



Gathering speed



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

Gathering speed

At the end of 2022 we revised our strategy as far as 2027. In 2023 we made rapid progress on this. In the first quarter we, as the management team, set in place the right prerequisites for this strategy. We are fully committed to having our employees join us in our strategy and our ambition: To continue developing Van Loon Group to become market leader in meat and convenience food, acting as supply chain director to make more sustainable food accessible for all.

Motivated employees

Our employees are our assets and we can only achieve our ambitious goals with motivated employees. In the past year we have had a special focus on our employee welfare and safety. Of course, these are themes that we have been working on for years. In 2023 we very consciously made these themes a focal point in our HR programmes and in daily

operations. Examples are the introduction of 'A good talk', an open discussion between manager and employee to talk about work and personal development. We have also taken our first steps on the road to zero accidents. Our efforts are not yet always reflected in the 2023 figures, but we are convinced that we are heading in the right direction.

Market leader in sustainability

The Science Based Targets Initiative (SBTI) has validated and approved Van Loon Group's CO₂ reduction targets for 2030. This means that Van Loon Group is ahead in our sector and these ambitious goals enable us to contribute to the Paris Climate Agreement and help limit global warming to a maximum of 1.5°C. In the chapter Sustainable Business starting on page 36 you can read all about our objectives and how we are going to achieve them. Following on from this, in 2023, together with our most important internal and external

Van Loon Group in numbers 2023

Turnover



1 billion

Production sites



10

Production



224 mln

2.500 employees



2.500

stakeholders we also started preparations for the new Corporate Sustainability Reporting Directive (CSRD). This will be introduced in the reporting year 2025, but will bring with it a number of changes for the 2024 annual report.

Efficient operations and growing with our customers

To keep our products affordable for our customers, it is necessary to structure our businesses as efficiently as possible. In light of this, in 2023 production was transferred from the Almere and Deventer sites to other sites within the group. Of course, this had consequences for our employees who were employed at these sites.

By implementing a work-to-work plan we succeeded in supporting every employee to find either a new position within our group or a new workplace outside our company. Although we may sometimes be forced to close sites, in other

areas we are rapidly expanding. For example, in our convenience foods division as well as abroad: Maître in Oude-Tonge and the Flemish Q-Group in Belgium joined our group in the past year.

We would like to thank all our colleagues and business contacts for their contribution in 2023.

As ever, there's 'never a dull moment' in our company. I look forward to helping our wonderful family business to flourish again in 2024!

Roland van Loon - CTO Van Loon Group

Highlights 2023



JANUARY / MARCH

Successful participation in the Horecava hospitality trade fair with our catering industry business Enkco.

-

Closure of Van Loon's site in Almere. Meat substitute production is transferred to other Van Loon Group sites.



APRIL

Acquisition of ready meal producer Maître in Oude-Tonge.

This acquisition matches Van Loon Group's strategy for further growth in ready meals and convenience foods.

-

Van Loon Group calculates its Scope 3 emissions for 2019 and 2022.



MAY

Our CSR annual report 2022 Winning together is published.

-

Van Loon Group successfully participates in the PLMA Trade Show.



-

The Van Loon Group safety app is launched making it easy to report hazardous situations and accidents.



JUNE

Van Loon Group becomes a supply chain partner with Zonvarken, the revolutionary farm that is animal friendly, environmentally friendly and positive for farmers, the climate and local residents.

In 2023 we celebrated 41 employee work anniversaries:

32 x 12.5-year anniversaries
5 x 25-year anniversaries
4 x 40-year anniversaries





SCIENCE
BASED
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION



JULY / AUGUST

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

- The start of Programme Obelix, aiming to continue to develop our sites into centres of excellence.
- First edition of our new onboarding day. Welcome to Van Loon Group!



SEPTEMBER

Since September 2023 we have been participating in the East Flemish Q-Group. Q-Group is responsible for sales, production and distribution of fresh meat products and cold meats to over 2000 commercial kitchens in Belgium.

- Follow-up to the Employee Satisfaction Survey using the Pulse Survey.

Van Loon Group restructures and will now consist of three divisions:

- Van Loon Beef & Pork
- Van Loon Retail & Catering Industry
- Van Loon Convenience Food.

OKTOBER

Van Loon Group successfully participates in the Anuga Food Fair 2023.

- The annual party for all our employees. This year's theme is 'Enjoy life'.



NOVEMBER / DECEMBER

Pork at its Best event with all our pig farmers held in Kamerik.

- The Roadmap for Sustainability and Animal Welfare, Pork at its Best and Beef at its Best is completed.
- Closure of Van Loon's site in Almere. Meat substitute production is transferred to other Van Loon Group sites.

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 and convenience foods accessible for everyone.

By making our business and our supply chains a little more sustainable every day, we are the market leader in sustainability.

Our vision

By improving every day, our team of motivated employees works to deliver the best, tastiest and most innovative products to the consumer via a range of channels.

Our ambitions

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 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's 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.

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..



FOCUSED ON THE FUTURE

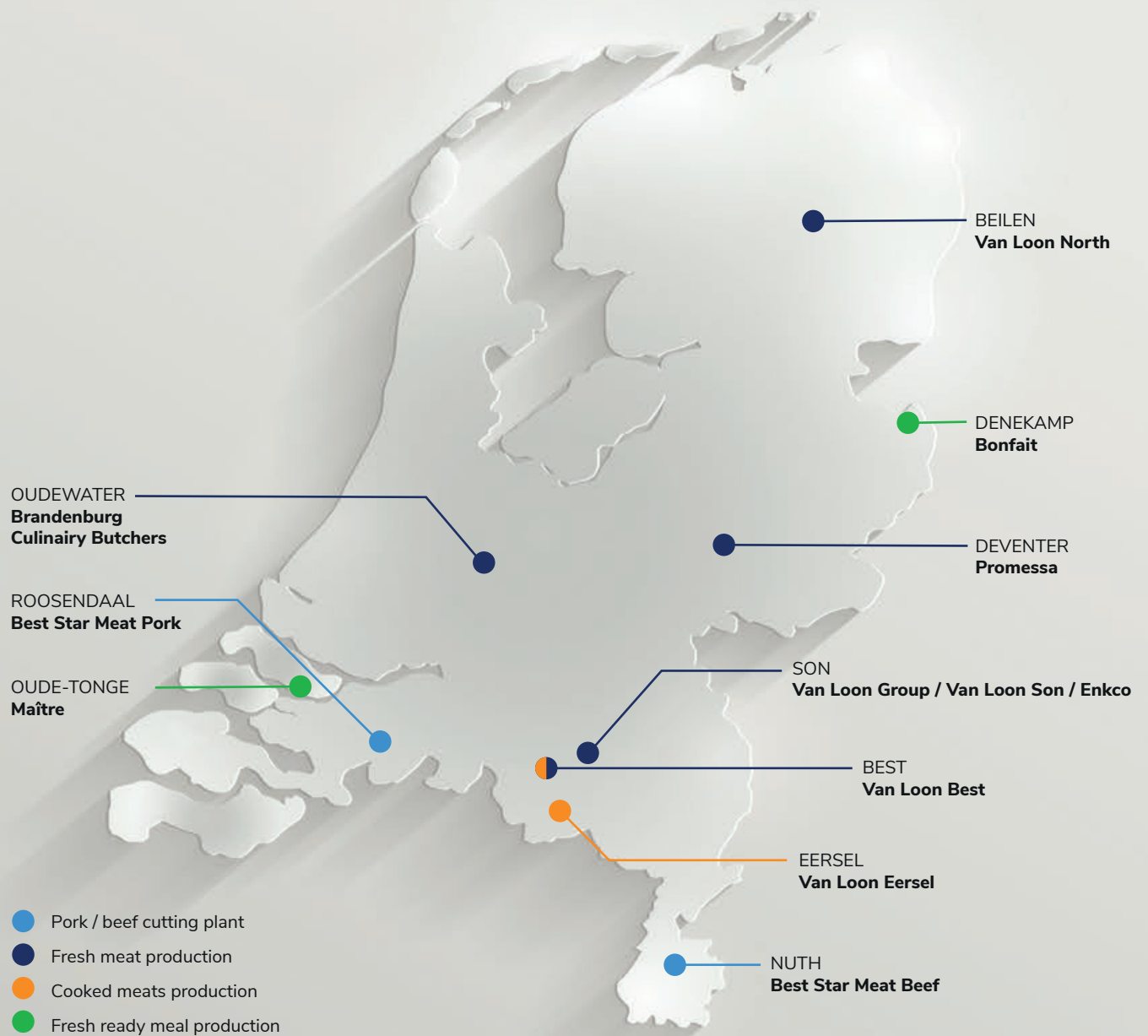
Van Loon Group is an integral part of society and accepts its responsibility for the world of tomorrow. We shape the future from a foundation of sustainable relationships with colleagues, customers and suppliers. Always with respect for people, animals and the environment.



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 specialised companies of meat products and convenience products at 10 production facilities spread throughout the whole of the Netherlands. Van Loon Group is organised into three divisions:



Best StarMeat

Van Loon Beef & Pork consists of the companies Best Star Meat Beef and Best Star Meat Pork. The raw material companies are responsible for professional processing of all pigs and cattle. The pork and beef are supplied to Van Loon Group's Retail & Food Service division and to industrial customers.

In addition, in its role of certified supply chain manager, it maintains all our contacts with the livestock farmers who are contracted to Best Star Meat.



VanLoonGroup



BRANDENBURG
CULINAIRE SLAGERIJ

PROMESSA



ENKCO

Van Loon Retail & Catering Industry consists of the companies Van Loon Best, Van Loon Eersel, Van Loon North, Van Loon Son, Brandenburg Culinary Butchers, Promessa and Enkco. This division produces fresh, precooked and hybrid meat products, mostly for the Dutch retail market.

Enkco is the company within the division that specifically focusses on the catering industry market. Enkco sells chilled and quality frozen products such as burgers, meatballs, sausages and other convenience products to customers in the catering industry and the B2B market.



Bonfait
— FOOD WITH A SMILE —



Maitre

Van Loon Convenience Food consists of the companies Bonfait and Maitre. Both companies produce chilled ready meals, meal components, salads, pasta salads, soups and sauces. Its customers include speciality shops in fresh food, supermarkets and institutional clients in Europe.

Value chain

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



- Breeders' organisation
- Feed producer
- Vets



- Beef and pork livestock farmers

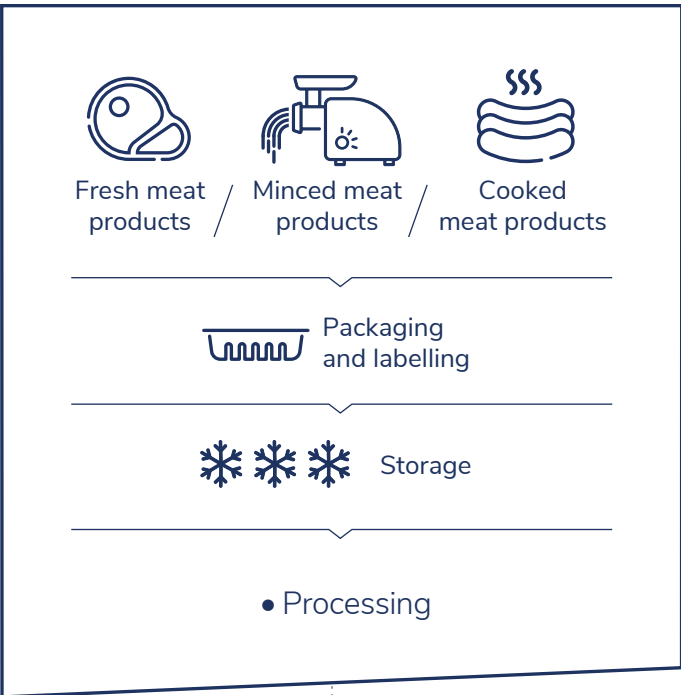


- Slaughterhouse Beef and pork



- Cutting plant Beef and pork





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

directly active indirectly active

- Retail
- Catering
- B2B

- Consumer

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

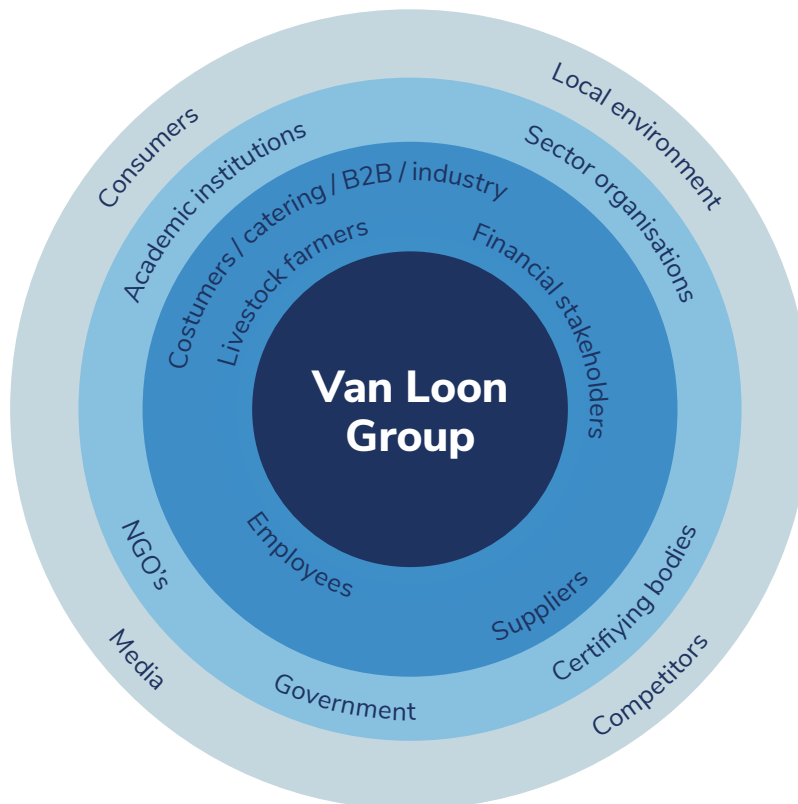


Stakeholders

As a producer of meat products and meat substitutes, 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 trends in sustainability 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 principle, based on input from our stakeholders and consumer research.



CONSUMER AND HEALTH

In 2030 over half of the adult population will belong to the Convenience generation (Generation Z and Millennials). A generation that opts for a convenience-based lifestyle. This will result in a growing need for meals that are delicious, healthy, sustainable and fast to prepare. Choosing to eat healthily is what tends to suffer when time is tight. As a food business, our response to these consumer wishes is 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 maximising the use of solar panels at 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 whole 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. Some of our beef is 2-star Beter Leven (Better Life) certified and 100% of our pork is 1-star Beter Leven certified. We have been implementing our innovative supply chain concept, the Varken op z'n Best (Pork at its Best) scheme, for 4 years now. In 2023, we also launched a new supply chain concept: Rund op z'n Best (Beef at its Best). 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 Supply Chain Management and Animal Welfare

- Valorising sustainable products
- Animal welfare
- Transparency and product integrity
- Sustainable soy and palm oil
- Local sourcing



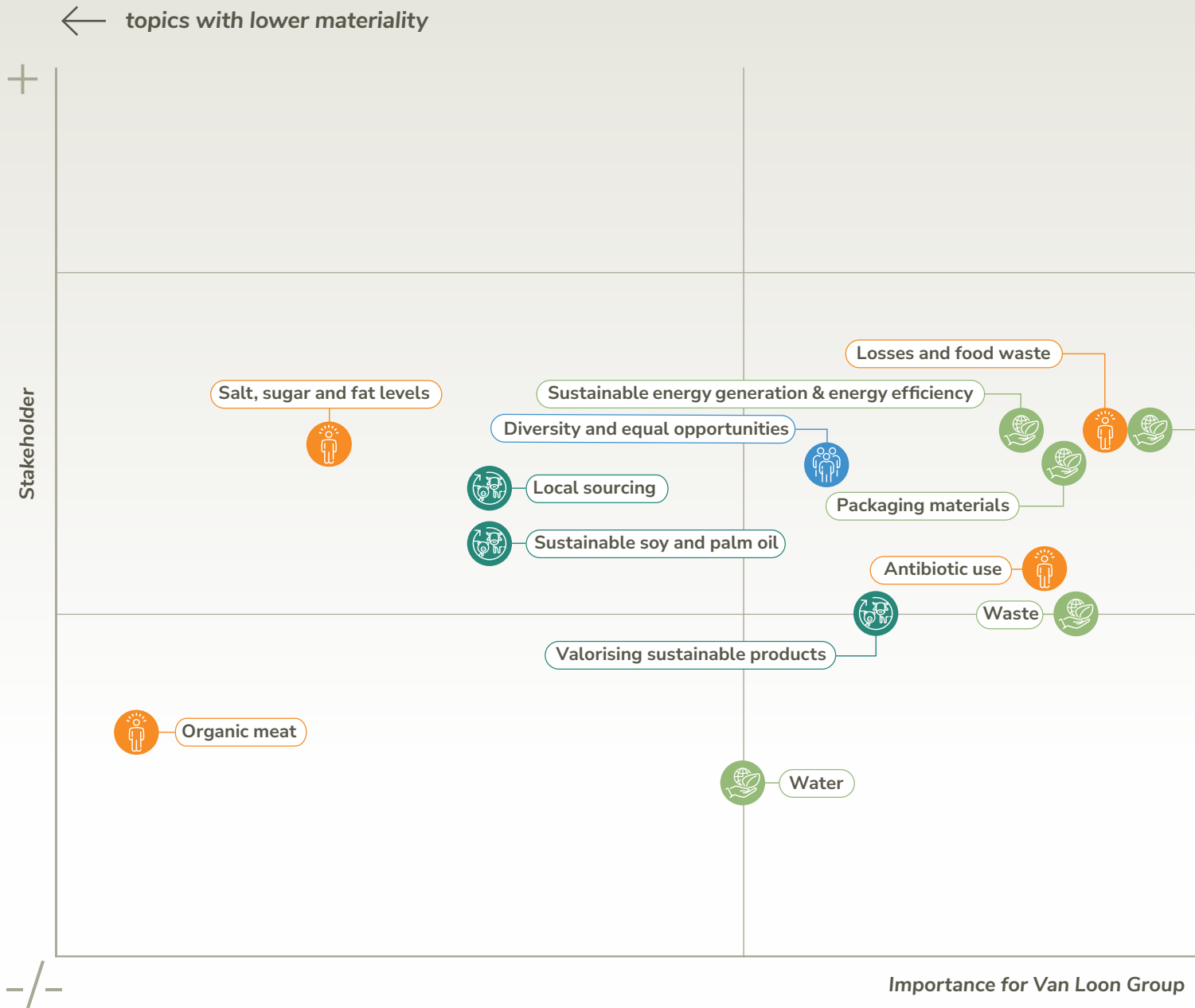
EMPLOYEE WELFARE & SAFETY

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 our employees and listening to them, we aim to keep 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 Employee Welfare & Safety

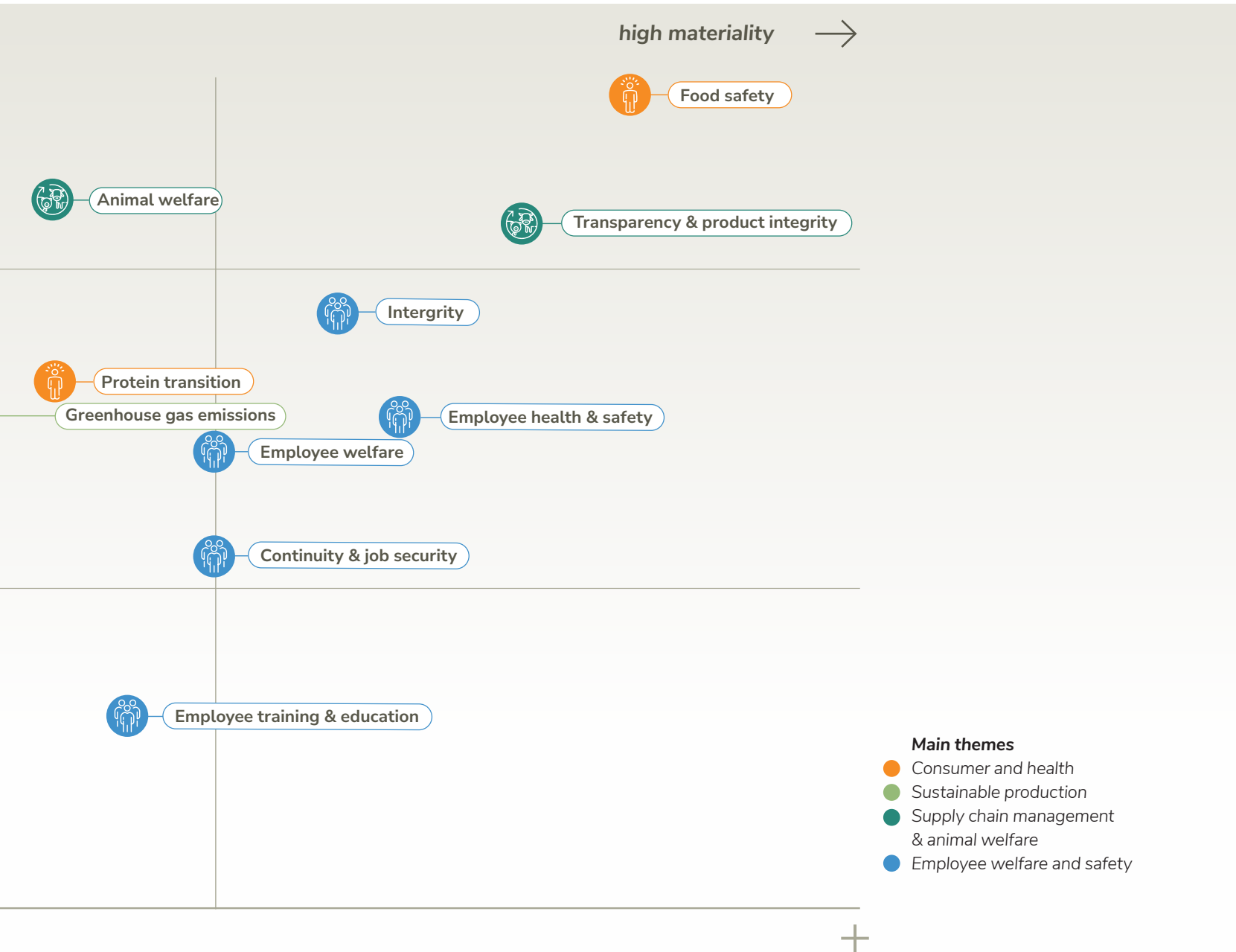
- Employee training & study programme
- Diversity and equal opportunity
- Continuity and job security
- Employee welfare
- Employee health and safety
- Integrity

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 2023 for each CSR theme.



CSR PRINCIPLES

Overview of results 2023



CONSUMER & HEALTH



Improved food safety

- HR and QA cooperated to design a new and improved employee training structure for quality, food safety and integrity.
- All production sites have been IFS certified.

Organic meat

- Our organic pigs were healthier in 2023. Although our average use of antibiotics was already low, we achieved a 53% reduction for sows, 31% for piglets and 12% for fatteners.

Reduction of sugar and salt



- Major improvements have been implemented in mincemeat products such as sausages and pigs in blankets, but also in shoarma strips, schnitzels and marinated bacon steaks.
- This has produced a total reduction of 7,357 kg of salt per year.
- All Bonfait's ready meals meet a Nutri-Score of A or B.



Combatting food waste

- In 2023 we donated a total of 99,284 kilos of free products to Dutch food banks. At a standard portion weight of 80 grammes, this is over 1.25 million portions.

Protein transition

- In 2023 our range of hybrid products expanded considerably. Our hybrid products have a similar taste and texture to meat products but have a lower carbon footprint.



SUSTAINABLE PRODUCTION

Science Based Targeting Initiative

- Increasing the sustainability of our own business and our meat-based supply chain is one of Van Loon Group's most important strategic principles. To put this into practice, Van Loon Group joined the Science Based Targets Initiative (SBTI) in 2023.

The SBTI has validated CO₂-reductiedoelstellingen van and approved Van Loon Group's carbon reduction targets for 2030.



SCIENCE
BASED
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

Savings in energy resources

- In 2023 our electricity use was reduced by 5% and our gas use reduced by 4% compared to 2022.
- In 2023 we generated 2,821 MWh ourselves. In percentage terms, this was 6.1% of our total power consumption (2022: 5.8%).
- In 2023 we invested € 223,000 in energy saving and environmental improvement measures. This included replacing the hot water boilers in Best and Eersel with a more efficient type as well as installing LED lighting.
- In Denekamp the air conditioning system was replaced, creating a better working climate for our employees as well as providing us with more energy efficient cooling. Part of the refrigeration unit for the ice water cooling system was also replaced.

Packaging

- At our site in Son, 49 tonnes of backing paper from labels was recycled. This delivers a saving of 94 tonnes of CO₂.





SUPPLY CHAIN MANAGEMENT & ANIMAL WELFARE

Varken op z'n Best scheme

- In November we held our first farmers' event, inviting all our pig farmers. During this event we celebrated the milestones we have achieved with the Varken op z'n Best (Pork at its Best) scheme in recent years and considered new developments for the future. We received very positive feedback and will be implementing this in a structural way in 2024.
- The pilot projects for undocked tails and loose farrowing pens have started. We are running these projects in cooperation with the Dutch Animal Protection Foundation, the Ministry of Agriculture, Nature and Food Quality and one of our retail customers. The projects are being supervised by Wageningen University & Research (WUR). This project will run from 2023 until 2025. The aim is to take a major step forward in the area of animal welfare.



Rund op z'n Best

- In 2023 we also established a beef supply chain: Rund op z'n Best (Beef at its Best), top quality beef, locally sourced. Dutch meat, regionally-sourced feed, no medical procedures for the animals and a purchase guarantee for farmers.



EMPLOYEE WELFARE & SAFETY

Employee Satisfaction Survey

- In 2023 Van Loon Group took a different approach. Instead of carrying out our annual employee satisfaction survey (ESS), we started to carry out pulse surveys. These are shorter surveys with a limited number of questions. The advantage of carrying out pulse surveys is that we can deploy them several times a year. This allows us to measure the progress of new actions more quickly and adjust them if necessary.

Employee health and safety

- The Van Loon Group strives to create a safe workplace for our employees and third parties. We do this by investing in safe machines and production facilities. In 2023 we invested over 450,000 euros in safer or more ergonomic machines and systems.
- We have introduced an app to all our sites to make it easier to register, follow up and analyse hazardous situations and incidents. All managers, members of the in-house emergency response team and HSE officers can use this app.



Introduction to our CSR principles and themes

In the following sections we will go into more detail about our CSR principles by explaining how we are contributing to each theme and which ambitions or aims we have for a certain theme.

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 in the relevant year.

Contributions 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 (SDGs) defined by the United Nations. These determine the global sustainable development agenda from 2016 to 2030.

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





Consumer and Health

Under our Consumer and Health principle, we focus on a number of ambitions. In the past year, we have made various products healthier by reducing salt and the number of allergens. We are working towards making all our meals meet a Nutri-Score of A or B. 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.

We are contributing to the protein transition. In 2023 our range of hybrid products expanded considerably. Our hybrid products have a similar taste and texture to meat products but have a lower carbon footprint.

AMBITIONS

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



CSR-THEME FOOD SAFETY

02 No 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. (E. coli, stec, listeria, salmonella)	99.50%
% of our own production sites certified at the highest level of IFS/BRC	100%
100% of suppliers that are GFSI certified	100%

Result	2020	2021	2022	2023
% of analyses of end products that meet the legal microbiological norms (E. coli, stec, listeria, salmonella)		99.8%	99.2%	99.3%
% eigen productielocaties dat IFS/BRC gecertificeerd is	90%	90%	100%	100%
% van toeleveranciers dat GFSi gecertificeerd is*	94%	92%	97%	97.7%

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

In 2023 there was a noticeable decline in the number of external audits. The most important reasons for this were fewer customer audits, particularly at Promessa, and the closure of the Almere site. In addition, audits for the Varken van Morgen (Pig of the Future) which we previously carried out several times per year at all sites, were replaced by more extensive IFS Product Integrity Audits. As we achieved a high score for this, the related audit frequency has been lowered to once every two years.

The total number of quality certificates has risen because a Beter Leven (Better Life) certificate has been added in Best and Denekamp.

In 2023 we expanded the production of ultra-fresh ready meals at Bonfait. The complexity of this product group has resulted in us performing extra validations of our processes, in consultation with the Netherlands Food & Consumer Product Safety Authority (NVWA).



General figures	2019	2020	2021	2022	2023
Audits by external parties	78	69	108	110	60
Audit days by external parties	74	65	128	121	65
Internal audits conducted	507	401	525	597	595
Microbiological analyses and environmental analyses	26,683	25,483	31,457	31,329	33,736
Unique quality certifications	23	23	22	26	26
Quality certificates	91	86	82	90	97

2023 Activities

In 2023 the weekly and monthly quality reporting was revised so management can be better informed about the most important issues in the field of food safety and integrity. In addition, QA posts monthly information on Meatpoint (intranet) to actively involve our employees in quality activities.

Due to the closure of our production site for vegetarian products in Almere, all production processes were transferred to Van Loon Son and Eersel and the process and product validation was carried out from scratch.

HR and QA cooperated to design a new and improved employee training structure for quality, food safety and integrity.

In 2023 the new IFS standard was published. A project group of representatives from various sites has been working towards incorporating the amendments in our quality system.

Together with the HSE (Health, Safety & Environment) officers, a new application has been introduced to enable easy reporting of safety-related incidents.

Bonfait has joined the central quality system and the QA framework. Bonfait's suppliers have also been entered into the central suppliers' portal.

In 2023, our goal was to initiate an additional internal audit programme to assess the risk profile of Van Loon Group sites. Designing and implementing this has been delayed and it will therefore be introduced in 2024.

Predictions for 2024

In 2024 the Maître site will be connected in stages to Van Loon Group's central quality system and QA framework.

At the start of 2024 a review is being performed of all our policy documents and the underlying procedures. The employee manual is also being reviewed so that employees are aware of the most up-to-date guidelines.

To assess progress related to Food Safety Culture, a follow-up survey of all permanent employees will be carried out.

During the monthly onboarding days for new employees, the QA department will now give a presentation highlighting quality, food safety and integrity.

The structure of the digital quality handbook will be changed so that those responsible within a department will be given a larger role during the review of a document related to their field of expertise.

All training courses about contract confirmation procedures (CCP) within Van Loon Group will be set up using a central format and the central e-learning system.

In 2024 we will revise our method for supplier assessment of service providers which have or could have a significant impact on our quality and integrity. In addition, we will start continuous assessment of the suppliers to the raw material division according to predetermined KPIs in order to improve our insight into their current performance.

In 2024 renovation of the special care department in Eersel will be completed.

CSR-THEME ORGANIC MEAT

02 No hunger



Contribution to SDG

2.1

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 no artificial fertiliser is 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.

	2019	2020	2021	2022	2023
Externally purchased organic pork and beef (index: 2015=10)	182	157	172	193	185



The total processed volume of organic meat was slightly lower in 2023 compared to 2022. This is for both beef and pork from our own supply chain.

The farmers' meetings Best Star Meat started in 2022 have continued in 2023. After consultation with each other, the organic pig farmers have decided to collaborate more to work towards uniformity. This will allow them to learn from each other and improve.

Our organic pigs were healthier in 2023. Although our average use of antibiotics was already low, we achieved a 53% reduction for sows, 31% for piglets and 12% for fatteners.

Health remains a major theme in 2024: during farm visits our Livestock coordinators discuss topics with the pig farmers, including lesions at slaughter and antibiotic use. During joint gatherings we also pay added attention to pig behaviour. The goal is to recognise unhappy pigs at an early stage, thus preventing welfare problems.

03 Good health and well-being



Contribution to SDG

3.4

CSR-THEME SALT, SUGAR AND FAT CONTENT

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

Some 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 consumer health.

Boundaries

Production of processed 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 endangering the food safety of our products. We follow our customers' and the trade organisations' healthy eating policies and ensure that these are implemented. As meat also has many healthy properties (including vitamins and iron content), we strive to make our meat substitute products equally healthy.



Activities 2023

Major improvements have been implemented in mincemeat products such as sausages and pigs in blankets, but also in shoarma strips, schnitzels and marinated bacon steaks. This has produced a total reduction of 7,357 kg of salt per year.

At Brandenburg Culinary Butchers the precooked braising steak and precooked stewing steak have a lower salt content. At the Best and Beilen sites, wheat fibres have been replaced by a fibre from which the allergen wheat has been removed. The total production volume incorporating this fibre is 172 million tonnes per year.

The preparations for introducing the Nutri-Score for meat products have been completed.

Bonfait strives for all its ready meals to meet a Nutri-Score of A or B. No new Nutri-Score guidelines have been received from the Dutch Food Retail Association (CBL).

Predictions for 2024

We already comply with our customers' health agreements for almost all products. But 'Improving Every Day' is our motto here too. For example, Brandenburg Culinary Butchers is planning to upgrade the brine for culinary products. In Son the reduction of sugar and salt in the beef and chicken ranges will be optimised.

The Nutri-Score will be introduced for some of our customers in Q3 of 2024.

Our customers have not yet set any requirements or goals for the Nutri-Score of meat products. We therefore have no specific related projects planned for 2024.

In the context of the protein transition, R&D will be focussing on developing hybrid products; meat to which plant-based ingredients are added. We expect this to contribute to a limited reduction of saturated fat. For these products, the positive impact on the environment will be greater than that on health.

CSR-THEME ANTIBIOTIC USE

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 the transfer of antibiotic resistance to 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. We also monitor antibiotic use by 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	2025 Goal
DDDA* over the whole year for sows/suckling pigs	<2.5 DDDA
DDDA over the whole year for weaners	<9 DDDA
DDDA over the whole year for fattening pigs	<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 businesses.

2023 Activities

Health is one of the most important principles for our supply chain concept Pork at its Best (VOB). There is a very good reason for this. A healthy pig feels better and therefore grows better and behaves better. This helps reduce problems such as tail biting.

In the Pig Advice Team (VAT), the vet, feed supplier and pig farmer work together towards improving animal health and lowering antibiotic use. With great success. The goals we set for 2025 have already been achieved in 2023 across all animal categories. Our antibiotic use has been below the national average for several years and the number of pigs with no lesions at slaughter is increasing; in 2023 1.4% higher than in 2022.

Predictions for 2024

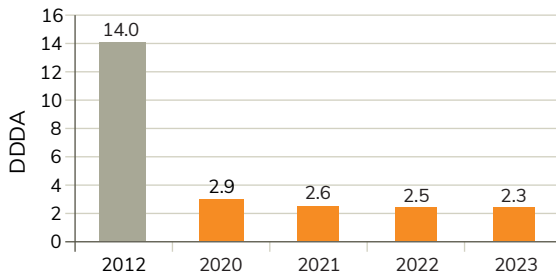
In the coming years, in consultation with our pig farmers, we will set new health-related goals. In particular, individual businesses that are still above the norm will be more intensively coached by the Pig Advice Team. We will also pay more attention to sharing data and best practices from other businesses. This includes data from both the pig farm and from the slaughterhouse.

We will design a new dashboard for our VOB Online app, allowing our Pig Advice Team to make better analyses related to hygiene, management, animal welfare and animal health. This will contribute to further improvements in animal health and management.

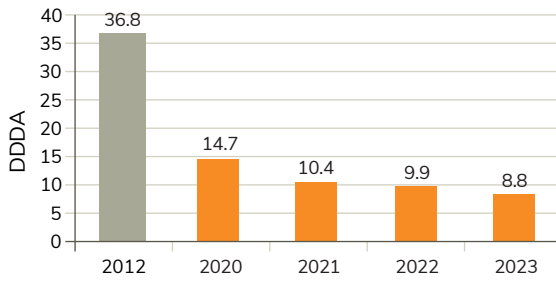


Results

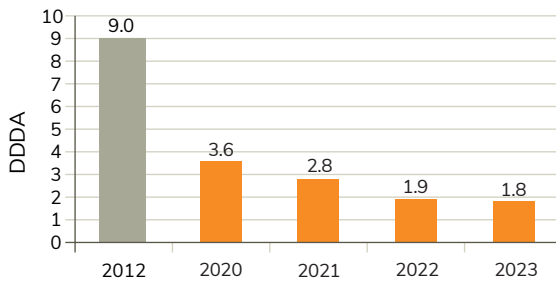
Sows/suckling pigs



Weaners



Fatteners



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

Both losses in ingredients and other materials that are used in our own production process are included in this.

Ambition

Van Loon Group is focussing on minimising losses of ingredients and of other materials that are used in our own production process. 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.

	2019	2020	2021	2022	2023
End products donated to the Dutch Food Banks (kg/year)	32,261	81,271	221,839	320,887	99,284

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 time of Covid in 2020, we have intensified our collaboration with the Dutch food banks. We view this as our social responsibility as a food producer to support 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 2023 we donated a total of 99,284 kilos of free products to Dutch food banks. At a standard portion weight of 80 grammes, this is over 1.25 million portions.

2023 Activities

In 2023 we worked hard to implement a new planning tool at our Son site. This will be put into action in January 2024. In addition, we have initiated a joint forecasting project with one of our large customers. This will help us to plan more efficiently, resulting in fewer lost hours,

Predictions for 2024

The reduction of production losses is a standard new part of our annual plan at all sites. On the one hand, necessary simply from a financial point of view, but on the other, to minimise waste. The new planning tool will be rolled out in 2024 in Son, Eersel and Beilen. In addition, the joint forecasting project will be extended to more customers.

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, meat consumption is falling but our livestock sector is very intensive. A gradual shift from consumption of animal proteins to plant-based proteins contributes to reducing the pressure on the environment and our climate.

Boundaries

This relates to production and sale of hybrid meat products and wholly or partially plant-based 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 hybrid products that are tasty, healthy, sustainable and affordable.

Activities 2023

To enable more efficient production, in 2023 we moved the production of meat substitutes from Almere to Son and Eersel. The Almere site was closed and we were able to redeploy the employees in a satisfactory manner.

In 2023 we introduced over 25 vegetarian and vegan products for a range of customers. This includes many unique products such as vegan fish nuggets and vegan cheese-filled schnitzels.

We have also considerably expanded our range of hybrid products.

Predictions for 2024

We expect the market for vegan and vegetarian meat substitutes to stabilise or even decline. Although the proportion of vegan and vegetarian products grew in Van Loon Group's turnover in 2023, we are shifting our focus in 2024 to hybrid products. These are meat products that consist partly of plant-based ingredients (10-50%). For this we use our own vegan FiberFort™ fibres made from raw materials such as seaweed.

Our hybrid products have a similar taste and texture to meat products but have a lower carbon footprint. Above all: they are delicious!



Wilfred Walstra (48), Commercial Manager of Van Loon Convenience Foods

Consumers want fresh, healthy food

Van Loon Group has now been active on the convenience food market for three years. In 2021 ready meal preparation firm Bonfait was successfully added to the group. Later we expanded by adding Maître. This broadened our range of convenience foods. In addition to chilled and ultra-chilled ready meals, we also produce meal components and salads as well as freshly-prepared soups and sauces. Wilfred Walstra tells us more about trends and developments and how we respond to them.

“Van Loon Convenience Food division supplies both the retail and catering industries, mostly in the Netherlands, exporting a small proportion to Scandinavia and the UK. Retail is our most significant sales market. For the catering industry we offer different basic concepts under our own label Bonfait, ranging from salads and meal components to ready-made fried rice, noodles and soups”, Wilfred tells us. “In Retail, the majority of what we produce is chilled ready meals. Our Denekamp and Oude-Tonge sites each have their own strengths.

In Denekamp we cook basic freshly-prepared ready meals, filled using a variety of processes while still hot, thus requiring virtually no additives, yet retaining flavour and slightly increasing shelf life.

In Oude-Tonge we produce Cold Fill, boiling the product, allowing it to cool, then fill, sometimes adding a garnish. These meals are ultra-fresh with a shorter shelf life.”

Fresh and healthy ingredients

In 2030 over half the adult population will belong to the Convenience (Generation Z and Millennials). A generation that opts for a convenience-based lifestyle. This will result in a growing need for meals that are delicious, healthy, sustainable and fast to prepare. According to Wilfred, “It’s true, we are seeing a strong tendency for more fresh, healthy food within the ready meal category. For young consumers, a shorter shelf life feels the same as freshly-prepared, whereas the older generation also considers longer shelf life fresh. In any case, fresh and healthy ingredients are increasingly important. We are using far more ingredients that give the meal a freshly-prepared image. For example, freshly-prepared colourful vegetables or garnishes such as fresh parsley, cheese or nuts. We also choose ingredients that retain their colour and structure.



An example of this is a chicory 'stamp' we made last year. Instead of mixing the chicory with mashed potato as is traditional, the raw chicory is served on top of the mash. Simply heat up at home and mix together."

Varied trends: from plant-based to functional foods

"Other trends include a focus on plant-based, new international cuisines, functional meals, plant-based or hybrid and attention to new packaging", continues Wilfred. "We can see that the emphasis has shifted in our basic freshly-prepared range from meat to vegetables. For instance, on the packaging it says 'cauliflower with a meatball' instead of the other way round.

In chilled ready meals, we're expanding the range of cuisines. Think of dishes from international cuisines such as Tikka Masala, Chili con Carne or Roti from Surinam.

"Other trends include a focus on plant-based, new international cuisines, functional meals, plant-based or hybrid and attention to new packaging."

Then there is the trend of functional meals. This is already more significant in the UK, but it is also beginning to gain ground in the Netherlands. These are ready meals with a specific functionality such as keto, low carb, vegetarian/pescatarian, etc.

Packaging is also changing. We are reducing the amount of packaging material we use. We have already taken great strides in this by using lower, smaller containers and replacing sleeves with smaller self-adhesive C-wrap labels.”

Soups are the fastest growing category

In short, there are plenty of opportunities in convenience foods. We haven't even talked about other categories like soups and sauces. “The soup category is the fastest growing within freshly-prepared convenience foods. It's a long time since soup was only eaten as a starter. Soup is now consumed at many different moments during the day. At lunch, during the afternoon as a pick-me-up or with a freshly-prepared salad as an evening meal. Consumers associate soup with health. These effects have given soup sales an incredible boost. The concept of convenience foods is also expanding and freshly-prepared sauces fit perfectly into this trend. However, competition in convenience food is increasing: as well as freshly-prepared ready meals, frozen ready meals and recipe boxes are on the rise. The traditional retail channel is facing increasing competition from online sources of freshly-prepared ready-cooked meals. As a commercial team we keep abreast of developments, often visiting shops, monitoring what is happening in the catering industry and keeping an eye on trends abroad. Together with R&D and Category Development, we work constantly to further develop our convenience foods.”







Sustainable production

Van Loon Group is sector market leader in sustainability. In the past year we have continued our efforts on this, implementing various improvements to make our business much more sustainable. To put this into practice, Van Loon Group joined the Science Based Targets Initiative (SBTI) in 2023. The SBTi has validated and approved Van Loon Group's carbon reduction targets for 2030.

These ambitious goals enable Van Loon Group to comply with the Paris Climate Agreement to limit global warming to a maximum of 1.5°C. Van Loon Group's status as supply chain director gives it the authority to enter into this commitment. Together with our supply chain partners, we are keeping sustainable meat products and convenience foods available to all.

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



CSR-THEME WATER

06 Clean water and sanitation



Contribution to SDG
6.4

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 of packaging, machines and production areas. This water has to be purified and transported, using a great deal of energy.



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 and 2023, the water consumption per produced tonne has increased substantially compared to 2021. This is caused as we have included Promessa and Bonfait since 2022. This type of company uses a relatively higher quantity of water per kilo than in raw material businesses.

Given that much of the water is used for cleaning machinery and premises, this KPI is strongly affected by the volume produced by a site. In 2023 production was transferred from the Almere and Deventer sites to other group sites. From 2024 this will have a strongly positive effect on the use of water per kilo of products sold.

Boundaries

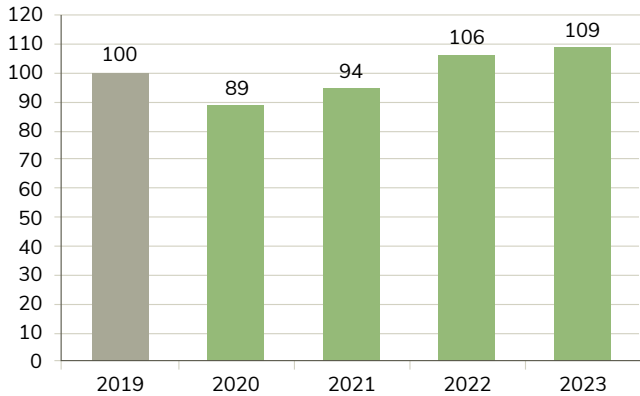
This refers to water usage within Van Loon Group production sites.

Ambition

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

Water usage: m3 per tonne of product sold

Index: 2019 = 100



The reference year for this overview has been changed from 2011 to 2019. This brings it in line with the reference year for our CO2 reduction goals validated by the SBTi.

CSR-THEME WASTE

12 Responsible consumption and production



Contribution to SDG

12.5



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

Meat production and packaging creates a great deal of 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, 49 tonnes of backing paper from labels was recycled, delivering a saving of 94 tonnes of CO₂.

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

From 2023, all data is being registered centrally to give us a good overview per site of the various waste flows so we can implement waste reduction programmes.

CSR-THEME SUSTAINABLE ENERGY & 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 continue to decrease our use of fossil fuels.

Boundaries

Electricity and gas usage at Van Loon Group production sites.

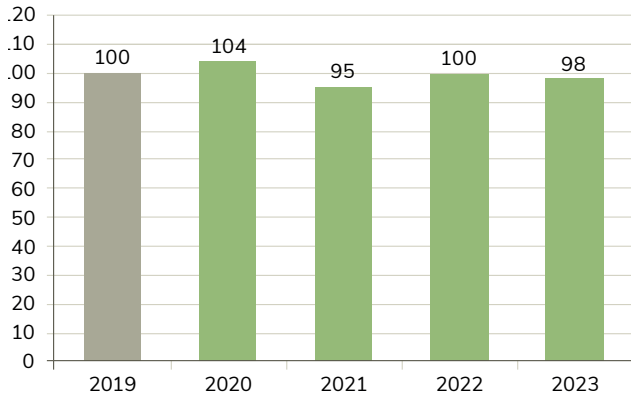
Ambition

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

Electricity use and gas use were lower in 2023, in both absolute terms and per purchased kilo.

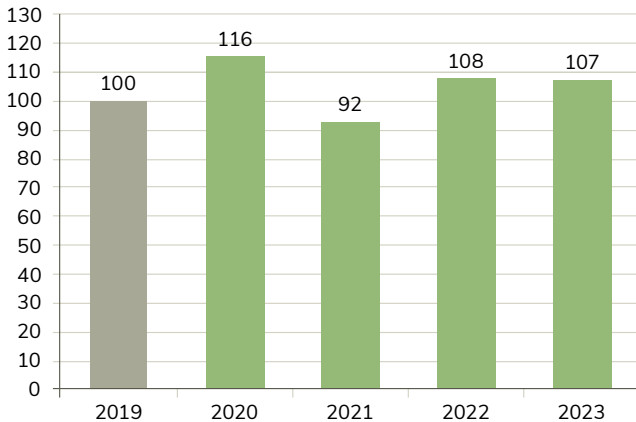
Electricity usage: kWh per tonne of products sold

Index: 2019 = 100



Gas consumption: m3 per tonne of products sold

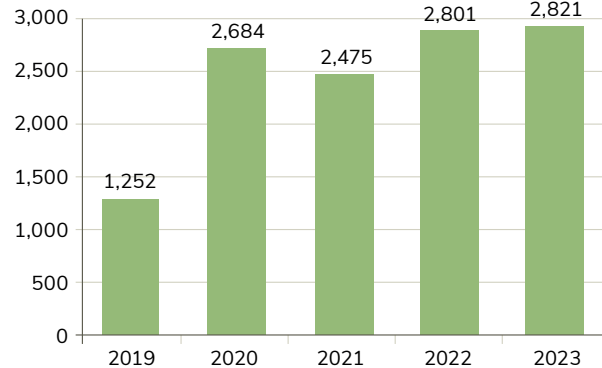
Index: 2019 = 100



The reference year for this overview has been changed from 2011 to 2019. This brings it in line with the reference year for our CO₂ reduction goals validated by the SBTi.

In addition to the energy saving measures we have implemented in recent years, a significant reason for this is the closure of the Almere site and the partial closure of Deventer. Production has been relocated to other sites, causing them to be used more efficiently and on balance, less energy is required for production, storage, heating and cooling. We expect this effect to be even greater in 2024.

Electricity generated (MWh): total for all companies



In 2023 we generated 2,821 MWh ourselves. This is comparable to 2022. In 2023, we did not install any solar panels. The amount of electricity we generated ourselves is 6.1% of our total usage.

The organic waste flows created by our production processes (fats and sludge waste) are used to generate bio-energy. This contributes to limiting the use of fossil fuels and hence also carbon emissions.

Organic waste flows (fat/sludge waste)

	2019	2020	2021	2022	2023
Green energy generated from organic waste flows (MWh)	924	925	1,196	1,322	1,325
Reduction in carbon emissions (tonnes)	659	659	852	942	945

In order to make food products safe and high quality, we need to use a great deal of energy. We primarily use electricity in the production and cooling of our products (milling, mixing, shaping, slicing and packaging). 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 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 PV systems and by buying green energy externally.

2023 Activities

In 2023 the Energy Efficiency Directive (EED) Audit was repeated at all our sites. This EED Audit provides a detailed overview of all energy streams within the company and gives a good insight into possible saving measures and the expected effects. This refers to aspects such energy use in buildings, machinery, industrial processes and company transport. All measures suggested by the 2019 audit had already been implemented. The opportunities for savings from the new EED audits will be included in our investment programme for the coming years.

In 2023 we invested € 223,000 in energy saving and environmental improvement measures. This included replacing the hot water boilers in Best and Eersel with a more efficient type as well as installing LED lighting. In Denekamp we spent € 525,000 replacing the air conditioning system, creating a better working climate for our employees as well as providing us with more energy efficient cooling. Part of the refrigeration unit for the ice water cooling system was also replaced.

Predictions for 2024

In Eersel we have made adjustments to the spiral freezer, preventing or reducing frost build-up on the cooling blocks. This lowers the freezer's energy consumption.

Due to the closure of the Almere site and the partial closure of the Deventer site in 2023, we expect the full year's amount of electricity and gas to further fall compared to 2023.

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 to guarantee a high degree of food safety and minimise food wastage. Plastic materials have the correct properties for this purpose, but use of these materials also causes 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 material and as much recyclable material as possible.

2023 Activities

In 2023 we carried out a range of activities related to reducing the quantity of packaging materials. For instance, Van Loon North's latest mince products have been changed from trays to flow wrap packaging. Our Deventer site has switched to a different sort of tray. These trays are an average of 1 gramme lighter, therefore they use less plastic. This is a reduction of about 30,000 kg of plastic per year. At Brandenburg Culinary Butchers we have switched to a thinner vacuum film for hams and pork tenderloin.

To enable us to improve our recycling, we have changed our quick-to-prepare chicken products from coloured trays to transparent trays. The PE coating of our frozen consumer boxes has been replaced by a recyclable coating. This allows the boxes to be recycled as paper instead of put in the general waste bin. At Van Loon Best, the Butcher's Fresh (Slagersvers) packaging has been changed to mono PET trays (ca. 2.7 million trays/year), improving recycling of the tray.

In addition, we have carried out various practical tests into the possibilities of changing all our trays from PET-PE to mono PET. This also includes changing the plastic film and possibly also altering the labels.

Replacement of flat skin trays at the Van Loon Son site was cancelled at the customer's request. This also applies to trays using recycled material at Bonfait.

Predictions for 2024

We are continuing the dialogue with our customers about options for reducing and/or recycling. This refers to the choice between reducing packaging materials or improving recycling of the packaging used: Using mono PET gives 0% reduction, 100% recyclability; flow wrap packaging gives 50-70% reduction but is 0% recyclable. We will decide together, for instance on whether to switch mince products to flow wrap packaging (less plastic film) or to put our effort into mono PET trays (more recyclable).

At Van Loon Group we will continue to strive towards 100% recyclable consumer packaging. The various disposable units of our consumer units should comply with the currently applicable Verpact guidelines.

Since a mono PET tray combined with top seal tray plastic film is not fully recyclable in the long term, this year we are testing a switch to a combination which can be recycled. We expect that part of our assortment will be converted to the new tray nearing the end of the year.

In addition, we are testing whether we can also make the plastic film and labels 100% recyclable. This would make the entire consumer unit and/or disposable unit recyclable.

Our ultimate goal remains unchanged: to comply by the end of 2025 with the guidelines set by the old Plastic Pact and customer specifications.



CSR-THEME GREENHOUSE GAS EMISSIONS

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

Climate change caused by greenhouse gas emissions is currently one of the most pressing environmental issues and will remain so for years to come. Our products and their associated production processes result in greenhouse gas emissions. We have an obligation to comply with all related laws and regulations.

Boundaries

This refers to our own direct and indirect emissions (Scope 1 and 2) as well as the value chain's emissions outside our company (Scope 3), both upstream towards our suppliers and downstream towards our customers.

Ambition

Van Loon Group commits itself to carbon reduction targets for 2030 that have been validated and approved by the Science Based Targets Initiative (SBTI). These goals are in line with the Paris Climate Agreement to limit global warming to a maximum of 1.5°C. In 2050 we aim to be net zero.

The largest CO₂ emissions from our products are created upstream during cultivation of livestock feed and by barnyard emissions. As certified supply chain manager we are collaborating with livestock farmers and other partners in the supply chain to reduce the carbon footprint throughout the supply chain.

	SCIENCE BASED TARGETS DRIVING AMBITIOUS CORPORATE CLIMATE ACTION	Target type	Scenarios	Reference year 2019	2020	2021	2022	2023	Target reduction (2030 compared to 2019)	
				tCO ₂ -eq	tCO ₂ -eq	tCO ₂ -eq	tCO ₂ -eq	tCO ₂ -eq		
		Scope 1 + 2	Absolute	1.5°C	32,000	14,400	12,400	13,800	15,000	66,2%
		Scope 3 non-Flag	Absolute	1.5°C	101,400			83,500	81,700	46,2%
		Scope 3 Flag	Absolute (Sector Pathway)	1.5°C	3,318,100			2,625,500	2,562,800	33,3%
		Total			3,451,500			2,722,800	2,658,300	33,9%

* 2030 target reduction compared to 2019: goals applicable to SBTi inventory - all categories except for 3.1 FLAG meat other than beef or pig, 3.9 Downstream transport and 3.10 Processing of sold products.

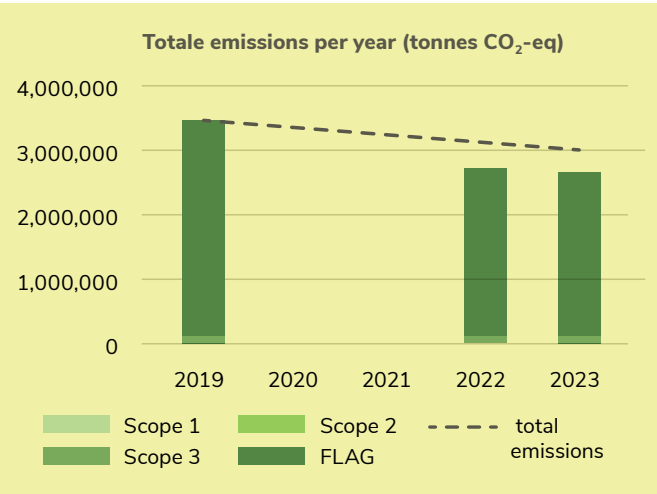
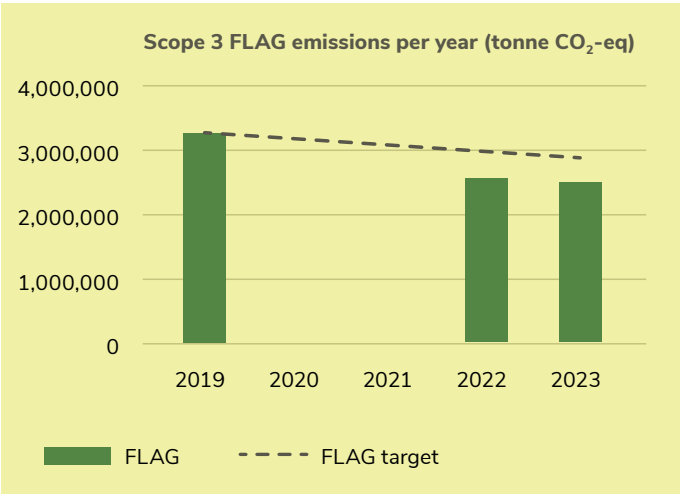
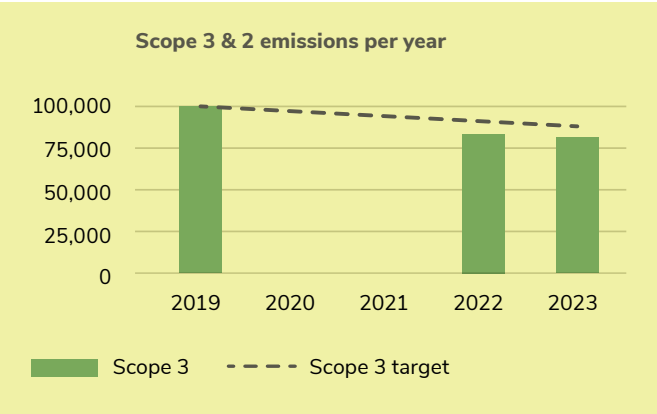
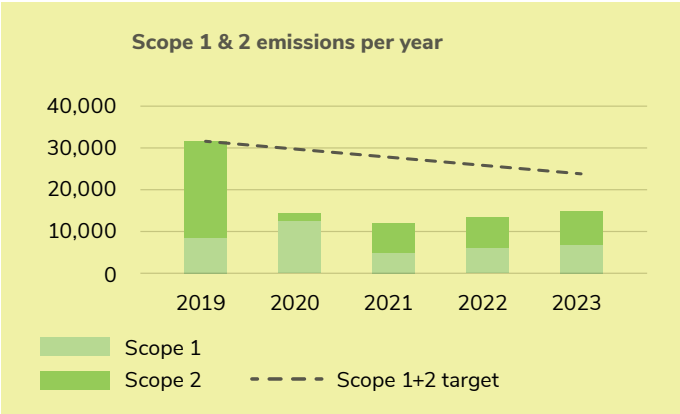
Analysis

Scope 1 and 2

In 2023, in absolute terms, 4% less gas was used and 5% less electricity than in 2022. In particular, the closure of the Almere site contributed to lowering our total gas consumption. However, Scope 1+2 emissions increased by 8.5% in 2023 compared to 2022, in spite of our reduction in electricity and gas consumption: 15,000 tCO₂-eq vs. 13,800 tCO₂-eq. This increase is primarily caused by an increase in the emission factor of externally purchased electricity.

Emissions due to leakage of refrigerants has almost doubled from 561 tonnes CO₂-eq to 966 tonnes CO₂-eq even though fewer net kilogrammes of refrigerant leaked. This is because the leaked refrigerants have a high GWP (Global Warming Potential). Our technical services have been made aware of the impact of this so they can take all possible measures to prevent such leakages. Our emissions resulting from fuel use for company vehicles has risen from 301 tCO₂-eq to 365 tCO₂-eq. This is mainly due to expanding our vehicle fleet.

Absolute greenhouse gas emissions
ton CO₂-eq



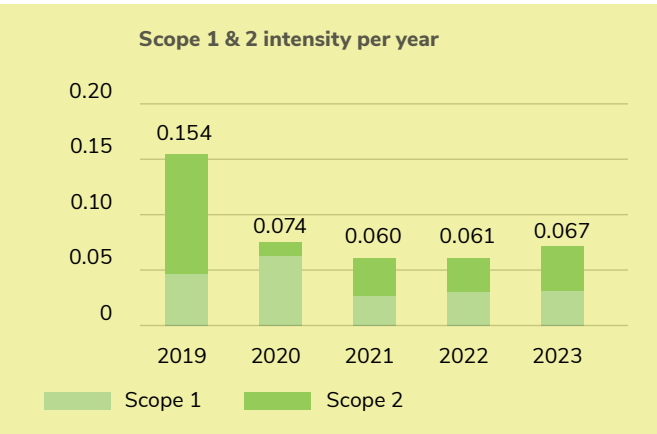
Scope 3 non-FLAG

Our total emissions for scope 3 non-FLAG reduced slightly from 83,500 tCO₂-eq to 81,700 tCO₂-eq (approx. 2%).

Scope 3 FLAG

Our FLAG emissions lowered by 2.5% in 2023 (62,600 tCO₂-eq). The most significant reason for this is a reduction in the proportion of beef in the total volume sold compared to the proportion of pork. Pork has an average carbon footprint three times lower than the average footprint for beef.

Greenhouse gas emission intensity
kg CO₂-eq/kg of sold products



Science Based Targets Initiative (SBTI)

Increasing the sustainability of our own business and our meat-based supply chain is one of Van Loon Group's most important strategic principles. To put this into practice, Van Loon Group joined the Science Based Targets Initiative (SBTI) in 2023.

Science Based Targets (SBT) are science-based CO₂ reduction targets that ensure Van Loon Group meets its obligations to comply with the Paris Climate Agreement. Since 2010, Van Loon Group has been reporting about its own direct and indirect CO₂ emissions (Scopes 1 and 2). Our goal is to reduce our absolute carbon emissions by 66% in 2030 compared to our reference year of 2019. We are achieving this by taking measures including increasing sustainability in our companies in the area of refrigerants, renewable energy and energy efficiency.

Our greatest CO₂ emissions come from the indirect greenhouse gas emissions in the value chain outside our company (Scope 3). Here our efforts are primarily targeted on increasing sustainability of packaging materials, on transport, waste, animal feed and manure processing.

*FLAG stands for 'Forest, Land and Agriculture', with a specific focus on reducing the carbon footprint in agriculture and ending deforestation for the cultivation of crops for animal feed, etc.

Van Loon Group is committing itself to reducing greenhouse gas emissions by 46% for fossil-based emissions and by 33% for FLAG* emissions.

The SBTI has validated and approved Van Loon Group's carbon reduction targets for 2030. These ambitious goals enable Van Loon Group to comply with the Paris Climate Agreement to limit global warming to a maximum of 1.5°C.

Van Loon Group's status as supply chain director gives it the authority to enter into this commitment. Together with our supply chain partners, we are keeping sustainable meat products and convenience foods available to all.

Science Based Targets Initiative (SBTI) background

The Science Based Targets Initiative (SBTI) is a global organisation that enables businesses and financial institutions to set ambitious goals for reducing emissions, in line with the latest climate research. The SBTI's goal is help businesses to accelerate their goals for reducing greenhouse gas emissions, thus supporting the global economy by halving emissions before 2030 and achieving net zero before 2050.

2023 Activities

Van Loon Group's emission reduction objectives have been validated by the Science Based Targets Initiative (SBTI). This is how Van Loon Group is putting into practice its strategic principle of increasing sustainability at the company and its meat supply chain.

In the course of 2023, the quality of the data for Scope 3 will continue to improve. The number of cost categories has been increased from 21 to 39 so that we can apply a more specific emission factor per cost category. This will make our total emission data even more specific.

In October 2023 we held our first farmers' event for our Pork at its Best pig farmers. This allowed us to inform them of our plans for further sustainability in our meat supply chains and the role they can play in this, particularly about the topics of manure processing, feed blend, feed sourcing and the construction of a new data platform in 2024.

Predictions for 2023

In 2024 a higher proportion of our externally purchased electricity will come from renewable sources. This will ensure further reductions in our Scope 2 emissions.

In April 2024 we are going to introduce a blockchain to generate data for calculating the carbon footprint of all our Pork at its Best (VOB) pig farmers. From then on we will have a complete overview of our pork carbon footprint, helping us to take further action to reduce it.

In April 2024, the first suppliers' day is planned for our most important non-meat suppliers. During this day we will inform them about our ambitions to further increase sustainability and the role they can play in this.



Pork at its Best and Beef at its Best

Sustainable and affordable meat due to our supply chain concepts

How do you translate the wishes of farmers to the consumer? Manon Houben (53), Supply Chain Concept Manager at Van Loon Group has made this her mission. “I take the wishes of our customers to the farm and vice versa. Translating that message in small stages makes it palatable for the farmer.”

What does it mean, making it palatable in stages? “As an example, take animal welfare. The consumer wants more attention for it. But what does that mean in concrete terms on the farm? By asking the right questions, you can come up with concrete measures that, in this case, contribute to better animal welfare. We then make sure that these measures are defined in procedures that are safeguarded and certified”, says Manon. “Of course, I’m not the only one doing this. My Livestock Team and I literally go out to find the farmers. We provide support and advice and collect all the required details and data, and keep all the handbooks up to date for the various supply chain concepts.”

Varied supply chain concept

“Across the whole board we have a wide range of supply chain concepts for pork and beef. Pork at its Best (Varken op z’n Best) is only for the Dutch retail market, aimed at the everyday consumer. It is a good, sound concept which has gone through an extended development process, together with our supply chain partners. We have another two outstanding pork concepts as well. These are Zonvarken (sun pig) and Bio-varkens (organic pigs). Zonvarken is unique due to its circularity and the family system used. The pigs live in groups and stay together as a family, just as they would in a natural environment.

The organic pig farmer pays as much attention to the environment and animal welfare as possible and focusses on preventing non-natural substances occurring in the animal’s body and in the environment. For example, not using pesticides, artificial fertiliser and veterinary medicines.”

Beef at its Best

“For beef, our most important concept is Beef at its Best (Rund op z’n Best). In this concept, the calves that are born on dairy farms to ensure that dairy cows produce milk are then fattened as beef cattle. This produced very tasty, excellent meat because the dairy cows are inseminated with a typical meat-producing breed. The concept is currently targeted at heifers because there is always a market for male calves. This concept stands out for a number of reasons. By opting for heifers, the quality of the meat is higher, it has a better flavour and is more tender. Our animal welfare policies are also outstanding. We don’t carry out any procedures such as dehorning or castration. We keep the animals in stalls with plenty of space for them to walk around and with a comfortable bed so they can lie down, usually on straw. For next year our aim is to gain a welfare quality label for Beef at its Best.”



Van Loon Group has ambitious goals for increasing the sustainability of meat. Recently Van Loon Group announced it would achieve a 33% reduction in so-called FLAG emissions (Scope 3). According to Van Loon Group, this can largely be achieved by the supply chain concepts it uses.

2-star Beter leven beef

In addition to Beef at its Best, Van Loon Group has another special concept for beef: 2-star Beter Leven (Better Life) beef. Manon explains that, "The 2-star concept uses bulls from the French breeds Blonde d'Aquitaine and Limousin. The calves stay with their mothers for a long time, then come to the Netherlands where we care for them and fatten them here."

No longer alone as a farmer

"Our supply chain concepts are going to make a difference here", says Manon. "Complexity has greatly increased for farming enterprises. In the past, farmers were mostly concerned with feeding as efficiently as possible to raise the best animals, thus ensuring high-quality meat. Now many extra values have been added such as carbon footprint and different animal welfare practices. To achieve good results, a farmer can no longer do it alone. They have to be part of a supply chain that gives them access to knowledge and resources and allows them to implement larger scale changes. Our supply chains excel in this. We dare to have a strict selection process to pick farmers that fit into our supply chain. We make clear choices such as focussing specifically on the Dutch market and we're brave enough to stick our necks out for innovations."

Innovations in feed and manure

"In the next few years, the focus in our supply chain concepts will be on innovations for feed and manure, animal welfare and on collecting data from all those farming businesses and making it accessible. Being in a supply chain allows you to gather all that information and give it some meaning. We now believe that by adding certain ingredients to the feed we will be able to achieve reductions in CO₂. We also see opportunities in new methods of manure processing, for instance removing the manure from the drains more often. In the future, we will be running various projects and pilots. For instance, in our beef concept, we are going to add an ingredient to the feed that will reduce methane in the cow's stomach. As soon as the ingredient becomes available, we will immediately implement this innovation. In addition, HAS students are carrying out research for our pork supply chain. 'Give an overview of all CO₂ reduction measures and their economic impact.' The last part is important because meat must remain affordable."



Supply chain management and animal welfare

From our responsible position as a supply chain manager, we continually work towards increasing animal welfare and improving sustainability in the supply chain. This is why we developed Pork 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.

In 2023 a detailed Roadmap for Pork at its Best was developed to take it a step further. In 2023 we also established a beef supply chain: Rund op z'n Best (Beef at its Best), top quality beef, locally sourced. Dutch meat, regionally-sourced feed, no medical procedures for the animals and a purchase guarantee for farmers.

AMBITIONS

Working with livestock farmers and other stakeholders to strive towards:

- Improving animal welfare
- Finding solutions for societal topics (tail docking, manure problems, unpleasant smells, accommodation, etc.)
- Supply chain information and transparency for the consumer

CSR-THEME VALORISATION OF SUSTAINABLE PRODUCTS

02 No hunger



Contribution to SDG

2.3

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. Measures on the farm or elsewhere in the supply chain should support the supply chain partners' 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 work 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 livestock farmers in our supply chain 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.

In addition, pig farmers receive a supply chain surcharge for participation in the Pork at its Best supply chain concept and can receive incentives for healthy pigs (antibiotic use, salmonella status and HyCare management).

Activities 2023

In the past year we have put a lot of effort into further development of our supply chain concept Pork at its Best (VOB).

Together with accountant ABAB we have further developed our Pork at its Best cost model. In this transparent cost model, Pork at its Best pig farmers receive a surcharge to compensate for the additional requirements of the concept, including those related to animal welfare or the environment. Pig farmers receive a multi-year purchase guarantee and the cost model evens out fluctuations in market prices.

In November we held our first event to which we invited all our pig farmers. During this event we celebrated the milestones we have achieved with the Pig at its Best scheme in recent years and considered new developments for the future. We received very positive feedback and will be implementing this in a structural way in 2024.

Focus is important. This is why we set out a roadmap for Pork at its Best up until 2026, with a forward vision as far as 2035.

This forms a clear guide for both farmers and the concept's customers.

In addition to Pork at its Best, in 2023 we also established a beef supply chain: Rund op z'n Best (Beef at its Best), top quality beef, locally sourced. Dutch meat, regionally-sourced feed, no medical procedures for the animals and a purchase guarantee for farmers.

Predictions 2024

In 2024 we will carry on working on the implementation of our road map for Pork at its Best. For instance, in 2024 we will start using a blockchain that will be used as the foundation of the carbon footprint calculations that we are going to do for all our pig farmers.

All Pork at its Best farmers will be independently certified and as of January 2024, all palm oil and palm oil derivatives will have been removed from the pig feed. This is our contribution to reducing deforestation.

We will further develop Beef at its Best and roll it out to our customers.

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 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.

Ambitions

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 quality scheme or have Skal organic certification. Van Loon Group aims to process as much of its meat for its customers as possible from its own, certified animal welfare programmes. This fits within Van Loon Group's sustainability policy and is actively promoted to its customers.

	2019	2020	2021	2022	2023
 Quantity of processed beef with 1/2/3-star Beter Leven Keurmerk (index: 2013=100)	3,301	3,301	3,716	3,088	2,579
 Quantity of processed pork with 1/2/3-star Beter Leven Keurmerk (index: 2012 =100)	1,189	1,260	1,485	1,546	1,597

Activities 2023

The amount of Zonvarken pork that has been processed by Van Loon Group has more than doubled. Zonvarken is a unique concept where pigs are kept in an animal-friendly and farmer-friendly way. www.zonvarken.nl

The pilot projects for undocked tails and loose farrowing pens for sows have started. We are running these projects in cooperation with the Dutch Animal Protection Foundation, the Ministry of Agriculture, Nature and Food Quality and one of our retail customers. The projects are being supervised by Wageningen University & Research (WUR).

This project will run from 2023 until 2025. The aim is to take a major step forward in the area of animal welfare.

In 2023 one of our Livestock Coordinators was trained to become a welfare coach. This improves our ability to help and support pig farmers on issues related to pig welfare and behaviour.

Using the correct process to decide whether or not to end an animal's suffering is an important part of the discussions between the pig farmer, vet and Best Star Meat. To help them with this, pig farmers receive the euthanasia decision support tool.

Predictions for 2024

In 2024 we will be aiming towards further expansion of the Zonvarken concept. Depending on the status of the permit approval process, we will add one or two new Zonvarken pig sheds.

In 2023 we submitted a proposal for an innovation project to completely end tail docking at several pig farms. In this project it will also be possible to automatically scan the length of the

tail on the slaughter line. In the future this will enable us to reward farmers if they no longer dock tails.

Best Star Meat would like to make further efforts towards using animal proteins in pig feed. This lowers the pigs' carbon footprint, but has the supplementary effect that pigs seem less likely to bite each other.

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 as much as possible locally. Consumers are also finding locally sourced products far more important.

Boundaries

This refers 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. Van Loon Group also strives to minimise any inconvenience caused to the immediate surroundings by its activities.

		2020	2021	2022	2023
	Average distance pig farmer to slaughterhouse NL	73.1 km	75.9 km	76.2 km	68.3 km
	Average distance pig farmer to slaughterhouse BE	105.5 km	98.2 km	83.7 km	93.0 km
	% of pig farmers <200 km from slaughterhouse NL	100%	99.3%	97.5%	98.5%
	% of pig farmers <200 km from slaughterhouse BE	100%	100%	91.4%	89.1%
	Average distance 2-star cattle farmer to slaughterhouse NL	112.7 km	113.5 km	113.5 km	113.1 km
	Average distance 2-star cattle farmer to slaughterhouse BE	104.1 km	104.2 km	103.2 km	87.5 km
	Average distance 2-star cattle farmer to slaughterhouse FR	59.5 km	57.9 km	54.6 km	48.9 km
	% of cattle farmers <200 km from slaughterhouse NL	88%	89.3%	88.8%	88.6%
	% of cattle farmers <200 km from slaughterhouse BE	100%	100%	100%	100%
	% of cattle farmers <200 km from slaughterhouse FR	100%	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. By providing them insight into this, consumers can make a conscious choice for our products.

Boundaries

Van Loon Group contributes 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.

2023 Activities

All audits related to integrity (IFS-PIA), certification schemes and channels (Beter Leven), Keurmerk, Skal, Halal, NSK) have been successfully completed so that we remain certified.

In 2023 a new standard appeared for the Beter Leven (Better Life) welfare label that was successfully implemented by an internal Van Loon Group project group.

Under the leadership of CoViVa (Coalition for Vital Pig Farming), in 2023 we devised uniform rules for calculating the carbon footprint of pork. These new calculation rules are being validated and documented in 2024 by Wageningen University & Research, after which we will apply them within our Pork at its Best pork supply chain.

The Pork at its Best (VOB) and Beef at its Best (ROB) manuals have been updated. The structure for Pork at its Best certification has begun.

Predictions for 2024

In 2024 all pig farmers who belong to Pork at its Best are being connected to a new blockchain, enabling us to automatically and uniformly record data related to genetics, feed, medicine use, transport and slaughter.

The blockchain will also generate the data required for calculating carbon footprint per pig farmer. In 2024 we will calculate all our pig farmers' carbon footprint for 2023.

In addition to the regular audits for the IKB and Beter Leven (better life) welfare labels, Pork at its Best pig farmers will also be audited in 2024 on the scheme's preconditions.

In 2024 we are starting DNA tracing for products for the Best Star Meat pork pig concept. By establishing a library of DNA from the parent animals in our supply chain concept, we can determine if the end product is sourced from a pig farm in our supply chain.



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, solids and oils used in our own supply chain and as an ingredient in the herbs and auxiliary substances we purchase.



Ambition

The soy and palm oil and their derivatives 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 related to purchase of RTRS credits for soy used in the animal feed for the meat products we supply to them.

As of January 2024, all palm and palm oil has been removed from pig feed. The further replacement of soy in pig feed with Processed Animal Protein (PAP) will continue in stages in 2024.

Beef at its Best supply chain concept

Sustainable and local farming for livestock farmer Jorden van 't Zand

Jorden (31) and his father-in-law Gerco Wermink joined the Beef at its Best supply chain concept in 2022. Together they farm an average of 70 heifers in their herd, Veestal Wermink. Originally a dairy farm, they were looking for a new purpose for their barn. Jorden and his wife Irene (30) were attracted to the heifer concept.

"We were looking for a new purpose for the barn. I looked at various options. To start with I considered keeping bulls. My wife and her family didn't agree. They preferred calmer animals. Then I got into contact with Teun Voets from Best Star Meat. He told us about Beef at its Best and we were immediately enthusiastic.

Local and Dutch

Jorden buys all his heifers locally from businesses in the surrounding area. "We bring in the heifers from the age of 3 months. On average we have 70 animals at the farm. We keep them for 18 months and then they are ready for slaughter. They then weigh between 630 and 650 kg. We keep the animals in two different barns, split into 7 sections. The animals arrive in the small barn. As they grow, they move along to the next barn. They are all Belgian Blue heifers, a cross between a dairy breed and a beef breed, but they are all born and bred, fattened and slaughtered in the Netherlands."

Reliable supply chain

"We decided to join the Beef at its Best supply chain because we believe it's a reliable, well-structured supply chain. We are already working with a number of permanent supply chain partners such as our local vet and ForFarmers for our feed." The heifers follow a balanced feed scheme drawn up by the feed supplier. "At the start this feed consists mainly of silage. As they get older, we give them a little more maize. When our business was just starting up in the supply chain, Teun (BSM) and Jeroen, the feed advisor, often came to visit. Now everything is running smoothly, the frequency is somewhat lower. We're really happy with how it's going. Our animals are growing well and have no health issues. This is because we operate on a small scale. We keep a good eye on everything and soon notice if something is wrong."



**RUND
OP Z'N
BEST**



“We decided to join the Beef at its Best supply chain because we believe it’s a well-structured, reliable supply chain.”

Circular farming

Veestal Wermink is a textbook example of a circular farm. “We grow all our fodder ourselves such as grass and we reuse the manure the animals produce for our own crops. We spread all of the manure over our own fields surrounding the farm. That makes a huge difference in CO₂ emissions. The manure doesn’t need to be stored and we don’t need any extra lorries to collect and deliver the manure. That’s how we close the circle. In addition, we have laid out solar panels so we can generate our energy sustainably.”

The future of the supply chain

Beef at its Best is still a new supply chain concept. “We haven’t had much contact with other farmers from the supply chain, but can see this is a useful step for the future. It’s a way of exchanging experiences and learning from one another. Do we want to grow anymore? I am a down-to-earth farmer. Everything’s going really well at the moment. Being small-scale allows us to give the animals all the attention they need and we really are circular. Everything’s going well now and we’re small-scale. If it carries on like this and pays well, is there really any point in getting much bigger?”



Employee welfare and safety

We strive for a motivated and proactive culture by inspiring, helping and challenging each other to get better every day. That is Van Loon Group's strategy for its employees. Our employees are at the heart of our family business. Every day they make an effort to make the best products for our retail, catering industry 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 at their best.

AMBITIONS

- 0 accidents resulting in absenteeism
- Absentee rate <4%
- Well-trained employees
- Healthy and satisfied employees



CSR-THEME EMPLOYEE TRAINING & EDUCATION

04 Quality education



Contribution to SDG

4.4

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 cooperation.



Boundaries

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

Ambitions

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.

	2019	2020	2021	2022	2023
Number of employees who received a certificate from Campus per year	73	168	61	727	1165
Number of employees who received a certificate for Dutch language lessons	128	61	9	53	25

Activities 2023

Well-trained employees are essential to ensure work is done well. In the past year, 1165 employees have received a certificate from our Campus.

But Improving Every Day is our motto here too. That's why we expanded our training organisation in 2023. At several sites we have now appointed Learning & Development coordinators (L&D) who act as direct contact points for employees and managers for everything related to training and education at these specific sites.

In addition we have employed an L&D Specialist who is focussing on extending and maintaining our learning system. These reinforcements to the L&D team will ensure a more structured and effective approach for our learning initiatives at different levels within the organisation.

In 2023, a large number of training courses were reviewed in Learn-It, our e-learning system. In subject-related terms our training courses were at the required level. By adding photos and videos and by varying the forms of interactive tasks, the training courses have become more appealing and more accessible. The integrated AI also makes it faster to create training courses. Van Loon Group delivers the content; the system unifies it. Another plus point is the integration of an automatic translation function so that we can now offer training in different languages.

Together with the QA department, all CCP and CP training courses were updated and standardised where possible.





In 2023 we selected permanent suppliers for emergency response and internal transport training courses, giving priority to safeguarding quality and safety at all Van Loon Group sites. Due to this cooperation, all our sites benefit from consistent quality and expertise. In addition, we know for sure that all sites are trained according to the quality and safety standards set by us.

We have adjusted our Dutch language policy enabling employees to take Dutch lessons during working hours instead of after working hours. This has led to more enthusiasm for non-native speakers to take part, resulting in more groups at different sites. This change has not only promoted integration and communication within our company, but has also stimulated the personal and professional development of our non-native speaker employees.

Predictions for 2024

In 2023 we prepared a new skill matrix that we will implement in 2024 at both central and decentral level. This skill matrix shows the specific skills desired for each position, together with the associated training courses. The new planning tool will automatically register employees for the compulsory training courses necessary for their positions.

QA training courses are being further developed and QA staff from every site will be trained in the use of Learn-It.

Our new Health, Safety & Environment (HSE) manager made a start in 2023 on updating our safety training courses. This will be completed in 2024. Safety Training Courses will also be added to the skill matrix and will become part of the plan to improve Van Loon Group's safety culture and to reduce the number of accidents.

With our aim of sustainable employability for all our employees in mind, in 2024 we will be introducing training related to inappropriate behaviour, cultural diversity, ethics and information security. In addition, for employees for whom it is relevant, we have introduced a training on anti-corruption and bribery. Purchasers will receive training in sustainable purchasing.

Currently the Learn-It environment is only accessible to employees with a fixed contract. In 2024 the environment will also be made accessible for temporary staff.

08 Decent work and economic growth



Contribution to SDG

8.5

CSR-THEME DIVERSITY & EQUAL OPPORTUNITIES

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

The sector in which Van Loon Group operates, generally has many different nationalities working for it and a relatively high proportion of men. 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 everything 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. In accordance with local legislation or international norms, special measures can be taken to protect, support and empower disadvantaged groups.



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.

	2019	2020	2021	2022	2023
% men entire Van Loon Group	60%	58%	60%	60%	61%
% women entire Van Loon Group	40%	42%	40%	40%	39%
% men in office	51%	55%	57%	60%	61%
% women in office	49%	45%	43%	40%	39%
% men in production	62%	61%	60%	61%	61%
% women in production	38%	39%	40%	39%	39%
Average age of men	42.5	42.4	43.0	44.2	44.8
Average age of women	39.6	38.3	39.0	40.0	41.3

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 looking critically at this. We are therefore extremely pleased that we were able to add a woman to our supervisory board, Mariëlle de Macker, an experienced board member with a strong background in HR.



Young Van Loon Group

A networking club to retain and motivate young colleagues

On Thursday 4 August 2022, 35 young colleagues paid a visit to 2* Beter Leven (Better Life) cattle farmer Henk Broeders. They were given a tour of the farm with a real glimpse behind the scenes.

How are calves raised to become bulls?

Our first Young Van Loon Group activity has become a reality. Many more activities and excursions have followed, with the goal of gaining insight into Van Loon Group and its value chain and learning about everything from farm to fork. Inge Verbeek (28), Product Developer Retail and Bas Rijkers (27), Sales Controller Retail talk enthusiastically about setting up the Young Van Loon Group. Bas says, "We already had the idea in 2021. Two of our directors, Stan Quinten and Pieter Geraerts suggested setting up something for young employees within the Van Loon Group." "Yes, with the goal of giving young colleagues in particular a real connection to the company", adds Inge. "By allowing them to really get to know a wide range of aspects within the Van Loon Group. Actually getting to know all the different sites and find out what happens there."

Finding each other at work

The activities and excursions that Young Van Loon Group organises are designed for all employees under the age of 35. "There's no membership," says Bas. "Everyone is automatically part of the Young Van Loon Group. On our social intranet Meatpoint we have a group, Young VLG. That's where we announce all the activities and share other good news about

the company. We have around 500 colleagues under 35 and so far around 100 of them have taken part several times. It helps people from different sites to get to know each other better so they know how to find each other at work as well."

Removing obstacles

There are some challenges", says Inge. "We're dealing with an extremely diverse group of people. Employees with different backgrounds and speaking various languages. We try to get everyone involved by always communicating in Dutch, Polish and English. But you still see that non-native speaking colleagues have an obstacle stopping them taking part." "This is not just to do with language barriers, but also time," says Bas. "Participation in activities is free, but there is a time commitment. It's 50/50. For office workers it's easy to fit it in. But if you work in Operations, then you are stuck with strict working hours and you have to make more effort to organise it within your team. By making sure managers are well-informed, we are trying to lower the barriers. Eventually the managers are precisely the people that we want to become ambassadors for the Young Van Loon Group."



“This is how people from different sites get to know each other so they know how to find each other at work as well.”

Visiting Erik van Loon

Young Van Loon Group organises an activity or excursion every two months. An extremely varied and appealing programme. “We have already visited three of our own sites”, says Inge. “Bonfait (ready meals, Denekamp), Best Star Meat Pork (pork cutting plant, Roosendaal) and Van Loon Son (production of retail meat products, Son). We were given a tour of the production area and an explanation of how the products are made. We also always finish with something to eat and drink.” Bas tells us, “We have also paid a visit to a number of stakeholders from the sector such as Compaxo Gouda, Zonvarken and Arno Baijens’ organic farm. Something completely different was a visit to our data centre and the food bank in Eindhoven. Best of all was a visit to our owner Erik van Loon. He invited us to his home where he told us everything about how he took over the business from his father Jos and built it up with his brother Roland van Loon. An incredibly inspiring story.”

More than hard work alone

The Young Van Loon Group has now been running for two years. According to Bas, “We’re planning to continue on the same course. We can tell that we’re meeting a need.

Young colleagues want to make connections with each other and get to know the company even better. You can also see that contacts have been made between sites so that people also find it easier to come to an activity on their own. Young VLG really is important. It confirms that there’s more than just hard work alone. It also gives a sense that you’re appreciated: ‘I’m taken seriously and I’m committed.’”

Young Van Loon Group started in March 2022. The networking club for all young Van Loon colleagues under the age of 35. With the goal of bringing these young employees together, so that Van Loon Group engages, motivates and retains committed and enthusiastic employees to work for us with energy, pleasure and passion. In the course of the year they visit Van Loon sites, go on excursions to our farmers, supply chain partners and other suppliers. The networking club is led by five committee members who devise and implement the programme: Stan Mennen(29) Chair, Bas Rijkers (27) Treasurer, Inge Verbeek (28) Secretary, Anne-Marie Verheij (32) Activities and Ilonka van der Wagt (29) Activities.

Young Van Loon Group activities



2022

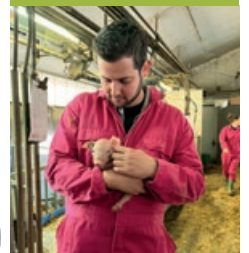
Thursday 4 August



First Young Van Loon Group activity. Visit to cattle farmer Henk Broeders, 2-star Beter Leven bulls are raised on this farm.

2022

Wednesday 5 October



Visit to Arno Baijens' organic pig farm, De Beukentuin.

2022

Thursday 15 December



Visit to owner and chairman of the supervisory board Erik van Loon. Erik shared his inspiring life story with the Young Van Loon Group.

2022

Friday 9 December



A peek behind the scenes at production business Van Loon Son, then making and tasting our own hamburgers.

2023

Friday 20 January



Visit to ready meal producer Bonfait in Denekamp.

2023

Tuesday 18 April



Visit to Best Star Meat Pork. As well as a tour through the cutting room, Young Van Loon Group watched a demonstration of deboning half a pig carcass.

2023

Tuesday 11 July



Guest reception Eindhoven Food Bank with a visit to the Food bank.

2023

Friday 4 August



Goodhabitz event in the PSV football stadium. Together exploring training opportunities for personal growth and professional development.

2023

Monday 18 September



Visit to Zonvarken De Heurne, the revolutionary farm that is animal friendly, environmentally friendly and positive for farmers, the climate and local surroundings.

2023

Monday 16 October



Visit to Compaxo Meat Products in Gouda.

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.



	2019	2020	2021	2022	2023
Average number of employees in FTEs, including flex workers	1,843	2,088	2,527	2,479	2,493
Total number of Van Loon Group employees at year-end	1,023	1,144	1,531	1,448	1,347
Average number of employees on a temporary basis	873	1,013	1,097	1,104	1,120
% of the number of employees covered by a collective labour agreement (CLA)	100%	99.6%	99.7%	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	1,218
Number of own employees with a temporary contract		116	174	136	129
Number of employees with a full-time contract (38> hours)		885	1,242	1,143	1,047
Number of employees with a part-time contract (<38 hours)		259	289	306	300

2023 (12): Van Loon Group, Best Star Meat Pork, Best Star Meat Beef, Van Loon Son, Van Loon Eersel, Van Loon Almere, Van Loon Best, Van Loon North, Brandenburg Culinary Butchers, Promessa, Bonfait, Enkco

All Van Loon Group companies follow the Collective Labour Agreement (CLA) applicable to the individual company. A small proportion of our managerial staff is not covered by a CLA.

The CLAs are also applied to all hired flex workers. Shortages on the labour market as well as 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 for 2024
Employee satisfaction via the Pulse survey	Response percentage of minimum 80% and a score of at least 7 for the seven questions described below.

Results	2023
Response:	66.7%
Work enjoyment	7.4
Adequate action for unsafe situations	6.8
Working actively on improvement after feedback	6.1
Manager motivate employees	6.9
Manager stimulates employees in their personal development	6.6
Employees feel appreciated at their site	6.1
The site uses employee ideas and suggestions	5.7

2023 (10): Van Loon Group, Best Star Meat Beef, Best Star Meat Pork, Van Loon Son, Van Loon Eersel, Van Loon Best, Van Loon North, Brandenburg Culinary Butchers, Bonfait, Enkco

General figures	2019	2020	2021	2022	2023
# cases of inappropriate behaviour (sexual intimidation, aggression and violence, bullying and discrimination)	0	0	0	0	0
Working time lost due to strike or dispute (in days)	0	0	0	0	0

In 2023 Van Loon Group took a different approach. Instead of carrying out our annual employee satisfaction survey (ESS), we started to carry out pulse surveys. These are shorter surveys with a limited number of questions.

The advantage of carrying out pulse surveys is that we can deploy them several times a year. This allows us to measure the progress of new actions more quickly and adjust them if necessary.

66.7% of our employees responded to the survey. All Van Loon Group businesses participated in the pulse survey, except Maître. The scores show the differences between the sites. The differences in the scores compared to last year are reasonably small and not greater than 0.5%, but all the results are more positive. From this we can conclude that the new action points we implemented have not yet achieved the final result we intended.

Senior management and all local teams have incorporated action points into their annual plans so that they can work together on the areas needing improvement and on the areas we can be proud of. These action points were initiated from Whole Scale Change perspective whose major characteristic is participative change. All action points eventually contribute to one of our strategic principles: Motivated Employees!



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?

Our employees are at the heart of our business. The health and safety of our employees is paramount. Healthy and engaged employees are off sick less often. 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 offer 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 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

Objectives for 2024

Incident Rate (IR) *Total number of incidents with and without absenteeism per 100 FTE*

< 7.03

Lost Time Case Rate (LTC) *# of incidents leading to absenteeism per 100 FTE*

< 2.80

Absentee rate %

< 4.5%

Results

2019

2020

2021

2022

2023*

Absentee rate

5.3%

5.8%

6.1%

8.9%

8.8%

Number of incidents leading to absenteeism

30

52

67

42

78

Incident Rate (IR)

8.79

total number of incidents with and without absenteeism per 100 FTE

Lost Time Case Rate (LTC) *# of incidents leading to absenteeism per 100 FTE*

3.50

*In 2023 we partly reviewed our KPIs related to safety so that a full comparison with previous years can no longer be made.



Activities 2023

In the context of the re-evaluation of our strategy at the end of 2022, we introduced two new KPIs in 2023: the Incident Rate (IR) and the Lost Time Case Rate (LTC). These KPIs have been implemented in all our reporting and new objectives have been set for 2024.

To achieve our ambitions for safety, we have changed our organisation. At group level, we added an experienced Health, Safety and Environment Manager (HSE) at the end of 2023 and HSE employees have been appointed at all our sites.

The new SQPDC model (Safety, Quality, People, Delivery, Costs) was introduced, giving safety a prominent place in every meeting.

We have introduced an app to all our sites to make it easier to register, follow up and analyse hazardous situations and incidents. All managers, members of the in-house emergency response team and HSE officers can use this app.

The Van Loon Group strives to create a safe workplace for our employees and third parties. We do this by investing in safe machines and production facilities. In 2023 we invested over 450,000 euros in safer or more ergonomic machines and systems. In Son, damaged and therefore unsafe pallet racks were replaced. In Best, slippery floors were replaced, the air balance was improved (preventing draughts), the spiral freezers were made more accessible and lifting equipment for heavy components was bought. In Beilen a better protective screen was made for the crate washer and in Roosendaal several

derinding machines were replaced by a safer model. In Nuth an ergonomic platform was placed next to a mixer. In Denekamp, ergonomic pallet lifters were bought and 525,000 euros was spent renewing the air handling unit in the production kitchen, making the working atmosphere pleasant again.

In 2023 the method for reporting hazardous situations was digitised, making it easy to submit incident reports and to communicate the information in a transparent way.

Predictions for 2024

In 2024 the focus will be on starting up the Road to Zero Harm programme. This programme consists of a number of sections aimed at taking our safety culture to a higher level, thus reducing the number of incidents leading to absenteeism to zero. Improved follow-up of incidents including good analysis to prevent future incidents. Communication of Safety Flashes at all sites if an incident has occurred. Update of the Technical Service's Last Minute Risk Assessment Toolbox. Accident signs at our sites and drawing up Life Saving Rules. And of course the most important measures: train and coach managers and employees.

To continue to address absenteeism, a task force was set up consisting of colleagues from HR, our Occupational Health and Operations departments.

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.

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 being closely watched. Van Loon Group is aware of this and shows that it stands for integrity.

2023 Activities

Van Loon Group has internal and external whistle-blower regulations for integrity issues. The annual test of the external whistle-blower regulations was extended this year with internal whistle-blower regulations. From now on these will also be repeated annually.

In 2023 no reports were made using the whistle-blower regulations.

Complaints about integrity from our customers and suppliers are discussed weekly during Van Loon Group's quality reporting.

All existing and new suppliers signed the Code of Conduct for Business Partners in 2023.

The follow-up survey concerning food safety and food integrity culture in the company was not carried out in 2023.

Predictions for 2024

After the raw material risk analysis for food safety was reviewed last year, the fraud risk analysis for raw materials will be reviewed in 2024. We use the same structure for both analyses.

In 2024 the follow-up survey concerning food safety and food integrity culture in the company will be carried out again.



APPENDIX Stakeholder engagement

Stakeholder	How does dialogue take place?	Important sustainability themes
Customers <ul style="list-style-type: none"> •Retail •Catering •Industry •B2B 	Direct contact 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 and food wastes Energy use processes and building Sustainable soy and palm oil Packaging (reduction of plastic and FSC paper) Colouring and flavouring (E numbers) Climate and 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 well-being 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
NGOs • 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 quality 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 • WUR / HAS Green Academy *7	Various joint projects to increase the sustainability of the pork supply chain	Climate and 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

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-Theme	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 sugar salt and fat content	27
	Antibiotic use	GRI 4161 Assessment of health and safety impact of products	28 and 29
	Losses and food waste	GRI 3063 Waste (raw material, volume and location)	30
	Protein transition	No specific GRI indicator	31
Sustainable Production	Water	GRI 303-3 Water consumption	37
		GRI 306-1 Quality and destination of waste water	37
	Waste	GRI 306-2 Waste	38
	Sustainable energy generation & energy efficiency	GRI 302-3 Energy intensity	38, 39 and 40
	Packaging materials	GRI 301-1 Quantity of material per type	41
	Greenhouse gas emissions	GRI 305-1 Direct emissions	42, 43 and 44
		GRI 3052 Indirect emissions from purchased energy	42, 43 and 44
	GRI 305-4 Emission intensity	42, 43 and 44	
Supply chain management and animal welfare	Valorising sustainable products	GRI 203-2 Indirect economic impact	49
	Animal welfare	GRI FP9 Number of animals with animal welfare initiative	50
	Local sourcing	GRI 204-1 Proportion of purchases from local suppliers	51
	Transparency and product integrity	GRI 417-1 Requirements for product information and labelling	52
	Sustainable soy and palm oil	GRI 204-FP1 Percentage of soy/palm sustainably sourced according to international standards	53
Employee welfare and safety	Employee training & study programme	GRI 4042 Employee development programme	57 and 58
	Diversity and equal opportunities	GRI 4051 Diversity among employees and management (gender, age group per employee group)	59
	Continuity and job security	GRI 201-1 Direct economic value generated	63
	Employee welfare	GRI 401-1 Number of new employees	64 and 65
		Non-discrimination: number of incidents/complaints	64 and 65
		GRI 402-FP3 Working time lost due to strike or dispute	64 and 65
	Employee health and safety	GRI 403-10 Work-related absenteeism	66 and 67
		GRI 403-9 Work-related accidents	66 and 67
Integrity	GRI 205-2 Communication on anti-corruption policy	68	

An 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.

GRI-theme	GRI#	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	7, 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 63
	102-8	Information about employees and other personnel	56 to 69
	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	70 and 71
	102-13	Membership of associations and interest groups	70 and 71
	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.4), 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	63
	102-42	Identifying and selecting stakeholders	14, 70 and 71
	102-43	Approach to stakeholder engagement	14, 70 and 71
	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: lvogels@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 74 and 75	
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 68
	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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