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Avebe MAGAZINE

NOVEMBER 2019



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ANNIVERSARY EDITION

Avebe

100
YEARS



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'After 100 years, Avebe is still alive and kicking!'

CEO AVEBE | BERT JANSEN

This, our fifth Avebe Magazine, is dedicated to our centenary. On 11 November, Avebe celebrates its 100th anniversary and festive activities have been planned throughout the year to celebrate it!

In this magazine we look mainly back, but also a bit ahead. On 13, 14 and 15 September, our anniversary festival was held at the Ter Apelkanaal production site and with the Beuling family, who grow starch potatoes for us in Eerste Exloërmond. The festival was attended by more than 3000 members and employees.

Our aim was to bring together members and employees in all the activities organised as part of the anniversary. And that's precisely what we saw happening. The enthusiasm of the visitors and the many volunteers was heart-warming.

The cycling tour along all our European locations by employees and members was another highlight. This tour raised a huge amount of money for the 'Make-a-Wish' foundation. This foundation makes the dreams of seriously ill children come true.

November will see the publication of the anniversary book looking back at 100 years of Avebe. All members and employees will be receiving this book as a gift!

We also look to the future in our upcoming annual report 2018/2019, in which we set out where our journey will take us in the future. The report is being redesigned to make it transparent to all stakeholders. It contains a combination of financial information and information about our strategy, our sustainability plans and an assessment of the risks and the measures we take to reduce them as much as possible.

After 100 years, Avebe is still alive and kicking!

Kind regards,
Bert Jansen



GROWERS

YOUNG AND OLD

Three generations of Bouwers, together in the starch potato field in Zuidwolde. They look out over the potato furrows, take a closer look at the foliage and discuss what they see. Later, at Egbert Bouwers' kitchen table they talk about the growing process and the company over the years. Talking together about the past isn't something they do every day, but for Avebe they make an exception. And Luuk and Iris listen with amazement to the stories of the first generation.

ABOUT THE FARM

Luuk and his wife Truus Bouwers took over the arable and pig farm from Egbert and his wife Lammie. Iris went into partnership with her parents in 2016. All generations are involved in the company. The arable farming operation is 120 hectares in size and the farming plan includes 72 hectares of starch potatoes, 5 hectares of onions, 5 hectares of valerian, 8 hectares of sugar beet, 8 hectares of gluten-free oats, supplemented with malting barley. The Bouwers family keeps pigs in a 1-star 'Better Life' sty. Egbert occasionally still helps out on the farm, Luuk works every day and in addition to her work on the farm, Iris works as a lobbyist for the Agriculture and Horticulture Organisation Netherlands (LTO) in Brussels.

From KSH to Avebe

Egbert Bouwers was the first generation of Bouwers to grow and sell starch potatoes. He chose starch potatoes for a reason: 'Potatoes grown in sandy soil are more vulnerable than clay. And growing seed potatoes takes a lot of work. It also involves greater cultivation risks. With starch potatoes, I had a more stable payment and purchase agreement', says Egbert. 'At that time, I delivered my 14 hectares of starch potatoes to Koninklijke Scholten-Honig (KSH). But KSH was discontinued in the 1970s. Avebe took over the starch branch of KSH and I got a good offer. I bought in at Avebe for 30,000 guilders. We went from being a private starch factory to being members of a large cooperative.'

'From private to cooperative, that must have been a big change, right?', Luuk asks his father. But, according to Egbert, not much has changed: 'We started delivering our potatoes again. We were left empty-handed when KSH stopped. That hasn't happened to us so far with Avebe.' As a member of the cooperative, Egbert was a co-owner of the company. Iris wonders if he felt responsible as a member. 'As long as the potatoes were paid for and the price was right, I didn't get involved with the ins and outs of the cooperative,' he answers.

Certainty

Egbert: 'Avebe has been very important to me. It was the most profitable crop I had and Avebe gave me security of sale.' And it's still true today, says Luuk: 'A large part of our turnover comes in through Avebe'. Iris adds: 'And starch potatoes take up a large part of our acreage, about 60%. It's our most important crop, but not the most profitable'. The Bouwers have made the conscious decision to grow starch potatoes as the basis of the farm. Luuk: 'On sandy soil you have less freedom to choose a crop, we also have a lot of weeds to contend with. Avebe provides us with the certainty we need to cover part of the business risk. It's nice to know that you have a reliable customer who pays out stably. Even in times of disappointing quality and results.'



LEFT TO RIGHT LUUK, IRIS AND EGBERT BOUWERS



EGBERT BOUWERS | 85 YEARS

**'We went
empty-handed'**



LUUK BOUWERS | 55 YEARS

**'Physical yields have
barely gone up,
cultivation and land
costs have risen
sharply'**



IRIS BOUWERS | 26 YEARS

**'We'd like to produce
more sustainably
and cleanly'**

End of subsidies

'In my early years there were problems at Avebe, right up to abolition of the European subsidies. That was the turning point,' Luuk recalls. Iris explains: 'Starch cultivation was traditionally strongly subsidised by the Common Agricultural Policy (CAP). A part of the money went to Avebe at the time and a part to the growers. This changed after the abolition of subsidies. The European starch subsidy was then paid directly to growers. This component has now been virtually eliminated and the starch potato grower also receives a regular hectare subsidy. Avebe began to think in a more market-oriented way because they knew that the suppliers, with the subsidy they received directly, could also choose alternative crops. The customers of Avebe's products were willing to pay a higher price; they realised that Avebe had to reward its growers in such a way as to secure the supply of raw materials. 'In recent years, we've been able to benefit greatly from CAP policy.' Luuk is concerned about the future of the CAP: 'How much public support will remain? Payment from the CAP is likely to change after 2020. Anticipating this will be quite a challenge.' Especially when starch potato cultivation has to be cleaner, Iris wonders how this will be paid out. 'We'd like to produce more sustainably and cleanly, but our product is a bulk product that isn't immediately visible to the consumer. A cleaner or different production method doesn't necessarily add value. If the requirements change, our costs will also increase. The risk lies with the grower and that effort should also be rewarded,' says Iris.

Challenges

'We didn't have those challenges before,' Egbert says. 'The world and society are changing. When people become better off, they start focusing more on these issues.' Another challenge that Luuk foresees is access to land and associated land prices. 'When my father started out, we were growing potatoes for a number of years and the soil paid for itself in those days. Physical yields have barely gone up, but cultivation and soil costs have risen sharply. In spite of the low interest rates, the land for the cultivation of starch potatoes is almost impossible to finance.' This is also a major problem in the case of company takeovers, Iris explains. 'Where many young farmers opt for a more efficient production method and a matching earning model, this is difficult for the starch potatoes. More intensive cultivation is not an option, we already grow very intensively. We only benefit from a growing year with optimal weather conditions and minimal disease. It is and remains an open crop, so you're always dependent on the weather conditions.'

Changes over the years

'Over the years, the cultivation of starch potatoes has become highly mechanised. There hasn't been much progress with the yield,' says Luuk. 'But a lot of work has been done to build in resistance in starch potato varieties. This has been important to ensure the industry's supply of raw materials.' The throughput of varieties is now faster, Egbert notes. 'We used to have one variety over a long period of time, but now there is a whole new variety package every ten years. Our first variety was the "Volare". Later we had the "Mentor" for a long time.

‘We used to harvest the potatoes by hand.

We transported them by flat trailer to the farm and then shovelled about seven tons of potatoes into the truck.’

EGBERT BOUWERS

But that was vulnerable to the potato disease phytophthora.’ The use of crop protection products has also changed over the years, of course. Not only the frequency but also the working method. ‘Combating phytophthora was one of the biggest challenges for me,’ says the first generation of Bouwers. ‘Things were very unclear, so I just did it my way. I sometimes even waited another day with spraying to save money, that’s just how I was. In the beginning, the agricultural contractor even went over the acreage on horseback. Only later did we invest in a sprayer ourselves.’ The work also used to be physically harder, Egbert recalls: ‘We used to harvest the potatoes by hand. We transported them by flat trailer to the farm and then shovelled about seven tons of potatoes into the truck.’ Major changes have also been made to the crop registration system. ‘Records? There was really no need for them. The forerunner of the Netherlands Enterprise Agency (RVO) came to carry out random checks. The rest was all in my head,’ says Egbert. According to Iris, Luuk still has all the necessary knowledge at hand. ‘I do it mainly for the inspection authorities and to compare our results with those of other growers.’ ‘Still, I think we can do even more with it in the future,’ says Iris. ‘We’ll see,’ concludes Egbert. ‘There’s nothing harder than predicting the future.’



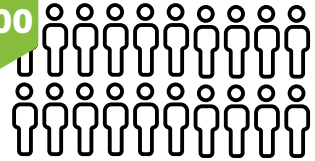
DID YOU KNOW THAT...

1955



In the mid-fifties, it took about **280 working hours** and 125 horse hours to grow one hectare of starch potatoes? In 2019 that's **15 to 20 working hours** plus 10 to 14 tractor hours.

2000



Avebe has more than **2000 members** in the Netherlands and Germany?

1978



Avebe took over the Scholten group in 1978? One of the production sites taken over by the company still exists: **Stadex in Malmö.**

1984



Doar bluit mien eerappel-land (1984) by **Ede Staal** was written in a very short time to persuade Avebe to sponsor his first album *Mien toentje.*

2007



That there was a breakthrough in extracting protein from potatoes in 2007? With the potato protein **Solanic** Avebe had developed a unique product.

1300

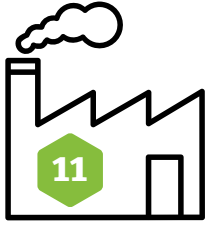


Avebe employs more than **1300 people** worldwide?



A potato consists roughly of **75 percent water** and 25 percent of solids, such as starch, protein and fibre? In the past, the ratio was about 80 per cent water and 20 per cent solid components, but the proportion of solid components has increased considerably as a result of refinement.

1919



In 1919 eleven cooperatives formed the basis of the Coöperatief Aardappelmeel Verkoop Bureau?

2018



Avebe won the **Bridge2Food Protein Awards 2018?** The Perfectasol D texture solution for plant-based pizza topping won in the Most Novel Protein Ingredient category.

1952



Avebe was first called **AVB** (Aardappelmeel Verkoop Bureau)? In 1952 it became AVEBE, now it is Avebe.

2015

Avebe in 2015 along with a logistics service provider introduced its own **rail shuttle** service? During the potato campaign, a train with 42 containers runs between Karstädt in Germany and Coevorden twice a week. This shuttle leads to savings of 320 tonnes of CO₂.



1842



That the man who made the Dutch starch industry so big was **Willem Albert Scholten?** A minister's son who, at the age of eighteen experimented with making starch from potatoes. From 1842 he produced potato starch and syrup in his first factory Eureka.

2006



Avebe's headquarters has not always been in Veendam? From **2006 to 2012** the head office was in Foxhol.



Avebe has also had factories in **Indonesia, Thailand and Brazil?**

1952



Avebe made a major turnaround in 1952 and not only started selling more potato starch, but also its own **derivatives?**

THEN | 1919



THE FIRST STEPS IN FOODS

Avebe took the first step towards high-quality derivatives in the early fifties. Driven by curiosity and technical progress, the first smart products developed.

Potato starch naturally contains two types of starch: amylose and amylopectin. This is a special combination that gives starch its unique properties. But the combination also means that potato starch does not yield such a glossy end product as tapioca starch. In the search for the solution to this problem, W.C. Bus, director of Research and Development (R&D) at Avebe, worked with a separation technique based on salt. This gave rise to the first potato starch derivative with the characteristics demanded by the food industry. A 'short, smooth and glossy' starch. The foundation had been laid; Avebe became much more than a supplier of simple starches and derivatives.

The factory in Ter Apelkanaal was expanded with a production line for highly viscous potato starch. Producers of dairy products who were looking for binding properties were very pleased with the product. With this development, Avebe established itself once and for all in the world of foods in the early sixties.

It wasn't long before Avebe followed this up with what was for that time a ground breaking technology. Although there was a starch that provided a good structure and binding properties, the pudding and custard still had to be boiled in order for the starch to do its work. This is an unstable process that takes a lot of time and involves risks. If you briefly lose focus, you end up with lumps or run the risk that the product burns. Avebe also found a solution for this. The Paselli product range was introduced. Cold-soluble starch, so that the cookers could be disposed of and with Paselli P you could quickly and easily make a pudding and with Paselli BC you could produce an excellent bakery cream in no time at all. Avebe had considered the wishes of the market and responded well to them. The R&D of Avebe, just like the company itself, was in full development.



CREATING VALUE IN GOOD NUTRITION

Innovation by nature; innovation is in Avebe's nature. With products that respond to major trends, such as all-vegetable nutrition, Avebe is playing an important role in the global food market of the 21st century. The cooperative brings this together under the term 'Good Food': healthy, sustainable food that is full of flavour and adds value.

The method using salts to separate amylopectin and amylose once formed the basis. New techniques and developments resulted in a whole range of new products. For example, based on the product Eliane; starch from potatoes that, through natural selection, only contain amylopectin. This starch has a short texture in itself and is smooth and glossy. Modification with enzymes also became possible, which resulted in the product Etenia. This is a type of starch that has the desired properties and can also be melted, solidified and frozen several times, without compromising the quality. Properties that you don't really expect from starch at all, but that offer a lot of added value as a replacement for fat in dairy and bakery products in particular.

Unique potato protein

The unabating flow of new products and developments reached a new peak with the development of Solanic, Avebe's unique potato protein. A product that opened new doors and

markets. This protein can be used to replace animal proteins, for example. Ground breaking in the development of fully plant-based meat substitutes. Value creation is always central to the cooperative. Added value for customers with products that are not only easy to use, but above all are better, taste good and are sustainably produced. Put simply: Good Food.

Avebe's decision to bring together all the innovative power and to move into an innovation centre at the Zernike Campus in Groningen was therefore easily made. Knowledge of potato products is combined quickly and intelligently. That's how Avebe guarantees the added value of innovation, not only for today, but also for tomorrow.

NEW AT AVEBE

1

ROLF TAMMENGA

ACCOUNT MANAGER AGRO, GERMANY

'I started as Agro account manager Germany in September. When I was a boy my father had a farm with my uncle and we delivered potatoes to Avebe. That's how far back my connection to the cooperative goes. I'm also from Ter Apel, close to the German border, so Avebe was never far away.'

Germany

'Avebe has always attracted me, especially since the company took a new direction with the development of proteins after 2005. I'd applied for the position of account manager last year, but just didn't make it. When another position opened up I didn't hesitate for a moment and applied again. It wasn't until later that it became clear that this was a position in Germany. If anything, that made the job even more attractive to me. I always enjoy a challenge.'

Exciting first period

'Why did I choose Avebe? Because the Agro team is close to the farmer. That's what I like. That's something I missed in my last job. For that job, I worked for a supplier of agricultural tires. At that time I was mainly in contact with manufacturers and mechanisation companies. I look forward to advising the growers and working with them to optimise their crops. Of course the first period will be exciting. I still have a lot to learn about the different varieties. I already know a fair bit about it, but there's always more to learn. Giving advice in German also takes some getting used to. In my previous job I also used German, but I still have to master specific agricultural terms. It feels a bit like a leap in the dark, but I'm sure my colleagues will support me where necessary.'

Listening carefully

'I hope I can speak the language of the German farmer. I don't only mean literally the language, but also that my advice is in line with the German philosophy, mentality and regulations. The most important thing is to listen carefully. People mainly want to tell their own story. By talking to each other, you often come up with solutions. I like to think in terms of solutions rather than problems.'

100 years of Avebe; a moment to look back. Although history plays an important role this year, Avebe employees are also working on the future. Even employees who have only just started. We introduce you to two new Avebe colleagues.

RÉMON REMMERS

IT HELPDESK EMPLOYEE, THE NETHERLANDS

2

'I'm not really new to Avebe. On July 1, 2019, I joined Avebe as a permanent employee, before that I had been seconded to Avebe for almost a year and a half. A vacancy came up in the IT department and I was asked if I wanted to fill it. That wasn't a difficult decision for me. I said yes, of course. I already enjoyed working at the IT helpdesk.'

Major challenges

'My job is highly varied. We start at 8 o'clock in the morning and the phone never stops ringing after that. We spend all day solving minor and larger problems. There are sometimes big challenges, like if a network connection has failed. Of course that's very annoying for the colleagues, but actually quite fun for us. We're really challenged to look into things ourselves and find solutions.'

Singapore

'The contact with colleagues is very good. I get along well with everyone in the department. A nice aspect of my work is that I have contact with many different colleagues both here and abroad. Of course, this contact is usually by phone or email, but I've also been to a number of Avebe locations abroad. Germany, Sweden and most recently even in Singapore. I thought it was really great that I could go there.'

Worldwide

'Before I joined Avebe, I had no idea how big the organisation is. I'm from East Groningen myself, so of course I had heard of Avebe. Friends of mine even worked at an Avebe production site. It wasn't until I came here that I noticed it: Avebe is not only here in Groningen, but all over the world! I'm also gradually learning more about Avebe's products. That goes far beyond potato starch. Still, you hear less about these applications when you're in the IT department.'

Good employer

'I'm glad I've been given the opportunity to join Avebe on a permanent basis. It's a good company, with nice colleagues. There's plenty of room for training and initiative.'



CURRENT
AVEBE LOCATIONS



TER APELKANAAL



GASSELTERNIJVEEN



FOXHOL



STADEx, MALMÖ



KPW, LÜCHOW



KPW, DALLMIN



AVERIS, VALTHERMOND



INNOVATION CENTER, GRONINGEN

AVEBE LOCATIONS THROUGHOUT THE YEARS

Daniel Edzes and Jakob Eisseszoon Doornbos placed their signatures and the Cooperative Potato Starch Sales Office became a fact.

Eleven cooperative potato starch factories were now going to sell their potato starch together. After a few years, Avebe exchanged the home of Edzes as head office for a building in Veendam. Over the years, the number of locations has gone up and down. Both at home and abroad. All to achieve the right focus. Avebe focuses on modern factories and bundles the expertise of each location. Now, in 2019, Avebe serves the global market from its head office, six production sites and seven sales offices.

VIEW ONLINE
AVEBE.COM/MAGAZINE



Many people have worked at Avebe in recent years. Five former employees tell us about their time at Avebe.

1990
2006

JOS VAN DER MEER

HEAD OF DEPARTMENT OF ANALYSIS (RESEARCH), RESEARCH MANAGER SPECIALITIES, BUSINESS MANAGER TEXTILES, BUSINESS UNIT MANAGER SPECIALITIES, DIRECTOR TECHNOLOGY AND RESEARCH

'I've had several jobs at Avebe and there have been special moments in each of them. Those moments are mainly the result of the close cooperation within the teams. I was mainly there to set the direction.

As head of the Analysis department, I was at the forefront of a new way of working. People were given the freedom to organise their own work and make their own arrangements. We also developed a new computer system for this. As research manager at the business unit Specialities in 1993, I made my own position redundant by splitting up the laboratories into business units. In the end, I continued as business manager Textiles. I remember attending my first international board meeting. Just five minutes before the start of the meeting I was asked to make a speech. I remember using the word "shit" in my speech to express the problems between the people in the Netherlands and the offices abroad. Directors thought I was a bit off the wall, but in the end this speech was the beginning of an exchange of knowledge between colleagues in the Netherlands and abroad. At the start of my period as director of Technology and Research, Avebe was engaged in a major reorganisation. In 2003, we met with five managers for a full week to ensure that sixty people from different departments were given a different, good place within the organisation. Transferring people was a difficult moment. Not only for those involved, but also for me.

They were sixteen great years. What I found particularly inspiring was that so much was possible within Avebe, sometimes in the face of opposition. When I stood up for my own ideas, Avebe almost always gave me the opportunity to realise them.'

'As head of the Analysis department, I was at the forefront of a new way of working. People were given the freedom to organise their own work and make their own arrangements.'

JOS VAN DER MEER



‘With the market as a starting point and the farmer at the basis we were trying to position ourselves within the EU as well as possible.’

KOOS ROOSJEN



1966
1996

KOOS ROOSJEN

CORPORATE DEVELOPMENT DIRECTOR,
ECONOMICS AND PUBLIC AFFAIRS

‘As a newly graduated business economist, I was very attracted by the broad range of tasks of the commercial economic position at Avebe.’

I’ll never forget my first working day at the head office in Veendam. In the foyer I met my first colleague, who asked me if I had a degree and then said: ‘doar kist wel goud om weez’n.’ (Groningen dialect for ‘I suppose that doesn’t mean you’re not OK’) Great! The tone was set, and I stood with both feet on the Groningen ground again. I had a great time and experienced unforgettable things that were sometimes vital to the future of Avebe and its members. I spent some of my working hours in The Hague and Brussels. We had to politically defend our leading position in Europe and beyond, at the junction between the farmer, the world market and the European Agricultural Policy. With the market as our starting point and the farmer as our basis, we tried to position ourselves as well as possible, particularly within the EU. We lobbied in Brussels together with our colleagues in the Union des Fécularies Européennes (UFE), which I’ve headed for the last ten years. As well as my economic work, I’ve worked on many large projects. For example, I was involved in the takeover of foreign factories and Koninklijke Scholten-Honig. The merger of fifteen factories into three large locations was also a drastic way of making the industry work more efficiently and cleanly. Another memorable experience was when my colleagues challenged me, “as a thank you for my critical supervision of their projects”, to try it myself as the “building consultant for the new head office”. Fortunately, that ended well: we finished one week within schedule and one percent within the budget. The great thing about my very interesting work was that you didn’t just do it, you did it together and you were very conscious of the importance for the company’s results and for the thousands of farmers and workers involved in the region. Avebe congratulations, and all the best for the future!’

1976
2004

CIS MATEREK

SALES PROMOTION & ADVERTISING
MANAGER

'Avebe has always been an innovative and self-developing company. I've been able to do and experience a great deal in Avebe's marketing and communication.'

There was plenty of competition. We had to distinguish Avebe from our "rivals" and position ourselves as a reliable partner in word and deed. In my time we developed films for the paper industry and the food market, among others. We sent them on videotapes to our potential customers. We also participated in trade fairs. In the beginning we had a small stand at the agricultural fair. I thought there should be a specific fair for food and ingredients. That was more appropriate for Avebe. I came into contact with an exhibition organisation and together with a number of companies, such as Honig, Avebe became one of the first participants in the food fair in Utrecht. This fair eventually grew into the largest European food fair: Food Ingredients Europe.

Another big project I worked on was the development of a system to digitise data. The market increasingly called for product information leaflets, recipes and product data. Avebe was one of the first companies to automate this process, making the data accessible from any location. This was a challenging but enjoyable job. Not least because I had to deal with multiple languages, hundreds of products and local requirements and safety standards. Other milestones I've worked on include the 60th anniversary of Avebe and giving the corporate identity a makeover. I've enjoyed every day of my work at Avebe.'

'I've always enjoyed my
work at Avebe'

CIS MATEREK



'It was an interesting time, with many different cultures and fields of law.'

JAAP DE BOER



1984
2014

JAAP DE BOER LAWYER

'In total, I have been working at Avebe for over thirty years. They've all been very exciting years. Not least since for most of this period I was the only lawyer at the company. I would have liked to have carried on a bit longer, but that wasn't possible because of health problems.'

The most interesting period for me was the time between 1997 and 2007. In those years, I travelled all over the world. Avebe was broadening its horizons at the time and I went to South America and Asia to start up projects. In these countries, the product wasn't potato starch, but tapioca starch. It was an interesting time, involving many different cultures and fields of law. Avebe eventually decided to stop producing tapioca and everything had to be legally settled. For Avebe this was not a great success, but for me it was a great challenge.

Other challenging projects included the acquisition of the first German plant and the Brinta crisis. The takeover of the factory in Wendland, Germany, was special because we wanted the farmers in Germany to become members of the cooperative in the Netherlands as well. This had never happened before, a cooperative with members from two different countries with the same rights and obligations. But it worked. Then there was the salmonella crisis in the Brinta production in 1995. Brinta was made by Avebe in Foxhol. I started the day at 8 o'clock with a quiet cup of coffee. Fifteen minutes later, the phone rang and everything was turned upside down. It took an enormous amount of effort to get this settled. I can tell you about many other interesting assignments, from the legal wrangling on the GM potato to arranging corporate governance among the members. The beauty of Avebe is that it is a company and a cooperative, all at the same time. Members are the suppliers and owners. Avebe has an interesting cooperative legal form, and I've always enjoyed working there.'

1967
2007

MARIA JANSEN

EXECUTIVE SECRETARY

‘The potato is a great product. There’s so much in it! In 1967 I started at the sales department of Koninklijke Scholten-Honig (KSH). After the takeover of Scholten, I worked for Avebe from 1978 onwards.

The changes and uncertainties caused by the integration of the two organisations and the many restructuring rounds that followed were very difficult. I won’t soon forget one working day: during the integration of KSH and Avebe, sales had to continue and in order to create some structure in the chaos, I had to start working with the sales director. He brought his own secretary with him. At first I saw my fellow secretary as a competitor, but from day one we clicked well and were able to work well together as a team. We worked hard to ensure that the integration ran smoothly. Carin Oosterhuis was a fantastic colleague. After forty years we’re still in regular contact.

Everyone knew where to find the executive secretary. My door was always open to whoever had something to say. I often felt like a Mother Superior when I was asked for advice or information, especially as I grew older and my colleagues became younger. It was also very special to see how close the ties were. It was “our company” and Avebe was close to our heart. You noticed this especially in difficult times. I particularly liked the international aspect of my work. The highlight was the International sales and business meeting. Each year, I spent three days with the management and business unit managers at a location outside the Netherlands. We discussed the course of events, sales reports and new plans, but above all I was able to maintain contact with the sales office staff. “No person is second rate and no work is second rate”, under this motto I had some great years at Avebe.’

‘Everyone knew where to find the executive secretary.

My door was always open to whoever had something to say.’

MARIA JANSEN



EXTRA FESTIVE STARCH POTATO DAY

The annual Avebe Starch Potato Day was held on Wednesday 10 July at the experimental farm 't Kompas in Valthermond. To mark Avebe's centenary, the Starch Potato Day was even bigger and more festive than usual with a business market, a mechanisation area, guided tours and lectures.

The day was officially opened by Marijke Folkers-in 't Hout, chair of Avebe's Supervisory Board. She stressed the fact that starch potato cultivation has never stood still in the last hundred years: 'Hundreds of men, women and children used to crawl over the land to harvest the potatoes. An intensive, back-breaking task. As the potato became more popular, there was pressure to harvest the potatoes with fewer people. We made the switch from blood pressure - manual work - to oil pressure - mechanised work.' Folkers

also looked ahead and sees opportunities for the farming industry. This is because new varieties and techniques that will help agriculture to move forward are emerging.

Peter-Erik Ywema, director of Sustainability at Avebe, asked the question in his lecture: Will your grandchild be growing starch potatoes? Ywema thinks so, but points out that the working method also has to be future-proof. 'The post-war consumer need was productivity and efficiency. But times

change. Now it's about sustainability or, as I call it, "survivability". Change has always been there, but now we're facing challenges such as climate change and biodiversity.' Avebe has integrated sustainability into its strategic direction. Ywema: 'This strategy is intended to make the work we do together futureproof. We need to work with three objectives: more starch per hectare, lower carbon emissions and less pressure on the environment. I've committed myself to this, and I hope that you'll join me as befits a cooperative. Thank you, also on behalf of your grandchild.'

Other speakers, Huub Schepers and Corné Kempenaar of Wageningen University & Research (WUR), discussed the control of potato diseases and precision farming applications in potato growing. And more than forty companies presented themselves at the trade fair and the mechanisation area. Visitors were also informed about the latest potato varieties.

AVEBE ORGANISES ANNUAL FIELD AND DEMO DAYS TO INFORM GROWERS ABOUT THE DEVELOPMENTS IN STARCH POTATO CULTIVATION.



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ACCOUNT MANAGER AGRO HAUKE WARNECKE EXPLAINS THE TRIAL FIELDS

INFORMATION AND CULINARY TEMPTATIONS ON GERMAN OPEN DAY

Avebe's 100th anniversary was celebrated in Germany in August at the Lüchow site together with farmers and business associates. The guests were given information about Avebe's production process and products in the production area. It was also possible to visit the trial fields near Woltersdorf. This was completed by information stands of business partners and cooperatives. As well as the technical applications of our products, the food applications attracted a great deal of attention. Cakes and potato salad with egg-free mayonnaise showcased the successes of our potato starch and protein.

After a short shuttle trip, those interested were informed about the various starch potato varieties on the trial fields. Several cultivation companies were there to give explanations. There were trials with planting distances: what is the optimal distance between the plants for good tuber growth? Does a larger planting distance and fewer seed potatoes lead to a higher yield, and how should the planting machine be set up?

Fertilisation aspects were also covered, such as a sustainable fertilisation strategy for the cultivation of starch potatoes of the Axion variety. This variety is known for its low nitrogen requirements. Axion was developed by our breeding institute Avenir and may only be cultivated by Avebe's growers.

It was a festive and informative day that was highly appreciated by over 300 visitors.

Visit www.avebe.com/magazine for videos of the celebrations.





DREAM TOUR **AVEBE**



At the end of August, a team of twenty Avebe employees and members cycled over 800 kilometres to raise money for Make-A-Wish. The cyclists did this not only to make their own dream come true, but also those of many seriously ill children. In five days they visited all the Dutch, German and Swedish production sites of Avebe. This sponsored bike ride was also to mark Avebe's centenary.

After a hearty breakfast, the team set off from the innovation center in Groningen. After crossing the starting line they went via the production location in Foxhol, the head office in Veendam, the production location in Gasselternijveen and the breeding institute Averis in Valthermond, to the location in Ter Apelkanaal. They then cycled across the border towards the German production sites where they later visited the Avebe factories in the Wendland and Prignitz regions. The trip ended on Friday 30 August with a festive reception at the factory in Malmö, Sweden.

Make-A-Wish

The cyclists raised money through the tour for the Make-A-Wish foundation. This is the world's biggest wish-fulfilling organisation and makes an average of 15,000 dreams come true each year for seriously ill children and young people between the ages of 3 and 18. The organisation operates in fifty countries and on five continents. Make-A-Wish also operates in the regions where there are Avebe locations. The driving force behind the project is Eric Raad, an Avebe employee. He, too, enthusiastically set off on his bike: 'It's really great to see how everyone has taken this up and how we as Avebe members and colleagues can make a difference together for these children. It's a unique experience! Besides the cyclists and all those who made a donation, I'd also like to thank our sponsors.'

See www.avebe.com/avebe-makes-a-wish for videos of the tour and the final amount collected.



BUILDING ON A POSITIVE IMPACT ON THE ENVIRONMENT

We at Avebe are building on having a positive impact on our environment. This is in line with our ambition to take the next step towards adding value. Avebe supports a number of projects that work on vitality, health, sports and welfare or sustainability.

“Boerenrockfestival”

One of the projects supported by Avebe is the Farmers Rock Festival, which is held annually on the site behind the production location in Gasselternijveen. The Farmers Rock Festival attracts around 35,000 visitors from various countries. During this event, there's not only music from various local music bands, but there are also sports activities for the young visitors.

Moonlight Walk Veendam

The Moonlight Walk Veendam is another big event that's not only fun, but also sporty.

A six-kilometre hike through Veendam for a good cause. During this moonlight walk there's plenty to see and do. There are various choirs and spectacular acts. The walkers are also challenged to dress up in various eye-catching ways. The proceeds of the trip are going to the project “Music for the elderly, home and away”.

Village Cooperative De Brug

As well as fun and sporting events, Avebe also supports projects that continuously add value to society. One of these projects is “In the peat there are people to meet” of the De Brug village cooperative in Gasselternijveen. This project plans activities to provide company for lonely elderly people and to give them a nice day. Volunteers work hard every week to get older people to come out of their shells and dispel the loneliness. Not only do they organise coffee mornings, they also make vegetable allotments and organise bigger activities such as the “Walk & Talk”.

Passion in Technology

Another project Avebe contributes to is “Passion in Technology”. This is a regional project of Winkler Prins, Dr. Aletta Jacobs College, Noorderpoort and Alfa-college, where a continuous technological-learning path is being set up. The aim of this project is to give technical education a quality boost. As well as a financial contribution, Avebe also supports the “Passion in Technology” project by giving guest lectures. The financial contribution is invested in new teaching resources.

DISCOVER THE GOLDEN AGE OF THE GRONINGEN PEAT COLONIES

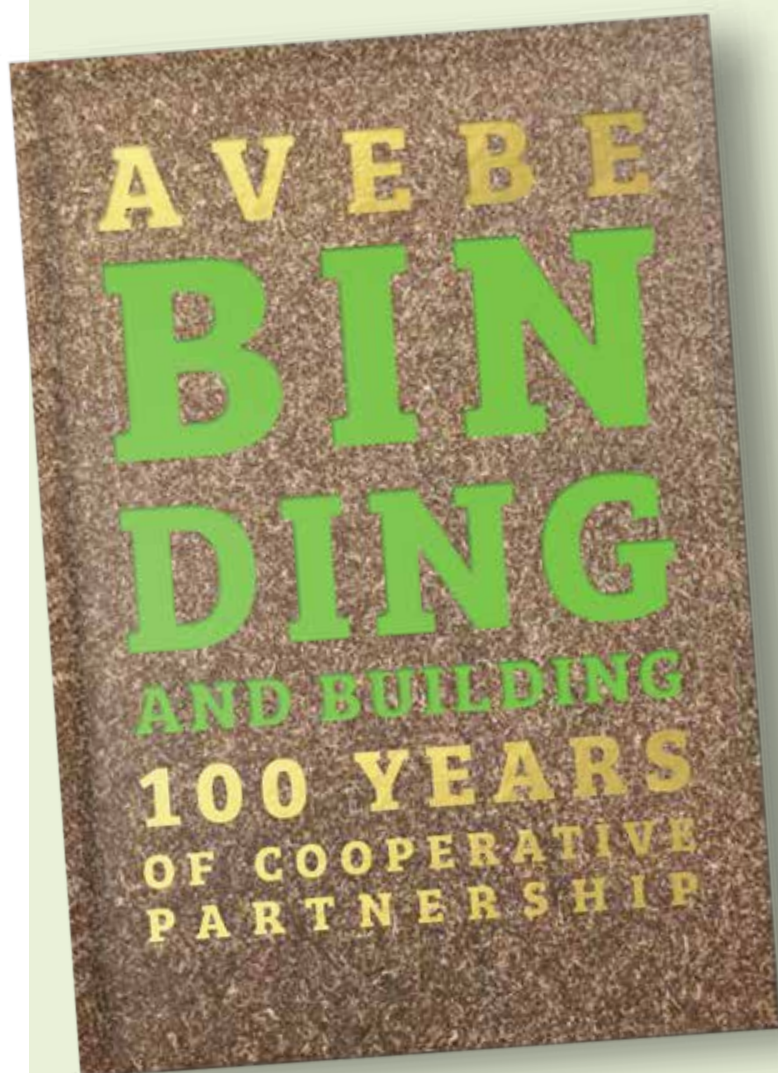
In a monumental building dating from 1911, the Veenkoloniaal Museum in Veendam tells the story of the development of the Groningen Peat Colonies: a fascinating story that amounts to much more than cutting and digging peat. It also covers the hundreds of barges, dozens of kilometres of canal and the rich potato starch industry. As well as the permanent exhibition, which focuses on the peat colony shipping industry and the agricultural industry, the museum also organises temporary exhibitions four times a year.

Permanent exhibition on starch cultivation

In the Golden Age of the Peat Colonies, in the 19th century, factories for the production of potato starch sprang up like mushrooms. The potato starch industry flourished. The Veenkoloniaal Museum has a permanent exhibition on the role of the starch potato in this region, which is highly suitable for young and old. The exhibition was given a new look in 2018-2019. It ranges from the first products made with potato starch to the latest innovations.

50% ADMISSION DISCOUNT | see voucher on back of magazine

AVEBE ANNIVERSARY BOOK BINDING AND BUILDING



‘They elegantly placed their signatures on the document. Daniel Edzes from Sappemeer and Jakob Eisseszoon Doornbos from Schildwolde had put on their Sunday best and left their farms to formalise the result of many consultations and meetings.’

Placing this signature wasn’t just any event. It was the beginning of the cooperative Avebe.

An anniversary book has been published to celebrate Avebe’s centenary. Much has happened in the past 100 years. The book describes all of this in detail. The book is being offered to all employees and members.



View the online version of the Avebe magazine for an impression of our Anniversary Day (on 14 November 2019). www.avebe.com/magazine



ANNIVERSARY FESTIVAL, EXPERIENCE AVEBE!

The Experience Avebe Jubilee Festival was held on 13, 14 and 15 September. A feast of connection for members and employees of Avebe. Some three thousand visitors visited the production site in Ter Apelkanaal and the farm of Avebe member the Beuling family. Together with their family and friends, members and employees had the opportunity to explore the past, present and future.

At the Ter Apelkanaal location, attention was paid to all global production locations, to sustainability and to the end products in which Avebe's ingredients are used. Coaches and trains ran back and forth for the tour to give visitors an impression of Avebe's growing and production processes. Children did all sorts of creative things with potatoes and there were drinks, snacks and music on the festival grounds. At the Beuling family farm in Eerste Exloërmond information was provided about everything to do with potato growing. From old agricultural tools to the latest machinery, and from the cultivation work of Avebe subsidiary Averis to the delivery of the potatoes to the factory. Everything was put on display with a festive tint.

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**VEENKOLONIAAL
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Avebe Magazine was commissioned by Coöperatie AVEBE U.A. and is being sent to all members and employees of Avebe. The digital version of the magazine can be viewed at www.avebe.com/magazine
No longer want to receive this magazine? Send an email to: communication@avebe.com

Contact communication@avebe.com | **Photography:** Ivo Hutten, Avebe | **Concept and layout:** JEEN
Texts: Avebe, Bureau Compas, JEEN | **Printed matter:** PrintX.nl