emissions from transport under control. Arvesta also sources the by-products from the starch and flour milling industry from Belgium and neighbouring countries.”

### We valorise Belgian rapeseed meal in animal feed

Rapeseed meal is a protein provider that Arvesta Animal Nutrition sources almost exclusively from Belgian factories. These factories produce oil for food applications and, after further processing, for blending into biodiesel. But rapeseed contains 35% oil, the other 65% is a by-product for these factories. We valorise these by-products in animal feed.

### Malt sprout pellets

Arvesta Animal Nutrition also buys **malt sprout pellets** from various brewery groups. Malt sprout pellets are a by-product generated during the production of malting barley into malt.





Global water savings  
of more than 3 billion litres  
by 2025



**Emanuel Marreel**  
Managing Director  
Hortiplan



**Jessie-Lynn van Egmond**  
Water & Sustainability  
Manager Van der Hoeven

## VAN DER HOEVEN AND HORTIPLAN: stronger together in greenhouse horticulture of the future

When it comes to food, the demand for fresh, convenience and local continues to grow world-wide. With the innovative greenhouse systems from Van der Hoeven and the automated Mobile Gully System (MGS) from Hortiplan, Arvesta is more relevant than ever. We continue to optimise cultivation processes - ideal temperature, air humidity, air flows, light and nutrients - and reduce CO<sub>2</sub> emissions and water and crop protection use. The optimisation of production volumes and the fact that they can be achieved anywhere in the world and all year round is what makes high-tech horticulture truly sustainable.

### Sustainability of greenhouse horticulture in a circular setting

If you want to figure out how sustainable greenhouse horticulture is, you cannot simply compare innovative greenhouse systems with open-field cultivation and/or with conventional greenhouse cultivation, you also need to look at greenhouse horticulture in a circular way. The water gain of a mid or high-tech greenhouse versus a traditional greenhouse is relevant, but it is equally relevant to look at what kind of water can be used.

Jessie-Lynn van Egmond, Water and Sustainability Manager: "The ModulAIR greenhouse that Van der Hoeven in Two Wells, Australia, for example, uses the sanitary wastewater from the region for both the irrigation and cooling systems. It makes adiabatic cooling (industrial spraying, which requires a lot of water) a more sustainable solution than air conditioning for this particular project."

Solar hours, the presence of wastewater (sea or sanitary), the question of whether cultivation in the open field is possible at all, the environmental cost of building greenhouses, transport savings through local cultivation... **Arvesta continues to broaden its view on sustainability and to develop the most sustainable solution for each specific project.**

### In all corners of the world

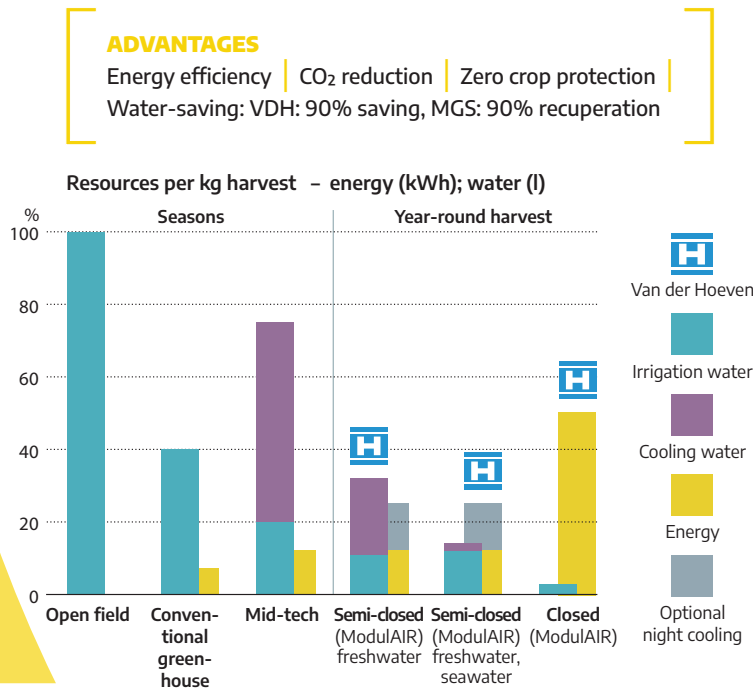
Self-sufficiency, i.e. making local cultivation possible and sustainable at all times and places, is becoming increasingly important as the answer to various challenges: transport, climate, politics, etc. That is why Arvesta, with Van der Hoeven and Hortiplan, is more relevant than ever in all corners of the world

*Emanuel Marreel, Managing Director Hortiplan:* "A good 70% of our installations are standard, 30% are specific. Hortiplan will continue to redesign its Mobile Gully System (MGS), which guarantees savings in labour, space and water when growing leafy vegetables and herbs, to meet current needs, e.g. from potted lettuce to mixed ready-to-use lettuce."

**At the moment, Hortiplan's ambition is to achieve a global saving of 3 billion litres of water compared to conventional cultivation with MGS by 2025.**

### Looking forward:

In 2022, Van der Hoeven signed a contract to build 9.5 ha of high-tech greenhouses and operate them for four years to help the new city of NEOM in Saudi Arabia become self-sufficient. Hortiplan is also involved in this project and will supply and install their MGS system for 2 ha. Construction will start in 2023 at the latest.



## ARVESTA, KNOWLEDGE CENTRE BETWEEN sustainable agriculture and technology

Technology is crucial for the agriculture and horticulture of the future. But as an individual farmer or horticulturist, it is impossible to keep up with all the trends and decide which investments are useful and feasible. That is where Arvesta has a crucial role to play. Because with our activities we cover all of agriculture and horticulture, Arvesta is ideally placed to maintain an overview and give the farmer concrete advice about technological developments. We cherish this role because it is crucial for sustainable growth.

### Exclusive and unique importer John Deere

Arvesta, via Cofabel, has been the exclusive importer of John Deere machinery Belgium since 1972. We are considered to be somewhat special in Belgium as a John Deere dealer because we have all the knowledge of the sector. Our people know all about the latest evolutions in agricultural machinery and they speak the farmer's language - 700 visits to farmers every day make all the difference.

### Technology and results that are positively connected: connected farmer

Data is essential and this also goes for the modern farmer. After all, he can identify concrete areas for improvement and aspire to realising the best results for his company on the basis of analysing concrete data. GPS and autotrack already are and connected machines are becoming the standard. These are equipped with software that keeps track of all data\* on all operations in the cloud.

**Arvesta helps farmers make the most of it, both in terms of sustainability in the input-output ratio, and sustainability of the agricultural machinery itself.**

**Precision technology** on agricultural machines prevents overlap, down to a margin of 2 centimetres. That means less seed, less fertiliser, less crop protection, fewer trips and, in turn, a more efficient business. With high precision processes, farmers can save up to 8% on their input costs and increase productivity by up to 14% by reducing overlap on the one hand and avoiding patches of land being missed on the other. Because the tasks can be performed faster under all circumstances, more work is realised and the job becomes more enjoyable.

### With Arvesta towards smart management for the farm

Arvesta also helps farmers find their way to tools that help them manage their business. In 2021, Arvesta tested SMAG, a platform and digital agro-management



### MEASURABLE IMPACT

	More efficient performance
	Up to 8% reduction in input cost
	Higher productivity in less trips
	Increased comfort for farmers

system, with 22 farmers. Everything from the registration of activities and revenues, to the prices of nitrogen can be uploaded, analysed and used to create an all-in plan for the optimal use of the land. SMAG enables farmers to halve the time currently spent on administrative tasks, trace the produced agricultural goods more easily and respond better to rapidly changing regulations. In 2022, Arvesta will officially launch this digital solution: sixty farmers will work with it, covering 3,000 ha of registered agricultural area.

The next step will be the automatic generation of prescription maps, for which Arvesta is testing the Varicare tool in 2022.



**Bavo Vangoidsenhoven**  
Marketing & Operations Manager Cofabel

Arvesta also ensures that the management tools it proposes communicate with each other via application programming interfaces (APIs).

### The first autonomous agricultural machine is coming

*Bavo Vangoidsenhoven, Marketing & Operations Manager Cofabel:* "John Deere presented the latest evolutions in agricultural machinery at CES2022, the largest technology fair in the US. The trend is threefold: **autonomy, electrification and further precision**. The autonomous farming machine is expected to enter the US market in 2023."

\*Agronomic data: data on input (seed, manure, crop protection) and output (yield).  
Machine data: the diagnosis of the status of the machine, which should improve its operation and service life.



A reduction of  
250.000 tonnes CO<sub>2</sub>e by 2025



## Towards an annual reduction of 250,000 tonnes of CO<sub>2</sub>e by 2025

### THROUGH A HOLISTIC APPROACH TO GREENHOUSE GASES

Arvesta's ambition is to achieve an annual reduction of 250,000 tonnes of CO<sub>2</sub> equivalents (CO<sub>2</sub>e) by 2025.

We do this through the innovative solutions we provide to our farmers, such as Euroclim and Haspargit, but also by optimising our entire operation, both internally and within our value chain, in the relationship with suppliers and customers.

#### Scopes 1, 2 and 3

In order to realise this optimisation in a substantiated, comprehensive and consistent way, we will map greenhouse gas emissions for our entire organisation according to the standard of the Greenhouse Gas Protocol (GHG protocol). This covers emissions as a direct consequence of our activities (scope 1), emissions related to the energy we need as a company and thus purchase (scope 2), as well as all indirect emissions released in our value chain (scope 3). Although these emissions arise outside our organisation

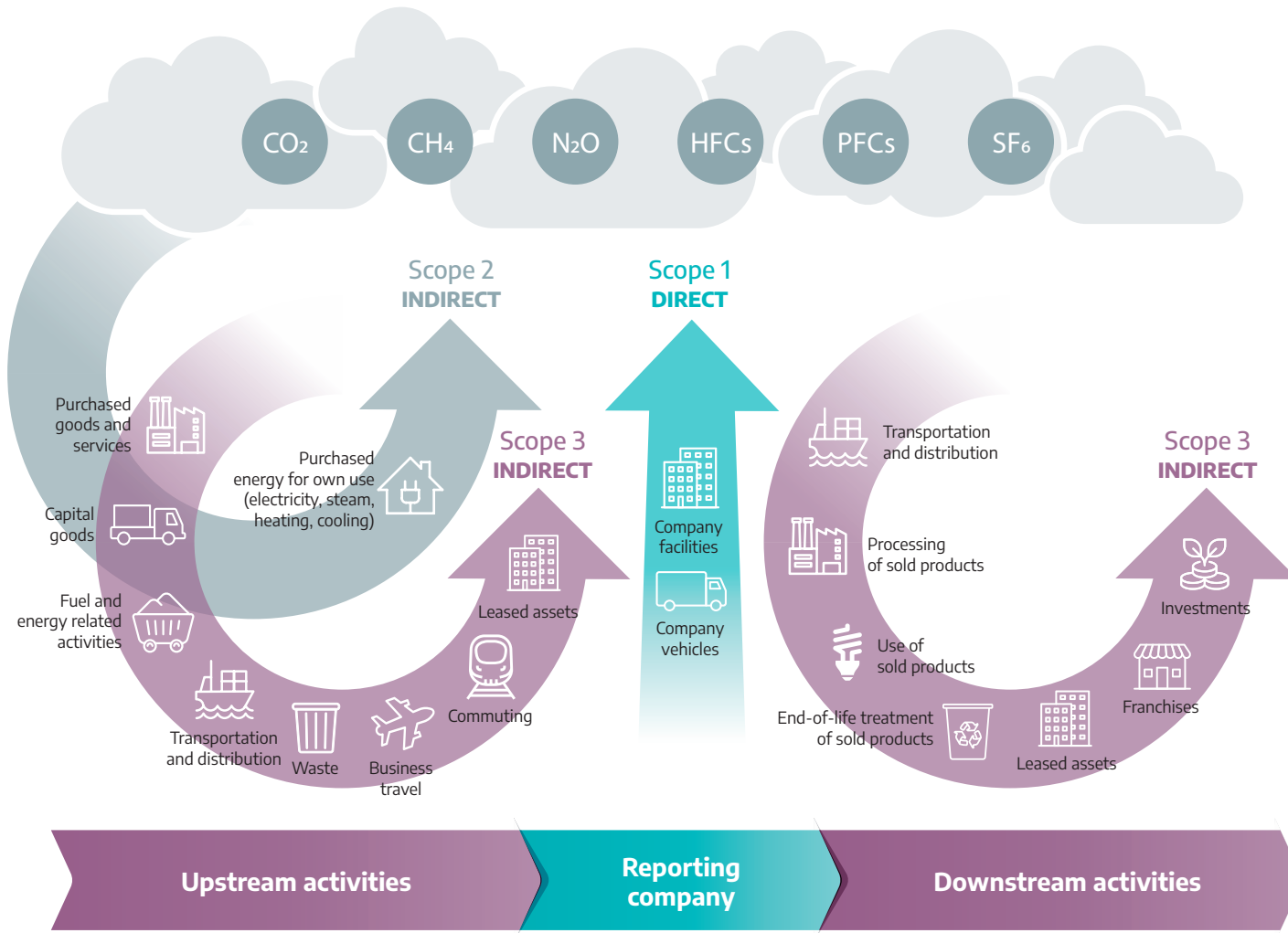
and are located at our suppliers and customers, Arvesta can also make a difference here. The innovative products Haspargit and Euroclim are excellent examples of emission reduction in the value chain (on the farm) during product use. Arvesta contributes to the solution with the development of such innovative products.

The GHG protocol inventory allows us to take a holistic approach to greenhouse gas emissions.

In 2022, the GHG protocol will provide us with initial, detailed results of our greenhouse gas emissions, after which we can further focus our emission reduction efforts with regard to the most significant opportunities.

The next step will be to define a science-based climate change target. This means we will translate our ambition to reduce greenhouse gas emissions into Arvesta's contribution to limiting global warming.

## Overview of scope 1, 2 and 3 emissions



Source: overview of scope 1, 2 and 3 emissions; GHG protocol



**Simon Eyers**  
Business Development  
Manager Agri & Horti

## Arvesta targets 46,000 tonnes of CO<sub>2</sub> reduction in 2025 with Carbon Farming

Carbon Farming is a business practice that aims to both emit less CO<sub>2</sub> and also store CO<sub>2</sub>. Arvesta is working with various partners on a system that measures the corresponding results and then rewards them with credits that can be commercialised. This rewards the farmer for any efforts made to save on greenhouse gases. With this incentive, it should be feasible to achieve a total CO<sub>2</sub> reduction of 46,000 tonnes by 2025. This ambition was initially higher (120,000 tonnes), but because the submitted subsidy dossier did not appear to be a feasible route, Arvesta has now started a collaboration with external partners and the 2021 ambitions have been realistically adjusted. From 2022 onwards, Arvesta will join 5 farmers in a pilot project on Carbon Farming. The credits will be available from 2023 for the measures taken during the pilot project in 2022. The system will then be rolled out further.



50% cattle customers  
use Euroclim  
by 2025



**Quinten De Witte**  
Innovation &  
Sustainability Manager



## Euroclim

### Animal feed with a positive impact on methane emissions

Methane represents 6% of greenhouse gases and Belgian agriculture and horticulture are responsible for 10% of this. One way of reducing methane emissions is to take feed measures.

In order to meet the Flemish Covenant on Enteric Emissions from Cattle, 13% of the reduction will have to come from measures relating to feed. Arvesta developed Euroclim for this purpose.

Arvesta's Euroclim line includes feeds based on extruded linseed, rapeseed fat and a feed based on European soy and soy alternatives. Extruded linseed and rapeseed fat help reduce methane emissions, and European soy and soy alternatives help control CO<sub>2</sub> emissions. Soy is still a major factor in CO<sub>2</sub> emissions because it is mainly imported from South America, where the Amazon forest has to be cleared for cultivation and where the impact of transport is enormous.

Euroclim exists in the form of dairy and beef cattle feed. Using Euroclim exclusively as feed would reduce methane emissions from beef cattle by up to 30% and from dairy cattle by up to 15%.

*Quinten De Witte, Innovation and Sustainability Manager:* "In 2021, Euroclim was recognised by CO<sub>2</sub>logic - known for its "CO<sub>2</sub> neutral" labels - as an effective move in terms of reducing the total climate impact of livestock products, making an important contribution to achieving CO<sub>2</sub> neutral-certified dairy and beef products."

If all beef and dairy cows in Belgium were fed Euroclim, this would mean a reduction of 225,000 tonnes of CO<sub>2</sub>, equivalent to the annual CO<sub>2</sub> emissions of 130,000 cars. The ambition is that by 2025 at least 50% of Arvesta's milk and beef cattle customers in Belgium will be working with a methane-reducing feed or additive.



**Yannick Hardy**  
Product Manager Pomagro



## Haspargit

### Circular fertiliser with a particularly positive impact on CO<sub>2</sub>

Haspargit is the brand name of the circular fertiliser produced by Arvesta's subsidiary Pomagro from mineral by-products from the food industry. One of the main raw materials for Haspargit comes from the beet industry. Pomagro sources this locally, which already means a CO<sub>2</sub> advantage.

But what makes Haspargit truly sustainable is the energy savings in its production as it avoids the energy-consuming process of fixing nitrogen from the air. All of Haspargit's formulations contain potassium, calcium and sulphur. Sulphur makes for more efficient uptake, allowing for lower nitrogen fertilisation. The nitrogen present in Haspargit is ammoniacal nitrogen, the risk of leaching is minimal.

No fertiliser is as complete as Haspargit. Thanks to Haspargit, farmers apply the

most crucial elements in one pass to ensure the best soil quality.

#### **This is what makes Haspargit a sustainable fertiliser:**

- Re-valourising nutrients from the food industry
- Less energy consumption in production
- Efficient nutrient utilisation
- All-round fertilisation in one pass

Haspargit has a strong reputation in the cultivation of potatoes, vegetables and beets as well as in the formulation of roughage, where it improves both quality and yield.

#### **Haspargit in figures:**

Each year Arvesta produces fertiliser for around 60,000 ha of farmland through Pomagro. For 2021, this resulted in a CO<sub>2</sub> reduction of 15,800 tonnes, the equivalent of the annual emissions of 10,000 cars.





**Dirk Van Thielen**  
Business Unit Director  
Animal Nutrition



## ABOUT NITROGEN: **Arvesta is ready to play its role**

Arvesta is ready to help solve the nitrogen problem. We can be meaningful in different ways:

- As a feed company, we offer farmers animal feed with a low crude protein content and therefore with lower nitrogen emissions.
- As agricultural experts, we are committed to helping solve the problems of modern and sustainable agriculture.

### **Feed with low crude protein content = lower nitrogen emissions**

Proteins are a vital component of animal nutrition. However, the digestion of proteins by pigs, poultry and cattle releases nitrogen. Today, nitrogen emissions from livestock farming, among other things, are too high, and we must reduce them substantially. We can reduce nitrogen emissions in various ways but the different methods have differing impacts.

Arvesta's range already includes feed with a low crude protein content for the various animal species. For some animal categories, we could use feeds with an even lower crude protein content (ultra-low protein feeds). However, this involves a (substantial) additional cost because we then have to use synthetic amino acids (the building blocks of protein). It is therefore important that legislation encourages the use of ultra-low protein feeds. But now that we know the scale of the livestock challenge, we also know that reduction through feed is not enough.

### **A low-protein diet may be a partial answer**

In 2020, Arvesta formulated a sustainability priority to achieve an overall nitrogen reduction of up to 15% by 2024 through feed measures (see Activity Report 2020).

In pigs and poultry, we can achieve a reduction in nitrogen emissions of 10-15% with ultra-low protein feeds. However, the current legislative proposals set the bar at a 60% reduction. This means that ultra-low protein feed cannot provide the answer for the pig and poultry farmer at the moment. Only barn systems with air scrubbers will be able to achieve the stipulated nitrogen reduction. As agricultural experts, we can use our professional advice to help the sector make the transition through stall and management measures. And, of course, we will continue to offer feed measures for the day when their effect is valorised by the legislator.

The story is somewhat different for cattle farming, where the challenge is to reduce nitrogen emissions by 15%. There, a low-protein diet is relevant, as are feeds with a lower protein content. The diet for cattle consists for a large part of (home-grown) roughage and a limited helping of purchased (mixed) feed. The low protein feed is therefore a supplement to roughage and only a part of the total diet. It is important to look at the protein content of the total diet. With our specialised diet calculation programme and our expert advice, we will continue to guide cattle farmers to achieve the best possible balance between the correct

nutritional value, an optimised protein structure, the lowest possible nitrogen emissions and an achievable price.

Due to the current legislative proposals, the original priority of an overall nitrogen reduction to 15% is no longer relevant and it was decided to formulate a new priority objective, namely that 50% of our cattle customers use the cattle feed Euroclim (positive impact on methane emissions) by 2025. See also pages 38 & 48.

### **A comprehensive commitment as a knowledge centre**

As a knowledge centre, Arvesta believes it should share information that is as accurate and complete as possible about the situation today and the (possible) innovations of tomorrow. In addition to our own innovations and ideas, we are also working with the entire sector through the Belgian Feed Association (BFA) to bring possible solutions to the Government. After all, the right decisions can only be made on the basis of correct knowledge. Solving the nitrogen problem will have to come from the various parties involved:



Arvesta is all set to play its part.





Together with  
our employees,  
partners, and  
customers,  
we work on  
sustainable, safe,  
and high-quality  
solutions and  
services.

**For our planet:**

Sustainable  
entrepreneurship



**Werner Reuter**  
Director Sales  
South  
Professional

## Animal-friendly food alternative Taintstop CONVINCES MEAT PRODUCERS

### Step 1: Taintstop included in 'Le cochon bien-être' specifications

Tasty meat from male pigs has been possible for several years without castrating the animals, thanks to Taintstop, the effective, animal-friendly feed alternative developed by Arvesta's strong brand Dumoulin. Since then, Arvesta has been working hard on ensuring as many end consumers as possible can access this meat from non-castrated animals. This led to a unique partnership between Dumoulin, the Lovenfosse slaughterhouse, local pig farmers and Marcassou in 2021.

### Step 2: Marcassou puts 'Le cochon bien-être' products on the market

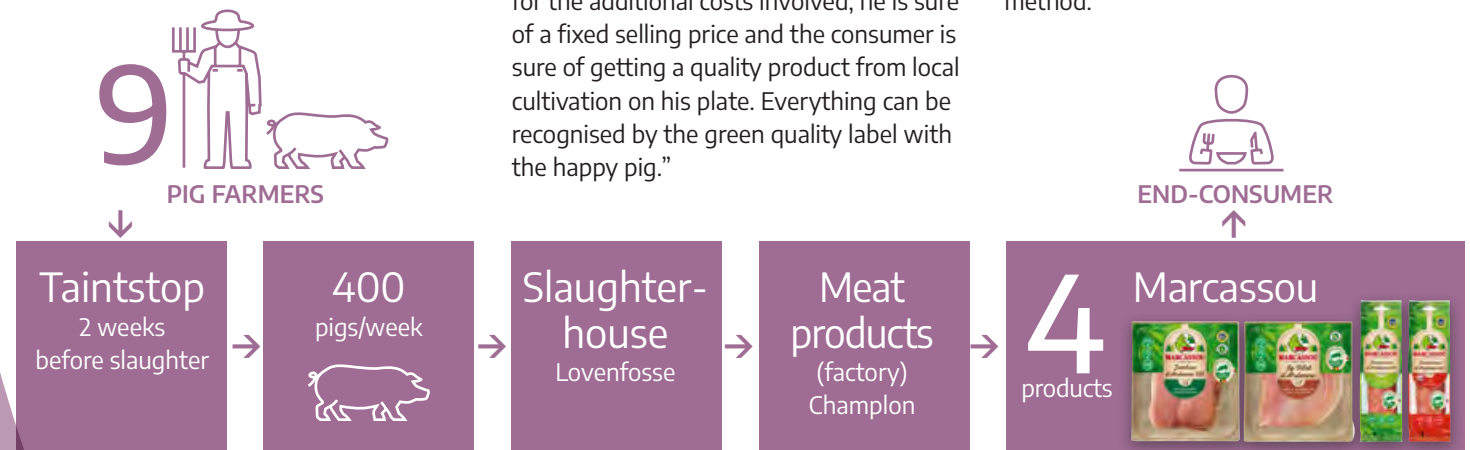
Marcassou marketed four products with meat from the quality label 'Le cochon bien-être' in 2021. Taintstop is explicitly included in these specifications as a guarantee for better animal welfare.

*Werner Reuter, Director Sales South Professional:* "Nine local pig farmers endorsed the 'Le cochon bien-être' specifications. In addition to the use of the feed alternative Taintstop, this also includes a commitment to GMO-free cultivation. The farmer receives proper compensation for the additional costs involved, he is sure of a fixed selling price and the consumer is sure of getting a quality product from local cultivation on his plate. Everything can be recognised by the green quality label with the happy pig."

### Next step: fresh meat 'Le cochon bien-être' from the retailer

In 2021, Arvesta also reached an agreement in principle with a major Belgian retailer to offer consumers fresh meat products with the 'Le cochon bien-être' label. Consumers can expect these fresh meat products on the market in the course of 2022.

We are pleased that these initial steps are being taken. Another step forward will be engaging the various slaughterhouses. We are already looking forward to the future when this will be the case, so that all pig farmers can sign-up to this animal-friendly method.



[www.marcassou.be/le-cochon-bien-etre/](http://www.marcassou.be/le-cochon-bien-etre/)



View the video  
on YouTube here



## ARVESTA HELPS FARMERS ENGAGE in healthier pig farming, without the use of antibiotics

All stakeholders have formulated a new commitment through Amcra - the Belgian knowledge centre on antibiotic use and resistance in animals: 75% less antibiotics in animal feed by 2024 versus 2015. **Three years before the deadline, in 2021, Arvesta has realised a reduction of 84% active agents on its key volumes.**

*Dirk Bogaerts, Manager Nutritional Solutions Monogastrics:* “Even if the curve is now flattening out slightly - with a 4% reduction from 2020 to 2021 - we will meet the target. We understand the challenges well and can respond appropriately thanks to the knowledge, experience and efforts of our expert veterinarians, nutritionists and agronomists. **Today, for example, we have reached the point where we have solved 90% of the E. coli problem with non-medicated feed.** So big steps have been taken.”

### Engage in healthier pig farming, without the use of antibiotics

*Luc Plessers, Product Manager Pigs:* “Antibiotics are a cheap solution, hence their persistent popularity. But antibiotics are not a sustainable solution. We see it as our duty to continue to raise awareness among farmers on this issue. The authorities, the veterinary profession and consumers; everyone who is involved is going through

a changing mentality. Of course, we constantly come up against the economic reality that investing in lower density and modern barn design, i.e. technical factors that help prevent infections, is more likely to occur if the process is profitable. On the other hand, we also see that in difficult times it is mainly the more professional companies that stay the course. Professionalisation and a systematic reduction of antibiotics go hand in hand. **And it is this professionalism in all areas - nutrition, management, guidance - that will create a more sustainable, healthier pig farm.”**

### Arvesta guides farmers in technical and veterinary prevention

*Jan Kindts, Sales Manager Pigs:* “In addition to technical interventions, veterinary interventions are also desirable if we want more sustainable livestock farming. Arvesta has that knowledge too. When it comes to infection risks, vaccinations and genetics, the impact of stimulating hyper-fertility, and so on, we can provide pig farmers with comprehensive information so they have an accurate overview of what it means in both the short and long term. This is how we help them make sustainable decisions.”

### Continue to invest: Arvesta will launch a renewed piglet health concept in 2022: Balans 2.0

Because the challenges are constantly evolving, Arvesta is constantly improving its feeds, both nutritionally and environmentally. In 2022, for example, we will launch a new health line for piglets: Balans 2.0. The aim is to move towards antibiotic-free piglet rearing. The test project on our trial farm was very promising: a reduction of piglet mortality by 57% without using antibiotics. Initial results on some critical problem farms confirm this result.

### Arvesta also anticipates antibiotic restrictions in the broiler sector

Antibiotics are now also used, although not via the feed, on broiler farms to combat infections. But even there, Arvesta is already anticipating the restrictions and ambitious goals of the Amcra. The new Optibalance line of feeds ensures healthier intestinal function resulting in drier litter which offers benefits in terms of the well-being of the chickens.

**Dirk Bogaerts**  
Manager  
Nutritional Solutions  
Monogastrics



**Luc Plessers**  
Product Manager  
Pigs



**Jan Kindts**  
Sales Manager  
Pigs







## Working towards economical and responsible consumption WITH SOLAR ENERGY AND ENERGY MANAGEMENT

### Solar panels Aveve prevent 805 tonnes of CO<sub>2</sub> emissions annually

An analysis of the 50 Aveve owned shops (no franchises) showed that 17 shops were eligible for solar panel installation. After a thorough project study, all 17 shops were fitted with solar panels in the course of 2019. Apart from the Aveve shops, we also looked at which Aveve buildings would be suitable for installation of solar panels in the short term. Aveve Seeds in Landen and Aveve Flour in Merksem qualified and they too have been fitted with solar panels. One year later, these are the sustainable results:

#### 17 of our own shops, 10 in Flanders and 7 in Wallonia:

- 73% of the energy generated was self-consumed, the rest went to the grid
- 535 tonnes of CO<sub>2</sub> emissions/year avoided
- 35% of energy consumption is renewable energy

#### Aveve Seeds in Landen:

- 65% of the energy generated was self-consumed, the rest went to the grid
- 151 tonnes of CO<sub>2</sub> emissions/year avoided
- 30% of energy consumption is renewable energy

#### Aveve Flour in Merksem:

- 70% of the energy generated was self-consumed, the rest went to the grid
- 119 tonnes of CO<sub>2</sub> emissions/year avoided
- 40% of energy consumption is renewable energy

#### Climate-positive distribution centre

The supply of goods to each of the Aveve shops is carried out from the climate-positive logistics centre in Wilsele. The centre is climate-positive thanks to heat pumps, solar panels and LED lighting.

#### First results from the energy management pilot project

In the meantime, 13 Aveve shops have been connected to the nanoGrid energy management platform for a year as part of a pilot project. This system monitors and controls the consumption of gas, electricity and water for each unit, with the aim of maximising the economy of each use.

The first results, expected mid-2022, will determine the further roll-out of this system within Aveve. This is expected to save 20-25% of energy consumption.



**Cedric Jacobs**  
Indirect Procurement  
Manager

#### Production waste is used as secondary raw material for energy generation

Residual flows are released during the production process at our various Arvesta sites (across Belgium). By residual flows, we mainly mean grain residues, corn, chaff, grass seeds, etc. When we have these collected and processed by a specialised supplier, they are given a second life as energy raw materials, which are used in biomass to generate energy.

In 2021, a total of about 4,000 tonnes of residual flows have been disposed of.



20% of our company vehicles are hybrid/electric by 2024



## Arvesta focuses on the bicycle AND MINIMAL COMMUTING KILOMETRES

Arvesta has two big ambitions for its mobility: it must be more sustainable and it must be more flexible. We are in the process of developing a single overarching mobility plan for this purpose. The bicycle lease pilot project and the definitive introduction of hybrid working, the 'Arvesta Way Of Working', were the visible elements of this in 2021.

### The bicycle lease pilot project: 1 in 10 workers signed up

In 2021 Arvesta offered the 150 workers at Animal Nutrition in Merksem and Aalter the flexibility of using a portion of their gross salary for a bicycle lease, i.e. a premium (electric) bicycle with maintenance contract and breakdown cover. At the end of the lease contract, after 36 months, the users can decide whether or not to buy the bicycle. The plan was well received. The modalities were worked out in consultation with the social partners. And there was interest from the pilot group: 14 out of 150 workers signed up immediately. A second entry point within the same pilot project came in March 2022.

*Perihan Silay, Reward Manager.*

"The fact that bicycle leasing via the employer is successful is clear from the questions we have received and are

still receiving from other sites. Indeed, the intention is to extend bicycle leasing to all Arvesta employees as part of the larger mobility plan."

### The mobility plan is here, now we need the tool

How far has the mobility plan progressed? In 2021, Arvesta mapped out the needs and options according to the mobility profiles in order to offer the most flexible system possible, allowing each individual employee to put together the ideal mobility solution for him/herself. We are now building on this. In 2022, we will define which salary elements can be used for a mobility budget and how much of that budget should be used to finance the choices of the various mobility solutions (such as bicycle lease and public transport). This is a huge task. We have over 2,000 experts, some jobs that do require a company car and some that don't, blue and white collar workers, 10 joint committees, fixed workplaces and location-independent work; there is definitely not a one-system-fits-all. The next step is to choose the right tool, i.e. a tool that keeps the mobility plan manageable for Arvesta and that works intuitively for our employees.

In 2021, Arvesta introduced the hybrid form of working, with structural homeworking, hubs and location-independent working. We are thus reducing the commuting distance to a minimum and making another important contribution to greener mobility. After all, the greenest kilometre is the kilometre that is not driven.

Thanks to the switch to hybrid work, the kilometres driven by the passenger cars in our fleet in 2021 were approximately 30% lower than in 2019.

### Ambition for 2024: 20% of company cars electric or hybrid

Company cars are also part of the mobility plan. The ambition for company cars is electrification. By 2024, 20% of new company cars must be electric or hybrid.



**Perihan Silay**  
Reward Manager





Already >50%  
of raw materials  
transported  
over the water

**Henk Declerck**  
Procurement  
Specialist



**Dave Vervoort**  
Supply Chain  
Planning Director



## More sustainable transport

### THANKS TO A WIDER PLANNING LANDSCAPE

To continue optimising transport, Arvesta is looking at the wider landscape:

- not per site but the entire organisation,
- not only us but all the transport of the companies that drive for us,
- supply and disposal,
- including the involvement of the customer/farmer.

Our motivation is clear:

**fewer (empty) kilometres  
+ maximum freight  
= lower CO<sub>2</sub> emissions.**

#### On the road:

in 2021 Arvesta achieved 25.5 tonnes/trip.

#### From site to network planning

It is advantageous for companies to be part of a network as challenges can be tackled as a group. That is exactly how Arvesta wants to arrange transport: not with schedules per site, but with one network schedule.

*Dave Vervoort, Supply Chain Planning Director:* “Arvesta will coordinate the order books from its sites to arrange transport as a whole.

This applies to both Arvesta’s orders from suppliers (inbound transport) and customers’ orders at Arvesta (outbound transport).”

#### Arvesta looks beyond its own borders

Arvesta is committed to expanding the planning landscape beyond its own borders.

#### Transport companies - intense cooperation:

We are participating in the optimisation of transport within our suppliers/transporters. Their optimisation should not be limited to transport for our sites, but should be extended to transport for all their customers. This requires intense cooperation, but the benefits are great because fuel is expensive, drivers are scarce and the climate challenges concern everyone. More efficient transport means gains in time, in CO<sub>2</sub> and in euros.

*Henk Declerck, Procurement Specialist:*

**“Arvesta anchors the commitment to sustainable transport by including SLAs (service-level agreements) in its contracts.”**

#### Customers/farmers - the ideal trip:

Arvesta is conducting a **Green Belt project** – an improvement project to investigate complex problems and implement solutions - focussing on the ordering behaviour of customers/farmers. After all, late orders make it difficult to make ideal journeys and should therefore be avoided.

#### Strategic choice for inland navigation

Even though our end customers tend not to be located at the water’s edge and at least part of the trips have to be made overland, Arvesta relies on inland shipping whenever possible. The efficiency gains go beyond transport alone (e.g. also energy efficiency).

#### 1.2 million tonnes of raw materials transported annually by water

- In terms of transport by water of raw materials for the production of animal feed, we have managed to remain at 50% for waterfront plants, which was quite a challenge given the difficulties in finding barges, especially during September-December 2021.
- In 2021, we have transported 371,000 tonnes or 50% of cereals by water.
- In 2021, we have transported 206,000 tonnes or 73% of fertiliser by ship.

Arvesta continues to monitor transport parameters - volumes, distance, fuel, roads, etc. - to find the most sustainable solution at all times. From April 2022, the project will start to pack 42 bags of feed per pallet instead of 30. As a result, we will reduce the Merksem-Wilsele transport by 30%, a reduction of 275 tonnes of CO<sub>2</sub> = 500 fewer journeys per year. And by centralising bagged goods in Wilsele, we achieve an additional reduction of 275 tonnes of CO<sub>2</sub> per year.





We work together  
for the well-being  
and safety of  
our employees.  
We strive for the  
best customer  
experience  
through our  
expertise and  
are committed  
to sustainable  
consumption.

## **For our society:**

Care for  
our people  
and consumers



Aim for 0 accidents



Paulien Hofmans  
EHS Officer Arvesta



Martin Coomans  
Prevention Adviser



Johan Geeraerts  
Supply Chain &  
Logistics Director

## ALL TOGETHER towards zero accidents at work

Safety is everyone's business, always and everywhere. And because thinking about it also means talking about it, Arvesta insists on having an open culture around safety and safety issues.

### Safety is never acquired

*Paulien Hofmans, EHS Officer Arvesta:* "It has become a healthy custom to start every meeting of production and logistics with the safety theme. But habits and routine remain the enemies of safety. When some safety issues arose at Animal Nutrition in the first few months of 2021, it was a sign. A number of the issues turned out to be behaviour-related, so we opted for the direct approach and organised an individual survey: what does safety mean to you, how do you see your role in it and what is the company's role? This explicit focus has already sharpened minds and Arvesta will continue to work with the answers in 2022."

### Focus on prevention

Arvesta has several structural initiatives and services for safety and prevention. As well as the obvious external technical inspections, the services provided by

IDEWE, maintenance contracts with suppliers, specific safety training for those working with specific equipment, and so on, Arvesta has also set up its own safety systems:

- The company's own **Real Estate department** ensures that all fire and electrical safety inspections for Arvesta's buildings are in order.
- The **Prevention Committee**, with worker and employer representatives, is informed of and discusses the results on work (road) accidents on a monthly basis.
- In each Aveve shop, one of the employees checks safety every week using '**Smart spotter**', a checklist with varying and store-specific focus points.
- Once a month on average, **toolbox meetings** are held with Agri & Horti's drivers and warehouse staff to go over any issues.

### #SafetyFirst

At Arvesta, Safety Sam constantly reminds everyone of the importance of a safe workplace. Every day the Arvesta safety experts ensure that people can do their work without danger.

Some concrete #SafetyFirst investments made in 2021:

- The purchase of a pallet wrapper in the Logistics Centre Wilsede replaces burdensome manual work;
- The installation of flexible extraction hoses in Cofabel Olen, which divert diesel smoke directly at the source;
- The installation of a height platform by the Rigaux triage machine for ergonomic operation and maintenance;
- Additional security in the logistics department of Aveve Animal Nutrition in Merksem, e.g. a security fence with access request;
- Height-adjustable pallet trucks at the Hermoo warehouse in Sint-Truiden.

### Figures 2021

- *Martine Coomans, Prevention Adviser:* "In retail, in Aveve's 50 owned shops, the number of LTIs (lost time incidents) decreased by 45% in 2021 compared to 2020. 44 shops remained accident-free, 7 shops have been accident-free for more than 7 years (2,600 days)."
- In logistics, Arvesta recorded 28 days of work disability, an increase of 10%, but

the number of FTEs (full time equivalents) also increased by 65% as a result of an expansion from 1 to 3 shifts.

- Arvesta's head office remained accident-free in 2021.
- Animal Nutrition recorded 21 LTIs for 2021 compared to 19 in 2020, down 30%. In 2022, several project groups will be working on specific issues, e.g. confined spaces, hazardous substances, etc.
- Natural Granen and Arie Blok reached the milestone of 365 days without an accident.
- In Kortrijk, the site record of 247 days without an accident was broken.

### Actions in 2022

- *Johan Geeraerts, Supply Chain & Logistics Director:* "Agri & Horti is working on a single uniform industrial accidents policy for all branches, based on best practices."
- Animal Nutrition is working on an EHS handbook for all cattle feeding sites.



Fit@Arvesta 100% participation



## Fit@Arvesta FOR EVERYONE

Fit@Arvesta is the online platform that aims to keep Arvesta’s employees healthy and fit, physically and mentally. The aim is to eventually reach 100% of the employees in 2025. In 2021 the number of participants has already grown by another 200, from 1,000 to 1,200. By the way, signing up means joining in: with four major fit-challenges spread throughout the year, (three) educational webinars, and global challenges with which you support the charity, Arvesta encourages all Experts in the field to get moving and feel good.

### Direct and indirect support to ‘Athletes for Hope’ charity

Lore Coomans, Content Manager: “In 2021, we achieved a major global challenge: all participants together walked 800,000 kilometres, the equivalent of twenty laps around the earth. In return, Arvesta presented a cheque for €10,000 to ‘Athletes for Hope’, the charity and the initiative of Marc Herremans, which invests in walking robots and now also a rehabilitation meadow.”

In 2021, we also launched **Arvesta sports-wear**, mainly running and cycling equipment. We chose Squadra Velo (Castelli brand) as our supplier because they also support ‘Athletes for Hope’ and, of course, for the durable quality of their products.

### Fit@Arvesta is alive and kicking!

This testimony from an enthusiastic participant says it all: *Laura Decremer, Director IT Commercial*: “I think Fit@Arvesta is a fantastic initiative. The challenges are an ideal trigger to keep exercising and focus on your health. I also like the variety: running, walking or various sports mixed together and always in a relevant context (the World Cup, the Winter Olympics); it makes it great fun to take part. The fact that you always participate in a team (big or small) is also really encouraging. This creates extra interactions between colleagues and you get to know each other in a different way. The webinars are a good wake-up call in terms of thinking about certain aspects of your health: nutrition, exercise at work, etc. They are always very interesting and relevant. In short, I think Fit@Arvesta is a fantastic initiative!”

If we notice that the threshold for a challenge is too high, we will adjust it the next time, for example by allowing participants to choose between walking or running. Because with Fit@Arvesta we want to appeal to everyone, from absolute beginners to sporty, competitive winners.



**Lore Coomans**  
Content Manager



**Laura Decremer**  
Director  
IT Commercial

Fit@Arvesta	2021	2022
Participants	<input checked="" type="checkbox"/> 1,200	<input type="checkbox"/> 1,400
Global challenge	<input checked="" type="checkbox"/> 20x around the world = 800,000 km steps	<input type="checkbox"/> 3 challenges, 3 charities
Fit-challenges	<input checked="" type="checkbox"/> Good resolution step-challenge <input checked="" type="checkbox"/> European Football Championship: Teams step through preliminaries to the final <input checked="" type="checkbox"/> My trace: a virtual tour - walking or running - auditorily accompanied by the story of 120 years of Arvesta <input checked="" type="checkbox"/> Cycling challenge	<input type="checkbox"/> February - Arvesta Winter games <input type="checkbox"/> April - Team-triathlon: cycling, running, swimming <input type="checkbox"/> June - Tour de France cycling challenge <input type="checkbox"/> November-December - World Cup step-challenge

### Actions in 2022

By 2022, Fit@Arvesta wants to **increase worker participation** in particular. To this end, we will be visiting production sites in order to address colleagues directly with a light-hearted campaign and (hopefully) to inspire them too. We also stimulate participa-

tion with specific challenges, e.g. a challenge that requires a certain number of participants. And we are including Fit@Arvesta **in our onboarding policy**, which means that new colleagues are immediately involved in the Fit@Arvesta initiative. The main focus of Fit@Arvesta for 2022 is **mental well-being**.



**Louise De Wulf**  
Talent Acquisition Lead



**Luna Daenen**  
HR Business Partner



**Nelson De Coninck**  
Young Graduate

## A COMPREHENSIVE CAREER in the agriculture of the future

Arvesta has more to offer people than a job. If, like us, you are passionate about the agriculture of the future, you will find a like-minded employer in Arvesta, which offers a career path which will always excite.

### Young Graduates Program

Arvesta continues to reinvent itself as an employer. In 2021, we revised our Young Graduates Program, i.e. expanded and deepened it. Instead of offering a generalist track, Young Graduates now immediately step into their preferred specialisation; this could be sales, retail, supply chain, marketing & communication or central services. We thus reach a broader target group, from which we recruit, particularly through social media and job fairs. In January 2021 we welcomed two Young Graduates in a generalist programme, in October six Young Graduates in a specific track. Unlike in 2019, these are not all bio-engineers, but also people with master's degrees in economics or communications. For 16 months until January 2023, they will be immersed in the world of Arvesta through various projects and roles. This is both within their specific

track and outside their comfort zone. The main aim is to get to know the broad story of Arvesta and then to understand where they can go and where their interests and strengths lie. Throughout the entire project, they are supported by a true Arvesta community: each Young Graduate has a mentor, HR Coach, buddy and, depending on the project, also a sponsor. The ultimate aim is to give their careers the best chance of a favourable start.

*Luna Daenen, HR Business Partner:* "We will soon be entering the fourth edition of the Young Graduates Program and have noticed that the programme is really taking off within our organisation; we have also seen that the community is getting stronger and the Young Graduates are being recognised and requested."

*Nelson, Young Graduate:* "From the perfectly organised onboarding process, where it was lovely to get to know the other Young Graduates, to the training programme that gives me every opportunity to grow in competences and as a person, I feel genuinely supported."

*Louise De Wulf, Talent Acquisition Lead:* "Arvesta gives young, talented individuals opportunities in various ways and not only through the Young Graduates Program. As part of a school internship and dual learning programme, students/trainees

were able to gain their first workplace experience with us again in 2021."

### As our people grow, Arvesta grows

What if you start directly in a permanent role without the specific support of the Young Graduates Program? Also then, you can access the same opportunities in terms of education that a Young Graduate is offered. Because even if you come to Arvesta for one job, you can be sure that there will be many more opportunities to come. As an organisation and employer, we encourage everyone to seize these opportunities. We are an absolute champion of high internal mobility. People not only receive a warm welcome here, they are also offered a promising future at Arvesta.

### Arvesta, Partner of MNMJumpJobs

This new initiative by radio station MNM, also allows us to support young people who are struggling to get their careers on track because they have no experience the opportunity to work at Arvesta for at least four weeks. It could be that one push they need to launch their career.



100% consumer packaging bread and baking mixes packaged with recyclable mono-plastic film by 2023



## AVEVE FLOUR: sustainable packaging, sustainable production

In 2020, Arvesta started converting consumer packaging for bread and baking mixes of Aveve, Soezie and Niamh to 100% recyclable mono-plastic, with the ambition of completing the full transition by the end of 2022. In 2021, this was perfectly on track with a realised conversion of 50% of SKUs (stock keeping units).



**Stijn Donné**  
Director  
Aveve Flour

### Sustainable packaging

#### Reducing food waste is also being sustainable

*Stijn Donné, Director Aveve Flour.* "I would like to emphasise that Aveve approaches sustainability from a broad perspective. By choosing the thinnest possible mono-plastic, we are not just picking any old recyclable. We chose the recyclable alternative that simultaneously guarantees the quality and shelf life of the products. After all, we certainly want to avoid wasting food as that is not compatible with sustainability."

### Sustainable production

#### Maximum valorisation of by-products

Aveve Flour also continuously monitors the by-products of its production, including goods we cannot use due to food safety regulations. Of these by-products, everything that receives the appropriate certification for traceability and food safety is also effectively recovered, in this case by the animal feed industry.

#### Next step: even more sustainable local grain farming for our flour

Another step towards even more sustainable production is on the side of purchasing raw materials. Arvesta is working for Aveve Flour to specifically stimulate the supply of flour grain from sustainable local cultivation - see also about 'We Act, We Care', page 65.



**Peter De Mey**  
Marketing & Category  
Management Director  
Aveve



## We Act, We Care

Arvesta is also fully committed to sustainability in its retail activities. Various initiatives have been implemented both in terms of **sustainable shop premises** and to **make our Aveve products more sustainable**.

Through our **'We Act, We Care'** programme, we are doing our bit for a sustainable planet, the welfare of our animals and local, fair trade agriculture:

- **Our planet:** By applying the latest techniques in the production of our own brands, we strive, together with our agricultural partners, to reduce greenhouse gases, improve water quality and increase biodiversity. Furthermore, we resolutely opt for more sustainable packaging, more sustainable shops and less waste.
- **Our animals:** In cooperation with our partners, we put tasty and healthy food on the plate and impose strict requirements for animal welfare.
- **Our farmers:** we resolutely opt for local products straight from the field and we fight every day for fair prices for the farmer.

The consumer recognises the products that deserve this sustainability label by this logo:

A QR code on the packaging leads the customer to further explanations of what sustainability exactly means for the product in question.

### More sustainable shops

In 2021, Arvesta opted to make as many Aveve shops as possible energy self-sufficient by installing solar panels. Twenty shops have already been adapted, 17 of which are owned by the company.

### Sustainable own brands

#### Recyclable packaging

The transition to recyclable monoplastics packaging started in 2020 for Aveve bread and baking mixes and will be completed by the end of 2022 - see more on Aveve Flour. The second step was the switch to pet food, where we started with dry cat food from Optima+. In 2022, all Aveve pet food will also have sustainable packaging.

This is also sustainable packaging: suet balls without a net.



### Sustainable cultivation

#### • Sustainable wheat for sustainable flour

For Aveve's bread and baking mixes, we support Belgian farmers who grow wheat sustainably, i.e. with less fertilisation, lower CO<sub>2</sub> emissions, more biodiversity, but at a fair price for the farmer. Through Arvesta's unique expertise in growing and combining crops - e.g. with peas - we reduce the need for fertiliser and the impact on biodiversity. And by promoting sustainable cultivation among local farmers first, we succeed in limiting transport and reducing emissions of greenhouse gases.

#### • Only renewable raw materials in peat-free potting soil

Traditionally, peat is used in potting soil because peat holds water well. But peat extraction puts pressure on peatlands that are of great importance for biodiversity and for limiting climate change. Although peatlands cover less than 3% of the earth's surface, they sequester about as much carbon as all forests combined. Peatlands are thus an indispensable factor for CO<sub>2</sub> retention. That is why Aveve developed this peat-free potting soil with 100% renewable raw materials.

#### • 100% certified soy in sustainable chicken feed

By purchasing sustainability certificates for the entire volume of soy used in our chicken feed, we support sustainable soy cultivation. This also allows us to contribute to the protection of the rainforest and our climate.

### Reducing food waste is also being sustainable



**'Too Good To Go', also for pet food**

With a premium food produced in the Benelux in recyclable packaging with an emphasis on more sustainable ingredients, without artificial flavourings, colourings or preservatives; Aveve also makes sustainable choices for its cat food. But **what if sustainable pet food has reached its expiry date?** Just as we do for products for human consumption, we also offer pet food in low-cost packages so that nothing goes to waste. Twenty-four of our Aveve shops are therefore partners of 'Too Good To Go', the app that combats food waste by arranging a quick sale of products at the limit of the best-before date.



## Looking forward

### Ready for the challenges of tomorrow

It is with pride that we look back on the road we have travelled. Over the past 5 years we have continued to grow as Arvesta, together with our employees and farmers. It is thanks to this growth that we can continue to invest with Arvesta in the future of our personnel and the agriculture of tomorrow - from 2021 to 2025 we foresee no less than 275 million euros in investments!

We know, our dream for the future is ambitious. That's fine by us. After all, we are more relevant than ever in the food chain. We owe this to our pioneering innovations that offer solutions for the challenges of today and tomorrow.

Nowhere else can you eat safer, healthier and more sustainably than in our country. Our food chain is in the absolute top in terms of traceability and CO<sub>2</sub> emissions. It is an enviable position that we, together with our Experts in the field, will continue to work on every day. So that everything on our plates has an ever-decreasing footprint and ever-increasing added value.

We promise!

*The Leadership Team*

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