



From Field to Future

**Activity Report
2025**



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With 125 years of experience, we invest purposefully in solutions that empower our clients: sustainable, digital and efficient.

Niek Depoorter – CEO of Arvesta

Foreword by CEO Niek Depoorter

2025 was a year full of challenges — for our sector and for Arvesta — but above all a year in which our teams once again demonstrated what 'Experts in the Field' means. Despite a volatile market, extreme weather conditions and increasing pressure on farmers, we have built, innovated and looked ahead. Throughout, one guiding principle remained central: creating added value for our customers and farmers, both today and in the long term.

I am particularly proud of the progress we have made: from concrete steps in sustainability and digitalisation to targeted investments in feed and nutrition, crops, seeds, retail and high-tech greenhouse horticulture. We achieved significant milestones: we strengthened our feed expertise including the installation of a new production line for butyrates at Palital to improve animal gut health, and the launch of handy digital tools for our farmers. We expanded our fertiliser activities and invested in improving soil health and smart agricultural technology. Nuverta achieved its food-grade certification, confirming that it meets strict food safety standards — a major breakthrough for local plant-based protein production in Belgium.

In Retail, we enhanced our customer focus with a Net Promoter Score (NPS) of 79 in 2025, and within Greenhouse Tech we continued to grow internationally with new innovations. We are also delighted that the high customer satisfaction in our agricultural activities translated into a clear increase in our market share across the vast majority of our core segments. In addition, we achieved an employee

satisfaction score of 88%, a clear sign that our people feel engaged and valued.

2026 will be a special year: Arvesta celebrates its 125th anniversary — 125 years of craftsmanship, innovation and collaboration with customers and partners. We will continue to invest in strong brands, solutions that boost farmers' returns and resilience, and in digitalisation and efficient infrastructure. Local food production, soil health and climate-resilient crops are more important than ever.

Looking ahead means making choices. In 2026, we will focus on healthy, organic growth and greater efficiency and productivity. In this way, we will continue to invest where it counts: in innovative, pragmatic solutions for farmers and horticulturalists, and in unique shops that meet the expectations of our shoppers — today and tomorrow.

Our compass remains clear: working together with our customers, from field to shop shelf, to build a profitable and resilient agricultural sector.



About Arvesta

Highlights 2025

🌐 January

Nuverta, our brand for local plant-based proteins, becomes operational.

New Chief Financial Officer takes up post.



🌐 March

Aveve Pop-Up Store opens in Antwerp.

New Aveve shop in Hannut.

Aveve is giving away 50,000 free walnut saplings.



🌐 May

Arvesta wins the ZigZag Award for 'The One to Watch'.



🌐 February

Visit by the Dutch ambassador to Aveve Zaden (Landen).

Aveve launches 100% peat-free soil improver and low-peat potting compost.

Renovated Aveve shop in Sint-Lenaarts opens.



🌐 April

Cultivation Academy established with Bakker and Delhaize.

Aveve Agrarisch launches webshop 2.0.

Arvesta experts at 10 Miles Antwerp.



🌐 June

Partnership between Hortiplan & Hort Americas in North America.

Vaesken opens new site in Bourbourg.

Partnership between Arvesta and Eurofins on soil quality.



Highlights 2025

July

Collaboration between Viaverda and Hortiplan on fertigation in open-field cultivation.



September

Arvesta becomes a partner of the Sustainable Wheat Initiative Europe.

New Aveve shops in Dessel and Zelzate.

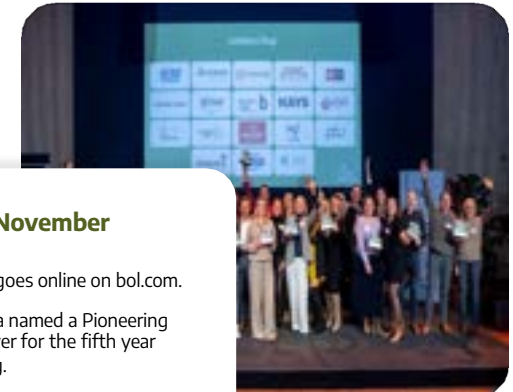
Palital commissions new butyrate production line.



November

Aveve goes online on bol.com.

Arvesta named a Pioneering Employer for the fifth year running.



August

Sanac and Vaesken organise Fertigation Day (France).

Potato Day in Herne.



October

Nuverta achieves FSSC 22000 (food grade) certification.

Aveve wins Best Retail Chain (garden & pet) for the 18th time.

Aveve webshop wins the Webshop Award (garden) for the third time.

New 'Robusta' sow feed range launched.



December

Jumping Mechelen: World Cup winner fed by our strong brand Equilannoo.



Arvesta Profile



125 YEARS

the partner for agriculture and horticulture



€50 MILLION

Investments in innovation, IT, production sites and sustainability initiatives

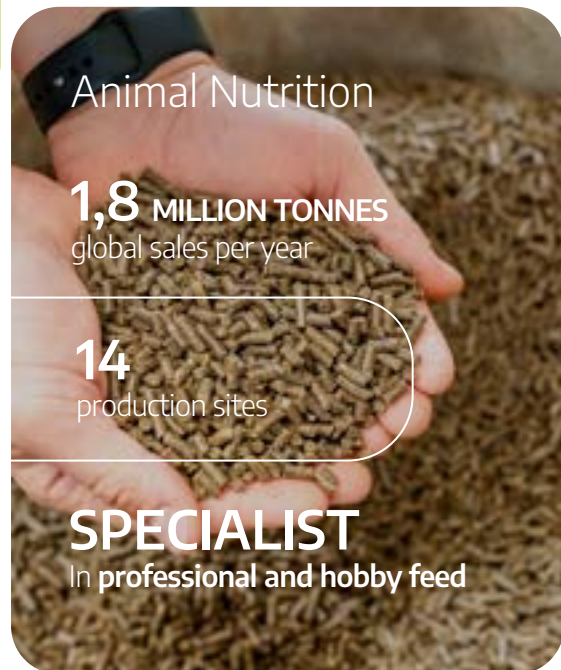


2.300 EXPERTS
In the field



Greenhouse Tech

Global market leader in mobile gutter systems with Hortiplan and greenhouses with Van der Hoven



Animal Nutrition

1,8 MILLION TONNES
global sales per year

14
production sites

SPECIALIST
In professional and hobby feed



€1,84 BILLION
consolidated turnover

Percentage of turnover by BU:

50% Animal Nutrition	12% Franchise & Retail
34% Agri & Horti	4% Greenhouse Tech



Agri & Horti

Market leader in Belgium in seeds, horticultural supplies, cereals and plant nutrition and protection for all crops

Importer and distributor of John Deere



INTERNATIONALLY ACTIVE

with headquarters in Belgium and offices in Belgium, the Netherlands, Germany and France



Franchise & Retail



200 Aveve stores



Eurotuin

3 Eurotuin stores



50 own-managed shops

210.000 m2 shopping surface



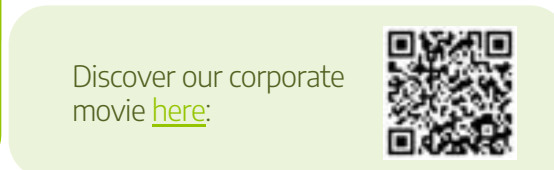
210,000 m² of shopping fun



For **18 years** in a row



For **3 years**



Discover our corporate movie [here](#):



Arvesta Executive Committee



Niek Depoorter
Chief Executive Officer



Paul Deleu
Secretary General



Kris Moerman
Business Unit Director,
Agri & Horti



Dirk Van Thielen
Business Unit Director
Animal Nutrition



Kristof Douven
Business Unit Director
Retail



Karin Van Roy
Chief Human Resources
Officer & Business Unit
Director Greenhouses



Stijn Vermeulen
Chief Information
Officer



Jurgen Van Eetvelde
Chief Financial
Officer

Board of Directors



Sonja De Becker
Chair of Arvesta



Niek Depoorter
CEO Arvesta



Kurt Deketelaere
Director



Ann-Sophie Desmet
Director



Sophie Dutordoir
Independent
Director



Marc Hofman
Independent
Director



Raf Sels
Director



Jan van den Keybus
Director



Bart Van der Straeten
Director



Ilse Van Loo
Director



Pieter Verhelst
Director

4 Business Units

Arvesta consists of

4 BUSINESS UNITS

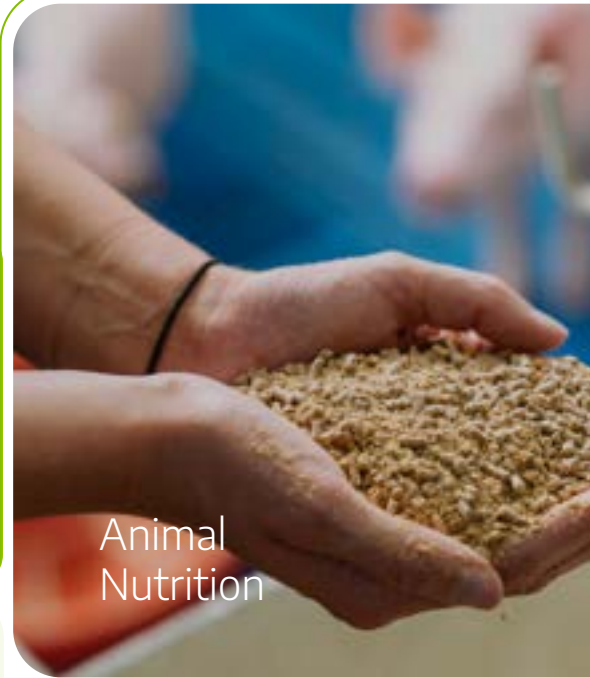
with a total of more than

40 BRANDS



From Field to Future: Arvesta supports farmers and horticulturalists with pragmatic and innovative solutions, enabling them to increase their yields and resilience.

Through our Aveve shops, we also bring that expertise to consumers, ensuring satisfied shoppers and healthy, sustainable food on the table.



Animal Nutrition

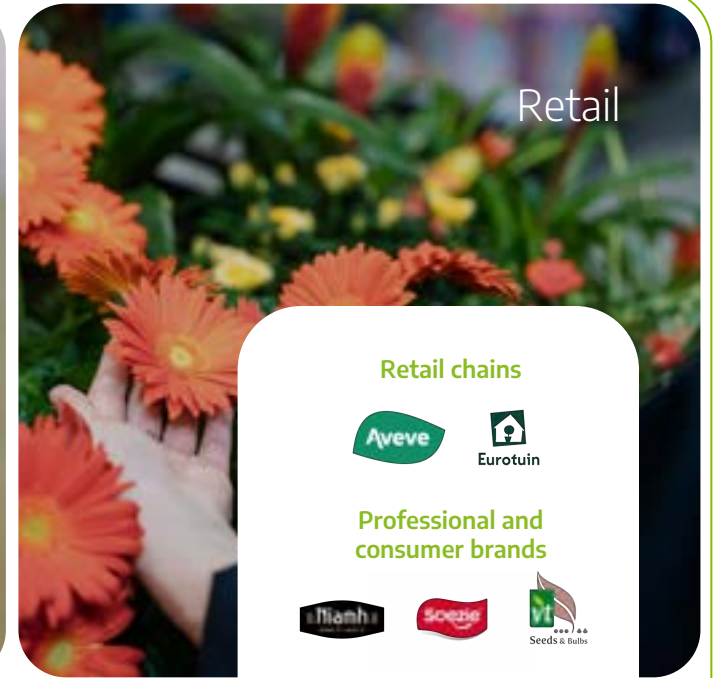
Professionele feeds



Hobby, Horse, Pet



Additives



Retail

Retail chains



Professional and consumer brands



Agri & Horti

Seeds and seed potatoes



Plant nutrition



Plant protection



Agricultural and horticultural machinery



Greenhouse Tech

High-tech horticulture





Dirk Van Thielen
Business Unit
Director
Animal Nutrition



Business Unit
Animal Nutrition

Growth in feed volumes, outpacing the market

In 2025, Animal Nutrition achieved growth in compound feed volumes of around 2%, slightly above the general market trend. We saw a clear increase in horse and poultry feeds and slight growth in cattle feeds. In a highly competitive market, we continue to focus on profitable growth, with solutions that meet the needs of livestock farmers today and tomorrow.

Investing in capacity for sustainable growth

With the master plan for our feed additives, which Arvesta exports worldwide, we are taking important steps towards future growth. In 2025, the factory at Palital in Velddriel has been expanded with a new production line for butyrates – feed additives that intestinal health, growth and resistance in animals. Thanks to this investment, we can better meet the growing international demand and lay a strong foundation for further improvements in turnover and profitability.

Digitalisation closer to the farmer

Digitalisation is playing an increasingly important role in the agriculture of the future. In 2025, the Feedexpress ordering tool was rolled out further at Proxani, enabling customers to order easily online. Meanwhile, around 40% of orders are now placed digitally. In addition, we launched a new webshop and order portal for livestock products, enabling these purchases to be made online step by step. With the Link2Milk (Aveve) and ProExpert (Proxani) tools, we are also better supporting cattle farmers in monitoring and improving their business results.



In a highly competitive market we remain focused on profitable growth, with solutions that meet the needs of livestock farmers today and tomorrow.

More than
20
animal groups

Dairy cattle	Beef cattle	Pigs	Broiler chickens	Laying hens
Sheep	Dairy goats	Horses	Pets	Exotic animals in the zoo

More than
40
MILLION
animals

99,9% antibiotic-free feed

Up to
25% methane reduction by Euroclim-feed



Kris Moerman
Business Unit
Director
Agri & Horti

Business Unit
Agri & Horti

Strong growth in market share for fertilisers

In 2025, Arvesta further strengthened its market share in fertilisers. Thanks to a combination of customer proximity, a reliable supply and strong expertise, we continued to provide farmers with optimal support. This growth underscores our customers' confidence in our solutions, in a market that is constantly evolving.

Innovation and digital support as a lever for growth

Within the Innovative Products category, we achieved significant growth in 2025. The range of biostimulants, foliar feeds and solutions for new crops and supply chain concepts was further refined and is increasingly being adopted in the field. Furthermore, we made significant advances in digital applications for farmers and crop advisors. Tools such as SMAG and Fertiguide help farmers and crop advisors to monitor their crops more effectively and in a more data-driven way, and to apply fertiliser in a more targeted and efficient manner, tailored to soil,


crops and conditions. In this way, we help growers to use their time more efficiently and achieve better results in their businesses.

Investing in capacity and local presence

In 2025, we continued to invest in strengthening our operational capacity and our local presence. For instance, we commissioned a new sorting line in Landen (Belgium), which significantly increases our efficiency and processing capacity. At the same time, grass processing was once again centralised in Landen, ensuring a more streamlined operation.

In addition, we further expanded our depot operations. In Bourbourg (France), we opened a new depot to be closer to our customers and to improve supply reliability. We also began construction of a new depot in Hannuit, as an investment in future growth and regional service provision. These investments support our long-term ambitions and strengthen our service to customers.

Activities

- 
 Seeds and planting stock
- 
 Grain storage
- 
 Plant nutrition and plant protection
- 
 John Deere agricultural machinery
- 
 Plant-based protein production from yellow peas

More than
70
crops

More than
500.000 TONNES
of grain received

More than
600.000
hectares

600.000 TONNES
fertilisers



We are seeing clear growth in the Innovative Products category. Tools such as SMAG and Fertiguide help farmers to monitor their crops in a data-driven way and apply fertiliser in a more targeted manner.



Kristof Douven
Business Unit
Director
Franchise & Retail

Business Unit Retail

A shared strategy for the future

In 2025, Retail worked on the development of a new strategic plan for the 200 Aveve shops. More than 50 experts from the field collaborated on this in a cross-functional team. This broad involvement resulted in a plan that is firmly rooted in day-to-day practice and supported by the organisation.

Rising customer satisfaction and strong loyalty

The customer-focused approach yielded clear results. The Net Promoter Score (NPS) rose from 73 in October 2024 to a strong 79 in December 2025, indicating increased satisfaction and loyalty. In addition, Retail was named the best garden and pet retail chain for the 18th consecutive year, and the best garden webshop for the third time, confirming our customers' trust.

Improved results and market growth

In 2025, Retail achieved significantly better results than in 2024. Both profitability and market share increased. This marked an important step in strengthening the commercial foundation and future-proofing of Retail's activities.



The Net Promoter Score (NPS) rose from 73 in October 2024 to a strong 79 in December 2025, indicating increased satisfaction and loyalty.

Activities



Garden



Pets



Home Baking



200 Aveve shops



3 Eurotuin shops



Strong in Flowers:
Aveve, Niamh and Soezie

NPS-score of
79
In 2025

25% Sustainable, locally
baking wheat

210.000
m²
of shopping
pleasure at **Aveve**

1 MILLION
active MyAveve
cardholders at
Aveve Retail (B2C)



Karin Van Roy
Business Unit
Director
Greenhouses

Business Unit Greenhouse Tech

Greenhouse Tech: pioneer in future-oriented horticulture

With the Greenhouse Tech business unit, Arvesta is strengthening its role in the horticulture of tomorrow. Our strong brands, Van der Hoeven and Hortiplan, deliver high-tech, self-sufficient greenhouse horticulture projects worldwide that take sustainable cultivation to a higher level. In 2025, we maintained our strong leadership position in the Belgian and Dutch home markets with regard to water and electrical activities in greenhouse horticulture.

Smart greenhouses that make a difference

Van der Hoeven designs and builds advanced greenhouses utilising water, energy and climate management for crops such as tomatoes, strawberries, peppers and cucumbers. Hortiplan equips these facilities with mobile gutter systems specifically for leafy vegetables and herbs. Together, they enable controlled, efficient and climate-independent cultivation.

Sustainable technology for a growing world

With integrated solutions that combine higher yields with a lower environmental footprint, Greenhouse Tech supports growers worldwide. Thanks to circular principles such as water reuse and energy optimisation, we actively contribute to a more sustainable and resilient food chain. In this way, we contribute to a solution for feeding the growing global population.

A visionary project in the desert

One of the most challenging projects in 2025 was the construction of a series of high-tech, circular greenhouses in NEOM, the futuristic city in the Saudi Arabian desert. An exceptional and innovative project that our experts successfully delivered.

Activities



Pioneer in high-tech greenhouse construction projects



Greenhouse construction, including mobile gully systems



Active worldwide:
EU, USA, Asia, Middle East, Australia...

90%
reuse of water

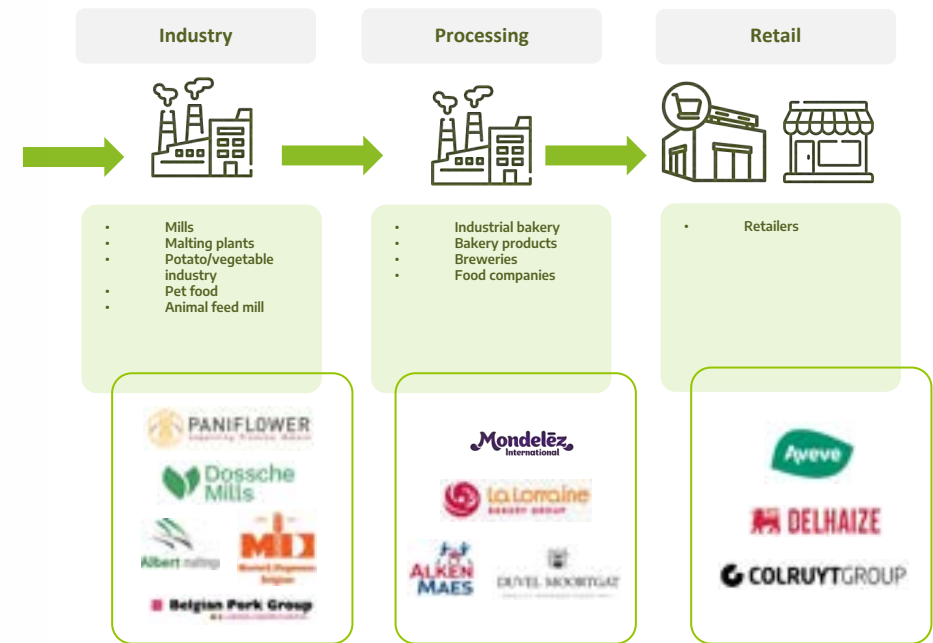


In 2025, we maintained our strong leadership position in the water and electricity sectors within the greenhouse horticulture industry.



Collaboration model and partnerships

Arvesta, a comprehensive partner bridging the entire chain: from the field, through production, to the consumer and farmers, and into the future.





Sustainability at Arvesta

Sustainability at Arvesta



Preparing for CSRD reporting

As an organisation, Arvesta is subject to CSRD regulations and we are fully preparing for this new form of reporting. We are therefore publishing an abridged activity report this year, as we are working intensively behind the scenes on the full CSRD reporting by 2028.

We are fully committed to gathering all data points and action plans. Next year will serve as a pilot year in the run-up to the legal obligation for the report in 2028.

Our ESG priorities

In 2025, Arvesta continued to build on its sustainability journey. We have reassessed and evaluated our eight ESG priorities and are continuing to work on the action plans to achieve these objectives by 2030.

Based on stakeholder input and a strategic review, we refined our ESG approach. We narrowed our focus to six ESG areas where Arvesta can make the greatest impact, with eight clear objectives on which we report transparently each year. In this way, we strengthen our positive impact, limit negative effects and manage risks and opportunities in a considered manner.



	Areas	2030 targets	2025 results
 (E) Environmental impact	1 Climate change: take climate action	<ul style="list-style-type: none"> > 33% reduction in Scope 1, 2 and 3 emissions compared to 2023 	-0,8%
	2 Water: continuous reduction in water consumption resulting from our operations	<ul style="list-style-type: none"> > Global annual water savings of 14 billion litres thanks to Arvesta's innovative solutions 	10,8 miljard liter
	3 Resources: responsible use of 3 raw materials across all our operations.	<ul style="list-style-type: none"> > We are focused on combating deforestation by aiming for at least 95% certified soya in accordance with official standards > Implementation of carbon farming measures on 50,000 hectares of land 	75,1% 17.839,40 ha
 (S) Social impact	4 Ensuring a healthy, safe and inclusive working environment	<ul style="list-style-type: none"> > We aim for zero accidents by reducing the number, frequency and severity > Maintain or exceed an employee satisfaction score of 85% by 2030 	39 88%
	5 Community: caring for our customers	<ul style="list-style-type: none"> > Franchise & Retail: high standard of 65% maintain or exceed the Net Promoter Score. Animal Nutrition and Agri & Horti: achieve or exceed the sector benchmark score 	Franchise & Retail: 79% Animal Nutrition: 70% Agri & Horti: 73%
 (G) Governance	6 Corporate responsibility: upholding our values and providing leadership as an ethical business partner	<ul style="list-style-type: none"> > 100% antibiotic-free feed 	99,9%



Milieu

Building a clean living environment together

In 2025, Arvesta remained committed to a strong and sustainable living environment, as an essential foundation for healthy plants, animals and people. As a full-service partner to farmers and horticulturalists, we take our responsibility seriously to actively contribute to solutions for today's environmental challenges.

Because farmers are the first to feel the effects of climate change, our focus is on developing concrete solutions that make their businesses more resilient. At the same time, we continue to take responsibility by reducing our own emissions and further greening our energy consumption. In this way, we combine support throughout the supply chain with a constant focus on our own environmental impact.

01 Climate change mitigation and energy

02 Water management

03 Biodiversity



01

Mitigating climate change and energy

Climate change is a reality that demands action. At Arvesta, we are committed every day to mitigating its impact, by making our own operations more sustainable and by supporting farmers and horticulturalists with concrete and workable solutions.

The energy reflex

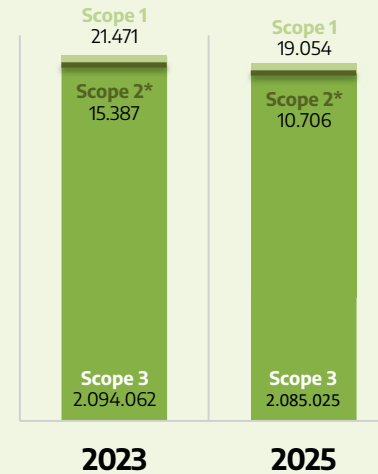
Steps forward in smart energy management

In 2025, Arvesta further invested in renewable energy by installing solar panels at Proxani's production site in Kortrijk and the logistics centre in Wilsele. This not only reduces our dependence on external energy, but also lowers our scope 2 emissions. Wilsele is now home to Arvesta's largest solar panel installation, with a capacity of 1,244 kWp — enough to power around 350 to 400 households. In this way, our main site actively contributes to the Leuven 2030 climate ambitions towards a climate-neutral city by 2050.

We are currently exploring additional opportunities for our production sites in Wallonia and abroad. Arvesta's entire solar panel park produced 4.4 GWh of electricity in 2025. In this way, our solar panels avoided more than 2,000 tonnes of CO₂ emissions—equivalent to planting a forest the size of 300 football pitches.

Arvesta's carbon footprint

In tonnes of CO₂e



*according to market-based method



Through targeted investments in solar panels, we are reducing both our dependence on external energy and our Scope 2 emissions.

Jasmine Dehamers
Procurement
Category Manager
Energy



Emissions (tonnes of CO ₂ e) (according to market-based method)	2025	2023 (reference year)
Scope 1: direct CO₂ emissions from:	19,054	21,471
• Stationary combustion sources	13,599	14,530
• Mobile combustion sources	5,455	6,941
Scope 2: indirect CO₂ emissions from:	10,706	15,387
• Purchased electricity (market-based method)	10,318	15,054
• Purchased heating, cooling and steam	388	333
Subtotal emissions scope 1 & 2	29,760	36,858
Scope 3: indirect emissions	2,085.025	2,094.062
• Purchased goods and services	1,744.376	1,783.566
• Upstream fuel and energy-related activities	5.576	5.139
• Upstream transport	43.127	62.863
• Use of products sold	291.946	242.943
Total emissions	2,114.785	2,130.920
Biogenic emissions	427.324	449.634
• Scope 3	427.324	449.634



02

Water management

Arvesta uses hardly any water for its production processes at Animal Nutrition and Agri & Horti. The real impact lies with the farmers and horticulturalists, and this is where the Greenhouses business offers real solutions. Thanks to the development of automated mobile gully and greenhouse systems, growers are significantly reducing their water consumption for crop irrigation.

For NEOM, the city of the future, we built high-tech greenhouses for strawberry, lettuce and tomato cultivation. These facilities are equipped with a new sensor system that will provide comprehensive data on water usage by 2026. These insights help us to further refine our water management models and grow crops even more sustainably worldwide.

Smart water management as a lever for sustainable cultivation

In 2025, Van der Hoeven took an important first step in its development in South Asia. At the request of a development bank, we are supporting efforts in Nepal, among other places, to prepare for rising food demand. By switching to controlled greenhouses, disease pressure is reduced, the country becomes less dependent on imports, and water consumption falls significantly – key challenges in the region.



Switching to controlled greenhouses reduces water consumption.



Marc Middeldorp
Head of R&D and Sustainability
Van der Hoeven



Jessie-Lynn van Egmond
Water & Sustainability Manager

More data, less water

Every drop counts

To use water even more efficiently, greenhouse builder and strong brand Van der Hoeven developed a methodology that provides greater insight into wastewater in a project, to minimise waste. In particular, this minimises the rinse water from filters in a greenhouse or conservatory. In addition, we asked Wageningen University to re-examine the water quality requirements for each crop. The new insights make it possible to safely reuse alternative water sources and thus further reduce our impact.

High-tech greenhouses in the desert

In Saudi Arabia too, Van der Hoeven, with their greenhouses, and Hortiplan, with their mobile gully system, achieved a first in 2025.



03

Biodiversity

From carbon sequestration in the soil to the use of circular fertilisation: farmers hold part of the key to improving soil quality and increasing biodiversity.

Precision farming makes the difference

To measure is to know

Arvesta remains committed to regenerative agriculture, with a strong focus on precise soil analysis that leads to practical soil advice for the short and long term. In this way, we are working step by step towards better soil quality and fertility.

In 2025, we also launched Fertiguide, our new online tool that enables our experts to translate a soil analysis into even more precise fertilisation advice. The aim: more data-driven fertilisation, providing only what is necessary. Our precision farming tool Varicare complements this by determining exactly where, when and how much fertiliser should be applied to the field.

Carbon Farming

The Carbon Farming Club – through which Arvesta advises farmers to emit less carbon and store more in the soil – is growing steadily. There are now 92 participating farmers, covering almost 18,000 hectares in Belgium and France. In this way, together we store more carbon in the soil, reduce CO₂ emissions and improve soil quality.

Circularity

We are exploring how we can further expand our range of circular fertilisers with new waste streams from the agri-food sector. Today, with Haspargit – a beet pulp-based product – we are already taking a significant step towards more circular agriculture. We aim to further expand this range of circular fertilisers.



With 92 farmers and With 18,000 hectares in our Carbon Farming project, we are achieving excellent result.



Esther Monard
Innovation & New Business Director



Social

Caring for people and society

At Arvesta, quality is central not only to our products and advice, but also to the way we treat people. We attach great importance to respectful collaboration with employees, customers, partners and other stakeholders.

We invest in healthy and fair working conditions and continue to work towards equality, diversity and inclusion. Our high staff satisfaction levels confirm the success of this approach. We also make conscious choices based on sustainability and customer satisfaction throughout the wider value chain, with demonstrable success.

04 Health, safety and fair working conditions

05 Employee satisfaction

06 Customer and consumer satisfaction



04

Health, safety and fair working practices

Our employees are the heart of the organisation. They therefore deserve a healthy, safe and inclusive workplace. We ensure this through training and the right mindset. In this way, safety becomes everyone's responsibility.

Towards an integrated safety policy

Safety: one policy, one way of working

In 2025, Arvesta took a major step forward in safety management. For the first time, we worked via a central working group across all three business units, using standardised records instead of separate systems.

Centralised recording and dashboard

We developed a central dashboard that consolidates all workplace accidents and safety parameters. Due to this new, comprehensive recording system, the number of reported incidents is higher than in 2024, but this is mainly because we are now measuring more accurately. This allows us to manage more effectively: to measure is to know.

Greater focus on prevention

In addition, we expanded our prevention measures:

- Near-misses are recorded to identify risks more quickly.
- First aid interventions are recorded so that we can better monitor trends.
- Workshop inspections check, among other things, emergency lighting and correct storage.

- Internal audits across all business units monitor training, processes and inspections.
- Joint safety training for all business units

Working together towards a safer working environment

With a single integrated policy and improved data quality, we are building an organisation where safety is central to everything we do every day.



Via a central dashboard we track all workplace accidents and safety parameters.

Johan Geeraerts
EHS- and project-
manager Agri & Horti





05 Employee satisfaction

Arvesta employees are highly motivated. Indeed, internal surveys show a high satisfaction score.

Project Management Academy and a revamped Lead Stronger programme. Thanks to our first Training Needs Assessment, we were able to tailor the training provision even more closely to the needs on the ground. For desk-based staff and sales staff, the full 'My Continuous Growth Path' appraisal cycle was integrated into our new HR platform, bringing appraisals together in a clear and organised manner.

Connection and culture

Connection remained a key part of our corporate culture. With Behind the Brand days and onboarding days which achieved a participation rate of 74%, we gave employees a broader perspective on our activities. During the leadership meetings, inspiring keynote speakers and leaders shared updates on our strategic direction.

In short, 2025 was a year in which we once again demonstrated that our employees are our priority – not through figures, but through actions that contribute to their well-being, growth and sense of belonging.

Continuous dialogue and action

Putting our people first: wellbeing, growth and connection

In 2025, we were once again able to maintain our strong engagement score of 88%. However, what matters most to us is not the score itself, but the continuous dialogue with our employees and the actions that result from it.

Well-being and development

We continued to focus strongly on wellbeing, including through Fit@Arvesta activities at eight sites. The Employee Assistance Programme, which we offer free of charge via our external partner Pulso, was also increasingly well received. Staff can turn to it for psychological support, as well as for legal queries and financial advice. The number of registrations rose from 29 in 2024 to 50 in 2025, with the programme being used primarily for preventive purposes.

Learning and development also took further shape through the Arvesta Academy, with new programmes such as the



88% of our employees report that they are satisfied.

Caroline Noel
HR Director
Talent & Internal
Communications



06 Customer and consumer satisfaction

What do we stand for at Arvesta every day? To offer farmers, gardeners and consumers an experience that goes just that little bit further.

Offering our customers an enhanced experience

The customer comes first

In 2025, our Aveve stores once again confirmed their strong position in the retail landscape. The Net Promoter Score rose to 79, compared to 73 in 2024. Aveve was also named Best Garden and Pet Retail Chain for the 18th time and Best Garden Online Shop for the third time.

NOVA: the retail concept of tomorrow

Based on an extensive national customer survey in 2024, we developed the NOVA vision for the future in 2025, ensuring we remain relevant to our customers.

We translate NOVA into the Aveve stores through three customer promises: a warm welcome, guaranteed results and enjoyment of the activity. Our Retail Academy supports this with a comprehensive training programme for our customer advisors. This enables us to advise our customers even better.



We survey our customers annually, to stay closely connected to their needs.

Sofie Borgions
Director Sales &
Operations Aveve
Retail



Professional customers appreciate our approach

Satisfaction levels among our professional customers are also continuing to rise. They particularly value the reliability and added value of our brands:

- Agri & Horti: score rises to 73
- Animal Nutrition: score of 70 out of 2024 forms the basis for further improvement measures

By surveying our customers annually, we keep our finger on the pulse and continuously improve our customer satisfaction. These insights also help us tailor our service and product range even better to the needs of farmers and livestock keepers.



Governance

Good governance within and outside Arvesta

At Arvesta, we consciously opt for a transparent and forward-looking policy that prevents unfair practices. We do not merely wish to follow the rules, but where possible to lead the way in good governance, strong management and sound business ethics.

We make clear agreements, both internally and with our partners. For us, ethical business also means caring for animals. By supporting farmers and hobby animal keepers with products, knowledge and innovations, we contribute to long-term sustainable animal welfare.

07 Business ethics

08 Animal welfare and health



07

Business ethics

Integrity is a core value at Arvesta. By treating employees, customers and partners with respect, and by being open to diverse perspectives, we continue to improve our policies at an organisational level.

Cybersecurity as the foundation for business continuity

In addition to our physical security, we are also strengthening our digital resilience. The European NIS2 Directive requires organisations to take stricter measures against cyber threats. That is why Arvesta has developed a clear cybersecurity roadmap.

We identified the key digital risks and linked them to targeted actions to protect our systems and services. In this way, we enhance our operational security and ensure the continuity of our essential activities in the food chain.

Strong risk management is essential today

Enhanced resilience in the raw materials chain

The current geopolitical uncertainty makes robust risk management essential. That is why Arvesta established the Raw Materials Risk Management Committee, which ensures robust financial hedging and provides a multi-supplier backup strategy for every critical raw material.

By mapping our entire supply chain and associated risks, we can anticipate developments more quickly and better safeguard our business continuity, even when market conditions change abruptly.



We enhance operational safety and ensure continuity in the food chain.

Caroline Wené
Director Internal Control & Risk Management



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Animal welfare and health

At Arvesta, we always start from a focus on animal welfare and continue to seek improvements. We take the lead, but without losing sight of the market.

A pioneer in animal welfare

Innovation in animal welfare and health

In 2025, we are once again taking significant steps towards making our feeds more sustainable and professional. For instance, we launched the Robusta sow feed range, developed to better align gestation and lactation. It ensures more stable gut flora, calmer behaviour and smoother feed intake - benefiting the sow's welfare on the farm.

We are also developing a play and distraction feed for piglets, tested at our experimental farm in Neerhespen and with a number of customers. Initial results show reduced tail biting and support our ambition to make intact tails the new norm.



We are on track: by the end of 2026, we will be producing only antibiotic-free pig feed.

Dirk Bogaerts
Director Nutritional Solutions



Towards 100% antibiotic-free feed

We are fully on track to produce exclusively 100% antibiotic-free pig feed by the end of 2026. This ambition has also inspired the sector: the Belgian Feed Association has brought forward its own deadline, meaning the entire Belgian compound feed sector is making the switch simultaneously.

Targeted innovations for healthier animals

We also continue to invest in smart nutritional solutions for cattle and poultry:

- Dairy cattle: omega-3-enriched extrudates boost cows' resistance and resilience.
- Laying hens: improved feeds support a longer, healthy laying period and high-quality eggs.



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