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Corporate

Social

Responsibility report 2020.





Introduction.

by CEO Irénke Meekma

2020 will forever be remembered as the year COVID-19 took hold – and in many ways changed the world. At the time I am writing this introduction, however, it's clear that many other changes have also reached a tipping point, accelerating our journey towards a more sustainable world.

Plant-based foods are breaking out of their niche, entering mainstream markets. 46% of consumers claim to have adopted healthier eating habits since the COVID-19 pandemic started. Shareholders of big oil companies, aware of the dangers surrounding their investments, have forced boards to act faster on climate change. The G7 countries have agreed on a global minimum tax level of 15%, to ensure companies around the world pay their fair share. And after this difficult period of social distancing, people everywhere appreciate the value of human contact and engagement with other people like never before.

In other words, these are exciting and inspiring times. Also for Zeelandia: as a company we are asked to help create the new normal. To create something better out of our shared experience. And we are expected to do so now. Consumers demand products to support a more nutritious, healthy lifestyle. They expect companies such as Zeelandia to take control of the often long and complex supply chains they are part of. To take shared responsibility for reducing all negative

environmental and social impact. Our customers also expect Zeelandia to act and work with them on supply chain innovation, to help reduce energy consumption, packaging and food waste. Employees want to work for companies that allow them to make a real, valuable contribution to the greater good, for example to the UN's sustainable development goals.

This corporate social responsibility reflects our continuing journey towards a more sustainable future. It describes our efforts as well as our strategy as we seek to intensify them: by focusing on areas in which our company can have the strongest, most meaningful and direct impact. It's a journey that we are determined to continue, not by ourselves but by engaging with our employees, suppliers and customers. Together we can and will make a difference.



Summary.

The Royal Zeelandia Group develops, produces and sells ingredients for bakers, with factories in over 20 countries and sales in approximately 100 countries. This report describes our program and progress on CSR.

CSR topics were defined in line with the United Nations' Sustainable Development Goals (SDGs). Goals were then selected based on assessments of where Zeelandia could contribute most. This resulted in four key topics: better for consumers (health & nutrition), better for employees (health & wellbeing), zero waste (waste reduction, recycling & circular use of materials) and clean energy (reduction of CO2 emissions and the transition towards non-fossil energy sources).

Responsibility for our business strategy in local markets rests with individual operating companies, and this includes the responsibility to integrate CSR into day-to-day operations. Best practices are shared throughout the global Zeelandia network, to make the most of our collective experience and expertise, for the benefit of all. This process is facilitated by a community of local CSR ambassadors. This report gives examples of local progress, which adds up to 200 finished CSR initiatives.

On the Zeelandia Group level we have been monitoring the consolidated environmental impact (energy and waste) for years. In 2020, our overall energy consumption decreased, in line with the lower production and sales volumes because of the COVID-19 pandemic. Food waste data were higher than 2019, mainly caused by more irregular production patterns caused by COVID-19.

Progress on most other (non-financial) performance indicators is monitored by individual operating companies. This includes parameters such as employee health & wellbeing as well as product innovation aimed at expanding our portfolio of healthy products. One example is the introduction of vitamin D enriched multicereal bread, based on scientific reports that vitamin D supports the immune system to fight Covid.

Zeelandia is aware of its crucial position in the supply chain, connecting the consumer and the baker with the raw material supplier and farmer. This enables us to act on the requirements of consumers and bakers, who want more sustainable ingredients and more transparency on the origin of these ingredients. We actively work with suppliers to create a more sustainable and transparent supply chain. This is reflected, for example, in our membership of the round table for sustainable palm oil (RSPO) and our implementation of assessment systems for sustainable procurement (IMVO, SEDEX). Zeelandia's IMVO (International Responsible Business Conduct) score improved from 52% to 62% in 2020.

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Better for consumers

Better for employees Better for

the planet

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One Zeelandia.



3,147 employees.

Our people Zeelandia employs 3,147 people worldwide (including joint ventures). Together with our suppliers they explore new ingredients and more sustainable production processes, to meet the growing demand for healthy, nutritious bread and pastry products made from responsibly sourced ingredients.



+ 100 countries.

Our product portfolio covers thousands of products and includes bread and pastry mixes, bread improvers, fermented products, pastry fillings (including fruit), coatings as well as release agents. The products are tailored to local tastes and needs in over 100 countries.



482 million euros.

Our customers include bakeries of all sizes, from small artisanal bakeries to large industrial bakeries catering for (international) retail chains and out-of-home outlets. Zeelandia exports to around 70 countries and in 2020 registered total net (including joint ventures) sales amounting to 482 million euros.



CSR@Zeelandia.

As a family-owned company, Zeelandia has always had a strong focus on long-term sustainable growth, and a strong sense of responsibility for the communities and societies we are part of. Accordingly, CSR topics such as food safety, employee wellbeing, waste reduction and efforts to reduce our environmental footprint have been an integral part of our way of doing business for decades.

Focus on maximizing impact

To maximize our impact, we need to focus our efforts. In 2018 we carried out extensive stakeholder research, which has resulted in a materiality matrix. The materiality matrix visualizes which CSR topics are of most concern to internal and external stakeholders, and in which areas our company can have the greatest potential impact. The graph will be updated in 2021, to increase our focus on those areas in which we can make the most direct and meaningful contribution. This exercise has identified the topics which have become the fundamental framework for our CSR efforts:

Better for consumers

We take responsibility for the quality and nutritional value of our products, which reflect the latest insights on the impact of food products on consumer health. We are also transparent in terms of the raw materials and ingredients we use.

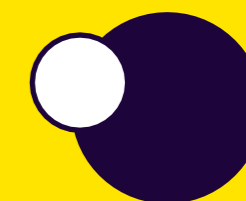
Better for employees

We are an attractive employer: recruiting, developing, fostering, engaging and retaining a diversity of talent. We create an environment in which employees can flourish and stay fit and productive until retirement.

'Better for the planet, with focus on clean energy and zero waste.'

Clean energy

We actively contribute to the transition to sustainable energy and work to reduce our greenhouse gas emissions. We aspire to be carbon neutral.



View the Materiality Matrix
page 36

Zero Waste

We reduce food waste and recycle other types of waste into new raw materials, contributing to the circular economy. Our ultimate ambition is zero waste.

Our CSR strategy

These topics were the cornerstones of our first explicit, company-wide CSR strategy, which was established in 2019. This CSR strategy in turn has been embedded in our overall company strategy as a fundamental enabler of future growth. It is tailored to our company's strengths: we have empowered our over 25 operating companies around the world to take responsibility for their own CSR performance, taking into account local priorities and opportunities, while benefiting from the strength of the global Zealandia network. In line with this approach, we have set up a **global network of CSR ambassadors** to facilitate the exchange of best practices and to generate enthusiasm for CSR initiatives throughout our organization. In addition, we have formulated **Group-wide projects**, in which individual countries, Centres of Expertise and corporate departments join forces. On a corporate level, we seek to maximize the impact of our efforts by **enabling internal benchmarking and defining KPIs**, and in 2020 we started work on **Group-wide**

roadmaps for achieving long-term ambitions such as carbon-neutral production and developing a healthier and more nutritious product portfolio.

Local CSR initiatives

The bedrock of our CSR performance remains the large number of projects initiated and executed by individual countries. In 2020 alone, over 200 such projects were completed, many focusing on environmental concerns and on boosting employee health and engagement.

Countries such as Brazil, Greece and Poland each completed no fewer than 30 projects. Another 113 projects are still in progress, including a range of projects targeting consumer health, for example in Spain, the Czech Republic, Belgium and Italy. And as a CSR engagement survey in 2020 showed, employees around the world appreciate these efforts and want to contribute.



Progress on CSR themes.



Better for consumers.

Safe, healthy and nutritious

Our commitment

Through our ingredients, we have a direct impact on **public health** and **responsible consumption patterns**, two of the UN's Sustainable Development Goals. We take that responsibility seriously, as demonstrated by the strategic goals we have set for 2023:

- We **improve the nutritional value** of our products, reduce salt and sugar content and calorie count, and we develop and launch at least one healthy product concept each year.
- We help consumers make informed, responsible decisions **by providing transparent information**, both on health & nutritional aspects and on the origin of our raw materials.
- We are **compliant with food safety requirements** and hold a global GFSI certification.

3 GOOD HEALTH AND WELL-BEING



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



What we have achieved together in 2020

Boosting nutritional value

Among consumers there is an increasing demand for healthy products. Our Marketing departments and Centres of Expertise have analysed our global product portfolio to select existing, healthy products and explore opportunities for introducing them in more countries. By introducing these proven concepts in more markets, we maximize their potential contribution to public health around the world. In 2020, our gluten free and vegan range was expanded and introduced in more markets.

We continue to improve recipes and develop new products. For example, we have upgraded our multivitamin high-fibre Vikorn bread mix with extra vitamin D after scientific studies reported a link between this vitamin and the immune system's ability to fight COVID-19. We also accelerated work on our sugar reduction programme, on the development of low sugar, low-fat and low-calory versions of our best-selling products, and on recipes incorporating the beneficial properties of plant-based ingredients.

Transparent product information

Both consumers and customers increasingly demand transparent information on the origin of our raw materials. Our Purchasing department has carried out a systematic risk analysis focusing on ethical, social and environmental issues.

This data allows us to manage and minimize risks, a commitment we formalized years ago as a signatory of the Dutch IMVO code (International Responsible Business Conduct). Every year we report on our progress, and in 2020 our IMVO score rose to 62% (from 52%). One area in which we continue to make quantifiable progress is the use of sustainably sourced palm oil. An assessment in Q4 2020 showed that >95% of the palm oil in our products meets RSPO criteria. This is valuable information from the perspective of the many customers and consumers who want to make sure their consumption pattern does not contribute to unsustainable business practices.

Food safety

In many countries, consumers take food safety almost for granted, viewing it as the most fundamental of prerequisites, and rightly so. However, the COVID pandemic triggered increased scrutiny from both consumers and customers. This provided us with an opportunity to highlight our commitment to the highest food safety standards.

Our production facilities exceed HACCP standards (Hazard Analysis and Critical Control Points), and many have been certified as compliant with Global Food Safety Initiative standards such as BRC, IFS and FSCC22000. Individual countries, with the support of corporate departments, closely monitor regulatory developments and consumer demands.

In 2020 we answered many specific questions and proactively produced a short video highlighting our safety protocols, which proved especially welcome in export markets in the Middle East where food safety is a frequent issue.



Accomplished in Germany



Accomplished in the Czech Republic

What individual countries have accomplished

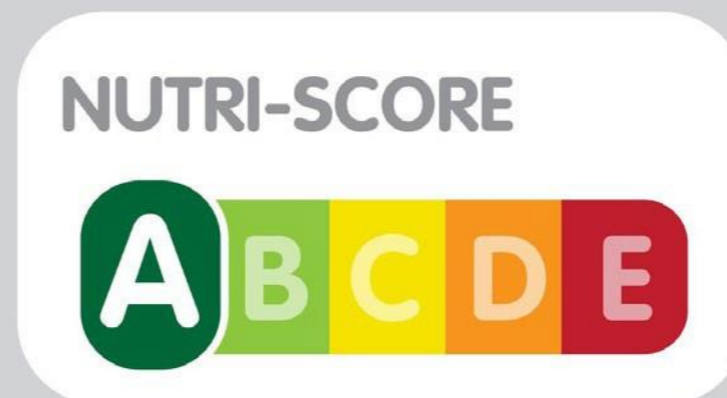
In **Germany** the government has published a 'National Reduction and Innovation Strategy', which focuses on reducing sugar, salt and fat content. In response, we created a detailed position paper on our use of sugar. We also introduced several sugar-free products, including a cake mix, custard filling, jelly and water-based filling.

In **the Czech Republic** we enabled bakers to enrich dough with softened grains and seeds, sprouted textures and plant-based (vegetable and pulse) ingredients. Our Silkgrain product range allows them to boost nutritional value, with a particular effect on gut health.

In **the Netherlands** we addressed the problem of low vitamin D update during the winter months. During this period, our Vikorn bread mix (which boosts the immune system) is enriched with extra vitamin D. The enriched mix contains 30% of recommended daily intake per 100 g.

In **Belgium** all Zeelandia bread mixes are clean-label products. On top of that the bread made with these mixes can carry the NutriScore A label.

Accomplished in Belgium



Accomplished in the Netherlands





Better for employees.

Healthy and engaged

Our commitment

The UN's Sustainable Development Goals have highlighted the crucial value of quality education, decent work and economic growth for all. To support these goals, we do our utmost to create an environment in which employees from all ages and backgrounds feel safe and can thrive. We protect their physical health and well-being and encourage their professional and individual growth. Specifically, we have set the following strategic goals for 2023:

- We use **group-wide standards** for safety at work and reduction of dust and heavy labour
- We involve people in change and **create engagement**, using a standardized employee survey
- We hire talent **from diverse backgrounds** and invest in developing their potential through **lifelong learning**
- We share best practices through a thriving CSR community

4 QUALITY EDUCATION



8 DECENT WORK AND ECONOMIC GROWTH



What we have achieved together in 2020

To our various plans and initiatives in this area, one very urgent priority was added when in the spring of 2020 the global COVID-19 pandemic took hold. A COVID taskforce was set up to ensure the safety and well-being of our employees and to mitigate the negative impact of the outbreak.

In early March we implemented very strict hygiene protocols and restricted access to facilities, to help stop the spread of the virus. Where possible, employees were asked to work from home, and we arranged for the required support, tools and facilities. We also recognized that working from home presents new risks. An in-depth checklist and risk analysis were developed to help line management and HR engage and interact with employees on their physical and mental well-being and discuss ways to protect their health and fitness.

The high priority of managing the COVID crisis meant Group CSR projects in this domain, such as a monitoring tool for engagement and the roll-out of a code of conduct and whistleblowing policy, were put on hold until 2021. Nevertheless, individual countries managed to start up and execute initiatives even

under these challenging circumstances (see the next subheading).

On a Zeelandia Group level, we introduced a new engagement survey focusing on our CSR strategy and activities. Over 900 participants took part in the survey, which was distributed in 16 languages. Its main findings were:

- Employees are generally very committed to CSR goals and expect the same from Zeelandia.
- They feel challenged and engaged: they sense our company culture places great emphasis on CSR and expects them to play their part.
- However, they indicate that they require more support and resources as they try to 'live' CSR, especially from their direct supervisors.

Based on this feedback we improved our CSR communication. A project has been prepared for 2021, to support direct supervisors in entering a constructive dialogue with their team.

What individual countries have accomplished

In **Poland**, we made a concerted effort to consistently follow up feedback from a previous Great Place to Work survey in 2018. A recovery plan was executed, with excellent results: the 2020 GPTW survey showed significant improvement across all categories. In many cases the Zeelandia scores rose by 20% or more, substantially outperforming the national average.

In **Belgium**, employees are helped to improve their physical condition and reduce stress through the 'Fitbees' programme, which covers areas such as recognizing stress factors, diet and exercise, healthy sleeping patterns, effective time management and ways to focus on positive thoughts. The programme has had long-term effects, for example in helping some colleagues to stop smoking or to build a lunch walk into their daily routine.

In **Greece**, various initiatives help employees to look after their health. Zeelandia offers them a health insurance programme, which comes with an annual medical check-up during working hours. These check-ups are combined with annual eye examinations offered to all employees.

In addition to these specific initiatives aimed at employees' health and well-being, it is important to note that CSR initiatives as a whole also prove to contribute to employee engagement and well-being. The survey described above shows that the hundreds of local initiatives and the resulting steady flow of successes, large or small, are an important counterpoint to the tensions and uncertainties of the COVID crisis.



Accomplished in Greece



Better for the planet - clean energy.

Efficient and sustainable

Our commitment

We support the world's efforts to combat the climate crisis and environmental pressure by reducing our own ecological footprint. This includes reducing our direct and indirect greenhouse gas emissions, as we work towards a carbon-neutral future. In this way, we contribute to several of the UN's Sustainable Development Goals (Affordable and clean energy, Responsible consumption and production, Climate action and Life below water).

Our strategic goals for 2023:

7 AFFORDABLE AND CLEAN ENERGY



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



13 CLIMATE ACTION



14 LIFE BELOW WATER



- We achieve **year-by-year reductions** of water, energy and fuel **consumption**, taking responsibility for our share of greenhouse gas reductions, in line with external commitments such as those laid down in the EU Green Deal.
- We steadily switch from fossil to **sustainable energy sources** where possible and feasible. For electricity, our goal is to use 100% sustainable sources by 2023.

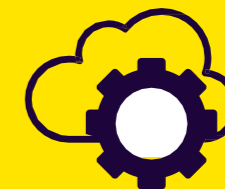
What we have achieved together in 2020

The overall carbon emissions from fuel, heat and electricity consumption fell for the second year running. This reduction can in part be explained by a COVID-related drop in production volumes.

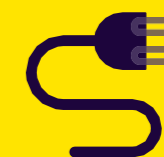
Emissions per kg production remained constant. This is an encouraging sign, since a substantial part of our energy consumption is not related to production volumes. The impact of this 'constant' factor on

emissions per kg produced increases when production volumes fall, so our overall reductions suggest excellent progress in cutting production-related energy consumption.

Over the last few years, our energy consumption has been slowly shifting from natural gas to electricity, as we seek to electrify processes (for example, using heat pump technology). While in 2012 production accounted for 23% of our electricity consumption, in 2020 this figure had risen to 62%. In 2020, 12% of the electricity came from sustainable sources, a figure that will increase sharply over the next two years as we install more solar panels and renegotiate green power contracts (see page 40)



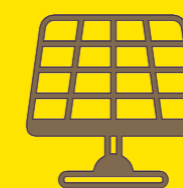
Carbon emissions
page 37



Energy Consumption
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Energy Usage
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Source of electricity
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Enabling further progress

Working towards a carbon-neutral future is a complex challenge, which requires strategic choices. In 2020 we started work on an **Energy Roadmap** that analyses all of our direct and indirect emissions and will help us to prioritize initiatives. The project includes a detailed investigation into clean energy technologies. By identifying opportunities and risks, and by developing a tool for assessing business cases, the roadmap will help us plan a feasible path towards carbon-neutral production. The study will be based on actual data from a production plant. It is expected to produce a template that can be used for all our production plants.

A major step forward was already taken to reduce scope 2 carbon emissions (indirect emissions from purchased energy) through a Group-wide project which has investigated the potential for generating our own solar energy. The board approved a proposal by our corporate Operations department to install solar panels on all suitable roofs during 2021 and 2022. Our ambition is to cover more than 50,000 m² of our roofs with solar panels by 2023. With the solar panels project, we expect to generate over 6,000 MWh per year (>6,000,000 kWh).

A second Group-wide project focuses on **switching** from (purchased) fossil-derived **to sustainable power**. An important condition for Zeelandia is that 'green power' contracts actually contribute to the growth of installed solar and/or wind power capacity. A demonstration project was executed in the Netherlands to create a template for other sites. In this project Zeelandia has joined forces with a local cooperative which operates (new) solar and wind power installations in the immediate vicinity of our factory. The cumulative contracts agreed by the end of 2020 will ensure that over half of our Group-wide power consumption will come from sustainable sources. This figure looks set to rise as more operating companies renegotiate green power contracts in 2021, in conjunction with the roll-out of solar panels.

What individual countries have accomplished

In **Lithuania**, Zeelandia introduced a “green” margarine, made with 100% green energy including electricity generated by the solar panels that were installed on the margarine factory’s roof in 2020.

In **Poland**, a Smart Logistics concept was rolled out which includes using lorries to both deliver products and pick up raw materials on the same route. We have also reduced the frequency of deliveries to regional offices and have introduced minimum order volumes for selected customers.

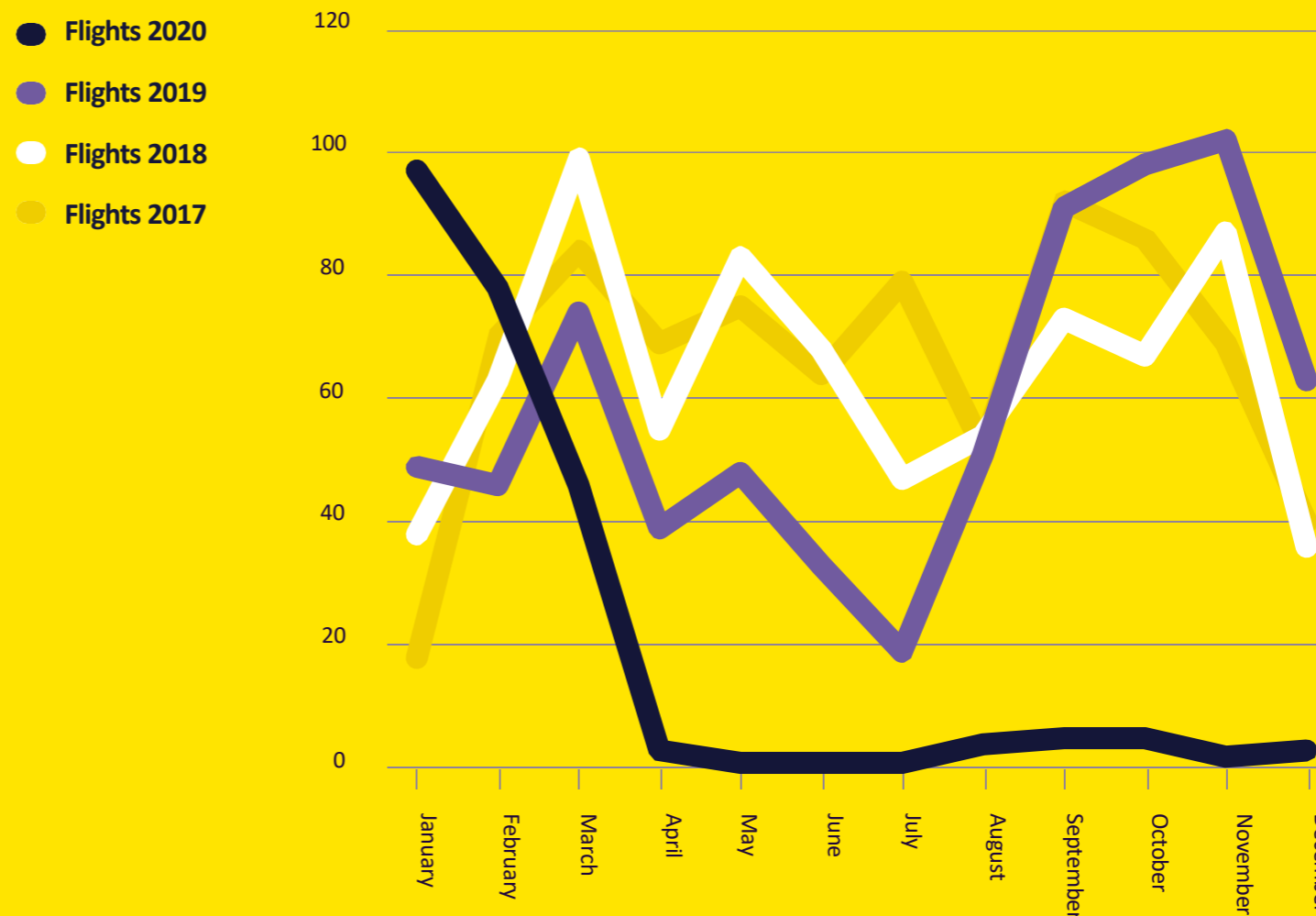


A silver lining:

emission cuts from business travel

To reduce carbon emissions from transport, several countries, including Lithuania and the Netherlands, invested in hybrid or fully electric cars and on-site charging infrastructure. However, the largest impact on carbon emissions from business travel will probably come from the COVID crisis- induced switch to working from home. In the Netherlands alone, carbon emissions from business car travel fell by over 35% and from air travel by 30%. We expect a substantial part of this reduction to be permanent: by the end of 2021 we estimate that 25-30% of our workforce will work from home several days each week.

Business travels





Better for the planet - zero waste.

Less waste, more recycling

Our commitment

We work with all partners in the end-to-end supply chain, from farmer to consumer, to monitor the amount of waste, continually seeking to achieve reductions and to recycle as much waste as possible, in a way that facilitates reuse in various applications. In this way, we contribute to several of the UN's Sustainable Development Goals (Responsible consumption & production, Climate action and Life below water).

12 RESPONSIBLE CONSUMPTION AND PRODUCTION



13 CLIMATE ACTION



14 LIFE BELOW WATER



Our strategic goals for 2023 in this area are to focus first on our own waste and then the waste generated by bakers, retail and consumers

- We **reduce food waste** under our own control to 1% of our sales volume
- We **sort more than 90%** of other types of waste for recycling
- We cooperate with bakers and retail to reduce packaging and food waste

What we have achieved together in 2020

The lower production volumes in 2020 account for a sharp drop in the amount of wastewater. The amount of commercial waste fell, too, although this reduction can be ascribed to sorted non-food waste only. The amount of food waste increased, mainly caused by more irregular production patterns caused by COVID-19. This is an area in which we need to intensify our efforts.

Enabling further progress

Individual operating companies have worked hard to reduce their own waste production and improve sorting. On a corporate level, we build knowledge and share best practices.

In Group-wide projects we have focused on commercial waste, especially packaging. Here, the emphasis is not so much on the waste produced in our own plants, but on helping customers to achieve reductions, by using recyclable packaging for our products. We have created a 100% paper-based bag, without an inner plastic coating, which is ready for reuse as recovered fiber for new paper. The new design has the added benefit of reducing ink consumption by 55%. To minimize the environmental impact of the packaging even further we used only non-bleached FSC paper from sustainably managed forests. Following extensive testing, in cooperation with several large industrial customers, the new recyclable-ready bag will be introduced in 2021.

Another project focuses on replacing virgin raw materials with recycled materials. This challenge was tackled with supply chain partners. One example: in 2020 we worked with a sugar supplier and a packaging.



Water waste
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Commercial waste
page 43



Composition of Commercial waste
page 42



Hazardous waste
page 44

company to test paper bags for which part of the wood pulp was replaced with residual sugar beet fiber. The test was successful, and these bags will be added to our portfolio in 2021.

What individual countries have accomplished

Several countries have implemented new initiatives or improvements over the past year. For example, in **Brazil** waste sorting was improved and as a result no more waste was sent to landfill. **Poland** and **Ukraine** set up a collection system for used batteries, and **Ukraine** also hired a new (disabled) employee to sort waste. **Turkey** focused on the production environment and set up a programme for collecting used oil, which is collected monthly for recycling.

Sometimes waste is already recycled but more efficient alternative processing methods are available. For example, on our production site in **the Netherlands** we have been collecting all organic waste for years. Each year over 1 million kg of product is transported to a biodigester which produces biogas. However, by separating vegetable oils and fats from the main organic waste stream, these can be used for producing biodiesel. This is a much more valuable waste stream

and enables our waste to be recycled for transport fuel.

Community support

Zeelandia’s operating companies are strongly rooted in their local communities, and have a long track record of supporting local charities, either financially, in kind or by providing volunteers. This is in line with our Business Principles, which state that we want to “fulfil the responsibilities to societies and communities in which the company operates”.

Since needs and priorities vary, each of our subsidiaries is free to develop programmes that best meet the needs of their local community. Many countries use programmes in which part of the proceeds of a particular product are donated to a local or national charity. Several countries focus on the welfare of vulnerable groups in society, such as disadvantaged children or people with disabilities.



Total waste
page 45

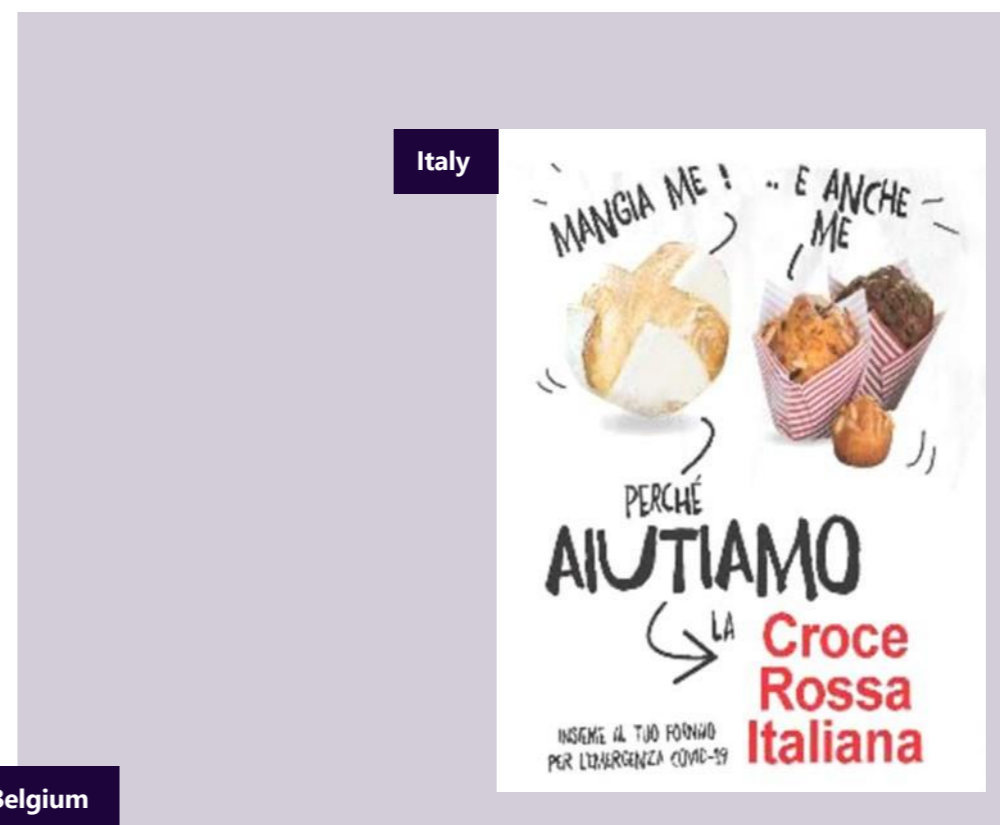
Examples from 2020 include:

Italy

As in many other countries, Zeelandia looked for ways to alleviate the pressures caused by COVID-19 in Italy. For each bag bakers ordered of a particular product, we donated between 5 and 10 euros to support the Italian Red Cross. By foregoing our own margins, we also enabled bakers to charge lower prices for the products involved.

Belgium, Indonesia, Philippines

In all three countries Zeelandia decided to donate bread and pastries for care providers and frontline employees of local hospitals. In Belgium, Zeelandia did so on behalf of bakers, donating fresh products to over 450 care workers from three hospital locations in the Antwerp region.



Italy



Belgium

Greece

For over 15 years, Zeelandia has been providing ingredients as educational material for public schools for bakers and pastry chefs in Greece, in addition to arranging for group trainings by our application experts. This initiative was recently expanded into neighbouring countries, such as Montenegro.

Russia

In Russia, Zeelandia supports the Ferris Wheel Project, a non-profit organization that supports disabled children and young adults, with the specific goal of reinforcing their confidence and allowing them to express themselves creatively.



Russia



Greece



Looking ahead.

In 2021 and beyond we will continue to honour our commitment to our strategic CSR goals, making an extra effort to kickstart projects that have had to be put on hold during the COVID crisis, such as reduction of dust in the workplace and reduction of heavy lifting through further automation.

An important goal for the next few years is to provide countries and corporate departments with a transparent, consistent framework for setting priorities. To provide a solid basis for this, we have updated the materiality index (see page 36) and have added an assessment of areas in which Zeelandia can have the most direct and substantial societal, environmental and economic impact. This will enable us to sharpen our focus, by distinguishing between three types of CSR goals:

Impact goals

These goals are closely related to our core business and competences; they cover areas in which stakeholders expect us to have a substantial impact and to make a real difference. They include the areas of consumer health & wellbeing, transparent supply chains (including responsible procurement), reducing food waste in the whole supply chain (from farmer to consumer) and employee health & wellbeing. Goals in these categories are of strategic importance and need to be integrated into all of our (decision-making) processes. They typically focus on structural, long-term improvements and will be supported by dedicated project teams.

Improvement goals

These cover areas in which we commit to do our fair share. They include crucial topics such as climate targets, circular use of materials and sustainable packaging. All areas in which considerable efforts are required to meet (external) commitments. Compared to our strategic impact goals, however, they will typically be of a more operational nature, focusing on specific, year-on-year improvements.

Compliance goals

Finally, there are areas such as ethical business practices, product (food) quality and safety and respecting human rights. These are not areas in which we have to consider priorities: they are non-negotiable. We owe it to ourselves and our communities to ensure we are at all times compliant with (international) rules and codes of conduct.

By adopting this approach throughout our CSR initiatives, building on the existing enthusiasm and commitment throughout our organization, we are confident we can cooperate successfully with our suppliers and customers to make a contribution towards a healthier, cleaner and more sustainable future.

keep**exploring.**

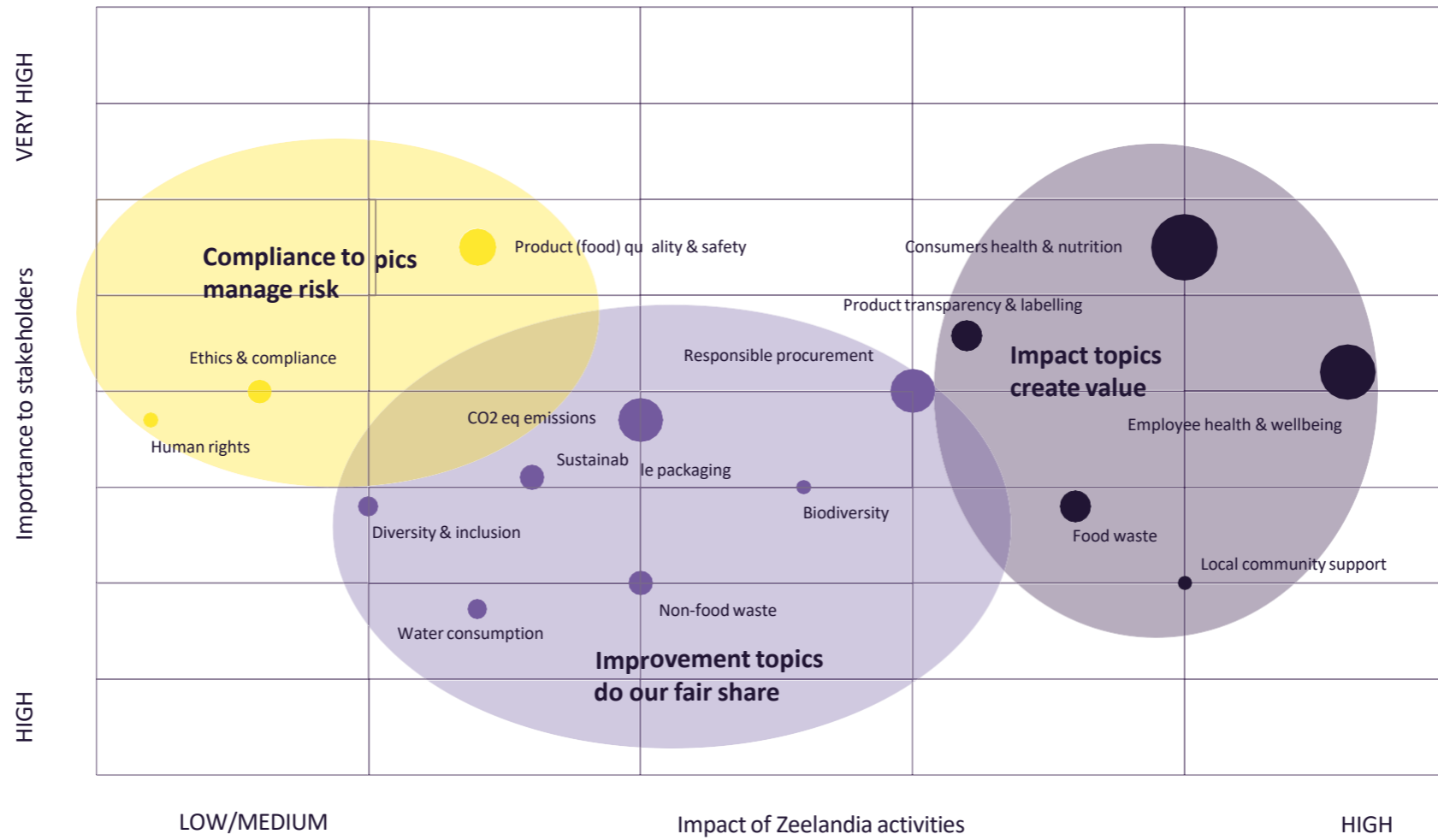
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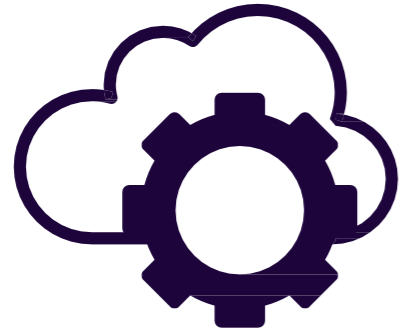


Zeelandia materiality matrix

- Impact
- Improvement
- Compliance

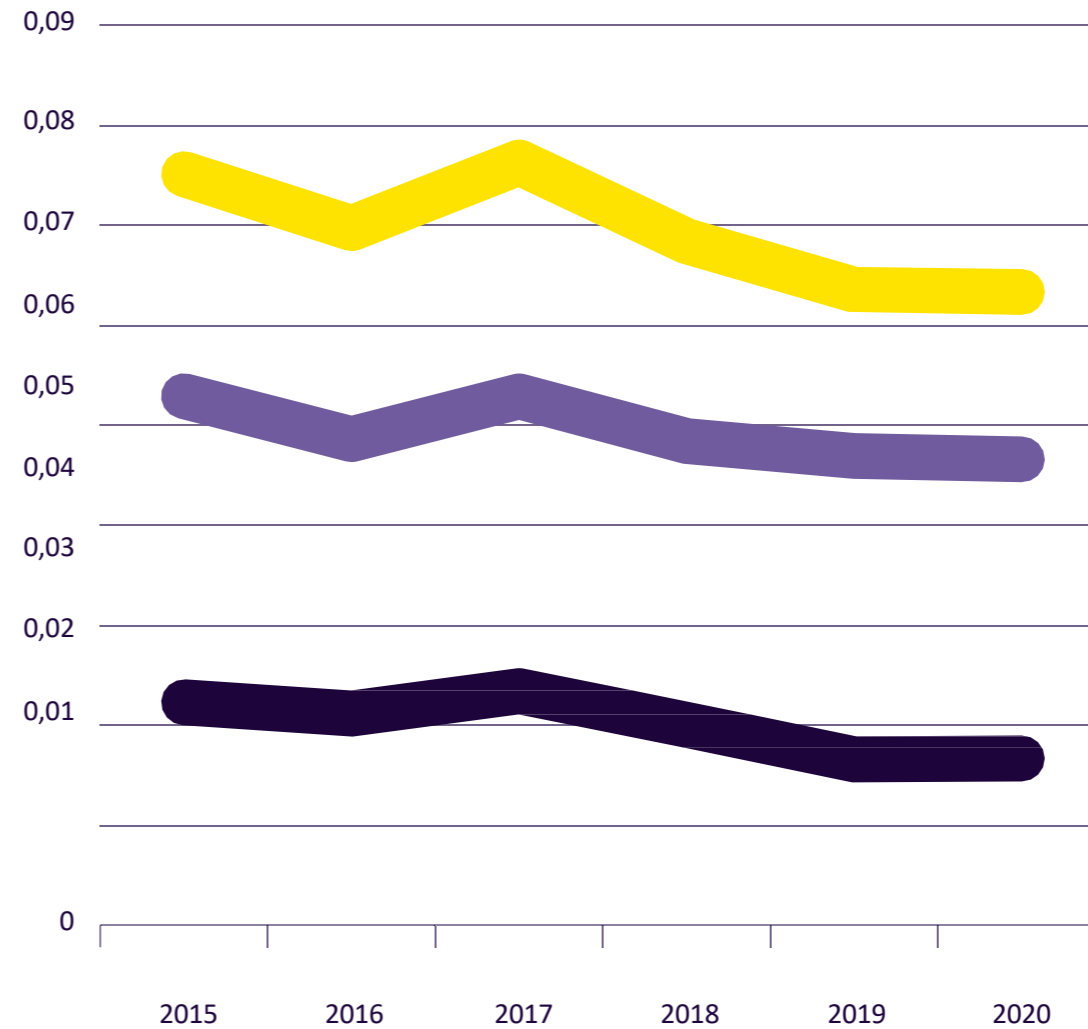


Carbon emissions.

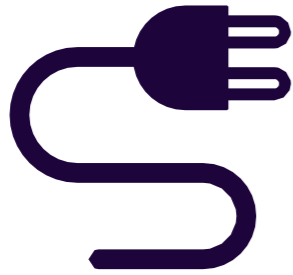


Kg CO₂ per kg production at constant conversion factor for electricity

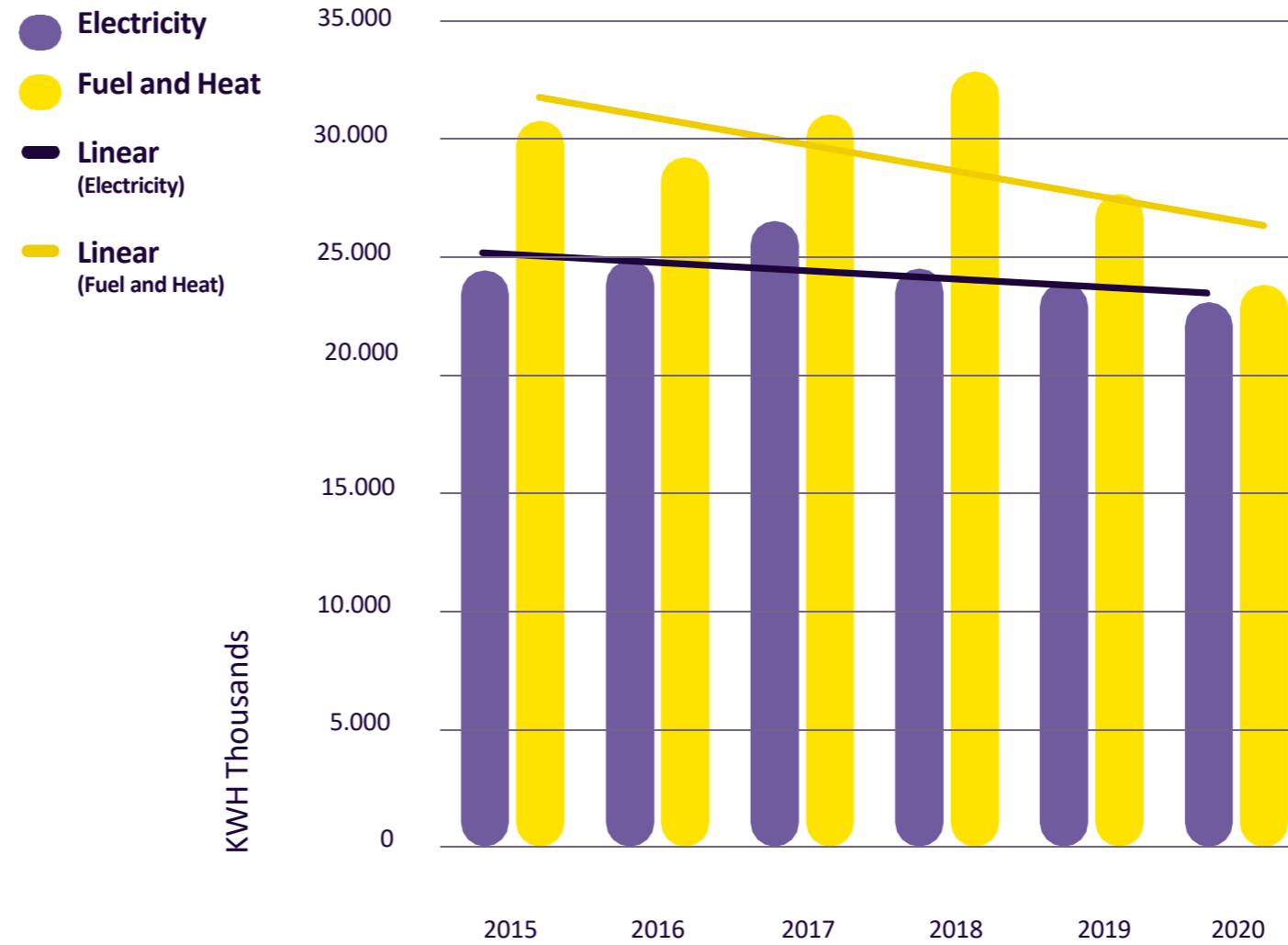
- Fuels & Heat
- Electricity
- Sum



Energy consumption.



KZG total energy consumption

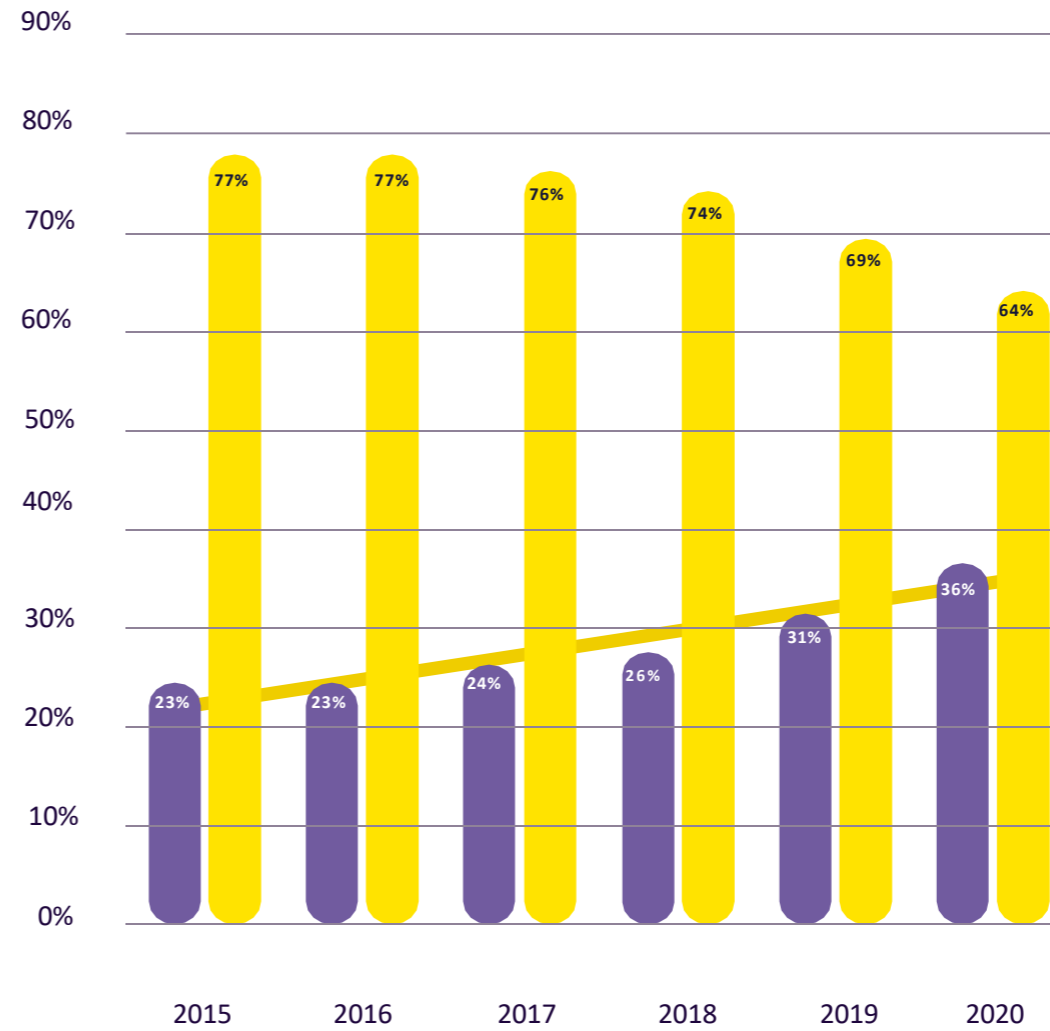


Energy usage.

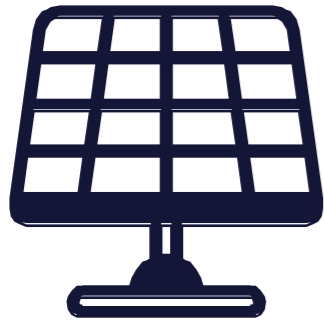


Electricity usage

- Production purposes
- Other
- Linear



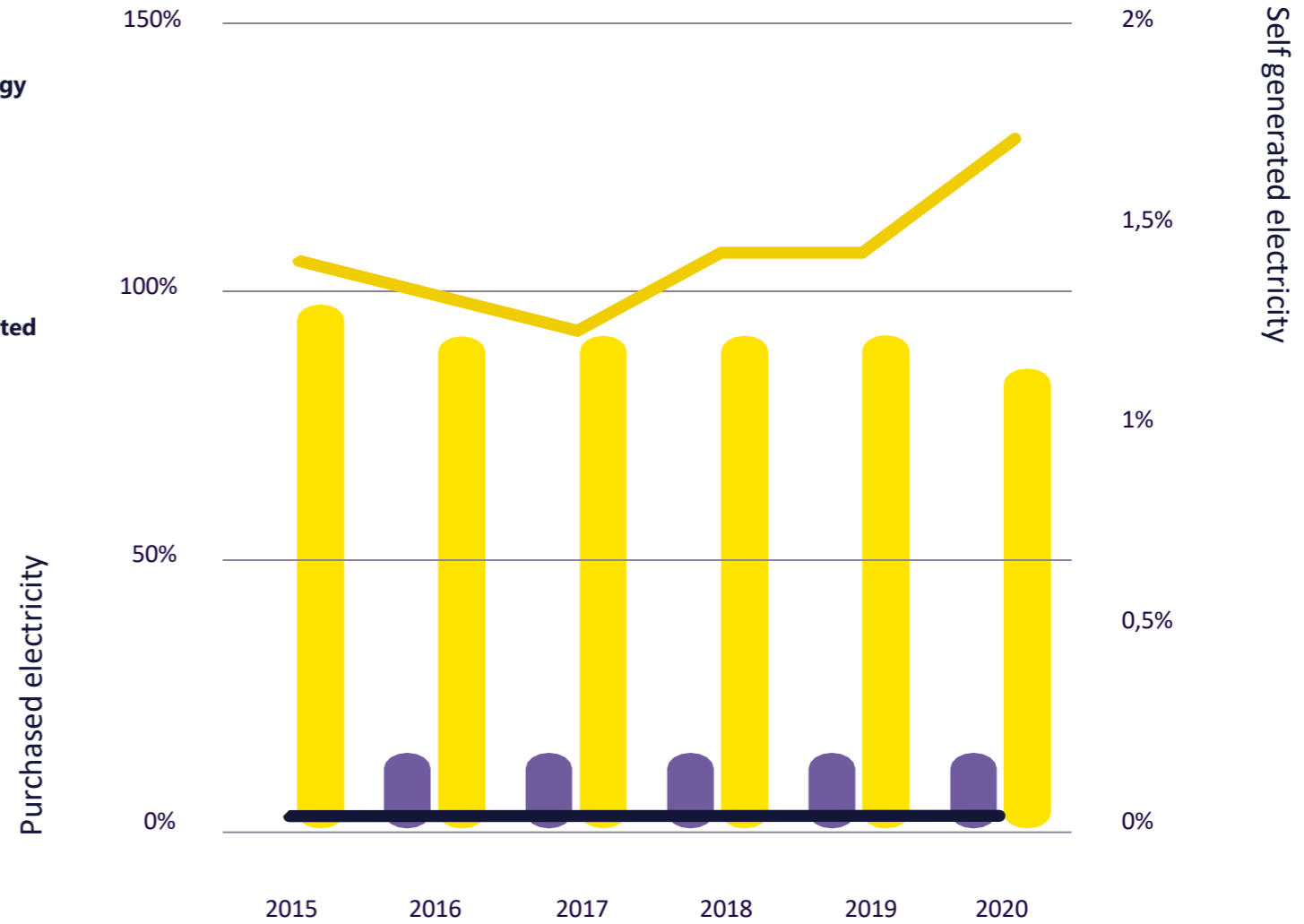
Source of energy.



other

Source of electricity

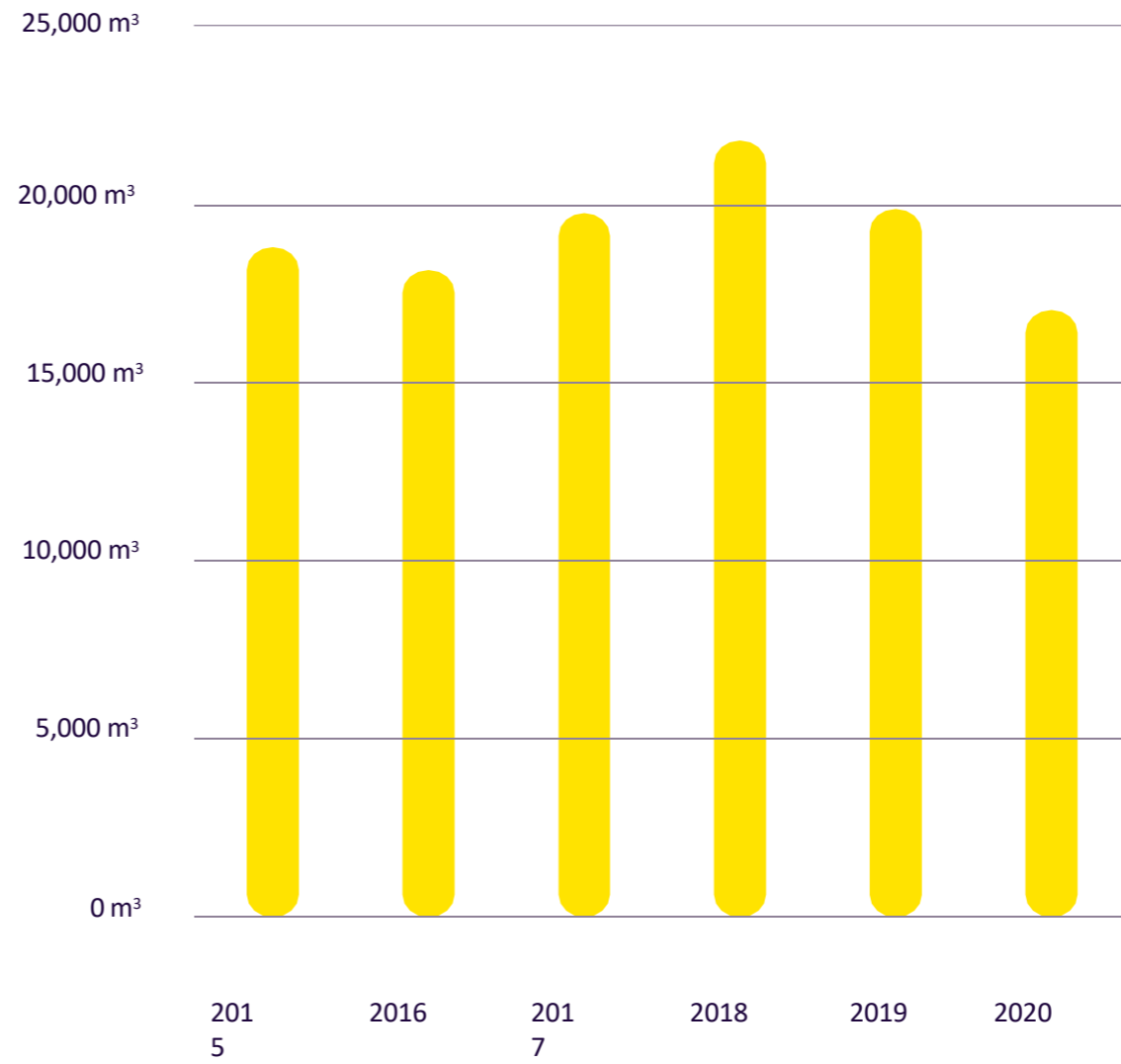
- Purchased electricity green energy
- Purchased electricity other
- Power generator
- Selfgenerated electricity solar



Wastewater.



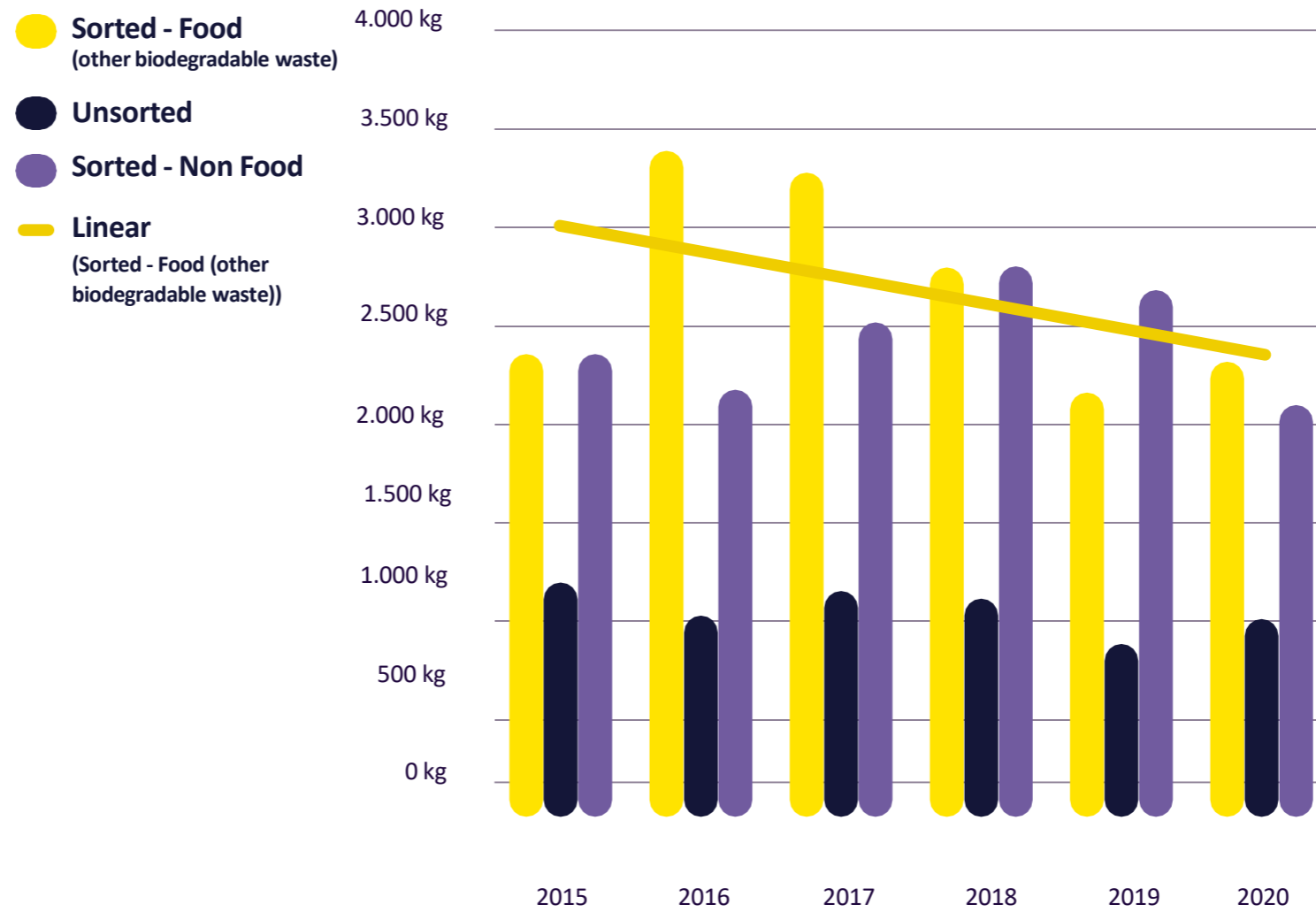
Wastewater



Composition of commercial waste.



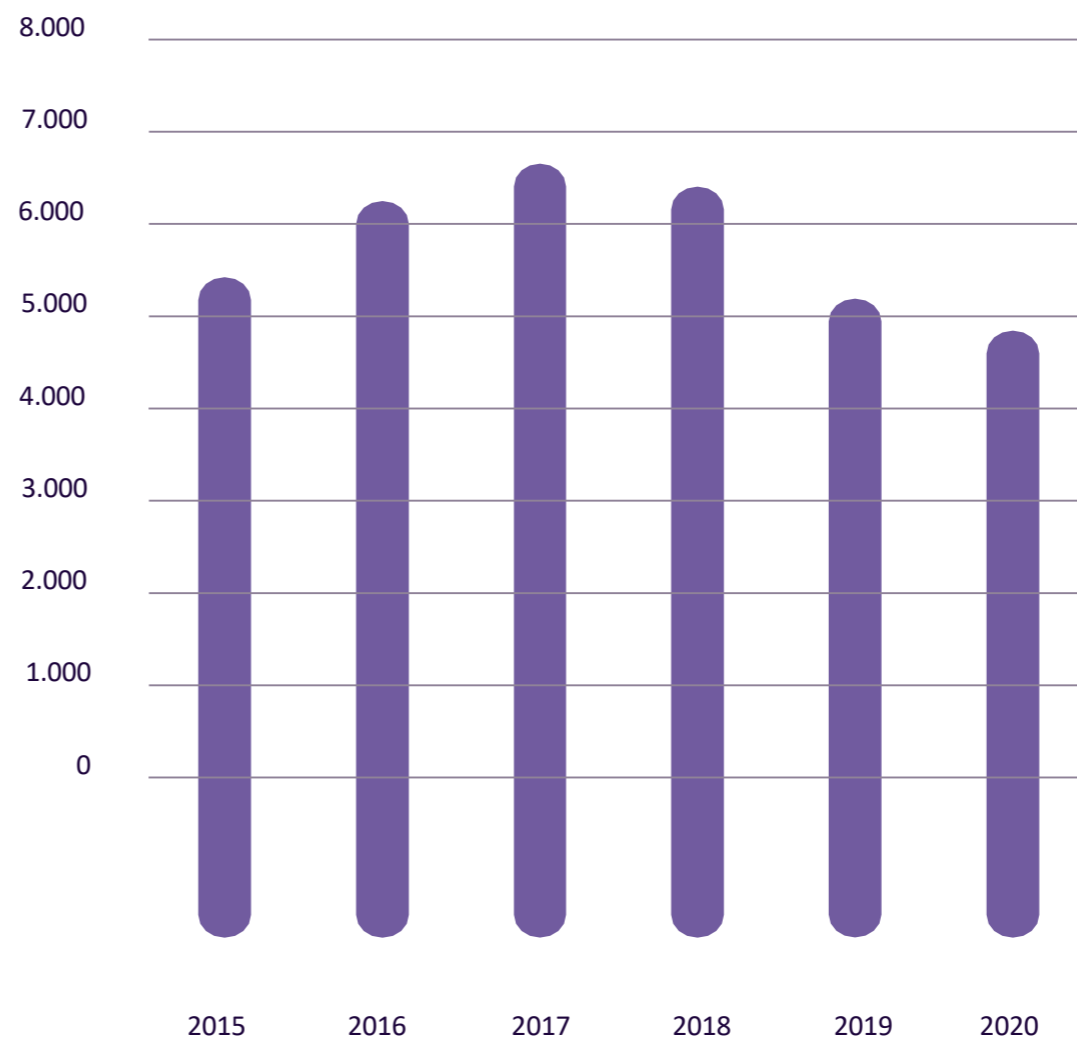
Composition of commercial waste



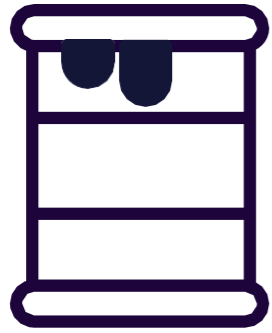
Commercial waste.



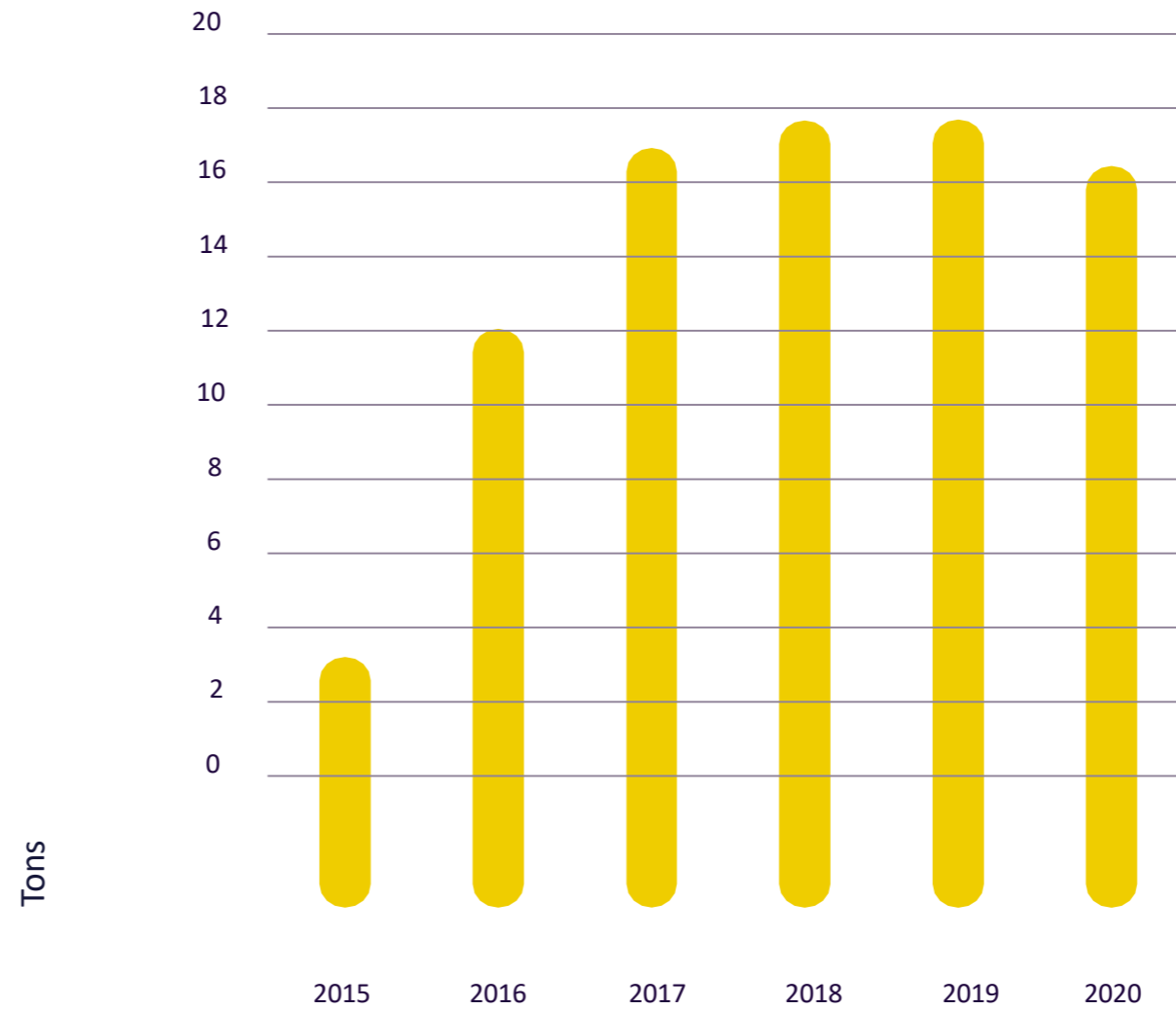
Commercial waste in MTS/year



Hazardous waste.



Hazardous waste in MTS/year
MTS = 1000 kg



Total waste.

