



**GRI Standards: Core Table VanDrie Group GRI 101: Foundation 2016, GRI 102: General Disclosures**

| <i>Norm</i>  | <i>GRI Guidance</i>  | <i>Reference in CSR report</i>    | <i>Explanation</i>  |
|--|--|-----------------------------------|---|
| 101. 1.1 (foundation 2016) Stakeholder Inclusiveness | The reporting organization shall identify its stakeholders, and explain how it has responded to their reasonable expectations and interests.   | <i>p. 23, 28-51</i>               | The VanDrie Group works together with different stakeholders. We have identified these stakeholders in the CSR report 2019. Our stakeholders are: employees, veal farmers, suppliers, customers, consumers, shipping agents, governments, transporters, NGO's, dairy farmers, veterinarians, inspection authorities, local residents, sector organizations, banking and assurances companies and research and knowledge institutes.<br>The report draws upon the outcomes on different stakeholder engagement processes within the VanDrie Group. The report contains a table in which the different material aspects as discussed with the stakeholder groups are mentioned, via which platform this has been taken place and its outcome on the VanDrie Group's policy. These outcomes are also specified/described in the chapter 'Our results in 2019'. |
| 101. 1.2 Sustainability context                      | The report shall present the reporting organization's performance in the wider context of sustainability.  | <i>p. 12-13, 15, 18-21, 24-25</i> | The CSR report 2019 contains the statement about VanDrie Group's intrinsic motivation to incorporate the UN's Sustainable Development Goals (SDGs) in its strategic policy and daily operations. See f.i. the model of value creation. The report contains a chapter about risk management and due diligence in which a wide context is shown about the organization's performance for example in the field of human rights, corruption, labour rights and animal welfare. In the chapter 'The world around us' a description of important trends and developments is given. These trends and developments affect the current and future activities of the VanDrie Group and the possibilities to create value on the long term. A SWOT analysis is also incorporated. It shows the context of the performance possibility in a broader sense.              |
| 101. 1.3 Materiality                                 | The report shall cover topics that reflect the organization's significant economic, environmental, and social impacts or substantively influence the assessments and decisions of stakeholders.  | <i>p. 18- 25</i>                  | The VanDrie Group materiality matrix was updated in 2019. The materiality matrix identifies the most important issues and the influence on stakeholders and the significance for the VanDrie Group. See chapter 'Dialogue with our stakeholders' in the CSR report 2019. The report contains a table in which the different material aspects as discussed with the stakeholder groups are mentioned, via which platform this has been taken place and its outcome on the VanDrie Group's policy. In the chapter 'The world around us' the VanDrie Group gives insight into main topics and future challenges and also about laws, regulations or agreements that significantly affect the organization and the group's stakeholders.  |
| 102-46 Defining report content and topic boundaries  | The organization shall report the following information: - an explanation of the process for defining the report content and the topic boundaries; -an explanation of how the organization has implemented the reporting principles for defining report content. | <i>p.23-24, 55-58</i>             | In both the chapter 'Scope' as 'Dialogue with our stakeholders' an explanation is giving about the process for defining the report content and boundaries of the topics. It also contains an explanation about how the VanDrie Group has implemented the reporting principles for defining the content. The Assurance Report of the accountant company Mazars contains a statement about the reporting guidelines as used by the VanDrie Group.   |
| 101. 1.4 Completeness                                | The report shall include coverage of material topics and their boundaries, sufficient to reflect significant economic, environmental, and social impacts, and to enable stakeholders to assess the reporting organization's performance in the reporting period. | <i>p. 55</i>                      | The completeness of the CSR report 2018 is discussed in the chapter 'Scope'. It considers the topic boundaries, reporting period and materiality. The reporting period is January 1, 2019 - December 31, 2019. The CSR report was published on June, 30, 2020. The report includes all significant impacts in the reporting period. The report does not omit relevant information that substantively influences stakeholders assessments and decisions.   |

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| 101. 1.5 Accuracy                          | The reported information shall be sufficiently accurate and detailed for stakeholders to assess the reporting organization's performance.  | <i>p. 56-57</i> | The data as published in the CSR report 2019 have been measured. See chapter 'Assurance'. The qualitative statements in the report are consistent. The accountant Mazars evaluated the data and states that there is a limited degree of assurance. Mazars only checked the Dutch data referring to number of employees and flex workers, FTE's, proportion of female-male employees, sickness related absences, electricity -, water -, gas consumption by the Dutch VanDrie Group slaughterhouses and feed producing locations, antibiotics dosages, number of recalls and number of audits. The VanDrie Group explains in the chapter 'Scope' which data have been estimated and the underlying assumptions. The qualitative statements in the report are consistent with other reported information and other available evidence. |
| 101. 1.6 Balance                           | The reported information shall reflect positive and negative aspects of the organization's performance to enable a reasoned assessment of overall performance.   | <i>p. 6-7</i>   | The CSR report 2019 reflects on both positive as negative aspects of the performance. See 'Summary' for the results in 2019. It contains f.e. data about sickness level, , financial results, energy use, antibiotic use in the chain, recalls, inspection etc. The information is presented in a format that allows users to see positive and negative trends on a year-to-year basis.   |
| 101. 1.7 Clarity                           | The organization shall make information available in a manner that is understandable and accessible to stakeholders using that information   | <i>p. 60-61</i> | The report includes different infographics helping to make the information in the report accessible and understandable. A list of used terms in the report is included in this document. The CSR report is published online and accessible via <a href="http://www.vandriegrup.com/csr">www.vandriegrup.com/csr</a> . The report is available in Dutch, English, German, French and Italian. A print of the report is to be requested via: <a href="mailto:contact@vandriegrup.com">contact@vandriegrup.com</a>   |
| 101. 1.8 Comparability                     | The organization shall select, compile and report information consistently. The reported information shall be presented in a manner that enables stakeholders to analyze changes in the organization's performance over time, and that could support analysis relative to other organizations. | <i>p. 6-7</i>   | The CSR report utilizes generally accepted protocols for presenting information, including the information required by the GRI standards. The Transparency Benchmark of the Dutch Ministry of Economic Affairs and Climate gives an appropriate benchmark to compare VanDrie Group's performance with other companies in the same field. The VanDrie Group is involved in the Transparency Benchmark for more than seven years. Different data in the CSR report 2019 are comparable on a year-to-year basis.   |
| 101. 1.9 Reliability                       | The organization shall gather, record, compile, analyze and report information and processes used in the preparation of the report in a way that they can subject to examination and that establishes the quality and materiality of the information.  | <i>p. 55-58</i> | External assurance has been carried out by Mazars. See chapter 'Assurance' in the CSR report 2019. The scope and extent of external assurance is elucidated there. The decision-making processes underlying the report are documented in the chapter 'Scope', explaining processes such as determining the content and topic boundaries. Also is stated there in which way data has been gathered.  |
| 101. 1.10 Timeliness                       | The organization shall report on a regular schedule so that information is available in time for stakeholders to make informed decisions.  | <i>p. 55</i>    | The VanDrie Group publishes a CSR report every year. The CSR report 2019 was published on June 30, 2020.  |
| 101. 2.1 Applying the reporting principles | The organization shall apply all Reporting Principles from section 101. 1 to define report content and quality.  | <i>p. 55-58</i> | The VanDrie Group applies with all reporting principles as stated in GRI 101 section 1. The VanDrie Group reports information about the process for defining the report content and the boundaries and how the reporting principles are defined in the chapters 'Scope' and 'Assurance'. This is in accordance with GRI 102. 46.  |
| 101. 2.2 Reporting general disclosures     | The organization shall report the required disclosures from GRI 102: General Disclosures   | <i>p. 55</i>    | The VanDrie Group is reporting all essential and required disclosures in its report or this GRI table. See for the required information as stated in GRI 102 below.   |

## General Disclosure

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|--|---|-------------------|--|
| 102-1 Name of the organization                   |   | <i>p. 10</i>      | VanDrie Group, see chapter 'About the VanDrie Group'.  |
| 102-2 Activities, brands, products, and services | The organization shall report a description of the organization's activities and primary brands, products and services including an explanation of any products or services that are banned in certain markets.   | <i>p. 10</i>      | Our subsidiaries operate in all links of the chain: veal farms, raw dairy materials (processing & trade), (calf) feed, slaughterhouses (handling & processing), calfskins and marketing and promotion. The primary brands are: VanDrie Group Quality Veal, Vitender, Friander, Peter's, Farm, Finesse de Veau, Tendriade, JAN and Gourmet. Primary products: veal, calf skins and calf feed. See also paragraph 'Profile VanDrie Group' in the report. No products or services are banned in certain markets.  |
| 102-3 Location of headquarters                   | Location of the organization's headquarters   | <i>p. 60</i>      | The head office is located in Mijdrecht, the Netherlands.  |
| 102-4 Location of operations                     | The organization shall report the number of countries where the organization operates and the names of countries where it has significant operations and/or that are relevant to the topics covered in the report.  | <i>p. 6-7, 10</i> | The VanDrie Group has operations in five EU member states namely: The Netherlands, Belgium, France, Germany and Italy. See also chapter 'About the VanDrie Group' of the report. The VanDrie Group has business relations and export to more than 60 countries, mainly on the European continent.  |
| 102-5 Ownership and legal form                   | The organization shall report the nature of ownership and legal form.   | <i>p. 10</i>      | VanDrie Group is a family business and legal ownership lies with the three directors: Mr. Rene van Drie, Mr. Jan van Drie and Mr. Herman van Drie.   |
| 102-6 Markets served                             | The organization shall report the markets served including geographic locations where products and services are offered, sectors served, types of customers and beneficiaries.  | <i>p. 6-7</i>     | VanDrie Group exports its products to more than 60 countries worldwide. The export in 2018 by the Dutch VanDrie Group slaughterhouses was as follows: 7% The Netherlands, 24% Italy, 22% Germany, 14% France, 28% other countries on European continent 5% non EU. The company serves the food sector, leather industry, animal feed market and the cosmetic and pharmaceuticals industry. These sectors and industries represent a broad range of customers like wholesalers, retailers, supermarkets, butchers, hotels, restaurants, caterers and the institutional market.  |
| 102-7 Scale of the organization                  | The organization shall report the scale of the organization including: total number of employees, total number of operations, net sales, total capitalization, quantity of products or services provided.   | <i>p. 6-7</i>     | The companies turnover is ± 2.2 billion euro, net profit ± 92 million euro, net profit margin 4.3%. Amount of slaughtered calves and cows: 1,7 million (73% production in the Netherlands, 3,4% in Belgium, 22,6% in France). Amount tonnes production Animal feed (calf milk replacer and muesli): 794.000 tonnes (77,4% production in the Netherlands, 22,6% in Italy). Production of dairy raw materials in Germany, the Netherlands and Italy are not part of these figures. Amount processed calf skins: 1,4 million (100% in the Netherlands). Total amount of employees in 2019 2600 (the number of employees by country and specialization is reported in the CSR report 'summary'). Total number of operations: 27. |
| 102-8 Information on employees and other workers | The organization shall report the total number of employees by employment contract (permanent/temporary), by gender. The total number of employees by employment contract, by region. The total number of employees by employment type (full-time/part-time) by gender. Whether there is a significant portion of the organization's activities are performed by workers who are not employees. If applicable a description of the nature and scale of work performed by workers who are not employees. | <i>p. 6-7-10</i>  | The average total amount of employees in 2019 was 2600 of which 76% male, 24% female. Of the employees had 90% a permanent employment contract. Almost all Dutch employees are subject to a collective labour agreement. See 'Summary 2019' of the report. Within the VanDrie Group there are also workers active who are not employees. In 2019 this were ± 1800 workers. These workers are being placed in the meat processing plants of the VanDrie Group (both in the Netherlands and France). The VanDrie Group didn't report data based on type of contract (permanent/temporary) and gender and/or region nor employment type (full-time/part-time) by gender. The goal is to implement this in the next report.      |
| 102-9 Supply Chain                               | The organization shall report a description of the supply chain, including its main elements as they relate to the organization's activities, primary brand, products and services.   | <i>p. 14</i>      | A description of the supply chain is given in the chapter 'About the VanDrie Group'.   |

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| 102-10 Significant changes to the organization and its supply chain | The organization shall report significant changes to the organization's size, structure, ownership or supply chain including, changes in the location, operations, including facility openings, closings and expansions, changes in the share capital structure and other capital formation, maintenance, and alteration operations, changes in the location of suppliers, the structure of the supply chain, or relationships with suppliers, including selection and termination. | <i>p. 30-33</i>   | In 2019 there took no significant changes places in the organization's size, ownership or supply chain. Nor in the share capital structure. Marijke Everts was appointed as Director Corporate Affairs VanDrie Group as of January 1, 2019.   |
| 102-11 Precautionary Principle of approach                          | The organization shall report whether and how the organization applies the Precautionary Principle or approach.   | <i>p. 20 -21</i>  | The VanDrie Group has risk management in place. See paragraph 'Risk Management' in the report.  |
| 102-12 External initiatives   | The organization shall report a list of externally-develop economic, environmental and social charters, principles or other initiatives to which the organization subscribes or which it endorses.  | <i>p. 18 - 21</i> | VanDrie Group endorses the OECD Guidelines for Multinational Enterprises. VanDrie Group also commits to the set principles of the Global Roundtable for Sustainable Beef. The VanDrie Group underscribes and acts to the COV Meat Sector Code of Conduct. See also the chapter 'Due Diligence'.   |
| 102-13 Memberships of associations                                  | The organization shall report a list of the main memberships of industry or other associations, and national or international advocacy organizations.   |                   | The VanDrie Group is member of the International Meat Secretariat (IMS), Central Organization for the Meat Sector (COV), Nevedi (Dutch Feed Industry), the Foundation for Quality Guarantee of the Veal Sector (SKV), the Foundation Branch organization of the Veal Sector (SBK), member of the Global Roundtable for Sustainable Beef (GRSB), and affiliated with the Confederation of Dutch Industry and Employers (VNO NCW), partner of the knowledge intensive community FoodValley, platform-member of The Netherland Country of Food (NLVL) and member of AgriNL a network of large Agribusinesses in the Netherlands. |
| 102-14 Statement from senior decision-maker                         | The organization shall report a statement from the most senior decision-maker of the organization about the relevance of sustainability to the organization and its strategy for addressing sustainability.   | <i>p. 3</i>       | The CSR report 2019 contains a foreword by the Director Corporate Affairs VanDrie Group.  |
| 102-16 Values, principles, standards, and norms of behavior         | The organization shall report a description of the organization's values, principles, standards and norms of behavior.  | <i>p. 20 - 21</i> | The VanDrie Group places great store by ethical behavior from all employees, veal farmers, transporters and other partners. The groups works with living animals and food products of animal origin. As such, the VanDrie Group believes it is important that work is carried out in a respectful way throughout our chain. In the chapter 'Due Diligence' more information is given about it standards, principles and applicable norms.   |
| 102-18 Governance structure   | The organization shall report the governance structure of the organization including committees of the highest governance body and the committees responsible for decision-making on economic, environmental and social topics.   |                   | The board meeting - in which various directors of the VanDrie Group companies are represented - takes place at least five times a year. The purpose of this consultation is to evaluate draft policy and policy implementation, and to initiate new operations. The group's various operating companies are managed from the forum of this meeting.   |
| 102-40 List of stakeholder groups                                   | The organization shall report a list of stakeholder groups engaged by the organization.   | <i>p. 23</i>      | The VanDrie Groups' stakeholders could be divided in primary and secondary stakeholders. These stakeholder groups are mentioned in a table in the CSR report.   |
| 102-41 Collective bargaining agreements                             | The organization shall report the percentage of total employees covered by collective bargaining agreements.  |                   | See GRI 102-08.   |

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| 102-42   | Identifying and selecting stakeholders  | <i>p. 24, 25</i>      | The VanDrie Group conducts an extensive stakeholder analysis every year. The identified stakeholders are being involved in different processes within the company or invited for the VanDrie Dialogue. Primary stakeholders are dairy farmers, veal farmers, suppliers, clients, transporters and employees. Secondary stakeholders are universities, consumers, governments, NGO's, industry associations and controlling agencies.      |
| 102-43<br>Approach to stakeholder engagement                         | The organization shall report the approach to stakeholder engagement including the frequency of engagement by type and by stakeholder type and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process.                    | <i>p. 23</i>          | The VanDrie Group organizes a VanDrie Dialogue each year. Via social media and the website the company shares news about its production chain, events and markets. The VanDrie Group attends several exhibitions for consumers and B2B relations. See for more information the chapter 'Dialogue with our stakeholders'. In this chapter is also a table incorporated which shows the engagements per stakeholder type and the frequency. |
| 102-44<br>Key topics and concerns raised                             | The organization shall report the key topics and concerns that have been raised through stakeholder engagement including how the organization has responded to those key topics and concerns and the stakeholder groups that raised each of the key topics and concerns.                |                       | In the CSR report the VanDrie Group did not specifically disclose information as required in this GRI norm. The company will take this into account in the next report.   |
| 102-45<br>Entities included in the consolidated financial statements | The organization shall report a list of all entities included in the organization's consolidated financial statements or equivalent documents. Whether any entity included in the organization's consolidated financial statements or equivalent documents is not covered by the report | <i>p. 6 - 7</i>       | The financial statements are based on the Van Drie Holding's results. For statements about the results see 'Summary' in the report. The specified turnover data can be found in the VanDrie Group's financial annual report. The financial report 2018 is filed with the Dutch Chamber of Commerce.   |
| 102-46<br>Defining report content and topic boundaries               | The organization shall report an explanation of the process for defining the report content and the topic boundaries. An explanation has been given of how the organization has implemented the reporting principles for defining report content.                                       | <i>p. 20 – 21, 55</i> | See the chapter 'Risk management' and the chapter 'Scope' in the report.  |
| 102-47 List of material topics                                       | The organization shall report a list of the material topics identified in the process for defining report content.  | <i>p. 24</i>          | See the chapter 'Dialogue with our stakeholders'. A material matrix with a list of material topics is published there.  |
| 102-48 Restatements of information                                   | The organization shall report the effect of any restatements of information given in previous reports, and the reasons for such restatements.   |                       | None.   |
| 102-49<br>Changes in reporting                                       | The organization shall report significant changes from previous reporting periods in the list of material topics and topic boundaries.  | <i>p. 12, 15, 55</i>  | The VanDrie Group's strategy is reconsidered in 2019. A new Materiality Matrix was therefore conducted.   |
| 102-50 Reporting period  | Reporting period for the information provided.  |                       | The reporting period is January, 1 2019 - December, 31 2019.  |
| 102-51 Date of most recent report                                    | Date of most recent report (and previous report)  |                       | The CSR report 2019 was published on June 30, 2020. The previous report was published June 28, 2019.  |
| 102-52 Reporting cycle   |   |                       | The reporting cycle is annual.  |
| 102-53 Contact point for questions                                   | Contact point for questions regarding the report or its contents  |                       | Questions can be asked via: E-mail: <a href="mailto:contact@vandriegrup.com">contact@vandriegrup.com</a> or telephone: +31 (0)55 5492152  |
| 102-54<br>Claims of reporting in accordance with GRI standards       | The claim made by the organization if it has prepared the report in accordance with the GRI standards: core option.   | <i>p. 55</i>          | See the chapter 'Scope' in the CSR report 2019.   |

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| 102-55 GRI content index  | The organization shall report the GRI content index, which specifies each of the GRI Standards used and lists all disclosures included in the report.   | This document is the GRI content index.  |
| 102-56 External assurance | A description of the organization's policy and current practice with regard to seeking external assurance for the report is incorporated. If the report has been externally assured: a reference to the external assurance report, statements, or opinions. The relationship between the organization and the assurance provider. Whether and how the highest governance body or senior executives are involved in seeking external assurance for the organization's sustainability report. | <p data-bbox="703 336 746 358"><i>p. 56</i></p> <p data-bbox="855 336 1441 566">See the chapter 'Assurance' in the CSR report 2019. External assurance has been used. The assurance provider, Mazars, is independent from the VanDrie Group and is therefore able to reach and publish an objective and impartial opinion or conclusions about the report. Mazars is demonstrably competent in both the subject matter and assurance practices. Mazars does apply quality control procedures to the assurance engagement. The assurance is conducted in a manner that is systematic, documented and evidence-based. Mazars also delivered a written report that is publicly available (for inquiry please contact the Corporate Affairs department).</p> |

## MATERIAL TOPICS

### Pillar 'Our market position'

| GRI                            | Management Approach  |                  |  |
|--------------------------------|--|------------------|--|
| 103-1.1 Reporting requirements | If management approach disclosures are combined for a group of material topics the organization shall state which topics are covered by each disclosure. | <i>p. 30, 31</i> | <p>The Materiality Matrix as published in the CSR report identifies different material topics. Those material topics are further explained in the chapter 'Our results in 2019'.</p> <p>The material topics for the pillar 'Our market position' are:</p> <ul style="list-style-type: none"> <li>-Our operating results</li> <li>-Development, knowledge and innovation</li> <li>-Customer satisfaction</li> </ul> |

### Pillar: 'Sustainability'

| GRI                            | Management Approach  |                   |  |
|--------------------------------|--|-------------------|--|
| 103-1.1 Reporting requirements | If management approach disclosures are combined for a group of material topics the organization shall state which topics are covered by each disclosure. | <i>p. 33 - 35</i> | <p>The Materiality Matrix as published in the CSR report identifies different material topics. Those material topics are further explained in the chapter 'Our results in 2019'.</p> <p>The material topics for the pillar 'Sustainability' are:</p> <ul style="list-style-type: none"> <li>-Reduction of greenhouse gas emissions</li> <li>-Sustainable raw materials</li> <li>-Circular agriculture and circular economy</li> <li>-Reduce waste</li> </ul> |

### Pillar: 'Animal Health and Animal Welfare'

| GRI                            | Management approach  |                   |  |
|--------------------------------|--|-------------------|--|
| 103-1.1 Reporting requirements | If management approach disclosures are combined for a group of material topics the organization shall state which topics are covered by each disclosure. | <i>p. 41 - 43</i> | <p>The Materiality Matrix as published in the CSR report identifies different material topics. Those material topics are further explained in the chapter 'Our results in 2019'.</p> <p>The material topics for the pillar 'Animal Health and Animal Welfare' are:</p> <ul style="list-style-type: none"> <li>-Animal Welfare in the chain</li> <li>-Prevention animal diseases and reduction antibiotics</li> <li>-Collaboration with the dairy sector</li> <li>-Safe and complete calf feed</li> </ul> |

### Pillar: 'Food Safety'

| GRI                            | Management approach  |                  |  |
|--------------------------------|--|------------------|--|
| 103-1.1 Reporting requirements | If management approach disclosures are combined for a group of material topics the organization shall state which topics are covered by each disclosure. | <i>p. 46, 47</i> | <p>The Materiality Matrix as published in the CSR report identifies different material topics. Those material topics are further explained in the chapter 'Our results in 2019'.</p> <p>The material topics for the pillar 'Food Safety' are:</p> <ul style="list-style-type: none"> <li>-Responsible and safe production</li> <li>-Prevention pathogens</li> <li>-Food defense</li> </ul> |

### Pillar 'Good employment practices'

| GRI                            | Management approach  |                  |  |
|--------------------------------|--|------------------|--|
| 103-1.1 Reporting requirements | If management approach disclosures are combined for a group of material topics the organization shall state which topics are covered by each disclosure. | <i>p. 50, 51</i> | <p>The Materiality Matrix as published in the CSR report identifies different material topics. Those material topics are further explained in the chapter 'Our results in 2019'.</p> <p>The material topics for the pillar 'Good employment practices' are:</p> <ul style="list-style-type: none"> <li>-Work safety and – health</li> <li>-Hiring of workers</li> <li>-Working conditions</li> </ul> |

## LIST OF TERMS

|                       |  |
|-----------------------|--|
| <b>AGRI-NL</b>        | Network of Dutch large companies in the agribusiness.  |
| <b>BLK</b>            | Better Life Hallmark - the quality mark of the Dutch Society for the Protection of Animals to support animal-friendly meat products.   |
| <b>BRC</b>            | British Retail Consortium – an international Food Safety Management standard.  |
| <b>CH<sub>4</sub></b> | Methane.   |
| <b>CO<sub>2</sub></b> | Carbon dioxide.  |
| <b>COV</b>            | A Dutch acronym for the Dutch Meat Association.  |
| <b>CSR</b>            | Corporate Social Responsibility.   |
| <b>EEP</b>            | A Dutch acronym for Energy Efficiency Plan.  |
| <b>Fefac</b>          | European Feed Manufacturers' Federation - represents, defends and promotes the interests of various national feed producing industries.  |
| <b>FSC</b>            | Forest Stewardship Council - an international organisation committed to the preservation and responsible management of forests worldwide.  |
| <b>GD</b>             | A Dutch acronym for the Animal Health Service.   |
| <b>GMP+</b>           | Good Manufacturing Practice - an internationally acknowledged scheme to guarantee animal feed safety in all links of the chain.  |
| <b>GTSKV</b>          | A Dutch acronym of a guaranteed tracing system for SKV veal calves - gives insight into the quality of veal calves that are transported from specific loading locations or collection centers to husbandries in the Netherlands. |
| <b>GRI</b>            | Global Reporting Initiative - the international guidelines for reporting on sustainability and CSR.  |
| <b>GRSB</b>           | Global Roundtable for Sustainable Beef.  |
| <b>IFS</b>            | International Food Standard - is intended to be the an uniform control mechanism for food safety and quality of products.  |
| <b>IMS</b>            | International Meat Secretariat - represents the worldwide meat and cattle sector.  |
| <b>ISO 14001</b>      | Standard that specifies the requirements for an environmental management system that enables an organisation to develop policies and objectives and to implement these.  |
| <b>ISO 17025</b>      | Standard that specifies the general competency requirements in respect for conducting tests and/or calibrations, including sampling.   |
| <b>ISO 22000</b>      | Standard that sets requirements for food safety management systems focused on all links in the food chain.   |
| <b>kWh</b>            | Kilowatt hour.   |
| <b>LNV</b>            | Dutch acronym for Ministry of Agriculture, Nature and Food Quality.  |
| <b>LTO</b>            | Dutch Acronym for Organisation for Agriculture and Horticulture - The main Dutch organisation that advocates for the position of farmers in the Netherlands.   |
| <b>N<sub>2</sub>O</b> | Nitrous oxide – laughing gas.  |
| <b>M<sup>3</sup></b>  | Cubic metre - measure of volume.   |
| <b>MRSA</b>           | Meticillin Restant Staphylococcus Aureus - a bacterium.  |
| <b>NEVEDI</b>         | The Dutch Feed Industry Association.   |
| <b>NGO</b>            | Non-Governmental Organisation - an organisation independent of the government and aimed at a supposed social interest in oneway or the other.  |
| <b>NVWA</b>           | A Dutch acronym of the Food and Consumer Product Safety Authority - the part of the government that supervises the health of animals and plants, the safety of food and consumer products and animal welfare.                    |

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| <b>NOW</b>                   | A Dutch acronym for Dutch Research Council. NOW ensures quality and innovation in science and facilitates its impact on society. Its main task is to fund scientific research at public research institutions in the Netherlands, especially universities. |
| <b>OESO</b>                  | A Dutch acronym for the Organisation for Economic Co-operation and Development.  |
| <b>R&amp;D</b>               | Research and Development.  |
| <b>RI&amp;E</b>              | Risk Inventory & Evaluation - refers to an inventory of the hazards within a company in respect of the safety, health and welfare of the employees.  |
| <b>RSPO</b>                  | Roundtable on Sustainable Palm Oil - established to promote the growth and use of sustainable palm oil products.   |
| <b>Safety Guard</b>          | A quality safety system officially certified by Lloyd's Register Quality Assurance, the Food Safety Supply System. An unique quality system owned by the VanDrie Group.  |
| <b>SBK</b>                   | A Dutch acronym for the Calf Industry Association - acknowledged in December 2014 by the Dutch government as a sector organisation.  |
| <b>SDa</b>                   | A Dutch acronym for the Netherlands Veterinary Medicines Institute.  |
| <b>SDG</b>                   | Sustainable Development Goals - a collection of 17 global goals set by the United Nations General Assembly in 2015 for the year 2030.  |
| <b>SGS</b>                   | A world <i>leading</i> inspection, verification, testing and certification company based in Belgium. SGS is recognized as the global benchmark for quality and integrity.  |
| <b>SKV</b>                   | A Dutch acronym for the Foundation for Quality Guarantee of the Veal Sector.   |
| <b>SVO Vakopleiding Food</b> | A Dutch training center that provides practical education for professional in the food sector.   |
| <b>UECBV</b>                 | European Livestock and Meat Trading Union.   |
| <b>Vitaal Kalf</b>           | The quality management system for the Dutch calf husbandries. Translated as Vital Calf.  |
| <b>VVK</b>                   | Dutch Association for Veal Farmers.  |
| <b>WUR</b>                   | Wageningen University & Research.  |