



Sustainability Report 2023.

About this report

This 2023 Summary Sustainability Report provides an update on the performance of McCain Foods Limited (“we”, “our” or “McCain”) against the commitments set out in our Global Sustainability Strategy. It also includes a Deep Dive into our approach to regenerative agriculture.

Unless otherwise stated, reporting boundaries include subsidiaries owned or controlled by McCain, excluding our transportation subsidiary the Day & Ross Transportation Group (“Day & Ross”) and acquisitions that we have completed within the last 24 months.

This Summary Sustainability Report is for our fiscal year ended June 30, 2023 (“2023”). Our performance data tables include previous years’ data, where relevant. All currency reported is in Canadian Dollars (“CAD”), unless otherwise stated.

GRI – statement of use

McCain has reported the information set out in the separate GRI Content Index, for the period from July 1, 2022 to June 30, 2023 with reference to the GRI Standards. Our GRI Content Index uses the requirements and principles of ‘GRI 1: Foundation 2021’ and is available [here](#).

External verification opinion

McCain seeks external assurance of our CO₂ emissions data to support our CO₂ emissions reduction strategy. The British Standards Institution (“BSI”) conducted a limited assurance assessment of our 2023 CO₂ emissions inventory and our alignment with ISO 14064. The latest statement is available [here](#), along with previous limited assurance statements from 2017 – 2022.¹

Contents.

A message from our President & CEO	3	Our 2023 progress	28
		Smart & Sustainable Farming	29
Sustainability at McCain		Resource-Efficient Operations	32
Our business at a glance	4	Good Food	35
Sustainability strategy	5	Thriving Communities	37
2023 sustainability highlights	6	Strong Foundations	39
Deep Dive: A year in the life of a regenerative agriculture transformation	7	Performance tables	42



A message from our President & CEO.



In 2023, the impact of climate change has never been more evident or immediate. Many of the issues that scientists have long predicted would result from global warming are now occurring, such as accelerated sea level rise, drought and more intense heat waves. The Intergovernmental Panel on Climate Change's ("IPCC") [2023 Synthesis Report](#) reiterates the severity of the situation we are in, and the critical need for action.

At McCain, we are in a position to take action in a meaningful way. As well as being very sensitive to weather and climate, the food system is one of the most important levers of future change. Sustainability is at the heart of our purpose as a business: 'Celebrating real connections through delicious, planet-friendly food,' and it runs through our organizational values: Family, Authentic, Trusted and Quality.

Our goal is to help drive the transition to making our food and agricultural systems more sustainable and resilient. Our work on regenerative agriculture is central to our efforts in this space. We therefore wanted to take the opportunity to provide a Deep Dive into our work in this area which accompanies this year's update on our progress across our planet-friendly strategy. In the pages that follow you will find a detailed look at a year in the life of a regenerative farm, based on our experiences at our Farm of the Future Canada. We hope it provides insight into the challenges and opportunities of regenerative farming, in a practical and hands-on way.

The progress update sets out an overview of our 2023 activities against each of our four pillars of focus: Smart & Sustainable Farming, Resource-Efficient Operations, Good

Food and Thriving Communities, as well as the Strong Foundations that underpin all we do.

While we recognize that there is more to be done, we are pleased to report progress across each of these areas, in line with our commitments. There are also some achievements of which we are particularly proud. These include the increase in the number of our farmers who are adopting regenerative agricultural practices (some of which we showcase in the Deep Dive), the significant reduction we have achieved in our Scope 1 and 2 emissions and the successful development of a series of healthier product innovations. We're also very pleased to report an increase in the number of our employees who participated in our Chips In Volunteering program.

As we look forward to 2024 and beyond, we know we will face many uncertainties and challenges. But one thing is certain: we are more committed than ever to deliver the tangible change and progress that our world so urgently needs. This is not something we can do alone. Partnership and knowledge are critical to move forward and transform the food chain. We will look to stakeholders throughout the value chain – from our farmers, to governments, financial institutions, NGOs, suppliers, customers and other players in the food system – to collaborate on this transformational journey.

A handwritten signature in black ink, appearing to be 'MK' followed by a long horizontal stroke.

Max Koeune,
President & CEO

Our business at a glance.



Sustainability strategy.

To find out about our approach to materiality, our stakeholder engagement process and our governance structures, please see our [2022 Sustainability Report](#).

Our Sustainability Pillars

Our Commitments

Smart & Sustainable Farming



- Implementing regenerative agriculture practices across 100% of McCain potato acres by 2030
- 15% improvement in water-use efficiency in water-stressed regions by 2025
- 20% of all potato crops grown for McCain to use stress-tolerant varieties by 2025

- Investing in three Farms of the Future to showcase regenerative agriculture practices by 2025
- Developing research partnerships and leveraging collective action to advance regenerative agriculture

- 25% reduction in CO₂ emissions per tonne from potato farming, storage, and freight by 2030 (Scope 3)
- Training, technology, and knowledge transfer to farmers

Resource-Efficient Operations



- 50% absolute reduction in GHG emissions (Scope 1 & 2) by 2030, 100% renewable electricity by 2030 and ceasing use of coal by 2025
- Zero waste to landfill by 2025

- 15% improvement in water-use efficiency in seven priority plants by 2025
- 60% intensity reduction in Scope 1 & 2 GHG emissions and 30% intensity reduction in Scope 3 GHG emissions by 2030

- 50% reduction in food waste intensity across McCain operations by 2030
- 100% of our packaging designed to be recyclable, reusable or compostable by 2025

Good Food



- Using simple ingredients that customers recognize and expect
- Removing palm oil from our frying operations for McCain branded products by 2025

- 15% reduction in sodium (sales-weighted average) in our McCain branded potato and appetizer products by 2025
- Expanding healthier food offerings
- 100% use of cage-free eggs by 2025

- Providing clear and transparent nutritional information
- 100% Global Food Safety Initiative (“GFSI”) certification at all McCain owned facilities and tier one ingredient supplier facilities

Thriving Communities



- Improving the livelihoods of 10,000 vulnerable farmers and families by 2025

- Supporting farmers and families by donating 200 million meals to food banks and NGOs by 2025

- Supporting farmers and families with 50,000 hours of employee volunteering by 2025

Our alignment to the United Nations’ Sustainable Development Goals (“SDGs”)



2023 sustainability highlights.

See our [performance tables](#) for more detail on our commitments and our progress against them.



Smart & Sustainable Farming



28% of our global acreage 'Engaged' and **51%** 'Onboarded' on our Regenerative Agriculture Framework



Launched partnerships with innovative financial solutions to support regenerative agriculture delivered with Rabobank, Farm Credit Canada and NatWest



\$1M Future of Potato Farming Fund launched with McDonald's Canada



First full year of Farm of the Future Africa completed



Water-use efficiency improved by **9.4%** (in water-stressed regions)



More than **23,500** hours of training delivered to growers



Water-stress tolerant potato varieties increased to **21.9%** of total portfolio



Resource-Efficient Operations



21.2% of total electrical energy consumption from renewable sources



9.8% reduction of absolute CO₂ emissions (Scope 1 & 2)



16.3% improvement in water-use efficiency in priority plants



98.5% of paper packaging and **87.8%** of plastic packaging designed to be recyclable



Reduced waste to landfill to **0.6%** of total waste



9.5% reduction in food waste intensity in operations



Good Food



New Global Clean Ingredient Policy and Global Nutrition Policy launched



100% of McCain owned facilities and **96%** of Tier one ingredient supplier facilities GFSI certified



6.6% reduction in sodium (sales-weighted average) in our appetizer products



Reduced the use of artificial ingredients in our core portfolio



Strengthened internal structure and processes



Thriving Communities



17,384 hours of employee volunteering completed



11.9 million meals donated



2,716 new beneficiaries of development programs/partnerships reached



3 new community projects launched to improve the lives of vulnerable farmers and families



Received Second Harvest's Values Award for our work to tackle food insecurity

A year in the life of a regenerative agriculture transformation.

The agriculture sector and those of us that work in it – from farmers to food producers to consumer brands – have a huge role to play in tackling two of the biggest challenges facing our world.

The first challenge is ensuring we can feed a growing global population, the other is doing so while adapting to a changing climate that is making food production more difficult and less reliable. At the same time, the agri-food sector is projected to generate 196 million tonnes of greenhouse gas emissions by 2050, which plays a significant role in accelerating this negative cycle.³ We need large-scale and high-impact interventions to address these interlinking challenges, and the agriculture sector has the power and responsibility to play a major role in the solution.

Transforming the way we produce food will mean significant but achievable adjustments to how we farm. This new approach can broadly be called regenerative agriculture, a term that we

at McCain define as an ecosystem-based approach to farming that aims to improve farmer resilience, yield, and quality by improving and restoring soil health, water-use and quality, enhancing biodiversity, and reducing the impact of agro-chemical products on the environment. At the same time, regenerative practices can help reduce the carbon impact of farming through reduced on-farm emissions and the potential for locking or sequestering carbon in the soil. Regenerative practices combine traditional farming methods that are aligned with natural processes, with new innovation, technology and management practices. The aim is to produce high-quality and reliable yields while tackling the food system and climate challenges we face.

Adopting regenerative practices comes with challenges and opportunities. Identifying best practices that are scalable and easily adoptable by farmers across the world is vital. However, this can only be achieved through collaboration – full system change involving farmers, scientists, agronomists, educators, food producers, financiers and consumer brands all working together.



McCain’s approach to regenerative agriculture

At McCain, we rely on a dependable and high-quality potato harvest every year.

To support this critical business need, we are among the leading global food producers embracing regenerative agriculture. Our potato farmers – a network made up of more than 3,500 direct relationships across the world – are vital to this transformation. By 2030, we aim to have 100% of McCain potato acres implement our ‘Onboarding’ level of regenerative agriculture practices, and 50% reaching the ‘Engaged’ level.⁴

A key tool in this ambition is our [Regenerative Agriculture Framework](#) that outlines core regenerative principles and outcomes for farmers and the food system. The Framework contains high-level pathways for farmers to make incremental progress towards farming regeneratively in their own specific circumstances. Throughout this transition period, we at McCain, including our field representatives and agronomists who are all trained in regenerative practices, support our farmers through a combination of technical, financial and educational resources. The goal is to help farmers become more resilient and competitive for the long term.

Our Farms of the Future program is another way we are supporting the transition to regenerative agriculture. This comprises two (soon to be three) innovative farms that are helping determine, scale and showcase best practice in regenerative farming. These farms undertake new research and trial technologies, working with partners to take risks, make mistakes and eventually overcome any challenges so our farmers don’t have to. We pass on all our knowledge and outcomes to our partners, but also more widely to the industry.

Our 500-acre Farm of the Future at McCain’s home in New Brunswick, Canada, focuses on Northern hemisphere practices, while our Farm of the Future Africa, located in Lichtenburg, South Africa, explores Southern hemisphere approaches. As well as creating a better understanding of regenerative agriculture practices and their impact, both farms seek to reimagine the way we grow a potato that is better for both farmers and the planet.

This Deep Dive highlights a year on a regenerative farm, based on our work at our Farm of the Future Canada but also reflecting the wider experience of an annual regenerative farming cycle. Alongside, we have picked out specific experiences in the southern hemisphere at Farm of the Future Africa, as well as highlighting the perspectives and insights from some of our research, finance, commercial and farmer partners. With this exploration we aim to bring the regenerative transition to life, building understanding and uptake and we invite others to join with us in helping create the future of our food system.

Philippe Thery
Chief Agriculture Officer



Key Regenerative Agriculture Principles



Ensure farm resilience



Armour soils, preferably with living plants



Enhance crop and ecosystem diversity



Minimize soil disturbance



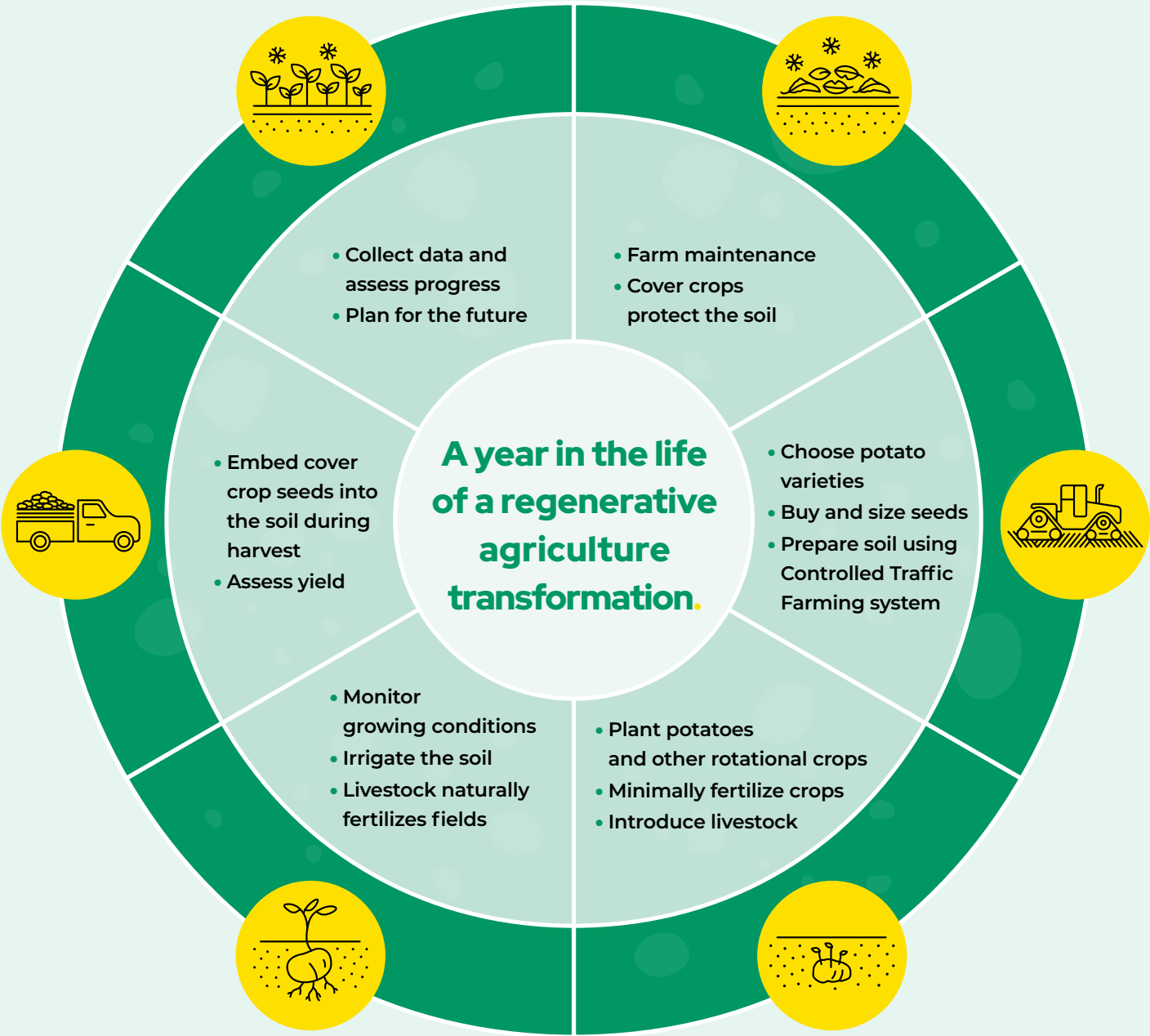
Reduce agro-chemical impact & optimize water use



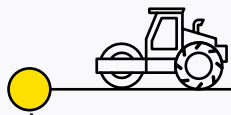
Integrate organic and livestock elements

This Deep Dive explores an annual regenerative agriculture cycle based on our work at McCain's Farm of the Future Canada, but also features insights from McCain's Farm of the Future Africa and the experiences of some of our key partners.

Each of the six sections of the Deep Dive, shown in the outer circle on this page, explores a two-month period throughout the year. The inner circle of the diagram describes some of the key activities on the farm in each month, which are explored in more detail in the pages ahead.



Click button to go to specific section



January & February

Protecting the soil over winter to set strong foundations for the year

Key Regenerative Agriculture Principles



At the start of the year, harsh conditions are the daily reality at our Farm of the Future in New Brunswick, Canada. Extreme weather can cause problems, and vital nutrients and organisms in the soil can be lost if the soil is left too exposed or allowed to erode, which can harm the potato crop. This means we need to focus on protecting – or armouring – the soil so that our fields are ready for the beginning of the farming year in spring. Our winter preparation and planning helps ensure that when the snow melts and the soil thaws, it is nutrient-rich, aerated and full of life, ready for crops to be planted.

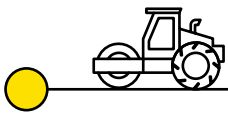
Armouring the soil with diverse cover crops is our top priority

The most effective way to armour the soil is to cover it with living plants called cover crops. These are planted in fall during the potato harvest and help the soil stay healthy over the colder months. Plants growing and spreading their roots into the earth helps aerate the soil, reducing compaction and improving water filtration. More moisture in the soil means plants absorb more water and nutrients, resulting in higher quality crops. Less compacted soil also reduces the need for tilling later in the year – a process that can disturb valuable microorganisms like fungi and release sequestered carbon into the atmosphere, with negative impacts for the climate. Cover crop planting also creates a physical barrier from wind and rain, which can otherwise cause erosion and drain valuable nutrients, such as nitrogen, from the soil. Even after the cover crops die, they turn into mulch on the surface of the soil, offering a protective barrier right through to spring.

Our cover crops also help support and stimulate a rich and diverse ecosystem across the farm. Having a variety of plants in the soil encourages a mix of nutrients that create the

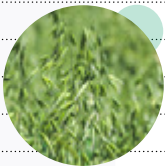
perfect conditions for microorganisms and other organic life to thrive underground. At the same time, a wide variety of plants and flowers attract pollinators, insects and animals that further build the ecosystem. This all supports the growth of our crops and makes them more resilient to pests, disease and the impacts of extreme weather. So, when we plant cover crops we plant a wide variety: 28 varieties to be precise.





Cover crops used at Farm of the Future Canada

Category of cover crop and its benefit	Species
Legumes: Legumes are highly effective at pulling nitrogen into the soil from the air while controlling for erosion and increasing soil organic matter, which acts as a reservoir for water and nutrients.	Alfalfa
	Frosted berseem clover
	Red clover
	Faba beans
	Birdsfoot trefoil
	Black forage peas
	Chickling vetch
	Pearl millet
	Sorghum sudan grass
	Japanese millet
Grasses and Cereals: Grasses and cereals have extensive root systems that effectively retain nitrogen. They also create large amounts of biomass, suppressing weeds and increasing soil organic matter.	Corn
	Timothy
	Arsenal meadow grass
	Brome grass
	Meadow fescue
	Perennial ryegrass
	Orchard grass
	Oats
	Brown mustard
	Fodder rape
Brassica: Brassicas are very good at preventing soil borne pests and diseases.	Groundbreaker radish
	Daikon radishes
	Kale
	Oilseed radish
	Purple top turnip
Other Species:	Phacelia (Borage family)
	Buckwheat (Knotweed family)
	Sunflowers (Sunflower family)



Farm of the Future Africa: Cover crops

Regenerative farming principles must be adapted to the local context. The work underway at our Farm of the Future Africa is crucial for generating knowledge around how these principles come to life in the Southern hemisphere.

In South Africa, cover crops play a vital role in armouring the soil to protect against extreme heat and drought. The cover crops we select at Farm of the Future Africa help limit erosion, increase water infiltration and retention and provide natural fumigation of soil-borne pests. We also pick species that provide good manure, with the mulch they produce being used to improve our irrigation systems, minimizing evaporation and conserving moisture. Current cover crops include cereals, legumes, brassicas and borage, all of which help the soil to retain vital nutrients, increase organic matter and promote biodiversity. We have also been experimenting with crops which have specific functions. For example fodder radish can help to hold nutrients like nitrogen and phosphorous in the soil while also reducing root knot nematodes, a common soil-borne pest.





March & April

Preparing for planting with minimum soil disturbance

Key Regenerative Agriculture Principles



Buying seeds and preparing the farm for growing season

As spring arrives on the farm, our preparations for planting pick up speed. One important task is to select and buy potato seeds. Potatoes are highly susceptible to drought and water-stress as their shallow roots have a limited capacity to store water. That's why choosing the right varieties is vital. On our Farm of the Future Canada we plant three varieties of potatoes: King Russet, Caribou Russet and Russet Burbank (see our [spotlight on water-stress tolerant potato varieties](#)). The first two are particularly tolerant to water-stress,

allowing us to maximize our water efficiency without risking the yield. Once our varieties are selected and the seeds are purchased, we use a machine to separate them into different sizes. This helps optimize our precision sowing processes for similarly-sized seeds and ensures that plants will eventually grow in a relatively uniform way.



Locking carbon into the soil

The preparation we have done over fall and winter by armouring the soil with cover crops helps minimize the extent to which we need to disturb the ground in spring – the time when most conventional farms would need to undertake significant tilling to prepare for planting. One of the main benefits to minimizing soil disturbance is that it helps to lock carbon into the soil and prevents it from being released into the atmosphere. It also helps with nutrient retention, water infiltration and increases soil organic matter. To further enhance our ability to sequester carbon into the soil, we are partnering with Cornell University to pioneer a piece of research focusing on non-organic carbon sequestration.

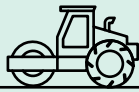
Using Controlled Traffic Farming and specialized machinery to avoid soil compaction

To ensure our soil remains well-aerated throughout the season with minimal tilling, we use technologies that prevent farm traffic from compacting and damaging the soil. Controlled Traffic Farming ("CTF") uses a system of permanent, but limited, wheel tracks across fields where

machines like tractors travel, reducing how much of our soil is compacted.

To achieve this, all our machinery is guided by a specialized Raven GPS steering system with sub-inch accuracy, which keeps it on its tracks. The tracks are spaced 3.4 metres apart with four row beds set in between – wider than usual to reduce the number of tracks overall. This unique spacing means our machinery wheels are retrofitted to sit at 3.4 metres apart. Two pieces of equipment that help reduce soil compaction are the basket hiller and the dammer-diker. Both of these attach to the tractor and work to aerate the soil and increase water retention, particularly by creating pockets which hold water in place underground.

We are measuring the effectiveness of our CTF system through our partnership with the Government of Canada Agriculture and Agri-Food Canada department. So far, our findings suggest that our CTF system reduces soil erosion, nutrient loss and soil bulk density, while improving water infiltration.



Partner Spotlight

Wayne Honeycutt, President and CEO, Soil Health Institute: “Farmers are already experts in their field, they just need support in the journey to regenerative agriculture”

Insight from our expert partners

We're delighted to see that interest in regenerative agriculture has really taken off in the last few years. While the term covers a lot of different approaches and philosophies, one value held in common is the idea of improving soil health. Healthy soil can help build resilience to increasingly frequent extreme weather events, reduce reliance on expensive fertilizers, and build what we soil scientists call “Available Water Holding Capacity” which helps farmers to improve crop quality and achieve more stable yields year on year. Regenerative agriculture is therefore one of those rare win-win situations for farmers, agricultural industries, the environment, and ultimately for society.

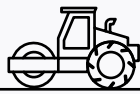


There are several ways that industry can support the transition to regenerative agriculture. A critical area of support is to provide practical, location-based education programs. Farmers are already experts at what they do, but education programs can be very useful in showcasing new practices and helping to make well-informed decisions for their specific farm, production system, climate, soils, and personal goals.

My experience is that farmers learn best from other farmers. That is why at the Soil Health Institute we are working with McCain to set up peer networks or “cohorts” of farmers and technical specialists so they can hear from each other how they successfully adopted regenerative practices and how they've benefited. McCain has developed a very thoughtful framework that allows farmers to see where they currently are on their regenerative journey and what steps can be taken to progress to the next level. We can help farmers along this journey by focusing on what is important to them: building drought resilience, reducing input costs, reducing erosion, and of course increasing profits. All of these areas can be addressed by focusing on soil health.

Ensuring that businesses let farmers know that adopting regenerative soil health practices is important to them is also key. That sends a clear signal about industry priorities and what the future holds for farmers wanting to partner with key brands. Similarly, educating other groups that influence the uptake of regenerative agriculture, particularly landowners and land managers is equally important. “Full system” perspectives can be challenging to manage in situations where a farmer is leasing land, so wider adjustments to the business model are needed.

The future success of regenerative agriculture at scale boils down to one key ingredient: giving farmers the information they need to make it a success. In some cases that may mean providing information on the business case for a regenerative agriculture practice, or it may mean demonstrating how healthy their soils can become using robust data. The good news is that we have a good idea of what is needed, and many farmers are recognizing how improving soil health through regenerative practices can help them build resilience and improve their bottom line. I've never met a farmer who, after transitioning to regenerative soil health systems, ever went back!



May & June

Planting season begins with a focus on optimizing inputs

Key Regenerative Agriculture Principles



Planting the potatoes and other crops

In mid-May we plant the seeds for our crops, marking the beginning of the growing season. By early June, the first plants begin to emerge. This last season we were able to plant the seeds without tilling the fields first, which is a testament to the work done in fall and winter to armour and prepare the soil.

Potatoes are not the only crops we plant. Our Farm of the Future Canada works on a four-year crop rotation schedule, which means a proportion of our fields are always planted with non-potato cash crops. In 2023

we focused on oats, which were planted at the beginning of June and harvested in late September. In previous years we have also planted barley and wheat. Diverse crop rotations help prevent pests and disease and provides opportunity for nutrients in the soil to replenish. Crop rotation also increases biodiversity, which thrives on variety. In addition, our choice of non-potato cash crops are all no-till varieties, so both the soil and climate benefit from lack of disturbance.

Optimizing our use of inputs

Reducing agro-chemical impact is one of our key Regenerative Agriculture Principles. The production and application of synthetic fertilizers make up a significant proportion of our carbon footprint on the farm, and overuse can also have an unwelcome impact on soil and groundwater. If we can create rich and healthy soil naturally, it can reduce the quantity of inputs needed, and therefore the cost for farmers. Reducing the use of agro-chemical products doesn't happen overnight and can only be changed once the soil is thriving. One way of looking at it is that we have to earn the right to reduce our reliance on inputs through our good work focusing on soil health.

At Farm of the Future Canada, we have been able to reduce our use of synthetic fertilizers while maintaining crop quality and yield. In 2022, we were able to reduce our nitrogen fertilizer application by 13% compared to a typical farmer in the area. This is a testament to the great work the Farm of the Future team has been doing with cover crops, low-till interventions and increased water retention. When we do use synthetic fertilizers, we're able to use them as required, with precision application delivering smaller volumes of

synthetic fertilizer for maximum impact and value. We also think carefully about the environmental conditions before spraying. For example, considering the weather, visibility of spores in the air, and historical data allows us to make targeted decisions about how we use inputs.





Livestock arrives at the farm to help naturally fertilize our fields

Introducing livestock is another powerful tool for increasing nutrients in the soil without using synthetic fertilizers. At the end of May, local cattle arrive on the farm and spend the summer grazing on our cover crops. As a key part of the food system, cattle produce and spread natural fertilizer, recycling nutrients such as nitrogen and carbon back into the food chain and encouraging organic growth without disturbing the soil. We use a process called strip grazing to ensure an even application of manure: livestock are confined to a strip of fresh pasture for a few days at a time, then moved to a new strip to fertilize and allow regrowth where they have grazed.

Our livestock integration model sees cattle borrowed from neighboring farmers, rather than farmers having to keep their own livestock year-round. We initially had a tough time convincing local cattle producers to partner with us – the arrangement was new and unusual, and it was difficult to communicate the benefits. However, after one rancher took a chance on us and was impressed to find their cattle returned healthier and better fed than ever, word spread quickly and cattle producers are now keen to join forces.



Partner Spotlight

Jack Smith, Farms Director at AG Wright & Son (Farms) Ltd, South Cambridgeshire, UK:

“Our biggest goal is to make sure that the next generation keeps on farming”

Insight from our expert partners

Regenerative agriculture is a hot topic among farmers. But whether you agree with it or not, it's hard to argue with the underlying principles: looking after the soil, reducing chemicals, being as unintrusive as possible. Really, these ideas are just good farming practices that have been used for generations.

The concept of regenerative agriculture is hard to define so it's helpful that McCain have put their own definition and framework against it. On our farm, we use a range of practices from the [McCain Regenerative Agriculture Framework](#), adapted to our specific needs – we primarily grow in soil with high organic matter. For us, these regenerative practices are doubly important as we try to preserve and improve the lowland peat soils of the United Kingdom.

We're planting cover crops early to armour the soil, reducing agro-chemical inputs where appropriate, introducing livestock, and trying to improve biodiversity and pollinators by planting headlands with a wildflower mix provided by McCain. We're also trying to reduce soil movement by reducing the number of passes over the fields and by not plowing. One way we've managed to stop plowing is by only growing on better land

with a better supply of water, rather than growing on marginal, lower-quality land. If you're trying to do more with less, you have to start with the best land.

The autumn [fall] of 2023 in the UK was a very difficult season but also an example of how regenerative practices are helping us. There were some pretty horrendous weather conditions but actually our fields were in better health than they would have been a couple of years ago. If this had happened three or four years ago, before we started changing how we farm, we'd be in more trouble.

The main motivation for making the change is to grow a better and more financially viable crop. You have to pick the practices that are going to work for you so you don't increase risk too much. Farmers often turn to intensive farming and chemicals to try and overcome risk and maintain or increase margin, but this can be a challenge in itself as more inputs mean more cost that can actually reduce margins. In regenerative agriculture we have to make big changes to processes while maintaining yield and margin. If we can't make money, it's not going to happen. There is always going to be risk involved, but we have to find ways to make sure it is shared widely across the value chain.

I've been involved in the Sustainable Agriculture Steering Group with McCain, and it's encouraging to see that they have the leading potato advisors in the UK designing and trialing these systems. Being involved with programs like that you learn a lot and get to sound out ideas about what works and what doesn't. You also meet other farmers with the same attitude as you, see their farms and pick up new ideas to replicate on your own farm. The future of farming is change. We can't continue to do what we were doing 10 years ago and hope for better results – that's just madness. Farming has to keep evolving with research and best practice.

My advice to farmers thinking of taking on regenerative approaches is to get started. You can't ignore it so be bold, get involved, learn from your neighbours. That's certainly where we're at. We've not finished changing by a long way, and we're not perfect. But we are involved with the conversation and as a fourth-generation family-owned farm, our biggest goal is to make sure that the next generation keeps on farming.



July & August

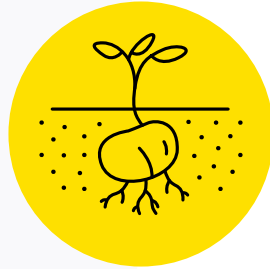
Thriving biodiversity and a focus on education

Key Regenerative Agriculture Principles



The soil is rich and pollinators are drawn to the fields

By the high summer, the flurry of planting activity has finished and the potatoes are starting to grow. During this time, the farm is brimming with life. Above ground, pollinators and other insects are attracted to the flowers of our crops and cover crops. At Farm of the Future Canada we have encouraged natural flower vegetation on the borders of our fields, which are now full of species like alsike clovers and birdsfoot trefoil, providing an essential habitat and source of food for bees and other insects.



Beneath the ground, the soil is also teeming with life. Our cover crops and careful preparation of the soil have created a vibrant ecosystem of microorganisms, bacteria and organic matter. Well-aerated soil means worms and other invertebrates can move freely through the earth, and the soil can breathe.

Over the past few years, we have partnered with the Centre for Biodiversity Genomics based in Guelph, Canada, to gain even more insight into our soil at this time of year. Their

cutting-edge DNA metabarcoding process provides us with more comprehensive soil biodiversity information, which means we can better understand the bacteria, fungi and animal communities that make our fields their home. The process can also provide biological information that contributes to a more holistic decision system informing our choices around agro-chemical products and allows us to quantify the benefits of regenerative agriculture on soil health and productivity at scale.



Maintaining the right conditions for healthy crop growth

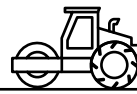
Monitoring and optimizing growing conditions is our main focus over the summer months. This challenging job is made even more difficult by the impacts of climate change. In particular, water supply has become less predictable, water-stress more common, and as a result we are seeing an increased risk of pests. We are therefore investing in technologies that make it easier to make the right interventions, in the right locations, at the right moments.

One important intervention for many farmers is irrigation, which enables us to minimize water-use. At Farm of the Future Canada, we installed pond irrigation systems designed to capture and store excess rainfall while also providing water for our livestock. We also constructed a solar-powered drip irrigation system that can deliver water precisely and in a way that reduces the risk of creating the conditions for disease and mildew. However, heavy rainfall throughout the growing season in 2023 meant our new irrigation technology was not needed this year. This served as an important reminder of the reality of volatile conditions in a changing climate,

but we expect to have it in use next year for assessment of its effectiveness and impact.

The use of crop protection products like herbicides and pesticides is another important part of crop development over the summer. Pests will always be present, and we want to reduce their impact in a way that uses as few inputs as possible. Our first defence is natural methods of pest control. Certain cover crops, such as oilseed radish, naturally prevent soil borne pests and diseases without the need for herbicides. In the future, when we do apply crop protection products to the plants at Farm of the Future Canada, we will be using highly targeted, AI-controlled, 'see and spray' technology to ensure precise application. Our tractors will use cameras and sensors to identify specific issue areas and only spray those plants that need it, removing the need to spray across entire fields. More broadly, McCain is supporting farmers with new technologies. For example, McCain recently launched Presia Ag Insights, a new business unit which strengthens decision-making capabilities through satellite imaging and machine learning.





How we support our farmers' regenerative transformation

Focusing on education allows farmers to build skills and networks

Above ground, the farm is also buzzing with visitors, farmers and McCain partners eager to learn and grow alongside each other on this journey. Demonstration days and programs held throughout the year are hugely important. Farmer Field Days take place in the summer and this year's program covered new advances in research, a demonstration of 'see and spray' technology, and discussions of the challenges associated with harvesting, irrigation and livestock integration. Hosting these days at Farm of the Future allows us to share knowledge through a powerful 'show and tell' approach (for more information see our [spotlight on measuring progress](#)).

However, perhaps the most valuable aspect of the Field Days is the opportunity for farmers to build networks with their peers, which enables them to share their first-hand experiences of the regenerative transformation. By bringing farmers together for these events and programs, we hope to create cohorts of peers who can support each other and share their experiences long after the Field Day has ended.



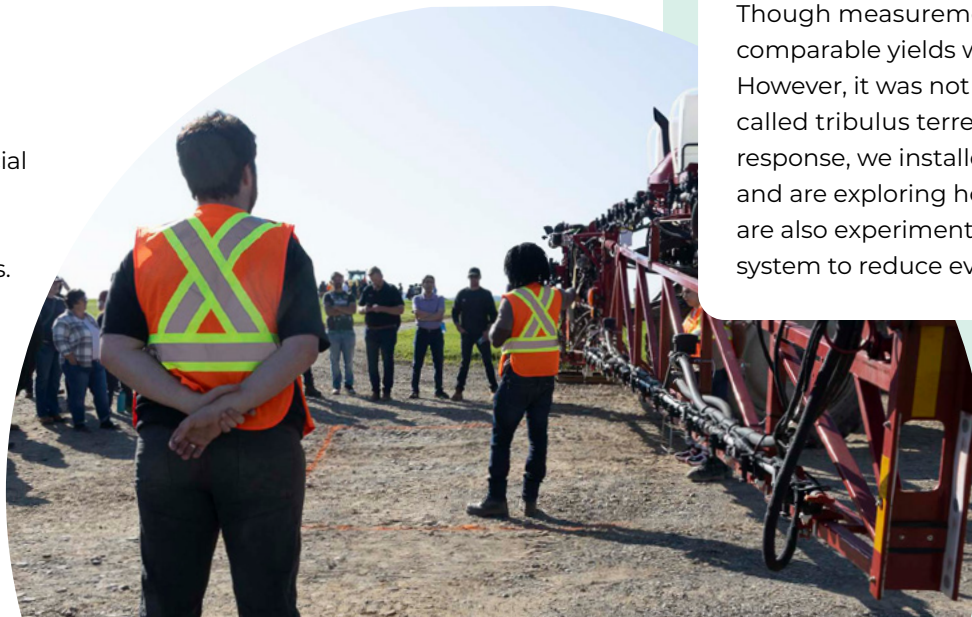


Financial support and investment are critical for accelerating the transition

One of the key challenges to the adoption of regenerative practices is the financial barrier. Many farmers share concerns about risks to short-term yields, investment in new equipment and the commercial model. Studies show there is significant opportunity in moving to regenerative practices in the long-term, but we recognize extra support is needed now.

We therefore work closely with partners to provide support that can de-risk both the transition period and the longer-term business model. One way we do this is through a blend of different types of financial support. For example, in France we offer farmers six-year commercial contracts, and a premium price for regenerative crops.

Across our growing regions, we also work with financial and commercial partners to offer incentives and preferential loan terms to our regenerative farmers, allowing them to invest in new equipment, technology and expert services. We have set up different incentive programs with Farm Credit Canada, Credit Agricole, Rabobank and NatWest. In addition, our partnership with McDonald's Canada, the \$1M Future of Potato Farming Fund, provides cost-sharing grants to help farmers begin and scale their regenerative transformation.



Farm of the Future Africa: Irrigation

Our Farm of the Future Africa regularly experiences hot and extreme weather conditions, and is often operating under water-stress. This makes our Regenerative Agriculture Principle of increasing water efficiency even more vital.



Our most significant intervention so far has been introducing a drip irrigation system which uses technology to constantly monitor the moisture in the soil and deliver the optimal amount of water where it is needed. We installed drip lines at the same time as planting and ridging the soil, thereby reducing passes of the field by machinery.

Though measurement is still being optimized, we have managed to achieve comparable yields with much less water applied, indicating early success of this system. However, it was not without its challenges. We found that historic infestations of a weed called tribulus terrestris, or 'devils thorn', was puncturing the drip tape. This year, in response, we installed thicker, more expensive drip tape to protect our irrigation system and are exploring how we can increase efficiency by mechanizing drip line removal. We are also experimenting with introducing mulch from our cover crops into the irrigation system to reduce evaporation and conserve moisture, making it more efficient.



Partner Spotlight

Rabobank: “The large-scale transformation to regenerative agriculture presents risks, but we’ve been able to create tailor-made financing solutions to the specific challenges farmers face”



Insight from our expert partners

Our team at Rabobank is working alongside McCain to increase uptake of regenerative agriculture practices by offering farmers incentives and support. A large-scale transformation to regenerative agriculture presents risks, and we in the banking industry are good at assessing risk. By working closely with McCain and its farmers, we’ve been able to create tailor-made financing solutions that enable investments in equipment and technology that growers need for regenerative practices.

As part of our three-year partnership in the Netherlands, launched in early 2023, McCain offers farmers a multi-year contract including education, technical assistance, a premium for regenerative produce and access to demonstration farms. As farmers advance, our team at Rabobank offers sustainability-linked incentives such as loans with discounts once growers receive a high score on sustainable practices. We are also offering financial solutions that blend our own products with public subsidies in the Netherlands, making it easier for farmers to access financing. Looking forward, we are exploring offering equipment financing in an agile and competitive way to remove barriers for farmers, and potentially expanding the partnership to Australia, New Zealand and the USA.

More broadly, one of the most significant commercial challenges for the regenerative agriculture sector is proving the model to banks who may find it hard to quantify the benefits of improved resilience, as well as the significant cost of inaction. Regenerative agriculture is still viewed by many as more volatile than conventional farming. The solution to this is more data on both farming and commercial outcomes of programs like ours.

Once this data is in place, regenerative agriculture should become an even more attractive space for financial services providers – in the long term, it will create more resilient and stronger supply chains for our customers, which means reducing risk for banks. At Rabobank, another key motivation is the opportunity to reduce our Scope 3 emissions and wider environmental impact by helping reduce the emissions footprint and agro-chemical inputs of the agriculture sector. And of course, offering exciting new products to regenerative farmers will be powerful in attracting new customers, particularly when linked to a high-profile partnership like the one we have with McCain.

We’re proud to be at the forefront of supporting the transition to regenerative agriculture and delighted that we can partner with McCain on the journey. Our hope is that over the next three years and beyond, the industry can take a significant step forward towards a regenerative future.

**WE ARE ENSURING
FARMERS HAVE THE TOOLS
AND TECHNOLOGY THEY NEED.**

September & October



Harvesting the potatoes and assessing the yield

Key Regenerative Agriculture Principles



Before the harvest we once again begin to plant cover crops

By mid-September, the potatoes are ready to be harvested. This means unearthing the tubers while trying to minimize disturbance to the soil. Of course, when harvesting potatoes we can't avoid digging, so we use the opportunity to undertake other beneficial practices at the same time. Days before we begin the harvest, we lay down cover crop seeds such as oats and brown mustard, so that they can be embedded and mixed into the soil as we harvest the potatoes. These cover crops quickly grow and protect the soil, restarting the annual cycle at the farm.



We also practice fall bedding, which means irrigating, fertilizing and tilling the fields into their traditional hill beds before the winter arrives. Over the colder months, these hills freeze and thaw, loosening the soil that we disturbed during the harvest season. This removes the need for additional tillage in the spring, and as a result reduces the need for additional labour, heavy machinery and fuel consumption.

The harvest itself takes over a month of hard work from our farmers, but finally they see the fruits of their labour. By the end of October, all of the potatoes and rotational non-potato cash crops are out of the ground, and the fields are prepared for the fast-approaching winter.

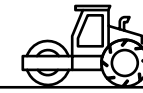
With the potatoes harvested, we begin to assess our yield

As potatoes make their way into our storage buildings and out towards our McCain factories, we're able to review our yield. Data from local conventional potato farmers sets a benchmark for the quality and quantity of tubers we hope to harvest. In 2023, at the Farm of the Future Canada, our regeneratively farmed potatoes had fewer internal defects than local averages, likely due to improved water filtration in the soil because of less soil compaction. In terms

of quantity, our year-on-year data shows that our crops remain stable around the local average.

Alongside this, we are currently carrying out analysis to measure the farm costs and economic benefits associated with regenerative practices compared to local conventional farms. On the one hand we have recognized cost savings from reduced synthetic fertilizer use and lower costs in fuel and labour due to reduced tillage. On the other hand, there have also been cost increases from buying crop protection products with a lower environmental impact. While it is early days and additional economic and environmental benefits are still being captured (we are in year three of a full four-year rotation), so far regenerative practices have not had a negative impact on yield. This will continue to be an area of analysis at Farm of the Future Canada in the months to come.

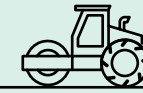




Farm of the Future Africa: Crop rotation

At Farm of the Future Africa, we produce four cash crops – potato, maize, soybean, and wheat – on a four-year rotation cycle. The varieties we plant in this cycle are specific to the southern hemisphere both in terms of climate adaptation and local market need. Crop rotation has the same benefits in the Southern hemisphere as in Canada, giving the fields time to restore nutrients and, in the case of maize and soybean, benefit from no-till harvesting. Our maize is also underseeded, a process in which a cover crop is planted into an already established crop. This practice helps to increase biodiversity and biomass which has positive effects on soil health, crop health and yield. As well as benefiting the soil, our non-potato cash crops have delivered higher-than-expected retail prices, which we can reinvest into innovation at the farm. For farmers looking to make the transition to regenerative farming, this provides a great proof-point for the financial benefits.





Partner Spotlight

McDonald's: "Our ability to serve communities for decades to come is intertwined with the resilience of our suppliers and the farmers, ranchers, growers, and producers within our System."

Insight from our expert partners

At McDonald's, everything we serve starts on the farm. Our ability to feed communities is intertwined with the long-term resilience of our suppliers, and the farmers, ranchers and producers within our System. Additionally, the strength of our supplier community is critical to our ability to advance science-based climate action and drive nature-based solutions. Regenerative agriculture is an important part of our climate strategy, and the implementation of these practices will help us contribute to a resilient, thriving food system, allowing us to continue providing affordable, more sustainable food in 40,000+ communities around the world.

This work necessitates System-wide, collective action. Our work with McCain, and direct collaboration with farmer partners, helps us better understand the impacts on their farming partners and their businesses – and the support that's needed. A farmer's transition to regenerative agriculture practices is no small feat, and farmers have to shoulder the burden of a steep learning curve of fairly dramatic changes to complex production practices, with financing and yield results being key considerations. Partnering with McCain brings us closer to the farm level and helps us advocate for broad-based policies and solutions that can help transform food systems.

Our work with McCain is an example of an important collaboration that is making a positive impact at scale through both farmer engagement and education throughout McDonald's system. Across multiple global markets, including Canada and the UK, we have worked with McCain to create dedicated funds that incentivize farmers' transition to regenerative farming. Through the McCain team's potato production expertise, we are able to prioritize the most impactful regenerative actions, and our hope is that additional categories will ultimately benefit from our increased understanding of how to partner and scale these changes. The McDonald's team recently visited McCain's first Farm of the Future in New Brunswick, Canada. This was a great opportunity to see regenerative farming in action and understand the impact these practices could have at scale.

Regenerative agriculture is still a new topic for consumers – but interest is growing. People enjoy learning about how their food is grown, and where it comes from. As one of the largest consumer-facing brands in the world, we see our role as helping raise consumer expectations, empowering them to expect products to be sourced in a way that prioritizes responsible production while protecting nature, ecosystems and communities. We look forward to our continued partnership with suppliers like McCain as we further our efforts and feed and foster communities for decades to come.



November & December



Measuring outcomes, innovation, and future planning

Key Regenerative Agriculture Principles



With the harvest complete, we begin to reflect on the year

With the potatoes collected from the fields, our cover crops once again cover the landscape. We can now take the opportunity to reflect on the challenges and successes of the year.

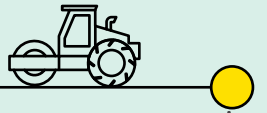
The Farm of the Future External Advisory Board, a collection of agronomy practitioners, scientific experts and farmers play an important part in reviewing our annual progress. Twelve months previously, they encouraged us to focus on further reducing synthetic fertilizers and

increasing our use of cover crops and green manure. While the data is still being processed, we have gained some valuable lessons. For example, we saw the positive impacts of cover crops and learned that selecting the right blend of cover crops is crucial. We also found that the timetable for planting and terminating them is equally important as missing deadlines can lead to weed growth. This year we had an added challenge in reducing agro-chemical impacts because some cover crops survived through winter so had to be terminated before the planting season. Reflecting on these lessons means we can make more informed decisions next year.

Assessing our progress against the Regenerative Agriculture Framework

At the end of the year we also assess our outcomes against the seven indicators of our [Regenerative Agriculture Framework](#). This helps us to identify areas where we have made

progress or faced challenges, giving us a clearer view on where we need to focus in the year ahead. We encourage all of our farmers to go through this process annually to continue to improve and progress through the levels of our Framework.












Following the harvest, we reflect on our progress against the [Regenerative Agriculture Framework](#) Indicators:

Assessing progress against the Regenerative Agriculture Framework

Regenerative Agriculture Framework Indicators Reflection questions

	Armoured soils preferably with living plants	<ul style="list-style-type: none"> What percentage of the soil surface has been covered by living crops or residue and for how much of the year?
	Enhanced crop diversity	<ul style="list-style-type: none"> How many different crop species have been grown?
	Minimized soil disturbance	<ul style="list-style-type: none"> How many times did we till the soil? How did we adopt conservation tillage in rotation crops? By what intensity did we decrease tillage across rotation?
	Reduced toxicity of pesticides	<ul style="list-style-type: none"> Which crop protection products were used to reduce environmental, human and consumer impact? What is the Environmental Impact Quotient ("EIQ") value per hectare?
	Enhanced farm and ecosystem biodiversity	<ul style="list-style-type: none"> What percentage of our land has been dedicated to natural habitat?
	Reduced agro-chemical impact and optimize water-use	<ul style="list-style-type: none"> Were all inputs applied based on Decision Support Systems ("DSS") or expert advice from a recognized crop advisor? What percentage of crop nutrient needs were provided from organic sources?
	Increased organic soil matter	<ul style="list-style-type: none"> What was the percentage increase in organic matter in the soil?

Meanwhile, regenerative potatoes become fries

As winter draws in, our regeneratively-farmed potatoes are being transformed into McCain products and making their way to our dinner tables. But today, few consumers will know that. Despite its huge importance to the future of the food system and the climate, there is little public awareness about regenerative agriculture. At McCain, we want to be part of changing this.

In 2022, McCain pioneered consumer engagement and education on regenerative agriculture. We produced Regen Fries, fries made from potatoes grown through regenerative agriculture practices. Regen Fries were served through pop-up events in Canada, US, and the UK. To engage and educate consumers, McCain, in partnership with Livetopia, developed an immersive Roblox game, which was a playful digital twin of McCain's Farms of the Future. So far, the game has engaged over 41 million players. Through this initiative consumers were able to learn about regenerative agriculture while tasting delicious Regen Fries.





Conclusion

Collaboration

The regenerative transformation needs to be a collaborative movement, with all players in the value chain playing their part. In particular, governments are key to creating the right enabling environment through financial, regulatory and technical policy and support. For example, McCain Foods USA recently partnered with the Soil Health Institute and Campbell Soup Company and received funding from the Natural Resources Conservation Service – a USDA agency – to help potato farmers in Maine and Wisconsin trial and adopt climate-smart practices. We also collaborate at an industry level, such as through our membership of the [Canadian Alliance for Net-Zero Agri-food](#) (“CANZA”), helping create a sustainable future for Canada’s food sector. Coalitions such as the Sustainable Markets Initiative (“SMI”) [Agribusiness Task Force](#), [One Planet Business for Biodiversity](#) (“OP2B”), and the [Sustainable Agriculture Initiative](#) (“SAI”) [Platform](#) are also important platforms to connect with others in the food and agriculture industry to better understand how to scale regenerative farming.

Looking ahead

Over the coming year the focus for Farm of the Future Canada will be on introducing new technologies, expanding partnerships and research, as well as demonstrating the economic benefits of the transformation and reducing cost of entry for farmers. We also plan to open our third Farm of the Future by fiscal year 2025. In parallel, we are reviewing and updating our Regenerative Agriculture Framework to reflect evolving best practices, and in early 2024 we will publish our annual report of the progress made on each of our Farms of the Future.⁵

With no one-size-fits-all blueprint for how regenerative agriculture should be implemented, our work with researchers, farmers, commercial and financial partners is helping develop best practices and educate farmers on how to make the transition. None of this will happen overnight, but we are making good progress and are committed to sharing our successes and challenges as we work towards our target of implementing regenerative agriculture across 100% of our potato acreage by 2030. If you are interested in joining us, please get in touch – we would love to connect. A huge thank you to our team at Farm of the Future Canada for their support in producing this Deep Dive, and to all of our farmers and partners across the world for their energy, enthusiasm and hard work to make the regenerative transition a reality.



Our 2023 progress.



Smart & Sustainable Farming.



Agriculture contributes approximately 23% of greenhouse gas emissions globally, and is simultaneously one of the most vulnerable sectors to the negative impacts of climate change.⁶

More frequent droughts, extreme temperatures and flooding events are having an increasing impact on farmers' ability to grow and produce food. With these factors at play, farming can be part of the solution by adopting a more sustainable model.

As a major player in the potato value chain, we recognize our responsibility to be part of the change. This means being smart and sustainable about how we grow our raw ingredients and manufacture our products. We believe that a shift to regenerative farming is the key to our future, and we are working directly with our farmers to drive this transformation. By developing local knowledge, investing in research and technologies, and implementing new regenerative techniques, we're working towards our ambition to implement regenerative practices on 100% of McCain's potato acreage by 2030.

Our approach to Smart & Sustainable Farming is driven by the following priorities:

- Accelerating the adoption of regenerative agricultural practices
- Mitigating on-farm climate impact
- Promoting the efficient use of water



2023 progress overview

We made significant progress against our targets in 2023.

Our farmers are increasingly adopting regenerative practices. Leveraging our [Regenerative Agriculture Framework](#), our Farm of the Future Africa has successfully completed its first full year of operation, and we have continued to collaborate with industry and financing partners to help accelerate the transition towards regenerative agriculture. The effect of climate volatility on our potato yields has been a challenge to our emissions intensity reduction ambition, yet we are optimistic that through identifying high-emissions regions we will be able to implement initiatives and roadmaps to deliver progress.



Progress updates



28% of global acreage reached the 'Engaged' level of our Regenerative Agriculture Framework (previously known as 'Beginner') and 51% reached 'Onboarding' level, according to our surveyed farmers.⁷



Completed the first full year of our Farm of the Future Africa, with a focus on enhancing crop diversity, solar energy and use of innovative irrigation technology in a water-scarce region, as well as addressing the challenges arising from the presence of soil-borne pests and diseases. (For more detail, see our [Regenerative Agriculture Deep Dive](#)).



Achieved progress at our Farm of the Future Canada, with regenerative practices contributing significantly to the reduction of carbon emissions through the potato life cycle. (For more detail, see our [Regenerative Agriculture Deep Dive](#)).



Designed and deployed innovative financial solutions, commercial incentives and partnerships to assist farmers in transitioning to regenerative agriculture. McCain continues to join forces with leading financial institutions, such as Rabobank in the Netherlands, Farm Credit Canada and Natwest in the UK, to offer farmers competitive access to financing for regenerative investments and accelerate and de-risk farmers' transition towards regenerative practices. In France and the Netherlands, McCain is offering farmers multi-year contracts with incentivizing benefits, ranging from premiums per tonne of potato farmed, to interest free loans and multi-species cover crop seeds at discount prices. (For more detail on our Rabobank partnership, see the [Regenerative Agriculture Deep Dive](#)).



Launched the \$1M Future of Potato Farming Fund with McDonald's Canada to offer Canadian potato farmers cost-sharing grants for trialing regenerative practices and technologies.



Worked alongside other major organizations as part of the Sustainable Markets Initiative Agribusiness Task Force to identify what can be done by the private sector to accelerate the adoption of regenerative farming. The Task Force published its [action plan](#) at COP27, which highlighted the urgent need for consistent metrics, better government policy incentives and a transformation of sourcing to spread the cost of transition to more sustainable practices.



Recorded a 6% increase in the emissions intensity associated with our potato farming, storage and freight (Scope 3) between 2022 and 2023.⁸ This increase in emissions intensity was due to fluctuating weather patterns meaning an increase in demand for water in key regions, resulting in reduced yields. This was a particular challenge in Great Britain, France, Tasmania and Manitoba in Canada. With impacts on yield expected to continue, reducing emissions associated with farming will remain a challenge. To overcome this, we are working closely with these regions to implement tailored emission reduction initiatives, along with implementation of our regenerative agriculture ambition. In 2023, we updated our emissions calculation model to improve the reliability of our data and will continue to enhance our data monitoring capabilities.



Water-stress tolerant varieties.

As part of our commitment to improve our water efficiency in water-stressed regions, we constantly seek to trial water-stress tolerant potato varieties across all our regions, in order to identify where varieties can be used to improve our resilience against climate change. To do so, we compare the yield and quality obtained from a water-stress tolerant variety to a standard variety, grown in drought conditions across multiple years.

In North America, we carried out water-stress variety testing, and found that when the standard Russet Burbank variety was planted during water-stress conditions, its yield and quality reduced, resulting in a lower total yield and a higher volume of food waste. In contrast, when we planted the Caribou Russet variety, we saw a significant increase in our yield and quality.



Measuring progress.

As our farmers implement regenerative agricultural practices across their farms, providing them with a comprehensive set of measurement criteria to help them track their progress is key.

That's why last year we launched our [Regenerative Agriculture Framework](#), which supports our farmers' progression towards a more regenerative model of farming. The Framework provides principles, priority indicators, and thresholds to capture progress on implementing regenerative farming practices over time. This year we have focused on rolling this out across our farmer base.

To support farmers in implementing the framework, we provide training and farmer engagement programs which facilitate knowledge transfer between farmers of varying experience level. For example, we

are working in partnership with the Soil Health Institute in North America, Soil Equator in the Netherlands and the Earthworm Foundation in France. Approximately 8% of our farmers in the Netherlands, 17% of our farmers in France and 95% of our farmers in North America have now engaged in training. We have also invested in enhanced data collection and measurement methods, such as digital agriculture technologies to provide robust data insights.

McCain also works with industry partners to encourage the harmonization of measurement approaches to regenerative agriculture. As a member of the Sustainable Agriculture Initiative ("SAI") Platform, in 2023, McCain chaired our "Regenerating Together" Program, which aims to build a cross-commodity and industry aligned definition, framework and measurement solution for regenerative agriculture.



Resource-Efficient Operations.



At the time of writing, 2023 is set to be the hottest year on record, and we have seen extreme temperatures and droughts create havoc in many locations around the world.⁹

Working with an agricultural product that is dependent on the land and climate, it is critical we play our part in addressing this issue and helping to shape a sustainable future. Our focus is on producing more food while using fewer natural resources. We must be efficient in our use of energy, water, and packaging, and reduce waste. As a leader in the potato processing industry, we have the scale and opportunity to drive positive change for our business, people and planet.

Our approach to Resource-Efficient Operations is driven by the following priorities:

- Mitigating our climate impact
- Increasing our use of sustainable packaging
- Promoting the efficient use of water
- Reducing waste, with a target of zero waste to landfill



2023 progress overview

We have made progress against our emissions, water and waste targets over the past year.

Our reduction in Scope 1 and 2 emissions, improvements in water-use efficiency and reduction in food waste highlight our progress in running resource-efficient operations. While we've continued to take steps in the right direction, we also recognize that some areas require a greater focus, particularly the reduction of Scope 3 emissions and use of sustainable packaging. We are working to establish more thorough action plans to guide us forward.

Progress updates



Remained on track to deliver our Scope 1 and 2 emissions reduction target, reducing our absolute emissions by 4.6% between 2022 and 2023. These reductions were the result of our increased use of renewable energy and energy efficiency improvements. We have now delivered a 9.8% reduction in absolute Scope 1 and 2 emissions and a 21.3% reduction in emissions intensity since 2017 and are on track to meet our 2025 and 2030 targets.¹⁰



Increased our use of renewable energy, with 21.2% of our electricity coming from renewable sources in 2023 compared to 18.1% in 2022.¹⁰



Delivered several energy efficiency projects which successfully reduced our emissions. These included projects to increase our use of biogas in Great Britain and Central Europe and improve insulation across our North American sites. These projects resulted in an annual Scope 1 CO₂ reduction of 3,500 tonnes and 3,200 tonnes respectively.



Reduced our use of coal to 2.7% of total non-electrical energy. We are working hard to meet our global 2025 target, including the phase out of coal in New Zealand in 2023; however, South Africa remains a key challenge to achieving our commitment.¹⁰



Scope 3 reduction remains a challenge. We have been defining our roadmap to reduce Scope 3 emissions, including gathering information on our non-potato-related agriculture emissions, which we will be using to identify specific reduction initiatives.



Improved our understanding on how to update our Scope 3 science-based target and accounting in line with the Science Based Target Initiative's new Forest, Land and Agriculture ("FLAG") requirements and the Greenhouse Gas Protocol's upcoming Land Sector and Removals Guidance (expected to be published in 2024).



Achieved our 2025 water-use efficiency target as a result of improved focus on water efficiency, site specific reduction targets and action planning. Water reduction projects implemented in 2023 include spray bar management optimization, blancher water usage best practice implementation, and improved hose management. See our [spotlight on water](#) for more details. We plan to set a new long-term and risk-based target in 2024.



Achieved a significant reduction in the volume of waste sent to landfill and remain on track to achieve our food waste intensity target.¹⁰ Progress on waste to landfill was due to improvements made at our Timaru, Mehsana, Carberry and Rice Lake facilities. For example, at Timaru, the switch from coal to biomass boilers led to a reduction in coal ash waste to landfill, while at Mehsana we were able to redirect the brine salts from our wastewater treatment facility for another company to reuse.



Made progress on ensuring our packaging is designed to be recyclable. In 2023, 98.5% of our paper packaging and 87.8% of our plastic packaging was designed to be recyclable, compared to 98.2% and 90.2% respectively in 2022.¹¹ In Canada, our potato retail packaging became 100% designed to be recyclable. We also deployed our sustainable packaging design guidelines throughout the business to ensure all teams can identify which materials are designed to be recyclable. Our focus for next year will be on replacing non-recyclable materials with designed to be recyclable alternatives.



Continued our ongoing work to address plastic packaging recycling infrastructure challenges related to packaging collection, sorting, and recycling, through our continued support of regional initiatives. In 2023 we became members of the Association of Plastic Recyclers in North America and we remain an active participant in the Consumer Goods Forum Plastic Waste Coalition working groups.



Heat recovery system.

Making our operations as efficient as possible is essential if we are to meet our science-based emissions reduction targets. Heat recovery systems improve energy efficiency by utilizing waste heat generated from fossil fuels.

Last year an internal cross-regional team worked with external experts to develop a Heat Recovery Blueprint for our facilities. We created a model for an energy efficient fry production line, which used wasted heat instead of steam across several stages of production.



At our Timaru site in New Zealand, McCain implemented waste heat recovery as part of a large decarbonization project, which included the phasing out of coal. At this facility, the inclusion of a Mechanical Vapor Recompression ("MVR") system was piloted to increase heat recovery potential. Despite challenges due to the global pandemic, such as freight and steel production disruptions, the project had great results, delivering an energy intensity (GJ/KT) improvement of 4.75%, and a reduction in Scope 1 emissions of 24kT between 2022 to 2023. Following the success of this project, the technology is now included in the Heat Recovery Blueprint.

The Blueprint will be gradually implemented across our potato manufacturing facilities, with an average implementation of four facilities per year over the next six years.



Water.

In 2023 we conducted assessments of water-use in our production process and utilities across six facilities. A cross-functional team, comprised of internal and external subject matter experts, compared water-use with internal and industry best practice to identify areas of opportunity to improve water efficiency. These opportunities range from no or low investment changes such as programming updates, fixing leaks and process setpoint optimization, to longer term and more sizeable changes requiring greater capital investment such as water recovery, treatment and recycling systems. Through the implementation of several shorter-term opportunities, water-use intensity decreased by 2% from 2022 to 2023 at the six facilities, and best practice recommendations from these assessments are being compiled to be shared across other facilities globally.

Good Food.



Whether it's a family dinner or lunch with friends, we bring people together and create memorable moments through delicious, planet-friendly food.

At McCain, we are proud to serve products in more than 160 countries across the world. Through our global impact, we know that we have a responsibility to drive positive change through nutritious offerings that serve the needs of increasingly health- and planet-conscious consumers. Good Food is our approach to creating simple, responsible, and sustainable food.

Our approach to Good Food is shaped by the following priorities:

- Best-in-class food safety at our facilities
- Improved nutritional profiles of our products
- Simple and recognizable ingredients
- Responsible sourcing of our key ingredients
- Effective nutrition communication that encourages responsible consumption



2023 progress overview

In 2023, we progressed towards achieving our Good Food commitments.

We launched two new Good Food policies and procedures, reduced our use of artificial ingredients, and enhanced our data capabilities so that we can more efficiently track and report progress on our commitments. We are focused on accelerating our progress towards meeting our 2025 commitments and driving improvements across our portfolio.



In 2021, through our commitment to diversifying our portfolio and meeting the needs of increasingly health and planet conscious consumers, McCain strategically invested \$70 million into B-Corp Company Strong Roots, a vegan, plant-based frozen food company. This year, Strong Roots launched their Good Made Easy Entrees, which offer convenience while maintaining high quality, healthier food and sustainably sourced ingredients. In 2023, McCain also worked internally with Strong Roots to develop new plant-based R&D innovation for the UK and France, in advance of exciting initiatives to come in 2024.

2023 progress updates



Increased the proportion of tier one ingredient supplier facilities that are Global Food Safety Initiative certified to 96% and performed a gap analysis with clear action on how to achieve 100%.¹²



Reduced the use of artificial ingredients in our core portfolio, including in our battered fries and oven croquettes in Europe and our appetizers in North America.



Reduced sodium in many key products. For example, in Europe, we achieved an 11% sodium reduction in our Pickers Nacho Cheese Triangles and a 20% reduction in our Pickers Cheese Pillows. While our current global indicator suggests we have more work to do, we've made significant progress this year in researching sodium reduction strategies. This includes developing reduced sodium products and conducting consumer testing in key product categories such as cheese-based appetizers and potato products. To ensure we can reliably monitor progress against our sodium reduction commitment and roadmap going forward, we will be assessing our sodium indicator to ensure it is effective.



Launched our new Global Clean Ingredient Policy and Global Nutrition Policy and embedded these in our new product development process and briefs. These policies provide ingredient and nutritional guardrails for each product category for product innovation and renovation.



Remained on track to meet our cage-free egg commitment. In 2023, 91% of our eggs were cage-free and we have plans to transition all remaining eggs by 2025.¹²



Reduced our use of palm oil so that it now makes up 12% of our total oil usage.



Established regional cross-functional Good Food Steering Committees supported by senior leadership to drive progress across our commitments and identify and address areas requiring further improvement.



Created regional roadmaps to address areas for portfolio improvements including sodium reduction, use of artificial ingredients, cage-free eggs use, and nutrition communication strategies. We will track progress through our Global Good Food Steering Committee moving forward.

Thriving Communities.



There's not much we do that isn't grounded in community and family.

The hard work of our employees and farmers is integral to our business, and so we seek to support them in return, striving to create sustainable livelihoods for our farmers, families and wider communities. Through our local development projects, volunteering initiatives and donations, we ensure that in all we do, our communities where we operate remain a priority. We're proud to be making an impact, now and for generations to come.

Our approach to Good Food is shaped by the following priorities:

- Supporting farmers and families through donations and volunteering
- Transforming livelihoods through community projects and partnerships



2023 progress overview

We continued to support local farmers, families and economies in 2023 through further investment in community development projects as well as meal donations. We are also extremely proud of the positive impact our employees had in the communities where we operate, with many participating in our Chips In Volunteering Program in 2023.



Project Shakti is our flagship community program located near our Mehsana plant in Gujarat, India. Established in 2018, the program aims to drive social change and improve the livelihoods of women and girls. Delivered in partnership with the Cohesion Foundation Trust, the program stimulates entrepreneurship, and supports skills development and knowledge transfer. Training is also provided on women's rights, health, and financial literacy. In 2023, two more villages participated in the program and an additional nine self-help groups were established. As a result, Project Shakti now operates in eight villages across the region, supporting a total of 73 self-help groups and bringing the total number of direct beneficiaries since 2018 to 1,011.

2023 progress updates



Achieved a total of 17,384 hours of employee volunteering in 2023, with strong participation during global Chips In Volunteering Week in June. This was a significant increase from 6,432 hours in 2022, bringing the total number of hours since 2022 to 23,816 to date.



Donated 11.9 million meals to food banks and NGOs, meaning we have donated a total of 175.3 million meals since 2017.¹³



Reached 2,716 new beneficiaries through our community projects in 2023, bringing the total number of individuals reached since 2018 to 8,635.¹⁴ We reached new beneficiaries through our four flagship projects, which are our largest long-standing partnerships, as well as through the other community projects we have underway in the UK, Canada and Australia. See our spotlight on Project Shakti to find out how we're supporting women and girls near our plant in India. In 2023, we also launched three new community projects in South Africa focused on reducing food insecurity.



Received the Values Award at Second Harvest's inaugural Food Rescue Awards in Canada. The award is given to the company that most shares the values of Second Harvest by focusing on food donations, tackling food waste, and encouraging volunteering amongst its employees. We received the award in recognition of our work to support food rescue and fight food insecurity in Canada.



Strong Foundations.

At McCain, our people matter the most to us. And by our people, we mean our employees, contractors, visitors, partners and shareholders, who collectively make up the McCain family.

We want McCain to be a place where everyone feels safe and included, a place where we feel empowered to bring our authentic selves to work, and a place that nurtures everyone to grow and develop, while providing the security to live and work well.





As a family-owned business, we are founded on the understanding that 'good ethics is good business', whether that's in our operations and supply chain or through our work with business and community partners around the world.



2023 progress updates

Safety


Delivered good progress on our Health and Safety commitment, putting Health and Safety first in all we do (if we can't do it safely, we simply don't do it). We continued to strengthen our safety culture through our 'For Us, For Family' brand and by making progress on incident prevention.


-  Focused on turning our strong commitment to safety into meaningful actions through a series of leadership and employee engagement activities, including leadership workshops and global site involvement in our safety awareness days. We also continued to implement improved safety actions as identified through our Safety Cultural Assessments and Our Voice survey.
-  Maintained our Total Recordable Incident Rate at 0.69 in 2023, with six manufacturing sites achieving a zero-incident rate for the first time. This is a reduction of 34% compared to our 2019 Total Recordable Incident Rate.
-  Developed and delivered training for leadership teams, functional leaders, and plant colleagues, covering issues such as equipment lockout, leadership safety involvement, and safety incident reporting.
-  Developed a standardized methodology for safe work practices using our Global Health and Safety resources and industry best practices. Rollout will continue into 2024, engaging all functions in our Health and Safety continuous improvement journey.

Inclusion

Continued to drive our Diversity, Equity and Inclusion ("DEI") agenda forward, with a focus on initiatives that enable us to become fully representative of our communities and consumers, deliver structures designed to help us become discrimination-free and facilitate interactions that help to build a culture of radical inclusion.

-  Remained on track to meet our target of women in 40% of global leadership roles by 2026, with women making up 35% of global leadership roles at McCain (Director level and above) in 2023.¹²
-  Doubled the size of our Global Sponsorship Program, introducing a second entry stream in 2023. The program pairs participants with senior sponsors for nine months to accelerate their exposure, visibility, growth and opportunities for advancement. During the second entry stream we added ten talented individuals from under-represented, racialized communities to the program.
-  Improved our Inclusion Index score by 4% in 2023, meaning that 75% of employees believe that they belong at McCain. The Index measures employee experience by asking respondents to rate their level of agreement with statements such as 'I can be myself at work' and 'My team values diverse perspectives'. Our scores improved across all six Inclusion Index questions in 2023 and we outperformed global benchmarks where they exist.

 Hosted ten events as part of our Global DEI Speaker Series, a program designed to emphasize the importance of awareness, conversation, education, and action. Events were hosted in English, as well as seven core languages, with highlights including talks by Dr. Bill Howatt, a leading mental health advocate, and Dr. Tina Opie, author of Shared Sisterhood, a book about the importance of community to creating collective action towards change.

 Supported our global Employee Resource Groups ("ERGs") to host events and provide opportunities to showcase cultures, experiences and issues that matter. Our ERGs are energized and passionate groups run by employees, for employees. With dedicated groups for women, racialized people, and LGBTQIA+ employees, among others, our ERGs continue to be an important way for employees to experience belonging at McCain.



Ethics

Reviewed our Employee Code of Conduct and Supplier Code of Conduct ensuring our employees and suppliers continue to meet our evolving expectations around ethical and lawful conduct.



Started the process of refreshing our Employee Code of Conduct and the associated recertification training, so that our employees are clear about what is expected of them and have the tools they need to meet these expectations. The updated training will include versions tailored to our three main employee populations: salaried office and sales workers, hourly food production workers, and drivers and dock workers. All employees of McCain and its subsidiaries are required to complete Code of Conduct training during onboarding and annually, and to declare any actual or potential conflicts of interest. In 2023, we achieved a certification rate of 98%.



Reviewed and refreshed our Supplier Code of Conduct which all suppliers are expected to adhere to. Key updates to the Code in 2023 included the addition of specific sustainability requirements relating to GHG emissions, water stewardship and waste management.



Partnered with a global responsible sourcing provider to help improve transparency in our supply chain. We are now developing a new responsible sourcing program to assess suppliers on their social and environmental performance, and to resolve issues if they arise.

Security

Helped our employees to work and live well through income security in the form of fair compensation, as well as access to benefits and opportunities for professional development.



Expanded and enhanced our employee benefits and wellbeing programs in various markets. For example, we enhanced our disability coverage in Canada, introduced health and wellbeing days for hourly employees in North America, and launched our We Care 360 program in Latin America to reinforce local benefits and wellbeing programs. We also launched our global wellbeing portal Telus Health, offering a range of services and tools to support the physical, mental, social and financial wellbeing of our employees as well as offering full Employee and Family Assistance support.



Continued to assess and increase employee wages in line with local economic conditions to ensure they are competitive. This is a fundamental part of our ongoing efforts to become an employer of choice.



Delivered our Great People Leader program to 465 managers in 2023. The program is designed to elevate manager capability across McCain. In total, 780 managers across 61 cohorts globally have now participated in the program since its launch in 2021.



Piloted our new Great Business Leader program in Great Britain and our Asia, Pacific and South Africa region. Using peer-based coaching, expert presentations, leadership assessments and case study modules, the program equips senior leaders with the skills and knowledge they need to deliver regional growth plans. We plan to make the program available in all regions in 2024.



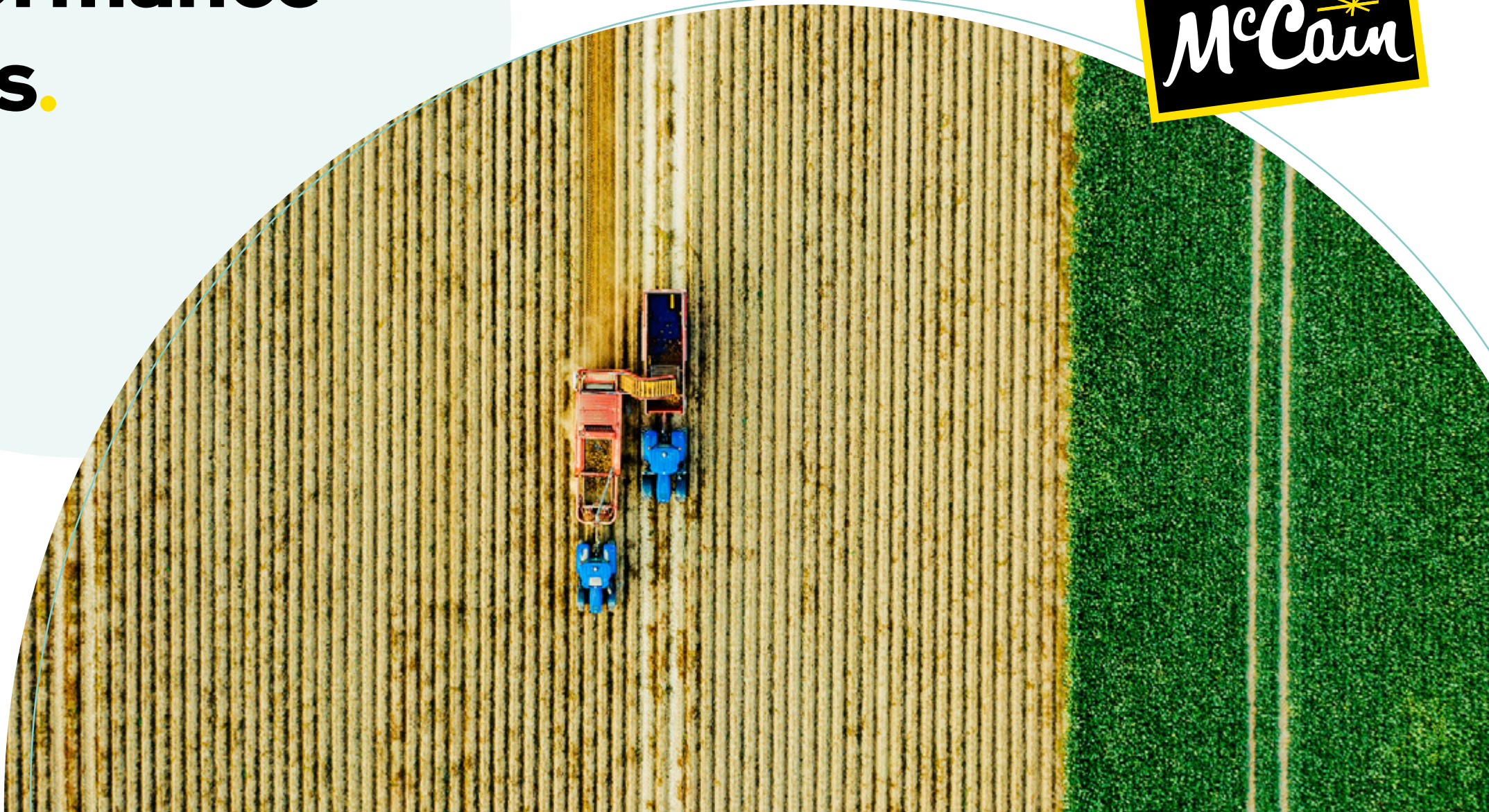
Delivered our Peak Performance Training workshop to 300 members of the Global Leadership Team in 2023. The workshop is designed to help team members become more effective as individuals and leaders in an increasingly complex, challenging, and uncertain environment.



Continued to offer training modules and learning resources to all employees through Degreed, our digital learning platform. In 2023, over 1,700 employees completed learning modules on the platform. Popular content included videos on emotional intelligence at work and the power of diverse thinking.



Performance tables.





Smart & Sustainable Farming


Commitment	Indicator	2017	2018	2019	2020	2021	2022	2023	Progress (F17–F23)	Status
Implementing regenerative agriculture practices across 100% of McCain potato acres by 2030 (baseline 2022) ⁷	% acres implemented regenerative agriculture practices ('Onboarding' level reached across 100% of McCain potato acres by 2030)	N/A	N/A	N/A	N/A	N/A	51%	51%	0.0% pts	<div></div>
	% acres implemented regenerative agriculture practices ('Engaged' level – previously known as 'Beginner', reached across 50% of McCain potato acres by 2030)	N/A	N/A	N/A	N/A	N/A	20%	28%	+8.0% pts	<div></div>
Investing in three Farms of the Future to showcase regenerative agriculture practices by 2025 (baseline 2020)	# of Farms of the Future launched	N/A	N/A	N/A	1	0	1	0	+2	<div></div>
Developing research partnerships and leveraging collective action to advance regenerative agriculture (baseline 2021) ¹⁵	# of new research partnerships and coalitions	N/A	N/A	N/A	N/A	3	1	3	+7	<div></div>
25% reduction in CO ₂ emissions per tonne from potato farming, storage, and freight by 2030 (Scope 3) ⁸	CO ₂ emissions intensity (kg CO ₂ /t raw potato)	121	119	124	122	119	117	124	+2.5%	<div></div>
15% improvement in water-use efficiency in water-stressed regions by 2025 ⁸	Water-use efficiency in water-stressed regions (m ³ / t raw potato)	56.2	53.6	62.7	56.4	52.1	46.0	50.9	-9.4%	<div></div>
20% of all potato crops grown for McCain to use stress-tolerant varieties by 2025 ¹⁶	% of water stress-tolerant varieties	17.4%	17.2%	18.1%	19.1%	19.7%	21.5%	21.9%	+4.5% pts Target maintained	<div></div>
Training, technology and knowledge transfer to farmers (training hours baseline 2018) ¹⁷	# of training hours transferred to farmers	N/A	>34,000	>32,500	>27,500	>21,000	>29,000	>23,500	>167,500	<div></div>
	# of instances in which we transfer knowledge or support related to technology (e.g., decision support systems) to farmers ¹⁸	146	210	237	257	273	243	253	+1,619	<div></div>


For more information on our progress, see our [2023 Supplementary Data](#).



Resource-Efficient Operations

Commitment	Indicator	2017	2018	2019	2020	2021	2022	2023	Progress (F17–F23)	Status
50% absolute reduction in GHG emissions (Scope 1 & 2) by 2030 (25% reduction by 2025) ¹⁰	Absolute Scope 1 & 2 emissions (tCO ₂ e)	1,459,687	1,464,255	1,441,638	1,358,806	1,329,238	1,329,244	1,315,973	-9.8%	■
100% renewable electricity by 2030 (60% by 2025) ¹⁰	Renewable electricity (% of total electrical energy)	0%	0%	1.2%	12.3%	14.6%	18.1%	21.2%	+21.2% pts	■
Ceasing use of coal by 2025 ¹⁰	Coal consumption (% of total non-electrical energy)	8.2%	8.7%	7.9%	7.8%	5.6%	4.8%	2.7%	-5.5% pts	■
60% intensity reduction in GHG emissions (Scope 1 & 2) by 2030 ¹⁰	GHG emissions intensity (kg CO ₂ e/t finished product)	334	331	326	321	301	284	263	-21.3%	■
30% intensity reduction in GHG emissions (Scope 3) by 2030 ¹⁰	GHG emissions intensity (kg CO ₂ e/t finished product)	892	983	975	969	896	944	882	-1.1%	■
15% improvement in water-use efficiency in seven priority plants by 2025 ¹⁰	Water-use intensity in seven priority plants (m ³ / t finished product)	8.0	8.3	8.2	7.6	7.1	7.1	6.7	-16.3% Target achieved	■
Zero waste to landfill by 2025 ¹⁰	Waste to landfill (%)	2.3%	2.8%	1.9%	1.2%	2.0%	1.2%	0.6%	-1.7% pts	■
50% reduction in food waste intensity across operations by 2030 (baseline 2020) ¹⁰	Food waste intensity (kg/t finished product)	N/A	N/A	N/A	137	128	114	124	-9.5%	■
100% of our packaging designed to be recyclable, reusable or compostable by 2025 ¹¹	Recyclable, reusable or compostable packaging materials (%)	96.2%	96.1%	96.1%	96.8%	97.1%	96.8%	97.1%	+0.9% pts	■
100% of our paper packaging designed to be recycled by 2025 ¹¹	Paper packaging (% recyclable)	97.7%	97.7%	97.9%	97.9%	98.3%	98.1%	98.5%	+0.8% pts	■
100% of our plastic packaging designed to be recycled by 2025 ¹¹	Plastic packaging (% recyclable)	85.6%	85.7%	85.7%	86.8%	89.9%	88.3%	87.8%	+2.2% pts	■

<div><div></div><div>Good Food</div></div>										
Commitment	Indicator	2017	2018	2019	2020	2021	2022	2023	Progress (F17–F23)	Status
Removing palm oil from our frying operations for McCain branded products by 2025	Palm oil (% total oil usage)	14%	14%	14%	13%	13%	13%	12%	-2.0% pts	<div></div>
15% reduction in sodium (sales-weighted average) in our McCain branded potato and appetizer products by 2025 (baseline 2018) ¹⁹	% change in potato sodium (sales-weighted average)	N/A	N/A	4.2%	4.6%	6.3%	7.5%	4.1%	4.1%	<div></div>
	% change in appetizer sodium (sales-weighted average)	N/A	N/A	0.5%	-0.6%	-0.3%	-2.7%	-6.6%	-6.6%	<div></div>
Providing clear and transparent nutritional information (baseline 2020) ¹²	Number of countries where McCain participates in voluntary retail FOP labelling	N/A	N/A	N/A	16	17	18	18	+18	<div></div>
100% use of cage-free eggs by 2025 (baseline 2021) ¹²	Cage-free usage (%)	N/A	N/A	N/A	N/A	84%	92%	91%	+7.0% pts	<div></div>
100% Global Food Safety Initiative (“GFSI”) certification at all McCain owned facilities and tier one ingredient supplier facilities (tier one supplier facilities baseline 2022) ¹²	Facilities GFSI certified (%)	100%	100%	100%	100%	100%	100%	100%	100% Target maintained	<div></div>
	Tier one ingredient supplier facilities GFSI certified (%)	N/A	N/A	N/A	N/A	N/A	95%	96%	+1.0% pts	<div></div>

<div> Thriving Communities</div>										
Commitment	Indicator	2017	2018	2019	2020	2021	2022	2023	Progress (F17–F23)	Status
Improving the livelihoods of 10,000 vulnerable farmers and families by 2025 (baseline 2018) ¹⁴	# of beneficiaries	N/A	911	408	727	952	2,921	2,716	+8,635	<div></div>
Supporting farmers and families by donating 200 million meals to food banks and NGOs by 2025 ¹³	# of meals donated	34.8M	30.1M	24.2M	53.6M	9.8M	10.9M	11.9M	+175.3M	<div></div>
Supporting farmers & families with 50,000 hours of employee volunteering by 2025 (baseline 2022)	# of employee volunteering hours	N/A	N/A	N/A	N/A	N/A	6,432	17,384	+23,816	<div></div>

References.

- 1 Forno de Minas is in scope for the verification opinion, but out of scope for the 2023 Summary Sustainability Report. As a result, the total GHG emissions will differ between the opinion and Report.
- 2 Includes Day & Ross and acquisitions that we have completed in the last 24 months.
- 3 [Canadian Alliance for Net-Zero Agri-food.](#)
- 4 'Onboarding' and 'Engaged' are the first two levels of regenerative agriculture proficiency in our Regenerative Agriculture Potato Framework. For more information, see our Regenerative Agriculture Framework [here](#).
- 5 Farm of the Future Canada [Year 1 Report](#); Farm of the Future Canada [Year 2 Report](#).
- 6 [Net Zero Climate](#).
- 7 Data is quantified based on farmer self-reporting and internal review. Acreage refers to surface area.
- 8 Excludes CêlaVita and Lutosa. Emissions and water-use intensity for 2017–2023 were re-calculated using a more accurate model which increases reporting reliability. Updates to the data were immaterial.
- 9 [World Meteorological Organization](#).
- 10 Includes McCain Appetizers Europe (formerly "Scelta Products", "Appetizers Europe"). Emissions, water and waste for 2017–2023 were re-calculated with McCain Appetizers Europe (formerly "Scelta Products", "Appetizers Europe") included, which resulted in changes to prior year reporting.
- 11 Excludes Ad van Geloven, Great American Snacks, and Sérya. In 2023, data was re-calculated using a more accurate model, which resulted in immaterial changes to prior year reporting.
- 12 Excludes Ad van Geloven, CêlaVita, Great American Snacks, Lutosa and Sérya.
- 13 Methodology for calculating # of meal donations from 2021– 2023 was refined to increase accuracy.
- 14 Methodology for calculating the # of beneficiaries has been amended to increase data accuracy and clarity. In prior years, the # of beneficiaries was summed cumulatively to account for positive impact to beneficiaries over multiple years. In 2023 and going forward, the methodology has been changed to identify only new beneficiaries added each year. All previous years have been recalculated in accordance with the new methodology.
- 15 Methodology for calculating the # of research partnerships and coalitions has been amended to increase data accuracy and clarity. In prior years, the # of research partnerships and coalitions was summed cumulatively. In 2023 and going forward, the methodology has been changed to identify only new research partnerships and coalitions added each year. All previous years have been recalculated in accordance with the new methodology.
- 16 Excludes Lutosa.
- 17 Excludes CêlaVita and Lutosa.
- 18 Knowledge or support may include technology recommendations, negotiating discounts, organizing technology demos, etc.
- 19 Excludes Ad van Geloven, and Lutosa. Excludes Private Label and Quick Service Restaurant sales volumes.



We welcome any feedback.

Contact us at sustainability@mccain.com.