



CSR 2024

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FOREWORD





FOREWORD

Dear reader,

"One of our strongest weapons is dialogue." With these powerful words, Nelson Mandela – South African lawyer, politician and anti-apartheid activist (1918-2013) – underlined the importance of listening, speaking and working together. In an increasingly complex world, in which major social and environmental challenges are converging, where wars are taking place on the borders of our European Union, real dialogue is perhaps more important than ever.

Within the agri-food sector, we notice on a daily basis how necessary it is to work together. Farmers, citizens, policymakers, businesses – each with their own responsibility, but also with a shared interest: future-proof food production chains. Chains that ensure food security and sovereignty – themes long taken for granted in Europe. Right now, we have to conclude that even Dutch policy makers often fail to realise sufficiently how big an impact ideology-driven policies can have on those certainties. While global food scarcity is rapidly increasing, decisions are being made, in Europe and in the Netherlands especially, that will cause irreparable damage to excellent food production chains. In times of major shifts in geopolitical relations, the very availability of food will potentially be decisive for stability – and thus peace and security.

Our company, the VanDrie Group, is a key link in such an excellent food production chain. We know better than anyone how important it is to remain in dialogue with an open mind, even when positions differ. This is why we are calling on all policy makers to opt for dialogue and for policies that contribute to stability – also when it comes to food. This requires choices based on facts, knowledge and an international outlook. But above all, it requires courage: courage to set limits on the influence of ideologically driven movements with whom dialogue is no longer possible.

The year 2024 was all about connection for us. We continue to actively work on strengthening relationships both inside and outside our chain. We seek discussion on social issues, such as animal health, animal welfare, food safety and sustainability. And we listen – to concerns, to criticisms, but also to hopeful ideas and new perspectives.

Because a company that listens, lives. A sector that talks, grows



At the same time, 2024 was the year when the Corporate Sustainability Reporting Directive (CSRD) became concrete. From now on, transparency is no longer a choice, but a responsibility. This is not an unexpected move for us – we have been collecting and sharing data, setting measurable goals and rendering accountability for years. However, the mandatory nature of the CSRD does mean a step forward in terms of professionalisation.

With initiatives like the sector-wide 'Veal Forward' action plan and our commitment to themes like health, animal dignity, circularity and good employment practices, we show that dialogue is not just about words. It also calls for deeds, choices, action and courage.

I would like to express my appreciation to all our employees, partners, suppliers and customers. Thank you for your trust, commitment and cooperation over the past year. Thanks to you, we can continue to build a sector that listens, learns and connects.

Because a company that listens, lives.

A sector that talks, grows.

A society that remains in dialogue builds a future that belongs to everyone.

I hope you enjoy reading this report!

Ruth Bouwstra
Director Corporate Affairs and Quality

December 2025

Questions or comments can be sent to
contact@vandriegroup.com





KEY RESULTS IN 2024





OUR ORGANISATION



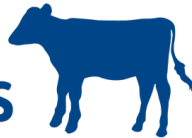
± 2.700
TOTAL NUMBER
OF EMPLOYEES

DISTRIBUTION OF EMPLOYEES PER COUNTRY PER CHAIN LINK

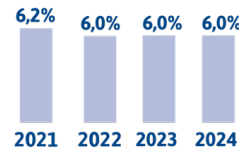
NL	Veal processing	34,0%
	Animal feed	12,8%
	Calf skins	1,1%
	Other	4,5%
BE	Other	0,5%
FR	Veal processing	33,6%
	Other	0,3%
IT	Animal feed	9,0%
	Other	3,0%
DE	Animal feed	0,0%
	Other	1,2%



± 1.000
VEAL
FARMERS



ABSENTEEISM



AGENCY WORKERS



± 1.650

♂ **73% MALE** ♀ **27% FEMALE**



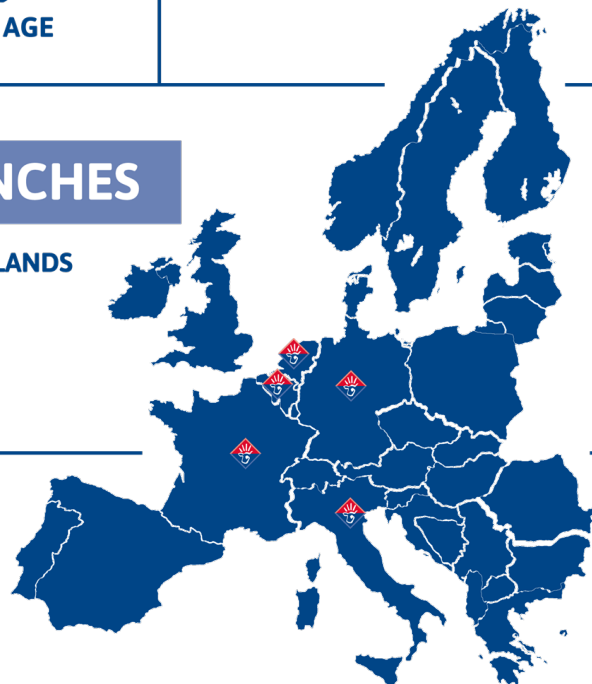
44,9
AVERAGE AGE

12 AVERAGE
NUMBER OF YEARS
OF EMPLOYMENT



BRANCHES

THE NETHERLANDS
BELGIUM
FRANCE
ITALY
GERMANY





ABOUT VANDRIE GROUP



DEVELOPMENTS IN 2024

2024 was a dynamic year in more ways than one. There was, and still is, a great deal of unrest in the world. This has also affected food-producing companies directly and indirectly. Examples of this include rising prices and an increasing shortage of suitable staff. Partly because of this, food prices have risen sharply. A lot has also happened in politics and policy in the past year.

Sustainability and climate ambitions and discussions on animal welfare are issues that have a major impact on our companies. With regard to the Netherlands specifically, long-term issues concerning agriculture remain unresolved. For example, the new Schoof Cabinet has not yet been able, unfortunately, to get the Netherlands off the nitrogen lock. A long-term perspective for livestock farming is lacking. At the same time, the government is making funding available to buy out businesses. In 2024, many veal farmers applied for a buyout. Precisely which impact this will have on dairy production chains in general, and veal farming in particular, is not yet known. However, it is clear that contraction is taking place. Unfortunately, schemes for innovation of the sector and relocation of companies have not yet been given concrete form.

Geopolitical relations and market developments also offer opportunities. It is no longer a given that Europe can source raw materials and food globally. Climate change is also affecting the availability of food. The regions where food can be grown structurally are decreasing. The fertile delta in Northwest Europe is a unique region that can continue to play an important role in this production. Food security and sovereignty have become key issues in 2024. Our own food strategy is therefore essential to be able to provide the European population with high-quality, sustainably-produced food even in troubled times. At European level, some distance has been taken from the Green Deal: ambitions to combat climate change remain as important as ever, but are viewed more in relation to competitiveness and security.

Politics

In 2024, the National exit scheme for certain livestock production locations (Lbv), set up in 2023 and the Lbv-plus scheme, for livestock sites with peak loads, were continued. After the closure of both schemes, the last of which closed on 20 December 2024, more than 100 veal farms have applied for the relevant scheme. It is not yet known how many farms will eventually participate definitively. However, it is clear that despite the many applications for these schemes, the has still not been released from the nitrogen lock.

New Cabinet

In 2024, a new Cabinet took office. For the agriculture posts, Femke Wiersma (BBB) and Jean Rummenie (BBB) were appointed as minister and state secretary respectively. These new appointments at the Ministry of Agriculture, Fisheries, Food Security and Nature are being viewed with cautious optimism. At the same time, debates in the Dutch House of Representative show that sentiment towards livestock farming is persistently negative. Getting any movement in long-running discussions related to emissions is also challenging at European level. The removal of the derogation in 2024 has led to major problems with manure disposal, with noticeable effects on farms. The chance of the Netherlands obtaining an exceptional position again is very low. However, a great deal of effort is being put in to developing alternative processing methods for manure. It seems that the new Cabinet is listening to the voice of our sector better.

Veal Forward

On 4 June 2024, the Dutch Veal Industry Association (Stichting Brancheorganisatie Kalversector, SBK), presented the Veal Forward sector plan to the Parliamentary Standing Committee on Agriculture. The vision that envisages a sustainable future for veal calf farming identifies four pillars: working together in the chain, good care for the calf, humane husbandry and in balance with nature and the environment. For each pillar, the specific agreements made and the topics on which additional research is needed are indicated. To give further substance to the research agenda, a Kalf-IDee (Calf Idea) day was organised in autumn 2024, at which researchers, veal farmers and people from industry could present their calf ideas to help achieve the objectives. The number of entries was overwhelming and with the winners we are looking at how to implement the ideas. In the discussions surrounding the implementation of the General Administrative Measures and the Covenant on Humane Husbandry, this shared vision has proven its added value. However, it is highly questionable whether politicians and policymakers are committed to a healthy calf sector in the Netherlands as a fully-fledged part of the dairy production chain. The sector collective has sent a clear and ambitious signal with Veal Forward.

Economics

The buyout schemes are also open to dairy farmers. Even though participation among dairy farmers is much less in demand relatively speaking, there is a clear contraction of dairy farming and thus the number of cows in the Netherlands. In other north-western European countries, too, we are seeing dairy farming shrinking. This is resulting in fewer animals and a direct impact on the price of our products. The decline in production and, at the same time, high demand are leading to strong prices for veal and beef. In many cases, this is resulting in being able to pay out a profit share to affiliated veal farmers.

Various changes in shareholdings and partnership agreements took place in our organisation:

Production Veau Ouest

In 2024, Production Veau Ouest signed an agreement with the VanDrie Group. This has allowed the VanDrie Group to increase its share of calf sites in France. This agreement strengthens its position in French veal farming.

Approval of cooperation F&F Group

In March 2024, the Netherlands Authority for Consumers & Markets and the European Commission approved the announced cooperation between F&F Group and the VanDrie Group. Under this agreement, the VanDrie Group acquired a stake in F&F Group, while F&F Group in turn acquired Schils Food's business from the VanDrie Group. F&F Group and VanDrie Group see great potential to expand the position of both companies in the dairy raw materials market through this collaboration.

Social

Social aspects received extra attention within our sector in 2024. The Netherlands employs nearly 1 million migrant workers, of whom just under 10,000 (<1%) work in the meat sector. There has been concern within the government about the position of migrant workers for many years. The Labour Inspectorate investigated one temporary employment agency operating in the meat sector in 2024, concluding that there were structural abuses. Unfortunately, there seems to be little room in this discussion for a joint plan of action that can address the companies where abuses occur structurally.

Within the meat processing companies in the Netherlands, we work according to the Fair Employment Code of the Central Organisation for the Meat Industry (COV). This code, which guarantees fair working conditions and transparency in labour relations, serves as a guideline for our human resources policy.

Following the labour inspection report, the COV drew up a roadmap supplementary to the Fair Employment Code, in which several measures are proposed to demonstrably ensure a good position of migrant workers in our companies.

In December 2024, the Minister of Affairs and Employment Eddy van Hijum visited Ameco, part of the VanDrie Group. Key issues discussed during this visit included working conditions, compliance with the Fair Employment Code and challenges around labour migration. The visit provided an opportunity to show the minister how we as a company provide a healthy and safe working environment for all our employees.

Technology

We feel the intrinsic motivation to keep innovating with respect to themes that are of importance to our organisation. We notice that various stakeholders in different countries also expect this of us. In 2023, a steering group was formed in our organisation with the aim of meeting mandatory reporting requirements by 2026. We are also eager to collaborate on research and projects that enable us to further improve on key issues, such as animal welfare, health, food safety and sustainability.

In 2024, the 'Kijk op het kalf' (View of the calf) project was continued by the Dutch Veal Industry Association (SBK) with the help of government funding, and the first and preliminary results have become known. This subsidy is part of the Netherlands Enterprise Agency scheme 'Pilots gezonde kalverketen' (Pilots promoting a healthy calf chain) and aims to stimulate system innovation in dairy and veal farming and to research the extent to which a (system) change can contribute to the integral improvement of animal health and welfare opportunities. As part of this, the SBK is collaborating with dairy farmers, veal farmers and Vereniging core cattle practices (vets). Within the Kijk op het Kalf project, calves in veal farming are only set up from dairy farms that are BVD and IBR free and have a favourable status for salmonella. Additional criteria used to assess whether the calf itself was healthy included clinical assessment and navel inspection. The nearly

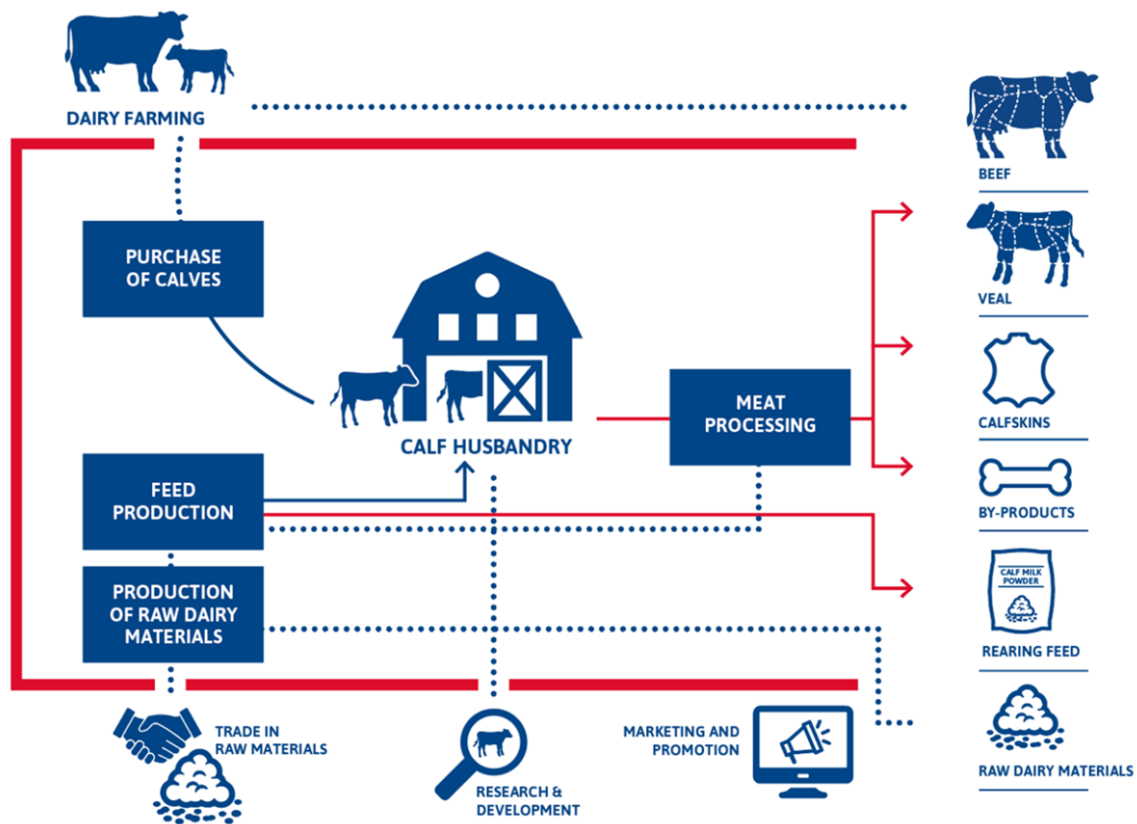
1,000 calves were also vaccinated and the feed on the dairy farm was similar to the feed on the veal farm. Initial analyses show that targeting health at farm and animal level resulted in fewer diseases occurring on veal farms, and therefore less antibiotics needed to be used. These preliminary results are promising and provide perspective for the industry's ambitions regarding the pillar 'Goed zorg voor het kalf' (Good care for the calf) from Veal Forward.

You can read more about how we implement these influencing elements in the chapters [Our Strategy](#) and [Progress on CSR Goals](#).

ABOUT THE VANDRIE GROUP

The VanDrie Group is a Dutch family business with over sixty years of history. In the early 1960s, Jan van Drie senior bought his first calf from a dairy farmer. His choice proved to be a success. More calves soon followed, which dairy farmers did not use as a replacement for their own dairy herd. In the years that followed, Jan van Drie senior's activities grew into the VanDrie Group as we know it today.

Raising calves is now no longer the VanDrie Group's only activity. Today, the organisation is characterised by chain integration. The VanDrie Group has control over all the links of the production. The companies in the Netherlands, Belgium, France, Italy and Germany produce veal and beef, animal feed, dairy raw materials and calfskins. Other key activities include marketing dairy products for feed and food applications and advising dairy farmers on rearing their calves.



Business and governance

The VanDrie Group, officially Van Drie Holding b.v., is based in Mijdrecht in the Netherlands. It is a private family business the ownership of which lies with three shareholders: Mr Jan van Drie (1959, focus area: calf husbandry and purchase of calves), Mr Marinus van Drie (1965, focus area: general affairs) and Mr Herman van Drie (1968, focus area: international business and meat production).

The three shareholders will remain employed at least until retirement age. No additional specific term of appointment has been formulated. There is no remuneration policy for the shareholders. This also applies to the granting of performance bonuses or other variable remuneration.

No supervisory board or other governing body has been appointed. The management board participates in consultations with delegates from the various companies and the Corporate Affairs and Quality team five times a year. Chaired by the managing director, the board develops the company's strategy and makes decisions on general group matters.

In doing so, the focus is on creating long-term value. We therefore consider the economic and social impact of our decisions during the decision-making process. The management board is ultimately responsible for actions and decisions within the VanDrie Group and approves external reporting on the company's policies. All members of the management board were appointed for an indefinite period.

In addition to the management board, the VanDrie Group has several other boards, including the management, operational and quality and assurance teams for each company or chain link.

Companies in the group

The VanDrie Group consists of over 30 companies and participating interests. The table below shows where each company or participating interest is located, what its core activity is and under which chain link in the group it operates. The list is specified by country. This overview differs from the composition in the annual financial report. For the sake of clarity, it was decided not to include any (intermediate) holding companies and shell companies in the overview. For the full overview, please refer to the annual financial report.

	 VanDrie Group CONTROLLED QUALITY VEAL										
	 Melkweg	 Zoogamma	 Serum Italia	 F&F Group	 Eurolat						
	 Alpuro Breeding	 Tentego	 Navobi	 Schils	 Joosten	 Zoogamma	 Kalmi Italia	 CIMA Breeding	 Alpuro	 Brons	
	 Van Drie	 Sobeval	 Vals	 Production Veau Ouest	 Jean Follain	 Van Drie Kalverhouderij	 Van Dam	 Zoogamma	 Zoo Agri	 Zoo Allevamento	
	 T.Boer & zn CONTROLLED QUALITY VEAL	 Ekro CONTROLLED QUALITY VEAL	 ESA CONTROLLED QUALITY VEAL	 Sobeval	 Tendriade						
	 Ameco CONTROLLED QUALITY VEAL										
	 Oukro										
	 Stichting Promotie Kalfsvlees CONTROLLED QUALITY VEAL										

OUR MISSION AND AMBITIONS

As a leading company in the European animal protein chain, we feel the intrinsic motivation to contribute to making livestock farming more sustainable.

Extracting value from byproducts is central to everything we do.

In doing so, we strive to achieve added value for our customers, while fulfilling our responsibility towards the environment and society. You can read about this in our mission statement:

Our mission

Creating maximum customer value through the chain while taking responsibility for our people and the impact on animals and climate.

Innovation is a key driver for us, not as an end in itself, but as a means to further improve the chain. This allows us to add even more value to our business, to the farmers we work with and to the products we supply to a diverse group of customers.

We see that there are enough challenges when it comes to keeping our company and business model financially agile, while at the same time improving its sustainability. Based on our mission, we want to continue the VanDrie Group's operations in a responsible and sustainable way. In doing so, our ambitions are:

Our ambitions

- to strengthen our market position and continue improving the reputation of our high-quality products worldwide;
- to innovate to make our supply chain more sustainable;
- to enter into long-term partnerships to drive change.

Sustainable Development Goals

Our ambitions are in line with various United Nations (UN) Sustainable Development Goals (SDGs).





SDG 2 - Zero Hunger

We want to produce food in a sustainable way. In order to feed the world's growing population, food must be produced more efficiently, without damaging ecosystems. We need to develop in order to achieve that.



SDG 8 - Decent work and economic growth

We play our part in ensuring good and decent work. We protect labour rights and provide a safe working environment. We strive for inclusive and sustainable economic prosperity. We want to add value in all countries in which our companies are located.



SDG 9 - Industry, innovation and infrastructure

We want to be a resilient company. We need technological progress to achieve climate goals. We are investing in technological development, research and innovation. We do this, among other ways, through the deployment of R&D and investment herein.



SDG 12 - Responsible production and consumption

We make our products under the motto 'produce better with less'. We are responsible for sustainable and efficient use of natural resources. In addition, we limit food waste and waste generation through recycling, reuse and prevention.

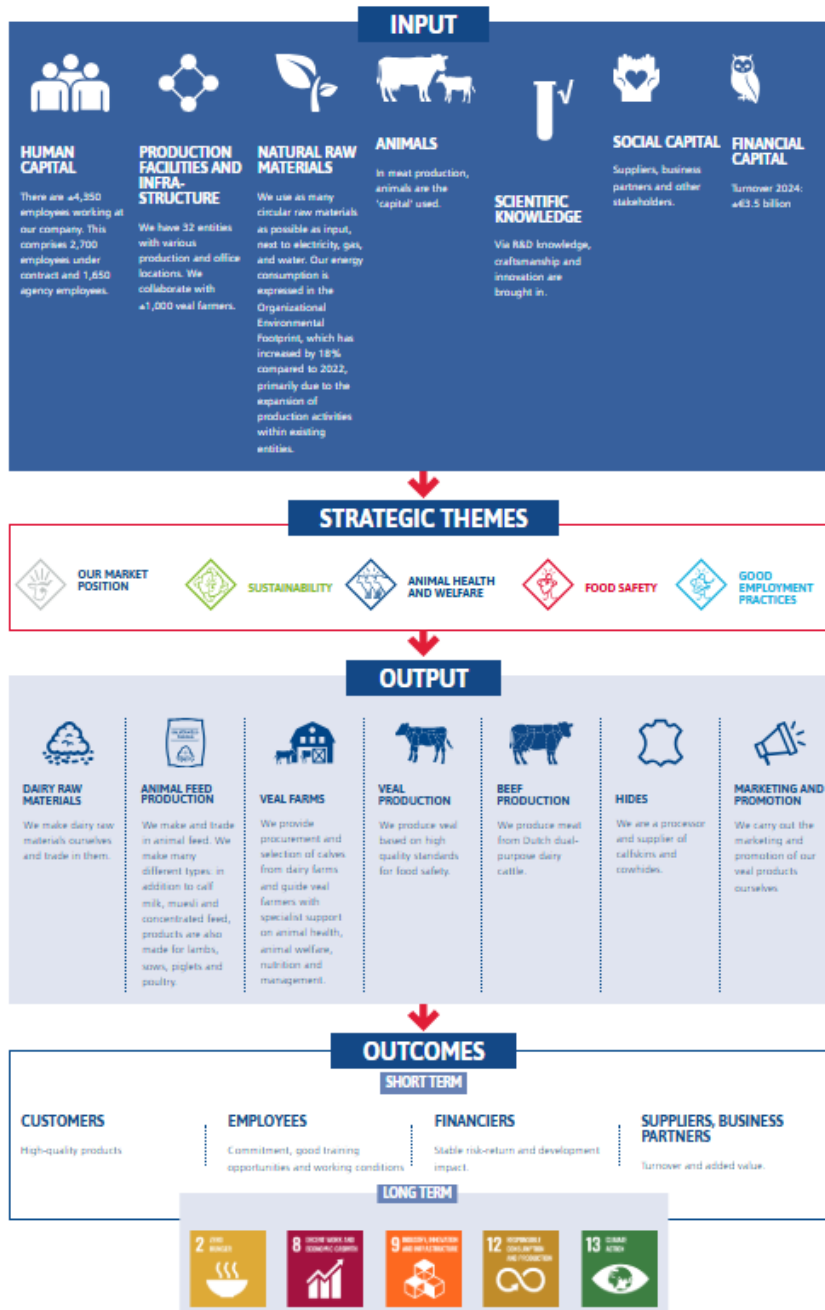


SDG 13 - Climate action

We are reducing our negative impact by reducing our CO2 emissions. We want to raise awareness of climate action, in every link of our chain.

OUR VALUE CHAIN

The VanDrie Group adds value in its chain by utilising sustainable input to create high-quality products that offer extra value for its customers and stakeholders. In the long term, the VanDrie Group aims to contribute to the SDGs that are important to it. Important values in everything the VanDrie Group does are: commitment, innovation, responsibility and collaboration.



OUR STRATEGY

We want to distinguish ourselves as a chain coordinator through our strategy. Value creation for customers, farmers with whom we collaborate and society are central to this. We utilise the strength of our chain by focusing on five strategic pillars.



OUR MARKET POSITION

We want to supply our customers with high-quality products, with as little negative impact as possible. Working ethically and treating humans and animals with respect is an absolute requirement in everything we do. We are committed to keeping current markets open and entering new markets or marketing channels where we can add value with our products, and where we can contribute to the demand for safe and nutritious animal proteins.



SUSTAINABILITY

We strive for maximum use of (alternative) raw materials and by-products and residual waste flows in our chain. At the same time, we are making production processes more sustainable. In this way, we are turning our ambitions for a circular agricultural system into reality. We apply smart technologies in our companies and, together with external parties, develop innovative solutions that reduce emissions on veal farms. In doing so, we are committed to reducing the footprint of our organisation and products.



ANIMAL HEALTH AND WELFARE

It is our responsibility to guarantee the intrinsic value of animals in our chain and to consider their needs. We remain critical of our own practices and are continuously improving ourselves. We look for ways, both on our own and in cooperation with dairy and veal farmers and knowledge partners, to improve general animal health and to reduce animal diseases.



FOOD SAFETY

Although it sometimes appears evident, product safety is an extremely important strategic pillar for us. We are continuing to invest in quality assurance to guarantee that safety. Thanks to our unique quality system Safety Guard, we are able to guarantee the highest standards in terms of food safety within all production links. In this way, we can supply the high-quality, safe and nutritious protein-rich products that buyers expect of us.



GOOD EMPLOYMENT PRACTICES

As an employer, we want to provide our employees with a safe, diverse and inclusive workplace. It is important to us that our employees have sufficient opportunities to develop themselves and that they are proud of their contribution to our organisation. Every employee deserves recognition and appreciation for this. Good employment practices are not limited to employees who have a direct employment contract. We also want agency employees to feel at home within the VanDrie Group.

CSR EXPECTATIONS FOR 2025

The VanDrie Group is facing several key issues and policy changes that will affect its Corporate Social Responsibility (CSR) activities. Firstly, the VanDrie Group will also start reporting in line with the requirements of the Corporate Sustainability Reporting Directive (CSRD). We are trying to make a clear shift in reporting style, from descriptive to more statistical reporting. In this way, we hope to promote comparability and create transparency about our activities within the whole group.

Introduction of the EUDR

European agreements have been reached on rules for deforestation-free products. As a result, the European Union Deforestation-free Regulation (EUDR) will come into force in the not too distant future. The rules are designed to reduce greenhouse gases caused by the European Union itself. Products that cause deforestation, or which affect forests, may no longer be imported into the EU, produced in the EU, or exported from the EU. The EUDR applies to specific raw materials and derived products that could pose a risk of deforestation.

Exactly when the EUDR will take effect in the Netherlands has not yet been determined. There is much debate about its feasibility and impact on European competitiveness. VanDrie Group trades in and manufactures various products covered by EUDR legislation. Therefore, the companies involved in our organisation do prepare for implementation of the upcoming legislation around EUDR. Our companies cannot do this alone. Therefore, a great deal of work is currently underway in collaboration with suppliers, sector and industry associations and regulators, amongst others, to prepare for the introduction of this legislation. We trust that with the EUDR coming into force, our activities will comply with it.

Humane livestock farming

The Animals Act has been amended, and a General Administrative Order (AMvB) on humane livestock farming must be submitted by 1 July 2025. It is expected that in 2025, hard work will be done to make agreements for the covenant on humane livestock farming, which are directly related to the AMvB.

Emission reductions

In 2025, a great deal of focus will be on the Dutch 'nitrogen lock'. The issuing of permits, including for construction of houses and roads, is at a standstill because of the rules laid down regarding nitrogen. For entrepreneurs in various sectors, this is hugely frustrating, including in the context of sustainability developments. At the same time, there is little prospect that the Netherlands will be granted an exemption position within the EU. The Lbv and Lbv+ buy-up schemes are expected to have quite an impact on the number of livestock farms in the Netherlands. Many of the veal farms are located in or near Natura2000 areas and so they qualify for the schemes as peak farmers.

Geopolitics

A war on our continent, unrest in the Middle East and Trump being re-elected president – it is clear that there is a lot of unrest in the world. The geopolitical relationships are shifting, Europe will have to work hard to keep position in the power struggle going on. At the same time, the EU has set a lot in motion with the Green Deal that raises questions about whether it will help in the long run for more sustainable agriculture and reduced emissions globally. By 2025, the above issues are expected to have a lot of influence on the course that is pursued, within Europe but also beyond. In this context, there is particular hope that food will again be seen as an important 'trump card' for security on our continent. As a chain integration active in several European countries, we will continue to take responsibility in 2025 to continue emphasising the important role of food and strong agriculture.

Veal Forward – a sustainable future for veal farming

In 2024, the sector plan 'Veal Forward' a sustainable future for Dutch veal farming was presented to the Parliamentary Standing Committee on Agriculture. Certainly for Dutch veal farming, this plan will be an important guideline for our activities and research projects. A Kalf-IDee (Calf IDea) research day was organised in 2024 for which more than 20 ideas were submitted that could contribute to achieving the sector plan objectives. With the winning ideas, the sector will start working in 2025, either on its own funding or in collaboration with research institutes.

Veal Forward focuses on four main pillars:

Veal Forward focuses on four main pillars:

- **Good care of the calf**
Healthy animals are a prerequisite for healthy and safe products as well as good animal welfare. This means that some basic principles will eventually be met throughout the chain, such as setting requirements for care and health as a condition for moving calves.
- **Humane veal farming**
The industry is aiming for significantly higher animal welfare. This includes measures related to stall design, stall climate and (feed) management.
- **In balance with nature**
In balance with nature – The sector is working towards energy-neutral and climate-neutral production by 2050. This is to be achieved through production, use of renewable energy and energy conservation and/or recovery. As far as nitrogen emissions, the sector is participating in the *Convenant versnelling innovatie emissiereductie duurzame veehouderij* (Agreement to accelerate innovation for the reduction of emissions for sustainable livestock farming).
- **Transparent collaboration in the chain**
Cooperation in a European context is essential to achieve the sector's ambitions and goals. However, it also requires cross-chain cooperation with governments, NGOs and research and educational institutions.

The sector will monitor the effectiveness of the various measures using different critical performance indicators for the areas of health, animal welfare, sustainability and market. The VanDrie Group endorses the objectives of the sector plan and is committed to contributing to its achievement.

The realisation of Veal Forward involves several challenges for the sector, such as licensing, financing related to stall or farm modifications and achieving a level European playing field. Different European players will have to invest equally in animal welfare and sustainability improvement measures. If this does not happen, it will put pressure on earning capacity and with it the support for further improvements.

The meat processing companies in the Netherlands are committed to developing a European food strategy. This is to ensure that food demand can continue to be met with a clear sustainable profile in a troubled world. Sustainability in this context encompasses footprint, local environmental impact and wellbeing.

With objective parameters and a level European playing field, it is certainly possible to maintain a sustainable future for our chain.



THE WORLD AROUND US

DUE DILIGENCE AND RISK MANAGEMENT

The VanDrie Group aims to produce high-quality, safe and nutritious meat products, feed and dairy raw materials and high-quality calfskins. In doing so, we must meet the standards expected of us that are appropriate to our social position and responsibility. We realise that we have an exemplary role and must act with integrity.

As producers, we face a variety of risks in all activities in our value chain, from raw materials to the finished product. These risks cannot be avoided completely. We therefore apply a due diligence approach. This gives us an insight into actual and potential risks. This subsequently allows us to make informed decisions about the risks identified and how to control them. We conduct our due diligence in accordance with the Guidelines for Corporate Social Responsibility (CSR), which is based on the OECD Guidelines for Multinational Enterprises.

The summary below shows which strategic risk themes exist and under which category they fall (compliance, operational, strategic, or financial). The impact of the identified risk and the VanDrie Group's response is described for each risk theme. This makes it clear what the VanDrie Group is doing to prevent, mitigate or eliminate risks. The summary shows that chain responsibility for these risks is embedded in our policy and in the management systems available for this purpose.

Compliance risk - Human Rights

Respect for fundamental rights in the value chain

Identified risk impact

- Breach of legal and social standards
- Harm to individual persons
- Loss of good name and reputation

Risk response

We monitor adverse media reporting on this topic. SpeakUp, a whistleblowing scheme, has been made available to employees, clients and suppliers, and enables abuses to be reported easily, anonymously and in one's own language. All companies also have a confidential adviser. The VanDrie Group has a Code for Doing

Business Fairly (Code voor Eerlijk Zakendoen) and proactively shares this within its value chain. In addition, a compass on culture and desired behaviour and conduct is publicly available in 11 languages. Regular audits of raw material suppliers are carried out, in which human rights are assessed as a theme.

Compliance risk – Wrongful conduct

Preventing violation of legal standards, corruption, bribery or competition violations

Impact of identified risk

- Punitive sanctions, lawsuits, product recalls, intensive supervision
- Damage to financial position and operating result, reputation, brand, market share
- Breach of relationship with customers and other stakeholders

Risk response

The VanDrie Group is committed to producing the highest quality products and operating in line with legislation and regulations. Based on our Quality approach, we keep a close eye on developments in legislation related to food safety and animal welfare. We make our employees aware of what doing business fairly means and what they should do to prevent unlawful behaviour, such as corruption or bribery. We actively monitor compliance themes and regularly screen EU and OFAC sanction lists. We audit our invoicing regularly to ensure accuracy of payments to prevent money laundering.

Financial risk - Financial resilience

Meeting financial obligations

Impact of identified risk

- Unstable financial position, reduced investment power
- Increased dependency on financiers and insurers

Risk response

As a family business, the VanDrie Group believes that stability is important. The group is primarily based in the European Union (EU), so invoicing is mainly done in euros. Currency risks are therefore limited or hedged with forward contracts. Risks in terms of stocks and receivables are partly mitigated by credit insurance. An sectoral Animal Health Fund (Diergezondheidsfonds, DGF) has been established in the Netherlands. The DGF is a budgetary fund from which costs related to combating, monitoring and preventing infectious animal diseases and zoonoses are paid. Fifty percent of these costs are funded by the central government and 50 percent by the business community. The DGF makes provision for risks in the fight against contagious animal diseases.

Operational risk - Employment opportunities and labour relations

Guaranteeing employees' rights and good working conditions

Impact of identified risk

- Labour shortages
- Significant production interruptions
- Negative operating results

Risk response

The production companies conduct a risk inventory and evaluation (RI&E) annually. An RI&E identifies occupational risks and requires a strategy to eliminate or reduce these risks. This minimises the risk of potential health complaints, absenteeism and accidents. This also means preventive and protective measures have been implemented within these companies so the use of machinery, equipment and chemical products takes place in a safe manner. Employees are trained in occupational safety and HACCP, for example, and receive instructions in their mother tongue. Through the Central Organisation for the Meat Sector (Centrale Organisatie voor de Vleessector, COV), we collaborate

with the Labour Standards Foundation (Stichting Normering Arbeid, SNA), whose aim is to prevent fraud and illegal practices in the temporary employment sector. In addition, COV's Fair Employment Code applies at our Dutch meat processing companies.

Operational risk - Information security

Ensuring information security, preventing data breaches and complying with privacy regulations

Impact of identified risk

- Damaging and taking down information systems
- Occurrence of data breaches
- Cessation of production
- Loss of revenue, reputational damage, liability claims from customers and other stakeholders

Risk response

The VanDrie Group regularly conducts stress tests on its information systems to reduce the risk of security breaches. Continued investment in IT solutions that are used for operational processes. In addition, employees are trained annually in IT awareness.

Strategic risk - Environment

Protecting the ecosystem

Impact of identified risk

- Degradation of the ecosystem and biodiversity

- Loss of customer relevance and opportunity for further development
- Loss of market share and support

Risk response

The VanDrie Group is committed to transforming its business model. This includes mapping our Organisational Environmental Footprint and developing a specific investment policy to start reducing the company's CO2 emissions in an impactful way. In collaboration with farmers and other stakeholders, the VanDrie Group is working on concrete objectives regarding sustainable animal feed and improving the living environment in rural areas. All production companies are ISO 14001-certified. This is the internationally accepted standard for an environmental management system and is used to develop an environmental policy appropriate for the organisation and to ensure the implementation thereof.

Strategic risk - Consumer interests

Safeguarding food safety and providing honest product information and fair pricing

Impact of identified risk

- Harm to consumers
- Recalls, financial claims and liabilities
- Damage to brand and reputation, loss of market access and market share, reduced sales and operational results

Risk response

The VanDrie Group aims to supply high-quality products and services that are produced to the highest standards. Food safety is not a marginal theme, but a prerequisite for every operation within the production process. That is why the VanDrie Group has its own quality system: Safety Guard. Safety Guard is based on ISO 22000, ISO 14001, Food Safety Supply Chain System, IFS and GMP+ standards. This is how the VanDrie Group's Dutch companies

mitigate food safety risks. Buyers of meat products are given Safe Handling Instructions on how to store and handle meat. We work in line with the United Nations Guidelines for Consumer Protection. Fair pricing is an emerging social discussion and we monitor this dialogue very closely.

Strategic risk - Animal welfare

Prevention of animal health and welfare violations

Impact of identified risk

- Harm and pain inflicted upon animals
- Reduced stakeholder confidence in the VanDrie Group's conduct and concerned social reactions

Risk response

Animal Welfare Officers (AWOs) supervise at all times during interactions with animals. In addition, all employees who interact with animals are trained for the work they are assigned. Besides continuous physical surveillance, all meat production plants have camera surveillance (partly with Artificial Intelligence programmes). When there is reason to do so, these images can be used for further staff training. In doing so, a great deal of attention is paid to informing and training transporters and veal farmers. Transporters and veal farmers are trained and informed about animal behaviour and the humane treatment of animals. The Foundation for Quality Guarantee of the Veal Sector (Stichting Kwaliteitsgarantie Vleeskalveren) carries out independent monitoring of regulations on animal welfare, transport and antibiotic use throughout our chain. All Dutch veal farmers we have a contract with are certified for the Vitaal Kalf (Fit Calf) quality scheme and are regularly audited.

Should risks arise, the relevant, affected stakeholders will be informed in an appropriate manner. Risks of greater social importance are publicly communicated via the VanDrie Group's corporate website. In principle, the VanDrie Group contributes to recovery procedures when abuse or malpractice occurs.

Risk assessment

The diagram below displays the risk assessment of the risk themes. It includes an estimation of the probability of a risk occurring within the value chain and what the impact will be if such a risk occurs.

		Marginal	Minimal	Substantial	Major	Severe	
Probability what is the estimate of whether a risk occurs in the value chain							Almost certain
					Information security		Probable
			Financial resilience	Environment		Consumer interests	Possible
			Employment and industrial relations	Human rights		Animal welfare	
						Unlawful behaviour	Unlikely
							Rare
		Consequence					
		what is the effect if a risk occurs for the VanDrie Group or employees					

Human rights

Neutral →

This risk trend is assessed as neutral. The VanDrie Group may be exposed to risks of human rights violations when implementing its strategy. This risk is present in the value chain, such as with the extraction of raw materials in overseas territories in order to produce animal feed. Cases of discrimination, violence, harassment or transgressive behaviour may also occur in the workplace, on an occasional or structural basis. Not only does this violate legal and social standards, but it also harms individuals and causes loss of trust and damages the good name of the VanDrie Group.

Information security

Increasing ↗

This risk trend is assessed as increasing. The VanDrie Group relies on information technology for the operational control of business processes and to store a multitude of data. The VanDrie Group checks and processes confidential information. The impression that exists at present is that cybercrime is increasing on a global scale. This means the risk of digital breaches is growing. The result may be that information systems are attacked, damaged or taken down, or data breaches occur. This will result in substantial costs and other negative consequences, such as production stoppages, loss of revenue, reputational damage and liabilities from customers and other stakeholders.

Consumer interests

Neutral →

This risk trend is assessed as neutral. The products that are produced within the VanDrie chain may not meet required quality standards, resulting in customer dissatisfaction or damage to consumers' health. The VanDrie Group may experience food safety issues due to certain product designs, certain production conditions, or the raw materials, packaging or transport facilities used. Besides harm caused to consumers, this could potentially lead to recalls, financial claims and liabilities, damage to the company's brand and reputation, loss of market access and market share and reduced revenue and operating results.

Animal welfare

Increasing ↗

The societal focus on animal welfare is growing. The intrinsic value of animals must be protected. The VanDrie Group may not be able to ensure animal welfare in every link of the value chain (birth, trade, transportation, husbandry, slaughter) at all times. This would lead to damage and pain to the animal, reduced stakeholder confidence in the VanDrie Group's behaviour and socially concerned reactions.

Employment and industrial relations

Neutral →

This risk trend is assessed as neutral. Attracting and retaining employees is critical to the VanDrie Group's success. Insufficient employees can result in labour shortages and significant production stoppages. There is a lot of competition in the labour market from other employers and there is a high dependence on agency workers from abroad. Fraud and illegality in the employment agency industry are still issues to this day. An increase in personnel costs (due to higher collective labour agreements, increases in minimum wages, higher pension contributions, turnover costs) is having a negative impact on operating results. In addition, more difficult working conditions in production sites (working in the cold, early starts) can lead to physical and mental discomfort among employees.

Environment

Increasing ↗

Requirements for production that meet climate and biodiversity needs are becoming increasingly stringent. The VanDrie Group may not be able to align its business model with those. The VanDrie Group's business model needs to change from product output on its own to a system in which environmental, social and governance factors are balanced with the production model. If this change is too slow or unsuccessful, the VanDrie Group will lose customer relevance, the opportunity for further development, market share and support. If that happens, the company would also be furthering the degradation of the ecosystem and of biodiversity.

Unlawful behaviour

Neutral →

The development of this risk trend is assessed as neutral. The VanDrie Group operates in a highly regulated environment in terms of checks on food safety and animal welfare. Any non-compliance or observed violation of legislation and regulations may result in punitive sanctions, lawsuits, product recalls, intensive supervision and reduced confidence, which would have tangible adverse consequences for the VanDrie Group. For example, issues could negatively affect the VanDrie Group's financial position and operational results, as well as harm its reputation, brand, market share and relationship with customers and other stakeholders.

Financial resilience

Low ↓

This risk trend is rated as low. Potentially significant market shocks could occur, such as a global pandemic, war or closure of borders/markets due to other geopolitical reasons. From a historical perspective, the outbreak of an animal disease has a negative impact on the equity capital and on the profitability of livestock farming. These risks would result in a less stable financial position for the VanDrie Group, with less investment power and more dependencies on financiers and insurers.

Risk appetite

Managing risks is part of the control and decision-making process of the VanDrie Group. The management board discusses the risks on a regular basis. It assesses what effects the risks may have on the external environment, strategic objectives, business operations and reputation.

We know that we cannot mitigate risks entirely. We weigh up the likelihood of the risk occurring against the consequences of the effect. We weigh up whose interests take priority and when challenging compromises have to be made.

Our guiding principles in risk management are:

- **Strategic risks**

The VanDrie Group takes a clear position: no risks can be taken with regard to animal welfare and food safety. This potentially harms animals, buyers, consumers and ultimately confidence in the company.

- **Operational risks**

The VanDrie Group takes no risks when it comes to the safety of employees. It also avoids risks that could harm the execution of business processes.

- **Compliance risks**

Our fundamental belief is that we must adhere to legislation and regulations and that our own codes of conduct must be observed.

- **Financial risks**

The VanDrie Group strives to maintain its solid financial position and aims to meet the relevant financial ratios. This means seeking the right balance between financial and commercial risks and longer-term objectives.

Links to strategic themes

Strategic pillars Risk themes ↓	Our market position	Sustainability	Food safety	Animal health and welfare	Good employment practices
Human rights	x				x
Information security	x				
Environment		x			
Unlawful behaviour	x				
Consumer interests		x	x		
Employment and industrial relations					x
Animal welfare				x	
Financial resilience	x				

You can read more about our strategy and policy on mitigating risks in the supply chain in the chapter [Our Results](#)

EXPLOITING OUR SOCIAL ROLE

Like our stakeholders themselves, the nature and frequency of our discussions or consultations are diverse. Not only do we collaborate with livestock farmers, but also with local partners and international buyers. We maintain close ties with our stakeholders and have frequent contact at every level regarding a multitude of material topics. We also regularly invite customers, livestock farmers and local governments to visit our company. We share information about strategic issues and long-term developments with stakeholders at policy level.

We are also members of or involved in various organisations and industry associations. The VanDrie Group management board is actively involved in consultations with these organisations. Elaboration of the dialogues mostly takes place at other levels within the organisation.

Spotlight on stakeholders

We have classified our stakeholders into two levels: primary and secondary. Primary stakeholders are persons or organisations with which we work closely in the chain on a daily basis and where the mutual dependencies are very clear. Secondary stakeholders are individuals or organisations that are important to us at a strategic level rather than a day-to-day and operational level.

Primary stakeholders



Buyers

We have various buyers for the different products we produce. Contacts with these customers are very frequent - through daily customer contact - and almost all take place through the individual companies of the VanDrie Group. We also regularly invite customers to our companies. This is how we glean information and can respond to customer wishes. This helps us guarantee product sales and maintain our market position.



Dairy farmers

Dairy farmers are crucial to our organisation. Some of their calves enter our chain through the cattle trade. We maintain active contact with dairy farmers via Alpuro Breeding and CIMA Breeding, take part in study days at farmers'/farmers' organisations and are involved in administrative consultations with dairy farms via industry organisations. We see scope for development. We want to strengthen cooperation with the dairy and veal farming sectors. After all, we are a collective chain. In this way, we want to raise animal health and animal welfare to an even higher level.



Suppliers

We are dependent on various suppliers, for example for the raw materials we use for the feeds. The relationship is not only commercially driven, but also aims to safeguard quality. We actively engage in dialogue on quality standards and improving the sustainability of raw materials. We do this by means of direct customer contact and audits.



Employees

Our employees are important to us. We provide regular updates on our activities via newsletters and social media. We also hold periodic career development interviews and have several works councils and focus groups. We do not shy away from challenging discussions. Every company therefore has several confidential advisers and a whistleblowers' scheme. This supports our commitment to good employment practices.



Veal farmers

The veal farmers with whom we collaborate in the Netherlands, Belgium, France and Italy are independent contractors. In addition to the companies that engage in veal farming on a contract basis and are affiliated with us, there are 'freelance veal farmers': veal farmers who farm animals at their own expense and risk. Contact with veal farmers is very frequent. Our regional managers, employees who offer technical support, visit each veal farmer at least once every two weeks. We therefore collaborate on safe food, sustainable and animal friendly production.



Carriers

We cooperate with different transporters, for example for the transportation of raw materials, finished products and calves. There is a great deal of contact, focusing mainly on the practical process. We also regularly take the time to deepen discussions, for example about themes such as sustainability, food safety and animal welfare. In this way, we set up our transport flows in a future-oriented way based on collaboration.

Secondary stakeholders



Local residents

Our companies are located in various municipalities in the Netherlands, Italy, France, Germany and Belgium. Our production sites can affect the living environment of people living in the vicinity. We believe it is important to remain in dialogue with them. That is why we regularly organise meetings with local residents and local entrepreneurs and provide information about our activities on social media and in the local press. In this way, we aim to reduce the possible negative impact on the local environment.



NGOs

Non-governmental organisations (NGOs) are parties who focus on a supposed public interest. Given the context in which we operate, that interest also focuses on our activities. We want to engage in dialogue with NGOs based on respect and a mutually constructive approach. This is reflected, for example, in the active and constructive participation of our trade association in discussions about agreements. We inform NGOs via newsletters, social media or visits. This helps to keep our strategy sharp.



Governments

Governments are influential and of importance on a variety of levels: local, regional, national and European. The themes that we discuss are different for each level. At certain times, it is about our companies' permits, while at other times it's about generic policy. We therefore enter into dialogue in a targeted manner depending on the level. This is essential for retaining our market position and support for our activities.



Supervisory bodies

Because we produce food products, we are scrutinised intensively. This primarily concerns compliance and enforcement. The supervisory bodies come from both the public and private realms. Our guiding principles when engaging with these bodies are an open mind and the desire to improve. In this way, we want to improve our production and continue to meet the highest standards that customers and consumers expect from us.



Industry organisations

We are a member of various industry organisations in order to foster cooperation and exchange knowledge. In many cases, we also play an active part in running those organisations. These organisations in the Netherlands, for example, are the Central Organisation for the Meat Sector (Centrale Organisatie voor de Vleessector, COV), the Dutch Veal Industry Association (Stichting Brancheorganisatie Kalversector, SBK) or Nevedi (the Dutch animal feed industry organisation). We talk about sustainability, animal health, food safety and good employment practices in the various forums of those industry organisations. This helps to keep our strategy sharp.



Financial institutions

We maintain intensive relationships with financial institutions, such as banks, insurance companies and accounting firms. In terms of content, it concerns, for example, financial supervision, asset management, improving the sustainability position and the developments in legislation and regulations in the context of compliance.



Educational and knowledge institutions

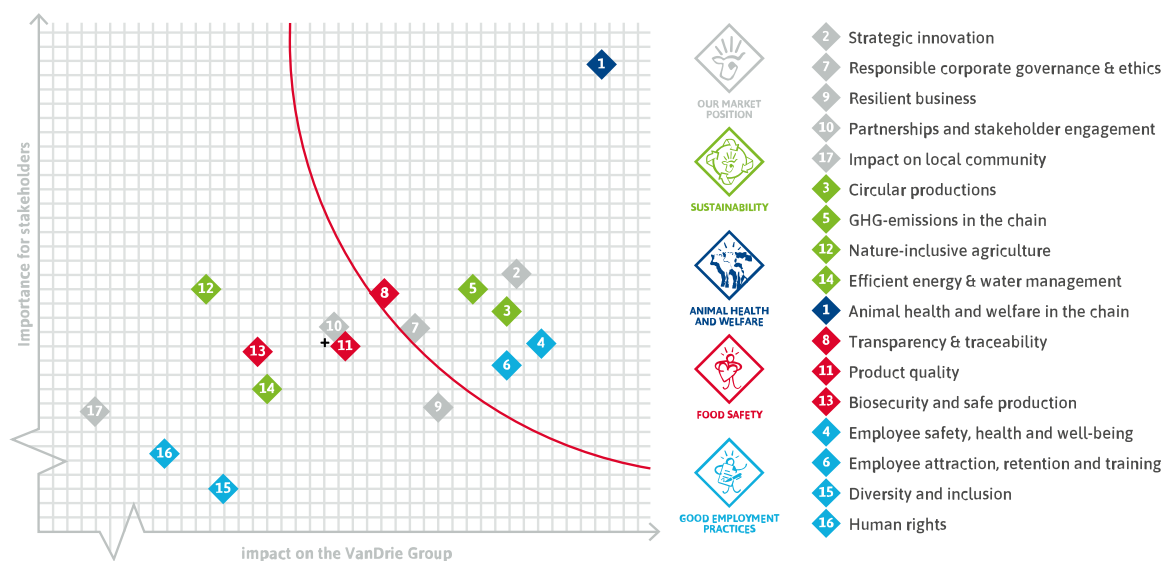
We collaborate on various projects with education and knowledge institutions. Examples include the Regio Food Valley, local and national government authorities, Wageningen University & Research, Utrecht University, University of Twente and Eindhoven University of Technology, Aeres University of Applied Sciences and SVO vocational food courses. We also offer students from the various educational institutions the opportunity to do internships or graduation projects with us. This helps us stimulate innovation, discover talent, and attract new employees with the ultimate goal of making the VanDrie Group sustainable.

Materiality analysis and matrix

Every three years, the VanDrie Group conducts an extensive materiality analysis. This enables us to maintain a keen focus on what the important policy themes are both internally and externally. On the one hand, this helps validate our current strategy and identify the themes we need to focus on at a strategic level. On the other hand, it helps us identify which themes we need to report on.

The last time we conducted a materiality analysis was in 2021. We regard a theme to be of material importance if it has an effect on the decision-making of stakeholders, or if it has a significant impact on our organisation. We develop the materiality matrix based on the analysis. This matrix is an important point of departure for the way in which we approach this report.

In a survey, 62 stakeholders indicated which themes they deem most important for the VanDrie Group. The more frequently a particular theme was mentioned by the stakeholders, the 'higher' that theme was placed in the matrix. Sixteen board and management team members at VanDrie Group subsequently determined which themes had the greatest impact on the organisation financially, socially, and environmentally. Although every stakeholder group is represented in this analysis, the percentage of responses from the Netherlands was relatively high. As a result, the report was written mainly from a Dutch perspective.



The material themes are linked to our five strategic pillars and to our key risks. The materiality matrix clarifies which material themes we report on in the chapter **Our Results**. These are: **strategic innovation**, **responsible corporate governance and ethics**, **circular productions**, **greenhouse gas emissions in the chain**, **transparency & traceability**, **animal health and welfare in the chain**, **Employee safety, health and well-being** and **Employee attraction, retention and training**.

CSRD

A new materiality analysis was launched in 2024, based on the dual materiality aspect. This includes two issues, namely 1) the impact of the VanDrie Group's activities on environmental, social and governance (ESG) themes and 2) the financial impact of ESG themes on the VanDrie Group. While many themes from previous materiality analyses remain topical, the relevance and definition have been established in line with pending legislation for the Corporate Sustainability Reporting Directive (CSRD), a European sustainability reporting directive. Dual materiality index results are expected to be used from 2025.



PROGRESS OF OUR CSR OBJECTIVES



OUR RESULTS

We believe it is important to outline what we achieved in 2024. You can read our results in the table below and in the following chapters, named after our strategic policy pillars.

Progress on our strategic pillars

We will report in accordance with the Corporate Sustainability Reporting Directive (CSRD) in due course. We are therefore reviewing our processes and the way in which we report. In 2024, we prioritised the revision of our Environmental, Social & Governance (ESG) strategy. We are aligning this strategy with the new legislation and regulations at European and national level in the countries in which we have a presence. By working towards a solid ESG foundation, we aim to standardise our sustainability data to enable comparability. As a result, the number of new indicators in this report is limited. In 2024, we started establishing the material themes for our company. This was done using a dual materiality analysis. The results will contribute to the themes on which we will be reporting in due course.

	Our market position
	Sustainability
	Animal health and welfare
	Food safety
	Good employment practices





OUR MARKET POSITION



OUR MARKET POSITION

We want to supply our customers with high-quality products. Working ethically and treating humans and animals with respect is an absolute requirement in everything we do. We are constantly looking for new markets or sales channels where we can add value with our products and can contribute to the demand for safe and nutritious animal proteins. We are also investing in maximising economic value.

We are a food manufacturer and want to meet the quality requirements set. There are different views in society about our production chain. We ensure a transparent way of working and share our ambitions in the fields of animal welfare, animal health and sustainability. By investing in innovation and new technologies, we are continuing to develop and simultaneously contribute to solutions to the challenges which our sector is facing. We work with integrity and actively highlight this theme to our employees and partners.

Strategic innovation

We develop and implement innovative solutions and new technologies in our operations and supply chain to improve our efficiency.

We are working on innovation in various ways at our companies. The most visible is our in-house Research & Development team, which each day carries out research into animal health, sustainability, robotics and smart farming. The R&D team tests innovations in practice at its own research centres.

Various studies, such as public-private partnerships (PPPs), are being conducted by the industry organisations to which we belong. We contribute to this in kind and in cash. A great example of a project we are involved in is 'Kijk op het kalf' (View of the calf): A subsidy was awarded to the 'Kijk op het kalf' (View of the Calf) project from CAP funds in 2022. This project explores a new way of working between the dairy and veal farming sectors, with a focus on calf health. This project commenced in 2023 and includes a 'calf passport' and health checklist for calves. Only when a calf meets all the criteria on this checklist and a vet declares it healthy will it be transported. The calf is also fed the same diet on both dairy and veal farms. The aim of the project is to gain new insights to further improve the move from dairy farming to veal farming for animal health. The project will run until 2024.

- **Responsible corporate governance ethics**

We want to do business in an open and responsible manner. That means that we provide insight into our results, work in an ethical way and deal with people, animals and the environment in respectful way.

- **Culture, code of conduct and whistleblowers' scheme**

Dedicated employees doing the work they are good at in a safe working environment are at the heart of our company. Values such as commitment, an eye for quality and responsibility resonate strongly with the family business that is the VanDrie Group. That also means we conduct our business fairly and ensure that food safety and animal welfare are always taken into consideration. The VanDrie Group has a code of conduct, our compass, a whistleblowers' scheme known internally as SpeakUp, and a guide to doing business fairly.

- **Animal welfare code of conduct**

The VanDrie Group's Dutch meat processing companies have signed the animal welfare code of conduct adopted by the Central Organisation for the Meat Sector (COV). This code with non-statutory obligations includes the annual training of slaughterhouse employees, intensive camera surveillance, the use of artificial intelligence in the deployment of cameras, and knowledge sharing between companies to enhance learning capability. The code of conduct also requires external specialists to assess the safeguarding of animal welfare in slaughterhouses. The COV reports annually on the operation, compliance and results of the code of conduct.

- **Palm oil production**

Oils and fats are an important source of energy in the feeds we produce; they provide the essential fatty acids (linoleic acid and linolenic acid) that an animal cannot produce itself. These essential fatty acids subsequently help with the absorption of vitamins and are therefore indispensable as means of ensuring the calves' good health. Important raw materials for these essential fatty acids are palm oil and palm oil derivatives. Palm oil is also used in calf milk replacer. About 0.55 per cent of the calves' diet consists of palm oil, which comes mainly from Asia (40 percent comes from Malaysia and Indonesia). The VanDrie Group conforms to the agreements of the Dutch feed industry organisation (Nevedi) that all palm oil and related products purchased by its members from 2024 onwards will be certified 100% RSPO-certified. We joined the Roundtable on Sustainable Palm Oil (RSPO) in 2022. This is a multi-stakeholder organisation that determines the standard for sustainable palm oil production and sets rules such as not chopping down rainforests and observing human rights. We only purchase certified palm oil that meets the established RSPO requirements.

- **Soya procurement**

Our calf feeds contain low amounts of soya compared to other feeds. Around 4% of calf feed consists of soya products. Soy has the lowest footprint per kilogram of protein compared to other proteins such as peas, beans and lupins from Europe. Completely replacing this soy with a good European alternative is not possible at the moment. Therefore, the VanDrie Group chooses to allow the use of non-European soya under strict sustainability requirements until a more sustainable European alternative presents itself. When purchasing soya, we comply with the Soy Sourcing Guidelines 2021 of the European Feed Manufacturers' Federation (Fefac). This ensures that the soya meets important sustainability requirements and that soya is produced responsibly and comes from deforestation-free land. Among other things, the VanDrie Group uses RTRS-certified soya. We guarantee the certified soya with the 'book & claim' method.



SUSTAINABILITY



SUSTAINABILITY

We strive for maximum use of (alternative) raw materials and by-products and residual waste flows in our chain. At the same time, we are making production processes more sustainable. In this way, we are turning our ambitions for a circular agricultural system into reality. We apply smart technologies in our companies and are developing innovative solutions to reduce emissions on veal farms. In doing so, we are committed to production that is in harmony with nature and the environment. We are also working to further reduce the footprint of our organisation and products.

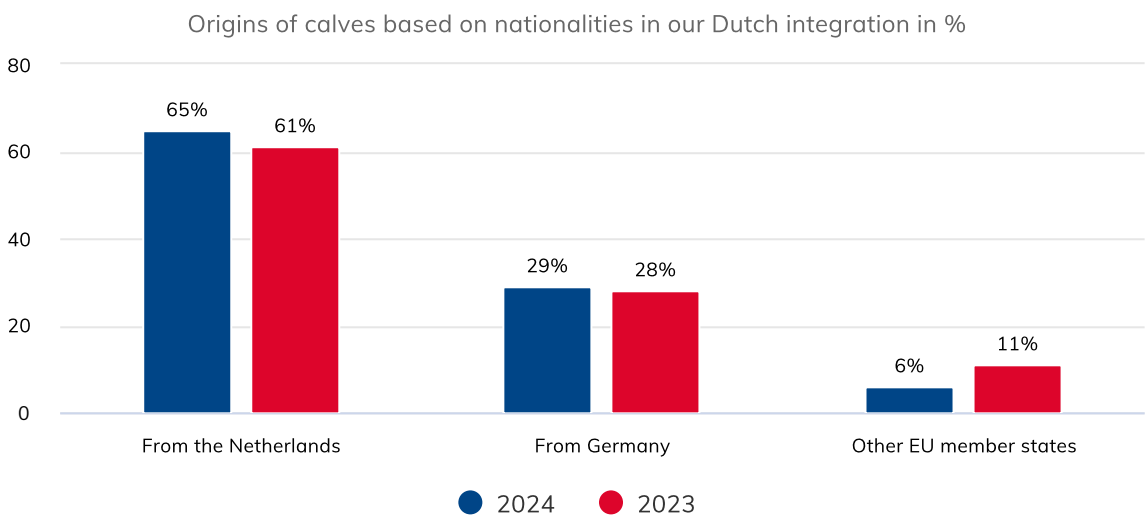
Circular production

The VanDrie Group uses by-products or residual waste flows as much as possible. We are working to further increase the proportion of circular raw materials and to reduce our footprint. We keep our waste flows to a minimum. In this way, we contribute to the closing of cycles and efficient production.

Calves

All calves the VanDrie Group purchases for veal production come from dairy farms. A cow has to calve every year to produce milk. The dairy farmer cannot use every calf to replace his own dairy herd. The remaining calves are put to good use by the veal farming sector.

The calves in our Dutch integration primarily come from Dutch dairy farms, namely 65 percent. The VanDrie Group also purchases calves abroad. Our neighbour Germany provides 29 percent, with the remaining 6 percent coming from other EU member states.



Dairy raw materials

The production of dairy raw materials is done entirely with residual waste flows generated from the production of products such as cheese. We make these residual waste flows fit for human or animal consumption through our production process. We are committed to putting these raw materials to the best possible use.

Animal feeds

We produce and trade in complete and nutritious animal feeds largely composed of residual waste flows, such as residual protein from the dairy and starch industries. More than 90% of the raw materials we use in the production of calf milk replacer is circular.

Sustainable Animal Feed Monitor

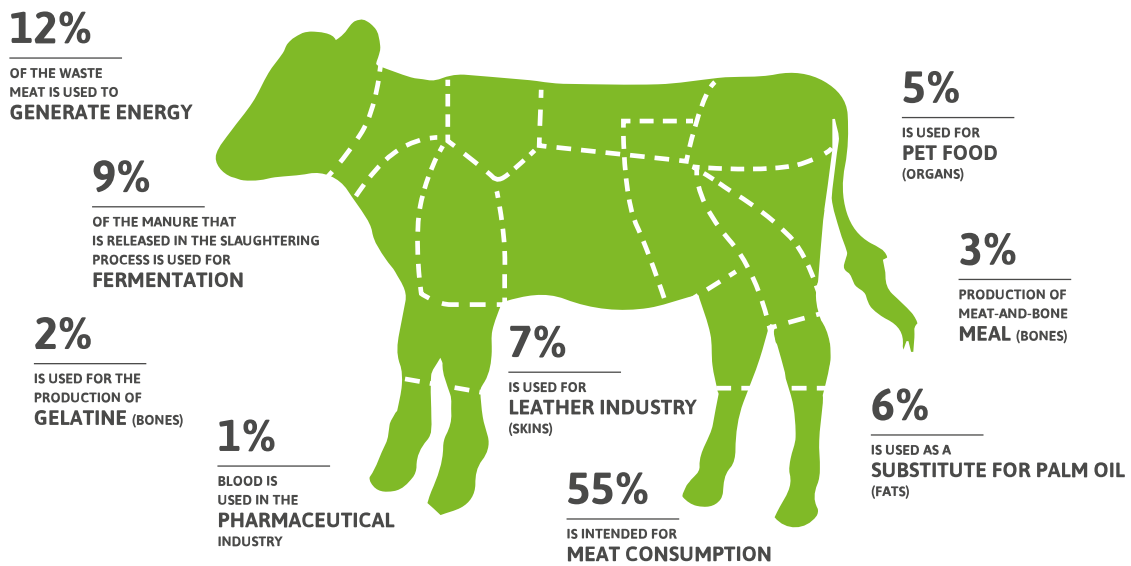
Under the auspices of Dutch Animal Feed Association (Nevedi), we have been working on a Sustainable Animal Feed Monitor (monitor Duurzaam Diervoeder) to make the sustainability of animal feed measurable since 2022. We want to make a significant contribution to circular agriculture and to reducing the environmental impact of our chain through the animal feed footprint. With the Sustainable Animal Feed Monitor, we are making the sectoral commitment measurable, through Nevedi, not only for ourselves, but also for the government, chain parties and societal stakeholders. A shared dashboard is expected to be available to Nevedi members by 2025. Of course, in doing so, it is important that the results of the calculation and monitoring system set up are recognised by chain parties, civil society organisations and the government.

Meat and by-products

The VanDrie Group supplies whole carcasses, backs or necks, as well as smaller pieces of meat, such as schnitzels, entrecotes and rib-eyes. However, a calf consists of much more than meat. Less obvious parts of the calf, such as bones and fats, also have a use. By adapting processes and cutting products more intelligently, we are increasingly able to achieve a higher degree of utilisation. Parts unsuitable for human consumption are also put to valuable use, sometimes even in human healthcare. In this way, we make use of everything and nothing is wasted.

A CIRCULAR CHAIN

WE AIM TO UTILISE EVERY PART OF THE CALF. FROM MEAT, TO BY-PRODUCTS, BONES, BLOOD, SKIN AND MANURE. WE SOURCE OUR RAW MATERIALS LOCALLY AS MUCH AS POSSIBLE.



Calfskins and cowhides

The hide is processed into leather. The first step of this process takes place in our own chain. There is a high demand for calfskins worldwide due to its fine texture and useful applications. After tanning, the hides go to shoe, bag and clothing manufacturers as leather.

Greenhouse gas emissions in the chain

Greenhouse gas emissions lead to global warming. Reducing the emission of these gases is therefore essential. However, the processes in our companies still release greenhouse gases, for example when cooling meat, heating our location or buying energy. Transport and emissions on farms also contribute indirectly. Calves emit methane. Methane is a greenhouse gas that has a role in amplifying the greenhouse effect. This means we must take reduction measures in every link of the chain. We collaborate with various knowledge partners to reduce emissions in the veal farming sector.

Footprint of our products

In 2013 and 2020, the Dutch Veal Industry Association (Stichting Brancheorganisatie Kalversector, SBK) had **In 2013 and 2020, the Dutch Veal Industry Association (Stichting Brancheorganisatie Kalversector, SBK) had the footprint** of veal produced in the Netherlands calculated by Blonk Consultants. In addition to CO2 equivalents, this environmental impact concerns sub-components such as energy consumption, land use, acidification and eutrophication for the production of veal. As an industry player and member of SBK, the VanDrie Group made a significant in-kind contribution to calculating this life cycle assessment (LCA).

In addition to the sectoral LCA, we are committed to mapping our corporate footprint, also known as Organisational Environmental Footprint. We do this using the Greenhouse Gas Protocol. Whereas our focus was originally on mapping the Dutch situation, we now do this at European level, including every company within the VanDrie Group according to materiality.

Scope 1 & 2 emissions

We are currently carrying out our calculation of our scope 1 and 2 emissions. These are emissions that occur at our company sites, with our own equipment, or from energy and heat sources that we buy in ourselves. Although we are mapping our impact here, this does not prevent our companies from becoming more sustainable.

For instance, the proportion of renewable energy we generate or purchase ourselves is expanding steadily. For example, business locations in France and the Netherlands have invested in solar panels. There is also a focus on reducing energy consumption and on more efficient production. By recovering the heat generated in various processes and reusing it in different processes, we are increasingly able to carry out multiple operations with the same energy consumption. Several of our companies are investing in renewable energy. The food safety and quality of our products are taken into account at all stages. No compromises are made here.

Scope 3 emissions

Like most companies, by far the most emissions in our organisation are expected to come from our 'upstream' and 'downstream' chain. Having mapped our impact within this scope, we plan to work with relevant stakeholders in the various links of the chain in a targeted way to reduce our emissions further.



ANIMAL HEALTH AND WELFARE



ANIMAL HEALTH AND WELFARE

It is our responsibility to ensure the intrinsic value and needs of the animals in our chain. We remain critical of our own practices and are continuously improving ourselves. We look for ways, both on our own and in cooperation with dairy and veal farmers and knowledge partners, to improve general animal health and to reduce animal diseases. Furthermore, we invest in technical innovations that enable us to improve animal welfare objectively.

Animal health and welfare in the chain

We ensure animal health and welfare throughout our entire chain by treating animals with care, including responsible use of antibiotics and minimisation of distress by adhering to the so-called 'Six Principles' adopted by the Council on Animal Affairs (Raad voor Dieraangelegenheden). Recognition of the intrinsic value and integrity of the animal (principle 1), good nutrition, good environment, good health (principles 2, 3 and 4). Opportunities for natural behaviours (principle 5) and a predominantly positive emotional state.

Safety Guard

To record our quality assurance for the CSR themes, we use Safety Guard, the VanDrie Group's quality system. In various links of our chain, data relevant to ensuring food safety, animal health and animal welfare are collected and recorded.

Vitaal Kalf

Vitaal Kalf (Fit Calf) is a quality scheme that encompasses the whole Dutch veal chain. This means that in addition to veal farmers, the collecting calf dealers, collection centres and processors participate in, or are linked to the scheme. **Vitaal Kalf** aims to rear vital calves and achieve good animal welfare and maximum food safety. The scheme concerns (non-statutory) provisions in respect of the quality and health of the young calf, housing, quality of feed and drinking water, operational design and hygiene. All Dutch veal farmers with whom the VanDrie Group works must hold Vitaal Kalf certification.

Reduction of use of antibiotics

In 2024, the reduction of use of antibiotics in our chain was 62 percent compared to 2009. The veal sector saw a downward trend in the use of antibiotics between 2007 and 2020, the use of antibiotics stabilised between 2020 and 2022, and there appears to have been a limited increase across the sector in the past year.

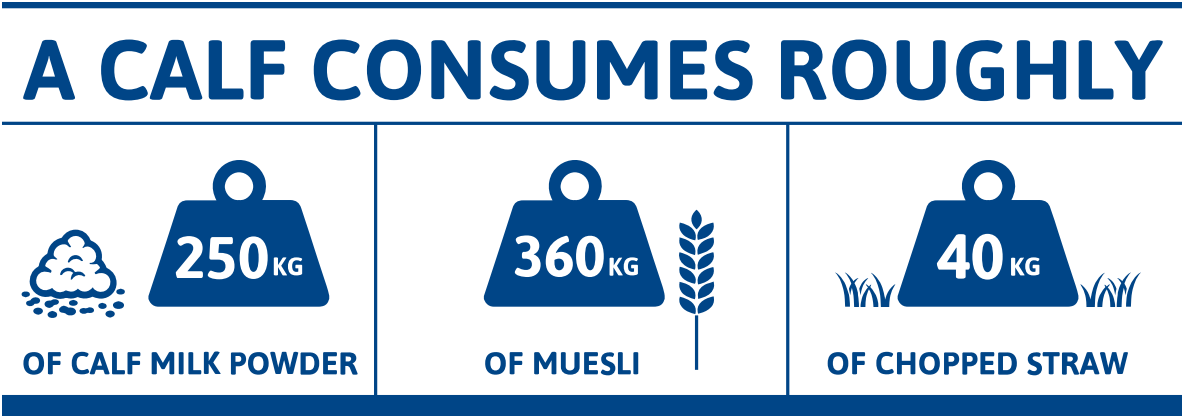
In the coming years, the sector will have to start developing and implementing the necessary interventions to improve calf health even further. As set out in the Veal Forward sector plan, measures that are expected to lead to improved health and a further reduction in the use of antibiotics are proposed in the coming years. In 2024, work has been carried out throughout the sector on visualising antibiotic use per flock, divided into a start-up period and the rest of the production period. This method of calculation better reflects practice and improves communication with veal farmers on this point.

The changed regulations in Germany regarding calf exit age from dairy farming (minimum 28 days) have not (yet) led to improvements in health or, unfortunately, to a reduction in antibiotic use. In addition, animals coming from Germany are older and therefore heavier and are prescribed more antibiotics per animal in the case of therapeutic intervention. In addition, the variation in the quality of the calves has increased. Also, the bluetongue outbreak seems to have affected disease incidence among susceptible animals.

A balanced diet

The right animal feed is essential for good animal health and welfare. On average, a calf in 2024 received 250 kilos of calf milk powder in the form of milk, 360 kilos of muesli and 40 kilos of chopped straw. The combination of roughage and milk leads to a well-developed digestive system in calves and therefore a healthy calf. There is continuous research into optimal ration composition.

Roughage contributes to the species-specific behaviour of rumination and promotes health at the same time. (Clinical) anaemia has become rare partly because of this. Anaemia was a considerable problem in veal farming for many years. We therefore fully understand that the subject is inextricably linked to the sector. If haemoglobin levels in the blood of the calves are too low, this can cause health problems such as anaemia.



To ensure the health of our calves, we actively control haemoglobin levels, in which context our standard is significantly higher than the European requirement of an average of at least 4.5 millimoles per litre.

Good care for calves during transport and meat processing

Together with veal farmers and carriers, we continuously exchange knowledge on animal behaviour during loading, unloading and transport. We have been actively sharing best practices with contract veal farmers and carriers for several years.

It is also important to avoid heat stress when it comes to transport. In the event of high temperatures, we take the following measures:

- Calves are loaded and transported earlier and the load factor is reduced;
- If drivers have to wait at our premises for a while, they use shaded areas created for that purpose.
- By applying a strict schedule for transporters, waiting times for unloading at our companies are reduced as much as possible.
- All calves are checked individually during unloading to check whether all measures are working well.
- Climate-controlled trucks are used as far as possible to actively improve the interior climate in the trucks.
- No transport takes place in temperatures of 35 degrees or higher.

Animal Welfare Officers

To meet animal welfare requirements during slaughter too, Animal Welfare Officers have been appointed at all our meat processing companies. These employees are trained to recognise animal behaviour and are experts in calf welfare and the processes at the business in question. They play an important role in safeguarding animal welfare at meat processing companies.

Smart camera surveillance

In addition to monitoring by Animal Welfare Officers, innovative techniques are used to further safeguard animal welfare. There is continuous camera surveillance at all Dutch meat processing companies. The regulator can view these images. A pilot with smart camera surveillance that can identify deviations in behaviour was commenced at Ekro in Apeldoorn in 2021. Following successful completion, this smart camera surveillance was implemented at all the VanDrie Group's veal meat processors in the Netherlands in 2023.

The VanDrie Group is collaborating with Deloitte to develop and optimise these computer models so we can track incidents independently. The models used can identify overcrowded stalls and unnecessary physical contact between an employee and an animal.

Animal Welfare Code of Conduct

The VanDrie Group has aligned its policies at Dutch meat processing companies with the animal welfare code of conduct of the Central Organisation for the Meat Sector (COV). The code of conduct includes annual training for slaughterhouse employees, intensive camera monitoring, the use of artificial intelligence when deploying cameras and knowledge sharing between companies to increase learning ability. The code of conduct also requires external specialists to assess animal welfare safeguards in meat processing companies.

Inspection results from independent certifying parties

Like other large and medium-sized slaughterhouses in the Netherlands, our Dutch meat-processing plants Ameco, ESA, Ekro and T. Boer & zn are under the permanent supervision of the Netherlands Food and Consumer Product Safety Authority (NVWA). That means animal welfare and food safety are supervised.

The regulator applies a zero tolerance policy at our meat processing companies. Even for process components where this does not appear to be a requirement from an animal welfare or food safety perspective. Increasingly, the regulator is compelled to allow public interests to guide its decision-making. And because public interests are not based solely on facts, the situation increasingly arises where not only risk but perceptions also influence the establishment of shortcomings. We will therefore increasingly challenge instances of unjustified decisions in court. Fortunately, case law also shows that findings do not always prove to be justified.



FOOD SAFETY

FOOD SAFETY

Although it sometimes appears self-evident, feed and food safety form an extremely important strategic pillar for us as a producer. We continue to invest in quality assurance to guarantee this safety. Safety Guard, our unique quality system, helps assure the highest standards in terms of food safety in all production links. In this way, we can supply the high-quality, safe and nutritious protein-rich products that buyers expect of us.

Transparency and traceability

We are committed to guaranteeing transparency in the chain and traceable product information.

Safety Guard

Safety Guard, the VanDrie Group's quality system, facilitates the guarantees that are demanded worldwide in every link in the chain. Whether it concerns what happens in veal farming, during animal feed production, or at meat processing companies, Safety Guard standards are followed everywhere.

This quality system is based on ISO 22000. In 2024, the various subsidiaries of the VanDrie Group also held various certifications, including GMP+, IFS and ISO 14001. Vitaal Kalf (Fit Calf) is the quality system of the Dutch veal sector. This quality system includes rules for hygiene, calf health, animal welfare, feed quality, medicine use and registration.

Vitaal Kalf

The Dutch veal farmers with whom the VanDrie Group works must meet the requirements of Vitaal Kalf (Fit Calf). They are inspected in this regard by the independent Foundation for Quality Guarantee of the Veal Sector (Stichting Kwaliteitsgarantie Vleeskalversector, SKV). In addition, SKV carries out sampling and visual checks at veal farmers and meat processing plants to ensure that veal is produced without the use of undesirable growth promoters. We safeguard quality throughout the production chain with Safety Guard and Vitaal Kalf.

ISO 22000

ISO 22000 is an international food safety standard that was designed with the aim of providing consumers with safe food. The standard stipulates that companies must update and improve their food safety management system continuously.

GMP+

GMP+ stands for *Good Manufacturing Practice*. Specifically, this means the GMP+ standard defines how safe animal feed is composed, produced and assured from A to Z.

IFS

International Featured Standards (IFS) is also known as the German/French counterpart of the British Retail Consortium (BRC) standard. The standard is also recognised by the *Global Food Safety Initiative (GFSI)*.

ISO 14001

ISO 14001 is the standard for environmental management. This standard requires companies to develop appropriate environmental policies and to ensure their implementation.

Traceability throughout the chain

A unique feature of Safety Guard is its traceability system. We use this to keep track of exactly which raw materials are incorporated into animal feed, where they come from, and which farms the batches of animal feed go to. The calves have unique ear tag numbers that are always linked to the animal. In this way, we know at which farm the animal was born and raised. The unique code remains linked to the products at the meat processing companies. This allows each individual cut of meat to be traced back to an individual ingredient in the animal feed, for example.

Inspections, monitoring and internal audits

Our companies are inspected by national government organisations, such as the Netherlands Food and Consumer Product Safety Authority (NVWA) in the Netherlands, regularly or daily. The meat processing companies are under the permanent supervision of the NVWA. In addition, self-appointed internal auditors conduct internal audits of subsidiary animal feed and meat-producing subsidiaries via an established programme. A comprehensive three-year training plan was established for these auditors in 2022. In this way, the auditors' knowledge and skills are kept up to date in a structured way in order to contribute to a process of continuous improvement. In addition, audits by clients or foreign governmental organisations take place very regularly.

HACCP

Hygiene is a crucial factor in meat production. Products of animal origin inevitably contain microorganisms. It is up to us to ensure our practice is set up in such a way that we work in accordance with the standards. Our meat-producing companies therefore operate in accordance with HACCP. HACCP stands for *Hazard Analysis and Critical Control Points*. It is a risk assessment for foodstuffs.

The companies have identified all potential hazards and indicated actual hazards. Critical control points (CCPs) have been established to this end. These are points in the process where the risk can be prevented, eliminated, or reduced to an acceptable level. The critical boundaries, and how these boundaries are monitored, are indicated for each CCP. Corrective action has also been established. This is taken if monitoring shows a CCP is not sufficiently controlled. Verification is applied to periodically determine whether the HACCP strategy is effective.

Documentation and records are maintained for this. In practical terms, the HACCP safeguards the delivery of clean animals, the use of clean knives and equipment, proper sterilisation, the good personal hygiene of employees, intensive cleaning of production areas, and prevention of condensation, for example. We monitor our efforts to demonstrate our compliance on this theme. This involves taking many samples of products and the environment. For example, we take samples from carcasses to test for the presence of E-coli or salmonella.

Labora

Labora, an independent and service-oriented laboratory – ISO 17025-accredited and specialising in chemical and microbiological testing – is part of the VanDrie Group. Labora carries out investigations on behalf of producers, suppliers and traders of raw materials and foods, and for the VanDrie Group production companies. This is how we ensure our guarantees are truly demonstrable.

Inspection results from independent certifying parties

Like other large and medium-sized slaughterhouses in the Netherlands, our Dutch meat-processing plants Ameco, ESA, Ekro and T. Boer & zn are under the permanent supervision of the Netherlands Food and Consumer Product Safety Authority (NVWA). That means animal welfare and food safety are supervised.

There has been little scope at our Dutch meat processing companies over the past year to carry out risk assessments and to assess whether or not a recall is necessary on that basis. The reason for this is tightening up of the policy of the Netherlands Food and Consumer Product Safety Authority (NVWA). Breaching a standard almost always leads to a recall nowadays. Even if thorough risk analyses show there is no food safety risk, for example, in the case of administrative issues. Of the recorded GFL notifications and possible recalls in 2024, it is also very likely that there was no increased risk to food safety. Reports were based primarily on the precautionary principle and/or related to the regulator's zero tolerance policy. In order to safeguard the quality of our products at all times and to remove any doubt about this completely, the VanDrie Group has of course implemented any request for notification and or recall. In doing so, buyers are always fully informed of the underlying cause.

Besides the regulator, there are several independent certifying bodies that check our processes for safeguarding of, among other things, traceability, food safety, hygienic working. By 2024, the audits relevant to us will have been successfully completed.



GOOD EMPLOYMENT PRACTICES



GOOD EMPLOYMENT PRACTICES

We want to offer an inclusive workplace. We believe it is important that our employees have opportunities to develop themselves and that they are proud of their contribution to our organisation. Every employee deserves recognition for this. Good employment practices applies to all employees, including our temporary workers. We want everyone to feel at home within the VanDrie Group.

Our employees are our greatest asset. Without them, we are unable to produce our products. It is therefore important that we know how to recruit, retain and train employees. As an employer, we also have a responsibility to guarantee the health, safety and welfare of all our employees.

Safety, health and welfare of our employees

Maintaining and promoting the health, safety and welfare of our people is a key principle.

Absenteeism

One indicator to ascertain how our employees are doing is sickness absence. In 2024, the absence rate was 6 per cent. As such, absenteeism shows a similar picture to previous years. Despite this stable result, our commitment to further reduce absenteeism remains.

Heavy labour

A considerable part of the work in our production environments involves heavy labour. We are therefore investing in robots and automation that take over routine tasks.

Compass

A good working environment is characterised not only by healthy and safe working conditions, but also by cooperation with dedicated colleagues who enjoy their jobs. We want our employees to feel safe in the workplace and to be treated with respect. We share our compass with employees. This compass describes who the VanDrie Group is and what we do, but it also explains the rules of conduct when dealing with one another. We expect all our employees to act in accordance with our values during the course of their work: engagement, being one step ahead, a focus on quality, and a sense of responsibility. Bullying, discrimination, sexual harassment and other undesirable behaviour will not be tolerated.

Reports to confidential advisers

Confidential advisers have been appointed in our companies and the SpeakUp line can also be used for anonymous reporting of undesirable behaviour, potential abuses or unlawful acts.



Recruiting, retaining and training our employees

By offering attractive terms and conditions of employment and sufficient training opportunities, we aim to recruit, retain and train skilled employees.

The VanDrie Group employs about 4,350 people. These include both directly employed employees and contract staff. We rely heavily on temporary workers at our Dutch meat processing companies in particular. Although we have been committed to increasing the number of employees in direct employment for several years, the number of temps entering into permanent employment is limited. For migrant workers who work with us as temps, there are often numerous considerations in respect of staying for a fixed period of time, for example, a temporary opportunity for a good income which is used to build a life in their home country following departure. Various foreign temporary workers therefore prefer a flexible working relationship. The VanDrie Group wishes to assist in providing adequate housing close to the locations. This is an intensive and complex process that also requires cooperation with the various government authorities involved. We are continuing to explore the options.

Average number of years in service:

One indicator that provides insight into employee retention is the average number of years in service. In our organisation, this has been well above 10 years in service on average for several years. In 2024, the average number of years of service in our organisation was 12.

Recognised work placement companies

The four meat processing companies in the Netherlands are recognised as official work placement companies, as are Labora, Navobi, Alpuro, Alpuro Breeding and Schils. The training of students is an enjoyable and rewarding way to bring in staff who are motivated and eager to learn. Many students continue working for our organisation after their training. Students have a fresh perspective and offer current knowledge and new insights. That is why we also offer plenty of internships.