

# Ardo Corporate Responsibility Report 2013

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PEOPLE

PLANET

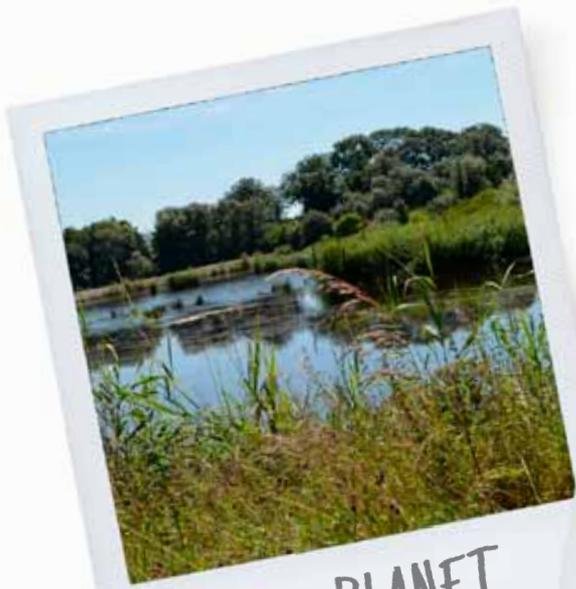
PRODUCT



We preserve nature's precious gifts

We simply produce great food...  
and we go to great lengths to create our  
products in a climate-smart, non-exploitive way.

Here at Ardo, we are proud of our tradition of constantly searching for environmentally, socially sound and viable ways to grow, freeze, pack and store our products. In this document, we explain our activities, our goals and our achievements to collectively illustrate how Ardo makes the difference.



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PRODUCT





“We are committed to the frozen fruit and vegetable industry and do our utmost to make a strong contribution to the sector. We believe in our industry, and are confident that the sector’s outlook is bright as a provider of nutritious, affordable products, that will help to assure food security and reduce food waste.” *Jan Haspeslagh, Managing Director*

**The Ardo Group is committed to Corporate Sustainability** because it makes sense on a number of levels. Corporate Sustainability is about making sure that every aspect of the business is run in a way that ensures that the company survives and prospers today and also in 5, 10 or even 50 years time. By default, a sustainable business is a successful business.

At the end of 2012 we held a Group Strategy Conference in Kortrijk, Belgium. The event, attended by the leaders of Ardo’s different production sites and sales offices across Europe, was used to develop Ardo company policy for the following three years. The theme for the conference was Sustainability in all of its aspects - Planet, People & Product - and individual strategies were created for each, which now form the cornerstones of Ardo’s approach to Corporate Sustainability.

## PLANET

Virtually everything that is used or consumed by a business has both a financial cost and an environmental cost. Ardo is committed to reducing these costs and is **committed to research and investments in:**

- sustainable crop production, so we can grow ‘more for less’;
- more efficient processing equipment and cold storage facilities;
- renewable energy systems;
- improved logistics and transport systems.

Our objective is to:

- achieve year-on-year improvement and to demonstrate that whilst our business is growing, our impact on the environment is becoming smaller;
- reduce our costs and become more competitive;
- ensure that our competitiveness is sustainable.

## PEOPLE

People are potentially the most complex and most critical dimension of our business. It is essential that we get this element right!

In a sustainable business the workforce is committed and content, but this doesn’t happen by chance. First they must be led by good management and given the right environment to work in (safe and with the tools to do their job comfortably). They must receive training and have the opportunity to progress within the company, and they need to have confidence in their employer and their employment.

Ardo is working hard to ensure that we establish the correct working practices across all sites in all countries where we operate. The Ardo Board of Directors has prepared **guidance for employees in four areas that it considers crucial** for ensuring that Ardo’s workforce is motivated, safe and effective.

- Ardo’s Management and Leadership Principles
- Ardo’s Code of Business Conduct
- Ardo’s Human Resources Policy
- Ardo’s Health and Safety at Work

## PRODUCT

A sustainable company must be competitive, and must have the structure in place to enable it to remain competitive in producing (growing, processing, packing, storing) and selling its merchandise. In Ardo’s case this means **continually researching and continually investing** in more efficient and more cost-effective ways to produce our goods, and also to regularly develop and introduce new ‘added value’ products to the market.

In production we have some great people, across our sites, who are supported by Ardo Coordination Center who in turn bring together the best ideas and provide advice. In NPD we have local developers who are supported by a Group NPD department.

Whilst it’s all very well having great new ideas, in order to benefit from these ideas, the business needs to be open to change and also needs to have the financial stability to be able to invest in new ideas. On both counts, Ardo is such a business!

Ardo Management Committee



These four non-negotiable texts form the basis of Ardo’s Corporate Business Principles. They provide explanation of what is expected from our employees, and what our employees can expect from Ardo.

# PLANET

- ✓ Evolution of use of natural resources
- ✓ MIMOSA : Minimum Impact & Maximum Output Sustainable Agriculture
- ✓ Ardo's '5 step' MIMOSA guide to sustainable crop production



## Evolution of figures against previous year

(all sites, except for new sites with less than 2 years data).

### 2012 versus 2011

<b>Electricity</b>	-	<b>0.2</b>	%	⚡
<b>Fuel</b>	+	<b>1.7</b>	%	🛢️
<b>Water</b>	+	<b>4.1</b>	%	💧

The start-up of three new production lines in the Ardo Group resulted in an increase in water consumption in 2012.

## Long-term Group evolution over 5 years

(all sites with 5 or more years data).

### 2008 to 2012

<b>Electricity</b>	-	<b>4.3</b>	%	⚡
<b>Fuel</b>	-	<b>7.1</b>	%	🛢️
<b>Water</b>	-	<b>2.2</b>	%	💧



## Biomethanisation

The biomethanisation plants at Ardo's largest production units in Ardoorie and Geer (Belgium), have been producing green electricity and green heat from vegetable waste material for the last year. Fine tuning of the installations took longer and proved to be more complicated than first envisaged, however both plants are now running at over 90% of their optimal performance.



Aerial view of the biomethanisation plant in Ardoorie, Belgium



Aerial view of the biomethanisation plant in Geer, Belgium

# “MIMOSA”

## Minimum Impact & Maximum Output Sustainable Agriculture

“We are working hard to develop truly sustainable ways of growing our crops, by taking a holistic approach that considers the crop’s requirements, the activities of our farmers and the demands of our customers.”

*Bernard Haspelslagh, Management Committee*



Ardo works together with more than 2,500 farmers to grow 76 different crops on 40,000 hectares in eight countries across Europe. Supplying each of our factories’ production lines with a regular flow of field fresh vegetables of outstanding quality, harvested at the peak of ripeness, is quite a challenge.

At Ardo, we rely on our team of 40 experienced agronomists to achieve this complex task, and we aim to go one step further. On top of the high quality standards that we set for ourselves we want to produce frozen vegetables which are grown with the maximum respect for nature and the environment. We set out to work proactively towards more sustainable agricultural production methods, whilst at the same time ensuring we remain commercially competitive.



*Producers Organisation ETG, Austria*



*Experienced agronomists*

We have translated these ambitions into our MIMOSA programme, which stands for Minimum Impact & Maximum Output Sustainable Agriculture. In short, we strive to minimise the impact of our growing and harvesting activities on the environment, whilst at the same time contributing to the personal safety and life quality of our farmers and their employees. The objective of our MIMOSA programme is also to achieve optimal yields of excellent quality vegetables which provide attractive, economically viable returns for our farmers, and continue to exceed our customers’ expectations in terms of product quality and food safety.



*Objective to achieve optimal yields of excellent quality vegetables*

### Minimum impact

For each action we undertake, we first consider the impact on the environment and on the people who it may affect, and we strive to keep this impact as low as possible.

### Maximum output

We ensure that resources are put to their best use and always consider if the extra impact or cost, inherent to consuming more (seeds, plant protection products, fertiliser, irrigation, ...), will be compensated by a proportional increase in yield.





Wild flower field borders



Carefull harvest of pea field trials

In the medium to long-term, we will work on targeted projects to improve every stage of the production process. We believe that the key to our success will lie in our expert product knowledge and our ability to introduce innovative growing techniques and new technologies.

However, given the complexity of our growing practices, we will tackle improvements on two levels:

- a Group R&D program to investigate and test new methods and technologies (mainly for the extensive/machine-harvested crops such as peas, beans, carrots and spinach);
- empower our local agronomists to be creative and proactive in developing sustainable solutions (mainly for the intensive/hand-harvested crops).

We believe that by studying every aspect of vegetable growing, and by implementing our findings, we will be well positioned to create the optimal environment for healthy crops, which should enable us to reduce the requirement for plant protection products (PPPs).

Our second objective is to eliminate PPP residues from our frozen products.

This will be achieved by:

- a combination of preventive measures (Integrated Crop Management);
- creating the right conditions for a healthy crop;
- carrying out extensive field trials using varied application rates and times of applications, using different adjuvants and assessing the residue levels for each combination of factors.

A reduction in residue levels will be one of the key indicators for measuring the success of the MIMOSA programme.



# Ardo '5 step' MIMOSA guide to sustainable crop production



Taking soil samples



Protecting soil health through crop rotation



Selecting the right seed lots



Configuration of the seed drill

## 1. Field choice and crop rotation

Our agricultural departments select the right growers, to grow the right crops, on the right soils in order to ensure that our factories' requirements for volumes and delivery times are achieved. Our agronomists take into account historical cropping data to ensure that the appropriate crop rotation is respected.

By alternating the crops grown in a particular field, and also by selecting the order in which they are grown, we help to avoid the build up of soil borne pathogens and we give the soil the opportunity to replenish. In our crop rotations, the interval between growing the same crop in the same field is kept as wide as possible. Some of our pea crops, for example, are grown one year in five, but most are grown one year in six.

## 2. Variety selection & seed quality

By selecting and sowing only the best seeds, we take one large step towards producing a successful crop. At Ardo, vegetable seeds are selected and purchased by our agronomists. We choose the varieties according to their specific seed traits, such as disease resistance, ease of harvesting, product taste, colour and yield, and we control the seed quality (germination rates, seed vigour, etc) ourselves, before distributing them to our farmers.

Working closely with all the major global seed houses, we are constantly on the look-out for new and improved varieties. We run our own pan-European variety trials program, where we grow a large number of replicated trials for a range of vegetable crops in different climatic regions from Portugal, to Denmark, to Austria. Trial results are discussed during regular meetings between our experts and, when appropriate, Group standards are agreed.

## 3. Sowing density & sowing technique

Large scale field trials are performed throughout the Group to determine the ideal sowing density for major crops. These trials have taught us that recent improvements in technology, such as seed coatings, precision seed drills and varietal improvements enable us to reduce our sowing rates. With fewer, stronger plants per square metre, the individual plants have more room to grow and the increased space between plants supports an increased air flow that in turn decreases the prevalence of fungal diseases.

Looking to the future, we will increase our area of precision sown crops and extend the use of GPS in sowing activities, which in turn will avoid overlap and help to reduce our seed use further.



Use of tensiometers



Inspection of the fields

#### 4. Fertiliser application & irrigation

Fertiliser and irrigation should be applied according to the needs of the plant. When nutrients and minerals are lacking in the soil, the crop will suffer from stress, and potential yields will not be achieved. Conversely, applying too much fertiliser, or too much water early in the crop's life, can lead to excessive vegetative growth, increase the plant's susceptibility to disease and may not necessarily result in a higher yield.

For fertiliser applications, soil sample analyses provide information on the nutrient status of the soil. The amount of fertiliser to be added is then determined by comparing it to the crop's requirements.

To ascertain the need for irrigation, we advocate the use of tensiometers to measure the water pressure at root depth.

#### 5. Application of plant protection products

Our agronomists, together with our growers, regularly inspect the fields and monitor weeds, diseases and insect pests. When necessary, plant protection products are applied in a rational way.

This means applying the appropriate product (alternating active molecules to avoid the development of resistance):

- at the correct rate;
- at the ideal moment in the crop cycle;
- under the optimal climatic conditions (relative humidity, wind, temperature...);
- using well-maintained and correctly adapted equipment.

Whenever applying plant protection products, the appropriate measures must be taken to ensure the safety of the operator, consumer and the environment.



Brochure explaining good agriculture practices when using plant protection products



## PEOPLE

- ✓ Communication is essential to achieve employee commitment
- ✓ Sow Prevention & Harvest Safety
- ✓ Employee Development
- ✓ Sustainable Human Resources Management





“Ardo constantly invests to ensure that sustainable growth is achieved for our factories and our employees.” *Geert Defour, Management Committee*

## Ardo takes a people-oriented approach, based on respect.

Within the spirit of a family-run business, we truly believe our employees are the motor of our business. They dedicate their energy and skills every day, to produce high quality, healthy products appreciated by everyone. Our employees are our point of difference; it is they who innovate, not the machines, nor the processes.



# Communication is essential to achieve employee commitment

Communication is not just about informing, it is also, more importantly, about listening. We believe that involvement is one of the keys to our success, and employee loyalty is undoubtedly one of the best rewards for our company. Ardo stands for a culture in which information is shared and runs freely within the different organisations, not just top-bottom, but in all directions.



Winning energy savers 'Ardo > Power' in Ardoioe, Belgium



A strong team in Alpiarça, Portugal

## '5 minute communication'

Conveying a message to an entire factory is not an easy task; particularly when you take into account large numbers of people all working different shifts. Our site in Ardoioe (Belgium) came up with an original way to reach out to all employees in the form of a monthly '5 minute communication'.

Team leaders take 5 minutes, after the shift, to pass on the message and then they encourage discussion and feedback within their teams. The topics for communication are selected by the local sustainability working group and can range from information about the next BRC audit, to sporting activities sponsored by the company, to the latest news on the energy challenge.

## Employee day

On the first sunny Saturday of the year, at an employee day at our Portuguese site, Alpiarça, colleagues from across the business rolled up their sleeves and joined together to paint the Ardo logo.

The event also provided the perfect opportunity for screening the new Ardo films on 'People' and 'Sustainability'. The films were greatly appreciated - particularly the parts showing Alpiarça - and the informal setting provided everyone with the chance to give their feedback.

## Sharing knowledge

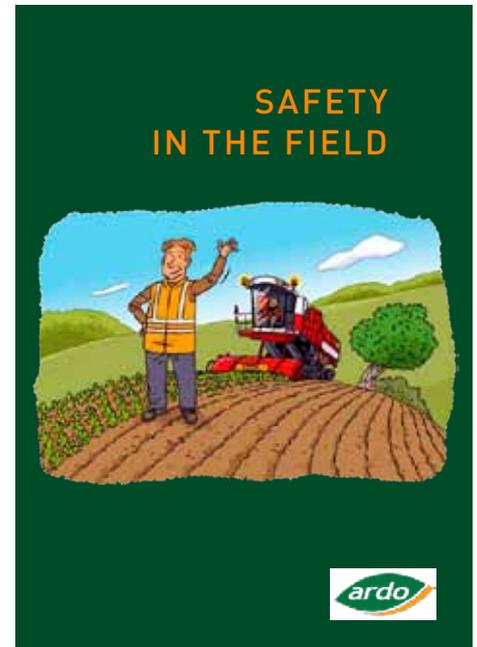
An important element of communication is the sharing of knowledge and information. We firmly believe that we can all learn from each other and we have a wealth of expertise across the Group which we share.

Managers and engineers from several Ardo sites planning to construct Distribution Centres (DCs)<sup>1</sup> visited Ardoioe (Belgium) where our first DC was commissioned in 2008. During the visit colleagues from the different departments at Ardoioe - engineering, operations, HR and safety - explained their first-hand experience in constructing the DC and operating the warehouse management systems.

<sup>1</sup> In the Ardo business a DC is the brain centre of the operation, where customers' packed stock is held in a fully automated cold store before delivery to the customers.

Enthusiastic Ardo energy hunters formed groups to save as much energy as possible in their homes. The energy 'master' oversaw his group and gave tips on how to save more energy, which were also posted in the canteens. During 4 months the teams fought against the kilowatts. Finally 'Ardo > Power' won the competition saving 6,72% energy in comparison to the previous year. This was of course put in the spotlight in one of the monthly 5 minute communications.

This is Ardo's motto where safety is concerned.



Cover of the 'Farmers' Safety brochure'

For the last two years our injury frequency index has been decreasing and is currently at **its lowest level in 5 years**. We are also pleased to report that our **absenteeism rate decreased** in 2012 by 1.8% in comparison to 2011.

However, for Ardo this is not enough. We believe all accidents are preventable and that one accident is one accident too many. As such, we have chosen to introduce third-party audits at all of our production sites, to help us identify potential areas of improvement in health and safety.

Our site in Violaines (France) recently embarked on a safety campaign using films featuring our own employees as the star performers. Through these films, and also through accompanying posters and leaflets added to the payslips, important safety messages are given and repeated.

The films are shot in such a way that the locations and persons filmed are very recognisable to the employees, and a touch of humour is added to keep people's attention as they watch.

### Farmers' Safety Brochure

At Ardo, our interest does not stop at simply ensuring the safety of our employees; we are also concerned about the safety of our farmers, our harvesting contractors and the transport companies delivering our raw materials from field to factory.

Agriculture is one of the most dangerous professions in the world, and with our key raw materials coming from the land, we consider it part of our duty to help to raise farmers' and farm workers' awareness of the risks that exist, and provide guidance on how to carry out activities safely in the field.

Using first-hand experience from our agronomists, most of whom come from a farming background and who also have the opportunity to visit many farms each year, we have compiled a Farm Safety brochure that has been published and circulated through our grower organisations.

# Employee Development

Within Ardo, training is first and foremost done on-the-job. Our employees are hired based on their willingness to learn, and not only on their current experience. Our colleagues are our best tutors. They not only have the knowledge, but also years of experience which are equally important to share with new employees.



*Exchanging of knowledge between different sites*

Training provided through the Ardo Academy (our in-house training initiative) is presented by our own staff. Who better than our own agronomy manager, for example, to explain to our new employees about the complexities of growing and harvesting crops and that the real quality is made in the field?

At our site in Saint Sever (France), we recently built a new packing hall. A number of our Spanish employees from our Marcilla site (where packing activities recently ceased), took on the challenge of working abroad and joined our French team. The transfer of our Spanish colleagues to Saint Sever means that we inherit the core skills and experience to run the lines efficiently and properly. In addition we took on a number of new recruits with no experience of packing frozen vegetables. The new team visited our site in Violaines (France) for several days of training which was followed by a three day course at 'the House of Food' in Belgium, where specialist instruction and 'hands-on' training was given in a safe environment.

Our site in Badajoz (Spain) recently introduced OPL's: 'one point lessons'. This is a lesson with a 5 to 10 minute explanation given by one of the team members. The topics of interest are very varied and range from quality, safety, machinery .... It is a perfect way to share knowledge, to inform colleagues and to make improvements.



*Safety training*



*On the job training*

# Sustainable Human Resources Management

# PEOPLE

Sustainable HRM is alive and well at Ardo. This can be seen in the way that our employees contribute their own ideas, and experience the benefits of the same, as the HR Wheel turns full circle. In all Ardo sites, sustainability working groups send their annual Action Plans to Ardo's Corporate Sustainability Committee, who then compile a list of the best ideas and circulate it to all sites so that others can then benefit from a similar approach.



'Green Day' in Geer, Belgium

Our site in Geer (Belgium) organized a 'Green Day' for all their employees, their families, the farmers and neighbours. More than 800 people attended.

Walks of varying distances were signposted, which led around the factory and also included a visit to the bio-methanisation plant and the nature reserve of Haut Geer, which relies on the cleaned water from the factory. Along the route factory employees and delegates from Biogaz (biomethanisation plant) and Natagora (nature conservation organisation in Wallonia) were available to answer questions about the production process in the factory, about converting organic waste into energy and about the exceptional flora and fauna in the nature reserve.

The Geer sustainability team also created their own Corporate Responsibility Report, highlighting the fact that nothing is lost, nothing is created, everything is transformed.



Environmental award

Our site in Ashford (UK) also prepares their own Corporate Responsibility Report, and in 2012 their efforts and achievements were recognised when they won the prestigious Kent Excellence in Business Award for Business Commitment to the Environment.

Our employees are adding value through their work, and it is also important for us to value them and their abilities. Sustainable Human Resources Management also means promoting and overseeing the well-being of our employees and maintaining the professional and private life balance. All work and no play...



'Ardo Run' in Ardoois, Belgium



Austrian team raising funds

An element of fun from time to time and some healthy competition in the workplace can enhance a feeling of belonging and motivation. Our running team in Denmark keeps up their good spirit by participating in several competitions throughout the year, and our colleagues in Austria, where winter sports are very popular, got together for some fun on the ski slopes. On warmer days, they organised a football championship to raise funds for children in need.

There are many more similar activities across all of our sites that are testimony to the Ardo team spirit.

Through sustainable human resources management and through involving our people we strive for an engaged workforce that is willing to go the extra mile!





**PRODUCT**

- ✓ Unilever recognise Ardo's commitment to Sustainable Agriculture
- ✓ Knowledge exchange
- ✓ Ardo still number 1 in Danish FoodService
- ✓ Ardo Film Premier
- ✓ Entrance security
- ✓ How we deliver our products



“Ardo supports long-term relationships with our growers, our suppliers and our customers, which we believe offer stability for all parties and are necessary to provide the confidence for investments. These ingredients are essential for the business to remain sustainable for our direct and indirect retail, foodservice and industrial partners.” *Roger Maes, Management Committee*



## Unilever recognises Ardo’s commitment to Sustainable Agriculture

Three years ago Unilever announced their ambition to sustainably source 100% of their agricultural raw materials by 2020.

This spring, Ardo was asked to host a one-day farm workshop for around 30 Unilever buyers and supply-chain managers from around the world. We chose one of our growers in the Netherlands - the Puijjenbroek estate - with a keen interest in the environment and sustainability, and on March 27th we held the event which included a farm visit and a series of presentations.

All participants enjoyed an informative day, even if they were a little cold riding on the back of a tractor and trailer around the farm. At the end of the day the farm was **awarded with Unilever’s Knorr ‘Landmark Farm’ status**, signifying an excellent level of sustainable farming that can be used as an example to other farmers. The Puijjenbroek estate is the first farm for Ardo to achieve Unilever’s Knorr Landmark Farm status. Three other farms are currently in the running to obtain this certification.

## Knowledge exchange

We source fruit, and some exotic vegetables, from a number of emerging countries (Guatemala, Peru, Chile, Argentina, Costa Rica, Ecuador, Vietnam, India ...). Where appropriate, Ardo offers advice to our suppliers in developing economies, to help them to grow their businesses in line with Ardo’s and our customers’ expectations. In the Indian city of Hubli, our cooperation with the supplier Tropicool goes even further. Ardo purchased a minority share-holding in this new business, specialising in freshly-frozen fruit and vegetables. Tropicool employs 270 people (including seasonal workers) in the factory, and provides an income for around 200 farmers who grow mango, papaya, cherry tomatoes, okra and baby corn.

Several Ardo employees have visited the factory and the fields. One of the main reasons for these visits is **to pass on knowledge and experience** to the Tropicool staff to help them optimise their processing activities and quality control.

As one can imagine, there are great differences between a small Indian factory and our big European plants. One of the key differences is the large number of people that are employed in the Indian factory and fields. In contrast, Ardo has been searching for years for ways to automate tasks and to reduce the manual labour required to grow and freeze our crops.

The visits strengthen Ardo’s conviction that Tropicool is ready to deliver the quality that our customers expect from us.



Unilever team visiting Ardo’s first ‘Landmark farm’



Ardo visiting Tropicool’s farmers in India

# Ardo still number 1 in Danish FoodService

According to the two-yearly survey by the market research agency Factum, Ardo Denmark is still the top-performing supplier in the Danish FoodService market. All Danish wholesalers rated the top 25 food suppliers, including Ardo Denmark. Ardo **scored exceptionally well on customer confidence, market and product knowledge**, internal sales back-up, personal contact and delivery. It was a real honour for the Danish team to be recognised by its own food industry.



## Ardo Film Premier

A series of new Ardo films, released in late 2012, capture many of the improvements and changes to technology that have been introduced within the Ardo Group in recent years. The seven themed films look in detail at the life cycle of a product, agronomy, production, packing, at frozen storage, people & the future, and of course at sustainability. Each of the films reflect Ardo's vision using strikingly captivating images and text.

**All the films can be used for both company visits and internal training.** In the film on sustainability, we focus on many of the different actions that have been undertaken in the Group during the last three years.

## Entrance security

In order to meet and exceed new food safety requirements (the Food Defence programme introduced by our overseas customers and also in the latest BRC and IFS standards), risk assessments were carried out to identify potential hazards that our factories, our products or our people may be exposed to. As a result of the study, the Ardo Group has invested in site security, in particular entrance security, across all of its European sites.



Entrance security



Agronomy film

## How we deliver our products

### Improved efficiency for road transport

In November 2012, we started working exclusively with the Belgian haulage company Transwest, for the transport of our packed goods from Ardo's European Distribution Centre in Ardoeie, to our customers throughout Germany. The move, to work with a single transport company for Germany, represented a major change in our approach to distribution and the 18 haulage contractors that we had previously used to supply the German market.

Our decision to work exclusively with Transwest, was motivated by a belief that by working together with a dedicated service provider, we would be able to improve our load fill rates (percentage of available space or weight utilised) to Germany.

This belief was well founded, and in the first months of operation we have achieved a 10% improvement in load rate, which in turn means there are 10% fewer trucks on the roads delivering the same volume of goods. We have repeated the model in Spain, where we recently started a similar arrangement with the French haulage company Stef, to carry all of our frozen products travelling to and from Spain.

### Transporting by sea

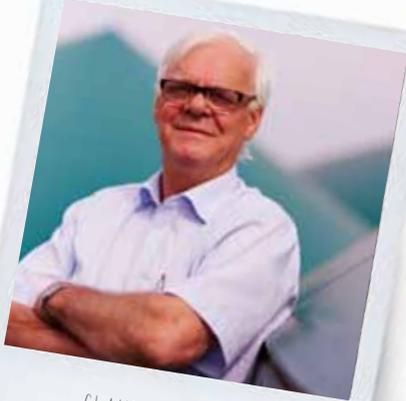
An increasing percentage of the production from our Southern European sites is now being transported to the Northern European countries by sea. From our factory in Alpiarça (Portugal) this represents the removal of 10 trucks per week from our roads.

### Optimization of palletisation

Transport is both expensive and environmentally unfriendly. That is why we chose to analyse a number of different computer programs to arrive at the best pallet configuration with the maximum number of cartons. When packing for private label customers, we work together to achieve common goals. In several cases this resulted in a reduction of the number of pallets transported by 8% for the same volume of sales.



# PLANET - PEOPLE - PRODUCT



CLAUDE VILLAIN

"For years before the term 'Sustainability' became fashionable, Ardo was growing and producing frozen vegetables in a sustainable way. It has become second nature and now it's just how we go about our daily work." *Claude Villain, Management Committee*

## Sustainability & Ardo, a win-win combination

We should not underestimate what can be achieved by socially responsible thinking. We have been surprised in recent years by the inspirational ideas that have come from within our business, and we have high expectations about where sustainable thinking can lead us.

We approach sustainable thinking as one big inter-country team: a team that sees the whole picture and works together to develop a collective objective.

Our efficiency and our results will be all the greater if we move together in the same direction as one unified team!

Our green ambition and our green actions are good for People, Planet & Product and make good economic sense. It's a win-win combination, ensuring a sustainable long-term future for our business.

The paper that this report is printed on is Lessebo Design Smooth 2-sided pressed. This paper is uncoated and **constructed from FSC (Forest Stewardship Council) certified pulps** produced in Sweden. FSC certification provides assurance that wood-based products are sourced from responsibly managed, sustainable forests. During the FSC certification the origin of the product is verified together with the complete commercial chain up to the end user. The printing inks used for this report are **vegetable based-inks**. These are inks where the mineral oil fraction is replaced by vegetable oils.



We preserve nature's precious gifts

Ardo N.V. Wezestraat 61 B-8850 Ardoioie - T +32 51 310621 - F +32 51 305997 - [www.ardo.com](http://www.ardo.com) - [info@ardo.be](mailto:info@ardo.be)  
 +45 65 310310 - +49 2102 2028 0 - +44 1233 714714 - +33 297 234876 - +353 12 957355 - +31 765 999999 - +351 243 559 230  
 +7 095 234 3181 - +34 955 660648 - +420 326 597 045 - +386 5 658 25 00 - +86 21 6473 8068 - +43 7476 77222 - +43 2249 35350  
 +46 (0)8 768 1550 - +36 87 4827 32 - +39 (0)5 21 92 99 12 - +407 29786684 - +48 510 080 311