Sustainable Potato Enjoyment

Sustainability Report 2021-2022
Lamb Weston / Meijer

Index

Message from Marc Schroeder

Marc Schroeder
President International of Lamb Weston

‘Sustainable Potato Enjoyment’ is what we believe in, and this encapsulates our offering to consumers: products made from a crop that is both a great source of nutrition and incredibly versatile.

Introduction

The past years have been challenging for everyone, including Lamb Weston / Meijer. Market circumstances have been volatile, with the Covid-19 pandemic, the war in Ukraine, rising energy prices, and growing inflationary pressures impacting the company and our stakeholders. Yet despite these market challenges, we have remained resolutely focused on our Sustainability Agenda 2030 and our three key challenges: Balanced Diet, Zero Waste and Climate Action. One of our goals is to create value for the company, our customers, growers, and employees, today, tomorrow and into the future. And I am proud to say that we continue to achieve this through our sustainability journey and our long-term business direction, working in partnership with our many stakeholders.

‘Sustainable Potato Enjoyment’ is what we believe in, and this encapsulates our offering to consumers: products made from a crop that is both a great source of nutrition and incredibly versatile. Potatoes help to feed the world sustainably as they deliver more calories and valuable nutrients per hectare than any other staple crop, while using less land, water, energy and other inputs per ton produced.

Progressing towards our 2030 commitments

Since publishing our previous report in April 2021, we have worked hard on advancing our sustainability agenda. For our first commitment, Balanced Diet, we are developing a range of new products that either contain less oil and/or are suitable for preparation in a healthier way, such as in an air fryer. We are also promoting skin-on, thicker-cut products, which contain a little more fibre, absorb less oil and are therefore lower in calories. And in Nigeria, we have now sold 11 million portions of our nutritious dehydrated potato products since 2020.

For our second commitment, Zero Waste, where we want to drive sustainable consumption and production as well as prevent (food) waste, we reduced our food loss by nearly one third, in part by better managing products held in cold stores. We also increased our donations of frozen potato products to food banks in the UK, cutting food loss and, importantly, helping more vulnerable members of society. And we made progress to ensure our packaging is recyclable and made from renewable materials by 2030. We are currently exploring how we can improve the sustainability of our primary packaging and include renewable plastics.

Our ultimate goal is to have all of our packaging 100% recyclable, while ensuring the packaging waste also undergoes end-of-life recycling.

For Climate Action, our third commitment, we have more work to do on the energy transition towards net zero, even though we have advanced in a number of important areas. For example, we are on track to cut our product carbon footprint by a quarter towards 2030. We also made significant progress in reducing our product water footprint, cutting our fresh water intake intensity in FY22 versus FY20. And through our Sustainable Agriculture Plan, to secure our future supply of potatoes, we are also on track and are actively involving our growers, with 22% now scoring Gold and 78% Silver on the SAI's Farm Sustainability Assessment (FSA) certification.

At the same time, we made good progress with our 'safety first' mindset, significantly reducing both our Incident Rate and Lost Time Accidents in FY22 versus FY20. We also made strong progress developing our people. One example is through creating a more diverse culture, and by FY22 women made up 22% of our teams, versus 19% in FY20. I am also proud to say we had 38 different nationalities working across the company at the end of FY22.

Looking ahead

Sustainability remains a fundamental aspect of our decision-making process, and going forward there are a number of key areas we will focus on. One is how to continue to make our potato products more sustainable, while making consumers aware of their nutritional benefits. We will also continue to make investments in our plants to reduce our energy and water use and improve efficiency. If you look at the current environment, we all need to think differently about energy, and the transition to sourcing renewable energy has, in recent months, been brought into sharp focus.

One great example is at our site in Kruiningen, which is expected to open in 2024. The new facility will use best-practice technologies to reduce energy and water use, and our aim is to cut water use by a quarter and gas use by up to a half, helping reduce our carbon footprint. I'm also very excited about our state-of-the-art Innovation Center, which is expected to open in spring 2023. This will provide us with the opportunity to develop new, sustainable technologies. And because the Center will run on 100% renewable energy, it will be carbon neutral.

As I said in our last report, I want us to be the industry leader on sustainability in EMEA. We aim to generate net zero emissions from direct energy use by 2040, strive for zero food waste and circular production, and offer sustainable potato enjoyment, which can be consumed as part of a plant-based balanced diet, by 2030. What motivates me is that consumers globally enjoy eating our tasty potato products. My personal drive is to make them a healthier treat that fits into a balanced diet.

Strategy & Value Creation

At Lamb Weston / Meijer we have integrated sustainability into how we operate. From halving our food waste and using less or better packaging, to reducing our carbon footprint and sourcing sustainably, our 2030 sustainability agenda is changing the way we do business. We consider it our responsibility to have an active and leading role in creating a better future, and we want to ensure that growing and processing potatoes remains possible for many generations to come.

Our Purpose

Well-being through potatoes.

Our Mission

Inspire and serve customers and consumers with potato products and solutions they love and trust.

Our Values

Our values express who we are and what unites us as a company: Drive Collaboration, Create Win-Win, Deliver on our Promise and Act with Integrity.

Drive Collaboration:

We respect, value, engage and challenge each other in order to achieve our goals together - internally, externally and through partnerships. We take ownership of our decisions.

Create Win-Win:

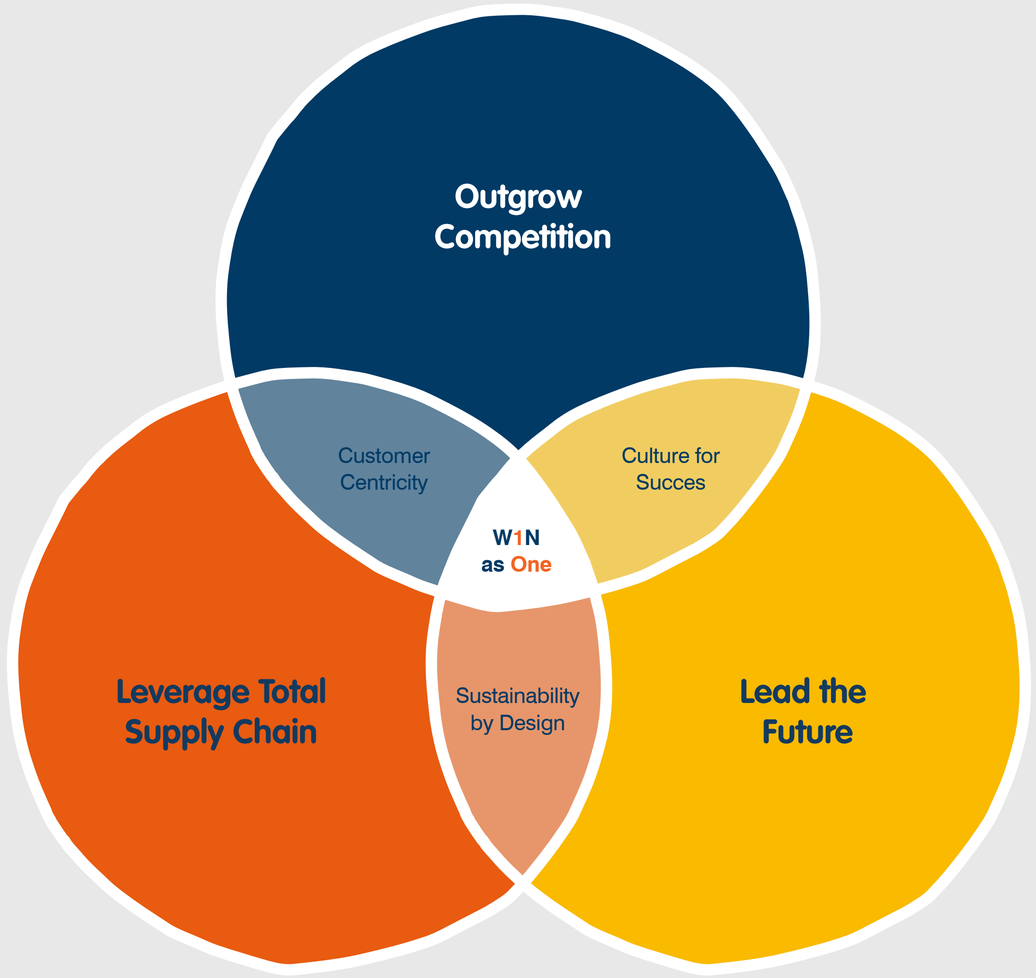
We seek mutual benefit in all we do - our success is not achieved at the expense of others. We respect the balance between people, profit and planet by fostering sustainability for all.

Deliverour Promise:

We strive for great results by being open-minded, continuously learn and improve in what we do.

Act with Integrity:

We always act with integrity,also when no-one is looking. We build trust by being truthful, behaving ethical and live up to our values.



Company Ambition

Our ambition as Lamb Weston / Meijer is to be the number 1 potato company in the EMEA and to double our ambient business in EMEA.

Company Strategic Plan

In 2019 we created a new strategic outlook for Lamb Weston / Meijer towards 2025, which we captured in a Company Strategic Plan. We updated this in FY21 and renamed it to W1N as One.

Our Value Proposition

Our customer value proposition is built upon consistent quality, reliable service, innovation and sustainable products and solutions. Together, we believe these provide our customers with peace of mind, leading to lasting partnerships.

Conditions for Success

To realise our ambition, we have defined three conditions for success. The first, Culture for Success, is about aligning company behaviours and living up to our company values, ensuring that we create the culture needed to deliver our Strategic Plan and be the employer of choice. The second, Customer Centricity, involves asking our customers what's important to them and translate this into the total supply chain, so all are aligned on delivering our promise. The third condition, Sustainability by Design, means sustainability is incorporated by design in everything we do, no matter how big or small the action. This will help us to transform into a sustainable future-fit company.

Sustainability Agenda 2030

Strategic Aim

Our sustainability agenda is aimed at creating short- and long-term value both externally for the good of our stakeholders and the planet, and internally for the company. In developing the 2030 Sustainability Agenda, we have used the UN Sustainable Development Goals (SDGs) as our compass. We have worked outside-in, by looking at global sustainability challenges and selecting those we can contribute to the most. Alongside this, stakeholder research, desk research, key global developments across our industry, and a sustainability SWOT were used as input to guide us.

Our Key Challenges

At the heart of our sustainability agenda lie three key challenges for 2030. We believe we can make the most impact by focusing on our contribution to the following three crucial global issues, which together will enable us to make impact as an agri-food company to create a better world.

1. Balanced Diet
2. Zero Waste
3. Climate Action

Balanced Diet

Zero Waste

Climate Action

Lamb Weston / Meijer Sustainability Agenda 2030

Balanced Diet

How to be part of a balanced diet and help to prevent malnutrition?

Our 2030 Commitments

1. Improve our product nutrition profile

- LW branded labels meet highest nutritional standards for our category, and in compliance with Nutri-score A or B (potato products as sold)
- -10% oil in LW frozen potato products (as consumed) through product renovation and innovation focused on non-fryer preparation methods
- Expand our dehydrated potato products solutions addressing malnutrition in developing markets, aiming to improve 50 million meals

Our key performance indicators

- Percentage of volume LW branded potato products that meet criteria for Nutriscore A or B as sold (%)
- Average vegetable oil content of frozen potato products produced (%)
- Percentage of volume sold under LW brand with non-fryer preparation (airfryer, oven, microwave) on pack (%)
- Number of dehydrated potato product meals sold in developing markets (#)

Our 2030 Targets (vs. 2020)

- 100% LW potato products Nutriscore A or B
- -10% oil content in frozen potato products
- 100% LW branded with airfryer/ oven preparation
- 50 million meals dehydrated potato products sold in developing markets

Our alignment to the SDG's

Zero Waste

How to drive sustainable consumption and production and prevent (food) waste?

Our 2030 Commitments

2. Halve our food loss and waste

- -50% Food Waste in our own operations
- -50% Food Loss in our own operations

3. Use less or better packaging

- Develop circular packaging made from renewable feedstock and fully recyclable end-of-life solutions
- Collaborate with customers and industry organisations to increase plastic recycling in food service kitchens

Our key performance indicators

- Percentage of 'processing side streams' not used as food, feed or biobased material compared to all ingredients used (%)
- Percentage of packed potato products used as animal feed compared to total production volume (%)
- Percentage fully recyclable end-of-life packaging (%)
  Percentage renewable and/or recycled feedstock used in our plastics (%)
- Number of initiatives to increase plastic recycling in collaboration with key stakeholders (#)

Our 2030 Targets (vs. 2020)

- -50% Food waste
- -50% Food loss
- 100% recyclable packaging
- -50% fossil-based virgin plastics
- 10 key initiatives

Our alignment to the SDG's

Climate Action

How to operate within planetary and societal boundaries and make a positive impact on our planet and people?

Our 2030 Commitments

4. Reduce our carbon footprint

- -25% CO_2 emissions (scope 1, 2 & 3) per ton finished produced
- 40% energy consumption from renewable sources

5. Reduce our water footprint

- -25% fresh water intake intensity for processing
- +25% water reused for processing or agriculture

6. Source sustainability

- 100% LWM growers active in our Sustainable Agriculture program
- 100% key impact suppliers active in Sustainable Supply Chain program

Our key performance indicators

- CO_2 emission (scope 1, 2 & 3) intensity of potato products produced (in CO_2 eq./mt)
- Percentage of renewable energy used in scope 1 & 2 (%)
- Fresh water intake intensity of finished products produced (in m^3/mt)
- Percentage process water recycled of fresh water withdrawn (%)
- Percentage of SAI-FSA gold certified potatoes supplied to LWM (%)
- Percentage of EcoVadis-silver rated key suppliers (%)

Our 2030 Targets (vs. 2020)

- -25% Carbon Footprint (scope 1, 2 & 3)
- 40% Renewable Energy
- -25% Fresh Water Intake Intensity
- +25% water reuse
- 100% Growers SAI FSA Gold
- 100% Key Suppliers EcoVadis Silver

Our alignment to the SDG's

Balanced Diet

How to be part of a balanced diet and help to prevent malnutrition?

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Our key performance indicators

- Percentage of volume LW branded potato products that meet criteria for Nutriscore A or B as sold (%)
- Average vegetable oil content of frozen potato products produced (%)
- Percentage of volume sold under LW brand with non-fryer preparation (airfryer, oven, microwave) on pack (%)
- Number of dehydrated potato product meals sold in developing markets (#)

Our 2030 Targets (vs. 2020)

- 100% LW potato products Nutriscore A or B
- -10% oil content in frozen potato products
- 100% LW branded with airfryer/ oven preparation
- 50 million meals dehydrated potato products sold in developing markets

Balanced Diet

People choose the food they eat consciously, and their needs are changing. Increasingly, they focus on foods[1] [2] that are nutritious, plant-based, contribute to wellness, and have a transparent footprint. Yet they also still want to indulge themselves.

Our **frozen potato products** are cut from whole potatoes and processed simply – we only peel, cut, blanch, dry, fry, freeze and then pack them. We do not add any artificial colours or flavours to create our tasty, versatile potato products. Within 2 hours after unloading the potatoes – received directly from our growers' fields or potato storage – our frozen potato products are processed and packed: we simply freeze the freshness.

For our **dried potato flakes**, the process is even more simple. We make mashed potato by combining the small potato pieces coming from our frozen processing lines with whole potatoes that don't fit the specification for fries, because of length, shape or other reasons. This mash is instantly drum dried to create a highly nutritious, 100% pure potato product, that concentrates the natural goodness of the potato. We directly pack the dehydrated potato flakes that can be stored at ambient temperatures and are great to use as instant mashed potatoes or as an ingredient for multiple potato-based food solutions and snacks. In the coming decade we will focus on reducing the oil content and calories in our frozen fried potato products. This could be accomplished through multiple approaches. One is promoting skin-on and thicker cut fries and products resulting in reduced oil, used during the par-fry step of our process. Another is developing and utilising new processing techniques, which would lead to less oil being absorbed by our products. And through product innovations, such as developing more offerings suitable for oven or air fryer preparation, requiring no oil in the final cooking stage by our end users.

With our dried potato flakes, such as Poundo®, we offer versatile potato solutions to tackle the other side of malnutrition, caused by micro-nutrient deficiencies, often referenced to as the 'hidden hunger'.

We have translated these ambitions into a series of KPIs, outlined on the left. By ensuring our LW-branded labels meet the highest nutritional standards for our category, and comply with Nutri-Score A or B[3], we believe we can become part of the solution towards creating a balanced diet.

1 https://potatocongress.org/news/new-sustainable-diet-underestimates-value-of-potatoes/

2 When compared to other staple crops rich in carbohydrates, such as rice or the wheat used for pasta, potatoes have a significantly lower water and carbon footprint. See the key facts infographic in Balanced Diet for more information.

3 Nutri-Score ranks products using a code consisting of 5 letters, each with its own colour, based on the nutrients in the food. 'A' is the most preferable score, while 'E' is the most detrimental score

Zero Waste

How to drive sustainable consumption and production and prevent (food) waste?

Our 2030 Commitments

2. Halve our food loss and waste

- -50% Food Waste in our own operations
- -50% Food Loss in our own operations

3. Use less or better packaging

- Develop circular packaging made from renewable feedstock and fully recyclable end-of-life solutions
- Collaborate with customers and industry organisations to increase plastic recycling in food service kitchens

Our key performance indicators

- Percentage of 'processing side streams' not used as food, feed or biobased material compared to all ingredients used (%)
- Percentage of packed potato products used as animal feed compared to total production volume (%)
- Percentage fully recyclable end-of-life packaging (%)
  Percentage renewable and/or recycled feedstock used in our plastics (%)
- Number of initiatives to increase plastic recycling in collaboration with key stakeholders (#)

Our 2030 Targets (vs. 2020)

- -50% Food waste
- -50% Food loss
- 100% recyclable packaging
- -50% fossil-based virgin plastics
- 10 key initiatives

Zero Waste

We believe strongly that we need to move beyond an extractive industrial model, and work to create a circular economy that keeps products and materials in use. Our challenge is how to contribute to a fully circular food and agriculture business, including more sustainable packaging.

We need resources to grow potatoes, including soil, water, and nutrients. And to process our potatoes into finished products, we need energy, water, vegetable oil, and packaging materials. Over the last decade we have worked hard to further reduce our waste streams and increase the reuse and valorisation of our potato by-products. The latter are our 'side streams', which are either a result of processing (potato starch during cutting and blanching) or removed (potato peels, defects, shorts and slivers) to meet customers' specifications and expectations.

Since 2008, we have sent zero waste to landfill, while less than 0.5 percent is incinerated. We continuously improve our potato utilisation to prevent food loss and waste. We believe these are the areas in which we can make the greatest contribution to circularity. We aim to utilise the whole potato, turning it into tasty products to feed humans and, when not possible, to feed animals. And we aim to valorise all side streams using Moerman's Ladder[4]. This means valorising our side streams along the line: food > feed > fine chemicals > fertiliser > fibres > (bio)fuel, while minimising flare incineration and eliminating landfill.

To achieve our Zero Waste goal, we will also focus on packaging. Within 'zero waste' we defined a sustainable packaging strategy that combines customer-centric innovation with our sustainability criteria. When we develop or introduce new product packaging, it is designed to be sustainable.

These ambitions have been turned into a series of KPIs, outlined on the left.

4 Moerman's Ladder indicates how much value can still be extracted from food that is lost, with the rule of thumb 'the higher up the ladder, the better'.

Climate Action

How to operate within planetary and societal boundaries and make a positive impact on our planet and people?

Our 2030 Commitments

4. Reduce our carbon footprint

- -25% CO2 emissions (scope 1, 2 & 3) per ton finished produced
- 40% energy consumption from renewable sources

5. Reduce our water footprint

- -25% fresh water intake intensity for processing
- +25% water reused for processing or agriculture

6. Source sustainability

- 100% LWM growers active in our Sustainable Agriculture program
- 100% key impact suppliers active in Sustainable Supply Chain program

Our key performance indicators

- CO2 emission (scope 1, 2 & 3) intensity of potato products produced (in CO2 eq./mt)
- Percentage of renewable energy used in scope 1 & 2 (%)
- Fresh water intake intensity of finished products produced (in m^3/mt)
- Percentage process water recycled of fresh water withdrawn (%)
- Percentage of SAI-FSA gold certified potatoes supplied to LWM (%)
- Percentage of EcoVadis-silver rated key suppliers (%)

Our 2030 Targets (vs. 2020)

- -25% Carbon Footprint (scope 1, 2 & 3)
- 40% Renewable Energy
- -25% Fresh Water Intake Intensity
- +25% water reuse
- 100% Growers SAI FSA Gold
- 100% Key Suppliers EcoVadis Silver

Climate Action

Climate change is undoubtedly impacting our planet. The world is experiencing extreme weather events, with extended droughts and unusually high temperatures commonplace[5].

Our focus is on reducing our impact on the planet. To help us progress, we have broken this down into three sub-challenges:
1. Sustainable Operations
2. Sustainable Agriculture
3. Sustainable Supply Chain

Currently, around 60% of our carbon footprint is attributed to the raw materials we use, with nearly 50% coming from potatoes and 10% coming from the sunflower or rapeseed oil we use to par-fry our products. To reduce our product carbon footprint in a meaningful way, we need to concentrate even more on helping our growers to advance sustainable agriculture. This is why we are continuing to expand our Sustainable Agriculture (SA) Plan, initiated in 2017, across our other growing regions in Europe. At the same time, we will stay focused on reducing our water usage. Water remains an undervalued resource, and 90% of our total product water footprint comes from growing potatoes and oil seed crops. We believe we can make more progress saving water (per ton of finished product) within our agricultural supply chain than across our plants, and aim to invest more in enabling the reuse of our effluent for irrigation by local farmers in the proximity of our processing facilities.

These ambitions have been turned into a series of KPIs, outlined on the left.

5 https://news.un.org/en/story/2022/02/1111922

How we create shared value

Our sustainability agenda is aimed at creating short- and long-term value both externally for the good of our stakeholders and the planet, and internally for the company. In developing the 2030 Sustainability Agenda, we have used the UN Sustainable Development Goals (SDGs) as our compass. We have worked outside-in, by looking at global sustainability challenges and selecting those we can contribute to the most. Alongside this, stakeholder research, desk research, key global developments across our industry, and a sustainability SWOT were used as input to guide us.

Future strategic developments

We believe in the power of the potato. As a great source of nutrition, which acts as an integral part of a balanced diet. As a crop, which when compared to rice or wheat used to make pasta, can be grown more sustainably, by requiring less water, using less land, and generating less GHG emissions per ton produced, reducing stress on the planet. And as a food, which can be eaten as part of a healthy, balanced diet. Increasingly, we see that topics which impact one key challenge also influence the other challenges. One example is thicker cut skin-on fries, which as well as being more nutritious than regular fries, also help us reduce food waste and cut our carbon footprint.

Our long-term ambition is to generate net zero emissions from direct energy use, strive for zero food waste and circular production, and offer sustainable potato enjoyment that can be consumed as part of a plant-based balanced diet.
Towards 2030, we aim to contribute to feeding the world sustainably by offering customers and consumers, sustainable potato enjoyment. We are collaborating closely with our dedicated growers, guiding them on how to grow potatoes more sustainably, while in our operations we are committed to reducing our product carbon footprint by 25%, using 25% less water and generating 50% less food waste by 2030.

Consequently, to fully realise the enormous potential of the potato with countless possibilities, we are modifying our corporate strategy and taking a more holistic approach to the three key challenges of our sustainability agenda: Balanced Diet, Zero Waste, and Climate Action. These priorities will become more integrated in our development processes, overall mindset, and daily way of working. We plan on introducing an updated company strategy in 2023 that reflects this, and will provide an update in our next report.

Value Creation Model - Lamb Weston / Meijer (FY2022)

Input

Manufactured

Manufactured physical objects that are available for use in the production of services.

- 1 Corporate Centre (Breda, the Netherlands
- 1 Operations & Service Centre (Kruiningen, the Netherlands)
- 6 Potato processing plants (NL, UK, AT, RU)
- 2 Commercial offices (UAE, NG)

Natural

All renewable and non-renewable environmental resources and processes that provide goods or services that support the past, current or future prosperity of an organisation

- 32,000 ha farm land to grow potatoes
- 1.6 billion kg potatoes: renewable crop, 100% certified vs recognised standards
- 84 million kg vegetable oil + other ingredients: renewable, certified vs recognised standards
- 3.8 PJ energy for processing, 22% renewable
- 5 million m^3 fresh water used for processing
- 57 million kg pack materials: 100% recyclable of which 90% renewable. Cartons 100% FSC certified, 88% recycled cardboard; Plastic packaging 100% recyclable mono-material.

Human; Intellectual

People's compeencies, capabilities and experience, and their motivations to innovate. Organisational, knowledge-based intangibles, including intellectual property and organisational 'capital'

- 1500 motivated, talented employees
- €700,000 spent on learning & development
- 23 university interns
- 70 Employees involved in innovation (product, process, systems, organisation)

Social and relationship

The institutions and relationships within and between communities, groups of stakeholders and other networks, and the ability to share information to enhance individual and collective well-being

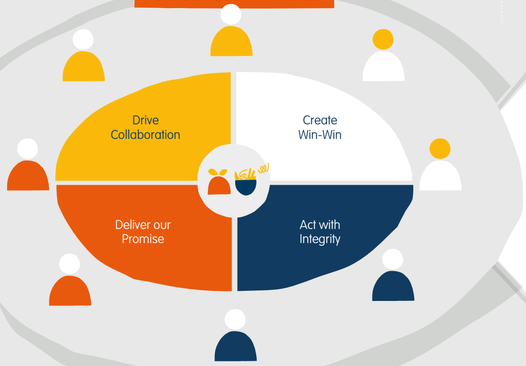
- Long-term relationship with 1700+ customers
- Long-term relationship with 600+ growers, Sustainable Agriculture Plan
- Long-term relationship with 60+ Key suppliers
- Partnership with 4 key logistics providers
- Partnership with universities and institutes
- Leading or contributing to sector initiatives
- Sponsorships (local sports clubs)

Financial

The pool of funds available for use in the production of goods, obtained through financing.

- 50:50 Joint Venture partnership Lamb Weston Holdings Inc. (USA) and Meijer Group (NL)
- Substantial financial capital invested
- Subsidies received

Business model



Purpose

Well-being through potatoes.

Mission

Serve and inspire customers and consumers with inventive potato products and solutions they love and trust.

Ambition

To be - together with Lamb Weston Holdings, Inc. (USA) - the number 1 frozen potato company in the world. By increasing LW/M's market share in our frozen business in EMEA, doubling the size of our ambient business and staying profitable in order to continue investing.

To make this happen we aim to be an employer of choice consistently deliver on our customer value proposition and apply sustainability by design in all we do.

Value Proposition

We strive for long-lasting partnerships with our customers and offer them consistent quality, reliable services, innovation and sustainable products and solutions creating 'peace of mind'.

Output

Manufactured

- 900 million kg packed potato products (frozen, ambient), turned into 6 billion consumer servings
- 90,000+ customer deliveries in 114 countries
- 266 million kg by-products to feed animals, and 5 million kg valorised into biobased products

Natural

- 0.5 million m^3 water evaporated in processing
- 4.3 million m^3 wastewater discharged, cleaned onsite
- 115 million kg waste recycled, reused, recovered, with 47 million kg clean tare soil returned to land
- 0.8 million kg waste incinerated from processing
- 0 kg waste to landfill from processing
- 212 million kg emissions (scope 1 +2) and 277 million kg emissions (scope)
- 13 TJ residual heat shared with neighbour

Human; Intellectual

- 16 LTA's during 3 million worked hours
- 5% absentee rate
- 12% employee turnover
- 6 interns employed by LW/M after graduation
- 50+ New products (innovation, renovation)

Social and relationship

- Income for 600+ growers and 60+ key suppliers
- Partner in 'Together against Food Waste' (NL), WRAP signatory (UK)
- Best sustainable practices shared with customers, industry, universities, governments and regulators
- Practical support for growers to improve local agronomy practices in NW-Europe, UK
- 65% CSR score, silver rating EcoVadis (top 6%)
- B- CDP Score for Climate Change, C for Forestry
- Supplier of the year awards from key customers

Financial

- €840 million turnover (actual FY22)

Impact

Customers & Consumers

- Value creation for our customers
- Affordable, safe and nutritious food
- Creating enjoyable eating moments
- Responsible consumption, stimulating and supporting food waste reduction

Employees

- Engagement
- Good health and well-being
- Personal growth and development
- Pride, Fairness and Camaraderie

Growers (potatoes)

- Good crop yields
- Maintain soil health
- Sustainable agriculture
- Income, partnership and continuity

Suppliers (goods, services)

- Innovation, collaboration
- Income and continuity

Society

- Tax & Investments
- Employment
- Innovation
- Less CO_2 emissions
- Less fresh water intake
- Feed growing global population by processing potatoes with high yield for farmers, delivering nutrition and satiety for consumers and a low eco-logical footprint (water, carbon, land)

Business

- Be successful short and long-term, healthy ROIC for LW/M partners
- Industry leadership on sustainability
- Good employer brand reputation
- Customer and Brand loyalty
- Responsible,resource-efficient production
- Local employment in Europe, Middle-East, Russia, Brazil and Nigeria

UN Sustainable Development Goals

Explanation Value Creation Model

This is based on the International Integrated Reporting Council Framework (IRC), and illustrates how we use six sources of capital and our business model to create value for all stakeholders in the short, medium and long term. At the bottom part we list the 2030 UN Sustainable Development Gools (SDGs) relevant for our company to focus on.

KPI's & Results

LWM Sustainability KPI's and Results FY21 - FY22

Lamb Weston
SEEING POSSIBILITIES IN POTATOES

Our Key Challenges

Balanced Diet

How to be part of a balanced diet and help to prevent malnutrition?

Zero Waste

How to drive sustainable consumption and production and prevent (food) waste?

Climate Action

How to operate within planetary and societal boundaries and make a positive impact on our planet and people?

Our 2030 Commitments

1. Improve our product nutrition profile

- LW branded labels meet highest nutritional standards for our category, and in compliance with Nutri-score A or B (potato products as sold)
- -10% oil in LW frozen potato products (as consumed) through product renovation and innovation focused on non-fryer preparation methods
- Expand our dehydrated potato products solutions addressing malnutrition in developing markets, aiming to improve 50 million meals

2. Halve our food loss and waste

- -50% Food Waste in our own operations
- -50% Food Loss in our own operations

3. Use less or better packaging

- Develop circular packaging made from renewable feedstock and fully recyclable end-of-life solutions
- Collaborate with customers and industry organisations to increase plastic recycling in food service kitchens

4. Reduce our carbon footprint

- -25% CO2 emissions (scope 1,2 & 3) per ton finished produced
- 40% energy consumption from renewable sources

5. Reduce our water footprint

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6. Source sustainability

- 100% LWM growers active in our Sustainable Agriculture program
- 100% key impact suppliers active in Sustainable Supply Chain program

Key performance indicators	Baseline FY20	Results FY21	Results FY22	Progress versus baseline	Our 2030 Targets (versus 2020 baseline)
Percentage of volume LW branded potato products that meet criteria for Nutriscore A or B as sold (%)	no data	no data	Baseline measured	***Baseline established***	100% LW potato products Nutriscore A or B
Average vegetable oil content of frozen potato products produced (%)	5.2%	5.3%	5.5%	***+6%***	-10% oil content in frozen potato products
Percentage of volume sold under LW brand with non-fryer preparation (airfryer, oven, microwave) on pack (%)	45%	46%	52%	***52%***	100% LW branded with airfryer/ oven preparation
Number of dehydrated potato product meals sold in developing markets (#)	5.7 Million	2.7 Million	2.7 Million	***22%***	50 million meals dehydrated potato products sold in developing markets
Percentage of 'processing side streams' not used as food, feed or biobased material compared to all ingredients used (%)	4.0%	4.5%	4.2%	***+5%***	-50% Food waste
Percentage of packed potato products used as animal feed compared to total production volume (%)	0.59%	0.36%	0.41%	***-31%***	-50% Food loss
"Percentage fully recyclable end-of-life packaging (%)	100%	100%	100%	***100%***	100% recyclable packaging
Percentage renewable and/or recycled feedstock used in our plastics (%)"	0	0	0	***0***	-50% fossil-based virgin plastics
Number of initiatives to increase plastic recycling in collaboration with key stakeholders (#)	0	0	1	***1 initiative***	10 key initiatives
CO2 emission (scope 1,2 & 3) intensity of potato products produced (CO2 eq./mt)	0.658	0.627	0.621	***-5.3%***	-25% Carbon Footprint (scope 1,2 & 3)
Percentage of renewable energy used in scope 1 & 2 (%)	22%	23%	22%	***22%***	40% Renewable Energy
Fresh water intake intensity of finished products produced (m^3/mt)	6.1	5.8	5.5	***-10%***	-25% Fresh Water Intake Intensity
Percentage process water recycled of fresh water withdrawn (%)	0%	5%	6%	***6%***	+25% water reused
Percentage of SAI-FSA gold certified potatoes supplied to LWM (%)	19%	19%	22%	***22% Gold***	100% Growers SAI FSA Gold
Percentage of EcoVadis-silver rated key suppliers (%)	no data	no data	50%	***50% Silver***	100% Key Suppliers EcoVadis Silver

Key Challenges

Balanced Diet

How to be a part of a balanced diet and help to prevent malnutrition?

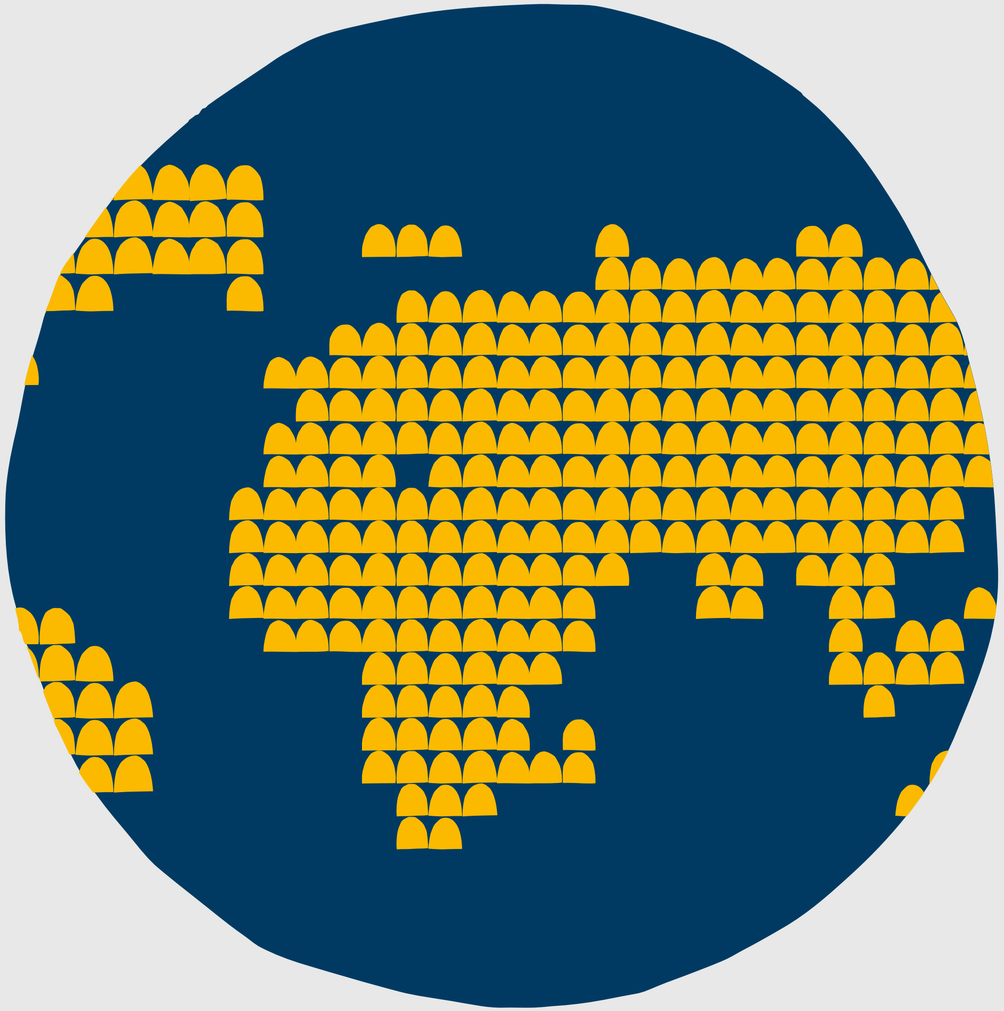
The first of our three key challenges, Balanced Diet, is a topic of vital importance to Lamb Weston / Meijer (LW/M), our customers, and the end consumer. While our primary product is made from the potato, which is known for its nutritional benefits[1], including promoting gut health and being a source of protective antioxidants, how it is cut, cooked, and served has a profound impact on its nutritional make up. Which is why our focus is on improving the nutritional profile of our products.

The Broader Context

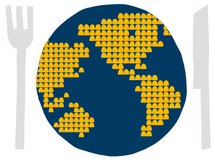
Most of us are aware of the importance of a balanced diet as part of a healthy lifestyle, with consumers increasingly conscious that feeling your best is, at least partially, connected to what you eat.[2]

And as they move towards healthier eating choices, food producers are discovering that consumers are increasingly unwilling to compromise in a number of key areas. One is on taste, where consumers want foods to be healthier and tastier. Another is on food information and labelling, where studies show[3] that consumers look for clear, front-of-pack nutrition labels to help them make informed purchasing decisions. At the same time, there are regional differences in consumer demands, with some areas more focused on convenience and speed, while others value extensive cooking options.

For LW/M, this has an impact on how we develop our products and labelling. Our goal is to ensure that our own branded labels meet the highest nutritional standards for our category, while complying with Nutri-Score. It also means continuing to invest heavily in R&D to further strengthen our strong record of product innovation, which will enable us to develop fries and other products that fulfil consumers' demand for healthier and tasty, ensuring sustainable potato enjoyment.



1 https://www.bbcgoodfood.com/howto/guide/top-5-health-benefits-of-potatoes
2 https://www.livescience.com/why-a-balanced-diet-is-important
3 https://joint-research-centre.ec.europa.eu/jrc-news/evidence-food-information-empowering-consumers-make-healthy-and-sustainable-choices-2022-09-09_en



BALANCED DIET ROADMAP

How to be part of a balanced diet and help to prevent malnutrition?

Our 2030 Commitments	LW/M Sustainability Roadmap to 2030
Improve our Nutrition Profie LW branded labels meet highest nutritional standards for our category, and in compliance with Nutri-score A or B (potato products as sold)	Nutri-score compliance More skin-on, thicker-cut products Make sustainability and nutrition more explicit criteria in all innovation projects
-10% oil in LW frozen potato products (as consumed) through product renovation and innovation focused on non-fryer preparation methods	Reduce fat content and calories Focus on alternative preparation methods More products suitable for air fryer and oven
Expand our ambient potato product solutions addressing malnutrition in developing markets, aiming to improve 50 million meals	Develop (fortified) flakes-based solutions Introduce Poundo Potato into new markets

Our 2030 Commitments

1. Improve our product nutrition profile

- LW branded labels meet highest nutritional standards for our category, and in compliance with Nutri-score A or B (potato products as sold)
- -10% oil in LW frozen potato products (as consumed) through product renovation and innovation focused on non-fryer preparation methods
- Expand our dehydrated potato products solutions addressing malnutrition in developing markets, aiming to improve 50 million meals

Our 2022 Progress versus Baseline

This is the first time we report on our 2030 Sustainability Agenda. In the below overview we summarize our results achieved in fiscal years 2021 and 2022 for our Balanced Diet KPI's and the progress made to reach our 2030 targets versus baseline FY2020.

Key performance indicators	Baseline FY20	Results FY21	Results FY22	Progress vs. baseline	Our 2030 Targets (vs. 2020 ref.)
Percentage of volume LW branded potato products that meet criteria for Nutriscore A or B as sold (%)	no data	no data	Baseline measured	***Baseline established***	100% LW potato products Nutriscore A or B
Average vegetable oil content of frozen potato products produced (%)	5.2%	5.3%	5.5%	***+6%***	-10% oil content in frozen potato products
Percentage of volume sold under LW brand with non-fryer preparation (airfryer, oven, microwave) on pack (%)	45%	46%	52%	***52%***	100% LW branded with airfryer/ oven preparation
Number of dehydrated potato product meals sold in developing markets (#)	5.7 Million	2.7 Million	2.7 Million	***22%***	50 million meals dehydrated potato products sold in developing markets

Key Results 2021-2022

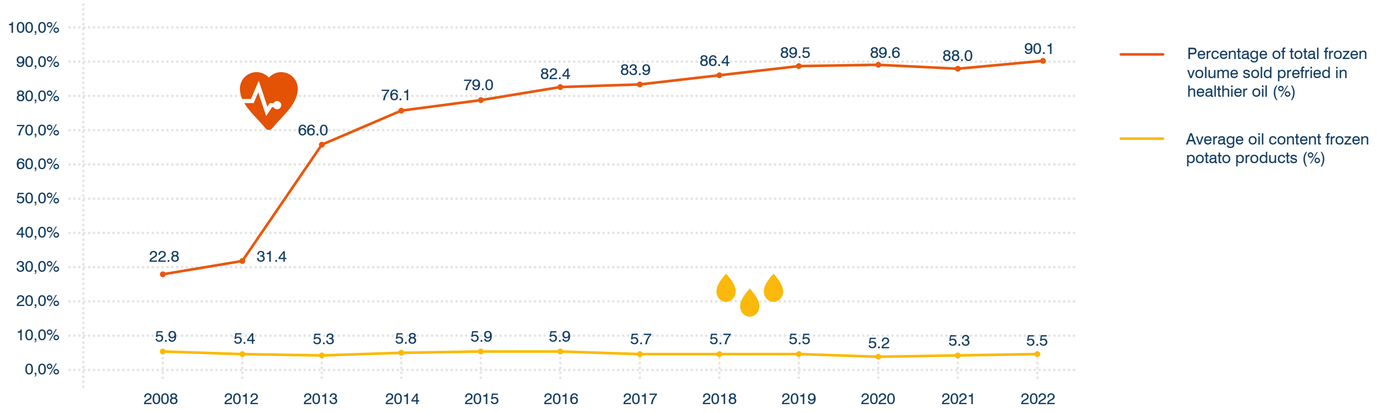
Preparing for introduction of Nutri-Score

Nutri-Score ranks products using a code consisting of 5 letters, each with its own colour, based on the nutrients in the food. ‘A’ is the most preferable score, while ‘E’ is the most detrimental score. While Nutri-Score has yet to be rolled out in the Netherlands, which means we can’t add its classifications to our packaging, we have been preparing behind the scenes and are now waiting for regulators to approve the final formulas and calculations. Our aim is to score ‘A’ or ‘B’ on all the potato products we sell and, depending on the calculation results, we would make adjustments to our products. We expect Nutri-Score to be launched in the Netherlands by 2023 and, once it is, we plan to include it on the packaging of all our LW branded labels across the European Union.

Making products healthier

Part of our product innovation focuses on making our products healthier, such as by reducing oil absorption thereby reducing calories. Over the last two years we have been carrying out a study to understand how we can potentially lower oil absorption in our products. The initial phase is now complete, and we have begun testing potential solutions on our potato products. If this proves successful, the final phase will involve carrying out line trials and scaling the process up. Our focus is on ensuring that the combination of new ingredients, the right potato variety, and the production process come together to give a great-tasting product that is also healthier.

Reduced Saturated Fat/ Vegetable Oil Content in Frozen Products (in % per FY)



‘Our goal is to reduce the oil content and calories in our frozen fried potato products, and I’m proud to be improving our nutritional profile and creating greater awareness on this crucial topic, as we work to help consumers enjoy a balanced diet.’

Esther Schenk,
Lead Product Innovation Technologist,
LW/M Technology Development Group,
Kruiningen, the Netherlands

Poundo: simple yet nutritious

Poundo Potato®, a 100% pure potato product that we launched in Nigeria in 2017, continued to prove successful amongst people who enjoyed the combination of a simple yet nutritious product. The product's brand recognition and sales have grown strongly in recent years, and the concept has proven successful enough that competitor products have entered the market.

Continual focus on food safety

Food safety is an integral part of our company culture, and over the last two years we have focused on developing a greater level of cooperation and communication on the topic between our manufacturing plants. For example, when team members need additional support, such as during an audit or a customer query, we have developed a structure where they can reach out to other people across the plants, and receive the assistance they need. We have also introduced monthly meetings between all Quality Managers, where they discuss concerns, share solutions to problems, and work to prevent issues arising. Additionally, we have renewed our raw material risk assessments, with a scientific, data-driven approach. For our authenticity assurance, we have created risk assessments to prevent fraud in the supply chain. We have also established a new shelf-life investigation, which is already helping prolong the shelf life of some products, helping us avoid food waste.

Successfully producing without CIPC

Over the last few years, we have worked hard with growers to remove all traces of chlorpropham (CIPC), a plant protection product that is globally used as the standard across the potato industry to inhibit sprouting during potato storage, from their potato storage units. CIPC was banned in the EU as of crop year 2020, yet it is persistent and traces can remain for many years on floors, walls and ventilation channels of storage buildings, despite repeated cleaning cycles.

A multi-year, exhaustive sampling programme was agreed at sector level with the EU Commission, with the aim of eradicating CIPC from the food chain. This collaboration to ensure food-safe potatoes is unique, and the results so far have been good: in 2022, regulators found that CIPC residues were minimal in stored potatoes.

Satisfied customers

We are happy to report that we saw a year-on-year drop in food quality complaints during the period under review, which is due to a greater focus on quality across our production plants. Our drive to make people more observant and aware of potential quality issues, while striving to always produce the best quality products we possibly can, is reflected in improved quality data.

Developing tomorrow's products, today

We are currently working on a long-term project to explore and develop innovative technologies that will enable us to produce frozen, par-fried products with a lower fat content, as consumed. This involves researching a number of areas in parallel, such as new coating technologies, adjusting production parameters or selecting specific potato varieties. This enables us to reduce oil absorption in our products during the manufacturing process, and creates tasty potato products suitable for preparation at home or in a restaurant that does not involve frying. The project will initially deliver a 'toolbox' of ideas that have the most potential to succeed, and these will then move onto the product development phase. Our ambition is to begin delivering new products within the next five years.

Main challenge

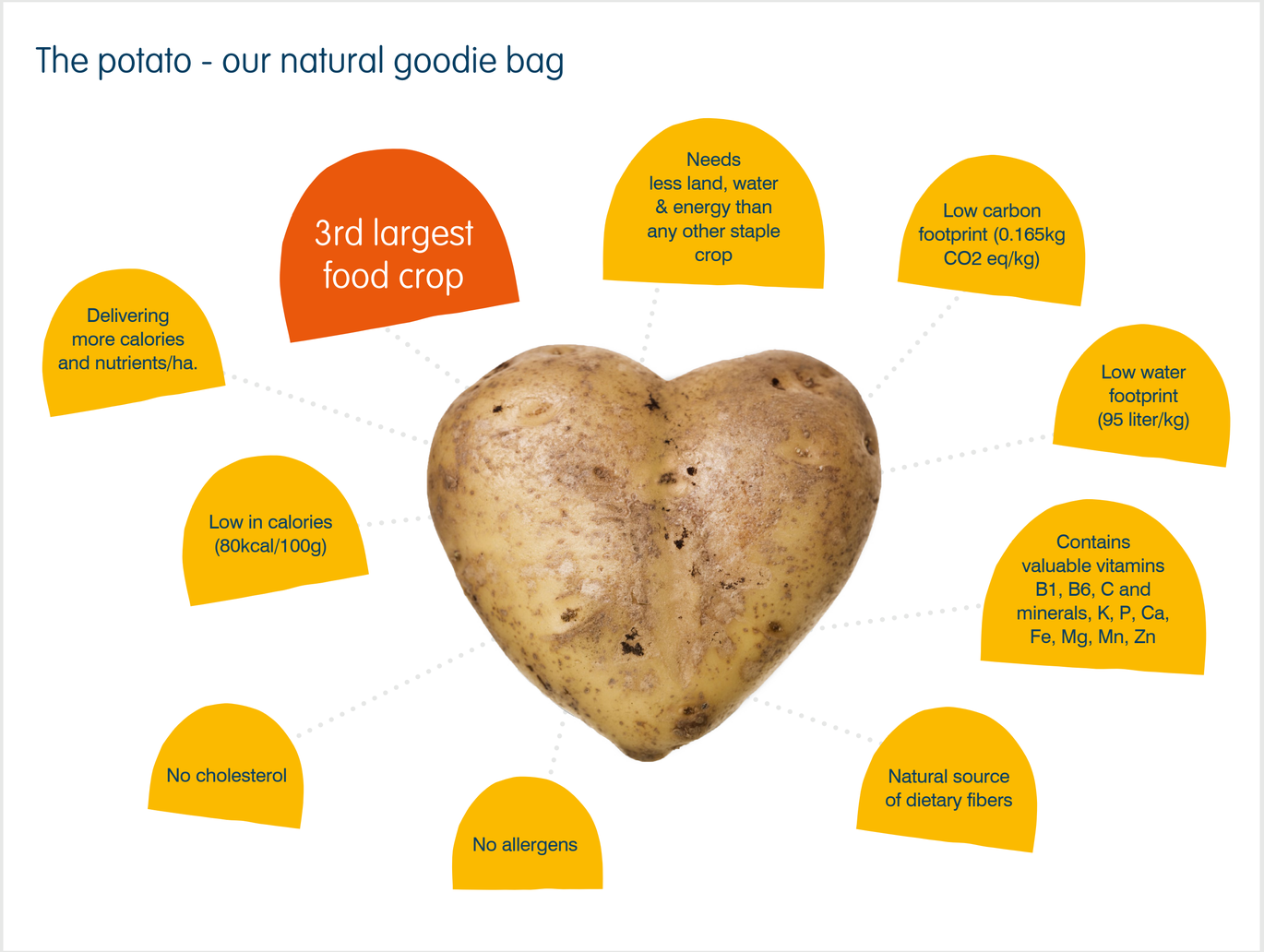
Tasty, healthy, or both?

Until recently, consumers were looking to find the right balance between a healthy diet and treating themselves. But this is changing. Increasingly, consumers feel that they shouldn't have to choose. They want food manufacturers to make products that deliver the best of both worlds: taste and healthy.

Because at LW/M we already deliver potato products that are tasty, our goal is to continue focusing on also making them as healthy as possible. For example, by creating products that score either 'A' or 'B' within Nutri-Score. Or by developing production processes that don't need the addition of oils during final preparation, and by creating products designed for non-frying, such as ovens or air fryers. While it remains a challenge, we believe the steps we are taking will enable us to succeed.

Outlook 2023-2024

Our aim in the next two years is to focus on a number of key areas that will contribute to more balanced diets by making an impact across our portfolio. For example, we will continue to invest in and develop products that can be cooked without using frying, such as ovens or air fryers. We will also focus on making our products as healthy as possible, by researching ways to lower the oil content of deep-fried products. Our new Innovation Centre will help us accelerate these developments in the coming period.



Zero Waste

How to drive sustainable consumption and production and prevent (food) waste?

Our second key challenge is Zero Waste, under which we have established commitments to halve our food waste and use less or better packaging by 2030. These are supported by four KPIs. This challenge is driven by the need to conserve resources, prevent and eliminate food loss and waste, and move towards circular production where possible.

The Broader Context

We only have one planet and resources are limited. Reducing food loss and waste are therefore vital sustainability, moral, and financial issues. Preventing and cutting food waste supports the sustainability of our food systems by reducing the need to produce and process arable crops and animals. This helps to decrease greenhouse gas emissions, save energy and water, and preserve precious resources.

It is a topic that is increasingly in the global spotlight. From initiatives such as the International Day of Awareness of Food Loss and Waste organised by the United Nations, to supermarkets electing to remove Best Before dates from products in a bid to reduce food waste , producers and end users are being urged to take responsibility and help effect change.

The United Nations has also linked food loss and waste to food security, stating that: “Simply put, reducing food lost or wasted means more food for all, less greenhouse gas emissions, less pressure on environment, and increased productivity and economic growth.

At LW/M, preventing food loss and waste is a key way to reduce our environmental footprint. Driving sustainable consumption and production benefits the natural environment, growers, our customers, and everyone along our supply chain. We continue to work to increase the valorisation of our by-products and waste streams, processing by-products up the food waste hierarchy, based on the Moerman Ladder[4] , through waste prevention, reducing inputs, and increasing re-use. At the same time, we are looking for new opportunities to increase value from any potato by-product and waste stream as we endeavour to make waste a thing of the past.

1 https://www.fao.org/international-day-awareness-food-loss-waste/en/
2 https://www.weforum.org/agenda/2022/08/waitrose-scrap-best-before-dates-cut-food-waste/
3 https://www.unep.org/news-and-stories/press-release/food-loss-and-waste-must-be-reduced-greater-food-security-and
4 Moerman’s Ladder indicates how much value can still be extracted from food that is lost, with the rule of thumb ‘the higher up the ladder, the better’

ZERO WASTE ROADMAP

How to drive sustainable consumption and production and prevent (food) waste?

Our 2030 Commitments	LW/M Sustainability Roadmap to 2030
Halve our food loss and waste	Prevent food loss and waste (FLW)
-50% Food Waste in our own operations	Reduce/ re-use amd valorise FLW (prioritise conform Moerman Lasser)
-50% Food Loss in our own operations	Prevent food loss
	Reduce/ (re-)sell product
	Donate product to foodbanks
Use less or better packaging	Reduce material use
Develop circular packaging made from renewable feedstock and fully recyclable end-of-life solutions	Re-use/ recycle where feasible and food safe
	Innovate for better packaging solutions
Collaborate with customers and industry organisations to increase plastic recycling in food service kitchen	Collaborate with supply chain partners
	Run pilots with customers

Our 2030 Commitments

2. Halve our food loss and waste

- -50% Food Waste in our own operations
- -50% Food Loss in our own operations

3. Use less or better packaging

- Develop circular packaging made from renewable feedstock and fully recyclable end-of-life solutions
- Collaborate with customers and industry organisations to increase plastic recycling in food service kitchens

Our 2022 Progress versus Baseline

This is the first time we report on our 2030 Sustainability Agenda. In the below overview we summarize our results achieved in fiscal years 2021 and 2022 for our Zero Waste KPI's and the progress made to reach our 2030 targets versus baseline FY2020.

Key performance indicators	Baseline FY20	Results FY21	Results FY22	Progress vs. baseline	Our 2030 Targets (vs. 2020 ref.)
Percentage of 'processing side streams' not used as food, feed or biobased material compared to all ingredients used (%)	4.0%	4.5%	4.2%	***+5%***	-50% Food waste
Percentage of packed potato products used as animal feed compared to total production volume (%)	0.38%	0.24%	0.28%	***-26%***	-50% Food loss
"Percentage fully recyclable end-of-life packaging (%)	100%	100%	100%	***100%***	100% recyclable packaging
Percentage renewable and/or recycled feedstock used in our plastics (%)"	0	0	0	***0***	-50% fossil-based virgin plastics
Number of initiatives to increase plastic recycling in collaboration with key stakeholders (#)	0	0	1	***1 initiative***	10 key initiatives

Key Results 2021-2022

Fighting hunger, cutting food waste

For LW/M, reducing food loss and waste while feeding people is a win-win situation. Which is why we were particularly proud to begin working with FareShare, a national network of charitable food redistributors in the UK, to provide frozen potato products that are within a month of their sell-by date and can no longer be shipped to customers. Through FareShare, our products reach a wide range of charity organisations, from older people's lunch clubs, homeless shelters, and community cafes. While we already contribute food to foodbanks across the countries in which we operate, based on the success of the FareShare project in the UK, we are now looking into working with similar charities in other countries.

We also continued to work with the UK-based Waste and Resources Action Programme (WRAP), which helps companies in the food and beverage industry, including retailers and food service business, to create economic and environmental value from reducing food waste. LW/M's commitment is to halve our food waste by 2030, aligned with SDG12.3, and these projects help us work towards this goal while also providing help to those who need it most.

Reducing food waste

As part of the expansion of our facility at Kruiningen, we have redesigned our wastewater treatment plant (WWTP) so that we can separate out the grey starch contained in the plant's process water in such a way that it can be used for animal feed, rather than in the current fermentation process. This will lead to cost savings. Currently we have to pay to send our grey starch for external bio digesting. In the new situation we will be able to retain the feed-grade grey starch and sell it again as an animal feed ingredient, increasing the valorisation. We will also be able to recover high quality struvite, a natural fertiliser, which will also have a higher market value. We transport the struvite in the form of pearls, as this makes it easier to move, and more suitable to be applied in the fields. The renewed WWTP, which is due for completion in 2023, will enable us to take another important step towards eliminating food loss and waste. We are already looking into installing the same technical solution at our Bergen op Zoom facility.

Focus on potato utilisation

Prevention of food waste remains a primary goal across our operations. Potato utilisation begins during the sorting process, when we separate potatoes to match the products our customers want. Following the introduction of our new ambient factory[5] at Kruiningen, we have been able to increase the percentage of those potatoes we can't use for frozen products, such as 'low gravity potatoes' in ambient products. This is enabling us to significantly increase potato utilisation, cutting food waste.

More white starch to food products

We continue to make progress in recovering white starch at our plants to use within our own manufacturing processes, such as in batter mixes that are used to apply a crispy coating on some of our products. Company-wide, we are now recovering around 5,000 tons of white starch annually, placing this on the highest rung of the food waste hierarchy, based on the Moerman Ladder.

Temporary halt to sludge composting

In 2021, the waste service provider that brings our sludge collected from our WWTP to bio-digestors encountered capacity issues. Because they were unable to find a substitute bio-digestor, we were forced to send the sludge from our WWTP to a special sludge incineration location

[5] Our new ambient factory opened in 2021, and will help us deal with increased demand for dried potato flakes and prepare for future market share growth opportunities

'The new waste water treatment plant (WWTP) at Kruiningen has a number of sustainability benefits. A key one is that we will again be able to send the grey starch to animal feed, instead of the current fermentation outlet. This will lead to cost savings and greater profits from potato valorisation. We will also be able to recover higher quality struvite, a natural fertiliser, which will also have a higher market value.'

Anouk Fase
Senior Process Engineer
LW/M Engineering services
Kruiningen, the Netherlands

which involves mineral recovery followed by mono-incineration. Unfortunately, this negatively impacted our progress on food waste..

Creating biodiversity wall from tare soil

Each day, millions of kilos of potatoes arrive at our factories to be turned into fries and other potato products. And stuck to most of them is a very thin layer of soil, called ‘tare soil’, which is removed through dry cleaning and washing. In most cases we deliver this clean tare soil to land owners with permits to store soil for civil works (for example, to increase the ground level in low-lying areas). This is not ideal, as this fertile soil would be better reused on farmland, but this is not legally allowed. This means additional transportation emissions and costs for us.

To counter this, we established a pilot project at our Kruiningen plant to construct a biodiversity wall built entirely from the wet tare soil. Working with a local landscaping company, the wall was left to wild seed and has proven to be very fertile (see photos). As part of the process, we invited biologists to attend our Sustainability Day to identify the many species on the wall. Once the wall reaches its maximum size, the hope is to use the tare soil to build walls at other companies in the neighbourhood of our Kruiningen plants. We also aim to roll the initiative out in the areas of our other plants, where possible and permitted.

Sales teams highlight sustainability of skin-on products

In recent years we have launched a range of skin-on products, and when we develop new products, we prefer to develop them as skin-on. As well as having greater nutritional value, skin-on products also have another key benefit: they are more sustainable. Over the last two years, our sales teams have been giving customer presentations to emphasise that, alongside being more nutritious, skin-on products enable us to reduce the percentage of by-products (the peel is the highest volume) that we send to animal feed, and they help us reduce our carbon footprint.

Working with students on food waste reduction

In 2021 we began a three-year collaboration with a number of companies and colleges across the Netherlands to gain insights into the extent and causes of food waste along the value chain, and develop ways to prevent it. So far, we have held a number of meetings with students and companies to share our experiences and to discuss issues affecting food waste and loss. Students work on tools for small- & medium-sized companies so they can also start identifying food waste in their chain, including creating powerful visuals. These visuals are effective to highlight to everyone across the company where and why we experience the greatest food loss and waste to create awareness and empowerment for change. The project will continue running through 2023.

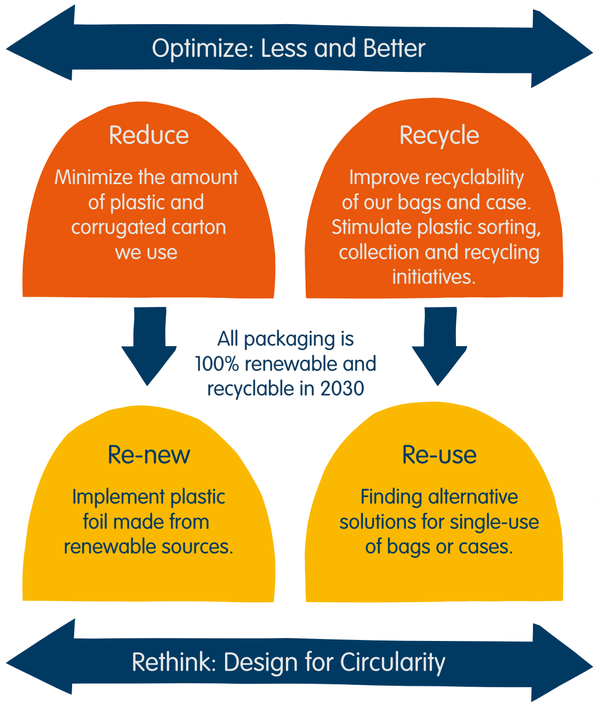
Innovation Center to cut waste

The state-of-the-art Innovation Center we are currently developing at Bergen op Zoom is like a very large, very sophisticated test kitchen. It will enable us to speed up our innovation process, experimenting with new potato varieties, cutting techniques, chip shapes and flavours. And as new innovations develop, we’ll be able to slowly scale up the testing process from one to five hundred kilograms, meaning we can judge much earlier in the process whether a new product or technique is likely to succeed.

As well as leading to faster new product development, the Innovation Center will also help us reduce waste and operate more efficiently. This is because we’ll no longer have to do large-scale testing on one of our product lines, which involves using large quantities of potatoes, leading to more food waste, energy and water use, and additional cleaning.

LWM Sustainable Packaging Strategy towards 2030

1. Anticipate on Regulation - compliance with EU Packaging and Waste Directive (PPWD): 100% renewable and recyclable packaging by 2030, no over-packaging and recycled content promoted.
2. Use the UN 2030 Sustainable Development Goals as our compass (SDG12 most applicable)
3. (Re)Design for Sustainability: Optimize the current "linear economy" (by Reduce and Recycle) and Rethink the future "circular economy" (focus on Renew and Re-use)
4. Ensure renewable material don't impact or compete with raw materials suitable for food and feed
5. Avoid regulated disposal and ensure our packaging does not end up as landfill or marine litter
6. Use PEF (product environmental footprit) 'LCA' calculation to quantify packaging sustainability, including its impact on food waste prevention and reduction



Developing digital watermarks to improve packaging recycling

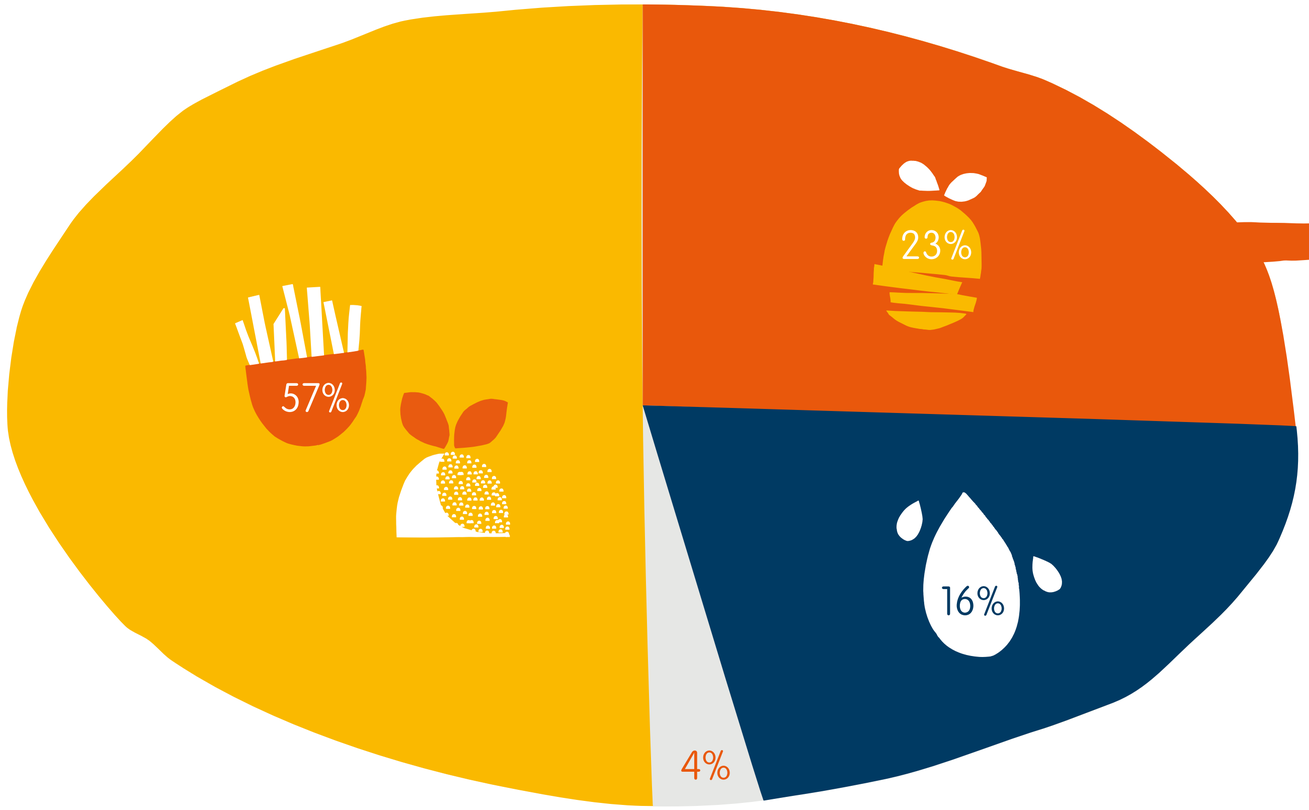
We are currently partnering with the European Union and the Dutch government on a project to develop digital watermarks that cover the surface of plastic packaging. These watermarks can then be read by optical sorters during the packaging recycling process, leading to better and more accurate sorting results. We aim to include the digital watermarks on our PE film when the technology becomes viable.

Reducing food waste by making pallets more stable

In 2021 we had an issue with pallet stability on a very small number of shipments, which led to product boxes being damaged and food waste. To solve the issue, we worked with an external test laboratory to determine where and why the problem arose.

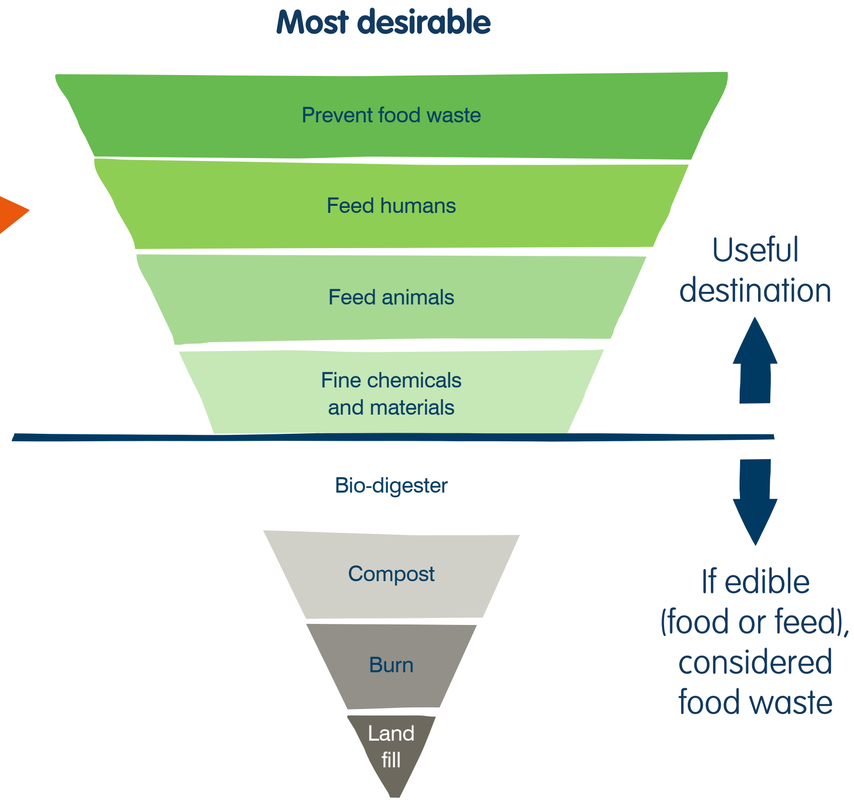
This involved carrying out distribution tests, impact tests, as well as tilting and dropping tests. We discovered that issues mainly occurred on steep inclines or declines, when pallets shifted in the back of the truck and the boxes and wrapping were unable to contain the load. We solved the issue by both strengthening and expanding the dimensions of the packaging boxes, leading to greater compression strength. We also experimented with stretch foil tension, to identify the optimal tension required to wrap and secure the pallets. Together, these steps have helped us reduce food waste while improving customer satisfaction.

We utilise the whole potato - how?



- Frozen parfried potato products + dehydrated potato flakes
- Byproducts and waste streams
- Water evaporated
- Food Loss and waste

Moerman Ladder



Main challenge

Competition between CO_2 reduction and food waste reduction

Our policy is to send potato by-products for animal feed. However, given our ambitious CO_2 reduction targets, as well as the high energy prices and limited availability of green gas, green electricity, and other renewable fuels, another option is to process the by-products in a bio-digester to create green gas for our own production processes.

However, this then creates another issue: once you begin using a bio-digester, you need to continue to supply it with feed stock (our side streams, such as potato peels, grey starch, and so on). While this is a dilemma, we plan to continue to focus on zero food waste, and will only consider another option if gas availability is limited and our production is affected.

Outlook 2023-2024

Working with students

We will continue to work with universities and other companies to look into ways to cut food loss and waste along the value chain, with the aim of developing prevention best practices that we can roll out internally and creating visualisations in our plants.

Continue our work with FareShare

We aim to continue partnering with FareShare, the UK-based NGO that provides logistical support to food banks and other locations where we are proud to share food with people in need.

Increase potato utilisation

We have started working with a company to explore the possibilities of developing new technologies to turn potato by-products into a source of new nutrients. As a food company, we will only be satisfied when we are able to successfully use 100% of the product.

Investing in maximising potato utilisation.

After cutting system optimisation at Oosterbierum, our Kruiningen plant also upgraded systems to further reduce food loss and improve potato utilisation. We plan to invest in new optical sorters at our Kruiningen plant, which we estimate will reduce the number of potatoes going to the by-product stream by 5%. This is an important additional step towards maximising potato utilisation.

Climate Action

How to operate within planetary and societal boundaries and make a positive impact on our planet and people?

Our third and final key challenge is Climate Action, where we commit to reducing our carbon footprint, reducing our water footprint, and sourcing sustainably by 2030. We believe focusing on these commitments will enable us to make the most progress reducing the impact we have on the world around us.

The Broader Context

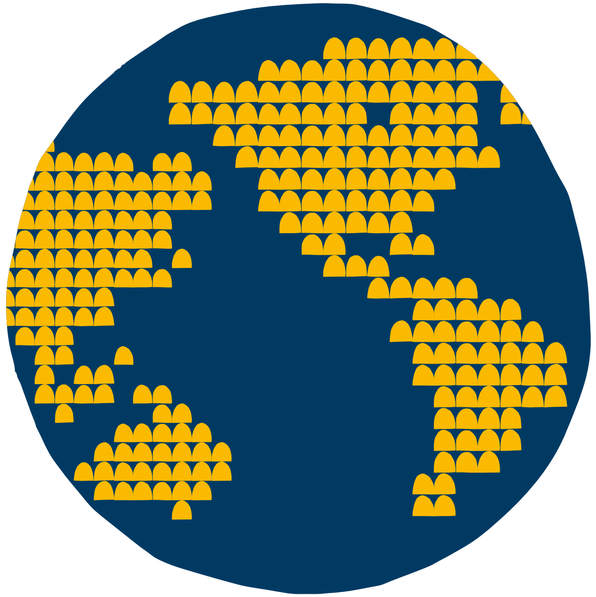
From severe fires and catastrophic storms, to water scarcity and food shortages, the world is changing as greenhouse gas concentrations reach their highest levels in 2 million years[1]. And while climate change is impacting everyone on the planet, it affects all of us differently. In some parts of the world, changing weather patterns are leading to increased migration[2]. In others, to food insecurity and famines as droughts and a lack of fresh water lead to widespread devastation[3].

Parallel to this, the Covid-19 pandemic and Russia's invasion of Ukraine have catalysed the shift to green energy within the European Union[4], as decreasing gas supplies mean countries and consumers are faced with rising energy and food prices, the latter driven in part by soaring fertiliser costs[5]. Yet this green shift presents its own challenges, with critics pointing out that time and investments will be required to develop the capacity and infrastructure needed to move rapidly towards renewables[6].

At LW/M, we are aware of our responsibility to limit climate change by reducing our footprint. As a company, we are directly impacted by many of the issues listed above. One example is weather extremes, which can impact the quantity and quality of crops produced by our growers, leading to scarcity and price increases. Another is water scarcity, with different groups across society—from consumers, businesses, and agriculture—competing for access. And with energy being one of our principal inputs, we are also acutely aware of rising energy prices.

To help us achieve our Climate Action commitments, we are focusing on three sub-challenges:

- Sustainable Operations
- Sustainable Agriculture
- Sustainable Supply Chain



1 https://www.un.org/en/climatechange/what-is-climate-change
2 https://www.nytimes.com/interactive/2020/07/23/magazine/climate-migration.html
3 https://www.ft.com/content/fd64c53f-6a00-4df2-bb73-3a9a9be58661
4 https://www.reuters.com/business/sustainable-business/ukraine-war-pandemic-set-speed-europes-green-energy-transition-report-finds-2022-06-01/of thumb 'the higher up the ladder, the better'
5 https://www.fertilizerseurope.com/wp-content/uploads/2022/08/Fertilizers-Europe-Press-release_Europe-fert-industry-victim-of-EU-energy-chaos-1.pdf
6 https://www.greenbiz.com/article/why-renewable-energy-infrastructure-needs-be-built-circular-economy

CLIMATE ACTION ROADMAP

How to operate within planetary and societal boundaries and make a positive impact on our planet and people?

Our 2030 Commitments

Reduce our carbon footprint

-25% less CO2 emissions (scope 1,2 & 3) per ton finished produced

40% of our energy consumption from renewable sources

Reduce our water footprint

-25% fresh water intake intensity for processing

+25% water reused for processing or agriculture

Source sustainably

100% LWM growers active in our Sustainable Agriculture program

100% key impact suppliers active in Sustainable Supply Chain program

LW/M Sustainability Roadmap to 2030

- Reduce energy use per ton
- Reuse (waste) heat
- (Re-)design for lower carbon footprint
- Renewable energy sources
- Reduce water use per ton
- (Re-)design for lower water footprint
- Reuse/ recycle for processing (purification)
- Reuse for agriculture (irrigation purpose)
- Engage all growers, make it relevant, practical and understood. Make it measurable & monitor
- Share best practices/ facilitate peer learning
- Engage key impact suppliers, make it relevant and understood. Make it measurable & monitor

Our 2030 Commitments

4. Reduce our carbon footprint

- -25% CO_2 emissions (scope 1,2 & 3) per ton finished produced
- 40% energy consumption from renewable sources

5. Reduce our water footprint

- -25% fresh water intake intensity for processing
- +25% water reused for processing or agriculture

6. Source sustainability

- 100% LWM growers active in our Sustainable Agriculture program
- 100% key impact suppliers active in Sustainable Supply Chain program

Our 2022 Progress versus Baseline

This is the first time we report on our 2030 Sustainability Agenda. In the below overview we summarize our results achieved in fiscal years 2021 and 2022 for our Climate Action KPI's and the progress made to reach our 2030 targets versus baseline FY2020.

Key performance indicators	Baseline FY20	Results FY21	Results FY22	Progress vs. baseline	Our 2030 Targets (vs. 2020 ref.)
CO2 emission (scope 1, 2 and 3) intensity of potato products produced (CO2 eq./mt)	0.658	0.627	0.621	**-5.3%**	-25% Carbon Footprint (scope 1,2 & 3)
Percentage of renewable energy used in scope 1 and 2 (%)	22%	23%	22%	**22%**	40% Renewable Energy
Fresh water intake intensity of finished products produced (m^3/mt)	6.1	5.5	5.2	***14.8%***	-25% Fresh Water Intake Intensity
Percentage process water recycled of fresh water withdrawn (%)	0%	5%	6%	**6%**	+25% water reused
Percentage of SAI-FSA gold certified potatoes supplied to LWM (%)	27%	57%	57%	***57% Gold***	100% Growers SAI FSA Gold
Percentage of EcoVadis-silver rated key suppliers (%)	no data	no data	50%	***50% Silver***	100% Key Suppliers EcoVadis Silver

Three sub- challenges

Sustainable Operations

Our aim through Sustainable Operations is to successfully run our business today while ensuring our ability to run our business in the future. During the period under review, we further developed and initiated a number of programmes to help achieve this.

Sustainable Agriculture

Sustainable Agriculture is a key element in securing the company's future. The challenges ahead of us, such as the Green Deal and climate change, can severely impact potato growing and affect the continuity of our potato supply. Sustainable or regenerative agriculture will contribute to healthier soils, reducing the need for numerous chemical inputs. This will create greater resilience towards droughts and flooding, stimulate biodiversity and contribute to a secure potato supply. It will also create greater awareness among our growers, leading to a more sustainable product.

At the heart of this is our Sustainable Agriculture (SA) plan, and over the last five years, working with our growers, we have learned that while we can make strong progress towards sustainable potato growing, it can also increase the complexity, expense and risks for the grower. Making headway requires effort not only from growers, but also the company and our customers through the actions we take--such as which finished products we make, the potato varieties we use, and how we value sustainability. Ultimately, we can play an important role in moving to a more sustainable or regenerative form of agriculture.

Sustainable Supply Chain

We are focused on ensuring environmentally and socially sustainable practices throughout our supply chain, applying the highest standards to our suppliers and our customers. We believe that open dialogue with our partners benefits everyone, and ultimately helps us achieve our sustainability goals.

Sustainable Operations Key results 2021-2022

New ambient line in Kruiningen

In 2021 we opened a new Ambient plant at our Kruiningen facility, which will produce the dried potato flakes that customers use in a wide range of products, including instant soups, mashed potatoes, and potato-based snacks. Our ambient production process enables us to use the entire potato by transforming potatoes that don't fit the specification for fries, as well as 'nubbins, shorts and slivers', into other food products.

The plant at Kruiningen is fitted with the latest technologies, including those that improve potato utilisation and packaging. Better potato utilisation helps us reduce our carbon footprint, while packaging efficiency leads to reduced material usage. We have also introduced a number of energy improvements, and see possibilities to create additional energy efficiency measures in the future.

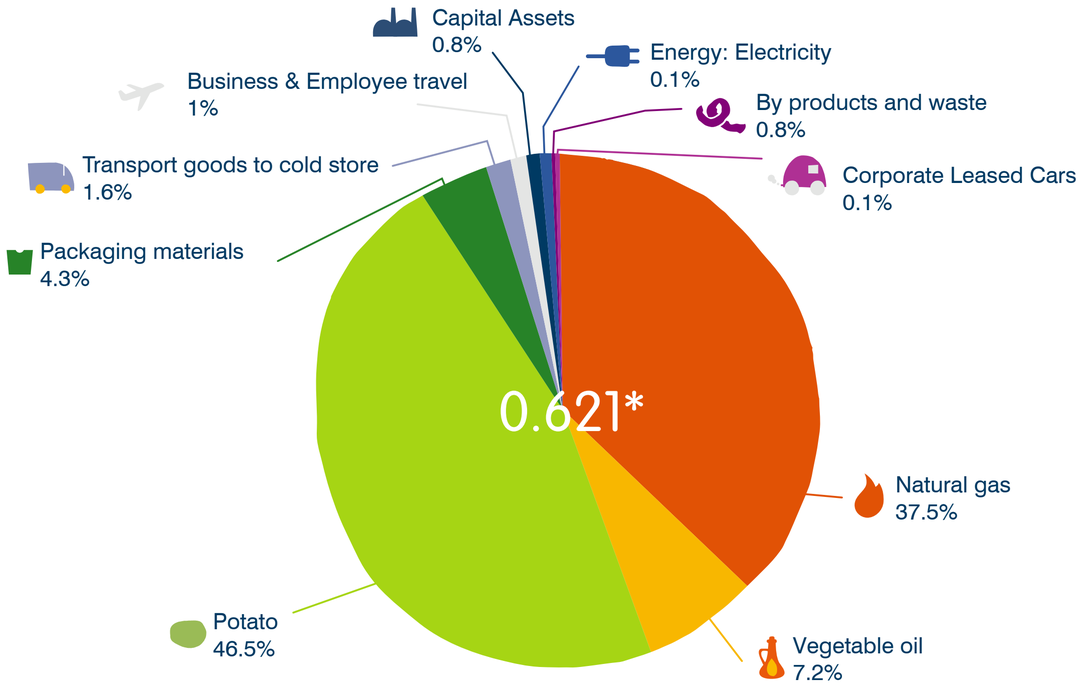
Success through FRESH4Cs project

The FRESH4Cs project is co-funded by the European Regional Development Fund and aims to demonstrate alternative water resources for coastal regions in the UK, Belgium and the Netherlands. We have been active in the project for a number of years, looking into the possibility to reuse process wastewater from our Kruiningen plant as agricultural irrigation water. Currently, the treated, good quality process wastewater is discharged into the sea instead of being reused to irrigate crops. We want to change that.

Since the start of the project, we have focused on water quality and treatment requirements, as well as the technical aspects of water storage. Over the last two years we have made strong progress, and are now entering the final stages of the project. We have received the necessary authorisation to send the processed wastewater to irrigation ditches, and expect to be able to achieve this by 2023.

This will then enable growers to begin using our processed wastewater in their irrigation lines.

Breakdown of Product Carbon Footprint (scope 1, 2 & 3 CO_2 emissions)



*0.621 Ton CO2 eq. / ton finished product produced (scope 1,2 &3)

[7] Customers want to understand our carbon footprint because it is part of their Scope 3 GHG emissions

Our Product Carbon Footprint recalculated

In 2021 we recalculated our carbon footprint, using FY2020 as our new base year. Calculating our carbon footprint is important both for the company and our customers[7], as it enables us to measure and improve the environmental footprint of our products. In the calculation we have updated some old conversion factors, using now the continually updated EcoInvent factor database which results in more accurate data.
Our product carbon footprint has been reduced by 5.3% versus our new baseline year FY2020.

Contributing to Regional Energy Strategy

As part of a national climate policy aimed at combating climate change, the Netherlands has established a Climate Agreement between a number of organisations and companies across the country. An important part of this is the Regional Energy Strategy (RES), which involves a range of stakeholders, including public authorities, residents, businesses, electricity grid operators, energy collectives and social organisations, working together to help develop an infrastructure that can cope with the energy demands of the future, including the switch to generating more sustainable energy. With plants operating across the Netherlands, at LW/M we have provided input detailing our expected future energy use, including for gas, electricity, and hydrogen, in the coming years and decades. This will help the government develop society's future energy requirements, and businesses such as ours grow sustainably.

Energy efficiency gap analysis

Making our operations more sustainable involves identifying efficiency changes across each of our plants. While in recent years we have improved the energy efficiency of our plants by effectively utilising waste heat, some plants have developed faster than others. To respond to this, we carried out a gap analysis that identified current best practices, which will help us as we introduce the most efficient technologies across our plants. For example, in the near future we plan to implement the same waste recovery system we operate at Oosterbierum at our Broekhuizenvorst plant.

Sustainability and Energy Transition department

As a mark of just how integrated sustainability is within LW/M, in 2021 we established a dedicated Sustainability and Energy Transition department. Within the new department, the focus is on designing and implementing sustainability projects, paying particular attention to energy transition, energy reduction, and water reduction. The team will work closely with both plant managers and water, energy and environmental teams company-wide.

Proof of concept to reuse blanching water

As outlined in our previous report, we launched a pilot project to look at the feasibility of reusing the water we blanch our potatoes in, while removing sugar and starch with a membrane. If successful, the project would enable us to save water and energy, while removing starch at this stage, which is more efficient than removing it during the wastewater treatment process. In 2021 we began initial testing at our Oosterbierum plant, and over the next two years aim to prove the concept at our new Innovation Centre. If successful, we aim to roll the technology out across the company.

Main challenge

Upgrading the energy infrastructure

As a society, we are becoming less reliant on fossil fuel sources that create greenhouse gas emissions as we move to renewables, such as wind or solar. However, with this shift come a number of challenges. Supply of renewables are often plagued by intermittency – an oversupply when the wind blows and the sun shines, and undersupply at other times. Additionally, today's grid infrastructure requires both expansion and integration to be able to deal with the peaks and troughs in supply and demand that come with the rise in green electricity, made from renewable sources.

At LW/M, one of the key challenges we face is increasing electrification across the company as we move away from our reliance on natural gas, while ensuring we have a constant, reliable electricity supply. One way to deal with this is to look into installing more systems that work on electricity when there is sufficient availability from renewable sources, while switching to gas when electricity demand increases and places a strain on the network. Another key energy of the near future is hydrogen, and a network to transport this fuel and efficiently connect users and suppliers is currently being constructed in the Netherlands. This is not expected to be operational before 2026, but from the moment that it is, we expect electricity and hydrogen will be the most important potential sources of renewable energy. Going forward, we will continue to look for ways to reduce our dependence on natural gas, while monitoring and developing new technologies that are more energy efficient.

Outlook 2023-2024

Focus on energy reduction projects

One way to achieve this will be by concentrating on the gap analysis (see page 39) to ensure each plant runs the most efficient waste heat recovery system possible, which will help reduce energy usage.

New line at Kruiningen

We are currently building a new frozen potato products line at our Kruiningen facility, which is expected to open in 2024. The facility will use best-practice technologies to cut water and energy use. For example, heat recovery systems used on our peeling, drying and frying processes will be used to heat water to blanch the potatoes. We aim to cut our water use at the facility by a quarter, and our gas use by up to a half, helping reduce our carbon footprint.

New Innovation Center

In 2023 we expect to open our new Innovation Center, which provides us with the opportunity to develop new, sustainable technologies. One of these is pre-frying chips using electricity rather than gas as the energy source, as we look ahead and see a future where we no longer rely on gas in our factories. And because the Center will run on 100% renewable electricity, it will be carbon neutral.

Implementing proof of concept for reusing blanching water

The project to reuse blanching water (see earlier) is a key project, and will be run at our Innovation Center . The project has the potential to deliver significant efficiency savings across our plants, helping to reduce both water and energy use, while cutting our carbon footprint.

Sustainable Agriculture Key results 2021-2022

Meeting EU Green Deal targets

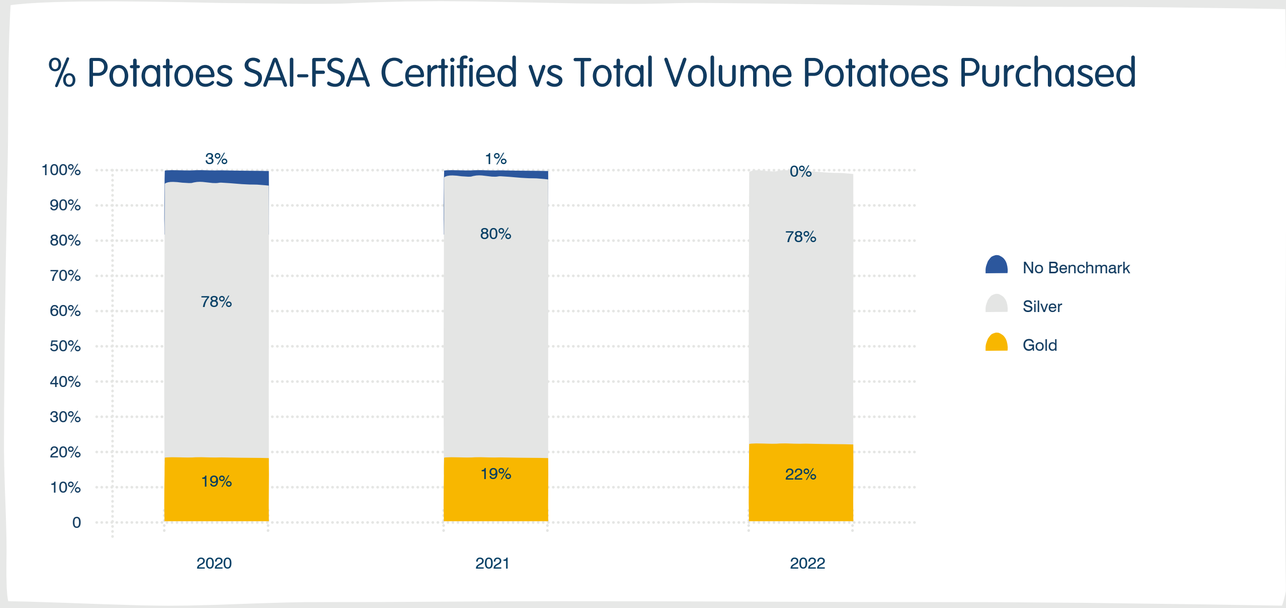
In 2020, the European Union introduced the EU Green Deal, with the goal of making Europe the first climate-neutral continent by 2050. Integral parts of the Green Deal are the Farm to Fork Strategy and the Biodiversity Strategy, both of which aim to help the EU transition to a sustainable food system while protecting nature and ecosystems. To achieve this, the Deal's objectives are to cut the use of chemical pesticides by 50%, cut fertiliser use by 20%, and to achieve pollinator recovery. These objectives will result in a profound change to the agricultural and food sector.

Despite the targets being challenging, our SA goals remain unchanged. For example, we are already working with growers to look for alternatives to herbicides and insecticides, such as mechanical weeding. We have also partnered with organisations such as Wageningen University & Research (WUR) on a major project to tackle wire worms without using pesticides. As the soil-dwelling larvae of click beetles, wire worms and their larvae can severely damage potato crops. Currently, we are researching methods to disrupt the eggs-larvae-wireworm-beetle lifecycle, such as turning the soil annually so the eggs come to the surface, which then dry out and are eradicated.

At the same time, we are trialling new potato varieties. Varieties that, for example, are resistant to certain diseases, such as late blight, and can significantly reduce the use of plant protection products, in this case fungicides. Or varieties that are 'robust' and get good yields even in drought circumstances. Going forward, we will work with customers to continue to supply the products they need while adapting to the shifting agricultural landscape.

Progress with FSA Gold level

One of the main KPIs of our SA plan is the Farm Sustainability Assessment (FSA) from the Sustainable Agriculture Initiative (SAI) Platform. The FSA scores growers' performance on sustainable agriculture on four levels: Gold, Silver, Bronze, and 'below Bronze'. Our goal for the Farm Sustainability Assessment is to reach 100% at Gold level. Over the last two years we have only made progress on Silver, with total grower numbers now at 80% Silver and 20% Gold. When the Dutch VVAK certification is benchmarked Gold (iexpected in 2023) we will make a significant step towards our 2030 target.



‘Regenerative agriculture is a whole systems approach to farming. By following five key principles -- limited disturbance, soil surface protection, continuous living roots, diversity, and the integration of livestock -- farmers become much less reliant on artificial, synthetic inputs, giving them back control whilst also protecting the environment.’

Ben Taylor-Davies
Farmer & Regenerative Agriculture Expert
Ross-on-Wye, United Kingdom

Expanding the SA plan and sharing Best Practices

Over the last two years we have expanded our SA plan from the Netherlands to France, the UK and Belgium. In these countries we began collaborating with growers and worked on the implementation of tools to assess soil health (soil label) and the use of plant protection products. We also produced personalised sustainability reports that show the growers how they score on these qualitative indicators: soil health, GHG emissions and plant protection products (PPPs). In most countries we also started sharing best practices among growers. In France, for example, we have been working with a sustainable agriculture organisation to help growers create a development plan focused on sustainability. We have also organised field days for groups of growers to share best practices in these countries, covering areas such as benchmarking the use of pesticides, minimum tillage levels, and mechanical weeding. This enables us to share new ideas quickly and effectively across large groups.

Soil label as a diversity tool

The soil label we have developed is a scoring tool based on a list of measures a grower can take that should improve their soil health, such as by increasing organic matter, crop rotation, use of cover crops, and so on. The tool then produces a score based on a grower’s impact on soil health.

Over the last two years this approach has been picked up by several governments and partners. We currently participate in a project to make it a powerful sustainability/ biodiversity tool, and we have been working on a pilot in the southwest of the Netherlands to see how we can develop this further.

Regenerative agriculture in the UK

In the UK we have been working on a regenerative agriculture pilot. Regenerative agriculture refers to farms and growers that understand the importance of their soil and adapt their growing techniques to actively improve their soil health.
Regenerative growers build an understanding that their soil is more than just water, clay, sand and silt, but is also a living biosphere. This biosphere of fungi, plants, nematodes and bacteria all interact to provide what we understand as soil.

In the UK we have adopted some simple principles:

- Provide soil with cover crops, which act as armour to protect the plants against sun, wind and rain.
- Protect plant roots, feeding the soil flora host.
- Minimise disturbance; this involves looking at cultivation, use of fertiliser and crop protection to protect the soil.
- Provide biodiversity, by using mixtures of species when possible; this reduces pressure on the plants in the soil.
- Where possible, integrate animals to the growing system and rotation.

The first tentative steps to incorporate some of these principles into potato growing are showing very encouraging results and provide further evidence to help us develop potato production.

‘Agriculture is in a transitional period. Strong, stable yields are required to ensure continuity of growers, yet there is also a need to reduce agriculture’s environmental footprint. While making both happen may at first glance seem challenging for growers, within the LW/M potato sourcing department we strongly believe that both are possible and we can create a win-win situation. Making potato growing more sustainable is part of our license to operate.’

Jan Willem Sepers,
Sourcing Leader HAFPAL,
LW/M Operations & Services Center,
Kruiningen, the Netherlands

Main challenge

Managing the Green Deal

The main challenge within Sustainable Agriculture is achieving the EU Green Deal to create a healthy supply chain, where all stakeholders prosper. This will involve successfully managing everything from our potato supply, where growers have to make real changes to the way they farm, to our customers' customers, who may see changes to the products they consume.

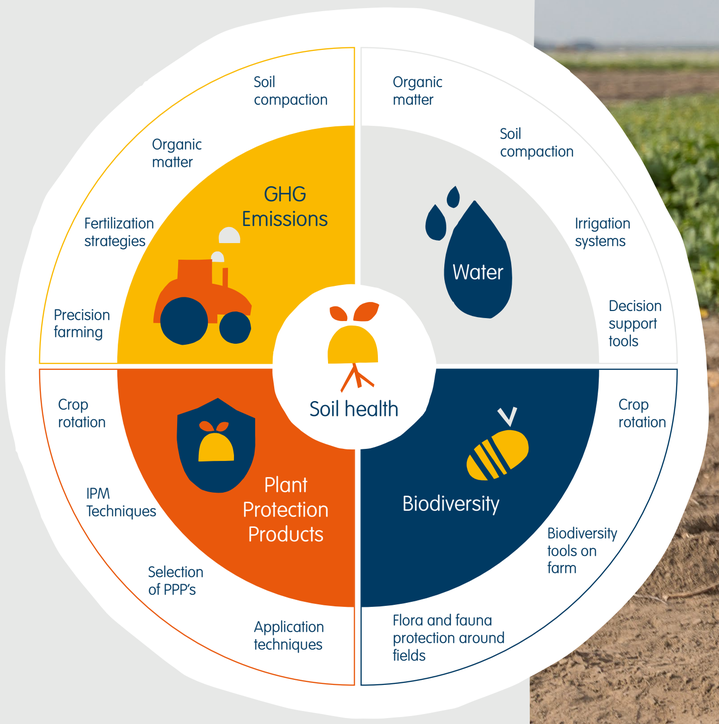
Outlook 2023-2024

Sharing insights among growers

In recent years we have been developing a software system linked to data we collect from our growers. The system is designed to provide insights into where growers can make improvements, for example in the application of plant protection products. The first phase was finalised in autumn 2022, when we invited 50 growers to connect to the system to see if it works. Our aim is to broaden the data covering areas, such as irrigation and fertilisers, so that we can share best practice information among our entire group of growers.

Developing a water availability plan

We believe water availability will be a highly relevant topic for potato cultivation in the coming years, which is why we have started exploring solutions before it becomes a major issue. For example, we are looking at developing varieties that are more drought tolerant. We are also investigating the possibility of harvesting water in winter which is collected in basins and stored until needed in the summer. Another example is looking at sprinklers and drip irrigation, which are much more efficient than water guns.



Sustainable Supply Chain Key results 2021-2022

Supply chain issues

Supply chains were hit by a perfect storm during 2020-2022, with issues ranging from the pandemic to the blocking of the Suez Canal and Russia's invasion of Ukraine, heavily affecting deliveries and the shipment of products. These issues meant that inputs were scarcer, leading to price volatility and market uncertainty. For LW/M, this resulted in managing an extremely challenging supply chain, to ensure that we could supply our customers with the products they need.

EcoVadis tool for supplier questionnaires

Until recently, we used our own audit questionnaire to monitor the sustainability progress of suppliers. But as the need for data standardisation increases, and with suppliers frustrated by having to fill out multiple questionnaires, we decided to switch to a third-party tool, provided by EcoVadis.

The EcoVadis tool is recognised and respected globally, is updated frequently to reflect the latest knowledge and standards, and uses four scorecard levels – from Platinum to Bronze – that reflect a supplier's sustainability management system. We have set our suppliers a benchmark of achieving Silver, which equates to being in the top 25% of companies assessed globally, and have begun including this in our newest contracts. Switching to the EcoVadis tool will provide us with greater insights into our suppliers' sustainability health, enabling us to provide them with more accurate feedback on where we believe they can make improvements.

Updating our Supplier Code of Conduct

Our Supplier Code of Conduct is a reflection of the values and standards that we uphold internally, and which we expect our suppliers to uphold when they are carrying out their day-to-day business. In 2021, we updated the Supplier Code of Conduct to add a number of key new topics. Listed below, these are designed to increase information transparency, protect animal welfare, and safeguard a fair and equitable working environment for everyone along our supply chain.

- Reporting of (possible) misconduct
- Information management
- Restriction of trade unions
- Living income
- Animal welfare.

We will continue to review our Supplier Code of Conduct at regular intervals, and will update when necessary.

Using waste oil as biodiesel

Each year we create 1.6 million litres of used cooking oil, which is processed into biodiesel by Quatra, a specialist in the collection of used cooking oil. A much cleaner fuel than conventional diesel, the biodiesel produced from our used cooking oil results in a saving of almost 5,000 tons of CO_2 emissions compared to B7 diesel. But in 2021 we agreed with Quatra to go even further. Since then, Quatra has been using the biodiesel created from our waste oil in their trucks when they transport the waste oil from our factories to the processing plant. We are proud to be the first company within our sector rolling out such an initiative, which not only contributes to a circular economy but also leads to an additional 18 tons of CO_2 emission savings annually.

Better logistics, faster shipping

The City Terminal at Rotterdam, the Netherlands, opened Cool Port 2 in 2022, a fully automatic, high-rise cold store with a storage capacity of 60,000 pallet places. The new cold store is about 35-45% more energy efficient compared to a conventional cold store, and it has been built according to the highest BREEAM[8] (Building Research Establishment Environmental Assessment Method) requirements. The roof contains 2,700 solar panels, adding to the 11,000 solar panels on Cool Port I, enabling the company to produce a substantial proportion of its own energy needs.

Pallets are delivered by self-unloading or conventional trucks and are automatically transported from the dispatch hall via roller conveyors, turntables and locks to the cold store, where cranes automatically place the pallets in place. This extra storage space means we can ship our frozen goods to customers faster, reducing the chance that quality will be affected during shipping.

[8] BREEAM is the world's leading science-based suite of validation and certification systems for sustainable built environment.

Main challenge

Supplier benefits of EcoVadis

Rolling out the EcoVadis questionnaire has led to some suppliers questioning the benefit to them. Going forward, we will continue to make it clear that the EcoVadis tool is a positive development, enabling suppleirs to benchmark their performance, improve their sustainability journey and therefore differentiate their brand, as well as saving them time and money.

Reduce our Scope 3 GHG emissions

We are starting the conversation with our key suppliers on the need to reduce our Scope 3 emissions, as two thirds of our total GHG emissions are indirect and sit in the supply chain. We will discuss with suppliers the best ways in which they can reduce our overall product carbon footprint, which opens also possibilities for further innovation, enhanced collaboration, and may stimulate them to further develop their own carbon reduction plans.

Outlook 2023-2024

Focus on SBTi (Science Based Targets initiative) and EcoVadis tool

Looking ahead, we will work on using the EcoVadis tool to help us identify opportunities and drive improvements along our supplier value chain. At the same time, we will further focus on getting our suppliers involved in reducing their GHG emissions – our Scope 3 emissions – that form two thirds of our product carbon footprint. This includes asking our key impact suppliers to commit to setting a Science Based Target, needed to reduce our mutual impact on the planet.

Our People

People are the most important part of any business, ours included. As the company evolves and grows, we continue to focus on creating a work environment that is diverse, inclusive and inspiring.

The broader Context

An extremely tight labour market[1] is making it challenging for companies and organisations across Europe to fill vacancies. In the Netherlands, for example, there were over 130 vacancies for every 100 people searching for a job[2] during 2022, with some sectors, such as the food industry, finding it tougher than others to fill job openings[3]. While in some regions this has led to wage hikes[4], the challenge in other countries is on ensuring there is enough housing and access to education to entice workers from overseas. At the same time, millennials, the most recent generation of workers, have a different focus on what is important in the workplace. They place greater value on a flex approach, but want to be recognised for their contribution. They also want to work for organisations that they see as authentic and that have strong sustainability credentials[5].

For LW/M, we remain focused on our people's health and safety, their development and retention, while ensuring that we create and sustain an environment in which everyone feels included and free to be themselves. We believe that employer branding is an important aspect of making potential employees aware of the benefits of working in an industry like ours, and in a company that has strong sustainability and innovation credentials. As well as targeting employees, explaining the attraction of the sector may help encourage students to look for courses that would lead to careers in the food sector.

1 https://www.euractiv.com/section/politics/news/labour-shortages-felt-all-over-europe/
2 https://nltimes.nl/2022/05/17/dutch-labor-market-super-tight-133-vacancies-per-100-unemployed
3 https://www.bbc.com/worklife/article/20220908-the-jobs-employers-just-cant-fill
4 https://www.reuters.com/markets/asia/south-koreas-august-jobless-rate-hits-record-low-2022-09-16/
5 https://www.pwc.com/co/es/publicaciones/assets/millennials-at-work.pdf

Key Results 2021-2022

We made great progress with sustaining our ‘safety first’ mindset, significantly reducing both our Total Incident Rate to 0.9 in FY22 (-18% vs FY20) and our Lost Time Accidents, being 0.5 in FY22 (-44% vs FY20.) We also made good progress further developing our people. One example is through creating a more diverse culture, and by FY22 women made up 22% of our teams, versus 19% in FY20 (+16%). And we are proud to have 38 different nationalities working across the company at the end of FY22.

Sustainable employability programme

Our sustainable employability programme is aimed at attracting the right people to the company, and retaining the people we have. We want to make our people happy in their work, ensuring that they feel challenged and stimulated, and that they feel free to be themselves. Alongside this, we want to ensure they are healthy and happy until they retire. This corporate HR programme has been implemented in the Netherlands, while we have other local initiatives running in the UK and Austria. We are currently investigating how we can roll this programme out so that our entire workforce can benefit from it.

To achieve this, we have created an employability plan made up of three pillars. The first is motivation to be connected to the job and the company, which is linked to our goal of being a Great Place to Work®. The second pillar is education and development -- we want people to develop as the world is changing. This means providing them with opportunities to learn new skills, develop and advance within the organisation. And when people are hesitant about being able to keep pace as their job changes, we will develop potential solutions so they can change career mid-stream. The third pillar focuses on health and vitality, and is holistic in its approach. We want to offer our people a wide range of resources to help them stay healthy or get healthier, from lifestyle coaching and stress management, to financial advice and physical training. In autumn 2022 we began offering a Vitality Check to our employees in the Netherlands. In Austria they organised fitness training on location, while the UK developed an internal mental health coaching programme, providing support to employees when needed.

Integrating sustainability in HR

Sustainability is integrated into the company, which is why we have rolled out a range of sustainable mobility options for our people. For example, in 2022 we made lease bikes available to all employees on our Dutch payroll, which we hope will stimulate people to come to work by bike or e-bike. As well as being the healthy option, it’s also better for the local environment and more cost-effective. And to help cut the carbon footprint of our people, we offer all employees in the Netherlands a public transport card, enabling them to travel by train, bus, tram and metro across the country for free. In the UK and Austria we are investigating if we can offer similar benefits, compliant with the local tax and regulation possibilities.

Striving for more diversity More Changemakers, greater change

In 2020, we rolled out a programme to better integrate sustainability into the organisation and help our colleagues

[1] Our new ambient factory opened in 2021, and will help us deal with increased demand for dried potato flakes and prepare for future market share growth opportunities

become more engaged with sustainability. This involved training around 3% of our employees to act as sustainability ambassadors, called Changemakers, who could help build and share LW/M's 2030 sustainability agenda and guide their teams to better understand how they can contribute to our sustainability goals. Over the last two years we have trained a second group of Changemakers, who are acting as sustainability ambassadors and introducing the importance of reducing our carbon footprint, cutting food waste, and so on to the organisation. This is proving to be a success, and we are highlighting many examples on our internal website. The programme will be expanded further until we reach 10% of our total workforce.

Reducing the number of job descriptions

We have reduced the number of CLA (collective labour agreement) job descriptions from 170 to 40 across the organisation, which means we are moving towards more generic functions.

This has a number of benefits for our people. First, it creates greater clarity. Second, by standardising job descriptions our people are better able to switch jobs within or between plants. Third, it will make it easier for people to grow within the organisation, as it is clearer where development paths lie.

Making sustainability a remuneration target

Since 2020 we have integrated our sustainability target of reducing our product carbon footprint into our bonus scheme for those who qualify. We believe this is an additional incentive for our people to work together on achieving our ambitious GHG emission target and collaborate on addressing our 2030 Key Challenges.

Culture Behaviour programme

We continued to add to the Training Hub, our learning and training zone, which includes a variety of training videos. We produced films covering various safety topics at the plants, which we hope will help employees better connect to the importance of personal safety. With a relatively high turnover rate at some of our locations, it is vital that we retain safety standards.

As part of this, we have trained 16 people to support safety standards through our Culture Behaviour programme. The 16 will begin training groups across our plants on safety awareness and responsibilities: why we do things safely, and how safe working benefits us all. This is a top-down approach, and involves plant managers, engineering managers, and supervisors. We believe it is vital that everyone is involved in promoting safety.

Safety first

We made great progress with our 'safety first' mindset, significantly reducing our Total Incident Rate to 0.9 in FY22 (-18% versus FY20) and our Lost Time Accidents, being 0.5 in FY22 (-44% versus FY20.)

Protect our people, Minimise fire risk

We operate industrial-scale fryers that use hot oil, so we are extremely aware of the risk of fire. One of our goals is to prevent fryer fires, no matter how small they are. To prevent fires from breaking out, we work with plant managers to keep the fryers clean. After cleaning, we verify this by taking pictures and the start-up is then verified by a manager. Each fryer includes an extinguishing system and an oil removal system, and within a few minutes we can safely remove twenty tons of oil to an emergency tank.

Contributing to the community

We operate industrial-scale fryers that use We want to make a positive contribution to the communities in which we are based, for example by sponsoring local events. However, to achieve this sustainably we have selected three criteria we need to consider when selecting good causes. The first is having a local connection—either where we have a factory or an office. Second, our employees need to be involved, for example participating in a sports team or activity. And finally, we want to combine participation with showcasing our products.

Over the last two years we have been involved in a number of great events, including Ride for the Roses, a charity cycle ride, to the Bredase Singelloop, a sponsored running event in which 80 LW/M employees participated. Going forward, we will continue to look for worthwhile causes to support.

Staying connected during Covid-19

The Covid-19 pandemic made it difficult for people to maintain connection, both in their personal and their professional life. At LW/M we focused on making our people feel they could carry out their work in a safe environment, and that they were always able to reach out to a colleague or manager for help or advice.

For example, we gave management extra training on how to talk to their people about issues or stress they may be experiencing. We also continued to focus on being a Great Place to Work®, by highlighting inclusivity. In 2022, we started to focus on reconnecting as a team across the organisation. We introduced Tasty Tuesdays at our offices, where we cook our products and people can come together and have a coffee and a chat. This fits with our new work policy, where people work from the office at least three days per week, but can choose where to be based for the other two days.

Main challenge

Sustainability-a price worth paying

If we truly want sustainability by design, and it can be sustainability in the broadest sense of the word, there are often trade-offs. One example is on costs, as it's not always the cheapest option. We saw this recently when war broke out in Ukraine, which is where we sourced 80% of our sunflower oil from. Our choice then was to either move to rapeseed oil for pre-frying, or the cheaper, but less healthy and less sustainable, palm oil. We chose rapeseed oil and managed to obtain sufficient volumes of this key ingredient in time, aligning with our chosen strategy and values. Our challenge is to maintain business continuity and empowering our people, while maintaining our sustainability agenda irrespective of the challenges we face.

Outlook 2023-2024

Employer branding

We are working on a campaign to make ourselves more visible and better known in the labour market, covering what we stand for, why people would want to work for us, and why would they want to develop a career with us. We plan to roll out this local campaign in 2023.

Employee attraction and development

Connected to our employer branding campaign (see above), we also want to accelerate our hiring process to fill current vacancies while strengthening other areas of the organisation to prepare us for further growth. One example is the new line being constructed at Kruiningen, where we expect to hire around 100 new employees. Going forward, we will focus on making LW/M an attractive employment proposition for people at every stage of their career.

Sustainable employability program and employee safety

We will further develop both our sustainable employability programme and employee safety in the coming years. We will also look into how to roll the sustainable employability programme out to benefit our workforce.

Certification on ISO 45001

We are currently working on ISO 45001, a standard for management systems of occupational health and safety. To date, we have trained eight people as lead auditors and the aim is to train additional auditors and carry out annual audits across our plants. We believe this will help us provide safe and healthy workplaces by helping prevent work-related injury and ill health, as well as by proactively improving our occupational health and safety performance.

Appendix to 2022 Sustainability Report

Organisation Profile

Lamb Weston® is a world-leading producer of high-quality frozen potato products, which are sold in 110 countries around the world. Lamb Weston / Meijer VOF (private partnership) started in 1994 as a joint venture between Lamb Weston Holland BV and Meijer Frozen Foods BV.

Lamb Weston Holland BV is owned by Lamb Weston Holdings, Inc., a publicly listed food company (NYSE: LW), while Meijer Frozen Foods BV is part of the family-owned Meijer Group (NL). Both JV partners have a 50% share in Lamb Weston / Meijer (LW/M).

LW/M serves markets in Europe, the Middle East and Africa (EMEA). The company supplies frozen potato products, such as Twisters®, Potato Dippers and Connoisseur Fries to customers in the Foodservice, Quick Service and Retail segments. LW/M is also an ingredient solutions provider for the food industry.

For 28 years we have led the industry in innovation, by introducing innovative potato products that add convenience to the operations of our customers and making eating more pleasurable for their guests.

Our production capacity at the end of FY2022 was 900,000 metric tonnes, with an annual turnover of €840 million for the fiscal year (ending May 31, 2022). As of the end of FY2022, we employed approximately 1,500 people and operated six production facilities, a Corporate Centre in Breda, an Operations & Service Centre in Kruiningen and a commercial office in EMEA. The infographic below displays several key facts for both the global Lamb Weston business (worldwide) and Lamb Weston / Meijer (Europe).

Company facts FY2022

50 50 partnership
Lamb Weston and Meijer

9,300 employees worldwide

1,500 employees in EMEA

€840 million Turnover in EMEA

26 factories worldwide

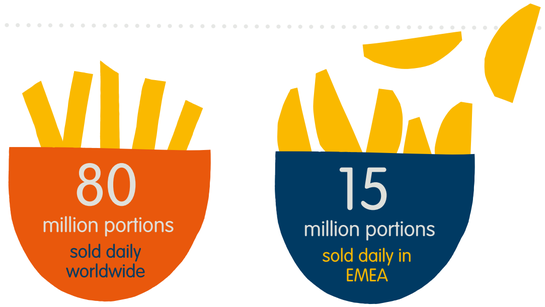
6 factories in Europe

4.5 million tons produced worldwide

900 thousand tons produced in Europe

6 million tons of potatoes used worldwide

1.6 million tons of potatoes used in Europe



Lamb Weston Holdings Inc. + Lamb Weston / Meijer

Lamb Weston / Meijer

We are proud of our history...

100 years of consistent growth and expansion

We are proud of our history, representing a century of consistent growth and expansion. Partnership and collaboration are deeply anchored in the foundation of LW/M and the way we work as Lamb Weston worldwide.

C. Meijer potato founded in Kruiningen (NL)

1920
C. Meijer

1950
Lamb Weston

Lamb Weston founded by Gilbert Lamb in Weston, Oregon (US)

1985
Meijer Frozen Foods

C. Meijer moves into frozen foods and dehydrated potato flakes..

1994
Lamb Weston / Meijer

Meijer Frozen Foods joins forces with Lamb Weston to create Lamb Weston / Meijer

2000
Vriezo

LWM acquires Vriezo in Oosterbierum (NL)

2001
Danisco

LWM acquires Danisco Foods (formerly Fri d'Or) in Bergen op Zoom (NL)

2006
Garden Isle

LWM acquires Garden Isle in Wisbech (UK)

2010
Frisch & Frost

LWM acquires a majority share in Frisch & Frost in Hollabrunn (AT) (2017) Divestment of the separated F&F activities regarding dough, potato salad and local distribution

2013
Dubai

Opening Commercial office in the Middle East (UAE)

2017
Broekhuizen-vorst (NL)

2017
Nigeria

Opening LWM Nigeria Ltd. in Lagos (NG)

2020

Opening Corporate Center (HQ) Breda in January 2020 Including commercial office introduced in 2015

Corporate Kruiningen changed to 'Operations & Services Center'

2021
Kruiningen

Opening Ambient plant in Kruiningen

50 50 Our company structure:
50:50 partnership
Lamb Weston and Meijer

LWBD Lipetsk in Russia was sold in 2022 and is no longer part of Lamb Weston / Meijer

Locations

LW/M's head office is located in Breda, the Netherlands. Commercial offices are located in Dubai (UAE) and Lagos (Nigeria). The Operations & Services centre is located in Kruiningen, the Netherlands. We operate six manufacturing facilities in three countries in Europe: four in the Netherlands (Kruiningen, Bergen op Zoom, Oosterbierum and Broekhuizenvorst); one in the United Kingdom (Wisbech); and a majority-owned plant in Austria (Hollabrunn), as part of a joint venture with our Austrian partner RWA (Raiffeisen Waren Anstalt).

Since our last report

We had an organisational change in LW/M during the reporting period, which involved the cessation and sale of our activities in Russia in 2022, as a direct result of the war in Ukraine.

Our Customers

Lamb Weston® is a world-leading brand in high-quality frozen potato products that are sold in over 100 countries. Lamb Weston / Meijer serves markets in Europe, the Middle East and Africa. The company supplies frozen potato products such as fries, Twisters®, Potato Dippers and Connoisseur Fries to customers in the Foodservice, Quick Service and Retail segments.

Next to this, they also provide ingredient solutions for the food industry. For over 28 years, Lamb Weston / Meijer has led the industry in innovation, by introducing potato products and solutions that add convenience to the operations of its customers.

Together with Lamb Weston Holdings, Inc., Lamb Weston / Meijer is the world's number 2 frozen potato company. Globally, the company operates 26 factories, including six factories in Europe: four in the Netherlands, one in the United Kingdom and one in Austria.

For many decades, Lamb Weston has been a preferred supplier of frozen potato products to major global restaurant chains.

Our Growers

LW/M works with over 600 farmers, who grow potatoes for us in the Netherlands, Belgium, northern France, Germany, Austria, Italy, Slovakia, and the United Kingdom. On the European continent, the average distance our potatoes travel from our growers to our production facilities is 110 km. In the UK, the average distance from our local potato growers to the factory is only 90 km.

Other Key suppliers

We work with hundreds of suppliers, of which approximately 60 are identified as key suppliers for materials and services other than our potatoes. Key procurement categories are: ingredients, packaging materials, co-manufacturing, logistics and warehousing, fuel, power, water, equipment, sanitation, technical and general services. The majority of our suppliers are local, based in the countries – and often even in the regions – in which we operate. Some of our bulk ingredients, such as vegetable oils, are necessarily sourced from a global market, for example because raw materials for these ingredients are grown in other parts of the world.

Our Supply Chain

1. Growers (600+)
- Netherlands, Belgium, France, Germany (HAFPAL) (400)
- Austria, Slowakia (175)
- United Kingdom (30)

2. Key suppliers (60+)
- Raw materials (ingredients)
- Packaging materials
- Fuel, power, water
- Equipment
- Logistics
- Warehousing
- Services

3. Production facilities (6)
- Kruiningen (NL)
- Bergen op Zoom (NL)
- Oosterbierum (NL)
- Broekhuizenvorst (NL)
- Wisbech (UK)
- Hollabrunn (AT)

4. Cold stores (4)
- Lineage (Bergen op Zoom, Rotterdam & Venlo, NL);
- Lineage (Wisbech, UK)
- Wiener Kuhlhaus (Vienna, AT)

5. Customers (1,700+ in EMEA)
- Quick Service Restaurants
- Foodservice
- Retail
- Food Ingredient Industry

6. Logistical partners (4)
- DLG
- AB Transport Group
- Maersk

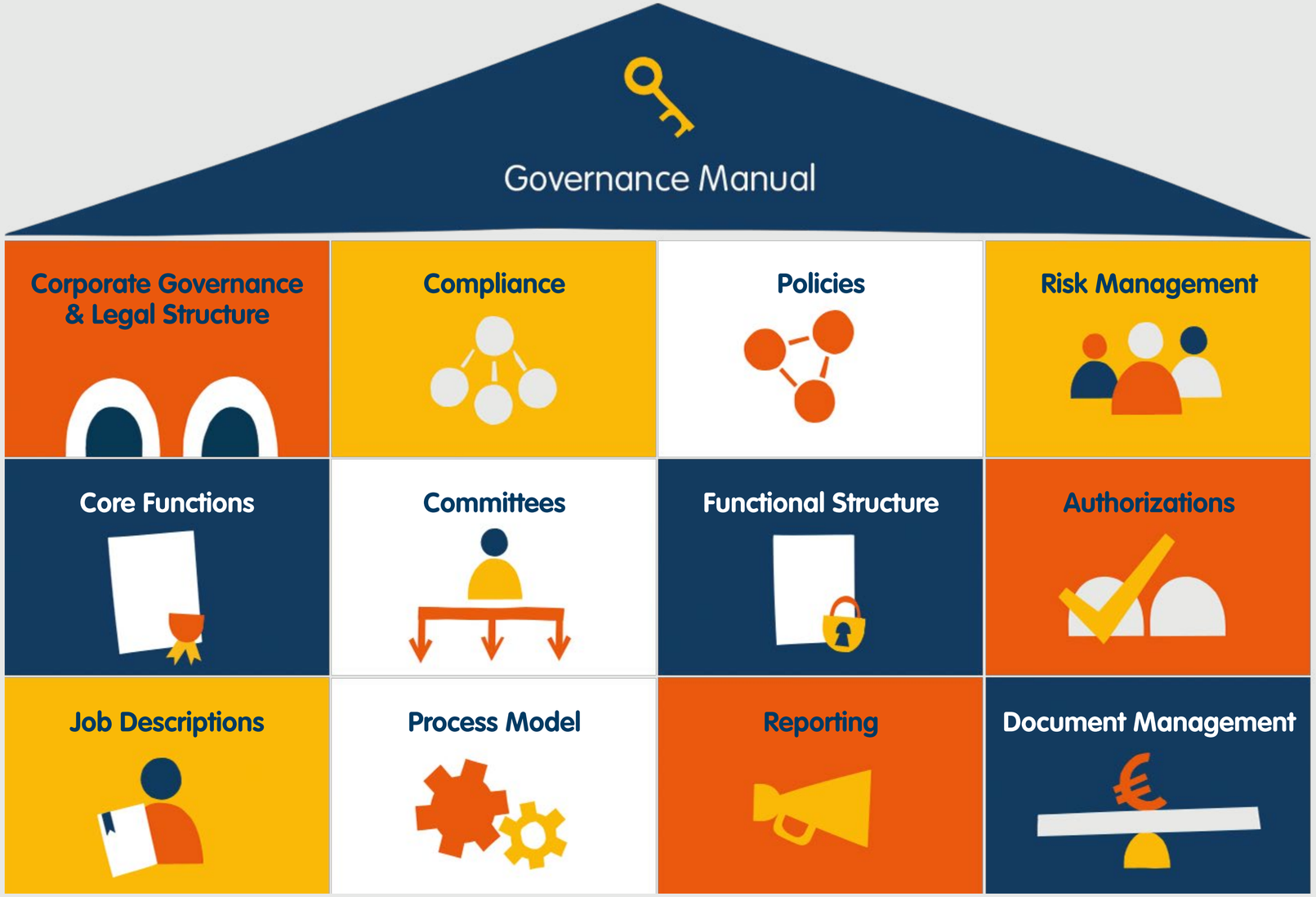
Governance

Our Governance House

Our Governance House ensures that ownership and responsibilities are clear – who is accountable for what. The Governance House is available on our intranet for all our employees, and policies and procedures are updated where needed.

Our Executive Leadership Team (ELT)

The highest management body within our organisation is the Executive Leadership Team (ELT). The ELT consists of six people. Partner meetings are held twice a year with the joint venture partners Lamb Weston Holdings Inc. and Meijer Beheer. Overall business performance, strategic investments and new business development plans are reviewed in periodic ELT meetings and regular strategic sessions with the leadership team.



Marc Schroeder

Chief Executive Officer (CEO) and interim Chief Commercial Officer (CCO)

Dutch. Employed by LW/M since January 2021 as CEO and chair of the Executive Leadership Team (ELT). Marc gained significant experience with multi-national companies such as Procter & Gamble and, primarily, PepsiCo, where he held several leadership positions in operating, commercial, joint venture and corporate roles. During this period, he worked and lived in the Netherlands, Russia, USA and most recently Switzerland. Marc is responsible for all strategic affairs, accountable for the overall business performance and, on an interim basis, for the Commercial Organisation. He is the first point of contact for the JV partners.

Rob Scholte

Chief Supply Chain Officer (CSCO)

Dutch. Employed by LW/M since January 2022, appointed as Director Supply Chain and Operations and ELT member. Rob holds a master's degree in Biochemistry / Microbiology and Bioenergetics. He brings 35 years of experience in the food industry, built up in different international management roles and disciplines. Within the ELT he is responsible for all manufacturing sites and Operational activities, the Supply Chain organisation with Potato Sourcing, Procurement and Logistics. He also leads Engineering Services, the Product Application Group and the Quality, Environment, Safety & Health department.

Lisette Jacobs

Chief HR Officer (CHRO) and Chief of Staff

Dutch. Employed by LW/M since January 2015 and member of the ELT. Lisette holds a master's degree in both Law and Economics and completed an HR Executive Program at Tias Nimbas Business School. Lisette has significant experience in the field of HR and started her career in the business – always managing and building teams. She previously worked in several (HR) management positions at Coca-Cola Enterprises, ING Life in Korea and Nationale Nederlanden. Lisette holds a seat on the board of overseers at the International School of Breda. Within the ELT, she is responsible for Human Resources and Corporate Communications. Next to this, Lisette is Chief of Staff.

Marcel Crince

Chief Financial Officer (CFO) – interim

Dutch. Employed by LW/M since August 2022 as interim Chief Financial Officer and ELT member. Marcel holds a master's degree in Economics from the Rotterdam Erasmus University. He brings 35 years of experience in finance, built up in different international finance management roles Within the ELT he is responsible for Control, Finance and Legal.

Peter van Wouwe

Chief Transformation Officer (CTO)

Dutch. Employed by LW/M since March 2014 as CFO and per August 2022 as CTO, and member of the ELT. Peter holds a master's degree in RA accountancy and is highly experienced in the field of finance. He previously worked in similar management positions for Cloetta, Royal Wessanen, and as a certified financial auditor at Paardekooper & Hoffman Accountants (Mazars). Within the ELT he is responsible for the transformation of our company towards global implementation of SAP4HANA within LWM.

John Wiskerke

Chief Business Development Officer (CBDO)

Dutch. Employed by LW/M since 1997 and appointed as director and ELT member in 2007. John holds a master's degree in Plant Science from Wageningen University and is an INSEAD alumnus. He has built up a great deal of experience in the potato industry during the past twenty-five years. He previously worked in different disciplines and management positions for LW/M. Within the ELT he is responsible for New Business Development, the Ambient Business Unit, the Potato Centre of Excellence, long-term potato strategy and price-risk management, the Technology Development Group, Digital & Business Intelligence and Sustainability & Energy Transition.

Code of Conduct

LW/M has adopted a corporate Code of Conduct (CoC) that is binding to everyone who works within the company. The principles contained in our CoC represent the values that determine the way we operate, internally as well as in relation to our customers, suppliers, competitors, authorities and other third parties. Our employees have received training to make them aware and acquainted with our corporate CoC; for new employees this is part of the company induction programme. The LW/M Corporate CoC can be found here. Since 2015, LW/M also works with a supplier CoC, which is binding to all suppliers who work with us. The principles contained in our supplier CoC represent the values that determine the way we ask our suppliers to operate, both internally and in relation to their suppliers, competitors, authorities and other third parties. The supplier CoC has been signed by individual suppliers as part of contractual agreements and can be found here.

Works Council

LW/M works closely with its works councils. Having a constructive and fruitful conversation with our employees' representatives ensures that all parties involved get heard. The works councils aim to safeguard the best interest of our employees, as well as the best interest of the company – now and over the long term. The (local) works councils have regular meetings with the management teams.

Sustainability within the organisation

In 2022 we established a separate Sustainability & Energy Transition department consisting of 3 people, led by the Sustainability & Energy Transition Leader, with a dedicated Sustainability Manager and Energy Transition Manager. The department falls under the responsibility of the Chief Business Development Officer. The 2030 Sustainability Agenda is integrated into the regular business planning process and Annual Operating Plan (AOP). On an annual basis, the Sustainability & Energy Transition Leader presents the progress of the sustainability programme versus its goals to the ELT. Decisions on key changes in the sustainability agenda, programme, major projects and investments related to sustainability and the energy transition are approved at ELT level.

The Sustainability & Energy Transition Leader also leads the Sustainability Team, consisting of 12 people, being content matter experts linked to one of the 2030 Key Challenges, and experienced colleagues from Communications, Strategic Innovation, HR, QESH, Procurement, Operations and the Commercial business units. In 2020, some were assigned to lead one of the 2030 Key Challenges, while the others represent a specific business area in the team. The sustainability team ensures the 3-year roadmap is filled with projects, and new initiatives are being developed within their scope. They monitor progress for their

LambWeston®
SEEING POSSIBILITIES IN POTATOES

This is the way we work together

Our Code of Conduct

area in accordance with the roadmap and agreed objectives. The sustainability team meets at least quarterly.

Each plant works with a WEE team (Water, Energy & Environment), having a crucial role in the execution of the sustainability roadmaps and environmental goals within the operational business units. The WEE teams have been given a stronger role in the new governance framework.
To supervise the implementation of our Sustainability Agenda at the highest level, in 2020 the governance was restructured and roles & responsibilities formalised into a new Executive Sustainability Governance Board, meeting twice per year. For each of the key challenges, an ELT member is appointed as sponsor and supervises implementation of the roadmap and achieving the goals.

Since 2020 sustainability is included in our company short-term incentive plan, ensuring a better alignment of sustainability goals with other company objectives. The Sustainability Governance Board is led by the Chief Business Development Officer.

To improve our employee engagement towards our sustainability programme, in 2020 we established a group of 30 internal ambassadors to support the communication and implementation of the new 2030 sustainability strategy and programme, composed now of 3% of our employees. They are part of our sustainability governance and play an additional role as Sustainable 'Changemakers'. We aim to grow this network to 10% of our total workforce in the next 5 years.

Risk Management

We ensure risk management is embedded in the way we operate, through the identification, mapping and mitigation of risks. Although the ELT has the final accountability for risk management within our company, risk management is the shared responsibility of everyone.

This is facilitated by assigned content matter experts in different disciplines, who embed risk management in the ongoing planning and performance management cycle. Via our Integrated Business Management (IBM) process, we hold regular and more forward-looking multi-disciplinary reviews on key business drivers, supporting integrated risk management.

In 2020, an important step was made in the development of a company-wide risk heat map. In this project, the most important risks were identified and ranked by experienced content matter experts and mapped in a risk heat map per business area. These are consolidated into an overall risk heat map to create more clarity on the most critical risks based on likelihood and impact of occurrence.

In the table below, the top risks and the related mitigating actions have been summarised. The main change with our previous top risks is that we have added 'pandemic' and 'cyber-attack & data security'. Both risks can have a major to critical impact on the business, as the COVID-19 pandemic has taught us.

Top risks and related mitigation actions

Description of Risk	Mitigating Actions
Operational Risks	
Potato crop performance: ensure a consistent quality supply to our customers while managing volatile crop and commodity prices.	The risk of insufficient crop availability is mitigated through multi-year business planning and alignment between sales and procurement processes to secure sufficient raw material supply from our grower base. We cannot control nature, and the risk of large-scale crop failures cannot be eliminated as the crop shortage of 2018 has taught us. However, as our grower base of over 600+ highly qualified farmers is geographically spread throughout Europe, we are optimally organised to ensure maximum consistency in supply and compensation for local crop failures in specific areas, through balanced sourcing from other areas. In case of serious, broad crop failure in Europe, we have contingency planning in place with our partner Lamb Weston Holdings, Inc. in the USA.
Decreasing soil health due to reduced levels of micronutrients and soil biodiversity, which can result in decreasing yields long-term.	LW/M developed a comprehensive sustainable agriculture plan with soil health at its core. This has been implemented in the Netherlands, Belgium and France, started in the UK and will be rolled out over our total growing area in NW Europe (including Germany and Austria) in the next few years. We stimulate and facilitate peer learning among our growers and are closely connected to agricultural universities and experimental arable farms for testing science-based solutions.
Environmental and climatic conditions, including extreme weather, drought or floods, affect the quantity and quality of potato crops and can damage our assets and stored goods.	To mitigate water risks we have piloted drip irrigation over the last eight years. We built a business case to apply drip irrigation on a wider scale in our most water-stressed growing areas. Drip irrigation delivers a better crop in terms of quantity and consistent quality. We participate in local pilot projects in our most vulnerable areas to investigate if we can store the effluent from our plants in basins to reuse in dry periods for irrigation and/or to prevent brackish groundwater in aquifers in regions suffering from salinisation. Two of our Dutch factories (Oosterbierum and Broekhuizenvorst) are located in water stressed areas, responsible for 20% of our fresh withdrawal while producing 30% of our total volume. We are committed to reducing our direct water use by 50% towards 2030 for new lines and upgrades, by recycling our process water where possible and food safe during processing. Since 2021 we reuse 30% of our process water in the Kruiningen facility after 100% purification. We monitor our fresh water intake intensity and reduced it by 17% since 2020. To mitigate water risks caused by flooding we developed a climate stress scan for our production facilities, based on scenarios such as water entering production facilities after heavy rain fall. We plan to develop a standard for climate adaptive buildings.
Pandemic	In 2020 the world was confronted with a global pandemic (COVID-19). We concluded that we need to learn to live with more frequent pandemics and identify how we deal with the consequences when operating our business. Our first priority is to protect the health and safety of our employees; second, to protect the continuity of our business and production sites; and finally, to serve our customers, and support our growers and other suppliers where possible. To mitigate the potential impact, we have a rigorous and annually-tested crisis management plan and well-trained crisis team. We mitigate the risk through quick and strong decision making, frequent communication, preventive and corrective measures, and tracking consequences while capturing our learning for future improvements.
Cyber-attack & Data Security	Information security is key in the world we are operating in today as many of our processes depend on IT systems. A successful cyber-attack can cause major damage to our business as it can lead to the loss of critical data. It can affect our bottom line, as well as our business' standing and consumer trust. The impact of a security breach can be broadly divided into three categories: financial, reputational and legal. Cybersecurity risk management is about ensuring business continuity and keeping business and personal data of the company and its stakeholders safe on a continuous basis. The LW/M Information Security Board, chaired by our Chief Information Security Officer (CISO), has defined the desired security level suited for our Company. We developed and implemented Information Security Policies and procedures safeguarding and managing both physical and digital access to our data, systems and networks, including using multi-factor authentication and a Security Incident & Event Management System.

Operational Risks	
	We keep our systems and security measures up-to-date. This also enabled our staff to transition into working from home without any issues and without compromising any of our security measures when the impact of COVID-19 became clear. Our IT-service desk is equipped with knowledge and expertise to take immediate actions on reported / identified security issues, such as phishing or hacking attempts. We run a Security Awareness Programme, including training and tools to improve the awareness of all of our employees, which is an important measure to help prevent threats from becoming incidents. All of these continuous efforts help mitigate the growing cybersecurity risks we all face in today's world.
Aging workforce	To mitigate the risk of an insufficiently qualified workforce, we are working on the sustainable employability of our employees. [what does this mean?] Additionally, we attract and retain a diverse workforce, and a healthy mix of young and experienced people. LW/M's ambition is to become the employer of choice.
Reputational Risks	
Public product recalls	We mitigate this risk through a rigorous and well-founded corporate quality assurance strategy and programme, with dedicated qualified QA teams at every facility, and automated quick track tracing possible if needed at the defined batch level. During the 28-year history of our company we have not had a public product recall.
Damage to our reputation as a good corporate citizen from unethical sourcing, manufacturing, and business practices, both in our own business and within our supply chain.	In 2017, Sustainable Agriculture was added as focus area to our sustainability programme. Sustainability is included in our company ambitions, overall business strategy and annual operating plan, and focuses on our most material topics. We adhere to strong business ethics, operating principles and core values. We work with selected suppliers, adhering to our suppliers' code of conduct and our company code of conduct for our employees. We have a corporate communications plan and standard procedures in place to respond to community complaints related to our facilities. Outcomes are used to improve our operations, and prevent reoccurrence where feasible and proportionate.
Regulatory Risks	
Protective trade barriers aimed at limiting the importation of EU potato products by imposing very high import duties and/or apply very strict inspections at customs.	We leverage our efforts through constructive collaboration with EU-sector associations to influence sound policy making in Europe and deal with protective trade barrier issues.
Market Risks	
Responsible sourcing of key raw materials.	Potatoes are sourced sustainably and grown according to strictly regulated, local certification standards, benchmarked against the SAI Farm Sustainability Assessment (FSA) standard. Our goal is to have all our 600+ growers scored at FSA Gold level by 2025, as part of our company-wide sustainable agriculture plan and objectives. We closely monitor our progress, with 57% Gold standard and 43% on the Silver standard for the crop processed in 2021-2022. Palm oil is sourced sustainably as segregated RSPO certified palm oil, and used for a limited number of private label products (<10% total volume). Only 10% of our vegetable oil is SG CSPO palm oil, while 90% is either sunflower oil or rapeseed oil. In April 2022 we switched to rapeseed oil due to limited availability of sunflower oil, resulting from the war in the Ukraine. Both sunflower and rapeseed oil are very low in the unhealthier saturated fatty acids and are annually renewable crops, not linked to deforestation. Packaging materials are sourced sustainably, while 91% of all materials are both renewable and recyclable. Our cardboard is 100% FSC certified and made from renewable and mostly recycled (88%) paper fibres. We use mono-material plastics (mostly LDPE) for our primary product packaging, not reusable nor containing recycled plastic (for food safety reasons), but being 100% recyclable.

Stakeholder engagement

The original selection of our key stakeholder groups (direct and indirect) was done by the Sustainability Team and discussed with and approved by the ELT. No changes were made in this selection in the past period, as we believe the group selected continues to be relevant. The selection of key stakeholder groups is verified every two years by the Sustainability Team and validated by the ELT. In the table below you can find how we engage with our main stakeholders.

Stakeholder Engagement

Our direct Stakeholders	How we engage with them
Customers	Local and national customers are visited frequently by the responsible local account managers & sales promotors. Global key accounts are managed centrally, and we have contacts throughout multiple levels and disciplines in our and their organisations. Topics discussed are linked to our value proposition: - Give them peace of mind - Provide them with inspiring, profitable solutions that fit their concepts - How to improve their service reliability - Drive innovation - How to drive sustainability in our customers' business, and our business. We share consumer insights and look at how to create shared value. Today, customers are more interested in talking about sustainable services and solutions, such as healthier menu options, sustainable packaging, reducing CO2 emissions and sustainable agriculture. They see how acting responsibly from a sustainability perspective helps them improve their image with the public.
Employees	For employees, in addition to individual meetings, regular online Townhall meetings are held next to (online/offline) canteen and team meetings to share our company strategy, actual performance highlights and future plans. We communicate and connect regularly with our employees through various corporate channels, and frequently use digital tools, such as our Intranet and Yammer. Our employee magazine is also available online in three languages and sent to all employees to share key projects and companywide developments. We organise International Commercial Meetings (ICM) per region so teams can meet up. The LW/M "Personnel Association" regularly organises social events and activities outside work for interested employees based in the Netherlands. In Austria, each year we celebrate a traditional 'Sommer Fest.' We believe we actively live up to our purpose "Wellbeing through Potatoes". Where possible, we actively involve and engage our employees through various activities. In 2017 we introduced the Purpose Awards to recognise contributions to our purpose in all our regions.
Joint venture partners	The LW/M Executive Leadership Team meets at least twice a year with our two joint venture partners (Vennoten) in a formal partner meeting, with the leadership of both Meijer Group and Lamb Weston Holdings, Inc. In between partner meetings, there are frequent contact moments to stay connected. Key topics in the past two years included the investment in a new ambient factory in Kruiningen and the implications of Brexit. Environmental and other sustainability aspects are part of the agreed process for judging investment proposals.
Growers	Our area field supervisors spend a lot of time on field visits, one-on-one and in other meetings with growers in their area. A key discussion topic is yield and potato quality: from planting, when potatoes are in the soil, during the growing season, at harvesting, storing and when finally delivering them to our factories. A great deal of effort is spent on increasing the predictability of the final crop with an advanced sampling programme. In the contracting season, selecting the right potato varieties, volumes and prices are key topics. The agronomy team supports growers on growing a better and more sustainable crop, covering topics like planting, crop rotation, diseases, integrated pest management, soil fertility, water management, harvesting techniques and storage strategies. During regional study club & field meetings, they share knowledge and best agronomy practices on how growers can improve yields and farm in a sustainable way, or how to reduce pesticide use. The potato department organises annual grower meetings per region in every country, to discuss trends and issues and share results of trailing new techniques for growing, harvesting or storing potatoes. Additionally, with a quarterly digital grower newsletter we inform and engage our grower community about new developments, best practices and provide practical tools. We have approximately 40 people working in either the central potato department, or in the countries as agronomist or field supervisor to actively support our growers.

Key suppliers	We maintain regular contact with all key suppliers to keep our business running. Additionally, our procurement department holds regular meetings with key suppliers to evaluate performance, assess opportunities for improvement and collaborate on a higher level. Our supplier sustainability scorecard was sent out for the third time, to our top-60 suppliers. In 2017, the supplier sustainability scorecard was integrated in our supplier audit questionnaire. This is sent out to suppliers every 3 years to keep supplier files up-to-date and to secure environmental awareness. The main topic is assessment of suppliers' current performance and increase involvement on sustainable development in our supply chain. Some key suppliers (for example, ingredients, packaging) are also directly involved in improvement projects, focusing on innovation, improving internal efficiencies and / or sustainable development (such as the reduction of packaging and use of materials to cut the impact on the environment).
Governments	We keep government bodies informed and involved in several ways, depending on the level we need to deal with (local, regional, national and international), and the relevance and urgency of the topic at hand. For our operations, local governments (city councils) are particularly important because of their involvement with permits and, for example, discussing local expansion plans. At local and regional levels, regular meetings take place between LW/M content matter experts and the responsible managers with local authorities and government representatives. They are invited annually to visit our company and tour the facility to improve their understanding of mutual interests. Sustainability is an important factor in dealings with authorities, for example in relation to permits and development plans. At the international level (EU Commission, Regulators), we keep governments informed and engaged by having content matter experts involved in sector representation (EUPPA) for relevant topics and emerging issues.
Our indirect Stakeholders	**How we engage with them**
Neighbours	As well as with our direct key stakeholders, we also have regular contact with our neighbours (local communities and local businesses). We also try to collaborate with neighbouring companies when it comes to sustainability, such as the residual heat project with Wiskerke Onions. We organise open days for neighbours at our production facilities to help create a mutual understanding of each other's interests, reconnect and discuss potential issues. These events are always highly attended and appreciated.
Consumers	We stay engaged with our consumers through social media for our Lamb Weston-branded retail products, which are sold in a limited number of countries in Europe. In addition, we regularly perform in-depth consumer research in target markets within EMEA. This helps us understand the deeper needs of final consumers when developing new products and testing concepts, before launching them to market.
Industry associations	At national and international levels, we are actively involved in sector-specific and/or food industry associations, such as VAVI, FNLI (NL), PPA, FDF (UK) and EUPPA (European level). We work together on sharing knowledge to investigate the technical consequences of new regulatory proposals, always ensuring we comply with the applicable competition legislation. Our content matter experts are directly involved in sector representation for key topics and emerging issues. Working together as an industry is particularly valuable when a common interest topic, such as sustainability, is concerned or when we need to tackle non-competitive issues.
Universities & research	We stay engaged with universities (of applied science), ROCs and research institutes by jointly carrying out business-related projects, many of which are aimed at optimising the use of resources and reducing waste. We also take part in consortiums that develop technologies that add to a balanced diet. In addition to this, we offer university students the opportunity to follow project internships, or a graduation project within the company. We also occasionally carry out specific research with a university to investigate a technical issue, and we are continually exploring new partnership opportunities and collaboration on open innovations.
Non-Governmental organisations	We embrace honest and open communication with NGOs and welcome constructive discussions when needed on any relevant topic of mutual interest and public concern.

Commitments to external initiatives and memberships

We hold memberships in the following relevant associations and external initiatives in all countries in which we have physical operations (the Netherlands, the United Kingdom and Austria). Next to this, LW/M is a member of relevant organisations and initiatives at European or global levels. The overview is not intended to be complete but indicates our most relevant membership of associations and initiatives in which we play an active role, through expert committees and/or hold a position on the board or as chair of committees.

Association / Initiative	Relevant company memberships	Commitments to External initiatives
VAVI Vereniging voor de Aardappelverwerkende Industrie	LW/M has been a direct member of VAVI since 1994, actively participates in committees (Raw Material, Processing, Market and Positioning) and holds a position at the VAVI board. www.vavi.nl	N.A.
FNLI Federatie Nederlandse Levensmiddelen Industrie	LW/M is a member of the FNLI through VAVI; Jolanda Dings, the LWM Sustainability Manager is the chair of the FNLI Sustainability Committee since 2021. www.fnli.nl	N.A.
Potato Processors' Association	LW/M UK is a direct member of the UK Potato Processors Associations since 2006, and actively participates in technical working groups, represented by experts from UK business. ppa@fdf.org.uk	N.A.
fdf food & drink federation passionate about food & drink	LW/M UK has been a direct member of the UK Food & Drink Federation since 2014. www.fdf.org.uk	N.A.
WKO	LW/M Austria is member of the Food Industry Association Austria (FIAA), which is part of the Wirtschaftskammer Osterreich (WKO). www.wko.at	N.A.

Association / Initiative	Relevant company memberships	Commitments to External initiatives
EUPPA	LW/M has been a direct member of EUPPA since 1994 and content matter experts actively participate in the EUPPA Food Law Committee, the EUPPA Trade Committee and the EUPPA Sustainability Committee. Jolanda Dings, the LW/M Sustainability Manager, is the chair of the EUPPA Sustainability Committee. Kees Meijer, shareholder of LW/M, has been the EUPPA president since 2010. www.euppa.eu	N.A.
SAI PLATFORM	LW/M has been a member of SAI Platform since 2006 and is active in the Vegetable & Arable Crops Working Group. Our participation focuses on sharing insights, knowledge and best practices in order to work efficiently on our own sustainability strategy, while contributing to the worldwide development of sustainable agriculture. www.saiplatform.org	* We actively promote sustainable agriculture. Our goal is to have 100% of our growers score Silver on the SAI FSA standard by 2020 and 100% score Gold by 2025.
RSPO	Since 2011 LW/M has been a direct ordinary RSPO member as FMCG company. More publicly available information on LW/M's commitments towards RSPO certified sustainable palm oil (CSPO) can be found under ordinary members, including our updated Annual Communication of Progress (ACOP) www.rspo.org	* LW/M is committed to using 100% CSPO in products with palm oil in the specification, and, since 2015, has sourced 100% segregated CSPO.
SAMEN TEGEN VOEDSELVERSPILLING	Since 2017 LW/M has been one of 25 core partners in 'Samen tegen Voedselverspilling' (United against Food Loss and Waste). This is an initiative of Wageningen University & Research, the Dutch Ministry of Agriculture, Nature and Food Quality, Three Sixty and regional public organisations. Members and signatories are committed to reduce food waste by 50% by 2030, in line with SDG 12.3, and to focus on better valorisation of by-products and side streams. www.samentegenvoedselverspilling.nl	* LWM is committed to reducing its food waste by 50% in 2030 versus 2020 baseline, and will annually report its food waste as core partner.
wrap	WRAP (Waste Resource Action Programme) works with governments, businesses and communities to deliver practical solutions to improve resource efficiency. Since 2019, LW/M collaborates with customers, retailers and WRAP in the UK to reduce food waste. In 2020 we formally signed the commitment to reduce food waste by 50% by 2030, in line with SDG 12.3. www.wrap.org.uk	* LWM is committed to reducing its food waste by 50% in 2030 versus 2020 baseline, and will annually report its food waste in the UK as signatory of WRAP.
BICEPS NETWORK	Since 2017 LW/M has been a member of the BICEPS Network, a network of shippers joining forces to accelerate the transition in the global shipping sector towards more sustainability. https://bicepsnetwork.org/	We accelerate the transition of the global shipping sector towards greater sustainability
Sedex	Since 2006 LW/M has been an ordinary member of Sedex, a global membership organisation that supports companies to make it simpler to do business that's good for everyone. We reward any customer, requesting information on ethical trading, with access to our membership account to enable viewing SMETA audit reports. The reports give insight into our ethical, environmental and social practices in order to manage risks and protect our corporate reputation. https://www.sedexglobal.com	We provide transparency on ethical, environmental and social practices. We provide requesting customer asking access to our data on Sedex.
FNLI FEDERATIE NEDERLANDSE LEVENSMIDDELEN INDUSTRIE	In 2018 LW/M agreed to support the Dutch IMVO Covenant (International CSR Conduct), which was co-signed in June 2018 by the FNLI. By signing the covenant, FNLI is committed to ensuring that every company within the food industry, in terms of capacity and size, is involved in IMVO risk management. https://www.imvoconvenanten.nl/voedingsmiddelen	* LWM is committed to applying IMVO Risk Management and reports annually on its progress through the FNLI to the Dutch government.

* In the table, LW/M's formal commitments to external initiatives are marked with a star and shown in orange.

About this report

This is our sixth sustainability report where we explain our policies, strategies, practices, goals and performance results on environmental, social, economic and governance aspects that are material to us and our stakeholders. Unless otherwise stated, all data in this report represent the period from 1 June 2020 until 31 May 2022, being our fiscal years 2021 and 2022. We will move towards annual sustainability reporting after fiscal year (FY) 2023.

Operational boundary

This report covers data for all potato processing plants fully owned by LW/M or where we have a majority share:

- Bergen op Zoom, the Netherlands
- Broekhuizenvorst, the Netherlands
- Kruiningen, the Netherlands
- Oosterbierum, the Netherlands
- Wisbech, United Kingdom
- Hollabrunn, Austria

Our human resources data includes all (sales) offices. Our company waste data also includes waste (such as paper) from our Operations and Services Centre (office) located in Kruiningen. The office waste from the new Corporate Centre in Breda (operational since 2020) has not yet been included in the waste data.

Organisational activities

Our core activities include potato processing in our own factories. We own all of the six processing facilities, but no cold stores, no trucks or land except for a very small amount of leased land in the UK (corresponding to about 1% of the total land needed to grow potatoes processed by LW/M). On this land, LW/M takes the financial risk, instead of the farmer.

Approach to reporting

This report has been prepared in accordance with the GRI Standards version 2021 or 2016 where applicable. The contents of this report have been extended based on the materiality analysis we conducted in 2022 as the starting point for the development of our 2030 sustainability strategy.

Changes in data and restatements

The commitments and targets included in our 2030 Sustainability Agenda have been sharpened in some areas versus our previous report, including a sharper definition of our Key Performance Indicators (KPIs). It is important to note that for all KPI's the progress towards our 2030 goals is measured against our reference year FY2020, which was an abnormal year in multiple ways. Our FY2020 started 15 July 2019 and ended 31 May 2020, covering only 320 days, due to global alignment of our fiscal year with LW Holdings Inc. Secondly our overall performance in this year was heavily impacted by the COVID-19 pandemic, that has had a far-reaching impact on our energy use. While our absolute figures in FY2020 were lower, our energy consumption per ton of product increased significantly, because our zero-load was higher. In other words, despite our plants standing idle for an extended period in 2020, we continued to use energy to keep our freezers at -18C, essential systems running, lights burning, and so on. When comparing our absolute number for GHG emissions, water, energy and materials used in the reporting years FY21 and FY22 (with the numbers of our baseline year FY20, the shorter reference year (320 days versus 365 days in a normal year) should be taken into account.

Data Quality and Validation

The ultimate responsibility for data quality lies with the data providers of each plant or at a corporate level. The LW/M sustainability manager is responsible for the overall content and validation of all numbers reported. In addition, the data in this report has been checked by an independent content matter expert. This included cross checks versus references and checking calculations of internal KPIs and data reported in accordance with the GRI Standards.

Specific attention was paid to the accuracy and comparability of data included in the LW/M sustainability dashboard and the sustainability master database, their reference to internal information sources, calculation of our final numbers, and improvements made versus 2020.

Double Materiality

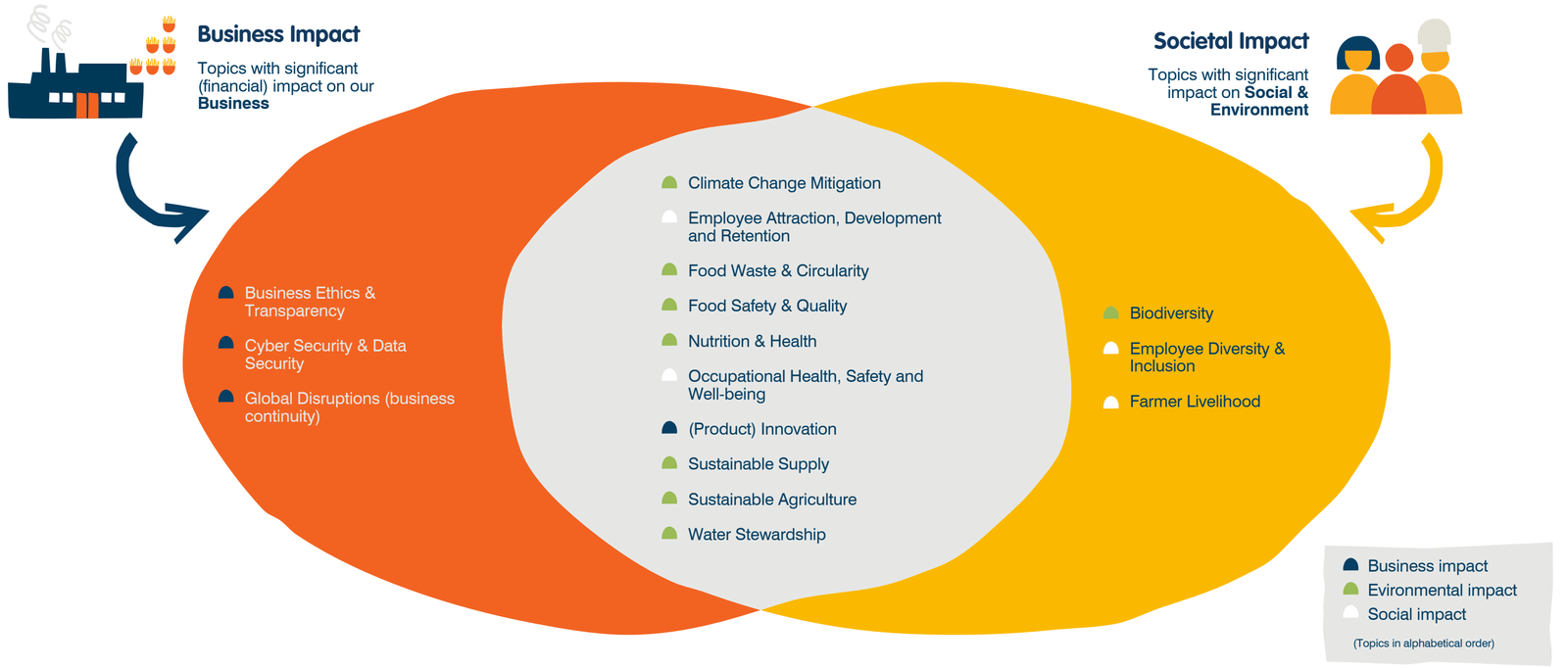
Explanation materiality: For identification, prioritisation and validation of the material topics, we used the four Principles of Reporting (Stakeholder Inclusiveness, Sustainability Context, Materiality, and Completeness) of the GRI Standard.

In defining our double materiality we used the material topics listed in the materiality matrix from our last report as the starting point to perform a thorough revalidation. Double materiality means defining your outward and inward impact. This is the impact from LW/M on the world and impact from societal developments on LW/M. The significance of a sustainability topic was assessed, based on two perspectives: financial materiality and impact materiality. Financial materiality is when a topic triggers or may trigger significant financial effects on the company, i.e. the topic generates or may generate risks or opportunities that influence the enterprise value. Impact materiality is when actual or potential significant impacts on people or the environment apply—this is also referred to as 'societal impact'.
The 2022 assessment included desk research focused on analysing key sustainability issues related to our industry and product category, environmental, social and governance (ESG) priorities from key customers (done through a separate desk research into sustainability reports from customers), and sustainability trends and topics in our key markets. We then developed a survey with all draft material topics that was sent out to approximately 80 key stakeholders to incorporate their views and re-validate our matrix. This did not lead to significant changes in the overview, no missing material topics were reported. The final draft model was then critically reviewed by our Sustainability Team, reviewed with our Finance Leader on the 'financial impact' and finally approved at board level.

Major changes

In 2022 we carried out a double materiality assessment for our new report, to prepare for the upcoming European regulation: the Corporate Sustainability Reporting Directive (CSRD). We have identified one new material topic (farmer livelihood), renamed some (sustainable supply) and merged some other topics (all related sub-topics into sustainable agriculture, except biodiversity; energy efficiency and GHG emissions into climate change mitigation; pandemics into global disruptions; sustainable packaging into circularity). This was done to create a more concise and clearer overview with terminology now more consistent with our 2030 sustainability agenda. For all material topics a clear definition was created in the definition list, which is available here (link) Together, this has led to an updated overview, which is presented as a model and no longer as a matrix. No topics were excluded from the previous version, and some are now included under a broader term. The final revised double materiality was reviewed by the Executive Leadership Team (ELT) in September 2022, who formally approved the final revised version shown in this report.

Double Materiality:
'Sustainable Potato Enjoyment'



Our material topics

We engage with a wide range of stakeholders across our business. Understanding their needs enables us to understand the issues that are important to them. Based on this, we are able to identify the material topics that bring us together. By focusing our energy on those material topics, we are able to operate a successful business that positively impacts stakeholders across society. From our customers to the environment. And from our employees to our suppliers.

Description of Material Topics

Material Topic	Description / definition of material topic
Biodiversity	Protecting natural capital and ecosystems, including the variety and variability of life on earth and addressing issues such as land degradation, loss of soil health and water pollution, mostly influenced via implementation of our sustainable agriculture plan by the growers' community
Business Ethics and Transparency	Addressing the company's approach to ethical and fair business conduct, corporate governance and compliance. Promoting the highest standard of business ethics and doing the right things the right way, every time.
Climate Change Mitigation	Reducing direct energy use and greenhouse gas emissions in our operations (Scope 1+2), increasing the share of energy coming from renewable sources and developing solutions to support our growers (scope 3) and customers in reducing their carbon footprint across their value chains to enable the transition to a low carbon economy.
Cyber Security & Data Security	Preventing fraud and the unauthorized access to our networks, IT systems and data, while ensuring company and employee data protection.
Employee Diversity & Inclusion	Offering equal opportunities, in particular ensuring that our company culture and hiring and promotion practices embrace the building of an inclusive and diverse workforce that reflects the makeup of local talent pools and its customer base.
Employee Attraction, Development and Retention	Continuous development of our employees' skills through training and development programs, and the company's ability to attract and retain talent in order to execute the business strategy.
Farmer Livelihood	Partnering with farmers to adopt and scale sustainable agricultural practices that build long-term economic viability of their farming businesses.
Food Safety & Quality	Ensuring the safety and high quality of our finished products by adhering to internationally recognized food safety standards and quality management systems and following good manufacturing practices.
Food Waste & Circularity	Utilizing the whole potato and minimising food loss and waste in our own operations and across value chain partners and maximizing a useful destination of our side streams and byproducts according to the Ladder of Moerman.
Global Disruptions (busines continuity)	Addressing the impact from global disruptions like pandemics, war and more frequent occurring extreme weather patterns (droughts, floods) on our business continuity.
Nutrition & Health	Improving the nutrition profile of our products (thicker cuts, skin-on, less oil, less calories), providing clear nutritional information via labelling and promoting healthier (non-fryer) preparation methods for our products to contribute to a more plant based Balanced Diet.
Occupational Health, Safety & Well-being	Addressing the company's ability to create and maintain a safe and healthy workplace environment that is free of injuries, fatalities, and illness (both chronic and acute), and to take care of our employees' well-being at work.
(Product) Innovation	Creating more sustainable innovative products, services and solutions and investing in research and development to anticipate changing consumer preferences while reducing the environmental footprint of our products. This topic also covers 'sustainable packaging' being safe, healthy, 'fit-for-purpose', recyclable, reusable and/or (partly) made of renewable materials.
Sustainable Supply	Striving for ethical and responsible sourcing of raw materials through supplier assessments creating sustainable supply. Focus is on key suppliers having the largest impact on our product carbon footprint (core ingredients, packaging, warehousing & logistics and key service providers)
Sustainable Agriculture	Addressing issues related to farming in our potato supply chain, focusing on soil health, use of plant protection products, water stewardship, protecting biodiversity and potato growing and storing practices to mitigate and adapt to climate change.
Water Stewardship	Addressing water stewardship in our supply chain as water is essential to life and all ecosystems. Water is becoming a scarcer resource and the quality and quantity of available water constitute a global issue with local consequences (droughts, heavy rainfall, floods and storms).

Facts & Figures:
Data - Planet: Energy & Emissions

Data on Energy and GHG Emissions

We collect the energy consumption data from our fully-owned plants every four weeks. Data for electricity and natural gas consumption is taken from energy meters which are also used for the invoices. Biogas consumption is measured by our own meters located at each plant. Based on the energy data, we calculate our GHG emissions.

Biogas is produced as a by-product in our wastewater treatment plants. In Kruiningen, Bergen op Zoom, Oosterbierum and Broekhuizenvorst the biogas is used in our own boiler house to produce heat. In Hollabrunn, biogas is used to produce electricity which is fed back to our own plant. The heat is used to heat the water to 90 degrees centigrade. This enables us to save natural gas and reduce the amount of electricity purchased. From FY 2019 onwards, we sold residual waste heat from our Kruiningen plant to our neighbouring company JWK (Wiskerke Onions).

GHG emissions are calculated based on the Greenhouse Gas Protocol methodology of the WRI/WBCSD (GHG Protocol). We report GHG emissions in CO2-equivalent. Conversion factors and Global Warming Potential (GWP) rates for GHG emissions are obtained from ADEME version 4 Bilan Carbone, Ecoinvent V3.6 (Scope 1) and CO_2 emissiefactoren NL Home | CO_2 emissiefactoren (Scope 2).

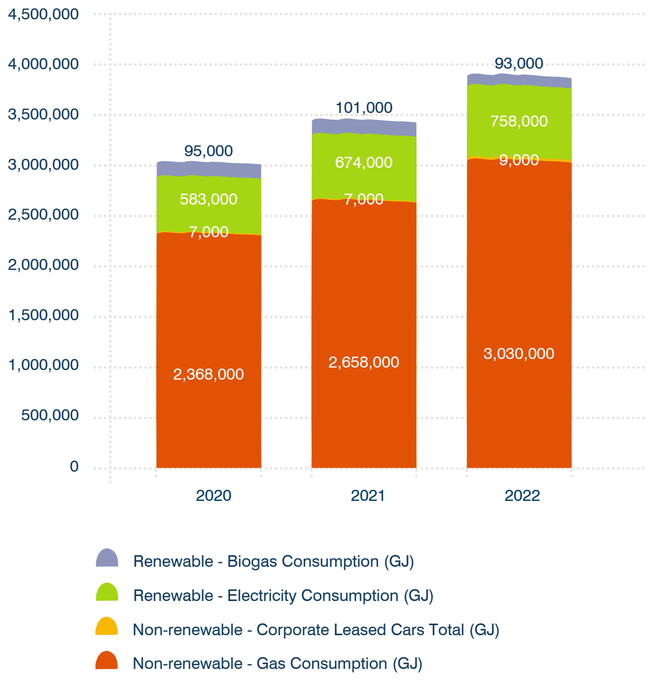
GHG emissions are reported based on Scope 1, 2 & 3:

- Scope 1: Direct CO_2 emissions – natural gas burned and fuel consumption of lease cars
- Scope 2: Indirect CO_2 emissions – electricity purchased and electricity consumption of lease cars
- Scope 3: Other indirect CO_2 emissions – related to activities on the farm, business travel, transport, and so on.

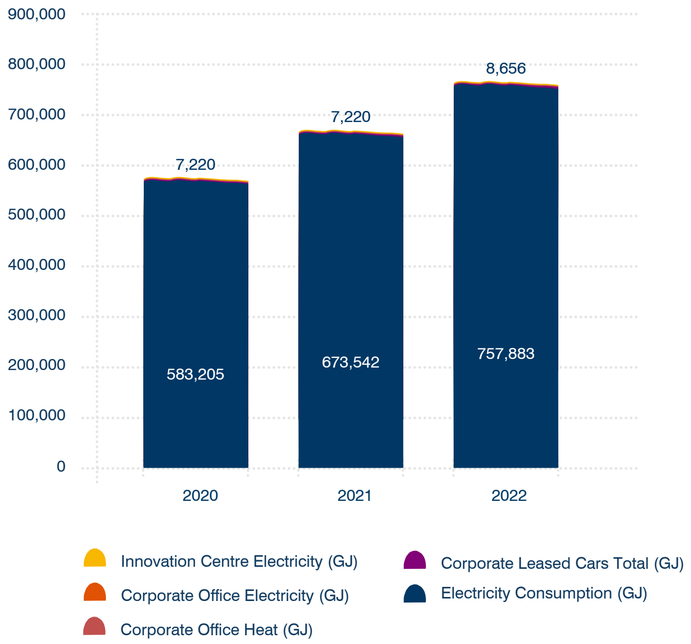
Quantitative data based on:

- Emissions' conversion factors (GHG emissions) are obtained from ADEME version 4 Bilan Carbone:
  - Electricity: 186 g/ MJ
  - Electricity from renewable sources: 0.0017 g/ MJ
  - Natural gas (MJ): 70.411 g CO2/ MJ
  - Biogas (MJ): 0 g CO_2 / MJ
  - Carbon footprint LW/M potato varieties by PPO (WUR), studies carried out in 2008 and 2015
- Suppliers carbon footprint (CFP) calculations
- Energy conversion factors:
  - Natural gas: 35.17 MJ / Nm3
  - Electricity: 3.6 MJ /kWh
  - Biogas: 23.3 MJ / Nm3 (when used as primary energy source)
  - Biogas for electricity production: 10.2 MJ / Nm3 (based on 44% efficiency).
  - Assumption: Energy consumption per year by a household = 76 GJ / year
- Monitoring of production in tonnes of produced products

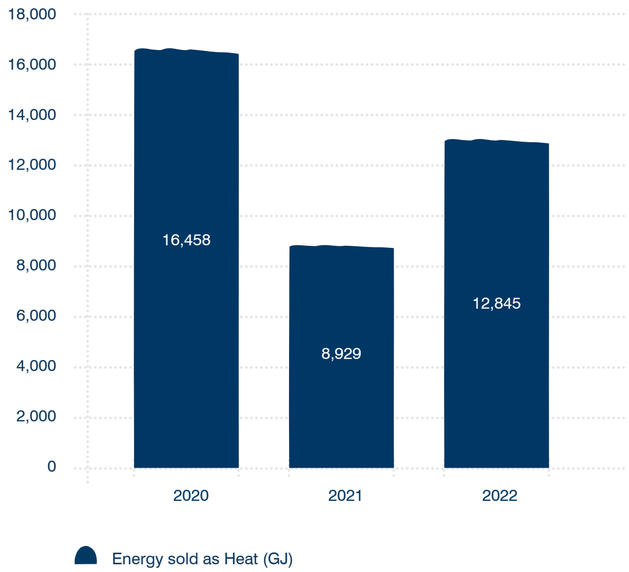
Energy consumption within the organization (in GJ per FY)



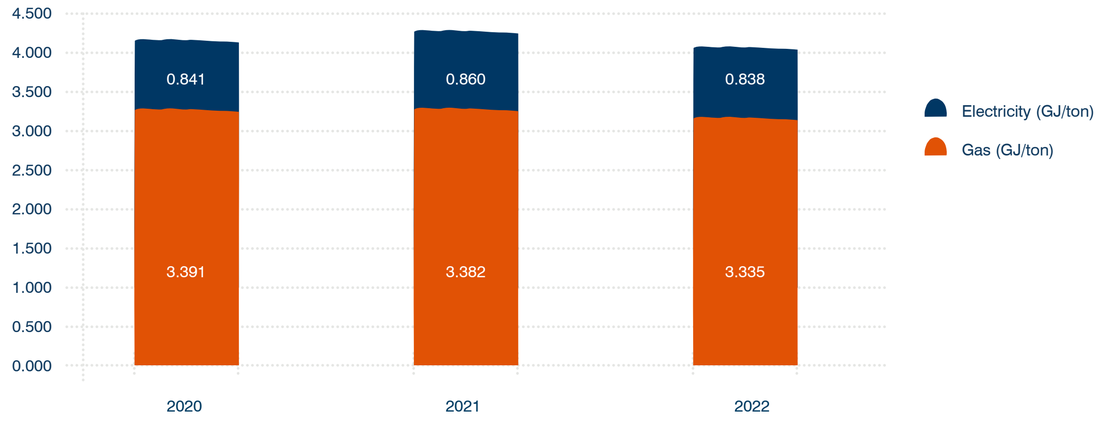
Energy consumption within the organization (in GJ per FY)



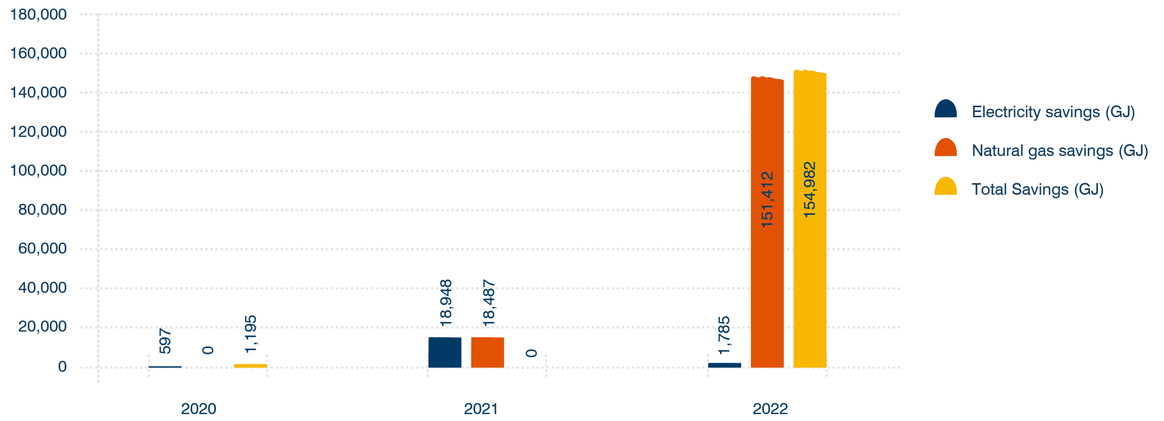
Energy sold as heat (in GJ per FY)



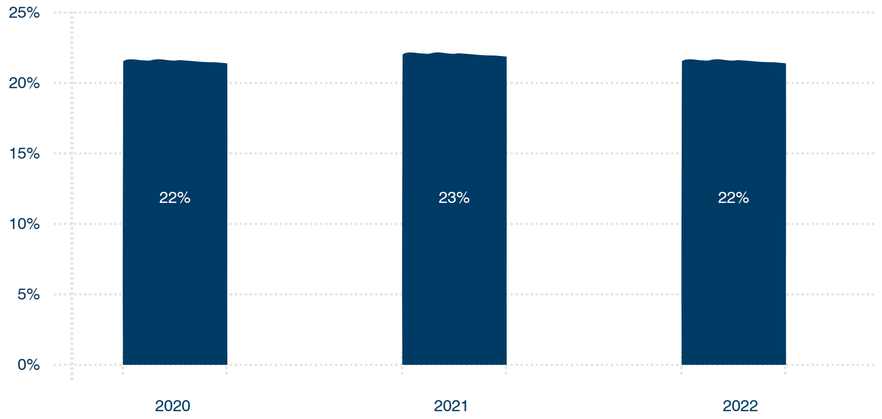
Energy Intensity Total (in GJ/Ton production per FY)



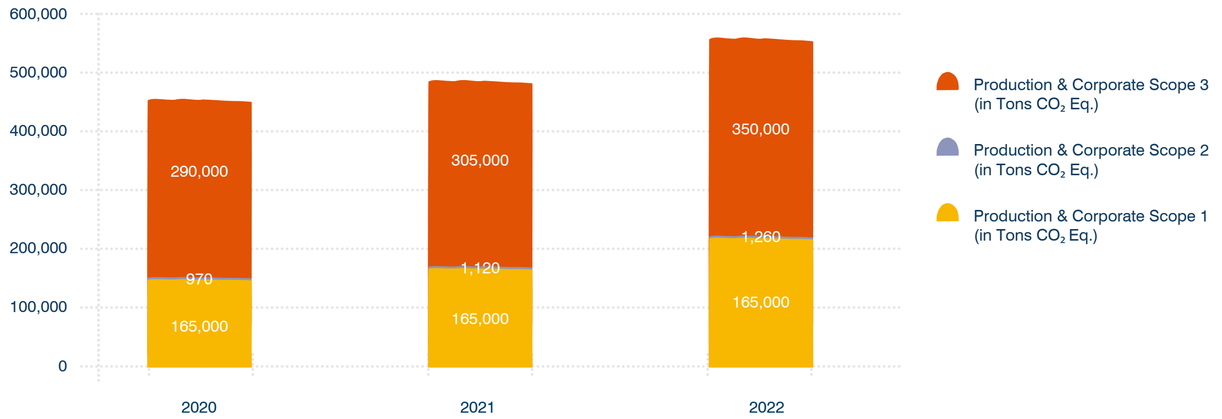
Reduction of Energy Consumption (in GJ per FY)



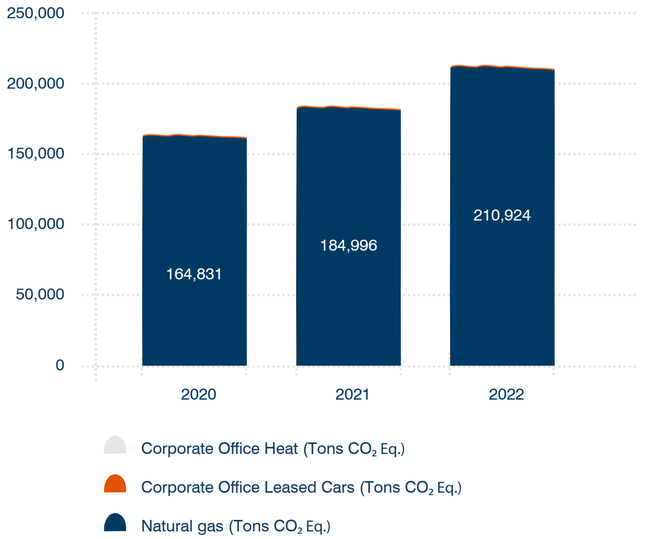
Energy Consumption from Renewable Sources (% per FY)



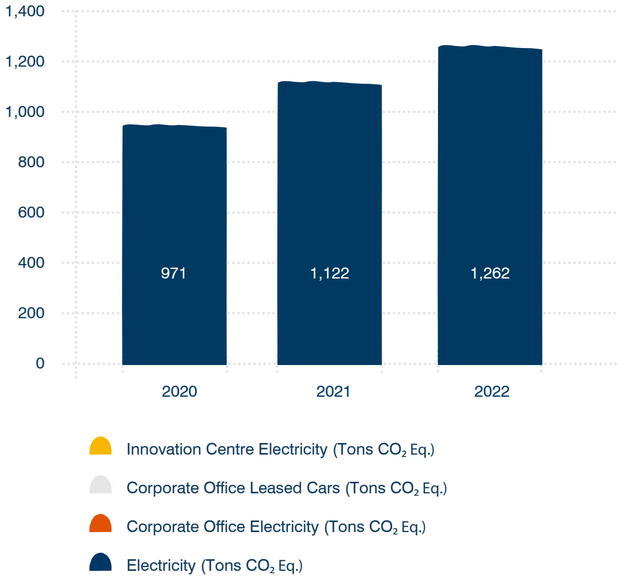
Direct & Indirect (Scope 1,2&3) GHG emissions (in Tons CO_2 Eq. per FY)



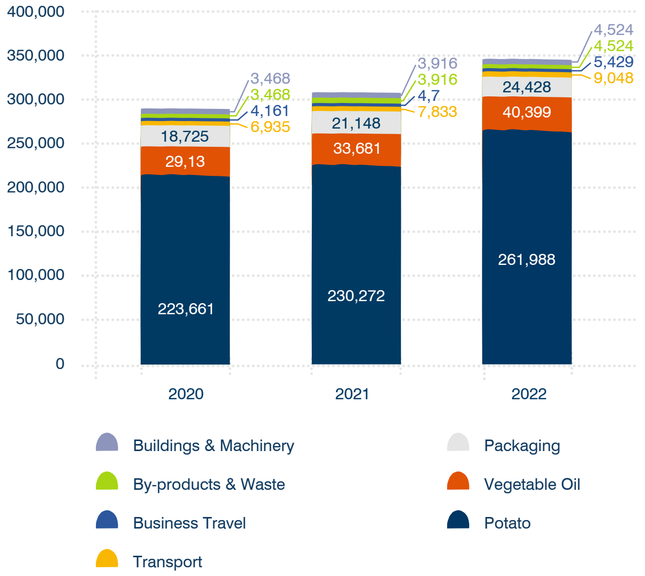
Direct (Scope 1) GHG emission (in Tons CO_2 Eq. per FY)



Direct (Scope 2) GHG emissions (in Tons CO_2 Eq. per FY)



Indirect (Scope 3) GHG emissions (in Tons CO_2 Eq. per FY)

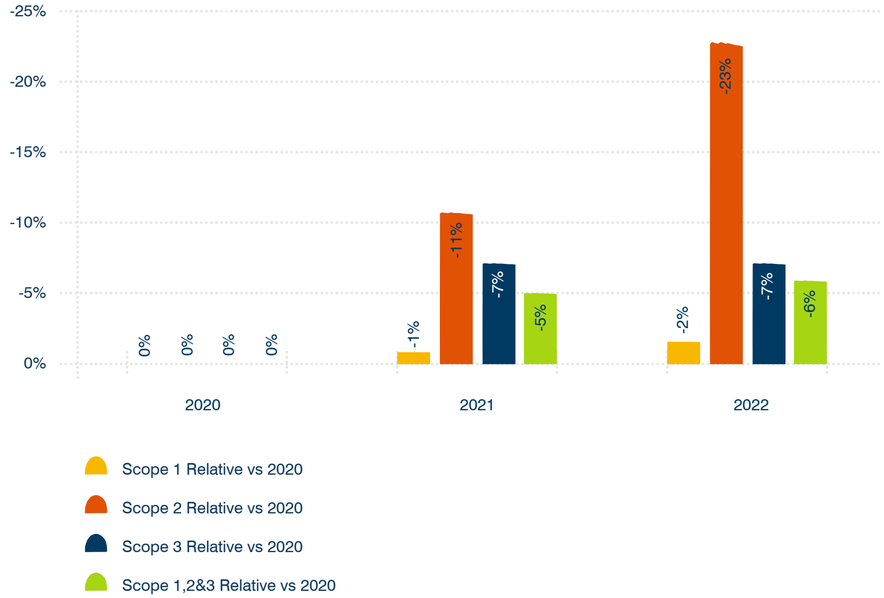


Emissions to air including NOx and SO_2 emissions

We continually monitor NOx emissions from our boiler systems and report these figures to the local government. Our NOx and SO2 emission levels are measured annually by external, certified companies and reported to the government.

GHG Emissions Intensity (in Tons CO_2 Eq./ Ton Production per FY)

Reduction of GHG Emission Intensity Scope 1,2&3 (relative in % per FY)



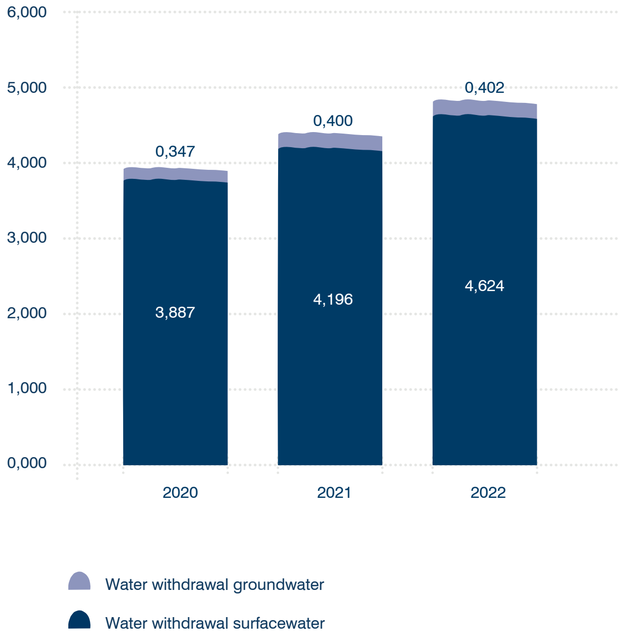
Facts & Figures: Data - Planet: Water

Water Source

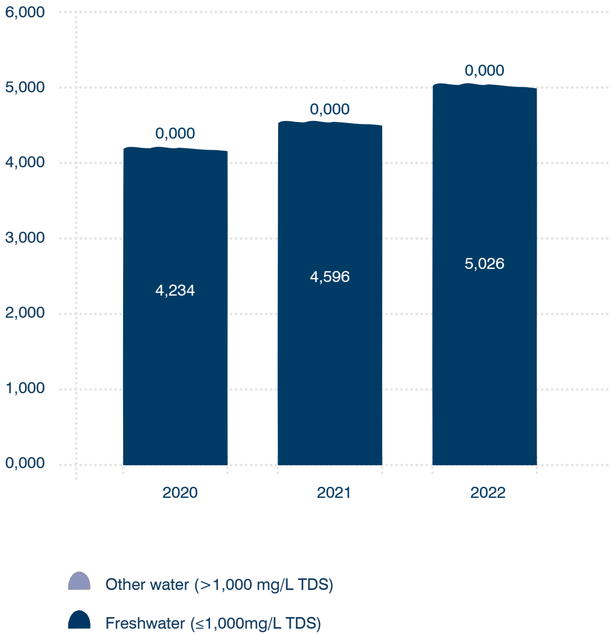
The fresh water supply used in our Dutch production facilities is taken from different water sources, all located near the plants. The water source areas are not classed as vulnerable and have the sole function of supplying water. The withdrawal of water is always within the permitted quantity, and none of the water sources used by LW/M in the Netherlands can be considered to be significantly affected by the withdrawal of water.

At Hollabrunn and Broekhuizenvorst we withdraw ground water, which we use along with municipal (surface) water in areas with low to low/medium water stress (source: https://www.wri.org/aqueduct)

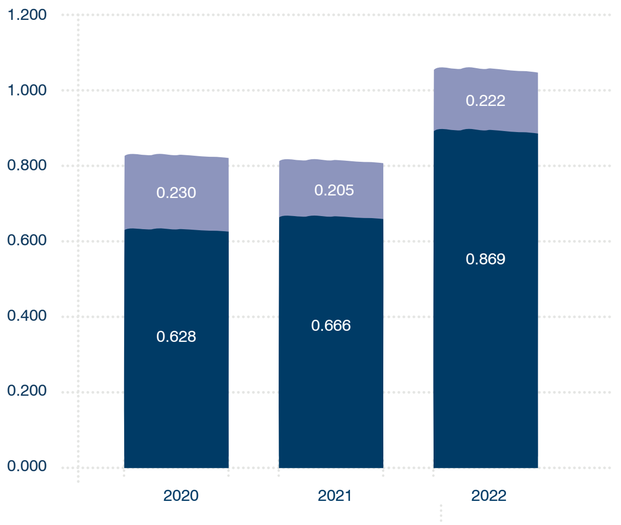
Water withdrawal by Source (in Megalitres ML per FY)



Water withdrawal by Category (in Megalitres ML per FY)



Water withdrawal from Water Stressed Areas (in Megalitres ML per FY)



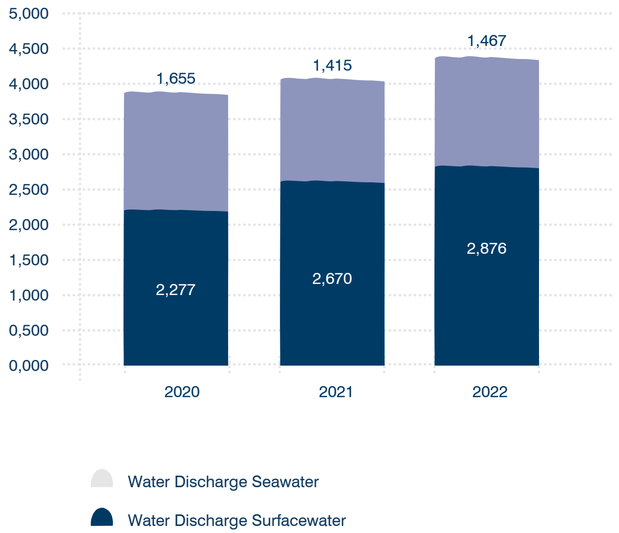
LWM operates two facilities in water stressed areas, Oosterbierum and Broekhuizenvorst, both located in the Netherlands. These sites are responsible for 20% of our fresh water withdrawal, while producing nearly 30% of our total production volume. We used the WRI aqueduct tool to identify our locations in water stressed regions.

Water Discharge

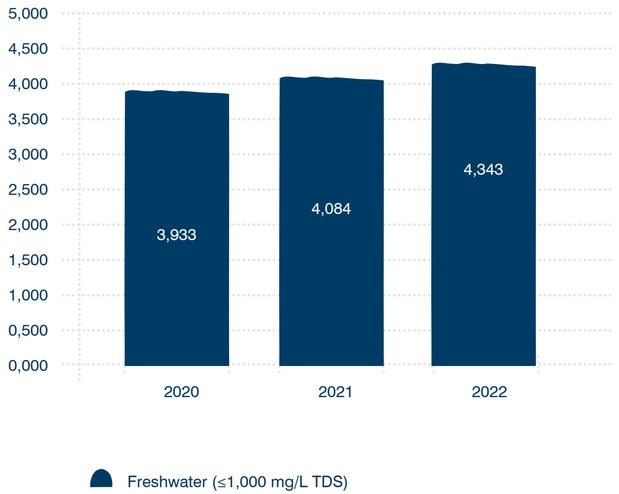
Wastewater is treated before discharge and all quality parameters are regularly measured to comply with local regulations across all our plants.

No water bodies or related habitats are significantly affected by the discharge of water by LW/M facilities in the Netherlands, the United Kingdom or Austria

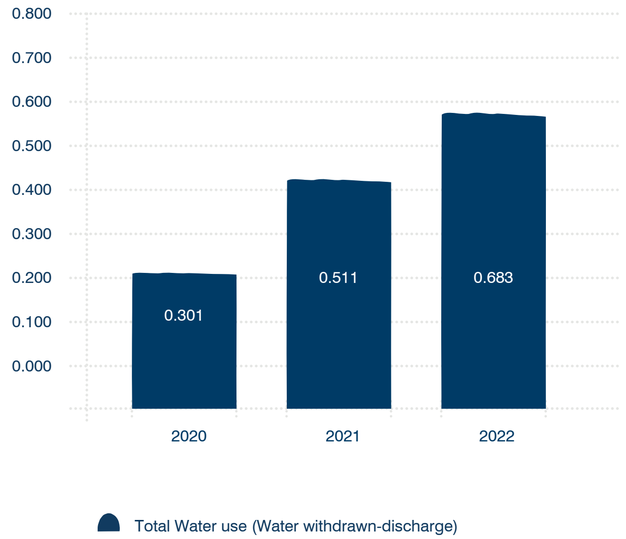
Water Discharge by Source (in Megalitres ML per FY)



Water Discharge by Category (in Megalitres ML per FY)

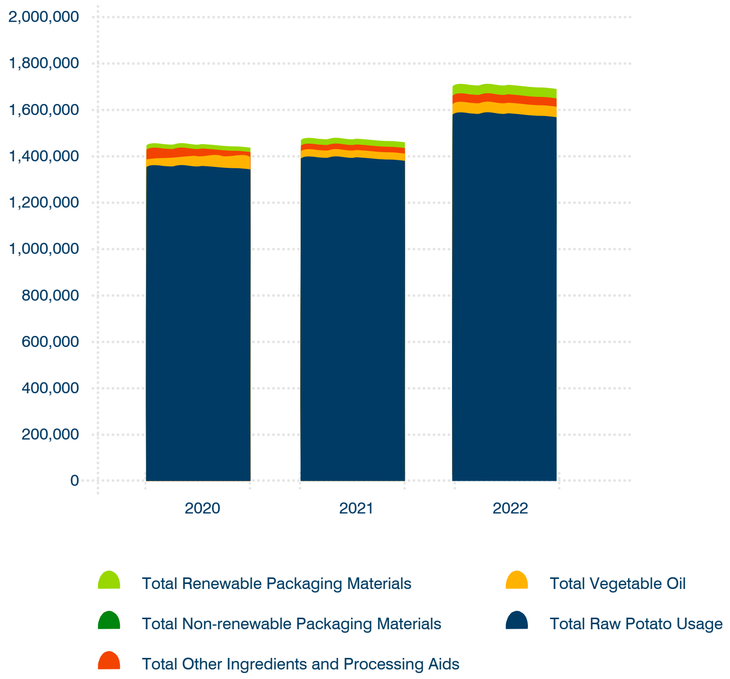


Water Consumption (in Megalitres ML per FY)

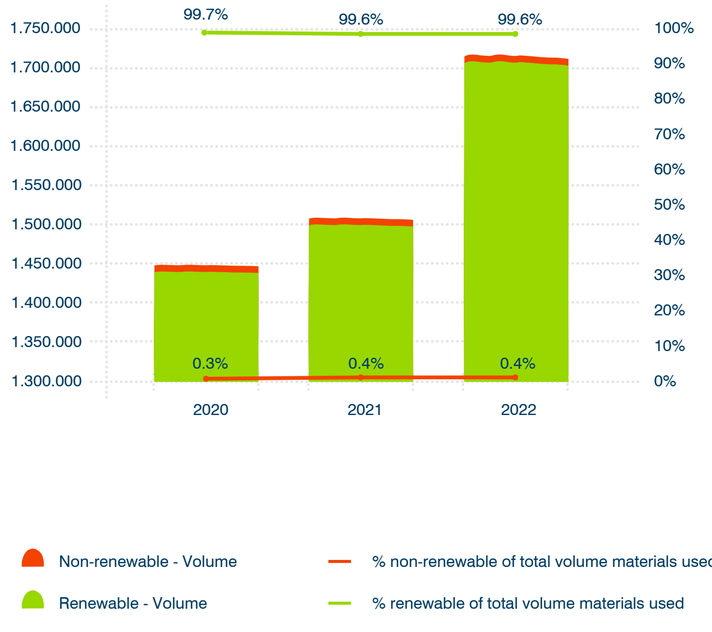


Facts & Figures:
Data - Planet: Materials & Waste

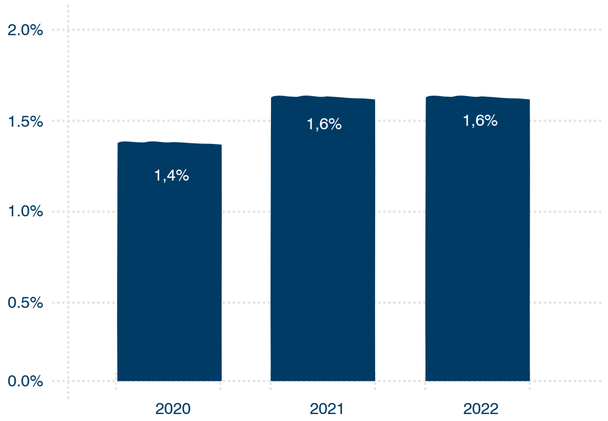
Materials used by weight or volume (in Tons per FY)



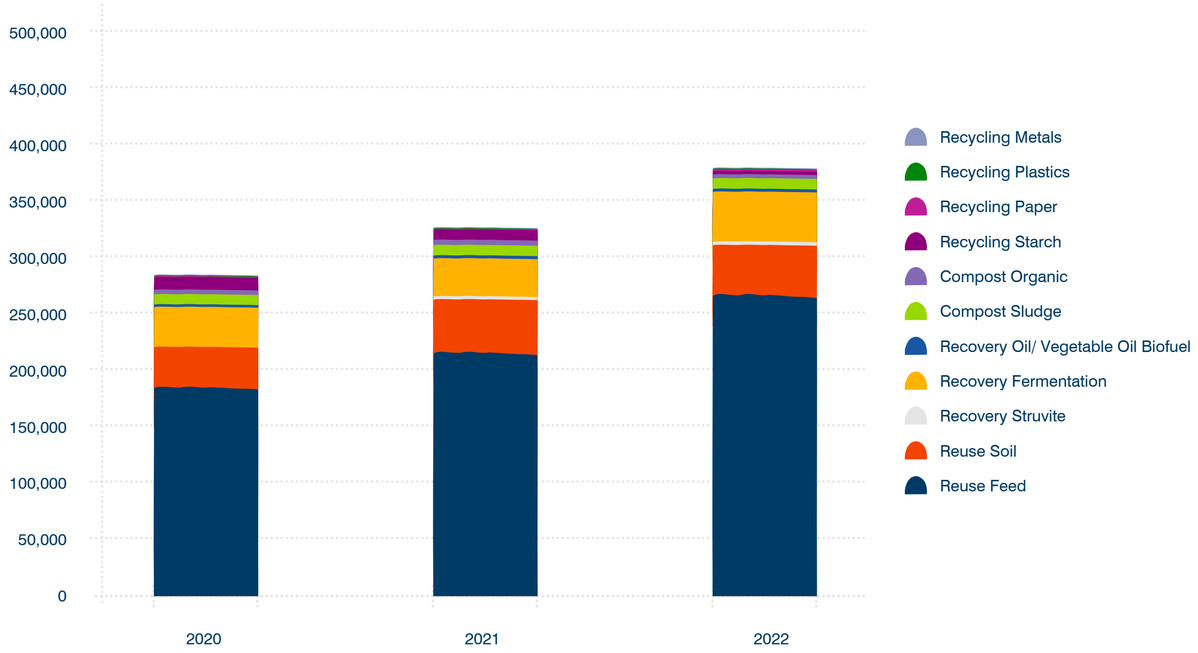
Materials used by weight or volume by Category (in Tons per FY)



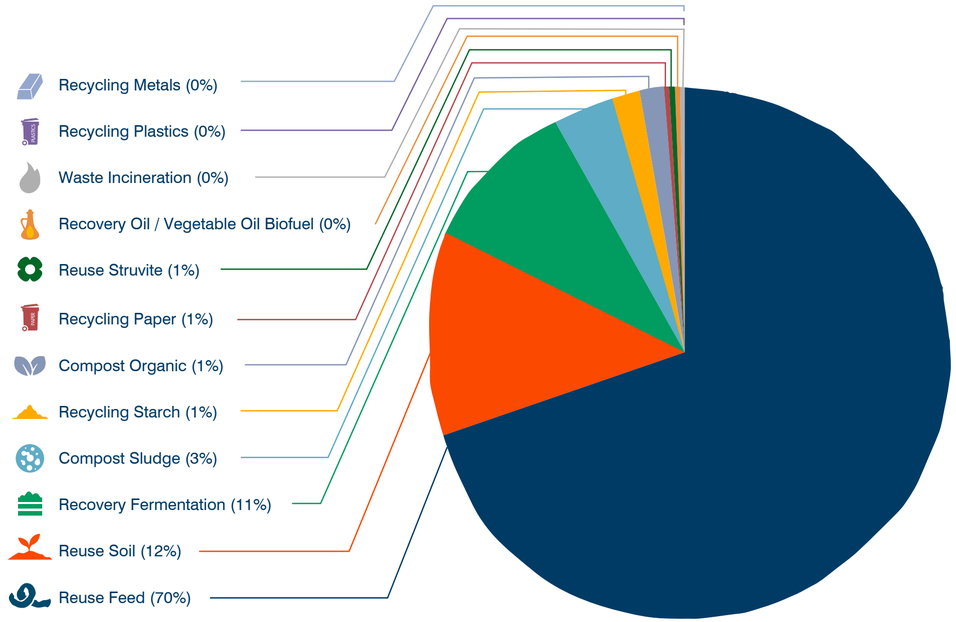
Recycled input materials used (in % per FY)



Waste generated by Composition (in Tons per FY)

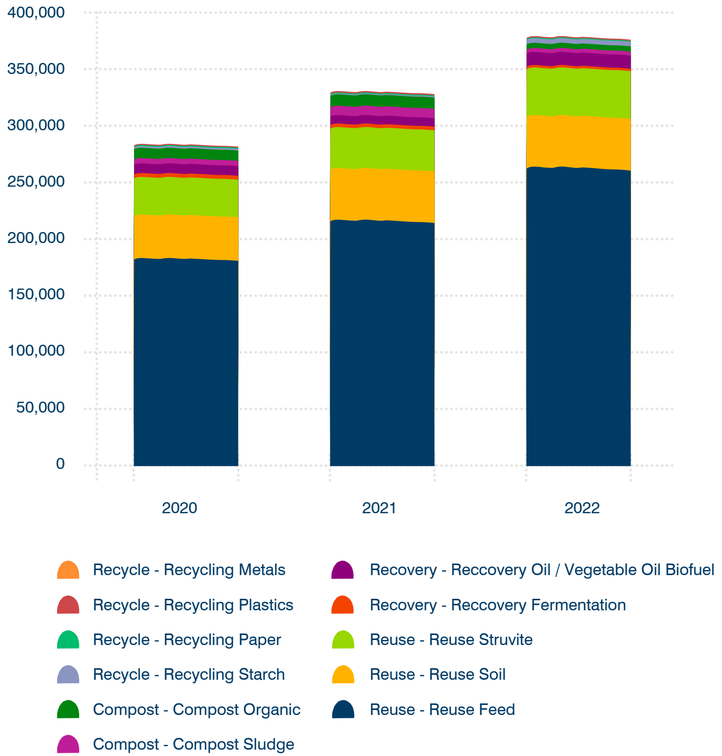


Breakdown by-products and waste streams (in % for FY2022)

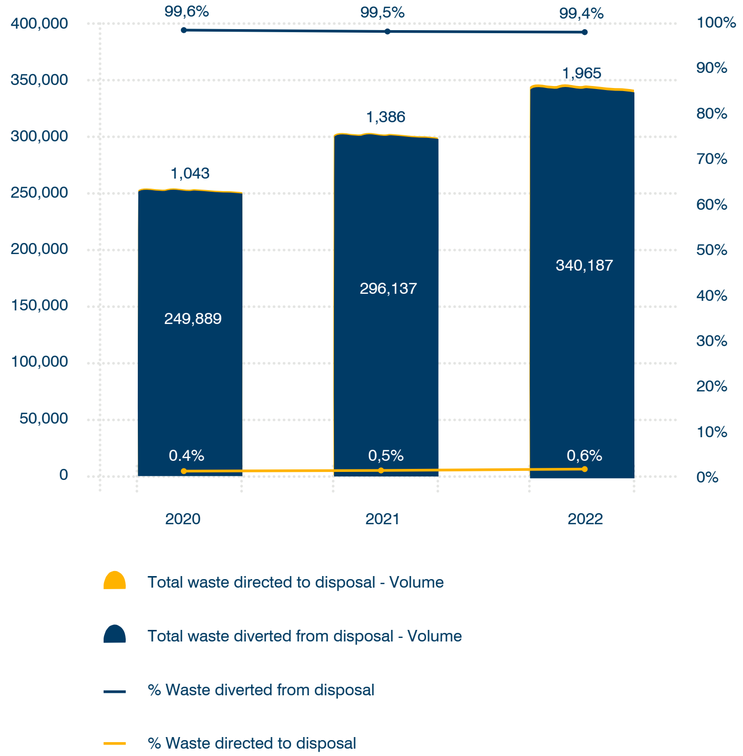


Waste generated by Type (in Tons per FY)

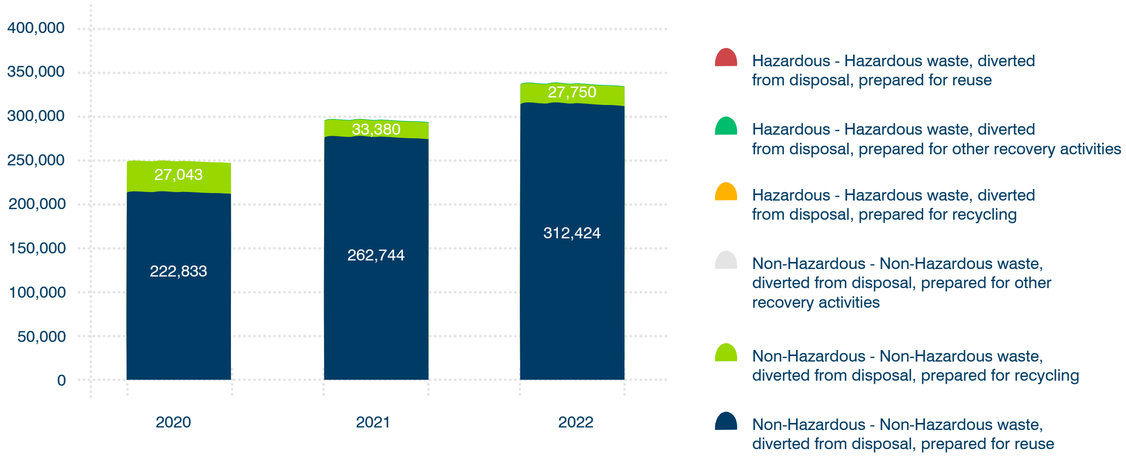
Waste generated by Composition (in Tons per FY)



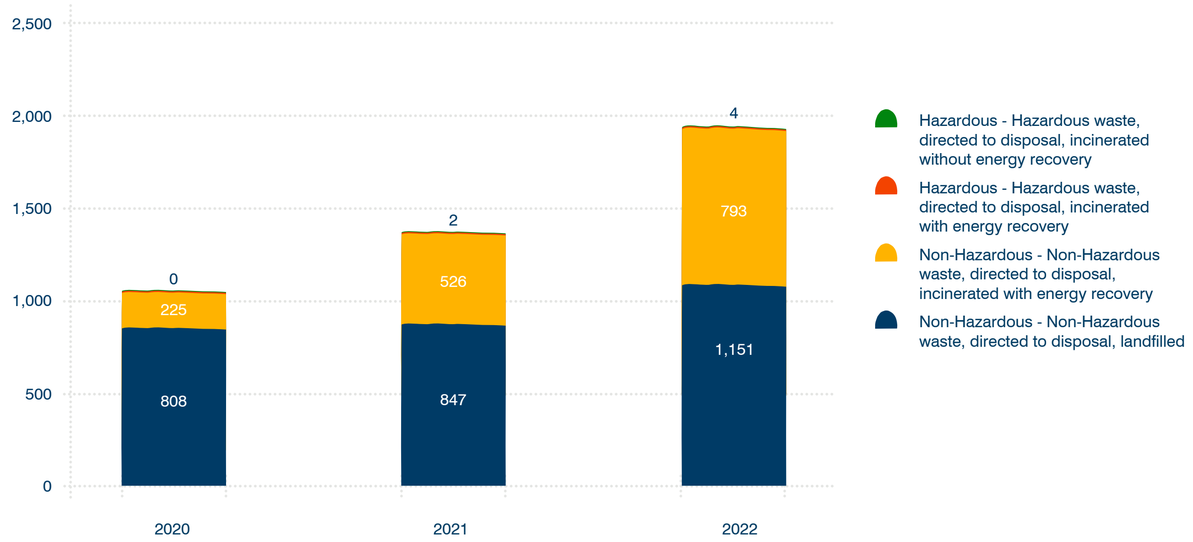
Waste Total by Destination & Type (in Tons per FY)



Waste Diverted from Disposal (in Tons per FY)



Waste Directed to Disposal (in Tons per FY)



Facts & Figures: Data - People

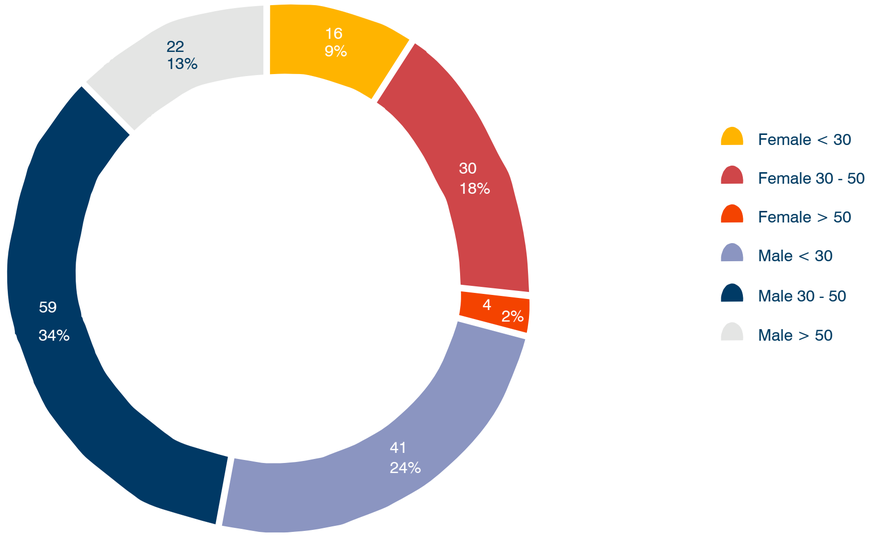
Collective Labour Agreements (CLA)

We have collective labour agreements (CLAs) that cover 67.2% of our employees. In the Netherlands, a company CLA applies to 78.5% of our employees.

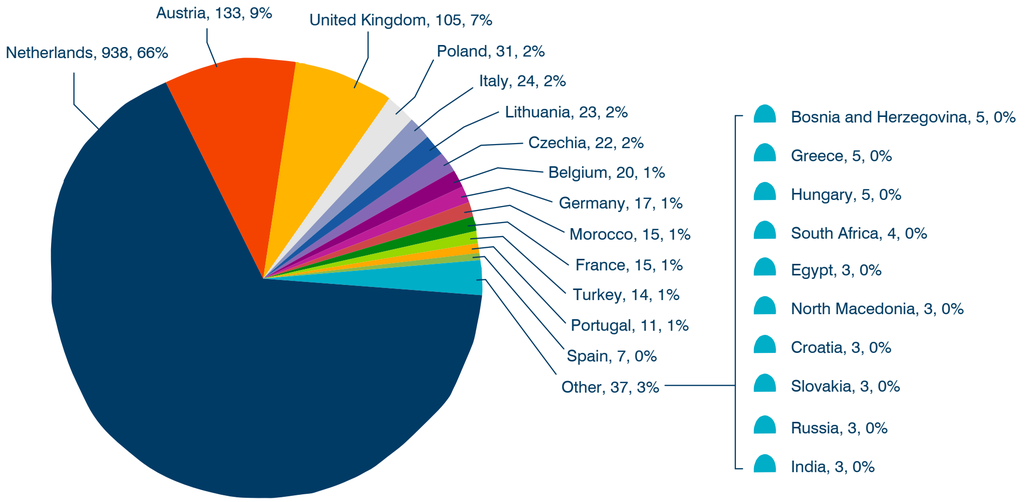
In January 2022 we reached an agreement with the Dutch unions for a new CLA lasting 18 months, from 1 July 2021 until 1 January 2023. For the 21.5% of employees in the Netherlands not covered by a CLA, other labour regulations apply. These are captured in our employee handbook and have been approved by our Dutch works council.

There are local differences regarding (collective) labour agreements in the other countries in which we have (production) locations. In our UK organisation, we do not have a collective bargaining agreement; in Austria, we are part of a collective agreement for the industry and this applies to all our Austrian employees except for the plant manager. Our international (sales) employees working in different countries do not have a collective bargaining agreement and we apply the employee handbook or specific local regulations and agreements.

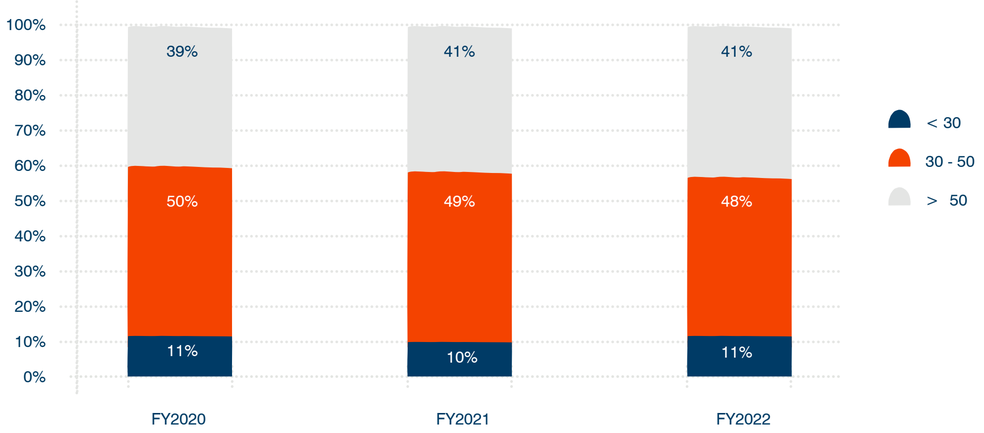
New employee hires and employee turnover (in FY2022)



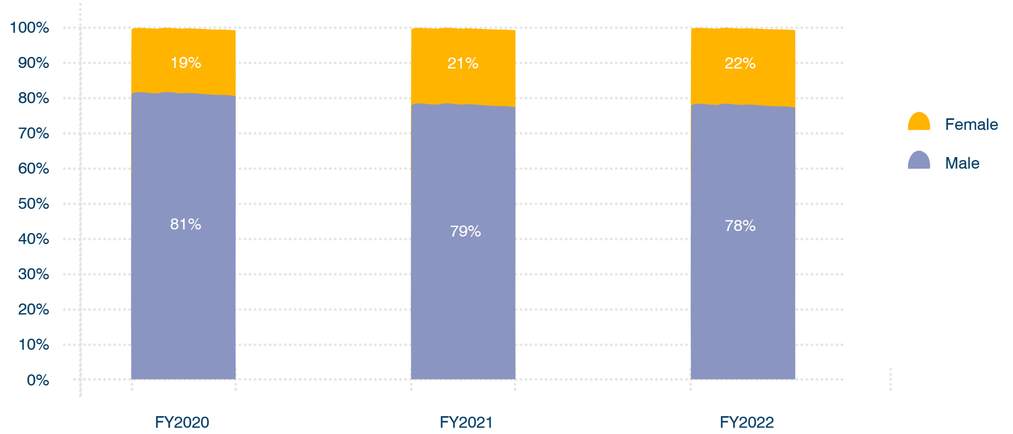
Breakdown Employees by Nationality (Top 20 Countries)



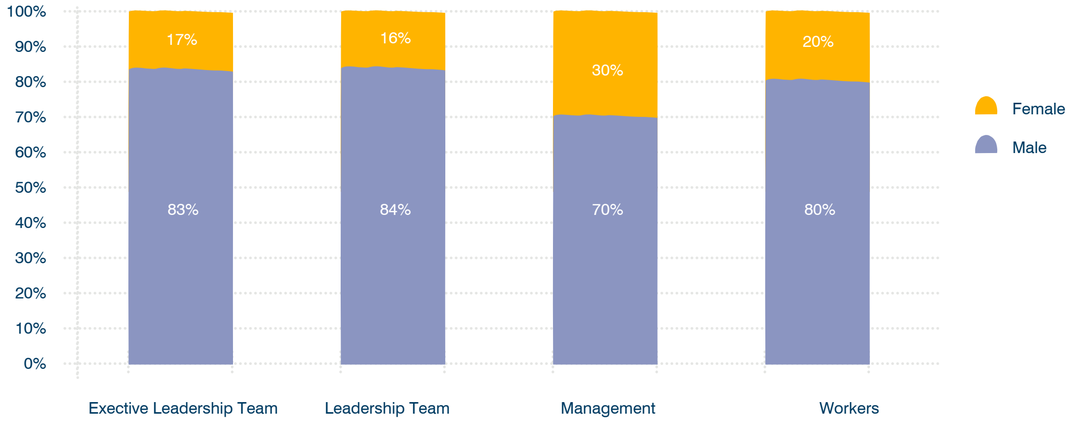
Employee breakdown by age group



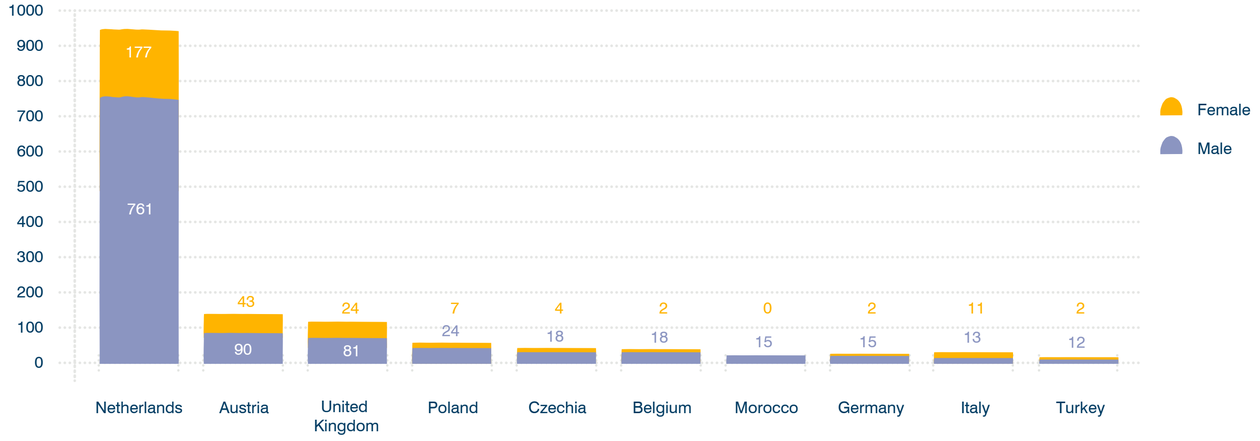
Employee Breakdown by Gender (%)



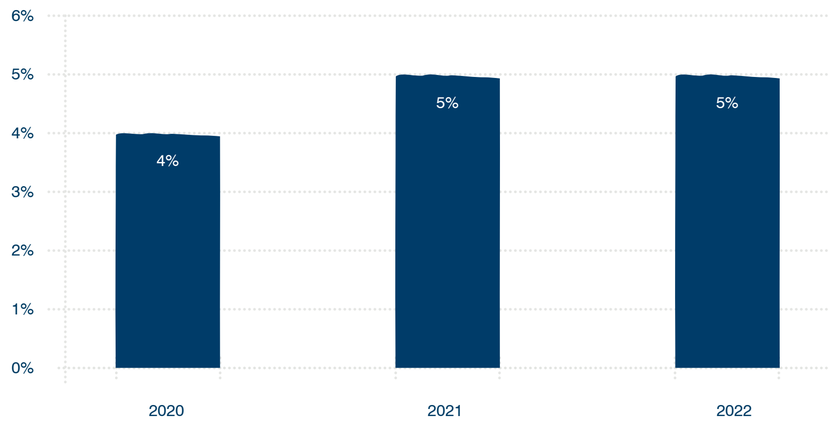
Employee breakdown by gender and category for FY2022 (%)



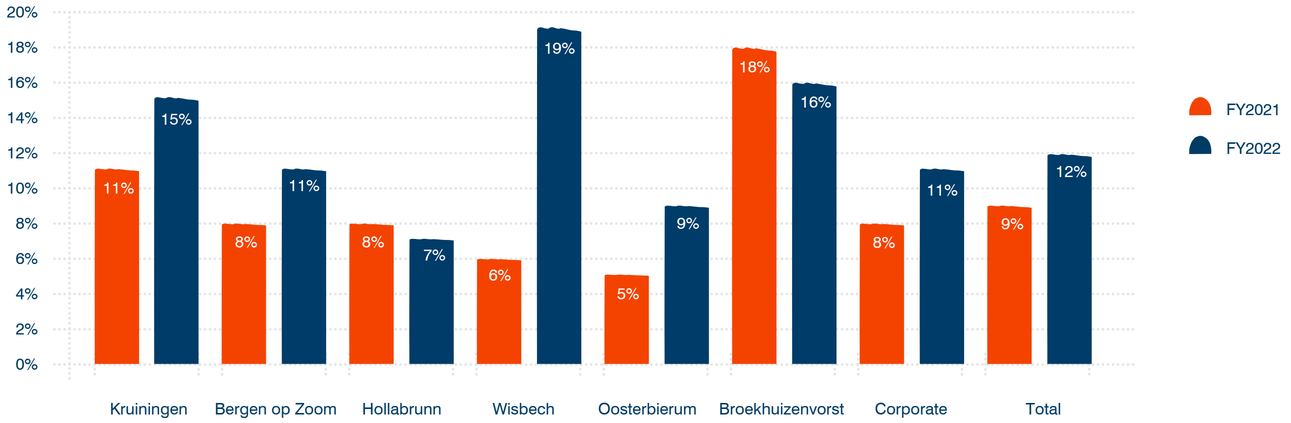
Breakdown Employees by Nationality & Gender (Top 10 Countries)



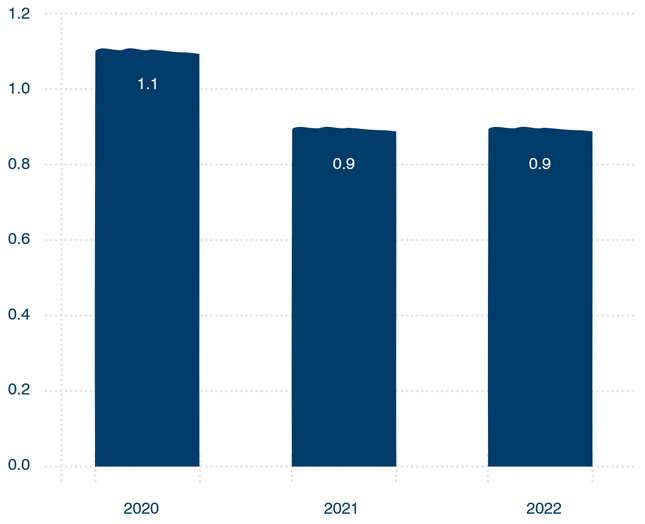
Absentee Rate (% per FY)



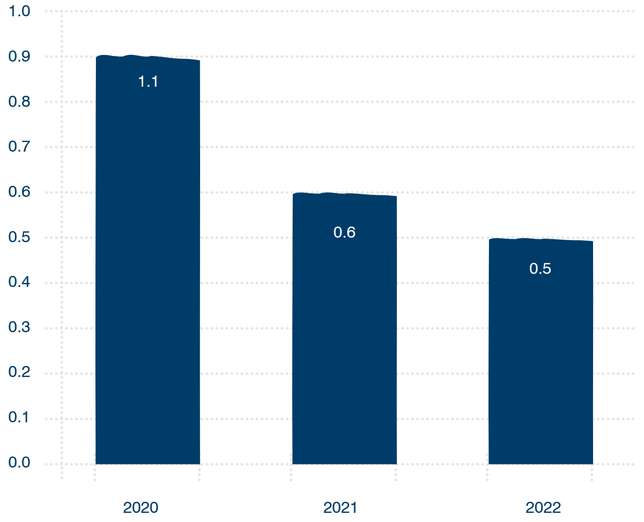
Employee Turnover Rate (%) by Location



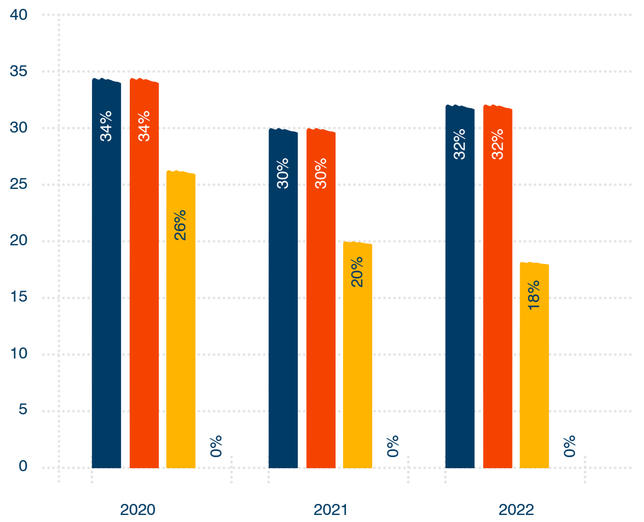
Work-related injuries - Total Incident Rate (per 200k worked hours)



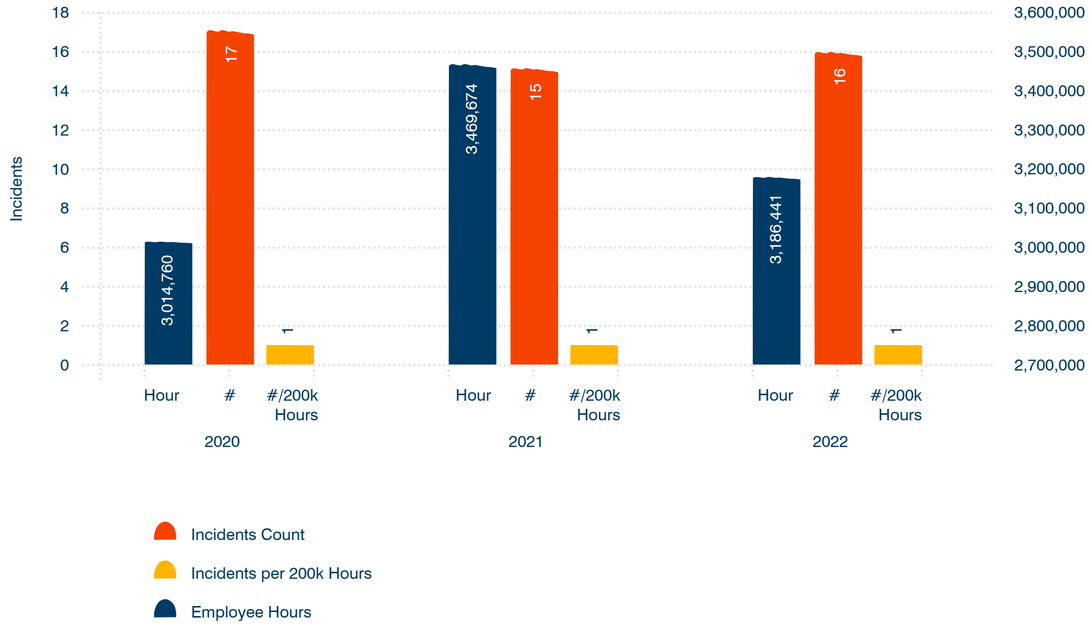
Work-related injuries - Lost Time Accidents (per 200k worked hours)



Work-related injuries (# of incidents in FY)



Incidents vs Hours worked



Facts & Figures:
Data - Planet: Supply Chain

Purchased volume compliant with company's sourcing policy and/or internationally recognised responsible production standards

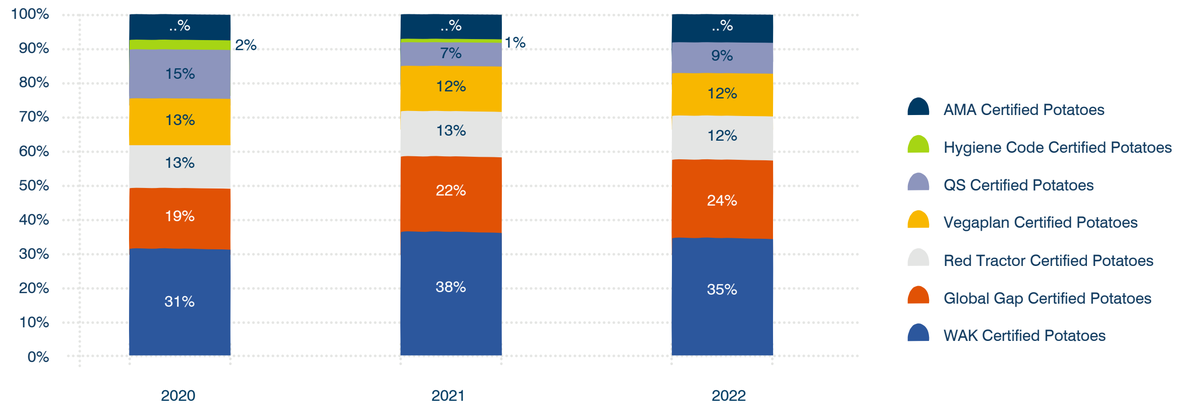
Since 2016, 100% of the palm oil we purchase is segregated RSPO certified.

Since 2014, 100% of the cardboard we purchase is FSC certified, while 90% of the total cardboard weight is made from recycled corrugated material.

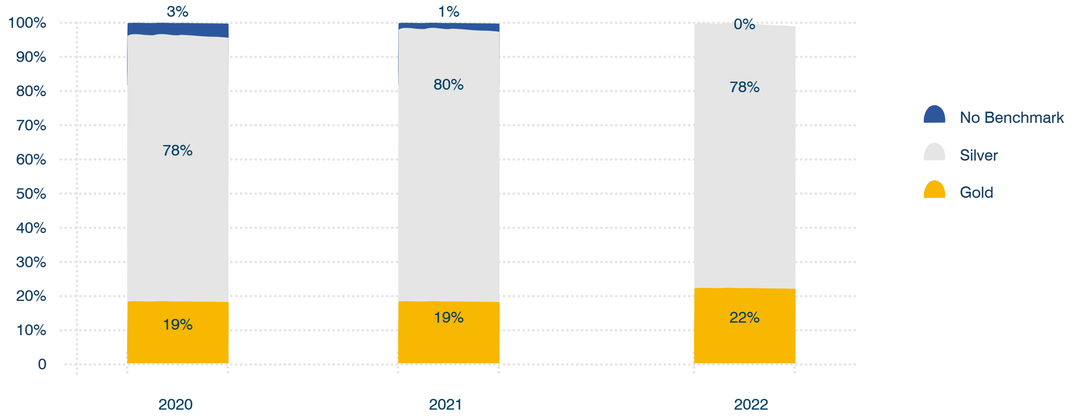
The plastic we use as primary packaging and shrink film to wrap our stacked pallets is 100% recyclable, mono-material plastic, mostly LD PE, and currently all virgin plastic– to meet very strict food safety regulations for food contact materials.

Table - Percentage of purchased potatoes compliant with an internationally recognised, responsible production standard (as % of total volume of potatoes purchased)

% Potatoes SAI-FSA Certified vs Total Volume Potatoes Purchased split by Certification



% Potatoes SAI-FSA Certified vs Total Volume Potatoes Purchased



Certifications per location related to food- and feed safety, environmental and other management systems

Certification		Bergen op zoom (NL)	Broekhuizen vorst (NL)	Kruiningen (NL)	Oosterbierum (NL)	Wisbech (UK)	Hollabrunn (AT)	Corporate (scope Europe)
BRC	Food safety management	A+	AA+	B+	AA	AA+	A	-
IFS	Food safety management	97%	-	94%	-	-	97%	-
GMP+ (NL) FEMAS (UK)	Food safety management	Yes	Yes	Yes	Yes	Yes	-	-
ISO 14001	Environmental management	Yes	Yes	Yes	Yes	Yes	Yes	Multi-site
ISO 50001	Energy management	Yes	Yes	Yes	Yes	Yes	Yes	Multi-site
ISO 45001	Occupational Health & Safety	-	-	-	-	-	Yes	-
Supplier Workplace Accountability	Social Accountability, Environment & Business Ethics	Yes	-	Yes	-	Yes	Yes	-
SEDEX/ SMETA-4P	Labour standards, Health & Safety, Environment and Business Ethics	Yes	Yes	Yes	Yes	Yes	Yes	-
SEDEX/ SMETA-3P	Labour standards, Health & Safety and environment	-	-	-	-	Yes	-	-
SEDEX/ SMETA-2P	Labour standards, Health & Safety and environment	-	Yes	Yes	-	Yes	-	-
Halal	Religious Certification	Yes	Yes	Yes	Yes	Yes	Yes	-
Kosher	Religious Certification	Yes	-	-	Yes	Yes	-	-
SG CSPO	RSPO Certified Sustainable Palm	Yes	Yes	Yes	Yes	Yes	-	Multi-site
CU-RSPO SCC	RSPO Supply Chain Certification	Yes	-	Yes	Yes	Yes	-	Multi-site
Gluten Free	Allergen free processing	-	-	Yes	-	-	-	-
CDP	Climate Change, Forestry, Supplier Engagement (self-assessment)	-	-	-	-	-	-	C for Climate Change C for Forestry B- for Supplier Engagement
EcoVadis	Corporate Social Responsibility (self-assessment)	-	-	-	-	-	-	Silver medal, 65% score


Human
Wellbeing
Through
LambWeston
SEEING POSSIBILITIES IN POTATOES
Sustainability
Award
2021
ENERGY EFFICIENCY
Biogas Motor Utilization
HOLLABRUNN, AUSTRIA
LambWeston
SEEING POSSIBILITIES IN POTATOES
SPENDENSCHECK
Gewinner des „Lamb Weston Sustainability Awards 2022"
in der Kategorie Energy Efficiency mit dem Projekt
„Efficiency Improvement Biogasmotor"
Betrag von:
€ 5.000,00
für:
Projekt Ylvie
von:
LWM Austria GmbH
Hollabrunn, Juni 2022
Ort, Datum
Unterschrift

GRI Content Index

GRI Standard	Disclosure number	Disclosure title	Item - location
GRI 101: Foundation 2016			
GRI 102: General Disclosures 2016			
Organisational Profile	102-1	Name of the organization	Appendix: Organisation Profile
	102-2	Activities, brands, products, and services	Appendix: Organisation Profile, About this report
	102-3	Location of headquarters	Appendix: Locations & Colofon
	102-4	Location of operations	Appendix: Locations
	102-5	Ownership and legal form	Appendix: Organisation Profile
	102-6	Markets served	Appendix: Organisation Profile
	102-7	Scale of the organisation	Appendix: Organisation Profile
	102-8	Information on employees and other workers	Appendix: Facts & Figures
	102-9	Supply chain	Appendix: Supply Chain, Our Growers, Our Key suppliers
	102-10	Significant changes to the organisation and its supply chain	Appendix: Organisation Development
	102-11	Precautionary Principle or approach	Appendix: Governance (Top Risks and Related Mitigating Actions)
	102-12	External initiatives	Appendix: Commitments to external initiatives and memberships
	102-13	Membership of associations	Appendix: Commitments to external initiatives and memberships
Strategy	102-14	Statement from senior decision-maker	CEO statement
Ethics and Integrity	102-16	Values, principles, standards, and norms of behaviour	Appendix: Governance
Governance	102-18	Governance structure	Appendix: Governance
Stakeholder Engagement	102-40	List of stakeholder groups	Appendix: Stakeholder Engagement
	102-41	Collective bargaining agreements	Appendix: People, Collective Labour Agreements (CLA)
	102-42	Identifying and selecting stakeholders	Appendix: Stakeholder Engagement
	102-43	Approach to stakeholder engagement	Appendix: Stakeholder Engagement
	102-44	Key topics and concerns raised	Appendix: Stakeholder Engagement

GRI Standard	Disclosure number	Disclosure title	Item - location
Reporting Practice	102-45	Entities included in the consolidated financial statements	Appendix: Organisation Profile
	102-46	Defining report content and topic Boundaries	Appendix: About this report
	102-47	List of material topics	Appendix: About this report
	102-48	Restatements of information	Appendix: About this report
	102-49	Changes in reporting	"Appendix: Organisation Development Appendix: About this report"
	102-50	Reporting period	FY2021 and FY2022
	102-51	Date of most recent report	April 2021
	102-52	Reporting cycle	Bi-annual
	102-53	Contact point for questions regarding the report	Colofon
	102-54	Claims of reporting in accordance with the GRI Standards	"The General disclosures have been prepared in accordance with the GRI Standards 2016. The material topics are reported in accordance with GRI Standards as mentioned per indicator."
	102-55	GRI content index	GRI Content index
	102-56	External assurance	Appendix: About this report
Material Topics			
Environmental Topics			
Materials, LWM-Specific: Food Waste & circularity			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundaryt	Appendix: About this report
	103-2	The management approach and its components	Chapter Zero Waste
	103-3	Evaluation of the management approach	Chapter Zero Waste
GRI 301: Materials 2016	301-1	Materials used by weight or volume	Appendix: Facts & Figures
	302-2	Recycled input materials used	Appendix: Facts & Figures

GRI Standard	Disclosure number	Disclosure title	Item - location
Energy, LWM-Specific: Climate change mitigation			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Appendix: About this report
	103-2	The management approach and its components	Chapter Climate Action
	103-3	Evaluation of the management approach	Chapter Climate Action
GRI 302: Energy 2016	302-1	Energy consumption within the organization	Appendix: Facts & Figures
	302-2	Energy consumption outside of the organization	Appendix: Facts & Figures
	302-3	Energy intensity	Appendix: Facts & Figures
	302-4	Reduction of energy consumption	Chapter Climate Action
	302-5	Reductions in energy requirements of products and services	Chapter Climate Action
Water and effluents, LWM-specific: Water Stewardship			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Appendix: About this report
	103-2	The management approach and its components	Chapter Zero Waste
	103-3	Evaluation of the management approach	Chapter Zero Waste
GRI 303: Water 2018	303-1	Interactions with water as shared	Chapter Zero Waste
	303-2	Management of water discharge-related	Chapter Zero Waste, Chapter Climate Action
	303-3	Water withdrawal	Appendix: Facts & Figures
	303-4	Water discharge (incl. Quality)	Appendix: Facts & Figures
	303-5	Water consumption	Appendix: Facts & Figures
Biodiversity, LWM-Specific: Biodiversity			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Appendix: About this report
	103-2	The management approach and its components	Chapter Climate Action
	103-3	Evaluation of the management approach	Chapter Climate Action
GRI 304: Biodiversity 2016	304-2	Significant impacts of activities, products, and services on biodiversity	Chapter Climate Action

GRI Standard	Disclosure number	Disclosure title	Item - location
Emissions & Climate Change			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Appendix: About this report
	103-2	The management approach and its components	Chapter Climate Action
	103-3	Evaluation of the management approach	Chapter Climate Action
GRI 103: Management Approach 2016	305-1	Direct (Scope 1) GHG emissions	Appendix: Facts & Figures
	305-2	Energy indirect (Scope 2) GHG emissions	Appendix: Facts & Figures
	305-3 305-4	Other indirect (Scope 3) GHG emissions GHG emissions intensity	Appendix: Facts & Figures Appendix: Facts & Figures
	305-5	Reduction of GHG emissions	Appendix: Facts & Figures
	305-6	Emissions of ozone-depleting substances (ODS)	LWM does not use any Ozone Depleting Substances
	305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	Appendix: Facts & Figures
Waste & LWM-Specific: Food Waste & circularity			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Appendix: About this report
	103-2	The management approach and its components	Chapter Zero Waste
	103-3	Evaluation of the management approach	Chapter Zero Waste
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	Chapter Zero Waste
	306-2	Management of significant waste-related impacts	Chapter Zero Waste
	306-3	Waste generated	Appendix: Facts & Figures
	306-4	Waste diverted from disposal	Appendix: Facts & Figures
	306-5	Waste directed to disposal	Appendix: Facts & Figures

GRI Standard	Disclosure number	Disclosure title	Item - location
Social Topics			
Employment & LWM-Specific: Employee attraction, development & retention			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Appendix: About this report
	103-2	The management approach and its components	Chapter Our People
	103-3	Evaluation of the management approach	Chapter Our People
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	Chapter Our People
Occupational health and safety & LWM-specific: Occuptational safety, Health & Wellbeing			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Appendix: About this report
	103-2	The management approach and its components	Chapter Our People
	103-3	Evaluation of the management approach	Chapter Our People
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	Chapter Our People
	403-2	Hazard identification, risk assessment, and incident investigation	Chapter Our People
	403-4	Worker participation, consultation, and communication on occupational health and safety	Chapter Our People
	403-5	Worker training on occupational health and safety	Chapter Our People
	403-6	Promotion of worker health	Chapter Our People
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Chapter Our People
	403-9	Work-related injuries	Chapter Our People
Training and Education & LWM-Specific: Employee attraction, development and retention			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Appendix: About this report
	103-2	The management approach and its components	Chapter Our People
	103-3	Evaluation of the management approach	Chapter Our People

GRI Standard	Disclosure number	Disclosure title	Item - location
GRI 404: Training and Education 2016	404-2	Programs for upgrading employee skills and transition assistance programs	Chapter Our People
	404-3	Percentage of employees receiving regular performance and career development reviews	All employees receive regular performance and career development reviews)
Diversity and equal oportunity & LWM-specific: Employee Diversity and Inclusion			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Appendix: About this report
	103-2	The management approach and its components	Chapter Our People
	103-3	Evaluation of the management approach	Chapter Our People
GRI 405: Diversity & Inclusion 2016	405-1	Diversity of governance bodies and employees	Chapter Our People Appendix: Facts & Figures"
Customer Health and Safety & LWM-Specific: Food Safety & quality			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Appendix: About this report
	103-2	The management approach and its components	Chapter Balanced Diet
	103-3	Evaluation of the management approach	Chapter Balanced Diet
GRI 416: Customer Health and Safety 2017	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	None in the reporting period
GRI G4 FPS	G4-FP1	Percentage of purchased volume from suppliers compliant with company's sourcing policy	Appendix: Facts & Figures
	G4-FP2	Percentage of purchased volume which is verified as being in accordance with credible, internationally recognized responsible production standards, broken down by standard	Appendix: Facts & Figures
	G4-FP3	Percentage of production volume manufactured in sites certified by an independent third party according to internationally recognized food safety, management system standards	Appendix: Facts & Figures
	G4-FP4	Percentage of total sales volume of consumer products, by product category, that are lowered in saturated fat, trans fats, sodium and added sugars	Quantitative data are available for saturated fat, trans fat and sodium.

GRI Standard	Disclosure number	Disclosure title	Item - location
Marketing and Labelling, LWM-Specific: Food safety & quality			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Appendix: About this report
	103-2	The management approach and its components	Chapter Balanced Diet
	103-3	Evaluation of the management approach	Chapter Balanced Diet
GRI 417: Marketing and Labeling 2017	103-2	Requirements for product and service information and labeling	Chapter Balanced Diet
	103-3	Incidents of non-compliance concerning product and service information and labeling	None in the reporting period
Other Material Topics			
LWM-Specific: Business ethics & Transparency			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Appendix: About this report
	103-2	The management approach and its components	Appendix: Governance
LWM-specific: Sustainable supply chain			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Appendix: About this report
	103-2	The management approach and its components	Chapter Climate Action

Colophon

This report was developed and produced by the Sustainability Manager, with valuable input from LW/M's Sustainability Team and content matter experts. External support was provided by a team from Rebel Group:

- Eleonoor Hintzen: Advice & Content
- Wouter de Waard: Validation Numbers & GRI reference
- Mike Croall: Interviews & Text

Report design: Weekend Creative Agency

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