

# Nutreco Sustainability Report 2021



OUR PURPOSE

*Feeding  
the Future*

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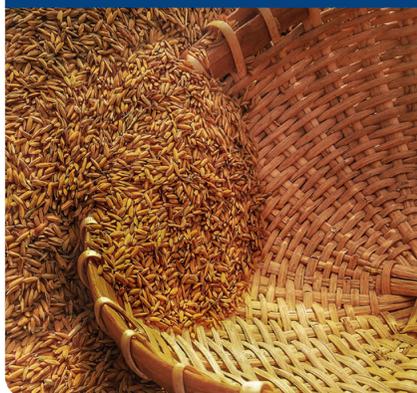
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# Introduction

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Feeding the Future is Nutreco's purpose. It gives us inspiration and makes us proud to help solve one of humanity's biggest challenges: sustainably feeding the world's ever-growing population. Given our purpose, sustainability sits at the heart of our strategy and agenda. It is integrated into the innovative products and services we offer our customers and is not only a passion but a business opportunity for our businesses around the world.

This report outlines Nutreco's progress on our sustainability RoadMap 2025 over 2021 and has been prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core option.

We feel strongly at Nutreco that communicating about our sustainability efforts and commitment is an important way to influence change in our industry, so we are on a continuous quest to improve how we track, measure and report on our progress.

We invite you to watch this [three-minute video](#) where our CEO Fulco van Lede talks with our Sustainability Director, Jose Villalon on Nutreco's 2021 sustainability highlights. He looks back on another extraordinary year for our global community and how we continued to strive towards our purpose and sustainability ambitions despite the challenges we all faced.



# 1.

## Who we are

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Nutreco maintains a unique position in the food value chain.



# Who we are

As a leader in the global animal nutrition and aquaculture industry, Nutreco occupies an important position in the middle of the food value chain. We partner with the suppliers of our feed ingredients to help them reduce their environmental and social impacts. At the same time, we offer our customers, mainly farmers and other producers of animal proteins, the means to produce more using less natural resources.





## Purpose, vision and values

### Our purpose

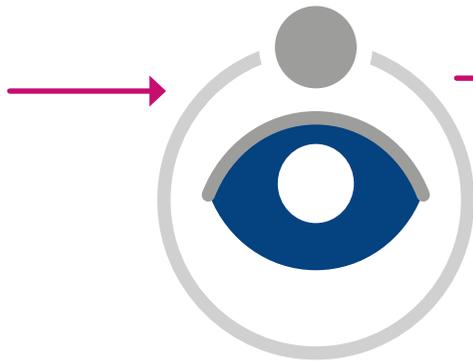
The global population is growing rapidly, and it is estimated that there will be nearly 10 billion people living on our planet by 2050. At the same time, an increasing proportion of the population is gaining more disposable income, and with that comes greater food choice, which will inevitably lead to increased consumption of proteins such as meat, fish, milk and eggs.

Our purpose of Feeding the Future reflects our belief that we have an important role to play in ensuring the world's growing population has access to all of the healthy, affordable and nutritious protein they will need in order to thrive. It centres around our commitment to help our industry meet the world's rising food demand in a sustainable way through our expertise and continuous innovation. It is a call to action – to everyone in our company and across our supply chain – to be open to and embrace the challenges that will dramatically shape our industry.

Nutreco has long been an essential link between producers of raw materials and farmers of livestock and fish. Our role is to convert these raw materials

into safe, efficient and nutritious feed solutions for farmed animals and fish. We develop models and management insights that enable farmers to be more productive in growing animals with better health and welfare while reducing their environmental impacts. We are constantly seeking ways to improve the efficiency and nutritional value of our products, raise productivity, and reduce environmental impacts across our value chain. As a science-based and innovation-driven company, we are in a good position to contribute to finding solutions for the challenges in the global food system.

The challenge of feeding the population of the future is not only for generations to come; it demands all our focus today. This is why we have made it our purpose, the guiding star that gives us direction. Recently, McKinsey reported that 70% of employees say work defines their purpose, while only 18% get enough purpose from their work. Feeding the Future aligns and inspires our people and focuses our activities toward an aspiration that goes beyond financial performance.



### Our vision

Our vision is to be recognised as a leading partner in functional and nutritional solutions for sustainable farming. We have identified three areas that we will focus on to lead these changes: future feed ingredients; future animal, fish and shrimp farming; and future protein supply chains.



### Our values

Our values reflect the culture of our company, promise to our customers and our purpose of Feeding the Future. They combine to ensure that we treat others with care, integrity, and openness; make the right decisions when faced with dilemmas in our day-to-day work; and take guidance on doing business with integrity and in line with our company policies.



### 1.1. Our brands, customers and suppliers

Trouw Nutrition is a global leader in innovative feed specialities, premixes and nutritional services for the animal nutrition industry.

It provides species-specific nutritional solutions, consisting of feed concepts, products and nutritional know-how, with a focus on dairy, beef, pork and poultry production.



Market

Trouw Nutrition is the #2 premix producer globally, with a #1 position in Europe and Canada. In Iberia, Trouw Nutrition holds the #1 position in compound feed and the #3 position as a poultry producer.



Presence

It has 80 plants globally with strong market presence in Western Europe, Central and Eastern Europe, the Middle East and Africa (EMEA), Asia, Canada, the United States and Latin America.



Customers

Feed compounders, integrators, distributors, farmers, companion animal industry, retail, wholesale, food industry and pig meat processors.



Suppliers

Producers of grains, vegetable proteins, land animal products, amino acids, trace elements and minerals, vitamins, dairy products, vegetable oils, preventive animal health products and organic acids.

Skretting is a world leader in the manufacture and supply of aquaculture feeds and services, making it an essential link in the feed-to-food chain. Skretting applies its knowledge of ingredients and the nutritional needs of fish and shrimp to develop innovations that achieve optimum nutritional value, sustainable production and economic performance.



Market

Skretting is the #1 salmon feed producer and the #3 shrimp feed producer globally.



Presence

Production facilities in 18 countries and sales in over 40 countries.



Customers

Skretting works together with farmers all over the world tailoring a unique value proposition specific to customer needs.



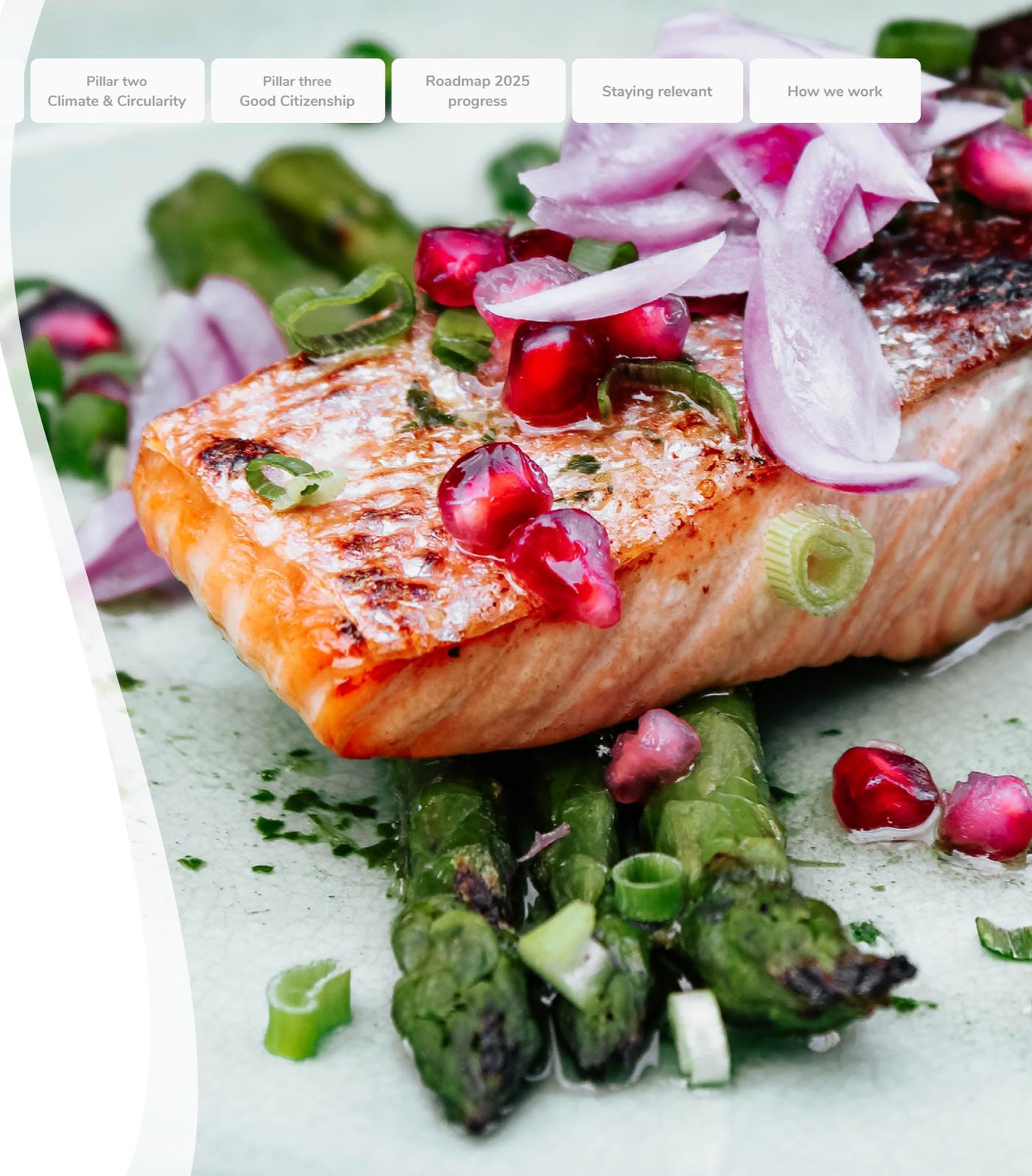
Suppliers

Producers of ingredients including protein, fat, carbohydrates and micronutrients.

## 1.2. Sustainability governance within Nutreco

Nutreco's Sustainability function is led by our CEO. The Corporate Sustainability Director reports to the CEO and chairs the Nutreco Sustainability Platform (NSP). The NSP is where the sustainability aspects of our strategy are developed, and where sustainability issues are addressed. It is made up of five individuals, three of whom represent the businesses.

The divisional functional directors in Trouw Nutrition and Skretting are responsible for the implementation of sustainability activities aimed at achieving the targets set out in RoadMap 2025, working with teams in our businesses throughout the world (see next figure).



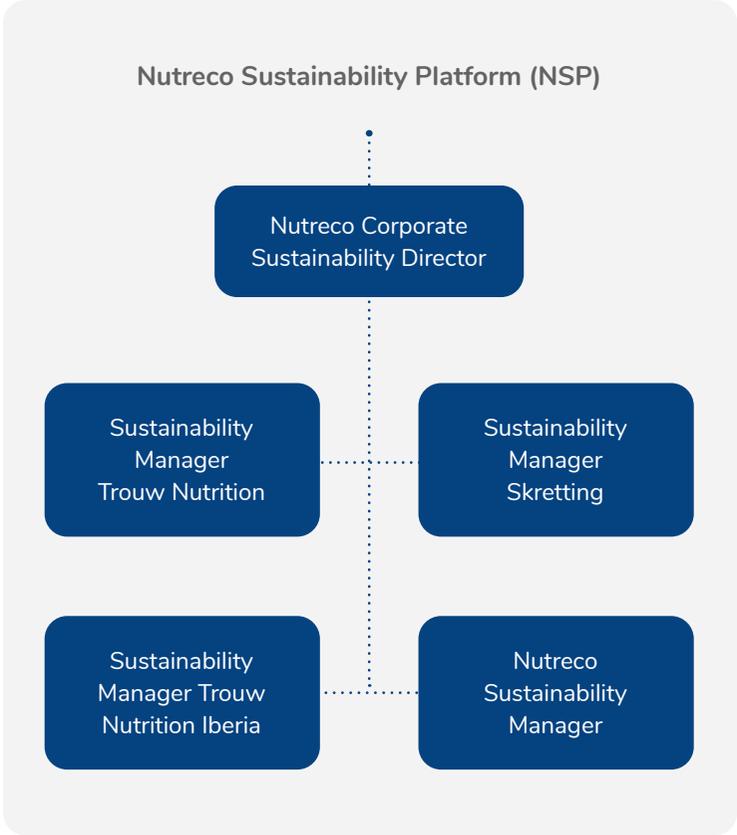
# Corporate Sustainability Governance



## Trouw Nutrition

- Operations
- Procurement
- Innovation
- Human Resources
- Ethics & Compliance

## Management Board



## Skretting

- Operations
- Procurement
- Innovation
- Human Resources
- Ethics & Compliance

### 1.3. Materiality refresh

Nutreco conducted a complete materiality assessment in late 2018, that identified 13 issues as material for our future by internal and external stakeholders:

- |   |                                   |    |                                   |
|---|-----------------------------------|----|-----------------------------------|
| 1 | Product Safety*                   | 8  | Bribery and Corruption*           |
| 2 | Innovation and R&D                | 9  | Animal Welfare                    |
| 3 | Sustainable Products and Services | 10 | Employee Development*             |
| 4 | Antimicrobial Resistance (AMR)    | 11 | Labour Conditions*                |
| 5 | Business Integrity*               | 12 | Sustainable Procurement Practices |
| 6 | Occupational Health and Safety*   | 13 | Diversity and equal opportunities |
| 7 | Natural Resource Scarcity         |    |                                   |



\*These areas are not reflected in RoadMap 2025 because they fall under the responsibility of different functions within Nutreco.

In 2021, we performed a “materiality refresh” to determine whether these 14 areas still reflect Nutreco’s most material sustainability topics. We started the refresh exercise with all 14 material issues – which we found are still seen as material by our stakeholders -- and then eliminated the issues that were considered highly material but are covered by other corporate departments, e.g., health and safety, product safety and business integrity. Of the seven remaining material topics covered by the sustainability department, we drilled down further to ensure we understood which were not only material but highly material to our stakeholders.

We found that animal welfare and natural resource scarcity were not considered highly material by the participating stakeholders interviewed for the materiality refresh. Our stakeholders considered these topics to be out of Nutreco’s direct scope of influence, as our animals are held at contracted farms and the resources we source come mainly from agriculture and are not considered directly depleting resources. In addition, the stakeholders we interviewed noted that climate change was missing from the original list. This was an omission the NSP had already decided to address; we had determined that though climate change was not prioritised by stakeholders in the original materiality assessment, it



was nonetheless a highly material topic for Nutreco and would be a major pillar (Climate & Circularity) in RoadMap 2025.

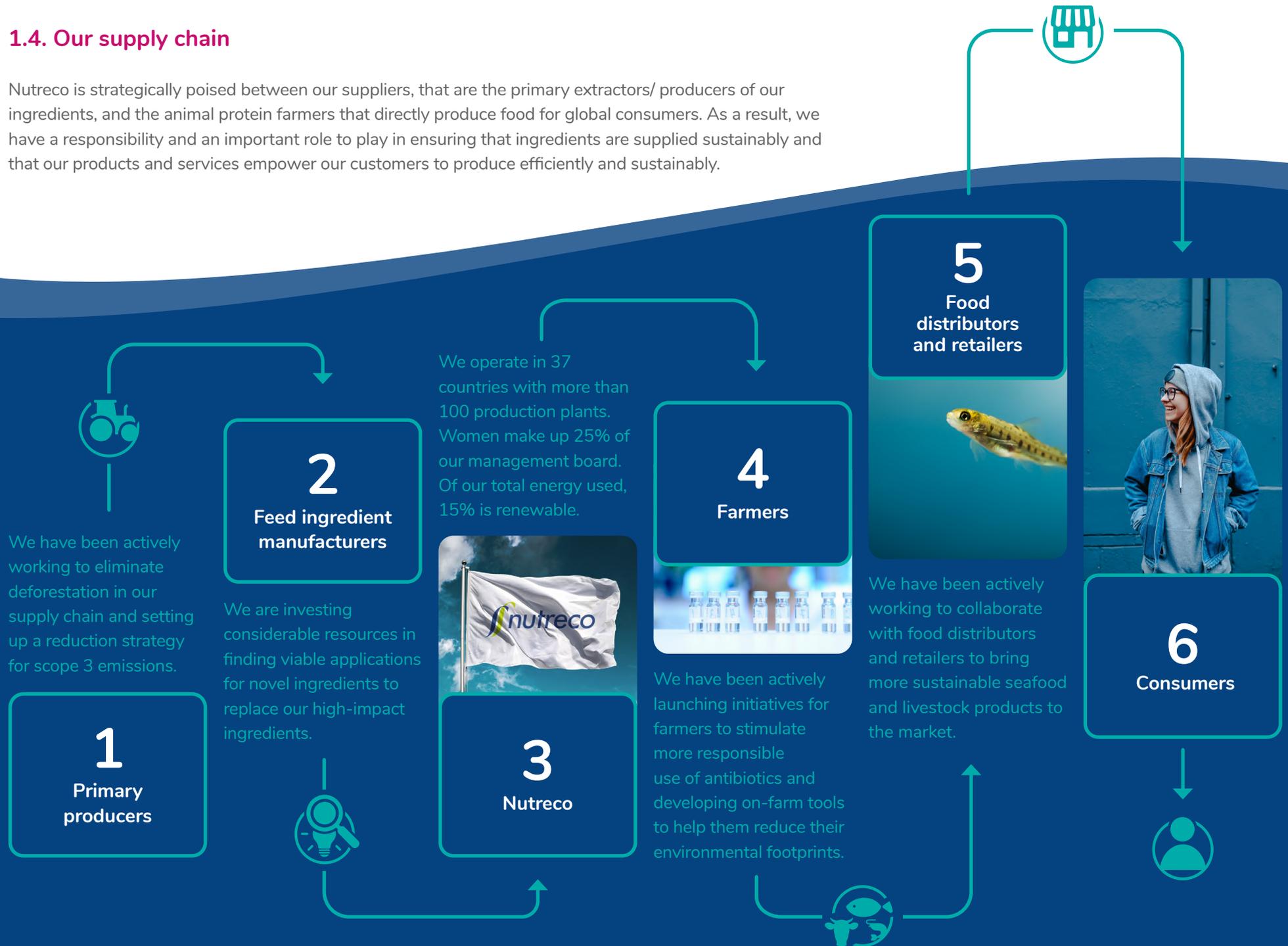
In the end, our materiality refresh identified the following six highly material topics for Nutreco going forward:

- 1 Climate Change
- 2 AMR
- 3 Sustainable Procurement Practices-deforestation
- 4 Diversity and Equal Opportunity
- 5 Sustainable Products and Services
- 6 Innovation and R&D - Novel ingredients

The refresh also demonstrated that sustainability continues to be important to our internal and external stakeholders. We will be conducting a full materiality assessment during 2022 to continue and reinforce the focus of RoadMap 2025.

## 1.4. Our supply chain

Nutreco is strategically poised between our suppliers, that are the primary extractors/ producers of our ingredients, and the animal protein farmers that directly produce food for global consumers. As a result, we have a responsibility and an important role to play in ensuring that ingredients are supplied sustainably and that our products and services empower our customers to produce efficiently and sustainably.



# 2.

## Our roadmap

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Having adopted the roadmap, we focused on developing processes and systems to measure our progress in 2021 to fully report on the goals and targets outlined.



Our sustainability RoadMap 2025 was approved by Nutreco's Management Board in June 2020. It consists of three principal pillars: Health & Welfare; Climate & Circularity; and Good Citizenship.

Once the RoadMap was adopted, we focused on developing processes and systems to help us accurately measure our progress in 2021 so that we could fully report on the goals and targets it outlines. Those goals and targets are measurably defined to be the basis for this and future reports.

During the fourth quarter of 2020 and first quarter of 2021, we worked to raise awareness – both internally and externally – around the RoadMap and sustainability. We conducted webinars for employees that included Q&A sessions with company leadership. We developed and distributed

a brochure and posters outlining the RoadMap and published articles describing it and our progress on our intranet, Nutranet. Externally, we published various social media posts and GIFs, and held an online social media quiz to highlight the specific targets within RoadMap 2025.

During the first half of 2021, we started to document baseline data for the specific targets (KPIs) under the three pillars of our RoadMap 2025. During the second half of the year, we began to conduct energy audits at selected businesses to prioritise improvements in energy efficiency that will help us measurably reduce our greenhouse gas (GHG) emissions and meet our targets under pillar two. We also developed a customer-centric antibiotic reduction regime with our Brazilian business customers to address our ambitions under pillar one.



Who we are	<b>Our roadmap</b>	Pillar one Health & Welfare	Pillar two Climate & Circularity	Pillar three Good Citizenship	Roadmap 2025 progress	Staying relevant	How we work
Theme	<b>Health &amp; Welfare</b>	<b>Climate &amp; Circularity</b>		<b>Good Citizenship</b>			
Focus (mandatory topics)	<b>Antimicrobial Resistance (AMR)</b>	<b>Greenhouse Gas (GHG) emission reductions</b>		<b>Diversity &amp; Inclusion</b>			
We do this by...	<b>Innovating</b> new products and services that will directly <b>reduce dependency on antibiotic</b> usage in animal husbandry and adopting <b>five-step targets</b> that will significantly reduce antibiotic usage by creating business opportunities for clients.	Utilising <b>science-based targets</b> to set targets for <b>reducing emissions</b> through energy efficiency programmes and <b>sustainable ingredient</b> sourcing, incorporating life-cycle assessment methodologies, as well as utilising new ingredients.  Addressing <b>responsible use</b> of natural resources, biodiversity and ecosystems in compound feed ingredients.		Addressing <b>diversity and inclusion</b> in staff.  Additionally, <b>empower local communities</b> with best practices and technology to raise themselves out of extreme poverty through <b>farming sustainability</b> .			
Aspirations*	<b>Animal Welfare</b>	<b>Packaging / Water / Waste</b>		<b>Stakeholder Engagement</b>			

For each of our RoadMap 2025 goals and targets, we have aligned an SDG sub-target to measurably address relevant issues. We referenced the [“Business reporting on the SDG, interpretation for business”](#) of the SDG to assist us in addressing the issue.

# 3.

## Pillar one: Health & Welfare

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<p><b>3</b> GOOD HEALTH AND WELL-BEING</p> 	<p><b>17</b> PARTNERSHIPS FOR THE GOALS</p> 
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## Antimicrobial Resistance

## Animal Welfare



### Framing the issue

- With no action by 2050 drug-resistant diseases could cause 10M deaths/year and damages to the economy.
- 80% of antibiotic usage takes place in the livestock production sector.

### Framing the issue

Good Animal Welfare means: healthy, comfortable, well nourished, safe, not suffering and able to express behaviours that are important for physical and mental state.

### Our aspiration

We are committed to work with our clients to:

- Promote regulatory reforms for responsible use of antibiotics.
- Ensure no prophylactic usage nor antimicrobial growth promoter usage.
- Antibiotic sales only with clinical diagnostic and medical supervision.
- Ensure no use of antibiotics from the WHO List of Critically Important Antimicrobials for Human Medicine (WHO CIA List).

### Our aspiration

We will offer our services to clients with expert teams.

By 2025: All animal handling businesses must obtain local independent animal welfare certification.



## Health & Welfare

Our Health & Welfare pillar is focused on addressing the risk of antimicrobial resistance (AMR) through strategic reduction of antibiotic use and eliminating the use of specific groups of antibiotics. In this RoadMap 2025 pillar, we identify five specific targets (see next graphic).

## Our targets

☉ Ensure no prophylactic usage of antibiotics employed in feed, forage or water.

☉ Ensure no use of antibiotics and/ or coccidiostats for the effect of growth promotion.

☉ Ensure that antibiotic medication can only be applied to feed and water with a valid clinical diagnostic result demonstrating bacterial infection and under direct and approved medical supervision by a qualified veterinarian.

☉ Ensure absolutely no use of any antibiotic or related medication listed on the World Health Organisation’s overview of Critically important antimicrobials for human medicine (6th revision).

Initially there was no explicit mention of AMR in the SDG sub-targets. Through various advocacy measures over the years, AMR was recognised as a threat to people’s livelihoods, lives and environment. In March 2020, a new SDG sub-target was created to address AMR (see below).

### SDG sub-target 3d2

Percentage of bloodstream infections due to the presence of selected antimicrobial resistant (AMR) organisms.

🕒 **Our progress** | 2021 was used to establish our baseline. We determined that a total of 558 metric tonnes of antibiotics (active ingredient) were processed at Nutreco facilities globally in 2021.

### 3.1. Antimicrobial resistance

Under the Health & Welfare pillar, our focus is to address and reduce antimicrobial resistance (AMR) in the animal husbandry industry sector. We will do this by assisting our customers with nutritional solutions and a holistic, best farming practices approach to avoid the need for antibiotics that are used prophylactically and for growth promotion and that are on the World Health Organisation (WHO) overview of Critically important antimicrobials for human medicine (6th revision).

At Nutreco, we are not opposed to the responsible use of antibiotics and recognise that if an animal gets sick, it has a welfare right to receive treatment, but under professional supervision.

In 2021, Nutreco developed an AMR Working Committee consisting of two individuals from Trouw

Nutrition, two from Skretting and one from Corporate. The goal of this working committee is to create customer value by working together to co-create solutions at client production sites. As a component of our focus, Nutreco mapped and measured the use of antibiotics in all products that we sell.

As a direct result of this baseline exercise, in early 2022, we will launch an initiative at Trouw Nutrition Brazil focused on our poultry clients, with collaboration and knowledge-sharing from Trouw Nutrition Iberia, and experts from other Trouw Nutrition business units, including the global Feed Additives group.

#### Our progress

In 2021, Nutreco mapped, measured and developed systems to monitor the use of

antibiotics in the products we sell. We also established a baseline that will enable us to start tracking our progress in even greater detail from next year onward. For Skretting, we found that all antibiotic treatments were prescription-based.

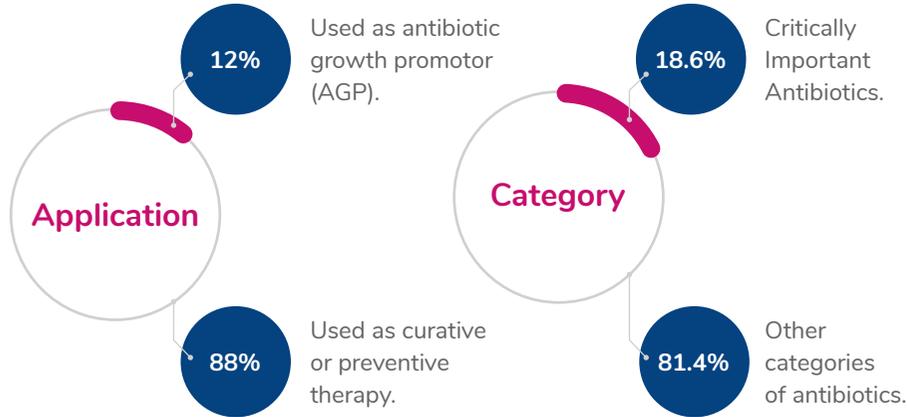
Some 558 tonnes of antibiotics (active ingredients) were processed at Nutreco businesses in the year 2021. Of this total volume of antibiotics used, 18.6% (104 tonnes) were classified as critically important for human health by the WHO, also referred to as Critically Important Antibiotics (CIA). Our businesses report that 12% (66 tonnes) of the total volume of antibiotics were used as antibiotic growth promoters (AGP) and the remaining volume as curative or prophylactic treatment. The fact that, out of the 66 tonnes used as AGP, 21 tonnes were classified as CIA, is especially worrying and underlines the urgent need to improve the responsible use of antibiotics in the animal husbandry value chain.





**558 tn**

of antibiotics have been processed at Nutreco facilities globally in 2021.



Since the publication of RoadMap 2025, we have launched initiatives in various businesses to stimulate a more responsible use of antibiotics. We have already seen early signs of a declining use of AGPs and CIAs. In order for us to move towards zero CIAs and zero AGPs by the end of 2025, it has become apparent that we will need a more detailed tracking method of antibiotic use within Nutreco. As a result, we are developing a system to report on antibiotic use in compound feed equivalents, which should be operational in most of our businesses before the end of 2022.

More in-depth analysis of antibiotic use within Nutreco's aquaculture activities is published in the Skretting sustainability report.



Nutreco antibiotic usage		2021
		Active ingredient (metric tonnes)
<b>Curative and prophylactic usage</b>		
Critically Important Antibiotics (CIA)		83.1
Other antibiotics		409.1
<b>Usage as Antimicrobial Growth Promoters (AGP)</b>		
Critically Important Antibiotics (CIA)		21.0
Other antibiotics		44.8
<b>Total</b>		<b>558.0</b>

### 3.2. Animal welfare

Nutreco has direct influence over live animal management through independent contract farmers in Spain and Canada.

In Spain, Trouw Nutrition works with contract farmers in poultry hatchery and poultry broiler production. In addition, we work with pork contract producers of white and Iberian pigs.

In 2021, Nutreco focused on solutions, products and services (best practices) that promote growing healthy and productive animals in line with several

animal welfare standards. Grupo Sada (Integrated poultry production in Spain) had all of its production farms certified with Welfare Quality certification. Additionally, our businesses offered services to meat suppliers by deploying expert teams to perform audits and assessments at strategic clients to help address the highest animal welfare standards.

Grupo Sada is currently working to develop new value-added products, as described in the European Chicken Commitment and the free-range certification, by, among other things, further increasing the surface area and improving the living conditions on its poultry farm.

In swine, Inga Food achieved Interporc Animal Welfare Spain certification for all of its white pig production. It has also committed to working with its customers towards implementing the new standard for swine, Welfare Quality and saw its first farms certified in 2021. In 2022, Inga Food is committed to increasing the number of white pig farms certified with this new WQ standard.

We also ensured the certification of Inga Food's entire production of Iberian pigs with the Iberian Animal Welfare certification; this certification coverage was finalised at the end of January 2022.



In relation to poultry production in Canada, our contract hatcheries are audited on a monthly basis in accordance with the National Chicken Council animal welfare guidelines. For sourced hatching eggs, we comply with the requirements as defined under the Ontario Hatchery Supply Flock Policy. Additionally, we certify that all broiler day-old chicks have been inspected for general physical condition prior to shipping and are handled according to the National Farm Animal Care Council code of practice for the care and handling of hatching eggs, breeders and chickens. Broiler and turkey growing farms are covered by the Turkey Farmers of Canada's On Farm Food Safety Programme (Programme de la salubrité des aliments à la ferme) and monitored by the producer association Poultry Farmers of Quebec (Les Éleveurs de volailles du Québec). These regulations cover animal welfare, housing conditions, animal density limits and transportation regulations.

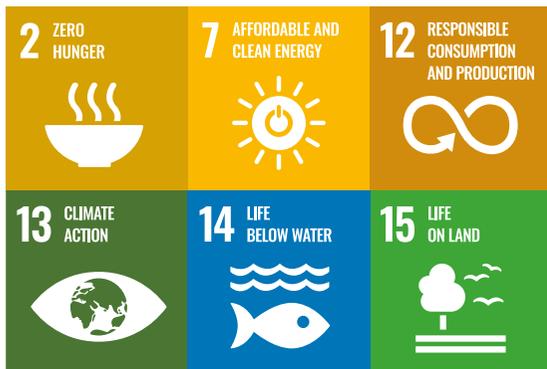
**Nutreco has direct influence over live animal management.**



# 4.

## Pillar two: Climate & Circularity

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## Climate and footprinting

### Framing the issue

The global food system contributes between 21-37% of all GHG emissions (IPCC, 2019).

### Our aspiration

- Reduce 30% of our Scope 1 & 2 emissions and 58% of our Scope 3 emissions. (Science Based Targets initiative).
- Monitor our impact downstream through life-cycle assessments (LCAs).



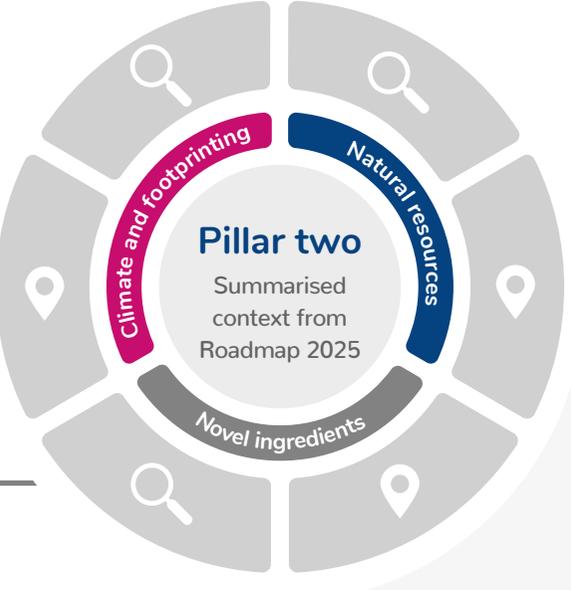
## Novel ingredients

### Framing the issue

Innovation will be critical for our industry to feed the 9.7B people estimated to populate the Earth by 2050.

### Our aspiration

- By 2025: 5-10% of feed ingredients come from alternative novel sources.
- Minimum of €30M investment in innovation per year.



## Climate & Circularity



## Natural resources

### Framing the issue

According to WWF, we are already consuming the equivalent of 1.5 planet Earth's worth of natural resources.

### Our aspiration

- By 2025: only sourcing soy and oil palm ingredients from low-risk regions or from high-risk regions that are free from legal and illegal deforestation.
- By 2025: 100% of our fishmeal certified by MSC & MarinTrust

### Aspirations

#### Packaging

By 2025, we aim to have 100% of our packaging either recyclable, reusable or compostable.

#### Water & Waste

By 2025: over 50% of waste is recycled & less than 15% of non-hazardous waste goes to landfill.

Water Efficiency Programmes, locations with high water stress.

The global food system contributes between 21-37% of all GHG emissions (IPCC, 2019). Many studies have been published that measure the footprint of animal protein production and have made it clear that the volume of emissions from our value chain is significant.

Our vision is to be recognised as a leading partner in functional and nutritional solutions for sustainable farming. 2021 was a year unlike any other due to complex supply chain issues. Despite these disruptions, increasing ingredient prices and transportation challenges, we never strayed from sourcing responsibly and maintained a clear focus on using sustainable ingredients.

**Our vision is to be recognised as a leading partner in functional and nutritional solutions for sustainable farming.**





### 4.1. Climate and footprinting

#### Our Roadmap 2025 targets: Climate and Footprinting & Energy

**Target** | Commit to science-based targets.

**Our progress** | We have committed to the Science Based Targets initiative (SBTi) that we will reduce 30% of our scope 1 & 2 emissions and 58% of our scope 3 emissions.

**Target** | Implement LCA footprinting in feed formulations, in the innovation stage-gate process, and in procurement (as part of scope 3 for science-based targets).

**Our progress** | We have implemented LCA footprinting in our feed formulation software and created a dashboard to monitor our scope 3 emissions.

#### Specific SDG sub-targets addressed

**SDG sub-target 13.1./ Business interpretation**  
**Setting science-based GHG reduction targets** in line with the goals of the Paris Agreement.

**SDG sub-target 7.3./ Business interpretation**  
 Reducing energy consumption in own operations, including through using heating and cooling technology, efficient lighting, efficient electrical appliances and fuel-efficient vehicles.

**SDG sub-target 13.1./ Business interpretation**  
 Working with suppliers to improve supplier sustainability management and prevent supply chain interruptions or delays due to climate change.

**SDG sub-target 12.2./ Business interpretation**  
 Investing in environmental performance improvements and training programmes in core business strategies, operations, and throughout the supply chain.



**Our Roadmap 2025 targets:**  
Climate and Footprinting & Energy

🎯 **Target** | Develop footprinting capacity in our farm and formulation models to help customers measure and reduce their emissions.

🕒 **Our progress** | We have developed on farm formulation models for swine and dairy.

🎯 **Target** | Explore different mechanisms to be supplied with renewable energy or promote renewable sources by, for example, signing contractual agreements to buy energy generated by a renewable asset (Power Purchase Agreement – PPA).

🕒 **Our progress** | 16% of our total energy is renewable.

**Specific SDG sub-targets addressed**

**SDG sub-target 12.2./ Business interpretation**  
Raising consumer awareness and promoting consumer education to improve their willingness to engage in sustainable consumption.

**SDG sub-target 7.2./ Business interpretation**  
Investing in and promoting initiatives on renewable energy and integrating these into business strategy.

Monitoring and reporting on the amount of energy produced, purchased and consumed, according to source.

Nutreco acknowledges UN Principle 15s approach in applying a precautionary principle when considering the physical impact of a changing climate; where there are threats of serious or irreversible damage, including severe weather events, rising sea levels and shifting temperature zones, a lack of full scientific certainty will not be used as a reason for postponing cost-effective measures to prevent environmental degradation.

## SDG sub-target 13.1: Setting science-based targets

In early 2021, the Science Based Targets initiative (SBTi) approved Nutreco's carbon emission reduction targets. This was in line with the commitment we made in our RoadMap 2025 to manage our carbon footprint responsibly. At that time, Nutreco also joined over 866 companies in

their quest to achieve reductions in line with the 2015 Paris Agreement.

SBTi is a global collaboration between CDP, the World Resources Institute, World Wildlife Fund for Nature and the United Nations Global Compact.



# 30%

absolute reduction of our scope 1 & 2 emissions from a baseline year of 2018.



# 58%

economic intensity reduction of our Scope 3 emissions (according to SBTi methodology, scope 3 targets are for 67% of a company's suppliers. Nutreco's published target is a 58% reduction for 67% of our scope 3 suppliers, resulting in 39% for all suppliers (i.e.,  $58\% \times 67\% = 39\%$ ).



Scope 1 relates to energy combusted on-site, scope 2 relates to energy purchased and scope 3 covers indirect emissions that mostly occur in our supply chain.

What makes the SBTi commitment unique is the requirement to influence scope 3 emissions and the domino effect this has in the value chain. It will also prove challenging, given the sometimes-limited influence Nutreco has in encouraging its direct suppliers to reduce their emissions.

## SDG sub-target 7.2 and 7.3: Reducing energy consumption in our own operations

In 2021, we continued our work to reduce energy consumption in our own operations and initiated two large global projects, one dedicated to meeting our SBTi goals and the other focused on Operational Excellence (OE).

Committing to the SBTi requires a 30% reduction of absolute scope 1 and 2 GHG emissions by 2030. Our work in 2021 was dedicated to setting up systems and processes that will allow us to address, measure and monitor progress on our SBTi and RoadMap 2025 targets.

In the process, we identified the energy reduction potential and energy maturity level of all Nutreco sites. We saw a significant drop in 2020 vs. 2019 in scope 2 electricity usage due to a stepped-up commitment to source renewable electricity. However, the increase in absolute emissions in scope 1 and 2 during 2021 was a wake-up call for the need to put in place a more systematic approach to reduce our emissions.

As a result, we have developed a mapping exercise and prioritised focus areas for energy efficiency

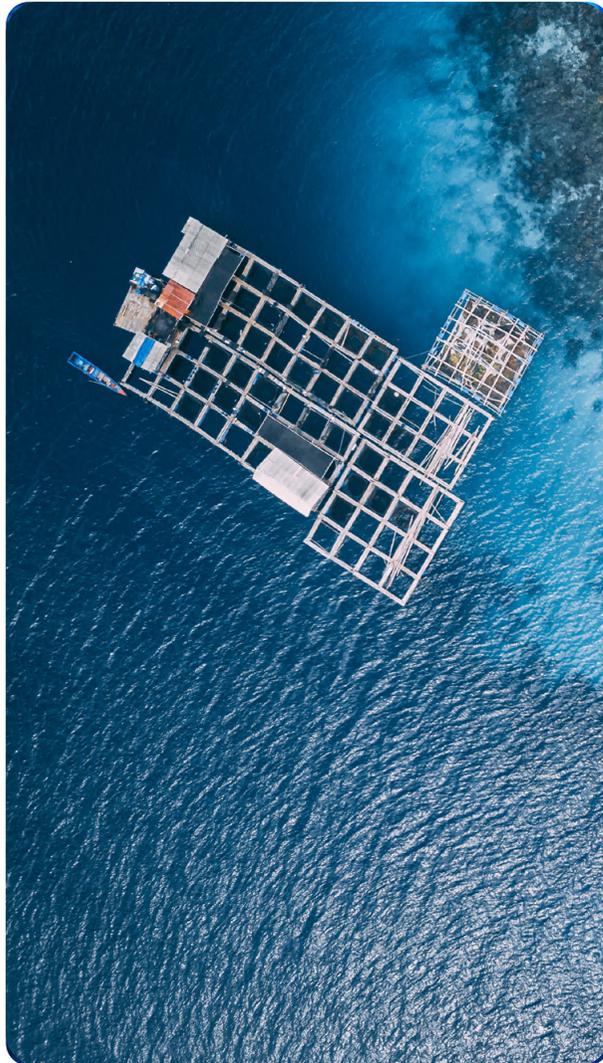
projects to be executed between 2022 and 2025. As we complete these energy efficiency projects, we expect to achieve significant CO<sub>2</sub>-equivalent emission reductions and reach our reduction targets in a timely way.

During 2021, Nutreco fully embraced our OE programme, with 15 plants taking part in its first wave. We initiated a broad range of projects to lift the performance of our factories in terms of productivity and energy efficiency. The long-term goal of the OE programme is to establish a structured method of problem-solving and focus on continuous improvement.

In 2021, Trouw Nutrition invested in several solar panel projects. It is also continuing to engage in sustainable transport initiatives, investing in new and more efficient trucks, implementing intermodal transport in the Netherlands, and launching a new Digital Transport Management System. In 2022, we will roll this Digital Transport Management System out worldwide.

We will continue to work on projects to renew our forklift fleet from gas to electric power, build a 100% green energy factory in Canada and replace boilers with lower or zero carbon emissions equipment.





All Skretting sites put a high focus on improving energy efficiency in 2021. We are proud that 70% of our factories reduced specific energy consumption compared to 2020, and 87% of our plants reduced kg CO<sub>2</sub>-eq/tonne. This is a result of continuous work on energy savings, switching to green energy sources and raising energy efficiency awareness among employees.

Key initiatives in 2021 included Skretting Spain covering its warehouse roof with sufficient solar panels to provide energy for the base load demand of the plant, and Skretting Chile working to lower its CO<sub>2</sub>-eq emissions by establishing an agreement to purchase green energy from StatKraft, with zero impact on the environment. At the same time, a dryer improvement project at the company's Vancouver plant and a grinding upgrade project in France led to more efficient processes that have directly translated to large cost savings and sustainability gains (5% and 4% of specific energy consumption reduction in Vancouver and St. Herve, respectively).

Nutreco's Global Operations teams will continue to support our businesses in making improvements to their energy management systems, implementing best practices and increasing our energy efficiency knowledge.

### Our progress

The 9% absolute increase in scope 1 on-site energy consumption is mainly due to the significant organic production growth in certain operations with energy intensive extruded feed processes in 2021 as compared to 2020.

The reduction of 4.5% of in our coal consumption in 2021 compared to 2020 is a positive step towards the target of zero coal by 2030 (see next table).

Our scope 2 emissions have steadily reduced due to the increasing number of our businesses that have been purchasing renewable energy or producing renewable energy on site. The significant increase in electricity consumption from renewable sources between 2019 and 2020 is due to Spain's transition to renewable energy.

## Scope 1 and 2 emissions at Nutreco

### SDG sub-target 13.1: Working with suppliers to improve suppliers' sustainability management

97% of Nutreco's GHG emissions come from our purchased goods, making this a key area of attention as we work to reduce our footprint. At the same time, this is the most challenging aspect of our footprint reduction journey, as we have a mostly indirect influence on our upstream emissions.

#### Environmental performance 2021 in metric tonnes

Year	2021	2020	2019	2018
<b>Total scope 1 (CO<sub>2</sub>-eq)</b>	<b>426,914</b>	<b>406,038</b>	<b>398,657</b>	<b>377,855</b>
Scope 1 manure	205,233	203,162	197,846	189,355
Scope 1 on-site energy consumption	221,681	202,876	200,811	188,500
<b>Total scope 2 (CO<sub>2</sub>-eq)</b>	<b>72,404</b>	<b>73,495</b>	<b>138,865</b>	<b>125,000</b>
Coal consumption in kWh	52,439,233	54,896,238	48,148,037	51,805,210
Energy consumptions (MWh)	1,469,069	1,420,344	1,318,163	1,225,000
% Renewable sources from total energy consumption	16	14	5	7

CO<sub>2</sub> emissions are calculated for all production sites under the operational control of Nutreco, recently acquired businesses are excluded. The GHG protocol scope 1 and 2 methodology has been followed and the CO<sub>2</sub> emissions are expressed in CO<sub>2</sub>-equivalent emissions including emissions caused by direct emissions from combustion of fuels, indirect emissions from imported (purchased) heat and electricity. Refrigerants are excluded. Operations report their usage on a quarterly basis into Nutreco reporting platform (HFM). Energy use is reported kWh and IEA emission factors are applied.



We have identified three key strategies to reduce our scope 3 emissions:



Sourcing soy and palm oil ingredients 100% deforestation-free (in line with our sustainable soy and palm sourcing policy).



Supplier engagement – in particular convincing high-impact (mostly vegetable) ingredient suppliers to commit to SBTi or reduce their GHG emissions.



Substituting high-impact ingredients with low impact novel alternatives. Novel ingredients are non-conventional feed ingredients, or those that need further development before being utilised as alternatives for conventional ingredients traditionally used by feed manufacturers. We consider novel ingredients those that have been introduced to our formulations after 2015. (See section on novel ingredients for more information).

Addressing Nutreco’s scope 3 emissions is a supply chain challenge that will require a lot of time and effort, both in terms of aligning with our suppliers and customers, but also ensuring that our own data is accurate and in line with prevailing standards. In the coming years, these efforts will be a key attention point for the Procurement team.

SBTi accepted and published Nutreco’s scope 3 reduction targets in February 2021. The subsequent months were dedicated to confirming the mapping exercise of Nutreco’s scope 3 emissions to ascertain our 2018 baseline year emissions and 2020 emissions. During this mapping exercise, we built a dashboard linking our procurement data to the emission factors – providing our businesses and procurement departments with real-time insight into their scope 3 emissions.

We are now in the second phase of the dashboard’s construction, during which we are determining the primary data for major ingredients and internally verifying data accuracy.

A key challenge in the operationalisation of the dashboard and our baseline calculations is the lack of country-of-origin data in our procurement systems. Even though country-of-origin is known for many

ingredients, it is not yet automatically tracked in the procurement system. This means that for most ingredients, global average emission factors are currently used to calculate the carbon footprint.

Especially for crop-based ingredients, emission factors can vary significantly (depending on which country the ingredient is sourced from), which adds considerable uncertainty. For example, soy cultivated in the United States has a much lower average carbon footprint than soy cultivated in Brazil (as do different regions within Brazil). Furthermore, soy's complex value chain adds additional challenges to accurately "footprinting" this commodity ingredient. When traded on international markets, soy from several different countries may be mixed and blended together by the time the product reaches major markets. As a result, the sourcing of ingredients from other regions as a scope 3 reduction strategy currently does not impact the calculated footprint given by the dashboard. Tackling this challenge will be a priority in 2022.

### Our progress

During 2021, our Procurement teams developed data collecting systems that started identifying absolute CO<sub>2</sub>-eq emissions by broad stroke ingredient category (scope 3) as reported in the next table. The ambition is to start reporting our GHG emissions for scope 3 next year after finalising the second phase of the dashboard and data validation.

What we can see from this table is that the vegetable ingredients are a key contributor to

our scope 3 emissions. Within this category, our soy and palm procurement are driving the impact. Our deforestation-free policy should drive this impact down, as the carbon footprint related to land use change makes a significant contribution to vegetables' footprints.

We have started to request footprint data from novel ingredients suppliers in order to identify those that are most promising in terms of having a lower footprint. We are also engaging with our highest impact suppliers to discuss SBTi commitment and footprint data. We will accelerate this work in 2022.

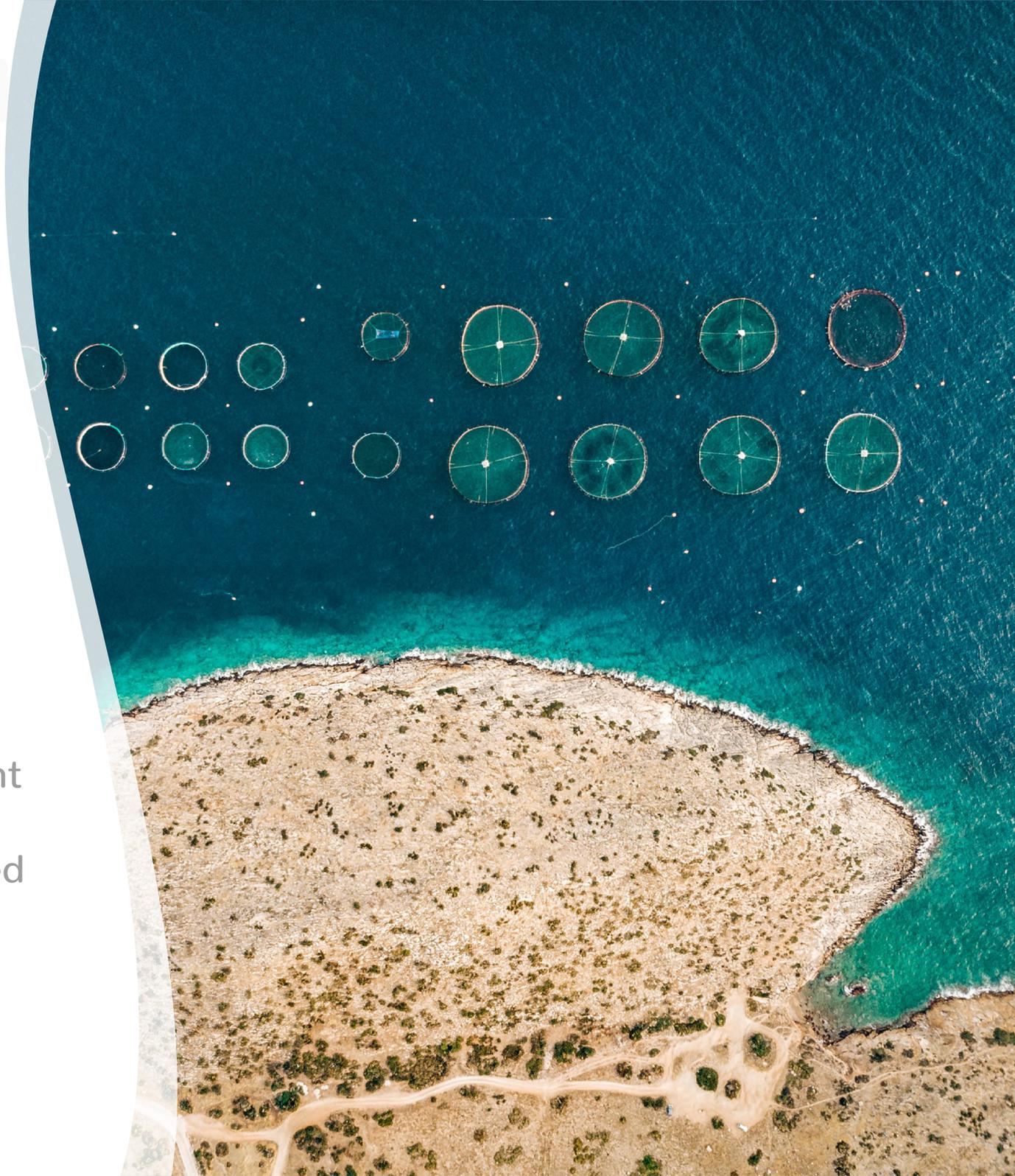


## Scope 3 relative CO<sub>2</sub> emissions impact per ingredient category in 2021

Ingredient category	Percentage CO <sub>2</sub> impact
Vegetable ingredients	62
Micro ingredients*	30
Land animal ingredients	7
Marine ingredients	1
Novel ingredients	0

\*Vitamins, minerals, amino-acids and other feed additives.

During 2021, our Procurement teams developed data collecting systems that started identifying absolute CO<sub>2</sub>-eq emissions by broad stroke ingredient category.



### SDG 13.3: Improve awareness raising and human capacity on climate change and impact reduction

In Nutreco's RoadMap 2025, we commit to developing LCA tools to not only help farmers and integrators manage emissions from animal production and its supply chain, but also from their own supply chains, purchasing choices, energy management and other services.

The first step was to rely on one single consistent source of data across all Nutreco to accommodate the highly variable sourcing executed by our more than 100 plants around the world. We subscribed to a global alignment with the growing and trusted Global Feed Life Cycle Initiative (GFLI) database that includes a broad variety of options for sourcing countries.

For further completion on ingredients, we rely on the largest trusted LCA databases, such as the largest and cross-sectorial Ecoinvent database or the more sector-specific Agri-footprint. Where it applies, we implemented the category rules of the European Commission's Product Environmental Footprint (PEF), specifically the PEF Category Rules Feed for Food Producing Animals. Otherwise, we refer to FAO's LEAP guidelines, and ensure that

all products are supported by reports available on demand, complying with the LCA ISO Standards 14040/-14044 series.

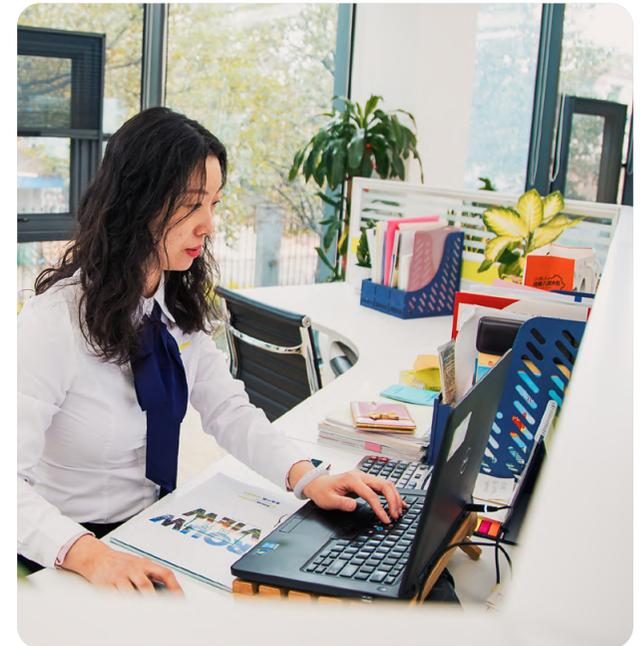
We are implementing LCA tools in two areas, Procurement and Product Development. This allows us to look at the potential impacts of the full production chain of our purchased goods and services, to make more responsible procurement choices and reduce Nutreco's scope 3 impacts. These reductions also serve our customers, whose feed solutions will result in reduced impacts.

We are proud of the efficiencies achieved at customers' farms through our solutions. We are dedicated to developing and implementing tools that allow our customers to evaluate the progress and impacts of these efficiencies, specifically focusing on sustainability metrics.

We have connected our purchasing database to LCA data with dashboards that allow us to deep-dive into hot spots. We will now focus on emissions reduction strategies tailored to our different businesses. We have also coupled LCA data to our feed formulation software, that is now being rolled out in all our businesses. This information is available at no charge to our

customers and will help them optimise their animals' diets to reduce impact.

Last but not least, we have started rolling out a series of animal production modelling tools that provide sustainability metrics. We are pleased with this progress and are now looking at ways to support the integration of this science with concrete actions and solutions at farm level.



## 4.2. Natural resources

For each of our RoadMap 2025 goals and targets, we have aligned an SDG sub-target to measurably address the issue.



### Our targets: Natural resources

**Target | Source 100% of marine ingredients from sources audited and certified by MarinTrust or MSC.**

Ensure that where MarinTrust- or MSC-certified marine ingredients are not available, all non-certified ingredients will be engaged in a Fishery Improvement Project (FIP). FIPs will publicly report developments annually.

Ensure that all marine ingredients produced from species caught for the sole purpose of producing a feed ingredient will, as of 2022, come from IFFO Responsible Supply-certified sources of whole fish or from fisheries that participate in a recognised programme to improve in order to become certified.

**Our progress | 80% of our whole fish and trimmings are MarinTrust, MSC or MarinTrust-FIP certified.**

**Target | All purchased soy and palm oil will be deforestation-free by 2025.**

**Our progress | 52% of the soy and 10% of the palm oil we source is deforestation free.**

**SDG sub-target 14.2./ Business interpretation**

Building traceability to assure and verify sustainability claims and ensure sustainable practices in the supply chain.

Obtaining aquaculture certifications for marine and animal health and welfare, food safety, and environmental protection or ensuring that suppliers obtain such certifications.

**SDG sub-target 12.7./ Business interpretation**

Ensuring suppliers apply the same sustainable principles required in the procurement contracts through evidence-based approaches such as supplier sustainability audits.

**SDG sub-target 15.2./ Business interpretation**

Contributing to sustainable management of forests through rehabilitating lands destroyed by business operations, and committing to reduce or remove deforestation and forest degradation from direct operations and the supply chain.

**SDG sub-target 2.3./ Business interpretation**

Use business influences to ensure the above aspects are applied throughout the supply chain.

## Our targets: Natural resources

**Target** | Ensure that by 2022, all agricultural vegetable products are traced back to the country where they were cultivated, to use in a risk filter and for footprinting requirements.

**Our progress** | In 2021, we conducted an assessment of the feasibility of including country of cultivation in our procurement system.

### SDG sub-target 2.3./ Business interpretation

Use business influences to ensure the above aspects are applied throughout the supply chain.

Implementing traceability, including reviewing the demographics of existing or new supply chains, and investing in supporting the livelihoods and sustainability of suppliers from marginalised/ underrepresented groups.

Reviewing procurement policies to remove barriers to entry for small-scale food producers involved in the supply chain.



### SDG sub-target 15.2 and 14.2: Contribute to sustainable forest management and obtaining aquaculture certifications

Through RoadMap 2025, we strive to ensure that our palm, soy, and marine feed ingredients come from sustainable sources. For these ingredients, certification schemes and standards are numerous and provide a variety of assurances. However, certification is a tool, not a means to an end.

These assurances vary per certification and are continuously evolving to reflect increased knowledge and ambition levels.

To help our teams purchase feed ingredients with the appropriate assurances, we have created two sourcing policies: the Soy and Oil Palm Policy launched in 2020, and the Marine Ingredients Sourcing Policy that we will launch in early 2022.

The Marine Ingredients Sourcing Policy will support our Procurement teams in ensuring they only buy marine ingredients that are produced from species and fisheries that are responsibly managed. The policy highlights the types of marine ingredients to buy and outlines the purchasing requirements in areas where there is a higher risk of unsustainable practices. The concrete targets that it outlines underline our commitment to conserve marine resources and

ensure that local communities and fishermen are treated with dignity and respect.

2021 also marked the second year of our Soy and Oil Palm Ingredients Sourcing Policy. At Nutreco, we aim to source soy and oil palm ingredients free from both legal and illegal deforestation by 2025. The data collected in relation to this sourcing policy shows that many supply chains are not able to fully segregate highly sustainable products from less sustainable products. This is an issue we must face, and we were pleased to see legislators act at COP 26, with many countries pledging to stop deforestation.

Meanwhile, our new Code of Conduct for Business Partners has been implemented and communicated effectively. This new Code of Conduct ensures that our business partners acknowledge our high standards with regards to sustainability, compliance and integrity. Over the coming years, we will actively engage with suppliers to evaluate their sustainability and environmental performance in a structured way following a general industry standard. We have engaged with Ecovadis to explore their overlap with Nutreco's Supplier Code of Conduct.

In 2021, Skretting Norway, along with other stakeholders, organised an independent audit. It resulted in a report that was compiled and published in January 2022. This report states that the suppliers of Brazilian soybean to Norwegian salmon have accomplished their goal for a deforestation- and conversion-free supply chain. Their commitment extended past the immediate salmon value chain to other soy value chain industries, with the move described by the Rainforest Foundation as "a game changer" in Brazil.



**Our progress**

We saw a 4% increase in Class B purchases of soy and a 7% rise in Class B palm oil purchasing in 2021 compared to 2020. This was partly driven by the intermediate goals within the sourcing policy for our aquaculture businesses.

Meanwhile, the commitment from the Dutch trade organisation Nevedi to verifiable, sustainable sourcing of all feed raw materials through the purchase of 50% RSPO certificates (Class B) for palm oil in 2022 (rising to 100% over the coming years) will contribute to an increase in Class B purchasing.

As our Dutch livestock business had already bought credits, we saw limited effects last year, but this is expected to increase in line with the 100% commitment. The increase in Class B purchases has resulted in a decrease in Class D purchases for both soy and palm.

**Nutreco 2021 soy and palm oil performance**

		2021		2020	
Origin		Soy	Palm	Soy	Palm
<b>Class A</b>	The soy or palm oil ingredient is traceable back to a country or region with a low risk of deforestation or is from a region with a high risk of deforestation but purchased through a certification scheme which verifies no deforestation occurred.	52%	10%	56%	3%
<b>Class B</b>	The soy or palm oil ingredient is traceable back to a country or region with a high risk of deforestation. For Class B, it must be purchased through a certification scheme with a defined cut-off date, using either mass-balance or credits.	14%	54%	7%	50%
<b>Class C</b>	The soy or palm oil ingredient is traceable back to a country or region with a high risk of deforestation and must be purchased through a certification scheme that verifies no illegal deforestation occurred.	0%	0%	0%	0%
<b>Class D</b>	The soy or palm oil ingredient is traceable back to a country or region with a high risk of deforestation but purchased without any certification related to deforestation.	34%	29%	35%	47%
<b>Unknown</b>	It was not possible to trace the soy or palm oil ingredient to the country it was cultivated in.	<1%	7%*	2%	<1%

\*We are currently in the process of collecting the origin data from several suppliers. This unfortunately means that at the time of this report, we have not yet confirmed the origin of 7% of our palm purchases. Based on 2020 data, we expect the majority of this volume to fall in Class D. \*\*Numbers are rounded; therefore, totals might slightly deviate from 100%.

Our RoadMap 2025 gives clear targets for sourcing marine ingredients from certified sources or from fisheries that are part of FIPs. The clear increase in the share of fisheries meeting the RoadMap's goals, together with the launch of the Marine Ingredients Responsible Sourcing Policy, show that Nutreco is moving in the right direction towards fulfilling our ambitions.

Origin	None	MarinTrust FIP	MarinTrust	MSC	Certified in a MarinTrust FIP
Whole fish and trimmings % certified in 2020	21	4	43	21	69
Whole fish and trimmings % certified in 2021	20	10	46	24	80



### 4.3. Novel ingredients

For each of our RoadMap 2025 goals and targets, we have aligned an SDG sub-target to measurably address the issue.



### Our targets: Novel ingredients

**Target** | 5-10% of feed ingredients come from alternative novel sources.

**Our progress** | 0.56 % of our feed ingredients currently come from novel ingredients.

**Target** | The innovation stage gate process includes a sustainability filter (qualitative and quantitative) to ensure no environmental impact trade-offs and encourage the most significant environmental impact.

**Our progress** | In our livestock and aquaculture businesses, all innovations have been assessed with a sustainability filter.

**Target** | Nutreco invests a minimum of €30 million per year in innovation as part of its overall R&D efforts.

**Our progress** | Our investment in innovation was 42.9 million in 2021.

#### SDG sub-target 14.2./ Business interpretation

Identifying new ways to feed the growing global population sustainably by transforming the global food system and agricultural production towards sustainable and environmentally sound practices.

Recognising the responsibility of business for significant social and environmental impacts of agricultural production within the supply chain.

Assessing social and environmental impacts of sourcing operations on farmers, workers, the marginalised/ underrepresented groups and the affected communities.

#### SDG sub-target 9.5./ Business interpretation

Understanding that a transformative shift towards sustainable development requires a significant and equitable investment in education, training and lifelong learning.

Enhancing scientific research and technological capabilities through investing in technology innovation R&D in own operations, recruiting R&D workers and providing sustainability training to employees.

## SDG sub-target 2.1: Identifying new ways to sustainably feed the growing global population

We realise that we cannot solely rely on conventional ingredients, such as soy and marine ingredients, to achieve our purpose of Feeding the Future. We need to substitute or complement high-impact ingredients with low-impact alternatives. Therefore, we are investing considerable resources in finding viable applications for novel ingredients. To substantially increase our inclusion of novel ingredients by 2025, we need to accelerate our efforts and focus our resources on three principal areas:

To feed a growing global population sustainably, we cannot solely rely on conventional ingredients.

1



### Validation of novel ingredients' functional benefits

Thanks to our extensive R&D efforts, we have further expanded our knowledge on ingredients like single cell proteins, insect meals and EPA/DHA alternatives. This R&D helped fuel an increase in our usage of EPA/DHA alternatives throughout 2021. In addition, we conducted more than 25 testing activities, with further tests planned. We have evaluated about 170 leads and continue to look for new opportunities. By engaging with start-ups and novel ingredients suppliers we seek specific information

on the footprint and other impacts to validate the environmental and social footprint reduction potential associated with those ingredients.

2



### Operations and supply chain must assess and adapt to new and additional ingredients

Our Sales and Marketing teams are extending their efforts with customers and retailers to develop an interest in and willingness to invest in novel ingredients. Creating demand for this category of products is critical to the success of commercial uptake.

3



### Regulatory Affairs: support novel ingredients suppliers with regulatory framework and applications

In 2021, Nutreco's Regulatory Affairs (RA) department provided regular updates on legislation concerning the use of insect ingredients, single cell proteins and fungus meals in various geographies. RA also supported novel ingredients suppliers with specific advice regarding requirements for approval in different regions.

At the same time, we updated our novel ingredients definition. We define novel ingredients as

non-conventional feed ingredients, or those that need further development before being utilised as alternatives for conventional ingredients traditionally used by feed manufacturers. We consider novel ingredients those that have been introduced to our formulations after 2015.

#### Our progress

The application of novel ingredients is a small but growing trend. We increased our use of novel ingredients from 52,000 tonnes in 2020 to 56,000 tonnes in 2021. This was mainly due to a higher consumption of food by-products in North America and algae oil in our salmonids business.

#### Novel ingredients

	2021	2020
Novel ingredients % of volume	0.56	0.53



## 4.4. Packaging

In our RoadMap 2025, we have set circularity goals for packaging. By 2025, our ambition is to make 100% of our packaging either recyclable, reusable or compostable. This ambition is not a global RoadMap 2025 target for Nutreco, but relevant for markets and geographies where conditions and demand exist. The first step in this journey has been to assess where we currently stand. Over the past year, we have created a database containing relevant aspects such as the materials, weight and composition of our packaging.

Feed bags are our main form of packaging. We split these up into three categories: paper bags, polyethylene bags and polypropylene woven bags. Each has its own set of unique challenges with regards to transitioning towards circular packaging.

The first aspect we evaluated was recyclability. Packaging composed of a single material (“mono-material packaging”), is preferred in the recycling waste stream as it requires the least amount of sorting and processing. Using protocols developed by industry experts, such as CEFLEX, we performed a self-assessment. CEFLEX is a collaboration of

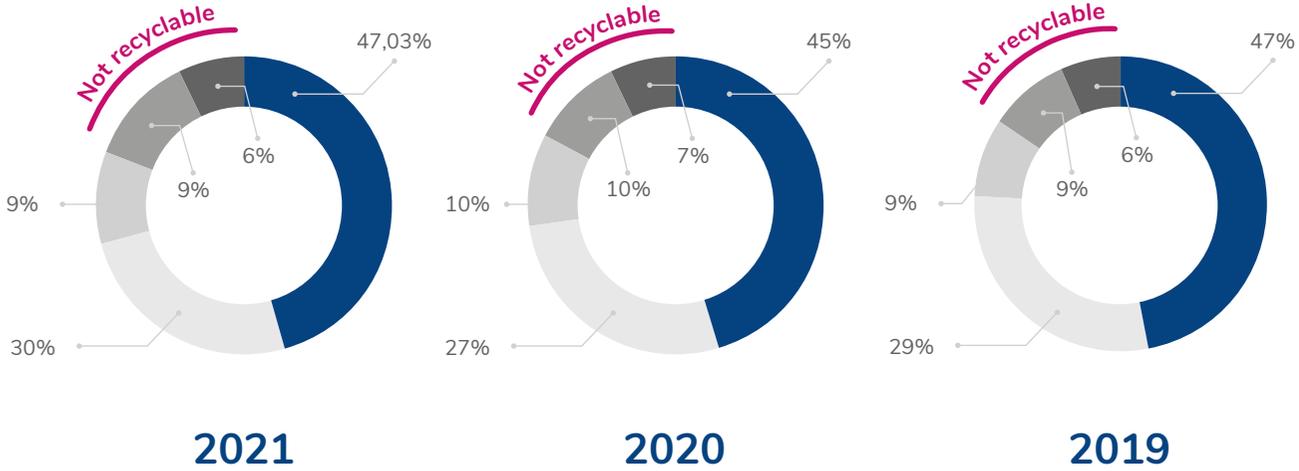
over 180 European companies, associations and organisations representing the entire value chain of flexible packaging.

We found that over the past three years, we have achieved a gradual increase towards more recyclable packaging. The majority, shown in dark green in the following chart, already has excellent value in the recycling waste stream. Our assessment identified the most problematic, pictured in red and dark orange. This segment (15%) is considered not recyclable. Moving forward, we are looking to replace this segment with suitable alternatives and improve on this baseline.

**Our ambition is to make 100% of our packaging either recyclable, reusable or compostable.**



**Percentage of packaging that is recyclable**



Our database also allows us to make comparisons between Nutreco businesses, which has given us valuable insights into which use lighter and generally better packaging solutions for their products.

Circularity is not only important for our outbound packaging, but also for the inbound packaging that accumulates at our plants. We are taking first steps in this area. For example, starting in 2022, Trouw Nutrition Deventer will collect its label backing paper separately. Some 200,000 square metres of this special type of paper will be recycled by a company specialised in this waste stream. Going forward, we will continue to look for better ways to manage our inbound packaging.



## ✔ Case study:

### Compostable bags at Skretting Chile

Skretting's operations in Chile have taken the lead in exploring new developments in packaging to reduce plastic use and minimise impacts on the environment. Working with a commercial partner, the team evaluated pallets of feed packaged in a novel compostable material. They found this new format of bags to be perfectly aligned with our RoadMap 2025 targets to also satisfy a customer's request to develop new packaging solutions for their feed packaging.

The compostable bag is made from a degradable biopolymer that breaks down in as little as four months under ideal composting conditions. This packaging

has already been validated in the manufacturing plant for small feed bags and Skretting Chile is now scaling up the project to review additional parameters and evaluate longevity in storage, temperature sensitivity and safety.

This project provides clear evidence of Skretting's strong focus on finding comprehensive solutions to address the industry's use of plastics and support both our own sustainability initiatives and those of our customers.

Skretting Chile is working on similar customer trials to scale this initiative during 2022.



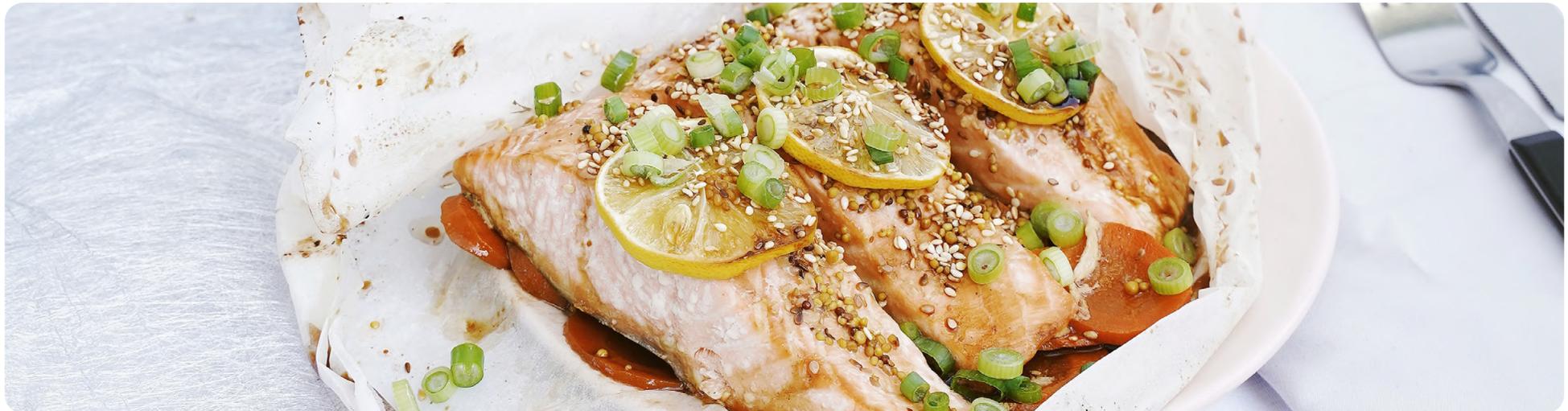
Photographs - Diario Sustentable and Aqua.

## 4.5. Waste and water

We have continued to work on waste reduction, and in 2021, we reduced our overall waste output by 11% compared to 2020. In particular, the Skretting Ecuador and Skretting Chile businesses made significant contributions to our overall waste reduction through additional processing, which saw less waste go to landfill. In addition, by processing wastewater streams into clean water, the streams could be released on site.

	2021	2020	2019	2018
<b>Total hazardous waste (tonnes)</b>	1,774	2,478	4,221	3,500
<b>Total non-hazardous waste (tonnes)</b>	49,818	55,495	48,264	47,700
<b>Total waste (tonnes)</b>	51,592	57,973	52,485	51,200
Water (tonnes)	2,928,046	2,957,207	2,985,265	2,981,600

Waste and water is measured for all production sites under the operational control of Nutreco, recently acquired business are excluded. Operations report their usage on a quarterly basis into Nutreco reporting platform (HFM).



# 5.

## Pillar three: Good Citizenship





## Community development

## Stakeholder engagement



### 📍 Framing the issue

Communities and society are threatened by poverty and food security both from a sustainability perspective as well as a social one.

### 📍 Framing the issue

The challenges we face as a global community are too large for one organisation to solve alone.

### 🔍 Our aspiration

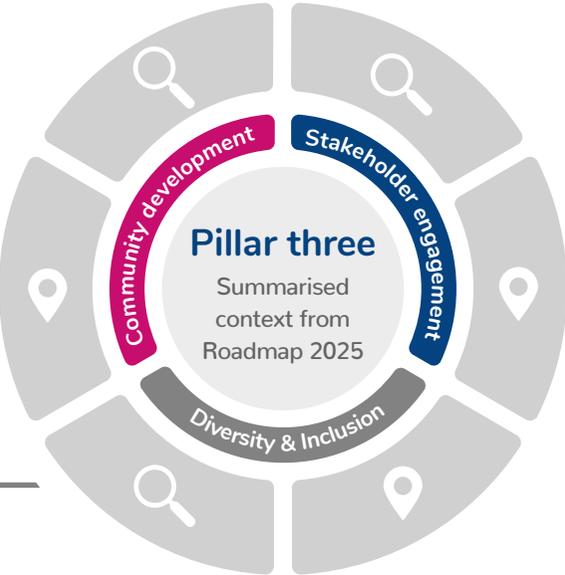
- Expand community development and engagement initiatives to touch the lives of 12,000 people.
- Develop a local supply of raw materials in areas where it does not yet exist.

### 🔍 Our aspiration

- We engage on wide stakeholder involvement focusing on issues that are not easily addressed by one company and within one year.
- We focus on issues where we can play a leadership role.



## Diversity & Inclusion



### 📍 Framing the issue

Today's global challenges require a workforce with diverse ideas, backgrounds and viewpoints to approach issues from every possible angle.

### 🔍 Our aspiration

- One out of three hires is female.
- By 2025: 30% of women in senior leadership.

## Good Citizenship

### 5.1. Diversity and inclusion

For each of our RoadMap 2025 goals and targets, we have aligned an SDG sub-target to measurably address the issue.



#### Our targets: Diversity and inclusion

**Target** | Ensuring one out of three hires are female (starting in 2020).

**Our progress** | 32% of our hires were female in 2021.

**Target** | Having 25% women in senior leadership by 2025.

**Our progress** | 22% of our senior leadership is female.

**Target** | Implement the Taking the Stage programme, established in 2020, to help facilitate this transition.

**Our progress** | The Taking the Stage programme is fully implemented within Nutreco.

**SDG sub-target 5.5./ Business interpretation**

Ensuring all workers – women and men – have an equal voice in the workplace, including through adequate grievance mechanisms.

Including non-discrimination clauses in supplier code of conduct policies and supporting suppliers in advancing gender equality and women’s empowerment.

Supporting women’s leadership and ensuring sufficient participation of women in decision making and governance bodies at all levels and across business areas.

**SDG sub-target 5.5./ Business interpretation**

Setting internal targets for the number of women at each level/ position within the organisation

**SDG sub-target 5.5./ Business interpretation**

Investing in female leadership programmes, to help enable women to progress in their careers, and expand and develop their leadership skills.

**SDG sub-target 5.5: Supporting women’s leadership and investing in female leadership programmes**

One of the cornerstones of Nutreco’s strategy is to employ talented and passionate professionals. Our committed employees, who feel proud to work for a global leader in animal nutrition and aquaculture, are the most important ambassadors of our employer brand.

During 2021, our employees continued to be significantly impacted by COVID-19. We saw the impact of further lockdowns, home-schooling, loss of social activities, and a strain on health systems and economies in the countries and communities where we operate. We were very proud of our people, who went the extra mile to ensure that our employees remained safe and received the support they needed to take care of themselves and their families.

Despite the COVID-19-related challenges, we continued to invest in our employees and focused on the following areas in 2021:

- Acquiring and investing in talent.
- Shaping leadership behaviours.
- Building a more diverse workforce.
- Acquiring and investing in talent.

During 2021, we further professionalised Nutreco’s people development strategy. We improved the quality of our regular people review and succession management processes, which covers more than 126 senior positions, resulting in qualitative succession plans and concrete development actions for our future leaders. In addition, we put in place succession plans for a total of 1,062 positions.



**Shaping leadership behaviours**

In terms of learning and leadership development, we extended the functionality of Workday as our go-to learning platform, serving as the infrastructure for the delivery of numerous virtual functional and behavioural learnings, available for employees at all levels in the organisation.

In 2021, we included world-class learning platforms such as LinkedIn Learning in our course catalogue offer, allowing all our 12,000 employees to search and view relevant learning content.

Despite the COVID-19 pandemic, we also continued delivering virtual leadership development programmes, including one that was specifically for women with leadership ambitions and had 140 participants in 2021.





## Building a more outward looking and diverse culture

At Nutreco, we believe that diverse and inclusive teams have greater problem-solving capabilities, make better decisions and ultimately perform better. By promoting a diverse and inclusive working environment, we not only ensure that our workforce represents the world we operate in, but that we have access to the entire pool of available talent – something that is particularly relevant in today's tight labour market.

We continue to focus on three key areas: balanced gender representation, increased nationality representation and a culture that promotes inclusion.

During 2021, we increased awareness of diversity and inclusion with global events, employee video

## We promote a diverse and inclusive work environment.

testimonials and regular communications. A total of 127 female colleagues took part in Taking the Stage – our women-only programme that not only strengthens leadership through effective communication but establishes female networks and role models.

We attribute our positive performance in 2021 across the organisation to the work of local Diversity & Inclusion (D&I) Councils and strong CEO and Management Board engagement. These efforts will be further strengthened in 2022 with a global D&I Taskforce.

We commit to offering equal pay and remuneration to men and women who have the same job requirements and possess the same skills and experience. In 2021, we performed an in-depth gender pay gap study across all our employees and locations. The findings have been shared with our countries and will be used to meet local equal pay reporting requirements, to improve our recruiting and promotion policies and practices and to create new awareness and training in close alignment with our Diversity & Inclusion agenda.

### Our progress

Our ambition is to have 30% of our senior management positions held by women by 2025. Our progress to date is positive, increasing from 21% to 23% in 2021. To ensure we reach our ambition, we have decided to increase our target on external recruitment of women.

We continued our strong performance on diversity of nationality. In 2021, more than 80% of our management teams featured more than one nationality. We also grew the number of nationalities represented across our business to 101.

In 2020, we established a method to measure inclusion – the Nutreco Inclusion Index – and, in 2021, we conducted the measurement for the first time. Our Inclusion Index was created together with our parent company SHV and the other SHV Groups.

The index combines the results when we ask employees to respond with how much they agree or disagree with five statements:

1

At Nutreco, people of all backgrounds are accepted for who they are.

2

My organisation has a working environment in which different views and perspectives are valued.

3

Where I work, I'm treated with respect.

4

My organisation has a working environment that is free from harassment, discrimination and bullying.

5

People of all backgrounds have the same opportunities at Nutreco.

The results were very positive, coming in at 8.2 on a scale of 1-10, and provided an opportunity to drill down and create action plans for improvement at a local level. Every quarter, each country's businesses are requested to provide an update on their action plans during our quarterly Business Review Meetings.

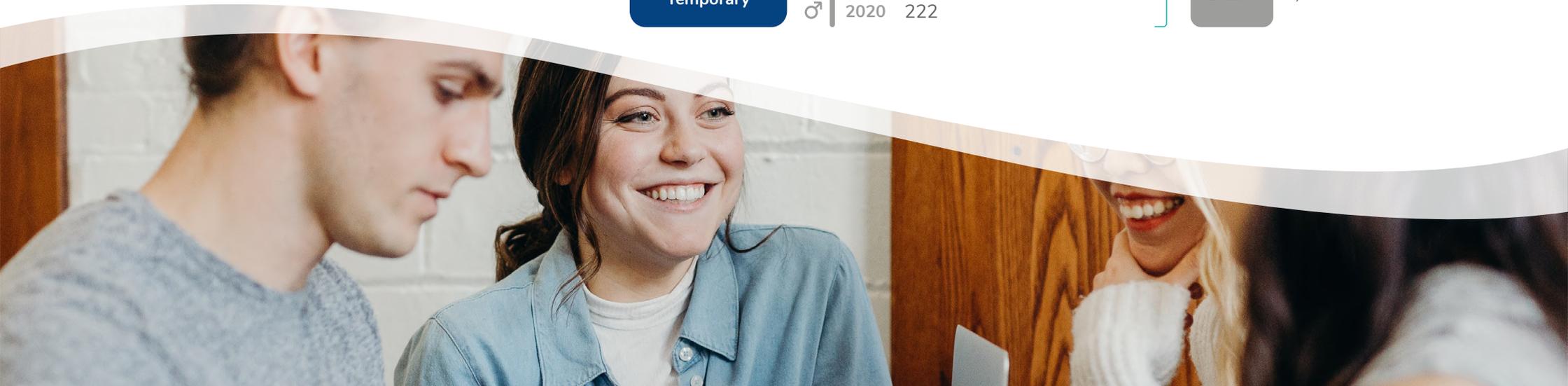


Nutreco HR comparison for 2021 and 2020

**Employees**



Total number of employees



Nutreco HR comparison for 2021 and 2020

**Employees**



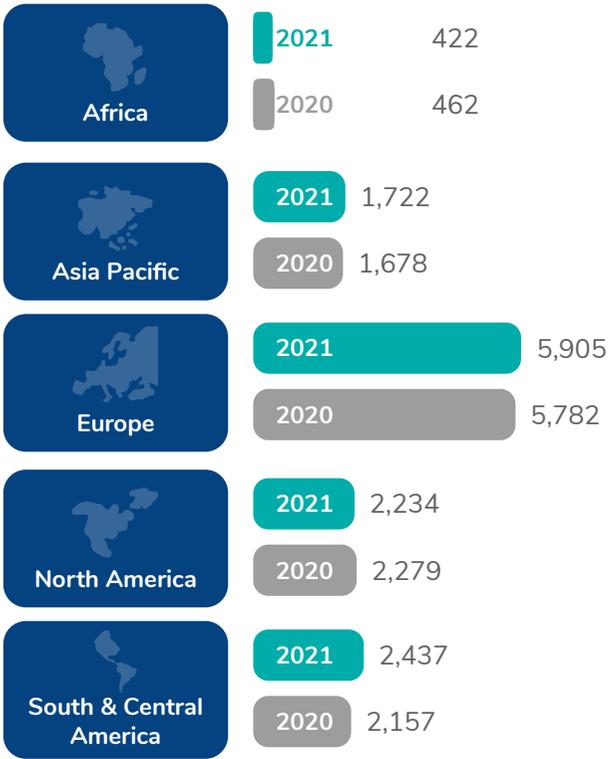
**25%**  
Gender balance in Executive committee (% women)

**32%**  
Percentage of new employees who are female

**200+**  
Learning: courses offered

**7,500+**  
Learning: number of employees who took a course in 2021

Number of employees by region



Total number of employees covered by collective bargaining agreement



Number of nationalities working at Nutreco



Gender balance: Women in senior leadership positions



## 5.2. Community development

For each of our RoadMap 2025 goals and targets, we have aligned an SDG sub-target to measurably address the issue.



### Our targets: Community development

**Target** | Expand community development and community engagement initiatives to touch the lives of 12,000 people in the communities where we operate. This can be through direct development with small farmers at or near economic poverty levels (e.g., earning less than €1.90/day) that helps raise their incomes above poverty levels or direct engagement with local communities in projects that raise awareness of sustainability, educational initiatives and community improvements.

**Our progress** | In 2021, we engaged with around 7000 people in the communities where we operate, through community development and engagement projects.

**Target** | Organise a Local Community Day each year where Nutreco employees engage in projects to help the local community.

**Our progress** | Due to COVID-19, only 13 of our businesses were able to organise a Local Community Day.

#### SDG sub-target 1.2./ Business interpretation

Paying employees at a minimum the living wage, taking into consideration the needs of workers and their families, the general level of wages in the country, the cost of living, social security benefits, and the relative living standards of other social groups

Developing adequate, affordable and accessible products and services for low-income populations.

#### SDG sub-target 2.1./ Business interpretation

Identifying new ways to feed the growing global population sustainably by transforming the global food system and agricultural production towards sustainable and environmentally sound practices.

#### SDG sub-target 2.1./ Business interpretation

Undertaking responsible investing, impact investing, community investing and social impact investing.

## SDG sub-target 2.1: Identifying new ways to feed the growing global population sustainably

Nutreco has adopted the “creating shared value” concept when engaging with small, marginalised, farmers in the communities where we are present. Currently, we manage three community development projects, in Maharashtra (India), Ibadan (Nigeria) and in La Fragua (Guatemala). For all three projects, we partner with a local NGO to bring together marginalised farmers (often earning less than €1.90 per day), sharing knowledge with them and training them in best-practice production protocols to help them produce and farm more sustainably. We utilise Skretting’s or Trouw Nutrition’s nutritional solutions, fit for purpose, to ensure that the farmers reach the outcomes we hope for and expect.

### Ibadan Nigeria community development

## Catfish sustainability project

Generating income for marginalised farmers

The Catfish Sustainability Project is a social intervention for catfish farmers funded by Nutreco and Skretting Nigeria and facilitated by our local NGO partner, the Justice Development and Peace Commission, Ibadan. The project aims to improve the performance of small-scale catfish farmers, helping them increase productivity and income generation, promoting best management practices to ensure environmental sustainability, and facilitating an organised catfish farmers’

structure to engage stakeholders’ participation in catfish production.

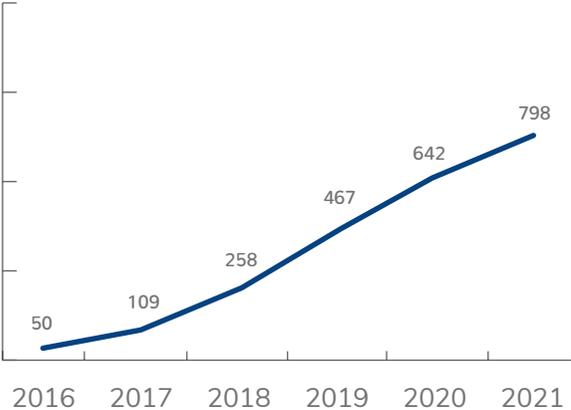
After the fifth phase in December 2021, the project had reached a total of 798 catfish farmers, aggregated in 46 groups in Oyo and Ogun States, Nigeria.

Between 2016 and 2021, 78.5% of the trained farmers adopted at least two of the innovations that were part of the best management practices we shared. We have also seen an increased average profit per farmer from 11% to 39%, catfish survival rates increasing from 69% to 95%, and a doubling of average harvest weight from 600g to 1.2kg. The adoption of more responsible production systems by participating farmers has led to the production of healthy catfish for consumption and also greater environmental sustainability.

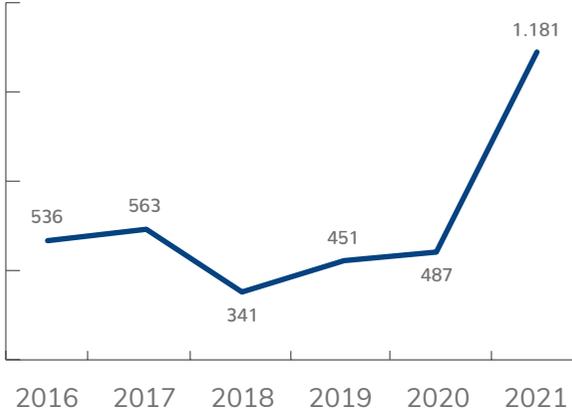
Twenty-eight catfish farmer groups were able to sustain a cooperative shared-learning model. The farmer’s groups are being connected to form organised structures. Participants learned to be flexible and better adapt to challenges that would have threatened their businesses.



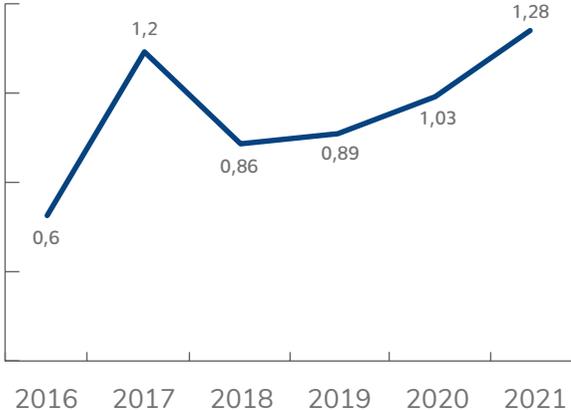
### Participating farmers



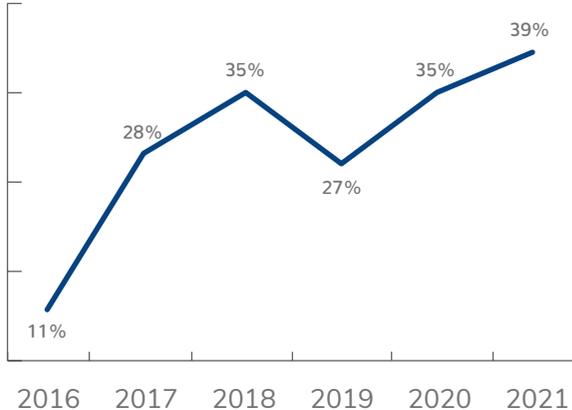
### Average income per farmer



### Average harvest weight (Kg)



### Average profit per farmer



**“Our group (facilitated by JDPC/ Skretting) has brought progress to our lives. Initially, we never saw the need for a group/ cooperative, but now, members benefit from financial support and other things from the cooperative group to support our business.”**

Oyewole Nurudeen Alaba,  
Popo waterside catfish farmers group, Ilora

Productivity improved through best-management practice:  
Oyelami Toyese's story

Oyelami Toyese is a graduate of Federal College of Forestry in Ibadan Nigeria. He joined Glory Fish Farmers Group Awe, Oyo State in February 2021.

Toyese has been a catfish farmer since he finished his National Youth Service Corp service in 2017 without applying for any job. However, he has been practising fish farming in the traditional style, using chemicals, roughage, waste and maggots to feed fish. After receiving training from the Catfish Sustainability Project team, Toyese realised that catfish could be raised without the use of waste, wet feed, chemicals and antibiotics. He adopted the Best Management Practices learned and experienced a positive economic improvement.

According to Toyese, after he adopted improved fish sampling practices, strategic and timely sorting, and feeding fish based on biomass estimates, he

was able to cut feed waste and reduce water pollution, which, in turn, reduced his production costs and increased his profit margins.



Decrease  
production cost  
and increase  
profit margins.

“I have been a fish farmer since 2001, but we formed a group and joined the Catfish Sustainability Project in 2019. Due to training from JDPC/ Skretting team, we were more enlightened on catfish farming, and it became a more profitable business. Due to the project intervention, group members have been able to acquire some assets and achieve even better things, which was previously difficult for us, even with the many years of catfish farming. The access to revolving input has greatly improved the profitability of the business.”

Solomon Oghenejakpo,  
Greenleaf Farmers' Cooperative, Ibadan



## La Fragua Guatemala community development

**Plumas**

## Empowering women through egg farming

Chronic malnutrition rates in Guatemala are the highest in Latin America, and the sixth highest in the world. Spanning the country is a region known as the “Dry Corridor.” This region has been identified by the United Nations as needing immediate assistance, due to alarming conditions that include 80% of households living below the poverty line and families suffering from water scarcity, food insecurity, violence and extreme climate events.

Following our purpose of Feeding the Future, Nutreco, Trouw Nutrition SCA and our local NGO partner Good Neighbors initiated the Plumas project in 2017. Plumas aims to break the poverty cycle by providing a sustainable source of income and a stable source of food and enabling access to education. It aims to do this by empowering

women to produce one of the richest and most affordable sources of protein – eggs.

At the start of the project, 50 families in La Fragua, a community in the Dry Corridor, received a hen house, feeding troughs, drinking troughs, bedding, layer feed for two months and 100 laying hens. The women of the households also received farming and animal health training from Guatemala’s Ministry of Agriculture and Trouw Nutrition experts, as well as business and management training from a local educational institution. By becoming egg producers, women in each household were able to provide a source of income to their families and at the same time secure a source of protein to feed them.

By 2019, the project had become self-sustainable. A cooperative among all of the women in the community was formed, allowing them to sell their eggs collectively and purchase feed, and a



**Breaking the poverty cycle by empowering women to produce a rich source of income.**

revolving fund was settled to purchase the flock for the new cycles.

However, the project faced several challenges, including short-term thinking and a tendency for individualism. In 2020, due to COVID-19, extreme weather conditions and a rise in violence in the region, these pre-existing challenges worsened, resulting in a deterioration of the project, the loss of the revolving fund and a decrease in the number of families active in the project to just five.

Today, even though the project did not fully achieve its objectives, we celebrate the improvements that Plumas brought to the community. Water scarcity is no longer a reality for over 200 homes due to a 213-metre-deep well that was built in 2020, while a new electric supply system was installed in 2021, which resulted in more families having access to electricity.

Additionally, the knowledge transmitted through various training programmes

inspired the women that participated in Plumas to start their own small businesses. Some have decided to continue selling eggs by themselves, while others have opened their own local store. Furthermore, the children that received scholarships from Trouw Nutrition have now graduated from high school and have become teachers, accountants and computer and business specialists. Others are continuing their education.



More than 200 homes no longer lack water, more families have access to electricity, and more knowledge is being passed on through various training programmes.

### Maharashtra community development

## Trust Dairy project

According to the 2019 livestock census, (20th Livestock census), India has the world's largest buffalo population (110 million) and the second largest cattle population (192.5 million). The female cattle population showed a significant improvement from 2012-2019, with growth estimated at approximately 18% (IDA 2021). The exotic and crossbred dairy cattle population also increased by 26.9% from the previous census.

The Indian dairy industry has undergone significant transformation over the last few decades, thanks to many innovative initiatives by government agencies including the National Dairy Development Board, state milk cooperatives and private feed and milk processors. With the development of dairy from milk production, genetic improvement and animal nutrition, many stakeholders, in association

with government bodies, are now focusing on building a framework for milk quality improvement along with sustainable dairy farming initiatives such as good animal husbandry practices and sustainable milk production with minimal environmental footprints. The major challenge in meeting these objectives is the highly fragmented structure of dairy farming in India, with more than 80% of the dairy farms consisting of farmers with just two to four animals.

Trust Dairy is a sustainable dairy farming initiative, delivered through a collaboration between Solidaridad, Nutreco, Govind Milk and Milk Products and the Baramati Agriculture Development Trust. Its objective is to create a robust framework for small dairy farm through a community initiative based around the adoption of sustainable modern dairy farming technologies to produce high quality, safe and hygienic milk with a lower environmental footprint.

## In India: Sustainable modern dairy farming for small dairy farms.



Trust Dairy's sustainable dairy initiative has already been deployed in the western part of the State of Maharashtra, covering Baramati taluk of district Pune and Phaltan taluk of district Satara. Dairy farmers are actively involved in all the project's main initiatives – from dairy farm management to dairy nutrition and better manure management.

Focused activities:

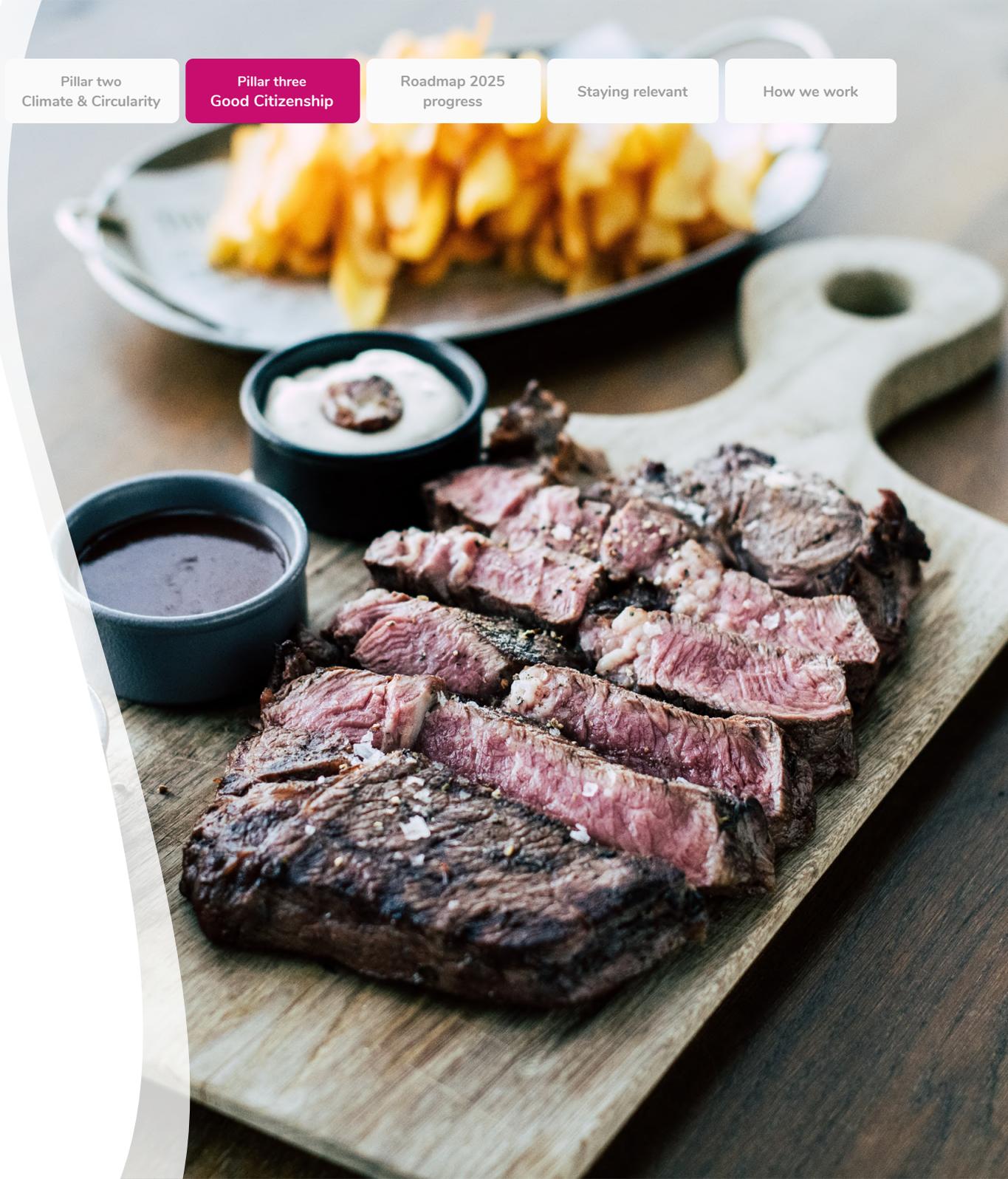
- Building farmers' capacity to increase productivity and thus reduce the per kilogram emissions of milk.
- Improving manure management and loose housing to reduce GHGs emissions and increase productivity.
- Increasing traceability – making it possible for consumers scanning a QR code to be connected to factory and farm.



### 5.3. Stakeholder engagement

We believe that engaging with internal and external stakeholders is key to ensuring we invest the right focus and effort in continuous improvement and dealing with the complex issues that face the future of sustainable food. Through active conversations with several stakeholder groups, we benefit from their diverse perspectives as we explore our solutions. We identify our stakeholders as any group or individual Nutreco affects through its activities or products and services or who, in turn, may affect Nutreco's ability to achieve its goals. Using this definition, we recognise six main stakeholder groups: Employees, government, external platforms for specific sustainability topics, food retail and services, academia and NGOs.

**We believe in the importance of engaging with internal and external stakeholders.**



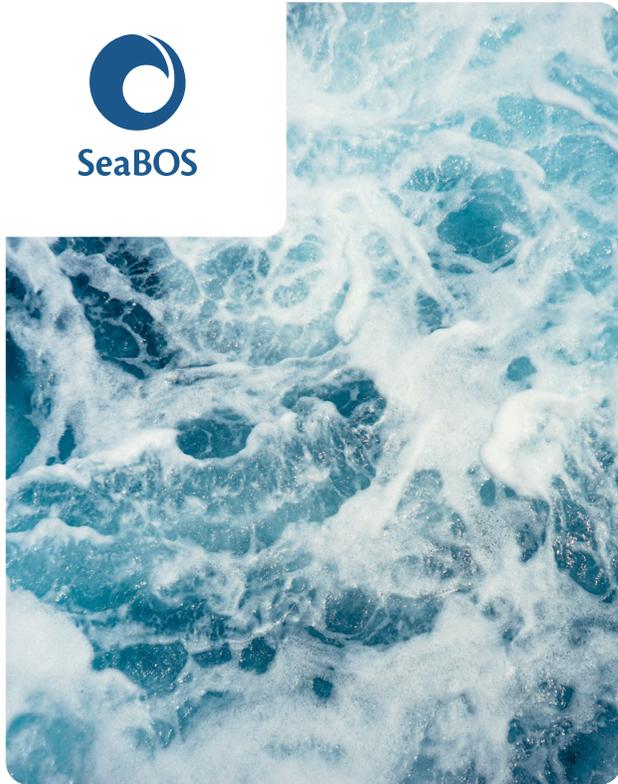
Stakeholder group	Their concerns and expectations	How we engage, and how often	Main topics and activities addressed in 2021
<b>Employees</b>	<ul style="list-style-type: none"> <li>• What is the company strategy?</li> <li>• What is our financial performance?</li> <li>• What is the company going to do around cost cutting?</li> <li>• Do we need to close down our factory?</li> <li>• How can I make a (international) career at Nutreco?</li> </ul>	<ul style="list-style-type: none"> <li>• Regular (local) townhall meetings.</li> <li>• Monthly broadcasted interviews with leadership.</li> <li>• Nutranet (intranet) announcements.</li> <li>• Divisional strategy updates (annual or bi-annual).</li> <li>• Annual local community days.</li> <li>• Annual European Works Council.</li> <li>• Regular local Works Council.</li> </ul>	<ul style="list-style-type: none"> <li>• 2024 long-term strategy.</li> <li>• 2019 financial performance.</li> <li>• Restructuring activities (Marketing, Trouw Nutrition Specie Councils).</li> <li>• Company performance in the industry (incl. awards).</li> <li>• Integrations (CA) or benefit harmonisation (global).</li> </ul>
<b>Government</b>	<ul style="list-style-type: none"> <li>• Protection of consumer and animal health.</li> </ul>	<ul style="list-style-type: none"> <li>• Showing leadership through continuous organisation of and participation in relevant stakeholder platforms, focusing on solutions.</li> <li>• Launching nutritional solutions.</li> </ul>	<ul style="list-style-type: none"> <li>• Establishment of new regulatory possibilities for innovations (e.g., nutritional solutions as part of integrated multi-stakeholder “feed-farm-health” concept).</li> </ul>
<b>Food retail and foodservice</b>	<ul style="list-style-type: none"> <li>• GHGs and novel ingredients.</li> </ul>	<ul style="list-style-type: none"> <li>• Engaging with supply chain to increase novel ingredients.</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinating efforts to offer solutions for farm shrimp produced in LATAM.</li> </ul>

Stakeholder group	Their concerns and expectations	How we engage, and how often	Main topics and activities addressed in 2021
Platforms for specific sustainability topics	<ul style="list-style-type: none"> <li>Deforestation for commodity production.</li> </ul>	<ul style="list-style-type: none"> <li>Developing soy and palm sourcing policy in alignment with RoadMap 2025.</li> </ul>	<ul style="list-style-type: none"> <li>Implementing purchasing decision based on policy.</li> </ul>
Non-Governmental Organisations (NGOs)	<ul style="list-style-type: none"> <li>Overfishing ocean species for marine ingredients supply.</li> <li>Deforestation for soy commodity production.</li> </ul>	<ul style="list-style-type: none"> <li>Engaging in FIPs.</li> <li>Collaborating on platforms that address specific concerns.</li> </ul> <p>See Our Partnerships.</p>	<ul style="list-style-type: none"> <li>Joined an FIP for West African fisheries.</li> <li>Improving transparency and traceability around deforestation-free soy.</li> </ul>
Academia	<ul style="list-style-type: none"> <li>R&amp;D collaboration and validation of animal performance on circularity, health (AMR reduction) and welfare, and emissions reduction.</li> </ul>	<ul style="list-style-type: none"> <li>Setting up or intensifying collaborative projects.</li> <li>Engaging with over 80 academic institutions around the world.</li> </ul>	<ul style="list-style-type: none"> <li>Product development and joint projects.</li> </ul>



## 5.4. Our Collaborations

At Nutreco, we are proud of our ongoing collaboration in various precompetitive platforms. This has been a legacy of our past commitments and continues in our vision for the future.



### SeaBOS

Nutreco and Skretting have proactively participated in the Seafood Business for Ocean Stewardship (SeaBOS) since its inception in 2016. CEOs from the 10 largest global seafood companies (including fishing, aquaculture and aquafeed manufacturing) joined forces through SeaBOS to create transformative change on ocean stewardship. These companies are Maruha Nichiro Corporation, Nippon Suisan Kaisha, Thai Union Group, Dongwon

Industries, Mowi, Cermaq (a subsidiary of Mitsubishi Corporation), Nutreco and Skretting, Cargill Aqua Nutrition, Kyokuyo and Charoen Pokphand Foods.

The work of SeaBOS is advanced through six different task forces, each led by companies in collaboration with and supported by scientists, to identify, test and scale solutions related to challenges faced in the seafood industry.

Nutreco's Corporate Sustainability Director, Jose Villalon, Chairs Task Force 1, which addresses illegal, unreported and unregulated fishing (IUU), forced labour and protecting endangered species. Nutreco has been joined in Task Force 1 by Dongwon, CPF and Maruha Nichiro.

The other five SeaBOS task forces address communications, working with governments, reducing antibiotics, increasing transparency and reducing ocean plastics.

Therese Log Bergjord, CEO Skretting, is Chair of SeaBOS.





## AgriVision

Since 2000, Nutreco and its livestock business line Trouw Nutrition have organised AgriVision, a leading biennial feed-to-food agri-industry event. Bringing together key agriculture and food industry players and change-makers from across the world, AgriVision provides a platform for informed discussions on a strategic level that aspires to shift mindsets, develop new ideas and inspire innovative approaches to drive the changes needed to address the challenges that our food system faces.

For its 10th edition, AgriVision 2021 brought together nearly 2,000 participants from 99 countries, engaged by 22 speakers exploring the “Future Matters” theme through keynote speeches, laboratory sessions and masterclasses. The three-hour event ran three separate content tracks: Understand, Experience and Influence, which looked well beyond current production and business methods to highlight what needs to be done to sustainably feed the future.

In his opening speech, Nutreco CEO Fulco van Lede set the scene by summing up all of the challenges

facing the feed-to-food chain if it is to feed a world population of 10 billion people by 2050. He urged the audience to challenge the status quo at every stage of the supply chain and to demand transformative and collaborative change. His call to action was echoed by Saskia Korink, CEO of Trouw Nutrition, who said, “This is a bigger challenge than one company can solve. We must engage with one another. The time for action is now.”

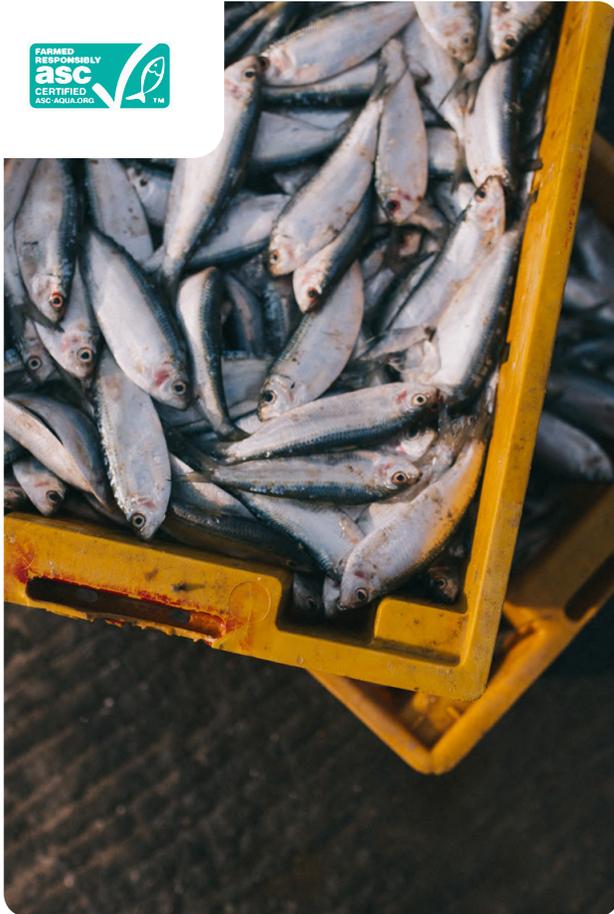
Alongside guest speaker Emmanuel Faber, former CEO of Danone and Founder of the One Planet Business for Biodiversity, AgriVision 2021 hosted speakers from WWF, Heineken, Elanco, Maple Leaf, WUR and the European Parliament.

 **trouw nutrition**  
a Nutreco company



<https://www.trouwnutrition.com/en/agrivation-2021/about-agrivation/>

## 5.5. Other partnerships



### Aquaculture Stewardship Council (ASC)



Established in 2010, the Aquaculture Stewardship Council (ASC) is arguably the most stringent, robust and credible environmental and social standard in the farmed seafood sector. Currently, over 2.58 million tonnes of farmed seafood has been independently certified to be in compliance with the standard.

Nutreco's Corporate Sustainability Director Jose Villalon sits on the Supervisory Board of ASC and is a member of the Governance Committee. Nutreco and Skretting representatives have been engaged as Steering Committee stakeholders or as Chair or Director of the council's Supervisory Board since 2004 (pre-ASC standards development). At Nutreco, we are very proud of our role in the start-up and ongoing governance of ASC.

## Collaborative Soy Initiative (CSI)

Nutreco has been a member of the Board of Directors of the Collaborative Soy Initiative (CSI) since its inception in 2019. CSI is a framework of soy stakeholders to accelerate sustainable soy supply chains. Its vision is to achieve 100% deforestation- and conversion-free sustainable soy production and

uptake on a global scale. CSI informs about ongoing actions, creates synergies, and adds value through activities and webinars.

Among its activities in 2021 were a series of closed Meta Meetings between global and regional sustainable soy initiatives, resulting in a shared narrative and tool for companies and governments to use smart mixes of measures for genuine impact. This approach and CSI's Info Hub, a landing page of must-reads on sustainable soy, will be further promoted in 2022. Nutreco will be a contributor to the webinar entitled "Carrots and Sticks", which will look at the crucial tools needed to incentivise stakeholders to be more sustainable.



## FEFAC Sustainability Committee

Since 2013, Nutreco has been an active member of the European Feed Manufacturers' Federation (FEFAC) Sustainability Committee, which meets regularly to address sustainability topics and issues associated with the European feed industry.

In 2021, the committee's key deliverables were the publication of the upgraded FEFAC Soy Sourcing Guidelines 2021 and the first FEFAC Feed Sustainability Charter Progress Report. For the Charter Progress Report, the committee contributed to an assessment on the share of non-food-grade feed ingredients used in compound feed manufacturing.



We are a member of the European Feed Manufacturers' Federation.

# 6.

## RoadMap 2025 progress assessment tool

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A tool to monitor progress made on our targets over the next four years.



At the end of 2020, the Nutreco Sustainability Platform launched the new online RoadMap 2025 progress assessment tool to be used to monitor progress made on our RoadMap 2025 targets over the next four years.

On an annual basis, the General Managers of our businesses and division Functional Directors are asked to respond to specific questions related to the completion or partial completion of the targets and goals reflected in RoadMap 2025.

The RoadMap 2025 progress assessment tool has been developed to:

Track the progress of our businesses and business lines towards reaching the RoadMap 2025 sustainability targets.

Be a tool for our general managers to prioritise efforts and resources for the next period to improve progress towards reaching our RoadMap 2025 targets.

We created a dashboard that gives local managers insight into their score and allows them to compare themselves to the internal benchmark on various RoadMap 2025 targets. The results per pillar are weighted according to the number of targets and relative importance.

In 2020, Nutreco conducted a trial execution of this progress assessment tool. We identified areas of improvement and baseline data to mark our starting point towards our targets. In 2021, we revised and strengthened the progress assessment questionnaire, allowing us to strengthen and set the baseline.



RoadMap 2025 pillars	Trouw Nutrition 2021	Skretting 2021
Health & Welfare	76	86
Climate & Circularity	37	52
Good Citizenship	67	60
<b>RoadMap 2025 Total</b>	<b>54</b>	<b>63</b>

7.

Staying relevant

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## 7.1. Watson® swine production simulation tool

The Watson model is a unique intelligent service we designed to help producers take informed decisions and identify key levers to improve their production in a profitable and sustainable manner.

Trouw Nutrition has been offering the Watson® swine production simulation since 2006. It's arguably the most sophisticated tool of its kind. We also offer different feed formulation tools for all main categories of species. Adding to the original ability to optimise the performance, nutrition and economic profile of nutritional solutions, in 2021, Trouw Nutrition introduced LCA data and emission modelling to its proprietary predictive service and formulation tools.

Watson now calculates how changes to diets, feeding schedules and farm management influence environmental impacts such as climate change, eutrophication, acidification, land use, renewable resources and water scarcity. These indicators are in line with the Product Environmental Footprint guidelines of the European Commission, primarily using Global Feed LCA Institute (GFLI) data. In early 2022, all Trouw Nutrition-licensed feed formulation

software will also be able to solve for lowest-footprint feed solutions, with dairy and poultry models also being released subsequently.

The Watson integrated service tool provides the intelligence required to evaluate inputs and predict outcomes across varying animal production phases and at critical points along the supply chain. A series of systems integrates animal biology, feed formulation, and environmental conditions into a life cycle analysis model for driving decisions that support animal performance, farm economics and environmental stewardship (Figure 1).

**The Watson model is a unique intelligent service we designed to help producers take informed decisions.**



## Progressing towards RoadMap 2025 goals

The expanded capacity of Watson will help our customers not only conduct feeding protocols more efficiently and more profitably, while finding alternatives to antibiotics, but also adopt nutritional solutions that carry a lower footprint in production, while not overlooking trade-offs such as a potential decrease in digestibility which might increase manure emissions.

Bringing this intelligence to customers is one of our company goals for 2025. In addition, our commitment to reduce our carbon footprint through SBTi is mostly impacted by the footprint of our feed ingredients. By working together to reduce the footprint of feeds, farmers and Nutreco will be able to achieve significant reductions in their footprints. We expect the sustainability impact evaluation tool to trigger the positioning and encourage the development of novel ingredients that show a low environmental impact.

Watson can also predict the levels of environmental pollutants, such as nitrogen and phosphorus, that will be retained in the animal vs. excreted into the environment. This helps customers to take decisions that will steer the reduction of these pollutants.

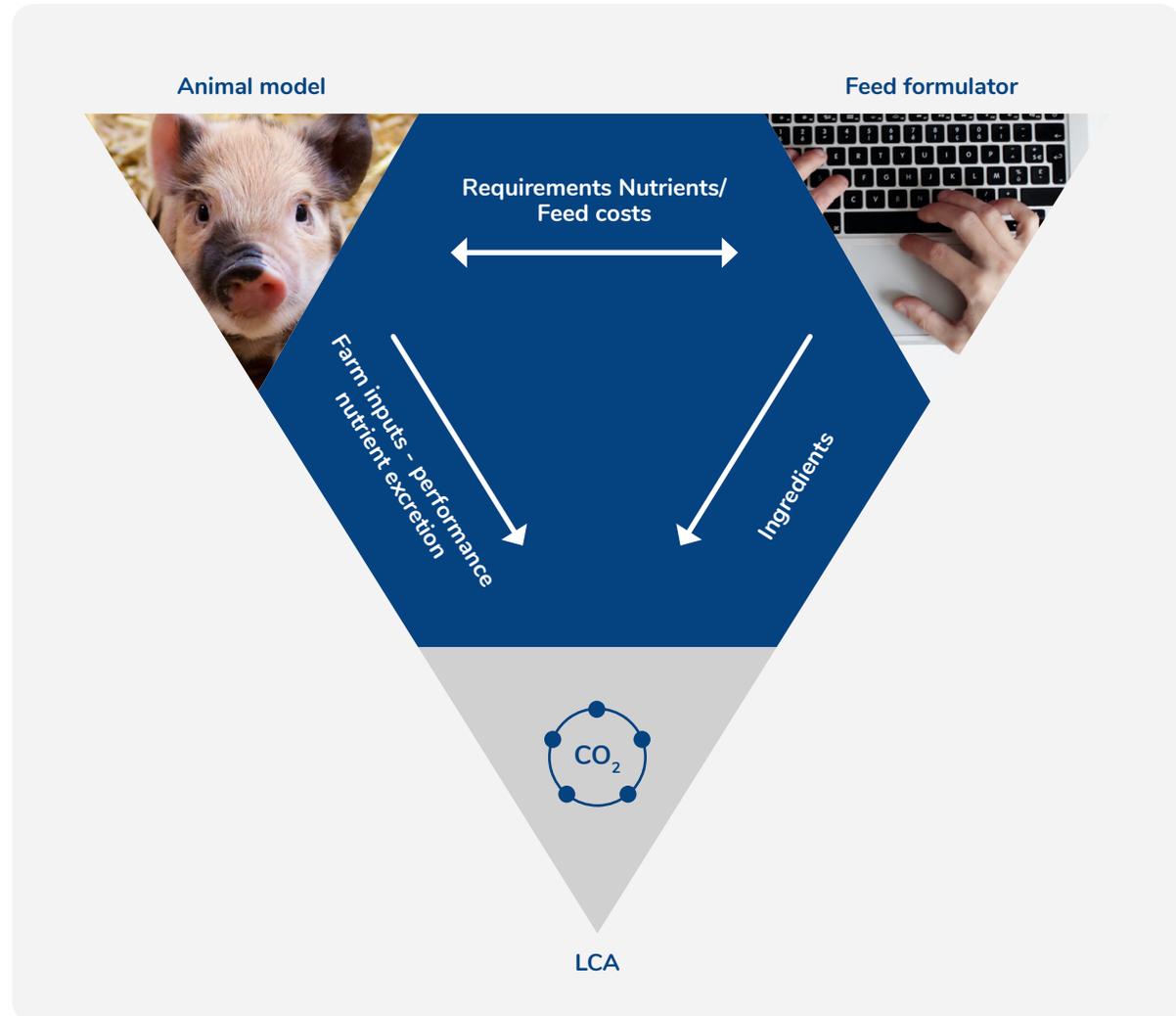


Figure 1: The Watson model brings life cycle analysis to the business of sustainable livestock production as it integrates animal biology, feed formulation, and a range of environmental metrics into a predictive model for driving decisions on the farm.

## 7.2. NuFrontiers - Proteon Pharmaceuticals and Enough Foods

Nutreco's strategic innovation and investment team, NuFrontiers, invests in and partners with companies developing technology for the future of protein production. In 2021, it added multiple new companies to its portfolio, including Proteon Pharmaceuticals and Enough Foods.



### Proteon Pharmaceuticals

Poland-based bacteriophage technology company Proteon aims to tackle health challenges in the aquaculture and livestock industry.

Bacteriophage – or phage – is the natural enemy of bacteria. Phages are also the most abundant and oldest organisms on the planet and are selected based on their ability to target specific bacteria. Proteon has mastered the process of selecting and multiplying specific phages against pathogenic bacteria. Applying those phages to animals, can control and prevent the growth of pathogens in the animal body.

With bacterial challenges being some of the most prevalent in aquaculture, Skretting has joined forces with Proteon to co-develop bacteriophage-based products and

will provide the expertise needed to develop phage ingredients for farmed fish and shrimp. The collaboration is aimed at providing functional solutions to reduce the reliance on antibiotics within aquaculture farming. Skretting's capabilities will also be key in developing phage ingredients into suitable animal feed solutions and in supporting farmers in using these novel solutions as part of a holistic health strategy.

**A collaboration to reduce the reliance on antibiotics within aquaculture farming.**



## ENOUGH Foods

In 2021, NuFrontiers co-led an investment round into alternative food protein producer ENOUGH Foods. Enough has sought to address the challenge of producing sustainable, healthy protein by fermenting ABUNDA mycoprotein (an ingredient already recognised in the market) more sustainably and at a lower cost than other protein options.

ENOUGH is currently building its first industrial-scale plant and targets growing over one million tonnes by 2032 – the equivalent of replacing five million cows or over one billion chickens or reducing more than six million tonnes of CO<sub>2</sub> emissions – the equivalent of planting >30 million trees. ABUNDA is sustainable because of its advantaged feed conversion, low carbon footprint and water

usage. The feed conversion for Enough's zero-waste protein is between three and 15 times more efficient than any competing plant- and animal-derived protein source, while carbon emissions are 15% to 80% lower.

Nutreco's partnership with ENOUGH is focused on supporting Enough's fermentation process by supplying inputs from our large-scale feed ingredient supply chain.

Before ENOUGH, we had previously explored the food protein value chain with earlier investments in Mosa Meat and BlueNalu.

### 7.3. Skretting Italy's CarbonBalance®

Skretting Italy's CarbonBalance® has been shortlisted as a finalist in the Product Innovation of the Year category of the prestigious edie Sustainability Leaders Awards 2022. This is a fantastic achievement in a year where edie received its highest number of entries ever, and an important recognition of the work we are doing across Nutreco to achieve our purpose of Feeding the Future.

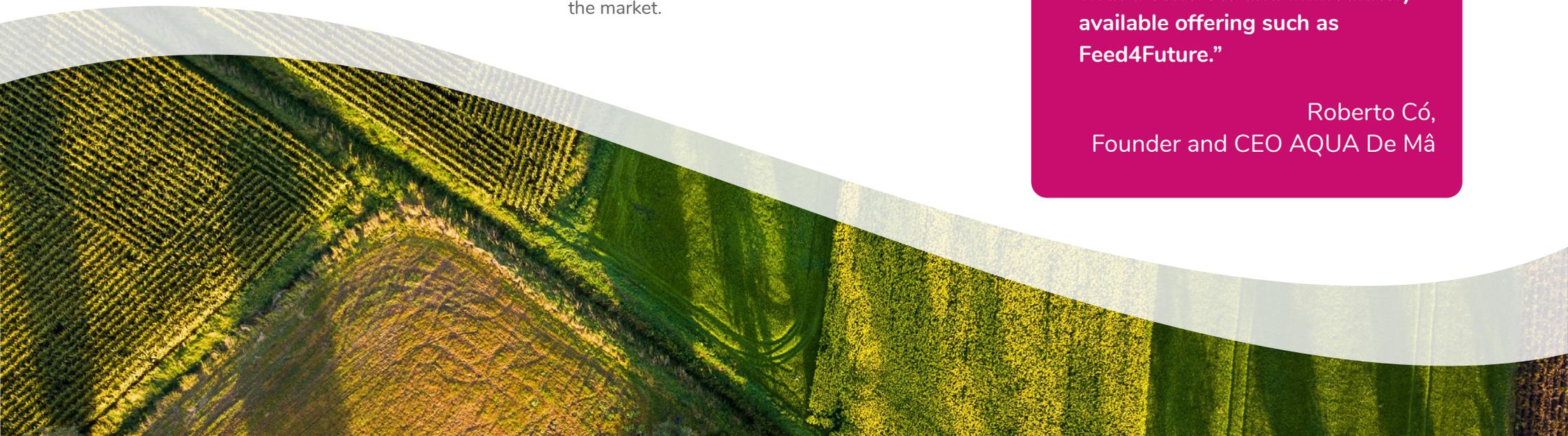
CarbonBalance® also follows the path of another Skretting product, MicroBalance FLX, the winner

of the 2018 edie Sustainable Leaders Award in the Product Innovation category.

This latest solution is helping fish farmers reduce their operations' carbon footprint. It includes the first ever carbon-neutral aquafeed, Feed4Future, along with an entire suite of services designed to enable farmers to produce fish in a fully carbon-neutral way. Any residual emissions not reduced by the feed and sustainable farming methods can be offset by purchasing carbon credits. Feed4Future's feed formulation provides optimised nutrition with a carbon footprint at least 5% lower than comparable standard products and can lead to a 30% reduction of the emissions generated by a farmer's fish throughout the life cycle. Skretting is currently in the early stages of introducing CarbonBalance® to the market.

**“AQUA De Mã has always been active in promoting a positive image of aquaculture, communicating our efforts to prove the commitment we have for sustainability and environmental care. I therefore welcome CarbonBalance® as a correct and forward-looking strategy to tackle the urgent and complex issue of climate change. Skretting is a front-runner in addressing this issue, with a concrete and immediately available offering such as Feed4Future.”**

Roberto Có,  
Founder and CEO AQUA De Mã



# 8.

How we work

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## 8.1. Nutreco Exploration (NutEx) – our discovery branch

Over the past decade, Nutreco has invested in feed additives, because of their potential for future growth and their ability to help us achieve our purpose of Feeding the Future. Feed additives are a very effective way to tackle the challenge of feeding our growing population, especially in a world where the urgent issues of AMR and climate change make it necessary for us to reduce antibiotics use and increase our use of non-traditional feed ingredients. At Nutreco, we've pursued growth in this space by acquiring feed additive companies and investing in our own internal R&D. Yet, what we're finding today is that this isn't enough.

Developing feed additives is a transformative challenge that requires us to be both great at improving and exploiting our own business model while at the same time embarking on an exploration agenda: to look for solutions to the urgent needs of farmers, find completely new avenues for business development and empower the creation of specific technologies that could help resolve the urgent AMR issue.

Nutreco wants to be a market leader in the feed additive segment. Our aim is to launch creative, novel, effective and proprietary solutions on the market and become leaders in specific product category spaces. To bring this vision to life, we will leverage our innovation capabilities in R&D and strategic marketing across our business lines, including the Innovation Groups at Skretting and Trouw Nutrition. In addition, we have created a new entity that will serve as a creative engine feeding the Innovation Groups and the Global Feed Additives group with the novel solutions they need. This new entity is called Nutreco Exploration, or NutEx.

While our R&D department will maintain its focus on identifying customer needs and managing the lifecycles of our different product portfolios, NutEx will explore three distinct spaces to discover truly novel ideas and develop them into exclusive ingredients to match the needs of Nutreco's businesses. These spaces are phytotechnology, biotechnology and physical chemistry. Making this work will require the businesses' Innovation Groups and NutEx to work closely together.



By focusing on these three spaces and using a discovery-driven agenda, NutEx will create new organisational capabilities to provide new and exclusive ingredients – created to meet relevant market needs – for each business line. The Innovation Groups will continue to do what they

do best: strategic positioning, downstream product development, optimised application, and solution creation (including smart mixing). However, they will now have a major competitive advantage because the solutions they create will include not only totally novel but also proprietary ingredients.



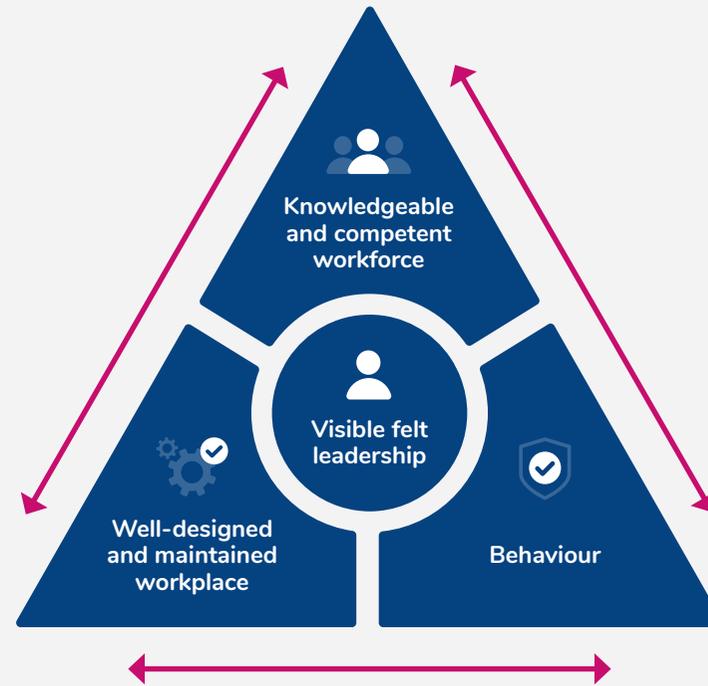
## 8.2. Occupational health and safe work

We care about the health, safety and security of our employees, contractors, visitors and the communities in which we operate. We are committed to promoting a safe working environment of continuous improvement, trust and mutual collaboration.

In 2021, we fully embraced SHV's purpose, "Courage to Care," and positioned health and safety more centrally in our business and our ways of working. We set up a dedicated Global Health, Safety and Environment (HSE) Centre of Expertise to lead and support this across the company and launched many activities to promote leadership behaviour and control operational risks.

To help prevent accidents and work-related illnesses, Nutreco has developed its NuSAFE principles, a set of policies, manuals and standards, which include four elements:

- Visible Felt Leadership.
- A knowledgeable and competent workforce.
- A well-designed and maintained workplace.
- Safe behaviour.



We are working to ensure all four elements are in place and continuously improved across Nutreco's operations globally. Each element is critical and linked to the others; we will ensure our sites never rely on any one element, but rather take a holistic and integrated approach to HSE risk management.



### Visible Felt Leadership

Visible Felt Leadership starts from the top; it is the management’s total actions that lead people at all levels to understand and “feel” their leaders’ high standards and expectations and accept their strong commitment to safety as being genuine, caring and respectful.

It is essential that leaders walk the talk and change their own behaviour to become role models for the organisation, and by doing so, influence and change other people’s behaviour.



### Knowledgeable and competent workforce

A capable organisation is one that invests in its workforce, ensuring that employees have the right skills and knowledge to perform their activities in a safe and efficient way.

We make all employees responsible for ensuring that they understand risks, follow the rules and only perform the tasks they have been trained for. Managers are responsible for ensuring that employees are fit for the task, are informed about the hazards when carrying out their activities and are trained to perform these tasks safely.



### Well-designed and maintained workplace

The most effective design processes begin at the earliest opportunity during the conceptual and planning phases of a workplace. This is where you have the greatest chance of finding ways to prevent hazards and incorporate effective risk control measures and efficiencies.

At Nutreco, we believe that a well-designed and well-maintained workplace is a healthy and safe workplace where hazards and risks are eliminated or minimised as much as reasonably practicable. It is also where the work-design optimises human performance, job satisfaction, innovation and productivity. A safe and well-designed workplace should have the following positive elements in place:

- Protects employees from harm to their health, safety and welfare.
- Improves employee health and wellbeing.
- Improves business success through higher employee productivity.





## Safe behaviours

Nutreco has defined six basic behaviours to reflect our way of working that support our employees, contractors, and visitors to collectively embed safety into their everyday work:



**1** I care for my own safety and that of others: Everyone should put their personal safety and that of others first and behave attentively and actively in preventing incidents or accidents from happening.



**3** I, as a manager, ensure that we work together and collaborate on creating a safe working environment: Engage the team to share safety-related concerns. Go and see what the problem is about. Engage the team in solutions seeking discussions and provide the resources to fix and control. A day without an incident is a great opportunity to learn and reinforce good practices.

**2** I am aware of the hazards and related risks that my work involves, and I am aware of the applicable safety procedures and work accordingly to them: Be aware of the specific hazards and related risks of your workplace and environment – in the office, in any Nutreco facility or commuting to and from work.

**4** I appreciate feedback if there are doubts about my way of working: Feedback is an opportunity to connect with the workforce and your co-workers to learn from unsafe situations and to reinforce good behaviours. It is essential that everyone supports each other in behaving safely.

**5** I confront others respectfully about unsafe behaviour and give compliments when I see work safely executed: If I feel or see a situation which is potentially unsafe, I stop and consult others. I also dare to stop my management. The supervisor has the responsibility to assure a safe environment in which employees can give and receive feedback in a positive atmosphere.

**6** I act upon and report unsafe situations immediately: Prevention starts with pro-actively reporting unsafe situations.

Controlling risk activities is an essential part of our NuSAFE programme. Nutreco has identified 10 Life-Saving Rules in order to do exactly what they say: save lives! The Life-Saving Rules have been created to keep people safe. They are an indicator of high-risk activity and provide a framework and guidance for safe operations. At Nutreco, we have defined the following Life-Saving Rules (LSR):



- 1** **Take a minute**  
 We think before we act.
- 2** **Emergency routes**  
 Know your escape routes.
- 3** **Safe driving**  
 Obey the traffic rules; and be aware of your surroundings.

- 4** **Travel**  
 Understand the risks and protect yourself at your destination.
- 5** **Personal protective equipment (PPE)**  
 Use and maintain your PPE.
- 6** **LOTOTO Lock out, Tag out, Try out**  
 Ensure isolation and that equipment is turned off before work begins.



- 7** **Fall from heights**  
 Protect yourself and others from falls from a height of >1.8 m or >6 fts.
- 8** **Hot work**  
 Obtain authorisation and control flammable and ignition sources.
- 9** **Work permit**  
 Obtain authorisation before overriding or disabling controls.
- 10** **Confined space**  
 Obtain authorisation and apply the rules.

Last but not least, NuSAFE integrates a “just culture” approach. A just culture is where employees are recognised for their positive contribution and not punished for actions, omissions or decisions that correspond to their daily tasks, or training that they have had. Of course, gross negligence, wilful violations and destructive acts are not tolerated. A just culture environment ensures employees remain motivated. It is important that people take care of themselves and of each other in addition to learning from each other.

We are engaged to implement a world-class safety culture, in which everyone embraces safety – not because they must, but because they want to. A culture in which all employees know that safe behaviour is considered professional behaviour, and that it is everyone’s duty to return home safely every day.



### Our progress

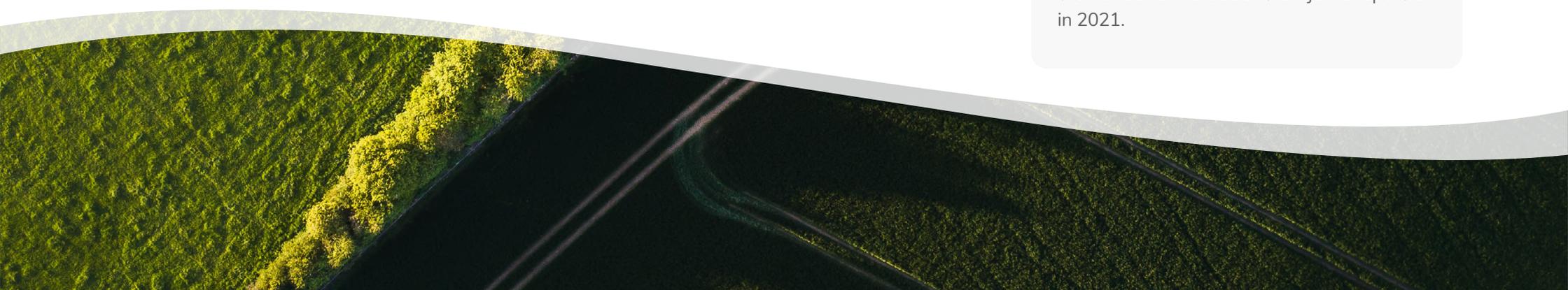
2021 was a year of transition for our HSE programme, with new teams, new management and a new structure being put in place. We have been able to raise the awareness and the sense of urgency on HSE. The quality of our incident investigations is improving, thanks to coaching and training.

We have delivered on all our agreed commitments towards safety in 2021. For example, we performed a dust explosion assessment of the first 10 of our operations plants. We also trained 217 senior managers and HSE team members in Leadership Through Safety and over 4,332 employees and managers in Life Saving Rules (34% of the workforce) and Visible Felt Leadership.

We developed a Nutreco Health, Safety and Environment Policy Statement. All Nutreco sites worldwide participated in Safety Week. And last but not least, Nutreco’s management validated and approved our four-year strategic roadmap for safety called “Zero Harm Mindset.” We continue to invest significant resources to enhance safety in existing and future projects.

The improvements we have made to our reporting culture and transparency have led to our Lagging Indicators Total Recordable Frequency rate (TRCF) and Potential Serious Injury/Fatality (PSIF) rates increasing. We have also changed the definition of the PSIF; now any incident involving one or more Life Saving Rules is considered a PSIF.

Manual handling and lifting (Ergonomics) was the number one cause of the injuries reported in 2021.





## Nutreco HSE at a glance: 2021 vs. 2020

	2021	2020
Serious Injuries and Fatality Injuries (SIF)	4	3 (One fatality – third party)
Potential Serious Injury/ Fatality (PSIF)	177	96
Total Recordable Frequency rate (TRCF)	1.46	1.16

### 8.3. Quality assurance

During 2021, the Quality teams in Trouw Nutrition and Skretting continued to focus on implementing internal and external improvements aimed at delivering high standards of feed-to-food quality and safety for our customers.

Although COVID-19 still presented some challenges in supplier assessments, the lessons learned in 2020 allowed our teams to develop alternative ways to continue our engagement with suppliers. As such, a total of 37 physical and virtual audits were performed last year.

In line with the market demand for more traceability and transparency, we have also increased our focus on mitigating environmental, social and governance risks within our supply chain. This has given us the opportunity to collaborate more closely with our suppliers, and to understand their challenges and look for solutions that can be implemented in the short- and medium-term. As a result, we now offer improved and faster ways of reporting to our customers on the different feed-to-food quality areas that are relevant for them.

An example of this was Nutreco China's collaboration with SEDEX to ensure that our amino acid suppliers obtained the necessary SEDEX Members Ethical Trade Audit (SMETA) to meet UK customers' social responsibility compliance requirements, ensuring that there was no interruption in supply and avoiding unnecessary challenges during the international attention given the Uyghurs situation in Xinjian Province China.

Feed-to-food quality and safety has always been directly related to sustainability at Nutreco. That said, developments in the market have also helped us to widen our perspective and put more focus on what is relevant for customers and consumers – extending beyond the quality of the raw materials that we use in our feeds. Environmental and social agendas keep evolving, which in turn leads us to adapt and to work much closer with our suppliers to bring them into this journey.

During 2022, we will work to update sustainability assessments for the ingredients that we use in our feeds. This will be in line with the developments of the market and the needs of our customers. At the same time, we will work to strengthen the sustainability checklist implemented during our supplier audits, and also implement specific audits

based on sustainability criteria rather than only on quality. This approach will help us to put more focus on regions, ingredients and suppliers that have a higher sustainability risk.



**“The sustainability agenda is moving faster than ever, and we will keep working closely with our suppliers to embark them on this journey. We will keep adapting to the challenges that the market brings to ensure high feed-to-food quality and safety standards for our customers.”**

Geke Naaktgeboren-Stoffels,  
Quality Director at Trouw Nutrition

**“We are in a process of continuous learning. We have our house in order, but at the same time we know that we can still do more and better to keep collaborating and measuring the sustainability performance of our suppliers.”**

Nina Flem,  
Quality Affairs Director at Skretting



## 8.4. Ethics and compliance

In 2021, the focus was on bringing our Ethics and Compliance (E&C) function closer to the business by fully embedding our compliance standards into business operations. Although COVID-19 continued to hamper physical contact with our businesses, the E&C function managed to organise a significant number of training and awareness sessions.

The team finalised our conflicts of interest disclosure process, covering all employees with system access (approximately 5,500 people). This helped raise awareness about the issue and

reminded people of their duty to disclose any (potential) conflicts to the next level management in order that proper measures can be considered and taken.

Following their introduction in 2020, Compliance Culture Assessments were completed across Nutreco. This soft controls survey provided insights into the strong and weaker aspects of the local compliance culture and provided tools for management teams to enhance soft controls within their organisations. In the first quarter of 2022, Nutreco Asia will hold their survey, after which the entire organisation will be covered.

Surveys were discussed with management, after which management responses and action plans were drafted.

We have performed or validated compliance risk assessments on anti-bribery and corruption and on competition law compliance. These serve to map developments in the company's risk profile on these topics and put in specific activities to mitigate risk.

The Nutreco Compliance Risk Management Framework, implemented in all our businesses, reconciles E&C policies and provides control activities to be performed. It helps the business

# Speak Up

We launched  
the **Speak  
Up** culture  
campaign.

put E&C policy requirements into daily practice and enables E&C to see where support is required. Our teams use the framework to produce semi-annual reports and generate action plans for our businesses where needed.

Our E&C e-learning programme comprises four modules: Code of Conduct, Fair Competition, Anti-Bribery & Corruption and Data Protection. Our overall completion rate by employees across Nutreco was over 95%.



We also launched the Speak Up culture campaign, designed by our parent company SHV. Key messages included:

Speak Up is part of our culture.

Speak Up is about speaking and listening.

Speak Up is a set of tools that supports a healthy Speak Up culture.

Integrity is a key value and Speak Up is a way to turn this value into action.

The campaign featured training materials, presentations and posters, provided in 33 languages.

In 2021, 66 reports were made through our internal whistle-blower line. The majority of cases related to workplace respect, unprofessional behaviour and intimidation. Cases were handled with due speed; at the end of the year, seven cases were open.

Local Compliance Champions (LCCs) are the first point of contact for compliance matters at all of our businesses. In 2021, we bolstered the LLC network with training, a webinar and regular newsletters.

The success of our efforts to raise awareness of our E&C programme among employees was reflected in the results of our employee engagement survey, held in September. It included three E&C-related statements, which were rated by respondents on a scale of one to 10:

- I understand Nutreco's standards of business conduct and ethics > **score 8.7.**
- I never feel pressured to compromise Nutreco's Code of Conduct or policies to achieve business goals > **score 8.4.**
- If I observed misconduct, I would feel comfortable to report it or raise a question > **score 8.2.**

The total number of participants was 8,000. With an overall score of 8.0 (out of a maximum 10), the results for E&C were favourable and slightly higher than two years ago.

In 2021, the Nutreco Ethics and Compliance Committee met five times.

The E&C function was strengthened with additional resources in Latin America.



## 8.5. Government Relations

Nutreco Government Relations: mission, activities in 2021 and outlook for 2022.



### Establishment of central Government Relations team

Nutreco's Government Relations and Regulatory Affairs department is responsible for overseeing the company's relations with governmental bodies and authorities. This activity aims at maintaining a good relationship with authorities worldwide, with the intention to understand the legal requirements (intelligence) and to explain what we need to realise our purpose of Feeding the Future (advocacy). Topics for discussion that were valued most according to an internal enquiry among Nutreco decision makers were the promotion of innovation (notably the market access of feed additives), sustainability and international trade.

Advocacy was organised through direct contact with authorities as well as through industry associations that act on our behalf. Nutreco always operates in compliance with the applicable anti-trust legislation and internal ethical codes. Employees in the central Government Relations team are also registered in the transparency register of the EU.



### Activities in 2021

In 2021, a main priority was the revision process that the EU feed additive legislation is currently undergoing as part of the Farm to Fork initiative. The European Commission has given ample opportunity to the animal feed sector to address bottlenecks in the current legislation, and Nutreco supported them in finding solutions. We have stressed that the legislation should allow for the communication of certain effects of feed additives in the market (for example, environmental benefits) to make sure that farmers can realise their sustainability targets. Also, the benefits of applying feed additives through drinking water was extensively discussed with authorities to provide a better legal basis for this use; our experience with water products like Selko-pH helped deliver a greater understanding of the importance of these concepts for the health and welfare of animals.

Lastly, we supported the possibility of manufacturing feed products within the EU that are intended for export and that comply with the

legislation of the export country. The revision of the feed additive legislation will be completed in 2023.

Similarly, inputs were provided by our local Canadian colleagues to competent authority Canadian Food Inspection Agency (CFIA) for the modernisation of the Canadian Feeds Act and Regulations. Also, new rules on the feed ingredient approval process were proposed. In our advocacy, we strive for universal principles to be applied for feed ingredient registrations, where global harmonisation of registration requirements is the ultimate goal.

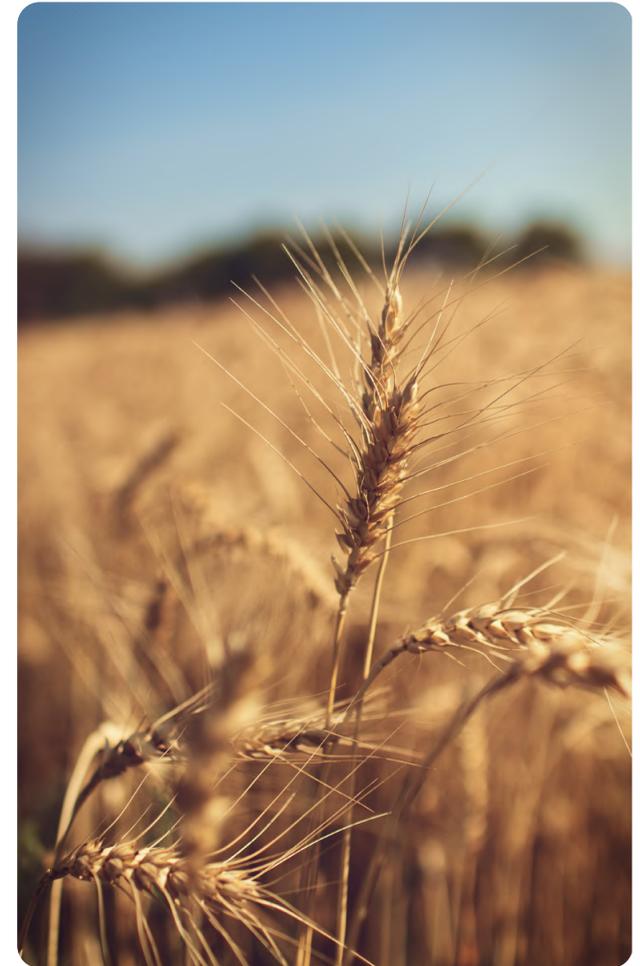
In the EU, we addressed a number of ad hoc issues, and tried to find solutions for diverging interpretations from regulatory bodies on existing legislation that may present obstacles to the free movement of feed products within the EU and/ or deviations in exact requirements to be followed for certain feed products. These interventions were usually carried out by various industry associations; Nutreco's role was to strive for harmonised positions among different actors for optimal impact and introduce technical know-how and business perspectives into the discussion.



### Further observations

Because the legislative process is dynamic, with many actors involved, it is difficult to trace back the role that one actor has played in the process. However, we are confident that our advocacy actions have created much more awareness of regulatory developments among Nutreco decision makers.

In many cases, our advocacy is only applied to further optimise law texts that have our support, not to change their direction. An example is the EU Green Deal, where some concrete legislative proposals help us to fulfil our purpose of Feeding the Future, such as in the area of promoting a circular economy (i.e., through the preservation of coproducts from the food industry) or reducing AMR.



## 8.6. Taxes

As part of SHV, Nutreco is committed to achieving the highest standards of ethics and acting with integrity, in line with the law and relevant policies. Every day, we pay close attention to the importance of doing business in a compliant and ethical way and in line with Nutreco's culture: a culture of shared values where Nutreco has never tolerated – and will never tolerate – unethical behaviour.

In line with this commitment, we believe our obligation as a responsible taxpayer is to comply with the tax legislation of the countries in which the company operates and pay the right amount of tax at the right time. We not only comply with the letter of the law, but also with its spirit.

At Nutreco, we use business structures that are aligned with business activities and that are only driven by commercial considerations, and make use of tax incentives where they are aligned with business activities and operational objectives, generally available to all market participants and specified by law.

Nutreco pays tax on profits according to where value is created within the normal course of its

business activities. We do not use aggressive tax planning strategies or tax havens to minimise Nutreco's tax burden. The transfer pricing of intercompany transactions is done in accordance with the arm's length principle developed by the OECD and is applied consistently.

We maintain an open and constructive dialogue with tax authorities based on transparency, trust, honesty, integrity and respect.

**Nutreco is committed to achieving the highest standards of ethics and acting with integrity.**

# 9.

## About this report

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## 9.1. GRI Content Index

SRS	Disclosure	Reference	Omission/ Explanation
<b>GRI 101: FOUNDATION 2016 - GRI 102: GENERAL DISCLOSURES 2016</b>			
<b>1. Organisational profile</b>			
102-1	Name of the organisation.	Nutreco N.V.	
102-2	Activities, brands, products, and services.	1.1. Our brands customers and suppliers.	
102-3	Location of the organisation's headquarters.	Amersfoort <a href="http://www.nutreco.com/en/Contact/">www.nutreco.com/en/Contact/</a>	
102-4	Number of countries operating.	1.1. Our brands customers and suppliers.	
102-5	Nature of ownership and legal form.	Nutreco N.V. <a href="#">Legal information - Nutreco Corporate</a>	
102-6	Markets served.	1.1. Our brands customers and suppliers.	

SRS	Disclosure	Reference	Omission/ Explanation
<b>GRI 101: FOUNDATION 2016 - GRI 102: GENERAL DISCLOSURES 2016</b>			
102-7	Scale of the reporting organisation.	5.1. Diversity and inclusion - Nutreco HR comparison for 2021 and 2020.	Nutreco is part of SHV. SHV gives a fair qualitative overview per company owned and discloses financial information at an aggregated level. It discloses net sales, income from operations, net income as well as its financial position, ratio information and cash flow information. For more information please read the SHV report on <a href="http://www.shv.nl">www.shv.nl</a>
102-8	Information on employees and other workers.	5.1. Diversity and inclusion - Nutreco HR comparison for 2021 and 2020.	
102-9	Supply chain.	1.4. Our supply chain.	
102-10	Significant changes to the organisation and its supply chain.	1.4. Our supply chain.	
102-11	Precautionary principle or approach.	4.1 Climate and footprinting.	
102-12	External initiatives.	5.3. stakeholder engagement	

SRS	Disclosure	Reference	Omission/ Explanation
<b>GRI 101: FOUNDATION 2016 - GRI 102: GENERAL DISCLOSURES 2016</b>			
102-13	Memberships of associations.	5.3. stakeholder engagement.	
<b>2. Strategy</b>			
102-14	Statement from senior decision-maker.	Introduction.	
<b>3. Ethics and integrity</b>			
102-16	Values, principles, standards, and norms of behavior.	1. Who we are.	
<b>4. Governance</b>			
102-18	Governance structure.	1.2. Sustainability governance within Nutreco.	
<b>5. Stakeholder engagement</b>			
102-40	List of stakeholder groups.	5.3. stakeholder engagement.	
102-41	Collective bargaining agreements.	5.1. Diversity and inclusion - Nutreco HR comparison for 2021 and 2020.	

SRS	Disclosure	Reference	Omission/ Explanation
<b>GRI 101: FOUNDATION 2016 - GRI 102: GENERAL DISCLOSURES 2016</b>			
102-42	Identifying and selecting stakeholders.	5.3. stakeholder engagement.	
102-43	Approach to stakeholder engagement.	5.3. stakeholder engagement.	
102-44	Key topics and concerns raised through stakeholder engagement.	5.3. stakeholder engagement.	
<b>6. Reporting practices</b>			
102-45	Entities included in the consolidated financial statements.	SHV gives a fair qualitative overview per company owned and discloses financial information at an aggregated level. It discloses net sales, income from operations, net income as well as its financial position, ratio information and cash flow information. Read the SHV report on <a href="#">Financial information   SHV.nl</a>	
102-46	Defining report content and topic Boundaries.	Introduction. 9. About this report.	
102-47	List of material topics.	1.3. Materiality refresh.	

SRS	Disclosure	Reference	Omission/ Explanation
<b>GRI 101: FOUNDATION 2016 - GRI 102: GENERAL DISCLOSURES 2016</b>			
102-48	Restatements of information.	No restatements made.	
102-49	Changes in reporting.	1.2. Sustainability governance within Nutreco – 1.3. Materiality refresh.	
102-50	Reporting period.	1 January 2021 to 31 December 2021.	
102-51	Date of most recent report.	22 April 2021.	
102-52	Reporting cycle.	Annual.	
102-53	Contact point for questions regarding the report.	<a href="mailto:corpcomm@nutreco.com">corpcomm@nutreco.com</a>	
102-54	Claims of reporting in accordance with the GRI Standards.	This report has been prepared in accordance with the GRI Standards: core option.	

SRS	Disclosure	Reference	Omission/ Explanation
<b>GRI 101: FOUNDATION 2016 - GRI 102: GENERAL DISCLOSURES 2016</b>			
102-55	GRI content index.	9.1. GRI content index.	
102-56	External assurance.	9.2. Third-party (auditor) assurance letter.	
<b>Topic specific disclosures</b>			
<b>GRI 103: MANAGEMENT APPROACH 2016</b>			
<b>1. Climate change</b>			
103-1	Explanation of the material topic and its Boundary.	4. Pillar two: Climate and Circularity. 4.1. Climate and footprinting.	
103-2	The management approach and its components.	4. Pillar two: Climate and Circularity. 4.1. Climate and footprinting.	
103-3	Evaluation of the management approach.	4.1. Climate and footprinting.	

SRS	Disclosure	Reference	Omission/ Explanation
<b>GRI 103: MANAGEMENT APPROACH 2016</b>			
Own indicator	Total scope 1 emissions (CO <sub>2</sub> -eq).	4.1. Climate and footprinting. SDG sub-target 13.1. Setting science-based targets. SDG sub-target 7.2. and 7.3. Reducing energy consumption in own operations.	
Own indicator	Total scope 2 emissions (CO <sub>2</sub> -eq).	4.1 Climate and footprinting. SDG sub-target 13.1. Setting science-based targets. SDG sub-target 7.2. and 7.3. Reducing energy consumption in own operations.	
Own indicator	Coal consumption in Kwh.	4.1. Climate and footprinting - SDG sub-target 7.2. and 7.3. Reducing energy consumption in own operations.	
Own indicator	Energy consumptions (mwh).	4.1. Climate and footprinting - SDG sub-target 7.2. and 7.3. Reducing energy consumption in own operations.	
Own indicator	Electricity consumption from renewable resources (%).	4.1. Climate and footprinting - SDG sub-target 7.2. and 7.3. Reducing energy consumption in own operations.	
<b>2. Antimicrobial Resistance (AMR)</b>			
103-1	Explanation of the material topic and its Boundary.	3. Pillar one: Health & Welfare.	
103-2	The management approach and its components.	3.1. Antimicrobial resistance.	

SRS	Disclosure	Reference	Omission/ Explanation
<b>GRI 103: MANAGEMENT APPROACH 2016</b>			
103-3	Evaluation of the management approach.	3.1. Antimicrobial resistance.	
Own indicator	Critically important for Human Health category antibiotics (CIA).	3.1. Antimicrobial resistance.	
Own indicator	Antimicrobial growth promoters (AGP, non CIA).	3.1. Antimicrobial resistance.	
Own indicator	Other antibiotics (non AGP, non CIA).	3.1. Antimicrobial resistance.	
Own indicator	Total antibiotics.	3.1. Antimicrobial resistance.	
<b>3. Sustainable procurement</b>			
103-1	Explanation of the material topic and its Boundary.	4.2. Natural resources - SDG sub-target 13.1. Working with suppliers to improve suppliers sustainability management. 4.2. Natural resources - SDG sub-target 15.2. and 14.2. Contribute to sustainable forest management and obtaining aquaculture certifications.	

SRS	Disclosure	Reference	Omission/ Explanation
<b>GRI 103: MANAGEMENT APPROACH 2016</b>			
103-3	Evaluation of the management approach.	4.2. Natural resources - SDG sub-target 13.1 Working with suppliers to improve suppliers sustainability management. 6.3. Natural resources - SDG sub-target 15.2. and 14.2. Contribute to sustainable forest management and obtaining aquaculture certifications.	
Own indicator	Scope 3 Relative CO <sub>2</sub> emissions impact per ingredient category.	4.2. Natural resources - SDG sub-target 13.1. Working with suppliers to improve suppliers sustainability management.	
<b>4. Diversity and equal opportunity</b>			
103-1	Explanation of the material topic and its Boundary.	5.1. Diversity and inclusion.	
103-2	The management approach and its components.	5.1. Diversity and inclusion.	
103-3	Evaluation of the management approach.	5.1. Diversity and inclusion.	
Own indicator	Representation of woman in senior management position.	5.1. Diversity and inclusion.	

SRS	Disclosure	Reference	Omission/ Explanation
<b>GRI 103: MANAGEMENT APPROACH 2016</b>			
Own indicator	Female hires.	5.1. Diversity and inclusion.	
<b>5. Sustainable products and services</b>			
103-1	Explanation of the material topic and its Boundary.	4.1. Climate and footprinting. 4.4. Packaging. 4.2. Natural resources.	
103-2	The management approach and its components.	4.1. Climate and footprinting. 4.4. Packaging. 4.2. Natural resources.	
103-3	Evaluation of the management approach.	4.1. Climate and footprinting. 4.4. Packaging. 4.2. Natural resources.	
Own indicator	Whole fish and trimmings are <i>MarinTrust</i> , <i>MSC</i> or <i>MarinTrust-FIP</i> certified.	4.2. Natural resources.	
Own indicator	% soy and palm deforestation free.	4.2. Natural resources.	
Own indicator	Implement LCA footprinting in the innovation stage-gate process, and in procurement.	4.1. Climate and footprinting.	

SRS	Disclosure	Reference	Omission/ Explanation
<b>GRI 103: MANAGEMENT APPROACH 2016</b>			
Own indicator	Develop footprinting capacity in our farm and formulation models.	4.1. Climate and footprinting.	
<b>6. Innovation and R&amp;D – novel foods</b>			
103-1	Explanation of the material topic and its Boundary.	4.3. Novel ingredients.	
103-2	The management approach and its components.	4.3. Novel ingredients.	
103-3	Evaluation of the management approach.	4.3. Novel ingredients.	
Own indicator	Novel ingredients % of volume.	4.3. Novel ingredients.	
Own indicator	R&D investments %.	4.3. Novel ingredients.	

## 9.2. Independent Assurance Statement to Nutreco N.V

Nutreco N.V. ('Nutreco') engaged ERM Certification and Verification Services Limited ('ERM CVS') to provide limited assurance in relation to the specified information in the Nutreco Sustainability Report 2021 (the 'Report') as set out below.

### Our conclusions

Based on our assurance activities below, nothing has come to our attention to indicate that the data, as listed in "Scope of our assurance engagement" above for the reporting year ended 31 December 2021, are not fairly presented in the Report, in all material respects, with the reporting criteria.

### Our assurance activities

Our objective was to assess whether the reporting of the data is in accordance with the principles of completeness, comparability (across the organisation) and accuracy (including calculations, use of appropriate conversion factors and consolidation).

#### Engagement summary

<b>Scope of our assurance engagement</b>	<p>Whether the data for the reporting year ended 31 December 2021 listed below and presented in the Report, are fairly presented, in all material respects, with the reporting criteria:</p> <hr/> <table border="0"> <tr> <td data-bbox="1008 539 1597 660"> <b>Total Energy Consumption</b> <ul style="list-style-type: none"> <li>Total Non-renewable energy (MWh).</li> <li>Total Renewable energy (MWh).</li> </ul> </td> <td data-bbox="1597 539 2087 660"> <b>Total Waste</b> <ul style="list-style-type: none"> <li>Total Hazardous Waste (tonnes).</li> <li>Total Non-hazardous waste (tonnes).</li> </ul> </td> </tr> <tr> <td data-bbox="1008 692 1597 842"> <b>Total GHG emissions</b> <ul style="list-style-type: none"> <li>Scope 1 GHG Emissions (tonnes CO<sub>2</sub>e).</li> <li>Scope 2 GHG Emissions-Market based (tonnes CO<sub>2</sub>e).</li> </ul> </td> <td data-bbox="1597 692 2087 842"> <b>Total Water Consumption (m<sup>3</sup>).</b> </td> </tr> </table>	<b>Total Energy Consumption</b> <ul style="list-style-type: none"> <li>Total Non-renewable energy (MWh).</li> <li>Total Renewable energy (MWh).</li> </ul>	<b>Total Waste</b> <ul style="list-style-type: none"> <li>Total Hazardous Waste (tonnes).</li> <li>Total Non-hazardous waste (tonnes).</li> </ul>	<b>Total GHG emissions</b> <ul style="list-style-type: none"> <li>Scope 1 GHG Emissions (tonnes CO<sub>2</sub>e).</li> <li>Scope 2 GHG Emissions-Market based (tonnes CO<sub>2</sub>e).</li> </ul>	<b>Total Water Consumption (m<sup>3</sup>).</b>
<b>Total Energy Consumption</b> <ul style="list-style-type: none"> <li>Total Non-renewable energy (MWh).</li> <li>Total Renewable energy (MWh).</li> </ul>	<b>Total Waste</b> <ul style="list-style-type: none"> <li>Total Hazardous Waste (tonnes).</li> <li>Total Non-hazardous waste (tonnes).</li> </ul>				
<b>Total GHG emissions</b> <ul style="list-style-type: none"> <li>Scope 1 GHG Emissions (tonnes CO<sub>2</sub>e).</li> <li>Scope 2 GHG Emissions-Market based (tonnes CO<sub>2</sub>e).</li> </ul>	<b>Total Water Consumption (m<sup>3</sup>).</b>				
<b>Reporting criteria</b>	<ul style="list-style-type: none"> <li>GHG Protocol Corporate Accounting and Reporting Standard (revised).</li> <li>GRI 303: Water and effluents (2018).</li> <li>GRI 306: Waste (2020).</li> </ul>				
<b>Assurance standard</b>	ERM CVS' assurance methodology, based on the International Standard on Assurance Engagements ISAE 3000 (Revised).				
<b>Assurance level</b>	Limited assurance.				
<b>Respective responsibilities</b>	<p>Nutreco is responsible for preparing the specified information and for its correct presentation in reporting to third parties, including disclosure of the reporting criteria and boundary.</p> <p>ERM CVS's responsibility is to provide conclusions on the agreed scope based on the assurance activities performed and exercising our professional judgement.</p>				

We planned and performed our work to obtain all the information and explanations that we believe were necessary to provide a basis for our assurance conclusion.

A multi-disciplinary team of sustainability and assurance specialists performed the following activities:

- Web-based and telephone interviews with relevant staff at Nutreco corporate offices to understand and evaluate the data management systems and processes used for collecting and reporting the selected data;
- Review of the reporting criteria, definitions and conversion factors used;
- Conducted four virtual site visits with Nutreco operations in the following locations: Trouw Sloten (the Netherlands), Sada Andalucía (Spain), Skretting Burgos (Spain) and Ecuador Fish Feed (Ecuador) where we interviewed relevant staff, reviewed site data reporting methods, checked calculations and data to source and assessed local internal quality and assurance processes;
- An analytical review of the data from all sites and an evaluation of the completeness and accuracy

of the corporate data consolidation, including further testing of data to source;

- Further web-based and telephone year-end assurance activities at corporate level including the results of internal review procedures and the accuracy of the consolidation of the data for the selected data; and
- Reviewing the presentation of information in the Report to ensure consistency with our findings.

**The limitations of our engagement**

The reliability of the assured data is subject to inherent uncertainties, given both the available methods for determining, calculating or estimating the underlying information and the dependence on partner organisations to provide performance information. This is particularly applicable for calculations in relation to Scope 1 GHG emissions arising from manure. It is important to understand our assurance conclusions in this context. We do not provide any assurance on future performance or the achievability of Nutreco’s goals and targets.




Gareth Manning | Partner, Corporate Assurance

06 May 2022

ERM Certification and Verification Services Limited, London

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ERM CVS is a member of the ERM Group. The work that ERM CVS conducts for clients is solely related to independent assurance activities and auditor training. Our processes are designed and implemented to ensure that the work we undertake with clients is free from bias and conflict of interest. ERM CVS employees that have undertaken this engagement have provided no consultancy related services to Nutreco N.V. in any respect.

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