



CSR report

2023



Food that Matters

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Foreword

We are proud to present our seventh annual Corporate Social Responsibility (CSR) report, marking a milestone in our journey to become the most sustainable European meat company by 2030. Vion was the first meat company to establish a CSR report back in 2017, setting a benchmark for transparency and accountability. Today, with the introduction of the new Corporate Sustainability Reporting Directive (CSRD) approaching, it means we can build on years of sustainability efforts and experience.

At Vion, CSR is at the heart of our strategy.

We are dedicated to providing Food that Matters - tasty, healthy food produced sustainably, with respect for animals and care for our planet. We proudly state: “We want to be the most sustainable European meat processing company in our industry” and we have a clear vision on how to achieve this. Our commitment to Environmental, Social, and Governance (ESG) principles is deeply embedded in our operations, while to enforce this commitment, we have established the Science & Sustainability team that plays a central role in forming, fine-tuning, and driving our ESG agenda. It ensures that sustainability is not just part of our business but it's very essence.



Strategic Focus Shift

Our goal is to reduce our environmental footprint and streamline our operations to align with our ambitious targets. Advancing on this journey, our strategy requires increased ESG investments and prioritizing a smaller operational footprint over size and volume. We have therefore decided to increase our focus on sourcing and production in the Benelux region, where well-established sustainable practices in both meat and plant-based supply chains enable more effective implementation. As a result, we will exit the German market and divest our German assets – something we promise to do responsibly and respectfully. We have already taken the first steps by divesting and closing a number of German facilities in 2023 and will continue the process in 2024.

Our ESG Agenda

Our ESG agenda is broadly defined, encompassing six core areas: climate protection, biodiversity, working conditions, food safety, product integrity & traceability and animal welfare. Let us highlight some of our achievements before you deep-dive into them over the following next pages of our report.

Environmental:

In 2023, we successfully obtained approval for our targets in scope 1,2 and 3 emissions. This success confirms that our targets across our value supply chain are in line with limiting global warming to 1.5°C. In 2024, we will have our scope 3 FLAG emission targets refined. We are also developing action plans to ensure we meet these targets.

In 2023, we connected all our Good Farming Star farmers to the data infrastructure that we have built to calculate the carbon footprint at farm level, based on real data. Our commitment is to produce food products with a lower carbon footprint and tell consumers so they can make informed choices.

Social:

People matter and we know it. We take our responsibilities as an employer, neighbour, and social contributor very seriously. As part of our transformation programme, we have implemented a People and Organizational Health workstream as a pivotal part of our future change. We have identified key priorities aimed at us becoming a better employer and further improving our working conditions. In addition to implementing a safety culture ladder across all our locations, we have successfully renegotiated a collective labour agreement in Germany.

Together with 60 different nationalities in our company, we work hard to provide Food that Matters. Serving 100 million consumers daily, we take food safety very seriously. As a matter of fact, we have made food safety part of our corporate culture. Beyond implementing best practices at our locations, we stay up-to-date on the latest research and developments in this area through collaboration with scientific partners. We also continue to drive DNA traceability for product integrity and our Good Farming Star pork supply chain's integrity is fully verified by DNA. All locations that have been in the Vion family for more than three years are assessed according to IFS PIA (Product Integrity Assessment).

Governance:

We have made substantial progress in enhancing animal welfare. We continue to implement Artificial Intelligence to improve animal welfare even more, and we collaborate with the Dutch Welfare Charity, Dierenbescherming, so we remain at the forefront of this important issue. Vion only allows an animal to be slaughtered if it is sufficiently stunned in advance. At our slaughterhouse in Groenlo, we have taken important steps to ensure this by constructing a new lairage and transitioning from electric stunning of pigs to CO2 group stunning. Additionally, the lairage and driveway for cattle at our plant in Tilburg were modified in line with the newest scientific knowledge and standards. Both changes aim to reduce stress and improve animal welfare.

In addition, we actively participate in a scientific project with the Friedrich Loeffler Institute to explore alternatives to CO2 stunning of pigs. To share best practices about handling animals under our care, we have, as part of our continuous improvement learning program, continued to conduct regular training programmes for all members of staff that handle live animals, both on-site and online, as well as establishing programmes for all our livestock suppliers and animal transporters in Germany.

Our strategy, “Stronger together to provide Food that Matters”, is more than a catchy tagline; it’s a core belief that our goals can only be achieved through collaboration. We extend our gratitude to all the teams and colleagues at Vion who are actively driving our progress toward becoming Europe’s most sustainable meat company by 2030. We also thank our farmers, customers, partners, and other stakeholders for their trust, support, and collaboration.

Together, we will navigate towards a more sustainable future for generations to come. We are Stronger together to provide Food that Matters.

Sincerely,

Ronald Lotgerink
Chief Executive Officer

Tjarda Klimp
Chief Financial Officer



“Our strategy, 'Stronger together to provide Food that Matters', is more than a catchy tagline; it's a core belief”

About Vion



About Vion

- Company profile
- Overview of 2023
- Our people
- Our business units
- Our production sites
- Our international sales support offices and representatives
- Our products
- Our brands and supply chain concepts
- Markets served



We are an
international food
company that
provides Food
that Matters

Company profile

Headquartered in Boxtel, the Netherlands, Vion is an international food company with production sites in the Netherlands, Germany and Belgium, and sales support offices and representatives around the globe. We supply fresh pork and beef, meat products and plant-based alternatives for the retail, food service and meat processing industries.

We provide Food that Matters for a world in which people enjoy safe and healthy food from sustainable sources. To ensure this, we have set up future-proof protein supply chains that neither deplete resources nor put undue pressure on the planet.

In our view, food must be tasty and healthy, produced with care and respect for animals and people, and it must be affordable. As part of this, food must be sourced via enhanced demand-driven supply chains that provide a fair income to farmers and other supply chain partners, and which reduce the environmental impact. We are dedicated to making food production more sustainable in our industry. Only by making a difference to consumers will we be able to create a better future for farmers.

Vion's sole shareholder, Stichting Administratiekantoor SBT, is a trust office that has issued depository receipts for its shares to NCB Ontwikkeling, the investment fund of ZLTO (Zuidelijke Land- en Tuinbouworganisatie). The association's approximately 12,000 members are agricultural entrepreneurs in Noord-Brabant, Zeeland and the southern part of Gelderland, all in the Netherlands.

Vion Holding N.V. is a Dutch public limited liability company. Although we are not listed on the stock exchange, Vion adheres to the Dutch Corporate Governance Code as much as possible to ensure transparency to our stakeholders.



10,711

Employees (FTEs),
including flex workers

7,001

Own employees



3,710

Flex workers



5.5

Revenue for 2023
(in billions of euros)



Over 100 million

consumers enjoy our meat each day



Locations country units

8 Benelux

12 Germany



Locations business units

2 Food Service

3 Ingredients

Overview of 2023



February

- Der Grüne Weg: completely German organic pork chain successfully launched



June

- Vion announces strategic transformations and will work with country units

January

- De Groene Weg formalizes chain of Dutch organic lamb
- AI camera surveillance presented at Grüne Woche



March

- Networking event for the meat industry in Greece where 55 experts from the German and Greek meat industries gathered in Thessaloniki
- Brandenburg Agriculture Minister Axel Vogel visits Vion-Perleberg





October

- World Steak Challenge 2023: Vion wins 2x gold, 1x silver and 5x bronze
- Steering on animal welfare, AgriFoodInnovation in the context of the Smart Pig Chain



December

- Vion's demand-driven chain concept Good Farming Balance is further developing. Vion strengthens relationships with pig farmers during the Good Farming Balance Supplier Days

September

- DistriFresh further expands its electric fleet and takes the next step towards CO2-neutral transport



November

- The sustainable meat alternative from ME-AT the alternative, the plant-based daughter of Vion, which was awarded this year at the "Anuga Taste Innovation Show"





Our people

We cannot emphasise it enough: our people make the difference. At Vion, we are immensely proud of our dedicated team, whose hard work and expertise drive our success every day. Our colleagues are not just employees; they are the backbone of our company, embodying the values that set us apart in the industry. We are committed to fostering a culture that nurtures talent and craftsmanship, ensuring that each individual can thrive and contribute to our collective achievements.

Our people make the difference

Despite the many economic challenges, which also impact our people, their families and our business, our way of working has consistently proven to provide a solid basis. Our approach is built on three core concepts: Connected, Sharp, and Brave. Being Connected means we value collaboration and open communication, creating an inclusive environment where every voice is heard, and every team member feels a part of the Vion family. Sharp reflects our commitment to excellence and innovation, encouraging our people to continuously refine their skills and embrace new challenges with precision and agility. Lastly, Brave signifies our courage to push boundaries and pioneer new paths in our industry, empowering our colleagues to take bold steps and

lead with confidence. We work closely together based on trust and respect.

At Vion Food, we don't just develop products; we develop people. We raise expectations, while at the same time facilitating and stimulating the personal development of our employees. The nature of our business requires significant craftsmanship and discipline. By focusing on the growth and professional development of our team, we ensure that our skills continue to be exceptional, and our collective potential knows no bounds. Together, we are more than a company; we are a community, working together to shape the future of food.

How do our people make the difference?

Our strength lies in our people. A workforce comprising of individuals from more than 60 different cultures, we embrace diversity and recognise the unique contributions that each of our colleagues brings to the table.

When making their decisions, our people have to deal with a complex set of parameters. Purchase prices depend on herd sizes and slaughtering numbers. Our sales prices in 100+ markets are dependent upon a demand that is influenced by import needs, consumption, religious choices and exchange rates.

For this reason, we need strong leaders and talents who can deal with a high number of variables to make crucial business decisions, such as resource allocation and management of the business mix. As our strategy is focused on building integrated demand driven supply chains, our way of working support this by heart. Across all levels of the company our own people and the people throughout our value supply chain, work collaboratively to achieve our vision: Stronger together we provide Food that Matters.

The biological nature of pigs and cows results in a unique situation in that every animal and every part is different and needs to be treated with know-how and craftsmanship, guaranteeing animal welfare and food safety at all times. As a responsible employer, Vion has policies and activities in place to provide a safe and healthy workplace in which people can continuously improve their skills and competences via our Vion Operating System and our Vion Academy to make sure we deliver on our promise.

Our colleagues in the Farming department work closely with farmers and livestock. They collectively work towards the highest standards of animal welfare and sustainability, fostering strong relationships with farmers to support sustainable farming practices and provide a fair price. In Procurement, our colleagues are responsible for optimizing our relationships with suppliers. They manage supply chains, ensuring that

we receive the best quality materials at competitive prices. Their efforts are crucial in maintaining the efficiency and reliability of our operations, enabling us to deliver superior products to our customers at a fair price.

The people working in Transport and Logistics work around the clock to ensure our products reach every corner of the globe. Coordinating with various stakeholders, they manage the complex logistics required to transport our goods safely and efficiently. Their dedication ensures that our products are delivered on time, maintaining our reputation for reliability and excellence.

In Product Development, our colleagues are tasked with creating new and exciting products, from meat to plant-based and hybrid options. They combine culinary creativity with scientific expertise to develop products that meet the evolving tastes and preferences of our customers. Their innovations keep us competitive and relevant in a rapidly changing market.

Our Quality Assurance experts are at the forefront of addressing food safety, product integrity and welfare standards in our operations. They conduct cutting-edge research to develop innovative solutions that enhance safety and quality. Their work and knowledge-sharing on the work floor are essential to ensuring that we meet the highest standards on

animal welfare and food safety in our operations, and continuously steer on making improvements in our way of working.

The Sales team at Vion is dedicated to understanding and fulfilling our customers' needs. They work tirelessly to offer tailored solutions, ensuring that our customers receive the best possible products and services. By building strong, trust-based relationships with our customers, our sales professionals help drive our success and expand our market reach.

Our management team plays a crucial role in navigating the complexities of the food industry. They provide strategic direction, make critical decisions, and inspire to achieve our goals. Their leadership ensures that we remain aligned with our mission and continue to grow and thrive in a dynamic environment. All these teams are supported by dedicated people and experts in their own field in departments such as Science & Sustainability, HRM, Communications, IM&T, Finance, Legal and other supporting staff who are the connection across the company to support our vision and realise our ambitions.

Vion; an employer of choice

In the current labour market, in which it is a challenge to attract and retain new talents, experts and experienced people in all disciplines, Vion wants to be an employer of choice. We try to achieve this by continuously investing in our people and by providing a safe and welcoming working environment.



Having the right people in the right place taking the right leadership responsibility is highly important for the future of our company. One example of how we support this is our extensive, longer-term Culture and Leadership programme: 'People Matter'. This programme focuses both on senior management and operational management in order to strengthen our Way of Working, encourage good employment practices, and value diversity & inclusion. Another example which makes us really proud is our 'Young Vion Club'. This is a broad, multi-disciplinary international community of enthusiastic and ambitious colleagues under age 35 who inspire each other and bond through Vion-oriented and broader learning sessions and engaging social activities.

To conclude, we dare to say once again that our people make the difference, not only because of their knowledge and skills, but also for their pride, professionalism and – last but not least – for their service to the consumer. Our people are passionate about our food solutions and understand the importance of our far-reaching corporate social responsibilities. We are Stronger together to provide Food that Matters!



“With a workforce consisting of individuals from more than 60 different cultures, we embrace diversity and recognise the unique contributions that each of our colleagues brings to the table”

Our business units

	Country unit Benelux	Country unit Germany	 Business unit Food Service	 Business unit Ingredients
Products	Fresh pork and beef, incl. raw materials, semi-finished and finished products, meat alternatives	Fresh pork and beef, incl. raw materials, semi-finished, and finished products	Freshly frozen meat products (beef, pork and chicken) and vegetarian and vegan products	Valorising all parts of the animal, so we use every animal from head to tail
Customers	Food processors, retail, foodservice	Food processors, retail, foodservice	Food service and quick service restaurants, catering, home delivery services	Animal food processors and industrial processors
Regions	Europe, Asia, North America, Oceania, Africa	Europe, Asia, North America	Germany and neighboring countries	Europe, Asia, Africa, Canada
Plants	Zottegem, Tilburg, Enschede, Boxtel, Scherpenzeel, Groenlo, Apeldoorn, Leeuwarden*	Emstek**, Perleberg***, Ahlen***, Hilden, Altenburg***, Furth im Wald, Crailsheim, Landshut***, Vilshofen***, Buchloe, Waldkraiburg	Holzwickede, Großostheim	Twist, Memmingen, Eching-Weixerau
Employees (FTEs)	5,762 (incl. flex-workers)	3.903 (incl. flex-workers)	629 (incl. flex-workers)	188 (incl. flex-workers)
Headquarters	Boxtel (NL)	Buchloe (DE)	Großostheim (DE)	Twist (DE)
Corporate	Vion's operating business units are supported by 229 employees (2023), mainly based in Boxtel, the Netherlands, providing the following corporate services: <ul style="list-style-type: none"> • Leadership and Strategic Planning • Information Management and Technology (IM&T) • Finance (Group Control, Treasury, Legal and Tax, and Credit Risk Management) • Communications • Human Resources • Quality Assurance • Transformation office (responsible for strategic changes for sustainable growth) • Internal Audit 			

* from 1-1-2024 part of Food Service

** closed in 2024

*** Sold in 2024

Production locations



-  Activities **Beef**
-  Activities **Pork**
-  Activities **Food Service**
-  Activities **Retail**
-  Activities **Ingredients**

* closed in 2023
 ** sold or closed in 2024
 *** from 1-1-2024 part of Food Service

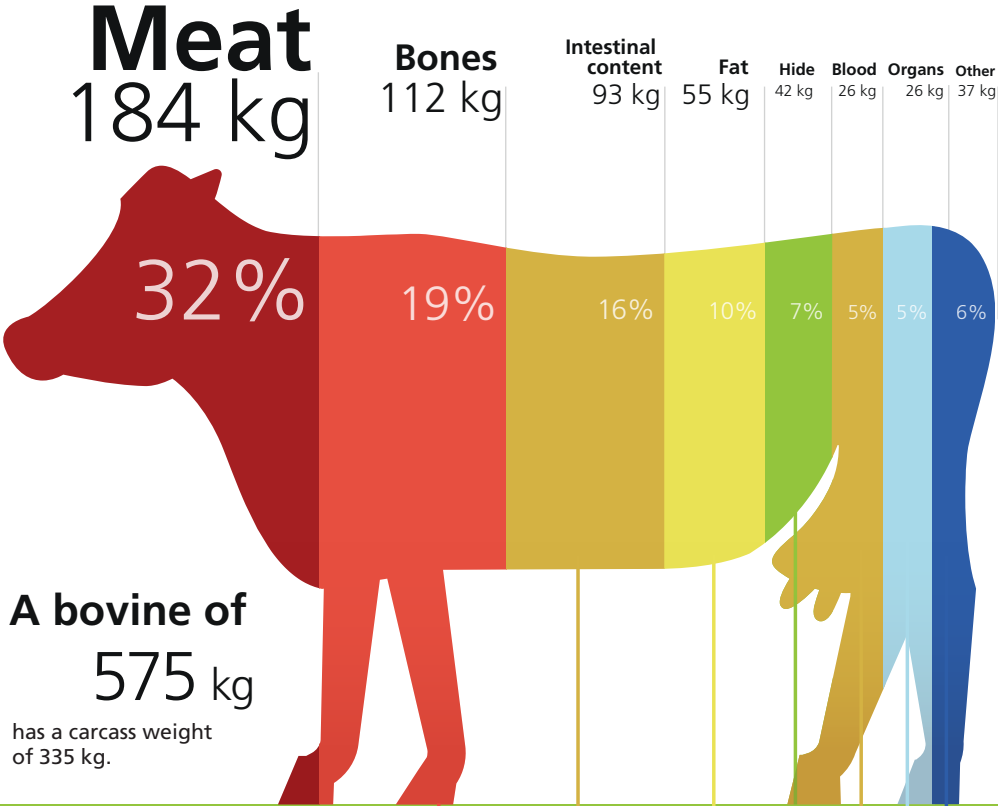
Our international sales support offices and representatives



* closed in 2024

Our products

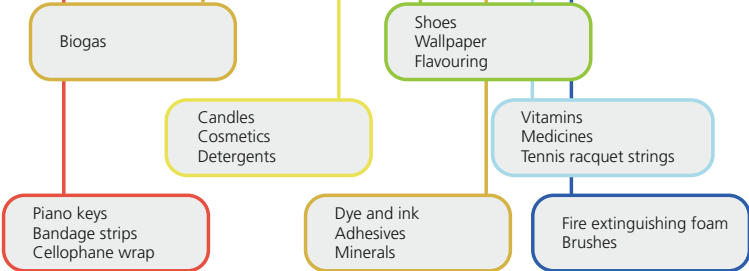
We valorise all parts of the animal by utilising them in the best possible way. An average pig weighing 119 kg produces 62 kg of meat; and an average bovine weighing 575 kg produces 184 kg of meat. The remaining raw materials are used for a wide range of other products.



Besides beef, the by-products with the highest turnover are:

- Skin
- Organs
- Intestines

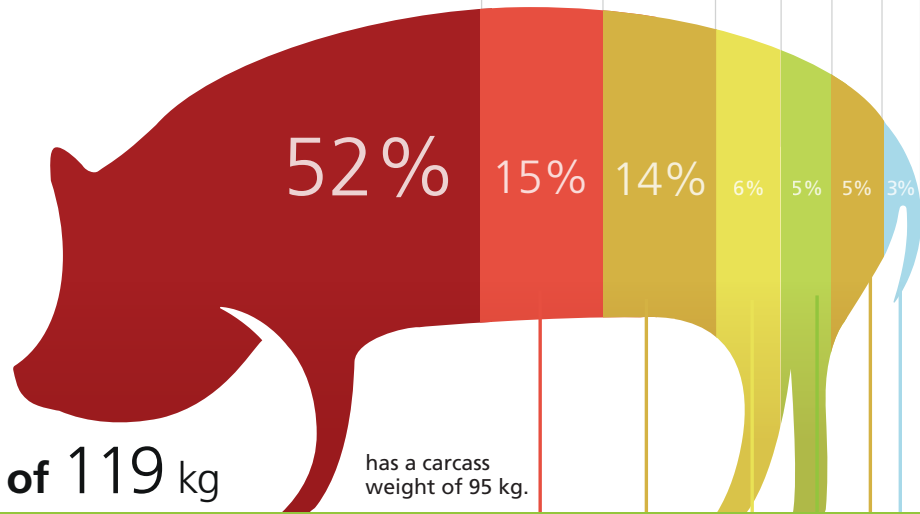
The by-products are used for a wide range of other products. Some examples are mentioned at the right.



Meat

62 kg

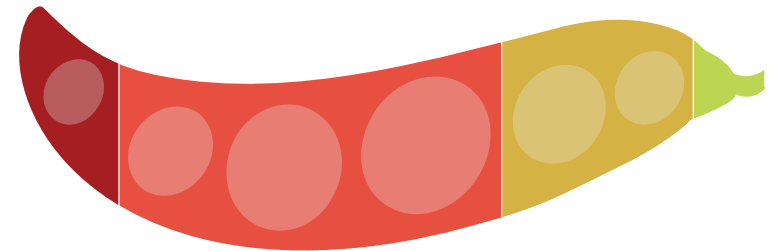
Bones 17 kg
 Organs 16 kg
 Ears, nose, tail 8 kg
 Blood 6 kg
 Fat 6 kg
 Skin and hair 4 kg



Faba bean

(*Vicia faba*)

Water 11%
 Carbohydrates: 58%
 Protein: 26%
 Fat: 2%



A pig of 119 kg

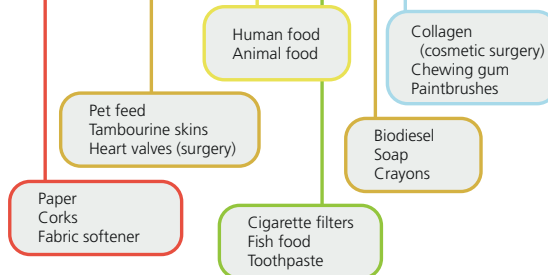
has a carcass weight of 95 kg.

Besides pork, the by-products with the highest turnover are:

- Heads
- Organs
- Intestines

The by-products are used for over 180 different products. Some examples are mentioned at the right.

Besides meat, Vion also produces also a range of vegan products, such as: hamburger, minced meat, crispy fillet schnitzel, fillet pieces and chipolata sausages.



Our brands and supply chain concepts



Food Family is Vion's best known and most respected brand. It turned 25 in 2022, and celebrating its silver-jubilee in the international meat market. As a brand, it has reputation for delivering trusted quality. Food Family products are widely available in over 35 countries around the world and the meat originates from farmers in the Netherlands, Germany and Belgium with whom we have long-lasting partnerships. Our portfolio covers a wide range of pork and beef products that comply with strict controls and processing procedures to ensure the highest standard. Food Family: trusted quality since 1997.



The **Good Farming Balance** supply chain concept responds to specific international market demands for pork. Each country has its own preferences regarding the way in which meat is prepared and consumed. Together with pig farmers, we ensure the production of high-quality meat in balance with the quantities that a specific market needs, in line with customer specifications. This requires focused alignment.



The **Good Farming Star** supply chain concept, which was introduced in 2010, pays extra attention to animal welfare and sustainability. Within this concept, Vion works with some 140 Good Farming Star pig farmers in the Netherlands and has developed dedicated supply chains with several Dutch retailers. In supermarkets, the meat carries the 1-star award of the Dutch Beter Leven (Better Life) quality mark.

The main differences compared with regular pork farming are:

- The pigs have more space.
- The animals live in an enriched environment in which they can express their natural behaviour.
- Boars are not castrated.

Furthermore, the programme complies with sustainability requirements such as green energy and RTRS soy in the value chain. Good Farming Star offers known-origin meat from a selected group of Dutch farmers that is produced in a controlled and transparent supply chain.



De Groene Weg – a Vion subsidiary – focuses exclusively on meat of 100% organic quality. All links in the supply chain comply with European legislation regarding the EU organic quality mark and are independently supervised by the appropriate authorities. Under organic animal farming, animals have the physical space they need to display animal behaviour and can go outside whenever they want. The animals receive organic feed that is grown without artificial fertilisers and certain pesticides. In this way, organic farmers aim to contribute to a healthy ecosystem and biodiversity.



Robusto is our premium brand within our Pork business unit and delivers premium quality meat with the right percentage of fat and intramuscular fat. The rich and authentic taste of our Robusto products is the result of exclusive care within our highly professional food chain, with farmers working according to the highest standards. Robusto products are distributed worldwide. For instance, the hams are used in Spain and Italy to create premium dried hams, and the bellies are used in South Korea for local specialities.



WELLFARMING is a Germany-wide programme for cattle and pigs and can be classified into level 3 of the multi-level livestock farming labelling of the food retail industry due to the higher husbandry criteria that WELLFARMING farmers have to meet. Accordingly, WELLFARMING animals live under higher husbandry conditions than pigs or cattle that are fattened according to legal standards.

In addition to the classification in the 3rd level of the farming labelling, WELLFARMING sites are also certified according to the requirements of Quality and Safety (QS) as well as according to the Animal Welfare Initiative (ITW). The inspection of the sites takes place twice a year.



ME-AT (the Alternative) produces high-quality plant-based meat alternatives with the taste, texture and eating experience of traditional meat. This provides alternative sources of protein for flexitarians, vegetarians and vegans. The assortment consists of multiple plant-based products ranging from burgers, sausages, minced meat substitutes and schnitzels, to different types of chunks (beef, chicken, lamb and fish) and even to boneless spareribs. Over the last year, more 'whole meat cut' products (boneless spare rib, pork chop, plant-based entrecôte) have been added to the portfolio.



Weylander products are made of premium beef that has been matured in the packaging for flavour and tenderness. Weylander is available in various supermarkets in the Netherlands.



GOLDBEEF stands for premium beef specialities. Its diversity is expressed in the wide range of cattle breeds, quality programmes, categories and origins. In addition to this, special maturing methods, such as dry ageing, can further improve products and offer many different options when it comes to meat cuts and their use.

The GOLDBEEF umbrella brand offers a variety of concepts to support differentiation and create added value with concepts like, for example, "100% Dry Aged" or "100% Simmental". The use of premium raw material enables our meat experts to make a hand-picked selection that guarantees high quality. Buyers or consumers can rely on a trusted brand with a long tradition, and, through this experience, the great taste of tender beef.



Schweinegold is one of our local jewels and provides fresh pork to exclusive markets and the meat industries in countries like Japan and Korea.



Bayerische Oxe The Bayerischer Ochse programme was launched in cooperation with REWE South and VVG Oberbayern-Schwaben. 30 farmers from Bavaria supply over 540 supermarkets from our site in Waldkraiburg.

With "Bavarian Ox", we guarantee its regional origin and the high-quality taste of excellent meat. It is a premium product due to the additional effort put in by farmers and increased animal welfare – the animals are exclusively reared using methods rated level 3



Encebe Vleeswaren uses its in-depth knowledge of meat products and extensive experience in traditional processing to supply high quality cooked sausages, cooked hams, liver products, dry sausages and smoked bacon and other smoked products. In addition, it develops specialities and client-specific products in collaboration with the customer. Encebe complies with all our quality standards and can utilise all Vion supply chains, including offering plant-based deli meats. These are delivered to wholesalers and retailers in our home markets and abroad. For the food industry, it produces meal components to customer requirements.

besthides

BestHides is a globally active supplier of chilled and wet-salted hides and wet-salted veal skins from northern, central and southern Germany. Whether for high-class smooth-grain leather for car interiors, leathers for the finest shoes and garments or leather for furniture, the BestHides product portfolio offers a huge range of hides and skins.



SALOMON FoodWorld stands for inspiration, success and emotion. This brand offers more than just specialised food solutions. As a market leader in food services, SALOMON FoodWorld has been shaping the catering sector with ideas, recipes and innovations for more than 40 years. Its mission is to excite customers from different countries about its successful product pillars: Burgers, Finger Food and Schnitzel & more.



FVZ Convenience stands for real enjoyment. It is a specialist and personal forward-thinker that makes people happy with high-quality, value-adding and sustainable modern classics for the dinner table. As a market leader in frozen schnitzel in the German foodservice market, FVZ offers a wide range of pleasing frozen products, including schnitzel, steak, minced meat, meat specialities and vegetarian and vegan products..

Markets served

We supply the retail, foodservice and meat processing industries in our home markets of the Netherlands, Germany and Belgium, as well as in other countries in Europe and the rest of the world. Our operations have market access to all relevant global food markets.





Vion's context

Vion's context

- Supply chain
- Our stakeholders
- Stakeholder dialogues
- Developments in the market
- Long-term trends that impact Vion
- Materiality analysis and material topics



We are Stronger
together to provide
Food that Matters

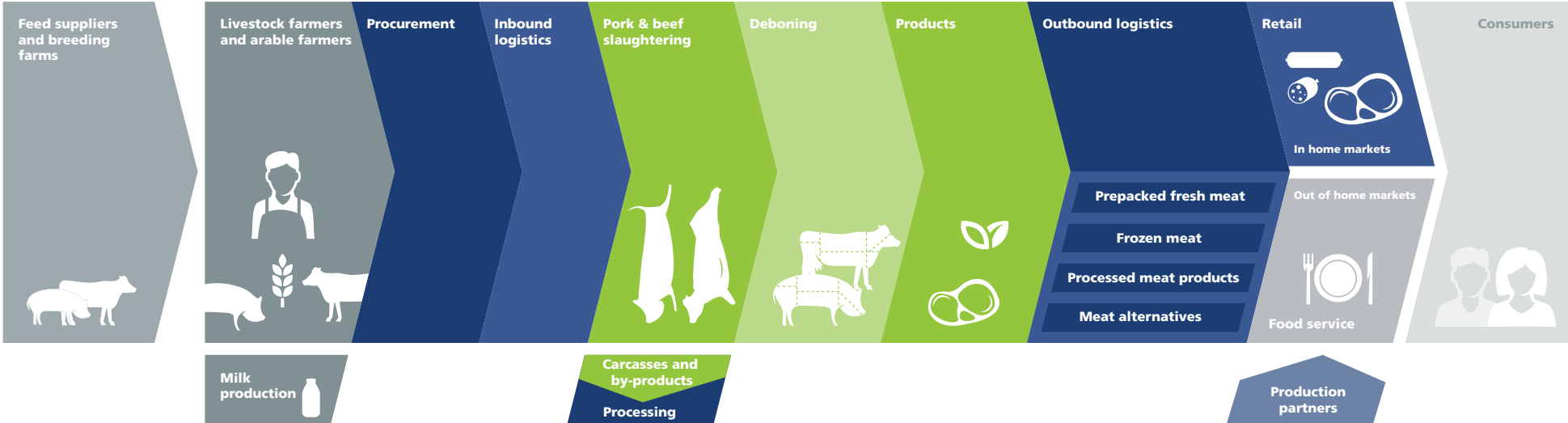
Supply chain

Vion is a major player in the supply chain for meat, meat products and plant-based alternatives. We have long-term relationships with farmers, logistic partners and customers, and together we provide safe and healthy food to consumers all over the world.

Our main suppliers are live-animal suppliers. Almost all our farmers are located in our home countries of the Netherlands, Germany and Belgium. The number of livestock farmers in our home markets is decreasing, while the average number of animals per farm is increasing. In 2023, almost 8,500 pig farmers and over 47,500 cattle farmers delivered animals to Vion.

We source soy from North America for our plant-based ME-AT (the alternative) product lines. Since 2021, we also source faba beans from the Netherlands. The next step is to expand this increased regional sourcing to our product lines in our other home markets.

Around 90% of our customers are in Europe, with our main ones being meat processing companies and retailers. In the Netherlands, around 90% of all our meat products are sold through supermarkets. In Germany, the figure is 80%. Other sales channels are foodservice, the meat processing industry and global customers.



Our stakeholders

Vion has many stakeholders next to our partners in the supply chain.

We have identified our stakeholders based on our existing direct and indirect relationships, and separated them according to:

- The extent to which a stakeholder is likely to show an active interest in the organisation's strategy;
- A stakeholder's influence on Vion's activities.

The most important stakeholders are the ones that show both an active interest in Vion and which have a large influence on our activities. These include our consumers, customers, suppliers, employees, NGOs, local communities and financial stakeholders. We have a continuous dialogue with our stakeholders to pursue our purpose of providing Food that Matters by implementing our strategy "Stronger together we provide Food that Matters" and to reach our ESG targets. We have an active dialogue with all our relevant stakeholders.

On many material topics, we work closely with our customers, suppliers and other stakeholders, like the ZLTO (Southern Agriculture and Horticulture Organisation) in the Netherlands, to improve and reach our targets. We also participate in round table discussions.

Our top management and specialists are invited to speak at conferences and seminars on agriculture and wholesome food, which opens up opportunities for dialogue. We participate in discussions on, for example, food safety, meat consumption, plant-based meat, animal welfare, public health and sustainability.

We also talk about our "Stronger together to we provide Food that Matters" strategy and the value of building establishing supply chains with customers and governments in our home markets. This engagement supports the identification of relevant ESG topics and the selection of material topics that form the basis of our ESG strategy. It also helps us to evolve our approach to these topics.

In addition, we offer specific stakeholders the opportunity to share their opinions on these material topics. For instance, we conduct interviews in our quarterly German farmers' magazine, 'ProAgrar', and invite our suppliers to meetings about next steps in our supply chains regarding animal welfare, food safety and climate action.

In 2023, we organised several meetings with our farmers to share experiences and updates about the latest developments. We also aligned with chain partners to share experiences and ideas about the implementation process of CSRD.

Alongside this, we continuously monitor developments on the behaviour and/or attitude of consumers in our home markets of the Netherlands, Germany and Belgium.

Stakeholder dialogues

In 2023, we again sought to actively involve our stakeholders in our strategy for long-term value creation. We discussed our sharpened strategy, challenges and targets with different stakeholder groups in different settings organised by us or our stakeholders. We also surveyed diverse stakeholder groups to learn from all parts of society about the impact we have on certain topics.

We work closely with many of these stakeholders to implement our strategy, realise improvements and reach our targets. Our CEO and CFO regularly take part in these dialogues and below we give some examples of such meetings in 2023.

Government stakeholders; community building and supply chain initiatives

Our CEO took part in several meetings with Dutch government ministers:

Following the dialogues on the future of agriculture and the challenges we face, including the nitrogen challenges, there were several meetings with governmental bodies;

- In march our CEO joined a trade mission to China and discussed with representatives of the Chinese Government to discuss current situation and future developments
- In may our CEO had a dialogue session with Piet Adema, Minister of LNV to reach a common understanding and a way forward regarding the Dutch agricultural agreement.
- In June our CEO participated in the EMN Meeting, where he had a meeting with Maciej Golubiewski (Head of Cabinet of Agri Commissioner, Wojciechowski)

Industry stakeholders; European Meat Network (EMN)

- Our CEO participate in the dialogue sessions of the EMN. The EMN is a non-profit network of European meat companies involved in the slaughtering and processing of beef, pork and lamb. In the EMN, we discuss, under Chatham House rules, topics that have an impact on our long-term strategy, such as:
 - The long-term position of the European meat sector;
 - Developments in relation to the regulatory status of meat within the European Union and in relation to third countries;
 - Sustainability of meat.

Supply chain stakeholders; talks with retailers on supply chain initiatives

As we are working towards a more sustainable meat industry, we cannot do this alone.

- Our strategy is based on the concept of integrated demand-driven supply chains. Retail companies have an important position in building supply chains based on consumer demand and societal trends. To this end, our CEO had several talks with retailers in the Netherlands and Germany to discuss future sustainable supply chains for meat and plant-based meat alternatives
- In June our CEO joined the Sustainability program Pork Meat with the Van Loon Groep.

Agri-food industry stakeholders; CEOs of multinationals in the agri-food business

Our CEO is a member of AgriNL, a network of CEOs in the Dutch agri-food business who want to create a joint vision of a sustainable Dutch agri-food industry for the future. Ideally, this strategy and our long-term strategy should be aligned.

- We meet four times a year to discuss agricultural themes and network with stakeholders in the Netherlands.
- As part of our stakeholder dialogues we are aligned with the Dutch pig farmers association, POV, to discuss the current situation and future developments.
- In June our CEO participated in the alignment session about the agricultural agreement organized by the Dutch Food Industry Association, FNLI

Financial stakeholder meetings; sustainable targets are part of our strategy

Vion's CFO is active in discussions about how to develop the industry sustainably and align our long-term strategy with our sustainability objectives. During trading updates, our CFO discusses targets that are based on our sustainability objectives.

Our promissory note (Schuldschein loan) is based on sustainable targets and our commitment to these targets. Sustainability is a core part of the finance discussions in our trading update meetings with banks.

Our CFO participates in the Supervisory Board of Topigs Norsvin and WUR.

Developments in the market

As in the previous year, disruptive changes in the market continued to impact the meat industry. External factors, like all-time-record pig prices, drove up the cost of raw materials, while decreased disposable income resulted in a declining consumer spend.

On the supply side, we observed a decline in herd sizes in our domestic markets. This was mainly driven

by farmers closing their businesses, which resulted in scarcity and higher purchasing cost. In summer 2023, the Dutch and German pig price hit an all-time record, and prices remained high for the rest of the year. On the demand side, we noted that customers were struggling to afford higher prices due to lower disposable incomes. The declining national herd sizes and increased costs had a major impact on our industry and company, and we took the necessary steps to ensure a sustainable future for our business.

In 2024, new EU legislation, the Corporate Sustainability Reporting Directive (CSRD), came into effect for EU companies listed on the stock exchange

market. This means that some of our customers will have to begin reporting in line with the CSRD in 2024. In 2023, we held dialogue sessions about how, given CSRD, we should approach specific sustainability themes in the future, and how we can support each other. These sessions will continue in 2024. From 2026, Vion, too, will need to report in accordance with the CSRD rules. Over the following pages we outline the key developments that impact our company and form the basis of our enhanced strategy: 'Stronger together to provide Food that Matters'.



Political measures to reduce the carbon footprint

All across the globe, measures are being taken, and will continue to be taken, to reduce and to stop global warming. Targets were set in the Paris Agreement and confirmed and strengthened at the Glasgow Summit in 2021. The European Union set out its view in the Green Deal. This aims for a 55% reduction of the carbon footprint by 2030 and carbon neutrality by 2050. As a way to measure the steps taken by several large companies the CSRD was introduced and needs to be implemented by the big EU companies from 2024 onwards.

Short-term effects

- The need for substantial investments in farms and in the whole supply chain infrastructure, including animal feed supply chains and local feed circularity.
- Open and transparent communication on Environment, Social and Governance topics that need to be part of an integrated financial report.

Long term effect

- Huge challenges regarding the production of foodstuffs in general, and especially for food of animal origin

Based on the current performance of the north-west European animal production supply chains, a 55% reduction of the carbon footprint (between 1990 and 2030), based on Life Cycle Analysis, should be within reach for major animal-based proteins such as pork, beef, poultry, eggs and dairy.

Political measures for reducing nitrogen emissions and halting biodiversity loss and deforestation

Local nature preservation and the reduction of nitrogen emissions will impact the future of many farms, other businesses and people's housing. At the same time, lack of political clarity regarding future sustainability investments in livestock sector leads to uncertainty and lack of investments in farming and other critical parts of the supply chain. Concerns about biodiversity loss and

deforestation have led the EU also takes active steps e.g. the implementation of the European Union Deforestation Regulation (EUDR), which will come into effect January 2025.

Short-term effect

- An increased need to further develop animal supply chains that use fewer natural resources.
- Farmers quitting the business due to insecure investment decisions and attractive government funds to stop farming.
- Manure is a fundamental issue in animal supply chains and needs to be addressed further on a local scale to reduce its environmental impact.
- Continuous investments into more sustainable methods and technology for emission control, crop and livestock management.

Mid and Long-term effect

- The implementation of new environmental reporting and regulations e.g. CSRD, EUDR will require adjustments in production and farming practices and require high administrative compliance, potentially impacting productivity and profitability.

Social developments: the price of food

By serving millions of consumers every day needed animal or plantbased proteins, we feel a responsibility towards society. In the following months after the outbreak of the war in Ukraine we saw unprecedented inflation hitting the markets, rising raw material prices combined with huge energy prices, especially in Europe. Our buying and selling colleagues worked under very challenging circumstances to balance the prices for our suppliers and customers which sometimes resulted in adaptations due to extreme volatility in our markets.

Potential short-term effects

- High inflation and price volatility in the markets.
- Disruption to distribution and flow of goods.
- Substantial additional energy costs for all chain partners and rising food prices

Mid and long-term effect

- More focus on value instead of volume.
- A transformation into a more agile and flexible food company that can weather the storms in the global marketplace.

- More regional sourcing of wholesome food and more informed choices for consumers to choose price levels and related attributes like sustainability.

Protein transition

Meat has long been a fundamental component of human diets, providing essential nutrients such as protein, iron, and B vitamins crucial for growth, energy, and overall health. However, its production also raises concerns about sustainability, prompting a growing interest in alternative proteins to balance nutritional needs with environmental impacts.

The concept of the protein transition has emerged as a essential focus in global efforts to foster sustainable food systems. This transition involves a systematic shift from animal-based proteins to plant-based and alternative protein sources. Driven by environmental, health, and ethical considerations, the protein transition seeks to reduce the ecological footprint of food production, improve public health outcomes, and address animal welfare concerns.

In this evolving landscape, Vion Food Group stands at the forefront of innovation and support for its retail partners and customers. Recognizing the transformative potential of the protein transition, Vion Food Group is committed to facilitating this shift by providing a diverse range of high-quality, sustainable protein options. Examples are our plant-based products offered by ME-AT and produced in our production facility in Leeuwarden and our hybrid product offering for retail and food service customers. Through these efforts, Vion Food Group not only supports its customers but also contributes to a more sustainable and resilient food system for future generations.

Potential short-term effects

- Retailers seek alternatives for animal protein. This will stimulate innovation
- The promotion of meat products in stores decline and will be replaced by plant-based offerings to nudge consumers

Mid and long-term effect

- Future protein systems will contain a varied palette of proteins.
- New generations normalize plant-based meals and meat alternatives

Technical developments: data transparency

Environmental demands underline the need for a clear view of the inside workings of the whole animal supply chain. The need to use and be transparent about data in the supply chain is obvious: to ensure we know where a product has come from and to accurately calculate the carbon footprint of the final consumer product. Sustainability is not only an issue for us, as a food producer, or the farmer, but for all stakeholders in the supply chain.

Several of our customers have demanded greater transparency in the supply chain. This is motivated by a desire to ensure animal welfare and food safety, and to accurately source products and services in the supply chain. These issues can only be addressed with the help of robust data standards throughout the supply chain. We actively designed a new standard for process and product integrity.

This standard, developed with IFS (International Featured Standards), becomes the new benchmark for identifying additional product attributes. Called IFS-PIA (Product Integrity Assessment), the standard secures the long-term commitment of the whole supply chain to substantiating all product-related consumer marketing claims: about the product, in advertisements, on websites, in social media and so on. This standard also acts as a guarantee to farmers that committing to these supply chains will be sustainable from an economic perspective. Several supply chains managed by Vion and our customers have been further strengthened by dedicated farmers who have committed to serving these customers.

Short-term effects

- New standards for information on carbon footprint of foodstuff
- Carbon footprint information for the customer

Long-term effects

- Better economic perspectives for farmers
- Greater transparency in the whole supply chain

Long-term trends that impact Vion

Long-term developments in the food market will also have an impact on Vion

In addition to current developments, the food market is driven by long-term trends that have an impact on Vion. The following trends are on the up, and our CSR strategy has been developed around them.

Trends	Risks for Vion	Opportunities for Vion	Approach
Demand for food safety.	Quality issues or changes in quality perceptions by our customers or the authorities.	Vion is seen as a trusted partner with regard to food safety. Food safety to be embedded in codes of practice at all Vion production sites.	See chapter Social: Food safety (see page 97)
Demand for traceability and product integrity.	Risk of having to withdraw products should product integrity issues arise.	Vion sources locally, is integrated demand driven supply chains, and uses blockchain for Good Farming Star.	See chapter Social: Traceability and product integrity (see page 104)
Interest in animal welfare.	Risk of lower acceptance of animal production, especially in our home markets.	Vion is a frontrunner in animal welfare and also offers plant-based products as an alternative.	See chapter Governance: Animal welfare (see page 109)
Interest in climate change and biodiversity loss.	Shift in consumption to more environmentally friendly products, especially in our home markets.	The German and Dutch animal supply chains are very efficient, resulting in a relative low carbon footprint for products produced in our home markets.	See chapter Environment: Climate (see page 55) and Environment: Biodiversity and deforestation (see page 73) and Other CSR topics
	Risk of declining local animal supply due to a decrease in livestock farming caused by lower nitrogen-emission limits.	Growing interest in organic products which Vion delivers via De Groene Weg. Growing interest in plant-based products via ME-AT and hybrid products.	
Changing meat consumption patterns.	Risk of lifestyle diseases such as obesity and diabetes.	Fresh food items have a health-promoting effect.	See paragraph Healthy diet (see page 143)
Interest in safe and healthy working conditions.	Risk of injuries	Healthy employees are more productive.	See chapter Social: Employment and working conditions (see page 77)
Attention regarding attracting and retaining human capital.	Risk of lack of operational personnel causing problems in operation planning.	Streamline and automate processes to balance production needs and the availability of qualified staff.	See chapter Social: Employment and working conditions (see page 77)
Interest in fair pricing.	Unrest in supply chain.	Vion offers farmers a choice of pricing systems from which to choose and farmers can connect in demand driven dedicated supply chains.	See chapter Fair pricing (see page 141)
Market cyclicalities.	Risk of decreasing margins.	Opportunity to increase margins.	See chapter Fair pricing (see page 141)

Materiality analysis and material topics

In 2023, we applied the material topics that we identified in 2022 through frequent contact with our most important stakeholders, the key concerns and grievances of other stakeholders, input from experts and a stakeholder questionnaire. For more information see appendix Materiality Analysis. This analysis led to a list of material topics we have classified under Environmental, Social and Governance (ESG) following the ESG framework. In 2024, we will start a new stakeholder review as part of the Double Materiality Analysis and our commitment to "Corporate Sustainability Reporting Directive (CSRD) compliance" in 2025 that will lead to certain adjustments regarding our material CSR topics.

Our six material topics as expressed in ESG categories are:

Environment :

Climate: Global warming caused by greenhouse gas emissions, including energy use and transportation in our own operations and in our value chain

Biodiversity and deforestation: Preservation of the natural environment, including the prevention of pollution leading to degradation (like ammonia/nitrogen)

Social:

Own work force: Our own workforce management, including working conditions, health and safety, learning and development, diversity and inclusion and housing

Food safety: The control of supply, processing and storage to produce safe, healthy and wholesome food.

Traceability and product integrity: Identification and control of the flow of goods through the supply chain. Additional control of specific attributes, such as organic production, in the supply chain. Assurance that the product label accurately reflects what is actually in the package to support traceability and product integrity

Governance:

Animal welfare: Control of the well-being of each individual animal from farm to slaughter, including organic farming and the use of antibiotics.

Other CSR topics

Environment:

Water resources: Amount of water withdrawn from and discharged into surface water, ground water, sea water or third-party water, water consumption and waste water treatment.

Resource use and waste: Circularity, including the use of packaging material and the waste management of food and other forms of waste.

Pollution: The introduction of pollutants into the air, water and soil, and the use of substances of concern that may be harmful to human health and/or the environment. The emissions of greenhouse gases and nitrogen/ammonia are covered in the topics: "climate", "biodiversity" and "deforestation".

Social:

Local communities: Communities affected by the business activities of Vion or our supply chain partners.

Healthy diet: The nutritional value of food products for consumers.

Governance:

Fair pricing: Price fluctuations and a fair distribution of margins across the supply chain, including a fair price for farmers and affordable food for consumers.

Tax: Tax strategy and practices in each country in which Vion operates and/or owns businesses, including strategy on tax compliance.



Vion's strategy to create value

Vion's strategy to create value

- Stronger together to provide Food that Matters
- Recognised supply chain concepts
- Attributes developed within the supply chains
- Due diligence
- Value creation model
- The most sustainable (non-) meat company
- CSR targets
- Sustainable Development Goals



In the middle of the supply chain, we orchestrate and balance what our customer demands and what our suppliers can produce

Stronger together to provide Food that Matters

Meat is a key source of essential nutrients and is part of balanced nutrition. Every day, we connect farmers with over 100 million consumers worldwide, ensuring the production of nutritious food while respecting natural resource limits. Our products, produced under high Dutch and German standards, are affordable for all income levels. Achieving this requires close collaboration across the supply chain. This is the essence of our strategy: "Stronger together to provide Food that Matters." Grounded in sustainability, fair pricing, and animal welfare, this strategy commits us to environmental, social, and governance (ESG) goals. Together with farmers and customers, we provide tasty, healthy meat and plant-based products, offer a fair income to farmers, and deliver affordable, sustainable food to consumers. Respect for animals and the planet is central to our mission.

We are stronger together

Collaboration with farmers and customers ensures a sustainable future. We aim to set industry standards for sustainability, animal welfare and maintain affordability through efficient production and continuous improvement. Sharing information helps everyone in the food chain make smarter choices, enhancing overall performance. Advanced

technology and data-driven decisions help us utilize the entire animal, ensuring quality and transparency.

Accelerating our pace of transformation

Shrinking national herd sizes, inflation, high raw material costs, declining meat consumption and changes in consumer behaviour, export restrictions to Asian markets, intense competition from non-EU markets, and political pressures on the agricultural sector made 2023 and early 2024 challenging for the meat industry and Vion. Despite these developments and in order to create a future-proof business model, we remain committed to sustainable integrated chains. Our strategy aims to make us the most sustainable meat company by 2030.

Change that Matters

We continued our company-wide transformation programme that will deliver €150 million in improvements by 2025. Over 250 colleagues have executed 600+ projects, surpassing our 2023 goals. The programme explicitly includes ESG and People & Organisational Health workstreams to implement our sustainability and people strategy into the transformation process alongside the operational, commercial and financial areas of our business.

New operating model

We established new Benelux and Germany country units for improved efficiency and to better connect farmers and customers in our home markets. We also installed and a new Business Unit 'Ingredients' to increase valorisation. Food Service continues to operate as a cross-country unit within Vion Food Group.

Team Science & Sustainability

We established a dedicated Science & Sustainability Team to integrate sustainable practices into all parts of our business. A central energy team is part of it and is responsible for streamlining all energy-saving activities across Vion Food Group.

Operational adjustments

At the end of 2023 and the beginning of 2024, we took significant steps in adjusting our capacities in Germany to the market demand there. In 2023, we closed our beef facility in Bad Bramsted and our pork processing plant in Holdorf. In 2024, we closed the pork facility in Emstek and sold our beef slaughterhouse in Altenburg, our ham specialist Ahlener Fleischhandel and our pork facility in Perleberg. In the middle of 2024, we initiated a formal process of reviewing the complete German portfolio and looking for potential partners or buyers for our Germans assets.

We have built a number of integrated demand driven supply chains in recent years. Examples include Robusto, Geprüfte Qualität Bayern, Good Farming Star, Initiative Tierwohl Haltungsform Stufe 2, De Groene Weg (Organic) and a plant-based meat alternatives supply chain based on Dutch-sourced faba beans. More recently, we and our partners have launched an Initiative Tierwohl Haltungsform 3 supply chain for oxen, in Germany. In September 2022, De Groene Weg began building a chain for organic beef and lamb from the Netherlands. In 2023, we signed supplier agreements with 25 organic sheep farmers. This was the final step in creating a formal supply chain for organic lamb from the Netherlands.

Recognised supply chain concepts

De Groene Weg

De Groene Weg – is one a Vion subsidiary that focuses exclusively on meat of 100% organic quality. All links in the supply chain comply with European and local rules for the EU organic quality mark, and they are also independently certified as well.

Within organic animal husbandry, the animals are given the space to display their natural animal behaviour and can go outside whenever they want. The animals receive certified organic feed. Through this, organic animal keepers contribute to improving biodiversity.

De Groene Weg involves a unique way of working by ensuring a balance between supply and demand - our starting point. We know the market and, as a supply chain controller, ensure there is a balance between the demand from the market and our supply. In addition, all links in the supply chain share the same mission. We oversee the entire supply chain and know our farmers by name. We make long-term agreements with producers and retailers, so that farmers can rely on the marketing of the organic meat. This ensures security and stability for partners in the supply chain.

When farmers join De Groene Weg, we not only offer a purchase guarantee but also agree a contract for

an indefinite period. Our farmers receive a stable and fair price, which is in line with the development of the market. Four times a year, based on market developments and the development of costs in the supply chain, we set a new correct price for our farmers. Thanks to this "every-day-fair-pricing" principle, the farmer in our supply chain can count on a stable price for a longer period of time.

In 2023 De Groene Weg expanded by building a supply chain for organic beef for the Dutch and German market

Good Farming Star

The **Good Farming Star** supply chain concept, which was introduced in 2010, pays extra attention to animal welfare and sustainability. Within this concept, Vion works with some 140 Good Farming Star pig farmers in the Netherlands and has developed dedicated supply chains with several Dutch retailers. In supermarkets, the meat carries the 1-star award of the Dutch Beter Leven (Better Life) quality mark.

The programme complies with sustainability requirements such as green energy and RTRS soy in the value chain. Good Farming Star works with a carefully selected group of Dutch farmers to offer known-origin meat that is produced in a controlled and transparent supply chain.

Robusto

Robusto is a premium pork brand and delivers premium quality meat with the right percentage of fat and intramuscular fat. The rich and authentic taste of our Robusto products is the result of exclusive care within our highly professional food supply chain, with farmers working to the highest standards. Robusto products are distributed worldwide. For instance, the hams are used in Spain and Italy to create premium dried hams, and the bellies are used in South Korea to prepare local dishes.

Simmental PUR with Geprüfte Qualität Bayern (GQB) certificate

Simmental PUR with GQB certificate is a regional beef programme that combines beef from Simmental and Bavarian origin (certified according to GQ-Bayern – ‘Geprüfte Qualität Bayern’), which we developed with two farmers’ organisations and the food retail sector.

ME-AT (the Alternative)

ME-AT (the Alternative) produces high-quality plant-based meat alternatives with the taste, texture and eating experience of traditional meat. This provides alternative sources of protein for flexitarians, vegetarians and vegans. The assortment consists of multiple plant-based products ranging from burgers, sausages, minced meat substitutes and schnitzels, to different types of chunks (beef, chicken, lamb and fish) and even to boneless spareribs. Over the last year, more ‘whole meat cut’ products (boneless spare

rib, pork chop, plant-based entrecôte) have been added to the portfolio.

In 2020, ME-AT (the Alternative) started a supply chain for plant-based proteins originating from Dutch soil. The first Dutch faba beans were harvested in 2021, and in February 2022 the first products were launched on the Dutch retail market. ME-AT (the Alternative) will further expand its product range with proteins from local sources. In 2023, we expanded this concept into Germany and Belgium. ME-AT (the Alternative) products are available under private label at supermarkets, cash-and-carry and restaurant outlets in over 15 European countries.

Attributes developed within the supply chains

Blockchain

In 2021, we deployed blockchain technology to connect the Good Farming Star pork supply chain to the internet. By digitally connecting and exchanging data with our Good Farming Star supply chain partners, we can increase the efficiency of the entire supply chain and guarantee the origin and integrity of our meat. This in turn creates trust. The Good Farming Star supply chain is the first of its kind to be connected using blockchain technology. In 2023 we onboarded our Good Farming Balance farmers into the blockchain and we started onboarding farmers of ‘De Groene Weg’ as well. We aim to onboard

all farmers related to our recognised supply chain concepts over the next few years. For example, in 2024, we are working to connect and share data related to dairy cattle. Finally, also in 2023, we invited all stakeholders to our information sessions to discuss the progress and results realised through the use of blockchain.

DNA traceability

The integrity of our products and processes matters to customers, consumers and our farmers. We have therefore implemented process integrity control systems, with verification by product balances within the IFS-PIA standards, throughout the supply chain. In addition to these assessment standards, we have added product integrity monitoring based on DNA testing of animals and end products. The DNA of all Good Farming Star and organic sows is analysed and stored in a DNA data bank. Through this, we are able to check that the final product, as sold to consumers, truly complies with Vion standards. These products include not only meat cuts, but also all processed and minced meat originating from this supply chain. In short: DNA is the ultimate check for, and proof of, integrity throughout the supply chain.

Due diligence

The steering committee executes its responsibility by creating an effective and professional company structure that identifies and mitigates risks within the supply chain. There is a matrix structure in place, with the relevant staff and operational disciplines having separate direct reporting lines to the executive committee, the management board and the supervisory board.

Due diligence policy and management systems

All executives and supervisory board members receive quarterly reports on material CSR topics. These topics cover the risks associated with issues that might occur in the supply chain and which could have a negative impact. Corresponding risks have been identified for each CSR topic, and a due diligence policy and control programme are in place. This is explained in detail in the specific sections on each material topic.

Identification of risks with potentially negative impact

The hazard analysis for food safety, which includes the supply chain, is updated annually. This process is not only supervised within Vion; it also forms part of the supervisory programmes that are applied by, for example, national food authorities and the USDA-FSIS. These food authorities regularly review the functionality and effectiveness not only of Vion's

food safety standards (Vion-HACCP), but also animal welfare standards. Additionally, every year, our health and safety experts review the RIE (Risico Inventarisatie en Evaluatie - Risk Assessment and Evaluation) of the working conditions within Vion. With regard to working conditions and human rights in the supply chain, we participate in the food industry IMVO programme. To investigate environmental impacts, we have a collaboration in place to identify the main factors that affect greenhouse gas emissions in the pork and beef supply chains.

Activities taken to prevent, stop or mitigate possible abuse

Compliance with standards prevents, stops or mitigates possible abuse in the supply chain. We therefore work with supply chain partners and other relevant stakeholders in setting and implementing certification standards. We are active at board level in organisations for international standards for food safety and product integrity (e.g. IFS, International Featured Standards Berlin), and in pre-farm gate standards that include food safety, animal welfare and working conditions (e.g. Foundation 'Beter Leven Keurmerk', The Hague). Responsibility for implementing these standards rests with their boards and technical committees, of which we are also an active partner.

With respect to environmental impacts, like greenhouse gas emissions, we work with the European Commission and other stakeholders to set the PEFcr standard. Together with animal welfare charities in Germany, the Netherlands and other European countries, we have developed a common strategy to improve in these sustainability topics.

Monitoring the implementation and results of activities

KPI results on material CSR topics that might have a negative impact are reported to the management board at least quarterly. The management board is given a dashboard showing CSR KPIs and the implementation status of actions taken to mitigate instances of non-compliance. In addition, CSR KPIs are a fixture on the agenda of every business unit's monthly business review meetings.

Informing stakeholders of activities and results

We publish IFS and BRC audits and the results of inspections conducted at Vion sites on our dedicated transparency websites. These are open to the public. We also assess the level of compliance with regard to worker health, animal welfare, product integrity and the sustainability of products supplied to Vion. The results are reported to suppliers.

In instances of non-compliance, we discuss with our suppliers ways to remediate any negative effect in the supply chain and control the situation.

Remediation procedures

In cases of non-compliance at a supplier (e.g. antibiotic use), we talk with the supplier to remediate any negative effects. The remedial actions are specifically aimed at controlling the effects of the non-compliance. In addition, preventative actions are taken to stop any recurrence.

Our procedure for dealing with cases of non-compliance with food safety

- Risk identification: when an instance of non-compliance occurs, we immediately try to identify the risk associated with this.
- Risk assessment: we assess the nature and effect of the identified risk.
- Risk containment: to contain the risk, we take track-and-trace and product-flow data into account. Regular communication with customers and suppliers is an important part of risk containment.
- Risk elimination: once the full extent of the risk has been identified, we eliminate the risk. Several measures can be taken here, such as a recall, reprocessing and disposing of the product involved.
- Return to the normal situation: depending on the risk, preventive measures can be implemented and the production process restored.

Further actions to be taken with these process steps include:

- Contacting the relevant authorities, standard-setting bodies and certification bodies.
- Preparing internal and external communications.
- Contacting customers to inform them of the impact of a situation, such as product withdrawal.
- Organising a controlled containment and risk-elimination structure.

- Informing insurance bodies and legal advisers as necessary.
- Reflecting on the issue, plus evaluating the effectiveness of all measures taken during and following the emergence of the issue.

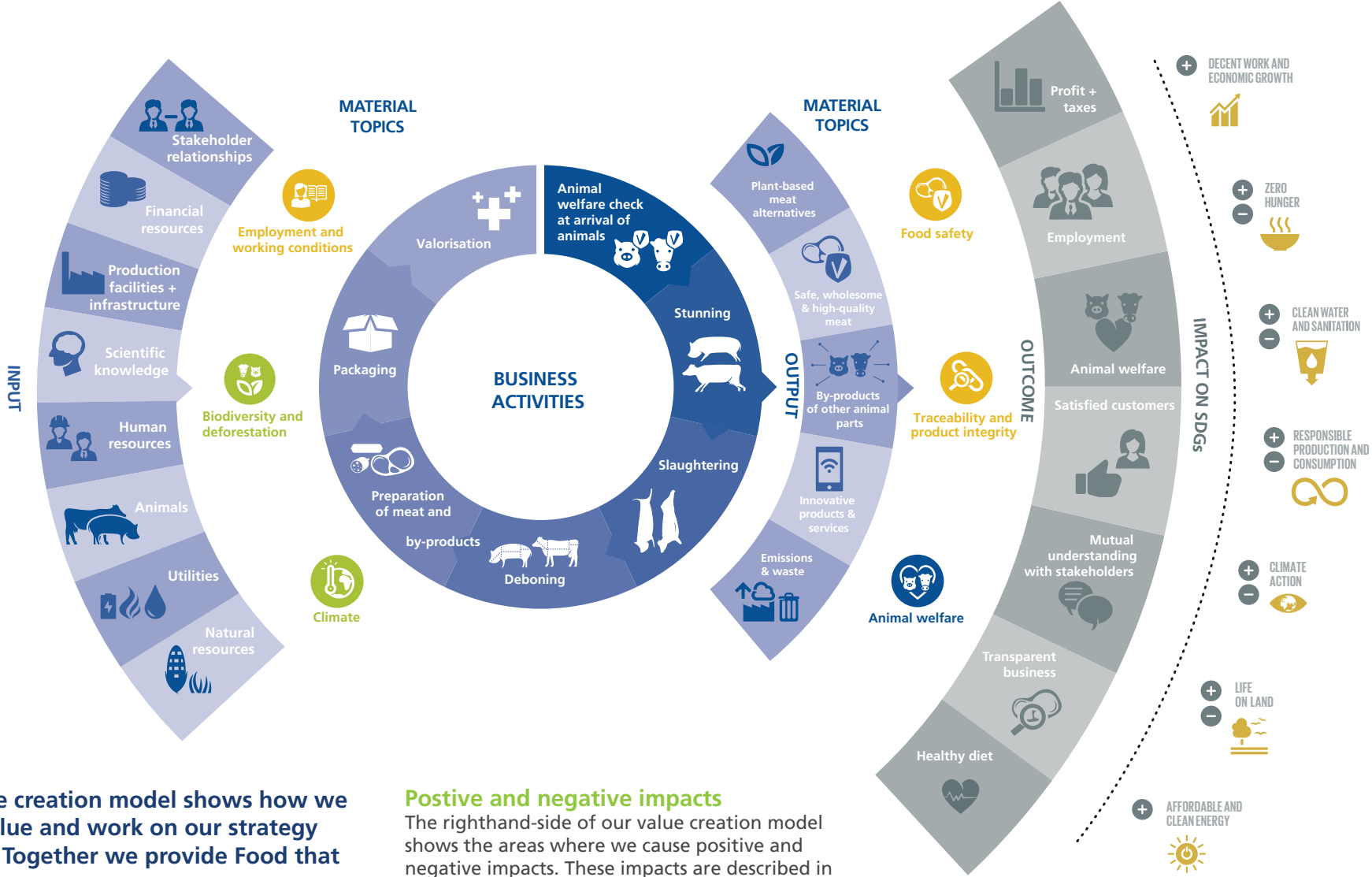


Risks for people, animals, and environment

	Likelihood		
Potential negative impact	Low	Medium	High
High	Animal welfare	Income of farmers Health of workers	Greenhouse gas emissions Biodiversity loss
Medium	Food contamination Antimicrobial resistance Incorrect product information		
Low			

Social and environmental risks	Possibly caused by	Approach
Animal welfare	Farmers, transporters, Vion	Read more about our approach to animal welfare in our supply chain in the chapter Animal welfare
Greenhouse gas emissions	Farmers, transporters, Vion	GHG emissions mostly originate at farms, and cattle farms more so than pig farms. Read more about our approach in the chapter Climate change
Biodiversity loss	Feed producers, farmers, transporters, Vion	The production of soy for livestock feed can be a cause of deforestation, while ammonia emissions at livestock farms and nitrogen emissions from transport can cause biodiversity loss. Read more about our approach to mitigate these risks in the chapter Biodiversity and deforestation
Income of farmers	Vion, customers, consumers	The number of farmers is declining, in part because of a lack of successors. Read more about how we help farmers achieve a more stable income in the chapter Fair pricing
Food contamination	Vion, customers, consumers	Food safety is our top priority. Read more about our approach in the chapter Food safety
Antimicrobial resistance	Farmers	See our approach to minimising the risks regarding antimicrobial resistance in the chapter Animal welfare
Health of workers	Vion and its workers	We continuously work to improve safety for our workers. Read more about our approach in the chapter Employment and working conditions
Incorrect product information	Suppliers, Vion, customers	See how we prevent erroneous product information in the chapter Traceability and product integrity

Value creation model



Our value creation model shows how we create value and work on our strategy **Stronger Together we provide Food that Matters.**

Positive and negative impacts
 The righthand-side of our value creation model shows the areas where we cause positive and negative impacts. These impacts are described in more detail in each material topic, as well as in the chapter 'Sustainable Development Goals'.

The most sustainable (non-) meat company

Our mission is to become the most sustainable meat and plant-based company in the industry. To demonstrate that this is not an empty slogan, we have set clear targets and initiated activities that support our ambition. Our CSR strategy is built on our responsibility to the Sustainable Development Goals and the ESG framework, focusing on reducing our environmental impact (E), enhancing social welfare (S), and upholding strong governance (G) as our standards on animal welfare and compliance requirements in the value chain. We believe that tasty and healthy food is produced with respect for animals and people and comes from integrated demand-driven supply chains to safeguard supply and support our customers in their ability to offer a variety of products to their consumers. This road will be challenging, but this does not stop us from acting. As explained in our strategy, "Stronger together to Provide Food that Matters", the core of our ESG agenda is formed around six strategic pillars that enable us to realise our ambition.

CSRD Readiness

The new European Corporate Sustainability Reporting Directive (CSRD), with which Vion must comply from 2025 onwards, demands a clear understanding of how a company improves its impact on environment, social and governance (ESG) topics. We started embedding

our CSR strategy into the ESG framework in 2023. Accordingly, we are in a position to work towards CSRD readiness, including communicating about the improvements we make in environmental, social and governance topics in ways that are more uniform, unambiguous and transparent.

Our ESG strategy focuses on reducing our environmental impact, enhancing social welfare, and upholding strong governance regarding our standards on animal welfare and compliance requirements in the value chain.

Our CSR strategy and the reporting on our ESG topics, is not just about compliance; it's about leading by example in our industry and aligning our goals with those of our customers to support future business needs.



CSR targets

Our CSR targets come from our believe that we need to take our responsibility towards our people, the way we handle animals, and our impact on the environment.

Material topic	KPI	Result 2023 Trend versus 2023 ↑ Better performance ↓ Lower performance ● Stable performance	Target for 2024	Related to SDG target	External trends	Risk/opportunity for Vion
Animal welfare	% of animals for which no restunning was needed	99.9% ●	99.9%		<ul style="list-style-type: none"> Growing interest in animal welfare. 	<ul style="list-style-type: none"> Risk of overall meat demand decreasing, especially in our home markets. Opportunity as we are a frontrunner in animal welfare and also offer plant-based products as an alternative.
Food safety	% compliance with Vion's internal microbiological standards for product hygiene. These exceed the legal minimum requirements and create an ambitious challenge to our sites to improve even further from good to excellent	86,7% ↓	90%	2.1	<ul style="list-style-type: none"> Growing demand for food safety worldwide. 	<ul style="list-style-type: none"> Quality issues or changes in quality perceptions by our customers or the authorities. Opportunity as food safety is embedded in the codes of practice at all Vion production sites.
Employment and working conditions	% absentee rate per country	NL 5.5% ↑ DE 5.3% ↑ BE 5.5% ↑	NL 5.4% DE 5.0% BE 5.5%	8.8	<ul style="list-style-type: none"> Shortage of potential workers and increased focus on safe and healthy working conditions. 	<ul style="list-style-type: none"> Risk of personnel shortages causing potential problems with operational planning. Opportunity as healthy employees produce more.
Traceability and product integrity	% of the sales volume originating from plants certified according to a specific product integrity standard	93% ↑	95%		<ul style="list-style-type: none"> Growing demand for traceability and product integrity. Trust in food is key for consumers. 	<ul style="list-style-type: none"> Risk of product withdrawals if product integrity issues arise. Opportunity as Vion sources locally, is building balanced chains and is using blockchain for Good Farming Star.
Climate	Absolute scope 1 + 2 CO ₂ e emissions	119,200 tCO ₂ -e ↓	109,100 tCO ₂ -e	7.2, 12.2 and 13.3	<ul style="list-style-type: none"> Growing interest in climate change. 	<ul style="list-style-type: none"> Risk of overall meat demand decreasing, especially in our home markets. Opportunity as greenhouse gas emissions of north-western European livestock farming are relatively low compared to other regions in the world.
Biodiversity and deforestation	For our vegan products we are deforestation free as of 2023. For our animal supply chain 100% deforestation free soy 2025	Vegan: 100% ● Animal: 50% ↑	100% 100%	2.4 and 15.2	<ul style="list-style-type: none"> Growing focus on biodiversity loss and deforestation. 	<ul style="list-style-type: none"> Risk of declining local animal supply due to a decrease in livestock farming because of reductions to permitted nitrogen emissions. Risk of non-compliance feed suppliers EUDR

Sustainable Development Goals

Our strategy and activities with regard to CSR topics are derived from some of the Sustainable Development Goals (SDGs). These 17 goals, to be achieved by 2030, were set by the United Nations to create a better world for everyone. These goals can only be achieved if governments, companies, NGOs and individuals each take responsibility for their role and work together. In our reporting, we demonstrate how our strategy and activities relate to the Sustainable Development Goals and we have set concrete goals for the material topics relating to the SDGs.



2 ZERO HUNGER

End hunger, achieve food security, improve nutrition, and promote sustainable agriculture



With our policy on food safety and antibiotics, we help ensure access to safe, nutritious food (target 2.1). Our target on food safety relates to this specific SDG target.



Meat protein plays a role in a healthy diet, especially for children and older persons and can prevent malnutrition (target 2.2).



With our strategy on organic meat and biodiversity, we support agricultural practices that help maintain ecosystems (target 2.4).



With our initiatives on fair pricing, we help to ensure the proper functioning of food commodity markets and to help limit extreme food price volatility (target 2.c).



6 CLEAN WATER AND SANITATION

Ensure availability and sustainable management of water and sanitation for all



We continuously target water-use efficiency (target 6.4). Our focus on and awareness for sustainable water usage relates to this specific SDG target.



7 AFFORDABLE AND CLEAN ENERGY

Ensure access to affordable, reliable, sustainable and modern energy for all



With our target on scope 2 emission reduction, we will contribute to an increase of the share of renewable energy in the energy mix (target 7.2).



8 DECENT WORK AND ECONOMIC GROWTH

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all



Our efforts and results on working conditions contribute to safe and secure working environments and lead to improved labour rights for workers, including migrant workers, and those in precarious employment (target 8.8). Our employment strategy and targets on health and safety relate to this specific SDG target.



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



Ensure sustainable consumption and production patterns



With our focus on resource use and waste (valorizing the whole animal), limiting energy and water usage, we work on the sustainable management and efficient use of natural resources (target 12.2). Our target on climate relates to this specific SDG target.



We adopt sustainable practices and report yearly on our progress on sustainability (target 12.6).



By communicating about the carbon footprint of our value chain and products, we contribute to people having the relevant information and awareness for sustainable development and lifestyles (target 12.8).

13 CLIMATE ACTION



Take urgent action to combat climate change and its impacts



With our policy on climate and by investigating and promoting ways to reduce the GHG footprint of livestock farming, we improve awareness-raising and institutional capacity on climate change mitigation and impact reduction (target 13.3). Our target on climate relates to this specific SDG target.

15 LIFE ON LAND

Protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation, and halt biodiversity loss



With our commitment to deforestation-free supply chains, we work, together with farmers, on halting deforestation (Sustainable Development Goals target 15.2). Our target on biodiversity relates to this specific SDG target.



By supporting biodiversity together with farmers, we work on reducing the degradation of natural habitats and halt the loss of biodiversity (target 15.5).



With our policy and initiatives on fair pricing we promote fair and equitable sharing of the benefits in our food supply chains (target 15.6). Our targets on fair pricing relate to this specific SDG target.





ESG topics

ESG topics

- Environment: Climate
- Environment: Biodiversity and deforestation
- Social: Employment and working conditions
- Social: Food safety
- Social: Traceability and product integrity
- Governance: Animal welfare



Environment: Climate

Impact on society and Vion's role

Food production generates greenhouse gas emissions, primarily consisting of methane, nitrous oxide, and carbon dioxide. Our contribution to global warming is estimated to be less than 5% of supply chain emissions. The actual calculations of the Carbon Footprint (CFP) show the importance of feed production and animal husbandry in the Life Cycle Assessment (LCA). However, soil and vegetation on farms also sequester carbon from the atmosphere, positively affecting the climate. We make our carbon footprint transparent to provide our supply chain partners with insights into current emission levels and to show how these compare to other food products. This transparency encourages the entire supply chain to make more sustainable choices, aiming to reduce the CO2 footprint. By learning from each other, we contribute to the sustainable management and efficient use of natural resources (SDG target 12.2). Additionally, by communicating CO2 emission comparisons in our CSR report, we support sustainable development and lifestyles (SDG target 12.8). Through our reduction targets for scope 1, 2, and 3 emissions, we raise awareness and build institutional capacity for climate change mitigation and impact reduction (SDG target 13.3)

Our policy

Science Based Targets initiative (SBTi)

The Science Based Targets initiative (SBTi) is a global organisation launched by the CDP (formerly the Carbon Disclosure Project), the United Nations Global Compact, World Resources Institute and the World Wide Fund for Nature.

It aims to encourage and assist companies in setting greenhouse gas emission reduction targets that are in line with the scientific consensus on limiting global warming to 1.5 degrees Celsius above pre-industrial levels, as outlined in the Paris Climate Agreement. To be considered 'science-based', targets have to meet strict criteria developed by the initiative, ensuring they are ambitious, transparent, and grounded in climate science. Targets approved by the SBTi are called Science Based Targets (SBT). For more information, visit <https://sciencebasedtargets.org>

Our carbon footprint

We are dedicated to bringing to market food products that have a lower carbon footprint than those currently available and to providing information to

customers and consumers about the footprints of the products they purchase. Over the past five years, we have conducted several studies to determine the actual carbon footprint of the products we produce and market. These studies formed part of our research activities with various stakeholders and were based on international guidelines and scientific data.

Our footprint encompasses our direct and indirect emissions (scopes 1 and 2) along with supply chain emissions (scope 3). By using life cycle analysis (LCA), we include all relevant emissions in the carbon footprint of our products. In animal supply chains, the farming and feed emissions are particularly significant, highlighting the importance of scope 3 in our efforts to reduce the footprint. Working with professional stakeholders in feed and farming, we have successfully calculated the actual carbon footprint of our pork and beef. These figures are also included in this CSR report.

We have set near-term CO₂e emission targets for scopes 1, 2 and 3 that were approved in 2023 by the Science Based Targets initiative (SBTi). We are committed to reducing absolute scope 1 and 2 GHG emissions by 42% by 2030, versus the base year of 2021. We are also committed to reducing absolute scope 3 GHG emissions from purchased goods and services, upstream transport and distribution, waste

Explanation of scopes 1, 2, 3

Scope 1: Direct CO₂e emissions from sources controlled or owned by the company – e.g. fuel for our own vehicles and gas used to heat buildings.

Scope 2: Indirect CO₂e emissions associated with the generation of energy consumed by the company, that occur at sources owned or controlled by another company – e.g. purchased electricity.

Scope 3: Indirect CO₂e emissions that are linked to the company's activities and occur up and down its value chain – e.g. farming and purchased goods and services such as packaging and outsourced transport.

generated in operations. These targets do not include offsetting.

The approval confirms that Vion's targets across our value chain are in line with limiting global warming to below 1.5°C. In 2024, we will refine our scope 3 FLAG emission targets. We will do this based on the definitive Greenhouse Gas Protocol Land Sector and Removals Guidance expected in 2024. Our baseline emissions from 2021 will serve as a crucial benchmark, guiding our future efforts and measuring progress toward our ambitious carbon reduction goals.

Besides these near-term reduction targets, which have been approved by the SBTi, we intend to achieve net zero emissions across the supply chain by 2045 (ultimately 2050). SBTi has not yet validated our net zero target.

Scopes 1 and 2

100% green electricity target

The largest share of emissions in scopes 1 & 2 relates to electricity consumption. Our central energy team coordinates projects across sites, identifies new opportunities and maximises the reduction of emissions while allowing for constraints on resources, monitoring our results and acting in case these are lower than expected. With our energy monitoring system, we can track projects continuously and make improvements faster.

Approximately 40% of our electricity usage goes to cooling our products to ensure the quality and safety of the food. We evaluate our energy contracts periodically with the aim of reducing costs, securing a continuous supply and reach our climate targets. We are reviewing our overall energy purchase strategy to achieve our 100% green electricity target by 2030 (scope 2). One option is setting up long-term Power Purchase Agreement (PPAs) with renewable sources, not only to use green electricity, but also to foster the development of such projects.

The use of solar panels is embedded in our green electricity targets. However, there are limits to the areas where we can implement them. As part of our policy on green electricity we would like to generate as much energy as possible ourselves by combining different energy (re-)generation methods. We investigate the possible options and where possible we implement these methods.

Decrease energy consumption by 2%

We are committed to limiting energy use as much as possible without compromising product quality and food safety. Each site has individual targets to achieve our overarching Vion target. All production sites submit monthly reports on energy efficiency, which are benchmarked against best practices.

Our target for 2024 is to again decrease our energy consumption by at least 2%, while also increasing the share of renewable energy in our mix. Reduction of non-renewable energy forms part of our financing agreement with our bank and will be audited externally. Reductions in energy usage will be achieved by increasing energy efficiency and applying the latest techniques. Energy officers at each location are responsible for analysing unnecessary energy consumption and improving efficiency through good housekeeping initiatives. We have developed a catalogue detailing possible measures that sites can implement.

Electrify our fleet

Logistics is another priority topic. As a large factor in our scope 1 emissions, it is extremely important that we advance the electrification of our corporate fleet, including our trucks and trailers. However, we are also looking into other fuel options, such as hydrogen-powered trucks, as a potential logistics strategy.

Our central logistics team works continuously on projects that will lower our carbon footprint. We continually renew our fleet with more efficient trucks. Another goal is to reduce transport distances and so emissions, in combination with the central packaging pooling project.

For 2024, we have set a target of having at least 25% of our corporate fleet made up of electric vehicles. By the end of 2023, we had 84 electric vehicles in our corporate fleet (15%). Our policy today is to allow current lease-car contracts to run their course, at which the point the replacement options will be limited to electric vehicles only. The lease car policy will be reviewed, and electric fleet targets adjusted, in 2024.

Scope 3

Livestock farming represents approximately 70% of our scope 3 emissions. Other sources include third-party logistics, waste treatment, outsourced production, and packaging. These sources play an important role in achieving our 2045 net zero goal. The aim is to work through partnerships with dedicated suppliers to jointly reach our reduction targets.

Dialogue with stakeholders

A key aspect of our strategy is supply chain dialogue with relevant stakeholders. Recognizing the interconnectedness of the food industry, we actively engage with various stakeholders, including farmers, customers, feed companies, and research partners. This cooperative approach is grounded in the understanding that meaningful carbon reduction requires concerted efforts across the supply chain. By working together, we aim to achieve a long-lasting positive change and drive sustainable practices that lie in areas beyond our immediate control.

An important component of our approach is the collaboration with farmers and feed companies to reduce the carbon footprint on farms and in feed. By integrating good sustainable practices into agricultural operations, we aim to create a positive feedback loop that benefits both the environment and the farmers involved. We discuss possible solutions

to a variety of environmental topics with our industry partners.

For example, we were a partner in the working group initiated by the Dutch government into the reporting of carbon footprints for food in the Netherlands. The output of the group was a project team that will take the lead when it comes to changes in favour of sustainable farming.

We are also discussing the value and circularity of manure with our supply chain partners. During public debates, we discuss the sustainability of meat and meat alternatives with a variety of stakeholders. Lastly, we are cooperating with stakeholders to align calculation methodologies to ensure comparable outcomes.

Dilemma reduction livestock in relation to climate change

In societal and political debates in our home countries, the reduction of livestock numbers is recurrently proposed as solution for environmental challenges such as climate change. Such measures would indeed reduce local greenhouse gas emissions on farms, where livestock like pigs, for example, represent roughly one-third of their carbon footprint. The remainder, however, is caused mainly by feed crops that will nonetheless continue to be produced in a global market. Furthermore, with an increasing overall demand for meat globally, as witnessed in recent years, the resulting production-gap will be filled by farmers elsewhere.

Our farmers belong to the top 10% of best-performing farmers regarding CFP. Consequently, reducing herd sizes in our home markets, and assuming the slack is taken up elsewhere, will increase the total amount of emitted greenhouse gasses, further accelerating climate change rather than slowing it down. On top of that, the reduction of animals also affects the efficiency of the factories, resulting in a higher footprint per kg produced.

Determining the best method of calculating the carbon footprint

Central to our climate strategy is the utilization of Life Cycle Assessment (LCA). We do this in line with Product Environmental Footprint (PEFcr) guidelines where available. These methodologies provide a comprehensive and standardized approach to quantifying the environmental impact of products and processes, enabling Vion to prioritize key areas for improvement and implement targeted measures to reduce emissions effectively.

We are involved in aligning methodologies at national and international level with the aim of assuring uniformity among carbon footprint calculations for similar products. We use a calculation methodology for GHG developed by Wageningen University¹ that is:



- Based on internationally accepted standards (the PEFcr and LCA ISO)
- Scientifically accurate
- Transparent to customers, consumers and governments
- Accepted by authorities
- Based on primary data from farms and their suppliers, and extrapolates this for comparable companies
- Able to provide information on measures for footprint reductions in the supply chain, and especially on farms
- Aligned with methodologies already implemented – or to be implemented at the future – in the food industry

The practical implementation of footprint calculations requires raw data from supply chain partners, such as farms and feed suppliers, through a robust and reliable data infrastructure. Data needed includes:

- Feed constituents (volume and origin)
- Production figures on performance
- Manure handling
- Implementation of renewable energy sources throughout the supply chain

Transparency and reliability

Our objective is to have transparent and reliable data that we can use to calculate and communicate an accurate CO₂ footprint. On top of this, the calculations themselves must be auditable. To share outcomes with different partners in the agricultural supply chains, we need agreements and authorisations to guarantee safety and trust. We see that transparency and benchmarking between different farmers can reveal options for continuous improvement that will result in a further reduction of the footprint. In 2023, we communicated relevant supply chain data to assist pig and cattle farmers in delivering CO₂ reduction measures. This included benchmarking the carbon footprint of farms and benchmarking the supply of inputs to farms.

Carbon footprint of pork

In the EU Green Deal, the target for 2030 is a carbon footprint reduction of 55% compared with 1990, and to be climate neutral by 2050. Vion has asked Wageningen University & Research (WUR) to estimate the carbon footprint of pig farming in 1990. Vion currently calculates that there has been a carbon footprint reduction of roughly 25% in pig farming between 1990 and 2021. We will use this estimate of the carbon footprint in pig farming until WUR's final estimates are available for the period from 1990 to 2021.

¹ <https://www.wur.nl/nl/Onderzoek-Resultaten/Onderzoeksinstituten/Economic-Research/show-wecr/WUR-ontwikkelt-methode-om-CO2-voetafdruk-productie-varkensvlees-te-meten.htm>

The carbon footprint of pig farming is mainly composed of the production of feed and on-farm manure storage and processing. Our initial calculations show a substantial variation between farms. If we succeed in eliminating half the variation between farms, we could reduce the carbon footprint by at least 20%.

The regional pig diet in The Netherlands and Germany, is largely composed of by-products from the food industry. The lower footprint of these by-products compared to feed composed of soy, for example, makes them relevant for reducing the carbon footprint of pig production. All farmers can opt for these carbon-emission-friendly sources of feed ingredients. Science and technology can also help farmers to increase the nutritional value of feed and contribute to reducing the carbon footprint of pork.

Several studies from recent years have highlighted management options to reduce the methane and nitrous oxide emissions of manure collection, storage, and processing. For instance, daily removal of manure or decreasing on-farm storage durations have significant impacts on the greenhouse gas emissions. Stimulating farmers to employ such options where possible will reduce emissions substantially.

Carbon footprint of beef

Vion mainly slaughters dairy cattle and the offspring of dairy cattle. This aspect makes the CO₂ footprint substantially lower than that of beef from pure meat breeds. Nonetheless, we strive to continuously reduce existing emissions. The potential pace of carbon footprint reduction, however, is expected to be faster in pig farming than in cattle farming. Among other reasons, this is the result of the complex, counteracting mechanisms in the rumen system of cattle, with its substantial production of enteric methane. Methane emissions from rumination contribute substantially to the total greenhouse gas emissions.

Carbon footprint of other purchased goods and services

Regarding the purchase of animal products from slaughterhouses elsewhere, we will further cooperate with our suppliers to gradually reduce the carbon footprint of their products in the coming years. The suppliers of food constituents need a few more years to do this than, for example, the suppliers of packaging materials and other products. Our meat suppliers are dependent on the adaptation process at farm and feed level. We therefore differentiate the pace of carbon reduction according to the possibilities available in the different supply chains.

Allocation dilemma

There are different points of view regarding the norms for calculation methods. An animal is not only used for meat, but also for hides, skin, milk, etc. Should the calculation of the meat's footprint be based on the economic value of these different products, or on their volume, or on biophysical allocation (energy needed for production)? At EU level, the preference is to use economic value, partly because this increases comparability between different food items. The downside is that when the market value of a product changes, the calculated footprint changes as well. Vion uses the EU preferred norm: PEF based on economic allocation.

Turning to packaging, we have reviewed our packaging policy and have included sustainability requirements in our code of conduct with our suppliers to reduce our carbon footprint for purchased goods and services as part of the scope 3 non-FLAG targets and SBTi commitment. More information about this can be found in the chapter about our other CSR topics.

Activities in 2023

2023 saw significant developments in terms of reducing emissions at Vion.

We incorporated our CSR activities into a new Science & Sustainability team to set the ESG agenda and steer and monitor progress on targets and action plans. We also worked on the SBTi targets and got them validated and approved in October 2023. We worked hard on operational efficiency and productivity through the Change that Matters programme, and incorporated ESG-related topics into it. This was steered by the ESG workstream lead and aligned with the Operations, Commercial and Procurement workstreams. In this way, we worked towards achieving necessary financial improvements while also taking into account the reduction in carbon footprint the projects and initiatives could achieve.

To meet our ambitions targets, we are creating specialised teams in the company to work on climate-impact reduction. We have prioritised a list of climate-impact measures aimed at reducing our impact, and a timeline setting out when these measures will be achieved.

Scopes 1 and 2

In 2023, we again reviewed our data sources, streamlined the data flow process and created a dedicated team to focus on the scope 1 & 2 data. In addition to those projects already underway, and

on top of creating the basis for further action, we defined individual targets per site to achieve our overarching Vion target. These site-specific targets reflect the characteristics of each location. All these steps will help us to prioritise targets for 2024 and move forward on our sustainability agenda.

The largest share of emissions in scopes 1 & 2 relates to electricity consumption, so the creation of a central energy team marks a breakthrough in tackling this. The team will coordinate projects across sites, identify new opportunities and maximise the reduction of emissions while allowing for constraints on resources, monitoring our results and acting if these are lower than expected.

We are adding to the number of sites in our certification and energy monitoring practices, and creating standard guidelines to reduce our energy consumption. With the installation of our energy monitoring system, we will be able to track projects continuously and make improvements faster.

In addition to electricity, logistics was another priority topic in 2023. As a large factor in our scope 1 emissions, it is extremely important that we advance the electrification of our corporate fleet, including our trucks and trailers. However, we are also looking into other fuel options, such as hydrogen-powered trucks, as a potential logistics strategy.

Energy savings

The central energy team, installed in 2022, implemented the first energy reduction projects in 2023. We spent over € 4 million in energy projects to reduce our energy consumption by 8 GWh per year.

Regulations in Germany require each site to set an annual target for energy reduction and to organise internal and external audits that show how those targets were achieved. We hold ISO 50001 certification at all our German plants, contributing to the efficiency and lower energy consumption of our sites. We want to expand this certification to a larger number of sites beyond Germany. In 2023, an energy management way of working program, based on ISO 50001, was implemented in all our Dutch plants. ECON, our energy measurement software system, is installed in all our sites in Germany and all but one site in the Netherlands. We expect to also reach 100% in the Netherlands by the beginning of 2024.

Cooling

As cooling represents the biggest part of our electricity usage, we are focusing on ways to make the process more energy efficient. In Hilden, we modernised the cooling system to cut the amount of electricity consumed by 60 MWh and to recover energy from it. In Crailsheim, we adjusted the ammonia cooling system, leading to a reduction in

electricity use of 10%, which is around 600 MWh per year.

Vion's cooling systems use ammonia and CO2. Some, however, still use Freon. The use of Freon is being replaced by ammonia or CO2 as cooling installations are renewed. Doing this, lowers greenhouse gas emissions as Freon has a high global warming potential. Ammonia does not contribute to ozone depletion or global warming, and it also has very good physical and thermodynamic properties. CO2, however, is a more economical refrigerant and safer for our workers. We look for the best solution for each situation.

Re-utilising released energy

We are continuously looking for ways to re-use released energy. In 2021, we evaluated the idea of converting slaughterhouse waste into power, to ensure long-term, profitable independent energy. This evaluation has demonstrated potential in various areas, including biogas generation, heat recovery, by-product usage and others. Our goal now is to extract as much energy as possible from these sources to reduce and re-use what was previously wasted.

In 2023, we installed the following systems:

- In Crailsheim: a heat recovery system from the flaming process, which saves 1200 MWh natural gas per year.

- In Waldkraiburg: a heat recovery system on an ammonia cooling system which reduces the use of natural gas by 400 MWh.
- In Enschede: Several heat recovery systems for air pressure and cooling, and a heat pump which uses the recovered energy to produce warm water for cleaning.
- In Hilden: Renovation of ammonia cooling system and the installation of a heat recovery system that reduces the use of heating oil by 345 MWh (28% of the total for heating oil in Hilden).
- In Twist: more efficient steam production which saves 300 MWh of natural gas.

Green electricity

We are increasing the share of renewable energy in our standard contracts. With the transition to renewable energy, in Crailsheim, Germany, we installed solar panels on the roofs of the cleaning areas for the live animal trucks in. These will produce 120 MWh of electricity per year.

Collaboration Ecoson

In collaboration with Ecoson, a specialist in biofermentation, we are strengthening the value of our pig manure tanks. Ecoson converts residual flows from the pork production process into biogas. This biogas is used to generate green electricity for Vion, making electricity consumption at the production sites

greener. To demonstrate that the green electricity has indeed been generated sustainably, Vion receives a 'Guarantee of Origin' certificate from Ecoson. This step contributes to closing cycles in the chain and so to our sustainability ambitions.

Logistics

Vion's central logistics team works continuously on projects that will lower our carbon footprint. One goal is to reduce transport distances and so emissions, in combination with the central packaging pooling project.

For the business unit Foodservice we changed the location of one of our cold stores, which reduces transport distances and saves 14,560 litres of diesel per year.

Digitalisation is one of the key factors in achieving carbon footprint reduction. We are therefore working on the following:

- Extension of the central Transport Management System
- Transparency and trustworthy data
- Route optimisation
- Avoiding driving empty
- Synergising Vion-owned transport companies to reduce empty mileage
- Better utilisation of Vion-owned fleets (with third parties)

- Start digitalising transport related documents (E-cmr)
- Mid to long-term agreements with suppliers to use ecological logistic solutions

Scope 3

Farming represents the largest part of our scope 3 emissions, but it is not the only one. Other sources of emission, such as third-party logistics, outsourced production and other suppliers, play a role in achieving our 2045 net zero goal. The aim is to work through partnerships with customers and suppliers to jointly set a standard for CO₂ footprint calculation of our products.

Carbon footprint calculations

As mentioned in our policy, in calculating the carbon footprint we prefer to use real data and stay away from industry averages where possible. This approach helps us to calculate the actual performance and to identify emissions hotspots. It also significantly increases the challenge we face to acquire data. In 2023 we were able to expand our data infrastructure by connecting more farmers and supply chain partners to deliver the required data.

Calculating and reducing the carbon footprint of pork

It is an extensive endeavour to gather actual data from all our farmers, suppliers, customers, and other partners in the supply chain. In 2023, we again put

a lot of effort into validating and expanding our systems and our connection to our farmers and their suppliers. We further developed our blockchain-driven approach to connect all data in one platform, and we are increasing connections and standardisation along the supply chain to ensure that information is reliable. Due to market-developments we were unable to reach our ambition for pig-farmers in 2023. However, we expanded to 96 the group of pig farmers connected to the data infrastructure. This further increases the accuracy and completeness of our data. In 2023, we connected all Good Farming Star -farmers to the data infrastructure that we are building build to calculate our real-data-based the carbon footprint based on real data. Results for 2021 were reported back to farmers in December 2023. Based on these results, information sessions will be organized in 2024 to discuss with farmers and feed suppliers the current footprint and to examine improvement potential together. Furthermore, data for 2022 and 2023 will be collected early 2024 to enable trend analyses per farm. Within Good Farming Balance, we made the first calculations for three farmers and connected a further 13 to our data infrastructure.

Pig farmers have invested in manure storage and processing to reduce greenhouse gas emissions and limit odour nuisance. In addition to this, we started a pilot with feed supplier Agrifirm and farmers to quantify achievable reductions in the feed component. A desk study showed that a reduction

of about 20% of the carbon footprint of pork should be achievable. The first results are expected in the summer of 2024 and should provide further insights into practical management options for carbon footprint reductions.

We are working with pig suppliers to create an incentive for CO₂-reduction to help make the pork chain more sustainable.

Calculating and reducing the carbon footprint of beef

We aligned with initiatives in the dairy sector using data available in the Annual Nutrient Cycle tool to calculate the footprint of Dutch dairy farmers. In 2023, we increased our pool of cattle farmers that share data for the carbon footprint calculation of meat from approximately 50 Dutch dairy farmers to 102, and collected the first data from cattle farmers in Germany. These activities will continue in 2024. Calculations indicate that these participating cattle farmers belong to the top-10% of dairy farmers worldwide (see figure) when it comes to having a low carbon footprint of meat.

Finally, we began calculating the carbon footprints of our first plant-based meat alternatives. A faba bean burger produced from faba beans grown in the Netherlands showed a footprint of about half that of pork. The results for pork and beef are shown in the figures at the end of this chapter. The carbon

footprints are expressed as kg CO2-equivalents per 100 g of protein to enable proper comparisons with other foods of animal origin or a meat alternative.

Supply chain scope 3 non-flag emissions

In addition to our farmers, we made an inventory of all supply, from packaging to logistics, to calculate our total carbon footprint as part of submitting our climate targets to the Science Based Targets initiative. We included greenhouse gas emission requirements in our 'code of conduct' that will be part of the supplier evaluation. This change will help us to partner with the right suppliers, support a more transparent emissions overview and ensure their targets are aligned with ours.

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Outlook and improvement plan 2024

In October 2023, our targets for our carbon footprint (scopes 1, 2 and 3) have been validated and approved by SBTi to make sure that our reduction ambitions are in line with a maximum of 1,5 degrees celcius of global warming. In addition to these short-term reduction targets, we intend to achieve net zero emissions across the supply chain by 2045 (ultimately 2050).

In 2024 we will plan to implement further mitigation options to reduce our footprint and show we are on good track in reaching our climate targets. The closing of our plant in Emstek in 2024 will further lower our emission.

Vion is audited to make sure we conform to the European Energy Efficiency Directive (EED). The Dutch government announced a new Energy Saving Notification Obligation ('Energiebesparingsplicht'). We analysed together with an external company the possibilities to save energy at several sites and submitted these reports to the government.

Scopes 1 & 2

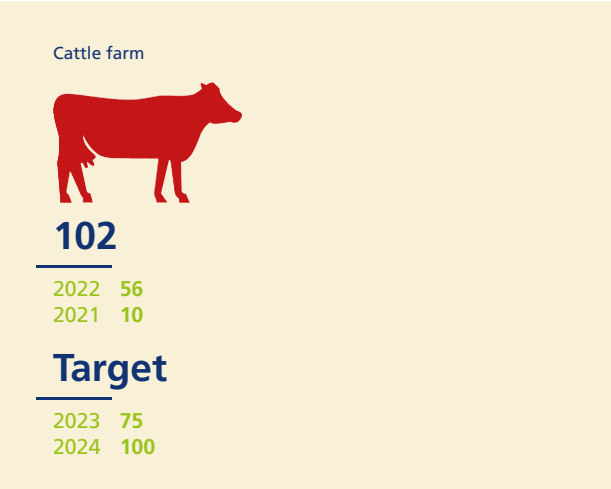
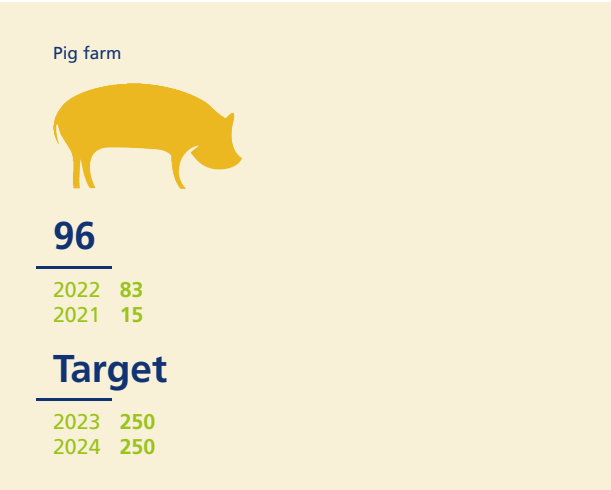
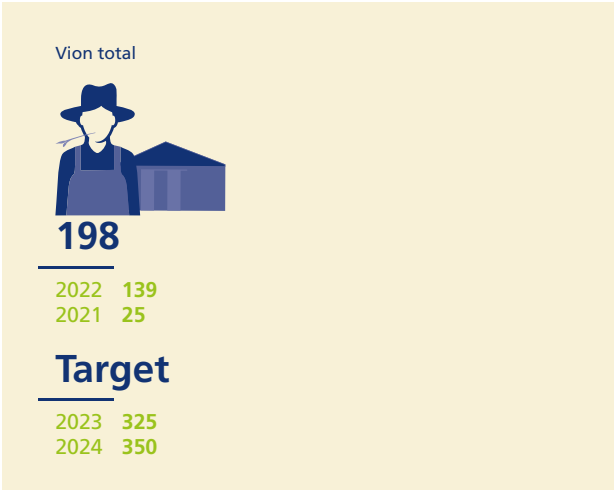
- Assigned initiatives resulting from the Energy Saving Notification Obligation ('Energiebesparingsplicht') will be implemented.
- We will focus on the further optimisation of our cooling systems at other sites (e.g. Grobostheim) and our freezing units (e.g. Waldkraiburg, Buchloe), which are expected to eliminate over 2 GWh of energy consumption. We also want to install heat pumps on ammonia cooling systems to produce hot water which lead to a reduction of natural gas.
- We will further assess the ability of our sites to generate green electricity from wind and solar. It could support our green targets, but it is not expected to cover 100% of our energy demand, which will need to be addressed by other activities.
- From 2024, we will have a renewable energy Power Purchase Agreement (PPA) for the Business Unit Food Service for over 20.000 MWh per year and a PPA for 100% green electricity for our plant-based production plant in Leeuwarden. The electricity contract for Boxtel includes 50% green energy.

Scope 3

- In 2024 we will refine our FLAG-scope 3 emissions to be validated and approved by SBTi.
- The number of Good Farming Balance farmers connected to our data infrastructure will be further expanded in 2024.
- We will continue to host meetings in which farmers can share results. This will help them to learn about best practices and so help to reduce the environmental footprint.
- In 2024 we are also working on the Carbon Footprint calculations for our Organic pig farmers De Groene Weg and our plant-based products offered by ME-AT (the Alternative)
- To reduce food waste and increase the circularity and sustainability of our products, we will support farmers in using by-products from the food industry. We will do this by reporting on their carbon footprint and, with the relevant supply chain partners, indicating possible areas for improvement.
- Actual results of the pilot study together with a Dutch feed supplier and pig farmers to quantify the carbon footprint for pig farms when changing to a low-footprint diet, are expected in the first half of 2024.

Metrics and targets

Farms on which GHG emissions are assessed



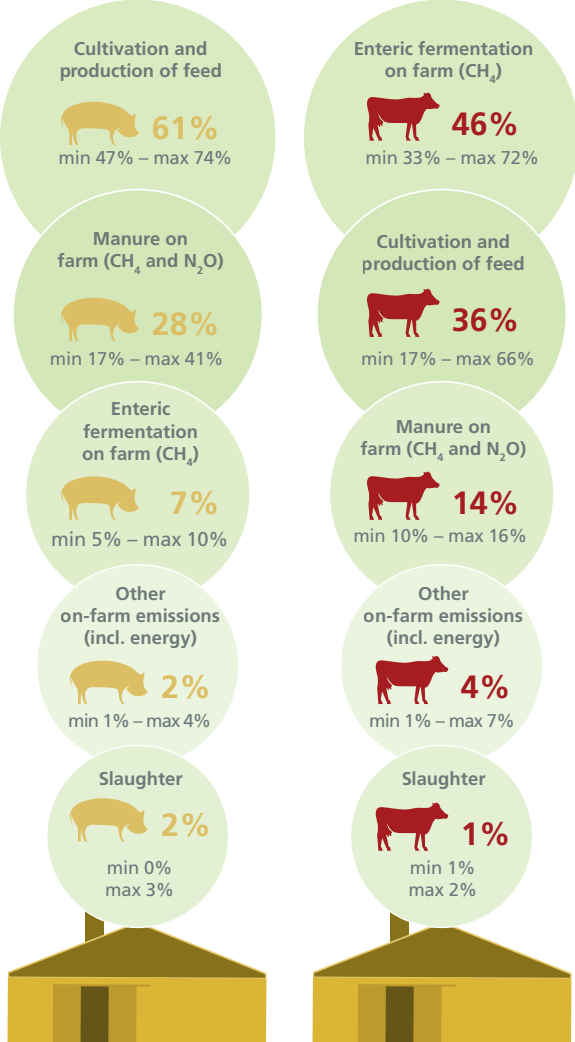
Clarification of results

We took significant steps to increase the calculation of emissions from farms and to reduce the gap between the number of pig and cattle farmers being assessed. Our focus in 2023 was to achieve transparency as we did in 2022, and this effort will continue in the coming years until we have enough data to calculate our CO₂ footprint. The use of primary data (the real footprint) proved to be very helpful for farmers to understand the opportunities and challenges that exist to reduce the carbon footprint.

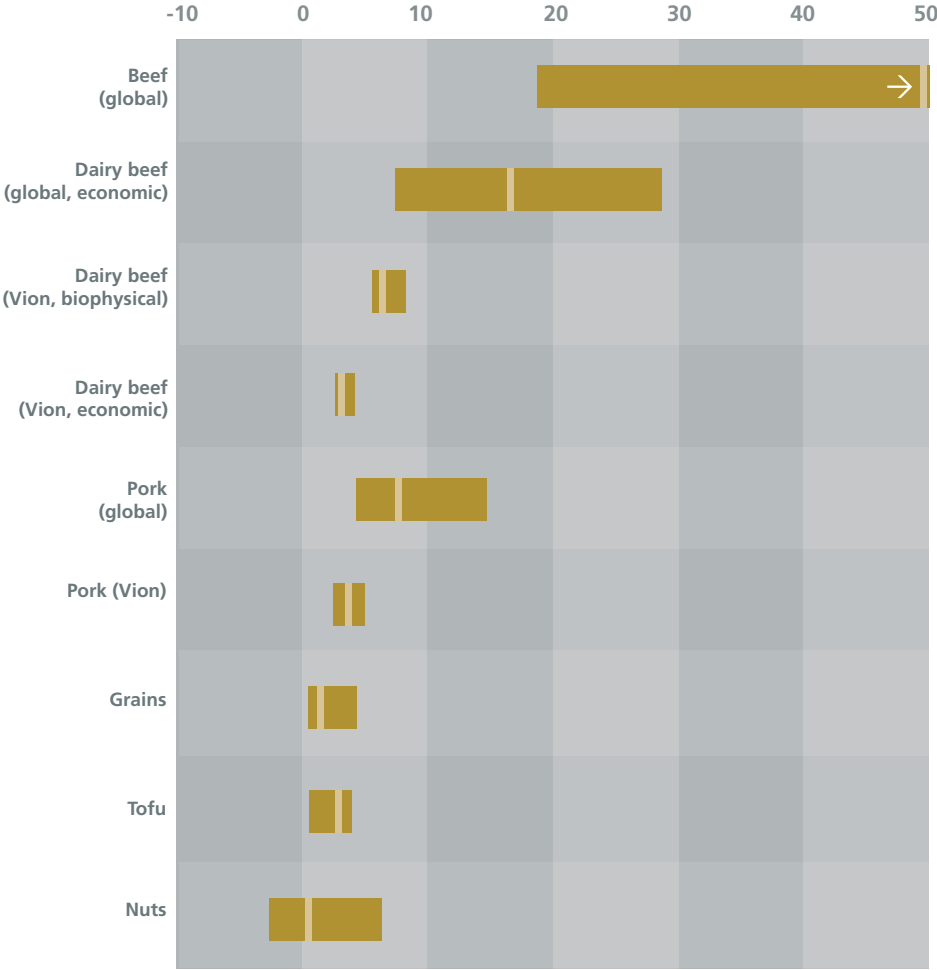
Our target for 2023 was to calculate the emissions of 250 pig farms. At publication date, we have calculated the results of more than 96 pig farms. As we did not meet our ambitious target in 2023 regarding pig farms, we are keeping the target of 250 pig farms for 2024. We did exceed our ambition regarding cattle farmers and are above target.

Results

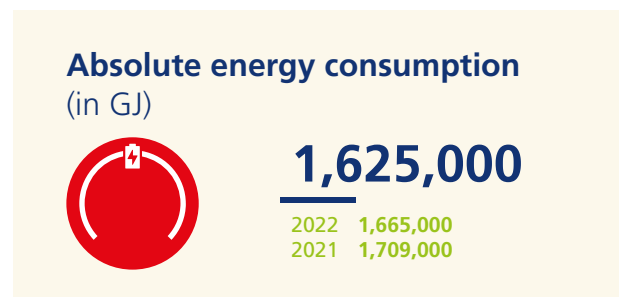
Contribution to CO2e emissions throughout the pork and beef supply chain



Variability in CO2e emissions for different foods (in kg CO₂e per 100 g protein) | average



Energy consumption



Absolute energy consumption (in GJ)

	2023	2022	2021
Total electricity consumption	757,000	781,000	787,000
Total fuel consumption	868,000	884,000	921,000
Energy purchased for consumption	1,581,000	1,622,000	1,669,000
Non-renewable electricity	603,000	778,000	787,000
Non-renewable fuel	836,000	856,000	894,000
Self-generated energy consumption	600	3,100	39,600
Renewable electricity	154,152	3,121	383
Renewable fuel	32,000	28,000	27,000
Self-generated energy sold	0	0	-

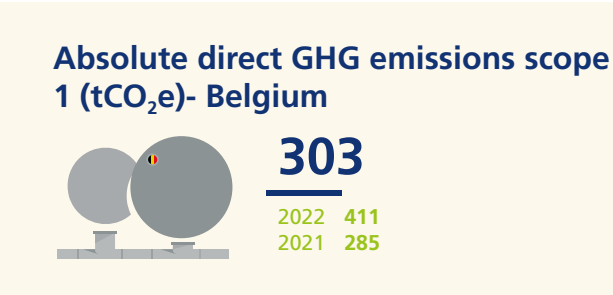
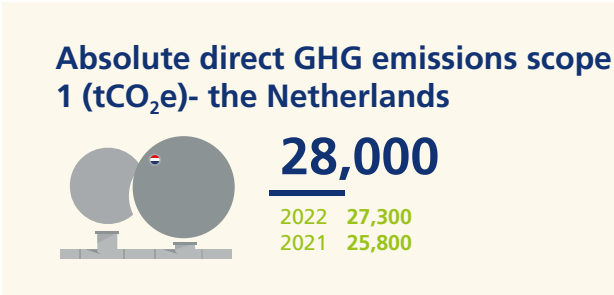
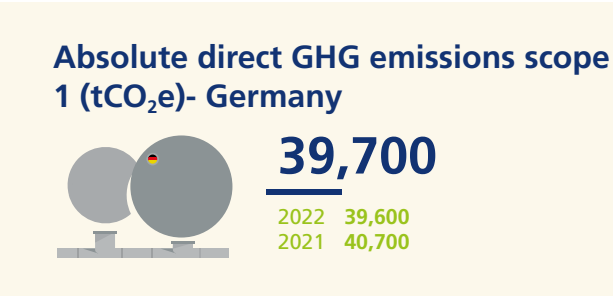
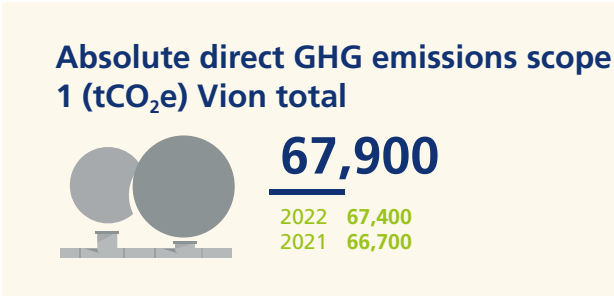
Clarification of results

Our absolute energy consumption, both fuels and electricity, has declined, mainly as a result of our energy-saving projects described above, the closing of our site in Bad Bramstedt and the consolidation of deboning operations. However, the energy intensity has increased due to declining sales volumes. The non-renewable energy intensity has improved, however, because we purchased more renewable electricity.

Energy intensity (in MJ / tonne sold)

	2023	2022	2021
Energy intensity - Electricity consumption	433	413	394
Energy intensity - Fuel consumption	496	468	461
Non-renewable energy intensity	822	865	842

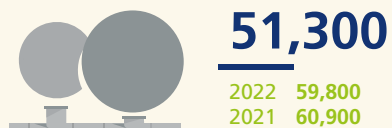
Direct and indirect GHG emissions



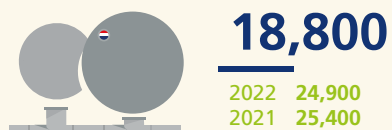
Sources of absolute direct GHG emissions scope 1 (in ton CO₂e)

	2023	2022	2021
Stationary combustion	42,900	43,500	45,300
Mobile combustion	11,900	11,000	12,000
Fugitive emissions	13,140	12,830	9,380
Total	67,900	67,400	66,700

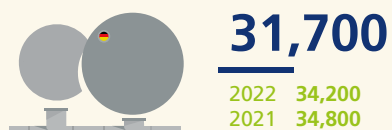
Absolute indirect GHG emissions scope 2 (tCO₂e) - Vion total



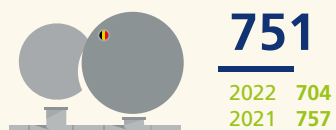
Absolute indirect GHG emissions scope 2 (tCO₂e)- the Netherlands



Absolute indirect GHG emissions scope 2 (tCO₂e)- Germany



Absolute indirect GHG emissions scope 2 (tCO₂e)- Belgium



Market-based versus location-based emissions from electricity consumption

	2023	2022	2021
Market-based Tank-To-Wheel (scope 2) ¹	51,300	59,800	60,900
Market-based Well-To-Wheel (scope 2 + 3)	66,100	72,300	73,600
Location-based Tank-To-Wheel (scope 2)	71,500	74,600	56,800
Location-based Well-To-Wheel (scope 2 + 3)	90,000	87,100	69,500

¹ Used in our scope 2 calculation and target setting

GHG emission intensity scope 1 + 2 (in kg CO₂e / tonne sold)

	2023	2022	2021	2024
GHG emission intensity (scope 1 + 2) - NL	53	53	51	
GHG emission intensity (scope 1 + 2) - DE	84	89	82	
GHG emission intensity (scope 1 + 2) - BE	74	105	139	
GHG emission intensity (scope 1 + 2) - Total	68	67	64	
GHG emission intensity (scope 1 + 2) - Total Target	58			56

Clarification of results

Scope 1

Due to the war in Ukraine and the potential shutdown of natural gas supplies, we bought heating oil to secure energy delivery in Germany. This had a negative impact on our emissions. So, although we reduced energy consumption, absolute emissions did not reduce compared to last year. We also had a refrigerant leakage at the Distrifresh cold store in Boxtel, the Netherlands. This is now solved. Because of this, our scope 1 emissions unfortunately increased by 1.8% compared to our baseline year of 2021.

Scope 2

We managed to achieve a decline in emissions of 15% compared to 2022. These emissions declined because we both reduced our electricity use and increased the share of renewable electricity to 20% by buying a higher share of renewable electricity with guarantees of origin and Power Purchase Agreements. Because of this, our market-based scope 2 emissions decreased by 16.1% compared to our baseline year of 2021, which means that we are on track to meet our target.

Emission intensity

We did not reach our intensity target for the reasons mentioned under scope 1, and a declining production volume.

Estimated scope 3 GHG emissions in CO₂e

	2023	2022	2021	% reduction 2021-2023
Total scope 3 emissions	11,762,863	12,930,960	13,990,612	-16%
Scope 3 emissions covered by SBT ¹	8,738,838	9,606,126	10,454,451	-16%

¹ The categories covered by the science based targets are: pigs, cattle, packaging, upstream transport and distribution, waste generated in operations, and end-of-life treatment of sold products.

Scope 3

Our estimated scope 3 emissions have declined by 15-16% compared to our baseline year of 2021. This is important because our scope 3 emissions form 99% of the total emissions of scope 1, 2 and 3. This also means that we are in line with the science-based targets we have set ourselves. The emissions mainly reduced because of a decline in production volume. Therefore, we not only have lower emissions in the main category of purchased goods and services, but also in other categories, like transport and storage and waste treatment.

In 2024, we will further finetune the calculation of our scope 3 emissions together with our supply chain partners. Currently, most emissions are estimated using the spend-based analysis.



Environment: Biodiversity and deforestation

Impact on society and Vion's role

The nature of our supply chain means Vion is linked to a potential negative impact on biodiversity. There is a risk of deforestation caused by land use change when producing soy for livestock feed. Via the livestock farms that supply us, we are linked to a risk of biodiversity loss through the emission of ammonia and through monoculture, soil acidification and land management. In addition, transportation by us and our supply chain emits nitrogen. On the other hand, by offering organic meat, we are working towards agricultural practices that help ensure sustainable food production and maintain ecosystems (Sustainable Development Goals target 2.4). With our commitment to deforestation-free soy supply chains, we work, with farmers, on halting deforestation (Sustainable Development Goals target 15.2).

Our policy

Recognising the vital role of biodiversity in sustaining life and maintaining a healthy planet, is essential for a secure and stable food supply for future generations. Conservation efforts, sustainable practices and global cooperation are vital to ensure the preservation of biodiversity and to cultivate a planet that has the required diverse biological ecosystems.

The topic 'Biodiversity and deforestation' forms part of our sustainability strategy, containing topics and targets which are important for sustainable food production and consumption. Our most important objective is to have supply chains that are free of deforestation-derived soy and palm-oil. We are working on an upgrade of our policies. This will be in line with the European Union Deforestation Regulation that will come into effect at the end of 2024.

To protect biodiversity, we are committed to stimulating the production of organic meat by taking a leading position not only in the Netherlands, but also in Germany and Belgium, and to setting up organic supply chains for both pork and beef in these countries. De Groene Weg, market leader in organic meat in the Netherlands and the second biggest player in Europe, processes over 100,000 organic pigs per year. De Groene Weg is certified by Skal in line

with European organic legislation, and is also certified with the Beter Leven Keurmerk 3-star label. For more information, see the chapter 'Our brands and supply chain concepts'.

Within dairy farming, increasing attention is being paid to improving biodiversity. Many Dutch dairy cattle farmers use the biodiversity monitor – a tool which monitors positive and negative impacts on biodiversity. Based on this assessment, a location-specific biodiversity plan has been implemented on farms.

Use of land, water and sustainable feed

We are committed to making effective use of resources, such as the land at our food-production facilities. We have installed bird houses, insect hotels, plants and flower beds around our plants, while at the same time bearing in mind the need to keep insects and birds out of our production plants because of food safety.

Beef

We mostly source our beef from cattle that have been producing milk for many years. Large parts of Germany and the Netherlands are meadows where grass grows well and which are ideal for dairy cattle and the production of milk. The dual purpose production of milk and beef has advantages

compared with single purpose production systems, resulting in a more effective use of resources and a lower environmental impact. Beef originating from dairy cows is therefore a good example of a circular economy.

Another way in which we work with our cattle farmers to improve biodiversity is by supporting clover-rich grassland, offering flower seed for borders and birdhouses and insect hotels around the farm.

Pork

The pork production system from which our Dutch and German pigs originate have a water footprint that is lower compared with the systems for other foodstuffs¹. The study referenced below shows that the water footprint is largely determined by the growth of feed crops. Due to the urgency of global heating, the carbon footprint is our first priority regarding footprint calculations, but our underlying data infrastructure is designed to be flexible enough to expand into other impact categories, such as water usage.

Another way in which we work with our pig farmers to improve biodiversity is by offering our biodiversity toolkit; birdhouses, insect hotels and information

¹ Ibidhi, R., Ben Salem, H. Water footprint of livestock products and production systems: A review (2020 Animal Production Science, 60 (11), pp. 1369-1380.

Soy

Soy is a separate item in our biodiversity strategy. Buying soy from countries like Brazil and Malaysia may contribute to deforestation. In general, we advocate the use of soy certified by Round Table Responsible Soy (RTRS). Vion is a long-time member of the Responsible Round Table on Soy (RTRS). The RTRS certification includes strict requirements on the preservation of natural forests and other natural resources. Each customer demand for RTRS-labelled soy is accepted. At the end of 2024, the European Union Deforestation Regulation (EUDR) will come into effect, prohibiting the sale and use of, among other things, soy from deforested areas. Unfortunately, the definitions of 'deforestation-free' within the LCA and EUDR are not in line with each other. Vion always adheres to the respective legislation. However with respect to deforestation-free, Vion adheres to the 20-year deforestation-free definition set out by LCA.

Metrics and targets

- All pigs raised under our Good Farming Star programme will be fed with RTRS-certified soy by the end of 2024.
- All farmers operating under our recognised supply chain concepts will receive our biodiversity toolkit, including bird houses, insect hotels, information sheets, by 2030.
- Place more focus on the land-use-change component of the carbon footprint of farmers that

supply animals to Vion and support our scope 3 FLAG emission reduction goals.

Activities in 2023

In 2023, De Groene Weg extended its chain for organic beef and started a collaboration with organic sheep farmers from the Netherlands. The "A good story" - campaign supports the awareness of organic farming, the need for healthy soil and the importance of biodiversity.

Tailor-made and practical tools for biodiversity at farms and production sites

During 2023, we distributed 100 insect hotels, 100 bird houses and other materials, such as flower seeds, to local sites and farms that have a long-lasting relationship with Vion. Through this, we stimulate our suppliers to commit to biodiversity. Also, we hold regular meetings with farmers who are part of our recognised chain programmes, with farm biodiversity forming part of these discussions.

Processed animal proteins

We participate in experiments on the use of safe, processed animal proteins intended for inclusion in animal feed. This is one of the key projects for improving circularity in meat production and the use of animal protein with a high nutritional value.

The food industry in our region produces a lot of by-products. Examples include bakery by-products, spent

grain from breweries and by-products from dairy production. These by-products are not suitable for human consumption but are an indispensable part of pig feed. Re-using what would otherwise become food waste has a substantial impact on creating more sustainable and regionally-based pork production; it eliminates the need for products such as soy and so assists to promote biodiversity.

Deforestation-free soy

Together with several relevant stakeholders, such as the Global Food Safety Initiative (GFSI), Round Table on Responsible Soy Association (RTRS), global banks, soy importers, retail, and others, we are working to find a way to systematically clarify the origin of soy. Once such a system has been activated, we will be able to control the origin of soy and work towards excluding soy that is linked to deforestation and Land Use Change (LUC). We need to ensure transparency regarding the origin and certification of soy and, where possible, use circular and residual flows for feed proteins. With our partners, we are working to develop an infrastructure to ensure that soy does not come from fields associated with LUC.

A reason that soy is used in animal feed is the good quality protein available in high density. That advantage is not easily replaced with alternative sources due to lack of availability or because they need to be consumed in much greater quantities, leading to net increased emissions. We therefore started a pilot study, in 2023, with a feed supplier to examine the technical and environmental performance of a soy-free diet. Rather than soy, the diet comprises good quality local protein sources, partly consisting of by-products from former food stuffs. Results of this pilot are expected in mid-2024 and might provide a good showcase for alternative protein-rich diets..

Outlook and improvement plan 2024

In 2024, we will study the possibilities to calculate nitrogen emissions at farm level. To that end, we will seek cooperation with Wageningen University to assure we follow the latest scientific insights and international standards.

We will also bring more focus on the land-use change component within the carbon footprint of the farmers that supply animals to Vion. Insights in this component can stimulate and elicit discussions between the farmers and feed suppliers in an effort to reduce the carbon footprint while enhancing biodiversity at the same time.

We will start an initiative where we gradually replace soy protein with locally grown fava bean protein. When successful, this initiative will aid in further reducing the deforestation component in our footprint.

In 2024 we will have our policies and activities in place to comply with the European Union Deforestation Regulation (EUDR) that comes into effect in December 2024.



Social: Employment and working conditions

Impact on society and Vion's role

Our focus on the health and safety of workers contributes to safer, more secure working environments (Sustainable Development Goals target 8.8). Therefore, our actions on worker safety have a positive impact on the daily working conditions of our employees. Our potential negative impact continues to revolve around injuries and illness. This potential impact is influenced by Vion or its workers. In Germany, our efforts to directly employ former flex workers continues to have a positive impact on labour rights for workers, including migrant workers and those in precarious employment (Sustainable Development Goals target 8.8).

Our policy

Workforce management policy

Governance

Our CHRO leads a steering committee on workforce management (WFM). The committee members are our CEO, the Country COOs, the Director of Quality Assurance and Public Affairs, and the Director Legal, Tax and Compliance. The German and Dutch workforce project teams, the Project Lead Workforce integration, who leads workforce management under supervision of the CHRO, reports to this steering committee. The workforce management teams work closely with external stakeholders on staffing & recruitment, housing, commuting, social aspects of working at Vion and effective communication.

Recruitment

Our objective is to increase the proportion of own employees to achieve greater personnel stability and provide employees with more certainty. This means reducing the proportion of third-party workers and establishing a long-term commitment to the people who work for Vion via flex agencies.

At present, it is still hard to recruit enough suitable production personnel. With the exception of Germany, the number of flex workers is still relatively high, but also decreasing in favour of a better balance between own and flex employees. Despite the transformation process in which Vion is engaged and which we are therefore carefully monitoring the

workforce, we are continuously working on creating a balance between permanent and flexible employees and the required capacity to guarantee the continuity of our production process. Mainly at the production departments that handle with living cattle, we strive for a high percentage of own employees.

We work closely together with certified third-party labour companies, which is common practice in the food and other industries. Tight local labour market conditions mean that our third-party production workforces mainly comprise employees from eastern and southern European Union countries.

Housing and commuting

In Germany, we provide part of our migrant workers accommodation "Werkdienstwohnungen" that are furnished and managed by us. Vion Germany has defined standards for accommodation which are regularly checked by our local teams. In addition, there is twice a year a Vion audit on a selected group of accommodations to ensure that the accommodations meet our standards.

In the Netherlands, every flex agency that makes employees available to us must be SNF certified. The executive certifying companies for SNF carry out their annual checks both administratively and directly on site. In addition, we carry out our own inspections twice a year at various housing facilities.

Any inaccuracies must then be resolved as quickly as possible. In this way, We are committed to offering suitable housing to our temporary workers, preferably as close as possible to their work.

Social and operational integration

We facilitate the integration of foreign employees, including refugees, into the labour market by providing job opportunities, language courses and onboarding programmes. Since several years, our Field Coaches support these employees at our facilities. The cultural and linguistic backgrounds of our field coaches closely mirror those of the majority of our workforce. Assistance is provided in all operational and where appropriate private issues.

Employment conditions and CLA

All Dutch production related employees, third-party labour workers and the majority of employees in Germany are covered by collective labour agreements. In Germany, the vast majority of workers in our slaughtering and boning plants are covered by a collective labour agreement with the NGG trade union. Most of the workers not covered by collective labour agreements are corporate or administrative staff.

Diversity and Inclusion

We are committed to a workplace environment that promotes diversity and inclusion and creates an open and inclusive culture where everyone feels valued and respected. We believe that embracing equality and diversity in the workplace benefits not just the organization but also the individual employee, (cooperation in) teams and in the end our consumer. As is also pointed out by scientific research that diverse teams perform better¹.

Inclusion, including correct ethical behaviour, sincerity, trustworthiness, and integrity are guiding principles within Vion.

We practice that we value diversity by providing equality of opportunity and ensuring that no job applicant, employee, client, or business relation is discriminated against by receiving a different treatment due to their background or personal characteristics.

We select people for roles in light of their qualifications, skills and experience. In addition to subjective (soft) job requirements, we use objective selection criteria. These objective criteria are hard job requirements that are transparent and leave little room for unconscious bias. We continuously assess and adjust our practices, offering the right levels of

support and resources to achieve a fair outcome of these involved.

We strive to ensure that all internal communications reflect the diversity of our employees in the language and images we use. In the same way, we strive to ensure that our external communications also reflect the diversity of our customers, business partners and other stakeholders.

Vion acts in accordance with Human Rights legislation and will make all reasonable efforts to ensure that no-one working for Vion is subject to modern slavery or human trafficking. We are similarly committed to equal and fair payment for equal work.

Vitality

Sustainable employability means ensuring that employees can work at Vion in an effective and sustainable way, until they reach retirement age. Sustainable employability is considered in the context of a person's position, rights and responsibilities. As yet, there is no legislation on sustainable employability as a whole in our home markets.

We stimulate sustainable employability and job satisfaction by offering modern working conditions. This includes having a programme in the Netherlands to help employees stay fit, healthy and employable.

This programme will also be introduced in Germany and Belgium and consists of five pillars as part of the "House of Work Ability":

- Work; You have - and are developing - the skills and competences needed to perform today and tomorrow.
- Social; You consider it important to be fit and stay fit, so that you can carry out your tasks optimally
- Financial; A healthy lifestyle also includes short-term and long-term financial health
- Emotion; There is a balance between your life and work, and you know how to turn stressful situations to your advantage
- Physical; Your responsibility, passion, motivation and pride contribute to Vion's success

Employees have received a lot of information in recent years and we hold discussions on Vitality. In 2022 we have begun a few vitality pilot groups that offer a blended learning programme aimed at sustainable leadership and in 2023 we have implemented the program.

¹ <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-matters-even-more-the-case-for-holistic-impact>

Health and safety policy

The people who work at our production locations matter most to us. Improving, maintaining, and promoting the health and safety of our people is therefore an important goal. We are committed to being a frontrunner in our industry when it comes to working conditions.

In 2024, our objective is to have an absentee rate of no more than 5.4% in the Netherlands, 5.0% in Germany and 5.5% in Belgium. The objective percentage for Belgium is increased due to long term absentee rate. We monitor this figure weekly, analyse any accidents or near-misses that may have occurred and see how we can prevent such accidents and incidents in the future.

Governance

We have several procedures and regulations in place to create and maintain a safe working environment. Each German and Dutch production location has a Safety Officer. In Germany, we also employ regional Safety Managers. In the Netherlands, we have also defined an additional separate role for the HR Manager: that of Prevention Officer.

We carry out internal occupational safety audits systematically. Plant managers regularly review occupational safety KPIs as part of their management review. At every Vion location, we pay attention to working conditions through an improvement cycle.

The improvement cycle is based on the Deming Circle (Plan, Do, Check, Act).

Occupational Health and Safety Management

Our occupational health and safety management system goes beyond legal requirements. All our operations use the Quentic OHS management systems for accident reporting, employee qualifications, risk assessments and other related issues. We share best practices with all our production locations in every country in which we operate. The Quentic OHS management system is based on and complies with ISO 45001, the recognised risk management standard.

Each production location documents the Occupational Health Policy in a letter of intent. This states that the relevant Vion location:

- Will commit to preventing injury and illness as a result of the work done there.
- Will strive for continuous improvement in occupational health and safety performance.
- Will, as a minimum, comply with the statutory Occupational Health and Safety requirements and regulations.
- Will make employees aware of the working conditions policy.

We evaluate the Occupational Health and Safety Policy annually to ensure it remains relevant to the organisation. Important elements within this support system are:

- Safety instructions
- Risk assessment action plans
- Accident reports and follow-up actions for accident prevention
- Internal audit outcome with safety culture ladder score
- Health and safety KPI scores

Safety culture ladder

Within Vion, we work with a so-called '**safety culture ladder**' to assess and improve awareness of safe working conditions. Our ambition is to achieve level 4: proactive safety management. A proactive safety culture at level 4 requires an integrated safety policy and system, aimed at continuously improving safety performance. Safety is seen as a value and a source of pride. There is a lot of communication and cooperation about safety within the organization and with external parties. To reach this ambition, we have incorporated safety in our Vion Operational Excellence System (VOS) and is safety performance part of the daily check in at all plants.

Focus areas of our internal safety audit:

1. Incident management
2. Instructions and competence
3. Implementation and execution
4. Control and action

Hazard identification, risk assessment and incident investigation

All accidents, near-misses and high-risk situations that could lead to damage or injury must be reported internally. In the Netherlands, all employees can report a near-accident using a QR code. In Germany, reporting is done by the Safety Managers. Managers can also use the QR code to report accidents.

A risk matrix is used to determine whether an incident, near-miss or hazardous situation should be analysed, and details of the analysis are discussed by the Health & Safety Committee. The committee uses the results of these analyses to determine corrective actions and to evaluate and improve our Occupational Health and Safety (OHS) management system.

Occupational health services, promotion of worker health, and training

Employees and flex workers can access the health and safety services of the Prevention Officer, First Aid Employee (a company responder on health issues), the occupational health and safety service, a workplace expert, an ergonomist, and an external physiotherapist, if needed. This access contributes to the identification and elimination of hazards and the minimization of risks. Employees can follow OHS training on generic or specific work-related hazards.

Vion offers various interventions in the field of ESAN - exercise, smoking, alcohol, nutrition and

relaxation - through external providers or via the online workshops offered by the Vion Academy.

Worker participation, consultation, and communication

We communicate with workers through health and safety campaigns that we organise at least twice a year. The central topics of these campaigns are determined by incident analyses.

We use posters, table displays, the Vion-app and TV screens in canteens to reach our people.

With the Vion (Beekeeper) app we are in the position to connect with our workforce, keep them updated on important issues, or to ask their opinion on several topics. Early 2024, we finalize the roll out of this app over the whole Vion organization.

Via Safety Alerts (notice board and TV screen announcements), we inform employees about possible risks in response to recent incidents.

We translate every important document into the native language of each flex worker. However, we also face illiteracy among our flex workers. This led us to introduce the Field Coaches. They act as a language, social and problem solving 'bridge' between the local Vion teams and our flex workers by enabling them to ask questions in their own language. We often work with pictograms (icons),

Workers can raise concerns about issues affecting their rights, such as health and safety conditions, by reporting them to their line manager or HR manager. The local works council can also play a role here. If that is insufficient, employees can use the whistleblower tool to make a report. All whistleblower reports are registered centrally and reported to the independent advisor to the board. An officer is appointed for privacy when matters are reported that require full confidentiality.

Prevention and mitigation of occupational health and safety impacts directly linked by business relationships

All visitors to the production sites receive a leaflet containing information on safety, and what to do in the event of an incident. We hold regular consultation meetings about health and safety with businesses that are frequent visitors to our locations, such as cleaning companies.

Learning and Development policy

We develop and train our employees, actively encouraging them to constantly develop their personal and professional skills. Health & safety and animal welfare are important topics in this area. We provide all staff who work with animals with the skills and knowledge to ensure the best animal welfare practices. They receive specific animal welfare training.

We also invest in language and culture courses. Through continuous education and training, we facilitate and promote the employability of our workforce. This vision responds to our Way of Working: Sharp, Connected & Brave and is tailored to our People Strategy: Core learning & development programmes have been developed around senior and operational leadership, to manage diversity, health and safety, cooperation and engagement. Next to that we have a strong focus on continuous development of craftsmanship and talent management.

The Vion online learning platform, called 'Vion Academy', offers training programmes that aim to develop and extend our employees' knowledge and skills so that they continue to be employable in the future. We also offer customised solutions, such as individual internal and external training programmes and qualifications.

The Vion Academy platform contains hundreds of courses on various soft skills, time management and Microsoft Office. The courses are available in German, Dutch, English and Polish. All employees can follow these courses voluntarily, alongside their compulsory courses. Beside general e-learning, Vion-specific courses are offered in the Vion Academy as well. Examples of our e-learning modules are:

- 'Fit and healthy working from home'
- 'In-house emergency response'
- 'Competition Law' to help employees become more aware of the risks of violating competition law.
- Language courses to stimulate both collaboration between colleagues and cultural integration company wide.
- Training on soft skills like Time and Self-Management, Conflict Management and Communication.
- In the category System & Software training, we provide training in, for example, SAP, HFM and Microsoft Office.

We are highly dedicated to and execute already for several years an engaging but also intensive management traineeship program to build the future workforce and we also welcome interns within Vion. These interns combine school with work experience in the field and we actively help these interns improve their chances in the labour market.

As mentioned, Health & Safety training is also essential given our working environment. The training courses Vion provides in this field are:

- Health and safety awareness in leadership for all managers at a production site and annual refreshers
- Working in a consciously health and safety way for 100 local Technical Service employees
- Hazardous Substances Expert Training
- Expert X-Ray Training
- Training for Prevention Officer
- Modules on safety within leadership programs
- EPT (electric powered pallet truck) and shunting training

Activities in 2023

Workforce management activities – the Netherlands

In the coming two years, we will strive to have an average of approximately 70% of our former flex workers on our payroll in the Netherlands. To reach this goal, a project team in the Netherlands focuses on four key topics:

- Staffing & Recruitment
- Housing and commuting
- Social and operational integration
- Employment conditions and Collective Labour Agreement (CLA)

Staffing & recruitment

For a number of years now, Vion in the Netherlands has been striving to get more own-employees onto our direct payroll. In 2023, we succeeded in taking new production employees onto our own payroll. Many of these new employees were formerly flexible workers who opted to commit to longer-term employment with Vion. We will continue our efforts to increase the proportion of employees directly employed by us.

Housing and commuting

The housing market in the Netherlands is as tight as ever, so getting good housing facilities for the flex employees is a hard target. Yearly, there is a shortfall of approximately 40,000 beds for labour migrants in the Netherlands. In addition, the political

and social discussions about labour migrants in our home markets is concerning and we need to monitor this closely. In 2023, we had several meetings with stakeholders in the Boxtel municipality regarding increasing concerns about housing solutions for labour migrants in the area. A local initiative by a project developer to build 400 houses for labour migrants has been delayed. The agency involved opted to set an occupancy limit on Vion of about 30% of the total.

Social and operational integration

In 2023, we further developed the role of the Field Coach in our organization. The 'old' field coaches in the Netherlands were mainly hired interpreters. In addition to the high hiring costs, working with interpreters was not always practical. They did not fully understand the business operations or the slaughter processes on the shop floor in order to properly explain the work to the new employee. That is why we now train internal employees to spend part of their time as a Field Coach. For example, new flex workers are guided and supported in all kinds of areas in their own language, especially during the first weeks of onboarding. This way there is a much closer 'native' contact between the Field Coach and the flex worker. As a payoff, we will get a better understanding of what drives them and where any possible questions and uncertainties lie. It has a positive effect on our flexible workforce and the average stay within the company.

Employment conditions and CLA

All flex employees working at Vion in the Netherlands work under the scope of a CLA and have the same CLA benefits as own employees, because of the "Inlenersbeloning" law arrangement. All flex agencies are SNA certified, which means they are checked by external inspection agencies. On top of that, Vion carries out random checks on flex-payroll slips, in order to see that the agencies are applying the CLA as required.

In 2023, the Dutch meat sector introduced a Fair Employment Code, similar to the one of the Dutch Algemene Bond Uitzendondernemingen (ABU). Vion, as a member of the COV, embraced this Code and made additional agreements with the flex agencies, mainly on ensuring that the (new) flex employee gets the correct information in their own language and is informed about their rights.

Workforce management activities– Germany

The process of integrating the workforce is continuing, but significant steps have been made. All our plants now have field coaches, who take care of onboarding, housing, communication with management and providing support to migrant workers as they navigate administrative issues.

Recruitment

For a few years now, Vion has had its own recruiting office in Romania to recruit candidates for our German locations. Since the beginning of 2023, we have concentrated all recruiting activities in one central department (VRS – Vion Recruiting Service). Most candidates come to us via VRS or through recommendations from employees. We also continue to have a few selected agencies that support us in the recruiting process.

Housing and commuting

The housing market in Germany is tight, especially for newcomers. Therefore, Vion supports its workforce by providing company-owned accommodation.

Social and operational integration

Vion has worked with Field Coaches in our production facilities for several years. In this way, we guarantee assistance to migrant workers in all operational and private issues. In addition, we can offer and support a variety of integration options. In 2023, we also integrated the safety culture focus into the Field Coaches' role.

Employment conditions and CLA

Vion is frontrunner in the German meat industry. In addition to the collective wage agreement, which at Vion begins well above the statutory minimum wage, Vion has initiated discussions about an industry collective agreement and is actively involved in the

discussions. The aim is to regulate the framework conditions in the entire industry throughout Germany.

Workforce management activities - Belgium Recruitment

Due to market developments, the production location in Zottegem, Belgium, has been confronted with a decrease in production. This meant that there was no major need for recruitment activities in 2023.

Housing and commuting

As in the Netherlands and Germany, the housing market in Belgium is tight, especially for newcomers. Therefore, Vion supports its workforce by providing company-owned accommodation. In 2023, our activities with respect to housing and commuting in Belgium were stable.

Social and operational integration

In Zottegem we also have Field Coaches in our production facilities. In this way we guarantee assistance of migrant workers in all operational and private issues. In addition, a variety of integration options are offered and supported. In 2023 we have integrated the safety culture focus also within the Field Coaches role.

Employment conditions and Collective Labour Agreement (CLA)

In Belgium we also have a company CLA in place, as a joint effort between Vion and the local Unions. In 2024 we extended the CLA for two years.

Activities on health and safety Occupational Health and Safety (OHS) Management System

An action plan has been drawn up and implemented for each production site. This plan is based on aspects such as the Vion risk inventory and evaluation (RI&E) and health and safety audits and inspections. A local action list is derived from the action plan. This is updated in periodic meetings of the Local Health & Safety Committee. Members of the Local Health & Safety Committee include the plant manager, the Prevention Officer, the head of the technical department, the head of FAFS, a delegation from the works council and others. They determine the schedule and person responsible for each action point. The Health & Safety Committee evaluates the effectiveness of each completed action point.

In 2023, we increased awareness activities at the local level, and increased the number of local HES managers in the field. We also developed an upgraded interactive online training module on health and safety that we rolled out across all plants (see learning and development).

Dilemma

There is always pressure to deliver production volumes and, therefore, to speed up the work. But working faster is a potential safety risk. The speed chosen should be optimal for both production and safety, in which case no accidents will result.

Activities on learning and development Culture & Leadership programmes

In 2023, we redesigned our People Matter Programme and developed various Vion functional modules, like health and safety, CSR, compliance, privacy, finance, HR, security, operation-specific modules, and our Vion Operating System (VOS).

We also developed a variant of the People Matter programme for our operational management layer, the so-called People Matter Operational Leadership Programme.

After proving itself within Business Unit Pork in 2022 (Transformed to Business Unit Benelux mid-2023), we rolled out our VOS (Vion Operating System) leadership programme across all locations including our cattle slaughterhouses. Besides the basic principles of VOS, participants learn how to behave as a leader in a culture of continuous improvement, and how to get the most out of their team. Some employees received coaching and participated in the 360-feedback training.

Our pilot to further improve the cultural integration and onboarding of our former flex workers was so successful that in 2022 and 2023, we trained 100 colleagues in the Netherlands and 100 colleagues in Germany in a nine-month programme. In 2023, this programme was concluded successfully.

Worker training on Health & Safety

Health & Safety training is essential given our working environment. The training courses Vion provide are:

- Health and safety awareness in leadership for all managers at a production site + annual refreshers
- Working in a consciously health and safety way for 100 local Technical Service employees
- Hazardous Substances Expert Training
- Expert X-Ray Training
- Training for Prevention Officer
- *People Matter* modules on safety
- EPT (electric powered pallet truck) and shunting training

Vion Academy

Vion Academy is our online learning platform. In 2023, we again added numerous new online training courses. The platform now contains over 500 courses on various soft skills, time management and Microsoft Office. The courses are available in German, Dutch, English and Polish. All employees can follow these courses voluntarily, alongside their compulsory courses.

E-learning modules in 2023

- Health & Safety training is essential in our working environment. Modules such as 'fit and healthy working from home' and 'in-house emergency response' have also contributed to a safe and healthy working environment
- Vion provides all relevant staff with the skills and knowledge to ensure the best animal welfare practices
- We offer our employees a 'Competition Law' e-learning module to help them become more aware of the risks of violating competition law
- Vion offers several language courses to stimulate both collaboration between colleagues and cultural integration company wide
- Training on soft skills like Time and Self-Management, Conflict Management and Communication. In the category System & Software training, we provide training in, for example, SAP, HFM and Microsoft Office
- Development of new e-learning for new employees working in the stables at Business Unit Pork in the Netherlands
- Two new modules concerning animal welfare:
 - Heat protocol
 - Transport guidelines for animals for external truck drivers

Meat Master Academy

We are investing in and training our workforce to improve our craftsmanship, engagement and job promotion. Each level covers more in-depth content with skills that are relevant for that position and level of expertise. Badges indicate someone's level of craftsmanship. This programme is open to all production colleagues and anyone else who is curious to learn about deboning and the craftsmanship involved. Besides boosting skills, the programme aims to boost pride by showing just how much is involved in being a meat master. We are extending and improving the programme in various business units.

Management Traineeship

In September 2022, our second group of Vion-wide management traineeship started. They finished the programme in March 2024. This programme has delivered in the first round well-qualified trainees who have found a role within our company. In 2023 all management trainees were continuing the program as scheduled. The programme consists of individual and team projects. The traineeship also includes several learning activities within different areas of our business, plus a strategic group assignment.

Assessment approach

HR offers a number of unified instruments for creating and managing a range of assessments. The aim is to obtain greater insight into topics such as competences, qualities, drivers, pitfalls for job applicants, employees, leaders and teams. HR is trained to interpret these tools for the development of our employees in the business.

Outlook and improvement plan 2024

In 2024 Vion will continue to execute its improvement plan as much as possible. Especially in times of transformation and divesting in activities, the attention for our people is a constant focus area. Therefore in 2024 the focus will mainly be on:

- The implementation of Accelerated Today! our new Vion performance management system. This innovative approach provides a clear insight into current performance, expectations, objectives, ambitions and development opportunities.
- Stronger focus on creating a value-based feedback culture within Vion, including improved accountability, by training all senior management and opening up this program for all employees afterwards. This includes AI generated Q&A for daily use.
- The effort to further increase our directly employed workforce where possible and in balance with our company performance.
- The final roll out of the Vion onboarding program across all locations which is a vital part of our employment responsibility, and it increases the employee journey for our workforce.

- Continuous focus on eastern European workers integration via further development of our Field Coaches, next wave of operational leadership program, extending the successes of our cultural theme weeks in the different locations.
- The learning and development ESG-modules (learnings about our impact and what Vion does to mitigate the impact on Environment, Social and Governance material topics) will be developed in 2024 and rolled out among selected groups of employees (External facing staff and Operations) until 2025.
- The coming Corporate Sustainability Reporting Directive (CSRD) that Vion need to comply to in 2025. In 2024 Employees with different competence backgrounds in the company (Science & Sustainability, Group Control, Finance, Business etc) need to be trained about the impact and the way of working regarding reporting and data requirements in according to the European Sustainability Reporting Standards (ESRS).
- The finalization of the roll out of "Vion's Beekeeper app" across Vion Benelux early 2024 and more importantly the effective embedding of this online communication solution with direct access for all our employees from all nationalities.

- Extending the People Matter Operational Leadership Programme to all operational managers in our factories in order to further enhance the quality of day to day management of an inclusive workforce.
- Stronger focus on foundational learning programs to strengthen our Vion way of working by providing learning paths on project management, setting priorities and improving an effective meeting structure (and culture)

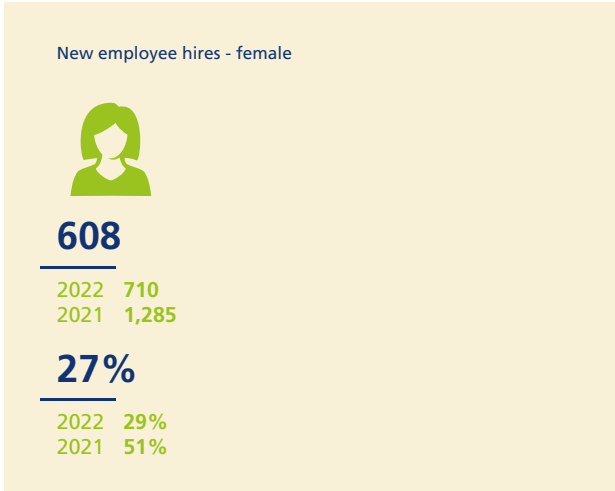
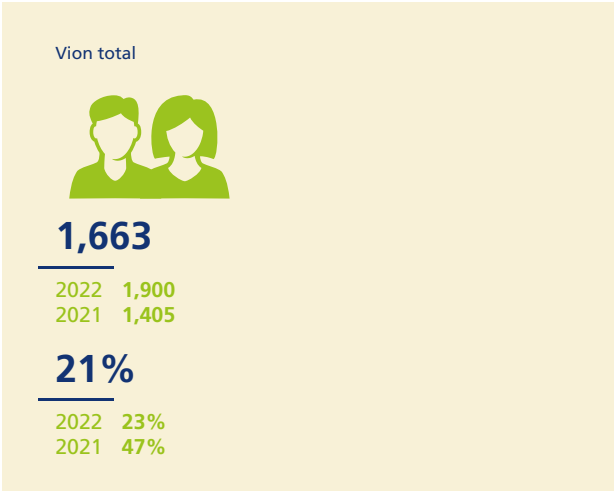
Promoting Diversity

Vion strives for a diverse composition of its workforce and an inclusive working environment. Vion employs employees with different backgrounds and talents. Employees who differ in age, gender, experience, cultural and ethnic origins also have different ideas and views. This provides Vion with useful knowledge that is in line with what is going on in society. Vion wants people to feel at home at Vion and that the organization benefits from the diverse skills and insights of its employees. The presence of women in top positions and in other positions in the organization is low. That is why attention to the advancement of women to higher positions remains important.

Vion will therefore take various measures in 2024:

- Training for members of selection committees. For example, they learn not only to select people who are similar to themselves, but also to take a broader view;
- Coaching programs for women and employees with a certain cultural background who do not yet sufficiently progress to other and/or higher management positions;
- Projects to make people aware of prejudices in order to subsequently prevent them;
- Research into how work culture becomes more diverse and inclusive.

Metrics and targets
New employee hires

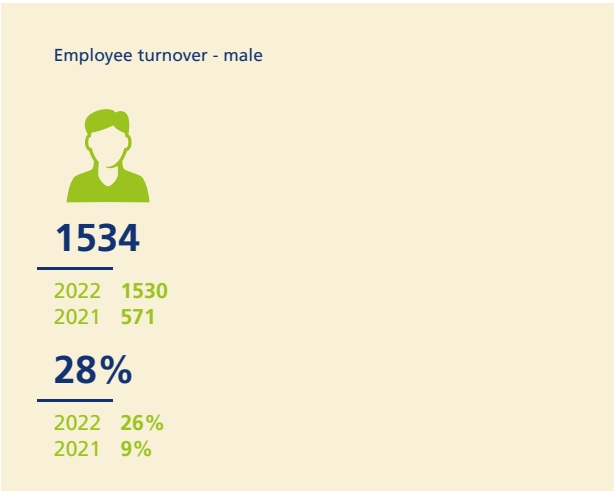
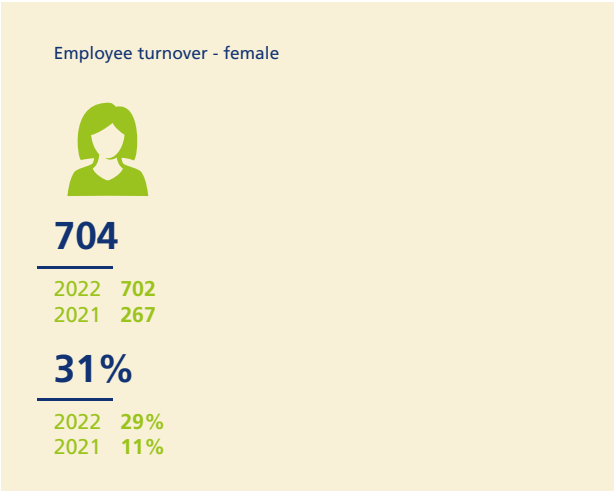
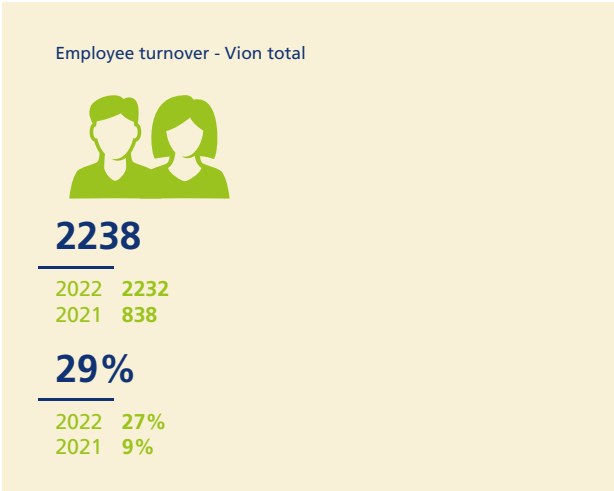


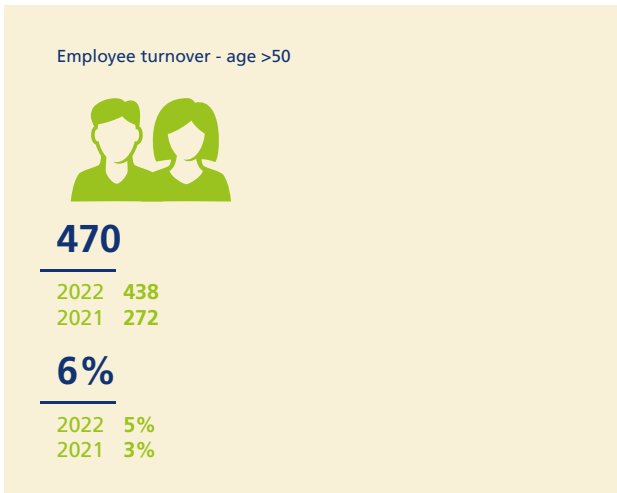
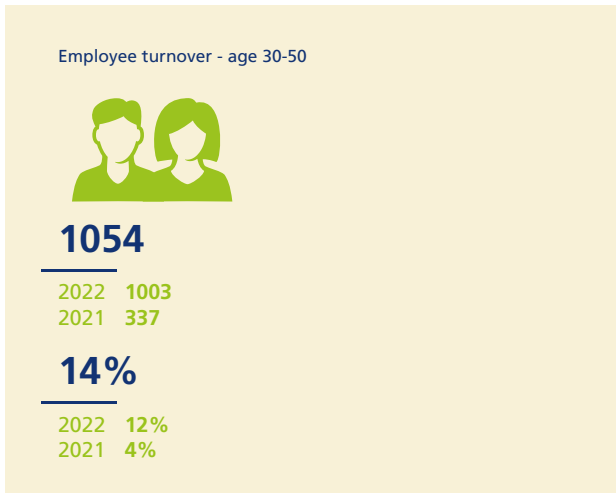
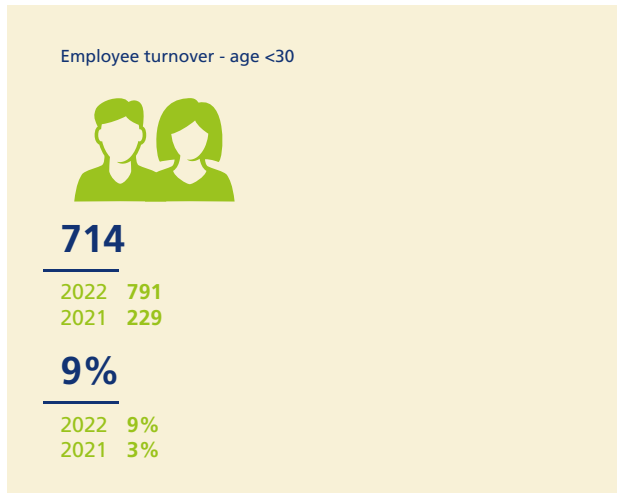


Clarification of results

Employees at international sales support offices are included in the new-hire data for the Netherlands. Because we integrated our German third-party workers into our direct-employee workforce, the number of new hires in Germany was much higher in 2021 than in 2022 and 2023.

Employee turnover

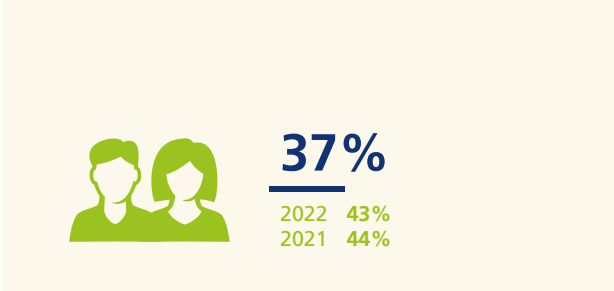




Clarification of results

The high turnover rate in Germany was mainly the result of high turnover among our Eastern European workforce. Although turnover rates are improving thanks to our integration efforts, a considerable number of newly recruited employees continue to leave after a short period. Some become homesick, some want to work just for a couple of months but plan to come back next year, and some cannot cope with the working conditions in the meat industry (the handling of animals, low temperature, a generally wet environment, and the very strict hygiene measures). Lastly, the general lack of workers means some are lured away by competitors or other industries. For the same reasons, the turnover rate in the Netherlands increased.

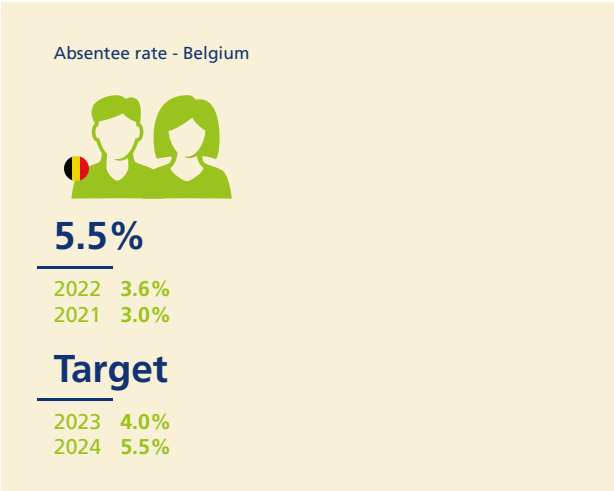
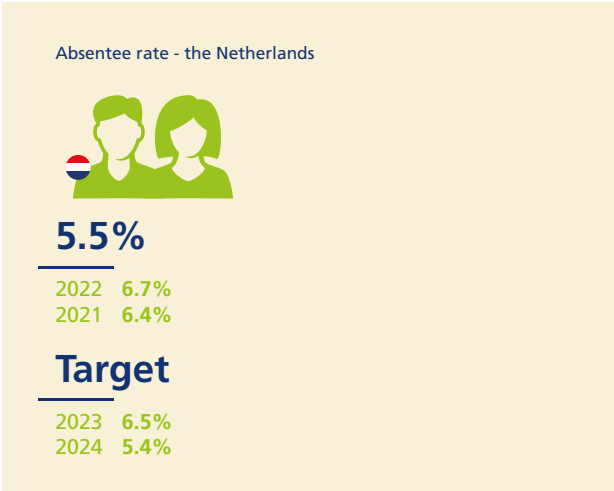
External sold volume produced by plants with independent supplier work place certification



Clarification of results

The percentage has declined as four of our sites are no longer certified because they produce less for customers that request supplier certification.

Absentee rate



Clarification of results

The absentee rate in the Netherlands has improved. It also improved in Germany, but didn't reach the ambitious target. The increase in own production employees, who generally have a higher absentee rate due to the nature of their jobs, boosts the absentee rate. In 2023, the absentee rate in Belgium went up due to regulatory changes. In 2021 and 2022, Covid-related absenteeism was reported separately to the Belgian government and not included in the regular absentee rate. This is no longer the case from 2023 onwards. The absentee rate of our international sales offices is not included in these figures.

Injuries

Lost time injuries with absence of at least one scheduled work day

	2023	2022	2021
The Netherlands	128	148	145
Germany	404	499	394
Belgium	2	5	5
Vion total	534	652	544

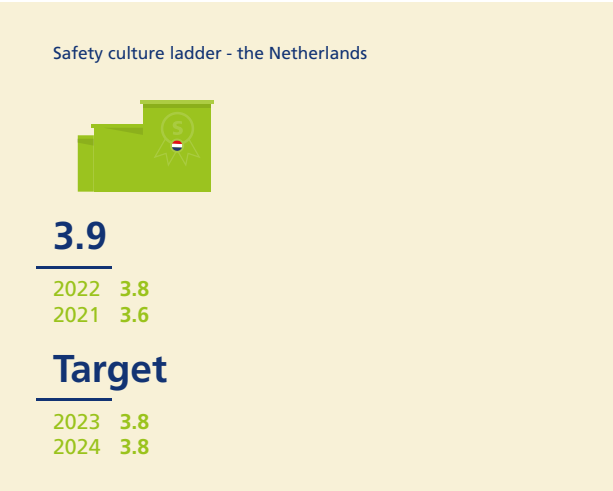
Work related injuries

	2023	2022	2021
Own employees - total	495	601	468
Own employees - high consequences	7	6	11
Own employees - fatalities	0	0	-
Third party workers - total	143	87	127
Third party workers - high consequences	7	2	-
Third party workers - fatalities	0	0	-
Rate - own employees - total	34	39	
Rate - own employees - high consequences	0	0	-
Rate - third party workers - total	21	-	
Rate - third party workers - high consequences	1	-	

Clarification of results

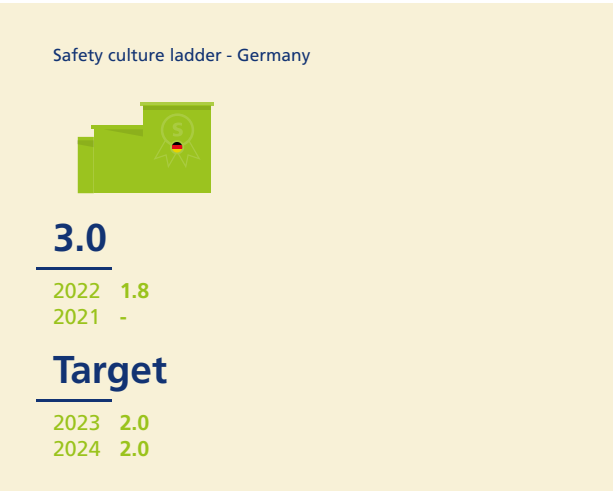
Work-related injuries have decreased. This was because of the time investing on awareness and monitoring of processes in our operations. Unfortunately we have seen an increase in injuries among third party employees due to frequent change in the composition of flex workers.

Safety culture ladder



Clarification of results

In the Netherlands, we reached our 2021 target of 3.9 on the safety culture ladder. We launched the safety culture ladder in Germany in 2022. There, the score has increased significantly due to all efforts and focus on health and safety at the workfloor and continuous attention on changing work-related behaviours.





Social: Food safety

Impact on society and Vion's role

In food production, particularly when preparing foods of animal origin, there is a continuous risk that the way of working will have a negative impact on food safety. Animals carry microorganisms that can also infect humans upon exposure to such bacteria. Furthermore, the processing of animals and products along the supply chain creates multiple occasions at which products could become contaminated with unwanted materials should the way of working fall below the required hygienic standard. As such, Vion, our customers and consumers have the potential to cause contamination that could lead to a food-borne infection or intoxication. Therefore, we continuously monitor our hygienic way of working and our performance levels regarding food safety procedures to ensure they remain stable and effective. In this way, we contribute to people's access to safe and nutritious food all year round (Sustainable Development Goal target 2.1)

Our policy

For Vion, food safety is a top priority to protect our consumers from foodborne illnesses and ensure they can truly enjoy our products. By prioritizing health and safety, we demonstrate our commitment to the well-being of the communities we serve.

We control the collection, the processing, and storage of all products and other activities that are necessary to produce healthy and safe food.

Vion has an extensive supply chain involving various suppliers and partners. Ensuring food safety across the entire supply chain is essential for maintaining confidence in the quality of raw materials and finished products. Meeting international food safety standards is critical for accessing global markets. Many countries have strict import regulations, and adherence to these standards is necessary for Vion to compete in the global market.

Overview on activities Vion executes to ensure food safety are:

- We have established comprehensive quality assurance systems that encompass all aspects of meat and meat-replacers processing, from sourcing to distribution, with regular internal and third-party audits government supervision and assessments. And we engage with our suppliers to ensure they adhere to food safety standards and implement relevant quality assurance programs.

- We provide continuous training to employees on hygiene practices, proper handling procedures, and the importance of food safety. This includes training for workers in various roles, from specific processing to higher management.
- We steer on stringent sanitation and hygiene standards in processing facilities, including daily cleaning and disinfection, sanitizing equipment used, and ensuring a clean and dry working environment.
- We conduct regular testing of raw materials, finished products and the production environment for contaminants, pathogens, and other potential hazards. We maintain 10- to a 100-fold stricter internal norms than those required by law, supplemented with continuous monitoring of production processes and hygiene to identify and address any deviations from those norms.
- Robust traceability systems to track the origin of raw materials, monitor production processes, and enable quick and complete recalls are in place. Utilizing advanced technologies, such as DNA tracking, with which we enhance traceability and transparency throughout the supply chain.

Producing safe and wholesome food is one of our top priorities. Food safety and quality assurance are embedded in the codes of practice at all Vion production sites. We are committed to the ISO 9001 standard for quality-oriented organisations, and

all Vion facilities are ISO 9001 certified. The only exceptions are those sites that have been part of Vion for less than three years.

Our work on food safety covers diverse areas and processes:

- High standards of hygiene during daily operations.
- Training personnel.
- Equipment used.
- Daily cleaning and disinfection of production areas and equipment.
- Raising the bar for food safety standards by being board members of standard-setting organisations.
- Conducting scientific research to obtain the latest information and to study possibilities for improvement.

Vion-HACCP system

All our sites have incorporated the Vion-HACCP system, which is globally accepted in all relevant food markets.

The Vion-HACCP system starts with identifying and prioritising relevant hazards: how often does a hazard occur and how serious is the potential hazard to humans? Given the nature of our products, several of these hazards consist of bacteria that occur in animals and can cause illness in consumers. Such bacteria are called zoonotic bacteria and the subsequent human illness a 'zoonosis'. When it comes to slaughtering,

there are two key principles for assuring food safety related to these zoonotic hazards. We prioritize these in our daily operations:

- Ensuring hygienic processing, with zero-tolerance on contamination from digesta.
- Preventing micro-organisms from multiplying by controlling the temperature at every stage of production.

Monitoring systems & compliance

Vion has developed and implemented recognized monitoring systems to demonstrate compliance with hygienic processing requirements and the control of relevant hazards. This monitoring system includes collecting a meaningful number of samples at relevant points in the supply chain. We 'sample to find' because doing so provides valuable knowledge upon which to act. For instance, we take excision samples from multiple places on a carcass because each of those areas is considered to be a hotspot for contamination. We include results from the food safety monitoring process in the internal monthly report to the executive committee. To verify compliance with food safety and customer requirements, all production sites are certified according to the rules of the Global Food Safety Initiative (GFSI).

The two private food safety standards we use are the International Featured Standards Food (IFS Food) and the British Retail Consortium (BRC) standard. By

meeting their requirements, we show that we comply with a high standard of food safety. We have also committed to being audited by third parties to show compliance with the highest food safety standards. We publish these and other audit reports, as well as the results of quarterly inspections, on our public website www.vion-transparency.com.

Products made from animals inevitably contain microorganisms. This is not a risk in itself; it is part of nature. However, monitoring the number of microorganisms as a KPI provides a useful indication of how hygienic our work practices are. Our internal microbiological standard is based on the number of bacteria we find from the *Enterobacteriaceae* bacterial family during the final stages of production, which is when products have been handled the most. Given the natural variation in bacterial counts and product origin, it is unlikely that all samples will always comply with our internal standard. However, by committing ourselves to as high a percentage as possible, we can continuously improve our way of working and reduce any microbiological food safety risks. In 2024, our objective is to have 90% of pork and beef comply with the Vion internal standard.

Control risks in the supply chain

To control risks in the supply chain, we require our suppliers to adhere to and certify their activities under a Good Agricultural Practice (GAP) scheme, such as the German QS (Qualität und Sicherheit), the Dutch

Integrale Keten Beheersing (IKB) or Holland Varken. These schemes have been recognized independently and on-farm audits are carried out by independent certification bodies. As a major stakeholder, Vion is committed to contributing to the design and accreditation of these schemes.

Dilemma Food Safety

Food safety requires carcasses to be singed in gas operated flaming ovens and the final products need to be kept cold. This requires gas, electricity, and refrigerants, all of which negatively impact greenhouse gas emissions. The slaughter phase contributes a relatively low amount of greenhouse gas emissions compared with the emissions seen during livestock farming. However, we are nonetheless committed to reducing our own carbon footprint to be solidly in line with international and national climate agreements. At the same time, energy consumption cannot be reduced too much without compromising the functioning of the food safety management system, which remains our number one priority.

Water, too, is an important resource that is essential to achieving a high degree of food safety. Daily cleaning and the disinfection of production equipment and rooms is a fundamental prerequisite for food safety. As food safety is our priority, this places a limit on the possibilities we have to reduce water consumption in our meat processing facilities.

Activities in 2023

Research into the potential of modern technologies in microbiology

We work with several academic and other scientific groups to advance food safety research. These include the Freie Universität Berlin, Wageningen University (WUR), Utrecht University, Eindhoven University of Technology (TU/e) and ZLTO. The research topics vary. For example, we work with the WUR and Utrecht University on multiple research projects in which we study the presence and management options for several animal and zoonotic pathogens, including *Streptococcus suis* and swine influenza virus. Neither of these pathogens have been identified as posing a high relevant risk to our consumers at present, but learning more about these pathogens and their behavior and transmission along the supply chain helps further increasing our general knowledge on animal health and food safety. Furthermore, we explored the value of chlorophyll scanning of cattle carcasses as indicator for faecal contamination. So far, the method needs further refinement to provide added value to the food safety system.

Vion-HACCP system

In 2023, we conducted our annual HACCP reassessment, leading to an expansion of the hazards to consider with e.g. emerging substances like PFAS. No new priorities arose among the hazards we currently consider as relevant.

Listeria

Vion recognizes *Listeria monocytogenes* as a relevant food safety hazard, and we routinely monitor our products and the production environment for its presence. *Listeria* can occur anywhere in the environment and can multiply at refrigerator temperatures. Young children, pregnant women, the elderly and immunocompromised people are especially at risk of illness should they eat contaminated foods. In 2023, we continued our quantitative microbial risk assessment (QMRA) specifically on *Listeria* in ready-to-eat food to ensure we have data-driven and science-based control in all our relevant production sites. The study is expected to be finalized early 2025.

Ready-to-eat foods in which *Listeria* can multiply are subjected to a so-called negative release programme: multiple samples of the product are taken from each batch and screened for the presence of *Listeria*. The batch is released only when the bacterium is not detected in the samples.

Hepatitis E virus

In January 2019, we began a scientific research project with Utrecht University, Wageningen University and seven supply chain partners to study the hepatitis E virus. Pigs can carry this zoonotic virus without getting ill. Although the public impact of this virus is limited, we want to have a better understanding of the epidemiology. A PhD student is studying the

possibilities to control the hepatitis E virus on pig farms, with the aim of reducing the infectiousness of pigs at slaughter. By taking control measures at the farm, we also tackle other transmission routes, including direct contact with pigs and environmental transmission. 'The project ended in 2023 and the main conclusion is that the virus spreads rapidly within departments on a farm and this cannot be controlled. Spread between compartments on a farm, however, was found to be manageable with good biosecurity and hygiene measures. These insights are very valuable in controlling HEV epidemics on farms.

Chemical contaminants

In 2023, we intensified our focus on risk assessments for chemical contaminants. Such contaminants include residues of animal medication and possible environmental contamination. For instance, painkillers are increasingly found by RIVM in surface water after human use. When surface water is used for drinking water by cattle close to slaughter, residues might unknowingly be present in the carcass. We conducted risk assessments to quantify the food safety risks for pork and beef and concluded that the food safety risks for consumers had not increased. The conclusion regarding increased food safety risks was confirmed by the competent authority in the Netherlands. We also aligned with like companies on these risk assessments to ensure that the most appropriate, timely and accurate insights were considered.

Recalls

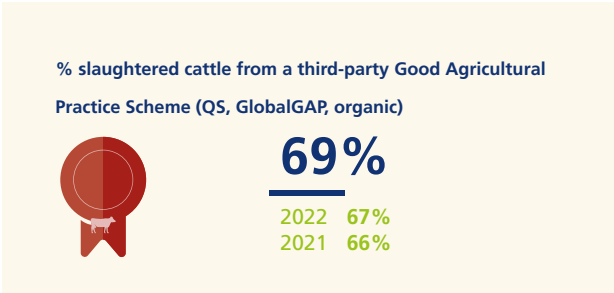
Vion supported one of our suppliers in a public recall in 2023: a chicken product that we purchased for our retail branch needed to be recalled by the supplier due to an allergen issue. No further food safety incidents were recorded. FVZ had two recalls in ready-to-eat products. As these products had not reached the consumer, these are not considered to be a public recall.

Outlook and improvement plan 2024

- We will continuously update our HACCP system in line with the latest scientific insights and our expanding product range.
- We will continue our research on food safety as part of our continuous improvement approach in our way of working. In 2024 this will include specifically the scoping of the value of artificial intelligence in food safety assurance systems.

Results

Volume manufactured in sites certified by an independent third party according to internationally recognised food safety management system standards

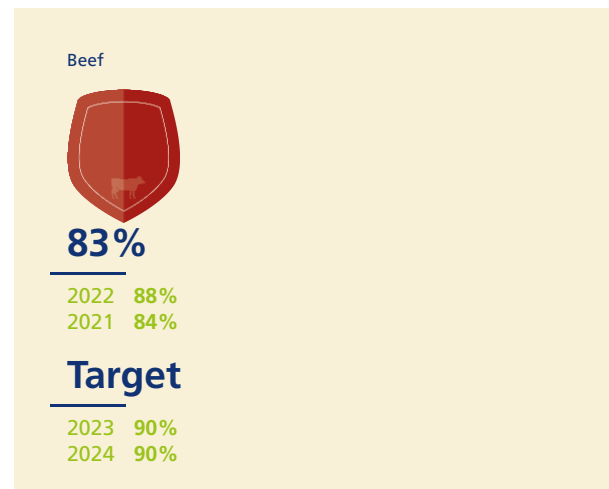
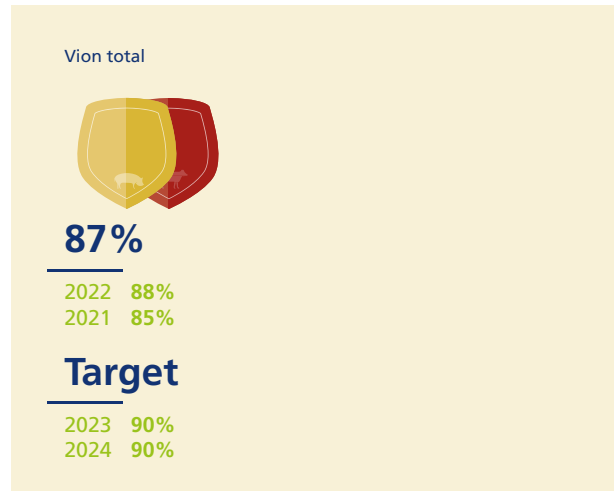


Clarification of results

Vion production sites are all certified according to either IFS or BRC. Only with regard to bought-in food items do some originate from production sites that are not certified according to a GFSI standard. Some specific products that we support in our market outlets, or of specific regional origin, are hard to obtain from a production site that is certified. Vion aims to keep this volume to a minimum, without jeopardising having a full choice on the shelf.

With respect to the origin of the animals that we slaughter, almost all pigs originate from farms that are certified with a good agriculture standard. Within beef, Vion mainly slaughters dairy cattle. Dairy producers work largely with good agriculture standards but not all of them are certified through a third-party audit process.

% compliance with internal Vion microbiological standards for product hygiene



Clarification of results

The norms applied in Vion's internal microbiological standards for product hygiene are substantially stricter than those required by legislation. This ensures that legal compliance is guaranteed at all times. Given the natural variation in bacterial counts, it is unlikely that all samplings will always comply to our strict internal standards. However, by striving for a percentage that is as high as possible, we can achieve a continuous improvement in food safety. We did not reach our targets on compliance with Vion's internal - beyond legal - microbiological standards for product hygiene. Local initiatives to reduce the use of energy hampered the efforts to reach the target for 2023. Several steps were taken to prevent these flaws in our production sites, including additional training for several staff members to highlight the importance of high level, beyond legislation, food safety standards.



Social: Traceability and product integrity

Impact on society and Vion's role

With our traceability and product integrity system, we make a positive impact on our stakeholders by building a trustworthy and a transparent supply chain. Through our standards, we pave the way to the creation of new, state-of-the-art standards within our industry. However, Vion might cause a potential negative impact should we fail to comply with laws, regulations, and voluntary standards, or through incorrect product information. In 2023, we again had no compliance issues involving product integrity. Trust in food depends on having a high degree of transparency. Connecting farmers and consumers through specific supply chains is a good way of showing people who is behind the production of their food. This gives the farmer and his or her family a recognisable face and shows consumers that our food supply chain is a work of craftsmanship, from farmer to butcher or from vegan-food producer.

Our policy

Traceability

Companies that produce food items with complicated supply chains face a significant challenge to ensure that their products can be traced both upstream and downstream. We can trace all our food items, whether derived from plants or animals, to their originating farms. We are committed to being transparent about product origin, which we achieve by providing full traceability.

Traceability information for all plant products and other non-animal ingredients processed at Vion is documented and delivered with the product, either on paper or digitally. Animals are individually marked using, for example, ear tags for cattle or individual markings with number for pigs. The underlying databases enable us to trace all slaughtered pigs and cattle to their places of birth.

Following meat inspection, all carcasses are given an individual identifier linked to the ear tag, tattoo number or an RFID chip. When carcasses or parts of the carcass are processed, typical batch specifications include the processing site, slaughter site, origin of the animal, quality programmes (e.g. organic, 'Geprüfte Qualität Bayern', Good Farming Star), breeds and production dates. Relevant information is included on the consumer packaging labels, which offers the consumer guidance when making their choices. The consumer product is always traceable to a

group of farmers in the supply chain. We can trace all meats and processed products to the day of slaughter. For the processing plants, where we slaughter up to 4,000 cattle or up to 20,000 pigs a day, this means we can immediately trace, on a daily basis, the product to the group of farms which delivered the animals. For retailers and similar customers, we provide a traceability code on the package that shows the farms that supplies that specific retailer. This allows the consumer to scan a QR code. Doing so then enables them to see where the product was produced, at which plant the animal was slaughtered and when this took place.

Product integrity

Product integrity involves organising production, processes, and supply chains to create and manage a transparent, honest, and reliable chain of custody. It further guarantees the consumer that the product inside the packaging is what is shown on the label. Our quality standard includes a description of our physical and administrative processes. We make a product integrity risk assessment. This assessment results in the identification and quantification of the various risks related to product integrity. This then forms the basis for the control programme for product integrity within Vion. Part of this control programme involves the monitoring and verification of all procedures which concern product integrity. In addition, the product integrity control programme

is subject to an internal peer review audit, second party audits carried out by our customers, and third-party audits carried out by independent, accredited certification bodies.

Over the past 10 years, the relevance of having systematic control of product integrity has increased substantially. There are several drivers. First, it is the result of several scandals in the food sector, such as the one involving horse meat. Second, it has become especially important for participants in consumer product supply chains to meet changing consumer demands regarding product integrity, such as animal welfare and environmental impact. Having systematic control of product integrity throughout the supply chain is of utmost relevance to the consumer and everyone in the supply chain should be able to operate on a controlled level playing field.

As with food safety and animal welfare, we recognise that product integrity is primarily the responsibility of all supply chain partners. Based on this, we began to develop a Dutch Chain of Custody standard for pork, certified under the 'Beter Leven' standard of the Dutch animal welfare trust. This was launched in 2015 with the retail-wide introduction of 'Beter Leven' pork in the Netherlands. This Chain of Custody standard was developed with the Dutch Retail Association and several certifying bodies.

In 2017, IFS (International Featured Standards, Berlin) joined this initiative and developed the new IFS PIA (IFS Product Integrity Assessment) with its stakeholders in the global retail, food industry and certification bodies. Through this initiative, we and our relevant stakeholders took the control of process and product integrity to the next level. We now assess our production sites under this IFS Product Integrity Assessment scheme (IFS-PIA).

Our procedures require mandatory and extra product-related information on labels. These include:

- Sourcing (country of origin, country of slaughter)
- Content (type of animal, breed, specific part of the animal)
- Storage guidelines (temperature)
- Animal welfare certification
- Local origin certification

Activities in 2023

During 2023, we further implemented the latest software systems and cloud solutions in our pork production plants. We did this to optimise the data flow, making it more precise and efficient, and to be able to perform more detailed product balance calculations. The daily product balance calculation involves comparing the number of animals delivered that day to the number of products made from them. These figures must correspond.

Separate supply chains for specific retailers

Consumers and customers in the north-western European market increasingly demand to know the origin of their meat. This reflects both the discussion concerning the regionality of food sourcing and the provision of guarantees concerning animal welfare. For example, several Dutch and German retailers demand meat from a limited number of pig farms. There are groups of Dutch pig farms, certified as Beter Leven 1-star, which are associated with a specific retailer. We ensure that these individual supply chains are dedicated to one customer. These retailer-specific supply chains are also a good opportunity to demonstrate full transparency to consumers and society as a whole. The retailer's website details all the actors in the supply chain to the consumer. This means that bacon, say, is no longer an anonymous product, but instead connected to the faces of the farmer and the butcher. This is in line with our ambition to

develop demand-driven, sustainable, and transparent supply chains.

Integrity of Vion Good Farming Star pork verified by DNA

In the last few years, the integrity of our products and processes has become more important to our customers and consumers. By 'integrity', we mean that all attributes associated with the product, including animal welfare, carbon footprint and origin can be 100% verified. We had already implemented process integrity control systems involving verification by product, balanced throughout the supply chain. In addition, we have now added the monitoring of product integrity through the DNA testing of consumer products.

From pig to sausage: identity preserved

The process is organised so that DNA from all Good Farming Star sows is collected, analysed, and stored in a DNA data bank. As a result, the DNA of the maternal line of all Good Farming Star pork is available for scrutiny. Vion sells Good Farming Star pork as consumer goods and to other customers that produce fresh and processed meat. DNA tests are conducted to verify that consumer goods such as pork chops, fresh sausages, cooked meat products and pork meal components all comply with the pig of origin. Samples are taken throughout the supply chain to confirm that they comply with the origin of the animals.

In short, DNA is the ultimate consumer care check and an instrument to show the integrity of all our processes. Through DNA checking, we can demonstrate that we are actively ensuring the integrity of our products from Farm to Fork, and that these Vion products are so-called 'identity preserved'.

In addition to this DNA integrity system for the Good Farming Star pork concept, we have begun to establish the same DNA monitoring system for the organic pork supply chain. We are currently in the final stage of developing DNA traceability for this supply chain.

And as well as DNA integrity systems for sustainable pork market concepts, we have developed DNA traceability for our cattle slaughtered in our Dutch slaughterhouse.

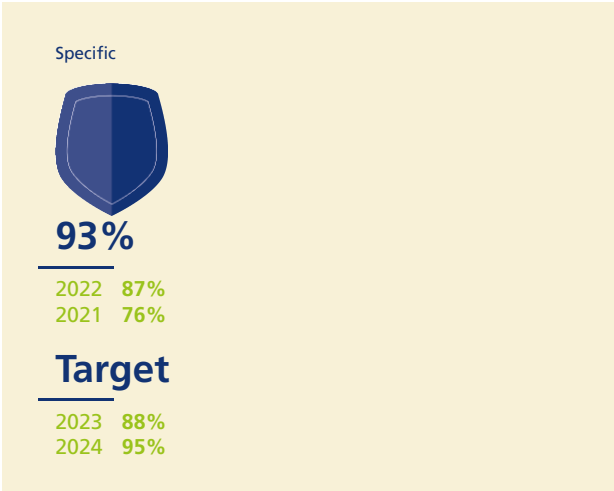
IFS product integrity assessment

In 2023, all Vion production sites that have been part of the Vion family for more than three years are now assessed by IFS PIA. The one exception is Altenburg, where audit was postponed to January 2024. Dutch retailers require IFS PIA for all producers in the private label pork supply chain. This is a clear sign for the meat processors involved to comply with the IFS PIA standard.

Outlook and improvement plan 2023

- All Vion production sites that have been part of the Vion family for more than three years will be assessed by IFS PIA.
- We will continue to develop and implement the DNA product traceability system.

External sold volume from plants certified according to a specific standard (IFS PIA, Orgainvest, LQB herkunft)





Governance: Animal welfare

Impact on society and Vion's role

We focus strongly on animal health, animal welfare and local origin. By actively playing a role in improving animal welfare, in third-party certification schemes to minimise risks at farm level, in transport and slaughtering, we have a positive impact in the industry. However, we also have a negative impact, as eating meat involves killing animals. By implementing policies such as always stunning all animals before slaughter, we take our responsibility to care for the welfare of animals. Set out below we share additional policies and steps to ensure we do our utmost to assure the welfare of each individual animal.

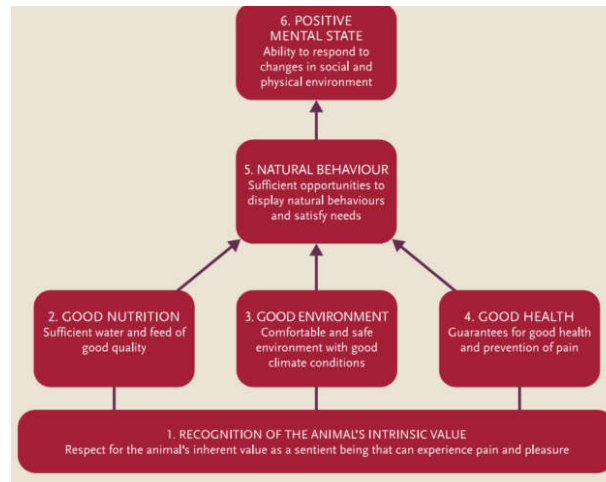
Our policy

Animal welfare stands as a cornerstone of ethical and sustainable practices within Vion, reflecting a deep commitment to responsible stewardship and the humane treatment of animals. Recognizing that the welfare of animals is inseparable from the health and sustainability of our food systems, we have implemented a comprehensive framework to ensure the well-being of the livestock under our care.

In the development of national and European welfare legislation, the development of requirements within the national guides to good agricultural practice (Farm Assurance Schemes) and Vion's own welfare procedures, the five freedoms set out in the Brambell report are taken into account. With the addition that Vion also recognizes farm animals as sentient beings having emotions and thus intrinsic value, we acknowledge the six guiding principles to ensure humane livestock farming as published by the Dutch Council on Animal Affairs (RDA.2021.076 RDA Advisory Report on Humane Livestock Farming). These emphasize the need to promote positive welfare states when keeping farm animals. These six guiding principles characterize the emotional needs of animals, which are important to take into account to improve animal welfare even better.

This means that all animals: Are free from hunger and thirst through easy access to fresh water and a diet to maintain complete health and vigor; Are free from

discomfort by providing an appropriate environment including shelter and a comfortable resting place; Are free from pain, injury or disease, through prevention or prompt diagnosis and treatment; Are free to express normal behaviour by offering sufficient space, additional facilities to express the animal's behaviour; Are free from anxiety and stress by providing conditions and treatment that prevent psychological suffering and creating a positive mental state. While recognizing the animal's intrinsic value.



Control of and transparency around animal welfare are key issues in our strategy to create trust in our products and supply chain. We want to take the lead in animal welfare discussions, and we take responsibility for controlling the welfare status in the supply chain. Our goal is to scale up our animal

welfare programmes so that by 2025, at least 25% of the meat we sell (measured by sold value) is certified under a recognised animal welfare standard, and to increase this figure to 50% by 2030.

Our animal welfare strategy consists of several levels of control allied to a number of objectives. The philosophy underlying this is that transparency in the supply chain improves animal welfare. We are therefore committed to gathering and sharing information on animal welfare aspects via digital systems with the rest of the supply chain. By collecting all relevant data and sharing the right data, farmers can improve their management systems, including reducing their use of medicines and improving animal welfare.

Our policy goes beyond the slaughtering process to also cover animal welfare at farms and during transportation. Under this we aim to:

- Control the welfare of each individual animal.
- Assist farmers in the continuous process of improving animal welfare.
- Provide hauliers with information and trainings and continuous education to evaluate and improve the transportation of animals.
- Give assurance to customers, consumers, and society with respect to the control of animal welfare in the supply chain.
- To create trust by having a professional standing with regard to animal welfare and transparency with all stakeholders.

Scope and boundaries of our policies and targets

Animal-friendly husbandry, organic husbandry, and use of antibiotics occur at the farm. The whole value chain, including our production locations, is involved in order to market products under a specific animal welfare, organic or local origin label.

The transport of live animals from the farms to the Vion plants is done by external transportation companies and sometimes by Vion itself.

Slaughtering happens within our own operations. All these stages do have an impact on the welfare of animals. Husbandry, transport companies, and our

own operations are all taken into account when setting and measuring our targets.

- We aim to increase our sales of certified animal welfare products by 50% by 2030.
- All plants will have camera surveillance with AI for monitoring animal welfare handling in 2025.
- Our yearly target is for 99.9% of animals to be properly stunned at the first attempt, so requiring no re-stunning.
- Our ambition is to halt all pigtailed docking by the end of 2030.

We have animal welfare KPIs for the animal-friendly husbandry, transportation, handling and stunning of animals, and we monitor these on a daily basis.

Animal-friendly husbandry policy

We follow a number of independent quality schemes for Good Agricultural Practice. These include QS, IKB, and Belbeef, Organic. These schemes build in compliance with legal standards for animal welfare in the handling of livestock within the food supply chain. These schemes build in compliance with legal standards for animal welfare in the handling of livestock within the food supply chain. Compliance with the animal welfare requirements set out in these programmes is supervised by independent audits of all certified farms. We work closely with our supply chain stakeholders to further define and strengthen the relevant programmes for Good Agricultural Practice, especially IKB, QS and GlobalGAP.

We work with farmers, customers, and other stakeholders to stimulate and meet the increasing demand in the market for more animal-friendly meat. We favour using quality labels with standards for animal welfare and we work with stakeholders to develop these standards.

We actively support farmers that invest in advanced animal husbandry practices, prioritizing spacious and comfortable living conditions for livestock. Our Good Farming Star concept is based on the criteria of the Beter Leven Keurmerk 1-star label. More than 140 Dutch pig farms in our Good Farming Star supply chain are Beter Leven 1-star certified De Groene Weg not only conforms to the European organic standard but is also certified with the Beter Leven Keurmerk 3-star label. Furthermore, organic piglets are free from tail docking. This is valid for our organic chain De Groene Weg.

There is a strong link between animal welfare and livestock health. We therefore encourage farmers to invest in robust breeds. Dual-purpose breeds, such as Simmental in dairy production, not only provide more tasty beef with production that is more environmentally friendly, but their robustness generally derives from being healthier and having a longer lifespan. Around one third of our cattle are dual-purpose or crossbreeds. The others are mainly dairy breeds.

Transparency in the supply chain improves animal welfare. We are committed to gathering and sharing information on animal welfare aspects via digital systems with the rest of the supply chain. By collecting all relevant data and sharing the right data, farmers can improve their management, including reduction of medicine use and improving animal welfare.

In Germany, we are involved in working groups that aim to increase animal welfare at farm level in line with the concepts of German retailers, such as "Initiative Tierwohl" for both pork and beef. We enable the market to choose higher animal welfare and regional standards in beef. We consider customers and consumers to be a very important driver in determining the development of animal welfare labels in the beef market and we are committed to developing this market segment. Together with our German customers we developed standards with higher husbandry standards compliant to the Haltungsform 3 concept, such as WellFarming, Bayerisches Bauernrind, Bayerischer Ochse. The qualification of weidegang (access to pasture) is also actively stimulated in the supply chain.

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The qualification of weidegang (access to pasture) is also actively stimulated in the supply chain and to consumers.

Antibiotics policy **EU antibiotics policy**

The development of antibiotic resistance is a serious threat to human and animal health. In the last decade, several measures have been taken in the EU to restrict the use of antibiotics. The most important European measure is to forbid the use of antibiotics as a growth promoter. This intervention, in 2006, led to a significant decline in the use of antibiotics.

The EU Farm to Fork strategy aims to bring a 50% reduction in total sales of antimicrobials for farmed animals and aquaculture by 2030 compared with 2018 figures. By 2022, EU Member States had achieved just over half of the reduction target set for 2030 (also see European Surveillance of Veterinary Antimicrobial Consumption (ESVAC): 2009 - 2023 | European Medicines Agency (europa.eu).

The use and application of medicines in livestock husbandry is strictly regulated and may only be carried out if indicated and prescribed by a

veterinarian. The veterinarian therefore has to carry out a clinical examination. After the administration of medicines, legally prescribed withdrawal periods must be observed, after which the meat usually no longer shows any contamination with the medicines administered. The use of medicines must be documented in detail by the farmer and the veterinarian. This is supervised by the responsible veterinary authorities at the farms.

If farmers do use antibiotics, they must build in a withdrawal period before delivering the animal for slaughter, so that all residues are cleared from the body. The competent authorities in Germany, Belgium and the Netherlands operate a monitoring programme for the presence of antibiotic residues in pork and beef, so they can see whether farmers are respecting the withdrawal period.

As part of the move to prevent the emergence of antibiotic resistance, the WHO prepared a list of antibiotics which are seen as critical to humans, such as 3rd and 4th generation cephalosporins. The use of these critical antibiotics is strictly regulated. They may only be used as a 'last resort' in cases of critical disease and only then when a clinical examination and antibiogram are planned. Their use is regulated and monitored by both official authorities and private industry standards.

Vion's antibiotics policy

We take our responsibility for food safety and human health very seriously. With respect to antibiotics, there is a clear dilemma between the needs of animal welfare and the use of antibiotics. Sick animals need treatment with antibiotics so as not to compromise their welfare. However, the transmission of antibiotic resistance must also be considered in food safety assurance schemes. We have banned antibiotics that are considered to be critical for humans in all our pork supply chain programmes, such as Good Farming Star in the Netherlands. In addition, in 2022 we explored the possibility of expanding the list of banned antibiotics to also cover those antibiotics that are projected to be designated as critical to humans by the World Health Organisation (WHO).

Through several projects with universities, customers and ZLTO, we now know that Vion pork plays a minimal role in the transmission of antibiotic resistance to humans. Nevertheless, we are determined to remain vigilant and are developing a monitoring system to ensure that our products do not contain any antibiotic-resistant genes that are relevant to human health. Such genes form the essence of the problem around antibiotic resistance.

To ensure our suppliers work according to our policy, we use a combination of the Dutch and German governmental monitoring programme plus our own monitoring programme to check for veterinary drug

residues in animals slaughtered in the Netherlands. With this risk-based programme, we can ensure that legal withdrawal periods are respected and that the animals in our supply chains do not contain any non-compliant substances.

The results there confirm a very low level of residues in fattening pigs and cattle. Every year we collect and analyse the results of all tests carried out at our Vion slaughterhouses (total company). Only 0,02 % of the samples were above the limits and were tested positive for the antibiotic groups Aminoglycoside, Tetracycline and Penicillin.

Transportation policy

How animals are transported is critical to their welfare, as the animals are handled and placed in unfamiliar settings. We have strict guidelines to minimise the stress animals experience and to ensure animal welfare. We collaborate closely with suppliers, providing training and support to uphold the highest standards of care.

There are two important aspects at play with regard to transport:

1. The transport distance.
2. The circumstances in which the animal is transported.

Vion's policy is that animals that are in a poor condition must not be transported. The transporter must also fulfill the regulatory requirements for animal transportation. We use our decentralised network of appropriately sized locations to ensure that transport distances for the animals are as short as possible. In the vast majority of cases, the maximum transport distance is 200 km, which is equivalent to a maximum of four hours in transport. Good route planning helps to keep transport times below the legal maximum of eight hours. We publish data about the origin of livestock for each plant on our transparency website. In 2023 we ran several online and face-to-face training programmes in Germany for transporters of pigs and cattle. This covered the correct handling and fitness of animals to be transported.

Our expert veterinary team evaluates the performance of the individual farms and transporters concerning animal welfare and animal health. This team also leads research and development projects to define and develop the next steps in animal welfare control.

We take a broader responsibility with respect to the welfare of animals delivered to us. In addition to a live animal inspection by the official (external/independent) veterinarian, we conduct standardised checks at every unloading of the animals:

- All individuals who handle animals are specifically trained to recognize all relevant aspects of animal welfare.
- Every individual animal is examined to assess whether animal welfare is assured. Should there be any doubt whatsoever about the welfare of an individual animal, all resources are available to restore animal welfare, or to stun an animal according to best practices.
- Data concerning the welfare of animals delivered to Vion is shared with both the animal transporter and the originating farm. This data supports improvement on animal health and welfare at the farm and during transport.

Data concerning the condition of animals received by us is not only reported to farmers and transporters, but also published every quarter on our transparency website → www.vion-transparency.com.

Our policy during extreme temperatures

Our policy during extreme temperatures

Animals may only be transported when weather conditions allow them to be moved with minimal distress. Since 2018, we have been working according to a protocol to prevent heat stress during transport. This protocol takes effect when a temperature above 27°C is forecasted. The protocol prescribes measures such as:

- Moving the time when animals are slaughtered from the afternoon to the morning.
- Loading and delivering animals earlier in the morning.
- Transporting fewer animals per truck.
- Reducing stocking density in the lairage area.
- Additional ventilation and cooling in the lairage area.
- Cooling measures in the truck waiting area (trucks in the shade and extra mechanical ventilation).
- Germany specifically: reduction of the transport duration to a maximum of 4.5 hours, when the outside temperature is 30°C. Animal transportation and slaughter to stop should the outside temperature reach 35°C or above.
- We held extra information sessions in close cooperation with the transporting companies to train and inform the truck drivers how to deal with extreme weather circumstances after incidents with overheated animals
- Additional e learnings for animal transportation during extreme weather circumstances

- We took extra measures to ensure an optimised schedule of arrival of animal transport from farm to slaughterhouse during extreme weather circumstances.

Animal welfare policy at slaughter

To secure animal welfare, avoid pain and minimise distress, our employees ensure that live animals under our care are treated according to formentioned six guiding principles to ensure humane livestock farming. These six guiding principles are also found their way in modern farm assurance schemes. Keeping animals under modern Farm Assurance Schemes (100% of our animals are raised under Farm Assurance Schemes) is a good way to assure these freedoms are met. Our clear commitment to stun 100% of the animals in our supply base prior to slaughter is part of this. This is also visible in Vion's policy that no animal within the Vion premises is being slaughtered without priorly being stunned. German institute bsi Schwarzenbek has a handbook for good practice. To a large degree, we work in line with the criteria in this handbook.

Examples of our policy include:

- Our slaughterhouses have an animal-friendly infrastructure to minimise discomfort. The unloading area, lairage, stunning and bleeding areas are all designed to calm the animals and get them used to the new environment.

- The lairage is designed and operated to provide a rest period of 1.5 to 2 hours for all individual animals before slaughter.
- Pigs and cattle have room to lie down in the lairage area.
- There are showers in the lairage of pigs to calm the animals after transport.
- CCTV is present in all areas containing living animals.

Other measures to control animal welfare at all our slaughterhouses include:

- Having several employees act as animal welfare officers in each of our slaughterhouses. They are specifically qualified to assess the process and ensure compliance with all animal welfare guidelines. All animal welfare officers receive regular animal welfare training.
- Continuous education of all employees who interact with live animals in animal welfare. Only trained staff are allowed to handle live animals.
- Monitoring the outcome of the Welfare Standard Operating Procedures and reporting on the KPIs.
- Monitoring the effectiveness of stunning and bleeding for all individual animals by trained Vion staff.
- Applying corrective and preventative actions in the case of non-compliance with internal standards. This is mandatory for each of our production sites.

- Consolidating and reporting animal welfare KPIs and additional relevant observations to the executive committee.
- Vion has cameras and artificial intelligence (AI) systems in the stables of all our slaughterhouses. This advanced monitoring solution can analyse every minute of CCTV footage from our production sites and select anything that could be worthy of further investigation. The selection is reviewed daily, and potential corrective actions take place. By continuously assessing and responding to behavioural cues, Vion aims to create an environment that minimizes stress and optimizes the handling of animals. Our goal is to continuously add Artificial Intelligence in more areas of our processes.

Stunning policy

We stun every animal in our care before slaughtering. Our aim is to achieve proper stunning at the first attempt. Every month, we report the figures to the executive committee. Regarding the slaughtering process, our target for 2024 is for 99.9% of animals to be properly stunned at the first attempt, so requiring no re-stunning.

The stunning methods used at our plants comply with the regulations, such as EU regulation 1099/2009. All animals are individually examined by trained staff between stunning and bleeding. For each sign (e.g. eye reflex) that could indicate sub-optimal stunning

practices, it is mandatory to immediately re-stun the animal. In almost all pig slaughterhouses, the animals are stunned using high concentrations of CO₂, to make sure a pig falls unconscious within 15 seconds.

Midas equipment is used to stun with electricity. This involves delivering both a head-to-head stun and stunning of the heart. Scientific research by the EFSA (European Food Safety Authority) has concluded that both methods are considered acceptable to stun pigs for slaughter.

Our basic standard for the stunning of pigs is:

- CO2 back loader with a minimum of four and a maximum of eight animals per gondola.
- CO2 concentration above 85% so that the pigs quickly lose consciousness. This is above the minimum legislative requirement of 80%.
- Longer timeframe in CO2 to ensure optimal stunning efficiency above 100 seconds.

Our standard for the stunning of cattle exceeds the current minimum standards required by legislation and increases the success of the stunning procedures:

- A restraining box with a device that restricts both the horizontal and vertical movement of the animal's head. The animal's head is fixed to improve the effectiveness of stunning.
- A pneumatic captive bolt is used as the stunning device.

Netherlands

In the Netherlands, all slaughterhouses are certified to the criteria of the Beter Leven Keurmerk (BLK). In addition, our Apeldoorn and Groenlo slaughterhouses are SKAL certified (an organic label). Achieving

BLK certification involves meeting a number of additional requirements compared with non-BLK certified slaughter:

- An Animal Welfare Officer (AWO) is present at all times during handling of the animals.
- All personnel are trained to work with animals.
- Pigs and cattle are slaughtered on the day of transport.

Germany

Our German slaughterhouses at Perleberg (pigs), Buchloe (cattle), Bad Bramstedt (cattle), Crailsheim (pigs) and Waldkraiburg (cattle) are certified to conform to the Für Mehr Tierschutz label. This means:

- The unloading of animals has to be done within 30 minutes.
- Extra space in the lairage.
- Special training of employees and animal welfare officers.

Supervising animal welfare

We operate a multilayer and independent system for supervising animal welfare. It has four stages:

First party supervision

Our senior animal welfare officers and veterinarians peer review animal welfare at least twice a year at each slaughterhouse. Announced and unannounced visits are made to check that a site's control system is functioning according to our standards.

Second party supervision

Compliance with customer animal welfare standards (e.g., McDonald's, Tesco, Edeka) is assessed by auditors who liaise with our customers.

Third party supervision

Compliance with independent accredited certification standards that include animal welfare (e.g. QS and IKB). Additionally, there are independent animal welfare standards (Beter Leven Keurmerk/ Für mehr Tierschutz label).

Public supervision

Government veterinarians are present continuously during the slaughterhouse inspections of each live animal. We also have permanent supervision by an official external veterinarian at the slaughter lines of all our slaughterhouses to assess the health and welfare of the slaughtered animal.

Should the competent authorities issue warnings or fines relating to a specific element in our process that needs to be improved, we always publish those inspection results on our transparency website

➔ www.vion-transparency.com.

Transparent Communication

Transparency is a core value at Vion, and we are dedicated to sharing information about our animal welfare practices with stakeholders. Regular audits,

assessments, and third-party certifications ensure accountability and continuous improvement.

We publish all official observations of the authorities, such as warnings, fines and audit results, as well as third-party audits, on our transparency website www.vion-transparency.com. Through this, any stakeholder can check our performance regarding animal welfare, hygiene, and product integrity.

We understand that the importance of animal welfare extends beyond ethical considerations to impact the quality and safety of the final products. By prioritizing the well-being of animals, we not only uphold our commitment to responsible business but also deliver products that meet the highest standards of quality, meeting the expectations of consumers who share our values.

Activities in 2023

Development of the 'healthy pig farming' programme

The Dutch 'Coalitie Vitale Varkenshouderij' (CoViVa - the coalition for healthy pig farming) is a supply chain collaboration between pig farms, breeders, feed suppliers, slaughterhouses, banks and the Dutch Ministry of Agriculture, Fishery, Food Security and Nature. We are one of the partners who developed the CoViVa programme.

The programme represents a balanced approach that will result in a healthier and more innovative pig farming supply chain. The Dutch pig farming sector is a global leader in sustainable and circular agriculture, and stands out internationally for transparency on nutrient and mineral circles, food quality, animal health, animal welfare and its relatively low nitrogen and greenhouse gas footprint. The coalition for healthy pig farming is responsible for implementing this innovation programme.

The CoViVa programme focuses on the following five ambitions:

- High-quality care of the local environment.
- Holding a central position in food circularity.
- Making a substantial contribution to preventing climate change and further the energy transition.
- Robust and healthy pigs in animal-friendly farming.
- Global leader in market orientation and supply chain cooperation.

Activities on transportation

Vion and an external animal welfare institute trained all our German pig and cattle transporters online and face-to-face. The primary focus was on the correct handling and fitness of animals to be transported.

High temperature protocol

We follow an updated protocol for transportation of animals which comes in effect at extreme temperature protocol for days when temperatures exceed 27°C.

The protocol includes:

- Lowering loading density during transport by 10%.
- Parking trucks in the shade and next to wind turbines.
- Spraying the road surface underneath parked trucks with water to reduce the temperature.
- Organising the trucks' schedule so they arrive just-in-time and so reduce the waiting time before unloading.
- Germany: reduction of transportation time to a maximum of 4.5 hours when the outside temperature is 30°C or higher.

Should temperatures exceed 35°C, all animal transportation is halted. In 2023, this resulted in reduced slaughtering times, with one shift per day being removed from the schedule during several days of hot weather.

African swine fever

In both Germany and the Netherlands, we participate in the respective government's African Swine Fever prevention team. Together with other stakeholders, we identified road and motorway parking areas as high-risk transmission locations. A number of measures had already been taken, such as installing boar-resistant waste bins, fences, and signs. A number of Vion volunteers and others regularly audit these parking areas and, using an app, report their findings to highway maintenance teams.

Activities on slaughtering

The continuous improvement of animal welfare is in our DNA, lead us to take the following initiatives in 2023.

After modernizing already our cattle plants in Waldkraiburg, Buchloe, Altenburg and Bad Bramstedt, we also reconstructed our lairage and driveway in our cattle slaughter plant in Tilburg according to newest standards. Because of our reconstructions in our German cattle plants, we gained already a lot of knowledge which we used for the new design together with our team in Tilburg. The new lairage and driveway, with an automatic driving shield for the last step into the stunning box will be finished in 2024.

In our pig slaughterhouses we tried alternative driving aids to the paddle and use plastic bags and

bathing noodles to reduce paddle usage and noise. Additionally, we implemented enrichment material in all our pig lairages in Germany to make the animals more comfortable after unloading in the pens before slaughter.

Vion is dedicated to the ongoing enhancement of animal welfare within its pig slaughtering operations, employing innovative projects and technologies to ensure the humane treatment of animals at every stage of the process.

Camera surveillance with artificial intelligence to improve practices presented at Grüne Woche in Berlin

A noteworthy initiative involves the implementation of cameras and artificial intelligence (AI) systems in stables. This advanced monitoring solution enables real-time observation and analysis of animal behaviour, facilitating a proactive approach to ensuring their well-being. By continuously assessing and responding to behavioural cues, Vion aims to create an environment that minimizes stress and optimizes the handling of animals.

Together with stakeholders including animal welfare NGOs and Deloitte, we have co-developed software, based on Artificial Intelligence, that can analyse every minute of CCTV footage from our production sites and select anything that could be worthy of further investigation. The selection is reviewed daily and potential corrective actions take place. This software tool modernises the monitoring of animal welfare through the unique use of Artificial Intelligence, setting a new standard regarding animal welfare monitoring worldwide.

In 2023 we shared knowledge and our experience with AI camera monitoring via several presentations and articles. An example is that we presented the camera surveillance with artificial intelligence at Grüne Woche in Berlin. Having AI review all footage allows us to improve our animal handling more effectively. Our goal is to continuously add Artificial Intelligence in more areas of our processes.

Tail length dilemma

Docking the tails of piglets to prevent biting has a long history in pig husbandry. Tail biting can cause serious problems for the welfare of the pig and the quality of the meat. It is therefore important to prevent tail biting.

A pig's tail has a clear physiological and social function. The tail enables the pig to indicate whether it feels stressed or comfortable. Without a tail, the pig is missing part of its communication palette. For several years, we have encouraged farmers to adjust the point of docking, so that pigs' tails are long enough to enable them to communicate.

The challenge of tail biting lies in the multifactorial causes. Tail biting occurs when pigs feel uncomfortable. The cause can be disease, farm management, the pig's housing or a mismatch between its genetics, housing, or management. Farmers therefore need to follow a tailor-made approach to ensure that any decision to cease docking entirely is the correct one. This is why we believe in taking an incremental approach to increasing the length of the pig's tail. And it is working because the average length of a pig's tail has increased.

Nevertheless, we still see that tail lengths clearly differ from farm to farm. We need more objective information to persuade farmers to abide by this aim. We need to measure every pig's tail if we are to

know exactly what the average length is at every farm. To do this, we have developed a fully automatic measuring system. Using a so-called 'vision' system, we measure the tail length of each individual pig. This gives us an insight into the performance of the whole farm. We can then compare farms and get farmers to learn from their peers. We believe that by starting a conversation about tail size that is based on actual information, we can get the remaining farmers to alter their tail docking practices. And this in turn will contribute to a higher standard of animal welfare.

Tail docking

On the above-described regard, Vion is participating in a European programme entitled 'Developing a system for the automated measuring of tail length and tail lesions of pigs at the slaughter line'. The project is coordinated by a good professional contact from Animalia, a Norwegian Research Institute. It focuses, and elaborates, on the automatic tail length measurements for pigs that Vion co-developed and implemented in the slaughterhouses quite recently. With this we aim to support raising the bar in Europe regarding tail docking and be the front-runner to improve animal welfare. Our ambition is to remove all pigtailed docking by the end of 2030.

Research & Development Friedrich Loeffler Institute

We are part of a scientific project with the Friedrich Loeffler Institute to find alternatives to stunning pigs with CO₂.

In the research project coordinated by the Friedrich-Loeffler-Institute (FLI), Vion is working together with the Georg-August-University of Göttingen and the gas and technology supplier Air Liquide Deutschland GmbH. The aim is to investigate alternative gases and gas mixtures for gentler stunning and a new technology for gas supply in standard carbon dioxide stunning systems. The aim of the joint project is to improve animal welfare while also ensuring high meat quality.

The focus is on three main aspects: First, a new gassing technology will be integrated into standard carbon dioxide stunning systems in order to accelerate the transfer of knowledge from research to practice and to enable rapid application of the new process in practice. Subsequently, the inert gas argon will be researched that guarantee fast and effective stunning of the slaughtered animals but are less irritating to the mucous membranes. In addition, the quality of the meat will be examined in relation to the stunning process in order to ensure high meat quality. Due to the limited scope of the retrofitting of existing systems, a prompt and economical implementation of the new gas stunning methods in practice and thus an

accelerated transfer of knowledge from research to practice appears feasible after the end of the project.

Renovation stables to improve animal welfare

We built a new lairage, driveway and stunning area in our pig slaughterhouse in Groenlo, Netherlands, meeting the newest animal welfare standards. The construction will be finalized in 2024.

In the Groenlo facility, Vion has embraced a significant improvement by building a new lairage and using group driving systems leading to the CO₂ stunning. The new lairage offers plenty of capacity, peace and quiet and optimum conditions, thus promoting animal welfare. Pigs stay in their social group all the way which reduces stress and are not separated from their companions. The driveway is built with one automatic shield and constructed in a way which promotes independent forward movement with less human interaction. The move to rebuild the lairage, driveway and stunning area is a testament to Vion's dedication to staying at the forefront of industry advancements while prioritizing the welfare of the animals under its care.

Pig stun

Pig Stun is the beneficiary of the grant agreement signed with the European Health and Digital Executive Agency (HaDEA) under the "Single Market Programme – Food strand", with the aim to improve pig welfare. The Pig Stun consortium composes beneficiaries and associated partners from The Netherlands, Denmark, Germany, and Spain, including academic research partners, developers of slaughterhouse equipment and five pig slaughter companies.

With our current project participation with the FLI and the Inert Gas Retrofit System which is an alternative that can be retrofit to existing Dip-Lift and paternoster stunning devices to allow for stable gas mixtures of alternative gases at very low oxygen levels, we also participate and share our knowledge and experience in the EU project.

Outlook and improvement plan 2024

- We continue to further develop our smart CCTV software with Artificial Intelligence infor more areas of the process. the unloading area of the lairage. This offers us a contemporary tool to monitor and continuously improve the welfare of animals that are delivered to slaughter. Vion participates actively in the Horizon Europe project WISH (Animal Welfare Indicators at the Slaughterhouse) where automated welfare monitoring of animal-based indicators at the slaughterhouse is being developed. The aim is then to use this data to give feedback and advice on best practices to those responsible for the pigs throughout their lifetime. This project will run till 2026.

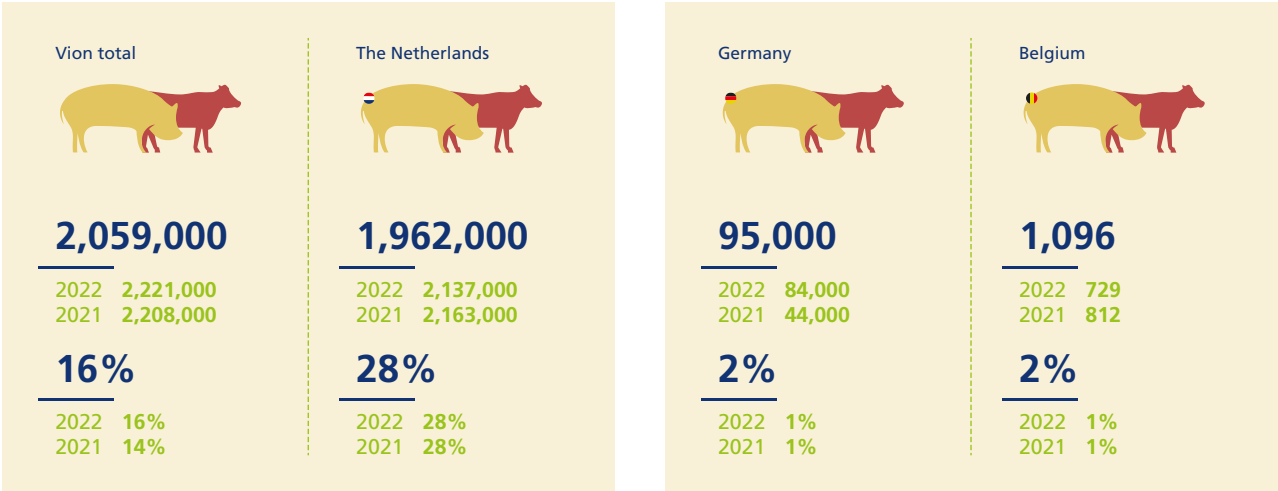
- **Optimizing our infrastructure at our cattle slaughtering plants**

We continously invest in a new infrastructure to improve animal welfare. On this regard we reconstructed our lairage and driveway in our cattle slaughter plant in Tilburg according to newest standards. Because of our reconstructions in our German cattle plants we gained already a lot of knowledge which we used for the new design together with our team in Tilburg. The new lairage and driveway, with an automatic driving shield for the last step into the stunning box will be finished in 2024.

- In Germany we will also invest in a new cattle lairage in our plant in Crailsheim after modernizing already our cattle plants in Waldkraiburg, Buchloe, Altenburg and Bad Bramstedt. The new lairage should give more capacity to have adequate resting areas for best animal welfare.

Metrics and Targets

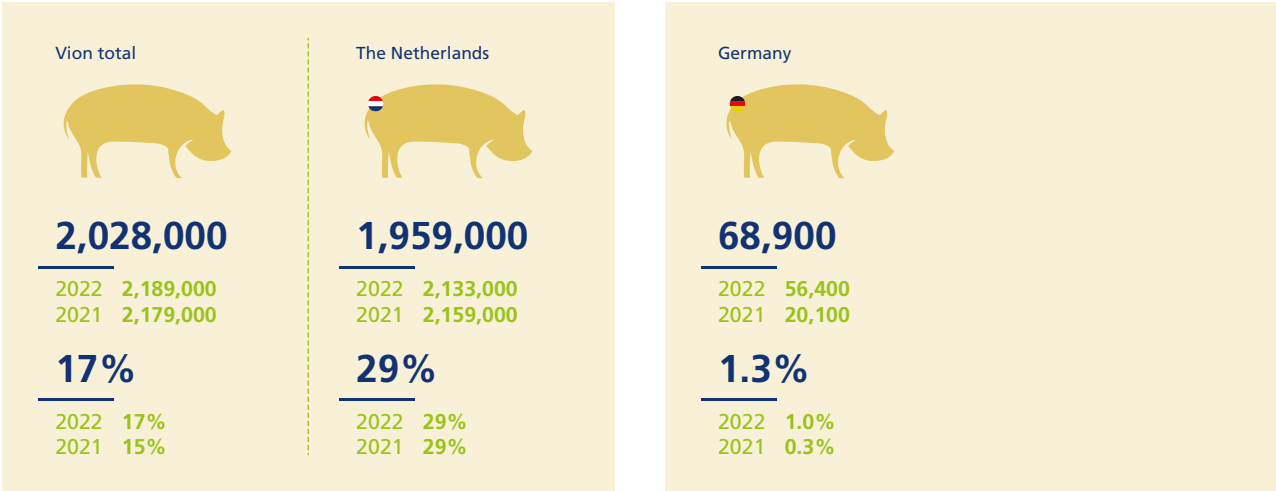
Animals raised under certified higher animal welfare requirements (EU Organic, Beter Leven, Für mehr Tierschutz, Haltungsform 3)



Clarification of results

In Germany in 2023 we saw a higher demand in the market for Haltungsform 3 and a consistent market in the Netherlands.

Pigs raised under certified higher animal welfare requirements (EU Organic, Beter Leven, Für mehr Tierschutz, Haltungsform 3)



Clarification of results

Pigs with Haltungsform 3 increased due to rising market demand.

Pigs raised under certified higher animal welfare requirements - the Netherlands - Beter Leven Keurmerk 1 star



1,818,000

2022 2,000,000
2021 2,025,000

27%

2022 27%
2021 27%

Pigs raised under certified higher animal welfare requirements - the Netherlands - Beter Leven Keurmerk 2 stars



10,000

2022 10,000
2021 9,000

0.2%

2022 0.1%
2021 0.1%

Pigs raised under certified higher animal welfare requirements - the Netherlands Organic & Beter Leven Keurmerk 3 stars



131,000

2022 123,000
2021 125,000

1.9%

2022 1.7%
2021 1.7%

Pigs raised under certified higher animal welfare requirements - Germany - Initiative Tierwohl (ITW)



2,527,000

2022 2,589,000
2021 2,166,000

48%

2022 45%
2021 31%

Pigs raised under certified higher animal welfare requirements - Germany - Für mehr Tierschutz



0

2022 5,000
2021 5,000

0.0%

2022 0.1%
2021 0.1%

Pigs raised under certified higher animal welfare requirements - Germany - Haltungsform 3



50,000

2022 29,000
2021 0

0.9%

2022 0.5%
2021 0.0%

Clarification of results

Pigs with Haltungsform 3 increased due to rising market demand.

Pigs raised under certified higher animal welfare requirements - Germany - Organic



18,221

2022	22,150
2021	15,105

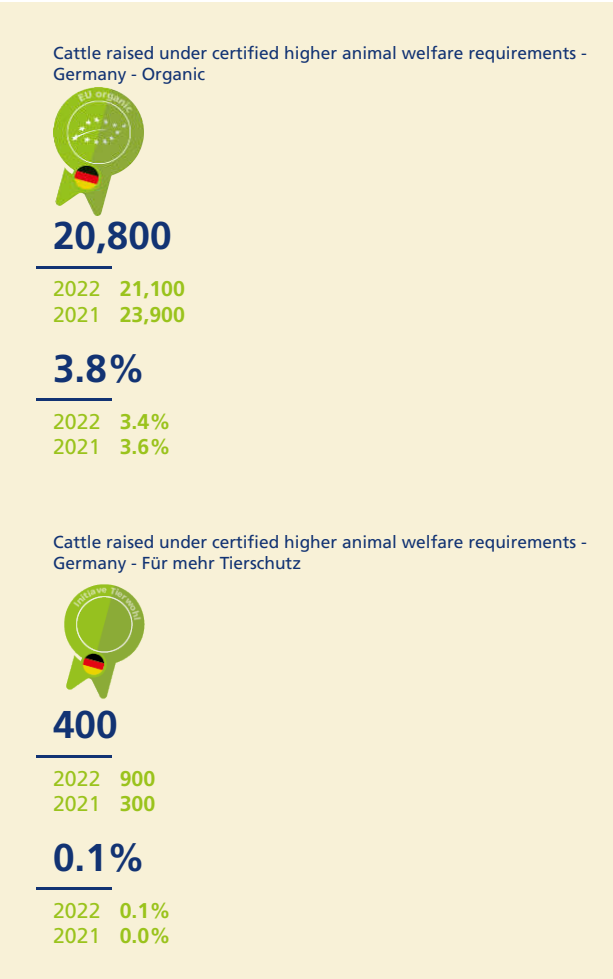
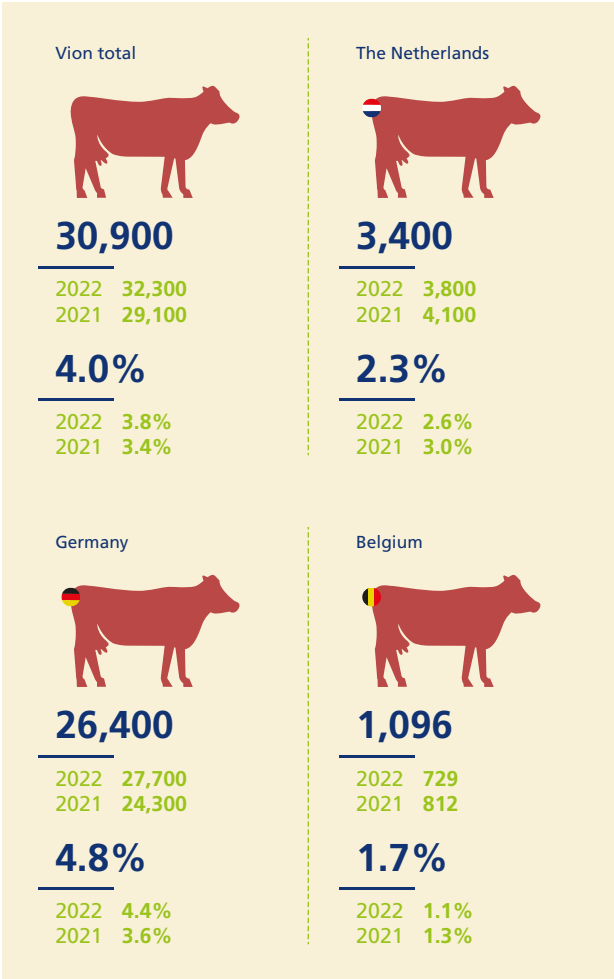
0.3%

2022	0.4%
2021	0.2%

Clarification of results

In general we see a rise in pigs raised under animal welfare requirements in the Netherlands and Germany.

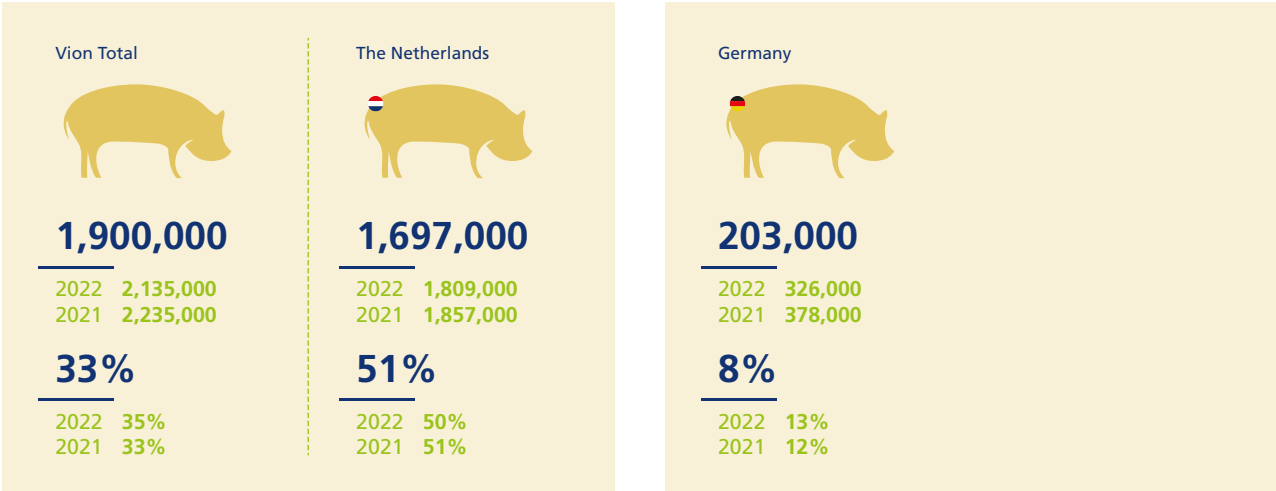
Cattle raised under certified higher animal welfare requirements (EU Organic, Für mehr Tierschutz)



Clarification of results

In Germany in 2023 we saw a decline in cattle raised with animal welfare requirements due to difficult market conditions for organic dairy products.

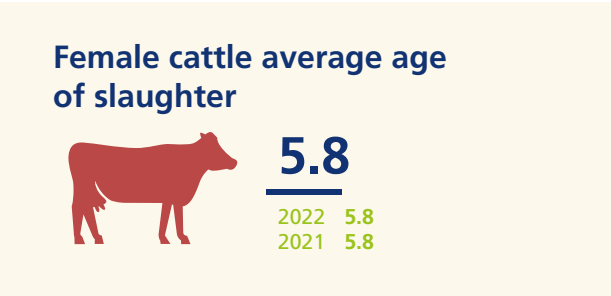
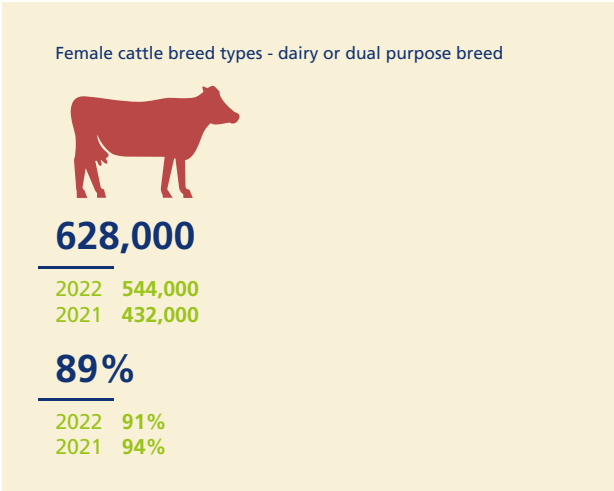
Total boars (not castrated) of all male pigs slaughtered



Clarification of results

Certain standards prescribe raising entire boars and other farmers voluntarily choose to raise entire boars. Some suppliers have gone back to castration because it was easier for them to market castrated piglets.

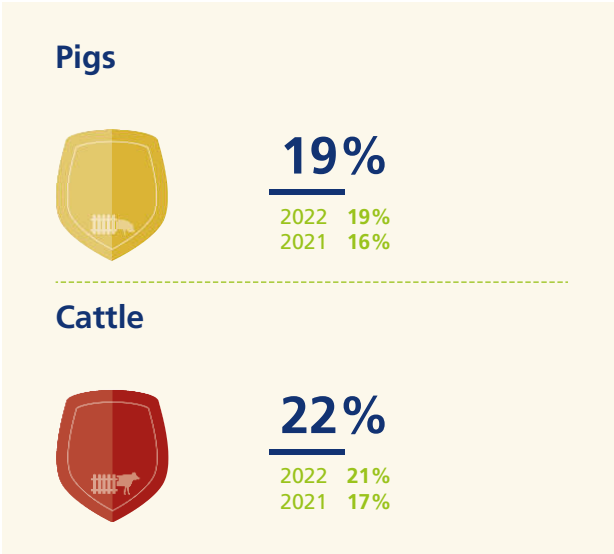
Female cattle breed types and average age of slaughter



Clarification of results

Within Vion we slaughter cattle of dairy breeds, beef breeds, and dual-purpose breeds. Vion doesn't slaughter calves. Dairy and dual-purpose breeds make more efficient use of natural resources than beef breeds. Besides, the greenhouse gas emissions can be allocated to both dairy and beef. In 2023, we slaughtered less male cattle but more female cattle of a beef breed due to changing market developments. For the efficient use of natural resources and greenhouse gas emissions this does not make much difference, as they are both only used for beef.

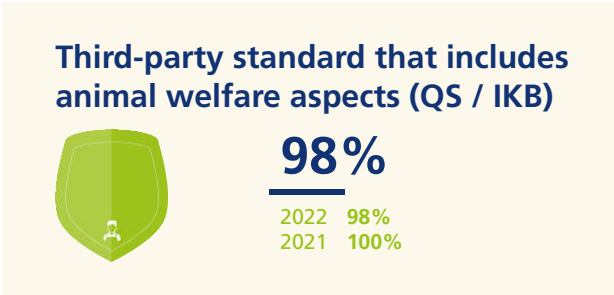
Animals slaughtered in independently certified regionality programmes - Germany



Clarification of results

The total number of slaughtered animals declined more than the number of regionality, because of the closing of Bad Bramstedt

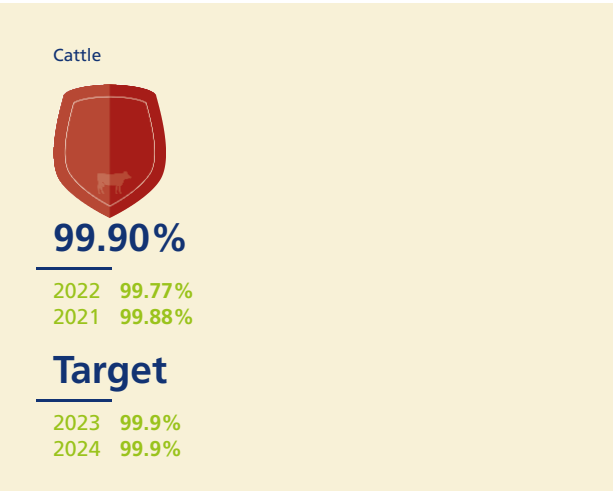
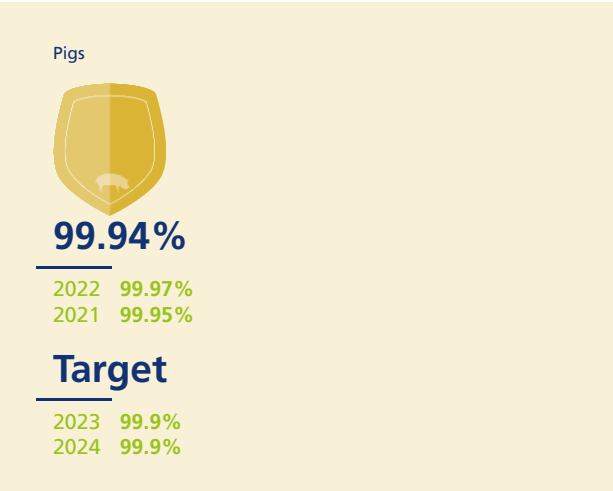
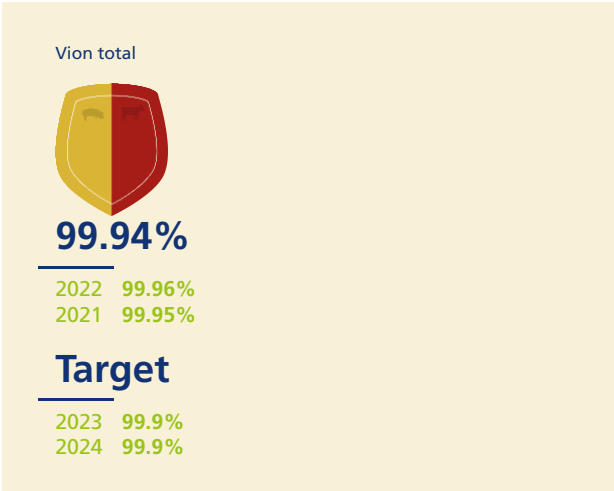
Animals slaughtered in plant with specific animal welfare standards



Clarification of results

The percentage of animals slaughtered in plants with customers' private animal welfare standard declined because of changed contracts with customers. In Belgium there is no private good agriculture practice standard for cattle in use.

No re-stun needed

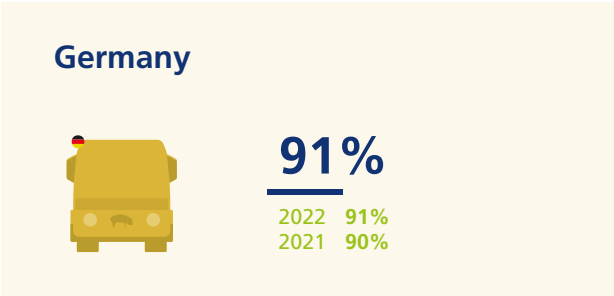


Clarification of results

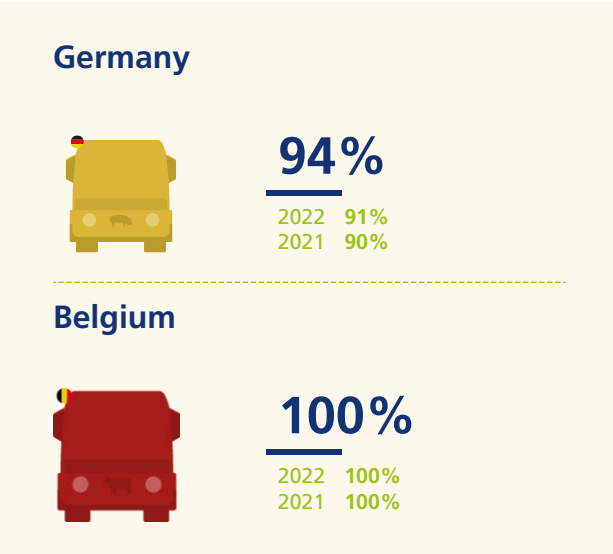
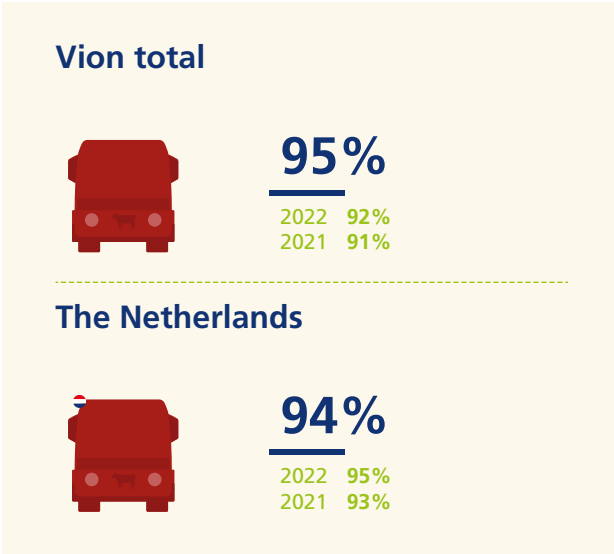
Our very strict rules relating to re-stunning result in the re-stunning of animals that are in fact already effectively stunned. Due to the biological and physiological mechanisms in animals, a certain percentage of stunned animals will show signs that could be interpreted as being related to consciousness despite effective stunning. The policy is that it is better to be sure than wrong.

This KPI therefore shows both the effectiveness of the stunning and the alertness of the workers on the line to act when needed. Therefore, the actual figure for no re-stun required will never be 100%.

Pigs transported ≤ 200 km



Cattle transported ≤ 200 km



Clarification of results

The transport distance from the farmer to the slaughtering facility is measured using a radius. This is because we have the location data of the farmers that deliver to us, but not the actual transport distance travelled by road. The percentage of animals transported 200 kilometres or less has remained stable over the last few years.



Other relevant CSR topics

Other relevant CSR topics

- Water resources
- Pollution
- Resource use and waste
- Workers in the value chain
- Fair pricing
- Healthy diet
- Local communities
- Indirect economic impacts
- Tax

Water resources

Impact on society and Vion's role

One of the impacts of climate change is an increasing risk of water shortages during the summer, something we saw in 2023 in the countries in which we operate. In our supply chain, farmers use water for their animals and their land, while the water we use to clean our facilities could also contribute to increasing the risk of water shortages in our production countries. We therefore employ water saving measures to try to reduce the potential negative impact of our operations on water resources. By continuously targeting water usage, we work on the sustainable management and efficient use of natural resources (Sustainable Development Goals targets 6.4 and 12.2).

Vion's approach

We aim to minimise our use of municipal water. We do this not only by optimising our processes, but also by investing in wastewater treatment to re-use as much water as possible. Currently, we are investigating whether we could implement a wastewater treatment facility that would generate electricity and biogas while cleaning the wastewater from our manufacturing processes. This topic is growing in importance given changing regulations and the demands placed on our sites to be more sustainable.

Water withdraw and consumption

Water is both an important resource for our production processes and for the maintenance of a sustainable planet. We are therefore committed to minimising our water usage. All production sites report monthly on water efficiency and are benchmarked against best practices. Should a particular site diverge significantly from the benchmark, we investigate ways to reduce water usage to close the gap. In 2023, we managed to reduce our absolute water consumption by 5,9%. Around 85% of our water use is municipal water. The other 15% originates from an own well, used at the four sites. Vion doesn't deplete water from areas with water stress.

We use a system called ECON at all Vion locations. This system measures the water consumption in each department separately, which is useful information when trying to identify water-saving opportunities. We use the ECON system to evaluate each site's consumption and to determine specific reduction targets per location.

Water discharge and purification

We only discharge purified water into surface water - like streams and rivers. Depending on the production site, we either clean the water used in production processes in our own wastewater purification plants, or we use municipal wastewater plants that have enough capacity to process our wastewater. The minimum standard for the quality of purified water we discharge to surface water is set by the local government and differs per site. As part of our operations, we aim to minimise our use of municipal water. We currently investigating the business case for wastewater treatment facilities at our plants.

Pollution

Impact on society and Vion's role

Some topics which are associated with pollution are reported on in other topics. We cause virtually no pollution that can be attributed to the release of chemicals, pathogens or detergents into the air, water, or soil. Nor do we use so-called substances of concern that may be harmful to human health and/or the environment. The exceptions are cooling agents such as freon that cause greenhouse gases, and cleaning agents. We report on greenhouse gases in the material topic 'Climate'. Our supply chain connects us to emissions of particulate matter on farms and odour nuisance from ammonia for neighbours. We don't have a policy or activities on these topics yet. Odour nuisance caused by Vion is covered in the topic 'Local communities'. Water discharges are included in the topic 'Water'. The nitrogen emissions of Vion's transport can impact biodiversity and are therefore part of the 'Biodiversity and deforestation' material topic. The particulate matter Vion emits during transport which causes air pollution, is part of this topic 'Pollution'.

Resource use and waste

Impact on society and Vion's role

We primarily use plastic packaging materials. Plastic packaging materials are often made with fossil fuels, the plastic is not always recycled, and it does not decompose. Therefore, our packaging has a negative impact on the climate and biodiversity.

According to the Food and Agriculture Organisation (FAO), one third of all food produced in the world is wasted. In our supply chain, most of the food waste is at consumers. And while Vion also causes some food waste, it is actually very little because we obtain value from the whole animal.

Vion's approach

As part of our scope 1, 2 and 3 emission reduction upstream and downstream and our commitment to the SBTi, we are working towards reduction on packaging and the reduction of waste.

Packaging

Our packaging is critical for food safety and helps to realise a longer shelflife. It is important that we choose the right packaging materials. 'Right', in this context, means finding solutions that satisfy multiple requirements: the prevention of food waste, the consumer's desire for simple handling, the economic feasibility of packaging methods, and the use of sustainable packaging material.

Where a single-use packaging system cannot be avoided for reasons of food safety, we strive to use packaging materials that give the intended level of protection in the most resource-efficient way.

Reducing materials

We are performing tests with consumer packaging to reduce the amount of material we use. At all locations where we pack consumer products, we use a new type of consumer packaging: a flatskin cardboard pack for a typical steak. Here, recyclable cardboard replaces 60% to 85% of the plastic packaging. The back of the pack is made of cardboard and the individual plastic layers can be easily separated for recycling.

Besides product packaging, our procurement department is also exploring ways to reduce the other materials we use. For example, some sites use municipal tap water instead of offering bottled water, and we have replaced plastic cups with recyclable paper cups. Another example is reducing our use of printed brochures.

Dilemma

Although we aim to reduce packaging, it is still a necessary part of ensuring food safety and the extended shelf life of products. As food wastage has a bigger impact than packaging when it comes to CO₂ emissions, our approach prioritises food safety and shelf life for us and our customers.

Re-using material

Together with our industry peers, we supply customers through a system of returnable and reusable plastic crates and large boxes. Within this system, we reuse more than 1.2 million E2 crates and more than 10,000 large boxes. This reduces the need for primary and secondary packaging materials enormously.

Recycled material

In Leeuwarden, we are using recycled plastic (rPet) as our main packaging option. Together with our Retail partners we work on the reduction of packaging materials and increase the recycled packaging materials as much as possible. In 2023, 85% of the products for our Retail customers are packed in PET trays. This reduces the need to use non-renewable fossil fuels and cuts CO2 emissions by around 70% compared to the usual trays made of polypropylene (PP). Our customers and consumers also benefit from this. The tray is clear, solid and has a higher density, which means that the protective atmosphere around the meat lasts longer. This improves shelf life and product safety.

Recyclability of packaging materials

We are constantly looking for ways to reduce our use of packaging material and make it more recyclable. By 2030, we want all our plastic packaging to be 100% recyclable, without this compromising product quality or food safety. We are performing tests with consumer packaging to reduce the amount of material used. To improve recyclability, we are looking into the use of mono materials in place of multibarrier packaging.

Renewable material

To send samples to customers, our development department uses a kind of cool box made of a carton box lined with recycled cellulose fibres (flock paper) which isolates better than Styrofoam. The box only requires a very thin layer of plastic (less than 5%), which makes it recyclable within the wastepaper stream. By using paper, we use renewable material instead of non-renewable fossil plastic. This new cool box also represents a 40% saving in plastic. In addition, the address labels and tape are made of paper, so all the packaging can be recycled in the wastepaper stream.

Waste

Preventing food wastage is the responsibility of the whole supply chain and a major priority for the food industry. It starts with preventing losses at harvesting, during processing and storage, and ends with the consumer.

This duty to prevent wastage is especially true for products of animal origin. We owe it not only to society, but also to the animals to make respectful use of all animal products. We are therefore determined use the whole animal and to improve health and efficiency at the farm to prevent animal products that could be used for food from going to waste. As a result, we have virtually no wastage of products of animal origin as all the parts are used (whole carcass use).

Food consumption shows a certain seasonality, such as an increase in spare rib consumption during the barbecue season. We try to meet this seasonal demand by storing more of a product during specific seasons. Should demand prove to be lower than expected, creating an oversupply of consumer products, we donate any excess to a food charity.

Animal by-products that cannot be used for human consumption are used as a feed constituent or for other purposes. Immature manure from the animal's bowels is a valuable ingredient in renewable biogas energy generation, which needs these energy-rich substrates.

Within our food safety management approach, we mostly focus on minimising microbiological contamination. This leads to a longer shelf life and enables our customers to be more flexible when selling meat to their consumers. It also gives the consumer more time in which to use a particular item of food.

Within gastronomy supply chains, we advocate frozen food as the much longer shelf-life results in much less wastage. Vion Food Service is a specialist in frozen food, supporting food service professionals in offering a broad range of meals and giving them the flexibility to adjust the number producing single consumer portions, we can help the gastronomy customer avoid unnecessary leftovers. To help consumers prevent food wastage, we support appropriate package sizes at the end-user level. For example, we offer retail tailor-made packaging for one person households.

We avoid plastic and other technical waste wherever possible. When unavoidable, this waste is separated and disposed of according to national disposal legislation in our production countries

Workers in the value chain

Impact on society and Vion's role

Vion might be linked to risks in its supply chain with regards to working conditions and violations of workers' human rights. The risk is low in our operating countries - the Netherlands, Germany, and Belgium - where farms are mostly independent small family businesses. The risk increases when we look at soy that originates from other countries, used for feed by our supplier livestock farms.

Vion's approach

We limit potential risks for workers outside our company by participating in the Round Table of Responsible Soy Certification. To minimise third-party impact, we are in regular contact with our supply chain partners, such as feed companies who deliver animal feed and other goods to our suppliers. We are constantly searching for the best way to work together with our supply chain partners so we have a transparent supply chain that can be followed and controlled

Round Table Responsible Soy (RTRS) certified soy

We advocate the use of soy certified by Round Table Responsible Soy (RTRS) and work with relevant

stakeholders towards achieving a supply chain that supports the physical traceability of soy. By the end of 2025, we aim to have all soy from risk areas such as South America and Asia, and which is intended for animals to be processed by Vion, to be certified with, at least, a segregation chain of custody. The RTRS production standard includes socially responsible labour conditions and responsible community relations to mitigate the risks of human rights' violations.

Responsible labour condition aspects covered in the standards

- Child labour, forced labour, discrimination and harassment are not engaged in or supported
- Workers, whether directly or indirectly employed on a farm, and sharecroppers are sufficiently informed and trained for their tasks, and are aware of their rights and duties
- All workers have a safe and healthy workplace
- All workers enjoy freedom of association and the right to collective bargaining
- All workers, whether directly or indirectly employed on the farm, receive remuneration that is at least equal to national legislation and sector agreements

Responsible community relation aspects covered in the standards

- Channels are available for communication and dialogue with the local community (including indigenous peoples) on topics related to the activities of the soy farming operation and its impacts
- In areas with traditional land users (including indigenous peoples), conflicting land uses are avoided or resolved
- An effective mechanism for resolving complaints and grievances is implemented and available to local communities (including indigenous peoples), employees, other workers and traditional land users
- The local population are given fair opportunities for employment and provision of goods and services, irrespective of gender and race

Audits on the RTRS standards

Audits on the RTRS standards are conducted by independent certification bodies. These are in turn audited by recognised accreditation bodies. By the end of 2025, we aim to have all soy from risk areas such as South America and Asia, and which is intended for animals to be processed by Vion, to be certified with, at least, a segregation chain of custody.

Fair pricing

Impact on society and Vion's role

Through our initiatives on fair pricing, we contribute to the proper functioning of our food commodity markets and help to limit extreme food price volatility. We also promote the fair and equitable sharing of benefits arising from genetic resources. In this way, we have a positive impact on Sustainable Development Goals target 2.c and 15.6.

Pricing will always be part of business negotiations, but Vion does not have a direct negative impact when it comes to fair pricing. As part of the value chain, Vion might, with supply chain partners, contribute to potential negative impacts of pricing. However, we believe that fair pricing is in the interests of the whole supply chain and wider society. To minimise any potential negative impact, and to contribute to the proper functioning of our food commodity markets, we have developed the policies and actions described below.

Vion's approach

Market situation

While cattle prices are volatile, this is even more true of pig prices, where the focus is typically short term amid fluctuating demand and supply. This influences spot prices, with traders dominating the international market. A more predictable supply of animals and less price volatility are in the interests of all parties in the

supply chain, as it enables them to better manage their risks.

Our Policy

Having a short payment term, something we support, is important to farmers as it helps to alleviate their working capital challenges. We are also committed to improving our pricing and contracting models, both to support a fair distribution of value in the supply chain and to avoid volatility related to the traditional pig cycle. This includes the purchase price we pay for animals as this supports the success and continuity of farmers' businesses. However, the price paid to farmers depends heavily on the international meat market paying a fair price and, consequently, on the willingness of our customers to accept those prices.

Building integrated demand driven chains

Another important topic is the way value is distributed among supply chain partners, which is significantly influenced by the market. For this reason, we are developing demand-driven supply chains and is at the core of our strategy Stronger Together we provide Food that Matters. The idea with these supply chains is to ensure that every supply chain partner earns enough money to be able to run their business. For us, 'fair' means that no individual party uses its position to gouge the supply chain and so earn excessively more at the expense of the other parties in

the supply chain. Imbalances are generally not good for a supply chain's continuity.

With our supply chain partners, we discuss topics like feed, animal welfare, logistics and energy as these influence farming costs. These subjects are closely related to fair pricing and are becoming increasingly important. To share what we have learned and improve performance within the supply chain, we work with a collaborative data solution called JoinData and have developed our own blockchain, the Vion Pork Chain VISION.

In 2021, we connected the Good Farming Star supply chain to the blockchain. This ensures data is transparent for the entire supply chain. In 2022, we developed the carbon footprint calculator and other tools, such as the Vion profitability tool and the failure cost calculator, to optimise the profitability of the farmer.

In 2023, we have continued to work on new pricing systems within existing and new supply chain concepts such as the organic Beef and Sheep supply chain. We are developing new supply chains with specific incentive modules associated for our different pork supply chains and our beef and organic supply chains. We will introduce these in 2024.

De Groene Weg

Our pricing approach regarding 'De Groene Weg' is an example of our contribution to improved value distribution throughout the supply chain. The core of this strategy is to secure more long-term commitment from all parties concerned, resulting in less volatility and a better foundation for continuity. Four times per year, we set prices, and those prices remain fixed for that quarter.

Dedicated supply chains for specific retailers

We have supply chains for brands such as Robusto and De Groene Weg, for example, and dedicated supply chains for specific customers, such as Dutch retailers. This system helps to safeguard the business continuity of the participating pig farmers and ensure a healthy revenue model.

Good Farming Balance

The Good Farming Balance concept encourages farmers to focus their production on premium products for international markets. The concept includes several delivery modules and pricing systems. The delivery modules comply with the specific demands of customers in international markets. Among other things, delivery weight and fat thickness vary per module. In addition to delivery modules, our suppliers can choose from different pricing systems:

- The Vion weekly price, which fluctuates weekly, depending on supply and demand

- The Vion Price Index Guarantee (PIG), a price average based on a benchmark average derived from a portfolio of representative national and international prices

PIG pricing system

The PIG system offers more stability for all parties in the supply chain, although we encountered difficult circumstances in 2022 due to disruptions in certain countries and markets that affected our average price changes. The PIG system guarantees an average price change, which is based on a basket of representative national and international quotations. Our objective for the Netherlands in 2023 is to have 76% of pigs delivered come from farmers who participate in Good Farming Balance. Most contracts with pig farmers have a regular notice period of one year.

Since the start of 2023, we developed a PIG system that should be even better suited to building new demand driven supply chains in international markets. This system will also have a sustainability component to stimulate farmers to invest in CO₂ reduction by basing part of the PIG system on rewards for actions that suppliers take to reduce climate impact on their farms.

The Good Farming Balance concept is also available to German pig suppliers, with the concept adapted to the local market. It therefore differs slightly from the Good Farming Balance concept for the Dutch market. The German version is based on three pillars: a larger selection of types of pigs, contribution margin and continuity. The German market structure regarding pig traders is completely different to that of the Netherlands. In 2022, 19% of the delivered pigs were from farmers who participated in Good Farming Balance. For 2023 we aimed for stabilisation, meaning the same percentage as 2022. Once we have consolidated the market, we will aim to have 50% of delivered pigs come from farmers who participate in Good Farming Balance in the mid-term perspective.

There are two things to note about the German market in 2023. First, the severely disrupted market situation there meant that, for several weeks, there was a disproportionate price movement relative to the other listings in the Vion price index guarantee system. As a result, the German pork price is currently no longer representative. For that reason, the German pig price has been temporarily removed since 26 September, in accordance with Article 3.1 of the Good Farming Balance agreement. Second, the market in Germany has been severely disrupted by the outbreak of African Swine Fever. This has limited access to several European export markets as well as the world market. In addition, there was a very sharp decline in production in Germany due to stricter animal welfare regulations combined with the poor economic situation. All this resulted in a sharp reduction in pork production in Germany. In addition to sharp price increases for pigs in 2023, we saw the German market becoming more self-sufficient and less export orientation.

Robusto chain

We have developed a Robusto 2.0 chain to compensate for the sharp increase in feed prices that had made it no longer attractive for pig farmers to produce for this concept. This has been balanced by adjusting the procurement table. We involved farmers through a sounding board group.

Healthy diet

Impact on society and Vion's role

Every day, around 100 million consumers eat food, which contains Vion proteins. Proteins and especially essential amino acids (the building blocks of proteins) are vital to a healthy lifestyle. Too much salt, trans fats and sugar can harm human health. Consumers are increasingly aware of the dietary impact of the food they eat and are increasingly interested in natural products of high nutritional value. In addition, Vion recognizes that a reduced animal protein uptake in wealthier countries like the Netherlands can also support a more sustainable healthy diet. Vion is working on the CO2 footprint of our products to help with a responsible shift in protein consumption.

Consumers must know about the role nutrients play in our food in order to make well-informed dietary choices. We can have a positive impact on this by collaborating with scientific institutes and sharing scientific information with all our stakeholders in the supply chain, including the consumer.

A balanced diet in combination with an active lifestyle is vital to improving health and the overall well-being of our society. Proteins, and essential amino acids in particular, are an important part of our diet and can contribute to better health. Products of animal origin are a source of high-quality, well-balanced proteins for humans. But while humans are omnivores, we

do not have to eat meat every day. Meat substitutes based on plant proteins can also help us to meet our needs. These products mostly contain fibre as well. Vion offers meat substitutes with added vitamin B12 and iron, and with low levels of saturated fat and reduced salt.

Vion's approach

We promote a healthy nutritious diet, encourage healthier lifestyles, and support our customers and their customers with science-based information about animal and plant-based proteins as a necessary part of a sustainable healthy and nutritious diet.

We produce fresh, minimal, and unprocessed meat products containing natural nutrients, and plant-protein-based meat alternatives. When we process food, we look carefully into what we can do to use the minimum amount of sodium, nitrite, and sugar, as required for health or consumer acceptance.

Protein

We support scientific investigation into the role and source of proteins in a healthy diet, including working with independent universities and research institutes. We share this scientifically based information with our stakeholders throughout the food supply chain.

In 2020, we began a large research project on pulse proteins with Wageningen University. Pulses like faba beans can be grown in the Netherlands, but this source of protein has an unpleasant taste compared with soy proteins. The project aims to develop a faba bean that can be grown locally, and which tastes good.

In 2023, responsible molecules were described that are responsible for the off-flavour in faba beans and peas, which can help breeding companies to produce better tasting varieties and give Vion opportunities to prevent off-flavours in the final product.

Next to this we have set up a new project with different partners in the supply chain. In this project we aim to find the right markers in the DNA of the faba bean and alter them in such a way that it has positive effects on reducing the off-flavours in the bean and higher yields for the farmer. This project will take at least till the end of 2025.

Fresh meat contains many important types of vitamin B, such as vitamins B1, B6 and B12. Meat is also rich in easily absorbable iron and other minerals. Essential amino acids have an impact on muscle protein turnover and muscle strength in humans. Our muscles are continuously being rebuilt, subject to catabolic (breakdown) and anabolic (build-up) processes. In essence, we construct a new set of muscles every two months.

Public Health authorities recommend that groups that have high protein requirements, such as the elderly, children, and sports people, consume 25 grams of protein per meal. As we get older, our muscle mass starts to diminish. Muscles represent about 45% of our body weight between the ages of 20 and 30 years but drop to only 27% by the age of 70. Consuming 1.0g to 1.3g of protein per kg of body weight per day, combined with twice-weekly exercise, reduces the loss of muscle mass.

Further studies show that an evenly distributed consumption of protein during the day can help the elderly to maintain their muscle mass. A protein intake of 20 to 25 grams, three times a day, is suggested if you want to promote good health. The protein content of fresh meat is around 20% and it is high-quality, containing all eight essential amino acids needed for the growth and maintenance of the human body.

In 2021, we launched a research project with Maastricht University Medical Centre to study the effects of eating beef proteins, as part of a varied meal, in stimulating muscle protein-synthesis rates in humans. A trial has been carried out to measure the bio-availability of beef versus plant proteins in elderly healthy persons receiving diets with equal protein and energy levels. Muscle biopsies and blood samples were taken from healthy elderly people, fed the vegan or omnivorous diet.

The results showed that both animal and plant-derived protein consumption increase muscle protein synthesis rates. Consumption of a whole-foods meal containing beef, however, increases muscle protein synthesis rates to a greater extent when compared to the plant-based protein diet.

In addition, we conducted research in cooperation with Maastricht University to study consumer acceptance and advantages of using mycoprotein as a local plant protein source in our ME-AT products, which can be a good source of proteins, minerals, and vitamins.

We mainly produce pure, natural products. For processed products, including vegan products, we use only the ingredients necessary to ensure a safe and stable product. Vion makes limited use of additives where they are required to ensure the wholesomeness and safety of the final product. This means that we only use additives and ingredients which have been approved by the European Food Safety Authority. Whenever we do so, we clearly label this on our products to inform customers and consumers properly and meaningfully.

Additives, sodium and nitrite

Salt is a major source of sodium content in food products. For several years, we followed an ongoing strategy to reduce the sodium content and, especially, the nitrite concentration in our meat products and bacon. We have already achieved a great deal in the field of sodium reduction, lowering the salt content in consumer products such as cooked ham and bacon up to 50% since 2008.

We still add some nitrite to the majority of our processed meat products for the following reasons:

- Food safety: nitrite protects against the *Clostridium botulinum* bacteria that causes food poisoning.
- Taste: nitrite prevents meat oxidizing as it slows the process whereby meat becomes rancid
- Colour: meat products acquire and maintain the right pink colour and do not turn grey. But too much nitrite is unhealthy. When nitrate is combined with proteins, it can produce nitrosamines.

Nitrosamines are carcinogenic (especially with respect to colorectal cancer) according to the International Agency for Research on Cancer (IARC).

We are committed to further reducing nitrite in our products. Vion is testing alternatives to maintain product quality and food safety without nitrite to reduce the nitrite content in processed products like deli meat. In 2023, in addition to currently produced nitrite-free bacon, we developed a number

of pork-based products (ribs, ham) without nitrite nor compromising on food safety and product quality. We work continuously with ingredient suppliers to test nitrite substitutes in our product range.

International recommendations limit consumption of nitrite-containing further-processed meat products to 50 grams per day, because of the possible link with an increased risk of colorectal cancer. Therefore, a moderate and varied diet is good for human health. The lowered nitrite use over the last 15 years has significantly reduced the risk of cancer in humans.

Fat

Demand for lean meat (low energy and high protein) is still growing. We are meeting this by offering specific low-fat cuts and researching ways to reduce the fat content of meat products without compromising the product's taste.

Among nutritional experts, there is a shift occurring with regard to how fat is perceived. Traditionally, saturated fat was thought to increase the risk of cardiovascular disease and high cholesterol levels. However, current research suggests that individual saturated fatty acids have their own important biological functions in the body and may play a role in cancer prevention by stopping the development of cancer cells, as well as being involved in the cell messaging and immune functions.

In general, meat contains only a limited amount of saturated fat. Bacon, of course, contains more fat, but pork fillet contains less than 3% fat, and 60% of that fat is unsaturated. Meat does not contain trans fats. Trans fats are bad for humans because they increase the risk of disease in the heart and blood vessels.

Sugar and other additives

Fresh meat and minced based products like hamburgers do not contain any sugar. During the production process of meat, naturally occurring glycogen and glucose are turned into lactic acid to increase the shelf life of our products. In some of the further processed products, like cooked ham (especially the organic range), phosphates are banned by our customers.

Informing stakeholders

We inform consumers of the nutritional value of our food so that they can make well-informed choices. This nutritional information is provided on the label of our products. In addition, we have people in our company who regularly give lectures on fat and nitrite in meat to master's students at Wageningen University, for example, as well as at other companies. We also discuss nutritional value with our customers and our raw material suppliers when developing new products.

Plant-based meat alternatives

In Leeuwarden, we have our plant-based production location (ME-AT the alternative) and we have a dedicated team developing, producing and marketing these plant-based products. Our products look, cook and taste like meat, to promote for a plant-based choice instead of the real meat.

To create wholesome meat and fish alternatives, we can (on customer request) enrich our products with vitamins and minerals like B12 and iron or omega fat. Ninety percent of our plant-based products have a premium nutriscore (A or B). This means they contain plenty of fiber and protein, and low amounts of saturated fat, salt (sodium) and sugar. More and more products are also in line with the Dutch 'Schijf van Vijf'.

Our plant-based portfolio ranges from burgers, sausages, mince, ribs, schnitzels and chunks up to BBQ. Our development team even developed a plant-based steak: Plantrecôte® for gourmet occasions. This invention with 2D printing technique won the top innovation award at the Anuga food show 2023.

Although we see a small reduction in meat consumption (-2% in the Netherlands 2023) this is not reflecting in the sales of meat replacers yet (also -2% in the Netherlands 2023). This means people are currently more reducing than replacing their meat. It is expected that this is mainly driven by

the high inflation of last year. Changing towards a more plant-based diet is more and more pushed by governments (ambition for a 50/50 diet in 2030 in the Netherlands) and health committees like the Dutch health advisory board (gezondheidsraad); which published in December 2023 a report stating that most Dutch people will see positive health effects if they change their diets towards 40% animal protein and 60% plant-based proteins (currently it is approx. the opposite). Therefore it is expected that the market for meat alternatives will grow again during the next years.

In 2022, we introduced three products based on locally produced faba beans. In 2023 we extended this assortment with sausages, schnitzels, and minced products. The advantage of this legume is that it flowers abundantly, which is good for biodiversity and, for example, the bee population. They also lock nitrogen into the soil and provide new crop rotation and income options for the farmer.

In relation to the European 'Green Deal', the Netherlands developed a 'Bean Deal': bringing different supply chain actors together to stimulate the local growth and use of beans. ME-AT the alternative is also a partner in this Bean Deal. By further developing the right species of faba beans and working together from field to fork (e.g. knowledge sharing with our farmers to increase their output), we are continuously improving the taste and texture of our products and therewith win the enthusiasm of more and more consumers.

Local communities

Impact on society and Vion's role

Vion's production plants are designed to operate in accordance with national, regional, and local environmental regulations, which include the interests of neighbours with regard to nuisances. However, it is obvious that food production companies of our size might cause some negative side effects, such as traffic and odour.

Besides minimising nuisance for our neighbours, we also have positive impact on our local communities by donating food to local food banks or other initiatives, making financial donations to charities, and supporting local community events.

Vion's approach

We try to prevent and resolve nuisances involving traffic and odour by finding appropriate solutions in dialogue with our neighbours, local communities, and the competent authorities. Transparency and openness are central in this. At our headquarters, in Boxtel, the Netherlands, we monitor complaints based on figures from the Omgevingsdienst (environs service) of the municipality and our own complaints department. The number of complaints has declined since the completion of our new production site in Boxtel. Drawing on the figures we observe, and feedback from a sounding board of local residents, we will continue the dialogue and look for solutions.

Due to market changes and political developments around labour migrants working in the Netherlands, the people who live in the municipalities around our sites there have a number of questions and fears with the people who live in the municipalities around our sites. We work intensively with the municipality of Boxtel to have hold dialogues with inhabitants/residents. In addition, Besides that, we inform them of developments through a newsletter, articles, advertisements, interviews, and press releases.

Although site managers are responsible for community management, we are aware that this can vary per site. Some bigger sites need to pay more attention to community management as they are located in the middle of a town or village. In 2023,

we have reviewed all our sites in the Netherlands, Germany, and Belgium to ascertain what type of community management is advisable to reduce or prevent any negative impact from our site and activities. Mechanisms to do so include complaint handling and reporting, community involvement in social and other events, sounding boards made up of residents and information-sharing regarding site developments.

In the Netherlands we collaborate with the "Voedselbanken" - food banks - providing them with meat packages.

In Germany, we support the local Food Tables, a regional initiative to help less privileged people. Since the outbreak of the war in Ukraine, our colleagues in the Polish sales office in Warsaw have been helping families from Ukraine with housing, food, education, laptops, and basic necessities like clothing. In addition to making corporate donations to the Red Cross, many of our colleagues have acted in a personal capacity to give aid. Our commitment to these initiatives was ongoing at the time this report was published.

Indirect economic impacts

Impact on society and Vion's role

As one of the main players in the meat and food industry, Vion has a significant impact on the national

economy with regard to agriculture and food in both the Netherlands and Germany. Our activities in large-scale meat and food processing provide an income and livelihood to many thousands of local farmers, feed producers and sectors of the service industry such as distribution and supervision. Around 45% of dairy farmers in the Netherlands, 30% of dairy farmers in Germany and 3% of dairy farmers in Belgium deliver their animals to Vion. For pig farmers, the figures are around 50% in the Netherlands and around 40% in Germany. Through this, our activities currently have an overall positive impact on the economy in our home markets. By sharing our high food safety and animal welfare standards, we have a positive effect on agricultural knowledge in our home countries. This in turn supports innovation and research into new sustainable food solutions.

Vion's approach

The high food safety and animal welfare standards we practise are a strategic choice as they enable us to sell into all the global food markets that interest us.

Having a good-sized local meat company that can aggregate livestock, process the meat and organise the sales and distribution to customers all over the world is essential for a healthy farming industry. We therefore aim for continuity and growth in our core production regions, and we continuously invest in an efficient production and logistics process. Following the introduction in the Netherlands of the Vion Operating System's lean methodology, our German plants have started to work to the same principles, too. We have also increased our efforts to improve our operational, commercial and back-office processes and our management systems.

Tax

Impact on society and Vion's role

By paying a fair share of tax, Vion contributes positively to the local economy and the ability of the government to invest in public services. Potential negative impact could result from artificial tax structures that do not have an underlying commercial rationale as these could deprive the government of revenue.

Vion's approach

Our tax strategy is set by our Group Tax Director and approved by Vion's management board on an annual basis. We pay our fair share of taxes in relation to our activities and financial results, in line with the laws and regulations of the countries in which we operate.

We want to be a reliable partner to all our stakeholders, including the tax authorities. Therefore, we will not engage in tax evasion and artificial tax structuring. In the Netherlands, Vion, as an important supplier for food security, is subject to regular monitoring by the tax authorities. We work closely together with the Dutch tax authorities regarding the tax risks they see and how these risks can be or should be mitigated. Our tax control framework is our main instrument to ensure we meet all our tax obligations, and we use it to monitor our main tax risks throughout the year.

Appendices

(more appendices online¹ available)

Stakeholder engagement

Stakeholder	Specific examples of stakeholders	Discussed approach on purpose, strategy, material topics, targets and/or contribution to sdgs	Engagement frequency and method	Responsible unit at Vion
Consumers	Consumers in our home markets of the Netherlands and Germany	Material topics	Yearly Food Service Consumer Trend Analysis	Marketing
	Consumers around the world	Animal welfare	Questions and remarks from consumers; each remark from a consumer is answered personally	Group Communication
		Traceability and product integrity		
		Sustainable farming		
		Fair pricing		
		SDGs		
		Responsible production and consumption		
Customers	Retail outlets	Material topics	Ad hoc direct talks by the Sales and Quality Assurance Departments	Sales
	Industry (manufacturers)	Food safety	Biennial Client Satisfaction Analysis	Marketing
	Food services	Animal welfare		Quality Assurance Departments
		Traceability and product integrity		CEO
		Working conditions		
		Sustainable farming		
		Fair pricing		
		SDGs		
		Responsible production and consumption		

¹ www.vionfoodgroup.com/en/about-vion/csr-and-annual-report

Stakeholder	Specific examples of stakeholders	Discussed approach on purpose, strategy, material topics, targets and/or contribution to sdgs	Engagement frequency and method	Responsible unit at Vion
Suppliers	Animal suppliers: Farmers, De Groene Weg, Waddenvleesgroep	Purpose and strategy	Ad hoc dialogues by the Purchasing and	Public Affairs
	Food suppliers	Material topics	Quality Assurance Departments	Farming Department
	Non-food suppliers	Animal welfare	Workshops	Purchasing
		Traceability and product integrity	Annual meetings of farmer's associations	Quality Assurance
		Sustainable farming	Events for suppliers	CEO
		Fair pricing	Lectures at producer meetings	
			Guided plant tours for suppliers	
		SDGs		
		Responsible production and consumption		
		Decent work and economic growth		
Farmer associations	LTO (Landen Tuinbouworganisatie)	Material topics	Ad hoc bilateral meetings	Public Affairs
	ZLTO (Zuidelijke Landen Tuinbouworganisatie)	Animal welfare	Yearly sector meetings	COOs
	NVV (Nederlandse Vakbond Varkenshouders)	Traceability and product integrity	Yearly farmers' association supervisory boards	Purchasing Departments
	POV (Procentenorganisatie varkenshouderij)	Sustainable farming	Presentations at annual meetings	CEO
	Regional farmers' associations	Fair pricing		
	StarFarmers			
	De Groene Weg suppliers' association	SDGs		
	DBV (Deutscher Bauernverband)	Responsible production and consumption		
	ISN (Interessengemeinschaft der Schweinehalter Deutschlands)	Decent work and economic growth		
	ZDS (Zentralverband der Deutschen Schweineproduktion)			
	Breeding farm associations			
	NAJK (Young Farmers Association)			
	Bayerischer Bauernverband			

Stakeholder	Specific examples of stakeholders	Discussed approach on purpose, strategy, material topics, targets and/or contribution to sdgs	Engagement frequency and method	Responsible unit at Vion
Financial stakeholders	Shareholder ZLTO	Purpose and strategy	Ad hoc direct talks by the board	CFO
	Banks	Material topics and targets	Quarterly supervisory board meetings	CEO
	Shareholders of parts of Vion's subsidiary companies	Fair pricing		Public Affairs Department
				Treasury-Insurance
		SDGs		Group Communication
		Responsible production and consumption Decent work and economic growth		
Public authorities	National, regional (provincial) and local governments	Material topics and targets	Ad hoc direct talks by the Public Affairs and Quality Assurance Departments and the Line Management	CEO
	Public auditors like NVWA	Animal welfare	Engagement in Topsector Agri & Food, as well as round table discussions on other specific projects and dialogues	Public Affairs
	Transparency Benchmark	Sustainable farming	Yearly benchmark on the CSR in the Netherlands	Group Communication
	GGD	Fair pricing		Quality Assurance Departments
	RIVM	Employment and working conditions		Line Management
	Veiligheidsregio's			HR
	Ministry of Agriculture, Nature and Food Quality	SDGs		
		Zero hunger		
		Responsible production and consumption Decent work and economic growth		

Stakeholder	Specific examples of stakeholders	Discussed approach on purpose, strategy, material topics, targets and/or contribution to sdgs	Engagement frequency and method	Responsible unit at Vion
Round table groups	RTRS: Round Table Responsible Soy	Material topics	Round table meetings and technical advisory group meetings	Public Affairs
	National technical workgroup	Animal welfare	Member of the Steering Committees	Quality Assurance
	Varken van Morgen	Sustainable farming		Human Resources
	Topsector Agrifood			Purchase Departments
	SAI Beef Working Group (SAI Platform)	SDGs		
	Runde Tische Tierschutz	Responsible production and consumption		
	Initiative Tierwohl			
	Koordinierungsplattform Ferkelkastration			
	SPA = Sozialpolitischer Ausschuss der Fleischindustrie			
	ViVa (Coalition Vitalisering Varkenshouderij)			
Boehringer Ingelheim Pork Sustainability Platform				
Boars 2018				
Ngos	Animal welfare NGOs: Dierenbescherming, Eyes on Animals, Wakker Dier, Compassion in World Farming, Deutscher Tierschutzbund,	Material topics	Ad hoc direct talks, council or round table discussions with some NGOs	Public Affairs
	Pro Vieh,	Animal welfare	Collaboration in the European Animal Welfare Platform	Quality Assurance
	Environmental NGOs: Stichting Natuur & Milieu, WWF, Milieudefensie, BUND	Sustainable farming	Collaboration in animal welfare projects	Farming Departments
	Consumer protection NGOs: Consumentenbond, Voedingscentrum, Foodwatch, Verbraucherzentrale Bundesverband	SDGs		Group Communication
		Responsible production and consumption		

Stakeholder	Specific examples of stakeholders	Discussed approach on purpose, strategy, material topics, targets and/or contribution to sdgs	Engagement frequency and method	Responsible unit at Vion
Workers and works councils	Own employees	Material topics	Frequent (at least) monthly informal meetings	Human Resources Department including CHRO
	Flex employees	Food safety	Annual performance planning and review meetings	
	Corporate works council	Animal welfare	Town hall meetings	
	Local works councils	Traceability and product integrity	Annual Top 150 management meetings	
		Working conditions		
		Carbon footprint of processing		
		Water use		
		SDGs		
		Zero hunger (safe food)		
		Responsible production and consumption		
Trade unions	Corporate and local works councils	Material topics	Frequent (at least monthly) informal meetings	Human Resources Department including CHRO
	Trade Unions: FNV, CNV, de Unie, NGG	Working conditions	Quarterly formal meetings	
			Collective bargaining agreements	
		SDGs	FNLI Taskforce Human Capital Agenda Food	
		Responsible production and consumption		
Trade organisations	COV (Centrale Organisatie voor de Vleessector)	Purpose	Membership on the Board of COV, VDF and BGN	CEO
	VNV (Vereniging van Slachterijen en Vleesverwerkende bedrijven)	Material topics	Membership on the Board of FNLI and	CHRO
	CBL (Centraal Bureau Levensmiddelenhandel)	Animal welfare	Innofood Twente	COOs
	FNLI (Federatie Nederlandse Levensmiddelenindustrie)	Sustainable farming	Member of CoViVa	Group Communication
	VDF (Verband der Fleischwirtschaft)	Fair pricing		
	German Meat			
	GS1 Working Group	SDGs		
	European Meat Network	Zero hunger (safe food)		
	VNONCW	Responsible production and consumption		
	BGN (Berufsgenossenschaft Nahrungsmittel und Gastgewerbe)	Decent work and economic growth		
CoViVa (Coalition Vitalisering Varkenshouderij)				

Stakeholder	Specific examples of stakeholders	Discussed approach on purpose, strategy, material topics, targets and/or contribution to sdgs	Engagement frequency and method	Responsible unit at Vion
Competitors	Tönnies	Material topics	Ad hoc or in trade organisations	CEO
	Danish Crown	Animal welfare	SAI Platform	COO's
	Westfleisch	Sustainable farming		Sales
	Westfort			Marketing
	VanDrie	SDGs		Public Affairs Departments
	Müller	Responsible production and consumption		Group Communication
	Gosschalk	Decent work and economic growth		
	Compaxo			
	Van Rooij			
	Food service competitors			
Certifications schemes	IFS (International Featured Standards) Food	Material topics	Yearly audits	Quality Assurance
	GlobalGAP	Food safety	Direct membership in the governing bodies or technical advisory groups of a number of certification schemes	Purchase Departments
	BRC Global Standards	Animal welfare	Chair of the Dutch mirror group NEN-ISO for Animal Welfare	
	ISO (International Organisation for Standardisation)	Traceability and product integrity	Member of the Board of GlobalGAP and IFS	
	Stichting Beter Leven Keurmerk	Sustainable farming		
	IKB (Integraal Ketenbeheer)			
	Chain of Custody Standard			
	QS (Quality Scheme)			
	Skal			
	Tierschutzlabel			
	Initiative Tierwohl			
	Regionalfenster			
	Geprüfte Qualität Bayern			
	Orgalvent			
	Milieukeur			
	NEN-ISO Dutch mirror group for Animal Welfare			
	NEN-ISO Dutch mirror group for the Chain of Custody			

Stakeholder	Specific examples of stakeholders	Discussed approach on purpose, strategy, material topics, targets and/or contribution to sdgs	Engagement frequency and method	Responsible unit at Vion
Science	Governmental research agencies like RIVM (Rijksinstituut voor Volksgezondheid en Milieu)	Material topics	Ad hoc direct talks	Research
	University research agencies like Wageningen University and Research Centre, University Utrecht, Uni Kiel, Uni Göttingen, Uni Bonn, Uni Witzenhausen, LMU München, Uni Hohenheim, FH Weihenstephan, FH Neubrandenburg, and TiHo (Tierärztliche Hochschule) Hannover	Food safety	Joint research projects	Quality Assurance
	Veterinary University Utrecht	Animal welfare	Scientific publications	Public Affairs
	IRAS (Institute for Risk Assessment, Utrecht University)	Carbon footprint of processing	Diplomats and residents of ECVPH	Purchase Departments
	TiFN (Top Institute Food and Nutrition)	Sustainable farming	Member of the Editorial Board VMT / Food Safety	
	TNO			
	BFR (Bundesinstitut für Risikobewertung)	SDGs		
	FLI (Friedrich-Loeffler-Institut, Federal Research Institute for Animal Health)	Responsible production and consumption		
	MRI (Max-Rubner-Institut)			
	GIQS (Grenzüberschreitende Integrierte Qualitätssicherung)			
	DIL (Deutsches Institut für Lebensmitteltechnik)			
	EU-Effort project (on antibiotic resistance)			
	ECVPH (European College of Veterinary Public Health)			
	SVEPM (Society for Veterinary Epidemiology and Preventive Medicine)			
	VMT / Food Safety			
Society for Risk Analysis (US)				

Stakeholder	Specific examples of stakeholders	Discussed approach on purpose, strategy, material topics, targets and/or contribution to sdgs	Engagement frequency and method	Responsible unit at Vion
Media	Communication Committee VNO-NCW	Material topics	Yearly congress and workshops	Group Communication
	European Association of Communication Directors EACD	Animal welfare	Regular meetings and open communication	
	Media in the Netherlands, Germany and Belgium	Sustainable farming	Proactive dialogues and messaging	
	Trade media in the Netherlands, Germany and Belgium	Fair pricing	Daily answering of media requests	
	Global trade media SAN		Member of the jury	
Neighbours	Sounding board of neighbours		Open days in the case of (re)new(ed) production sites	COOs
			Formal dialogues in the case of specific enlargement approval procedures	Local Line Management
			Meetings with sounding board of neighbours	Group Communication

Calculation of KPIs

Animal welfare

Number of slaughtered animals

All animals slaughtered at Vion (including animals slaughtered at Vion on commission from other slaughterhouses), and animals slaughtered at other slaughterhouses on commission from Vion.

Animals/pigs/cattle raised under certified higher animal welfare requirements

The number of animals/pigs/cattle raised and certified to conform to EU Organic, Beter Leven or Für Mehr Tierschutz slaughtered as a percentage of the total number of pigs/cattle slaughtered. The same calculation is used for pigs to calculate all the separate quality marks, like Beter Leven 1 star, etc.

Entire boars (not castrated) of total male pigs slaughtered

Number of uncastrated boars as a percentage of the total number of male pigs slaughtered.

Slaughtered female cattle of dairy or dual-purpose breeds

Number of female cattle from a dairy (Holstein Frisian, Brown Swiss) or dual-purpose breed (Simmental, Red Holstein, crossing beef/dairy cattle) as a percentage of the total number of female cattle slaughtered.

Average age of female cattle at slaughter

Average of all female cattle slaughtered. Vion receives the data on age from the animal suppliers.

% pigs/cattle transported ≤ 200 km

Number of pigs/cattle originating from a farm within a radius of 200 km from the slaughterhouse as a percentage of the total number of slaughtered pigs/cattle.

% animals slaughtered in meat processing plants with specific animal welfare standards

Number of animals slaughtered in plants certified to conform to specific animal welfare standards (third-party standard that includes animal welfare aspects (QS/IKB), Beter Leven or Für mehr Tierschutz, or customers' private animal welfare standards) as a percentage of the total number of animals slaughtered.

No re-stun needed

The number of animals for which the first stun succeeded as a percentage of the total slaughtered animals.

% slaughtered pigs/cattle in independently certified regionality programmes

Number of pigs/cattle raised and certified to conform to Geprüfte Qualität Bayern, Regionalfenster

Niedersachsen, Bayerisches Rindfleisch g.g.A. or Regionalfenster Würtemberg as a percentage of the total number of slaughtered pigs/ cattle.

Pigs/cattle tested for antibiotics

The absolute number of pigs/cattle which had samples taken for antibiotic testing.

% of pigs/cattle tested for antibiotics

Number of pigs/cattle from which samples were taken for antibiotic testing as a percentage of total number of pigs/cattle slaughtered.

Pigs/cattle found with antibiotic residue above maximum residue limit (absolute and percentage)

Number of pigs/cattle found with antibiotic residue above the maximum residue limit as a percentage of the total number of pigs/cattle from which samples were taken for antibiotic testing. The maximum residue level is the maximum concentration of residue accepted within the applicable legislation.

Food safety

% sales volume from GFSI approved plants

Externally sold volume from our plants that are IFS or BRC certified as a percentage of the total externally sold volume.

% of slaughtered pigs from a third-party Good Agricultural Practice Scheme

Slaughtered pigs raised and certified to conform to IKB, QS, GlobalGAP or organic as a percentage of all slaughtered pigs.

% of slaughtered cattle from a third-party Good Agricultural Practice Scheme

Slaughtered cattle raised and certified to conform to QS or organic as a percentage of all slaughtered cattle.

% compliance with Vion internal microbiological standards for product hygiene

The number of days, per production site, on which the day-average Enterobacteriaceae-count on trimmings exceeds the internal Vion threshold, divided by the total number of days on which trimming samples are examined for Enterobacteriaceae. This KPI goes far beyond legal standards and reflects well the full hygiene performance of a processing site of Vion.

Climate

Energy intensity

Absolute energy consumption in MJ divided by volume in tonnes sold.

Non-renewable energy intensity

Energy purchased for consumption and self-generated energy consumption in MJ originating from non-

renewable energy sources divided by volume in tonnes sold.

Total energy consumption

Energy purchased for consumption + self-generated energy consumption in GJ.

Absolute direct GHG emissions (Scope 1)

GHG emissions from sources that are owned or controlled by Vion (own generation of electricity, heating, cooling, and steam, transportation and fugitive emissions) in tonnes CO₂-eq.

Absolute indirect GHG emissions (Scope 2)

GHG emissions that result from the generation of purchased or acquired electricity, heating, cooling and steam consumed by Vion in tonnes CO₂-eq.

GHG emissions intensity (Scopes 1 + 2)

Absolute direct and indirect GHG emissions in kg CO₂-eq divided by volume per tonne sold.

Absolute indirect GHG emissions intensity (Scope 3)

The estimated emissions of the 15 categories upstream and downstream in the value chain as described by the GHG Protocol. Most categories are estimated by using primary activity data and secondary emission factors.

Contribution to CO₂-eq. emissions throughout the pork supply chain

These data are an average from calculations made for five pig farms in 2019 and include the pre-fattening, fattening and slaughter phases. Greenhouse gases other than CO₂ that are measured (methane and nitrous oxide) are recalculated based on global warming potential in kg CO₂-equivalents per 100g of protein.

Variability in CO₂ emissions for different foods

The category Pork meat (NL/DE) represents the estimates based on actual data from five participating pig farmers in the Netherlands and Germany. The kg CO₂-equivalents emissions per 100g protein are recalculated from the carcass weight, with an estimated 65% meat on a carcass and 16% protein content. Estimates of global pork, grains and tofu originate from the scientific paper by Poore1.

Employment and working conditions

Total number and rate of new employee hires during the reporting period, by age group, gender and country:

Absolute number (headcounts) of new employees in the reporting period. To calculate the rate of new employee hires, we use the total employee numbers at the end of the reporting period.

Total number and rate of employee turnover during the reporting period, by age group, gender and country:

Absolute number of employees (headcounts) who left Vion in the reporting period voluntarily or due to dismissal, retirement or death. To calculate the rate of employee turnover, we use the total employee numbers at the end of the reporting period.

Externally sold volume produced by production plants with independent supplier workplace certification

Externally sold volume from our plants certified by an independent supplier workplace certification as a percentage of the total externally sold volume from all our plants.

Safety culture ladder

Each plant is scored on a scale of one to five on six subjects. The average score for each of these six subjects is calculated for each plant. The final Vion score is the average score (on scale of one to five) of all Vion plants.

1,000-man quote

The number of work accidents resulting in either being off work for more than three calendar days, or death, based on 1,000 full-time workers.

Absentee rate

The percentage of days off sick with remuneration (the Netherlands the first two years of each sickness, for Germany the first six weeks, for Belgium the first four weeks), based on own employees (so excluding third-party staff). Our international sales offices are not included in the figures.

Work-related injuries

Injury, death or ill health arising from exposure to hazards at work that result in any of the following: death, days off work, restricted work or transfer to another job, medical treatment beyond first aid, loss of consciousness; or significant injury or ill health diagnosed by a doctor or other licensed healthcare professional, even if it does not result in death, days off from work, restricted work or job transfer, medical treatment beyond first aid, or loss of consciousness.

Lost time injuries

Absolute number of injuries of all workers resulting in an absence of at least one scheduled workday.

Biodiversity and Deforestation

T.b.d.

Traceability and product integrity

% externally sold volume with a specific integrity standard

Externally sold volume from plants certified to conform to IFS Product Integrity Assessment, German

Orgainvent or LQB- Herkunft integrity standard as a percentage of total externally sold volume.

% externally sold volume from plants with IFS PIA

Externally sold volume from plants certified to conform to IFS Product Integrity Assessment as a percentage of total externally sold volume.

% externally sold volume from plants with German Orgainvent or LQB-Herkunft integrity standard

Externally sold volume from plants certified to conform to German Orgainvent or LQB-Herkunft integrity standard as a percentage of total externally sold volume.

Definitions

1,000-man quote (TMQ)

The number of work accidents resulting in more than three calendar days of absence or death, based on 1,000 full-time workers.

Absentee rate

The actual days of absence with continued remuneration (the first two years of each sickness in the Netherlands, the first six weeks in Germany, the first four weeks in Belgium), expressed as a percentage of the total days scheduled to be worked by these workers in the same period. In the calculation, we only take our own employees into account and not third-party workers.

Amino acids

A large proportion of our cells, muscles and tissue is made up of amino acids. Amino acids are used in your body to build proteins. Amino acids bond together to make long chains. Those long chains of amino acids are called proteins.

Boundary

Description of where the impacts occur for a material topic and the organisation's involvement with those impacts.

Direct (Scope 1) GHG emissions

GHG emissions from sources that are owned or controlled by an organisation.

Employee

An individual who is in an employment relationship with the organisation, according to the national law or its application.

Employee turnover

Employees who leave the organisation voluntarily or due to dismissal, retirement or death in service.

Energy efficiency

Absolute energy consumption divided by the volume in tonnes sold.

Energy indirect (Scope 2) GHG emissions

GHG emissions that result from the generation of the purchased or acquired electricity, heating, cooling and steam consumed by an organisation.

Energy reduction

Amount of energy no longer used or needed to carry out the same processes or tasks.

External sold volume

The total volume of meat and by-products that are sold to external customers. Internal sales within divisions are excluded.

Financial control consolidation approach

The financial control approach means that the entity that is receiving the financial benefit from the operation of the building is solely responsible for the emissions from the operation of the building.

Greenhouse gas (GHG)

Gas that contributes to the greenhouse effect by absorbing infrared radiation.

High-consequence work-related injury

Work-related injury that results in a fatality or in an injury from which the worker cannot, does not or is not expected to recover fully to pre-injury health status within six months.

Indirect (scope 3) GHG emissions

Indirect CO₂e emissions that are linked to the company's activities and occur up and down its value chain – e.g. farming.

Injury

Non-fatal or fatal injury arising out of, or in the course of, work activities.

Lost-time injuries (LTIs)

Injuries with an absence of at least one scheduled work day.

KPI/Key Performance Indicator

A quantifiable measure used to evaluate our performance.

Location-based method

For CO₂ emissions, we use the average grid emission factors for the country in which the energy is purchased/produced.

Management approach

Narrative description of how Vion manages its material topics and their related impacts.

Material topic

Topic that reflects Vion's significant economic, environmental and social impacts, and that substantively influences the assessments and decisions of our stakeholders.

Maximum Residue Limit (MRL)

The maximum concentration of residue accepted within legislation. This can be the residue of an environmental contaminant, such as lead, or the residue of a crop protection or animal protection agent.

Non-renewable energy source

An energy source that cannot be replenished, reproduced, grown or generated in a short time period through ecological cycles or agricultural processes.

Renewable energy source

Energy source that is capable of being replenished in a short time through ecological cycles or agricultural processes.

Scope of the GHG emissions

Classification of the operational boundaries where the GHG emissions occur.

Slaughtered animals

All animals slaughtered by Vion (including animal slaughtered by Vion on commission from other slaughterhouses) and by other slaughterhouses commissioned by Vion.

Slaughter weight

The weight of a carcass after slaughtering, without the blood and skin.

Stakeholder

An entity or individual that can reasonably be expected to be significantly affected by Vion's activities, products and services; or whose actions can reasonably be expected to affect the ability of Vion

to successfully implement its strategies and achieve its objectives.

Sustainable development/sustainability

Development that meets the present needs without compromising the ability of future generations to meet their own needs.

Third-party worker

Flex workers hired via temporary employment agencies.

Work-related injury

Injury or ill health arising from exposure to hazards at work that result in any of the following: death, days off work, restricted work or transfer to another job, medical treatment beyond first aid or loss of consciousness; or significant injury or ill health diagnosed by a doctor or other licensed healthcare professional, even if it does not result in death, days off work, restricted work or job transfer, medical treatment beyond first aid, or loss of consciousness.

Key figures

Amounts in millions of euros	2023	2022
Results from continuing operations		
Revenue	5,073.2	4,900.7
Normalised EBITDA ¹	74.7	67.4
Impairment of non-current assets and restructuring costs	38.0	58.2
Earnings before interest and taxes	(26.1)	(58.1)
(Loss)/profit for the year	(40.2)	(79.3)
Cash Flow		
Net cash flow from operating activities	(25.5)	39.7
Net cash flow from investment activities	(47.8)	(85.4)
Balance Sheet		
Group Equity	276.4	371.2
Balance sheet total	1,062.8	1,203.6
Net debt ²	283.2	191.0
Ratios		
Added Value as % of revenue ³	23.3%	25.6%
Staff Costs as % of revenue	11.9%	12.3%
Normalised EBITDA as % of revenue	1.5%	0.9%
Normalised EBITDA as % of added value	6.3%	3.6%
Solvency	26.0%	30.8%
Return on average capital employed ⁴	1.9%	(3.7%)
Employees		
Number of employees (FTEs) at year-end from continuing operations	6,111	6,550
Total number of employees (FTEs) at year-end	7,001	7,645
Total number of employees (FTEs) including flex workers at year-end	10,711	11,838
Average number of employees (FTEs)	7,356	7,821
Average number of employees (FTEs) including flex workers	11,183	12,140

1 Excluding impairments, restructuring costs, acquisition costs, results from disposals and divestments of group companies.

2 Total long term and current interest-bearing loans and borrowings and other non-current financial liabilities less cash and cash equivalents.

3 Revenue less raw materials and consumables as percentage of revenue.

4 Normalised earnings before interest and taxes divided by average capital employed (intangible assets, property plant & equipment, investment properties, right of use assets, working capital excluding interest bearing loans and borrowings).



Financial information

General information

1 General information

The Consolidated Financial Statements of Vion Holding N.V. and its subsidiaries (collectively, Vion or the company) for the year ended 31 December 2023 were authorised for publication by the management board of the company following the approval by the supervisory board on 25 June 2024.

The financial statements will be submitted to the general meeting of shareholders for adoption.

Vion Holding N.V. is a public limited liability company under Dutch law incorporated and domiciled in the Netherlands. The registered office is located in Best, the Netherlands. Vion has one shareholder and ultimate controlling party: Stichting Administratiekantoor SBT. Vion Holding N.V. is registered with the Dutch Trade Register under number 17053901.

Vion Holding N.V. is a holding company. Vion's product portfolio consists of fresh pork and beef and derived convenience food products.

1 Consolidated Income Statement

for the year ended 31 December 2023

	note	2023	2022
Continuing operations			
Sale of goods		5,013,408	4,847,652
Rendering of services		59,751	53,036
Revenue from contracts with customers	5	5,073,159	4,900,688
Other operating income	6	22,555	19,665
Raw materials and consumables used		(3,893,078)	(3,647,314)
Subcontracted work and external costs		(521,353)	(595,680)
Employee benefits expenses	7	(602,091)	(606,185)
Depreciation and amortisation	8	(62,758)	(66,922)
Impairment of non-current assets	9	(11,608)	(52,458)
Other operating expenses	10	(30,921)	(9,864)
Total operating expenses		(5,121,809)	(4,978,423)
Earnings before interest and taxes		(26,096)	(58,070)
Finance costs	11	(15,974)	(8,944)
Finance income	11	684	195
Share of profit of associates and joint ventures		1,013	1,959
Loss before tax from continuing operations		(40,373)	(64,860)
Income tax expense	12	209	(14,444)
Loss for the year from continuing operations		(40,164)	(79,304)
Discontinued operations			
Loss after tax for the year from discontinued operations ¹	13	(49,487)	(28,716)
Loss for the year		(89,651)	(108,020)
Attributable to:			
Equity holders of the parent		(90,474)	(108,132)
Non-controlling interests		823	112
Total		(89,651)	(108,020)

¹ Result from discontinued operations is fully attributable to equity holders of the parent.

2 Consolidated Statement of Comprehensive Income

for the year ended 31 December 2023

	note	2023	2022
Loss for the year		(89,651)	(108,020)
Other comprehensive income			
Items that may be reclassified subsequently to profit or loss (net of tax):			
Exchange difference on translation of foreign operations		93	34
Net (loss)/gain on cash flow hedges		(336)	804
Net other comprehensive loss to be reclassified to profit or loss in subsequent periods		(243)	838
Items that will not be reclassified subsequently to profit or loss (net of tax):			
Remeasurement (loss)/gain on defined benefit obligations	28	(4,749)	29,390
Net other comprehensive income not to be reclassified to profit or loss in subsequent periods		(4,749)	29,390
Other comprehensive (loss)/income for the year, net of tax		(4,992)	30,228
Total comprehensive loss for the year, net of tax		(94,643)	(77,792)
Attributable to:			
Equity holders of the parent		(95,466)	(77,904)
Non-controlling interests		823	112
Total		(94,643)	(77,792)

3 Consolidated Statement of Financial Position

as at 31 December 2023

Assets	note	2023	2022
Non-current assets			
Property, plant and equipment	14	254,407	303,579
Investment properties	15	816	819
Intangible assets	16	80,910	79,392
Right of use assets	30	50,739	50,985
Investment in associates and joint ventures	17	333	12,344
Other non-current financial assets	19	611	650
Deferred tax assets	20	35,740	31,464
Total non-current assets		423,556	479,233
Current assets			
Inventories	21	197,049	269,817
Trade and other receivables	22	377,580	436,510
Prepayments		14,166	11,806
Other current financial assets	19	16,065	1,592
Income tax receivable		1,716	88
Cash and cash equivalent	23	4,485	4,594
Current assets		611,061	724,407
Assets held for sale	14	28,143	-
Total current assets		639,204	724,407
Total assets		1,062,760	1,203,640

<i>Equity and liabilities</i>	note	2023	2022
Equity			
Issued share capital	24	2,285	2,285
Share premium	24	372,716	372,716
Legal reserves	24	35,621	30,437
Retained earnings		(58,224)	60,084
Result for the year		(90,474)	(108,132)
Equity attributable to equity holders of the parent		261,924	357,390
Non-controlling interests	18	14,504	13,804
Total equity		276,428	371,194
Non-current liabilities			
Interest-bearing loans and borrowings	25	119,397	128,120
Other non-current financial liabilities	26	281	1,489
Provisions	27	2,985	2,290
Net employee defined benefit liabilities	28	84,461	82,835
Deferred tax liabilities	20	2,107	27
Total non-current liabilities		209,231	214,761
Current liabilities			
Trade and other payables	29	396,277	534,945
Interest-bearing loans and borrowings	25	168,002	65,978
Other current financial liabilities	26	3,026	5,326
Contract liability	5	128	1,623
Income tax payable		628	389
Provisions	27	9,040	9,424
Total current liabilities		577,101	617,685
Total liabilities		786,332	832,446
Total equity and liabilities		1,062,760	1,203,640

4 Consolidated Statement of Changes in Equity

for the year ended 31 December 2023

Attributable to the equity holders of the parent

	Issued share capital	Share Premium	Cash flow hedge reserve	Legal reserves			Retained earnings	Result for the year	Total	Non-controlling interests	Total Equity
				Foreign currency translation reserve	Other legal reserves						
Balance at 1 January 2022	2,285	372,716	(77)	617	24,926	64,531	(29,704)	435,294	13,820	449,114	
Appropriation of net result	-	-	-	-	-	(29,704)	29,704	-	-	-	
(Loss)/profit for the year	-	-	-	-	-	-	(108,132)	(108,132)	112	(108,020)	
Other comprehensive income	-	-	804	34	-	29,390	-	30,228	-	30,228	
Total comprehensive income	-	-	804	34	-	29,390	(108,132)	(77,904)	112	(77,792)	
Dividends	-	-	-	-	-	-	-	-	(128)	(128)	
Transfer to legal reserves	-	-	-	-	4,133	(4,133)	-	-	-	-	
Balance at 31 December 2022	2,285	372,716	727	651	29,059	60,084	(108,132)	357,390	13,804	371,194	
Appropriation of net result	-	-	-	-	-	(108,132)	108,132	-	-	-	
(Loss)/profit for the year	-	-	-	-	-	-	(90,474)	(90,474)	823	(89,651)	
Other comprehensive (loss)/income	-	-	(336)	93	-	(4,749)	-	(4,992)	-	(4,992)	
Total comprehensive (loss)/income	-	-	(336)	93	-	(4,749)	(90,474)	(95,466)	823	(94,643)	
Dividends	-	-	-	-	-	-	-	-	(123)	(123)	
Transfer of fair value reserve of other financial assets	-	-	-	-	2,102	(2,102)	-	-	-	-	
Transfer to legal reserves	-	-	-	-	3,325	(3,325)	-	-	-	-	
Balance at 31 December 2023	2,285	372,716	391	744	34,486	(58,224)	(90,474)	261,924	14,504	276,428	

5 Consolidated Statement of Cash Flows

for the year ended 31 December 2023

	note	2023	2022
Operating activities			
Loss before tax from continuing operations		(40,373)	(64,860)
Loss before tax from discontinued operations		(49,461)	(28,765)
Loss before tax		(89,834)	(93,625)
Adjustments to reconcile loss before tax to net cash flows:			
Depreciation and impairment of property, plant and equipment	14	57,689	95,327
Depreciation and impairment of right-of-use-assets	30	18,566	19,869
Depreciation and impairment of investment properties	15	3	40
Amortisation and impairment of intangible assets and impairment of goodwill	16	14,814	12,990
Gain on disposal of property, plant and equipment	6	(6,914)	(634)
Finance income	11	(684)	(195)
Finance costs	11	16,153	8,354
Net foreign exchange differences	11	200	845
Share of profit of associates and joint ventures	17	(1,013)	(1,959)
Movement in provisions and pensions		(5,913)	(8,835)
Working capital changes:			
(Increase)/decrease in trade and other receivables and prepayments		55,458	(67,307)
(Increase)/decrease in inventories		72,768	(45,479)
Increase/(decrease) in trade and other payables		(141,113)	130,559
Cash generated from operating activities		(9,820)	49,950
Interest received		825	92
Interest paid		(13,091)	(7,827)
Income tax paid		(3,378)	(2,533)
Net cash flows from operating activities		(25,464)	39,682

	note	2023	2022
Investment activities			
Proceeds from sale of property, plant and equipment		3,818	1,206
Purchase of property, plant and equipment		(36,925)	(63,957)
Purchase of intangible assets	16	(88)	(13,366)
Development expenditures	16	(11,815)	(9,051)
Proceeds from sale of financial assets		-	(229)
Acquisition of subsidiaries - net of cash acquired		(5,570)	-
Proceeds from sale of associates		2,828	-
Net cash flows used in investment activities		(47,752)	(85,397)
Financing activities			
Proceeds from borrowings		94,633	51,272
Repayments of borrowings		53	-
Payment of principal portion of lease liabilities		(18,303)	(16,976)
Repayment of non-bank debts		(1,460)	20
Dividend paid to non-controlling interests	18	(1,883)	(2,700)
Net cash flows from/(used in) financing activities		73,040	31,616
Net (decrease)/increase in cash and cash equivalents		(176)	(14,099)
Net foreign exchange differences		67	(15)
Cash and cash equivalents at 1 January		4,594	18,708
Cash and cash equivalents at 31 December		4,485	4,594

Appendices

About our CSR report

This report on 2023 has been prepared with reference to the upcoming CSRD and was published in October 2024 after approval by the Management Board and Supervisory Board. The reporting period and annual frequency is the same as that of our financial annual report. The content of this report focuses primarily on material CSR topics.

Stakeholder involvement

We considered the interests of our stakeholders when defining the material topics and content of this report. These interests are familiar to us because of the stakeholder engagement we pursue as part of our regular activities. We also monitor the media and engage with the scientific community. To open a dialogue and to learn from each other, we participate in round table meetings. In addition, we provide specific stakeholders with opportunities to raise topics in interviews for proAgrar, our quarterly German farmers' magazine.

In 2022, we sent a questionnaire to a number of our stakeholders so we could involve them in our impact identification, impact assessment and materiality

analysis. We invited 86 stakeholders to complete the questionnaire and 47 replied, a response rate of 55%. The stakeholders who responded represented farmers and farmers' associations, other food suppliers, service partners, customers, competitors, works councils, trainees, labour unions, investors, science, food & agribusiness students, trade organisations, trade mark organisations, NGOs and other experts.

Materiality analysis

As described, we currently execute a double materiality analysis in line with the upcoming CSRD to which we will comply by the end of 2024 and report over our ESG activities via our integrated report in 2025. Until then, we will use the outcome of the materiality analysis executed in 2022 to provide insights in our material topics we have shown in this CSR report 2023.

Materiality analysis in 2022 that led to the current material topics

With regard to actual and potential negative impacts resulting from our business activities, or those we are linked to through our supply chain, we have developed a list of CSR topics that are relevant to Vion. The scope of the impact analysis is actual impacts (such as working conditions) and potential impacts (such as food safety), short-term impacts (such as animal welfare) and long-term impacts (such

as climate change), and impacts within the whole value chain (such as potential deforestation). We focused on the negative impacts as these are the most important to our stakeholders, the most important to mitigate and they cannot be offset by positive impacts. However, within the CSR topic chapters, we describe our negative impacts as well as the positive ones.

Assessing the significance of the impacts

To select the material topics from all the relevant topics, we performed a materiality analysis involving the representatives of different departments and a diverse group of stakeholders and experts. We evaluated the significance of each topic in relation to the other topics based on the severity of the impact and the likelihood of it having a potential negative impact on people, planet, animals or the economy, whether caused by Vion or our value chain. This is called the inside-out impact materiality.

To determine the ranking, we used a questionnaire to ask a diverse group of stakeholders and experts to rank the topics on the significance of their potential impact on society. The stakeholders who responded represented farmers and farmers' associations, other food suppliers, service partners, customers, competitors, works councils, trainees, labour unions, investors, science, food & agribusiness students, trade

organisations, trademark organisations, NGOs and other experts.

The top six ranked topics form the material topics for which we develop a policy, targets and activities, and monitor our results. A more detailed explanation of the performed materiality analysis can be read in our CSR report 2022. Our policy, management approach and our performance with regard to the material topics has received the most attention in this report, as these reflect Vion's significant impacts. Besides this, we have also included a short summary of our approach to the less material topics, because we realise that for some stakeholders a topic that is defined as less material can nonetheless be important. We invite our stakeholders to react to our report and to share their expectations with us via their regular contact person.

List of principal subsidiaries

Proportion of ordinary shares directly held by Vion	%	Country of incorporation
Ahlener Fleischhandel GmbH ¹	87.5	Germany
BestHides GmbH ¹	60	Germany
CEMO GmbH ¹		Germany
De Groene Weg B.V.		the Netherlands
Distrifresh B.V.		the Netherlands
Der Grüne Weg GmbH ¹		Germany
Encebe Vleeswaren B.V.		the Netherlands
FVZ Convenience GmbH ¹		Germany
G.u.P. Salomon GmbH ¹		Germany
Me-at Leeuwarden B.V.		the Netherlands
NWT-CT GmbH ¹		Germany
Otto Nocker Fleischmärkte GmbH ¹		Germany
Salomon Food World GmbH ¹		Germany
Salomon Hitburger GmbH ¹		Germany
SFB Fleisch- und Kühlcentrale GmbH&Co KG	62.5	Germany
Vion Adriaens N.V.		Belgium
Vion Altenburg GmbH ¹		Germany
Vion Apeldoorn B.V.		the Netherlands
Vion Bad Bramstedt GmbH ¹		Germany
Vion Bamberg GmbH ¹		Germany
Vion Beef B.V.		the Netherlands
Vion Beef Süd GmbH ¹		Germany
Vion Boxtel B.V.		the Netherlands
Vion Convenience GmbH ¹		Germany
Vion Crailsheim GmbH ¹		Germany

¹ Exemption pursuant to Section 264 (3) German Commercial Code.

An entity is assumed to be a principal subsidiary if it is representing more than 5% of either consolidated group sales or operating result (before any intra-group eliminations). In addition, subsidiaries with a legal disclosure requirement are included in the list of principal subsidiaries.

Consolidated subsidiaries

Unless otherwise indicated, these are wholly owned subsidiaries. The disclosed significant subsidiaries represent the most important subsidiaries based on revenues and operating result, before elimination of intercompany transactions within the Group. The list of companies represents 100% of consolidated net sales. Subsidiaries not important to providing an insight into Vion are omitted from this list. A full list of all subsidiaries part of the Group is laid down at the Dutch Chamber of Commerce.

Proportion of ordinary shares directly held by Vion	%	Country of incorporation
Vion EGN Südostbayern GmbH ¹	51	Germany
Vion Emstek GmbH ¹		Germany
Vion Enschede B.V.		the Netherlands
Vion Farming B.V.		the Netherlands
Vion Farming België N.V.		Belgium
Vion FKM Furth im Wald GmbH ¹	70	Germany
Vion Food International B.V.		the Netherlands
Vion Food North B.V.		the Netherlands
Vion Groenlo B.V.		the Netherlands
Vion Hilden GmbH ¹		Germany
Vion IM&T GmbH ¹		Germany
Vion Move GmbH ¹		Germany
Vion Perleberg GmbH ¹		Germany
Vion Property Emstek GmbH ¹		Germany
Vion Retail Groenlo B.V.		the Netherlands
Vion Retail Nederland B.V.		the Netherlands
Vion Rundvee B.V.		the Netherlands
Vion Rundvee Belgium B.V.		Belgium
Vion SBL Landshut GmbH ¹	51	Germany
Vion Scherpenzeel B.V.		the Netherlands
Vion Tilburg B.V.		the Netherlands
Vion Trading B.V.		the Netherlands
Vion Vilshofen GmbH ¹	51	Germany
Vion Waldkraiburg GmbH ¹		Germany
Vion Zucht- und Nutzvieh GmbH ¹		Germany

Corporate governance and organisational structure

Ownership

Vion's sole shareholder, Stichting Administratiekantoor SBT, is a trust office that has issued the depositary receipts for its shares to NCB-Ontwikkeling, which acts as the investment fund of the ZLTO. The ZLTO is an association for agricultural entrepreneurs and has approximately 13,000 members in the Dutch provinces of North Brabant, Zeeland and the southern part of Gelderland.

Legal form and corporate governance

Vion Holding N.V. is a public limited liability company under Dutch law with its registered office in Best, the Netherlands. As an international holding company, Vion is exempted from applying the Dutch large company regime (structuurregime). Vion has a two-tier board. The Management Board is responsible for managing the company, while the Supervisory Board oversees the policies set by the Management Board and the general affairs of the company. The Management Board is supported by the Executive Committee (ExCo). Vion's corporate governance structure is based on Dutch legislation, its articles of association, the Dutch Corporate Governance Code, and Vion's own code of conduct.

Organisational structure

The Executive Committee supports the Management Board in achieving Vion's objectives and implementing the strategic objectives set out in the strategy and business plan. Next to the Chief Executive Officer (CEO) and Chief Finance Officer (CFO) it consists of the Chief Operating Officers (COOs) of the Countries the Netherlands and Germany and Food Service, the Chief Human Resources Officer (CHRO) and the Chief Transformation Officer (CTO, as of 1 January 2023) and the Chief Ingredients and Science and Sustainability (CSSO as of 1 October 2023). The Management Board is ultimately responsible for the actions and decisions taken within the Executive Committee and for the overall management of Vion. Members provide regularly updates on their lines of business in meetings of the Supervisory Board.

Vion's Diversity Policy contains the following specific objective with regard to gender diversity within the Executive Committee. When the Executive Committee consists of seven or more members: increasing gender diversity such that at least two members of the Executive Committee are female. Currently the Executive Committee has one female and seven male members. This means the objective has not yet been met. Gender diversity will continue to be an important element in the profile for future vacancies on the Executive Committee. An action plan to reach the objective with regard to gender diversity within the Executive Committee has been drawn up. In

addition, if a vacancy in a senior position needs to be filled, specific attention is paid to female talent.

The Supervisory Board

The Supervisory Board oversees the policies pursued by the Management Board and the general affairs of the company. The Supervisory Board offers advice and assistance to the Management Board. The Supervisory Board also supervises how the Management Board develops and implements its view on long-term value creation. In doing this, the Supervisory Board focuses on the interests of the company and its business. Important Management Board decisions are subject to the prior approval of the Supervisory Board. Examples of important decisions include decisions on the nature and scale of its business operations, and decisions affecting the company's capital structure.

All decisions of the Supervisory Board must be taken by absolute majority. Decisions by the Supervisory Board are only valid when the majority of the Supervisory Board members in office are either present or otherwise represented. The Supervisory Board may only take decisions outside its meetings if all the Supervisory Board members have expressed themselves in favour of the proposal in question. The Supervisory Board discusses its performance, the performance of its committees and that of the individual Supervisory Board members at least once a year in a session in which the members of the Management Board are not present.

The Supervisory Board's rules on its composition and performance are laid down in its rules of procedure. For details, please visit our website.

Appointment, composition and conflict of interests

Supervisory Board members are appointed by the General Meeting following a binding recommendation of the Supervisory Board. The General Meeting may only ignore the binding recommendation of the Supervisory Board with the consent of at least two-thirds of the votes cast, which in turn represents at least half of the issued capital.

Supervisory Board members are appointed for a term of four years and may be reappointed for one further four-year period. A Supervisory Board member may subsequently be reappointed again for a period of two years and this appointment may be extended by another period of not more than two years. In the event of reappointment after eight years, the reasons for reappointment should be given in the Report of the Supervisory Board.

The General Meeting may grant a fixed remuneration to the Supervisory Board members. In addition, the Supervisory Board members are reimbursed for all reasonable costs.

The composition of the Supervisory Board will be such that the combination of experience, expertise and

independence are present for the Supervisory Board members to properly fulfil their duties. Vion aims for diversity within the Supervisory Board. This diversity includes a broad range of aspects such as nationality, age, gender, education and work background. One of Vion's diversity aims is to achieve a reasonable gender balance in the Supervisory Board. Vion's Diversity Policy contains the following specific objective with regard to gender diversity within the Supervisory Board. When the Supervisory Board consists of less than six members: maintaining gender diversity such that at least one member of the Supervisory Board is female. In 2023 the Supervisory Board had no female members and four male members, which means this objective has not been met in 2023. However, due to the departure of our female supervisors in 2023 during a financially difficult period, it has been decided to postpone the recruitment of her successor to 2024. The Diversity Policy contains the following specific objective when the Supervisory Board consists of six or more members: increasing gender diversity such that at least two members of the Supervisory Board are female. This objective has not yet been met. Gender diversity will in 2024 continue to be an important element in the profile for vacancies on the Supervisory Board. An action plan to reach the objective with regard to gender diversity within the Supervisory Board has been drawn up.

Should a conflict of interest arise with regard to a particular topic, the Supervisory Board member in

question will not take part in the discussion or the decision-making on that topic.

The Supervisory Board has appointed an Audit Committee and a Remuneration, Selection and Appointment Committee from among its members. These committees advise the Supervisory Board on matters relating to their respective areas of interest and therefore do not take on the responsibilities of the Supervisory Board.

Audit Committee

The Audit Committee prepares the Supervisory Board's decision-making on the supervision of the integrity and quality of the company's financial reporting and the effectiveness of the company's internal risk management and control systems. The Audit Committee's rules on its composition and performance are laid down in its rules of procedure. For details, please visit our website.

Remuneration, Selection and Appointment Committee

The Remuneration, Selection and Appointment Committee prepares the Supervisory Board's decision-making on the selection, appointment and remuneration of the company's Management Board members and the Supervisory Board members. The Remuneration, Selection and Appointment Committee's rules on its composition and performance

are laid down in its rules of procedure. For details, please visit our website.

Stichting Administratiekantoor SBT

Stichting Administratiekantoor SBT (SBT) is the sole shareholder of Vion. SBT has issued depositary receipts for its shares in the company. The depositary receipts have been issued without the cooperation of the company. All depositary receipts are held by Noordbrabantse Christelijke Boerenbond, Rooms-Katholieke Vereniging van Boeren en Tuinders-Ontwikkeling (NCB-Ontwikkeling). The board of SBT consists of five members. In accordance with the articles of association of SBT three of the five board members are appointed by NCB-Ontwikkeling. The two remaining board members are appointed by NCB-Ontwikkeling in its capacity as the holder of all depositary receipts. Two board members of SBT are currently also members of the board of NCB-Ontwikkeling. NCB-Ontwikkeling is related to Zuidelijke Land- en Tuinbouworganisatie (ZLTO), mainly because the board of NCB-Ontwikkeling has the same members as the board of ZLTO and the members of NCB-Ontwikkeling are also members of ZLTO. ZLTO is an association for entrepreneurs working in agricultural sectors and has approximately [12,000 members] in Noord Brabant, Zeeland and the southern part of Gelderland. NCB-Ontwikkeling acts as the investment fund of ZLTO.

¹ Average total number of employees in FTEs 10,711.

Remuneration

The Supervisory Board determines the remuneration of the Management Board and the other employment terms for the Management Board members. It does this within the parameters of the general remuneration policy adopted by the General Meeting.

Our employees¹

In 2023, Vion employed 7,001 people directly and had a further 3,710 third-party employees, all working to build our continued success. Our third-party workforce is mostly in production: i.e. slaughtering, boning, packaging and cleaning processes. Around a quarter of our employees work part-time. Due to the nature of our production processes, most employees are men. Around a quarter of our employees are women. For more details, see 'Employees and Third-Party Workers' in the online appendix of our CSR report.

Business principles

Integrity and ethical behaviour are important parts of our company culture. We have drafted for all employees our [→ Good Business Practice Guide](#). Every (new) employee is informed about our Code of Conduct, our Whistleblower Policy and Cyber and Information Security.

CSR reporting, governance and CSRD readiness

Vion regularly engages in stakeholder dialogues to understand the impact of the activities of the organization on our stakeholders. In 2022, we held a stakeholder survey in all relevant groups in which we engage in our activities, to determine our material topics together with stakeholders. This materiality assessment was based on the actual and potential impact of Vion and its supply chain on society.

The data covering the material topics in this report have been compiled by the respective departments, group directors, and the executive board members. They are responsible for the management approach, including the concrete actions that have been or will be taken, and the results in these topics.

The CSR reporting team has managed the process. The reporting of the CSR report is managed by a team consisting of communication, quality assurance, an external consultant, and chaired by the Director ESG. They manage the process of the compilation of this report and checked the data in close coordination with the Group Finance team who are simultaneously working on the financial annual report. We are working towards integrated reporting in 2025 where the ESG agenda is embedded in the annual report.

The management board has approved the reported information, the targets and our material topics. The report has been positively received by the supervisory board, which had no substantive comments.

CSRD Readiness

The CSRD (Corporate Sustainability Reporting Directive) will become mandatory for Vion as of the annual report 2025. The central objective of the CSRD is that companies should disclose relevant, comparable and reliable sustainability information on topics that are material to the company. Vion has reported upon its sustainability efforts since 2016 in line with the Global Reporting Initiative (GRI). We are therefore familiar with reporting on non-financial data.

In order to be compliant with these CSRD requirements we have started a programme which aims to have relevant procedures implemented by the end of 2024. With the establishment of the Science & Sustainability department, a dedicated team will realize the implementation of the CSRD readiness programme.

A governance structure has been put in place overseeing the implementation of the CSRD readiness program. The Management Board will be ultimately responsible for decision making whereas a Steering Committee will challenge and endorse the

programme from a content perspective and monitor and steer on the progress of the implementation.

Initial preparations in 2023 involved gaining high-level insights into the scope and the requirements for CSRD. A gap-analysis was performed by EY who assessed each European Sustainability Reporting Standards (ESRS) under the CSRD individually. It gave us insights in the maturity of the status of our disclosures and necessary actions to achieve the required level of detail and necessary metrics.

In the beginning of 2024, we started a Double Materiality Assessment which will, based on internal and external stakeholder involvement, define our material topics. In the remainder of 2024 these material topics will be implemented meaning that all required policies, targets, action plans and resources will be reviewed and updated when necessary. Our aim is to be ready with the implementation by the end of 2024 and start data collection during 2025 for the annual report over that year.

The way we do business

Our core values

Vion's Way of Working is based on three core values, which we regard as part of our DNA. These values are Sharp, Connected and Brave.

Sharp

We want to be at the forefront of the industry

Leading the way in how products are made in the future. We are clever and alert in order to thrive in volatile and unexpected market circumstances. And we shape markets by anticipating needs and driving demand. Together with our suppliers, customers and other key partners, we create the unseen.

Connected

Being in the middle of vital food chains

We believe that at the core of our success lies a deep understanding that everything is related. From the (eco) system that we are part of to the personal relationships which are the foundations of strong partnerships and food chains. We all feel we are a part of something bigger.

Brave

At Vion, we do things which have never been done before

We challenge the status quo in order to achieve the progress needed in our company and our industry. Together we want to be a gamechanger and a beacon

for others, developing the protein chains of the future and introducing propositions that are revolutionary to our industry.

Our business principles

When doing business, we are guided by the following six business principles, which all of our employees are asked to put into practice.

Economic fundamentals

Profitability is essential to fulfil all the responsibilities and to safeguard the continuity of our business. Vion competes on an international scale and intends to take up leading and/or unique market positions. Entrepreneurship, a market-oriented approach, efficiency and effectiveness are essential to our success.

Animal welfare and animal health

Wholesome and safe animal products can only be derived from healthy livestock. The well-being and health of livestock are strongly linked to each other, and Vion also values the integrity of the animals. For this reason, Vion encourages measures that are aimed at enhancing animal welfare.

Vion is committed to the ethically responsible treatment of animals, based on scientifically sound guidelines. We also expect this of the livestock

farmers, intermediaries and the hauliers within the company's supply chain.

Integrity

Ethical behaviour, sincerity, reliability and integrity are our guiding principles for every aspect of our work. We also expect these values to be held by everyone with whom we have a relationship. All transactions must be accurately and properly justified in accordance with prescribed procedures, and be made fully available for external audits.

Human capital

We are fully aware that success is largely dependent upon the dedication and welfare of our employees. We consider them to be the most important asset of our business. We offer our employees good, competitive working conditions, encourage their development and enable them to use their talents.

We invest in the education and training of our employees and offer a working environment in which their conditions are safe and healthy.

Social commitment

We contribute to the improvement of the quality of life and behave as a good citizen of the communities in which we are active.

Compliance

We endeavour to comply with the standards, legislation and regulations in every country in which we operate, as well as UN Guiding Principles on Business and Human Rights, and OECD guidelines. Vion is audited to make sure we conform to the European Energy Efficiency Directive (EED). In 2023, some instances of non-compliance occurred with regard to regulations on hygiene, animal welfare and working conditions, for which we were fined or received another sanction.

Our slaughterhouses are supervised by official veterinarians 24/7. When a procedure is not followed precisely, this results in an official fine in the Netherlands. Fines are only listed when they are final. All fines are detailed on our transparency website.

Our Good Business Practice Guide

Our Good Business Practice Guide has three sections:

- The Vion Code of Conduct: our standards and values to be upheld by everyone working at Vion
- Our Whistleblower policy, which makes it possible to report suspected irregularities
- Our approach on information security and fraud prevention

The Good Business Practice Guide is available in 12 languages: English, German, Dutch, Bulgarian, Czech, Hungarian, Latvian, Lithuanian, Polish, Romanian, Slovak and Turkish.

The guide is applicable to all our own activities and operations and is approved by our management board (the most senior level). It is available on our website at: <https://www.vionfoodgroup.com/en/about-vion/corporate-governance/>

Code of conduct

Vion's business principles and core values are laid down in the Code of Conduct, which covers topics like legislation, compliance, animal welfare, food safety, product integrity, conflicts of interest, receiving and offering gifts, contributing to political parties and bribery/corruption.

Information security and fraud prevention

In this section, our Good Business Practice Guide describes the rules around cyber and information security, gives examples of fraud and cybercrime, suggests actions to take to prevent it and offers do's and don'ts when dealing with fraud.

Whistleblower procedure

We have a whistleblower call line with new freephone numbers and a new website for confidential reporting. We informed employees of this internally via email and posters in 12 languages (English, German, Dutch, Bulgarian, Czech, Hungarian, Latvian, Lithuanian, Polish, Romanian, Slovak and Turkish).

Vion is committed to always conducting business in compliance with laws and regulations, with integrity

in financial management, in a healthy and safe work environment, and with effective corporate governance. The way we do this is set out in our Code of Conduct and all other company policies. It is therefore important that we are made aware of any possible violations. External stakeholders can report any critical concerns or abuses in the chain via our website → www.vionfoodgroup.com/whistleblower.

We want to ensure that any worker at Vion can submit a report without the risk of retaliation, and with the assurance that all reports are treated confidentially and promptly investigated. In addition to reporting directly to management, human resources or the management board, employees can contact the whistleblower line, which is operated by an external service provider. This allows employees to report issues anonymously.

In 2023, we received 10 reports under the whistleblower policy (2021: 4). All were HR-related. Every report was followed up and appropriate action was taken.

In 2023, there were again no reports of corruption or bribery. Our policy in a case of proven corruption or bribery is to dismiss the respective employee immediately.

Employees and third-party workers (headcounts)

Employees at international sales support offices are included in the data of the Netherlands.

Most of our third-party labour works in our production processes, such as slaughtering, boning, packaging and cleaning . The number of flex workers is quite high (status on 31 December 2023), reflecting our need for flexibility in our operations.

Due to the nature of our production processes, the majority of the workers are male but numbers of women in our workforce are increasing. In the Netherlands, all operational employees and third-party labour workers are covered by collective bargaining agreements. In Germany, we also work with collective bargaining agreements for different locations. Most of the workers who are not covered by collective bargaining agreements in the Netherlands are corporate staff.

Vion total	2023	2022	2021
Total number of workers own + flex	11,998	13,310	13,326
Total number of own employees	7,785	8,420	8,825
Total number of Vion's own employees with a permanent employment contract	6,361	6,825	7,265
* Male	4,627	4,986	5,327
* Female	1,734	1,839	1,938
Total number of Vion's own employees with a temporary employment contract	1,424	1,595	1,560
* Male	866	1,007	977
* Female	558	588	583
Total number of full-time employees	6,318	6,975	7,363
* Male	4,754	5,241	5,549
* Female	1,564	1,734	1,814
Total number of part-time employees	1,464	1,433	1,460
* Male	737	740	754
* Female	727	693	706
Percentage of total employees covered by collective bargaining agreements	72%	74%	72%
Number of employees covered by collective bargaining agreements	5,619	6,201	6,319
Total number of third-party workers	4,213	4,890	4,501
* Male	3,087	3,725	4,479
* Female	1,126	1,165	22
Percentage of total third-party workers covered by collective bargaining agreements	94%	80%	89%
Number of third-party workers covered by collective bargaining agreements	3,943	3,924	4,010

Vion Netherlands	2023	2022	2021
Total number of workers own + flex	6,769	7,229	6,416
Total number of own employees	2,786	2,707	2,358
Total number of Vion Netherland's own employees with a permanent employment contract	2,268	2,256	2,084
* Male	1,647	1,608	1,523
* Female	621	648	561
Total number of Vion Netherland's own employees with a temporary employment contract	518	451	274
* Male	259	253	141
* Female	259	198	133
Total number of full-time employees	1,941	1,918	1,710
* Male	1,469	1,446	1,352
* Female	472	472	358
Total number of part-time employees	844	789	646
* Male	435	415	311
* Female	409	374	335
Percentage of total employees covered by collective bargaining agreements	93%	93%	91%
Number of employees covered by collective bargaining agreements	2,589	2,504	2,147
Total number of third-party workers	3,983	4,522	4,058
* Male	2,873	3,381	4,050
* Female	1,110	1,141	8
Percentage of total third-party workers covered by collective bargaining agreements	99%	87%	99%
Number of third-party workers covered by collective bargaining agreements	3,943	3,924	4,010

Vion Germany	2023	2022	2021
Total number of workers own + flex	5,101	5,934	6,766
Total number of own employees	4,927	5,636	6,394
Total number of Vion Germany's own employees with a permanent employment contract	4,021	4,492	5,108
* Male	2,924	3,318	3,744
* Female	1,097	1,174	1,364
Total number of Vion Germany's own employees with a temporary employment contract	906	1,144	1,286
* Male	607	754	836
* Female	299	390	450
Total number of full-time employees	4,309	4,996	5,581
* Male	3,231	3,750	4,137
* Female	1,078	1,246	1,444
Total number of part-time employees	618	640	813
* Male	300	322	443
* Female	318	318	370
Percentage of total employees covered by collective bargaining agreements	61%	64%	64%
Number of employees covered by collective bargaining agreements	3,030	3,632	4,099
Total number of third-party workers	174	298	372
* Male	174	298	372
* Female			
Percentage of total third-party workers covered by collective bargaining agreements			
Number of third-party workers covered by collective bargaining agreements			

Vion Belgium	2023	2022	2021
Total number of workers own + flex	128	147	144
Total number of own employees	72	77	73
Total number of Vion Belgium's own employees with a permanent employment contract	72	77	73
* Male	56	60	60
* Female	16	17	13
Total number of Vion Belgium's own employees with a temporary employment contract			
* Male			
* Female			
Total number of full-time employees	68	61	72
* Male	54	45	60
* Female	14	16	12
Total number of part-time employees	2	4	1
* Male	2	3	
* Female		1	1
Percentage of total employees covered by collective bargaining agreements		84%	100%
Number of employees covered by collective bargaining agreements		65	73
Total number of third-party workers	56	70	71
* Male	40	46	57
* Female	16	24	14
Percentage of total third-party workers covered by collective bargaining agreements			
Number of third-party workers covered by collective bargaining agreements			

GRI content index

Statement of use: Vion has reported the information cited in this GRI-content index for the year 2022 with reference to the GRI-standards.

GRI 1 used: GRI 1: Foundation 2021

GRI standard / other source	Disclosure	Page	Page	Omission / Remarks	GRI sector standard ref. no.
General disclosures					
	2-1 Organizational details	10	17		
	2-2 Entities included in the organization's sustainability reporting	174			
	2-3 Reporting period, frequency and contact point	172			
	2-4 Restatements of information			Our scope 2 emissions are now market-based where before they were location-based	
	2-5 External assurance	184		We have no external assurance of the report.	
	2-6 Activities, value chain and other business relationships	9	27	149	
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Material topics

GRI standard / other source	Disclosure	Page	Page	Omission / Remarks	GRI sector standard ref. no.
GRI 3: Material Topics 2021	3-1 Process to determine material topics	37			
	3-2 List of material topics	37			
Energy					
GRI 3: Material Topics 2021	3-3 Management of material topics	55			
GRI 302: Energy 2016	302-1 Energy consumption within the organization	68			
	302-2 Energy consumption outside of the organization	68			
	302-3 Energy intensity	68			
Biodiversity					
GRI 3: Material Topics 2021	3-3 Management of material topics	73			
	304-2 Significant impacts of activities, products and services on biodiversity	73			
Emissions					
GRI 3: Material Topics 2021	3-3 Management of material topics	55			
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	69			
	305-2 Energy indirect (Scope 2) GHG emissions	69			
	305-4 GHG emissions intensity	69			
Employment					
GRI 3: Material Topics 2021	3-3 Management of material topics	77			
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	89			

GRI standard / other source	Disclosure	Page	Page	Omission / Remarks	GRI sector standard ref. no.
Occupational health and safety					
GRI 3: Material Topics 2021	3-3 Management of material topics	77			
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	80			
	403-2 Hazard identification, risk assessment, and incident investigation	80			
	403-3 Occupational health services	80			
	403-4 Worker participation, consultation, and communication on occupational health and safety	80			
	403-5 Worker training on occupational health and safety	80			
	403-6 Promotion of worker health	80			
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	80			
	403-9 Work-related injuries				
Animal welfare					
GRI 3: Material Topics 2021	3-3 Management of material topics	109			
	Percentage and total of the animals raised and/or processed, by species and breed type, per housing type	123			FP11
	Policies and practices in antibiotic, anti-inflammatory, hormone, and/or growth promotion treatments, by species and breed type	112			FP12
	Total number of incidents of significant non-compliance with laws and regulations, and adherence with voluntary standards related to transportation, handling, and slaughter practices for live terrestrial and aquatic animals	179			FP13
Food safety					
GRI 3: Material Topics 2021	3-3 Management of material topics	97			
	Percentage of the production volume manufactured in sites certified by an independent third party according to internationally recognised food safety management system standards	102			FP5
Traceability and product integrity					
GRI 3: Material Topics 2021	3-3 Management of material topics	104			
	417-1 Requirements for product information and labelling	105			

Topics in the GRI Food Processing Sector Standard determined as not material

Topic	Explanation
Healthy and affordable food	Vion's meat and meat alternatives can contribute to a healthy diet. The potential negative impact of our food is not significant compared to the other impacts, as determined in consultance with stakeholders.

Corporate social responsibility report 2023

Vion

Vion Holding N.V.
Boseind 15
5281 RM Boxtel
The Netherlands

Tel.: +31 88 995 3555

www.vionfoodgroup.com

Chamber of Commerce: 17053901



Food that Matters