



Winning
together



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Van Loon Group



Van Loon Group Team of Directors, from left: Pieter Geraerts, CFO | Roland van Loon, CTO | Robert van Ballegooijen, CEO | John Habets, CHRO

Winning together

The war in Ukraine has also had a great impact on Van Loon Group. We saw a decline in our exports and an explosive rise in the cost of raw materials. Furthermore, we were suffering from the continuing effects of the Covid-19 pandemic.

By the first months of the year, we had already adjusted to the new situation. We mobilised our people to pull together, taking the view that we could only win if we worked together. For instance, our Commerce team and our Purchasing team made efforts to minimise the impact of higher costs. Internally, we took a critical look at a number of major projects and made choices on what we did and did not want to implement in 2022. And our top priority was to pay more attention to keeping our people inspired and committed. A concrete example of this is setting up the Young Van Loon Group, a networking club for young Van Loon colleagues under the age of 35.

More focussed strategy with a new team of directors

In the final quarter of 2022, we reset our strategy with our management team, under the leadership of our new CEO Robert van Ballegooijen. Our ambition: Van Loon Group is a market leader in meat and convenience food, acting as supply

chain director to make more sustainable food accessible for all. Acting as market leader in sustainability is our focus area in this and it continues to make us stand out. At the beginning of 2023, we are therefore starting preparations to join the Science Based Targeting Initiative (SBTI). This will allow us to set scientifically underpinned objectives for reducing greenhouse gas emissions in our supply chains, enabling us to comply with the Paris Climate Agreement.

Friends of Van Loon Group Live

In spite of all the uncertainties in the market and the turbulent year that 2022 was, we were able to close the year positively. In 2021, Van Loon Group had existed for 50 years. Due to the pandemic, we could only celebrate this special milestone in style in September 2022. Together with all our colleagues, their partners and a number of our business contacts, we marked the occasion with a fantastic party, 'The Friends of Van Loon Group Live'. More than 15 top artists made it an unforgettable evening. As is customary, we shone a spotlight on our employees celebrating special work anniversaries. My brother Erik and I expressed our sincere thanks for all their efforts and loyalty over the years.

Roland van Loon - CTO Van Loon Group

Van Loon Group

Facts & figures 2022

Turnover



1 billion

2,500 employees



2,500

Production



229 mln

SKUs per day



1,300

550

Trays per week



4,900,000

11 production sites



11

Highlights 2022



Meat Friends



JANUARY

Van Loon Group introduces a user-friendly self-service HR program (AFAS), with an app included.

-

The financial department goes live with the new ERP system Microsoft Dynamics 365.

FEBRUARY

100% of our pig farmers participate in our Varken op z'n Best (VOB: Pork at its Best) scheme.

-

All Covid-19 measures are scrapped.



MARCH / APRIL

Start of the Young Van Loon Group networking club for all young Van Loon colleagues under the age of 35. The aim is to inspire our young colleagues, make them proud and loyal to our company. In the course of the year they visit all the Van Loon sites, go on field trips to our farmers, supply chain partners and other suppliers.



MAY

Meat Friends Best celebrates its 12.5-year anniversary.

-

Publication of the CSR Annual report 2021.





JUNE

Van Loon Group presentation at the PLMA Trade Show in Amsterdam.



JULY / AUGUST

Introduction of our new employee manual.
 - First VOB pig farmer receives feed with processed animal protein instead of soy.



SEPTEMBER/OCTOBER

Friends of Van Loon Group Live party to celebrate our 50th birthday.
 - On 1 October, Robert van Ballegooijen started as the Van Loon Group's new CEO.



NOVEMBER / DECEMBER

In November and December, all employees receive a delicious food package consisting of our own Van Loon Group products.
 - Enkco goes live with Microsoft Dynamics 365.
 - Van Loon Group's reset strategy until 2027 determined. Our ambition for Van Loon Group is to be market leader in meat and convenience food by acting as supply chain director, making more sustainable food accessible for all.

Van Loon Group

Van Loon Group is an enterprising family business from North Brabant. It consists of specialised businesses that have been making the tastiest and most sustainable meat products and convenience products for over 50 years.

Our mission statement

Together with our customers, we win by making the most sustainable and delicious products available to all.

Our vision

Our team of motivated employees works every day to improve and deliver the best, tastiest and most innovative products to the consumer via a range of channels. By improving the sustainability of our business and our supply chains a little every day, we are a market leader in sustainability.

Our ambition

Van Loon Group is a market leader in meat and convenience food, acting as supply chain director and making more sustainable food accessible for all.

Our strategic principles

Motivated employees

We strive for a motivated and proactive culture by inspiring, helping and challenging each other to get better every day.

Market leader in sustainability

We stay ahead of the rest by improving the sustainability of our business and our supply chains a little every day.

Operational Excellence

We produce food-safe, affordable products with integrity by standardising and automating everything possible and differentiating where necessary.

Growing with our customers

We grow together with our existing and new customers by proactively using our knowledge to enable our customers to enjoy the best and most innovative products.

Our core values



Improving every day

Van Loon Group has been focussing on the question of how to improve since 1971. Collaborating more effectively in the supply chain. Producing more efficiently and more sustainably. That is why we are continuously innovating, testing and learning. Day after day. To offer our customers and end users the absolute best.



Proactive and creative

We search for solutions where others see threats. We invest in a culture of entrepreneurship. We work to achieve the best results by producing smarter innovative ideas every day.



Focused on the future

Van Loon Group is an integral part of society and accepts its responsibility for the world of tomorrow. We shape the future from a foundation of sustainable relationships with colleagues, customers and suppliers. Always with respect for people, animals and the environment.



Winning together

We are proud of our family history, working together since 1971 with a team of motivated employees who understand that working together is essential if you want to win. We are not afraid to stick our necks out and to take responsibility. We demonstrate decisiveness and determination, proving we have a winning mentality.

Our companies



Van Loon Group's headquarters is in Son en Breugel. The group consists of 9 specialised producers of meat products and convenience products at 10 production facilities spread throughout the whole of the Netherlands.



www.vanloonvlees.nl

Van Loon Meat supplies an extensive range of pre-packaged meat products and meat substitutes to the international retail market. We deliver this from our ultra-modern production site on the Ekkersrijt Industrial Zone in Eindhoven/Son.



www.meatfriends.nl

Meat Friends supplies pre-packaged meat products and meat substitutes to the retail market. The business has production sites in Beilen and Best. Meat Friends gives its all for its customers. The business is extremely flexible in response to customer requests and outstanding at developing new meat concepts.



www.brandenburgculinair.nl

Brandenburg Culinary Butchers offers its customers tailor-made meat concepts such as oven-ready meat dishes, BBQ products and other specialities. Brandenburg's Culinary Ham and Culinary Pork have forged a position at the forefront of the Dutch retail market.



www.pro-messa.nl

Promessa has great expertise in the meat processing field. This successful modern butcher is innovative and invests continually in new ranges, production lines and packaging options.



www.nomeattoday.com

No Meat Today Company is the best partner for tasty meat substitutes for retail, the catering industry and industry. It supplies semi-finished products, end products and brand licensing (The Blue Butcher) in the meat substitute sector. The business collaborates globally with supermarkets, catering businesses, industry and brand manufacturers.



www.enkco.com

Enkco sells chilled and quality frozen products to customers in the catering industry and the B2B market, including burgers, meatballs, sausages and other convenience products.



www.bonfait.nl

Bonfait produces and sells chilled ready meals, meal components, salads, pasta salads, soups and sauces. Bonfait's strength is creating innovative ready meals in response to its customers' wishes and needs. Its customers include fresh food speciality shops, supermarkets and institutional clients within Europe.



www.beststarmeat.nl

Best Star Meat supplies pork, amongst others to industrial customers. In addition, in its role of supply chain director, it maintains all our contacts with the livestock farmers who are contracted to Best Star Meat.

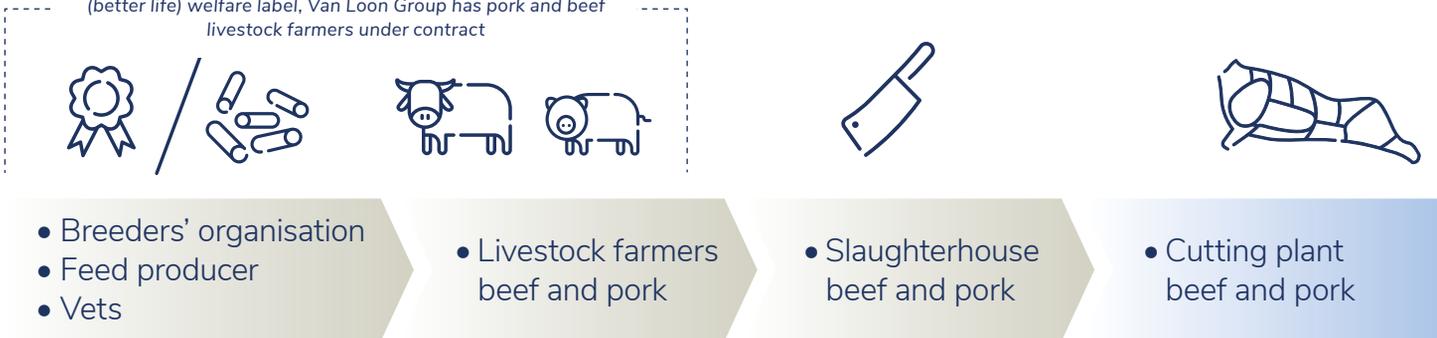


www.verheyvlees.nl

Verhey Meat specialises in professional processing of cattle originating from the dairy industry. The high-tech production location in Nuth has high standards for processing cattle carcasses, butchering, packaging and labelling them to customer specifications. Verhey Meat Excellent focusses on processing and fine-grained distribution, particularly of Irish beef and 2-star Beter Leven (better life) welfare label beef.

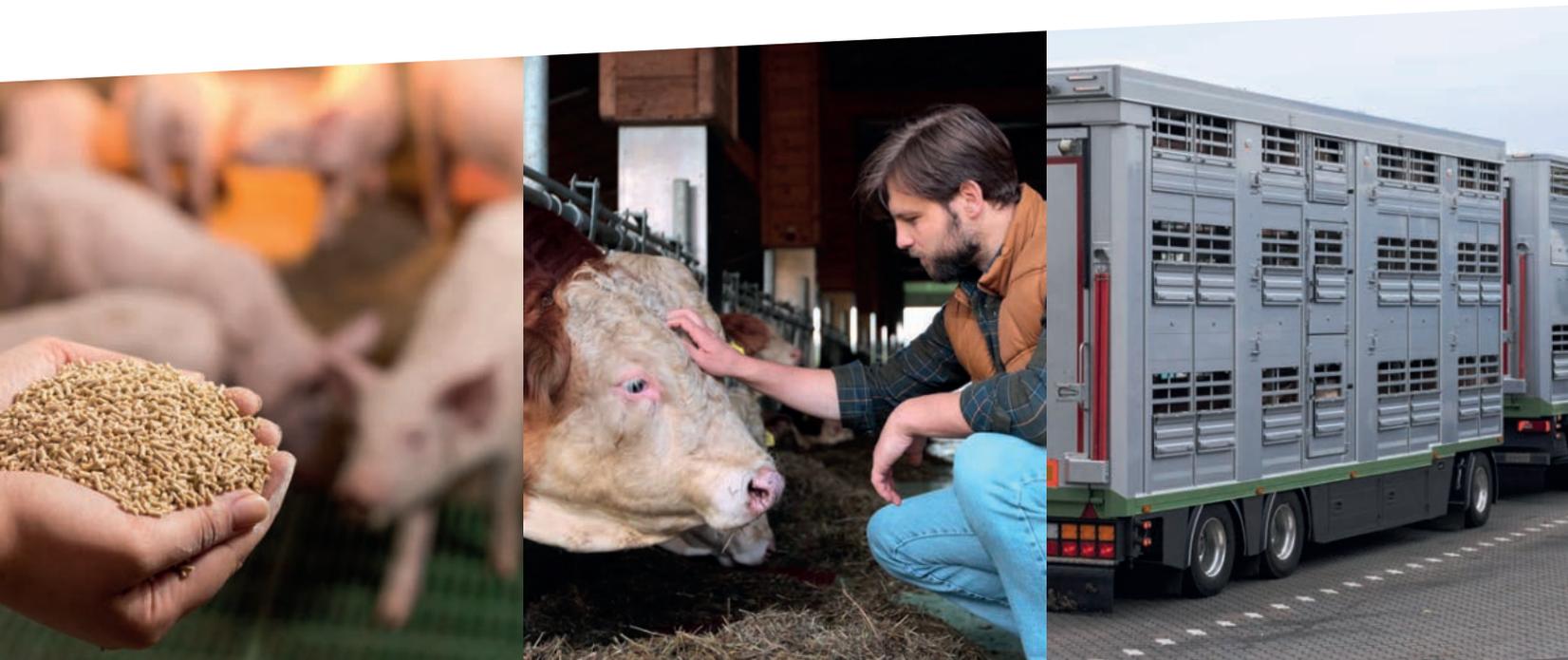
Value chain

In its role as certified supply chain manager for the Beter Leven (better life) welfare label, Van Loon Group has pork and beef livestock farmers under contract



Purchasing of primal cuts: veal, poultry, lamb, game

Parts of the value chain where Van Loon Group is active: ■ directly active ■ indirectly active





Fresh meat products



Minced meat products



Cooked meat products



Packaging and labelling



Storage



• Processing

- Retail
- Catering
- B2B

• Consumer



Stakeholders

As a producer of meat products and convenience food, Van Loon Group plays a crucial role in the supply chain. Cooperation with stakeholders is essential for the success of our business.

The most important direct stakeholders are our colleagues, customers, livestock farmers and slaughterhouses. We aim to actively involve these stakeholders in the design of our sustainability programme. We closely follow sustainability trends in the Netherlands and abroad, in part by remaining in

conversation with our customers and following market analysis. We have the ambition of increasing the active involvement of our most important stakeholders as we continue to shape our sustainability policy.





CSR principles and CSR themes

Van Loon Group's sustainability policy is based on 4 guiding principles. Relevant CSR themes are linked to each guiding principle, based on input from our stakeholders and consumer research.



CONSUMER AND HEALTH

In 2022 we can see that the trend for convenience is continuing to increase for the Dutch public. We do not have much time to cook, increasing demand for ready-made meal solutions. In addition, health and sustainability remain important themes, but enjoyment is at the forefront. Choosing to eat healthily is what tends to suffer when time is tight. As a food business, we respond to these consumer wishes with our sustainable and tasty meat products and convenience products. We are continuously striving to make our products healthier and thinking up innovative solutions that meet the demand for convenience. Safeguarding food safety is obviously part of this. Consumers and customers must be able to have complete confidence in this.

CSR themes related to Consumer and Health

- Food Safety
- Organic meat
- Salt, sugar and fat content
- Antibiotic use
- Losses and food waste
- Protein transition

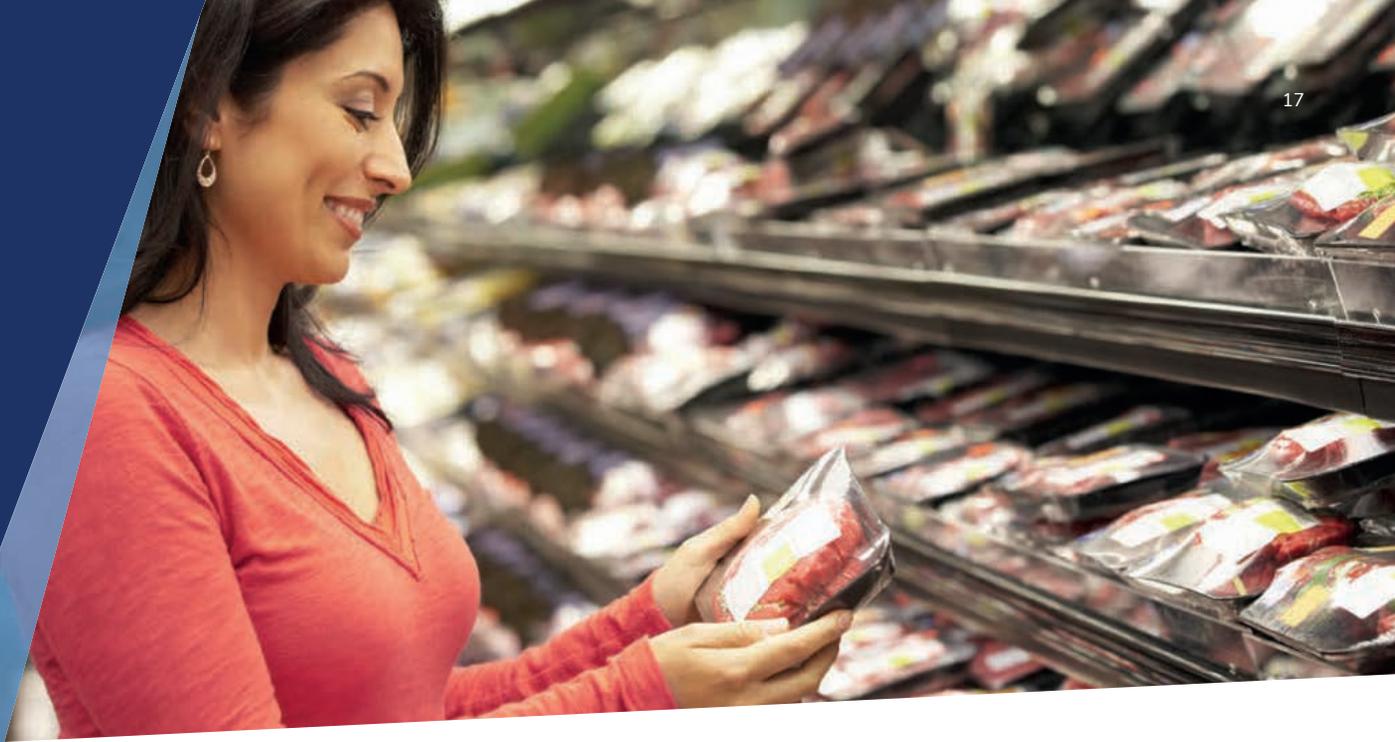


SUSTAINABLE PRODUCTION

Sustainable production is the norm for us. As a family business, Van Loon Group has been addressing the question of how we can do business more sustainably every day, for over 20 years. This has made us the market leader in sustainability. In our businesses, we have already taken major steps such as switching to natural refrigerants in our facilities, replacing lighting with LEDs and extending the installation of solar panels to all our sites. Moreover, we constantly communicate about sustainability within our company, thus stimulating our employees to behave sustainably.

CSR themes related to sustainable production

- Water
- Waste
- Sustainable energy generation & energy efficiency
- Packaging materials
- Greenhouse gas emissions



SUPPLY CHAIN MANAGEMENT AND ANIMAL WELFARE

Successful sustainable and humane business is only possible if this is embedded throughout the entire supply chain. As certified supply chain manager, Van Loon Group ensures that the required methods are carried out correctly by every link in the supply chain. We are supply chain director for both beef and pork. A significant part of our beef is 2-star Beter Leven certified and 100 % of our pork is 1-star Beter Leven certified. In 2022, 100 % of our pig farmers are participating in Pork at its Best (VOB) and we worked on an updated VOB manual that came into effect in January 2023. This has enabled us to take effective steps in the areas of health, carbon footprint and transparency in the supply chain.

CSR themes related to the principles Supply Chain Management and Animal Welfare

- Adding value to sustainable products
- Animal welfare
- Transparency and product integrity
- Sustainable soy and palm oil
- Local sourcing



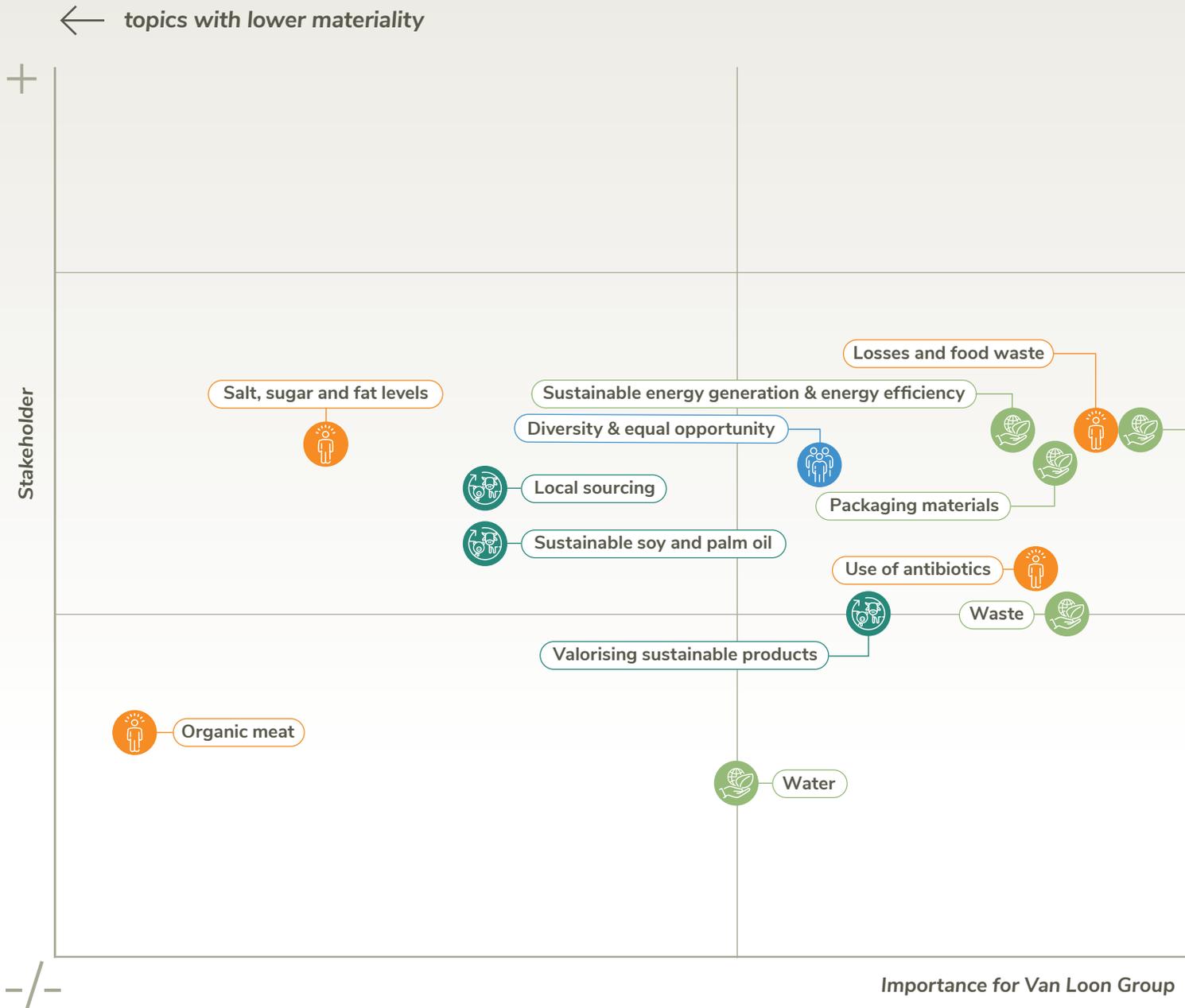
EMPLOYEE SAFETY & WELFARE

Our employees are our assets. We continually strive to create a safe, healthy and interesting working environment. This means that we provide a safe and pleasant working environment as well as encouraging our employees to adopt a healthy lifestyle. By showing an interest in and listening to our employees, we have the aim of keeping them inspired and committed. We give our employees room for personal development. At the Van Loon Campus, employees can not only follow the training they need for their work, but the Campus also offers them the opportunity for personal growth and development.

CSR themes related to the principles Employee Safety and Welfare

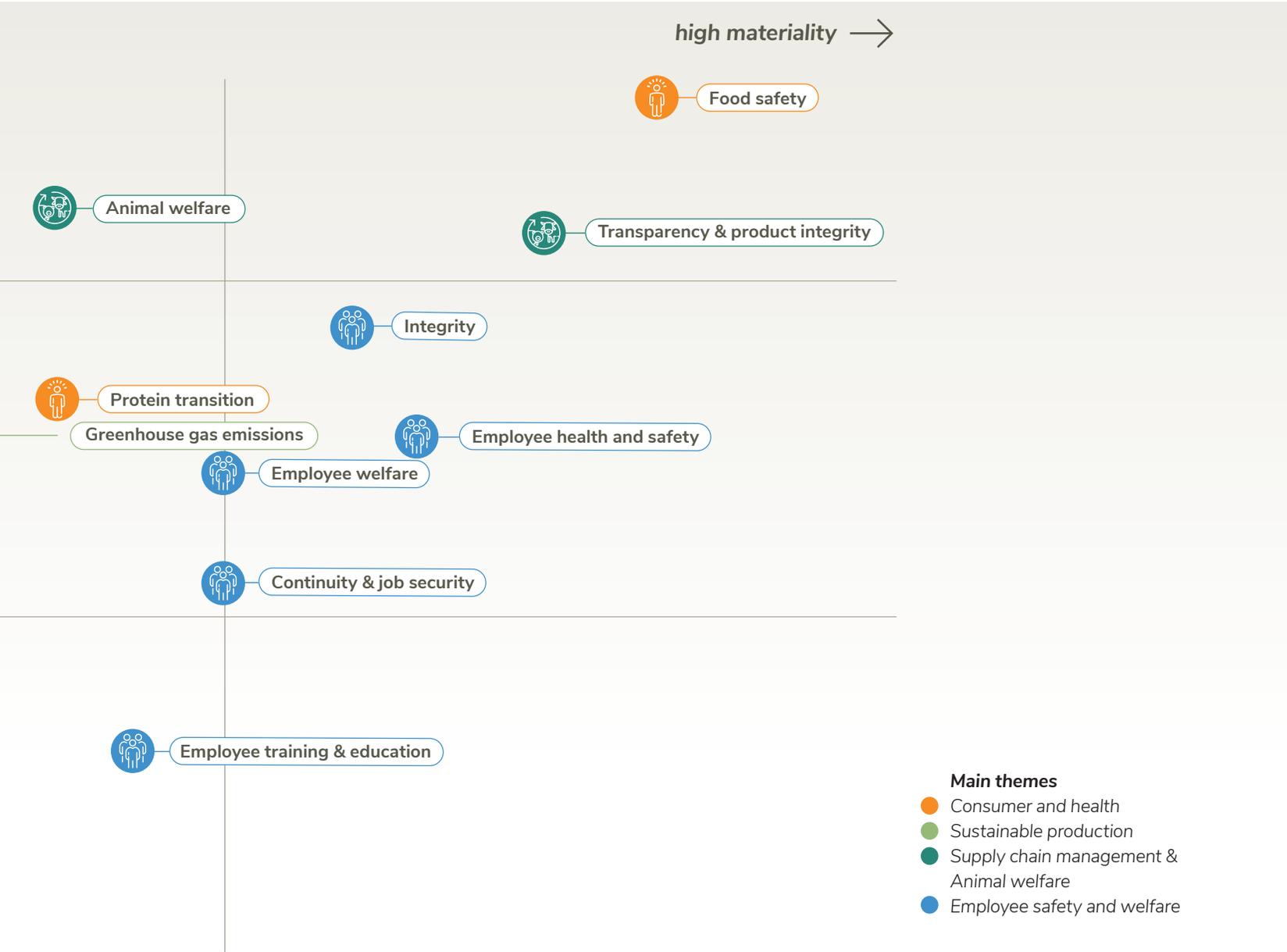
- Employee training & study programme
- Diversity and equal opportunity
- Continuity and job security
- Employee welfare
- Employee health and safety
- Integrity

Materiality analysis



We regularly recalibrate our materiality analysis with internal and external stakeholders. Topics on the top right have the highest materiality and topics on the bottom left are of less material significance.

All materiality topics are addressed in this CSR report. The following pages describe in detail what we achieved in 2022 for each CSR theme.



CSR GUIDING PRINCIPLES

Highlights 2022



CONSUMER & HEALTH

Improved food safety

- We have conducted a survey of all our permanent employees to find the food safety and quality baseline position.
- Verhey Meat is now also IFS-certified.

Organic meat

- We processed 12 % more organic meat than in 2021. The greatest growth is in processing organic pork from our own supply chain. This rose by over 46 %.

Reduction of sugar and salt

- We introduced major improvements in the product groups 'precooked hamburgers' and 'precooked saté schnitzels'. On an annual basis this achieves a reduction of 1,500 kg of sugar and 560 kg of salt.

Combatting food waste

- In 2022 we supplied the Dutch foodbanks with a total of 374,000 kilos of free products, around 253,000 kilo of which was specially produced for the foodbanks. At a standard portion weight of 80 grams, this is over 4.6 million consumer products.



SUSTAINABLE PRODUCTION

Saving energy sources

- The new cooling installation using heat recovery at Verhey Meat from 2021 has achieved a reduction of almost 100,000 m³ of gas in 2022.
- In 2022 we generated 2,801 MWh ourselves. Compared to 2021, this is an increase of 13 %. In percentage terms, this was 5.8 % of our total power usage.



Packaging

- At our site in Son, 53 tonnes of backing paper from labels was recycled. This delivers a saving of 101 tonnes of CO₂.
- Almost all of our retail customers have changed their mince packaging from topseal tray packaging to flow wrap packaging. Depending on the size of the package, this conversion has achieved a 50-70% reduction in plastic usage.





SUPPLY CHAIN MANAGEMENT & ANIMAL WELFARE

Varken op z'n Best scheme

- In 2022, in collaboration with accountant ABAB, we drew up a new cost model for our pig farmers. This model gives us insight into the actual costs and benefits of the Beter Leven welfare label for pig farmers. This forms the basis for fair price setting for pig farmers in the VOB program to compensate their efforts in animal welfare and sustainability.
- At the end of 2022, we introduced the newly developed web app VOB-Online. The results relating to hygiene, management, animal welfare and animal health will be updated at every visit from the vet, feed advisor and Best Star Meat itself.
- Last year, together with the AgruniekRijnvallei cooperative advisory organisation, we started a pilot with 12 pig farms to gradually replace the amount of soy in pig feed with Processed Animal Protein (PAP).



WELZIJN & VEILIGHEID MEDEWERKERS

Medewerkerstevredenheidsonderzoek

- In September, we carried out our third Employee Satisfaction Survey for all of the group's businesses. We are using the results to help us to keep our employees enthusiastic. We are working towards being one of the top 3 Best Employers in our sector.



Employee health and safety

- In 2022 the ESH manual (for safety) was completed and we designed the roadmap for its introduction at all sites. This fits in seamlessly with our reset strategy. In order to implement this, we have released extra funds from within the group to cover personnel and resources.
- In 2022, we invested over 350,000 euros to minimise potential safety risks and to improve working conditions. For instance, at Bonfait and Best Star Meat, scissor lifts and backsavers were installed to limit the physical stresses on our employees. At Meat Friends in Best, a tool lift system and an adjustable format system were installed with the same goal.



Van Loon Group 50th anniversary

- On 1 November 2021, Van Loon Group had existed for 50 years. We had a major celebration of this with all our employees on 24 September 2022. We all enjoyed a fantastic party, together with all our colleagues, their partners and a number of our business contacts. More than 15 top artists made it an unforgettable evening. As is customary, we shone a spotlight on all those with a special work anniversary up on the stage and speeches were given by Erik van Loon, owner and chairperson of the Supervisory Board and Roland van Loon, member of Van Loon Group's team of directors.



Introduction to CSR principles and themes

The following sections present more detail about our CSR guiding principles by explaining how we are contributing to each theme and the ambitions or aims we have for the theme in question.

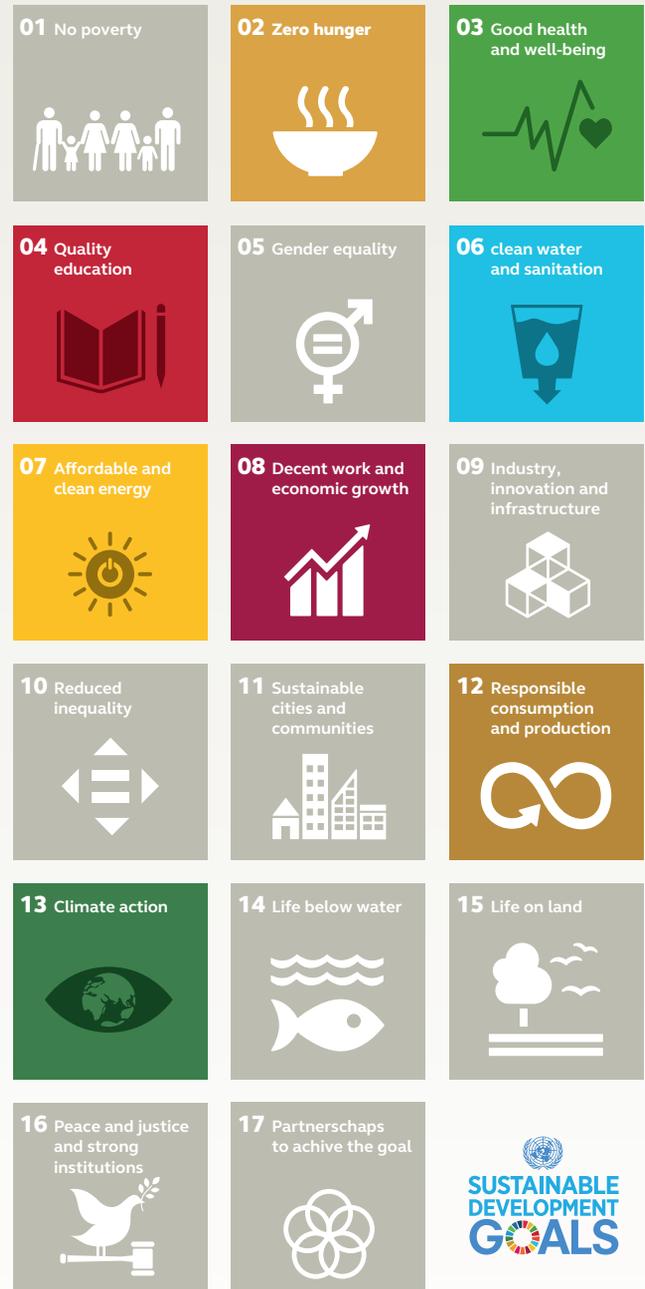
We report our figures for the various themes and explain them here. We also link our themes to the United Nations Sustainable Development Goals (SDGs).

Unless otherwise indicated, the figures in this report relate to all companies that were part of Van Loon Group for the entire year of the relevant year.

Contributing to the United Nations Sustainable Development Goals

As a business, Van Loon Group is an integral part of society and the world. We wish to contribute, wherever possible, to the 17 Sustainable Development Goals defined by the United Nations. These determine the worldwide sustainable development agenda between 2016 and 2030.

Van Loon Group contributes to Sustainable Development Goals 2, 3, 4, 6, 7, 8, 12 and 13



Consumer and Health



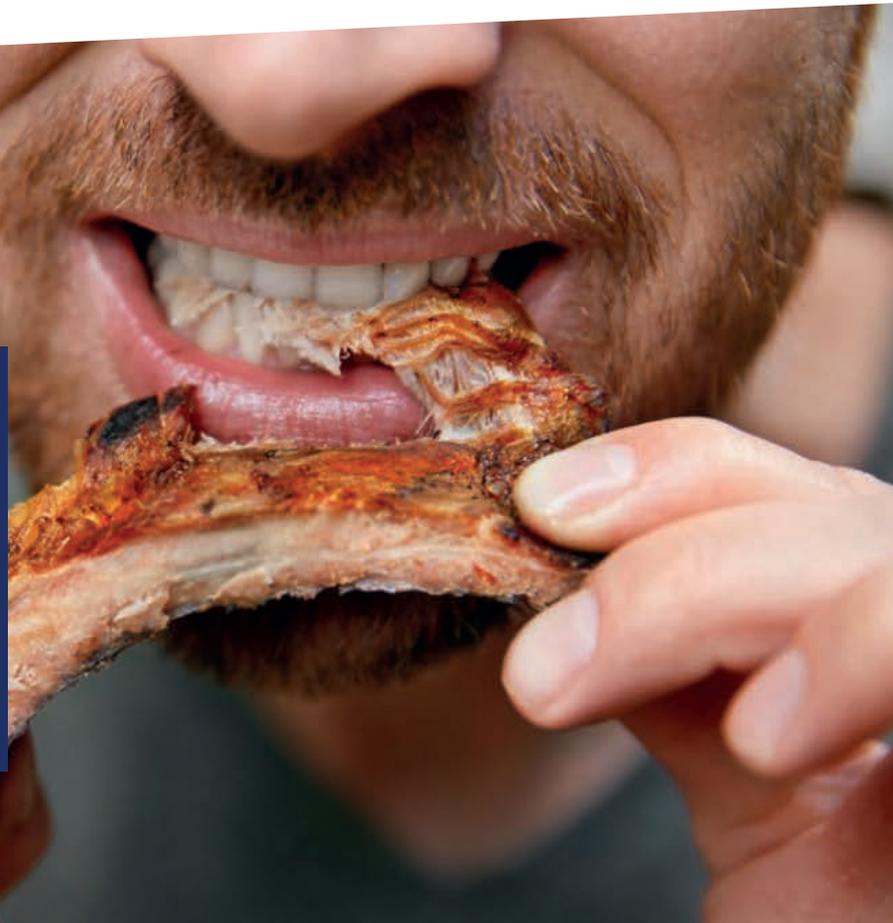
Under our Consumer and Health guiding principle, we focus on a number of ambitions. In the past year, we have made various products healthier by reducing sugar, salt and the number of allergens. It goes without saying that food safety continues to be as important as ever to us.

In addition, we are collaborating with our supply chain partners to reduce antibiotic use in pork as much as possible. Together with our customers, we are also increasing the proportion of organic meat.

We are contributing to the protein transition. In 2021 we introduced our first FiberFort™ products, vegetarian products based on goat's milk and virtually indistinguishable from chicken. Outside the Netherlands in particular, there is a demand for vegan/plant-based products. In 2022 we further developed FiberFort™ to produce a vegan variant using our own pea protein based fibre. In 2022 we started up production of this and the entire FiberFort™ range was replaced by this vegan variant.

AMBITIONS

- Contributing to the protein transition
- A transparent and sustainable pork supply chain
- Using natural ingredients in our products
- Quality certification at the highest level
- Embedding quality awareness in all layers of the organisation



CSR THEME FOOD SAFETY

02 Zero hunger



Contribution to SDG 2.1

Why is this one of Van Loon Group's CSR themes?

Every day millions of consumers eat our products and they expect them to be safe and healthy. Safeguarding food safety is therefore an essential part of our work.

Boundaries

Our quality management system covers our suppliers, service providers, production processes, employees and the way in which consumers make use of our products.

Ambition

As one of the foremost producers of fresh food in the Netherlands, Van Loon Group's policy focusses on ensuring that our products are safe, produced with integrity and meet our customers' quality specifications.

Van Loon Group adheres to all relevant laws and regulations and customer requirements. Our internal quality norm for all our production sites is certification at IFS Higher Level (International Food Standard). This allows us to demonstrate that we meet the highest food safety standards. Moreover, we aim for all our suppliers to have GFSI (Global Food Safety Initiative) certification.

It is inevitable that micro-organisms are present in animal products. We therefore carry out large-scale monitoring of the bacteriological status of our ingredients and end products. We strive towards maximum compliance with the norms we have set for all our end products.



Subject	Objective
% of analyses of end products that meet the legal microbiological norms for <i>E-coli</i> , <i>stec</i> , <i>listeria</i> , <i>salmonella</i>	99.5%
% of our own production sites certified at the highest level of IFS/BRC	100%
% of suppliers that are GFSI certified	100%

Results	2020	2021	2022
% of analyses of end products that meet the legal microbiological norms for <i>E-coli</i> , <i>stec</i> , <i>listeria</i> , <i>salmonella</i>		99.8%	99.2%
% of our own production sites certified at the highest level of IFS/BRC	90%	90%	100%
% of suppliers that are GFSI certified	94%	92%	97%

*Suppliers of raw materials and primary packaging materials used for our end products.

The number of external audits has remained approximately the same, in spite of a number (4) of new certifications. The number of internal hygiene and cleanliness audits has increased compared to 2021.

The number of microbiological analyses has remained approximately the same. Our policy is to monitor as much as possible at source (for raw materials). 11 out of 11 production sites are IFS/BRC certified, 7 at Higher Level.

General figures	2019	2020	2021	2022
Audits by external parties	78	69	108	110
Audit days by external parties	74	65	128	121
Internal audits conducted	507	401	525	597
Microbiological analyses and environmental analyses	26,683	25,483	31,457	31,329
Unique quality certifications	23	23	22	26
Quality certificates	91	86	82	88



2022 Activities

In 2022 we conducted a survey of all our permanent employees to find the food safety and quality baseline position. There are differences between the businesses, but the majority of our employees feel that the culture is a positive one.

Employees see quality as a permanent part of their daily activities.

The findings were discussed with the management team and we gave feedback to our employees. If relevant, individual sites have set out action points to further raise quality awareness.

In Eersel and Son, Vital was introduced in 2022 to make cross-contamination with allergens measurable. Son will be fully completed during 2023. Furthermore, we have made a start with a revised version of the central raw material risk analysis and we published a new version of the employee manual, summarising the most important guidelines.

Promessa is now participating in the Van Loon Group QA framework.

Verhey Meat Nuth has switched from FSSC 22000 certification to IFS. At both of Verhey Meat's sites, we only work with GFSI certified suppliers.

In 2022 Van Loon Group participated in a Dutch National Meat Product Producers (VNV) project group that rewrote the food industry's manual for controlling *Listeria monocytogenes*.

Predictions for 2023

In 2023 we want to continue working to improve our food safety culture. We intend to realise this by publishing weekly quality related KPIs.

In addition, the QA department is going to get employees more actively involved in food safety and employees will be given the means of reporting incidents easily.

At the end of 2022, Van Loon Group's strategy was reset. Part of this strategy is the SQPDC model (Safety, Quality, People, Delivery, Costs). Starting in January 2023, this model will be implemented in all discussions. Reporting will be modified so that all sites will report all recalls, audit results and food safety issues and complaints weekly and per period. This reporting will be discussed weekly in the director's meeting and per period in the MT meetings.

From 2023, the QA department of every group business will provide a customer complaint analysis with the aim of having a multidisciplinary team to define concrete improvement measures.

In addition to the internal audit plan, all sites will participate in food safety audits in which the site's most critical processes will be assessed. The central manual will be updated so that all sites can adhere to the central procedures. A uniform approach will make us stronger and more efficient.

In 2023 the implementation of the Vital system will be completed at Van Loon Son. In addition, the food safety training methodology will be reviewed as a safeguard that all sites will participate in the correct training courses in a timely and complete manner.

CSR THEME ORGANIC MEAT

02 Zero hunger



Contribution to SDG 2.4

Why is this one of Van Loon Group's CSR themes?

Many consumers value sustainable products. During the production of organic meat, extra attention is paid to the environment and animal welfare. Animals are given more space and artificial fertiliser is not used.

Boundaries

The entire supply chain from livestock farm to distribution is

certified to qualify for the 'organic' label. Organic meat is also subject to specific requirements during meat processing by Van Loon Group.

Ambition

We wish to offer our customers an extensive range of organic products, as much as possible from our own supply chain.

	2018	2019	2020	2021	2022
Externally purchased organic pork and beef (index: 2015=100)	193	182	157	172	193

In spite of strong price rises, the total amount of organic meat that Van Loon Group processed rose by over 12 % compared to 2021. The greatest growth is in processing organic pork from our own supply chain. This rose by over 46 %.

Processing of organic beef has declined. We predict that the high prices will also continue to put pressure on sales of organic products in 2023.

In 2022 Best Star Meat organised meetings for our own organic pig farmers with the goal of achieving better cooperation and communication with each other, as well as a more streamlined planning of piglets and fattening pigs. This was a positive experience and we will continue this in 2023.

In 2022, the ZONvarken pork programme was scaled up. From the start of 2023, ZONvarken products will be processed by Meat Friends and supplied as 3-star Beter Leven Products to one of our retail customers.

CSR THEME SALT, SUGAR AND FAT CONTENT

03 Good health and well-being



Contribution to SDG 3.4

Why is this one of Van Loon Group's CSR themes?

People eat too much sugar, salt and fat. This exacerbates the problem of lifestyle diseases such as diabetes and

cardiovascular disease. A reduction in sugar, salt and fat in our processed products contributes to an improvement in the consumer's health.

Boundaries

Production of processed nonnatural end products.

Ambition

We continually strive to make our products even healthier by minimising the sugar, salt and fat content in our processed end products. Naturally, we achieve this without compromising the

food safety of our products. We follow the healthy eating policies of our customers and the trade organisation and ensure that their policies are implemented. Meat also has many healthy properties (including vitamins and iron content). We strive to make our meat substitute products equally healthy.



2022 Activities

All improvements we make to our recipes for this theme are made in consultation with the customer. Of course, the product's quality and food safety must not be adversely affected. These are mainly improvements to products for fresh retail channels. For the modifications in our products we follow the CBL (Dutch supermarket sector) guidelines and our Dutch and Belgian customers' individual health programmes.

Van Loon Meat focussed mainly on reducing salt in the marinades in 2022. Hence the average salt percentage in the flavoured oil marinades has been lowered from 9.5 % to 5 % and palm oil has been replaced by rapeseed oil.

In 2021 Meat Friends reduced the proportion of sugar and salt in the product groups 'sausages' and 'hams'. These products were added in 2022. The total reduction of sugar and salt was even higher than expected. In total we are using 1,765 kg less sugar and 1,180 kg less salt per year in these products, compared to the old recipe. We also introduced major improvements in the product groups 'precooked hamburgers' and 'precooked saté schnitzels'. The allergens milk, mustard and soy have been removed from three raw hamburgers and soy has been removed from the precooked port saté schnitzel recipe. The quantity of sugar and salt has also been reduced in these products. On an annual basis this results in a reduction of 1,500 kg of sugar and 560 kg of salt.

Bonfait's goal of reducing sugar by 50 % has been met in many ready meals, particularly those with red cabbage and beetroot. However, the goal was not achieved in a number of Asian-style ready meals.

Predictions for 2023

In 2023 the sector agreements will be in the forefront of new developments. Guidelines from these agreements are a standard part of our R&D development agenda.

In addition, Van Loon Meat is faced with a clear challenge of improving a dozen basic articles in terms of sugar, salt, saturated fat and E numbers. BBQ products with new reduced salt marinades will be introduced in 2023.

In 2022 the Nutri-Scores of all Meat Friends, Van Loon Meat and Bonfait products were calculated. This has largely been done for Promessa and Brandenburg and will be completed in 2023. One of the reasons why the Nutri-Score has not yet been introduced is because there is still much discussion about the Nutri-Score algorithm. Modifications are still ongoing, which, in our opinion, fail to reflect the importance of meat to a healthy diet.

In the coming year we will discuss with our customers how and where the Nutri-Score should be implemented. New guidelines for ready meals are expected from the CBL. Bonfait will implement them as soon as they become available. Bonfait strives for all its ready meals to have a Nutri-Score of A or B.

CSR THEME USE OF ANTIBIOTICS

03 Good health
and well-being



Contribution to SDG 3.8

Why is this one of Van Loon Group's CSR themes?

Livestock farmers give antibiotics as a curative treatment to their animals when they are ill. To prevent antibiotic resistance in humans, antibiotic use for livestock should be reduced to a minimum.

Boundaries

As certified supply chain manager, Van Loon Group implements the most stringent guidelines for the use of

antibiotics and we monitor antibiotic use by the livestock farmers in our own supply chain.

Ambition

Together with our livestock farmers and supply chain partners, we strive to minimise antibiotic use, whilst ensuring that animal welfare and food safety are not compromised.



Subject	2022 Goal	2025 Goal
DDDA* over the whole year sows/suckling pigs*	<2.8 DDDA	<2.5 DDDA
DDDA over the whole year weaners	<9.8 DDDA	<9 DDDA
DDDA over the whole year fattening pigs	<3.8 DDDA	<3 DDDA

*DDDA: Defined Daily Dose Animal This is the indicator used for the antibiotics used in a business. The DDDA is calculated as the sum of the treatable kilogrammes present at the business in the course of a year, divided by the average number of kilogrammes of animal present at the business. This measure demonstrates antibiotic use at business level and is used to benchmark the business.

2022 Activities

As we roll out our supply chain concept Pork at its Best (VOB), we are continuing our programme to lower antibiotic use at our pig farms. Embedded in the concept, there is a prominent role for the Pig Advice Team (in Dutch, Varkens Advies Team) in relation to use of antibiotics.

The use of antibiotics has been added as a discussion point for the Pig Advice Team's consideration. Together with vets and feed suppliers, we are investigating how we can further reduce the use of antibiotics and make the animals even healthier.

As a result of this, antibiotic use was once again reduced in 2022 in all animal categories. Compared to 2012, our antibiotic use has

gone down by 79 % (fatteners), 73 % (weaners) and 82 % (sows/weaned piglets) respectively.

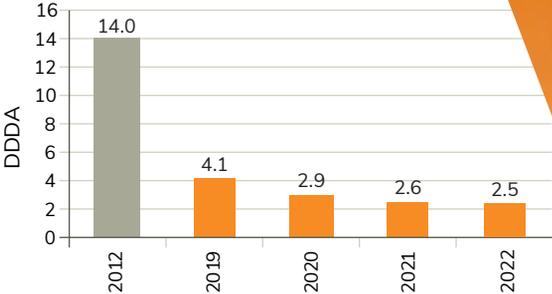
Predictions for 2023

Again in 2022, there were major reductions in the average use of antibiotics. Nevertheless there are still individual businesses that have levels above the norm set by the Dutch veterinary medicine authority (SDa). We will coach these businesses individually via the Pig Advice Team.

As of 1 January 2023, the norm for the DDDA surcharge has been tightened from 5 to 4. This means that we will be focussing even more keenly on reducing antibiotic use.

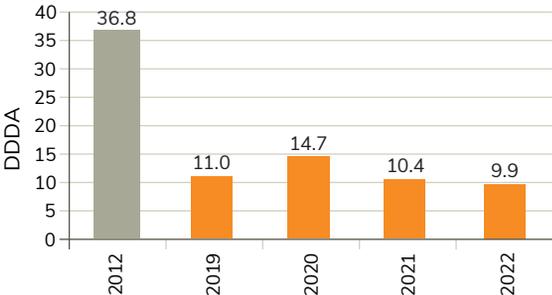
Results

Sows/suckling pigs



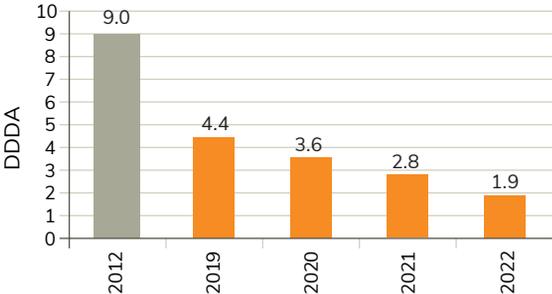
Graph 1

Weaners



Graph 2

Fatteners



Graph 3



CSR THEME LOSSES AND FOOD WASTE

12 Responsible consumption and production



Contribution to SDG **12.3**

Why is this one of Van Loon Group's CSR themes?

A considerable percentage of the food that is produced is thrown away. This takes place at all levels of the supply chain: from sowing crops, in the production process up to and including storage by consumers. By reducing this waste, we can achieve significant environmental gains.

Boundaries

This includes both losses in ingredients and other materials that are used in our own production processes.

Ambition

Van Loon Group is focussing on minimising losses of both ingredients and of other materials that are used in our own production processes. We can achieve this by measures such as minimising microbiological infection of our end products, by increasing shelf life by methods such as precooking or freezing the product or by using alternative packaging methods.

	2018	2019	2020	2021	2022
Donation of final products to the Dutch food banks	21,704	32,261	81,271	221,839	374,050

Since meat is an expensive product, our business operations are already focussing on limiting losses to a minimum, if only from a financial standpoint. However, due to the unpredictability of our sales pattern, particularly during special promotions in the retail channel, it sometimes happens that we produce more end products than we can sell. When this happens, we donate those products to the regional food banks. Since the Covid year 2020, we have intensified our collaboration with the Dutch food banks.

We view this as our social responsibility as a food producer to help those who need to use the food bank. This is why we not only deliver products if we have overproduced, but we also make products specifically for the food bank. In 2022 we donated a total of 374,050 kilos of free products, around 253,000 kilos of which was specially produced for the food banks. At a standard portion weight of 80 grams, this is over 4.6 million consumer products.

2022 Activities

The reduction of production losses is a standard part of our annual plan at all sites. From a financial point of view, but also with the aim of minimising waste. It is often helpful to consciously focus on one or two issues. In 2022 Promessa set up an improvement team with the twin aims of reducing so-called 'over-the-date' products that have passed the internal expiration date and reducing category 3 waste. The goal set for category 3 waste was not achieved, but the amount of 'over-the-date' products was reduced by 0.3 %.

Predictions for 2023

Focus on production output remains an important theme at all our production sites. Part of our Motor programme (replacement of our ERP system) is to introduce the use of a new planning tool, Optimity. In 2022, this new tool was introduced for demand planning at 5 sites. By the end of 2023, the first site will also start using Optimity for supply planning. This helps to make our planning more efficient and more accurate, thus creating less waste.





12 Responsible
consumption
and production

Contribution to SDG 12.8

CSR THEME PROTEIN TRANSITION

Why is this one of Van Loon Group's CSR themes?

The global population is growing and average meat consumption is increasing (primarily in emerging economies). In the Netherlands, although there is a slight drop in meat consumption, we do have an intensive livestock sector. A gradual shift from consumption of animal proteins to plant-based proteins contributes to reducing pressure on the environment and our climate.

Boundaries

This relates to production and sales of nonmeat products by Van Loon Group.

Ambition

Van Loon Group is following the consumer in a gradual shift from animal to plant-based proteins, for instance by development of innovative non-meat or hybrid products that are tasty, healthy, sustainable and affordable.

2022 Activities

In 2021 we introduced our first FiberFort™ products, vegetarian products based on goat's milk as an alternative to chicken. Particularly outside the Netherlands, our customers often prefer vegan, 100 % plant-based products. This is why we further developed FiberFort™ fibres to produce a vegan variant using our own pea protein-based fibre. In 2022 we started production of this and the entire FiberFort™ range was replaced by this vegan variant.

In 2022 we purchased an alginate production line enabling us to make vegan sausages using an efficient method. This offers possibilities for new products and for us to enter new markets.

In 2022 project PROSPECT was launched. This is a 3-year project in collaboration with Wageningen UR and others with the aim of producing a model that can predict the food safety of plant-based products, focussing particularly on control of Listeria.

For one of our retail customers, we have successfully introduced a range of vegan fish substitutes, including fish fingers, fish steaks and calamari.

In addition to production of The Blue Butcher products and private label products, in 2022 we also started production for a number of A-labels.

Predictions for 2023

The market for vegan and vegetarian products is extremely dynamic. In addition to further development of existing recipes, we are continuously working on developing new and improved products. In 2023 we are going to focus mainly on the development of 'whole muscle' vegan products such as chicken breast, salmon and steak. We already have a good variety with our FiberFort™ range that we will continue to expand.

We will follow up the project we started in 2022 in which meat is partly replaced by seaweed or mycoprotein (fungal protein).

In 2023 the introduction of a large number of new products is planned. For instance, the vegan 'fish' range will be expanded with a vegan fish nugget and we will start production of new vegan cordon bleu and new vegan sausages and burgers.

To enable more efficient and more sustainable production, in 2023 we moved the production of meat substitutes from Van Loon Almere to Van Loon Son and Van Loon Eersel.

To speed up development, we are increasingly working with exclusive partners, often start-ups, for whom we provide an attractive route to the consumer, both in retail and in catering. Where necessary, we jointly invest in scaling up.

Mark Dobbelsteen, R&D Manager at Dutch Protein & Services (DP&S)

DP&S, 30 years as a partner for innovative ingredients

The Covid crisis was barely over when the war in Ukraine started in February 2022. This became noticeable to DP&S in the course of the year.



“We had agreed prices with our suppliers for the period, but many of those contracts were blown apart. The majority of factories use gas and, as you know, the price rose explosively. We also had to deal with longer time to delivery. To prevent us being unable to deliver to customers, we built up more stocks ourselves and tested and used a range of alternative raw materials. Fortunately we never had to disappoint our customers”, says Mark Dobbelsteen.

At the cradle of taste, structure and functionality

Mark has been R&D manager at DP&S for 19 years. It is a family business that produces custom-made powder mixes using unique raw materials. They have been doing this for Van Loon Group for the past 30 years. DP&S uses 800 different raw materials such as dried herbs, spices, flour and salt. DP&S's recipes provide taste, structure and/or functionality.

“It sounds very simple, but it isn't. Devising a good recipe is a question of testing, tasting and fine-tuning, over and over again. We develop many new ingredients for meat and fish products. For the last 12 years, we've also been doing it for vegetarian and vegan products. We were there with Sander Krijnen (Van Loon Group R&D Manager) at the birth of The Blue Butcher. We created a prototype vegetarian burger and together we developed it further. Since then we have delivered a variety of ingredients for The Blue Butcher line.”

Developing together

“We are a business that achieves results by allowing customers to experience what is possible using our ingredients. The most effective way to do this is during an in-person meeting, allowing customers to taste, smell and see the ingredient applied in the product. Is the product juicy enough? Does it keep its colour? Have we achieved the correct degree of crunch in the coating? That’s why we pay weekly visits to Van Loon Group to hold tasting sessions or to work on projects.”

From meat to vegan

DP&S works for Van Loon Group on projects for both meat and for vegetarian and vegan products. “Sometimes we’re discussing a completely new product. On another day, we help make an existing recipe more sustainable or healthier, by lowering the proportion of saturated fats and salt, for instance, or conversely by using more fibre and proteins. We calculate the nutritional value and Nutri-score for all the recipes, as a matter of course.”

Excite customers with our own innovations

“We are an innovation business that has a real customer-oriented approach. We develop around 80 % of our powders at the request of customers and 20 % on our own initiative. In 2022 we participated in IFFA with a completely vegan range, for instance. In this way we try to excite our customers and give them new ideas. A good example is vegan fish nuggets, one of our own innovations that was particularly popular.”

It just needs to taste good

According to Mark, major steps have been made in the vegetarian and vegan product area in the last few years. “But there is still a world to be won. It remains difficult to equal the flavour and structure of meat. The question is, is that really necessary? Meat substitutes should simply taste good. If we succeed, they are simply tasty, sustainable meal components that add variety to the new diet. From our point of view, that is the perfect way of getting consumers to really make the switch from fewer animal products to more plant-based products. This is the challenge that is facing us: a growing global population to feed, but making less impact on nature and the environment. This is how we fulfil our mission statement at DP&S: a future with safe and tasty food for our children.”



**“Covid crisis, the war in Ukraine,
we always managed to deliver to
our customers”**

Dutch Protein & Services

DP&S is an ambitious Dutch family business with over 50 years’ experience as a producer and supplier of functional ingredients for the food industry. For three generations, DP&S has been developing and producing tailor-made technologically advanced ingredients.

The food concepts are created in close collaboration with customers: international food processing businesses.

Together with them, DP&S is shaping the future of food, responding to new trends and requirements.

Customer focus, food expertise, guaranteed quality, innovative potential, sustainability and dependability have been the business’s top priorities since day one.

Facts & Figures:

- 3 basic technologies: core, coating and flavouring solutions
- 3 sites: Tiel in The Netherlands, Istanbul in Turkey and Thessaloniki in Greece
- 120 employees
- Modern, sustainable factory, built in 2020
- Growing R&D department, currently with 9 colleagues

Sustainable production



Van Loon Group is the sector's market leader in sustainability. In the past year we have again been working hard on this and implemented various improvements to make our business much more sustainable. In 2022 we accelerated implementation of various energy saving investments. For instance at Bonfait we commissioned insulation of the steam piping and the replacement of lighting with LEDs. We also installed extra insulation on the pipework in the boiler house at Best Star Meat. At Meat Friends in Best, part of the compressed air installation was replaced by an energy-efficient installation including reuse of residual heat and the last section of the strip lighting was replaced by LEDs. At Promessa the last refrigeration unit using the harmful R22 was replaced. A sum of 375,000 euros has been invested specifically for energy saving and environmental measures, saving 585 tonnes of CO₂ per year.

AMBITIONS

- To only use energy from renewable sources
- To work continually towards energy and water savings
- To lower non-recyclable waste
- To make maximum use of recyclable or compostable packaging materials
- To lower our carbon footprint



06 clean water and sanitation



Contribution to SDG 6.4

CSR THEME WATER

Why is this one of Van Loon Group's CSR themes?

A great deal of water is required for the meat production process, particularly for cleaning packaging, machines and production areas. This water has to be purified and transported, using a great deal of energy.

Boundaries

This refers to water usage within Van Loon Group production sites.

Ambition

We strive to minimise both water usage (volume) and water contamination level.

We strive to reduce our water usage by 1 % per annum per externally sold kilo. We also want to lower the contamination level in our process water.

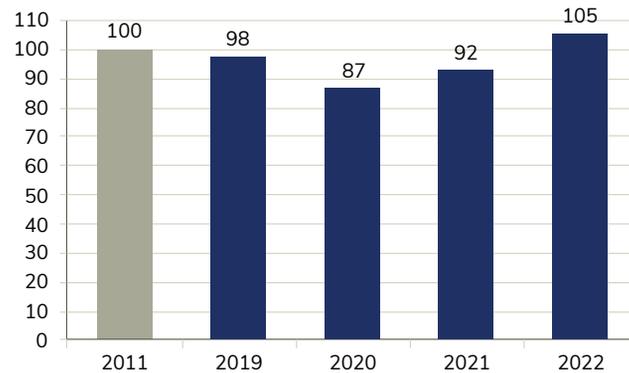
In 2022, the water consumption per produced tonne has increased substantially compared to 2021. This is a result of including Promessa and Bonfait in the overview in 2022. These businesses have a relatively high water consumption per kilo of product. In addition, the new cooking line at Meat Friends in Best has been in use for the entire year. The volumes produced were under pressure at several of our businesses, creating a negative impact on water consumption per kilo.

At Van Loon Eersel, an automatic scraper system was built under the food forming machines, collecting the waste dough during the forming process so that it does not get into the sewer system.

Unfortunately, the prefilter installation that was installed at Meat Friends in Best in 2021 has so far had disappointing results. The number of contamination units has not been reduced. We will be investigating this further in 2023.

Water usage: m³ per tonne of products sold

Index: 2011 = 100



Sites

- 2011 (4 sites): Best (3 sites), Eersel
- 2019 (9 sites): Son en Breugel, Best (3 sites), Eersel, Almere, Oudewater, Roosendaal, Beilen
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CSR THEME WASTE

06 clean water
and sanitation



Contribution to SDG 6.4

Why is this one of Van Loon Group's CSR themes?

Meat production and packaging creates waste, especially packaging materials. In the context of finite resources, an increasingly circular method of production is desirable to minimise the creation of non-recyclable waste.

Boundaries

This refers to the creation of non-recyclable waste at Van Loon Group production sites.



Ambition

Without compromising food safety, we strive towards minimising the creation of non-recyclable waste in our production process.

At our site in Son, 53 tonnes of backing paper from labels was recycled. This delivers a saving of 101 tonnes of CO2 compared to not recycling.

The majority of our waste is created by packaging material and disposables used in our production process. In order to minimise this, we collect cardboard and clean plastic for recycling at all our sites.

Within the Van Loon Group, we use various waste processing companies. In 2022 we carried out a survey gathering

information about costs as well as the possibilities for recycling waste flows. The choice was made for a waste processor that can recycle clean plastic from business waste. We are going to test this out in 2023.

At Van Loon Eersel we carried out a feasibility study in 2022 into immediate transfer of small deep freeze products into cardboard boxes, enabling reductions in packaging material use. This project will be further worked out in 2023.

CSR THEME SUSTAINABLE ENERGY GENERATION & ENERGY EFFICIENCY

07 Affordable and
clean energy



Contribution to SDG 7.2
7.3

Why is this one of Van Loon Group's CSR themes?

Fossil fuels are finite and climate change is a major societal problem. In the context of the energy transition, it is crucial that we use less and less fossil fuels.

Boundaries

Electricity and gas usage at Van Loon Group production sites.

Ambition

Van Loon Group aims to have lowered its energy intensity by 5 % in 2030 compared to 2020 and aims for our energy to come from 100 % renewable sources.

Subject	Objective 2022	Objective 2030
To lower our energy intensity for electricity compared to 2020 (electricity consumption per tonne of products sold)	1%	5%
To lower our energy intensity for gas compared to 2020 (gas consumption per tonne of products sold)	1%	5%
Use of electricity from renewable sources	50%	100%

The objectives for reducing the energy intensity of gas and electricity have not been realised in 2022. Gas and electricity consumption per kilo of end product sold have risen. This is caused by including Promessa and Bonfait in the overview in 2022. These businesses use a great deal more energy for their production process per kilo of product sold than the average used by our other businesses.

Even more reason to continue investing in energy saving measures. In 2022 we invested € 400,000 in energy saving. Certainly, with the current high prices of energy, this type of investment pays for itself more rapidly than in the past.

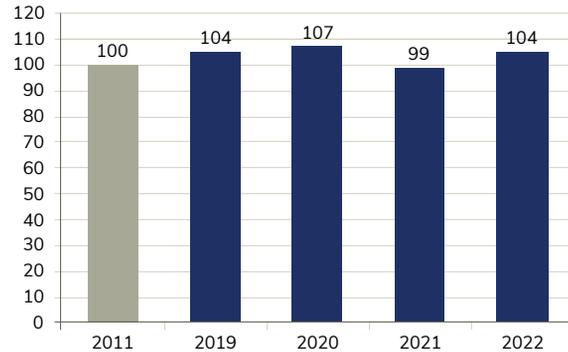
A good example of sustainable investment is the replacement of the refrigeration unit at Verhey Meat in Nuth in 2021. The new equipment uses the natural refrigerant CO₂ and replaces the harmful refrigerants Freon R404a and R507. At the same time the cleaning equipment was replaced and a new 60m³ water tank was installed. This water is heated to 55°C by residual heat from the cooling unit and is used for the day-to-day cleaning of the factory. As a result of this, over 100,000 m³ less gas was used.

In 2022 we generated 2,801,356 kWh ourselves. Compared to 2021, this is an increase of 13 %. The explanation for this is that 2022 was a year with a relatively high number of sun hours. In percentage terms, this was 5.8 % of our total power consumption.

There are no solar panels on the roof at Bonfait. At Promessa, some of the solar panels were removed in 2022 due to problems with roof loads. Since then, solar panels have been installed on all our buildings, with the exception of Bonfait. In 2023 we will investigate the options for installing solar panels there too or making our energy more sustainable in other ways.

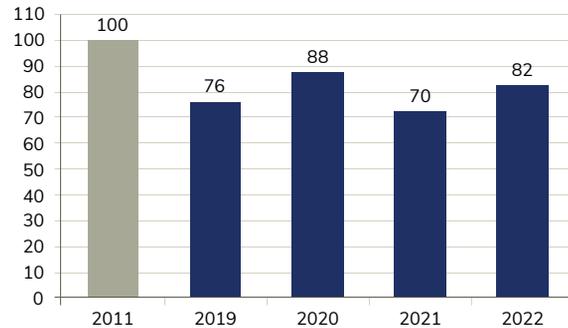
Electricity usage: kWh per tonne of products sold

Index: 2011 = 100



Gas usage: m³ per tonne of products sold

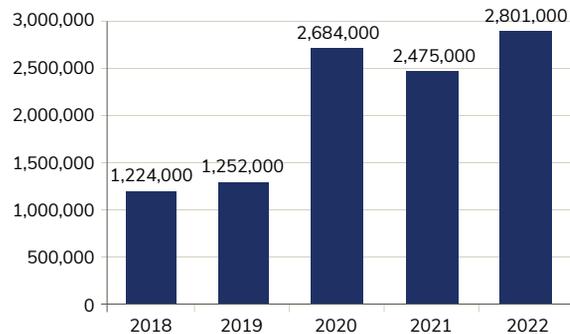
Index: 2011 = 100



Sites

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- 2022 (12 sites): Son en Breugel, Best (2 sites), Eersel, Almere, Oudewater, Roosendaal, Beilen, Nuth (2 sites), Denekamp, Deventer

Electricity generated (kWh)



The organic waste flows created by our production processes (fats and sludge waste) are used to generate bioenergy. This contributes to limiting the use of fossil fuels and CO₂ emissions.

Organic waste flows (fat/sludge waste)

	2018	2019	2020	2021	2022
Bioenergy generated from organic waste flows (kWh)	714,600	924,200	924,720	1,195,500	1,321,680
Reduction in CO ₂ emissions (tonnes)	510	659	659	852	942

In order to make food safe and high quality end products, we need to use a great deal of energy. In the production (milling, mixing, shaping, slicing and packaging) and the cooling of our products, we primarily use electricity. For heating our products (boiling, frying, pasteurisation) we mainly use gas because it has a higher energy efficiency.

Our goal is twofold: on the one hand we strive to lower the energy intensity. This means that we need less electricity or gas per externally sold kilo of product. On the other hand, we want to obtain as much as possible of the energy we use from renewable sources. This is achieved by generating some of our electricity ourselves using solar panels or by buying green energy externally.

2022 Activities

In 2022 Bonfait and Promessa were fully included in our reporting. This means that the absolute amounts of gas and electricity consumed have risen sharply. Electricity by 17 % and gas by 33 %.

As a result of the high energy prices, we accelerated implementation of various energy saving investments. For instance at Bonfait we commissioned insulation of the steam piping and the replacement of lighting with LEDs. We also installed extra insulation on the pipework in the boiler house at Best Star Meat. At Meat Friends in Best, part of the compressed air installation was replaced by an energy-efficient installation including reuse of residual heat and the last section of the strip lighting was replaced by LEDs.

At Promessa the last refrigeration unit using harmful R22 was replaced. A sum of 375,000 euros has been invested specifically for energy saving and environmental measures, saving 585 tonnes of CO₂ per year.

In 2022, we bought Dutch Guarantees of Origin for 40 % of our externally purchased electricity. This includes the new sites Promessa and Bonfait. We are therefore already halfway to our 2030 target for making our electricity consumption more sustainable.

In 2022 we researched the use of biogas by livestock farmers in the immediate area of Bonfait. This project will continue in 2023.

Predictions for 2023

Van Loon Group is continuously working towards more efficient and more sustainable production. Both from an economic viewpoint, but also from the sustainability perspective.

The more kilos produced at a site, the lower the energy and water consumption per kilo of end product. For this reason, at the start of 2023, we moved the production of meat substitutes from Van Loon Almere to Van Loon Son and Van Loon Eersel. The Almere site will be shut down. In Q2 of 2023, we carried out a network study to look for further optimisation of the various production sites.

In 2023 the EED audits (European Energy Efficiency Directive) were renewed for all our businesses. Additional research related to processes and activities will be done into Bonfait, Meat Friends Best and Van Loon Eersel since these businesses come under the investment obligation for energy-intensive businesses. In the coming years, we will accelerate implementation of the energy saving measures resulting from these audits.





12 Responsible
consumption
and production

Contribution to SDG 12.5

CSR THEME PACKAGING MATERIALS

Why is this one of Van Loon Group's CSR themes?

It is important to package meat in order to guarantee a high degree of food safety. On the downside, plastic waste contributes to depletion of resources and puts great pressure on the environment.

Boundaries

Van Loon Group packages its products for quality and product safety reasons. This applies to both semi-finished products and end products.

Ambition

Without compromising food safety, we strive to minimise environmental impact by using as little non-recyclable packaging materials and as many recyclable materials as possible.

2022 Activities

In 2022 we put a great deal of effort into reducing the quantity of packaging materials. Almost all of our retail customers have changed their mince packaging from topseal tray packaging to flow wrap packaging. Depending on the size of the package, this change has achieved a 50-70 % reduction in plastic film used. Promessa has gradually moved over to a different type of tray that is on average lighter. Brandenburg uses thinner vacuum plastic film for its culinary hams and culinary pork tenderloin. Meat Friends has been carrying out tests with a 40 % thinner topseal plastic film.

In addition to reducing packaging materials, we are trying to increase the recyclability of our packaging. For a large retail customer, we have replaced coloured trays with transparent trays for the entire chicken range. In addition, we have carried out many trials, changing from PET-PE trays to mono PET, including switching the plastic film and possibly also altering the labels. The PE coating on our consumer boxes has been replaced by a recyclable coating so that these folding boxboard boxes can be recycled as paper instead of as general rubbish.

Bonfait's suggestion to use recyclable cardboard trays with a thin layer of removable plastic film was unfortunately rejected by the customer. The test using labels that could be removed with cold water has also regrettably not been continued.

Predictions for 2023

We will continue discussions with our customers about switching products to flow wrap packaging or mono PET. We have the choice between reducing packaging materials or improving its recyclability Mono PET: 0 % reduction, 100 % recyclable versus flow wrap packaging: 50-70 % reduction but 0 % recyclable.

In 2023, Van Loon Meat will change part of its skin tray packaging to flat skin. This is where the plastic tray is replaced by a cardboard carrier, reducing the plastic use for these products by 85 %.

In 2023 we expect the first articles to be delivered in the mono PET tray.

Based on KIDV packaging industry guidelines, in 2023 we will also focus more on labels (glue) and on maximising the recyclability of topseal tray plastic films.

For various customers, Bonfait is going to offer trays consisting of 100 % recycled material (e-Volve).

13 Climate action



Contribution to SDG 13.3

CSR THEME GREENHOUSE GAS EMISSIONS

Why is this one of Van Loon Group's CSR themes?

Greenhouse gas emissions are currently one of the most pressing environmental issues and will remain so for years to come. Our production processes cause greenhouse gas emissions. We have an obligation to comply with related laws and regulations.

Boundaries

To calculate our carbon footprint, we take into consideration scope 1 and scope 2: the direct and indirect emissions caused by our own activities. But also scope 3: the indirect emissions caused as a result of activities upstream and downstream in our value chain.

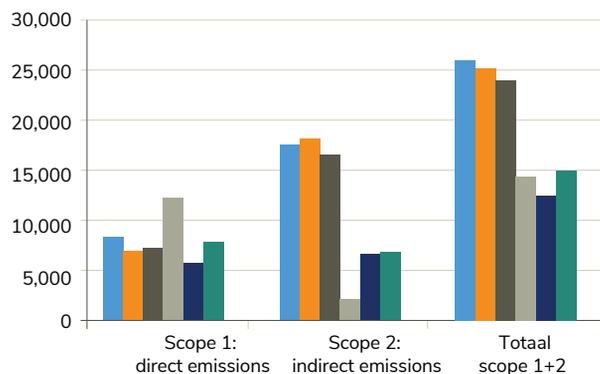
Ambition

We strive to meet the Paris Agreement climate goals. The greatest carbon footprint from our end products is created upstream during cultivation of livestock feed and barnyard emissions. As supply chain director we collaborate with livestock farmers and other partners in the supply chain to reduce the carbon footprint throughout the supply chain.

Subject	2025 Goal	2030 Goal
Lowering greenhouse gas emission intensity scope 1+2 compared to 2017 (0.212)	25% (0.159)	50% (0.106)

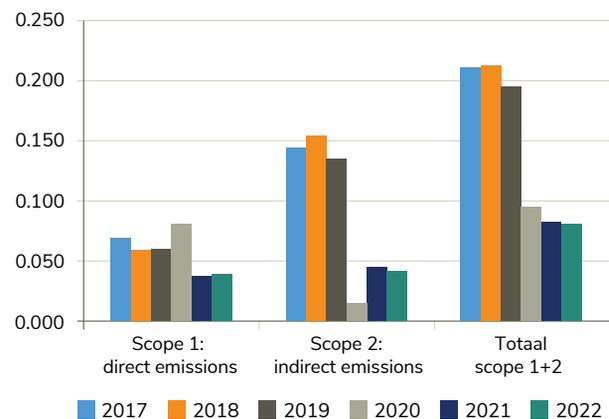
Absolute greenhouse gas emissions

kg CO₂-eq



Greenhouse gas emission intensity

tonnes of CO₂/tonnes externally sold products



Sites

2017, 2018, 2019 (9 sites): Son en Breugel, Best (3 sites), Eersel, Almere, Oudewater, Roosendaal, Beilen

2020 (11 sites): Son en Breugel, Best (3 sites), Eersel, Almere, Oudewater, Roosendaal, Beilen, Holten, Nuth

2021 (11 sites): Son en Breugel, Best (3 sites), Eersel, Almere, Oudewater, Roosendaal, Beilen, Nuth (2 sites)

2022 (12 sites): Son en Breugel, Best (2 sites), Eersel, Almere, Oudewater, Roosendaal, Beilen, Nuth (2 sites), Denekamp, Deventer

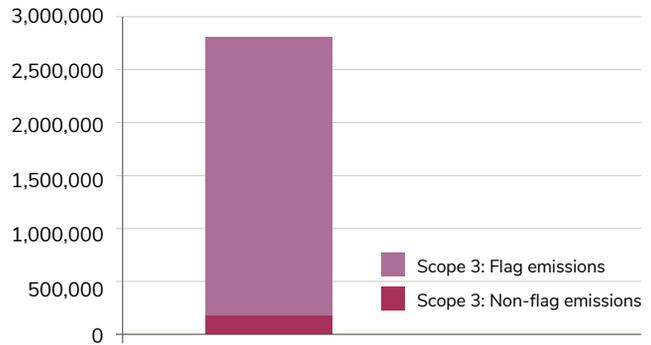
Van Loon Group joins the Science Based Targeting Initiative (SBTI)

As a family business, Van Loon Group does not think in terms of years but in generations and takes concrete steps in its sustainability strategy. The following step is for Van Loon Group to join the Science Based Targeting Initiative (SBTI). This will allow us to set scientifically underpinned objectives for reducing greenhouse gas emissions in our supply chains, enabling us to comply with the Paris Climate Agreement.

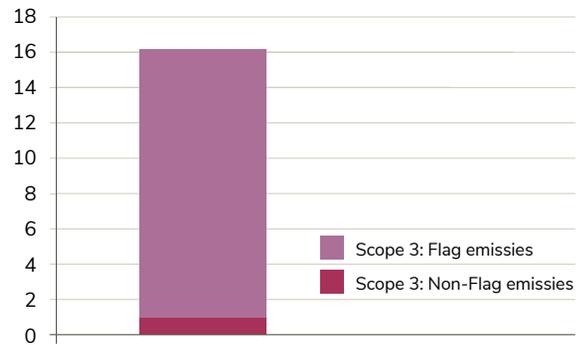
Since 2011, Van Loon Group has been reporting about its own direct and indirect CO₂ emissions (scopes 1 and 2). During 2022 we also analysed CO₂ emissions for scope 3. Scope 3 emissions are carbon emissions from all upstream activities (those which take place before a product arrives at our facility) and all downstream activities (those which take place after we have produced the product). This has enabled us to analyse the CO₂ emissions for the complete life cycle of the products that we purchase externally and that we sell.

In the first six months of 2023, we will set the goals for reduction for scopes 1, 2 and 3 and submit them to SBTI.

Absolute greenhouse gas emissions Division of Scope 3 emissions
tonnes CO₂-eq



Greenhouse gas emission intensity Division of Scope 3 emissions
tonnes CO₂/tonne externally sold product



2022 Activities

The absolute values of greenhouse gas emissions rose in 2022 from 12.4 to 13.9 tonnes. This is because Bonfait and Promessa were added to the figures in 2022. Both businesses have an energy intensive production process. In 2022 total electricity consumption rose by 17 % and gas by 33 %. The greatest increase is in scope 1, caused by gas consumption used for cooking end products (Bonfait) and heating water for cleaning (Promessa and Bonfait). Due to fewer leaks of refrigerants and the continuing greening of externally purchased electricity, the rise in emission intensity (CO₂ emissions per tonne of externally sold product) reduced by 1.7 %. In 2022 we invested approximately 375,000 euro in energy saving and environmental measures, saving 585 tonnes of CO₂ annually. In the coming years, this should ensure a further limiting of CO₂ emissions.

Predictions for 2023

Increasing the sustainability of our own business and our supply chain is one of Van Loon Group's most important strategic principles. To continue putting this into practice, Van Loon Group will join the Science Based Targeting Initiative (SBTI) in 2023. We are drawing up new scientifically underpinned CO₂ reduction targets for the SBTI for 2030 and onwards, so that we comply with the Paris Climate Agreement. In 2023 the EED audits (European Energy Efficiency Directive) are being renewed for all our businesses. Additional research on processes and activities will be done into Bonfait, Meat Friends Best and Van Loon Eersel since these businesses come under the investment obligation for energy-intensive businesses. In the coming years, we will accelerate implementation of the energy saving measures resulting from these audits.

Maarten de Kok, Project Leader LED lighting, responsible voor the Logistics and Auxiliary Services department at Meat Friends Best

300 LED lights for Meat Friends Logistics

Van Loon Group has been addressing the question of how we can do business more sustainably every day, for over 20 years. This has made us the market leader in sustainability. Within our businesses, we have already taken major steps in sustainability. For example, in the past year at Meat Friends Logistics where standard lighting was replaced by LEDs.

Maarten de Kok, who has been Logistics Manager for Meat Friends Best for over three years, led the project. "Meat Friends Logistics is the central place where consumer units are sorted every day for all our retail customers' shops."

Spread over an area of 6,000m²

It sounds simple, replacing a few old lights with LED lights, but this was a huge project. In total we had to replace lights over an area of 6,000m²: the warehouse, all the offices, the cafeteria and the outside lighting at Meat Friends Logistics. Maarten explains that "Our Technical Service took the lead in the implementation. We told them how we wanted it to be done operationally because we wanted as little disruption to our activities as possible. In the end it took us over a month. We began in the course of November 2022 and the goal was to be finished before Christmas the same year. And we succeeded! Every day

between 6 a.m. and 11 a.m. the lights were replaced. That is the quietest time for our operations, so it did not disrupt our activities. It took them 20 days. Sometimes it went in fits and starts because they had to interrupt their work for a rush job, solving an issue in the production."

A more pleasant working environment for our employees

"Our aim with the new lighting was primarily to improve working conditions for our employees. Every day around 50 people are working on order picking for our customers. That involves approximately 140,000 trays that all have to be packed by hand. That makes it extremely important to have good lighting so that it is easy to read the required information. Also, many of the fittings were broken and the supplier no longer provided support for repair, so it was high time to replace them. We also replaced the external lighting."



300 lights and an investment of 67,500 euros

The project involved an investment of 67,500 euros and a total of 300 lights were replaced. "It is a good investment in both the working environment and in sustainability. We are saving 92,000 kWh per year and that is a reduction of 58 tonnes of CO₂ per year. But the thing that makes me happiest is our colleagues' reactions", says Maarten. "They are full of praise about the new lighting. The new lights they are working under create an extremely pleasant atmosphere. And that is very important if you are standing working the whole day with no daylight at 0oC. Then something you take for granted like lighting can make a major difference to the quality of your working environment."

"Our aim with the new lighting was primarily to improve working conditions for our employees."

Project LED lighting Meat Friends Logistics

- Part of Meat Friends Best
- 300 lights replaced over an area of 6,000m²
- Investment: 67.500 euros
- Saving: 92,000 kWh per year, reduction of 58 tonnes of CO₂ per year
- Lifespan: 3 to 5 times longer than standard lighting, up to 50,000 hours

Supply chain management and animal welfare



From our responsible position as supply chain manager, we continually work towards increasing animal welfare and improving sustainability in the supply chain. This is why we developed Pig at its Best (Varken op z'n Best). With this concept we are going a step further in terms of sustainability

and animal health compared to the Beter Leven (better life) quality label. All our pig farmers are now participating in this scheme. It is our ambition for the coming years to continue to gradually develop the Pork at its Best scheme, together with our livestock farmers and supply chain partners.

AMBITIONS

Together with livestock farmers and supply chain partners, we are striving to:

- Improve animal welfare
- Reduce carbon footprint
- Improve quality
- Transparent supply chain
- Improve health and reduce the use of antibiotics

02 Zero hunger



Contribution to SDG 2.3

CSR THEME SUSTAINABLE PRODUCT VALORISATION

Why is this one of Van Loon Group's CSR themes?

The production of the meat that Van Loon Group sells provides a source of income for many farmers. A fair distribution of value in the supply chain is important. Sustainability measures on the farm or at other supply chain partners should support the farmers' business model. Nevertheless the products must remain affordable.

Boundaries

The price and surcharge that Van Loon Group pays to livestock farmers and other supply chain partners in its own supply chain.

Ambition

The price that Van Loon Group can pay to its livestock farmers is indirectly dependent on the customers' willingness to pay a fair price for sustainable food. We are working on innovative

market concepts in cooperation with our customers and supply chain partners, whereby the additional costs or savings are fairly distributed across the supply chain.

- All Van Loon Group livestock farmers receive a fixed surcharge per animal supplied under the Beter Leven quality label. The surcharge is based on the number of stars. The sustainability measures taken by the farmer in terms of animal welfare therefore pay off in a better price for their product.
- For pig farmers, this is a fixed surcharge per pig. For cattle farmers, the sustainability surcharge is included in the price. The reason for this is that the price for cattle is less volatile than the price of pork.

2022 Activities

Due to the surcharges that farmers can receive for measures in the area of health (antibiotic use and HYCare management), they can earn an above-average price for the pigs they supply. In addition, pig farmers receive a supply chain surcharge for participation in the Pork at its Best (VOB) supply chain concept.

In 2022, in collaboration with accountant ABAB, we drew up a new cost model for our pig farmers. The aim of this model is to gain more insight for pig farmers into the real costs and benefits of the Beter Leven quality scheme. It is also used as the basis for the surcharges the VOB pig farmers receive, enabling us to set a fair price to compensate their efforts in animal welfare and sustainability. This model was offered to a number of major customers.

Predictions for 2023

With our supply chain concept Varken op z'n Best (Pork at its Best), we are working to increase sustainability for our pork even further. By using a different feed composition and improving animal accommodation management, we can lower the pig carbon footprint. As supply chain director we discuss this with our customers and other supply chain partners. Together we agree on a healthy division of the supply chain margin and we keep the products affordable for consumers. For several retail customers we suggested a new premium Dutch beef concept. This will allow us to create even shorter supply chains and to reward local farmers for their sustainability efforts.



CSR THEME ANIMAL WELFARE

12 Responsible consumption and production



Contribution to SDG 12.2

Why is this one of Van Loon Group's CSR themes?

There is a great deal of public interest and consumer interest in animal welfare. Van Loon Group recognises the strategic importance of animal welfare for our business and all our stakeholders. As certified supply chain manager, Van Loon Group has a great deal of influence on animal welfare in all links of the supply chain.

Boundaries

This relates to the supply chain partners from Van Loon Group's own supply chain and the products that Van Loon Group purchases via certified animal welfare programmes.

Ambition

Van Loon Group has set up its own supply chains for pork and beef that comply with the Dutch Animal Protection Foundation's Beter Leven welfare scheme or have Skal organic certification. Van Loon Group aims to source as much of its meat as possible from certified animal welfare programmes. This fits within Van Loon Group's sustainability policy and is actively promoted to its customers.

	2018	2019	2020	2021	2022
 Quantity of processed beef with 1/2/3-star Beter Leven Keurmerk (index: 2013=100)	2,810	3,301	3,301	3,716	3,088
 Quantity of processed pork with 1/2/3-star Beter Leven Keurmerk (index: 2012=100)	1,108	1,189	1,260	1,485	1,546

Number of pig farmers with 1 BLK star	215
Number of cattle farmers with 2 BLK stars	147
Number of cattle farmers with 3 BLK stars	9



2022 Activities

At the end of 2022, we introduced the newly developed web app VOB-Online. Results relating to hygiene, management, animal welfare and animal health will be updated at every visit from the vet (1x per month), feed advisor (1x per 3 months) and Best Star Meat itself (1x per year). Using this approach, we are actively involved within our Pork at its Best scheme with the theme animal welfare and we also continuously attempt to create awareness amongst our supply chain partners.

In collaboration with the vets, a norm was set in 2022 for the percentage of animals with lesions at slaughter. For businesses that score below the norm for the percentage of healthy animals, the vet will automatically make an action plan and it will be discussed and followed up in the Pig Advice Team.

As a result of all our efforts focussing on health, the average percentage of lesions at slaughter in 2022 has shrunk and the number of healthy animals has risen.

Predictions for 2023

The pilots for undocked tails and loose farrowing pens are being continued in a project together with the WUR, Dutch Animal Protection Foundation, the Ministry of Agriculture, Nature and Food Quality and one of our retail customers.

This project is running from 2023 until 2025. This is to gain a head start before legislation for 2030 and beyond. The aim is to take a major step forward in the field of animal welfare.

CSR THEME LOCAL SOURCING

12 Responsible consumption and production



Contribution to SDG **12.2**

Why is this one of Van Loon Group's CSR themes?

An organisation can have a positive influence on the local community by providing employment, contributing to the social infrastructure and by purchasing locally as much as possible. Consumers are also finding local sourcing increasingly important.

Boundaries

This relates to all those goods and services that Van Loon Group processes and uses.

Ambition

Van Loon Group is working towards a short supply chain from livestock farmer to consumer but we also buy other goods and services as locally as possible. Van Loon Group also strives to minimise any inconvenience caused to the immediate surroundings by its activities.

		2020	2021	2022
	Average distance pig farmer/slaughterhouse NL	73.1 km	75.9 km	76.2 km
	Average distance pig farmer/slaughterhouse BE	105.5 km	98.2 km	83.7 km
	% of pig farmers <200 km from slaughterhouse NL	100%	99.3%	97.5 %
	% of pig farmers <200 km from slaughterhouse BE	100%	100%	91.4 %
	Average distance 2-star cattle farmer/slaughterhouse NL	112.7 km	113.5 km	113.5 km
	Average distance 2-star cattle farmer/slaughterhouse BE	104.1 km	104.2 km	103.2 km
	Average distance 2-star cattle farmer/slaughterhouse FR	59.5 km	57.9 km	54.6 km
	% of cattle farmers <200 km from slaughterhouse NL	88 %	89.3%	88.8 %
	% of cattle farmers <200 km from slaughterhouse BE	100%	100%	100%
	% of cattle farmers <200 km from slaughterhouse FR	100%	100%	100%

To measure the distances, we used the shortest route given by the Google Maps route planner.



CSR THEME TRANSPARENCY & PRODUCT INTEGRITY

12 Responsible consumption and production



Contribution to SDG 12.8

Why is this one of Van Loon Group's CSR themes?

Consumers want information about the origin of their food and often have little knowledge about how their food is produced. In the past, there have been bad practices (fraud) relating to origin in the meat sector. Insight into social and ecological issues in the supply chain can convince consumers to opt for sustainable products.

Boundaries

Van Loon Group is contributing to transparent communication about the origin of its products. This refers to the entire supply chain from farm to fork.

Ambition

As supply chain director, we strive to promote transparency in our supply chain. In cooperation with suppliers we are working towards making our products 100 % traceable and to making it easy for the consumer to find out this information. Product integrity must be 100 % correct at all times.

2022 Activities

Within Van Loon Group, all audits related to certification claims (Beter Leven Keurmerk, Skal, Organic, Halal, Varken van Morgen, NSK) have been successfully completed and all certificates have been renewed.

At the end of 2022 our new tool VOB-Online was introduced, allowing us to easily process all results relating to hygiene, management, animal welfare and animal health. This contributes to transparency within the supply chain.

The goal was to start introducing blockchain in 2022 for pig farmers, making it possible to consult data on genetics,

feed, medicine use, transport and slaughter. Unfortunately, this has been delayed. We expect to be able to make progress on it in 2023.

Predictions for 2023

Via trade organisation COV, at the end of 2022 Van Loon Group joined the Coalition for Vital Pig Farming (CoViVa: Coalitie Vitale Varkenshouderij). One of its objectives is to build a supply chain information system to safeguard the Holland Varken quality system, enabling information exchange at business level (digital business passport). Van Loon Group is planning to connect the first pig farmers to this system in 2023.

13 Climate action



Contribution to SDG 13.3

CSR THEME SUSTAINABLE SOY AND PALM OIL

Why is this one of Van Loon Group's CSR themes?

The cultivation of soy and palm oil for animal feed often goes hand in hand with deforestation and loss of biodiversity. Since soy and palm are used in animal feed and auxiliary materials, Van Loon Group can contribute to combatting deforestation and loss of biodiversity by setting sustainable requirements for its purchasing.

Boundaries

This relates to soy and palm, soy and palm oil used in our own supply chain and as ingredients in the herbs and auxiliary substances we purchase.



Ambition

The soy and palm, soy and palm oil used in the animal feed and as an ingredient in our products are fully sustainable (RTRS/RSPO or equivalent).

The Varken van Morgen (Pig of Tomorrow) label guarantees that only sustainable (RTRS) soy is used in the animal feed. Van Loon Group has also stipulated in its purchasing requirements

that the soy used in herbs and auxiliary materials must meet RTRS criteria and that palm and palm oil must meet RSPO requirements.

We have made additional agreements with a number of our customers relating to purchase of RTRS credits for the soy which is used in the animal feed for the meat products we supply to them.

Last year, together with the AgruniekRijnvallei cooperative advisory organisation, we started a pilot with 12 pig farms to gradually replace the amount of soy in pig feed with Processed Animal Protein (PAP).

We are gradually decreasing the amount of soy, whilst closely monitoring the results on the pig farms. One of the pig farmers is already operating completely soy-free. Replacing soy in livestock feed with animal proteins contributes to lowering the carbon footprint and is an excellent example of circular use of raw materials.



“We believe it is important to contribute to the environment and nature. This modification to the feed is another step in the right direction.”

Pig farmers Pieter and Klaas use feed containing animal protein

Last July, Pieter Post and Klaas Mijnheer were the first pig farmers within the Pork at its Best supply chain to be supplied with feed containing animal protein. Pig farm Buut’n Gewoon has now been working for around half a year with this new feed and the results are good.

“Our business runs on innovations. We are doing various research into our pigs’ genetics. This involves setting up trials in the area of animal welfare and sustainability, with the goal of raising the ideal pig in the most ideal living conditions.”

Market leaders within the pig farming sector

“We have been part of the supply chain concept Pork at its Best right from the start. Before that we were already supplying to Best Star Meat. We chose Pork at its Best because it is a pioneering concept which also keeps the pig farmer’s business model in mind. We also view Van Loon Group as a progressive business that we are happy to cooperate with.” When asked if they wanted to switch to feed with animal protein, Pieter and Klaas were immediately enthusiastic. “We want to be one of the market leaders, to reap the benefits of the added value of every innovation. We do all we can to improve our animals, to let them grow up better. Feed with animal protein contributes to this.

It is a sustainable option because it is an alternative to soy; to prevent deforestation, soy-free is the future. Of course, this is only on condition that the feed supplier can also keep up with demand and that our feed supplier can deliver the feed.”

Feed with animal protein, better for pigs, nature & the environment

The new feed contains poultry proteins from processed by-products of the meat sector, from animals certified fit for human consumption. Using these by-products contributes to closing the protein and mineral loops. “We believe it is important to contribute to the environment and nature. This modification to the feed is another step in the right direction. Our results are good, so we definitely want to expand this further.” A pig is a natural omnivore. Processed animal protein is a raw material that a pig naturally requires in its diet to perform at its best without any stress. Animal protein has an extremely favourable amino acid composition and is



more digestible for pigs than plant-based protein. There are certainly major advantages for young animals: piglets grow faster and feel better, making them more placid.”

Business and care for the pigs is always our priority

Pieter and Klaas are continually developing. For instance, they have equipped their farm with their own windmills and solar panels. They also want to install their own battery so that they can store the energy they generate. “We are doing this to show that we are working sustainably and that there is a business model behind it. We are working at the forefront of introducing innovations, but it has to be financially sound. It can never be at the expense of our business and the care for our pigs; those are always our priorities.”



VARKENSBEDRIJF
BUUT'N GEWOON

Pig farm Buut'n Gewoon is managed by Pieter Post and Klaas Mijnheer. The private company was founded in 1986.

Facts & Figures:

- 350 sows
- 3,400 fatteners bred internally, no external supply
- 3 employees

Using animal protein feed produces markedly better sustainability results

Feed	CO ₂ emissions	Proportion of circular raw materials	Further information
Plant-based starter feed with processed soy	1,091 grams per kilo of feed	11%	Starter feed is specially formulated for piglets.
Starter feed with processed animal protein	697 grams per kilo of feed	29%	
Plant-based grower feed with processed soy	948 grams per kilo of feed	21%	Grower feed is given to pigs when they are in the middle phase of their lives.
Grower feed with processed animal protein	639 grams per kilo of feed	31%	
Plant-based finisher feed with processed soy	768 grams per kilo of feed	29%	Pigs eat finisher feed in the last period before they are taken for slaughter.
Finisher feed with processed animal protein	603 grams per kilo of feed	34%	



Employee safety and welfare



We strive for a motivated and proactive business culture by inspiring, helping and challenging each other to get better every day. That is Van Loon Group. Our employees are at the heart of our family business. They make an effort on a daily basis to make the best products for our retail, catering and industrial customers. 'Improving every day' requires enthusiasm and effort. That's why we continue to invest in people.

In knowledge, expertise, professionalism and long-term employability. And in pleasant, safe and interesting working environments where people can perform to the best of their ability.

AMBITIONS

- We are working towards being in the top 3 Best Employers
- 0 accidents resulting in absenteeism
- Absentee rate <4 %
- Well-trained employees
- Healthy and satisfied employees

CSR THEME EMPLOYEE TRAINING & EDUCATION



Why is this one of Van Loon Group's CSR themes?

The training and education of our employees is essential for ensuring that our products and processes meet quality standards, but also for the sake of our employees' general development. In addition, many non-native speakers work at Van Loon Group and communication with each other is important for good collaboration.



Boundaries

Principally this refers to all Van Loon Group employees, but in a number of areas it also concerns flex-workers.

Ambition

We strive to provide all our employees the training and education they need to perform their jobs to the best of their ability. In addition, we create enough space for personal development.

	2018	2019	2020	2021	2022
Number of employees who received a certificate from Campus per year	85	73	168	61	727
Number of employees who received a certificate for Dutch classes	51	128	61	9	53

2022 Activities

In the past year the Campus has come back up to speed and has made a major effort to catch up with training. 727 employees have received one or more certificates from the Van Loon Campus. A total of 2,453 certificates were awarded. Dutch lessons were also successfully restarted. 53 employees have received one or more certificates.

In 2022 we started up the online learning platform GoodHabitZ. This platform offers a broad range of online training courses, varying from how to use Excel and using business English to scrum techniques and communication training. This allows us to offer an easily accessible way for all Van Loon Group employees to continue learning. This can be either on the initiative of the employee themselves, or on the initiative of a team or manager.

Predictions for 2023

In 2023 the focus will be on completing the skill matrix for all sites within Van Loon Group and on working away the training backlog resulting from the Covid pandemic.

A planning tool extension is being added to the e-learning system Learn-It that will ensure that employees will be automatically registered for the compulsory training courses according to their positions.

We are also going to look into how we can make requesting education and training more accessible for all our employees. This will place even more emphasis on this important part of our strategy.

CSR THEME EMPLOYEE HEALTH AND SAFETY

08 Decent work and economic growth



Contribution to SDG 8.8

Why is this one of Van Loon Group's CSR themes?

Traditionally the meat sector has employed mostly men. However, employees with the same skills should be given the same opportunities, regardless of their age, gender, race, nationality or religion. A diverse organisation also produces better results.

Boundaries

This refers to employees in all departments and at all levels within the organisation.

Ambition

At Van Loon Group we do all we can to create a working environment with equal opportunities, where recruitment and

development are based on the competencies (knowledge, skills, attitude), experience, results and potential of every individual.

We do not tolerate any form of discrimination of any person or group of people on the basis of their age, gender, race, nationality or religion, origin, ethnicity, sexual orientation, or other characteristic. There is no place in our company for this.

Van Loon Group strives for an optimum male/female ratio in the different organisational levels. In this we do not necessarily attempt to create diversity in a forced manner, but we do strive for equality and equal opportunities.



	2018	2019	2020	2021	2022
% men entire Van Loon Group	60%	60%	58%	60%	60%
% women entire Van Loon Group	40%	40%	42%	40%	40%
% men in office		51%	55%	57%	60%
% women in office		49%	45%	43%	40%
% men in production		62%	61%	60%	61%
% women in production		38%	39%	40%	39%
Average age of men	41.0	42.5	42.4	43.0	44.2
Average age of women	38.0	39.6	38.3	39.0	40.0

Within Van Loon Group, no distinction is made between men and women. All vacancies are open to both men and women. When recruiting and selecting new employees, we look for the most suitable candidate, but when putting together a team, we always strive for the best possible ratio of men to women.

Particularly in higher management positions, the male/female ratio is still not at the level we would desire. For future vacancies, we will continue to look critically at this.

08 Decent work and economic growth



Contribution to SDG 8.8

CSR THEME CONTINUITY AND JOB SECURITY

Why is this one of Van Loon Group's CSR themes?

A long-term relationship between employer and employee and the prospect of continuity of work gives employees confidence and security.

Boundaries

A sustainably managed and financially healthy company ensures continuity of employment. Van Loon Group's terms of employment offer a certain degree of security to its employees.

Ambition

Van Loon Group's strategy is aimed at achieving sustainable, profitable growth for the organisation. By working on this together with our employees, we can also ensure the continuity of the company.



	2018	2019	2020	2021	2022
Average number of employees in FTEs including flex workers.	1,912	1,843	2,088	2,527	2,479
Total number of Van Loon Group employees at year-end	991	1,023	1,144	1,531	1,449
Average number of employees on a temporary basis	974	873	1,013	1,097	1,104
% of the number of employees covered by a collective labour agreement (CLA)	100%	100%	99.6%	99.7%	99.7%
% of the number of employees on a temporary basis covered by a collective labour agreement	100%	100%	100%	100%	100%
Number of own employees with a permanent contract			1,028	1,357	1,313
Number of own employees with a temporary contract			116	174	136
Number of employees with a full-time contract (38> hours)			885	1,242	1,143
Number of employees with a part-time contract (<38 hours)			259	289	306

2022 (13): Van Loon Group, Best Star Meat, Verhey Meat, Verhey Meat Excellent, Van Loon Son, Van Loon Eersel, Van Loon Almere, Meat Friends Best, Meat Friends North, Brandenburg Culinary Butchers, Promessa, Bonfait, Enkco

All Van Loon Group companies follow the CLA applicable to the company in question. A small proportion of our managerial staff is not covered by a CLA.

The CLAs are also applied to all hired flex workers. The need for operational flexibility and the availability of permanent employees results in a relatively large number of flex workers. These are predominantly employed in production and logistics.

CSR THEME EMPLOYEE WELFARE

08 Decent work and economic growth



Contribution to SDG 8.8

Why is this one of Van Loon Group's CSR themes?

Van Loon Group is a real family business. Our employees are our most important asset. Engaged employees lead to satisfied customers. Winning together is an important core value for us.

Boundaries

This refers to both permanent employees and employees who have a temporary contract at Van Loon Group.

Ambition

We strive for maximum employee satisfaction.

Subject	Objectives 2024
Employee satisfaction compared to reference companies in the industry, measured in the areas of engagement, employment practices, team leadership, organisational purpose, change management, work opportunities and social safety.	In the top 3 for at least of the 7 subjects

Results	2021	2022
Response:	72.2%	71.7%
Engagement	6.9	6.7
Employment practices	6.0	5.8
Team leadership	6.7	6.8
Organisational purpose	7.2	7.0
Change management	6.2	6.1
Work opportunities		6.1
Social safety	7.2	7.2

2022 (13): Van Loon Group, Best Star Meat, Van Loon Son, Van Loon Eersel, Van Loon Almere, Meat Friends Best, Meat Friends North, Brandenburg Culinary Butchers, Verhey Meat, Verhey Meat Excellent, Promessa, Bonfait, Enkco

General figures	2018	2019	2020	2021	2022
# instances of discrimination	0	0	0	0	0
# instances of sexual harassment	0	0	0	0	0
Working time lost due to strike or dispute (in days)	0	0	0	0	0



In 2002 Effectory carried out the third annual Employee Satisfaction Survey. Our employees' response was positive. All Van Loon Group businesses participated in the survey. There are large discrepancies in the scores between sites. Unfortunately, we are not yet seeing adequate results of the actions we have taken. The most important points to note from the 2022 ESS were appreciation of the employees, cooperation between teams and management communication. The most important points that made our employees feel proud are their own team and the cooperation within the team, their own manager and the working conditions. Senior management and all local teams have incorporated action points in their annual plans so that they can work together on the areas needing improvement and the areas we can be proud of.

In 2023 we are going to carry out the employee satisfaction survey in another form. We are going to shift the focus to so-called pulse surveys. This makes it possible to ask employees in a short period of time about a specific theme that we are currently working on. This will make it easier for us to measure if we are introducing the correct improvements and will allow us to correct course more quickly. Our ultimate goal is to have enthusiastic employees.

In 2021, Van Loon Group had existed for 50 years. Due to the pandemic, we could only celebrate this special milestone in style in September 2022. We all enjoyed a fantastic party, together with all our colleagues, their partners and a number of our business contacts. More than 15 top artists made it an unforgettable evening. As is customary, we shone a spotlight on all our employees celebrating special work anniversaries up on the stage, with speeches by Erik and Roland van Loon.

Rebekka van Asperen, prevention officer at Promessa in Deventer

Safety at work is a top priority at Van Loon Group

The health and safety of our employees is paramount.
Healthy and engaged employees take less time off work.
They are more productive and happier in their work.

To make improvements in safety, a prevention officer has been appointed for each production site. The prevention officer, together with the site manager, department managers and team leaders ensure that safety at work is a top priority. Rebekka van Asperen is prevention officer at Promessa in Deventer.

Solving 80 issues

"At the start of 2022 I was appointed prevention officer at Promessa. I had already been trained as prevention officer; at my previous employer I had the role of QESH coordinator. This experience combined with my previous positions as team leader and production manager in food are now coming in handy in my current role."

At the end of 2022, a new RA&E was carried out, with the report received at the start of 2023. "This is a milestone for us because the previous RA&E dated from 2018 and had no action plan. This RA&E highlighted 80 areas needing improvement. The Occupational Health & Safety Team has divided these up between our department managers. Together we are following up every point. Every point is crossed off as soon as the issue is solved. It is much more professional for us. All we need is included in a digital environment where we can keep track of everything. We are also automatically alerted if there are any changes in legislation so that we can take immediate action."

A lot of talking and raising awareness

The work of a prevention officer consists mainly of talking to managers and employees and processing data. "I work on all the safety issues that have emerged out of employee reports about unsafe situations. I ensure that the action points are allocated to the correct person and the measures that need to be taken are actually taken. I don't take action myself but monitor that it does happen and check afterwards if the measure was sufficiently effective."

Safe together

"We really are working as a team to improve safety, to solve cases. An example: an employee trips up on the work floor. We do not wave this to one side by saying that the employee wasn't watching where they were going. Instead we talk to the employee and ask for more details. Why weren't you looking where you were going? What was the reason? That allows us to address the cause and prevent similar accidents happening in the future. That means that the job involves a great deal of talking and raising awareness, documenting, following up on action points, checking and reminding people if it has not been done."

Taking the lead

Rebekka is proud of what the team has achieved so far at Promessa. "We were a long way behind, but we're making good progress. We are even starting to set an example for the



“We were a long way behind, but we’re making good progress. We are even starting to set an example for the other businesses”

other businesses”, she says, laughing. “In the sense of KPIs and reporting unsafe situations. Our goal is to report and solve 250 unsafe situations per year. This will ensure that we can prevent accidents happening. We have now achieved a tipping point in our culture. We can honestly say that we have developed a true safety culture.”

Safety Toolbox

How can you see this? “We go on a safety walk every week

with the group’s ESH coordinator, twice a week with our team leaders and daily with the production managers.

Safety is the first point discussed in every operational meeting. For instance, at the start of the day, the interim daily meeting and the team leaders’ meeting. We also pay a lot of attention to training people with the Safety Toolbox. A basic Safety training is offered by the Van Loon Campus. Almost all Promessa’s employees have followed this. Following on from this, Sander Verhoef (site manager), Tjeerd de Boer (head of the inhouse emergency response team) and I are setting up the Inhouse Emergency Response Team. We would like more training courses that are more interactive and above all, more fun, rather than a single annual training day. We currently have 9 new colleagues who have registered to become emergency responders. This is a fantastic number. Our goal is for all our employees to be thinking about this topic all year round, as they are with Safety at work.

08 Decent work and economic growth



Contribution to SDG 8.8

CSR THEME EMPLOYEE HEALTH AND SAFETY

Why is this one of Van Loon Group's CSR themes?

Our employees are at the heart of our business. The health and safety of our employees is paramount. Healthy and engaged employees take less time off work. They are more productive and happier in their work.

Boundaries

This refers primarily to the health and safety of all Van Loon Group employees, both its own employees and flex workers. This also applies to employees of external companies operating at our sites.

Ambition

The Van Loon Group health and safety policy aims to provide all our employees a safe and healthy workplace. Senior management endorses this and promotes an open and transparent culture within the business and makes

the resources available to meet these requirements. Employee reporting of abnormal circumstances and hazardous situations is actively encouraged. Employees must feel free to report violations and can feel assured that this will be dealt with by the company in an appropriate way and with integrity.

Van Loon Group commits itself to current laws and regulations relating to health and safety. Our Health & Safety Policy is based on a Risk Assessment and Evaluation (RA&E). We ensure that this is up to date and that violations are addressed promptly to eliminate health and safety risks as far as can reasonably be expected.

Van Loon Group ensures healthy and safe working conditions to minimise the risk of accidents.



Objectives for this theme	Objective
Lost Workday Case: (# accidents resulting in absenteeism per 200,000 hours worked)	Max. 2.0
Absenteeism	Max. 4.5 %

Results	2018	2019	2020	2021	2022
Number of accidents leading to absenteeism	34	30	52	67	42
Lost Workday Cases	1.98	1.68	2.50	2.78	1.72
Absentee rate	5.4%	5.3%	5.8%	6.1%	8.9%

2017 (8): Son, Best (2x), Eersel, Hapert, Oudewater, Roosendaal, Beilen

2018 (8): Son, Best (2x), Eersel, Hapert, Oudewater, Roosendaal, Beilen

2019 (9): Son, Best (2x), Eersel, Oudewater, Roosendaal, Beilen, Almere, Nuth

2020 (9): Son, Best (2x), Eersel, Oudewater, Roosendaal, Beilen, Almere, Nuth

2021 (12): Son, Best (2x), Eersel, Oudewater, Roosendaal, Beilen, Almere, Nuth (2x), Deventer, Denekamp. Absenteeism excl. Denekamp

2022 (12): Son, Best, Eersel, Oudewater, Roosendaal, Beilen, Almere, Nuth (2x), Deventer, Denekamp.

2022 Activities

At the end of 2022, Van Loon Group's strategy was reset. Part of this new strategy is the SQPDC model (Safety, Quality, People, Delivery, Costs). We firmly place the emphasis here on safety as top priority.

In 2022 the ESH manual (for safety) was completed and we made the roadmap for its introduction at all sites. This fits in seamlessly with our new strategy. In order to implement this, we have released extra funds to cover personnel and resources. Our ESH reporting has been altered and will be shared weekly and monthly with all Van Loon Group employees.

To increase safety awareness, we have set up an app group for all managers and other board members at all locations. In this app group, all accidents and near misses will be reported from all sites.

In 2022, we invested over 350,000 euros to minimise potential safety risks and to improve working conditions. For instance, at Bonfait and Best Star Meat, scissor lifts and backsavers were installed to limit the physical stresses on our employees. At Meat Friends in Best, a tool lift system and an adjustable format system were installed with the same goal.

At Verhey Meat in Nuth, the offices have been modernised so that the employees have a better workplace. At Best Star Meat, the extraction system in the crate washing area has been replaced.

At Meat Friends in Best, the fire alarm system has been extended and recertified and modifications have been made to escape routes and fire doors so that all employees can leave the building safely if there is an emergency.

Predictions for 2023

Our focus for 2023 will be on implementation of the new safety policy and increasing safety awareness on the work floor.

In addition, we will be investigating introducing an app to make it easier to report and register hazardous situations, accidents and near misses.

The KPIs for accidents were adjusted at the end of 2022. Since January 2023, these KPIs will be reported weekly and monthly at all sites.

CSR THEME INTEGRITY

12 Responsible consumption and production



Contribution to SDG **12.6**

Why is this one of Van Loon Group's CSR themes?

An organisation with no integrity risks damaging the image of the company and the industry. An organisation with integrity respects legislation, human rights and labour rights, minimises social and environmental risks and has an honest management.

Boundaries

Van Loon Group ensures that its own internal organisational structure is sound and provides opportunities for stakeholders to lodge complaints. We also use our influence as supply chain director to ensure that our supply chain partners operate with integrity.

Ambition

Van Loon Group strives to ensure that its actions and employees are of impeccable character.

Van Loon Group believes integrity and transparency are crucial, both for our employees and for our products. In order to monitor this as independently as possible, Van Loon Group has internal and external whistle-blower regulations. Employees can make use of this if they discover possible abuses and/or irregularities related to compliance with laws and regulations, food safety or product claims.

There are many social and political issues at stake concerning animal welfare, fraud, climate change and social injustice. The meat sector is held under close scrutiny. Van Loon Group is aware of this and shows that it stands for integrity.

2022 Activities

A baseline measurement has been made related to food safety culture within Van Loon Group.

Van Loon Almere's suppliers have been required to sign a new Code of Conduct for business partners.

The purchasing conditions stimulate that every new supplier must comply with these before they can supply Van Loon Group.

The site in Almere was certified under the Sedex Members Ethical Trade Audit (SMETA).

SMETA focusses on labour standards, health and safety and adheres to the guidelines of the United Nations Guiding Principles (UNGP) for business and human rights and the British Modern Day Slavery Act 2015.

Predictions for 2023

The survey relates to food safety and food integrity within the business. This will be repeated in 2023 to measure progress.

All existing and new suppliers will sign the Code of Conduct for business partners.

In 2023, certification for Varken van Morgen will expire. We monitor participation in IFS-PIA (Product Integrity Audit) for retail businesses.



APPENDIX Stakeholder engagement

Stakeholder	How does dialogue take place?	Important sustainability themes
Customers <ul style="list-style-type: none"> • Retail • Catering • Industry • B2B 	Direct discussions with customers Purchasing process/terms and conditions Product specification Sector consultation (voluntary code of practice)	Food safety Health (fat/salt/sugar/allergens/antibiotics) Animal welfare (Beter Leven label) Transparency in the supply chain Social risk management in the supply chain (child labour, working conditions, safety) Losses & food waste Energy consumption process and building Sustainable soy and palm Packaging (reduction of plastic and FSC paper) Colourings & flavourings (E numbers) Climate & carbon footprint
Consumers	Via customers (retail & catering industry) Via Website & social media Information sessions with staff	Food safety Transparency Health Food waste Animal welfare Climate & carbon footprint Locally sourced products
Employees	Van Loon Group Internal Code of Conduct Employee handbook and introduction film Van Loon Group Campus Performance appraisal	Employee career development/training Safety at work & health Job security & continuity (ratio flex/permanent) Integrity in business operations Welfare (sustainable employability, corporate identity & sense of belonging)
Livestock farmers	Personal contact & company visits Various meetings for pig farmers and cattle farmers Newsletter	Continuity/Purchase guarantee Valorisation of (sustainable) products/fair prices for farmers
Slaughterhouses	Direct discussions with slaughterhouses Visits from Animal Welfare Officer	Food safety Animal welfare Continuity
Other suppliers (auxiliary services)	Direct discussions with suppliers	Continuity Packaging Energy use Emissions

Stakeholder	How does dialogue take place?	Important sustainability themes
Financial shareholders	Regular consultation	Continuity Honest business operations Employee welfare Animal welfare Climate & carbon footprint
Certification bodies	Audit visits	Food safety Animal welfare Safety at work & health
Sector organisations • KNS • FNLI • VNV • AKSV • COV	Consultation within the sector organisation	Energy use in processing and buildings Packaging Losses & food waste Transparency in the supply chain Climate & carbon footprint Sustainable soy and palm oil
NGO's • Dierenbescherming ^{*1} • Natuur & Milieu ^{*2} • Wakker Dier ^{*3} • Varkens in nood ^{*4} • GAIA ^{*5} • Consumentenbond ^{*6}	Van Loon Group participates in the Advisory Board of the Beter Leven welfare scheme Van Loon Group organises livestock farmer focus groups for the Dutch animal welfare organisation (Dierenbescherming)	Animal welfare Biodiversity Transparency in the supply chain Valorisation of sustainable products/fair prices for farmers
Academic institutions • WUR/HAS Green Academy ^{*7} • VIC ^{*8}	Joint project monitoring and reduction the pork supply chain's carbon footprint	Climate & carbon footprint Waste water treatment
Government	Via the Dutch environmental department (legislation)	Waste Water Emissions Energy use (EED) Local environment
Media	Press releases	Malpractices in the sector
Local area	Business associations	Emissions (smell/noise) Local involvement
Competitors	Via trade organisations	All the themes mentioned are also relevant to competitors

^{*1}Dutch Animal Foundation ^{*2}environment ^{*3} farm animal welfare ^{*4} pig welfare ^{*5} animal welfare ^{*6} consumer watchdog

^{*7}Has University of Applied Sciences ^{*8}safety information centre





APPENDIX Selection of GRI-indicators

Based on the material sustainability themes, we have made a selection of the GRI indicators to report on. This report has been prepared in accordance with the GRI Standards Core Option.

CSR topic	Van Loon Group theme	Relevant GRI indicators	Page
Consumer and Health	Food safety	GRI 416-FP5 Percentage of production sites certified in accordance with international safety standards	24 and 25
	Organic meat	GRI FP9 Number of animals with animal welfare initiative	26
	Sugar, salt & fat content	GRI 416-FP6 Proportion of volume that has a reduced salt, sugar and fat content	26 and 27
	Use of antibiotics	GRI 416-1 Assessment of health and safety impacts of products	28 and 29
	Losses and food waste	GRI 306-3 Waste (raw material, volume and location)	30
	Protein transition	No specific GRI indicator	31
Sustainable production	Water	GRI 303-3 Water consumption	35
		GRI 306-1 Quality and destination of waste water	35
	Waste	GRI 306-2 Waste	36
	Sustainable energy generation & energy efficiency	GRI 302-3 Energy intensity	36 and 37
	Packaging materials	GRI 301-1 Quantity of material per type	39
	Greenhouse gas emissions	GRI 305-1 Direct emissions	40 and 41
		GRI 305-2 Indirect emissions from purchased energy	40 and 41
GRI 305-4 Emission intensity		40 and 41	
Supply chain management and animal welfare	Valorisation of sustainable products	GRI 203-2 Indirect economic impact	45
	Animal welfare	GRI FP9 Number of animals covered by animal welfare initiative	46
	Local sourcing	GRI 204-1 Proportion of purchases from local suppliers	47
	Transparency and product integrity	GRI 417-1 Requirements for product information and labelling	48
	Sustainable soy and palm	GRI 204-FP1 Percentage of soy/palm sustainably sourced according to international standards	49
Employee safety and welfare	Training & education of employees	GRI 404-2 Employee development programme	53
	Diversity and equal opportunities	GRI 405-1 Diversity among employees and management (gender, age group per employee group)	54
	Continuity and job security	GRI 201-1 Direct economic value generated	55
	Employee welfare	GRI 401-1 Number of new employees	56
		GRI 406-1 Non-discrimination: number of incidents/complaints	56
		GRI 402-FP3 Working time lost due to strike or dispute	56
	Employee health and safety	GRI 403-10 Work-related absenteeism	60
		GRI 403-9 Work-related accidents	61
Integrity	GRI 205-2 Communication on anti-corruption policy	62	

In addition, we are also required to report on a number of general GRI indicators. According to the 'core' report, these are the indicators in the table below. This report has been prepared in accordance with the GRI Standards Core Option.

CSR theme	GRI no.	GRI indicators	Page/explanation
General	102-1	Name of the organisation	8
	102-2	Activities, brands, products and services	8 to 13
	102-3	Location of head office	11
	102-4	Countries where the organisation is active	10 and 11
	102-5	Ownership and legal form	Van Loon Group is a privately owned Private Limited Liability Company
	102-6	Sales markets	11 to 13
	102-7	Size of the organisation	10, 11 and 55
	102-8	Information about employees and other personnel	52 to 63
	102-9	Supply chain	12 and 13
	102-10	Important changes within the organisation and supply chain	6 and 7
	102-11	Precautionary principles or approach	14
	102-12	External initiatives	64 and 65
	102-13	Membership of associations and interest groups	64 and 65
	102-14	Statement by senior decision-maker	4
	102-15	Description of key impacts, risks and opportunities	18 and 19
	102-16	Values, principles, standards and behavioural standards	8 and 9
	102-17	Mechanisms for advice and concerns about ethics	Van Loon Group has whistle-blower regulations and a Code of Conduct. These are both actively brought to the attention of employees. The quality department monitors compliance with product integrity rules.
	102-18	Governance structure	In addition to the executive directors (see p.5), Van Loon Group's managing board consists of three non-executive directors and the CEO.
	102-40	List of stakeholder groups	14
	102-41	Collective labour agreement	55
	102-42	Identifying and selecting stakeholders	14, 64 and 65
	102-43	Approach to stakeholder engagement	14, 64 and 65
	102-44	Key topics for stakeholders	18 and 19
	102-45	Entities included in the consolidated financial statements	10 and 11
	102-46	Defining report content and topic boundaries	This report has been prepared in accordance with the GRI Standards Core Option. The content of this report is determined by the material CSR themes.
	102-47	List of material topics	18 and 19
	102-48	Restatements of information	NA
	102-49	Changes in reporting	Van Loon Group has been reporting its sustainability performance in the CSR report since 2011. The current CSR report is in line with the GRI Guidelines for Sustainability Reporting.
	102-50	Reporting period	Since 2011
	102-51	Date of most recent report	2023
102-52	Reporting cycle	Annually	
102-53	Contact point for questions regarding the report	Roland van Loon: rvanloon@vanloongroup.com Lindsay Kemps: lkemps@vanloongroup.com	
102-54	GRI application level	This CSR report has been prepared in accordance with the GRI Standard, Core Option.	
102-55	GRI content index	This table pages 68 and 69	
102-56	External assurance	This CSR report has been internally reviewed. The report has not been validated by an external party.	
Management approach	103-1	Explanation of the material topic and its boundary	18 and 19, 23 to 63
	103-2	Management approach	8 and 9
	103-3	Evaluation of the management approach	All Van Loon Group companies report periodically to management. The CSR policy is embedded in the operation. Both operational KPIs and CSR KPIs are evaluated periodically and adjustments are made if necessary.





VanLoonGroup

Good source. Great food.

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