

Captain's dinner Sustainability bij Aviko

Katerina Kempinga
2 juni 2025



Part of  Cosun

Story line

- Aviko: wie zijn wij?
- Onze Sustainability reis: waar komen wij vandaan, waar staan wij nu en waar werken wij naar toe?
- Lessons learned: partnership – fusie van belangen – disruptive changes
- De mindset
- En niet vergeten: al 63 jaar in de hoofdrol..



Introductie Cosun

Ontwikkeling tot een toonaangevende internationale agrofoodcoöperatie



8.100

leden

>11.000

telers

1

'Groeikracht Cosun'

Samenwerking voor en door telers

>3 bEUR
Omzet



Sugar beets

Potatoes

Food
ingredients

Co-
products

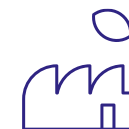
4

focusgebieden

11 mln ton
plantaardige grondstoffen

1

innovatie
ecosysteem



4.600

medewerkers

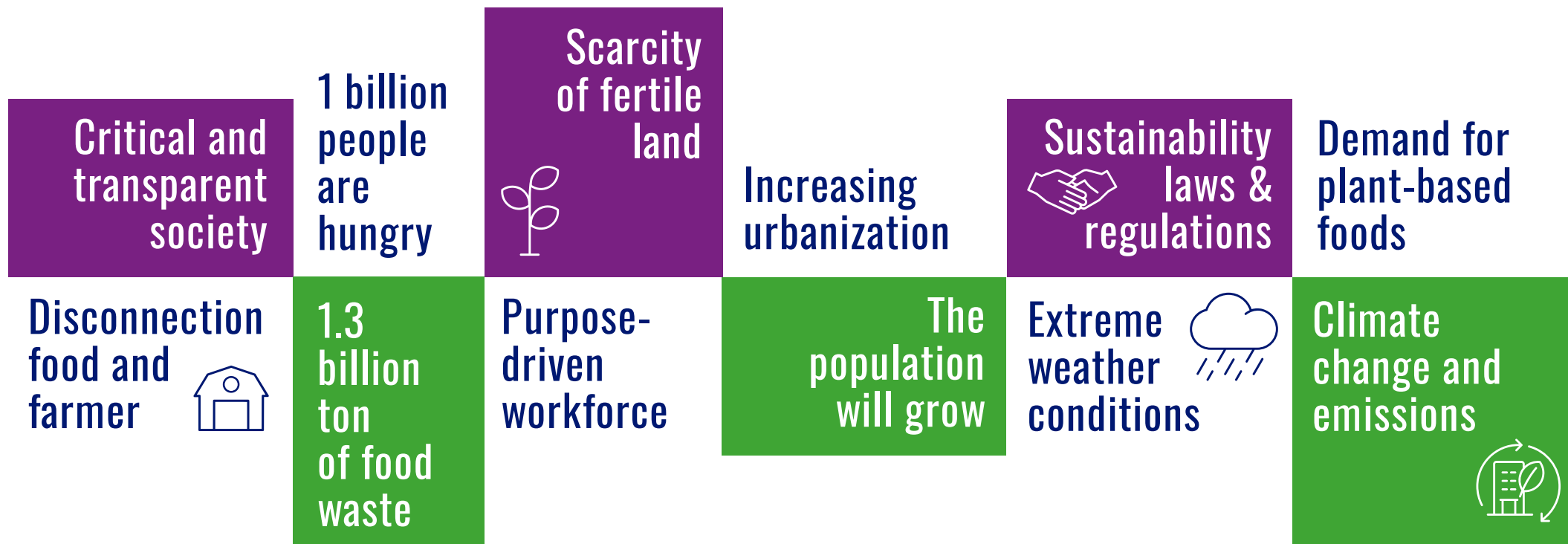
22

productie
locaties
in 6 landen

Facts and figures Aviko



Sustainability drives the worldwide (food) agenda



Clear urgency and intrinsic motivation to move ahead with sustainability

Customers

Customers ask us to support them in lowering emissions in their chain



Competitors

Together with the industry we set high ambitions on sustainability-related topics

Society

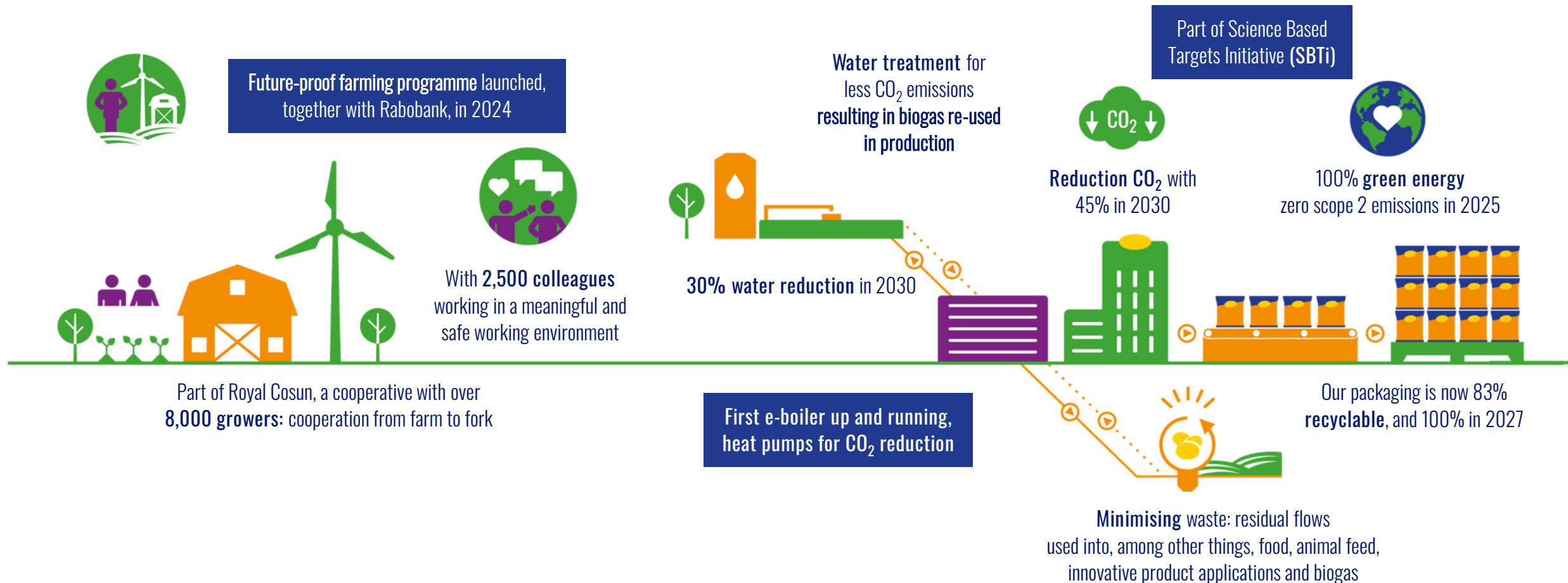
Society and NGOs becoming more vocal and more critical

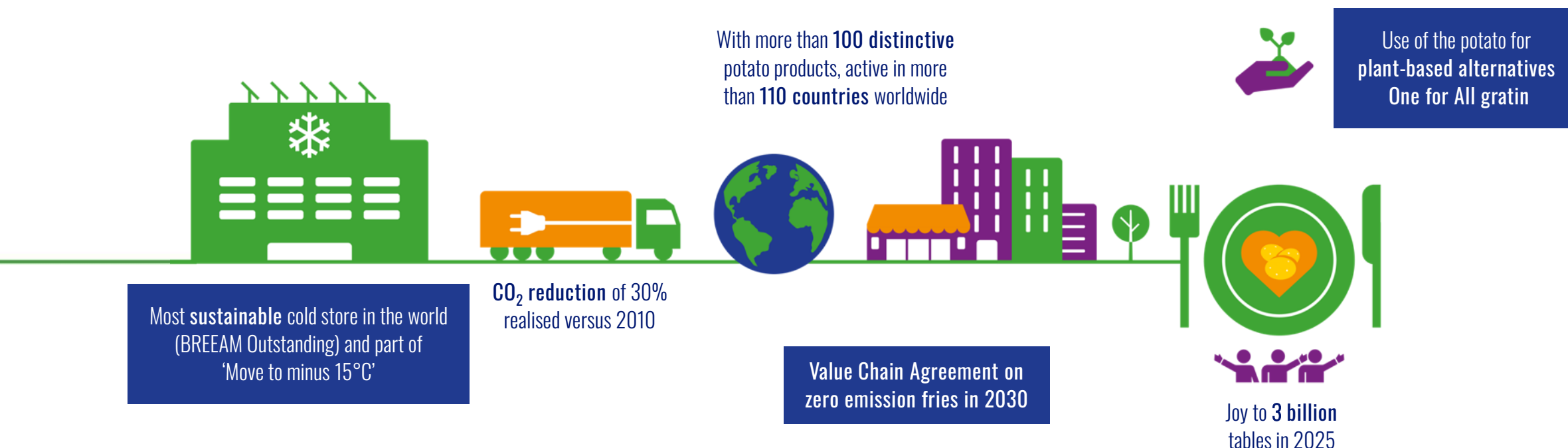


Legislation

Legislation sets clear targets on e.g. CO₂, recyclability, farming, water and procurement

Towards a future proof sustainable chain





Our key pillars and KPIs are guiding us



Proud Farmers Growing crops future proof

We care for nature

- 2027: < 50mg/l nitrate excess in water
- 2030: - 50% plant protection products vs 2015-2017
- 2030: -30% CO₂eq vs 2022
- 2026: 100% FSA (SAI) gold or equivalent

We facilitate our farmers

- 2030: 100% contracted EU growers future-proof farming *accredited (level engaged) as future-proof farm (SAI regenerative framework based)*



Healthy Earth Reducing climate impact

We reduce our CO₂ footprint

- 2030: -45% scope 1 and 2 vs 2021
- 2025: 100% green electricity
- 2030: -30% scope 3 FLAG emissions and -25% scope 3 non-FLAG emissions vs 2022
- 2050: Net zero scope 1, 2 and 3

We maximise circularity

- 2025: Zero waste to landfill
- 2027: 100% recyclable packaging
- 2030: Halve food waste vs 2022

We care for water

- 2030: -30% water reduction per ton vs 2018



Happy People Realising plant-based solutions

We stand for purposeful and safe work

- 2030: IF below industry benchmark
- 2030: Rated in top quartile >8
- 2030: Gender diversity in senior leadership ≥ 30%

We contribute to more sustainable alternatives

- 2025: Plant-based alternatives for each product category
- 2030: significant sales volume on low or zero carbon products

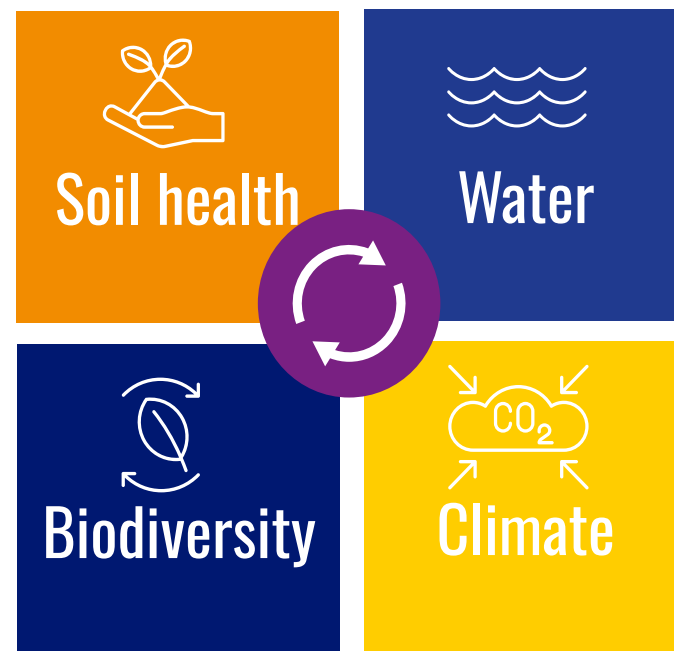


In 2024 we started
our unique Future
Proof Farming
program with 4
groups in the
Netherlands
and France

> 100 participants!

In 2030 100% contracted EU growers future-proof farming

Each cultivation year, growers will
implement new regenerative
farming practices that align with
their chosen focus themes:



Knowledge



Price premium



Interest discount

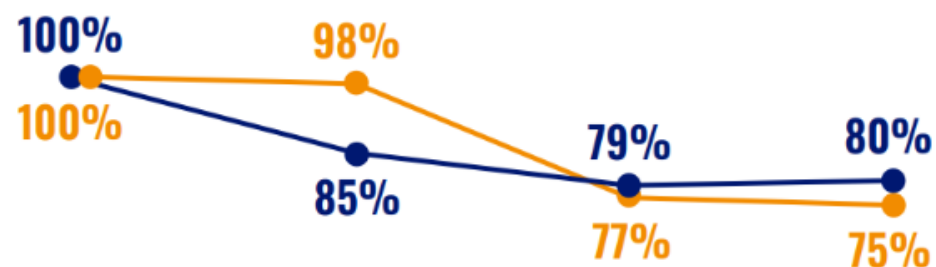


Healthy Earth

Reducing climate impact



CO₂ emissions per ton of production = index versus 2021



Aviko Group
-20% reduction achieved

Aviko Rixona
-25% reduction achieved

Green purchased electricity [MWh]



Aviko Group

Aviko Rixona

2021

2022

2023

2024

Aviko, together with its parent company Cosun, has established company-wide emission reduction targets in accordance with the Science Based Targets initiative (SBTi) in line with the Paris Climate Agreement.

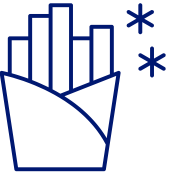
Target for 2030 compared to 2021: **-45%** absolute reduction. Target for 2030 compared to 2021: **-65%** absolute reduction.



Aviko - Site Steenderen



Relocated in old stone factory 1967, newly built in **1971**

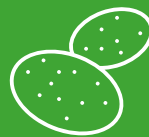


Chilled fries, frozen fries, frozen specialties and flakes

370
Employees



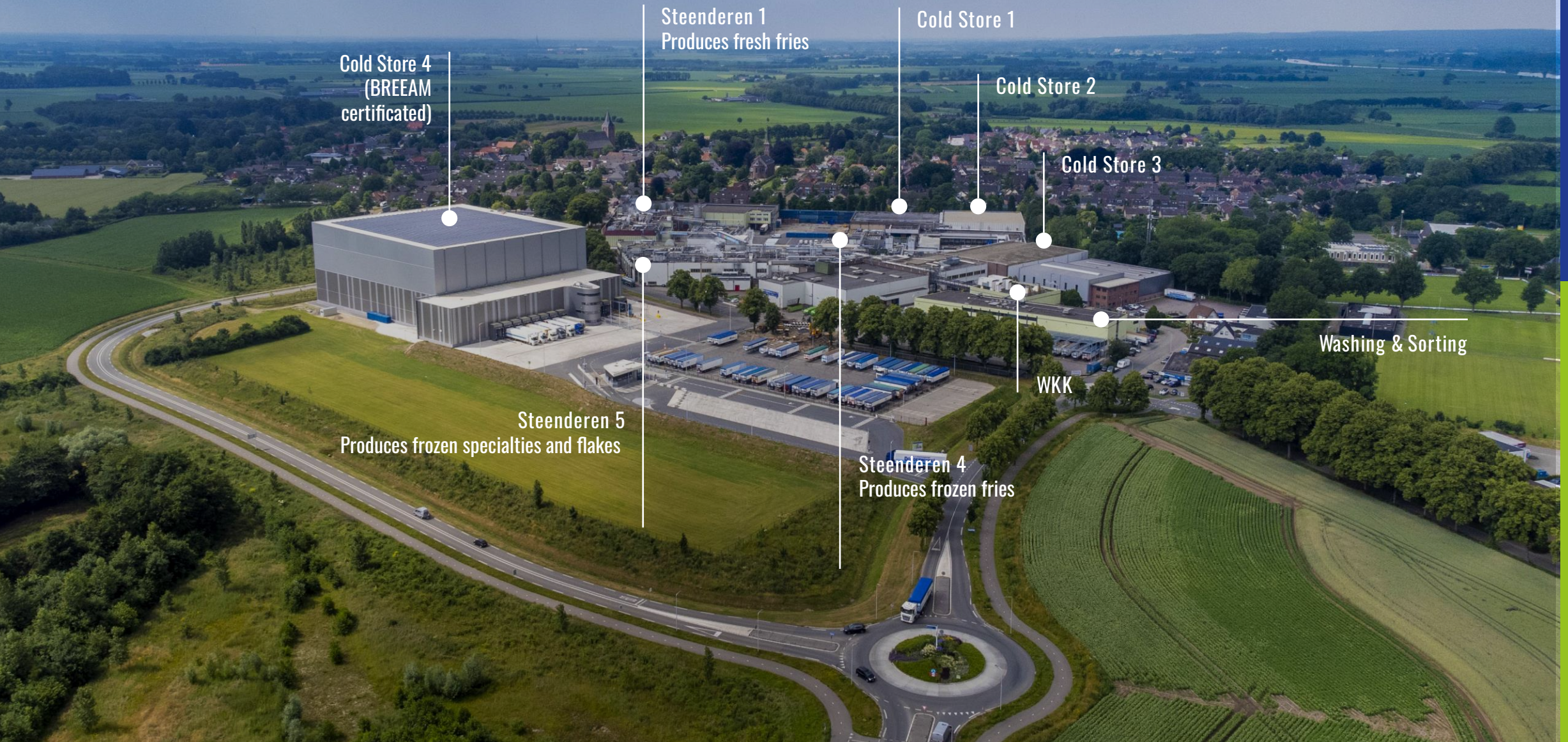
Processed amount of potatoes yearly
560.000 tons



Produced amount of finished products yearly
above 330.000 tons



Site Steenderen – onze grootste productie locatie in de wereld



Steenderen, hier groeit duurzaamheid

Energie



Efficiënt omgaan met onze energie, bv. aanpassen drogers en tunnels

Elektrificeren



Onderzoeken of dit kan. Ingewikkeld vraagstuk: elektriciteit is duur t.o.v. gas en je wil jezelf niet uit de markt prijzen, kosten vs. baten

Water



- Besparen
- Hergebruiken

Reststromen



- Hergebruiken van schillen en snippers
- Grijs zetmeel reduceren en toepassen voor veevoer, voeding of energie



Most sustainable cold store in the world (BREEAM Outstanding) and part of 'Move to minus 15°C'



Leading in sustainable transport with **electric truck pilots** incl. 30% CO2 reduction versus 2010; AGV on Site



Biogas created from water treatment and re-used in our production processes



We **reduce food waste** as co-products go to animal feed, technical appliances and food banks



83% of our **packaging is recyclable**, misfits are unpacked and re-used



Most sustainable palm oil – RSPO segregated used, as well as 100% deforestation free commitment

Lessons learned...

Partnerships en fusie van belangen

Samenwerken
aan de
oplossingen voor
de toekomst

Aanpassen om
relevant te
blijven

Aviko moet zich goed kunnen aanpassen aan snel veranderende externe omstandigheden, zoals de beschikbaarheid van grondstoffen, schommelingen in vraag en aanbod, duurzaamheidseisen, en veranderingen in arbeidsmarkten en digitalisering.



**Sustainability is a
joint effort and responsibility**

WE BRING JOY TO TABLES
ALL OVER *the world*

