



We preserve nature's gifts

A closer look at sustainability

Ardo Corporate Sustainability Report 2025



A closer look at sustainability

"A closer look at sustainability" reflects how we approach sustainability at Ardo: by exploring deeply, understanding what is changing around us, and acting with purpose and impact.

When we look more closely today, we clearly see how climate change is reshaping agriculture and our operations, from crop production and water availability to supply reliability. The world around us is changing rapidly. That makes sustainability not optional, but essential. For Ardo, sustainability is therefore fully embedded in our strategy and decision-making. We aim to measure more transparently, steer our actions more effectively and strengthen our impact across the entire value chain.

Over the past year, we have reached several important milestones. We continue to lead in sustainable agriculture in close collaboration with the farmers through our MIMOSA+ programme. With our validated SBTi-targets (Science Based Targets initiative), we reaffirm our commitment to structurally reducing our climate impact. At the same time, our customers play a key role as partners in driving concrete projects that support a future-proof food system. Increasingly, technology and advanced data insights help us work with greater precision, from monitoring our fields with drones to analysing data that strengthens our decision-making. These capabilities allow us to better understand our impact and continuously improve the efficiency and resilience of our operations. By looking closer and acting together, we are building a resilient company for tomorrow.

Looking ahead, our ambition for 2035 is clear: to continue to confirm our global leadership in frozen vegetables, herbs, and fruit. We also want to be the partner of choice for our customers, employees, farmers, and suppliers in the years to come. To achieve this, we continue to build on the four values that have guided Ardo from the very beginning: commitment to our customer, passion, ownership and authenticity. They shape the way we work every day and help us move forward with confidence.

Sabine Sagaert - CEO Ardo



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Looking ahead with purpose

This year, we bring our sustainability strategy to the next level. Built around four action-driven programmes - MIMOSA+ for resilient agriculture, Climate Mitigation & Adaptation, WeCare for responsible sourcing, and Resource Efficiency in our factories - this strategy sharpens our priorities and focuses our efforts where we can create the greatest positive impact.

By daring to focus, we commit to deeper transformation, stronger collaboration and measurable progress across our entire value chain.

A key focus remains MIMOSA+, which supports farming practices that strengthen soil health, enhance biodiversity, protect water resources, and reduce climate impact, while securing reliable yields for the future.

At the same time, in the heart of our company, our factories, we work with a strong network of sustainability responsables to make our operations as resource-efficient as possible and to reduce CO₂ emissions in line with our SBTi targets.

Our suppliers are also expected to contribute to these same sustainability ambitions, through long-term, trust-based partnerships. In parallel, we closely follow the ongoing developments in CSRD regulation to prepare our organisation for a future of transparent and responsible impact.

While we highlight the achievements of the past year, we are equally ready to accelerate our impact: shaping a resilient, low-carbon, and future-proof Ardo. Together with customers, growers, partners, and colleagues, we move forward confidently, looking closer, acting stronger, and building tomorrow's sustainable food chain.

In the following pages, we invite you to take a closer look at our strategy, our progress, and the path ahead. We wish you an inspiring read.

Greet Vanderheyden - Sustainability Director

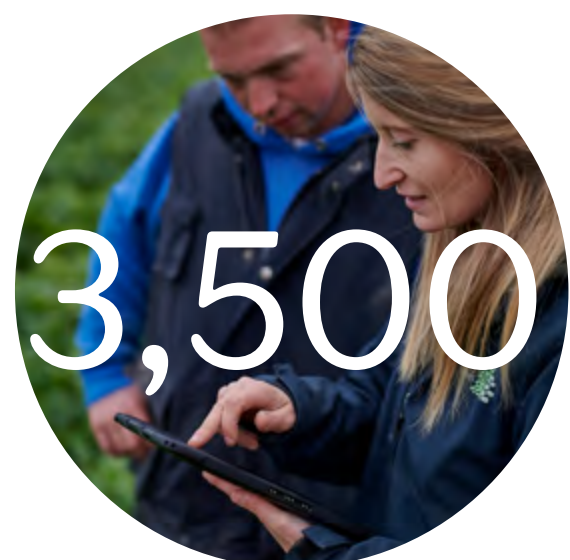


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We are Ardo

We are a family company that produces fresh frozen vegetables, herbs, and fruit. Every day, we preserve nature's gifts by freezing them at peak freshness, when taste and nutrients are at their best. All along the way, we keep a close eye on our impact and work hard to reduce our environmental footprint.

Ardo in numbers



Partnering with 3,500 growers

We partner with over 3,500 growers who share our values and commitment to quality. These long-term relationships help ensure fresh, responsibly grown vegetables and herbs, season after season.



Nearly 1 million tonnes distributed annually

Every year, we handle and distribute nearly 1 million tonnes of frozen vegetables, herbs, and fruit. That is peak-fresh goodness, carefully processed, and delivered at the right moment to markets around the world.



3,200+ colleagues worldwide

At Ardo, more than 3,200 committed colleagues bring passion and expertise to every step of our process. From field to freezer, teamwork and shared purpose help us grow responsibly and innovate continuously.



Operating across 16 sites in 7 countries

We operate from 16 production, packing & distribution sites across Europe, allowing us to stay close to our growers, customers, and key markets. Supported by 17 sales entities worldwide, with ArdoVLM as the largest sales office in Canada, our network ensures efficient production, reliable logistics, and consistent quality wherever our products are delivered.



Exporting to 100+ countries

Our products cross borders and oceans: we export to more than 100 countries worldwide. This global reach reflects trust in our quality and our ability to deliver fresh frozen food that meets diverse needs.



Generating an annual revenue of €1.3 billion

With an annual revenue of €1.3 billion, Ardo stands strong as a leading supplier in the fresh frozen category. This economic scale supports sustainable growth and continued investment in people, communities, and planet.



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Our purpose: growing food responsibly

At Ardo, our mission is to create impact in two directions. On the one hand, we contribute to a healthier, more plant-based food system by supplying the world with fresh frozen vegetables, herbs, and fruit. On the other hand, we continuously zoom in on how we grow, source and produce our products, to reduce our environmental impact as much as possible, with future generations in mind.



Our values

To realise our ambitions, we rely on four core Ardo values that guide how we work every day. They help us make consistent choices and stay focused on building a more sustainable future.



Our values



 **We are committed to our customers**

With a diverse product portfolio, we work as one team to deliver solutions that meet our customers' needs. Through cross-team collaboration and strong performance, we build reliable, long-term partnerships.

 **We are passionate**

We are proud of our products and of the values our company represents. We approach our work with energy and enthusiasm, striving to ensure Ardo's long-term viability.

 **We have a sense of ownership**

We work with responsibility and pride, taking ownership of outcomes, not just actions. With clear roles and responsibilities, we look for opportunities and improvements that benefit Ardo. By working together as one team across the group, we share a common goal: to make Ardo succeed, now and in the future.

 **We are authentic**

We are pragmatic, transparent, with a down-to-earth mentality. We communicate openly and directly, value feedback, and respect every contribution made at each stage of the chain.



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Our vast range of nutritious products into focus

Vegetables, herbs, and fruit are at the heart of what we do. We pay close attention to how they are grown, harvested, and processed, so their natural qualities are carefully preserved.

Our wide product assortment reflects the diversity of our fields. By staying close to our customers and watching how markets and food trends evolve, we make sure our products continue to fit everyday kitchens and professional menus alike.



Serving diverse customer needs



Food Service

By staying close to consumer trends, we develop products for our Food Service customers that combine taste, convenience, and ease of preparation, all under the Ardo brand. A broad product range that fits all culinary needs.



Food Industry

Our customers in the Food Industry rely on Ardo for consistent quality, produced in line with strict and market-conform standards. We look closely at every step in our process, so our partners can trust what arrives at their production lines, batch after batch.



Retail

Retail customers can count on Ardo for a wide assortment that fits seamlessly into everyday life. We adapt to changing consumer habits. By keeping a close eye on how people shop and cook, we make sure our range continues to feel relevant and practical.



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What makes plant-based frozen products sustainable

Fresh frozen vegetables, herbs, and fruit have a wide range of benefits that support a more sustainable diet. By taking a closer look at how they are grown, processed and used, their value becomes even more visible.



Benefits of fresh frozen



Grown in season

We grow our vegetables, herbs, and fruit in their natural season. Crops grow at the right conditions and location, using less water and energy, which helps reduce environmental impact.



Less food waste

Our products are pre-washed and pre-cut, and residual vegetable waste from processing is valorised wherever possible. This means the weight you buy is the weight that actually ends up on your plate. In addition, studies show that frozen vegetables can lead to more than 80%⁽¹⁾ less waste at retail level and a further 20–40% reduction at consumer level.

(1) Pacific Coast Food Waste Commitment (2021) US, Heller and Keoleian (2017) US



Packed full of vitamins

The nutritional value of vegetables, herbs, and fruit starts to fall straight after they're harvested. At Ardo, they are frozen in factories close to the fields in the country of origin, immediately after harvesting, so they retain their maximum nutritional value.



Cost-effective, all year round

Fresh frozen products help kitchens work more efficiently by significantly reducing preparation time in the kitchen. This helps optimise labour and operational costs while allowing chefs to serve vegetables, herbs, and fruit day in, day out, regardless of the season.



Convenience in the kitchen

As our products are pre-washed and pre-cut, preparation becomes quick and convenient. They are also easy to portion, allowing chefs to take exactly what they need while ensuring consistent quality in recipes and a smoother workflow in the kitchen.



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Our strategy at a glance

Discover our Horizon 2035 sustainability framework! It builds on the strong track record that already defines Ardo today. It starts from our proven expertise in sustainable agriculture, efficient operations, and long-term partnerships. From there we have sharpened our focus and increased the pace of our ambitions, bringing clearer priorities and a more resilient and future-oriented approach to the challenges ahead.



Sustainability topics that matter most

In 2023, Ardo conducted a double materiality assessment to identify the sustainability topics that matter most, both for our business and society. The results provide a clear foundation for our sustainability strategy 2035 and define the key themes for future reporting in line with the European Sustainability Reporting Standards (ESRS).

By taking a closer look at impacts, risks, and opportunities across our value chain, we established where Ardo's actions have the greatest relevance.

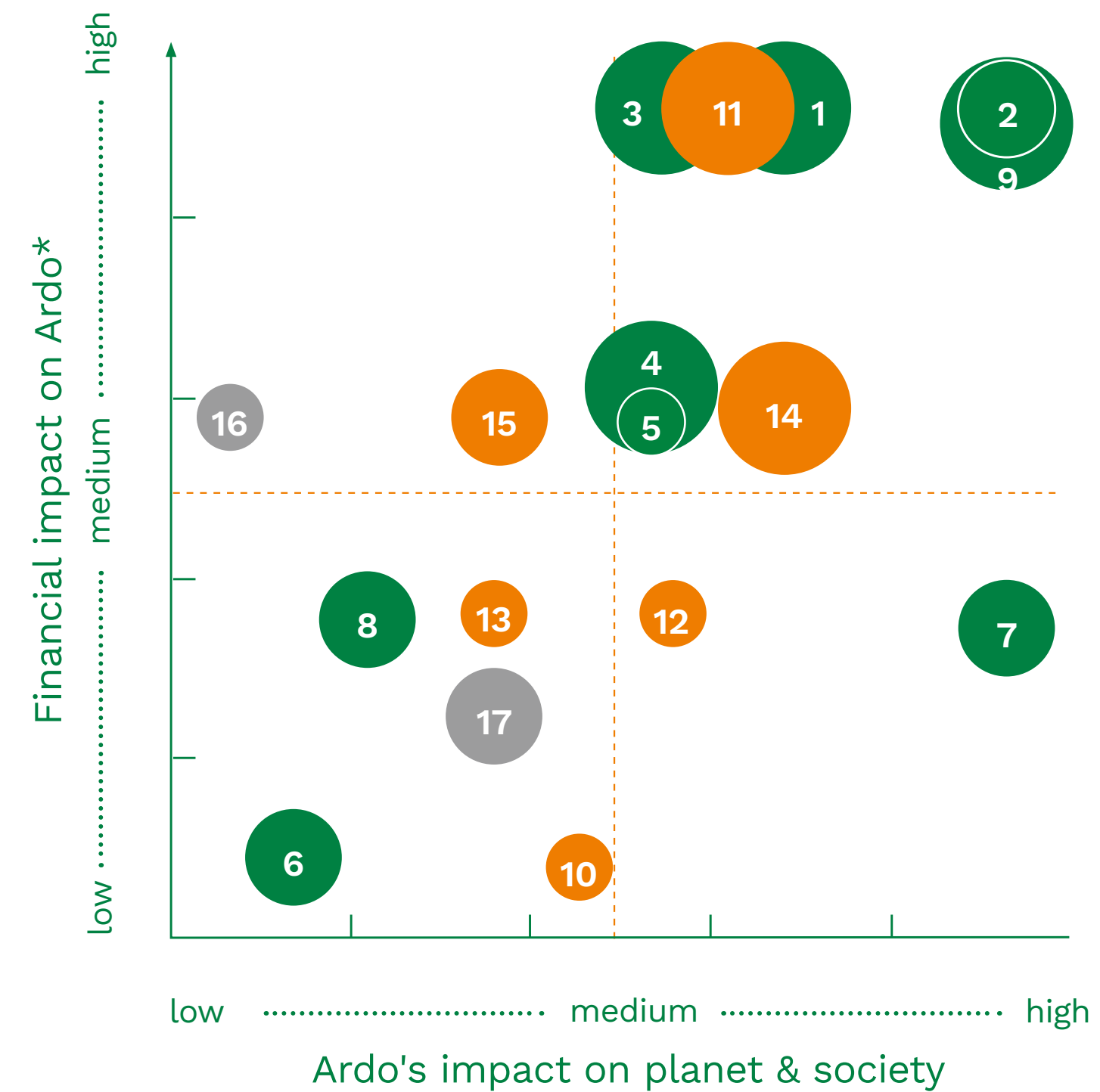
Key outcomes of the assessment

Highest dual-materiality priorities

Food quality & safety (11), Climate change impact & adaptation (3) and Employee well-being & safety (14) rank highest. These topics show a significant impact on Ardo's financial performance as well as on people and planet.

Strong environmental focus

Environmental topics like Carbon footprint (2), Regenerative agriculture (9) and Water management (4) were identified by stakeholders as highly important for Ardo's broader societal and environmental impact.



- Environment
 - 1 Energy management
 - 2 Carbon footprint
 - 3 Climate change impact & adaptation
 - 4 Water management
 - 5 Sustainable packaging
 - 6 Waste management
 - 7 Food waste
 - 8 Responsible sourcing
 - 9 Regenerative agriculture
- Social
 - 10 Health & well-being of local communities
 - 11 Food quality & food safety
 - 12 Innovative & nutritional food
 - 13 Inclusion & diversity
 - 14 Employee well-being & safety
 - 15 Employee engagement
- Governance
 - 16 Corporate governance
 - 17 Human rights & ethics

The size of the circles represent the importance of material topics to stakeholders: how stakeholders think Ardo is currently performing on ESG topics and what these stakeholders think should be future priorities for Ardo.

- Environmental topics
- Social topics
- Governance topics

*Financial includes potential reputational, regulatory, and operational risks/opportunities

Ardo sustainability strategy 2035

At the heart of the framework are four focused Ardo programmes: Regenerative Agriculture (MIMOSA+), Climate Mitigation & Adaptation (SBTi), Sustainable Sourcing (WeCare), and Resource Efficiency at our production sites. By concentrating on these pillars, we create clarity and direction. Together, they enable us to drive measurable impact across our value chain, from field to fork.

Above these pillars, our three long-term aspirations for 2035 frame our ambition. We aim to make sustainability a core driver of growth, to integrate nature more explicitly into decision-making and strengthen our climate resilience, and to build traceable, responsible supply chains aligned with our environmental and social commitments. These ambitions define both where we are heading and how we choose to operate as a company: be resilient, responsible and customer-focused.

A strong strategy can only succeed when it rests on solid foundations. For Ardo, these include further digitalisation, employee well-being and safety, uncompromising food safety and quality, and continuous innovation. These foundations enable progress and support and reinforce each pillar of our Horizon 2035 framework.

This framework will be translated into concrete action plans across all Ardo sites and teams, ensuring that our shared vision results in measurable progress in practice.



By concentrating on these pillars, we create clarity and direction. Together, they enable us to drive measurable impact across our value chain, from field to fork.



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Ardo sustainability strategy 2035

Our ambitions

Sustainability as core driver of our growth

Play at the highest level with our customers

Nature as a shareholder instead of a resource

Integrate nature in decision-making and build climate resilience

Supply chains aligned with our DNA and sustainability goals

Build traceable, responsible supply chains

Our 4 pillars



Large-scale implementation of climate-resilient and sustainable agriculture together with our farmers



Reduce emissions across operations and supply chain in line with SBTi goals, and adapt to climate change



Roll out carbon reduction and sustainability objectives from MIMOSA+ across our supplier base



Maximise efficiency and circularity of energy, water and waste across all production sites

Our foundations

Digitalisation

Innovation

Food safety & quality

Employee safety & well-being

A closer look at resilient agriculture through MIMOSA+

At Ardo, we have always worked side by side with farmers. Every day, our 68 agronomists are in the field with them, improving practices, season after season. We call it active field management, and we want to apply it across all crops, throughout the entire growing cycle.

Over the past decade, climate change has left its mark on the fields. Drought, heavy rainfall, and shifting weather patterns have made one thing clear: managing only the crop is not enough. We need to widen our perspective.

This is where our MIMOSA+ programme (Minimum Impact, Maximum Output, Sustainable Agriculture) comes into play. It supports farming practices that strengthen soil health, enhance biodiversity, protect water resources, and limit climate impact, all while securing reliable yields for the future.

Our goals

Soil fertility is under pressure from modern agriculture, and soil structure is affected by increasingly heavy machinery. More extreme rainfall increases erosion, and soil analyses show a steady decline in organic matter. As a result, the biological activity of the soil is affected.

Together with our farmers, we want to help reverse this trend. It is an ambitious goal, and improvements in soil fertility take time, but we are confident that change is possible and are committed to making it happen.

Towards 2035, our ambition is to scale up regenerative farming practices across our fields. With the farmers, we will focus on soil health, a topic closely linked to the way we grow our crops and the daily work of our farmers. This includes integrating our crops into healthy, diversified crop rotations, as well as good management of cover crops and preparation of the soil.



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What we focus on

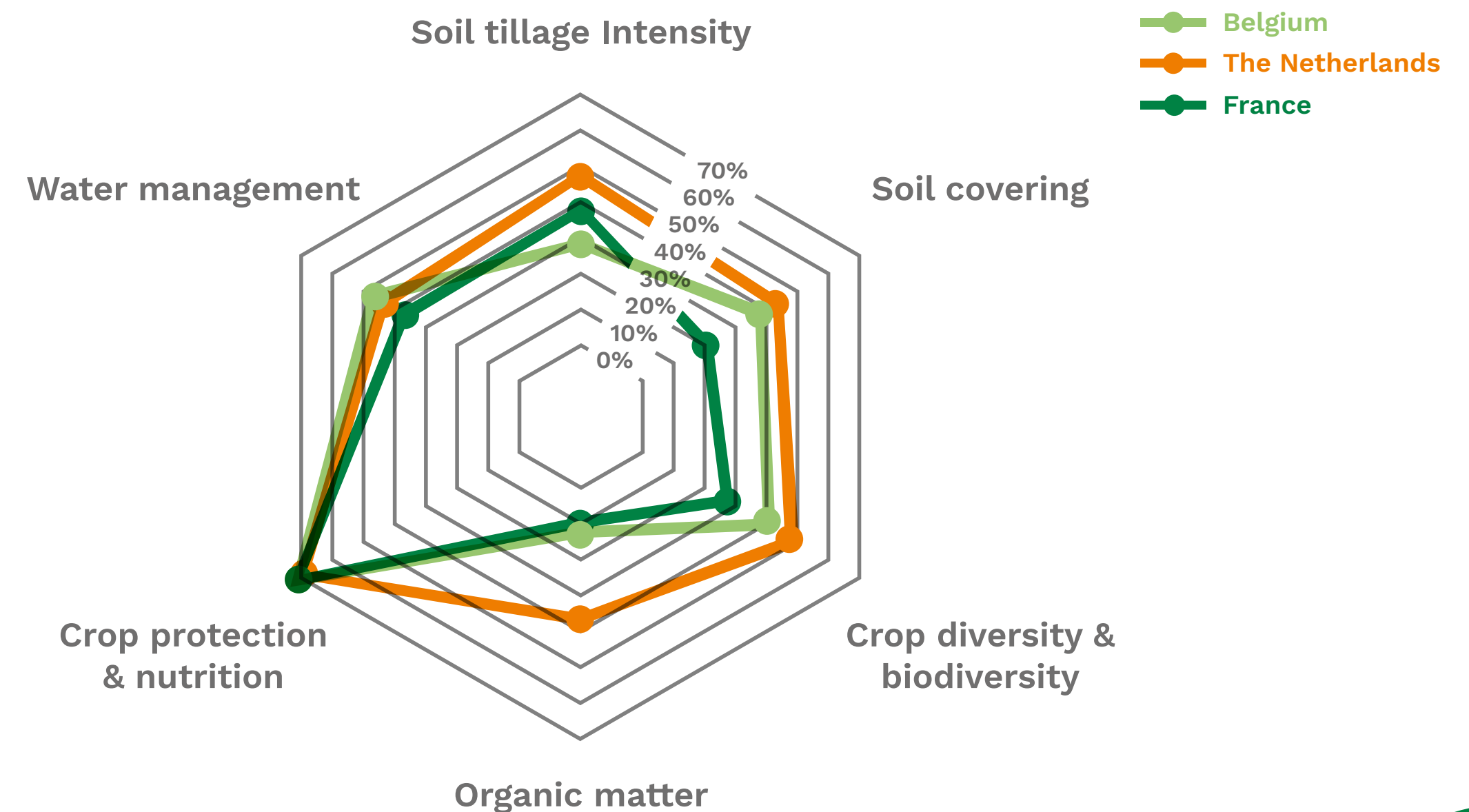
Greencards as our compass

The Greencard is a questionnaire developed with two Belgian partners, SCAM and Raffinerie Tirlemontoise, to evaluate farmers' implementation of good agricultural practices. Based on the logic of the SAI Farm Sustainability Assessment, it helps identify strengths and areas for improvement at both individual and group level. Beyond the assessment itself, the Greencard fosters constructive discussions between farmers and our agronomists on agro-environmental practices. It also allows farmers to benchmark themselves against their peers and gain insight into practices they could adopt on their own farms.

Over the past three years, around 500 Ardo farmers in northern France, Belgium, and the Netherlands have completed the Greencard, and the results are very instructive. Consequently, we have chosen to place a stronger focus on Soil Health. Together with our farmers, we believe that everything starts there.

In the region Ardo Ardoonie and Koolskamp (BE), the Vegaplan Standard is followed for the cultivation of intensive crops. Vegaplan is a Belgian certification standard for vegetable raw material, that guarantees food safety, quality, and sustainability in the agricultural sector.

In 3 of our main growing regions, good practices related to crop protection and plant nutrition are generally well implemented, while soil health and biodiversity still offer significant opportunities for progress.



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What we focus on

Working closely with our farmers

In each growing zone, dedicated agronomists work closely with farmers to improve soil fertility and make better use of resources. We also further develop local action plans that bring small groups of farmers together to share best practices and achieve tangible results.



Partnering with our customers

We build partnerships with our customers around sustainable projects, such as SBTi-related carbon reduction and initiatives that support biodiversity.

Measuring progress and impact

We have identified yearly KPI's to quantify the evolution of our practices. By making our impact and results easier to measure, we support the wider adoption of regenerative practices while meeting corporate reporting requirements and customer expectations.

KPI's	Description	Targets 2035
PPP residues	Part of the production containing less than 0.01 ppm residues	80% residue free (by 2027)
Rotation	Healthy rotation of our crops in order to maintain soil fertility on the long term	Crop related
Soil Covering	Improve soil fertility by maximising the use of cover crops	Soil covered > 240 days / year
Carbon / Clay	Increase the humus content of the soil to improve soil fertility, water availability and carbon sequestration	Carbon/Clay ratio > 7 or equivalent per zone
Water management	Optimising the use of water by a systematic use of soil sensors or water balance tools to implement irrigation	- Decision Support System for each irrigation
Fertilisation	Optimise the advices to farmers and the use of Nitrogen (and other fertilizers)	- Reliable advice to 100% fields - 10% reduction of Nitrogen/ton frozen
Carbon Footprint	Quantify and reduce the Carbon Footprint of each product (on frozen weight)	- Optimize CO ₂ /ton frozen - Target %/T fresh reduction (under development)
Biodiversity	Percentage of hectares equivalents of agricultural land from our farmers allocated to biodiversity (hedges, etc.)	- Target % of hectares allocated (under development)

E4-3 — Actions and resources related to biodiversity and ecosystems

E4-4 — Targets related to biodiversity and ecosystems

E4-5 — Impact metrics related to biodiversity and ecosystems change

Our progress in research and development

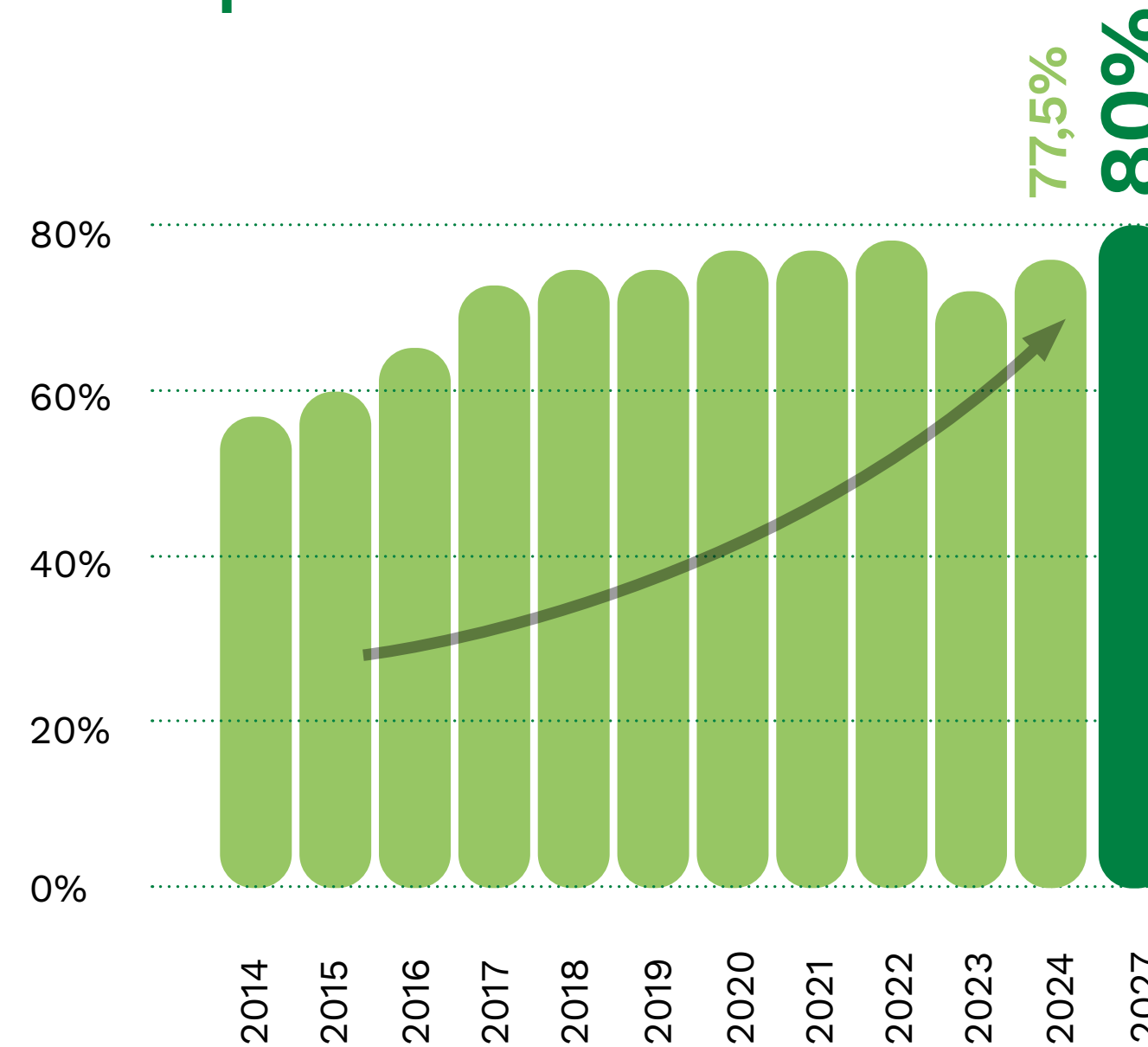
Residue-free

One of the primary KPIs for measuring the success of our MIMOSA+ programme is the percentage of planned production volumes with residues less than the detection quantification limit (<0,01ppm). In 2024, 77,5% of our frozen vegetables contained no quantifiable pesticide residues (below 0.01 ppm) at group level. Over the past five years, this level has remained stable. Season after season, our agronomy teams look closely at crop protocols, refining them in response to the evolving EU regulatory framework.

We are seeing steady progress in key crops such as peas, carrots and beans. However, climate change, new pressures on the crops and changes in legislation are making our residue-free goal challenging sometimes. We will remain focused and committed, and, step by step, we are working towards our goal of 80% residue-free Ardo-grown produce by 2027.

Step by step, we are working towards our goal of 80% residue-free Ardo-grown produce by 2027.

% crops with zero residue



Our progress in research and development

Soil covering

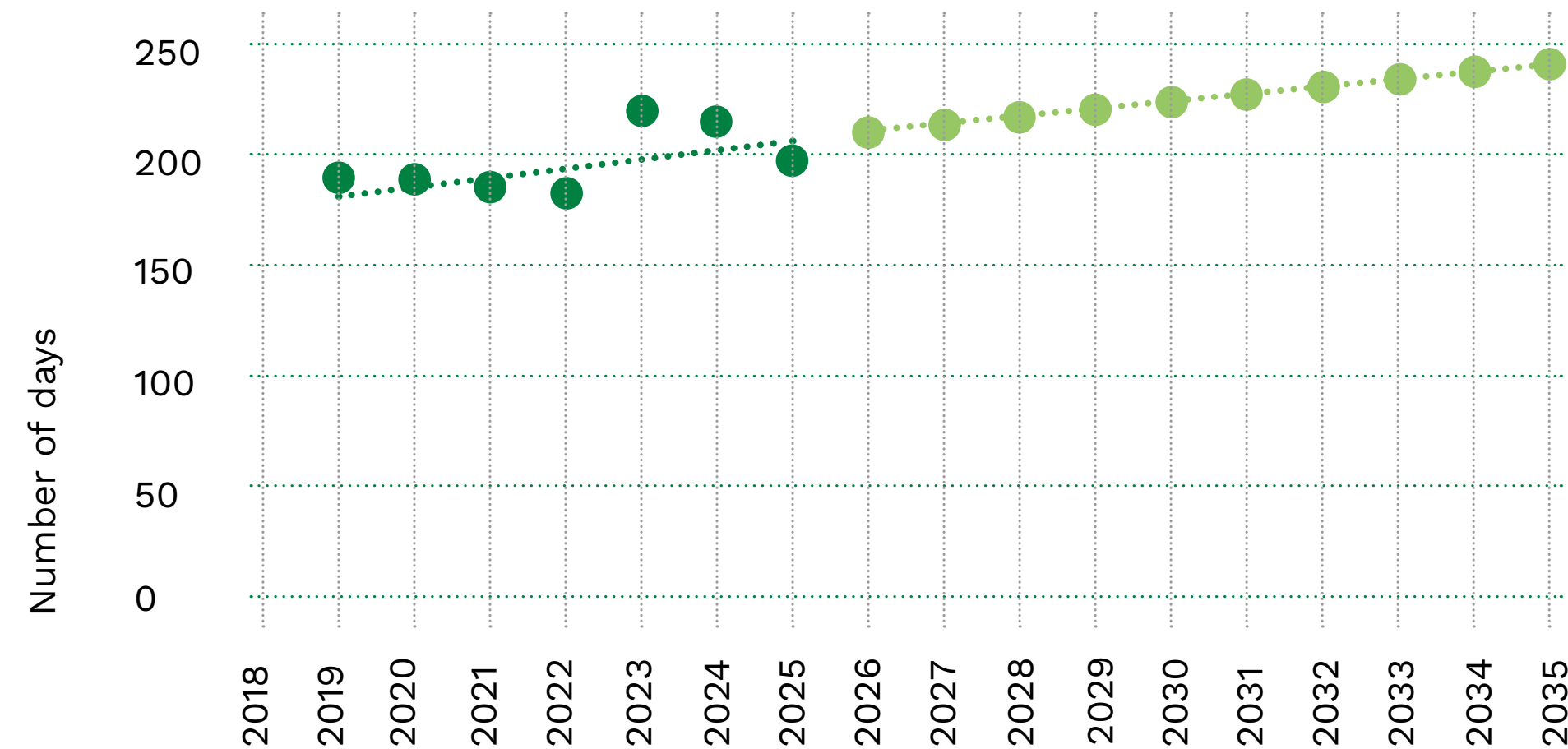
Maintaining vegetation cover for as long as possible is a key lever to improve soil fertility. When soil remains covered, nutrients are better retained and photosynthesis captures carbon from the air, increasing the organic matter content of the soil. For this reason, maximising the use of cover crops between productive crops is an essential part of our approach.

To monitor progress in a consistent and objective way, we measure annual soil cover using satellite imagery. This methodology estimates the number of days per year with well-developed vegetation, based on NDVI⁽¹⁾ thresholds above 0.25 or 0.35, depending on soil type. These measurements allow us to objectively assess soil covering, compare practices within and across regions, and track improvements over time.

Looking at the satellite information from our peas and beans fields since 2019 (close to 50% of our surface), we observe a very positive trend in the soil covering. On average, each year, the soil is covered 3 days more than the year before. It means that the fields are covered 2 weeks more than 5 years ago. This is a great improvement that will have a positive impact on soil health and we aim to follow this trend during the next 10 years, and reach 240 days soil covering by 2035.

(1) Normalized Difference Vegetation Index: an index based on satellite or drone imagery used to measure vegetation health and activity

Evolution of days per year with well-developed vegetation in peas and beans fields



We observe a very positive trend in the soil covering among our farmers in most regions.



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Our progress in research and development

Water management

Our ambition is to base 100% of irrigation decisions on objective measurements in vegetable and herb fields. To support this, we have carried out more than 169 tests across 52 fields in different growing regions over recent years, to ensure we apply the best measurement techniques.

These tests compared a range of technologies, including satellite imagery, hydric balance calculations, capacitive sensors, tensiometer sensors, and manual soil water measurements. The resulting data formed the basis of a unique comparative study, enabling us to identify the most suitable technologies to apply in our vegetable and herb crops.

Several sites, including Saint-Sever (FR), Zundert (NL), Geer (BE) and Badajoz (ES), have already structured their irrigation advice based on these insights. From 2026 onwards, we will continue to invest in tensiometer sensors and further develop irrigation advice as a service to farmers. In 2026, 40% of our sites will have deployed solutions to monitor the hydric status of their crops.



**Better irrigation
starts with measuring
what the soil and
crops truly need.**



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Our progress in local implementation

Water management in Zundert

Our research showed that tensiometers deliver the best results for identifying water stress. In 2026, we will introduce them more widely in our carrot fields, offering a sensor to growers in the region of Zundert (NL). This will cover around 400 hectares in total. The sensors have already proven their effectiveness in beans and peas, where they will also be put into use. At the same time, we are testing their use in other crops such as parsnips and salsify.



**With soil sensors,
we help growers
use water smarter
and farm more
precisely.**



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Our progress in local implementation

Fertilisation and water management in Badajoz

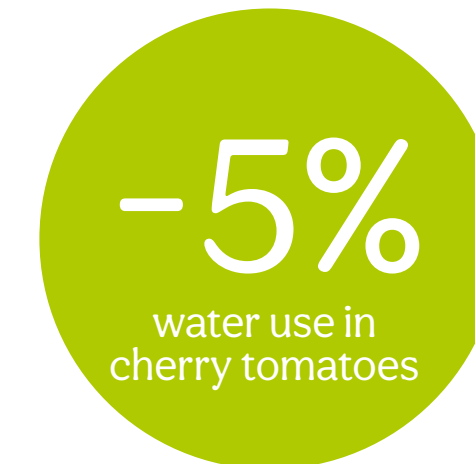
In Badajoz (ES), we support farmers from the start of the season to harvest with practical fertilisation advice. It begins with soil analyses in the field to understand soil quality and fertility. Based on these results, we provide farmers with a first fertilisation recommendation.



We guide growers with in-season fertilisation and irrigation advice that cuts water and nutrient use.

During the growing season, we carry out sap analyses directly in the field to monitor the nutritional status of the crops. Using a portable ionometer, we measure nitrogen, potassium, calcium, pH, sodium, and salinity on the spot. This allows us to adjust fertilisation advice quickly, and accurately. Today, this approach is used for peppers, cherry tomatoes and potatoes, with the next step being to extend it to eggplant, and broccoli. Thanks to this approach, nitrogen use in mature pepper crops was reduced by 28% between 2018 and 2025.

Alongside fertilisation advice, farmers receive weekly irrigation recommendations based on satellite images, weather stations, and soil sensors. In peppers, this led to a 12% reduction in water use (m³/ha) between 2019 and 2025, and in cherry tomatoes to a 5% reduction between 2024 and 2025.



Our progress in local implementation

Soil covering and soil health in Violaines

In northern France, Ardo worked together with its local producer organisation Agoris to organise dedicated training sessions for farmers. These sessions were delivered by external advisors and aimed to provide farmers and agronomy teams with a deeper understanding of two key topics, but also to enable exchange of experiences between the farmers and plan trials with agronomists.

A first group of about 40 farmers decided to join our training program. Step by step, farmers work on optimizing soil preparation, managing the cover crops and looking for the right mix of species. In 2025, this approach supported 500 hectares. In 2026, the aim is to reach 1,000 hectares and to expand the programme with additional specialised training sessions, including on soil biology.



**Healthy soils
start with shared
knowledge and
strong partnerships with
our farmers.**



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Our progress in local implementation

Water management in Geer

In Geer (BE), two irrigation management approaches were tested side by side: tensiometer probes and the water balance method. More than 200 hectares were monitored using tensiometers, alongside over 500 hectares using the water balance approach. Tensiometers provide accurate, real-time insight into soil moisture but require more effort in the field, while the water balance method relies on manual data input and precise rainfall measurements.

After three years of trials, 50 additional tensiometers were purchased to extend monitoring and further improve irrigation timing. To further support more precise and efficient irrigation, ten reel irrigators will be equipped with the Raindancer system. Using GPS, water pressure data and adjustable settings, this system ensures a uniform water application up to the field boundary.



**Smart irrigation
combines real-time
soil monitoring and
data-driven water
management to
optimise every drop.**



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Our progress in local implementation

Soil health in Ardooie

In 2025, our agronomists launched a new approach in Ardooie (BE), bringing small groups of farmers together on a regular basis to exchange knowledge and discuss soil health and biodiversity. These sessions focus on sharing practical experience and identifying what works in the field.

Topics include the use of cover crops, adapted ploughing techniques, well-balanced crop rotations, and responsible fertiliser practices. The aim is to accelerate meaningful action on the ground while safeguarding product quality and yields, with a clear focus on what matters most to farmers: healthy soil as their core capital.



**Farmers join forces
to share knowledge
and strengthen
soil health.**



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A closer look at climate mitigation and adaptation

Climate change is impacting us all, from farmers to consumers. Periods of drought and heavy rainfall affect crop yields and disrupt operations, impacting our supply chain. At the same time, global food systems account for around one third of global emissions⁽¹⁾, making them a significant contributor to climate change.

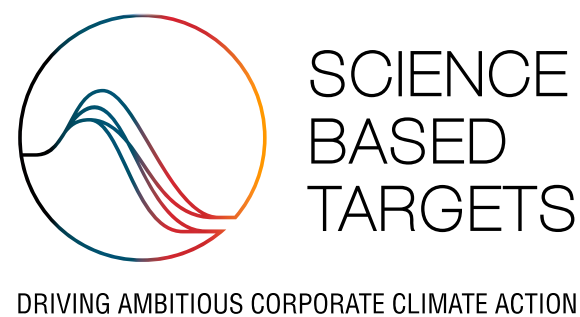
That is why we need to look at both sides of the picture. Climate mitigation focuses on reducing emissions across food production and supply chains. Climate adaptation, in parallel, supports farmers and operations in adjusting to changing conditions and strengthening resilience to future climate impacts.

⁽¹⁾ Food systems account for over one-third of global greenhouse gas emissions | UN News

Our goals

By 2035, we aim to meet the SBTi goals in line with the Paris Agreement by reducing emissions across our own operations and supply chain. We will further develop a climate risk approach, adapting our operations to a changing climate.

The Science-Based Targets initiative (SBTi) is a global organisation helping companies and financial institutions take action against climate change. Their mission is to drive science-based climate action in the corporate sector consistent with limiting global warming to 1.5°C or well below 2°C.



In April 2026, Ardo’s near-term science-based targets were validated by the Science Based Targets initiative (SBTi). Our validated targets are:

- Ardo Foods NV commits to reduce absolute scope 1 and 2 GHG emissions 65.56% by FY2035 from a FY2020 base year.
- Ardo Foods NV also commits that 65.0% of its suppliers by spend covering purchased goods and services, fuel- and energy-related activities and upstream transportation and distribution, will have science-based targets by FY2030.
- Ardo Foods NV commits to reduce absolute scope 3 FLAG GHG emissions 42.4% by FY2035 from a FY2024 base year.
- Ardo Foods NV commits to no deforestation across its primary deforestation-linked commodities, with a target date of December 31, 2025⁽¹⁾.



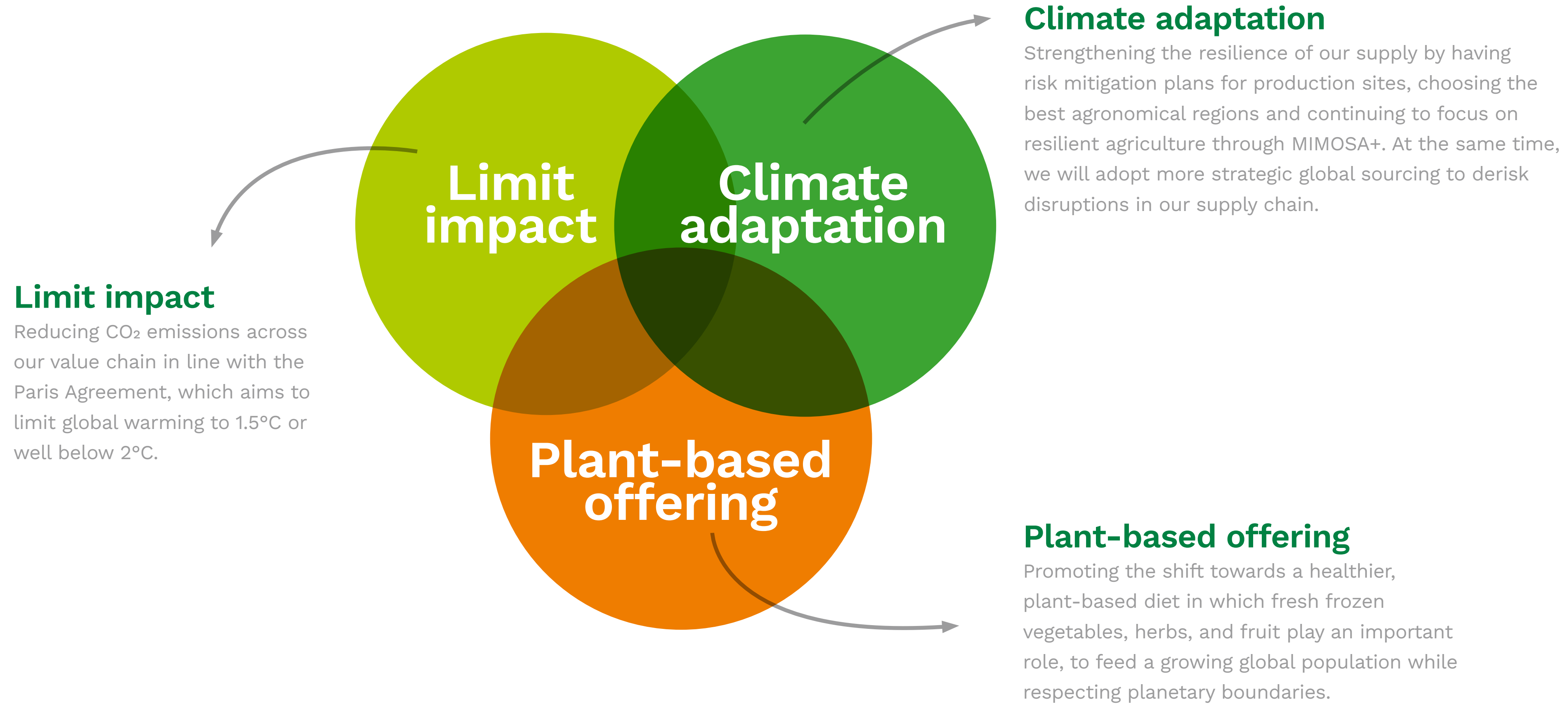
Beyond our validated targets, Ardo is exploring, together with partners, how improved insights and clear pathways can support science-based carbon reduction in vegetable cultivation.

(1) The no-deforestation target date reflects SBTi FLAG Guidance V1.1, which applied when Ardo submitted its targets before 31 December 2025



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What we focus on



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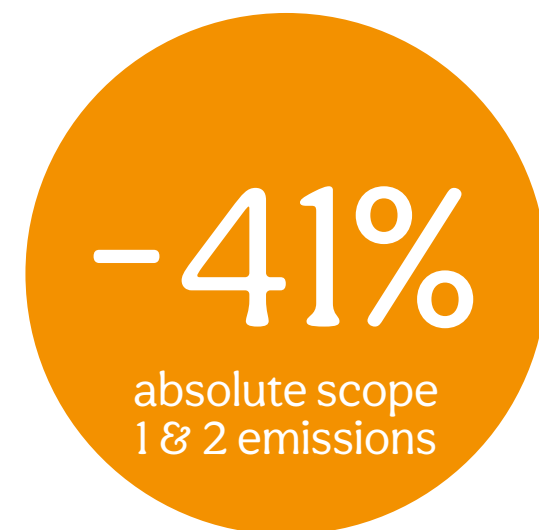
Our progress

Climate mitigation: CO₂ reductions

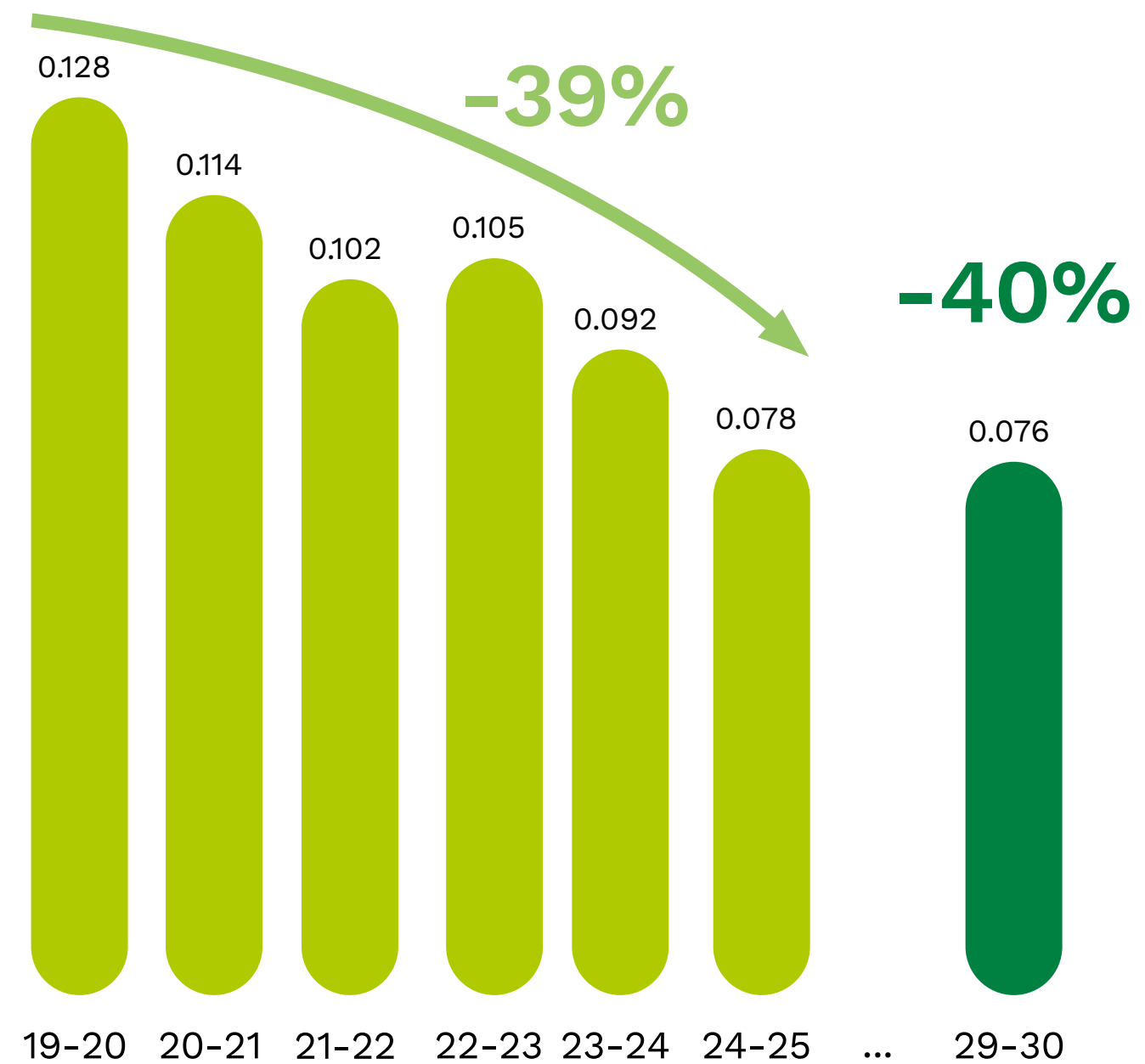
In FY2024/25, we reduced our absolute emissions (scope 1 and 2) by 41% compared to our FY2019/20 baseline. Over the same period, our FLAG emissions (scope 3) decreased by 5,4% compared to FY2023/24.

Today, 6.08% of our supplier spend - covering purchased goods and services, fuel- and energy-related activities, and upstream transport and distribution - comes from suppliers that have validated science-based targets. Our goal is to reach 65.0% by FY2029/30.

We aim to reduce our Scope 1 & 2 emissions intensity by 40% by FY2029/30 (vs. FY2019/20), and have already achieved a 39% reduction since FY2019/20. Changing production volumes may influence future intensity performance, but we continue to improve our energy efficiency and optimise our operations to stay on track toward this target.



Scope 1 & 2 Intensity (T CO₂eq / T prod) per financial year



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Our progress in local implementation

Climate adaptation at production sites

Water Resilience Analysis

We recently took a closer look at water resilience across our sites and growing regions, both today and looking ahead to 2050. This analysis confirms that some locations already experience higher levels of water stress — meaning that local water demand in the region could be greater than what is naturally available. By identifying these areas early, we can act proactively and focus our efforts where they matter most.

Looking toward 2050, certain regions are expected to remain under elevated pressure, while most of our sites are projected to face medium or low stress levels. These insights provide us with a clear picture of where we need to prioritise action, helping us to strengthen resilience across our footprint. As part of our broader sustainability ambition, we will continue monitoring evolving conditions and taking preventive measures to safeguard water availability for our operations and communities.



By mapping water stress today and towards 2050, we can focus action where resilience is needed most.



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Our progress in local implementation

Climate adaptation in agriculture

Crop evaluation and regional optimisation

We focus on growing the right crop, at the right time, in the most suitable region. By analysing how crops perform under specific climatic and regional conditions, we strengthen product quality and the reliability of our supply chain. We also assess how water availability and climate extremes, such as drought, temperature fluctuations, flooding, and storms, affect crop performance. These insights guide investments in resilient cultivation systems, efficient irrigation, and future-proof growing strategies.

Winter herbs pilot at Le Moustoir

At the Le Moustoir site (FR), a winter crop programme was piloted with parsley and coriander to secure supply during the low season, reduce summer production pressure and mitigate climate risks such as drought and heatwaves. Initial results show that winter cultivation improves weed control and eliminates the need for certain plant protection products typically required in spring.

Growing the right crop in the right place helps build a resilient, high-quality supply chain for the future.



We preserve nature's gifts

A closer look at sustainable sourcing through WeCare

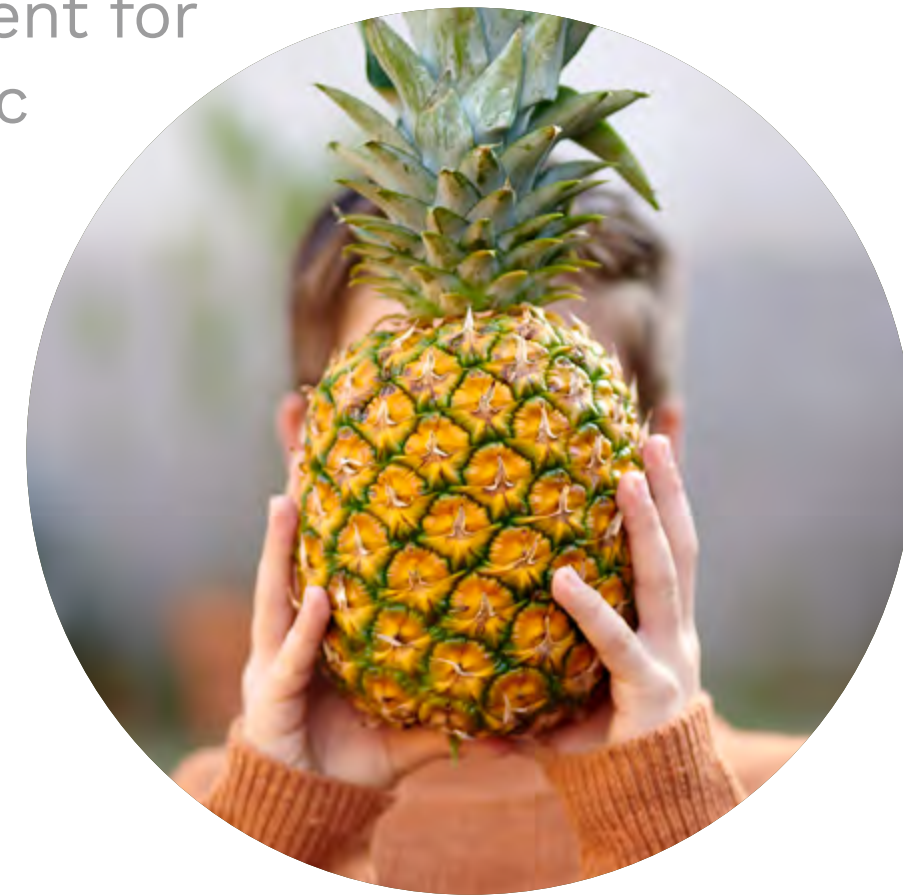
WeCare is Ardo's sustainable sourcing programme. Through this programme, we take a closer look at how our supply chains operate, making sure they are traceable, responsible, and aligned with our environmental and social ambitions.



Our goals

By 2035, we aim to increase our suppliers' contribution to Ardo's sustainability goals by rolling out carbon reduction and relevant objectives from MIMOSA+ across our supplier base. We want to develop long-term partnerships with key suppliers to achieve commitment and transparency. We look beyond compliance alone.

By working closely with our suppliers, we aim to create positive impact, in two complementary ways: supplier engagement for compliance and strategic supplier engagement.



We Collaborate to Action, Responsible sourcing & reduce Environmental impact

What we focus on

Supplier engagement for compliance

We will encourage suppliers to adopt recognised certifications that cover social and ethical standards, climate action and environmental performance, such as Sedex⁽¹⁾, SMETA⁽²⁾, FSA⁽³⁾ and SBTi⁽⁴⁾. These frameworks help bring clarity and shared standards across our supply chain.

Strategic supplier engagement

Together with our key partners, we will work closely on high-impact projects that reduce risks and strengthen resilience across our supply chain. We will guide our suppliers with clear recommendations and best practices.

- (1) Supplier Ethical Data Exchange
- (2) Sedex Members Ethical Trade Audit
- (3) Farm Sustainability Assessment
- (4) Science-Based Targets initiative



We preserve nature's gifts

Our progress

Rollout of WeCare framework for sustainable sourcing

In 2025, we took a closer look at how sustainability is embedded in our global procurement strategy. We strengthened our WeCare programme to focus on what matters most, through closer collaboration with our suppliers. We combined this ambition for strong partnerships with key food suppliers with a clear engagement model for our wider supplier base.

By looking carefully at risks and impact, we decided:

- Which suppliers require the most attention, based on their CO₂ contribution to our footprint, purchase volumes and strategic importance.
- Which topics to focus on, guided by risk research, local context and an open dialogue with our suppliers.

To turn this focus into action, we are launching collaborative projects aimed at scaling up MIMOSA+ and reducing CO₂ emissions. These priorities will be fully integrated into how our global procurement teams work.



Through the WeCare framework, we strengthen partnerships with suppliers to drive meaningful progress.



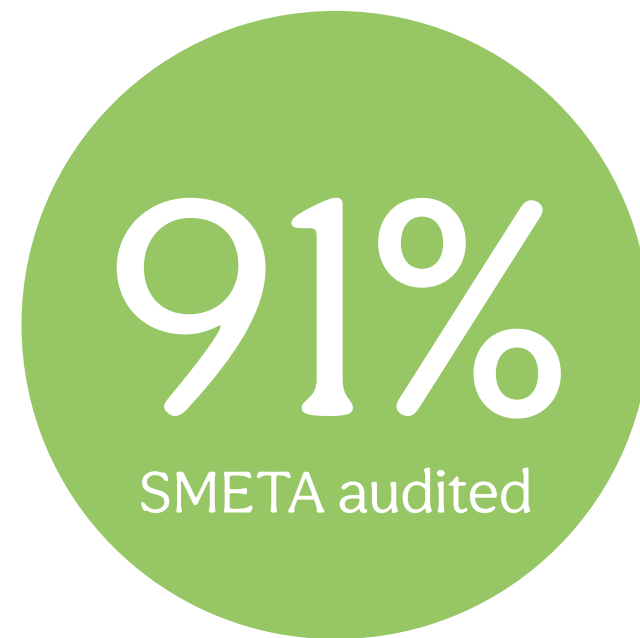
We preserve nature's gifts

Our progress

Social and ethical compliance

In fiscal year 2024/25, 91% of frozen food suppliers in high-risk countries are SMETA audited.

SMETA audits (Sedex Members Ethical Trade Audits) are assessments that check a company's ethical, social, and environmental practices.



Sustainable farming of fruit

In 2025, 68% of our fruit partners were certified under the SAI Platform Farm Sustainability Assessment (FSA) and/or GlobalG.A.P. – both recognised standards for sustainable and responsible farming practices. Reaching this number was challenging as extreme weather disrupted fruit yields and availability during the year.



We preserve nature's gifts

A closer look at resource efficiency

By working more efficiently and circularly, we aim to use our resources to their full potential, while reducing carbon emissions, water use, and waste across our operations.



Our goals

By 2035, we aim to maximise resource efficiency for all production sites and apply circularity for energy, water, and waste when possible.



What we focus on

Energy

To reduce our direct greenhouse gas emissions, we follow three clear principles: first reduce energy use, then reuse energy where possible, and finally regenerate by investing in green energy.

Water

We focus on reducing water use, reusing treated wastewater, and addressing risks at sites located in areas with high water stress.



Packaging

By reducing packaging weight, increasing the use of sustainable materials and improving recyclability, Ardo supports a more circular approach to packaging.



Waste

Our first priority is to minimise vegetable waste and make the most of the raw materials that enter our processing facilities. Any remaining waste is valorised as much as possible. For example, in several sites, vegetable waste is converted into energy through biomethanisation installations or processed externally. The by-products of anaerobic digestion are used as organic fertilisers by farmers for the next growing season.



We preserve nature's gifts

Our progress

Circular economy principle in Ardooie

We aim to apply circular economy principles across our sites wherever feasible. The visual illustrates one of our most developed sites, Ardooie (BE), where several circular loops come together.

Water

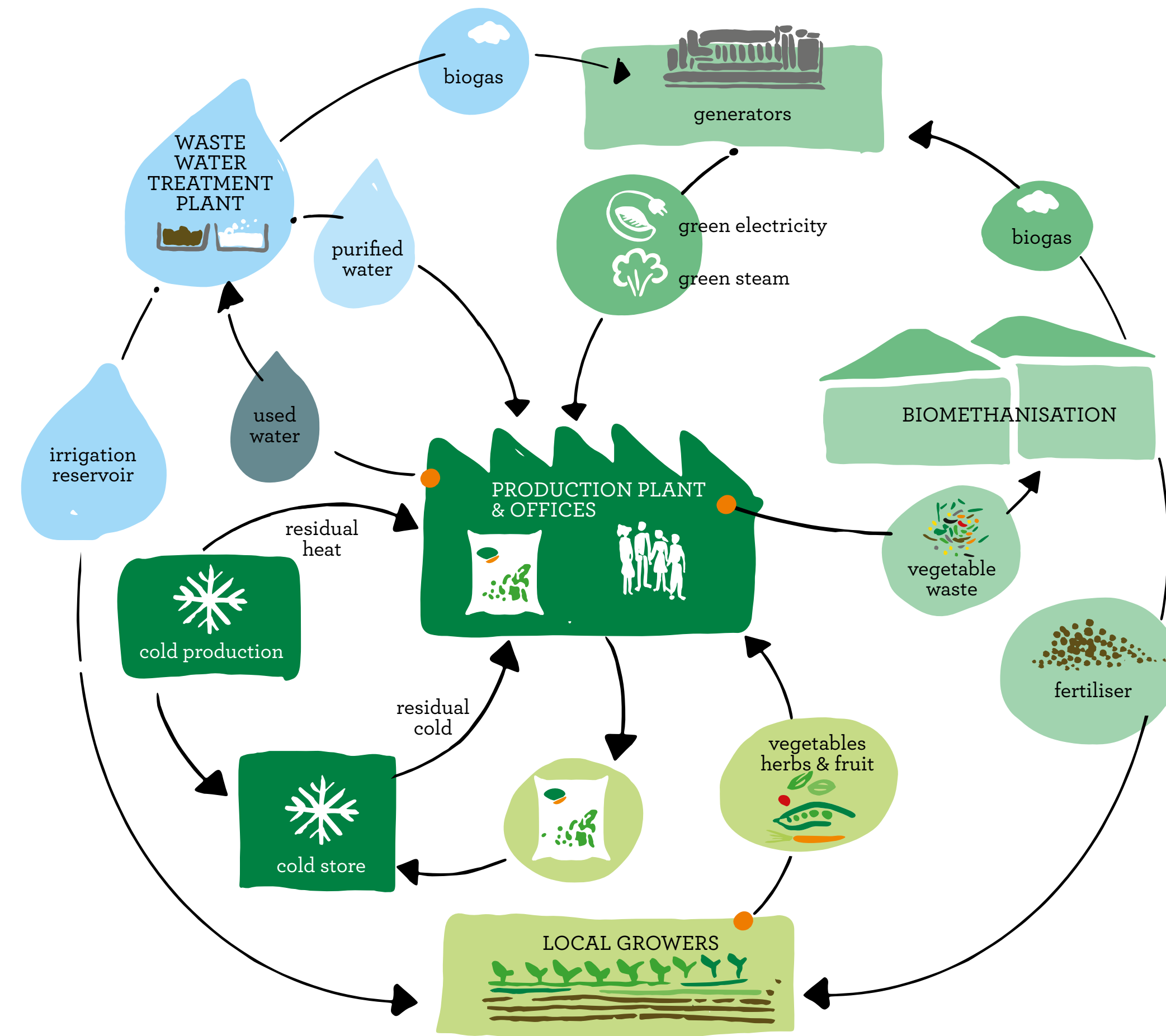
Wastewater from the factory is treated in on-site wastewater treatment plants. Part of this water is reused in the factory, while the remaining treated water is directed to an irrigation basin. Farmers can draw from this basin during dry periods or climate-related water shortages.

Vegetable waste

Vegetable waste from the factory is sent to biomethanisation, where it is converted into biogas that generates green electricity and steam covering almost half of the electricity demand. The by-products from this anaerobic digestion process are further valorised as organic fertilisers, which farmers use to grow crops for the next season.

Energy recovery

Residual heat and cold from our refrigeration systems and cold storage are recovered and used to heat or cool the office buildings.



We preserve nature's gifts

Our progress

Resource efficiency in Le Moustoir

At our Le Moustoir site in France, we have achieved strong, measurable progress in improving resource efficiency, together with our team:

Energy

- We reduced the electricity consumption ratio by 23% over five years through daily monitoring and targeted energy optimisation initiatives.
- We implemented continuous energy monitoring systems (MIV) to improve transparency and operational control.
- We increased factory yield and line efficiency, reducing energy losses linked to bottlenecks and defrost cycles.

Water

We achieved a 36% reduction in the water consumption ratio over five years, by daily monitoring and participation in a regional water-saving programme.

Waste & Circularity

- We valorise 100% of vegetable waste by redirecting it to animal nutrition in partnership with local farmers.
- We continue to organise structured recycling of metal, wood, and other operational waste streams.



Thanks to the team, continuous monitoring and optimisation are turning resource efficiency into measurable progress.



We preserve nature's gifts

Our progress

Energy-efficient freezing technology in Benimodo & Badajoz

At our Spanish sites in Benimodo and Badajoz, new freezing tunnels have been installed to replace older units. These modern, energy-efficient tunnels require less energy to freeze our vegetables, contributing to a lower CO₂ footprint.

Turning wastewater into green energy in Violaines

At our site in Violaines (FR), organic matter from wastewater is converted into valuable biogas. This process reduces waste while harnessing a renewable energy source, which is then used to generate electricity, supporting both resource efficiency and lower environmental impact.



Packaging thickness reduction

In fiscal year 24/25, we reduced the thickness of consumer foil packaging by 2.7% compared to the previous year, saving 93,096 kg of material while maintaining product quality.

Small packaging changes deliver significant material savings.



Food safety & quality

Food safety and quality are fundamental to Ardo. Across every stage of the value chain, from field to factory to external suppliers, we ensure that our fresh frozen vegetables, herbs, and fruit meet high and consistent standards.

By combining innovative technologies with robust quality management systems and digital tools, we safeguard product safety and quality. Our processes are designed to comply with global standards while responding to evolving challenges, including climate change and changing consumer needs.



Our goals

By 2035, our ambition is to continue to be recognised as a reference in food safety and product quality within the frozen vegetable, fruit, and herb sector, delivering safe, consistent, and exceptional products that earn and maintain consumer trust from field to fork.



What we focus on

First Time Right & active quality management

We apply a proactive approach to quality across the entire value chain, from field to fork. By aiming to get it right the first time and continuously improving our processes, we reduce risks and ensure consistent standards with focus on the correct quality from the field as basic principle.

Digitalisation for real-time monitoring

We use digital tools to monitor quality parameters in real time. This strengthens control, improves traceability and allows us to respond quickly.

Customer-focus mindset

We align our quality standards with customer expectations and requirements. By maintaining close dialogue with our customers, we continuously improve our processes and ensure that safety, consistency, and reliability remain central to everything we deliver.

Supplier assurance programme

We apply a structured system for the approval, evaluation, tiering, and development of externally sourced goods. Each year, more than 80 supplier audits are conducted to ensure alignment with Ardo's standards. In complex sourcing regions, our LOBO ("local boots on the ground") system provides on-site presence to safeguard food safety, quality, and supply stability at origin.



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Our progress

Improving quality

PURE (Prevent, Uncover, Reduce and Eliminate foreign bodies) is a programme applied across our value chain, from field to factory, to prevent foreign objects from entering our final products. The number of PURE complaints decreased from 3.4 to 3.3 per 1,000 tonnes produced, reflecting continuous efforts to strengthen quality control across our operations.



Prevent, Uncover, Reduce, Eliminate

Our Food Safety Golden Rules

Six clear rules guide daily food safety practices across our sites:

- 1.** Hygiene rules: I know and follow the required personal hygiene rules
- 2.** Allergens: I understand the importance of managing allergen risks in my work environment
- 3.** Cleaning: I keep my work place clean and tidy
- 4.** Instructions & procedures: I ensure that I fully understand the instructions and procedures I must follow
- 5.** Reporting: I am committed to identifying, reporting, and addressing food safety issues
- 6.** First time right: Do it once, do it well!



We preserve nature's gifts

Our progress

Creation of an answernaire

The Answernaire provides a clear overview of how Ardo delivers quality, food safety, and sustainability across the value chain.

It outlines our structured approach to:

- Field-to-fork transparency
- Supplier assurance
- Food safety management
- SHINE⁽¹⁾ project
- PURE project

Designed as an internal practical communication tool, it supports internal training and onboarding, while also serving as a consistent reference for customers with quality- and sustainability-related questions.

(1) SHINE: Food Safety and Hygiene In Evolution: improving Good Manufacturing Practices (GMP) and daily hygiene standards across our production sites



Food Safety & Hygiene in Evolution



Prevent, Uncover, Reduce, Eliminate



We preserve nature's gifts

Respect for our employees

At Ardo, sustainability also means taking care of the people who make our company what it is. As a family business, we want our employees to thrive in a safe, supportive and engaging work environment. That is why we focus on health, safety, and personal development.

Through initiatives such as We Are Ardo, well-being programmes and a strong safety culture, we aim to create a workplace where people feel valued, supported and able to contribute to our shared ambitions.



Our goals

Every day, we work on prioritising safety, on strengthening our culture, developing our leaders and talents, and planning our workforce for the future.



What we focus on

Prioritising safety at work

We continuously strengthen our safety culture through initiatives such as High Impact Weeks, safety ambassador training and intercompany collaboration. Our ambition remains clear: a zero-accident workplace.



Safety in Agro and Factory Every day

Extending safety to the field

Safety also applies to our agricultural activities. Updated safety protocols, improved machinery, and regular field inspections help ensure safe working practices during planting and harvesting in close collaboration with farmers and subcontractors.



Investing in leadership and training

Our people make the difference. By investing in resilient leadership, empowering teams, and building a strong succession pipeline across the company, we ensure that the next generation of leaders is ready to guide Ardo forward. In doing so, we aim to build an organisation that is strong today and ready for the challenges and opportunities of the future.



We preserve nature's gifts



What we focus on

Strengthening employee connection through We Are Ardo

The employee-driven We Are Ardo programme supports a positive workplace culture through initiatives focused on connection, well-being and environmental engagement. As an example, 'Fit@Ardo' encourages employees to stay active and healthy by offering a range of individual and group sports activities, fostering a sporty culture across the organisation.

We also organise inspirational keynotes and internal events that give employees the opportunity to reflect, learn, and connect in a different setting. These moments help employees stay balanced, resilient, and engaged in their work.



We preserve nature's gifts

Our progress

Expanding learning opportunities

We launched an expanding e-learning catalogue accessible to all employees. Topics include managing stress and change in the workplace, allowing employees to learn at their own pace. In addition, classroom training remains available, covering subjects such as assertiveness and time management.



Great Place to Work survey



In January 2025, Ardo organised a first Great Place to Work engagement survey. Nearly 70% of employees participated, sharing valuable feedback on their workplace experience.

The first global rollout of the Great Place to Work survey delivered valuable insights that are helping strengthen cohesion and connection across Ardo. It gave employees a voice in shaping a better Ardo for tomorrow and enabled us to better understand where we can continue to improve as an employer.

Results were shared with the leadership team and discussed locally, leading to many improvement initiatives aligned with the Great Place to Work pillars of trust, pride and camaraderie.

In addition to these important learnings, three of our locations - Belgium, Denmark and Canada - achieved Great Place to Work certification.

The survey will be repeated in 2026.



We preserve nature's gifts

Our progress

Employee well-being initiatives

Across our sites, we continued to invest in employee health and well-being through a wide range of initiatives. These include structured programmes focused on nutrition, sleep, physical activity, and respectful communication, as well as sports activities, workshops, and family events that strengthen connection, and work-life balance.

Together, these initiatives help create a supportive working environment that promotes both physical and mental well-being.

Well-being and team spirit at Ardo VLM

The Ardo VLM team (CA) organised a Puppy Yoga session as part of its wellness and team-building programme. The activity combined a relaxing yoga practice with the joyful presence of playful puppies, creating a light and positive atmosphere. Afterwards, colleagues shared lunch together, extending the moment of connection and relaxation.



Promoting healthy lifestyles in Gel'Pam

Each year, Gel'Pam (FR) organises a Health, Safety, and Quality of Life at Work Week for its employees. The initiative focuses on everyday topics that support healthier lifestyles and encourage positive habits both at work, and at home.

During the week, employees take part in workshops on nutrition, sleep, and physical activity. Sessions explore topics such as balanced nutrition, the importance of sleep cycles, and practical techniques to improve daily well-being.

To further support well-being at work, employees can also experience seated massages, helping to relieve muscle tension, and promote relaxation.



We preserve nature's gifts

Our progress

Celebrating teamwork in Ashford

Throughout 2024–2025, we organised several initiatives to strengthen connection and well-being across our UK teams, including informal gatherings and employee support programmes.

In spring 2025, our annual company event brought together colleagues from both UK sites and guests from across the Group. Alongside a business update and future outlook shared by our Directors, the event offered space for connection, with a shared meal and an evening of celebration.

A highlight was the presentation of our annual awards linked to the Ardo values, recognising colleagues nominated and voted for by their peers — a reflection of the strong culture of appreciation within Ardo UK.

The event included cross-functional team-building activities, further strengthening collaboration across departments. Together, these initiatives contribute to a workplace culture built on connection, appreciation, and teamwork.



Connection and appreciation turn teamwork into something truly powerful.



We preserve nature's gifts

Governance

Good governance is essential to how Ardo operates. Through the oversight of the Board of Directors, the leadership team, and dedicated sustainability governance, we ensure that strategic decisions, operational management, and sustainability ambitions are aligned across the organisation.



Board of directors

The Board of Directors is Ardo's highest decision-making body. It oversees the CEO and the Management Team on behalf of the shareholders and provides overall direction for the company. To ensure a balanced perspective, the Board brings together people with diverse backgrounds, skills, experience and age.

The Board consists of 9 directors:

- Four independent directors with experience across different industries
- Five representatives of the shareholders

The primary goal of the Board of Directors is to safeguard the continuity of the company and support its long-term development. Its main responsibilities include:

- Setting the strategic direction
- Appointing and evaluating the Group's top management
- Monitoring performance and risks
- Communicating the Group's values
- Evaluating and strengthening the organisation

All members of the Board of Directors think and govern in the interest of the company.

Independent directors

- Jules Noten – Chairman of the Board since 2021, board member since 2020
- Jan Vander Stichele – board member since 2021, family chairman and director of Lotus Bakeries
- Conny Vandendriessche – board member since 2021, serial entrepreneur
- Stefaan Decraene – board member since 2016

Representatives of the shareholders

- Jan Haspeslagh – second-generation family member
- Bernard Haspeslagh – second-generation family member
- Anouk Schoors – board member since 2024
- Liesbeth Haspeslagh – third-generation family member, board member since 2024
- Michel Haspeslagh – third-generation family member, board member since 2022

From left to right:

Top: Jan Haspeslagh, Jules Noten, Anouk Schoors, Stefaan Decraene, Liesbeth Haspeslagh

Bottom: Michel Haspeslagh, Bernard Haspeslagh, Conny Vandendriessche, Jan Vander Stichele



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Audit committee

The Audit Committee supports and advises the Board of Directors. The Audit Committee will monitor the reduction and avoidance of any negative environmental impact of our activities and ensures a close alignment between our sustainability objectives and profit targets and endorses the sustainability goals that we are working towards.

In November 2022, Ardo successfully concluded its first sustainability linked loan (SLL), with the main objective of harmonising and simplifying the company's debt structure and making the company's financing future proof. The loan is linked to two environmental KPIs — carbon footprint reduction (Scope 1 and 2) and residue-free products — which directly influence the financing margin.

Executive Committee

Ardo's daily operations are managed by a dedicated leadership team led by CEO Sabine Sagaert. Sabine is supported by an experienced and diverse management team, comprised of specialists in various domains of expertise.

- Sabine Sagaert – Chief Executive Officer since 2024
- Eveline Maertens – Chief Financial Officer since 2024
- Tijnl Goens – Chief Operations Officer since 2023
- Sebastiaan Besems – Chief Commercial Officer since 2026
- Pieter Verschraegen – Chief Human Resources Officer since 2022
- Richard Terme – Supply Chain Director since 2025
- Jeff Preston – Managing Director Americas since 2017
- Greet Vanderheyden – Sustainability Director since 2025



From left to right:
Richard Terme, Sebastiaan Besems, Tijnl Goens,
Sabine Sagaert, Eveline Maertens,
Greet Vanderheyden, Pieter Verschraegen, Jeff Preston



We preserve nature's gifts

Sustainability governance at group level

Ardo’s corporate sustainability programme is led by the Group Sustainability Director, Greet Vanderheyden, who has been active in sustainability roles since 2009 and took on her current role in February 2025. She is supported by Group Sustainability Lead Stephanie Cobbaert, who joined the sustainability team in 2023 and focuses on aligning sustainability efforts across the Ardo Group.

The sustainability programme is developed and implemented in close collaboration with key departments such as Engineering, Procurement, and Agronomy.

We are ready to accelerate our impact, shaping a resilient, low-carbon, and future-proof Ardo. Together, we move forward with confidence, building tomorrow’s sustainable food chain.



We preserve nature’s gifts

Sustainability governance at site level

Sustainability initiatives are already being rolled out across our production sites. To further accelerate progress and ensure alignment with our updated 2035 sustainability strategy, we are establishing a network of site sustainability teams, working closely together with the group sustainability team. One of our pilot sites in this journey is Gourin (FR).

Aware that operations are at a turning point — shaped by recurring climate challenges, evolving customer needs, and the importance of long-term employee engagement — the site is strengthening its organisation to support sustainable and responsible growth.

One of the site’s agronomists, Marguerite Gerigeon, is leading the CSR implementation. After completing sustainability transition training in 2025, she mapped the existing good practices at the site. This work helps to structure what is already in place and makes these initiatives visible to both employees and visiting customers.



The renewed approach actively involves all employees in integrating social and environmental considerations into their daily work, with a clear understanding of the impact they can make. A first launch session with the site management team has already taken place, designed as a collective and engaging moment.

As Marguerite explains:

“The roadmap for Ardo Gourin is still taking shape, but many ideas are already emerging. They build on the Ardo Group’s broader direction and focus on raising awareness around sustainable development. The next steps will be co-created, with the ambition to quickly turn ideas into concrete actions.”



We preserve nature's gifts

Performance tables

Our sustainability ambitions are supported by shared group targets, dedicated focus areas and measurable KPIs. Through regular monitoring and transparent reporting, we track our progress and guide our actions across the organisation. The following performance tables provide an overview of our targets, indicators, and progress.



Ardo Performance Tables

Agronomy MIMOSA+

	Target	20/21	21/22	22/23	23/24	24/25	Status
SAI - Farm Sustainability Assessment (FSA)	100% of Ardo's farmers are FSA gold or silver certified	100%	100%	100%	100%	100%	Target achieved
Residue free (MIMOSA)⁽¹⁾	80% of planned production volume with residues less than the detection limit (<0.01 ppm) by 2027	76%	76%	77%	72%	77,5%	On track

Climate Mitigation and Adaptation

	Target	20/21	21/22	22/23	23/24	24/25	Status
GHG emissions Scope 1 & 2	Ardo commits to reduce absolute scope 1 and 2 GHG emissions ⁽²⁾ 65.56% by FY2035 from a FY2020 base year.				-38%	-41%	On track
	40% intensity reduction in scope 1 & 2 GHG emissions (tCO ₂ e / T prod) from FY19/20 to FY29/30 (internal target)	-11%	-20%	-18%	-28%	-39%	On track
Scope 3 Supplier Engagement	Ensure that 65,0% of suppliers (by spend) covering purchased goods and services, fuel- and energy-related activities and upstream transportation and distribution, will have science-based targets in place by FY2030				6.06%	6.22%	New target
GHG emissions Scope 3 FLAG⁽³⁾	Ardo commits to reduce absolute scope 3 FLAG GHG emissions 42.4% by FY2035 from a FY2024 base year.				Base	-5.4%	New target

(1) Vegetables & herbs - own production

(2) The target boundary includes land-related emissions and removals from biogenic feedstocks.

(3) The target includes FLAG emissions and removals.

Sustainable Sourcing – WeCare

	Target	20/21	21/22	22/23	23/24	24/25	Status
Responsible sourcing - sustainable farming	80% of externally sourced fruit is GLOBALG.A.P ⁽¹⁾ and/or FSA ⁽²⁾ certified by FY25/26		64.0%	71.3%	70.0%	68.1%	Accelerate progress
Responsible sourcing - social compliance	100% of frozen food suppliers are SMETA ⁽³⁾ audited in high risk countries ⁽⁴⁾ by FY25/26			74.0%	92.0%	91.0%	Accelerate progress

Resource Efficiency

	Target	20/21	21/22	22/23	23/24	24/25	Status
Renewable electricity consumption	30% of electricity consumption from dedicated renewable energy systems by 2030			12%	15%	13%	Accelerate progress
Efficient water use - water withdrawal	Improve water-use efficiency (m ³ / T prod) in our plants through less usage and more circularity			15.00	13.46	11.98	On track
Secondary packaging	100% use of recycled and/or minimal FSC/PEFC material for secondary corrugated packaging by FY29/30			100%	100%	100%	Target achieved
Paper-based Packaging Recyclability	100% of paper-based packaging is recyclable	100%	100%	100%	100%	100%	Target achieved
Plastic Packaging Recyclability	100% of plastic packaging is technically recyclable by FY25/26		91%	93%	96%	99%	On track

(1) GLOBALG.A.P = GLOBAL Good Agricultural Practices
 (2) FSA = Farm Sustainability Assessment
 (3) SMETA= Sedex Members Ethical Trade Audit
 (4) As classified by amfori BSCI

Food safety & quality

	Target	20/21	21/22	22/23	23/24	24/25	Status
PURE⁽¹⁾ (foreign material reduction)	2,5 PURE complaints / 1000 tons packed by FY30/31 (incl. externally purchased products)	4.0	3.0	3.4	3.5	3.3	On track

Our employees

	Target	20/21	21/22	22/23	23/24	24/25	Status
Accident Frequency⁽²⁾	Reduce the risk of accidents: Injury Frequency Index (IFI) of 10 by FY29/30 (IFI = #occupational accidents per million working hours)	25.58	25.65	26.38	17.88	15.88	On track
Gender balance in Leadership and Management	Ensure gender balance (% of male/female/X managers)		68/32/0%	67/33/0%	68/32/0%	71/29/0%	Accelerate progress
Gender balance in the Executive Committee	Ensure gender balance (% of male/female/X executives)		76/24/0%	50/50/0%	44/56/0%	57/43/0%	On track

(1) PURE = Prevent, Uncover, Reduce, Eliminate foreign material

(2) Subcontractors are included since FY22/23

European Sustainability Reporting Standards⁽¹⁾

E1-5 Energy consumption and mix

E1-5 Energy consumption and mix	Fiscal year 2023-2024	Fiscal year 2024-2025
(1) Fuel consumption from coal and coal products (MWh)	0	0
(2) Fuel consumption from crude oil and petroleum products (MWh)	7,615.55	11,008.37
(3) Fuel consumption from natural gas (MWh)	155,286.02	141,322.70
(4) Fuel consumption from other fossil sources (MWh)	0	0
(5) Consumption of purchased or acquired electricity, heat, steam, and cooling from fossil sources (MWh)	180,175.93	201,829.57
(6) Total fossil energy consumption (MWh) (calculated as the sum of lines 1 to 5)	343,077.50	354,160.64
Share of fossil sources in total energy consumption (%)	77.48%	78.87%
(7) Consumption from nuclear sources (MWh)	0	0
Total consumption from nuclear sources (MWh)	0	0
Share of consumption from nuclear sources in total energy consumption (%)	0%	0%
(8) Fuel consumption for renewable sources, including biomass (also comprising industrial and municipal waste of biologic origin, biogas, renewable hydrogen, etc.) (MWh)	0	0
(9) Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources (MWh)	93,482.77	87,761.54
(10) The consumption of self-generated non-fuel renewable energy (MWh)	6,232.71	7,147.33
(11) Total renewable energy consumption (MWh) (calculated as the sum of lines 8 to 10)	99,715.47	94,908.87
Share of renewable sources in total energy consumption (%)	22.52%	21.13%
Total energy consumption (MWh) (calculated as the sum of lines 6, and 11)	442,792.97	449,069.51
Energy intensity per net revenue (MWh / kEUR)	0.33	0.34

(1) Our ESRS KPIs have been updated based on the latest ESRS version adopted by the European Commission. We are not yet applying the proposed Simplified ESRS, which remain unapproved. Ardo will adopt the new standards once they are final.



We preserve nature's gifts

E1-6 Gross scopes 1, 2, 3 and total GHG emissions

E1-6 Gross scopes 1, 2, 3 and total GHG emissions	Base year 2019-2020	Fiscal year 2023-2024	Fiscal year 2024-2025	% variation vs. LY
Scope 1 GHG emissions				
Gross Scope 1 GHG emissions (tCO ₂ eq)	39,764	32,694	35,031	7.15%
Percentage of Scope 1 GHG emissions from regulated emission trading schemes (%)		0%	0%	0%
Scope 2 GHG emissions				
Gross location-based Scope 2 GHG emissions (tCO ₂ eq)	45,765	29,684	30,864	3.98%
Gross market-based Scope 2 GHG emissions (tCO ₂ eq)	54,593	25,946	20,525	-20.89%
Significant scope 3 GHG emissions				
Total Gross indirect (Scope 3) GHG emissions (tCO ₂ eq)		758,592	765,897	0.96%
(1) Purchased goods and services		476,840	460,560	-3.41%
(2) Capital goods		10,671	10,671	0.00%
(3) Fuel and energy-related activities (not included in Scope 1 or Scope 2)		13,141	14,919	13.53%
(4) Upstream transportation and distribution		154,223	163,397	5.95%
(5) Waste generated in operations		24,311	25,289	4.02%
(6) Business traveling		637	637	0.00%
(7) Employee commuting		3,835	3,835	0.00%
(8) Upstream leased assets		NA	NA	



E1-6 Gross scopes 1, 2, 3 and total GHG emissions

E1-6 Gross scopes 1, 2, 3 and total GHG emissions	Base year 2019–2020	Fiscal year 2023–2024	Fiscal year 2024–2025	% variation vs. LY
(9) Downstream transportation		64,193	74,686	16.35%
(10) Processing of sold products		8,931	8,931	0.00%
(11) Use of sold products		NA	NA	
(12) End-of-life treatment of sold products (Food incl. Packaging)		900	921	2.33%
(13) Downstream leased assets		910	910	0.00%
Total GHG emissions				
Total GHG emissions (location-based) (tCO₂eq)		820,970	831,792	1.32%
Total GHG emissions (market-based) (tCO₂eq)		817,232	821,453	0.52%
GHG intensity per net revenue				
Total GHG emissions (location-based) per net revenue (tCO₂eq/kEUR)		0.60	0.63	4.04%
Total GHG emissions (market-based) per net revenue (tCO₂eq/kEUR)		0.60	0.62	3.22%



E5-4 Resource inflows

E5-4 Resource inflows	Fiscal year 2023-2024	Fiscal year 2024-2025
Percentage of secondary reused or recycled components, secondary intermediary products and secondary materials in our plastic packaging	0%	0%
Percentage of secondary reused or recycled components, secondary intermediary products and secondary materials in our paper-based packaging	Not yet available*	Not yet available*
* Our paper-based packaging is made from recycled and/or responsibly sourced certified materials (FSC/PEFC), we don't measure % of recycled materials yet.		

E5-5 Resource outflows

Products and materials	Fiscal year 2022-2023	Fiscal year 2023-2024	Fiscal year 2024-2025
The rates of recyclable content in plastic packaging	93%	96%	99%
The rates of recyclable content in paper-based packaging	100%	100%	100%



S1-6 Characteristics of the undertaking's employees

	Number of employees (head count)	
	Fiscal year 2023-2024	Fiscal year 2024-2025
Ardo employees: fixed and seasonal employees including blue collar, white collar and contractors.	2787	2852
Employees from Joint Ventures (at 50%): fixed and seasonal employees including blue collar, white collar and contractors.	437	436
Total employees as a sum of Ardo employees and Joint Ventures at 50%	3224	3288

Employee head count in countries where the undertaking has at least 50 employees representing at least 10% of its total number of employees.

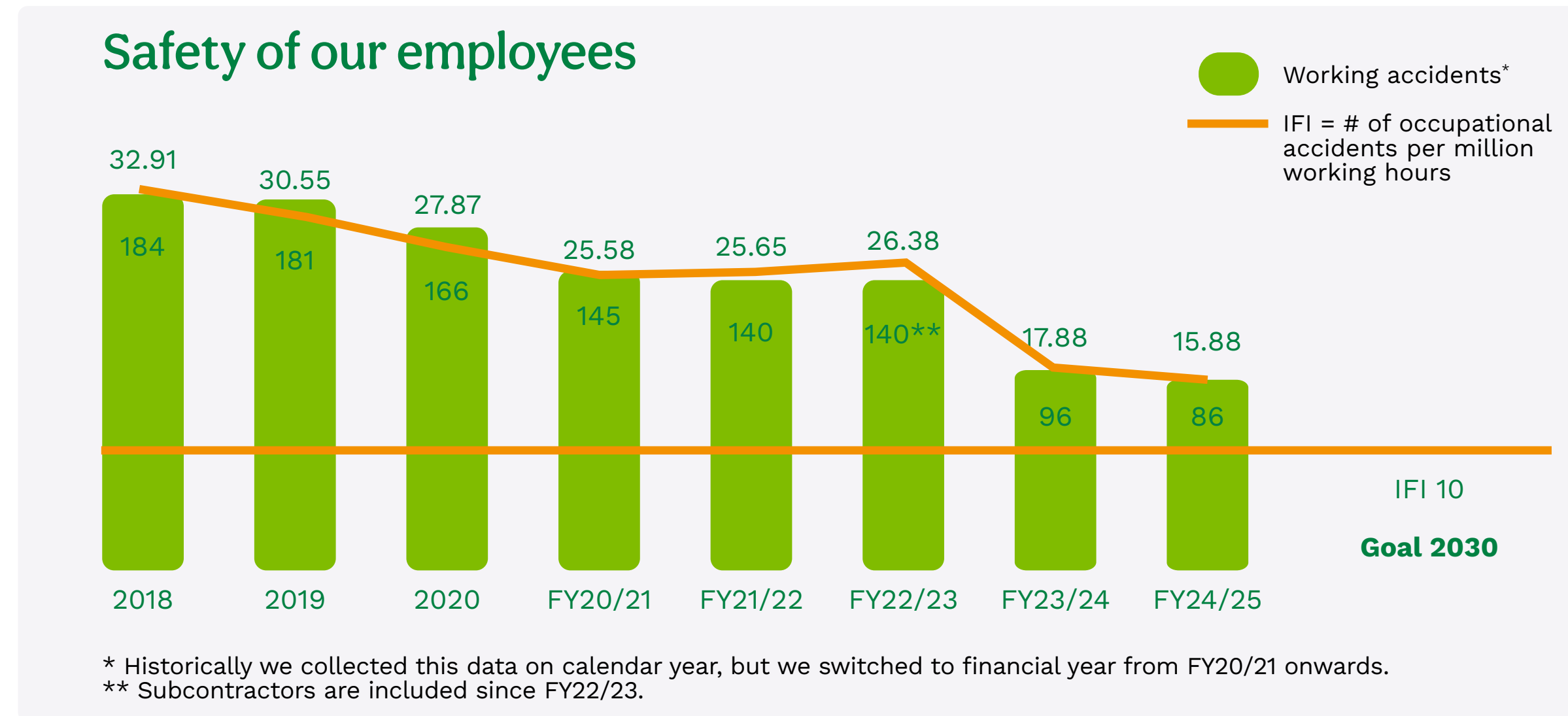
Countries	Number of employees (head count)	
	Fiscal year 2023-2024	Fiscal year 2024-2025
Belgium	1285.5	1288
France	718	771
Spain	375	370.5

Information on employees by contract type (head count or FTE)

Employees by contract type	Number of employees (head count)	
	Fiscal year 2023-2024	Fiscal year 2024-2025
Number of employees	3224	3228
Number of temporary employees (FTE) incl. JV at 50%	579	722



S1-14 Health and safety indicators



S1-15 Work-life balance indicators

S1-15 Work-life balance indicators	Fiscal year 2023-2024	Fiscal year 2024-2025
(1) the percentage of employees entitled to take family-related leaves	100%	100%
(2) the percentage of entitled employees that took family-related leaves, and a breakdown by gender	10%	12%



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