

Sustainability Report 2022

Full Circle Impact

/Key Figures on Sustainability



About SARIA

Total number
of employees around
10,500

Turnover in 2021
€ 2.96
billion

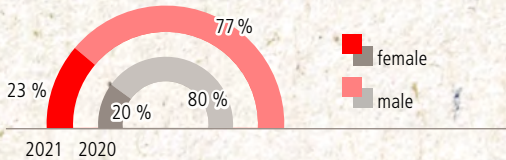
Sites
>200

Processing
sites in
26
countries

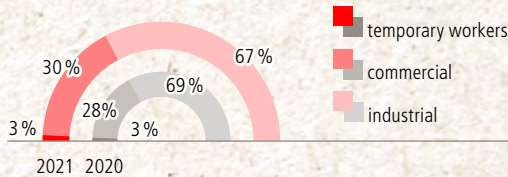


Our People

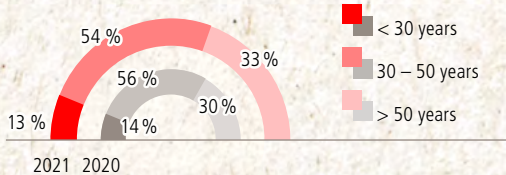
By gender



By employee category



By age group

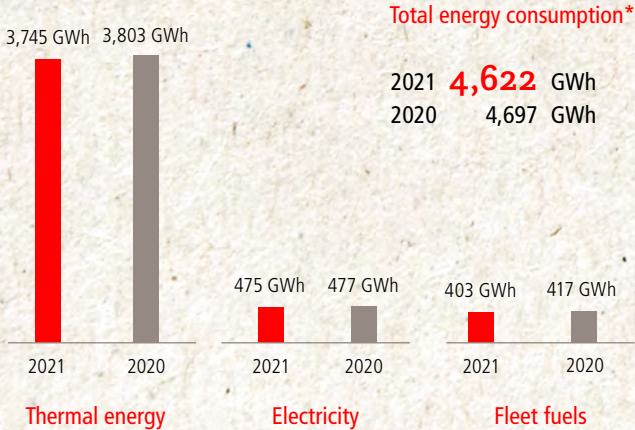


By employment type





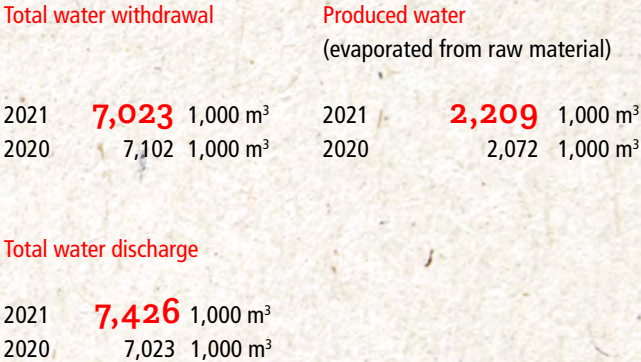
Energy Consumption
within the Organization



* Thermal energy includes energy consumption from different renewable and non-renewable energy sources, e.g., natural gas, coal and wood, as well as purchased thermal energy, i.e. district heating and steam. Fleet fuels include (bio)diesel and gasoline consumption.



Water



* Produced water refers to the water evaporated from the collected raw material and then treated, representing our water contribution. Produced water is reported separately and is not part of the total water withdrawal.

About This Report

This sustainability report details our sustainability strategy and performance for 2020 and 2021. Its purpose is to provide transparency and in-depth information to our various stakeholders. The selection of content reported is based on the results of our materiality analysis and the requirements of the GRI Standards (core option).

For the first time, our report covers the entire SARIA Group and encompasses all divisions. Due to this enlarged scope, performance indicators are not comparable to our previous report. If specific business units do not fall within the scope of this report regarding certain issues, it is explicitly noted. To illustrate the variety of our sustainability efforts, each chapter provides some examples of local measures or group-wide projects. To ensure reliability, the report has been externally validated according to GRI SRS with limited assurance.

This report is an interactive PDF.
You can navigate through the report using the following symbols:

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- < Previous page
- More information



Sustainability at SARIA

Acting sustainably along the entire value chain is part of our DNA. Coming full circle, globally and locally, is our way of creating sustainable impact.

Promoting Values in Our Operations

Compliance and integrity are engrained in everything we do, and we embed responsibility in our supply chains.



Providing Sustainable Solutions

We focus on our customers and join forces with our strategic partners.

Putting Our People into Focus

We constantly strive to improve the levels of health and safety, and are committed to developing and empowering our people.



Protecting Our Planet

Our business model is built on a circular economy approach, and we take a wide array of measures to preserve our climate and the environment.

Looking Back and Moving Forward

Critically assessing our sustainability performance helps us to make progress and set future goals.



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“We are proud that sustainability is at the core of our business model and always has been, but we strive for more.”

The Executive Board of the SARIA Group:
Harald van Boxtel, Nicolas Rottmann,
Lars Krause-Kjær, Dr. Peter Hill, Franz-Bernhard
Thier and Tim A. Schwencke (from left to right)

Dear readers,

“Full Circle Impact” is the motto of this year’s sustainability report because it sums up our approach to sustainability in three short words. “Full Circle” is the quintessence of our business model: Thinking in closed cycles has always been in our DNA, and all of our activities contribute to the circular economy in one way or the other. “Impact”, in turn, perfectly describes our understanding of what it means to act sustainably as a company and what we expect from ourselves. To SARIA, sustainability means creating continuous progress for our stakeholders and our company, and to be transparent about what we do.

As a company that reuses precious materials that would otherwise go to waste, and turns them into high-quality products for many different industries, we protect valuable natural resources. We are proud that sustainability is at the core of our business model and always has been, but we strive for more. We want to integrate sustainability into all of our actions, from the way we develop our people to how we interact with the communities where we operate.

We also need to drive sustainability in the supply chain together with our partners and thus create value for them. We are only at the beginning of this journey, and we know that there is no finish line because there is always more that can be done. Despite the challenges that lie ahead, we are equipped with a guiding compass that is manifested in our purpose statement: Together towards a sustainable world and healthier living.

The years 2020 and 2021 did not leave much room on the public agenda for anything other than the global health crisis. Covid-19 also left its mark on SARIA. Some of our activities, especially those that depend largely on the hospitality industry, were hit hard over the past two years. Nevertheless, due to our Group's broad business portfolio and its diversity in terms of both geography and the products and services we offer, we were able to balance these effects and steer through the pandemic. This would not have been possible without our people who were confronted with unknown restrictions at work and all kinds of personal hardships. We want to take this opportunity to thank each and every one at SARIA for their loyalty, endurance and impressive flexibility in every matter. Thank you also to our partners for their cooperation and valuable exchange on all levels, as well as to our customers for their continued trust.

Even with the Covid-19 pandemic hopefully being on the down turn, our organization will always be faced with external developments that require attention. Nevertheless, promoting our sustainability remains a priority for us. Climate change, demographic shift and resource scarcity will remain the grand challenges of the 21st century, and we want to make our contribution in addressing them.

Global and local, decentralized and at the same time one strong Group: These are the juxtapositions and also the strengths that characterize SARIA as an organization.

As this report shows, they are also reflected in our sustainability efforts which equally comprise local measures and group-wide projects. This approach allows us to benefit from being a global player, while at the same time it enables us to quickly respond to the needs of our customers, partners and people in the communities where we operate. Coming full circle, globally and locally, this is our way of creating sustainable impact.

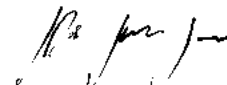
Selm, May 2022



Harald van Boxtel



Dr. Peter Hill



Lars Krause-Kjær



Nicolas Rottmann



Tim A. Schwenke



Franz-Bernhard Thier

“Climate change, demographic shift and resource scarcity will remain the grand challenges of the 21st century, and we want to make our contribution in addressing them.”

/ About SARIA

Our Company Profile

SARIA is a global family-owned company with around 10,500 employees and over 200 processing plants in 26 countries on five continents. Committed to the principles of the circular economy, our business model is centered around converting products of animal origin and other organic materials that are discarded in their initial application area into highly valuable and sustainable ingredients for other industries. We also offer reliable services that provide solutions for many different customer segments.




Since 2021, the operational activities are organized in three divisions: Organics2Power, Petfood & Feed and Food & Pharma, all with their unique aim and characteristics, while at the same time being united by SARIA Group’s mutual purpose: Together towards a sustainable world and healthier living.

“Committed to the principles of the circular economy, our business model is centered around converting organic materials into sustainable products for different industries.”

3 Divisions – 1 Group

SARIA Executive Board

Dr. Peter Hill, Lars Krause-Kjær, Nicolas Rottmann, Tim A. Schwencke,
Franz-Bernhard Thier, Harald van Boxel

Organics2Power Nicolas Rottmann, Franz-Bernhard Thier	Petfood & Feed Dr. Peter Hill	Food & Pharma Harald van Boxel
		

Strategic Expansion, International Relations & Governmental Affairs

Lars Krause-Kjær

SARIA Group Functions & Services

Tim A. Schwencke

In 2021, SARIA initiated a redesign of the group's organizational structure. The divisional structure is gradually being implemented (still ongoing).

Organics2Power

Faced with climate change, global population growth and the decline of fossil fuels, we require new and more environmentally compatible solutions that consume fewer natural resources and ensure long-term security of energy supply. These efforts are at the core of our Organics2Power division. It comprises the activities **SecAnim**, **ReFood** and **ecoMotion**, which – although individually diverse – all create new forms of energy from organic waste.

Potentially hazardous materials, such as risk material from the meat industry and fallen animals from the agricultural sector, need to be disposed of in line with legal requirements and the highest possible levels of hygiene to protect human and animal health. SecAnim safely collects and processes these materials and converts them into renewable energy, feedstock for the production of biofuel as well as a nutrient-rich fertilizer. ReFood provides closed-loop end-to-end solutions in food waste recycling. Discarded food products and used cooking oils from restaurants, food manufacturers, supermarkets, and many other types of business are processed and also turned into green energy, feedstock for biofuel and organic fertilizer. Second in the value chain, ecoMotion then uses the animal fats supplied by SecAnim, as well as the used cooking oils collected by ReFood, as raw material to produce biofuel. Being largely derived from waste, oil companies use this sustainable biofuel to blend it with regular fuels in order to improve their environmental performance.

Petfood & Feed

The division Petfood & Feed is centered around healthy and sustainable nutrition for all animals. The business units **SARVAL** and **Bioceval** account for the majority of these activities, with both of them catering to the same customer groups of pet food companies, feed and aquafeed manufacturers.

SARVAL collects products of animal origin from the meat industry that are suitable for human consumption but for which there is little or no demand in the food industry, and turns them into proteins and fats that can be used as ingredients for wet and dry pet food as well as feed for livestock. Equally, Bioceval recycles products from the fish-processing industry into oils and meals for the production of pet food and animal feeds, including aquaculture products in particular. Due to the sustainable sourcing by valorizing materials from the meat and fish industry, the products made in this division are not only rich in nutrients but also help to conserve resources.

Food & Pharma

The Food & Pharma division also ensures that resources from the meat-processing industry are used in their entirety, which is a priority from an environmental as well as an ethical perspective. Vertically integrated, **Van Hessen** and **Bioiberica** create value from animal-derived materials with different products for people, animals and plants.

Van Hessen offers a diverse product portfolio consisting of high-quality natural casings, meat products and raw materials for the pharmaceutical industry. The casings are harvested in gut rooms directly inside slaughterhouses worldwide, and distributed to the meat industry for the production of sausages. Other components of the gut package, such as pancreas, cartilage and especially mucosa, are passed on to Bioiberica as raw materials for heparin and other active pharmaceutical ingredients. In addition, Bioiberica also supplies biologically-derived products to the nutraceutical, veterinary, feed and agricultural industries.



Our Guiding Principles

At SARIA, we firmly believe that good corporate governance and ethical conduct are essential for lasting and sustainable success. SARIA’s business conduct and corporate strategy are founded on our strategic framework, business principles and code of conduct.

The SARIA Framework provides the shared foundation for all our global business activities. It defines the overarching purpose of the SARIA Group as well as our vision and mission. In conjunction with six business principles, it is the central anchor point for the successful development of our group, and sets the overall direction for all our activities. Reflecting our overall partnership approach and encompassing our fundamental stance on ecological, social and economic aspects, our Framework also forms the basis for our sustainability efforts.

In addition, SARIA’s group-wide code of conduct defines standards regarding ethical and compliant behavior that every member of our organization is expected to adhere to. To ensure integrity in everything we do, the code of conduct provides guidance on issues that are vital for our business practices such as fair competition, human and employee rights, data protection but also environmental protection and the responsible use of natural resources.

Furthermore, risk management is a fully integrated process and systematically applied at all levels of our organization. Quantitative and qualitative risk assessments for each country are conducted twice a year, aimed at identifying key risks, for instance with regard to operations, markets, financials, compliance or sustainability. This process also contributes to raising awareness for potential risks in the countries, so that countermeasures can

be taken in due time. The results from the assessments are summarized in a biannual report that presents the risk situation for our entire group.

Overall, sustainability is reflected in all our guiding principles and has a high priority in our business practices. Because at SARIA, we are all committed to the same goal: Together towards a sustainable world and healthier living. This is what we strive for with all we do, every day.

Learn more about the SARIA Group in our [corporate video](#).

The SARIA Framework provides the shared foundation for our global business activities.





Sustainability at SARIA

/ Sustainability at SARIA

Our Approach to Sustainability Management

At SARIA, we are immensely proud that sustainability is at the core of our business model, and that we can consider ourselves pioneers in the circular economy, long before it became a buzzword. For more than 40 years we have found innovative ways to keep things flowing in a cycle in the agricultural, energy, animal feed, food, catering and pharmaceutical industries. On this tradition we build, but we do not rest on it. We constantly seek to improve and to generate progress for our stakeholders and our business.

“We are convinced that corporate responsibility and sustainable practices are the key success factors for creating shared value in our core business and beyond.”

What Sustainability Means to Us

We are convinced that corporate responsibility and sustainable practices are the key success factors for creating shared value in our core business and beyond. This does not come automatically, however, but requires a holistic understanding of sustainability that encompasses ecological, social and economic aspects. Sustainability, in turn, is not possible without integrity, which is why we have made compliance with legal, ethical, social and environmental standards the foundation of all our actions.

The environmental dimension of sustainability is firmly embedded in our business model. Every day, we collect, process and make valuable (re)use of organic materials that would otherwise be considered as “waste”, and be lost in the cycle of natural materials. Through seamless integration of the different businesses within our group, we have created cohesive value chains. This helps us conserve scarce natural resources, and to make a meaningful contribution to the circular economy and the fight against climate change. Of course, our efforts are not limited to our business model, we want environmental sustainability to be an integral part of all our processes.

In terms of social sustainability, we build on values that are deeply rooted in our family business: We are inherently pragmatic, with a hands-on mentality and passion for what we do in every step of the value chain. Striving for continuous development is also a hallmark of SARIA both internally as a company and in collaboration with our stakeholders.

Our partnership approach is built firmly on mutual respect and entrepreneurial thinking across all locations. All this would not be possible without dedicated employees. We offer them a wide range of benefits and development opportunities, and provide a safe working environment in all of our locations. Health and safety are an absolute priority for us, just as the safety of our products and services. We also engage with the communities around us, supporting educational and health projects to create social progress.

As part of the wider economy, SARIA also has financial obligations to our shareholders, business partners and other stakeholders. Fulfilling these responsibilities requires commercial success and the financial sustainability of our business. With a portfolio of customer-focused solutions, reliable services and high-quality products, we aim to create value for our customers both upstream and downstream. Therefore, we work hard to understand their specific needs and meet their requirements. A strong customer focus paired with professionalism and transparency helps us to build long-term relationships with our partners. This partnership approach also applies to relationships beyond our value chain, and includes important stakeholders such as public authorities, financial institutions, service providers and many other external partners.

In all dimensions of sustainability, we are committed to engaging with our stakeholders, whether at global level or in our local communities, convinced that we can best maximize our contribution to a more sustainable world through collaboration.

How We Manage Sustainability

Sustainability is an integral element of our business strategy, which is why we aim at integrating it into all of our key processes. The wide range of

topics mentioned above shows that sustainability is very interdisciplinary and reaches deep into all functions of a company. Thus, it demands collaboration, communication and coordination to reach our overall sustainability goals. To ensure an effective organizational implementation, we are pursuing an approach that is based on a combination of centralized and decentralized structures.

On the group level, we have created a sustainability function in 2021 that serves as central point of contact and sparring partner for various stakeholders. It works closely with our divisions' sustainability managers in order to coordinate and to promote group-wide sustainability activities. Moreover, it is responsible for sustainability reporting and manages the relations with important external partners in the area of sustainability, such as rating agencies and governmental authorities. To ensure alignment with the overall group strategy, it reports directly to a member of the group Executive Board.

Our networking approach to link the group and the divisional level thrives on our sustainability community that we have built over the last years. It consists of the members of our group sustainability function and the sustainability managers from our divisions. This network also permits a direct link to and between the experts we have in our sites for issues such as health, safety and environment. Within it, we are encouraging frequent exchange to stimulate learning and the transfer of best practices within our group. Through it, local experts can receive additional support in case of questions or challenges they are confronted with.

Due to the diversity of our divisions and their geographic distribution, it would be neither feasible nor effective to manage sustainability through a centralized approach alone. In particular on the operational level, we

will continue to take a business-specific approach to account for the conditions and requirements our units are dealing with. Looking at their accomplishments, we have good reason to believe that this approach has been successful and will continue to be.

What We Have Accomplished

The new divisional organization strengthens the possibilities for stronger international networks and exchange across country borders between the local experts. At Organics2Power as well as Petfood & Feed regional sustainability managers have been appointed to coordinate and to share good practices for further improvement of our environmental and social performance. Regular meetings are held on a monthly or quarterly basis, depending on the subject, to monitor indicators and targets, and to discuss specific projects and milestones.

One main focus in terms of our sustainability strategy for the division Organics2Power is to continuously increase and improve our supply of renewable energy. On the one hand, this means maximizing the output we are able to generate from our raw materials, and finding new and innovative ways to use the organic materials we collect as a source for bioenergy. On the other hand, we critically assess our production processes on a regular basis to identify where we can put even more energy-efficient technologies into effect.

In our Petfood & Feed division, we have defined a sustainable action plan based on three pillars: environmental compliance, reduction of carbon emissions and sustainable raw material sourcing. The division's executive committee has received an in-depth sustainability training which will now be cascaded down in the units.

In 2021, our affiliate Daka, that comprises our activities in Denmark, presented its first [sustainability report](#) based on a comprehensive life cycle analysis of all its business areas. The report marked a milestone for the company, not only illustrating how Daka contributes to a sustainable development but also helping to manage sustainability strategically. Recognizing Daka’s efforts in the area of climate protection, the company received a sustainability award from Hedensted Municipality in 2021.

At Van Hessen, an encompassing process to establish a holistic sustainability management was initiated in 2021 and will be operationalized in 2022. We started out by interviewing the management as well as colleagues at Bioiberica and other SARIA units, to determine the status quo and specific important sustainability aspects related to the Van Hessen business that provide substantial leverage. Based on the results, we conducted a workshop on materiality, which generated valuable insights on our focus areas. It is the base for setting up a dedicated sustainability program at Van Hessen.

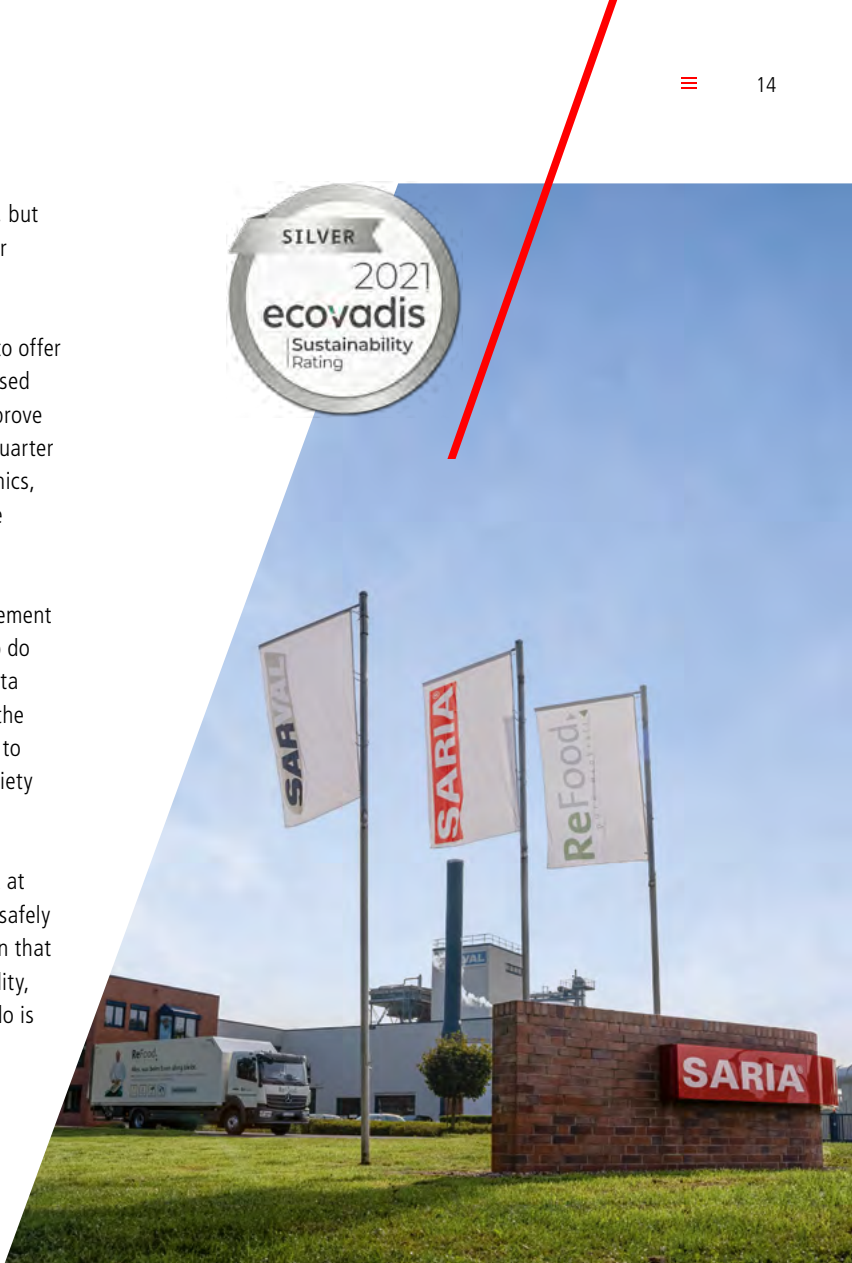
In 2021, Bioiberica, our business unit in the area of life sciences, was the first company in Spain to be awarded a certificate for a corporate social responsibility management system that is aligned with the sustainable development goals (SDGs). For this purpose, the management system had been audited and approved by Bureau Veritas, one of the most renowned organizations in the field. Just as Daka, Bioiberica also issued an encompassing [sustainability report](#) for 2021, underscoring its commitment to a sustainable development. The report illustrates how Bioiberica contributes to six of the 17 SDGs in particular.

On the group level, we have boosted up our sustainability function, but like in our divisions, we have achieved more than just improving our organizational setup.

We have introduced a group-wide rating by EcoVadis back in 2016 to offer proof of our sustainability performance to our business partners based on a widely recognized rating system. In 2021, we were able to improve our rating from Bronze to Silver Status, putting us among the top quarter companies. As EcoVadis covers four major areas – environment, ethics, labor & human rights and sustainable procurement –, it reflects the holistic approach to sustainability that we are taking.

With no time to rest, we want to improve our sustainability management further by strengthening our ESG database in the years to come. To do so, we will expand our sustainability dashboard that aggregates data collected on the divisional level and facilitates decision-making by the group management. At the same time, the dashboard will allow us to enhance our sustainability reporting, giving us access to a wide variety of indicators.

A vital part of this progress-driven culture is the willingness to look at yourself and to detect potentials for improvement. Overall, we can safely say that we have succeeded in building such a learning organization that strives for constant improvement in the way we manage sustainability, regardless of the organizational level. For us, the sum of what we do is greater than the parts.



Determining the Issues That Matter to Us

In order to identify which sustainability issues are particularly relevant for us, we conducted a materiality analysis. Its results have already been the basis for our last year’s sustainability report, and are also reflected in the contents of this report and its structure. Assessing materiality helps us to understand how we can better align the needs and expectations of our stakeholders with our business interests.

To get a comprehensive picture, we applied a variety of tools and methods when determining the contents of this report. As a starting point, we considered the results from the stakeholder dialogue we had carried out for the last reporting cycle. During this dialogue process, we did face-to-face interviews with colleagues of different positions from within our group from six countries. To refine the results, we carried out an online survey among 110 employees from our different business units in ten countries overall. This helped us to determine materiality from the perspective of SARIA. Regarding the salience of issues from the perspective of our external stakeholders, we provided a second online survey to 260 representatives from diverse stakeholder groups. The participants were asked to rate the importance of the issues identified in the first step, and invited to add additional topics and to comment, if necessary.

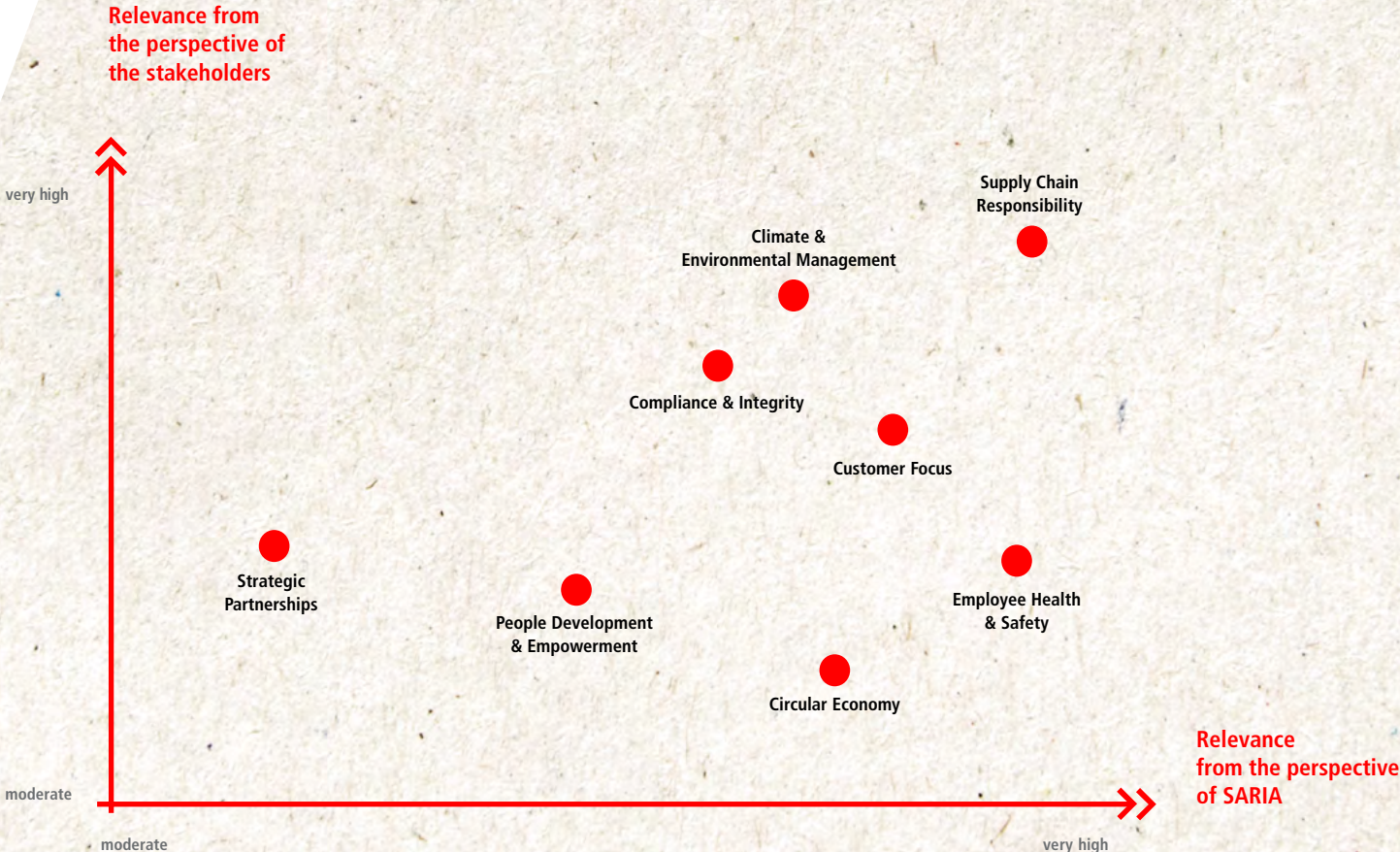
For this reporting period, we undertook a review of these previous results and held a number of workshops to make adjustments, which had become necessary due to the dynamic development of sustainability within our company and without.

Overall, as a result of the different steps of our assessment process, we have identified eight material issues that are depicted in our materiality matrix according to their importance. In the matrix, the y-axis represents the relevance of the issues to our stakeholders, while the x-axis represents their relevance to SARIA. Issues found closer to the upper right-hand corner of the matrix are of more significance to both SARIA and its stakeholders.

SARIA supports the 2030 Agenda, adopted by the United Nations, and its associated 17 Sustainable Development Goals (SDGs), setting out an ambitious path towards a sustainable world. With reference to the SARIA Framework and Business Principles, and based on the materiality analysis, we identified eight SDGs that have the highest relevance for SARIA and its stakeholders and to which we can make the greatest contribution.



Materiality Matrix



At SARIA, acting sustainably along our entire value chain is part of our DNA, from how we source materials to the final services and products we offer on the market.

As a global company, we procure materials and services from all over the world. To promote [responsibility in our supply chains](#), we incorporate environmental, social and governance (ESG) principles into our indirect and direct procurement as well as our supplier management processes.

We also [focus on our customers](#), because in the end it is our responsibility to provide them with advanced and safe products and services of highest quality. Since coming up with sustainable solutions for customers but also for society works better through collaboration, we establish [strategic partnerships](#) with a wide variety of stakeholders, from governmental organizations to research institutions.

Our most important internal partners are our employees. Their [health and safety](#) are of utmost importance to us. That is why we work hard to achieve the highest levels of safety through the application of recognized standards, policies and best practices. But we take it further. We know that SARIA's success is not possible without the skills, passion and dedication of our people. A holistic approach to their [development and empowerment](#) is what enables us to attract, retain and promote a qualified and motivated workforce.

At SARIA, we do not only assume social responsibility. We also deeply care for our natural environment. It is the core of our business to keep things flowing in a cycle. Through this [circular economy](#) approach, we prevent the loss of precious natural materials, and enable their intelligent reprocessing. But also in our operations we take a wide array of measures to [protect our climate and the environment](#), from reducing energy use to the cautious separation of waste, just in case there is something that even we cannot reuse.

Overall, we know that the sustainable success of our business is not possible without values and principles. [Compliance and Integrity](#) are engrained in everything we do, as we believe that trust in our group is earned by acting with transparency, expertise and care.



“The sustainable success of our business is not possible without values and principles.”

Looking Ahead

A sound and encompassing materiality analysis is crucial for understanding the impacts on our core business, our impacts on sustainability, and the interests and demands of our stakeholders. That is why it is a core element in our sustainability management process. And just like we always seek to improve our sustainability performance, we are always attempting to optimize our materiality assessment.

When doing so, a particular challenge lies in the diversity of our group. Interests, demands and expectations vary along industry and country lines, and the materiality of issues easily varies with them. To account for these differences, we have decided to put a stronger focus on our divisions and the specific sustainability context they operate in, when assessing materiality in the next reporting cycle.



Promoting Values in Our Operations

/ Compliance & Integrity

Our Foundation for How We Do Business

At SARIA, we are convinced that the sustainable success of our business rests on shared values and principles. Compliance and integrity are the fundamental elements of our business conduct. We adhere to the laws, rules and regulations in every country in which we operate without exceptions. But we take it further, and also act based on shared values and principles to create long-term and trust-based business relationships. Commitment, reliability and transparency are what our partners can expect from us at all times. To leave no doubt, we have unmistakably expressed this conviction in one of our six core business principles: "Integrity is indispensable: We comply with legal and ethical standards and are committed to corporate social responsibility."

"Our various partners expect us to act expertly, responsibly and in compliance with legal requirements at all times. For us, this means adhering to all statutory provisions without exception in every country in which we operate, and respecting local values and ethics. We also take our social and environmental responsibility very seriously."

Tim A. Schwencke, Executive Board member

8 DECENT WORK AND ECONOMIC GROWTH



Our Compliance Organization – Local Implementation, Global Coordination

To deeply embed values and principles into our daily business, we have built an encompassing compliance organization which comprises 14 compliance officers on the country and business unit levels. They promote our values, help our people comply with our policies and legal obligations, and offer support in case of questions. This local approach allows us to account for differences in the regulatory requirements, and to make sure that integrity and compliance happen on the ground. In addition, we ensure international coordination through regular and standardized communication between the local compliance officers and our Chief Compliance Officer who, in turn, reports directly to the executive board.

Our Code of Conduct – a Living Document

SARIA's group-wide [code of conduct](#) defines what we expect with regard to ethical and compliant behavior from every member of our organization – regardless of country or function. It provides guidance on issues that are vital for our business practices such as fair competition, human and employee rights, data protection but also environmental protection and the responsible use of natural resources.

While our code of conduct provides stable orientation for our people in an increasingly complex world, we constantly revise it to match changing external requirements. In particular, demands resulting from the extension of ESG frameworks in size and depth have to be addressed thoroughly. An adaptable code of conduct thus also makes a vital contribution to our overall sustainability efforts.

In addition, the code of conduct forms the basis, and sets the minimum requirements for further policies and guidelines such as our supplier code of conduct.

Our Compliance Program – Building Awareness and Knowledge

Ethical and compliant behavior is not possible without awareness and prior knowledge. Compliance works best when it is not enforced but results from the intrinsic motivation of employees to do the right thing. This is why we provide extensive training for our people all along the way.

We constantly develop our training programs, and so we started to introduce an extensive e-learning program for our entire group in 2021. "Compliance Basic" is offered in seven different languages to make it easily accessible to as many people as possible in the organization. The training series covers all important aspects of our code of conduct so that our employees confirm it and understand how to behave in accordance with it. To bring things full circle, "Compliance Basic" is now an essential part of our onboarding process for administrative roles. We want to convey right from the start that playing by the rules is not negotiable for us. We have also introduced an additional e-learning offer on specific issues of social compliance, which is obligatory for our people in Germany. It is also available for all of our subsidiaries globally, and we actively encourage participation to enlarge the scope of our trainings.

Reporting Violations – Safe and Sound

At SARIA, it is every employee's responsibility to support our compliance team in preventing, identifying and responding to violations of our values and principles. We, in turn, regard it as our duty to make sure that the

employees who report factual or potential infractions can do so safely and without having to fear retaliation. On the other hand, we do not tolerate attempts to retaliate against fellow employees who have reported or intend to report perceived violations, including the attempt to prevent them from reporting a violation through pressure or harassment.

To provide our people with a tool for reporting suspected violations entirely anonymously, we introduced a digital whistleblowing system in 2020. Our "Integrity Line" is available on our website to all employees, partners and other potential whistleblowers. The respective reporting process can be fully anonymous, and we have further increased its safety by hosting it externally.

Assessing Compliance Risks

Regarding compliance, we leave nothing to chance. This is why we analyze and assess potential risks to our integrity. In 2017, we developed an encompassing process for compliance risk assessment with external support. To ensure that it is fit for our purposes, our compliance officers thoroughly tested, extended and verified it, and in 2022, we are starting the rollout in our entire organization.

Internal compliance audits form an integral element of our risk assessment system. Our experts carry them out in crucial areas such as corruption, money laundering, competition and antitrust law, to identify and to actively control for potential threats at an early stage. In that context, we assess our facilities for risks related to corruption by the compliance officer in charge. No incidents were confirmed for the years 2020 and 2021.

We have also established group-wide policies on these issues to implement clear guidelines for the entire organization. They are flanked by policies on the local level to account for specific national requirements. Our Compliance Board, including members of the Executive Board, regularly meets to discuss potential compliance risks, and our overall approach to compliance and integrity management.

Tax Compliance

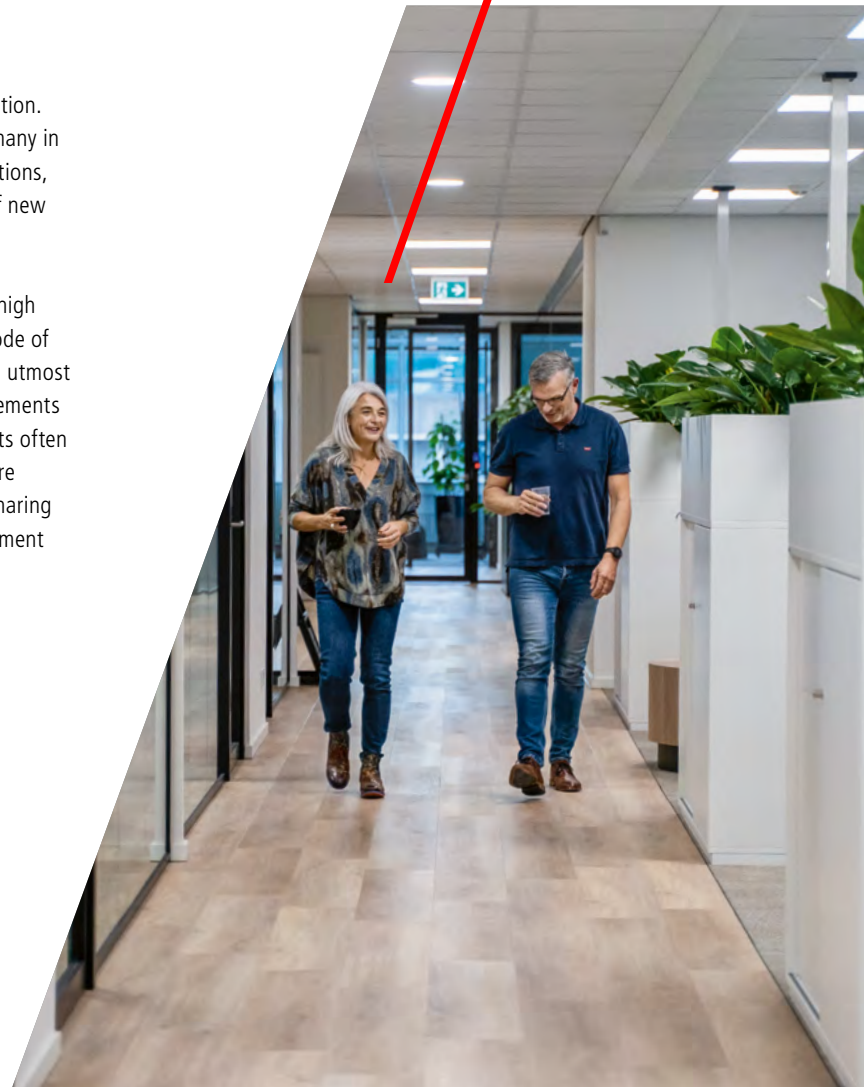
Tax obligations have been identified as one of the material risk areas, as we operate globally and thus are confronted with strongly differing tax regimes. At SARIA, we are aware that tax payments make a valuable contribution to the economies where we operate, which is why we are constantly improving our holistic tax management system. As a foundation, the importance of full tax compliance is explicitly mentioned in our code of conduct that all employees are subject to.

On this basis, we have developed a tax strategy that ensures effective compliance with tax obligations in the respective jurisdictions. Our strategy, in turn, is operationalized through a tax guideline applicable to the entire SARIA Group. It provides a framework for the management of tax risks in daily business and will be implemented in all of our subsidiaries by the end of 2022.

Data Protection and Information Security

Assessing risks also plays a crucial role with regard to data protection. Therefore, we carried out audits in each of our companies in Germany in 2021, and found no violations. Moreover, to prevent against violations, we have made e-learning mandatory in the onboarding process of new employees in administrative roles.

We take such measures because protecting personal rights has a high priority for SARIA, and thus it is also explicitly addressed in our code of conduct. We handle data pertaining to our business partners with utmost care and sensitivity. Compliance with legal data protection requirements is ensured by our data protection officers. While legal requirements often vary substantially across national lines, we seek to establish a more extensive exchange across countries to generate synergies from sharing knowledge and experience. The starting point will be the development and implementation of a data protection policy on group level.



/ Supply Chain Responsibility

Promoting Sustainable Procurement

Modern supply chains consist of extensive networks spanning across countries and continents. As a global company, SARIA procures materials and services from all over the world. Therefore, we assume responsibility that extends beyond our factory gates by incorporating environmental, social and governance (ESG) principles into our procurement and supplier management processes. We expect our suppliers to do the same and we support them in doing so. Through this approach, we build responsible and stable supply chains to promote SARIA's core purpose: Together towards a sustainable world and healthier living.

To account for the complexity and global scope of our sourcing and purchasing, we take customized approaches to both our centralized indirect procurement and the direct procurement in our subsidiaries.

8 DECENT WORK AND ECONOMIC GROWTH



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



13 CLIMATE ACTION



Indirect Procurement

Our indirect procurement comprises all goods and services that we need to smoothly run and develop our daily operations. Examples that are particularly relevant to us at SARIA are capital goods such as machinery, utilities like electricity and water, and our fleet of cars and trucks. To ensure that ESG aspects are systematically embedded into our indirect procurement, we have established an encompassing sustainable procurement program in 2020.

Our Foundation – the Group Procurement Vision

To ensure consistency in all our actions, we have derived the cornerstones of our procurement vision from our SARIA Framework. Sustainable procurement constitutes one of these cornerstones. As a large part of the social and environmental impact of business occurs in the supply chain, we assume the responsibility to constantly improve our group’s sustainability performance with regard to its procurement activities. Since we are convinced that sustainable value is created best through partnerships, we also link internal and external partners to enable dialog and the creation of synergies.

Our Approach – Holistic and Engaging

A group-wide approach across different management levels is essential to our sustainable procurement program. This is why we have implemented a governance structure that engages all relevant actors in our organization. Our Executive Board and SARIA’s Director of Group Procurement define and approve the sustainable procurement strategy, so that alignment with the overall group strategy is ensured. They also participate in our steering committee and actively engage in dialog with SARIA’s buyer community.

A program manager for sustainable procurement serves as the direct link between the strategic and the operational level. One key task is to regularly engage with commodity and regional managers to inform them about the progress of our sustainable procurement program, receive feedback and create alignment on a common roadmap. The program manager also oversees the respective reporting process and makes sure that the data necessary for strategic decisions are available.

Our commodity and regional managers serve as ambassadors of our sustainable procurement program in the countries where SARIA does business. They generate awareness among the buyers on the regional level, and support the program manager in ensuring the operationalization of the supplier selection strategy in our subsidiaries. Global meetings are frequently held among commodity and regional managers to foster networking and the creation of synergies across country lines.

Our sustainable procurement governance engages all relevant actors in our organization.



Our Management Process – Systematic and Cooperative

We take a systematic approach to sustainable procurement, regarding suppliers as partners. It is our conviction that such collaboration can generate a benefit for us, our suppliers and society at large. To comply with a growing legal framework and to create shared value for all actors involved, we have established a four-step process that we continuously extend and improve.



1. Building Internal Awareness

Every transformation starts with a close look at oneself. This is why we have initiated a cultural change process within our international procurement team. Its objective is to create a mindset and an organization in which non-financial criteria are deeply engrained in our supplier selection and evaluation.

To raise awareness and ensure buy-in among our people, we have established an internal sustainable procurement policy. It promotes our commitment to constantly improve our environmental performance, to protect human and labor rights, and to act in accordance with legal and ethical responsibilities. The policy sets the foundation for our sustainable procurement program and provides our procurement team with clear guidelines for its daily work.

However, we did not want to leave it on the policy level. We have followed up by introducing workshops for our procurement community. They allow us to further underline the importance of sustainable procurement for us and our stakeholders but also to equip the participants with the necessary skills to apply ESG aspects to their work routines.

2. Ensuring Supplier Commitment

The awareness we seek to build in our organization, we also want to create in our supplier community. We explicitly communicate SARIA's aim to develop socially and environmentally responsible supply chains and the resulting requirements for potential and current suppliers.

For that purpose we have established a [supplier code of conduct](#) in close collaboration with our sustainability department, our legal team and international buyers from our group. The code is built on national laws and regulations as well as international conventions put forth by the United Nations. It clearly defines our expectations from suppliers with regard to the adherence to human rights and labor standards, environmental protection and ethical behavior.

To allow for enforcement, the supplier code of conduct contains a clause that authorizes us to verify suppliers' compliance with our requirements. In case of violations, we inform the supplier and discuss how the identified shortcomings can be addressed in order to make meaningful improvements. If the supplier fails to collaborate and to initiate remedies, we reserve the right to terminate the contract.

We aim to get new suppliers that seek to do business with us to sign the supplier code of conduct. As a result, suppliers must commit to our core sustainability principles already upon registration. To extend its reach, we have also begun to roll out the code among suppliers that have already entered into a contractual relationship with SARIA.

3. Evaluating Supplier Performance

SARIA evaluates adherence to the code requirements and suppliers' sustainability performance by means of supplier assessments. The supplier may demonstrate sustainability efforts through an EcoVadis online assessment or a self-assessment within the frame of our standardized supplier evaluation. The ESG criteria used in the online assessment correspond to the requirements of our code, and also take into account country- and industry-specific conditions as well as supplier size.

To constantly widen and deepen the inclusion of suppliers in the evaluation process, we actively encourage existing and potential suppliers to participate and share their assessments with us. In 2021, already 99 suppliers heeded our call and did so, which reflects the successful implementation of our initiative, considering that it was only introduced in 2020. In addition, we provide extensive information on our [SARIA landing page](#). Two of our board members explain the importance of sustainable procurement to SARIA and invite suppliers to conduct a sustainability assessment.

These assessments serve multiple purposes. First of all, they send a clear signal to our partners on the importance of sustainability in the supply chain for us. Second, they are a vital tool when monitoring and evaluating the sustainability performance of our suppliers. Third, they also give us a profound insight into the conditions to be found in our supply chain. This, in turn, allows us to better identify and mitigate supply chain risks, which can only be done in close cooperation with our suppliers. We get a better understanding of the challenges they are confronted with, and are able to design meaningful support in addressing them.

4. Fostering Progress and Development

In line with our partnership approach, it is our goal to help suppliers in tackling ESG issues they may face in their operations by providing data and analyses. The supplier assessments we have introduced provide a solid foundation for doing so. Building on them, we will be able to jointly remedy shortcomings and to collaborate on a more sustainable performance in our supply chain.

Our Achievements

Though our sustainable procurement program is still young, we have already made meaningful progress in embedding social, environmental and governance criteria into our procurement culture and processes. We have established a group-wide organization that lets us effectively manage the topic on a strategic and operational level.

Awareness has been created among our procurement community and our suppliers, domestic and abroad. Through the introduction of a sustainable procurement policy and a supplier code of conduct, we have defined what is expected from our people and our partners.

SARIA is particularly proud of its well-established and growing collaboration with our international colleagues that enables us to integrate ESG criteria into our supplier selection and evaluation processes. Within just one year after setting up the sustainable procurement program, we have been able to assess business partners operating in 19 countries and diverse industry categories.

Sustainable procurement also is one of the four areas of the EcoVadis assessment we undergo in our role as supplier. Due to our systematic and encompassing efforts, we have been able to improve our performance in this area. Because of this progress, together with advancements in the other areas of evaluation, we were awarded Silver Status in 2021, up from Bronze Status the year before. Having our own sustainability performance rated is not only important for maintaining business relationships with our clients. It also sends a signal to our suppliers that we ourselves do what we expect from them.

“Through the introduction of a sustainable procurement policy and a supplier code of conduct, we have defined what is expected from our people and our partners.”

Our Goals

Despite our accomplishments, we strive to move forward and to constantly improve the maturity level of our sustainable procurement program. Internally, we will continue to train our buyers on the importance of sustainable procurement, our approach to it and its implementation. Essentially, they are the ones who carry out a large share of our procurement activities.

Moreover, we will include a clause establishing the obligation to adhere to the provisions in the supplier code of conduct in our procurement contracts from 2022 onwards. Already at the beginning of every contractual relationship, we want to make it unmistakably clear that adherence to predefined ESG criteria is a core requirement to do business with SARIA. This message we will also convey to existing suppliers. It is our aim to approach our strategically important suppliers based on purchasing volume so that they will have signed the supplier code of conduct.

We will also encourage even more suppliers, particularly existing ones, to conduct a sustainability assessment. This permits us to better evaluate their performance, identify weaknesses in our supply chain, and increase its resilience by managing the associated risks. Together with the suppliers, we will identify actions that need to be taken to improve their ESG performance, and further promote our partnership-based approach.

Direct Procurement

The raw materials that enter our production processes are purchased directly by our subsidiaries. This localized approach permits us to guarantee quality and traceability, which are essential to our business. Since all of the raw materials we use are organic in nature, knowing where they come from, transportation over short distances and systematic quality controls are indispensable for us. Responsibility and transparency in each and every step of our supply chain are the basis for providing our customers with the best services and products possible.

Due to the diversity of our suppliers, from farms to restaurants, and the variety of materials we procure, ranging from fish co-products to used cooking oil, we purposefully take a decentralized approach to sustainable procurement when it comes to raw materials. Through the direct cooperation and communication between our units and their respective suppliers, we ensure that highest standards in the supply chains of all our divisions and business units are maintained. In addition, we also drive collaboration between members of the SARIA Group to create sustainable synergies, which is illustrated by the following examples.

Bioiberica and Van Hessen – Vertical Integration for Sustainable Progress

Our Food & Pharma division consists of Van Hessen and Bioiberica. These two most recent members of the SARIA portfolio have connected value chains because Van Hessen supplies the raw materials that our pharmaceutical arm, Bioiberica, needs to manufacture its products.

Bioiberica as a global life science company is committed to improving people, animal and plant health and well-being. The company focuses on the identification, extraction and development of biologically derived molecules, which are transformed into high-quality products for the pharmaceutical, nutraceutical, veterinary, feed and agricultural industry. One of its signature products is heparin as a pharmaceutical ingredient of global importance. Heparin saves the lives of over 100 million people each year and is the most commonly used medication for treating and preventing thrombosis. For a good reason, heparin is found on the World Health Organization's list of essential medicines. One in five doses of heparin worldwide is made by Bioiberica.

Heparin, however, is difficult to produce, since pig intestine mucosa currently is the only approved raw material for producing the heparin sold in most of the world. Since intestines are not exactly the most hygienic place, extracting the mucosa requires a high degree of skill and awareness for biosecurity. The entire business of retrieval, processing and shipping is also critically time-sensitive and demands a seamless process from slaughterhouse to pharmaceutical facility, making total control of the supply chain essential.

This is where the close cooperation between Bioiberica and Van Hessen comes in. Van Hessen is the leading global player in the harvesting, processing and distribution of natural casings, meat products and pharmaceutical products. Thanks to its worldwide operation of gut rooms inside slaughterhouses, the meticulous and speedy transition from the extraction to the processing of mucosa at Bioiberica is guaranteed.

This systematic vertical integration of supply chains within SARIA ensures a constant flow of approved raw materials, and allows us to provide a safe product in a field where there is absolutely no room for compromises on quality. Bioiberica’s quality management guarantees full traceability within our supply chain and that of our suppliers. Among other things, certifications as GMP verify this.

“This systematic vertical integration of supply chains within SARIA ensures a constant flow of approved raw materials, and allows us to provide a safe product in a field where there is absolutely no room for compromises on quality.”



Collaboration and Digitalization – the Success Factors for Supply Chain Responsibility at Daka SecAnim

For our SecAnim activities in Denmark, our Nordic subsidiary Daka has developed the app PIGUP&KO, which makes it easy and fast for farmers to register dead animals to ensure rapid, safe and hygienic disposal. In 2020, the app was released in several languages, including English, Ukrainian and Romanian. PIGUP&KO is used by 6,000 farmers every month, and we are actively working on getting even more involved.

However, we do not only want to extend the usage of PIGUP&KO, we also work on its continuous development. This is why Daka SecAnim, in close collaboration with the farmers, has analyzed necessary workflows in connection with handling dead animals in order to optimize the collection and even better utilization of the raw materials. Based on the results, we have been able to make it even easier for farmers to send messages about dead animals. Moreover, we have introduced pre-registration, so that dead animals are registered the moment they are noticed in the barn, not only once they are placed in the pick-up space, and thus can be picked up faster.

But we did not leave it at that. At Daka SecAnim, we have also implemented a fully digital transport system that ensures that the animals are collected as quickly as possible and with full traceability from farm to factory. The system is integrated with the Danish Veterinary and Food Administration's Central Husbandry Register (CHR) and ensures continuous updating on e.g., diseased herds.

The system provides an automatic message that dead animals with infectious diseases must be collected separately or at the end of the collection transport to ensure that the infection is not spread.

Through digital innovation and collaboration, we have not only facilitated the workflows for farmers as one of our important customer groups. We have also leveraged the sustainability of our supply chains through safer and more efficient processes.

“Through digital innovation and collaboration, we have not only facilitated the workflows for farmers as one of our important customer groups. We have also leveraged the sustainability of our supply chains through safer and more efficient processes.”





**Providing
Sustainable
Solutions**

/ Customer Focus

“Only when we focus all of our activities on our customers, we can really be best in what we do.”

Dr. Peter Hill, Executive Board member

Adding Value for Our Customers through Dedication and Innovation

Developing and delivering innovative solutions tailored to our customers' specific needs is what drives us at SARIA. This is why a strong customer orientation is an integral part of our vision. However, we do not only seek to provide the best products and services, we also want to support our customers in their quest for sustainable performance. We are convinced that together we have a greater leverage to make a valuable contribution to a sustainable development. Generating a positive impact would also not be possible without our success in the market. It permits us to provide jobs and good working conditions to ensure environmental protection and a fair treatment of our suppliers, and to support public infrastructure through the taxes and levies we pay.

Reorganizing SARIA with the Customer in Mind

Based on our vision of being the preferred partner for sustainable solutions, we have initiated the reorganization of our group structure in 2021 to align the operational activities even more tightly with our customers. We have merged the seven business units previously existing into three transnational divisions. The uniting element within each division are either their supply and value chains that build on each other directly, or the customer segments and markets served. Dr. Peter Hill, Executive Board member, explains: “Only when we focus all of our activities on our customers, we can really be best in what we do. And only when we understand our customers and their needs profoundly, we can develop together with them and establish long lasting partnerships. Our approach thus is to align our organization even more strongly with our customers and the respective business.”

8 DECENT WORK AND ECONOMIC GROWTH



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



The logic to this approach is a clear and convincing one. In some industries, e.g., the pet food industry, we predominantly have large international customers whom we serve in multiple countries. By integrating national business units under the roof of one division, we can present one face to our customers, ensuring uncomplicated and efficient processes for them. But since in other industries, our business partners are farmers or restaurant owners whom we engage with on a local level, the divisional structure still allows us to cater to their individual needs and demands. While the establishment of three divisions allows us to maintain a strong focus on our customers in a rapidly changing market environment, they are far from operating in isolation of each other. According to the motto of this change project, “Three Divisions – One Group”, we are actively strengthening collaboration between them, also to create and use synergies. Through the strategic transfer of expertise, knowledge and best practices, we can provide more innovative solutions to our customers and further increase our contribution to a sustainable development.

Listening Closely to Our Customers

The foundation for every lasting and trustful customer relationship is understanding the individual customer’s needs. Careful listening is not a one-time event but a continuous process, as customers’ demands change with the rapid change of their business environment.

Thus, we use different formats to keep up the dialogue with our customers. At Daka SecAnim in Denmark, we regularly hold our Farmers’ Forum where we meet with farmers who are our customers, to identify the challenges they are confronted with and to jointly develop the right solutions.

By doing so, we discovered that many farmers are facing the difficulty of not being able to train foreign employees on safety issues due to language barriers. By producing instructional video material, we found a quick and hands-on solution that the farmers can easily use, as Søren Mohr Jensen, Head of Communications and Marketing at Daka, explains: “In several cases, the employees working in the stables have a foreign background and come from a different professional background. Therefore, we inform both about the importance of handling dead animals correctly in Denmark, and how the animals should be handled. Initially, the material was available in Danish with an English translation, but now it is also subtitled in several of the languages that are typically spoken by agricultural employees.”



Close Encounters is What We Are Looking for

At SARIA, being close to our customers does not only mean listening closely to what they need. It also means being close to them in the truest sense of the word, whenever and wherever possible. Geographic proximity is an important determinant in our strategic expansion on an international as well as on a national level. In 2019, Van Hessen opened a factory in Brazil for supplying our customers in the Latin American market with hog casings. Local selection and delivery reduce transportation times and emissions as well as dependency on imports from other continents. This way we can offer faster and more efficient processes to our customers, and increase resilience in their supply chains.

Moreover, local presence and short transportation ways are key to secure maximum freshness of our raw materials. To make sure that our processing facilities are never too far away from the point of origin of the raw material, our Petfood & Feed division operates an international network of production facilities through its SARVAL and Bioceval businesses with sites in twelve countries across three continents.

On the national level, a good example for our efforts to be where our customers are, is the opening of a new ReFood location in Trossingen, Germany. Being the 20th ReFood site in Germany, it expands our nationwide network, and contributes to our close relationship with hospitals, restaurants and other local customers.

Product Stewardship

To us at SARIA, the high quality of our products and services is nothing exceptional. It is an integral element of our quality culture. Assuming responsibility for what we offer, from complex agricultural solutions to innovative pharmaceuticals, is always at the heart of what we do. As Harald van Boxtel, Executive Board member, explains: "Quality is more than a property of an end product or service. It relates to each individual step in the supply chain and during processing, as well as to our efforts to offer customers exactly what they need. Consistently and reliably delivering the right quality is the focus of all our activities."

Strict conformity to laws and regulations in all our places of business is the foundation of our approach to quality. In addition, we ensure and improve the quality of our products and the underlying processes through a variety of measures and instruments. In many of our production sites, we operate on the basis of management systems certified in accordance with globally recognized quality standards. Our SecAnim, ReFood and ecoMotion locations in Germany, all belonging to our Organics2Power division, as well as Bioceval and several SARVAL sites in Germany, Poland and Romania, belonging to our Petfood & Feed division, are ISO 9001 certified, the world's leading standard for quality management.

A holistic quality management is also demanded by the ISO 22000, one of the most popular food safety standards in the global food industry. For example, some of our SARVAL and wet petfood sites in Spain and Romania as well as the German ReFood subsidiary Gerlicher obtain this important certification. Both ISO standards entail Plan-Do-Check-Act cycles to systematically analyze the relevant issues, and develop ways of improvement.

Food safety and quality are our top priority also at Van Hessen. In order to reflect the demands of our customers and meet our own standards regarding safe products, our facilities hold high certification levels on recognized certification programs by the Global Food Safety Initiative (GFSI), such as FSSC 22000, a supplementary standard to ISO 22000. Another certification related to food and feed safety is the GMP+ (Good Manufacturing Practice Plus) label, requiring that products are consistently produced and controlled according to certain quality standards along the entire chain. In 2021, 19 sites, belonging to our Petfood & Feed and Food & Pharma division, were GMP+ certified.

Product stewardship, however, does not only mean guaranteeing the highest levels of safety and quality to our customers. For us at SARIA, it also entails social and environmental aspects pertaining to our products. Our customers can rightfully expect that our products meet recognized sustainability criteria. One example for that are SMETA audits (Sedex Members Ethical Trade Audit) that we regularly conduct in SARVAL, Bioceval and wet petfood sites. In 2021, this included production plants in France, Spain, Germany, the United States and especially in the UK. By comprehensive on-site visits, SMETA proofs that the operations encompass good working conditions as well as standards of labor, environment and business ethics.

A sustainable use of marine resources, such as sustainable fishing and aquaculture, is certified by the Marine Stewardship Council (MSC) and Aquaculture Stewardship Council (ASC) standards, as well as by the IFFO RS Global Standard for Responsible Supply of Marine Ingredients. In 2021, several of our Petfood & Feed sites that collect and manufacture fish co-products in Germany, France and Spain were certified accordingly, as was Van Hessen in the Netherlands.

Another certification which is especially relevant for our Organics2Power division in Germany is REDcert, a scheme recognized by the European Commission for demonstrating compliance with the sustainability criteria for the production of biofuels from biomass under the EU's Renewable Energy Directive II (RED II). In 2021, all German ReFood production and logistics sites were certified accordingly, as well as our ecoMotion plant in Sternberg, Germany. Another leading standard in the field of sustainable biofuels is ISCC EU, also demonstrating to meet the RED II sustainability criteria. Additionally, ISCC PLUS, a well-accepted standard of sustainable production, is applicable for circular and bio-based products, renewables, food, feed and biofuels outside EU. 45 sites, belonging to our Petfood & Feed and Organics2Power division, were ISCC approved in 2021, including plants in France, Spain, Germany, Italy, the UK, Poland, Austria and Czech Republic.

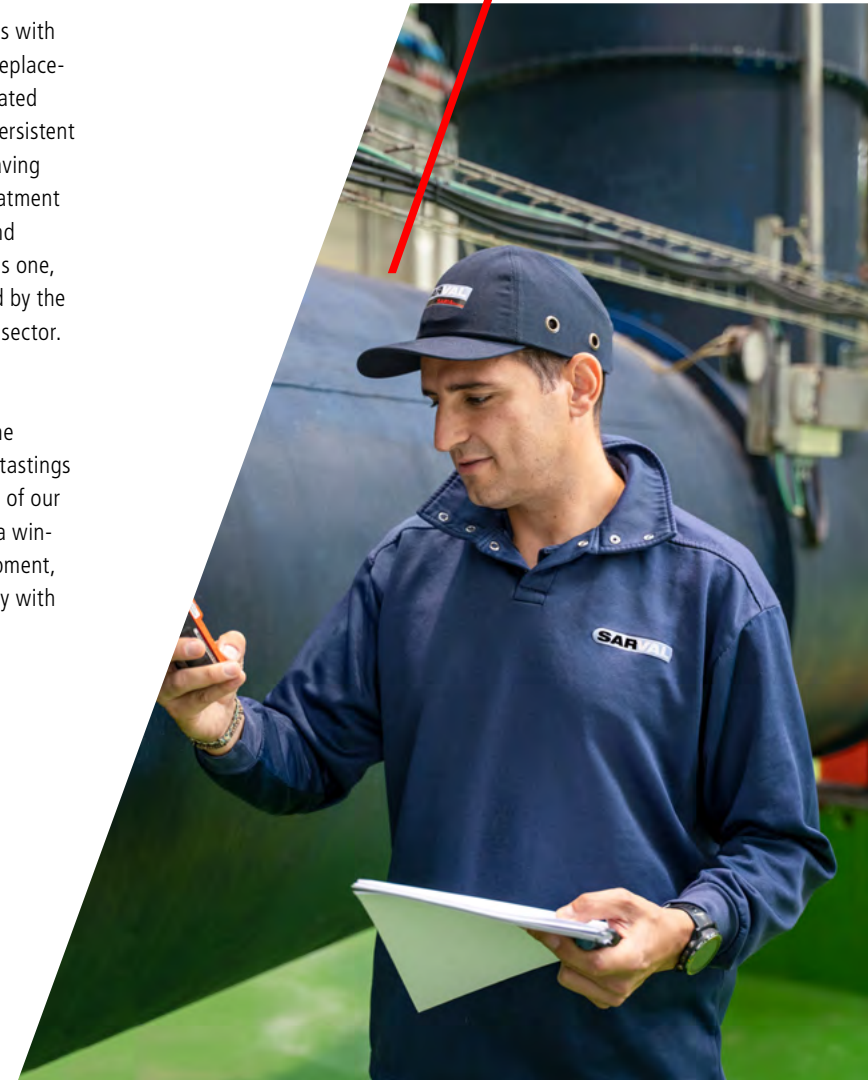
Innovation as a Value Driver

There are many features that determine the quality of a product. Functionality, performance, compatibility, usability and reliability are among the most important ones. In the rapidly changing world of today, where requirements and needs change at unprecedented pace, such product features cannot be achieved without innovation. Providing innovative solutions to our customers thus is integral for their market success but also for ours.

At Bioiberica, we have invented a natural thyroid active pharmaceutical ingredient for the treatment of hypothyroidism, which is a common condition of thyroid hormone deficiency that affects around 5 % of the population in Europe. Also known as an underactive thyroid, it causes the body's natural functions to slow down, and controls how a person's

heart beats and how quickly food is digested. In the past, patients with hypothyroidism have usually been treated with thyroid hormone replacement via levothyroxine, a synthetic medicine. However, it is estimated that 5 % to 10 % of patients treated with levothyroxine exhibit persistent symptoms such as fatigue, weight gain and depression despite having normal thyroid-stimulating hormone levels. The natural origin treatment offers the patients affected an option that reduces side effects and increases health and well-being. Because of achievements like this one, Bioiberica has maintained its good rating in the ranking, provided by the Spanish Ministry of Industry for companies in the pharmaceutical sector.

Innovation in our group is not restricted to laboratories, however. At ALVA in France, producer of human consumption fats within the business unit SARVAL, our employees regularly participate in the tastings we hold. We hardly could find better experts to improve the taste of our products or bring new ones to the market. In the end, we create a win-win situation. We constantly improve product quality and development, while our employees get the chance to identify even more strongly with what they produce every day.



Also in France, we are working closely with Schiever, a French family business that operates super- and hypermarkets, predominantly in the central-eastern part of France. We have been partners for more than 20 years, and almost a third of the group's 320 stores entrusts us with the treatment of their meat by-products. Due to tightening regulation, the recovery of organic waste has become more demanding, leading to a successful joint project between Schiever and ReFood. As a first step, together with Schiever, we defined the 30 stores given priority, and audited them to identify the most suitable service for their needs. When doing so, we constantly had the aim in mind to not just meet regulatory requirements but to generate a benefit for our customer. In the following step, we assumed our role as a facilitator that generates the best possible solution. We introduced specific bins that permit highly effective and efficient grease collection, and we already have the next step in mind, extending our collaboration to the collection of fats from refrigerators. Overall, we collected a remarkable 650 tons of organic waste from 38 Schiever stores in 2021. Since resting on our achievements is not one of our strengths, we aim to be at 99 stores, collecting 1,200 tons, in 2022.

Looking Ahead

Ambition is part of our DNA and it drives us to always search for innovative solutions, tailored to our customers' needs and market requirements. With our new organizational structure in place, we will be able to strengthen these aspects even more in the future.



/ Strategic Partnerships

Joining Forces for Sustainable Development

“Meaningful sustainable development cannot be created in isolation but requires collaboration.”

At SARIA, a partnership approach is vital to everything we do. This is why mutual trust and cooperation are deeply embedded in our vision and mission. We do not only strive to be the preferred partner for sustainable solutions, we also seek partners that help us in providing them. Meaningful sustainable development cannot be created in isolation but requires collaboration – also between partners from different fields. This is why we regularly join forces not only with our suppliers and customers, but also with public authorities, educational institutions, service providers and many others. We are convinced that together we can make a difference.

9 INDUSTRY, INNOVATION
AND INFRASTRUCTURE



12 RESPONSIBLE
CONSUMPTION
AND PRODUCTION



13 CLIMATE
ACTION



17 PARTNERSHIPS
FOR THE GOALS



Our Approach to Strategic Partnerships

The SARIA Group is characterized by a wide range, with regard to geography as well as our fields of business. Although we take a circular economy approach across our group and create extensive synergies between our divisions, they operate at different steps of the value chain, use different material inputs, and apply diverse technologies. This is why a centralized approach to the establishment of partnerships would quickly reach its limits. Instead, our divisions look for the partners they need to seek the opportunities and overcome the challenges they are facing.

As diverse as our partnerships may be, they are united by the common aim to create sustainable value for our stakeholders, our partners and for us. In the following, we shine a spotlight on some of our collaborations to illustrate the diversity of partners we engage with, and the projects we have initiated jointly.

Developing Business Sustainably

SARIA is not only a family-owned business but also a family of businesses. The establishment of joint ventures is an integral element of our business development, and we are always on the lookout for entrepreneurs who want to become a part of the SARIA family. When entering in such a relationship, we offer support in different forms, e.g., when it comes to find a solution for leadership succession. This allows the owner to stay on board to accompany the transition and to make sure that the business continues to operate smoothly. What better benefit could there be for everyone involved?

Sustainable Finance Beyond Listed Corporations

Well-known, listed companies are leading the way, and one might assume that only they claim sustainable financing for themselves. This is not the case: SARIA, as a family-owned company, also combines sustainability and corporate finance already today. The sustainability awareness that is deeply rooted in our business puts SARIA a big step ahead of many other companies. Together with our banking partners, we have linked our financing activities to environmental, social and governance (ESG) criteria. In practice, this means that the better our sustainability performance, measured based on our EcoVadis sustainability score, the more favorable the finance terms granted to us, particularly with regard to interest rates. This creates an incentive for us to continuously improve our performance and to benefit also in financial terms from our contribution to a sustainable development.

In 2020, we successfully issued an ESG-linked promissory note loan ("Sustainable green Schuldscheindarlehen") and established an ESG-linked factoring program with PB Factoring GmbH (Deutsche Bank Group) as our service provider in this area. In addition to these two instruments, we are determined to further expand the use of sustainable finance tools to also bring this part of our business full circle.

“With SARIA, we have agreed the largest ESG-linked international factoring program at PB Factoring to date. We are proud to incentivize SARIA's sustainability development as a strategic partner.”

PB Factoring GmbH



Research Collaborations for Scientific Progress

Innovation is a crucial success factor for us which is very specific to each of our businesses. In addition, going beyond what we already know requires an open exchange with partners in which collaboration is the catalyzer for new ideas.

Bioiberica, the life science company in our group, is dedicated to the constant improvement of the life and health of people, animals and plants. This is not possible without high quality research, which is why Bioiberica currently works with over 30 public and private research centers, located in more than 10 countries. Among the partners are renowned institutions, such as the Royal Veterinary College in London, Iowa State University and the University of Pennsylvania. By working closely with partners from the world of science, Bioiberica can better understand the needs of the sector and is able to provide value-adding products as well as scientific, regulatory, industrial and market expertise to our partners, in order to conquer new frontiers of life science together. As an expression of this commitment, the company doubled its investment in R&D from 2019 to 2021 with the aim of promoting research projects where health is the ultimate goal.

Our Petfood & Feed division that pertains to the animal co-product industry actively supports the Global Feed LCA Institute (GFLI) and draws from its knowledge. GFLI is an independent animal nutrition and food industry institute whose objective is to develop a publicly available Animal Nutrition Life Cycle Impact Assessment (LCIA) database. Through the database, the environmental impact of animal nutrition products can be assessed. Based on this knowledge created jointly by the respective producers, environmental performance in the animal nutrition and food industry can systematically be improved, first and foremost with regard to the reduction of waste and the carbon footprint.

Partnering for Climate Change Mitigation

Climate change, without question, is one of the fields where progress can only be made through a joint effort. We at SARIA have entered into manifold partnerships that seek to address this crucial challenge for mankind in the 21st century. In addition to its support for GFLI's research initiative to improve the carbon footprint of animal nutrition products, Daka has also successfully participated in the Danish government's climate partnership for agriculture and food. In this partnership initiative, we have been able to make a strong and convincing argument that the expansion of biogas production needs to be based on by-products such as slurry and straw, and not on products that can be used efficiently on higher levels of the bioeconomy pyramid, e.g., for feed production.



Reducing Waste Jointly Wherever We Can

At SARIA, keeping things in a cycle is at the very heart of what we do. And although we are pretty good at it, we cannot be successful on our own. This is why we collaborate with partners in our value chain and beyond.

Our business unit Daka ReFood collects and recycles food waste in a way that makes sense both environmentally and economically. It provides service solutions for supermarkets, cafeterias, food producers, schools, restaurants and similar, and supplies green energy, biomass and fertilizer. To raise awareness for the correct recycling of resources in professional kitchens, our Danish subsidiary Daka ReFood created the far reaching campaign “Stop wasting food” in a joint effort with the Global Compact Network Denmark and other stakeholders in the Danish food and hospitality industry. Considering that about 400,000 tons of food are incinerated in Denmark every year, the campaign made the call for intelligently reusing food waste as source of bioenergy and fertilizer.

Together with the partners, Daka has introduced a label that addresses businesses involved in food services, e.g., restaurants, hotels, catering centers and schools. The initiative continues to grow every year. In 2021, 188 new members fighting for a more sustainable food industry joined the REFOOD label, which counted 1,350 members by the end of 2021. Through joining the REFOOD label, members can signal to their stakeholders that they care about sustainable business practices.

In another partnership-driven initiative, the Bioceval subsidiary Lipromar, a producer of high-value unblended fish oils and fish proteins for use in the food industry and other sectors, is also seeking to reduce food waste. Together with 17 partners, Lipromar is engaged in a project that allows to assess the effectiveness and efficiency of current and potential measures aimed at food waste reduction. Moreover, the initiative under the leadership of the German Agricultural Society permits the exchange of ideas and best practices. “By participating in this project, we seek to contribute to the public discussion how food waste can be reduced. At the same time, we expect an expansion of markets for products that are manufactured from food raw materials that were simply disposed of up to now,” says Dr. Andreas Wohltmann from Bioceval’s R&D department.

Intelligently reusing waste does not only help to keep precious resources in a cycle, it can also help to reduce carbon emissions.



To further address sustainable use of food waste, Daka has partnered with a wide variety of influential stakeholders from different areas to build the association REFOOD MÆRKET.

Stop Wasting Food which is Denmark’s largest non-profit consumer organization

Unilever Food Solutions as supplier of food solutions for businesses such as restaurants, hotels and contract caterers

Agro Business Park as a science park with a strong focus on entrepreneurship and innovation within agriculture, food, bioenergy and environmental technologies

The Danish Agriculture & Food Council representing the farming and food industry of Denmark including businesses, trade and farmers’ associations



Achieving Social Development Together

Not only have we established strategic partnerships within our value chain, we also team with partners from outside the realm of business in our role as a responsible corporate citizen. In the years 2020 and 2021, SARIA Group mainly focused on educational and health projects at our locations of business.

In 2021, many schools were still facing lockdowns due to the pandemic. The need to home-school students for months on end was challenging also in terms of ensuring that they had the necessary technological equipment available to them. To address those challenges and promote the digital capabilities of young people, SARIA in Germany supported local schools with which we have existing learning partnerships, by providing tablets and other devices to the students.

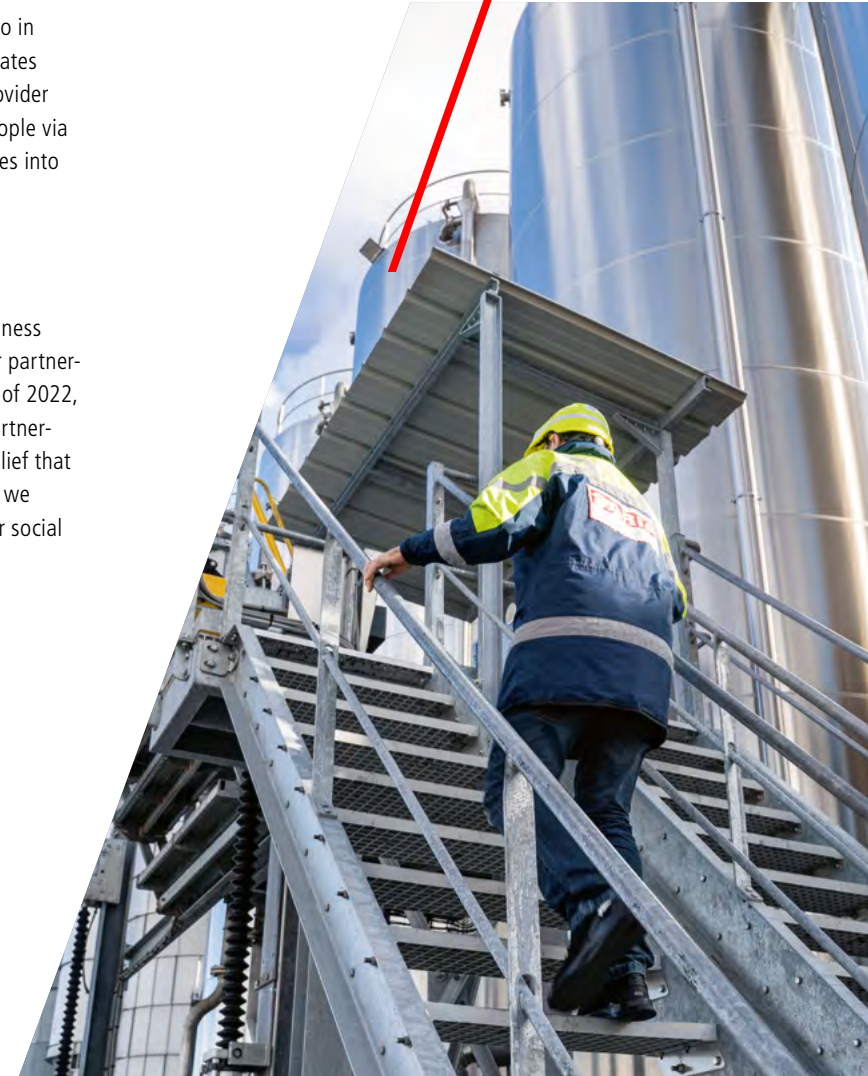
Our German subsidiary SARVAL Fischermanns, in turn, has partnered with “Kinder im Mittelpunkt” (KIM), a publishing company that focuses on educational materials for children in elementary schools. In this reporting period, SARVAL and KIM, together with partners like the fire brigade and the public transport authority of the city of Duisburg as well as Kinderschutzbund (the German association to protect children’s rights), produced booklets on fire protection, road safety and healthy nutrition.

In Spain, sponsoring amateur sports clubs and competitions, predominantly in football and swimming, was at the core of our corporate citizenship. We strongly believe in the support of young athletes to promote physical fitness and team spirit, since this is the spirit we also show at SARIA.

And who says you cannot combine business and social value? Also in Spain, we have partnered with ILUNION, an organization that creates quality employment for people with disabilities, as our service provider for cleaning employee uniforms. No less important, we recruit people via SIFU, a group that fosters the integration of people with disabilities into the labor market.

Looking Ahead

At SARIA, working in partnerships is deeply engrained in our business principles and models. This is why we will continue to expand our partnerships in terms of quality and quantity. Already in the first months of 2022, we have proceeded unabated by joining initiatives and forging partnerships such as the Polish Circular Hotspot. We are driven by the belief that sustainable development can be achieved best together, whether we talk about research, innovation, or tackling day to day business or social challenges.





**Putting
Our People
into Focus**

/ Employee Health & Safety

Protecting Our People

The health and well-being of our employees are of utmost importance to us. We regard it as our daily responsibility to provide a safe working environment for our people. And we have expressed that unmistakably in one of our six core business principles: "Health and safety is non-negotiable in everything we do." We work hard year by year to further improve the levels of safety through the application of standards, policies and best practices. Regular trainings assure that everyone stays aware and remains committed to these issues. We want to provide an environment in which our employees can work safely and deliver their best performance.

"Health and safety is an absolute priority for us all. As a company, SARIA is responsible for providing a safe working environment for employees and third parties. That is non-negotiable. It's therefore something that each one of us must remain committed to every day."

Lars Krause-Kjær, Executive Board member

Our Approach to Health and Safety

At SARIA, we have deeply embedded occupational health and safety into our corporate culture. Health and safety starts with awareness followed by routines. We have established training programs across our group that pursue both aims: make our employees familiar with practices, procedures and protocols, and equip them with the knowledge and capabilities to effectively apply them to their daily tasks. To achieve these goals in all our locations, we have different teams in place that provide education, resources and instruments to ensure colleagues know how to perform their job duties safely.

In order to continuously improve our practices and policies, we benchmark them against recognized international standards. Thus, we are introducing management systems of occupational health and safety in an increasing number of locations, and have them audited based upon standards such as the ISO 45001. To strengthen our systematic management approach, we have introduced KPIs on occupational health and safety across the group, and we will further improve this database and reporting in 2022.

While standardized processes and procedures are indispensable, it essentially is all about people. That is why we also help our employees to balance their professional and private lives, and promote health and well-being depending on the respective local needs and possibilities.

3 GOOD HEALTH
AND WELL-BEING



8 DECENT WORK AND
ECONOMIC GROWTH



Global Monitoring, Local Implementation

Due to the variety and large geographic extent of our operations, our health and safety management rests on two pillars.

For overall steering and monitoring, we are taking a centralized approach supplemented by local documentations. For this purpose, we have introduced group-wide dashboards on health and safety that we have already expanded during 2020 and 2021. Health and safety reports are submitted to the Executive Board on a regular basis. They include crucial KPIs such as Lost Time Injury Frequency Rate and Lost Time Injury Severity Rate as well as qualitative information. Based on these reports, the board is regularly informed and updated about the performance of our health and safety management, and able to identify need for action. This approach assures that health and safety issues are given priority at SARIA, also at board level.

Evaluation and monitoring are important on group level to judge our overall performance on issues of health and safety, but they can only happen effectively on the ground. Thus, as a second pillar, we take a decentralized approach when it comes to the development and implementation of most of our policies, programs and activities. This also permits us to account for differences in national legal systems and specific requirements of the industries our divisions belong to.

Building Awareness and Training

Occupational safety cannot be ensured without awareness and proper training. We educate our people and provide the necessary resources so they know how to perform their job duties safely.

When doing so, it is essential to consider the respective local environment, not only because of varying legal requirements but also because of different safety cultures.

Matthijs Knetsch, who is responsible for occupational safety and health at Van Hessen, explains: "Every country has its culture and that is reflected in the way safety rules are interpreted. In every culture, workers have to adapt, and that simply takes time and energy."

"Every country has its culture and that is reflected in the way safety rules are interpreted."

Matthijs is one of the many people we have on the ground in our locations that do not only make sure that standards are maintained and measures are implemented.

One of their major tasks is also to create an understanding that occupational safety is everybody's job. To build such a safety culture, Matthijs and his team have developed three safety principles that all Van Hessen workers must memorize:

1. I work safely; I watch myself and others.
2. I work according to the rules that apply in this workplace.
3. I am always alert.

Though these principles may sound simplistic, it is exactly this simplicity that makes them easy to apply in everyday work situations. To further promote their presence, two fictional characters were introduced who help workers to remember the safety pillars. Since Vince & Hank have been quite successful in doing so, the two mascots will be launched internationally through a global campaign.



The two mascots Vince & Hank will be launched internationally through a global campaign at Van Hessen.

Awareness is one part of the equation, training to make sure employees know how to apply safety measures to their daily routines and how to act in cases of emergency is the other.

At Bioiberica, e.g., we train workers on the following issues:

- suitable use of equipment, machines, devices, chemical products and other resources in daily operations
- correct use of protection resources and equipment
- correct use of safety devices

Beyond daily routines, people are also being prepared for extraordinary situations. In order to manage incidents, accidents and emergencies, we have an emergency plan and procedures which are constantly reviewed and updated. Employees have to participate in trainings and drills at least once a year, in particular our emergency teams. In a simulated incident they have to face real-life emergency situations, since we want to provide them with the knowledge necessary to act with maximum efficiency in the event of an emergency.

In addition to hands-on training, we are also taking new avenues. At ecoMotion in Germany, a digital learning platform has been introduced to educate our employees on safety issues. In 2021, all employees participated in this new format which we also use for trainings on sustainability and quality management. The rollout of e-learnings for health and safety has also begun at SARVAL in Germany and is being implemented successfully for all sites.



Meeting and Setting the Standards

In our health and safety management, standards play a key role, internal as well as external ones. They allow us to build on proven processes and to verify the quality of the systems we have in place.

In the reporting period, we have established and extended our fire safety policy as a standard across the entire SARIA Group. It comprises a variety of measures, such as installation of automatic fire detection systems, to alert employees in an early stage of fire and protect our assets by early alerting of the fire brigade. Moreover, we continued the regular on-site audits for all group members to identify potential measures for improvement in close collaboration with site managers and the group fire safety manager. To get additional insights from an outside perspective, the site visits are not only carried out by us but also by risk engineers from our fire insurance.

Obtaining external certification is equally important to us. At Bioiberica, all of the company sites have received ISO 45001 certification (formerly OHSAS 18001) in the past 15 years, which has to be renewed every two years by external audit. ISO 45001 is the leading global standard for occupational health and safety management systems.

As previously pointed out, a challenge in implementing standards is differing legal requirements across borders, which is particularly relevant for us, since many of our divisions and companies operate in various countries. At Van Hessen, our people have taken an innovative approach to deal with the differing legal expectations. To make sure all employees enjoy the same high standard of protection regardless of the location, we apply precisely those rules globally that are mandatory in the country with the strictest standard we operate in.

Our Health Promotion Initiatives

In addition to ensuring safety, we undertake a wide variety of measures to improve the well-being of our people. When doing so, we can often make a big impact with simple things. In Plouvara and Benet, two of our locations in France, our employees start the day with 13 stretching exercises to prepare the muscles for physical work. “The aim is to protect the workers with easy means, and to prevent accidents,” says Teddy Bourguignon, our health and safety manager on site. To him, our company value “local entrepreneurial spirit” unquestionably includes the protection of workers when fulfilling the responsibilities of a safe and long-term employer.

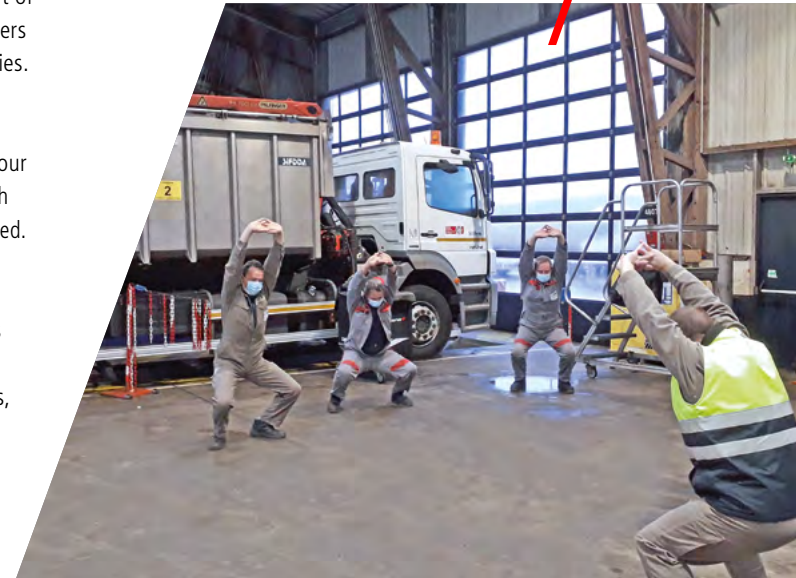
Additionally, we also use advanced technology to support our people in the workplace. At ReFood in Denmark, we have introduced a robot for heavy lifting that creates a win-win situation for both company and employees. As part of the workflow it increases efficiency and at the same time relieves our workers from physical stress, who can dedicate their time to more valuable activities.

Since health does not only entail a physical but also a mental dimension, we offer psychological assistance in some of our locations. In Spain, e.g., our employees have access to Stimulus, a videoconferencing tool through which they and their families can receive mental help fully confidentially when needed.

Recognizing that mental and physical well-being often go hand in hand, we have started our “Ommetje” program at Van Hessen, which combines the two dimensions. An “Ommetje” in Dutch means a walk around the block, which we encourage as it increases brain health and reduces stress, in particular in times of tele work. Together with Hersen Stichting, the Dutch Brain Foundation, we have developed an app that lets competing teams measure their walking mileage.

“The aim is to protect the workers with easy means, and to prevent accidents.”

In Plouvara and Benet, two of our locations in France, our employees start the day with 13 stretches.



Partnering for Safety

In safety, as in all other areas of strategic importance to us, we seek to improve our performance and that of our stakeholders through collaboration.

Our Global Safety Team at Van Hoesen works closely with one of our main machine suppliers to enhance the safety of manufacturing equipment. When we detect potentials for improvement, we discuss and share them with the machine producer who is then allowed to use them in the work with other customers. This way, we are not only making our own working environment safer but also that of the entire industry.

In Spain, we are cooperating with elma, a digital healthcare provider. Our employees have the possibility to talk to a doctor via video call or chat, and are provided with remote primary care and digital prescriptions. Moreover, the system offers a doctor search engine for finding the right medical professionals to deal with a specific condition. This has proven to be particularly helpful in times of Covid-19.

Responding to Covid-19

Maintaining continuity throughout our operations was and is essential for us to ensure that people have unbroken access to important products and services we provide. At Bioiberica, e.g., we produce heparin that is vital in the treatment of heart attacks and unstable angina. At SecAnim, in turn, we collect risk materials to prevent the spread of highly infectious diseases. This proved particularly important in an event that occurred in the fall of 2020. When a mutated variant of the coronavirus was discovered in mink farms in the North of Denmark, millions of minks had to be killed and disposed of. SecAnim in Denmark handled the situation in accordance with the highest safety and hygiene standards, and when they reached capacity, several SecAnim plants in Germany and Poland stepped in by processing the remaining risk material collected in Denmark during that time to support their Danish colleagues. These are just two examples of why our people have worked tirelessly to keep our value chains intact throughout the global pandemic.

As we have maintained operations, it has been our priority to ensure a safe working environment for all colleagues, in particular for those in the factories that cannot work from home. We started out by increasing awareness of actions necessary to prevent the spread of the virus, regardless of the location or the type of work. At the same time, we improved hygiene by providing hand sanitizers and masks, and took many other actions continuously assessed and updated from local crisis management teams, resulting in organizational and technical specific measures.

Where possible, we shifted employees to remote work and equipped them with technology to make working from home secure. Our IT teams acted swiftly, providing laptops and VPN connections. In case of operating facilities or locations where in-person work is necessary, we implemented distancing and testing policies, and introduced contact tracing in case employees were tested positive.

Looking Ahead

As Covid-19 has demonstrated, you can never rest on what you have accomplished regarding occupational health and safety.

We will continue to build, expand and implement our policies to systematically cover the large diversity of health and safety issues. Based on group-wide performance indicators, critical issues can be detected at an ongoing base, and dedicated measures can be taken.

Locally, we will push forward with regard to training and certification, keeping the different needs of our business in mind. A one size fits all approach does not always work for us, and we need to make sure that the ultimate aim always remains the health and safety of our people.

/ People Development & Empowerment

Promoting Our People

At SARIA, we know that our true strength lies in the experience, skills and dedication of the 10,500 people that work for us. Their commitment to serving our partners is the key success factor of our business. To continuously build this base, we, in turn, are committed to developing our people and helping them advance in their careers through continuous learning within their formal roles and beyond. Our strength is also grounded in the diversity of our group with regard to the global distribution of our operations and the industries they belong to. As an international family business, we embrace diversity and inclusion, creating a culture that facilitates the attraction, retention and development of top talent.

“We look at the person before anything else: How can they develop well? In what area will they be happiest and have the biggest impact? This allows us to offer people opportunities that they would not get at other companies.”

Nicolas Rottmann, Executive Board member

Building a Sustainable Human Resources Community

Having the best people to provide viable and innovative solutions for our customers is one of the core principles in our SARIA Framework. Being successful in the market is not possible without capable people driven by passion and entrepreneurial spirit. Skills and enthusiasm do not happen by accident, however. They happen by design. This is why we take a systematic approach to building our team's competencies, so we can meet the challenges in today's world of business and that of tomorrow. Due to the organizational structure of our group, we have a Human Resources (HR) department in all of the countries where we do business, as well as in our two business units that have always been organized transnationally, Bioiberica and Van Hessen. Aside from administrative functions, these departments are important contact points for our employees, design training and development programs, plan careers, and promote SARIA as an attractive employer. As a result, there is a wide array of expertise and experience on all HR matters.

To create a transfer of ideas and best practices within our entire group, we started to build an HR group network with a clear aim in 2020: create exchange, promote mutual learning, and foster the establishment of joint programs and initiatives. Until then, many of our HR people across the group hardly knew each other, but now they meet on a regular basis, either virtually or physically, and form a strong network.

4 QUALITY EDUCATION



8 DECENT WORK AND ECONOMIC GROWTH



One issue they agreed on right after first contact had been made was the possibility to foster employee development. Transnational mobility within our group opens horizons, gives new insights into operational practices and strengthens intercultural competence, which is of invaluable importance in our globalized business environment.

A good example of the productive collaboration within our HR community is the successful establishment of our Next Generation Network (NGN).

Our Next Generation Network – Developing Our Leaders of Tomorrow

In 2020, we launched NGN as our group-wide program for young talents within SARIA. Its purpose is to identify, develop and retain our leaders of tomorrow. The application process and acceptance criteria were jointly defined by our HR community to ensure equal access and a fair selection procedure. Equal access to us does not only apply to skills and capabilities but also to gender, which is why the ratio between male and female participants is 50:50 in the second intake of the NGN.

The program consists of workshops on different topics, starting with a session on the SARIA Framework, our core values and our approach to sustainability, creating familiarity with key aspects of our organization. In other workshops, core business skills are covered, paired with factory visits to ensure hands-on experience. Trainings on soft skills to further develop leadership capabilities complement our program.

Overall, the NGN rests on three pillars vital for good leadership: managing business, managing people and managing self. In addition, our young professionals can build important networks in the company and strengthen intercultural competencies.

Due to the success of the program, we have already started two intakes. Our first intake (2020–2022) comprises 17 people from 7 countries, while our second class is even made up of 20 people from 10 countries. In November of 2021, we brought both groups together at our headquarters in Selm for two days of discussions, trainings and teamwork.

“We are extremely proud of our NGN members, since they are not only our leaders of tomorrow but our ambassadors on a variety of issues already today.”



Developing Our Leaders of Today

While our NGN program takes a longer term perspective, we also prepare our people for leadership positions they are about to assume or have recently assumed.

For the group functions and central departments of SARIA Germany, we have development programs that are tailored to the requirements for leaders on different levels. Since 2020, our department heads participate in a program comprising seven modules: self-leadership, understanding and accompanying change processes, communication, conflict management, promoting motivation and personal responsibility, providing feedback and analyzing personal potential. One year later, we initiated a program for our team leaders who assume a leadership role for the first time in their career. To meet their needs, our program predominantly addresses the following issues: developing a personal leadership style, developing employees, team building and conflict management. Since these programs have shown to create inspiring encounters of people from different departments and even SARIA companies, we are going to facilitate a structured exchange by organizing joint workshops between the two groups starting in 2022.

At Van Hessen, we are pursuing a similar idea with our leadership program. We want to support our leaders in bringing out their individual strengths, and help them find their individual leadership styles. Diverse approaches to leadership are a valuable asset in the fast and ever-changing business environment of today. This is also why we strive to create a learning environment that promotes the flexibility and adaptability of our organization. Accordingly, the program does not only focus on leadership aspects such as self-development and teamwork but also on aspects

of organizational integration and collaboration. This multidimensional approach is reflected by the program structure consisting of four team and four individual sessions. In the fall of 2021, our central Van Hessen management team started the program, and in 2022 the management team and mid-level management will follow.

Empowering through Training and Education

In our group, people development is a, by no means, only about leaders. We also invest in our young employees because quality training and the education of young talents have always been of high priority to our group. In Germany, our company employed 79 apprentices (“Auszubildende”) on average in 2020. In 2021 alone, 27 new apprentices started in 13 different areas of vocational training or so-called “dual studies”, in which vocational training is combined with a Bachelor program. After finishing their apprenticeship, many of the young talents stay on with the SARIA Group, attracted by good career prospects and an appreciative work environment. In 2021, we were able to retain 80 % of our apprentices – a vital asset in today’s “war for talent”. To make an apprenticeship at SARIA Germany even more attractive, we hired a full-time colleague to promote and enhance our program. One key aim is to intensify our collaboration with schools by offering application workshops and internships. We also seek to strengthen the connections between the apprentices across different locations, following the network approach characteristic for our group culture.

Since vocational training programs comparable to the system in Germany do not exist in other countries, we have started our own initiative. SARIA France’s “Génération Alternance” program, implemented by the local HR department in 2020, equally benefits young talents joining the labor market and our group. During the one-year program, the apprentices get to

know the company from the inside, at both the HQ in Clichy and through site visits to the industrial plants. They receive regular performance and development review and even get to lead their own project. In 2021, the project of one of the apprentices, which dealt with optimizing the production process of hydrolyzed fish proteins for use as biostimulants for plants, was even patented. Convinced that the future of the group strongly depends on our young talents, we want apprentices to make up 10 % of our workforce in France by 2025.

At Van Hessen, we have developed an elaborate trainee program, preparing our talents for careers in different areas.

- 
- 1. Management Traineeship**
The goal of our Management Traineeship is to prepare the participants for a key position within the Van Hessen Group. They travel around the world for about 18 months, learn everything about the production lines and production processes, and become acquainted with the different management areas.
 - 2. Trainee Product Specialist (Sourcing)**
Our Product Specialist (Sourcing) Trainees learn everything about our product and manufacturing operations. This way they become valuable advisors in the field of product specifications, processes and procedures.
 - 3. Trainee Product Specialist (Sorting)**
Trainees in the Product Specialist (Sorting) Program get to know global production environments to manage the optimal product and best processes. Becoming experts in innovative product solutions and process improvements, they are the ones preparing our business for expected and unexpected changes in the market.

Building an Adaptive Workforce

The ability to deal with change and to continuously develop has become a cornerstone of business success and employee satisfaction. That's why we commit significant resources to equipping our employees on all levels with the individual and organizational skills needed to excel in a modern business environment.

Language capabilities surely are indispensable in our globalized world, and in particular for us as an internationally networked company. In Germany, we offer online English courses for all of our employees who are involved in international business. The platform offers self-learning content but also individual and group courses to foster interaction. In 2021, we started out with 15 learners but due to the positive feedback and great demand, we will add another 100 licences in 2022.

Personal development is a vital element in job satisfaction, and we certainly want to know how our people are feeling. At our Danish organization Daka, we conducted an employee survey in 2021 for the second year in a row. 83 % of our employees participated in the multidimensional study. The average rating for job satisfaction was 5.99 on a scale from 1 to 7, being on par with the results in 2020. In addition to job satisfaction, the survey also provides insights into aspects related to collaboration, participation and leadership. The findings are discussed in the individual departments, and translated into local action plans and initiatives at company level.

Diversity and Inclusion

As a global company, we are determined to strengthen inclusivity and diversity in our organization by bringing together colleagues with different backgrounds, perspectives and experiences. We invite all of our people to bring their passion, creativity and uniqueness into work each day. And the business case for doing so is very visible to us: Our global teams relentlessly drive innovation and growth opportunities through a diversity of ideas and approaches.

We are committed to promoting female careers, in our offices as well as in our factories. When we look to our people in administrative functions, the share of females among all employees is around 50 %. However, since we are operating in industries where physical work is important for value creation, more than 70 % of our entire workforce are industrial workers. Among them only 10 % of are women. Thus, we also seek to enlarge the share of women in our factory workforce by providing the necessary technical and ergonomic support. Aside from fostering diversity within our job families, we also want to strengthen career development for women within SARIA.

“We invite all of our people to bring their passion, creativity and uniqueness into work each day.”

Elisabeth Huyghues-Despointes, who runs our communications department at SARIA France, is one of our female leaders, and we have interviewed her about her work.

Elisabeth, what is special about working at SARIA?

We collect and transform co-products and organic residues of animal or food origin. Instead of discarding these resources that are no longer consumable, we give them a second life. Today's generations are very sensitive to the social and environmental efforts of a company. At SARIA, we are intrinsically committed to the circular economy, it is at the core of our business. We are all passionate about the idea of circularity, and we're convinced that it is the only way forward. You can feel the team spirit at every turn because we are united in this belief.

From your personal perspective, what inspires you in your job at SARIA?

Managing the company's entire communications strategy in France is a 360-degree role, very exciting and enriching on a personal level. I get to work with so many different people within the company. The Covid-19 pandemic has shown that nothing can replace personal interaction. Digital tools may be useful and convenient, but our job at SARIA is to work in the field. During the crisis, we were all mobilized to keep up the solidarity between the teams in the plants and at the headquarters – in compliance with the sanitary rules, of course.

Being a woman in a male-dominated industry, have you had to deal with many obstacles?

I realize that management positions are far and few between, and I consider myself very lucky to have had great career opportunities. At SARIA, being a woman is not an issue, and neither is being a mother. The only reason I've moved up in the company is because of my skills. Women have their rightful place in our group, everyone is respected. People development is a high priority for our HR team, which means supporting everyone in their training and development perspectives – for which I am proof.





**Protecting
Our
Planet**

/ Climate & Environmental Management

Preserve Our Biosphere

Climate change is one of the crucial challenges in the 21st century and will have an impact on all of us. At SARIA, we consider climate protection a top priority. Our business across our three divisions is built on natural products and thus will be substantially affected, but we also strive to make it part of the solution. We are committed to reducing greenhouse gas emissions, while meeting our diverse environmental obligations. Continuous improvement of our efforts in both protecting our climate and the environment is deeply engrained in the way how we do business.

Our Approach to Climate and Environmental Protection

At SARIA, the responsible use and reuse of precious natural resources are an integral part of our business model. But it is not only important to us what we do, it also matters to us how we do it. Thus, we are dedicated to designing energy-efficient, resource-conserving and eco-friendly processes throughout our operations.

Although all of our businesses manufacture products directly based on natural materials, or provide related services, they differ substantially with regard to the materials processed, the technologies used, the logistics needed as well as their location. Due to this operational and geographic diversity, we have traditionally taken a decentralized approach to climate and environmental management to account for differences in regulatory requirements and operational best practices.

Furthermore, we aim for a balance that continues to focus on local efforts and solutions but also fosters innovation and better coordination through group-wide initiatives and measures. The transfer of know-how and technology in particular creates value across our companies and divisions. One such joint approach is the development and implementation of Life Cycle Assessments (LCAs).



Thinking in Cycles

At SARIA, bringing things full circle is of specific importance – in our business model but also in the way we think and operate. Thus, it was only natural for us to dedicate ourselves to determining the impact of our products across their whole life cycle. We want to be able to holistically calculate the environmental footprint of our products from the logistics of the raw materials needed, through their processing, distribution and use, to the recycling or disposal of the materials composing them.

Due to the resulting large scale, calculating how a product affects the environment throughout its whole life cycle is a complex endeavor. This is why we joined forces across our Petfood & Feed and Organics2Power divisions, and enlisted external support from experts to set up and implement a LCA methodology compatible with the requirements in the international standards for LCA, ISO 14040 and 14044.

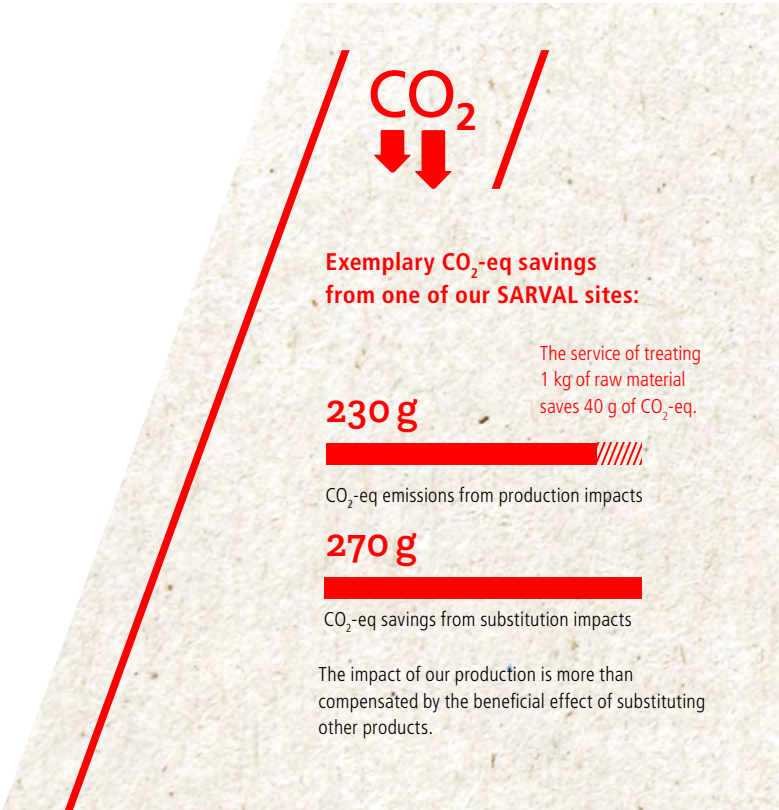
As functional unit for assessment, we chose the treatment of 1 kg of raw material, e.g., the treatment of 1 kg fat at ecoMotion, of 1 kg slaughter by-products at SARVAL. In the following calculation of impact, there are two crucial dimensions that have to be considered in our case: production and substitution impacts.

Production impacts entail all impacts that occur during the treatment of the raw material, such as material use, transport, and input of electricity and fuels. Based on the assessment, we are able to identify environmental hotspots within the production lines and where we have the biggest leverage for reducing negative impacts. As our LCA has shown, the type of fuel used to produce the steam required by our processes is one crucial aspect, which is why we are investigating the replacement of fossil fuels by renewable fuels on several sites. The other material issue are the assets used for construction activities. Based on the findings, we have started to analyze the use of more sustainable materials for the construction of new facilities and expansion of existing ones.

Concerning substitution impacts, we examine the impacts connected to the use of our products as substitutes for related alternatives. Due to our products being based on the by-products from other manufacturing processes, they help to avoid the extraction of new raw materials and thus save precious resources. At the same time, our reuse approach helps to reduce waste and carbon emissions.

The following example illustrates the mechanism for one of our SARVAL sites: The total production impact of treating 1 kg of slaughter by-products is 230 g CO₂-eq, including energy consumption, production buildings and machines, as well transport and other production impacts. On the other hand, the substitution impact, again calculated for treating 1 kg of raw material, is -270 g CO₂-eq, as fat for feed and biodiesel manufactured by SARVAL substitutes, e.g., the production of palm oil. Adding up production and substitution impact results in a net saving of 40 g CO₂-eq savings per kg of treated raw material, i.e., the service of treating 1 kg saves 40 g of CO₂-eq.

We will extend the depth and range of LCAs to explore the impacts of our products and services over their entire life cycle. We also plan to integrate our assessments into internal decision making and use them as a fact-based tool for communication with our external stakeholders. To ensure the wider application of LCAs across SARIA, we will train our people to make sure they have the knowledge and skills needed to work with this valuable tool.



Benchmarking and Improving Our Processes and Performance

While LCAs help us to understand better where we stand from a product perspective, we seek and encourage the application of standards to better assess and improve our management systems and the related processes. Many of our companies and locations have successfully obtained recognized certifications in the area of energy and environmental management.

An outstanding example in this regard is Bioiberica. Since 1999, our Spanish life science company has been certified according to the EU Eco-Management and Audit Scheme (EMAS), which is widely recognized as the premium instrument for environmental management due to its extensive requirements. As a pioneer in the field, Bioiberica was among the first 10 companies in Spain to be EMAS certified. For this achievement, it was awarded at a ceremony to commemorate the 25th anniversary of the EMAS register in 2021.

At its core, EMAS is built on the ISO 14001, another leading global standard in defining criteria for the implementation and operation of environmental management systems. The ISO 14001 helps organizations to minimize the negative impact of their operations on the environment, comply with laws, regulations and other applicable requirements, and improve in the above. As an example, our SecAnim sites in France have repeatedly received ISO 14001 certification. But we also seek to extend the implementation to more sites, as SecAnim in Denmark proves with its first certification in 2021.

Working with standards also creates viable opportunities for exchange and the transfer of knowledge. At SARIA Germany, we regularly bring together the energy managers of all our business units that are ISO 50001 certified to share their experiences and ideas. This standard helps organizations to follow a systematic approach in achieving continuous improvement of energy performance. For us at SARIA, it is an important tool to increase energy efficiency and reduce energy consumption, and thus make an important contribution to climate protection.

Due to the value that certified management systems create for us, we are continuously extending their implementation across our entire group to improve our climate and environmental performance. For us, this also implies sensitizing and training our people as the foundation for improvement.

Bioiberica is one of the first 10 companies in Spain to be certified according to EMAS



Meeting of the energy managers at our "Energy Round Table" in 2021



Creating Awareness and Empowerment

A central element in our approach to climate and environmental management is involving our people. We want them to be aware of this important issue, to participate in identifying potentials for improvement, and in developing the right solutions. Our activities to reach these aims cover a wide spectrum, from small measures in the daily work processes to the systematic promotion of innovation.

At Bioiberica in Spain, we have eliminated all individual bins, and replaced them with collective bins which permit separation of glass, plastics, organic waste and other residues, not only to treat our own waste more efficiently but also to create a wider awareness of this important issue. A similar initiative we started at SARIA Spain, where we replaced plastic bottles with steel bottles bought from an NGO that engages in the fight against plastic waste in rivers and oceans through education.

In addition, we have included a session on sustainability in our onboarding process, for example, through a new e-learning platform at ecoMotion in Germany, so we sensitize new employees to the importance of sustainability right from the start.

Awareness is the foundation, but it has to be followed by coherent behavior. When necessary, we train our people how to act accordingly. This ranges from administrative tasks, such as working with environmental management systems pointed out above, to hands-on operational tasks.

In Spain, for example, we train our truck drivers how to drive fuel-efficiently and contribute to the reduction of our carbon footprint in their daily work.

In Denmark, we have started to hold regular meetings with our people, informing them about our sustainability program and reporting. In the best case, our employees have a critical look at how we do things, and take the initiative to make suggestions for improvement. At Daka, we have a sustainability ambassador that encourages colleagues to question the status quo and look for opportunities, as Sonny Frederiksen himself explains: “We focus on constantly finding improvements – in anything and everything throughout the factory. Opportunities are everywhere, as long as you have an eye for them.” We could not agree more with Sonny, as we constantly search for improvements in areas that are crucial to us, such as energy, water, waste but also odors.

Reducing Our Carbon Footprint

The responsible use of energy is a crucial element in the fight against climate change. To conserve energy and reduce our greenhouse gas emissions (GHGs), we use the pathways of increasing the use of renewable energy, modernizing our fleet, and implementing energy efficiency initiatives.

Fostering the use of renewable energies is a topic across our entire group. And we have made considerable progress in doing so. At SARIA Germany, we doubled the share of energy from hydropower in 2021 compared to 2020. At SARIA Spain, 100 % of the electricity used came from guaranteed renewable sources in 2021.

In the same year, we installed photovoltaic panels with a remarkable capacity of 400 kW at Bioiberica in Spain. As the entire energy used comes from renewable sources, our consumption of electricity was carbon-neutral for the first time in 2021.

No less ambitious are our endeavors in Poland. At our SARIA plant in Długi Borek, we are planning a new photovoltaic plant for 2022 that will cover the entire electricity consumption of the plant, ensuring not only zero emissions but also energy independence.

“Through numerous projects across the group, we are able to achieve a direct and tangible impact. This allows us to successfully participate in the global agenda to reduce carbon emissions to combat climate change.”

Franz-Bernhard Thier, Executive Board member

While sourcing electricity and heat from sustainable sources is most important for the path to carbon neutrality for a manufacturing group like ours, we are also trying to conserve natural resources and protect the climate through other avenues.

The constant modernization of our fleet constitutes another important element in our climate strategy. At ReFood Germany, where logistics activity is extensive due to the collection of food waste at many locations, diesel trucks are replaced by modern vehicles with state-of-the-art emissions control. In 2021, already 55 of the new trucks were put into use, and we will continue the replacement process in 2022. In the area of logistics, another possibility to reduce emissions is to increase the transport volume, reducing fuel average and the number of tours that have to be taken. At SARIA Spain, we have thus put so-called mega trailers and tractor trucks into service, all meeting EURO 6 emission standards.

Finally, we are not only trying to increase efficiency on the road but also in our factories. At Daka Denmark, we have optimized machines as well as heat, water and steam supply at the factory in Løsning, which resulted in a reduction of CO₂-eq by 22 % per ton of raw material from 2019 to 2020. To illustrate the wide range of measures we have introduced, Bioceval in Germany serves as another example. There, we are using heat from production processes to heat up water used in our office building, leading to a reduction in the building's energy consumption by 20 %. A similar process has been established at our Lipomar plant in Germany, where heat recovery saves 3.25 tons of steam in only one day.

Focusing on Our Approach to Water

Water is vital to our operations in various ways, and we regard it as our responsibility to use and manage water sources efficiently and sustainably.

Due to our business model, we are in the rather unique position to contribute more water to the environment than we withdraw from it. In several of our businesses, SecAnim and SARVAL, for instance, we withdraw water from raw materials in the production process, which we return to the natural cycle after respective treatment. In Spain our discharge of cleansed water exceeds water withdrawn by a ratio of 2:1. We have own wastewater treatment plants in many of our sites which relieve the municipal water treatment systems. Across the whole SARIA Group, more than 60 % of our total water discharge are treated by ourselves. Looking at our Organics2Power division, only nearly 90 % are achieved. In addition to having a positive net water balance in some locations, we make extensive efforts to reuse water from production processes efficiently.

We have found several pathways to increase the reuse of water, which allows us to save big amounts of fresh water. In the Brittany, France, we already cover 72 % of our water needs through recycling thanks to two reverse osmosis units. At Bioiberica in Spain, 20 % of the treated water are already reused on site. In the short term, we want to increase the water recovery to 50 %, for example, to irrigate the company's green areas, and by 2030 we aim to achieve 75 % water recovery at Bioiberica.

At Daka ReFood, processing food waste from restaurants, commercial kitchens and private households requires substantial amounts of water. Moreover, the containers used in the process have to be kept in perfect sanitary condition, which is not possible without water. To minimize the extraction of groundwater for these tasks, our buildings have been designed in a way that facilitates the use of rainwater, and expanded this solution in 2021.

Reusing and Reducing Waste

At SARIA, we have a very special relationship with waste. Reusing materials that others throw away is essential for our value creation. Thus, we have to admit that we often do not consider residual materials as waste, unless it is being produced in our own operations. When this is the case and we have found no way to make a certain process free from waste, we take every effort to reduce the respective waste generation.

A remarkable example of this is our approach to handling auxiliary materials at Bioiberica in Spain. Thanks to closed loops and thus infinite circle batches for solvents, we are able to recover and reuse the production auxiliaries again and again. For some solvents we have already achieved less than 1 % loss, which allows us to significantly reduce the use of new solvents. By 2030, Bioiberica aims to reduce solvents use by 70 % compared to 2021.

While reducing waste is important, it will never be satisfying for us at SARIA. We are constantly driven by the desire to let nothing go to waste, and always look for innovative ways how to keep natural materials flowing in cycles. Circular economy is at the core of our business model, as we will explain on the following pages.



/ Circular Economy

Keeping All Materials in a Cycle

The linear “Take – Make – Waste” industrial processes, still prevalent in global manufacturing, create unprecedented challenges for humanity against the background of finite natural resources. At SARIA, right from the start of our company, our philosophy has been a different one. For us, all materials, whether raw or processed, are precious, offering a vast range of opportunities. What others throw away, we do not consider as waste but as the basis for creating something new. What better way of generating business and social value could there be than keeping things flowing in a cycle?



Connecting the Circles

SARIA's business model is based on a circular economy approach. We have been building and growing our group with the aim of seamless integration of our different business areas to create cohesive value chains. While their uniting element is to (re)use valuable organic materials to make a meaningful contribution to a sustainable development, each of our divisions is designed to address specific customer needs and to make the most out of the different resources. To achieve this, we seek and manage to close the loops of different material flows.

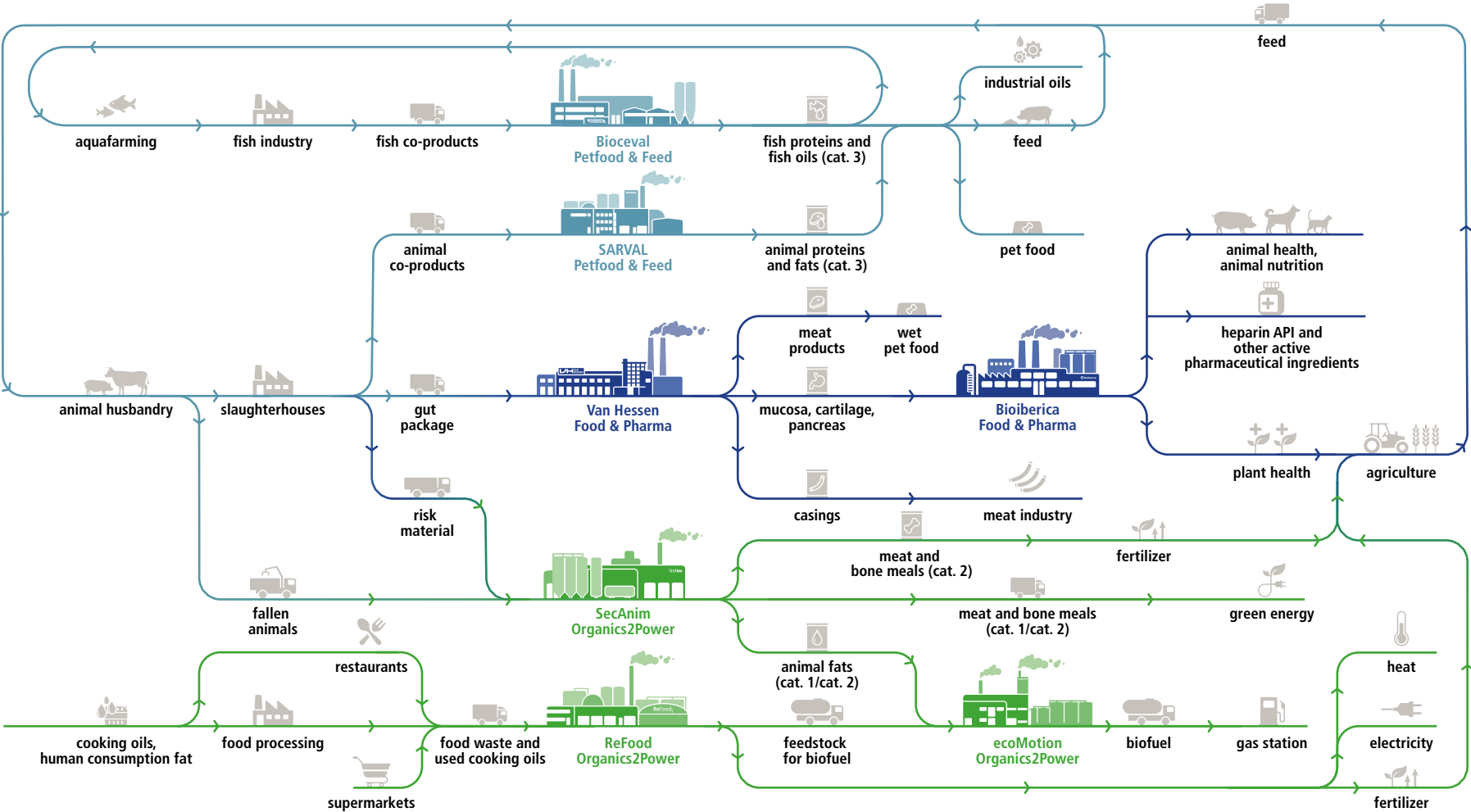
With our Organics2Power division, SARIA produces climate-friendly energy – both electricity and heat as well as biogas and biofuel. The cycle starts with our secure and reliable services to collect risk material and fallen animals from farmers and slaughterhouses on the one hand, as well as food waste and used cooking oils from restaurants, supermarkets and many more, on the other. We process the collected materials and turn them into valuable outputs that are used as raw materials mainly within our own company, with ReFood and SecAnim supplying the input for our ecoMotion activities. Part of the energy produced is used for our own facilities, a good example of how the circular approach also applies to our operational processes. Aside from green energy, we also produce fertilizer, going back to the agriculture industry and thus closing the loop. Another field of business is the production and distribution of frying oils to restaurants and the food industry, which then become part of the collection process again later on.

Through SARVAL and Bioceval, both belonging to our Petfood & Feed division, SARIA takes co-products from the meat and fish processing industries, and turns them into high-quality fat and protein components. They are supplied to various customers, including pet food manufacturers and the oleochemical industry, and create a sustainable food source for livestock and pets that places no pressure on the human food chain. Again, the flow of materials is circular: Bioceval is producing fish proteins and oils from fish co-products that are used for aquafarming in the fish industry; SARVAL's animal proteins and fats are used to produce animal feed, which, through animal husbandry farms, also remains in the cycle.

Van Hessen and Bioiberica, forming our Food & Pharma division, have connected value chains because Van Hessen supplies the raw materials that Bioiberica needs to manufacture various products for improving people, animal and plant health and well-being. While active pharmaceutical ingredients (API) extracted from cartilage, mucosa and pancreas find their ultimate use in medical care, co-products from the extraction process can be reused to create additional valuable products for animal health and nutrition. In line with our circular approach, our ultimate goal is to keep everything we work with in the loop. By 2030, we want to reuse 95 % of our Bioiberica co-products and only let 5 % go to waste.

They are also used to manufacture products for plant health, utilized in the agricultural sector and thus closing the cycle to the meat industry through animal husbandry farms. In addition to extracting raw materials for the pharmaceutical industry, Van Hessen is also a leading global player in the harvesting, processing and distribution of natural casings and other high-quality meat products for the meat industry. We also supply meat products to the pet food industry, complementing our SARVAL portfolio. Again, we strive to use the different raw materials in their entirety, contributing to a sustainable use of scarce resources and generating value for our business partners and for us.





Closing the Loop

At SARIA, our business model is built on a circular economy approach. We systematically develop our strategy and our processes based on the philosophy that natural materials should flow in a cycle – to make a meaningful contribution to a sustainable development and to generate value for our business partners and for us.

Enhancing Cradle to Cradle Further

Just because the philosophy of a circular economy is deeply embedded in our DNA does not mean that we do not continuously seek to improve. And in that regard, running around in circles is not our favorite approach because we want to make systematic progress. This is why we keep expanding and enhancing our efforts to make sure that all the materials in our value chain are kept in the cycle. And when we work with them, we want to do so as efficiently as possible.

A good example for continuous process improvement is our new ReFood site in Trossingen, Germany. A major challenge when recycling food waste is separating the packing material from the packed food itself. Recognizing this challenge, new governmental regulation is to be enacted, requiring the strict separation of packaged and unpackaged food waste at all stages from collection to transportation on to processing. To account for these pending changes, we have taken innovative steps and introduced two separate processing lines: one for unpackaged foodstuff such as leftovers collected from restaurants and hospitals, and one for packaged goods such as expired products from retailers often wrapped in plastic. While unpackaged stuff is processed in the usual way, ReFood uses a state-of-the-art paddle depacker to separate packaging from organic material even more strictly, so the latter can be used as pure biomass for the production of biogas.

The ReFood plant in Benet, France, takes the separation of the packaging material even further: The local team there recently developed the so-called “Iron Line”; the purpose of this machine is to separate the organic part of the waste from its iron packaging. The metal can be recovered through a refined recycling process, while the organic part is used for the production of biogas as in our other ReFood plants.

In Poland, we are currently building a new ReFood plant which is planned to go into service in 2023. With this new facility, the collected material can be recycled even more efficiently and in larger quantities, which is in line with our efforts to protect natural resources.

The Impact We Create

The energy that can be generated from collected food waste is quite impressive. With our ReFood activities, we produce enough biogas to cover the yearly energy consumption of almost 90,000 households. Biogas from food waste, however, is not the only energy source that we can create from organic residues. While our SecAnim business is focused on the safe and hygienic disposal of potentially hazardous material of animal origin, the meat and bone meal we retrieve in the process can be used as an alternative fuel in the production of energy and cement. This way, we significantly contribute to climate protection, since this substitute for fossil fuels emits less CO₂-eq than its traditional counterparts. Even more impressive are the numbers for biofuel, which we produce from food waste and used cooking oil as well as from animal fats. Our 2nd-generation biodiesel emits up to 90 % less CO₂-eq than regular diesel. As we produce over 220 million liters of biodiesel every year, the contribution to protect our climate is remarkable.

Beyond energy, we have found other innovative ways to create value from materials that would otherwise be disposed. Since our aim is to keep all materials in a cycle, we also put the residues from biogas fermentation to productive use. They constitute a nutrient-rich fertilizer and do not require energy or precious raw materials in their making.

Due to its natural production method, our organic fertilizers were even awarded the EU Ecolabel. This is why it is gladly used by organic farms that seek to ensure an adequate content of nutrient for their organic crops. In Denmark, we have even managed to produce organic fertilizer tailored to the individual needs of our clients. In 2020, we launched a special mix for growing Christmas trees.

Another important impact we make through our circular approach is the protection of natural land and, with it, biodiversity. Reusing animal co-products that would otherwise go to waste, reduces the seizure of natural areas for the cultivation of feed protein, such as soya and palm oil. This helps to protect life on land and to counteract climate change.

Looking for Loops in the Years to Come

Becoming a pioneer is not possible without ambition. Remaining one also is not. Thus, we are always on the lookout for new loops we can close, and for opportunities how to close them even more efficiently.



Looking Back and Moving Forward

/ Looking Back and Moving Forward

At the Beginning of a Journey That Never Ends

At SARIA, we are also taking a circular approach to evaluating our sustainability performance and activities as well as to planning our goals and next steps. Looking back critically and assessing what went well and especially what did not go so well is essential for moving forward successfully. Once we have accomplished something, we do not rest, but challenge the new status quo. We consider individual and organizational learning as a vital element of making progress. In a diverse, multinational and rapidly growing group like ours, there is no one size fits all approach that can simply be repeated, in particular when considering the dynamic nature of sustainability.

Exemplary instruments and measures that were implemented in the reporting period (2020/21)

Promoting Values in Our Operations	Providing Sustainable Solutions
<ul style="list-style-type: none">- Code of conduct (Update)- "Compliance Basics" e-learning program for the entire group- Introduction of digital whistleblowing system- Tax strategy and tax guideline to ensure effective compliance with tax obligations, and manage tax risks in daily business- Data protection audits in each of our companies in Germany; e-learning as a mandatory element in the onboarding of employees in administrative roles- Set-up of sustainable procurement program, procurement governance structure and internal sustainable procurement policy- Supplier code of conduct- Digital solutions in supply chain, e.g., PIGUP&KO app and fully digital transport system at Daka SecAnim, webinars and open access trainings offered to customers by Bioiberica to improve biosecurity	<ul style="list-style-type: none">- Redesign of the organizational structure- Different formats for customer dialog, e.g., Farmers' Forum at Daka SecAnim- Opening of several new sites to ensure geographic proximity to customers- Product and process innovations- Joint ventures as an integral element of our business development- ESG-linked promissory note loan and ESG-linked factoring program- Collaboration with public and private research centers- Support of Global Feed LCA Institute (GFLI)- Participation in the Danish government's climate partnership for agriculture and food- Joint initiatives with national partners in Denmark and Germany to promote food waste reduction- Educational and health projects at our locations of business

**Exemplary instruments and measures
that were implemented in the reporting period (2020/21)**

Putting Our People into Focus	Protecting Our Planet
<ul style="list-style-type: none">- Group-wide KPIs and dashboards on safety, regular reporting to Executive Board- Awareness campaigns, e.g., Van Hessen safety principles and mascots- On-site safety trainings and e-learning- Group-wide fire safety policy (extension)- Advanced technology to promote health, e.g., robot for heavy lifting- Support of mental health aspects, e.g., access to psychological assistance in Spain, "Ommetje" program at Van Hessen- Partnerships related to safety aspects, e.g., with suppliers to enhance safety of equipment; with digital healthcare provider- Group-wide HR network- Leadership development programs, e.g., group-wide talent program NGN- Programs for young employees, e.g., vocational training and "dual studies" in Germany; "Génération Alternance" program in France; Van Hessen trainee program- Online language courses	<ul style="list-style-type: none">- Life cycle assessments- Certified energy and environment management systems, e.g., EMAS, ISO 14001, ISO 50001- Expert formats to share knowhow, e.g., Energy Round Table in Germany- Local awareness initiatives, e.g., training of truck drivers to drive fuel-efficiently in Spain, sustainability ambassador in Denmark- Sustainability session during onboarding, e.g., through a digital learning platform at ecoMotion Germany- Use of renewable energies, e.g., in Germany and Spain, installation of photovoltaic panels at Bioiberica in Spain- Constant modernization of our fleet, e.g., new trucks, mega trailers and tractor trucks- Projects and new technologies to enhance process efficiency, e.g., paddle depacker, "Iron Line"

Taking a Retrospective Look at 2020 and 2021

Reorganizing our sustainability management in the past two years was an important milestone for us. To ensure alignment with our new group structure, each division appointed a sustainability team to focus on the business-specific issues and challenges. At the same time, we established our group-wide sustainability function to deepen the interaction with our different stakeholders, generate synergies across divisions, and manage group-wide tasks like reporting.

Based on this combination, we have been able to considerably extend our understanding of the issues that matter to our stakeholders, where we stand and where there is potential to improve. On top of this, building a network with sustainability experts from business, consulting and academia provided us with critical feedback and constructive suggestions on what we need to address and how.

To foster internal and external stakeholder relations, we have also intensified our communication on sustainability. Collaboration processes with related functions have been introduced and are well established meanwhile. We have also increased the frequency, and enlarged the content which we communicate on different channels for different stakeholder groups.

Our sustainability report constitutes an important element in our communications strategy. And we continuously seek to improve it. For that purpose, we have streamlined the underlying processes, and enhanced content quality by consistently involving the sustainability experts across the group and its divisions, and collecting encompassing internal and external feedback.

We were also able to enlarge the scope of our report which now covers the entire SARIA Group and thus further increases transparency towards internal and external stakeholders.

Good reporting, in turn, is not possible without the use of meaningful key performance indicators (KPIs). This is why we have devoted extensive time to enlarge our portfolio of KPIs, and ensure consistent measurement. However, we have not taken these steps only to meet the growing demand of external stakeholders, such as legal authorities, EcoVadis or GRI, but also to get a better picture of our sustainability performance.

Putting the Spotlight on the Years to Come

Extending the range and depth of our sustainability KPIs consumed more time than we had estimated, which was another important learning. But our endurance paid off, since we now have data coverage for our entire group. This is our basis for a thorough analysis of what we have done so far and for optimizing our strategy and operations. To facilitate and streamline the process of data collection in the future, a state-of-the-art tool will be implemented. Last year's experiences will be particularly helpful when assessing different potential reporting tools, as we now have a clear picture of what we need. To be able to consolidate data and share information efficiently across the group and its divisions, we are aiming for a group-wide solution.

The existing data that have been collected so far will enable us to set ambitious quantifiable social and environmental targets, which will help to define milestones, and measure our progress in reaching them. Introducing a systematic process of defining goals and continuously monitoring their attainment is also on our agenda for 2022/23. This will cover short- and mid-term as well as long-term strategic goals.

Setting goals and tracking their achievement will further improve our internal and external reporting quality, which is another important objective for the near future. While this report has been a significant step for us, we want to create even more transparency for our stakeholders. For that reason, we will continue to expand our stakeholder dialogue. We will also enhance our materiality analysis for the next reporting period through a broader and deeper feedback from different stakeholder groups to determine the issues we need to address.

We are confident that these measures in terms of sustainability management, combined with our work on the issues that matter most to us and our stakeholders, will further increase our sustainability performance. With this in mind and to create an additional financial incentive for ourselves, all major new finance instruments of the SARIA Group will be linked to ESG criteria.

Our overriding aim is to continue integrating sustainability into all of our organizational systems. We are aware that sustainable value can be created best when we are successful to make sustainability a vital element in our strategy, structure and culture. In order to do so, we need to address all three dimensions of this triad equally. Developing a sustainability strategy and matching it with group and division strategies is important, but we also need to further strengthen the structures and processes we have in place to operationalize our strategy.

Making our strategy happen in our daily business, in turn, will not be feasible without the continuous effort to create awareness for sustainability among our people, and equipping them with the necessary skills and tools.

This holistic organizational alignment is our approach to accelerating a sustainable transformation of our entire group and our value chain. At SARIA, we know that coming full circle works best when you think beyond limits, which is why we will continue to be critical about what we do and how we could do even better, and further strengthen our network of sustainable partnerships to create a meaningful sustainable impact together.



/ GRI Content Index

General Disclosures

GRI Standard	Disclosure Number	Description and Content	Page in Report
GRI 102: General Disclosures 2016 (Organizational Profile)	102-1	Name of the organization SARIA SE & Co. KG	
	102-2	Activities, brands, products and services	8–10
	102-3	Location of headquarters Norbert-Rethmann-Platz 1, 59379 Selm, Germany	
	102-4	Location of operations	8
	102-5	Ownership and legal form SARIA is a wholly-owned subsidiary of RETHMANN SE & Co. KG.	
	102-6	Markets served	8–10
	102-7	Scale of the organization SARIA has international operations and over 200 sites, around 10,500 employees and a turnover of 2.96 billion euros.	
	102-8	Information on employees and other workers	2
	102-9	Supply chain	9, 58–59
	102-10	Significant changes to the organization and its supply chain During the reporting period, the SARIA Group fully consolidated several companies for the first time, acquired shares and deconsolidated companies. None of these activities had a major significant impact on our consolidated financial statements.	8

GRI Standard	Disclosure Number	Description and Content	Page in Report
GRI 102: General Disclosures 2016 (Organizational Profile)	102-11	Precautionary principle or approach SARIA applies the precautionary principle, which is especially reflected through our overall risk management. Furthermore, SARIA conducts various risk analyses for example in the field of compliance, supplier assessment and environment. In 2020 and 2021, a precautionary approach to the health and safety of our employees against the background of the global Covid-19 pandemic ensured continuous operations. This was especially important because some of our activities and services are classified as of vital importance to a nation's society and economy.	10
	102-12	External initiatives On a group level, SARIA is committed to the Sustainable Development Goals and publishes its sustainability report aligned with the GRI Standards ("Core"). Furthermore, SARIA's business units subscribe to various branch-specific or national initiatives. For example, as member of the European Fat Processors and Renderers Association (EFPPA) we support the statements of the EFPPA Sustainability Charter.	35–39

GRI Standard	Disclosure Number	Description and Content	Page in Report
GRI 102: General disclosures 2016 (Organizational Profile)	102-13	Membership of associations - SARIA Group: EFPRA (European Fat Processors and Renderers Association) - SARIA is a member of EBB (European Biofuel Board) - AGQM (Arbeitsgemeinschaft Qualitätsmanagement Biodiesel e.V.) - IFFO (Marine Ingredients Organization) - Van Hessen: INSCA (International Natural Sausage Casing Association) - SARIA France: member and sponsor of INEC (Institut National de l'Économie Circulaire) - and other national bodies	
	102-14	Statement from senior decision-maker	<u>6–7</u>
	102-15	Key impacts, risks and opportunities	<u>9–10, 11–17</u>
	102-16	Values, principles, standards and norms of behavior	<u>10, 19–21</u>
GRI 102: General Disclosures 2016 (Ethics and Integrity)	102-17	Mechanisms for advice and concerns about ethics Internal and external stakeholders of the SARIA Group can obtain advice and raise concerns (is possible anonymously) relating to compliance and integrity via the following link: https://saria.integrityline.org/index.php	<u>19–21</u>
	102-18	Governance structure	<u>8–10</u>
GRI 102: General Disclosures 2016 (Governance)			
GRI 102: General Disclosures 2016 (Stakeholder Engagement)	102-40	List of stakeholder groups Prior to the comprehensive materiality analysis in 2020, SARIA conducted a stakeholder analysis as foundation for identifying stakeholder requirements, and defining the risks and opportunities. SARIA Group's internal stakeholders: employees, Executive Board, works council, shareholders (Rethmann), other RETHMANN companies. SARIA Group's external stakeholders: customers of services & products, associations and organizations, public agencies, auditors, media/press, suppliers, government, neighbors, labor unions, financial institutions/banks, insurers, (potential) job applicants, energy suppliers, NGOs.	<u>15</u>
	102-41	Collective bargaining agreements 2020: 73,7 %, 2021: 74,5 % (excl. Van Hessen and Russia Group)	

GRI Standard	Disclosure Number	Description and Content	Page in Report
GRI 102: General Disclosures 2016 (Stakeholder Engagement)	102-42	Identifying and selecting stakeholders Key stakeholders were identified based on the results of the management system analyses. In addition, as part of implementing our SARIA Framework, more than 30 workshops were conducted in different countries; one exercise of these workshops was to identify key stakeholders, their needs and our solutions to meet them.	
	102-43	Approach to stakeholder engagement SARIA is convinced that sustainability is an act of partnership characterized by regular and intensive dialogue with internal and external stakeholders. In order to reflect the individual feedback of our various stakeholders, stakeholder engagement often takes place on a local level. On group level and with regard to this report, a comprehensive materiality analysis involving more than 200 stakeholders was conducted in 2020. The results still form the basis for the structure of this report.	<u>15, 35–39</u>
	102-44	Key topics and concerns raised The relevant topics and concerns that emerged from engaging with SARIA's stakeholders were incorporated into evaluation of the materiality analysis and have thus been integrated into this report.	<u>15–17</u>
	102-45	Entities included in the consolidated financial statements The report covers the entire SARIA Group and encompasses all divisions. If specific business units do not fall within the scope of this report regarding certain issues, it is explicitly noted. For the KPIs stated in this report, the entire SARIA Group with all its business units is covered, with the exception of few isolated sites. The coverage of the human resources KPIs related to the number of employees is 99 % (2020)/92 % (2021); the coverage of the environmental KPIs related to the number of production sites is 91 % (2020)/94 % (2021). For 2021, environmental data for the Russia Group were not available until the latest reporting date for this report. Thus, 2020 data were used as assumption for 2021.	
	102-46	Defining report content and topic boundaries The content of the report and the topic boundaries was determined based on the materiality analysis and further internal workshops within the network of sustainability managers at SARIA.	<u>11–17</u>

GRI Standard	Disclosure Number	Description and Content	Page in Report
GRI 102: General Disclosures 2016 (Reporting Practice)	102-47	List of material topics	16–17
	102-48	Restatements of information	
		For the first time, SARIA's Sustainability Report covers the entire SARIA Group and encompasses all divisions. Due to this enlarged scope, performance indicators are not comparable to the previous report.	
	120-49	Changes in reporting	15–17
	102-50	Reporting period	
		2020/2021	
	102-51	Date of most recent report	
		2021	
	102-52	Reporting cycle	
		Every two years.	
	102-53	Contact point for questions regarding the report	
		sustainability@saria.com	
	102-54	Claims of reporting in accordance with the GRI Standards	
		This report has been prepared in accordance with the GRI Standards: Core option.	
	102-55	GRI content index	65–71
	102-56	External assurance	72

Compliance & Integrity

GRI Standard	Disclosure Number	Description and Content	Page in Report
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its boundary	19
	103-2	The management approach and its components	19–21
	103-3	Evaluation of the management approach	19–21
GRI 205: Anti-Corruption 2016	205-1	Operations assessed for risks related to corruption	20–21
		As part of the compliance risk assessment reviewed in 2021, the entire group was assessed for risks related to corruption. In addition, on-site audits are conducted for the most at risk operations.	
	205-2	Communication and training about anti-corruption policies and procedures	20
	205-3	Confirmed incidents of corruption and actions taken	
		No notifiable incidents in 2020 and 2021.	
GRI 207: Tax 2019	207-1	Approach to tax	21
GRI 307: Environmental Compliance 2016	307-1	Non-compliance with environmental laws and regulations	
		No notifiable incidents in 2020 and 2021.	
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	
		No notifiable incidents in 2020 and 2021.	
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	
		SARIA has not identified operations or suppliers in which employees' rights to exercise freedom of association or collective bargaining may be violated.	

GRI Standard	Disclosure Number	Description and Content	Page in Report
GRI 408: Child Labor 2016	408-1	Operations and suppliers at significant risk for incidents of child labor No incidents confirmed in our own facilities in 2020 or 2021. SARIA respects human rights in strict accordance with the European Convention on Human Rights (ECHR). We explicitly condemn child labor. The minimum age for admission to employment shall be as set out in the respective national legislation or collective bargaining agreements – provided these comply with the Minimum Age Convention adopted by the International Labour Organization (ILO). There is no substantial risk of child labor being used within the SARIA Group's supply chain, as the majority of our suppliers are based in Europe. Additionally, SARIA suppliers must commit to the supplier code of conduct from 2022 which explicitly addresses child labor.	
GRI 409: Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor No incidents confirmed in our own facilities in 2020 or 2021. SARIA respects human rights in strict accordance with the European Convention on Human Rights (ECHR) and therefore rejects forced labor of any kind. There is no substantial risk of forced or compulsory labor being used within the supply chain, as the majority of our suppliers are based in Europe. Additionally, SARIA suppliers must commit to the supplier code of conduct from 2022 which explicitly addresses forced or compulsory labor.	
GRI 412: Human Rights Assessment 2016	412-1	Operations that have been subject to human rights reviews or impact assessments As part of the compliance risk assessment reviewed in 2021, the entire group was assessed for risks related to human rights. In addition, on-site audits are conducted for the most at risk operations. With the background of the "Act on Corporate Due Diligence Obligations for the Prevention of Human Rights Violations in Supply Chains" ("Lieferkettensorgfaltspflichtengesetz"), SARIA will also place focus on human rights in the supply chain.	20–21

GRI Standard	Disclosure Number	Description and Content	Page in Report
GRI 412: Human Rights Assessment 2016	412-2	Employee training on human rights policies or procedures SARIA implemented e-learning to administrative employees on social & ethics	20
	412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening SARIA has developed a contract clause for agreements with suppliers from 2022 onwards. The contract clause corresponds to the supplier code of conduct which, in turn, covers human rights aspects.	23–26
GRI 415: Public Policy 2016	415-1	Political contributions The SARIA Group does not make any donations to political parties.	
GRI 416: Customer Health and Safety 2016	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services No notifiable incidents in 2020 and 2021.	
GRI 417: Marketing and Labeling 2016	417-2	Incidents of non-compliance concerning product and service information and labeling No notifiable incidents in 2020 and 2021.	
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data In 2020 and 2021, SARIA identified one notifiable incident with regard to data protection. The incident was documented and reported to authorities, and appropriate measures were taken to prevent a recurrence.	
GRI 419: Socioeconomic Compliance 2016	419-1	Non-compliance with laws and regulations in the social and economic area No notifiable incidents in 2020 and 2021.	

Supply Chain Responsibility

GRI Standard	Disclosure Number	Description and Content	Page in Report
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its boundary	22
	103-2	The management approach and its components	22–28
	103-3	Evaluation of the management approach	22–28
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	25
	308-2	Negative environmental impacts in the supply chain and actions taken	
		Environment is one aspect of SARIA's standardized process for evaluating existing suppliers. Introduced in 2021, we are already seeing initial success with 99 suppliers assessed (indirect procurement). Existing suppliers are also addressed by means of the supplier code of conduct. In 2022, SARIA wants to further drive this process and utilize the findings by working together with suppliers on the identified potential for improvement.	
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	25
	414-2	Negative social impacts in the supply chain and actions taken	
		Social is one aspect of SARIA's standardized process for evaluating existing suppliers. Introduced in 2021, we are already seeing initial success with 99 suppliers assessed (indirect procurement). Existing suppliers are also addressed by means of the supplier code of conduct. In 2022, SARIA wants to further drive this process and utilize the findings by working together with suppliers on the identified potential for improvement.	

Customer Focus

GRI Standard	Disclosure Number	Description and Content	Page in Report
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its boundary	30
	103-2	The management approach and its components	30–34
	103-3	Evaluation of the management approach	30–34
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	2

Strategic Partnerships

GRI Standard	Disclosure Number	Description and Content	Page in Report
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its boundary	35
	103-2	The management approach and its components	35–39
	103-3	Evaluation of the management approach	35–39

Employee Health & Safety

GRI Standard	Disclosure Number	Description and Content	Page in Report
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its boundary	41
	103-2	The management approach and its components	41–45
	103-3	Evaluation of the management approach	41–45
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	41, 44
	403-2	Hazard identification, risk assessment and incident investigation	41–45
	403-3	Occupational health services	41–45
	403-4	Worker participation, consultation, and communication on occupational health and safety	41–43
	403-5	Worker training on occupational health and safety	42–43
		Due to our various business activities and the related different production lines and risks for health and safety, training is conducted within our business units to address the specific hazards.	
	403-6	Promotion of worker health	44
		SARIA's offer to the workers for non-occupational medical and health-care services differs from country to country.	

People Development & Empowerment

GRI Standard	Disclosure Number	Description and Content	Page in Report
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its boundary	46
	103-2	The management approach and its components	46–49
	103-3	Evaluation of the management approach	46–49
GRI 404: Training and Education 2016	404-2	Programs for upgrading employee skills and transition assistance programs	47–49
GRI 405: Diversity and equal Opportunity 2016	405-1	Diversity of governance bodies and employees	2, 49

Climate & Environmental Management

GRI Standard	Disclosure Number	Description and Content	Page in Report
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its boundary	51
	103-2	The management approach and its components	51–56
	103-3	Evaluation of the management approach	51–56
GRI 302: Energy 2016	302-1	Energy consumption within the organization	3
	302-4	Reduction of energy consumption The SARIA Group carries out plenty of measures to reduce our energy consumption and to enable more energy efficiency. These measures are regularly implemented on a national or site level, and show reduction of energy consumption for the respective project.	51–56
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	55
	303-3	Water withdrawal	3
	303-4	Water discharge	3
GRI 305: Emissions 2016	305-5	Reduction of GHG emissions The SARIA Group carries out plenty of measures to reduce our GHG emissions. These measures are regularly implemented on a national or site level, and show reduction of GHG emissions for the respective project.	51–56
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	56

Circular Economy

GRI Standard	Disclosure Number	Description and Content	Page in Report
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its boundary	57
	103-2	The management approach and its components	57–60
	103-3	Evaluation of the management approach	57–60
GRI 302: Energy 2016	301-2	Recycled input materials used SARIA's raw materials are usually organic residues or by-products of animal origin that can no longer be used in their original context. They are therefore materials that are declared as "waste" by the supplying company but which are recycled by SARIA.	57–58

Certificate



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