

CROP'S



Sustainability report

2026

Sustainability report

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About this report

With this report, it is the first time that Crop's Group is setting out its sustainability commitments. We do so from a strongly driven belief in our purpose: Do Food Good. This report has been prepared on a voluntary basis for this year; starting from 2028, it will be subject to external audit. In this report, we therefore aim to explain the journey our company has taken to reach this point.

As this is a first step, we remain primarily descriptive at this stage and focus mainly on outlining our ambitions. In future editions of this report, we will be able to present more datasets demonstrating our progress.

We also reflect on our historical and strategic journey, as well as our commercial story and our people approach. All of these elements form both the context and the foundation for achieving our sustainability objectives, as well as realising our ultimate goal: making healthy eating more tasty, easy, and affordable for all.

We hope that you will be just as enthusiastic about our story as we are.

Part 1.

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“Those who want to understand the future of food must return to its essence”

In conversation with co-CEOs **Virginie** and **Pieter Delbaere**

With this first sustainability report, Crop's opens a new chapter. Not only to share results, but to tell the story behind the company. A story that begins in 1947, in Ostend, and is more relevant today than ever.

At the table are co-CEOs Virginie and Pieter Delbaere. Their message is clear: those who want to understand the future of food must return to its essence.

A silent revolution in 1947

“What seems obvious today was once revolutionary,” Virginie Delbaere begins.

In 1947, Frigorifères du Littoral was founded in Ostend by the Decrop and Delbaere families as Belgium's first frozen fish factory, during a time of post-war reconstruction. Families lived with the rhythm of the seasons, growing their own fruits and vegetables and freezing surpluses to avoid waste.

“Our grandparents intuitively understood what is once again becoming central today,” Pieter adds. “Food requires effort. From nature, from the farmer, from everyone in the chain. You don't throw that away.”

Building on these family foundations, Michel Delbaere became the driving force behind the company's transformation in 1977. As founder of what would become Crop's, he made a strategic shift towards frozen vegetables and fruits, and later ready meals, always with a strong focus on quality and respect for food. The name “Crop's” itself refers to the Decrop family heritage and to the harvest, symbolising a lasting connection to agriculture and careful food stewardship.

From the first trucks delivering frozen products to people's homes to the international player the company is today, one principle has remained unchanged: giving food a longer and more meaningful life.



From history to purpose

That heritage is not a nostalgic story, both CEOs emphasise. It is the foundation of their purpose.

“Our belief has always been: food should never be rushed, never be wasted, but should serve its full purpose,” says Pieter. “That idea runs as a common thread throughout our history.”

With Do Food Good, that belief was given a clear name. But according to Virginie, it is more than a slogan. “It is our compass. Our promise. We want to make healthy food tasty, easy and affordable for everyone. And that starts with respect for the product.”

According to the Delbaere family, today's food system is under pressure due to an almost dogmatic focus on ‘fresh,’ as well as the expectation that all fresh products are available year-round. Fresh is associated with quality,

but it also brings challenges: overproduction, food waste, time pressure, and harvesting before optimal ripeness.

“The obsession with fresh puts pressure on the entire chain,” says Pieter. “More is produced than consumed. Products need to be sold and eaten quickly. That leads to waste and compromises.”

Frozen offers an alternative. By harvesting at the right moment and freezing immediately, taste and nutritional value are preserved without the pressure of perishability.

“We don't see frozen as an alternative to fresh,” says Virginie. “We see it as a smart way to anchor freshness in time.”

From field to fork: strategy as an integrated model

This vision translates directly into Crop's strategy. "What sets us apart is our holistic approach," Pieter explains. "We are active across the entire chain: from collaboration with growers in vegetables and fruit to product development and innovation."

Crop's works closely with agricultural partners and builds long-term relationships. This integration allows the company to better manage quality, efficiency, and sustainability.

"Sustainability, people and innovation are not separate pillars next to our business," says Virginie. "They are at the core of how we grow."

In practice, this means Crop's deliberately invests in sustainable, long-term partnerships with agricultural partners and strongly focuses on local anchoring in the regions where it operates. At the same time, production and logistics processes are continuously optimised to minimise food loss and use raw materials and other resources efficiently.

Innovation plays a key role: the company develops products that respond to changing eating habits and the growing demand for healthy, convenient, and affordable solutions. This goes hand in hand with an international growth strategy, where scaling and global expansion are carefully balanced with the family values and long-term vision that have defined Crop's for generations.

"We don't just make frozen products," says Pieter. "We want to make frozen a fresh, forward-looking choice."

A heritage with a future

Nearly eighty years after its founding, Crop's is active in many international markets. Yet the family character remains tangible.

"That family heritage gives us responsibility," says Virginie. "But also confidence. We know where we come from. That helps us make clear choices."

According to both CEOs, the future of food will revolve around efficiency, sustainability, and accessibility. Less waste. Less pressure on the chain. More respect for raw materials.

"If we succeed in allowing food to reach its full potential - in taste, in nutritional value, in availability - then we contribute to building a more robust food system," Pieter concludes.

With this first sustainability report, Crop's aims not only to look back, but also to look ahead. From a history that began with pioneering work in Ostend. Driven by a purpose that spans generations.

Do Food Good.

Not as a slogan.
But as a direction.



Do Food Good -
the purpose movie



Our story: becoming an international frozen food group

Crop's story began not with vegetables or a strategy, but with fish and a deeply held conviction: food deserves respect.

1947: starting at the coast

In 1947, the Decrop and Delbaere families founded the Crop's brand as the trade name of Les Frigorifères du Littoral, an integrated fishing company on the Belgian coast.

At a time when freezing was still pioneering work, they built the first factory to freeze, package, and commercialise catches.

What was innovative then remains our core today: extending the shelf life of food without compromising quality. The idea that harvests or catches should not be wasted but fully valorised has been part of our DNA ever since.

1977: the move to vegetables

In 1977, Frostimpex was founded in Ooigem by Michel Delbaere as a trader in frozen vegetables for the food industry. This marked the strategic shift from fish to vegetables: a move toward agriculture and plant-based food that would later define our identity.

1985: vertical integration with Hesbaye Frost

In 1985, Hesbaye Frost was founded in the Hesbaye region in Belgium as a joint venture between the Delbaere and Haspeslagh (Ardovries) families.

This strengthened Crop's presence in agricultural regions and marked further steps toward vertical integration: closer to cultivation, closer to origin.

1989: international market development

With the establishment of MDC Foods in 1989, a dedicated sales and marketing unit was created for the UK and Irish markets. International expansion took on a structured form.

1991: added value in Ooigem

In 1991, a new production plant was built next to the headquarters in Ooigem, focused on value-added products. Crop's evolved from pure processing to innovation and differentiation.

1996: a name that tells the story

In 1996, Frostimpex officially changed its name to Crop's: a reference to the family name Decrop and the English word "crop," meaning harvest.

The name perfectly reflects what the company stands for: a connection to both family and field.

2003: Southern European expansion

In 2003, Crop's acquired a 50% stake in the Portuguese frozen vegetable processor Monliz. In 2005, a new plant was built there. In 2011, Monliz Spain followed, the third joint venture with Ardovries. This further strengthened sourcing and production in Southern Europe and enabled Crop's to broaden its vegetable range with Mediterranean vegetables.

2007: investing in capacity

In 2007, a state-of-the-art cold storage facility was built at the Ooigem site, strengthening logistics capabilities and storage capacity.

2010: Serbia - premium raspberries

In 2010, Crop's started a partnership in the Požega region (Serbia), focused on high-quality raspberry cultivation, expanding the fruit category.

2012: Morocco - strawberries from the Maghreb

In 2012, a partnership with Messiem in Morocco followed, a factory surrounded by strawberry fields, strengthening Crop's position in soft fruit and international sourcing.

2017: TropiFrost & Agram

2017 marked two key milestones:

- TropiFrost, a joint venture focused on tropical fruits such as pineapple and papaya
- The acquisition of Agram in Poland, a strategic location for berries, cauliflower, and onions

These investments expanded both geographic reach and product portfolio.

2018: expansion in North America

In 2018, Crop's expanded into North America with the establishment of One Frozen, which manages its activities in the region. Supported by a global network of partners, One Frozen offers a diverse range of frozen vegetables, fruits, and ready meals to its customers.

2021: TriNature - local and organic

With the establishment of TriNature in France in 2021, Crop's further invested in French origin and organic production, responding to growing demand for local and organic products.

2024: merger of One Frozen with National Cortina

In 2024, Crop's further strengthened its international position through a merger of One Frozen with National Cortina. This strategic move reinforced its presence in North America and supported continued growth by expanding its portfolio and customer base.



A family story that continues to grow

What began as a pioneering initiative in frozen fish has grown into an internationally vertically integrated group in vegetables, fruit, and prepared meals.

Across decades, one constant has remained: respect for the harvest, for partners, and for the long term.

Today, we continue to build on that family heritage with the same entrepreneurial spirit; but with a global outlook.

And still: what started in 1947 with preserving the catch has grown into our purpose:

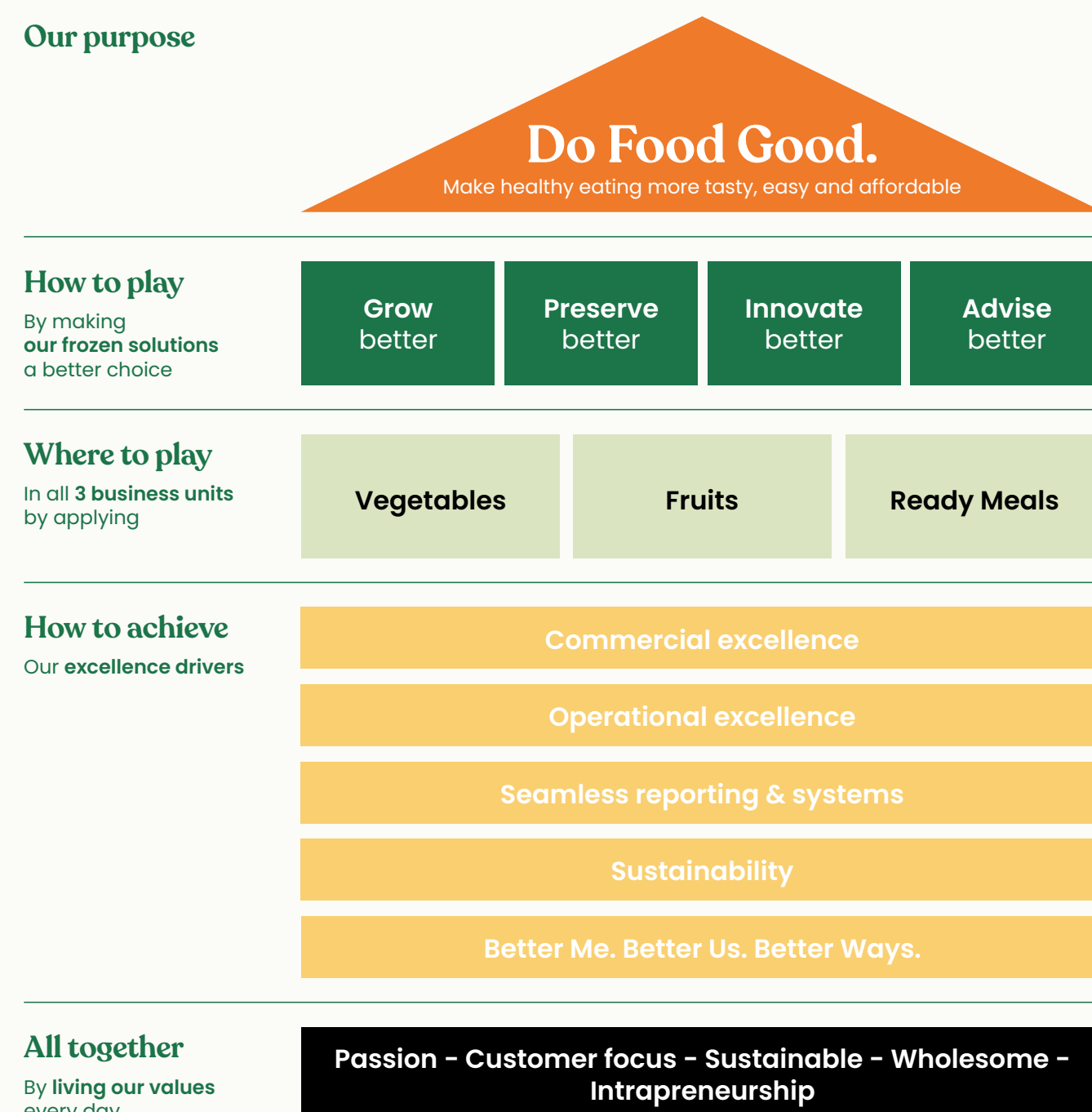
Do Food Good.

What makes
us Crop's



How Crop's **Do Food Good** purpose translates into daily action: the four strategic pillars

Our purpose



After reflecting on our history and purpose, the next question is a logical one: how do we translate this vision into what Crop's actually does? At Crop's, we strive not only to say Do Food Good, but to bring it to life in every decision, every product, and every partnership.

Our strategy is built on four strategic pillars that together guide how we grow, create, and connect with our customers, partners, and colleagues.

Grow Better

Grow with less. Deliver more.

At Crop's, Grow Better means placing quality and efficiency at the heart of everything we do. We collaborate with thousands of farmers in the best terroirs worldwide, with respect for soil health and biodiversity.

By locating our production sites close to the fields, we reduce transport and minimise the loss of time and resources. In addition, we ensure that our products – whether vegetables, fruit, or ingredients for ready meals – are harvested at the perfect moment of ripeness and immediately frozen.

In this way, we maximize the natural richness of food and achieve more with less, contributing to a smarter food system.

Preserve Better

Make frozen the most efficient, high-quality way to feed the world.

“Preserving is progress” lies at the heart of Preserve Better. In our vision, frozen is not merely a practical choice; it is a quality strategy that locks in taste, nutritional value, and freshness.

By flash-freezing products at their optimal moment, we minimise waste and maximize their usable value. This efficiency, combined with smart logistical use of resources, makes frozen one of the most effective ways to feed a growing world without unnecessary impact.

Innovate Better

Inspire to convince. Creates tasty, culinary solutions.

At Crop's, we prefer to think of innovation as inspiration in practice. Within this pillar, our teams – from chefs to product developers – work closely with customers and partners to create solutions that are not only functional, but truly inspiring.

Whether it is new combinations of vegetables and fruit, culinary applications, or entirely new ready meals, Innovate Better means developing products that deliver on both taste and convenience. Culinary expertise plays a central role here: it makes frozen not only practical, but also appealing and surprising.

Advise Better

Guide the shift to plant-rich food & become the go-to partner for frozen solutions & expertise

Advise Better goes beyond product offering alone: it means guiding customers and partners in the transition toward more plant-based food and smart frozen solutions.

We share our expertise and deep knowledge of food and trends to help them make choices that fit both their business and evolving consumer needs. At the same time, we foster this same mindset within our own organisation: Crop's aims to be an employer where people can grow, collaborate, and challenge themselves.

This dual role – as an external guide and an internal partner – strengthens our impact on the food chain as well as on the community we are proud to build.

By connecting these four pillars, a coherent strategic framework emerges in which purpose, action, and impact come together. They form the bridge between our rich history and the future of food, today and tomorrow.

Where purpose and culture meet

Do Food Good. It is the promise that stems from our history and guides our future. What began as a pioneering story in 1947 has grown into an international company with a clear ambition: to make healthy food tasty, easy, and affordable for everyone.

That ambition is not an abstract strategy on paper. It lives in the way we think, decide, and collaborate. Because a purpose only truly gains meaning when it is carried by a culture. At Crop's, our company values form the bridge between what we aim to achieve and how we bring it to life every day.



Entrepreneurship from within

As a family business, we strongly believe in Intrapreneurship. **Entrepreneurship** is not only part of Crop's history; it lives within every employee today. We encourage initiative, ownership, and collaboration.

Our strategy requires agility and innovative strength. New eating habits, changing markets, and evolving societal expectations follow each other rapidly. That is why we create an environment where people feel empowered to share ideas and take ownership. Growth does not only come from the top; it emerges from within.



Driven by passion

Everything starts with **Passion**. Our passion for vegetables, fruit, and prepared meals is deeply rooted in our DNA. We believe in the power of plant-based food and in the role frozen can play in building a more sustainable food system.

That passion translates into ambition: we aim to be globally recognized for top quality and reliable partnerships. But it also translates into pride; pride in our products, our people, and what we build together.



The customer as our compass

Our strategy to make healthy food tasty, easy, and affordable starts with **Customer Focus**. The farmer who carefully cultivates crops. The retail, industry and foodservice partners who rely on us. The consumer seeking nutritious and convenient solutions. They are the reason we exist.

Customer focus, for us, means listening, thinking along, and anticipating. It means that innovation is never optional, but always aimed at creating real added value across the chain. In this way, we turn our purpose into a tangible reality.



Wholesome: grounded in integrity and connection

With **Wholesome**, we describe something that is difficult to capture in numbers, yet essential to who we are: integrity, honesty, and respect. We strive to be a reliable partner, transparent in what we do and consistent in how we act.

This value also reflects our family roots. We build long-term relationships with growers, customers, and colleagues. Trust is not a side note. It is the foundation.



Sustainable thinking, sustainable action

Finally, there is **Sustainable**: a value that is directly connected to both our origins and our strategy. Frozen was born as a response to food waste. Today, sustainability remains at the core of our model: harvesting at the right moment, producing efficiently, minimizing waste, and building long-term partnerships with respect for people and nature.

For us, sustainability is not a separate department. It is embedded in how we grow, invest, and innovate. It ensures that Do Food Good is not only about what we produce, but also about how we do it. More on this later.



Sustainable



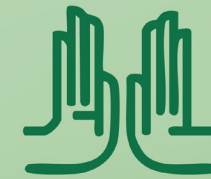
Passion



Wholesome



Customer focus



Intrapreneurship

One story, one direction

When we look at our purpose, strategy, and values together, one coherent story emerges.

Our history teaches us that food deserves respect.

Our purpose, Do Food Good, translates that respect into a clear ambition.

Our strategy makes healthy food tasty, easy, and affordable for everyone.

Our values ensure that we do so in a way that remains true to who we are.

This is how we continue to build a company that not only grows, but also creates meaning for our partners, our people, and the food system of tomorrow.



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Do Food Good as a commercial compass

How we translate “Making frozen work for you” into growth every day

Do Food Good is the starting point of everything we do. It reflects our belief that food can be better; better for consumers, better for our customers, better for the planet, and better for future generations.

But purpose alone is not enough. It only gains meaning when translated into concrete choices. Into investments. Into partnerships. Into a commercial strategy that doesn't just sell, but builds.

That is why, over the past year, we have sharpened what Do Food Good means in our market approach. Not as a supplier of frozen products, but as a partner that strategically leverages frozen to strengthen business. Or as we summarize it: Making frozen work for you.

From field to value creation

The strength of our commercial strategy lies in its foundation: control over the value chain. As a Belgian family company with more than 45 years of expertise in fruit and vegetables, we do not think in short-term opportunities, but in long-term ecosystems.

We build sustainable relationships with farmers, continuously invest in technology, and safeguard quality through an extensive Quality & Safety team. These are not internal optimizations: they form the basis of our commercial promise to customers: certainty, reliability, and predictability in a volatile world.

Where others react to market fluctuations, we aim to structurally manage them. By spreading climate risks, diversifying sourcing, and building long-term grower partnerships, we create stability. And today, stability is one of the most underestimated competitive advantages.

For fruit in particular, this means combining our own production footprint with complementary sourcing partnerships across regions to manage seasonality and mitigate climate impact. For example, we balance supply between origins such as Serbia and Chile. For each key fruit category, we are developing dedicated sourcing strategies – partially already implemented – to anticipate increased demand for frozen fruit while ensuring resilience against climate change. This allows us to guarantee continuity, quality, and affordability for our customers.



The power of terroir and proximity

Excellent products start with excellent growing conditions. That is why we deliberately choose to operate in the best terroirs worldwide; regions where climate, soil, and expertise come together to ensure maximum taste and yield.

Our factories are located close to these growing areas. This is not a coincidence, but a strategic choice. By organizing production where crops are at their best, we can process vegetables and fruit at peak ripeness and optimally preserve their taste and nutritional value.

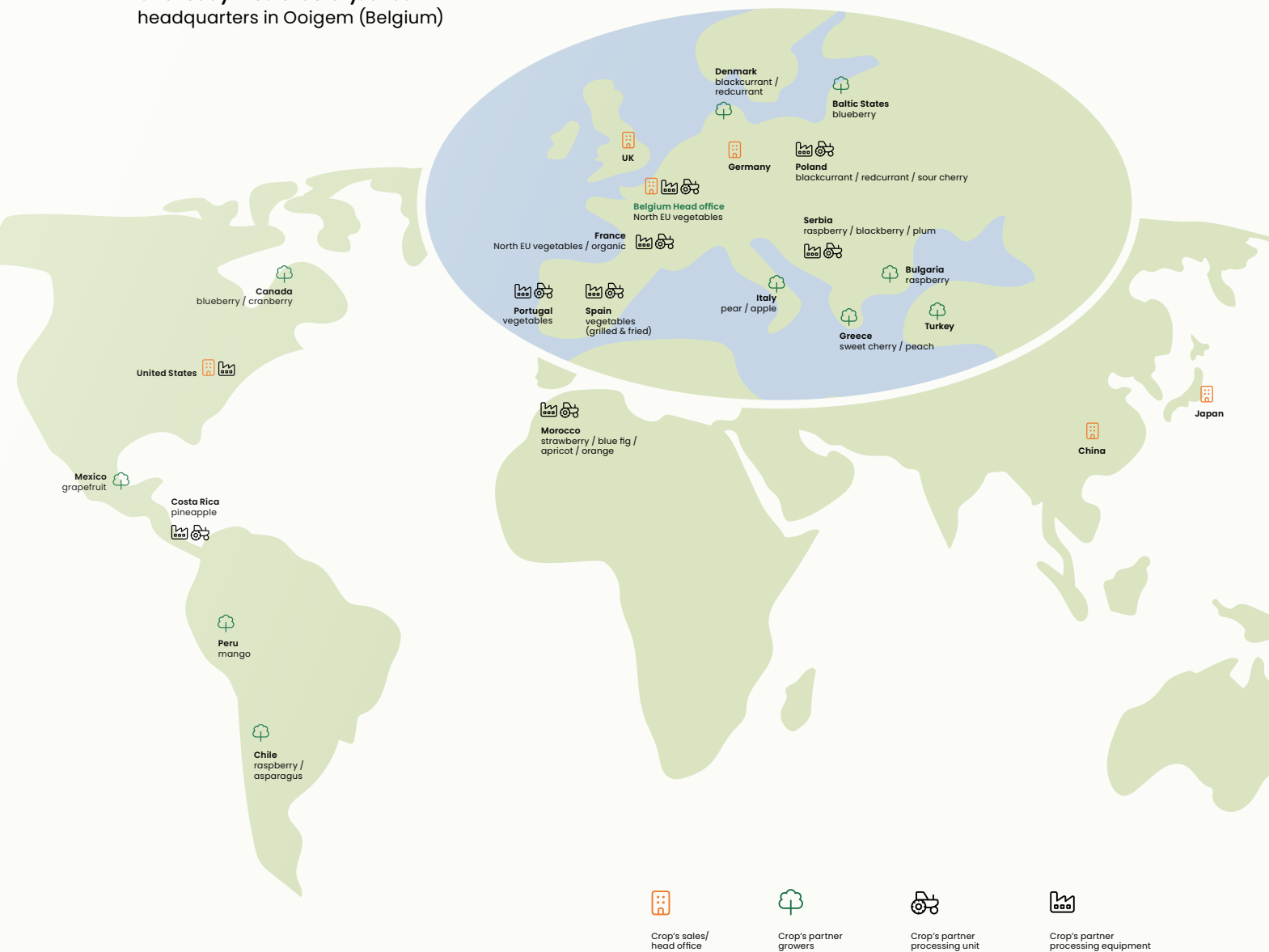
Today, Crop's operates ten factories worldwide:

- **Five vegetable factory locations:** Geer (Hesbaye Frost), Blaringhem (TriNature), Lublin (Agram), Alpiarça (Monliz), and Badajoz (Monliz)
- **Four fruit factory locations:** Larache (Messem), Horquetas (TropiFrost), Požega (Crop's & Partners), and Lublin (Agram)
- **One ready meals factory:** at our headquarters in Ooigem (Belgium)

By working in these terroirs - from the fields of Belgium to the plantations of Costa Rica - we combine natural quality with strategic proximity to production. Not only because it is efficient, but because it supports our commercial promise: products grown on the best land, frozen at their peak of flavour, ready to create impact in dishes around the world.

This geographic footprint combines global scale with local impact. It increases our agility, reduces transport distances in the primary phase, and enables us to operate close to both raw materials and customers.

For our commercial teams, this means they are not selling an abstract promise, but a tangible network of production capacity, expertise, and terroir-driven quality.



More than ingredients: solutions for growth

The commercial question we ask ourselves is simple yet ambitious: how do we help our customers grow sustainably?

The answer starts with efficiency. Our investments in state-of-the-art processing and warehousing enable us to deliver ingredients that are easier to process, more consistent in quality, and optimised for industrial applications. With technologies such as IQF, cutting, grilling, coating, and sauce preparation, we actively support our customers' production processes. The impact of cutting techniques on frozen vegetables, for example, is significant: by chopping spinach with a water knife, we preserve the leaf structure and lock in maximum flavour.

But efficiency alone is not enough. That is why we invest in culinary expertise and innovation. With two innovation hubs and an international culinary team, we develop concepts that respond to global cuisines, local tastes, and nutritional optimization. From smoothie mixes to ready meals inspired by world cuisines, we co-create products with our customers that are relevant for the consumer of tomorrow. In doing so, our role evolves from supplier to co-creator. A clear example of this, can be found in foodservice, where we offer vegetables that are already cleaned, cut, pre-seasoned and ready to heat, which significantly reduces time spent preparing meals.





Advisory as a differentiating factor

A key component of our commercial strategy is our advisory role. Within our Services & Solutions offering, we position Advisory alongside Taste & Culinary, Innovation, and Customization.

Advisory means we do not wait for customers to know exactly what they need. We bring insights on consumer trends, support nutritional optimization, and help shape assortments and improve applications.

At the same time, our advisory role goes beyond the commercial and product dimension. We actively support our customers in areas such as sourcing strategies, climate resilience, ingredient functionality, and supply chain optimization. This includes optimizing logistics flows to reduce both cost and environmental impact, for example by advising on origin selection, port combinations, and product mix in long-distance supply chains, as we do in specific customer collaborations.

It also means working closely on raw material characteristics and performance in application. In industrial bakery, for instance, we collaborate on reducing juice loss in fruit toppings by selecting specific varieties or developing natural coating solutions that improve product stability. Similarly, for industrial vegetables clients, we select chickpeas based on their dry matter content to minimise moisture release, ensuring that the hummus maintains its ideal consistency.

In addition, we support customers in building resilient and affordable product compositions. A clear example is the optimization of red fruit mixes, where we balance origins and varieties to guarantee supply security while maintaining a stable price point; ensuring that fruit-based products remain accessible to consumers.

In a world where consumers are increasingly driven by health, sustainability, and convenience, knowledge sharing becomes a strategic lever. By embracing this broader advisory role, we strengthen our partnerships and create mutual, long-term growth.

Sustainability as an integrated commercial choice

Do Food Good becomes most tangible in our sustainability approach. Under the principle of Sustainability at the core, we focus on Grow Better, Preserve Better, and Advise Better.

We invest in sustainable farming practices, reduce emissions, and optimize water usage and packaging; not as an afterthought, but as an integral part of our value proposition.

For customers, sustainability is increasingly becoming a commercial necessity. Our role is to support them concretely, with measurable improvements and scalable solutions.

Long-term thinking as a hallmark

As a family business with 100% focus on frozen, we consciously choose long-term relationships with farmers, customers, and employees.

We continuously invest in technology and capacity, achieving consistent growth, always grounded in a generational mindset.

Commercially, this means: reliability over opportunism. Partnership over transaction. Value over volume.

Frozen as a strategic lever

The food market is evolving rapidly. Consumers want to eat healthier. Retailers seek differentiation. Producers demand efficiency and certainty. Frozen can deliver on all of these, when used strategically.

That is the core of our commercial strategy: positioning frozen as a smart, sustainable, and value-creating choice. Not merely as an alternative to fresh, but as a strategic lever for growth.

Do Food Good is therefore not an endpoint. It is a continuous movement; a promise we bring to life every day: in the field, in our factories, in our innovation hubs, and in our commercial partnerships.



Portfolio

Serving our customers with top frozen food expertise, we seek to delight people and appreciate nature. We treasure fruit & vegetables, nature's gold, and share this gift with food professionals around the world. That is why we use all our knowledge to grow the finest ingredients and turn them into delicious and innovative frozen food solutions.

Frozen vegetable solutions

Crop's Vegetables brings together generations of agricultural know-how, advanced technology, and culinary expertise to deliver high-quality vegetable solutions. Vegetables are grown in fertile soils and optimal climate zones, and processed using state-of-the-art technologies to ensure consistent quality.

In addition to standalone vegetables and mixes, Crop's offers pre-cooked side dishes developed by in-house culinary experts. Continuous product and packaging innovation, combined with dedicated sector specialists, ensures versatile and practical solutions for a wide range of applications.

Frozen fruit solutions

Crop's frozen fruit is built on carefully selected varieties grown in the world's best terroirs, from Serbia to Costa Rica. Each variety is chosen for its suitability in specific applications, enabling consistent performance across both high-end and everyday uses.

A broad portfolio is complemented by ongoing product and packaging innovation, supported by specialised advisors, ensuring high-quality solutions tailored to professional needs.

Frozen ready meals

Crop's frozen ready meals combine convenience, quality, and innovation. Developed by in-house chefs and product experts, recipes are tailored to evolving consumer preferences and local market needs.

Full control over ingredients, including 100% traceable vegetables and pasta, ensures consistency and reliability. Strong innovation capabilities enable the development of customised culinary and packaging solutions, resulting in a diverse portfolio ranging from international cuisines to local specialties.



Family-owned company with 45+ years of experience



Vertical integration from field to fork



Fruit and vegetables grown in the world's best terroirs



Consistent food quality, highest safety and full transparency



Worldwide experience



Multi-cultural, in-house R&D department and chefs

Frozen vegetable solutions

Vegetables, pasta, grains & pulses



Grilled & fried



Side dishes



Gratins



Frozen fruit solutions

Single fruit



Fruit mixes



Fruit for smoothies



Fruit purees



Frozen ready meals

Essentials



Local essentials



Asian range



Italian range



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“We didn’t add sustainability. We embedded it.”

A conversation with **Joachim Hollevoet** on how Crop’s translates its Do Food Good purpose into structural impact

Anyone speaking with Sustainability Manager Joachim Hollevoet quickly notices that he rarely uses the word sustainability without immediately linking it to strategy, choices, and the long term. For him, sustainability is not a separate track alongside the business. It is the way the business is built.

Sustainability as a foundation, not a department

“At Crop’s, sustainability never started as a reporting requirement,” he says. “It grew from who we are.” And that “who we are” begins with the purpose that connects the entire company: Do Food Good: Making healthy eating more tasty, easy and affordable.

When Joachim talks about sustainability strategy, he avoids terms like “project” or “programme.” Instead, he speaks about embedding.

“Many companies build a sustainability strategy alongside their commercial strategy,” he explains. “We made a different choice. We deliberately integrated sustainability into our four strategic pillars: Grow Better, Preserve Better, Innovate Better and Advise Better.”

This may sound like a semantic difference on paper, but in practice, it is fundamental.

“At Crop’s, sustainability only truly gains meaning when it becomes tangible in how we operate: in the field, at our sites, and in our relationships with customers,” Joachim explains.

“Within the Grow Better pillar, this translates into a clear choice for future-proof agriculture. We invest in more sustainable farming practices, focus on smart water management, and actively build biodiversity in and around our fields. At the same time, we strengthen our long-term relationships with growers, because real progress is only

possible when you learn, invest, and share responsibility together. This way, not only the crop grows, but the partnership as well.”

Joachim continues: “With Preserve Better, we look at our own footprint. In our production environments, we systematically work on reducing our impact by using energy and water more efficiently, limiting waste streams – such as ‘food waste’ –, and continuously optimizing processes. It is a constant search for improvement across every link in our operations: consuming less, organizing smarter, and using resources more consciously. Because for us, preserving is not only about protecting food, but also about respecting resources.”

“Finally, through Advise Better, we extend our responsibility further along the chain. We encourage healthier and more plant-based food choices by inspiring and supporting customers with knowledge, insights, and innovative solutions. That same awareness is fostered internally: by engaging and informing employees, we build a shared conviction that healthy food and sustainable choices go hand in hand. In this way, sustainability becomes not an individual effort, but a collective movement.”

“By embedding sustainability within our existing pillars, we make it clear that it is not an additional layer. It is present in every decision. That makes our story stronger and more credible.”



A moment of focus: the Double Materiality Assessment

In 2024, Crop's took an important step to structure this integration: a comprehensive Double Materiality Assessment (DMA).

"That was not a theoretical exercise," Joachim recalls. "It was a moment of focus."

Double materiality looks from two perspectives: How do we as Crop's impact the environment and society? And how do environmental and social factors impact our financial and operational future?

"That dual perspective is essential," he says. "Because sustainability is not only about the impact you create, but also about the risks and opportunities that shape your future."

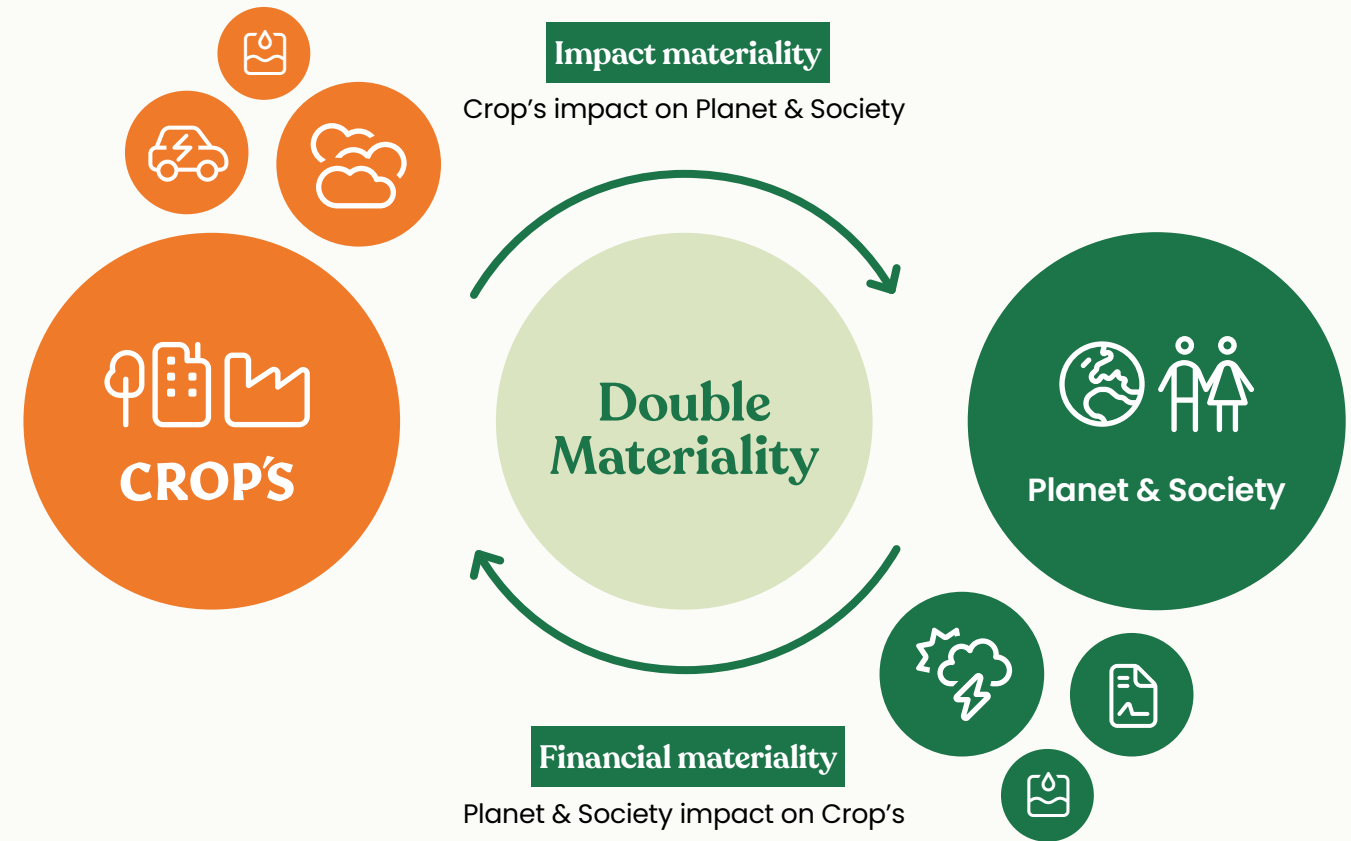
This exercise identified several key ESG (= Environmental, Social & Governance) topics that clearly define Crop's priorities.

Notably, topics such as food safety and quality were not selected as "material." Joachim smiles when explaining this.

"Not because they are less important, quite the opposite. They are so fundamental that they are already fully embedded in our daily operations. They are non-negotiable. But our sustainability strategy focuses on those areas where we can create additional acceleration."

When the conversation turns to reporting, it becomes clear how closely strategy and governance are intertwined.

"The Double Materiality Assessment was not just a content exercise," Joachim explains. "It also defined how we need to approach reporting."



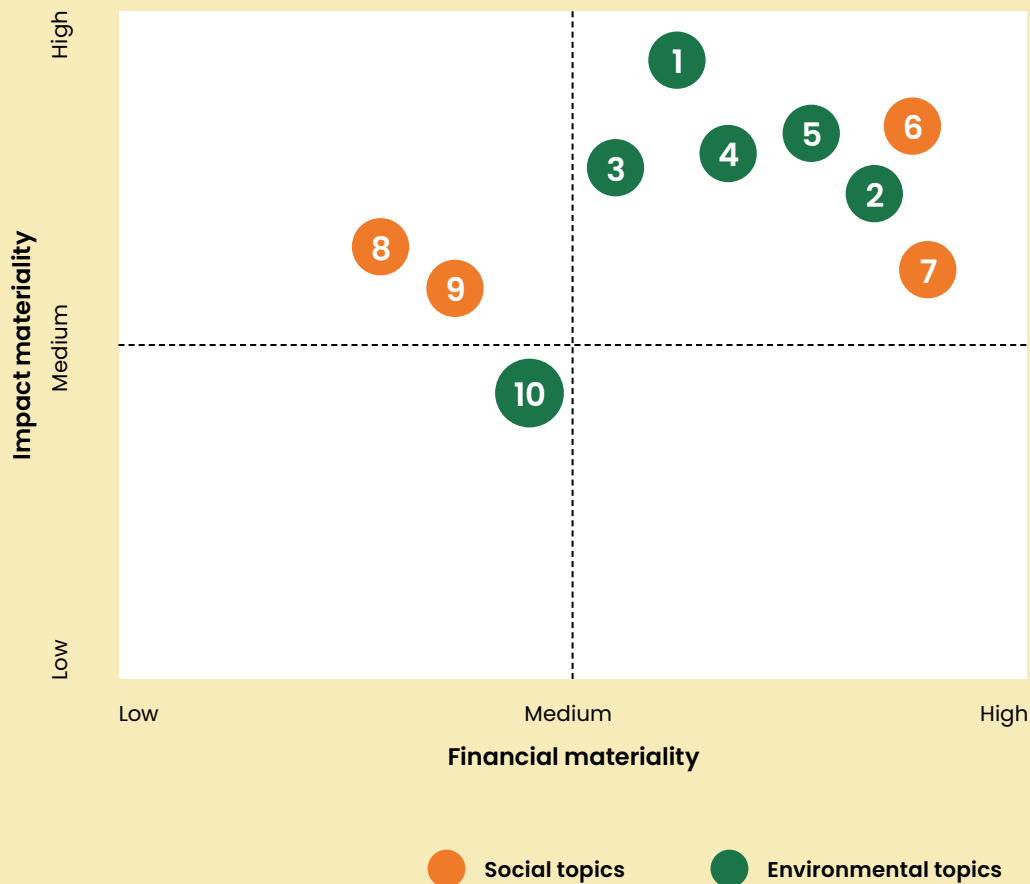
Double materiality result for Crop's

Crop's most material ESG-topics:

1. Greenhouse gas emissions (value chain)
2. Greenhouse gas emissions (own operations)
3. Biodiversity & ecosystems
4. Sustainable farming practices
5. Water withdrawals (crop production)
6. Healthy, affordable & nutritious food
7. Employees working conditions

Crop's important ESG-topics to monitor:

8. Business Conduct
9. Responsible sourcing
10. Water consumption & re-use



Preparing for the future of reporting

Based on the outcomes, Crop's will report according to the 'Corporate Sustainability Reporting Directive', a European legislation, following the European Sustainability Reporting Standards (ESRS). These are European guidelines that define which social and environmental datapoints & information companies must disclose in a standardised way.

"These standards make sustainability tangible," he says. "They determine what data you need to collect, how to structure it, and how transparent you must be about your impact."

This also had internal implications. To meet these requirements, Crop's has rolled out a group-wide ESG data tracking and data collection framework, which has been implemented across all entities from the 2025–2026 financial year onwards.

"What we measure, we can improve," Joachim emphasises. "By collecting ESG data in a structured and uniform way, we create not only external transparency, but also internal steering information. It helps us to critically review our ESG key topics and to make better decisions."

The next step is preparing for CSRD reporting, for which Crop's will report in calendar year 2028, covering the 2027–2028 financial year. Joachim does not see this as an administrative obligation, but as a step in maturity.

"CSRD pushes companies to treat sustainability with the same level of professionalism as financial reporting. For us, that is not a burden, but an opportunity. It helps us further strengthen our governance and embed sustainability even deeper into our organisation."

He summarizes it simply:

"Transparency is not an endpoint. It is a lever. And for Crop's, it is a natural continuation of what we already do within Do Food Good."



From analysis to organisation-wide action

Strategy only gains meaning when it is embraced across the organisation. That is why Crop’s has implemented a clear governance structure.

“Today, we work with 15 active sustainability workstreams,” Joachim says. “Each workstream has a lead, a sponsor, and clearly defined responsibilities.”

This model ensures that sustainability does not become a silo.

“It would be a mistake to think sustainability belongs to a single department. It touches agronomy, sourcing/procurement, operations, finance, R&D, HR. That is why responsibility must be broadly shared.”

In addition, Crop’s is taking steps toward external benchmarking and transparency. In 2025, the group conducted its first group-wide EcoVadis assessment, evaluating performance on environment, labour and human rights, ethics, and sustainable procurement.

“Such an assessment forces you to look critically at yourself. It is not an endpoint, but a mirror.”

Sustainability as a strength, not an obligation

As the conversation turns to the future, it becomes clear what truly energizes Joachim.

“We do not see sustainability as a risk to be managed. We see it as an opportunity to become stronger.”

Crop’s frozen activity in itself is already an answer to food waste. But according to Joachim, the real impact lies in the integration of all links in the chain: from field to production, from sourcing to advisory.

“Our strength lies in the fact that we operate as a vertically integrated company. This allows us to approach sustainability not in fragments, but systemically.”

He pauses for a moment, then concludes:

“At Crop’s, sustainability is not a chapter at the end of the report. It sits at the heart of Do Food Good. It defines how we grow, how we invest, and how we collaborate.”

In the next chapter, the concrete targets, reduction pathways, and initiatives will be further detailed.



The Crop’s sustainability team: Bart Noppe, Sarah Vansweevelt, Joachim Hollevoet.

Our strategic house

Our purpose



Our strategic pillars

Grow better	Preserve better	Innovate better	Advise better
-------------	-----------------	-----------------	---------------

Our sustainability ambitions

Reducing carbon footprint	Access to healthy food	Employee wellbeing
Reducing environmental impact		Advising & promoting healthy lifestyles
Sustainable farming practices		
Responsible sourcing		
Supporting local communities		

Part 4.

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1. Reducing carbon footprint



4. Responsible sourcing



7. Employee wellbeing



2. Reducing environmental impact



5. Supporting local communities



3. Sustainable farming practices



6. Access to healthy food



8. Advising & promoting healthy lifestyles

Our Crop's sustainability commitments

Sustainability only gains real meaning when ambition is translated into measurable progress. At Crop's, we convert our strategic pillars into clear commitments, concrete roadmaps, and tangible projects. In this chapter, we explain how we take responsibility: from our own operations to the fields, from sourcing to local communities.

Commitment 1

Reducing carbon footprint

Taking responsibility from field to fork

At Crop's, responsibility does not stop at the gates of our production sites. It begins in the field and continues all the way to the consumer. At every stage of our value chain – from cultivation and processing to logistics and the final product – we critically assess our impact on the climate.

Our ambition is clear: to structurally reduce our carbon footprint while continuing to build a robust and future-proof food system.

We do not achieve this through a single measure, but through a coherent and integrated approach. We invest in energy efficiency within our production environments, systematically increase the share of renewable energy, and work closely with farmers on practices that reduce greenhouse gas emissions at field level. In logistics, we continuously seek optimisation: smarter routing, more efficient loading, and more sustainable transport methods help us further reduce emissions.

However, our climate strategy goes beyond meeting standards or complying with regulations. It is about systems thinking. About the belief that a smart food system can do more with fewer resources, less energy, and less waste. Step by step, we aim to grow better while leaving less behind.

Measuring to improve

A credible reduction strategy starts with insight. That is why, since 2021, we have been mapping our full corporate carbon footprint in line with the internationally recognised **Greenhouse Gas Protocol**.

A company's carbon footprint represents the total greenhouse gas emissions – both direct and indirect – across its entire operations and value chain. These emissions are expressed in CO₂ equivalents (CO₂e) and divided into three categories:

- **Scope 1** covers direct emissions from our own production facilities, mainly from the combustion of natural gas, diesel, and fuel oil in our factories.
- **Scope 2** includes indirect emissions from purchased energy, primarily electricity required to operate our production sites.
- **Scope 3** is the most comprehensive category and includes all indirect emissions across our value chain, both upstream and downstream. This includes emissions related to the cultivation of fruits and vegetables, purchased raw materials, packaging materials, and transport, all the way to distribution to the end customer.

Scope 3 in particular highlights how closely intertwined our climate impact is with that of our partners. It shows that climate responsibility is not an individual effort, but a shared responsibility across the entire chain.

By mapping our emissions across all three scopes, we create a clear starting point for targeted action. What we measure, we can analyse. What we analyse, we can improve. And that is exactly where the transition towards a food system that not only feeds, but also protects, begins.

From insight to action: our decarbonisation roadmap

Insight alone is not enough. After mapping our full carbon footprint and identifying key emission hotspots, the logical next step was a thorough internal decarbonisation assessment.

Decarbonisation is the process of systematically reducing or eliminating greenhouse gas emissions, such as CO₂, methane, and nitrous oxide as most important ones linked to our activities. It involves a structural transition from carbon-intensive activities to a low-emission economy.

In practice, this means switching to renewable energy sources, improving production efficiency,

making transport more sustainable, and promoting sustainable farming and sourcing practices. But decarbonisation is more than technology. It also requires a different mindset: using resources more intelligently, minimising waste, and reorganising value chains to reduce dependence on fossil fuels.

Therefore, calculating & mapping our full emissions impact, setting clear reduction targets, and implementing a roadmap towards the future is essential.

At Crop's, we do not see decarbonisation as a standalone climate project, but as an integral part of how we grow, produce, and collaborate. This exercise resulted in a clear roadmap and concrete reduction targets. It provides direction, prioritisation, and a time horizon for our climate ambition. It is a necessary step to reduce our climate impact while strengthening the resilience of our business and value chain.



Electrifying Crop's vehicle fleet

Commitment 1

Reducing carbon footprint

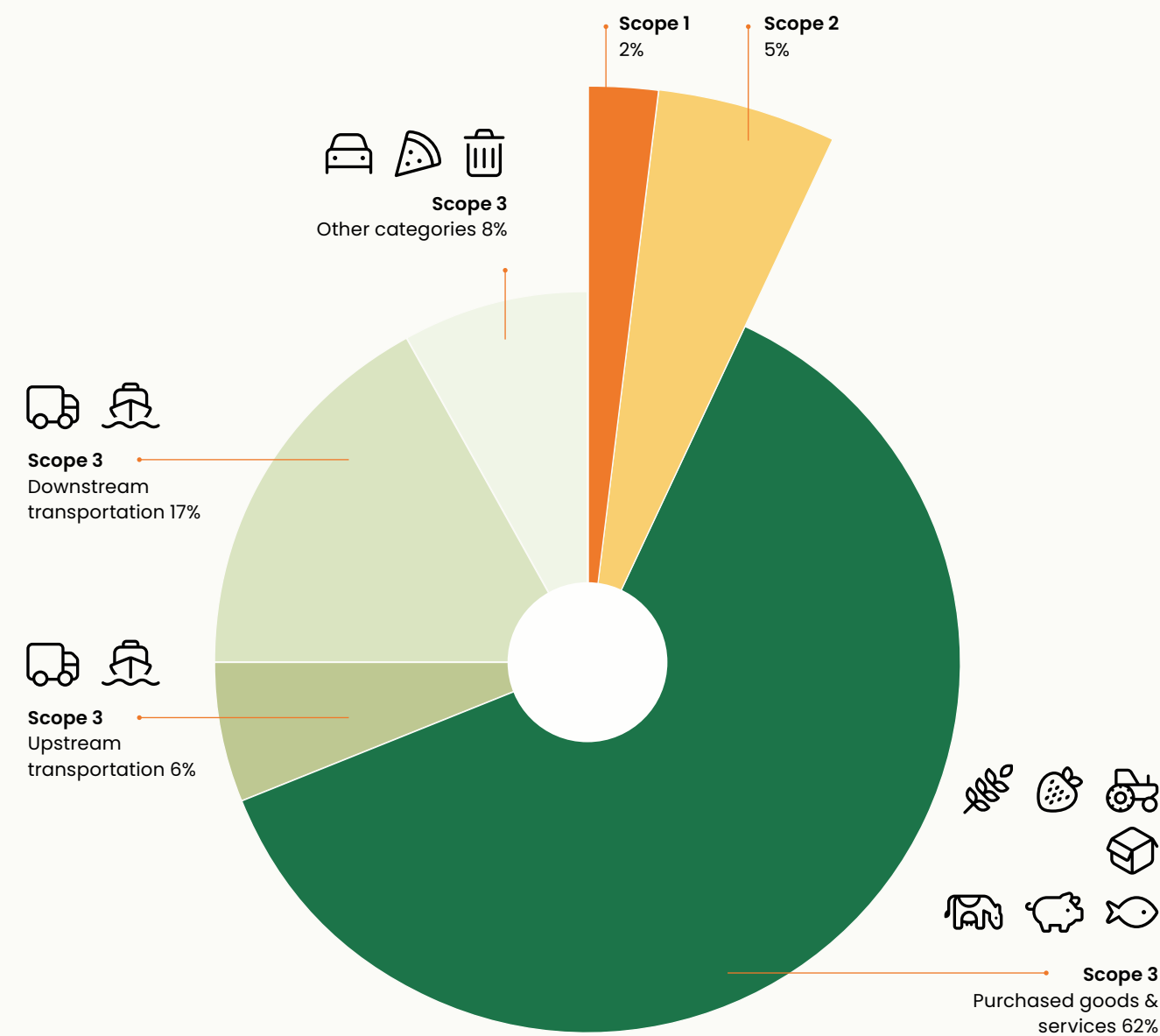
Our emissions in perspective

For financial year 2024–2025, our gross carbon footprint was as follows:

- **Scope 1:** 9,835 tCO₂e
- **Scope 2 (market-based):** 20,197 tCO₂e
- **Scope 3:** 428,953 tCO₂e

These figures confirm what many food companies experience: the majority of climate impact lies within Scope 3, the broader value chain. This means our biggest leverage is not only within our own operations, but also in collaboration with partners.

At the same time, Scope 1 and 2 remain essential. They represent the areas where we have direct operational control and where targeted investments can quickly generate tangible impact.



Crop's full Scope carbon footprint

Clear 2030 targets for Scope 1 & 2

Based on our analysis, we have defined reduction targets for Scope 1 and 2, using our 2023–2024 fiscal year as the baseline:

- **42% absolute reduction by the start of fiscal year 2030–2031**
- **55% reduction in emission intensity per tonne produced by the start of fiscal year 2030–2031**

This combination of absolute reduction and intensity reduction ensures that we both lower our total impact and produce more efficiently per tonne of product, even as the business grows.

While these targets are not formally validated Science Based Targets, we used the SBTi methodology as a guideline in defining our ambition.

We are currently investigating an official SBTi-commitment to set science-based targets for Scope 1, 2 and Scope 3 in line with The Paris Agreement.

Scope 3: collaborating to reduce impact

The biggest challenge lies in Scope 3. This is where collaboration is essential.

We therefore focus on a broad engagement strategy across our value chain:

- Close collaboration with farmers and agronomists to refine product-specific carbon footprint data and identify reduction opportunities, and start on mitigation trajectories
- More accurate calculation of logistics emissions, both upstream and downstream
- Exploration of regenerative agriculture practices as a structural carbon reduction lever at field level
- Further development of plant-based proteins through R&D
- Focus on recycled packaging materials and improved footprint data for packaging

In addition, we actively promote more plant-based meals and recipes to our customers. Fruits and vegetables naturally belong to the lowest-emission food categories. By strengthening these categories within our portfolio, we contribute to a structural shift in consumption patterns.

Scope 3 requires long-term commitment, transparency, and mutual trust. But this is also where our strength lies: as a vertically integrated player, we are closely connected to our farming partners and suppliers.

Energy efficiency as a continuous priority

Alongside our value chain efforts, we continue to optimise our own operations. Energy efficiency is not a one-off project, but a continuous improvement cycle.

We systematically explore:

- Optimisation of production processes
- Electrification where possible
- Transition to renewable energy

For the energy we continue to consume, we actively invest in renewable energy projects at group level. These initiatives – including solar energy and biomethanisation – are key building blocks in achieving our Scope 1 & 2 reduction targets.

A transition in motion

Our decarbonisation roadmap is not a static document. It evolves with new insights, technologies, and collaborations.

What remains constant is the direction: fewer emissions, more efficient processes, stronger value chain collaboration, and accelerated adoption of renewable energy. Not because we have to.

But because a future-proof food system requires action today.

And that is exactly what we are doing: step by step, with clear goals and measurable progress.

Commitment 1
Reducing carbon footprint

In the picture

Solar panels within the Crop's group

A tangible example of our decarbonisation efforts is the installation of solar panels on the roof of our Coldstore in Ooigem in 2025. With an installed capacity of **459 kWp**, this system generates local renewable electricity that is directly used in our own operations.

This not only reduces our dependence on external energy sources, but also structurally lowers our Scope 2 emissions. By maximising the use of available roof space, we leverage existing infrastructure to generate sustainable energy without additional land use.

Moreover, local production limits transmission losses in the electricity grid and allows us to better align energy supply with the rhythm of our operations.

Ooigem is not a standalone initiative. Solar panels have also been installed at several other production sites within the Crop's group, as part of a broader strategy to gradually increase the share of renewable energy in our energy mix.

Step by step, we are building a production environment where energy efficiency and locally generated green energy go hand in hand.



In the picture

Biomethanisation at Hesbaye Frost

Another strong example of how we combine circularity and decarbonisation is the biomethanisation project at Hesbaye Frost.

In recent years, we have co-invested in two biomethanisation installations adjacent to our production site. In these installations, organic residual material from our production is converted into biogas through anaerobic digestion; a process that takes place without oxygen and transforms organic fractions into renewable energy.

The first installation became operational after an initial investment phase and immediately made a significant contribution to the site's energy supply. In 2023, a second installation was added, further expanding capacity.

Thanks to this expansion, we can now process not only solid food residual streams, but also more liquid, organically loaded waste streams. This increases system efficiency and maximises energy output.

The produced biogas is then converted into green electricity and green steam, which are reused in Hesbaye Frost's production processes.

In this way, we replace part of the externally purchased electricity and natural gas with locally generated renewable energy. Thanks to these two units, and to the continuous reduction of the internal energy consumption, Hesbaye Frost is already close to carbon neutrality for its own electricity need. Concerning natural gas, due to the recuperation of steam from the biomethanisation, a 25% reduction in the use of natural gas has been realized at this production site.

This project is more than an energy investment. It is a concrete example of closing the loop: what was once a waste stream has become a valuable energy source.

As a result, we not only reduce our greenhouse gas emissions, but also strengthen the resilience and energy independence of the site.

Commitment 2

Reducing environmental impact



Producing smarter, using resources more consciously

At Crop's, sustainability goes beyond climate ambitions alone. It is also embedded in the way we operate every day: in how we use water, energy, packaging, and residual streams. In how we optimise our processes. In how we avoid waste.

Because if you want to provide healthy food in the long term, you also need to ensure healthy ecosystems and resilient production environments.

Our ambition is clear: to systematically reduce our operational impact without compromising on quality, food safety, or efficiency.



In our factories

Water: every drop counts

Water is one of the most important resources in our sector. It is used in our production processes, for washing and processing vegetables, and in agriculture where our crops are grown. That is why water management is one of our top priorities.

At our production sites, we continuously work to improve water efficiency. This means smarter cleaning, optimising rinsing processes, reviewing technical installations, and exploring where water reuse is possible. We systematically evaluate how we can achieve the same – or better – results with less water.

In our sourcing regions, we also promote sustainable irrigation management. By combining technologies such as weather stations, soil moisture sensors, satellite data, and drip irrigation, we help farmers irrigate more precisely. Not applying more water than needed, but exactly what the crop requires, taking into account the exact weather conditions.

Concrete commitment

For our own production sites (baseline = fiscal year 2024–2025), we have defined clear targets:

- **By the start of fiscal year 2026–2027:** 5% reduction in water consumption per tonne produced
- **By the start of fiscal year 2030–2031:** 15% reduction in water consumption per tonne produced

These targets make water management measurable and guide our investments in technology and process optimisation.

Saving water is not just an environmental issue for us. It is also about operational security. By using water more efficiently, we strengthen the resilience of both our operations and the communities in which we operate.

Energy efficiency as continuous improvement

As with water, we also take a critical look at our energy consumption. Energy efficiency is not a one-off project, but a continuous improvement process.

Across all our production sites, we optimise installations, improve insulation, and analyse energy consumption down to process level. Small improvements at scale make a big difference.

Concrete commitment

Here too, we have defined clear targets (baseline = fiscal year 2024–2025):

- **By the start of fiscal year 2026–2027:** 5% reduction in energy consumption (kWh per tonne produced, electricity and gas)
- **By the start of fiscal year 2030–2031:** 15% reduction in energy consumption per tonne produced

By measuring energy intensity per tonne, we directly link efficiency to productivity.





Renewable energy: accelerating where possible

In addition to efficiency, we are also greening our energy mix. Today, more than **25% of our energy at group level already comes from renewable sources**. This includes both our own installations (such as solar panels and biomethanisation, as shown in the previous chapter) and the purchase of green electricity.

By combining renewable energy with efficiency improvements, we are building a production environment that is less dependent on fossil fuels and more resilient to future energy challenges.

Rethinking packaging

Packaging is essential to guarantee food quality and safety. At the same time, it has an environmental impact. That is why we are working on a structural transformation of our packaging policy.

Our focus is on three pillars:

- Reducing the weight of plastic packaging
- Increasing recycled content in secondary and tertiary packaging (plastic, cardboard, paper)
- Improving the recyclability of all our packaging materials

By reducing material use and promoting recycling, we lower not only our environmental impact but also our carbon footprint. Innovation plays a key role here. We continue to explore alternative materials and eco-design solutions that combine functionality with sustainability, approved by our customers.



Minimising food loss

As a producer of vegetables, fruit, and ready meals, food waste is a topic we take very seriously.

We aim to minimise food loss at every stage of the lifecycle: from processing to packaging and logistics. A good example is the case of strawberries: where entire or strawberry halves cannot be used, this is processed towards slices, dices or puree to avoid any food waste at the production level. A similar approach exists within our vegetables portfolio where we have also developed high-value materials into products such as ‘cauliflower rice’ to minimise food loss.

What cannot be avoided is valorised as much as possible.

The majority of our organic residual streams are used in biomethanisation installations, where they are converted into renewable energy. In this way, they contribute not only to waste reduction, but also to our climate goals. When biomethanisation is not an option, residual streams are used for animal feeding or towards juice producers (in the situation of pineapple peel & cores for example). This ensures that the value of the product remains within the food chain.

For us, reducing waste means not only less loss, but also making better use of the natural resources entrusted to us.



Project spotlight

From wastewater to nature reserve

How water circulation at Hesbaye Frost connects nature, agriculture, and industry

Sometimes, impact starts with a simple question: what if water does not have an endpoint, but a new destination?

At our Hesbaye Frost production site, this question became the starting point of a highly circular project. Since 2017, treated wastewater from the site has been given a second life. Instead of discharging the water, it is redirected to a nearby former “beet-root” brownfield; an area once used for industrial activities and containing several basins.

Step by step, these basins were filled with carefully treated water from our production. What started as a technical water management project evolved into something much greater.



Biodiversity
movie 2024

A nature reserve in full development

In collaboration with partners such as Natagora, the site was transformed into a fully-fledged nature reserve. Today, the area is a thriving ecosystem of water bodies, reed zones, and rich biodiversity, where more than 200 bird species have already been observed.

The reserve attracts nature enthusiasts from across the country and abroad, demonstrating that industry and biodiversity do not have to be opposites.

Water as a strategic reserve

But the story does not end with nature development. The area also plays an important role for the local agricultural community. The water basins act as a strategic water buffer that farmers can draw upon during the growing season when additional irrigation is needed.

In a context of increasing drought and climate challenges, water availability is crucial. This project strengthens regional resilience by keeping water local and making it available when it is needed most.

A triple win

The Hesbaye Frost project is a clear example of a triple win:

- For industry, through circular water management and efficient use of residual streams
- For nature, through the restoration and development of a valuable ecosystem with high biodiversity
- For agriculture, through an additional water reserve during dry periods

A place to connect

Together with our partner IKEA, a bird observation hut was installed in the nature reserve. This shelter allows visitors to quietly observe the rich birdlife and reinforces the educational and connecting dimension of the project.

The result is more than a technical sustainability initiative. It is a place where people, nature, and industry come together.

What happened here is not a coincidence, but the result of a clear conviction: sustainability is not only about reducing impact: it is about creating positive value. Water is no longer a waste stream. It becomes a source of biodiversity, collaboration, and future potential.



© Schmitt





In our fields

Biodiversity as a foundation: strengthening nature to protect food security

Working with fruits and vegetables means working with nature. This may seem obvious, but it also means that agriculture can never be separated from the ecosystem in which it operates.

Biodiversity in and around our fields is therefore intrinsically linked to reducing our environmental impact. At Crop's, we do not see biodiversity as an "extra". It is not symbolic or reputational. It is a fundamental part of our sustainability strategy.

As a company deeply rooted in agriculture, we depend on ecosystem services such as pollination, soil fertility, and natural pest control. Without healthy bee populations, no pollination. Without rich soil life, no resilient crops. Without well-balanced ecosystems, no stable food system.

And this is exactly where the challenge lies today.

Globally, biodiversity is under severe pressure. The decline of pollinators such as wild bees threatens not only natural ecosystems, but also food production itself. For Crop's, this is not an abstract risk; it goes to the core of our business.



Measuring to understand: collaboration with BeeOdiversity

To make biodiversity not only intentional but also measurable, we collaborated with BeeOdiversity, a pioneering organisation that helps companies measure and restore biodiversity.

Within the innovative **BeeOmetrics project**, the presence of solitary (wild) bees is used as a bio-indicator of ecosystem health. The principle is simple yet powerful: when wild bees thrive in an environment, it is a strong indication of balanced and healthy ecosystems.

At Crop's, we have installed 12 so-called "BeeOtels" across Belgium, France, and Spain

around various production sites, collecting data through pollen samples and occupancy rates.

The collected data help us to better understand:

- How our agricultural practices relate to local biodiversity
- The impact of agro-practices on pollinators
- How the overall ecological condition of our fields evolves

This is not just about observation, but about insight. By making biodiversity measurable, we can improve more effectively.

From monitoring to strategy: Build Your Biodiversity Strategy

Monitoring is only the first step. The real challenge is embedding biodiversity structurally into our corporate strategy.

As a grower and producer across different sourcing regions, we are confronted with disrupted ecosystem services. Climate change, soil depletion, and biodiversity loss increase agricultural risks and reduce crop resilience.

That is why Crop's participates in the **"Build Your Biodiversity Strategy"** programme led by **The Shift**, in partnership with WWF-Belgium. Within this community of practice with several peer companies, biodiversity is placed at the heart of the corporate agenda, with companies working on a structured approach, clear priorities, and measurable progress.

For Crop's, this programme forms the foundation for developing our own **biodiversity roadmap**: helping us define concrete steps towards a credible, nature-positive strategy.

Not driven by idealism alone, but by the conviction that a resilient agricultural system is only possible when biodiversity is protected and strengthened.

Nature as an ally

Reducing biodiversity to numbers or projects would miss the essence. For us, it is a partnership with nature.

By protecting pollinators, strengthening soil life, and respecting ecosystems, we build crops that are stronger, less dependent on external inputs, and more resilient to climate shocks.

Protecting today, strengthening tomorrow

Reducing our operational impact goes beyond environmental protection. It is about future resilience.

By investing in smarter technologies, circular systems, and more efficient processes, we are building a company that optimizes resource management, is less vulnerable to scarcity, and better equipped to deal with climate change.

Reducing environmental impact therefore does not only mean emitting less or consuming less. It also means actively investing in the natural systems that make our food possible. Those who produce food carry responsibility for the landscape in which it is produced.

And that is exactly the essence of Do Food Good: not only making good products, but producing them in the right way. Not because biodiversity is "nice to have", but because it is essential for the future of our food system.

"Reducing our environmental impact is not only about protecting nature today. It is about ensuring the resilience of our operations - and the communities we depend on - for tomorrow."



Commitment 3

Sustainable farming practices

Where Do Food Good begins: in the field

At Crop's, we believe that good food starts with good farming. Not in the factory. Not in the store. But in the field.

Our fruits and vegetables carry the quality of their origin within them. That is why sustainable agriculture is not a side project within our strategy, but its foundation. If we say Do Food Good, we must also Grow Better.

Today, we are consciously transitioning towards more sustainable cultivation practices and – where possible – regenerative agriculture within our supply chain. This evolution is closely linked to our broader ambition to structurally reduce our environmental impact in and around our fields.

Farming in harmony with nature

Crop's works with thousands of farmers in carefully selected terroirs. These long-term partnerships form the backbone of our approach. We do not believe in distant sourcing. We believe in collaboration, knowledge sharing, and shared responsibility.

Together with our growers and agronomists, we progressively focus more on farming that works in harmony with natural systems. That means protecting & improving soils, strengthening biodiversity, and reducing dependence on water and external inputs, lowering our

environmental impact gradually improving ecosystem services.

Because agriculture is not an isolated activity. It is embedded in ecosystems, and those ecosystems are under pressure today.

Regenerative agriculture as a model for the future

Within this transition, regenerative agriculture is taking on an increasingly important role.

Regenerative agriculture goes beyond limiting harm. Its aim is to actively restore ecosystem health over time. Through practices such as sowing cover crops, minimal soil disturbance, diverse crop rotations and – where relevant – agroforestry, soil health is restored, biodiversity is strengthened, and carbon is sequestered in the soil.

Unlike conventional agriculture, which often relies heavily on chemical inputs, regenerative agriculture starts from soil regeneration as a priority. A living, resilient soil is the foundation for sustainable fruit and vegetable cultivation in the long term.

Soil as a living ecosystem

Healthy soil is not an inert growing medium. It is a complex ecosystem in which microorganisms, fungi, and insects work together to make nutrients available to plants.

By applying smart crop rotations and encouraging natural enrichment, we increase the resilience of our fields. By sowing cover crops – in between two main crops – we protect the soil against erosion, improve rainwater infiltration, and this potentially has positive effects on local biodiversity.

In this way, we reduce our ecological footprint while strengthening long-term productivity.

Smart Water Management: water as a shared responsibility

Water is one of the most valuable resources within our agricultural chain. Without water, there is no growth. But in a world where drought and climate pressure are becoming increasingly present, water stress increases also in our terroirs.

At Crop's, we therefore do not view water management as a technical optimisation, but as a shared responsibility between us, our farming partners, and the regions in which we operate.

Smart irrigation does not mean applying more water, but working more precisely. Through drip irrigation, soil sensors, weather stations, and satellite data, we help farmers determine exactly what a crop needs and when. This combination of technology and agronomic knowledge ensures that water use is aligned with the crop's actual evapotranspiration.

The result is twofold: less water consumption and better nutrient uptake and plant health. By reducing water dependence, we strengthen the resilience of our fields and make our crops more resistant to climate fluctuations.



Commitment 3
Sustainable farming practices

Project spotlight

Messem (Morocco): innovative irrigation trials in strawberries

In our Moroccan sourcing region of Larache, water management has been a priority for many years. All strawberry growers there work with drip irrigation: a practice that has been supported since 2008 by the Moroccan Green Plan as an important step towards more sustainable water use in strawberry cultivation. But at Crop’s, innovation does not stop at the basics.

Together with grower Kenza and agronomist Hicham, we are conducting innovative irrigation trials to further improve efficiency. These trials examine how strawberry plants respond to reduced irrigation and whether controlled water stress may even contribute to better fruit quality.

The first results are promising: a 20% reduction in irrigation levels appears to have no significant negative impact on yield, while essential quality parameters remain intact.

This type of research helps us further optimise water use without compromising on quality; a textbook example of how Do Food Good also means using natural resources more intelligently.



Sustainability practices
Messem



Project spotlight

Monliz (Spain): precision irrigation in practice

Water availability is also a strategic issue in our southern sourcing regions, such as Spain and Portugal. At Monliz Spain, drip irrigation is already widely used, but the approach goes beyond technology alone.

Under the guidance of, among others, our agronomist Carlos Romero, an integrated system is used that combines soil moisture sensors (tensiometers), weather stations, and satellite data. This data provides insight into crop

evapotranspiration – how much water is actually evaporated and consumed – and therefore helps apply the right amount of water at the right time.

This model has now been rolled out across 100% of our pepper and cherry tomato fields linked to our Spanish production site. By combining data-driven advice with hands-on experience, we structurally avoid water loss and increase irrigation efficiency.



Water as a lever for resilience

The examples from Messem and Monliz Spain show how technology, agronomic expertise, and local collaboration come together in one clear ambition: to use less water without delivering less quality.

Water management is therefore not an isolated measure, but an integral part of our sustainable farming strategy.

By irrigating more precisely today, we are not only protecting this precious resource; we are building farming systems that are stronger, smarter, and more resilient for tomorrow.



Cover crops as a driver of soil health

What grows between harvests makes the difference

Not everything we sow is meant to be harvested. Sometimes we sow to restore. To protect. To strengthen.

Cover crops – crops sown between two main crops – play an increasingly important role in our sustainable farming practices. They may be less visible in the final product, but their impact on the soil is fundamental.

When a field would otherwise lie fallow after harvest, it becomes more vulnerable to erosion, leaching, and nutrient loss. By sowing cover crops, we protect the soil against rainfall impact and runoff. Their root structures improve water infiltration, allowing rainwater to be better absorbed and retained. This reduces erosion and increases the soil's drought resistance in later seasons. But the benefits go beyond protection alone.

Cover crops contribute to increasing the organic matter content of the soil. They feed soil life, stimulate microbial activity, and improve the overall soil structure. Richer soil means better nutrient availability, stronger plants, and more stable yields in the long term.

In addition, cover crops also create opportunities for local biodiversity. They provide habitat and food for insects and other organisms, contributing to a healthier ecosystem in and around our fields.

Learning and refining

At Crop's, we go one step further. We conduct trials with different cover crop species mixes. By combining species with different root structures – deep-rooting and shallow-rooting varieties – we can improve soil structure at different levels.

These trials help us better understand which mixes contribute most to soil restoration, water retention, and biodiversity in specific regions.

Practice in Northern Europe

The use of cover crops has now become common practice on many of our Northern European vegetable fields. When no winter crops such as broccoli or carrots are grown – which limits the use of cover crops – this technique is widely applied.

In this way, we do not treat the time between two crops as downtime, but as an investment. Because what grows between harvests determines the quality of what comes next.

Cover crops do not deliver a direct yield in kilos. But they build something far more valuable: a living, resilient soil that can continue to feed generations. And that is exactly where sustainable agriculture begins.

Partnership spotlight

Crop's & Nestlé, stronger together in the field

Sustainable agriculture cannot be built alone. It requires collaboration, knowledge sharing, and a shared ambition to look beyond the next harvest.

In collaboration with **Nestlé**, we have launched several initiatives in recent years to strengthen local biodiversity and further improve the sustainability of farming practices. This partnership starts from a shared conviction: the future of food production lies in regenerative, data-driven, and nature-positive agriculture.

Precision agriculture: measuring to nourish more accurately

One of the core initiatives within this **collaboration** is the use of sap analyses in different crops. By analysing plant sap, we gain detailed information on macronutrients, pH values, and conductivity.

These insights provide a much more accurate picture of the crop's nutritional status during the growing season. Instead of fertilising based on general schedules, we can provide more targeted advice: does the crop need more calcium? Extra potassium? Less nitrogen?

This precision-based approach makes it possible to reduce the use of (synthetic) fertilisers. By fertilising more accurately and using organic nitrogen sources where possible, we achieve a reduction in inorganic nitrogen



input, and therefore also a reduction in greenhouse gas emissions at field level. Less input, more efficiency. And at the same time, a reduction in our field-level carbon footprint.

In addition to sap analysis, we also carry out **systematic soil analyses**. By gaining insight into the specific characteristics of each plot – before the growing season – our agronomists can provide even more precise advice. This combination of data and field expertise strengthens both yield and sustainability.

Biodiversity corridors: making space for nature

In addition to nutrient management, investments were also made in strengthening local biodiversity. Flower strips with native plant species were planted along various plots.

These biodiversity corridors attract pollinators and beneficial insects and create natural connections in the landscape.

On top of that, 15 insect hotels were installed, complemented by birdhouses and bat



boxes. The combination of biodiversity corridors with essential housing for different species, stimulates natural pest control and pollination.

By strengthening ecosystems, we reduce the long-term need for phytosanitary treatments. The result is a more balanced agricultural system in which natural processes once again play a greater role while maintaining similar yields.

Renewable energy at farm level

The collaboration is not limited to soil and biodiversity. Progress has also been made in the field of used energy on a field level. Solar panels have been installed on several farms to power water pumps and irrigation systems.

By replacing diesel-powered pumps with solar energy, we avoid additional greenhouse gas emissions and reduce the operational impact of irrigation.



One integrated approach

What makes this collaboration special is its integrated approach. Sap analysis, soil research, biodiversity infrastructure, and renewable energy are not separate initiatives. Together, they form a coherent package of measures that:

- Reduces the use of fertilisers and phytosanitary products
- Strengthens soil health
- Promotes local biodiversity
- Reduces climate impact at field level
- Increases crop resilience

The result is agriculture that not only produces, but also restores and strengthens.

Towards a group-wide agricultural framework

The insights from this collaboration also feed into our broader strategy. At group level, we are currently working on a **Group-wide Agriculture Framework**, with the aim of structurally embedding sustainable and regenerative farming practices across all Crop's sourcing regions.

What is being tested and refined today in collaboration with partners such as Nestlé must tomorrow become scalable and integrated at Crop's group level towards all our entities. Because if sustainable agriculture begins anywhere, it begins in partnership.

And that is precisely where Do Food Good takes on meaning once again: not only producing well, but growing better together: for soil, biodiversity, and the future.

Interested in developing a partnership around this topic? Feel free to get in touch. Our contact details are available at the end of this report.



Responsible sourcing

Responsibility does not stop at our own fields

At Crop's, responsibility begins in the field, but it does not end there.

Our chain extends beyond our own agricultural activities. Many of our ingredients come from trusted external partners, spread across different regions and continents. This means that our impact – both positive and negative – extends across a broader value chain.

That is why we apply one clear principle: the same high standards we set for ourselves, we also expect from our suppliers, continuously improving together. Therefore we have critically reviewed our expectations towards all our suppliers on both social and environmental topics in our updated 'Supplier Code of Conduct'.

Transparency as a foundation

For us, responsible sourcing means knowing where our food comes from, how it was grown, processed, and transported... and under what conditions.

Transparency and traceability are essential in this respect. We build long-term partnerships with suppliers who share our values and are willing to invest in improvement together. This goes beyond product quality alone. It is also about respect for human rights, fair working conditions, environmental protection, and ethical business conduct.

We believe that strong relationships are built on trust. And trust starts with clear agreements and shared responsibilities.

Ethical business conduct as a basis

Responsible sourcing starts with clear principles, but it only gains real value when those principles are also monitored and safeguarded.

At Crop's, we build long-term partnerships based on trust, transparency, and integrity, respecting both people and environment. We expect our suppliers not only to comply with laws and regulations, but also to actively contribute to better working conditions, safe workplaces, and more environmentally friendly business practices.

In this context, we actively promote **four-pillar SMETA certification** (Sedex Members Ethical Trade Audit). SMETA is the world's most widely used social audit to assess and improve working conditions and environmental performance. The audit is designed to protect workers against unsafe working conditions, excessive working hours, discrimination, underpayment, and forced labour, while also evaluating environmental impact and business integrity.

Within Crop's, we encourage all our suppliers to adopt this four-pillar approach because it offers an integrated view of labour rights, health and safety, the environment, and business

ethics. Moreover, SMETA is one of the most frequently requested social audits by our customers, which further reinforces its importance within our value chain.

In addition, we expect all our suppliers to act in accordance with the principles of the **United Nations Universal Declaration of Human Rights**.

For us, ethical business conduct is not an administrative obligation, but a shared responsibility. It is the foundation on which sustainable long-term collaboration is built, and an essential condition for making Do Food Good a reality together.

From ambition to process: HREDD

To structurally embed our ambitions, we have set up an internal **Human Rights & Environmental Due Diligence (HREDD)** roadmap.

This process helps us systematically identify, prevent, and mitigate social and environmental risks in our value chain.

We are currently working on a comprehensive due diligence management system that maps and monitors these risks at group level. This means not only risk analysis, but also continuous improvement. After all, responsible sourcing is not an endpoint. It is an evolution.

Concrete commitment: sustainable fish in Ready Meals

Our commitments are also translated into clear objectives.

Within our **Ready Meals Business Unit**, we have formulated ambitious targets around sustainable fisheries and responsible aquaculture (baseline = fiscal year 2024-2025):

- **By the start of fiscal year 2026-2027:** 100% of the fish in Crop's Ready Meals ASC- or MSC-certified
- **By the start of fiscal year 2027-2028:**
 - 85% of all seafood ASC- or MSC-certified
 - 100% ASC- or MSC-certification for all seafood in our Crop's brand meals
- **By the start of fiscal year 2030-2031:** 90% of all seafood ASC- or MSC-certified

These certifications guarantee that fish comes from sustainable fisheries or responsible aquaculture, with respect for marine ecosystems and social standards.

Certification as a lever for improvement

At group level, we continuously invest in recognised agri-sustainability standards to further professionalise and strengthen overall sustainability within our agricultural practices. Depending on the country of origin and the type of crop, we work with various certification systems, such as FSA (Farm Sustainability Assessment), Global G.A.P., Organic, Vegaplan, HVE2, etc.

These certifications help us apply clear, internationally recognised criteria in the areas of environment, traceability, food safety, and social responsibility. They provide a structured framework to implement, monitor, and continuously improve sustainable agricultural practices.



Prepared for the future: EUDR

In the context of the European Deforestation Regulation (EUDR), we are mapping our sourcing regions for deforestation-sensitive products, such as soy. In doing so, we ensure full compliance with the regulation and contribute to the protection of vulnerable ecosystems worldwide. Besides that, we expect from our suppliers to end any form of deforestation and illegal land conversion in their value chain.

Doing Food Good together

Ultimately, responsible sourcing is about collaboration.

By building strong, long-term partnerships, applying clear standards, and placing transparency at the centre, we ensure that every ingredient – from field to fork – contributes to our purpose.

Because Do Food Good does not only mean making good products. It also means taking responsibility together with our partners for how those products come into being. From the origin of an ingredient to the consumer’s plate, responsibility is a shared journey.



Commitment 5

Supporting local communities

Growing together with the regions where we take root

At Crop's, our responsibility does not stop at sustainable farming or responsible sourcing. It extends further: into the communities where our fields are located and where our partners live.

Because food production is never just an economic activity. It is socially embedded. It creates jobs, knowledge, relationships, and future perspectives. And that is exactly why we believe our impact should go beyond the field.

Do Food Good also means: doing good for the people behind the food.



Partnership as a foundation

As a vertically integrated player, we work closely with our farmers. This proximity allows us to go beyond purely transactional relationships. We build long-term partnerships where knowledge sharing, trust, and shared growth are central.

Today, we support more than a thousand farmers through a well-developed agronomic network. At group level, our team consists of more than 30 agronomists, who are in daily contact with growers across different regions.

Their role goes beyond technical advice. They support farmers in areas such as:

- Quality and traceability
- Sustainable farming practices
- Harvesting techniques and crop optimisation
- Water management and integrated pest management
- Soil health and efficient nutrient management

By continuously sharing knowledge and working together on improvements, we strengthen not only the quality of the harvest, but also the resilience of the farming operations themselves.

Training and knowledge sharing

Sustainable progress requires continuous development. That is why we regularly organise training sessions on specific topics such as water management, harvesting techniques, and integrated crop protection.

These sessions are not one-way communication. They are moments of dialogue where practical experience and agronomic expertise come together. Small optimisations can make a big difference at scale, both economically and ecologically.

For smallholder farmers, who often have limited access to specialised knowledge or technology, this support represents a significant strengthening of their operations. By supporting them in the transition towards more sustainable farming methods, we build a more resilient agricultural model together.



Fair and safe working conditions

Our responsibility also extends to the people working throughout the value chain. We expect and support fair remuneration and safe, healthy working conditions among our partners.

Respect for human rights, decent work, and social protection are not optional; they are fundamental principles within our supply chain.

When farmers and workers can operate under good conditions, stability is created. And stability is the foundation for quality and continuity.

Local anchoring and community engagement

Because we are deeply rooted in local regions, we also aim to actively contribute to their development.

We do this by creating employment opportunities and supporting local initiatives, with a focus on:

- Education
- Healthcare
- Environmental restoration

By investing in the community, we also indirectly invest in the future of our value chain. Strong communities create strong farming partners.



Commitment 5
Supporting local communities

The broader meaning of
Do Food Good

Supporting local communities means ensuring that the benefits of food production are more broadly shared. It is about economic opportunities, knowledge development, and social progress.

When a farmer becomes stronger, their family grows stronger. When a community is given opportunities, pride emerges. When collaboration is central, resilience grows. This is how Do Food Good takes on a human dimension.

Not only producing good food, but also contributing to an environment where people can thrive. Because ultimately, sustainable food production starts not only with healthy soils, but also with strong communities.



Commitment 6

Access to healthy food

At Crop's, our sustainability commitment around Access to Healthy Food goes beyond availability. It is about actively shaping how healthier choices are developed, offered, and experienced in everyday life. We believe that improving access to healthy food requires continuous innovation: through recipes, product concepts, and technologies that make healthy eating practical, attractive, and scalable.

As a player positioned between field and fork, we take this role together with our customers. While we operate as a private label partner and depend on customer briefs, we are convinced we can increasingly play a proactive role in guiding and accelerating the shift towards healthier and more plant-forward food solutions.

Innovation as a structured approach to healthier food

Access to healthy food starts with understanding evolving needs. Our innovation process is built around a clear structure: we monitor trends and consumption habits, identify opportunity spaces, translate these into concepts, validate them with consumers, and bring them to market through product development.

This approach ensures that health is not treated as an abstract ambition, but as a concrete outcome, embedded in recipes, formats, and usage moments that fit into real life.



Focus: protein as a gateway to plant-forward innovation

A strong example of this is our focus on protein. We see a clear consumer demand for meals that are both nutritious and satisfying, with an increased focus on protein and fibre intake.

At Crop's, we translate this into balanced frozen meal concepts that combine taste, convenience, and nutritional value: targeting Nutri-Score A or B and integrating proteins from vegetables, legumes, and whole grains.

This is also where we actively contribute to the broader dietary shift towards more plant-based eating, or as we prefer to call it: plant-forward. While the transition is still ongoing and market-driven, we see clear opportunities to further increase the share of plant-based proteins in our solutions, making them more accessible and appealing to a broad audience.



From product to solution: enabling real-life choices

Access to healthy food is not only about what we offer, but also how consumers interact with it. Consumers today are looking for simplicity in an increasingly complex world: solutions that reduce decision fatigue while still allowing for personalisation and enjoyment.

This is where frozen, ready meals, and smart cooking concepts play a key role. By offering balanced meals, side dishes and easy-to-use components, we help consumers integrate healthier choices into their daily routines, without requiring additional effort, planning, or food waste.

Focus on technology: the air fryer as a catalyst

A second important dimension of Access to Healthy Food is technology. Cooking habits are evolving rapidly, and new appliances are reshaping how meals are prepared. A clear example is the rise of the air fryer, which is increasingly adopted as a healthier and more energy-efficient alternative to traditional frying or baking methods.

At Crop's, we see it as our responsibility to go beyond adapting existing products. We develop dedicated recipes tailored to air fryer preparation, ensuring optimal taste, texture, and convenience. That's why we've also included air fryer preparation instructions on the back of our packaging. These solutions respond to real consumer needs: quick meals for busy households, affordable options, and formats that reduce food waste and simplify grocery planning.

Market data confirms the relevance of this approach: a growing share of consumers is actively looking for ready meals designed for air fryers, driven by health, cost, and sustainability considerations.

By aligning product development with these technological shifts, we ensure that our promise – tasty, easy, and affordable food – remains valid, regardless of how consumers choose to cook.

Looking ahead: strengthening our role

Today, Access to Healthy Food is already embedded in how we innovate: through better recipes, smarter product concepts, and solutions that fit modern lifestyles.

At the same time, we see a clear opportunity to further strengthen our role. By deepening our expertise, proactively engaging with customers, and accelerating the plant-forward transition, we aim to make healthy choices even more accessible and impactful.

Because for Crop's, Access to Healthy Food is not just about offering products.

It is about enabling a shift through innovation that turns ambition into everyday reality.



Employee wellbeing

Growing as an organisation starts with our people

A future-proof organisation is not built on strategy, technology, or infrastructure alone. It is built with people.

At Crop's, we believe that sustainable growth is only possible when our employees can grow, both professionally and personally. That is why we consciously invest in training, engagement, and development, always in line with our values and our ethical Code of Conduct.

Do Food Good is not only about what we produce, but also about how we work together. It means creating a work environment where people feel safe, are respected, and are given the space to take initiative. A culture where entrepreneurship is encouraged, but always grounded in integrity.

Our ambition is clear: to build an organisation that is ready for tomorrow. We do this by developing talent, strengthening leadership, and fostering a culture where collaboration, responsibility, and trust are central.

For us, employee wellbeing goes beyond wellbeing initiatives alone. It is about creating an environment where people gain energy from their work, feel connected to our purpose, and can be proud of the contribution they make.

Proof Point: our leadership vision

Do Food Good starts with how we lead

If Do Food Good is our purpose, then leadership is the lever that brings that purpose to life every day. We can have the best strategy, clearly defined values, and ambitious growth plans; but without leaders who make those values visible through their behaviour, they remain words on paper.

That is why we deliberately chose to translate our five corporate values – **Passion, Customer Focus, Intrapreneurship, Wholesome, and Sustainable** – into concrete and observable leadership behaviours. Not as an additional competency model, but as a natural next step in further embedding our culture.



From purpose to behaviour

During a dedicated leadership team offsite, our leaders jointly defined what it means to lead at Crop's today.

- How do you show Passion when motivating teams in challenging times?
- How do you demonstrate Customer Focus in internal priorities?
- How do you create space for Intrapreneurship without losing direction?
- What does Wholesome mean when conducting difficult feedback conversations?
- And how do you make Sustainable tangible in daily decisions?

By making this translation together, our leaders not only gained direction, they took ownership.

In this way, Do Food Good is translated not only into products and customers, but also into behaviour and collaboration.

Recognisable and deeply rooted

By taking our values as the foundation, we ensure consistency in leadership. Employees experience alignment: what we promise externally, we live internally.

Leaders at Crop's:

- Connect people to our mission
- Encourage initiative and ownership
- Create psychological safety

- Act with respect and integrity
- Think and decide with a long-term perspective

This makes leadership not an individual style choice, but a shared carrier of culture.

Embedded in development, evaluation, and motivation

Our Leadership Vision is integrated into the Leadership Training Programme (2025-2027), which will soon be embedded within our new Crop's Academy. It is an explicit part of how we coach, develop, and evaluate leaders.

In doing so, we build on the **ABC model – Autonomy, Belongingness, and Competence** – as a scientifically grounded foundation for motivation. This model helps

our leaders understand how to create an environment where people are intrinsically motivated and able to perform sustainably.

In practice, this means leaders learn to:

- Stimulate **Autonomy** by giving space for initiative and ownership within clear frameworks
- Strengthen **Belongingness** by connecting teams around vision, strategy, and shared goals
- Develop **Competence** by recognising talent, providing targeted feedback, and actively supporting growth

New and existing leaders are trained to consciously apply these principles in their daily interactions: from team meetings to performance reviews. During coaching and evaluation moments, they reflect not only on results, but also on how they enable autonomy, connection, and development.

In this way, we ensure that our values are not only discussed, but also made tangible, measured, and reinforced in behaviour.



Proof point: our employee Code of Conduct

Our purpose translated into daily behaviour

If Do Food Good is our promise to the world, then our Code of Conduct is the translation of that promise into our daily actions.

The renewed Code of Conduct is not a formal document that disappears into a drawer. It is a concrete translation of our purpose and our five values – **Passion, Customer Focus, Intrapreneurship, Wholesome, and Sustainable** – into clear and expected behaviour for every employee.

The Code serves as a compass for both small and major decisions. It is the foundation of our license to operate and the way we build trust with customers, colleagues, suppliers, and communities.

From values to guidelines

In the Code of Conduct, our values are made tangible through clear ethical guidelines, compliance requirements, and legal frameworks.

This includes, among others:

- Strict compliance with food safety and quality standards (**Passion**)
- Transparent and ethical collaboration with customers and suppliers (**Customer Focus**)
- Responsible use of resources and avoidance of conflicts of interest (**Intrapreneurship**)
- Respect for human rights, safety, diversity, and psychosocial wellbeing (**Wholesome**)
- Concrete environmentally responsible behaviour in our daily activities (**Sustainable**)

In this way, sustainability becomes not only a strategic ambition, but also an individual responsibility.

The Code makes it clear: compliance is not a choice, but a fundamental part of professional and ethical conduct within Crop's.

Employee wellbeing at the core

Within our Do Food Good sustainability commitments, the Code of Conduct is an important lever for employee wellbeing.

It protects employees by setting clear expectations around:

- Health and safety in the workplace
- Freely chosen labour and fair remuneration
- Anti-discrimination and anti-harassment
- Psychosocial wellbeing
- A safe reporting culture through our whistleblower system

By making expectations clear, we create psychological safety. Everyone knows what we stand

for and where the boundaries lie. This is essential to building a work environment where people feel safe, respected, and supported.

Communication, training, and commitment

To ensure that the Code is not only read but also understood, we link it to a targeted communication and awareness campaign.

At the beginning of Q2, we organise an interactive training session in which the different elements are actively explained. This session is followed by a quiz to test knowledge and understanding. Only then is each employee asked to formally sign the Code.

Our clear ambition: **100% signed Codes of Conduct by the start of fiscal year 2026-2027.**

For new employees, the Code has been an integral part of the onboarding process since 1 January 2026, and is explained and signed upon joining.

Wellbeing as a foundation for growth

For us, employee wellbeing is not a supporting HR topic, but a strategic choice that directly stems from our purpose Do Food Good. Because if we want to produce good food, we must also take good care of the people who make it possible.

With our Leadership Vision, we translate our values into tangible leadership behaviour that stimulates autonomy, connection, and growth. With our Code of Conduct, we clarify the behaviour we expect from one another and how we structurally safeguard safety, respect, and integrity. Together, these two proof points form a strong foundation: leaders who live our culture, and an organisation that applies clear ethical frameworks.



But employee wellbeing is not static. It is shaped every day: in conversations, in decisions, in how feedback is given and received. That is why follow-up is essential. We monitor, evaluate, and adjust where needed. When signals of unsafety, overload, or misalignment arise, we take targeted action and provide remediation. Leadership, HR processes, and governance work together to continuously improve.

In this way, we create a work environment where people feel safe, can develop, and can be proud of their contribution.

And that is exactly the essence of Do Food Good: sustainable impact starts with people who are well-led, respected, and supported; not once, but every single day.

Advising & promoting healthy lifestyles



Enabling healthy choices with frozen as an ally

Do Food Good does not stop at how we grow or produce. It is also about what ends up on the plate and how easy it is to make a healthy choice every single day.

We see it every day: people want to eat healthier, more vegetables, more fruit, more plant-based. But between intention and reality, there is often a barrier. Time, budget, convenience, taste expectations, and uncertainty about what “healthy” really means. As a player that literally stands between field and fork, we want to take our role here: helping customers make healthy lifestyles achievable.

This ambition is strongly aligned with the 2025 EAT-Lancet Commission report, which calls for “A Planetary Health Diet”: a global shift towards more plant-

based diets, with a higher intake of vegetables, fruit, legumes, and whole foods, both for human health and planetary boundaries. Delivering on that shift requires not only awareness, but also practical, scalable solutions that fit into everyday life.

At Crop’s, we are already contributing to this transition. Through our wide range of frozen vegetables, fruit, and plant-based meal solutions, we make it easier to increase plant-based consumption without compromising on taste, convenience, or affordability. In that sense, frozen is not just a category but an enabler of the dietary shift that EAT-Lancet advocates.

This also reinforces how we see our role evolving: not only as a producer, but as a partner to our customers, helping them translate this shift into concrete offerings on shelf and on plate. By combining

our product expertise, innovation capabilities, and understanding of consumer behaviour, we believe we can actively support and accelerate this transition.

Not by preaching, but by offering solutions that work in real life. And this is exactly where frozen technology shows its strength.

Why frozen is gaining popularity

There are three clear reasons why frozen vegetables and fruit are gaining ground among both consumers and professional customers: taste and nutritional value, reduced food waste, and year-round availability. In addition, price also plays an important role.

Superior taste: putting the harvest on pause

Freezing is, as we like to say internally, nature’s pause button. We harvest at peak ripeness, clean, and freeze very rapidly. For illustration: for peas, this often happens within 150 minutes after harvest. As a result, natural taste, color, and a large part of the nutritional quality are optimally preserved. (In the UK, these are sometimes referred to as “speedy peas.”)

With fresh products, this is not always guaranteed: longer transport and logistics chains often mean a longer time between harvest and consumption. Frozen makes it possible to

capture seasonal quality at the right moment and “unlock” that quality later, when the consumer is ready to cook.

We apply the same principle to Ready Meals: superior taste does not only come from strong ingredients, but also from thoughtful recipe development. Thanks to our knowledge, innovation capabilities, and product expertise, we actively look for ways to reduce salt and sugar intake and improve the overall nutritional profile, in line with Nutri-Score ambitions, without compromising on taste: because healthy eating is only sustainable when it truly remains enjoyable.

Reduce food waste: less loss, more control

One of the most underestimated advantages of frozen is control. You use exactly what you need and store the rest without loss. A few cubes of spinach in a stew, a handful of berries in a smoothie: portioning becomes easy, without having to use an entire pack.

In addition, many frozen vegetables and fruit are ready to use: washed, cut, and ready to consume. In the fresh market, you often pay for parts you do not use (think of cauliflower leaves, the stalk of broccoli, or the skin of a pineapple). Frozen reduces this “invisible waste”, not only for the consumer, but also across the value chain, where unnecessary volumes of waste are otherwise transported, handled, and stored.

There is also another important aspect: in fresh, a lot of perfectly edible produce is lost for cosmetic reasons. The UK parliamentary report Food waste in England (House of Commons Environment, Food and Rural Affairs Committee, 2017) shows that cosmetic standards lead to a significant share of certain crops being rejected: estimates range up to 5–25% for apples, 9–20% for onions, and 3–13% for potatoes rejected for appearance reasons. Frozen allows this quality to be fully valorised: taste and nutrition matter, not shape. At the same time, we want to be clear that our sourcing goes beyond so-called “ugly” produce: we also use first-pick vegetables and fruit,



The delicate journey of a pea

Commitment 8

Advising & promoting healthy lifestyles

where non-conforming parts are carefully sorted out or trimmed to ensure consistent quality.

Globally, the challenge is also significant: the Food & Agriculture Organisation of the UN estimates that around 13.2% of food is lost in the supply chain after harvest and before retail. This highlights why technologies that extend shelf life and reduce chain losses are more than convenience: they create system-level impact.

In addition, Ready Meals also play a role in reducing food waste at consumer level. They help avoid the need to purchase full packs of ingredients (such as herbs or niche components) of which only a small portion is used, while the remainder often goes to waste.

Availability all year: seasonal quality, 12 months a year

Frozen technology makes it possible to process crops at their peak and store them to meet consistent market demand. This ensures a stable supply, independent of seasonal peaks, and provides both customers and consumers with reliability: vegetables and fruit are available when you need them.

Price: healthy and affordable, without seasonal stress

Because frozen is less dependent on seasonal scarcity and the associated price volatility, frozen products are often competitively priced in retail. In addition, with fresh, part of the weight is waste that the consumer still pays for, whereas frozen is typically “net usable.”

For retailers, margin structures also differ: the highest margins are traditionally in fresh, which partly explains price differences. Frozen is more often private label or private brand, which further increases accessibility.



For us, this perfectly aligns with our promise: **healthy eating must be tasty, easy, and affordable**. Not for a niche, but for a broad audience.

The technology behind the promise

Our “reasons to believe” are not only words, but also science and process.

IQF: Individually Quick Frozen, maximum convenience

Through Individual Quick Freezing (IQF), we freeze products individually and ultra-rapidly, typically at -35°C to -40°C. As a result, pieces remain separate in the packaging, allowing perfect portioning without defrosting what you do not need.

For puree portions: extra cold, extra quality

For our fruit puree portions, we use liquid nitrogen, bringing freezing temperatures down to -73°C. This helps to optimally preserve taste and mouthfeel, partly by limiting intense crystallization.

We also continuously invest in product knowledge: selecting specific varieties that are better suited for freezing, researching techniques such as light drying before freezing, and making clear choices about what we do not freeze when quality loss is too high (such as chicory or salads).

This makes one key point very clear: frozen is not a compromise. It is a deliberate quality choice.

From Producer to Advisor: strengthening our role in the chain

If we believe that frozen technology makes healthy food tasty, easy, and affordable, then our role does not stop at production. We must also actively advise, inspire, and guide.

We aim to evolve from producer to knowledge partner in healthy food.

This means that we actively deploy our expertise – in cultivation, nutritional quality, product development, and consumer behaviour – towards customers.



The next step in Do Food Good

As a producer of vegetables, fruit, and ready meals, we have a unique legitimacy to tell this story.

We know how crops grow. We know how technology preserves quality. We know how recipes work. We understand consumer behaviour.

Advising & promoting healthy lifestyles is therefore not a marketing exercise. It is a natural next step in our purpose.

Because Do Food Good ultimately means: Making better food. Enabling better choices. And building, together, a healthier food system.

Part 5.

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Part 5. People & culture

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“Our people strategy is the lever to bring Do Food Good to life.”

Interview with **Bart Noppe**, Chief Human Resources Officer & Chief Sustainability Officer

When Bart Noppe speaks about Better Me, Better Us, Better Ways, he is not referring to an HR programme. He is talking about conviction. About coherence. About responsibility. Since taking on the role of Chief Sustainability Officer alongside Chief HR Officer earlier this year, he sees even more clearly how closely both worlds are intertwined.

“People sometimes think sustainability is about energy, water, or packaging. But sustainability starts with behaviour. With culture. With leadership. That is why HR and Sustainability belong together.”

Not two strategies, but one conviction

For Bart, *Better Me, Better Us, Better Ways* is not a separate people agenda alongside Do Food Good. It is its human translation. “Do Food Good is our promise to the market and to society. Better Me, Better Us, Better Ways is how we deliver on that promise internally. One cannot exist without the other.”

He refers to a fundamental insight that formed the foundation of the people framework:

“We often talk about our ambition to make healthy food tasty, easy, and affordable. But to truly make that happen, we must be willing to challenge ourselves along the way. In order to Do Food Good, we need to do things better. We first need to ensure that our people are stronger, more resilient, and more connected. Impact starts from within.”

The word better can, according to him, be misunderstood. “Better sometimes sounds like what we have today is not good enough. But that is not how I see it. Better is a promise. It is the promise that we want to take a step forward every day. That we do not stand still.”

And above all: “Better only becomes powerful when we do it together. It is no coincidence that our internal newsletter is called ‘Better Together’. That is not accidental. That is our belief.”

During the positioning exercise around the new people approach, the importance of that belief became crystal clear to him. “At the design table, one thing quickly became clear: there is not one single path to delivering Do Food Good. You cannot rely only on processes. You cannot focus only on individuals. And you cannot change culture with one single programme.”

What was needed was a parallel approach.

“We need to invest simultaneously in the individual, in the team, and in the way we work. These three reinforce each other. If one is missing, the whole system slows down.”

From this holistic approach, the new people vision emerged.

“Better Me, Better Us, Better Ways is not a slogan we invented. It is the logical conclusion of how we look at organisational development. Individual growth. Strong teams. Smarter systems. Together, that is our lever.”

He smiles. “And that, for me, is the essence of Do Food Good. Not being perfect. But getting better together every day.”

Better Me: “Growth is not a luxury, it is a condition.”

The first pillar, *Better Me*, is about personal growth, well-being, and ownership.

“We expect a lot from our people. Then we also need to give a lot in return. Development is not an extra: it is a responsibility of the organisation.”

This translates into initiatives such as Crop’s Academy, leadership development, digital upskilling, a stronger feedback culture, and attention to mental well-being. But for Bart, it goes beyond processes.

“Better Me means that, as an employee, you take ownership of your development. That you remain curious. That you dare to ask for feedback. That you want to improve; not because you have to, but because you want to contribute.”

He consciously links it to sustainability:

“Sustainable growth of a company is only possible if people remain sustainably employable. That, for me, is the essence of Better Me.”



Crop’s HR central team

“If our people grow, our teams grow. If our teams grow, our company grows. And if our company grows sustainably, then we are truly Doing Food Good.”



Better Us: “Culture is what you do when no one is watching.”

The second pillar, Better Us, focuses on collaboration, trust, and culture. “No one succeeds alone. If teams do not collaborate well, if there is no psychological safety, then you can have all the strategy you want. It simply will not work.” Better Us is therefore also about belonging. About pride. About winning and learning together.

“We want people to feel connected to our mission. To understand why we do what we do. To feel proud of the work they deliver.” This is reflected in the translation of our five values into concrete leadership behaviour: Passion, Customer Focus, Intrapreneurship, Wholesome, and Sustainable.

“Values should not be posters on the wall. They need to be visible in how a leader gives feedback, how teams make decisions, how we deal with mistakes. We have specifically organized training around this to provide everyone in the organisation with these tools.”

He smiles: “I often say: culture is what you do when no one

is watching. That is where we make the difference.”

Better Ways: “We need not only to work better, but also differently.”

With Better Ways, the focus shifts to systems, leadership, and structural embedding. “Better Ways is about maturity. About how we organize, how we follow up, how we make decisions.”

This includes, among others:

- clear people plans per department
- succession planning and talent reviews
- a transparent remuneration policy
- digitalization of performance management
- leadership that connects strategy and values

“We need to move away from ad hoc. If we want to grow, structure is required. But structure should never become bureaucracy.

It must empower people.” As Chief Sustainability Officer, he sees an additional layer: “Every decision must be tested against one question: is this good in the long term? For our people? For our customers? For our planet? That is Better Ways.”

Leadership as a lever

A crucial element in the entire story is leadership. “Strategy never fails on paper. It fails in behaviour.”

That is why Crop’s will strongly invest in leadership development in the coming years. This was already reflected in the developed Leadership Vision example within our sustainability commitments.

“Leaders should not only deliver results. They must create autonomy, foster connection, and develop talent. When people feel autonomous, connected, and competent, motivation follows naturally.”

For Bart, it is clear:

“Leaders are carriers of culture. If they lead by example, the organisation follows.”

Join the people who Do Food Good

Externally as well, Crop’s wants to make this culture explicit. The employer branding campaign “Join the people who Do Food Good”, launching later this year, is an expression of that.

“That is relatively new for us. We do not really have a tradition of being very vocal. That probably has to do with our West Flemish roots: just act normal, that is already exceptional enough,” Bart laughs.

“We are not just looking for CVs. We are looking for people who want to contribute to something meaningful. People who want to be proud of what they do. We realized that we first needed to be clearer ourselves in our positioning before we could attract people with a specific Crop’s DNA.”

Or as he summarizes it: “Better Me, Better Us, Better Ways is not an HR slogan. It is an invitation. To everyone who works here and everyone who wants to.”

The long term

What does he hope to see in five years? Bart pauses for a moment. “I hope that by then, we no longer talk about ‘HR projects’, but that this is simply who we are.”

He concludes: “If our people grow, our teams grow. If our teams grow, our company grows. And if our company grows sustainably, then we are truly *Doing Food Good*. That is what it is all about.”



The Crop’s Leadership Team during a strategic meeting in 2025.

Meet the people who Do Food Good

Mathias Leulliette, HSE Technician TriNature / Crop's Blaringhem



Mathias Leulliette has been working as an HSE Technician at the TriNature site – the Crop's facility in Blaringhem, Northern France – since December 2023. In his role, he focuses on two key pillars: Health & Safety, and Environment.

On the Health & Safety side, Mathias is dedicated to strengthening the safety culture on site. "A big part of my job is engaging in dialogue with colleagues," he explains. "Building a culture from the ground up takes time. In the beginning, I was often seen as 'the policeman', but today we've evolved towards real synergy and mutual trust."

That shift is clearly visible in day-to-day operations. Colleagues now proactively seek his advice before taking action, which he finds particularly rewarding. "The stronger our safety culture becomes, the better and safer we can produce. That also leads to more efficient processes and faster response times for our customers."

Every day at 9.30 am, Mathias leads the site meeting on Safety topics, ensuring alignment and continuous improvement. What he enjoys most about his role is the opportunity to build and shape systems in a relatively new factory. "My entrepreneurial mindset can really thrive here," he says. "That's why I connect strongly with Crop's intrapreneurship value."

The second major pillar of his job is Environment. Mathias is responsible for the water treatment station, which filters and recycles water. "It's a fantastic project that I fully believe in and that sits at the heart of Crop's sustainability programme."

With the company growing rapidly, this also brings challenges. "As production volumes increase, so does

the amount of water that needs to be treated. We need to continuously adapt and find solutions to maintain a high-performing system." For Mathias, these challenges are a source of motivation. "They push me to reinvent myself and collaborate even more closely with colleagues."

Having previously worked in metallurgy, chemicals, and utilities, Mathias has broad HSE experience across industries. Still, the food sector stands out. "Nothing compares to being part of the journey from field to fork and contributing to food safety for everyone."

For him, Crop's purpose is more than just words: "Do Food Good is not just a slogan: it's something I work on every single day."

Liz Northcote, Business Unit Manager Ready Meals Crop's UK

With seven years at Crop's and a background in the cheese industry, Liz Northcote has grown alongside the business. From her early days as Commercial Manager Food Service in the UK, to expanding into retail, and later shaping the category as Category Manager Ready Meals, she now leads the Ready Meals business as Business Unit Manager for Crop's UK.

What has kept her engaged throughout that journey is the unique energy of the team and the dynamic nature of the role.

"No two days are ever the same," Liz explains. "Every day brings new challenges and new opportunities, which keeps things exciting and constantly pushes us forward." That energy is amplified by a strong, shared ambition within the UK team. "At Crop's UK, there's a real drive to succeed and grow the business. That ambition lives across every function: NPd, Technical, Sales, Operations. Everyone moves forward together with the same goal in mind."

This collective mindset reflects one of Crop's core values: passion. But for Liz, it goes beyond performance; it's about people.

"The team is incredibly diverse, but everyone pulls in the same direction. That team spirit is stronger than you might expect and it really matters, especially in a business like ours."

In a fast-paced, innovation-driven environment, collaboration becomes essential. Launch periods bring intensity but also bring out the best in the team. "During peak moments, people naturally go the extra mile for each other. That support and commitment make all the difference."

At the heart of it all lies a shared love for food.

"We're true food lovers. We don't just taste: we experience food. We're constantly exploring new flavours and cuisines. You simply can't work in ready meals without that passion."

That passion also fuels Liz's ambition for the future: positioning Crop's UK as a reference in Asian cuisine within the ready meals category.

And sometimes, it's the small moments that say it all. "When new samples arrive, it feels like receiving gifts. Of course, we analyse them but we also share them, enjoy them, and celebrate the creativity behind them. It's about sharing the love for food and innovation."

For Liz, Crop's is where shared ambition, strong team spirit, and a genuine passion for food come together every single day.



Maarten Adriaens, Key Account Manager Fruits Crop's Japan

With 10 years at Crop's and a career path that didn't follow a traditional sales trajectory, Maarten Adriaens has built a unique bridge between Belgium and Japan. Based in Kawasaki and working from the Crop's office near Tokyo Station, he leads the Crop's business in Japan while balancing family life with his wife Miki and their two children, Rik and Louis.

Maarten's journey into Crop's was anything but conventional. With a background in social work and a Master's degree in Japanese Studies from KU Leuven, sales was never part of the plan. "I never imagined I would end up in sales," Maarten explains. "But I knew I wanted to do something with Japan, so I reached out to Belgian companies active here."

That initiative led him to the Belgian Chamber of Commerce in Tokyo, where he met Bernard de le Court. Through his work supporting

companies in the frozen industry, Maarten was introduced – once back in Belgium – to Crop's founder and former CEO, Michel Delbaere: a meeting that would shape his career.

"I was immediately impressed by Michel's unmatched passion. What really stood out was his clear growth vision. He believed Japan – where service and quality must be perfect – was the ultimate testing ground. If you succeed in Japan, you can succeed anywhere. And that has proven to be true."

Today, Japanese consumers have a strong appreciation for Crop's products. Belgian spinach (Hesbaye Frost) is widely used in miso soup and bento side dishes, while strawberries from Morocco (Messem) are mainly used for jam production. Still, Maarten sees even greater potential ahead. "We have an ambitious but realistic growth plan, including expansion into the rest of Southeast Asia. We know what needs to be done."

After six years at Crop's, Maarten briefly stepped outside the company to experience working for a Japanese business. He joined MC Foods, part of the Mitsubishi group, but eventually found his way back.

"I may have tried a bit too hard to become Japanese," he reflects. "Returning to Crop's helped me fully embrace my roots. I'm a Belgian in Japan, and that connection to home is something to cherish. It took that side step to truly realise it."

That perspective also brings a sense of humour.

"In the end, I'm still Belgian," Maarten laughs. "Sometimes I feel the cultural difference between West Flanders and Antwerp is bigger than between Belgium and Japan. When I first joined Crop's, I even struggled to understand everyone!"

What keeps Maarten motivated is the combination of cultural diversity, clear ambition, and the opportunity to grow a market with enormous potential.

For him, Crop's is not just about business growth; it's about building bridges between cultures, embracing identity, and continuously striving for excellence in one of the world's most demanding markets.



Alicja Grzejda, Agronomist (Agram, Crop's Poland)



For Alicja Grzejda, working with nature was never just a career choice: it was a childhood dream. Today, as an agronomist at Agram, Crop's Polish subsidiary, she is right at the heart of where people and nature come together.

Based about 30 minutes from the factory near Lublin, Alicja has been part of Crop's for one and a half years. Outside of work, she is building a life just as full: she is engaged and looking forward to marrying "the love of her life" within the next year and a half.

"I have always been passionate about nature," Alicja explains. "As a child, I dreamed of working with it every single day."

That dream, however, was not immediately within reach. When she graduated in agronomy, the job market was challenging. Determined to keep moving forward, Alicja took a different path and moved to the UK for an international experience. Upon returning to Poland, she spent some time working in hospitality in Warsaw, where she discovered another passion: gastronomy. Still, her original ambition never faded.

After gaining experience as an Inspector for pesticides and fertilizers within the government, Alicja finally found her way to where she had always wanted to be; working at the intersection of agriculture, sustainability, and people.

"The Lublin region offers ideal conditions for growing fruits and vegetables," she says. "It's also a conscious choice by Crop's to locate processing sites close to the terroir." The diversity of crops is something she particularly enjoys. Vegetables include broccoli, cauliflower, and onions, while the fruit portfolio is even broader: rhubarb,

strawberries, black and red currants, sour cherries, blueberries, and raspberries. "I love that variety, as it brings a lot of dynamics and action to the job."

Alicja works closely with around 220 local farmers, forming a strong and essential community that supplies the factory. Maintaining those relationships is a key part of her role. "I try to visit each farmer at least twice a year," she explains. "That means around five visits per day, where I assess insect presence, fertilizer and pesticide use, and potential diseases. At the same time, we review planning and estimate yields together."

Innovation is another important aspect of her work. Alicja actively looks for new techniques and technologies that can help farmers work more efficiently. "Last summer, I visited a cauliflower farmer in Belgium who was using a new machine to reduce manual labour. This summer, I'll return with Polish farmers to see if this solution could also work for them."

In the coming months, Alicja is preparing for a series of customer visits, an opportunity to bring clients closer to the fields and share Crop's sustainability efforts. "We believe it's important to show our customers what we do and how we do it, especially when it comes to our sustainability commitments and actions."

Looking ahead, Alicja is driven by a clear ambition: to create even more impact within Crop's "Growing with less" strategy; a strategic pillar that is fully within her scope.

On a personal level, she dreams of creating her own green haven: a garden where her passion for landscaping and nature can come together, creating an oasis for her dog, three cats, and even chickens.

For Alicja, it all comes back to the same thing: staying close to nature, while helping shape a more sustainable future.

**Angelo Moro, chef d'équipe
Crop's Ooigem**



For Angelo Moro, curiosity has always been the driving force behind his career. Based in Halluin, where he lives with his wife and two sons, Angelo combines a strong technical background with a passion for people and teamwork.

"I've always been curious and ambitious," Angelo explains. "I want to understand how things work, find solutions, and contribute to success."

That mindset first led him to study electrotechnics, followed by a professional bachelor in PSPA (Pilotage de Système de Production Automobile). What attracted him most was the constant challenge. "I was drawn to the variety of problems you face and the creativity needed to solve them. That curiosity to find the right solutions has never left me."

In 2013, Angelo joined Crop's, where he quickly became known for his hands-on approach and technical expertise. Over the years, he worked his way through almost every role in production, gaining a deep understanding of the operations from the

ground up. "I've had the opportunity to experience nearly all jobs in production. That helped me understand the bigger picture and how everything connects."

This journey led him to become a team leader, managing a team of eight people. Today, as Chef d'équipe, Angelo is responsible for around 52 employees across different production disciplines. While his technical background remains a strong asset, his role has evolved significantly.

"What I find really challenging now is applying that same solution-oriented mindset to people management. Taking the time to truly listen and understand individual expectations is very enriching, but also essential, as everyone is different: different personalities, different motivations. You need to adapt your approach and communicate differently with each person to find what drives them."

His day starts with a structured handover, followed by aligning on key priorities: safety, quality, technical performance, people and production targets. "Every day is different. You have a theoretical plan, but also a real staffing situation. It's a constant balancing act to make everything run smoothly while also helping your team grow."

Developing people is something Angelo takes seriously. He actively encourages operators to broaden their skills and rotate across roles. "I believe it's important that everyone becomes more polyvalent. It helps individuals grow

and makes the organisation stronger and more resilient. Creating well-balanced, cohesive teams is a key focus for me today."

With Italian roots, food is also something personal to Angelo. So how does he judge the pasta produced at Crop's?

He smiles.

"Honestly? It's really good. And the fact that I say that as an Italian... that means something." For Angelo, that pride goes beyond taste. It's about craftsmanship and integration.

"It's a real strength that we produce everything end-to-end, in-house, using ingredients from our own supply chain."

From solving technical challenges to building strong teams, Angelo's journey reflects what Crop's stands for: combining expertise, curiosity and collaboration to make things better every day. And, in the end, Do Food Good.

**Selma Khallad, Senior Accountant
One Frozen, USA**



Based in Rochester, New York, Selma Khallad is a Senior Accountant at One Frozen, Crop's subsidiary in the United States. Together with her husband and their two daughters, aged 6 and 13, she has built a life far from where it all started: El Jadid City, 90 km from Casablanca, Morocco, where her family still lives today.

Selma's journey to the U.S. was anything but planned. Originally, she had her sights set on engineering studies and a future in Belgium. Instead, after working as a financial controller in Morocco, an unexpected opportunity changed everything.

"It was really by coincidence," Selma explains. "I won a lottery ticket that allowed me to become a U.S. resident. It was never part of my plan, but I decided to take on the challenge."

In 2008, she made the move to the United States, settling first in New York City. After two years, she moved to Rochester, where she spent 11 years working at a CPA firm, building a strong

foundation in accounting, taxation, and finance. She joined One Frozen in 2021

"Joining One Frozen took a bit of convincing from the former General Manager," she recalls with a smile. "I wasn't familiar with the frozen industry at all. But very quickly, I realized that One Frozen and Crop's share the same values as I do."

What initially felt like a step into the unknown soon became a source of motivation. "I really like being part of a growth company with strong ambitions. There are still so many opportunities ahead of us, and I'm very curious to see what the future will bring."

Over time, Selma discovered a deeper connection with the business. "At first, I had little link with the industry, but I came to understand the impact we can have on consumption moments together with our customers. Now, I often talk to friends and family about our products at Target, Costco or Aldi, encouraging them to try them and discover our innovations."

At the heart of her role lies her passion for translating numbers into meaningful insights. "I like making numbers talk," Selma says. "Through my analysis, I facilitate decision-making. That's a big responsibility, but it's also very rewarding. I love seeing how our work comes together in dashboards that make complex information easy to understand, also for non-financial colleagues."

Despite being part of a small but beautiful local team of six people in Rochester, Selma emphasises the strength of

the broader organisation. "As an international group, we can always count on the support of our colleagues in the wider Finance team. During the recent SAP integration, that collaboration was essential to make everything work smoothly."

Selma's story is a powerful illustration of international diversity in action: a North African professional building a life in North America while contributing to the growth of a European company. It's a journey shaped by unexpected turns, bold decisions, and a continuous drive to grow.

Targets & ambition sustainability commitments

Commitments		Ambition	Targets
Grow better	1. Reducing carbon footprint (Scope 3)	- Improve data accuracy and maturity - Engage with our suppliers to estimate the reduction potential to jointly work on concrete reduction - Define clear target setting on Scope 3 during our next fiscal year	
	2. Reducing environmental impact (in our fields)	Prepare towards a Group-level approach and roadmap on nature (strongly linked with our commitment 3 'sustainable farming practices')	
	3. Sustainable farming practices	- During our next fiscal year, we will move to a centralized framework on Regenerative Agriculture with local execution, and a group-wide KPI for follow-up - Installing several pilot cases on regenerative agriculture while increasing farmer engagement	
	4. Responsible sourcing	- During our next fiscal year, all our food suppliers will be screened – within a centralized HREDD-process – on both environmental & social risks occurring in the supply chain - Engage with our suppliers based on the conducted risk analysis - Increase the level of signed supplier code of conduct	Targets – base year FY24–25: - FY26: 100% of fish in Crop's Ready Meals ASC- or MSC-certified (= from sustainable fishing or responsible farming) - FY27: 85% of seafood in Crop's Ready Meals ASC- or MSC-certified (= from sustainable fishing or responsible farming) 100% ASC- or MSC-certification for all seafood in our own-brand meals - FY30: 90% of seafood ASC- or MSC-certified
	5. Supporting local communities	Increase our current training and best-practice sharing towards the broader agro-community (both agronomists & farmers involved) in strengthening our long-term partnerships	
Preserve better	1. Reducing carbon footprint (Scope 1 + 2)	Our ambition is to drive a continuous reduction in Scope 1 and Scope 2 emissions	Targets – base year FY23–24: 42% reduction of absolute Scope 1 & 2 emissions by FY30 55% reduction in emission intensity per tonne produced by FY30
	2. Reducing environmental impact (in our factories): Energy	Continuously improving energy-efficiency while increasing our share of renewable energy	Targets – base year FY24–25: - FY26: – 5% kWh/tonne produced (electricity and gas) - FY30: – 15% kWh/tonne produced (electricity and gas)
	2. Reducing environmental impact (in our factories): Water	Continuously improving water-efficiency & investigating potential for re-use	Targets – base year FY24–25: - FY26: – 5% water use (m³/tonne produced) - FY30: – 15% water use (m³/tonne produced)
Innovate better	6. Access to healthy food	Our ambition is to expand access to healthy, plant-rich food through strong customer partnerships and continuous innovation.	
Advise better	7. Employee wellbeing	We aim to equip all people leaders with ABC model training, enabling them to create the conditions for employee wellbeing by delivering effective feedback that supports autonomy, strengthens belonging, and builds competence.	FY26: 100% signed employee Code of Conduct
	8. Advising & promoting healthy lifestyles	We aim to scientifically validate and substantiate the benefits of frozen food, and translate those insights into a credible platform that promotes healthy, affordable, and sustainable eating.	

Outro

This report reflects the current state of our company. It is a snapshot in time and therefore constantly evolving. In that sense, it is already outdated at the moment of its publication. Nevertheless, our horizon remains unchanged and our ambition is at its peak.

Our aim is to view this report as a pulse check of how our company operates, which is why it is important to continuously renew it. The testimonials and best practices, told through the eyes of our people, also form the foundation of our employer branding campaign: Join the people who Do Food Good.

By sharing our story, we also want to reach out to like-minded individuals and organisations. Together with our employees, customers, suppliers, partners, farmers and the wider community, we aim to build a movement. Have you found inspiration while reading this report to contribute yourself, identified opportunities to be part of the solution, felt motivated to join our company, or do you have a proposal for collaboration? Do not hesitate to contact us.

Finally, we would like to thank everyone who contributed to this report in one way or another; whether by sharing their story, gathering information, providing validation, or reviewing the text. Every link in the chain was essential in achieving this result. Listing all contributors would take us too far, but we would still like to offer a sincere:

THANK YOU!



CROP'S

Do Food Good.

Discover more on
www.cropsfrozenfoods.com

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