



Sustainability statement

2024



Food that **Matters**

Sustainability statement

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General disclosures

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Introduction

We are proud to present Vion's first sustainability statement, covering the year 2024. The structure of this statement has been carefully prepared as a step towards aligning with the Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS) framework. No assurance has been provided on this 2024 sustainability statement but we have the ambition to obtain limited assurance on our statement covering 2025.

Our sustainability statement contains the following elements:

- General disclosures
- Environmental topics
 - E1 - Climate change
 - E4 - Biodiversity and ecosystems
 - E5 - Resource use and circular economy
- Social topics
 - S1 - Own workforce
 - S4 - Consumers and end-users
- Governance topics
 - G1 - Business conduct

The sustainability topics and related disclosure requirements covered in this report have been identified through a Double Materiality Assessment (DMA) (learn more about our DMA on page 66).

The following pages include tables providing an overview of the disclosure requirements addressed in our sustainability statement. In some cases, specific disclosure requirements are covered in other sections than the sustainability statement in the integrated report. These instances are clearly marked with page references indicating where the relevant information can be found.

Disclosure requirements covered in Vion's sustainability statement:

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■ GOV-1	The role of the administrative, management and supervisory bodies	33, 39, 72
IRO-1	Double materiality assessment process	70
G1-1	Business conduct policies and corporate culture	122, 130
G1-2	Management of relationships with suppliers	130
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¹ Disclosure requirements marked with a green dot "■" before their ID are disclosed by reference, meaning that they are covered in other parts of the integrated report than the sustainability statement.



Sustainability at Vion – Building responsible food systems, together

At Vion, sustainability means taking responsibility in our own operations but also at every step of the value chain. As one of Europe's leading meat producers, we recognise both the impact we have and the important role we play—a role that we embrace not just out of duty, but out of choice. Every day, we are committed to producing safe, nutritious meat while simultaneously reducing our environmental footprint and promoting fair, transparent practices across the entire value chain.

We believe that sustainable food systems can only be achieved together. Farmers, (feed) suppliers, retailers, employees, and consumers – all are part of the solution. This belief guides our partnerships, investments, and ambition to become the leading sustainable meat and plant-based company in Europe. We want to lead by example and show that responsible meat production is possible, necessary and already underway.

This sustainability statement is a voluntary report based on the CSRD and ESR5. It provides a transparent overview of our sustainability strategy and how we act on our most material topics which are part of the ESG dimensions.

Our Sustainability strategy – From vision to action

Our approach is structured, data-based, and continuously evolving. We focus on the areas where we have the greatest (financial) impact: producing safe, healthy, traceable food; strengthening animal welfare; ensuring safe working conditions whilst further reducing emissions; protecting biodiversity; and using resources efficiently.

Environmental responsibility (E)

We actively work to reduce our environmental footprint. One of our main goals is to lower greenhouse gas emissions for transportation, animal husbandry, and start

to finish processing. We are investing in energy-efficient technologies in our own facilities but also aim to reduce the environmental footprint of the animals that we take in by cooperation within the entire upstream value chain.

To meet our goals, we address the impact of land use and air pollution on biodiversity. By promoting better farm management, phase out of land-use change in feed and more circular feed components, we contribute to more sustainable agriculture. Circular thinking is part of our strategy: we aim to obtain the most value out of every animal, reduce waste, and promote by-product utilisation.

Social commitment (S)

We want to create value for people – both inside and outside our company. This starts with our workforce, as safe and healthy working conditions, fair wages, and continuous learning and development advancements are key priorities. Regular audits and clear policies help us uphold these high standards.

Our responsibilities also extend to consumers. We ensure that our products are safe, traceable, and can be part of a balanced diet. Transparency is crucial – we want people to know where their food comes from and how it was produced.

Good governance (G)

Responsible business practices are the foundation of our work. This includes how we treat animals, how we work with our suppliers, and how we make decisions. We set clear rules and expectations, from fair payment terms to ethical sourcing practices. Animal welfare is non-negotiable: we apply strict standards across our supply chain to ensure animals are treated with care and respect, and we are proud to be leading in our sector in this matter.

Our sustainability strategy is also our management tool: we monitor our progress with clear Key Performance Indicators (KPIs), as we continuously assess emerging impacts, risks and opportunities, while updating and adjusting our targets, goals,

and actions accordingly. In this way, we can assure ourselves that we are on track and provide real impact on our material topics.

Securing responsible meat production for the future

Sustainability will always be a journey of continuous learning, innovation and collaboration. While we are taking important steps, new regulations, shifting consumer expectations, customer goals, and climate-related risks will continue to further change food production practices.

A key part of our long-term ambition is to become climate-neutral over the full supply chain by 2050. This will require targeted investments, innovation across our operations and even closer cooperation within resilient food chains. Together, we can provide Food that Matters – meat and plant-based solutions produced with respect for people, animals and our planet.

Resilience of strategy and business model

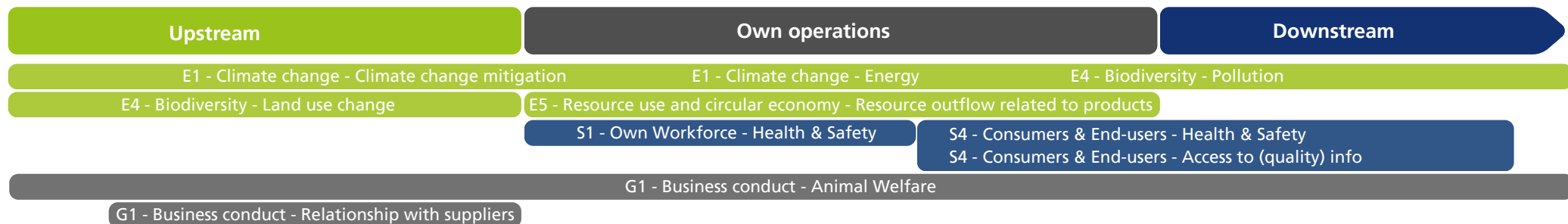
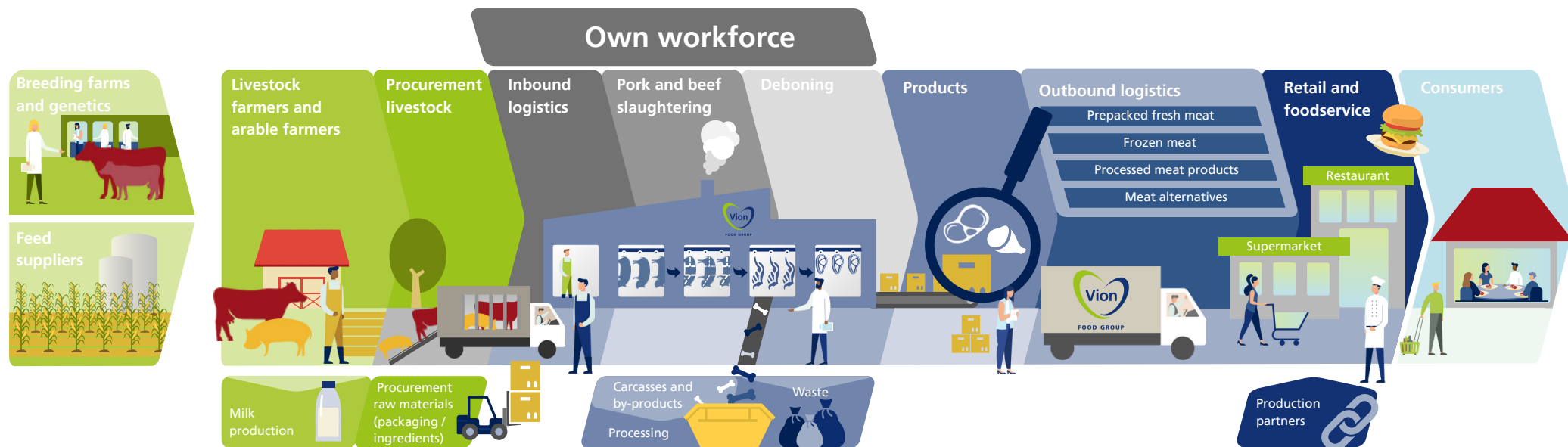
Our strategy and business model are both designed to be resilient, focusing on building strong, demand-driven chains while improving upon sustainable practices. Through addressing material impacts and risks, we aim to mitigate potential disruptions and capitalise on emerging opportunities. This resilience is critical for maintaining our competitive edge and ensuring the sustainability of our operations.

Our contribution to the SDGs

Vion supports the United Nations Sustainable Development Goals (SDG). We have mapped the most relevant SDGs to our material topics – including climate action, responsible consumption and production, decent work, and partnerships for the goals. This alignment guides our decisions and strengthens the positive impact of our ESG initiatives. More information can be found on page 63.



Value Chain



Upstream

Vion collaborates with farmers for the procurement of animals (pigs and cattle). As we aim for the best performing animals we participate in genetics and feed improvement programs. We outsource the logistics to transport the animals from the farmers to the slaughterhouses. We create partnerships with suppliers of raw materials (non-food) to produce best in class products.

Own operations

In our own operations we produce high quality meat products by slaughtering, deboning and packing pork and beef. Besides cuts for industrial partners, retail and foodservice products, including plant-based items, are produced and packed for end consumers. We extract value from by-products and waste, promote resource optimization and therewith reduce overall waste generation. Cooling, storing and some transport to our customers is also part of our own operations.

Human Resources (HR) plays an important supportive role in Vion's value chain by workforce management, enforcing workforce policies and promoting personal health, safety, diversity and inclusion within the company.

Downstream

Many of our products are further processed downstream, creating different types of products. Finally, the end consumers buy these products, mainly at retailers, wholesalers and foodservice outlets.

By-products are converted into food ingredients like gelatine, medicines like insulin, and energy such as biogas. Next to this they are processed into high quality petfood.

Vion's sustainability focus and alignment with DMA

	Environment			Social		Governance	
	We produce sustainable , together			We produce sustainable , together		We produce sustainable , together	
Our strategic ESG pillars	...on Climate Change (E1)	...on Biodiversity (E4)	...on Circular Economy (E5)	...for our own Workforce (S1)	...for Consumers & end-users (S4)	...on Animal Welfare (G1)	...on Business Conduct (G1)
	We ensure our supply chain's greenhouse gas emissions align with the Paris agreement and set green standards to limit the temperature increase to 1.5°C throughout our value chain.	We assure land-conversion-free supply chains with farmers that produce responsibly in local ecosystems.	We assure to use our resources responsibly by reducing usage and minimizing waste. Within our value chain we recycle and renew resources where possible.	We offer a stable, safe, inclusive workplace for our own employees and flex workers and aim to become an empowering employer of choice.	We offer wholesome foods for a balanced diet in a healthy lifestyle according to the highest food safety norms that we safeguard by strict traceability and product integrity standards.	We improve Animal Welfare throughout our value chain by ensuring that animals are treated according to 'Five Freedoms' and strive for a positive emotional state for the individual animal.	We manage the relationship with our livestock suppliers and ensure a fair profit sharing and fair income for all.
Our material sub-topics	- Climate change mitigation - Energy	- Land-use change - Climate Change - Pollution	- Resource outflows related to products and services	- Health & safety	- Health & safety (Food safety) - Access to (quality) info (Product integrity)	- Animal welfare	- Management of relationships with suppliers
Our material impacts, risks and/or opportunities	+ Frontrunner in reducing GHG emissions - Escalation of energy prices - Greenhouse gas emissions in the value chain - Cost increases when mitigating climate change	- Air pollution from nitrogen and hydrogen in the value chain - Feed ingredients coming from deforestation or habitat destruction plots	+ We ensure that all parts of the animals are utilized and aim to extract higher value from the animal related (by)products & waste streams	- Our workforce faces significant safety risks due to the nature of their work, including accidents with dangerous tools.	+ Contribution to a wholesome and nutritious diet + Promoting the health and safety of our products + Thorough integrity monitoring - Contamination of our products - Failure in traceability	+ Support scientific projects and chain collaborations - Handling and slaughtering of live animals, restriction of animals' freedom - Noncompliance to good practice standards	+ A fair and clear payment policy
Our link to the SDG	   	 				 	
Achievements so far	Significant Co2 emission reduction in scope 1, 2 & 3 and on track to meet our SBTi commitment. We achieved this by upgrading our system amongst others by installing heat pumps, and replacing cooling's. Scope 3 benefitted from the reduction in livestock. We implemented a Powerchain technology to calculate the actual CFP of our farmers and conducted a pilot for lower emission feed, which already showed promising results.	Formalizing our biodiversity strategy, including drafting of KPIs. This allows us to expand the sustainability quantification from CFP to biodiversity impact at farm level, to support our farmers in data-based sustainability improvements. A first pilot was conducted to phase out land-use-change in feed.	Waste reduction per animal and optimizing the value of animal by-products. New policy to further focus on waste reduction, innovation, and cooperation with external partners.	Significant improvement in workplace health and safety by having a stronger focus, conducting training and enhancing compliance with regulations. Implementation of a H&S culture in operations. Increase in our internal Health & Safety Audit score and a decrease in the number of Lost Time Injuries Frequency for the Netherlands (LTIF).	We retained our reputation as trusted partner regarding high food safety standards for our products. There were no public recalls. For product integrity we further optimized the data flow in our pork production plants.	We continue to be industry frontrunner by setting animal welfare standards above legal requirements. We train our people with new technologies like virtual cow and pig googles to ensure correct handling. We work on new technologies such as alternatives for CO2 stunning or the roll out of digital data measurements to improve animal welfare also at farm level (e.g. behaviour or tail length measurements).	Reduction in extreme price volatility and fluctuations by implementing and working in chain structures. This allows us to steer the whole chain from primary and end product dynamic to market developments. In particular we drive to have short payments terms and on time payment which is important to farmers as it helps to alleviate their working capital challenges.
Our goals for 2030	We have an SBTi commitment to reduce 42% in GHG emissions (scope 1, 2 and 3) by 2030 which we aim to realize via e.g. replacement of Freon cooling systems and reduction on feed and manure emissions at farm level. New pilots for further emission reductions are planned for 2025 onward.	We will have quantified the biodiversity impact of our suppliers and set meaningful targets in 2026 to be reached in 2030, in dialogue with relevant supply chain partners. Where possible land use change free feed is used.	We aim to reduce the total waste per animal. We also have the ambition to show a decrease of hazardous waste and maximize the waste recovered. Our science and product development teams focus on techniques for shelf life extension to decrease food waste in the full supply chain. Also, pilots to drive circular use, e.g. usage of manure to fertilizers will be conducted.	In the coming years, we aim to continue this positive trend. Our goal is to achieve a minimum score of 4 out of 5 on the internal Health & Safety Audit and a maximum Lost Time Injury Frequency (LTIF) of 10.	Food safety is continuously improved, monitoring (re)emerging hazards and utilizing new developments such as vision systems and artificial intelligence. We aim to have no recalls. On product integrity we will continue to develop and implement the DNA product traceability system and aim to increase our IFS PIA certification. Furthermore, we will keep track of new (sensor) technologies to stay ahead with our food safety standards.	Animal welfare will be continuously improved, by co-developing with stakeholders and utilizing new developments such as vision systems and artificial intelligence where such systems are accepted and/or requested in the market.	Continue to get farmers into the chain programs to assure a fair profit sharing within the value chain including long term conditions. Keep having payment policy for livestock suppliers in accordance with market standards as we have already for many years.

Basis for preparation

General basis for preparation

This sustainability statement has been developed in preparation towards compliance with the CSRD and ESRS and covers Vion's operations for the financial year ending 31 December 2024, including all entities under Vion's operational control. Our reporting is guided by the double materiality principle, addressing both the impacts of Vion's operations on the environment and society, and the sustainability-related risks and opportunities potentially affecting our financial performance.

Forward-looking statements regarding Vion's sustainability goals are based on current expectations and subject to risks and uncertainties. We remain committed to improving our sustainability performance and reporting practices in alignment with regulatory developments and stakeholder expectations.

Scope of consolidation

The scope of consolidation in Vion's sustainability statement is aligned with the Consolidated Financial Statements and follows the same control principles as outlined in sections 2.1 and 2.2 of the Financial Statement.

For sustainability data, the consolidation is identical to that of the Financial Statement, however, unlike the Financial Statement, no distinction is made between continued and discontinued operations. Sustainability data is presented at a total and/or country level. This approach enhances the relevance and clarity of sustainability disclosures in relation to both our operations and sustainability initiatives. Alignment with the Science Based Targets initiative (SBTi) applies specifically to disclosures under ESRS E1 (Climate change).

Time horizon

Our definitions of short-, medium-, and long-term align with the ESRS framework and our financial reporting periods:

- Short-term: Less than 12 months
- Medium-term: Between 1 and 5 years
- Long-term: Beyond 5 years

Limitations

Limitations to our sustainability statement

The 2024 sustainability statement marks Vion's first year of voluntary reporting developed in preparation for alignment with the ESRS and CSRD, but it has not yet been subject to limited assurance. Several inherent limitations have influenced the preparation and presentation of our sustainability information:

- **Use of estimates and assumptions:** As this is our first sustainability statement, we have relied on assumptions, estimates, and professional judgment where precise data was unavailable. These estimates, based on Vion's operational data, industry benchmarks, and reasonable proxies, are essential to ensure the completeness and relevance of our reporting. While we have applied rigorous internal processes to support the reliability of these figures, future updates or improved methodologies may lead to adjustments, especially in key areas like scope 3 greenhouse gas emissions (E1-6).
- **Measurement uncertainty:** Quantitative metrics and monetary values in this statement involve uncertainties due to data limitations, methodologies, and estimates—including benchmarks, approximations, and methodological judgments. Vion updates these estimates as new information and standards emerge, with changes reflected in the relevant period to ensure transparency. See the quantitative ESG data tables for details.
- **Developing internal systems:** Our internal systems for collecting, managing, and validating sustainability data are still being improved. We are investing in the development of robust governance and control mechanisms to enhance the consistency and reliability of future sustainability reporting.

- **Value chain data limitations:** A significant portion of our sustainability impact occur upstream in our supply chain. However, many of our suppliers are not yet subject to mandatory sustainability reporting, limiting the availability and quality of data we can currently access. As reporting obligations expand across the value chain, we expect to improve the completeness and accuracy of our disclosures.
- **Lack of industry-specific guideline:** The meat and food processing sector currently lacks detailed industry-specific ESRS guidance. This may result in differences in interpretation, metrics, and methodologies used by companies in our sector, limiting comparability.
- **Connection to the financial statement:** CSRD and ESRS require that information presented in the sustainability statement is connected with the information presented in the financial statement. Since the target setting for our material topics, especially related to climate change, recently took place, there has not yet been a translation of these targets into the financial statement. We are currently assessing the short- and medium-term impact of the targets regarding e.g. investments and useful life of the investments.

Despite inherent limitations, this sustainability statement faithfully reflects our performance and is closely aligned with the ESRS, based on our best current knowledge.

Limitations of the double materiality assessment process

In 2024, we conducted our first Double Materiality Assessment (DMA) in accordance with the ESRS and CSRD requirements. This process was designed to identify the most significant ESG topics relevant to our business and stakeholders. While we have taken a structured and inclusive approach, the following limitations apply:

- **First-time implementation:** Although we have conducted periodic materiality analyses before, this was our first DMA. As a result, the process faced the same limitations as our broader sustainability reporting, including reliance on estimates, evolving methodologies, and limited data availability.

- **Internal and external input:** The assessment was based on internal workshops and stakeholder engagement through surveys and interviews. While we engaged a broad range of stakeholders, we reached out to a subset within each group to ensure fair representation. The scope and depth of input are expected to evolve in future cycles as we refine our engagement strategies.
- **Methodological development:** Our scoring methodology and thresholds for materiality were developed in line with ESRS guidance but may be further refined as best practices emerge and industry benchmarks become available.
- **Integration into governance:** The DMA process is being embedded into our broader risk management and due diligence frameworks. As this integration matures, we expect to enhance the robustness and strategic alignment of our materiality assessments.

Changes to the previous report and reporting errors

As this is our first report aimed at aligning with the CSRD and ESRS, there are no prior reports for comparison. However, we have established a robust framework to track future changes and improvements. Most KPIs in this sustainability statement were also included in last year's CSR reports, and any corrections or adjustments from those years are disclosed where relevant.

EU Taxonomy

The EU Taxonomy Regulation (EU) 2020/852 is designed to provide well-defined, harmonised criteria for when economic activities can be considered to be sustainable. It sets specific reporting obligations related to an organisation's revenue, operating expenditure (OpEx), and capital expenditure (CapEx), requiring assessments of both eligibility and alignment. At present, the food and beverage manufacturing sector is not yet covered, which means Vion has no eligible revenue under the current framework. We therefore decided to not yet apply the EU Taxonomy methodology ahead of its mandatory implementation. As such, no EU Taxonomy disclosures are included in this year's sustainability statement.

Double materiality assessment

In 2024, we undertook a comprehensive Double Materiality Assessment (DMA) to identify and address the most significant ESG topics impacting our operations and stakeholders. This assessment aligns with the ESRS and CSRD with the goal to ensure transparency, accountability, and continuous improvement in our sustainability practices.

Our DMA evaluates how our activities impact both people and the environment, and how sustainability issues affect our financial performance. This process involves representatives from various departments and extensive stakeholder engagement through surveys and interviews.

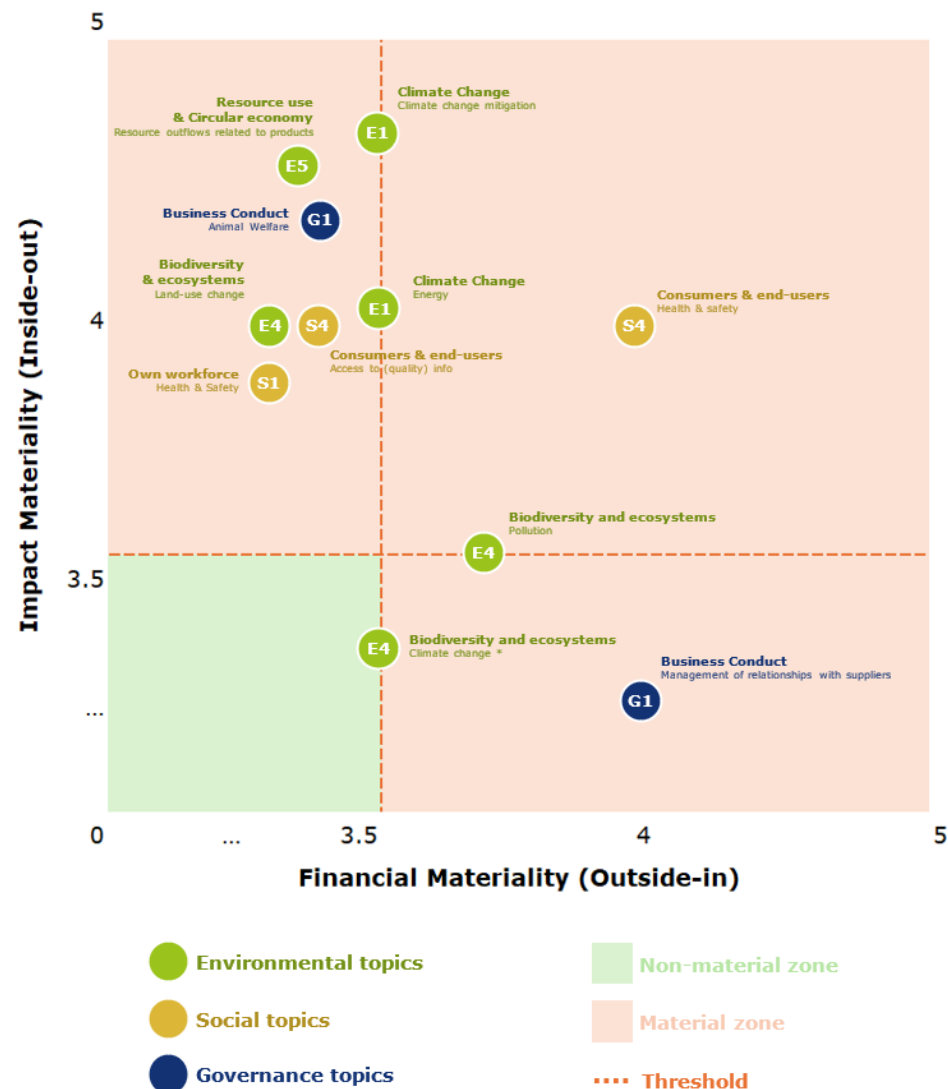
The material topics identified through our DMA are the following:

- E1 - Climate change
- E4 - Biodiversity and ecosystems
- E5 - Resource use and circular economy
- S1 - Own workforce
- S4 - Consumers and end-users
- G1 - Business conduct

The impacts, risks, and opportunities for each topic are displayed in tables on the upcoming pages.

Negative materiality assessment of omitted topics

The topics E2 - Pollution, E3 - Water and marine resources, S2 - Workers in value chain, and S3 - Affected communities, are excluded from the final list of material topics due to their lower direct impact on our business model, financial performance, and stakeholder relationships.



* "E4 – Biodiversity – Climate change" is addressed under the section dedicated for "E1 – Climate change – Climate change mitigation"

Impacts, risks, and opportunities

Environmental topics¹

IRO name	IRO type	IRO description	Value chain			Time horizon		
			Upstream	Own operations	Downstream	S	M	L ²
E1 - Climate change								
Energy	Risk	The escalation of energy prices, coupled with a shortage of renewable energy resources and potential network congestion, poses a significant risk for Vion.	◀	▼	▶	●	●	◐
Climate change mitigation	Actual negative impact	Vion's value chain (with e.g. its transport, animal production, and processing activities) is a major contributor to greenhouse gas emissions (split into scopes 1, 2 and 3) and therewith global warming.	◀	▼	▶	●	●	◐
	Risk	Investments aimed at mitigating climate change impacts in Vion's operations could lead to increased meat prices. This in combination with concerns about the industry's contribution to climate change could potentially reduce consumer demand and impact profitability.	◀	▼	▶	●	●	●
	Opportunity	Vion positions the company as a leader in sustainable meat and convenience production by reducing GHG emission in our value chain. Hence, we align with the increased focus of key accounts on sustainability and evolving consumer preferences. This should give Vion a competitive advantage.	◀	▼	▶	●	●	◐
E4 - Biodiversity and ecosystems								
Land-use change	Actual negative impact	Animals in Vion's supply chain can be fed with feed ingredients sourced from plots that might have been subject to deforestation or habitat destruction.	◀			●	●	◐
Pollution	Actual negative impact	The overall pollution impact from Vion leading to biodiversity loss includes air pollution from nitrogen (ammonia) and hydrogen sulphides, released during livestock production, meat processing, and transportation activities.	◀	▼	▶	●	●	●
E5 - Resource use and circular economy								
Resource outflows related to products and services	Actual positive impact	We aim to extract higher value from our animal related by-products/waste streams. The continuous focus on resource recovery and upgrading products is fundamental for this strategy. These measures are instrumental in ensuring that all parts of the animals are utilised to their fullest potential, generating the maximum value and focusing on minimising waste.		▼		●	●	●

¹ This table concerns the environmental IROs of Vion, which type of IRO it is (actual or potential, negative or positive), where in the value chain (upstream, own operations or downstream) it becomes material, and if it is material short-term (S), medium-term (M) or long-term (L). More information regarding material topics in our value chain and time horizons can be found on page 62 and 64 respectively.

² The green ◐ marking refers to the scenario when a time horizon is 'maybe' long term. As some techniques are developing fast, current obstacles may be resolved within 5-10 years, these long-term time horizons are indicated as maybe.

Social topics¹

IRO name	IRO type	IRO description	Value chain			Time horizon		
			Upstream	Own operations	Downstream	S	M	L ²
S1 - Own workforce								
Health and safety	Actual negative impact	Vion's workforce experiences significant safety incidents due to the nature of our work, including accidents with dangerous tools.		▼		●	●	●
S4 - Consumers and end-users								
Health and safety-Food safety	Actual negative impact	Microbiological, chemical or physical contamination of our products can pose a food safety risk to our consumer.			►	●	●	●
	Actual positive impact	Vion-products contribute to a wholesome and nutritious diet, supporting the health and satisfaction of consumers.			►	●	●	●
	Opportunity	If meat or meat alternatives are recognised as essential components of a healthy diet, it would establish a consistent demand for Vion's products.			►	●	●	●
Access to (quality) information-Product integrity	Potential negative impact	Failure of traceability results in legal issues, while negatively impacting consumer and customer trust. Consequences can be loss of customer, (temporary) closure of production facility and/or loss of export market.			►	●	●	●
	Actual positive impact	We continuously monitor our integrity performance in the supply chain. This encompasses aspects such as CSRD initiatives, annual reports, label details, internal and external audit scores, and DNA monitoring systems. Vion also maintains a transparency website dedicated to sharing extensive process-related information, like audit results. This information reaches a considerable portion of Vion's customer base, influencing their perceptions and decisions.			►	●	●	◐

1 This table concerns the social IROs of Vion, which type of IRO it is (actual or potential, negative or positive), where in the value chain (upstream, own operations or downstream) it becomes material, and if it is material short-term (S), medium-term (M) or long-term (L). More information regarding material topics in our value chain and time horizons can be found on page 62 and 64 respectively.

2 The green ● marking refers to the scenario when a time horizon is 'maybe' long term. As some techniques are developing fast, current obstacles may be resolved within 5-10 years, these long-term time horizons are indicated as maybe.

Governance topics¹

IRO name	IRO type	IRO description	Value chain			Time horizon		
			Upstream	Own operations	Downstream	S	M	L
G1 - Business conduct								
Animal welfare	Actual negative impact	Vion's value chain involves the handling and slaughtering of numerous live animals, subjecting them to stressful conditions prior to slaughter when under our direct control in the case of non-compliance to ethical practice procedures.	◀	▼	▶	●	●	●
		Actions such as dehorning, detaining, caging, and transportation restrict the animals' freedom, infringing upon their welfare according to the five freedoms principle.	◀	▼	▶	●	●	●
		Instances of (incorrect) stunning and/or slaughtering also contribute to the adverse impact on animal welfare.	◀	▼	▶	●	●	●
	Potential negative impact	In Vion's value chain, potential negative impacts on animal welfare can occur in case of non-compliance to good practice standards including examples such as loading unfit animals for transportation, prolonged waiting times during transportation, and exposure to harsh weather conditions or instances of animal abuse during handling, such as beating, and the omission of tail-docking practices for pigs may lead to increased risks of injuries and infections.	◀	▼	▶	●	●	●
	Actual positive impact	Vion actively supports scientific projects and collaborates with stakeholders to improve animal welfare. This includes sharing data gathered from smart camera systems and publicly disclosing welfare information on our websites. These efforts have a notable positive impact on animal welfare within Vion's operations and across the industry.	◀	▼	▶	●	●	●
Management of relationships with suppliers	Opportunity	A fair and clear payment policy in accordance with the law might have a positive influence in the relationship with livestock suppliers which could result in loyal suppliers during supply shortages.	◀			●	●	●

¹ This table concerns the governance IROs of Vion, which type of IRO it is (actual or potential, negative or positive), where in the value chain (upstream, own operations or downstream) it becomes material, and if it is material short-term (S), medium-term (M) or long-term (L). More information regarding material topics in our value chain and time horizons can be found on page 62 and 64 respectively.

Double materiality assessment process

Our DMA process is a comprehensive and structured approach designed to align with the ESRS and Vion's risk management framework. This process ensures that we accurately identify and address the most significant ESG issues impacting our business and stakeholders. It is important for Vion to annually perform (an update of) the DMA process to continuously comply with CSRD requirements. The different steps of our DMA process will now be presented.

Preparation and context understanding

Determine thresholds

A scoring methodology has been developed in accordance with ESRS 1 (section 3.4 and 3.5) and thresholds have been established for impact and financial materiality. The scoring boundaries range from 0 to 5, where 0 corresponds to the lowest impact.

Identify value chain

Analysing Vion's business context in relation to our operations and the entire value chain—upstream and downstream, including our products, services, and business relationships—was essential for identifying sustainability-related risks and opportunities. This analysis provided a clear understanding of the areas where our activities have the most significant impacts (see page 62 for our value chain).

Create long list

In line with ESRS guidelines (ESRS 1 Application Requirement 16), we compiled a comprehensive list of potential ESG material topics. This list was further enriched with additional sustainability matters identified through our previous materiality assessments and input from external stakeholders. To ensure completeness and relevance, the final list was validated by internal subject matter experts, confirming that all significant issues with potential impact on our business and stakeholders were addressed.

Training employees

To ensure a thorough understanding of the DMA methodology, we conducted training sessions with expert groups within the organisation. These sessions equipped our teams with the knowledge and skills needed to effectively participate in the assessment process.

Identify and assess impacts, risks, and opportunities

Conduct workshops

We conducted extensive workshops to identify the impacts, risks, and opportunities associated with each potential material ESG topic, with full consideration of our value chain. Every topic on the list underwent both a qualitative assessment and quantitative scoring. For each, we also captured its level of involvement—whether Vion is causing, contributing to, or merely linked to the issue—as well as its position in the value chain (upstream, own operations, or downstream). These workshops brought together subject matter experts from various departments, ensuring a holistic and inclusive evaluation informed by relevant expertise.

Impact materiality assessment

The impact materiality assessment identifies sustainability matters that have actual or potential effects on people or the environment. For actual negative impacts, materiality is determined by severity. For potential negative impacts, both severity and likelihood are considered. Severity is assessed based on scale, scope, and the irremediable nature of the impact. In line with OECD and ESRS 2 guidelines, severity is given priority over likelihood when assessing potential human rights impacts.

For positive impacts, materiality is based on scale and scope for actual impacts, and scale, scope, and likelihood for potential impacts. Topics that receive a score of 3.5 or higher out of 5 in the impact assessment are classified as material and proceed to external stakeholder validation.

Financial materiality assessment

The financial materiality assessment applies an outside-in perspective, assessing whether a topic generates risks or opportunities that have a material impact on Vion’s financial position, performance, cash flows, access to finance, or cost of capital over the short-, medium-, or long-term. To ensure alignment with Vion’s existing risk management processes, the workshops began with utilising Vion’s current risk reports, incorporating their associated risk assessments. The materiality of each risk or opportunity are based on a combination of its likelihood of occurrence and the potential magnitude of its financial impact.

Sustainability matters scoring 3.5 or higher out of 5 in the financial materiality assessment are classified as material and included for external stakeholder validation.

Validation, external engagement, and determination

Validation session

The findings from our internal assessment were validated through sessions with the CSRD Steering Committee, Executive Committee, and Supervisory Board. This validation step ensured the accuracy and relevance of our results, providing confidence in our identified material matters.

Stakeholder engagement

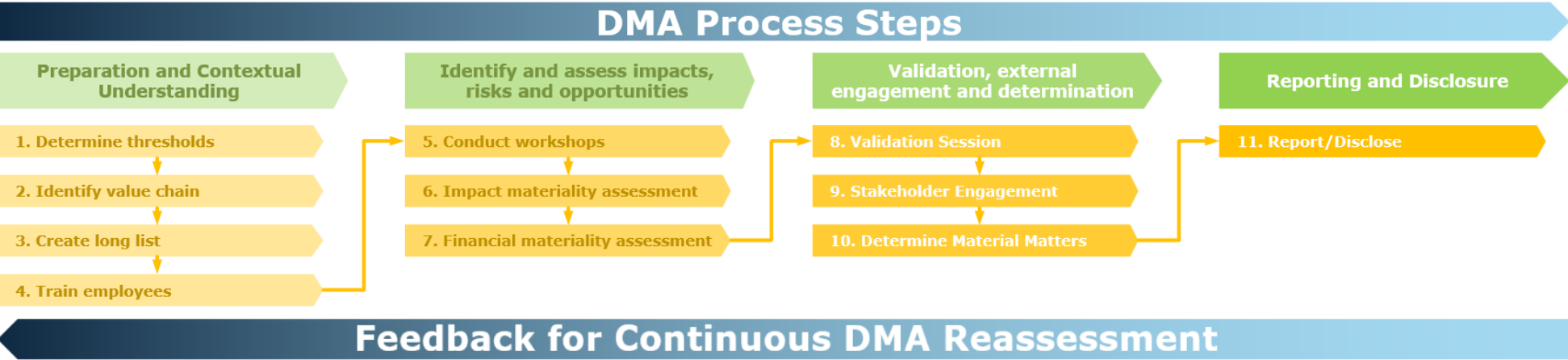
Engaging with stakeholders through interviews and surveys provided valuable feedback on ESG impact matters. A broad range of stakeholders were chosen to provide input (for details, see page 73). This engagement ensured that our internal assessment was enhanced with the perspectives of those most affected by our activities.

Determine material matters

Using the established thresholds and the inputs from the external stakeholder engagement, we identified the most material ESG matters. This step was critical in prioritising the issues that require most attention and resources. The list of our most material topics was endorsed by the CSRD Steering Committee and approved by the Management Board.

Reporting and disclosure

Finally, we reported on the validated material matters in line with ESRS 2, ensuring transparency and accountability. This reporting process helps us communicate our sustainability efforts and progress to our stakeholders clearly and comprehensively.



Management of material impacts, risks and opportunities

Vion's material IROs are identified through our annual DMA process. The IROs that are significant for reporting in 2024 are detailed within our sustainability statements on page 67. Prior to 2024, Vion managed sustainability-related risks within our existing risk management framework. With the adoption of the CSRD in 2024, Vion has strengthened the governance and processes for managing ESG risks. Our sustainability governance is anchored with our Management Board and cascades through Vion's overall corporate governance structure.

Vion's administrative, management, and supervisory bodies, along with their relevant committees, actively address a comprehensive list of material IROs. These include environmental impacts such as carbon emissions, social impacts like own workforce's health and safety, and governance-related risks including regulatory compliance and ethical business practices. Each of these elements are systematically reviewed and managed to ensure alignment with Vion's sustainability strategy and objectives. The detailed disclosure of these IROs are presented within our sustainability statements, reflecting our commitment to transparency and responsible business practices.

The Management Board defines and maintains oversight of the organization's strategy and sustainability matters, including the management of sustainability-related IROs. The Vion Leadership Team approves initiatives to achieve the sustainability strategy, and monitors progress. These initiatives are driven by experts within the organization who lead cross-functional teams across Vion.

The Audit Committee oversees the sustainability reporting framework and supervises the sustainability risk management framework and process, including ongoing risk identification, monitoring, mitigation, and reporting on all levels.

This structure ensures that all members of the governance bodies have access to the necessary sustainability expertise to oversee Vion's key topics, as well as material IROs.

Implementation of policies

There are various bodies within Vion who assures that our different sustainability topics are translated into policies and incorporated into our daily procedures. The Quality Assurance, Science and Sustainability team (QS&S) guides Vion through our ESG journey in order to reach our ambitions. The QS&S team reports to the Chief Sustainability Officer - who is part of the Vion Leadership Team. The design and implementation of the sustainability related policies lies within several teams such as the QS&S team, Human Resources, and the Legal department. The Vion Leadership Team is responsible for setting targets, monitoring progress, and ensuring compliance with policies as well as providing regular updates to the Management Board and other stakeholders on our sustainability performance.

Review and continuous improvement

Our different sustainability policies are reviewed annually to ensure they remain relevant and effective. We are committed to continuous improvement and update our strategies and actions as necessary to achieve our sustainability goals. Feedback from stakeholders are actively sought and incorporated into our policy reviews.

Communication

We communicate our sustainability efforts and progress to all stakeholders through regular reports (e.g. our annual integrated report), websites (www.vionfoodgroup.com and www.vion-transparency.com), and other communication channels. Transparency is key to building trust and demonstrating our commitment to sustainability. The relevant policies and procedures are managed in our online Quality handbook and, where relevant, published on our website.

Statement on due diligence

At Vion, our due diligence process for sustainability identifies and addresses negative impacts on both the environment and people. Our goal is to minimise these impacts and manage associated risks effectively. In line with the CSRD, we conducted a comprehensive DMA (detailed on page 70) to evaluate the impacts of our operations and business relationships within the value chain. This process is essential to our sustainability strategy and embedded across our organization, ensuring compliance with regulatory requirements and commitment to responsible business practices. The table below outlines the core elements of our due diligence process and their locations in our integrated report.

Core elements	Sections	Paragraph
Embedding due diligence in governance, strategy, and business model	Corporate governance	- GOV-2 - SBM-1 - SBM-3
Engaging with affected stakeholders in all key steps of the due diligence process	Stakeholder engagement	- SBM-2 - IRO-1
Identifying and assessing adverse impacts	Risk management	- SBM-3 - IRO-1
Taking actions to prevent, mitigate, and address those adverse impacts	Action section of each topic	- E1-1 - E1-3 - E4-1 - E4-3 - E5-1 - E5-3 - S1-1 - S1-4 - S4-1, S4-3 and S4-4 - G1-1 - G1-2
Tracking the effectiveness of these efforts and communicating results	Metric and target section of each topic	- E1-1 - E1-9 - E4-4 - E4-5 - E5-4 - E5-5 - S1-5 - S1-7 and S1-14 - S4-4 - S4-5 - G1-6

Interest and views of stakeholders

We considered the interests of our stakeholders as highly important when defining the material topics. Therefore, we sought their valuable input to better understand their view on the positive and negative impacts we have regarding various sustainability topics, as well as how these topics influence the future (financial) value of our business. A broad range of stakeholders were chosen to provide input.

We identified stakeholder groups who can affect or are affected by our business activities, such as our farmers (associations), customers, suppliers and service partners, financial stakeholders, science institutes, and non-governmental organisations.

Our key stakeholders were approached for either an interview or a survey. Stakeholders were asked to identify the topics where Vion has the largest inside-out (material) impact and the largest outside-in (financial) impact. Based on the inputs from our stakeholders, a final list of material topics was determined. This list was presented and endorsed to our Executive Committee and Supervisory Board after which the Vion Management Board approved the material topics.

In the table presented on the next page, Vion’s engagement with a sub-set of key stakeholders is explained with additional information detailing purpose of the engagement (besides gathering input for setting up CSRD), how we engaged, value created from these engagements, and how they are incorporated in our decision-making.

Stakeholder	Purpose of engagement	How we engage				Value created	Incorporation into decision making
		Interview (DMA)	Survey (DMA)	Ongoing dialogue	Ad-hoc engagement		
Employees	Incorporating employee perspectives via representatives.			✓	✓	Improved employee engagement and satisfaction.	Employees feedback influences policies and practices.
Customers	Understanding their needs and preferences for sustainable products.	✓	✓	✓		Enhanced customer satisfaction and loyalty.	Customer feedback informs product development and marketing strategies.
Suppliers	Ensuring sustainable sourcing and improving supply chain transparency.	✓	✓	✓		Improved supply chain resilience and sustainability.	Supplier collaboration helps optimise sourcing practices and improve transparency.
Farmers and farmer associations	Promoting sustainable farming practices, ensuring fair pricing, representing farmers' interests, and facilitating collective action on sustainability.	✓	✓	✓		Increased adoption of sustainable farming practices, fair economic returns, stronger advocacy for farmers, and better alignment with sustainability goals.	Farmer input shapes agricultural policies and sustainability initiatives.
Financial stakeholders	Providing transparency on sustainability performance and attracting responsible investment.	✓		✓		Increased investor confidence and access to sustainable financing.	Financial stakeholder insights guide investment strategies and reporting practices.
NGOs	Addressing social and environmental concerns and gaining external perspectives.		✓		✓	Improved social and environmental impact and stakeholder trust.	NGO feedback informs social responsibility initiatives and environmental policies.
Labour unions	Ensuring fair labour practices and improving working conditions.		✓		✓	Better working conditions and employee satisfaction.	Union input influences labour policies and workplace improvements.
Science institutes	Innovating and developing new sustainable technologies and practices.		✓		✓	Advancement in sustainable technologies and practices.	Research findings guide innovation and development of sustainable solutions.
Public authorities	Complying with regulations and contributing to public sustainability goals.		✓	✓		Compliance with regulations and contribution to public sustainability objectives.	Regulatory input ensures compliance and informs public sustainability strategies.
Others	Engaging with stakeholders to address sustainability challenges, share best practices, align with policies, develop solutions, ensure compliance, enhance credibility, influence standards, and improve efficiency.	✓	✓	✓	✓	Industry wide sustainability improvements, enhanced policy alignment, collaborative solutions, increased product credibility, higher standards, improved efficiency, and tailored solutions.	Diverse stakeholder feedback drives targeted initiatives, benchmarking fosters innovation and best practices, NLTO's guidance ensures compliance, round table outcomes drive collaboration, certification shapes standards, trade insights influence advocacy, and partner collaboration enhances efficiency and projects.

Environment

Topic	Page
E1 - Climate change	76
E4 - Biodiversity and ecosystems	88
E5 - Resource use and circular economy	92





E1 - Climate change

The effects of climate change pose significant challenges to nature, society, and the global food system. As a key player in the agri-food industry, we are committed to reducing our environmental footprint. Food production emits greenhouse gases such as methane, nitrous oxide, and carbon dioxide. Our share of total supply chain emissions from our own operations is estimated at under 2%. Our Life Cycle Assessment (LCA) shows the importance of feed production and animal husbandry in our supply chain emissions. Through making our carbon footprint transparent, we help our partners better understand emissions and make more sustainable choices. We collaborate with farmers, suppliers, and industry peers to drive emissions reductions across the value chain. Climate risks and opportunities are integrated into our strategy to support effective mitigation.

Through climate plans, we support SDGs on wastewater treatment (6.3), water use efficiency (6.4), renewable energy (7.2), energy efficiency (7.3), sustainable resource use (12.2), informed lifestyles (12.8), and climate action (13.3).

E1 - Climate change

IRO name	IRO type	IRO description	Value chain			Time frame		
			Upstream	Own operations	Downstream	S	M	L ¹
Energy	Risk	The escalation of energy prices, coupled with a shortage of renewable energy resources and potential network congestion, poses a significant risk for Vion.	◀	▼	▶	●	●	◐
Climate change mitigation	Actual negative impact	Vion's value chain (with e.g. its transport, animal production, and processing activities) is a major contributor to greenhouse gas emissions (split into scope 1,2 and 3) and therewith global warming.	◀	▼	▶	●	●	◐
	Risk	Investments aimed at mitigating climate change impacts in Vion's operations could lead to increased meat prices, this in combination with concerns about the industry's contribution to climate change could potentially reduce consumer demand and impact profitability.	◀	▼	▶	●	●	●
	Opportunity	Vion positions the company as a leader in sustainable meat and convenience production by reducing GHG emission in our value chain. Hence, we align with the increased focus of key accounts on sustainability and evolving consumer preferences. This should give Vion a competitive advantage.	◀	▼	▶	●	●	◐

¹ The green ◐ marking refers to the scenario when a time horizon is 'maybe' long term. As some techniques are developing fast, current obstacles may be resolved within 5-10 years, these long-term time horizons are indicated as maybe.

Transition plan

At Vion, we are deeply committed to being a responsible company. As a leading meat (alternatives) company in the EU, we understand the significant impact our industry has on the environment. Climate change is one of the most pressing challenges of our time, and we are dedicated to play our part in mitigating its effects. At Vion we are committed to a science-based transition towards a low-carbon, climate-resilient future. Our climate transition plan aligns with the Paris Agreement, the EU Green Deal, and the CSRD, integrating ambitious targets and emission reduction strategies across our operations and value chain.

Decarbonisation strategy

We have set science-based targets (SBTs) to reduce Scope 1, 2, and 3 emissions, focusing on:

- **Energy transition:** Increasing renewable energy use and improving energy efficiency
- **Sustainable supply chain:** Engaging suppliers to reduce upstream emissions and improve sustainable sourcing
- **Circular economy:** Reducing waste, optimizing resource use, and promoting product life-cycle innovation

Mitigation and resilience

Within our materiality assessment we concluded that within Vion we need to focus on climate change mitigation and not adaptation. By mitigating the climate effects within the full supply chain we should give value to the sustainable efforts and therewith make not only ourselves but also our chain partners more resilient.

Policies

Our Climate Change policy reflects a comprehensive approach to sustainability, guided by the ESRS E1 and our commitment to the SBTi. To ensure our emission reduction targets are science-based and aligned with the Paris Agreement, Vion has committed to the SBTi. Our approved target is to reduce absolute greenhouse gas (GHG) emissions by 42% across scopes 1, 2, and 3 by 2030. Building on these near-term targets, we are preparing a roadmap toward achieving net zero. Lastly, we are exploring ways to monetize our efforts, enabling us to invest even more in the upstream supply chain, to further reduce these scope 3 emissions.

Scope

This policy covers all aspects of our operations—from our production facilities to the entire supply chain, involving all employees and stakeholders. It addresses Scope 1 (direct emissions), Scope 2 (indirect from purchased energy), and Scope 3 (other indirect emissions in the value chain). With under 2% of emissions in scopes 1 and 2, tackling scope 3 is critical. Our holistic approach ensures that all business areas contribute to our climate goals.

Objectives

We are committed to achieving a 42% reduction in GHG emissions across Scope 1, 2, and 3 by 2030 compared to our base year 2021. Aiming for net zero in our own operations (scope 1 and 2) by 2040 and the full supply chain by 2050. This ambitious target reflects our dedication to significant and measurable climate action.

We will continuously improve energy efficiency in our operations, investing in state-of-the-art technologies and processes to reduce energy consumption and enhance productivity. We will implement and promote sustainable practices throughout our supply chain, ensuring our partners share our commitment to environmental stewardship. Additionally, we will actively engage with stakeholders, including suppliers, customers, and employees, to foster a culture of sustainability and collective action against climate change.

Actions and resources

To achieve the ambitious target of a 42% reduction in GHG emissions by 2030, we will launch a series of initiatives and investments aimed at reducing GHG emissions. This includes actions as upgrading to energy-efficient equipment, optimising our logistics to reduce fuel consumption, and implementing footprint reduction programs with our farmers and other suppliers.

Actions

Scope 1: Direct emissions

To reduce our direct emissions we look at 3 main steps: First, we focus on energy-efficient equipment where we will upgrade to energy-efficient machinery and equipment in our production facilities as well as regularly maintain and optimise existing equipment to ensure it operates at peak efficiency. Second, we will focus on fuel switching by transitioning from fossil fuels to cleaner alternatives such as electricity, biogas or hydrogen for our operations and (lease) fleet. Third, we will also implement continuous route optimisation to reduce fuel consumption of our fleet.

Scope 2: Indirect emissions from purchased energy

Our scope 2 emission reduction plans also consists of 3 main actions: First is considering energy efficiency measures, meaning that we implement energy-saving measures such as LED lighting, energy-efficient heat exchanging systems, and smart building technologies to reduce electricity consumption. Second, we will create a plan to install more solar panels or other renewable energy sources on-site to generate clean energy at our facilities. This will not only help the reduction of our scope 2 footprint, but also reduce the risk of potential net congestion, rising energy prices and shortage of renewable energy. Last but not least, our final step is to switch to 100% procured renewable energy by the latest of 2030. Our purchased electricity will then be from renewable sources such as wind, solar, or hydroelectric power.

Scope 3: Other indirect emissions

As stated before, scope 3 accounts for the majority of emissions. Within these emissions the upstream emissions are the ones making up more than 80% of our total scope 3 emissions. This means that we need to focus on sustainable sourcing: Vion will focus on working with suppliers that ensure they adopt sustainable practices. We will prioritise suppliers who have low carbon footprints and use the product carbon footprint as a new dimension within our tendering processes. Additionally, we will help our farmers with data analysis and advice to reduce their emissions over the years.

Most of our transport is outsourced, meaning that we need to work together with our logistic partners to optimize logistics and transportation within our supply chain to reduce emissions. This includes, for example, consolidating shipments, using more efficient transportation modes, and reducing travel distances.

Within our product portfolio we design products with sustainability in mind, focusing on reducing emissions throughout the product lifecycle. This includes using recyclable materials, reducing packaging, and improving shelf life.

To become more sustainable by the year we also need to look at our employees. Thousands of employees travel daily to our factories and offices to use our facilities. We encourage our employees to adopt sustainable practices both at work and at home. We are therefor currently developing incentives for cleaner commuting options, such as public transportation or cycling to work.

Farm footprint calculation method

Within an integrated supply chain model it is of essence that the data used is trustworthy. Therefore, we use a calculation methodology for GHG developed by Wageningen University that is:

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

Our objective is to have transparent and reliable data that we can use to calculate and communicate an accurate CO2 footprint. On top of this, the calculations themselves must be auditable. To share outcomes with different partners in the agricultural supply chains, we need agreements and authorisations to guarantee safety and trust.

Monetizing footprint

Low carbon supply chains

A lower footprint should be the effort of the total value chain. This means that everyone within the chain has a role to play and a responsibility to take. Within Vion we find ourselves in the middle of the supply chain; right between the supplying farms and further processors/retailers. We feel that this is a very responsible position as we need to manage supply and demand. We also recognise that our customers are increasingly concerned about the environmental impact of the products they purchase. To align with their values and to enhance our market position, we will continuously setup and improve integrated supply chain

models that include carbon footprint calculations and reductions. In this model, the customer invests in the supply chain to receive a product with a guaranteed low(er) footprint. This money is used to further improve the supply chain and setup initiative programs at the farm level. Through this approach we continuously keep improving the footprint of the products sold by Vion.

Farm calculations and advise

With the available data on the farms, we can calculate their CO2 footprint. These outcomes can be used to educate/show the farmers where steps can be made to lower their CO2 footprint. By using an incentive model next to the data insights, we can help the farmers to make more sustainable choices.

Resources

To achieve our ambitions, Vion allocates dedicated resources and expertise. Our team includes specialists in sustainability and science, working both at the corporate and farm levels. This team supports both our organisation and farmers in taking the necessary steps in our journey towards 42% CO2 reduction by 2030.

Next to that we developed a roadmap per production site to reduce its scope 1 and 2 emissions in line with our ambitious targets.

All investments that are needed for this reduction roadmap will be added into our systems to keep track on them and on the CO2 reductions. This list of investments will be updated at least once a year with the latest figures and, when necessary or possible, latest techniques and investments.

Targets

Greenhouse gas reductions

To assess our current position, we collected comprehensive data from all our entities in 2021, covering scopes 1, 2, and 3 emissions in accordance with the GHG Protocol Corporate Standard. We used this information to calculate what we need to do as a company to stay in line with the Paris Agreement. To have this scientifically checked we committed ourselves to the SBTi and received approval in 2023 on our targets.

For the SBTi commitment we used only significant categories in scope 3 which were category 1 FLAG (where we included from the FLAG side 80% of our pig supply and 55% of our cattle supply), category 1 non-FLAG (only packaging) category 4 (upstream transportation and distribution), category 5 (waste generated in operations), and category 12 (end-of-life treatment of sold products). To get to the absolute reduction of GHG emissions Vion has made action plans on how to get there. These plans include at least the following specific targets for 2030:

Scope 1

- Replacement of all Freon cooling systems by 2030
- Replacement of gas-afterburners by electric solutions by 2030
- First Gas and fossil fuel free production locations by 2030
- 30% of own and leased trailers electric by 2030

Scope 2

- 100% green electricity by 2030
- 5% of green electricity produced by Vion itself by 2030
- 25% of green electricity in NL from NL production and in DE from DE production in 2030

Scope 3

- 35% feed reduction at pig farms within the GFS chain calculated from the power chain model

- 35% manure reduction at pig farms within the GFS chain calculated from the power chain model
- 35% total reduction on (dairy) beef farms by steering on methane and feed intake calculated from the power chain model

Monetising footprint

To monetise our footprint, we have set targets per chain. It is our ambition to have at least 25% of our total volume, sold with a calculated carbon footprint in 2030.



Metrics

Energy consumption and mix

Our absolute energy consumption, both fuel and electricity, has declined, mainly as a result of our energy-saving projects described above, the closing of our site in Emstek, and the sale of several German operations. However, the energy intensity in tonne sold has increased due to declining sales volumes. Due to higher sales prices, the energy intensity per million EUR sold has dropped. In the coming years, we will continue investing in more energy-efficient operations and renewable energy sources to further reduce our energy intensity.

Total absolute energy consumption (in MWh)

				Base year	% difference
	2024	2023	2022	2021	2021-2024
Absolute energy consumption	379,300	447,200	446,900	460,100	-18%
Total electricity consumption	176,900	211,400	216,900	218,700	-19%
Total fuel consumption	202,400	235,800	230,000	241,400	-16%
Energy purchased for consumption	379,200	447,000	446,000	449,100	-16%
Self-generated renewable energy consumption	200	200	100	100	100%
Non-renewable electricity	146,100	168,600	216,000	218,600	-33%
Renewable electricity	30,800	42,800	900	100	30700%
Non-renewable fuel	195,800	226,900	222,200	233,900	-16%
Renewable fuel	6,700	8,900	7,800	7,500	-11%
Self-generated energy sold	-	-	-	-	-

Energy intensity (in MWh / tonne sold)

				Base year	% difference
	2024	2023	2022	2021	2021-2024
Energy intensity	0.27	0.26	0.24	0.23	15%
Energy intensity - Electricity consumption	0.12	0.12	0.00	0.11	13%
Energy intensity - Fuel consumption	0.14	0.13	0.12	0.12	17%
Non-renewable energy intensity	0.24	0.23	0.23	0.23	6%

Energy intensity (in MWh / Million EUR sold)

				Base year	% difference
	2024	2023	2022	2021	2021-2024
Energy intensity	83	82	85	101	-18%
Energy intensity - Electricity consumption	39	39	41	48	-19%
Energy intensity - Fuel consumption	44	43	44	53	-16%
Non-renewable energy intensity	75	72	83	99	-25%

Greenhouse gas emissions

Green House Gas (GHG) emissions in CO2 equivalents (CO2e)

GHG emissions are calculated and reported in CO2 equivalents (CO2e). To ensure accuracy, we collect primary data directly from our operations and supplement it with secondary data from external databases. Total GHG emissions are calculated by combining usage or expenditure data across various categories with corresponding emission factors. The total GHG emissions are structured according to the three standard scopes:

Scope 1

In scope 1, new steps have been made to reduce emissions, aligning with our 2030 SBTi targets. Although part of the reduction is caused by reduced production numbers, it is also driven by multiple investments such as installation of heat pumps at different locations, partial or complete replacement of cooling systems, replacement of heating systems, and changing from diesel forklift trucks to electric. Additionally, we implemented operational efficiency measures across our sites, such as optimising flame oven settings and consistently powering shunting trailers with electricity instead of diesel.

Scope 2

For scope 2, new steps were also taken to reduce emissions, aligning with our 2030 SBTi targets. Despite that, part of the reduction is caused by reduced production numbers, it is also driven by new PPAs for the two foodservice plants in Germany, now running on 100% German green electricity. For ME-AT Leeuwarden and Vion Groenlo, we have switched to 100% Dutch green energy. Additionally, we invested in improved operational housekeeping, such as, LED lighting; retrofitting of frequency converters on cooling systems; new timers; and programs to optimize cooling settings and demand; and refurbishment of machines.

Scope 3

In scope 3, we made important improvements to our calculations, including adjustments to past years based on new insights and better primary data. As a result, our overall footprint—also for the base year—is now lower than initially estimated. These updates provide clearer insights into key emission categories and their impact on our SBTi targets. To ensure alignment with these new findings, we plan to submit updated values of the SBTi in 2025. Despite these changes, we remain on track with our scope 3 SBTi goals.

In general for scope 3, we observe a drop over almost all categories mainly driven by reduced slaughtering numbers. As with the new calculations, our bought animals are making up over 70% of our total scope 3 emissions, which is in line with expectations. To further reduce that footprint we are running programs with farmers to give better insights in their CO2e emissions and how they can reduce these even more in the upcoming years. Lately, we are implementing CO2e data in our tenders towards our non-food suppliers. This is the next step to get more awareness across our full supply chain. It enables us to compare them not only on offered price and service but also on the (financial) impact of their footprint. For calculating the value of CO2e we use the website carboncredits.com.

Impact of operational footprint adjustment on CO2e emissions

As mentioned in our Strategy chapter, Vion has taken the strategic decision to concentrate sourcing and production in the Benelux – a region where we see strong potential and greater ability to invest in ESG initiatives – we have therefore taken several important steps to support this shift. As part of our transformation, Vion has sold and is about to sell several operations. Our scope 1, 2 and 3 emissions were not corrected for these changes, meaning that the data shown is still the total output of Vion over 2024. Also our SBTi base year was not updated yet with the mentioned change. Over 2025 we will adjust our base year (including for SBTi) and the output of CO2e emissions to the new footprint.

Monetisation

Some of our customers are already involved within the end to end supply chain. Together we look how we can reduce the footprint of our products; not only with improvements within our factories but also at the farms. For these customers we calculate the footprint within this specific value chain and give guarantees on the outcomes. This ensures that the customer can claim the reductions and continued reduction efforts can be made within the value chain. In the past year 4% of our slaughtered volume was sold with this guaranteed footprint.

Sources of GHG emissions (in tonne CO₂e)

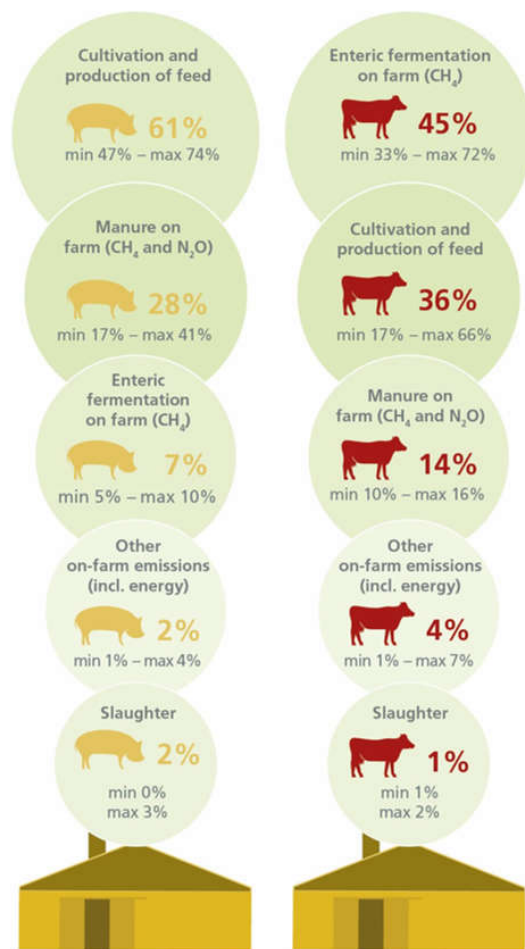
The target, as compared to base year 2021, is 42% reduction by 2030				Base year	% difference
	2024	2023	2022	2021	2021-2024
Scope 1 - Absolute direct GHG emissions (in tonne CO₂e)					
Total scope 1 emissions	54,500	67,900	67,500	68,200	-20%
Stationary combustion	36,500	42,800	43,500	45,400	-20%
Mobile combustion	8,400	11,800	11,000	12,000	-30%
Fugitive emissions	9,600	13,300	12,900	10,800	-11%
Scope 2 - Absolute indirect GHG emissions (in tonne CO₂e)					
Market-based Tank-To-Wheel (scope 2)*	45,000	59,800	52,800	60,900	-26%
Location-based Tank-To-Wheel (scope 2)	50,900	71,900	74,600	56,800	-10%
* Used in our scope 2 calculation and target setting					
Scope 3 - Estimated GHG emissions (in tonne CO₂e)					
Total scope 3 emissions	7,514,500	9,563,700	10,703,700	11,249,600	-33%

GHG intensity (in kg CO₂e / tonne sold and in kg CO₂e / Million EUR sold)

	2024	2023	2022	2021	% difference 2021-2024
Scope 1 - GHG emissions intensity					
GHG emissions intensity in kg CO ₂ e / tonne sold	38	39	36	34	12%
GHG emissions intensity in kg CO ₂ e / Million EUR sold	11,900	12,400	12,800	15,000	-21%
Scope 2 - GHG emissions intensity (Market-based Tank-To-Wheel)					
GHG emissions intensity in kg CO ₂ e / tonne sold	32	30	32	31	3%
GHG emissions intensity in kg CO ₂ e / Million EUR sold	9,900	9,600	11,300	13,400	-26%
Scope 3 - GHG emissions intensity					
GHG emissions intensity in kg CO ₂ e / tonne sold	2,700	5,000	5,100	5,200	-48%
GHG emissions intensity in kg CO ₂ e / Million EUR sold	853,900	1,595,600	1,817,600	2,296,600	-63%

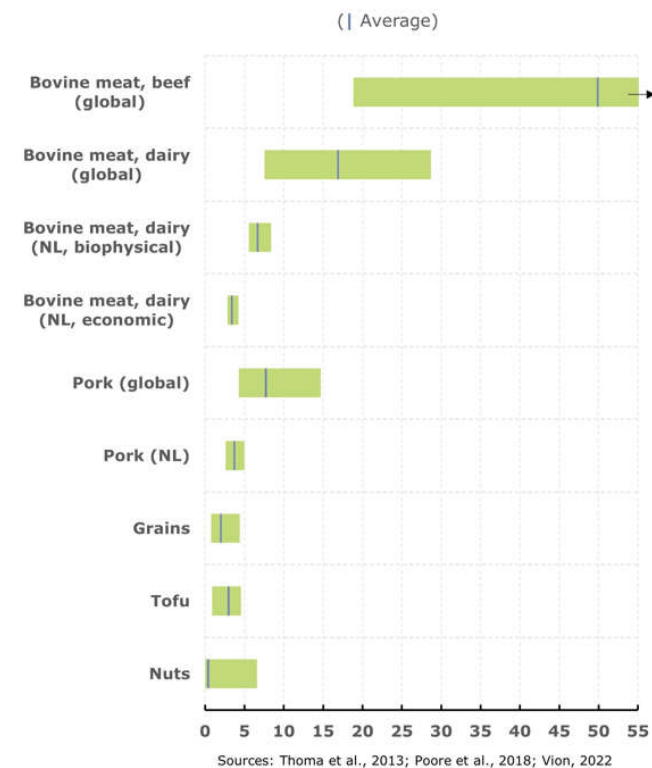
Variability in CO2e emissions for different foods

The visual below illustrates a breakdown of emissions per animal (pig and cattle) on the farm, including the contribution of the slaughtering process. It shows that for pigs, feed and manure are the major contributors to CO2e emissions. For Cattle these are the enteric fermentation and the feed. This breakdown, and the variability therein, gives us and the farmers good insights on what impact areas we need to focus on for substantial footprint reductions.



CO2e emissions throughout the animal supply chain

The second visual illustrates the footprint in CO2e emission for several food items calculated back to 100 grams of protein, making products with different amounts of protein comparable with each other. On the top of the visual, the footprint results for global numbers of beef and dairy beef compared to the animals slaughtered by Vion are showcased. Below that is the equivalent for pork. This shows that Dutch farmers belong to the top-producers in the world. The bottom of the visual shows three plant-based items (grains, tofu and nuts). Dutch pork and these plant-based products overlap in the variability range, suggesting a comparable footprint. By continuously focusing on footprint reductions, we aim to ensure that meat in the future remains a relevant component of a balanced, nutritious and sustainable diet.



Accounting policies

Energy consumption

Energy consumption for Vion's own operations is measured as the consumption of power, heat, and fuel, monitored by building-specific meter readings or invoice and an estimation (>1%) where primary data is unavailable. Renewable consumption is measured as consumption from the power purchasing agreement, certificates of origin, and supplier information. The share of renewable sources in total energy consumption is calculated based on the percentage of the total renewable energy consumption relative to total energy consumption.

Energy intensity

Vion's energy consumption and revenue, from the financial statement, are derived from activities in high climate-impact sectors. Vion is engaged in the production and sale of meat, meat alternatives and fingerfood, classified under NACE section C: manufacturing of food and mostly in processing and preserving of meat. The energy intensity is reported as MJ/annual revenue in € million and in MJ/annual sold volume in tonnes.

Scope 1 GHG emissions

Direct scope 1 emissions include greenhouse gas (GHG) emissions related to the consumption of (natural) gas, heating oil, and refrigerants used in production (e.g., emissions associated with fuel combustion in flame ovens, boilers and vehicles). All consumed energy is monitored by building-specific meter readings or invoices and an estimation (>1%) where primary data is unavailable. The quantity of consumed energy sources is multiplied by relevant emission factors provided by www.CO2emissiefactoren.nl and the UK Department for Environment, Food & Rural Affairs (DEFRA 2024). Emissions data from Vion's owned or leased vehicle fleet is calculated based on consumed fuel (provided by lease company or fuel card data) multiplied by relevant emission factors. The scope 1 intensity is reported as tCO₂e/annual revenue in € million and in tCO₂e/annual sold volume in tonnes.

Scope 2 GHG emissions

Scope 2 emissions include all indirect emissions related to the generation of acquired and consumed electricity and heating. All consumed energy is monitored by building-specific meter readings, invoices, or an estimation (>1%) where primary data is unavailable.

Scope 2 GHG location-based

The emissions are reported as location-based and are derived from consumed energy multiplied by relevant location-based emission factors provided by either the European Environment Agency or DEFRA 2024. The scope 2 location-based intensity is reported as tCO₂e/annual revenue in € million and in tCO₂e/annual sold volume in tonnes.

Scope 2 GHG market-based

The emissions are reported primarily as market-based emissions, where consumed scope 2 energy is multiplied by market-specific emission factors provided directly from the energy supplier. Where market-specific emissions are unavailable, the best available location-based emission factors provided by the European Environment Agency are used for the reporting in line with the GHG Protocol hierarchy. Vion purchases bundled certificates of origin derived from our PPA agreement that covers 100% of the electricity consumption for our Foodservice sites in Germany (two sites). Furthermore bundled certificates of origin were bought covering 100% of the total electricity consumption of ME-AT Leeuwarden B.V. The total of bundled certificates constitutes 10.2% of the total energy consumption in scope 2. Next to that unbundled certificates of origin were bought to cover 100% of the electricity use of Vion Groenlo B.V. The unbundled certificates constitute 4.7% of the total energy consumption in scope 2. The scope 2 market based intensity is reported as tCO₂e/annual revenue in € million and in tCO₂e/annual sold volume in tonnes.

Scope 3 GHG emissions

Scope 3 includes and accounts for other indirect emissions within Vion's value chain that are not accounted for elsewhere. Vion has identified four significant categories out of the 15 defined by the GHG Protocol for scope 3 emissions. The significant categories are: Category 1: 'Purchased Goods and Services' and within this category specific the animals we buy (FLAG) and the packaging we use (non-FLAG), Category 4: 'Upstream Transportation and Distribution', Category 5: 'Waste generated in operations' and Category 12: 'end-of-life treatment of sold products'. These scope 3 emissions categories align with Vion's SBTi targets. The total reported number for scope 3 is including all 15 categories with the exception of category 11, as food is in the indirect use phase and therefore optional within the GHG protocol, Vion chose not to report on this category. The scope 3 intensity is reported as tCO₂e/annual revenue in € million and in tCO₂e /annual sold volume in tonnes.

Scope 3 GHG Forest Land and Agriculture (FLAG)

Upstream CO₂ emissions from Forest Land and Agriculture (FLAG) are related to purchased foodstuff and within Vion mainly in the form of animals and meat. Over 92% of all Vion scope 3 emissions result from these FLAG emissions (under category 1 of the GHG protocol). For purchased meat, Vion uses procurement data, and multiplies the number of kilograms bought by emission factors from external databases like RIVM (2024). For animals, emissions are calculated using Vion's carbon footprint calculator, developed with Wageningen UR. Farmers provide farm-specific data to Impact Buying (IB) and authorize IB to collect supply chain data via Joindata. Feed information (including country of origin) is also submitted by farmers and suppliers. Vion adds slaughter data to complete the dataset. From this, farm-specific carbon footprints are calculated and averaged per animal/species. These values are extrapolated to Vion's total number of slaughtered animals. In total 6% of the data in this category is based on primary emissions data reported by pig farmers and 0.2% by dairy farmers.

Scope 3 GHG non-FLAG

Upstream and downstream non-FLAG CO₂ emissions include all purchased goods, services, and related activities within Vion's full supply chain—such as packaging, logistics, third-party manufacturing, employee commuting and housing, end-of-life treatment of sold goods, etc. Emissions were calculated using the spend-based method. A supplier spend list was compiled and categorised according to the GHG Protocol. Top suppliers, representing over 60% of total spend per category, were asked to report product details and associated CO₂ emissions, including data sources and third-party verification status. This input was checked for completeness and measured as a percentage of total spend in each category. Emissions were then extrapolated to reflect the full category spent.

Where supplier-specific CO₂ data was unavailable, external databases were used. Data gaps were addressed through extrapolation or best-available assumptions. For categories without suppliers—like employee commuting—Vion's internal data and public datasets were applied. Overall, 31% of upstream non-FLAG data in this category is based on supplier-reported emissions. These inputs were aggregated to calculate the final gross Scope 3 emissions output.

Total GHG emissions

Total GHG emissions, expressed in tonnes of CO₂ equivalent (tCO₂e).

GHG intensity

GHG intensity is reported as tCO₂e/annual revenue in € million and in tCO₂e/annual sold volume in tons. The annual revenue and volume sold are disclosed as part of the Group's Financial Statements.

Variability in CO2 emissions for different foods

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

CO2e emissions through the animal supply chain

This data is an average from calculations made from multiple farms in 2021 and include the pre-fattening, fattening and slaughter phases. Greenhouse gases other than CO2 that are measured (methane and nitrous oxide) are recalculated based on global warming potential in kg CO2 - equivalents per 100g of protein.

Monetisation

Monetisation is reported as the volume that is sold with a calculated footprint. It is expressed as a % of the total annual volume produced by the slaughterhouses.

¹ Poore J, Nemecek T. 2018. Reducing food's environmental impacts through producers and consumers. Science 360 987-92



E4 - Biodiversity and ecosystems

The nature of our supply chain means Vion is linked to a potential negative impact on biodiversity. There is a risk of deforestation caused by land use change when producing crops, especially soy, for livestock feed. In addition, transportation by us and our supply chain partners results in nitrogen emissions. Moreover, our operations contribute to global warming, which may further impact biodiversity. These climate-related impacts are addressed in detail under the chapter covering ESRS E1 topics.

On the other hand, by offering organic meat, we are working towards agricultural practices that help ensure sustainable food production and maintain ecosystems (SDG target 2.4). With our commitment to deforestation-free soy supply chains, we work, with farmers, on halting deforestation (SDG target 15.2).

E4 - Biodiversity and ecosystems

IRO name	IRO type	IRO description	Value chain			Time horizon		
			Upstream	Own operations	Downstream	S	M	L ¹
Land-use change	Actual negative impact	Animals in Vion's supply chain can be fed with feed ingredients sourced from plots that might have been subject to deforestation or habitat destruction	◀			●	●	◐
Pollution	Actual negative impact	The overall pollution impact from Vion leading to biodiversity loss includes air pollution from nitrogen (ammonia) and hydrogen sulphides, released during livestock production, meat processing, and transportation activities.	◀	▼	▶	●	●	●

¹ The green ◐ marking refers to the scenario when a time horizon is 'maybe' long term. As some techniques are developing fast, current obstacles may be resolved within 5-10 years, these long-term time horizons are indicated as maybe.

Policies

Every food chain—whether plant based or animal based—begins with planting a seed and growing a crop, a process that inevitably impacts biodiversity. As part of this system, we at Vion acknowledge our contribution to actual negative effects on biodiversity. One area of concern is the risk of deforestation associated with using soy and palm-derived products in our supply chain. In addition, through the livestock farms supplying us, we are indirectly linked to the risk of biodiversity loss due to, for instance, excess depositions of nitrogen and phosphate, driving monoculture and promoting soil acidification due to sulphur depositions. Transportation also contributes to nitrogen emissions, further affecting ecosystems. On the positive side, by offering organic meat, Vion stimulates agricultural practices that promote sustainable food production and help protect ecosystems—aligning with SDG target 2.4.

Scope

Vion distinguishes two main scopes of biodiversity impact within our supply chain. The first involves local biodiversity impacts directly related to our own production sites. The second encompasses supply chain biodiversity impacts, which stem from the farms that supply us with animals and plant based ingredients, including crop cultivation for animal feed. We have excluded purchased meats and ingredients from this assessment, as they represent a relatively small volume and therefore contribute

minimally to our overall direct and indirect impact on biodiversity.

The main biodiversity impacts from our supply chain relate to deforestation and land-conversion, and nitrogen emissions. The former occur specifically during the culturing of fodder crops, in particular soy in South America and palm trees in Asia. The latter occurs locally on farms from the Netherlands, Germany, and Belgium who supply animals to Vion in the Netherlands.

Our policy, commitment and objectives

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

Vion currently operates at seven locations in the Netherlands and at five locations in Germany. We do not own pig or cattle farms, and no forests or other land types have been converted for the construction of these sites within the past 20 years.

Nitrogen emissions at our production sites primarily result from fossil fuel combustion, the possible processing of organic waste, and the transportation

of animals and products. These emissions are regulated by environmental legislation, including nitrogen deposition monitoring, with which Vion is fully compliant.

The table below presents the distance between Vion production locations and protected areas or key biodiversity areas (defined as Natura2000 areas). As none of our sites are located within 1 kilometer of such areas, we expect this local biodiversity to be negligible compared to the supply chain impact. As such, our policy focuses on the latter for the short- to mid-term targets to have the biggest impact. Vion has a unique and essential role in the meat supply chains to drive change via stakeholder dialogues and by developing valorisation models across the supply chain to cover any additional costs for biodiversity improvements.

Farm management

Part of the supply chain impact occurs on the farms and is influenced by the farmers' management practices. These consist mostly of direct and local emissions, occurring via ammonia from manure. The amount of emission is primarily determined by the stable type, presence of functioning air washers, and the duration of manure storage on-farm.

Deforestation

Soy plays a distinct role in Vion's biodiversity strategy, as sourcing soy from regions such as Brazil and

Argentina can contribute to deforestation. To address this risk, we advocate the use of soy certified by the Round Table on Responsible Soy (RTRS)—an organisation Vion has been a long-standing member of. RTRS certification enforces strict requirements for the preservation of natural forests and ecosystems. We accept every customer demand for RTRS-labelled soy, and all pigs raised under our Good Farming Star programme are fed with RTRS-certified soy. In line with our commitment to deforestation-free soy supply chains by 2030, we collaborate with farmers and feed suppliers to halt deforestation—SDG target 15.2 on halting deforestation and promoting sustainable forest management.

Organic

As another approach to protect biodiversity, we are committed to stimulating the production of organic meat by taking a leading position within the countries we operate. Additionally, we are committed to set up organic supply chains for both pork and beef in these countries. De Groene Weg, market leader in organic meat in the Netherlands and second biggest player in Europe, processes over 100,000 organic pigs per year. De Groene Weg is certified by Skal, according to the European organic legislation and is also certified with the Better Life 3-star label.

Vion location	Prime activity	Closest Natura2000-area	Estimated distance (km)
Apeldoorn	Pig slaughter	Veluwe	5-10
Boxtel	Pig slaughter, pork processing, storage and distribution	Kampina & Oisterwijkse Vennen	1-5
Enschede	Beef processing	Lemselermaten, Lonnekermeer	5-10
Groenlo	Pig slaughter, pork processing	Korenburgetveen, Wooldse Veen	1-5
Leeuwarden	Production of vegan meat alternatives	De Oude Venen, Leeuwardermeergebied	5-10
Scherpenzeel	Pork processing	Binnenveld	1-5
's-Hertogenbosch	Storage and distribution	Bossche Broek	1-5
Tilburg	Cattle slaughter, beef processing	Loonse en Drunense Duinen & Leemkuilen, Kampina & Oisterwijkse Vennen	10-15
Buchloe	Cattle slaughter, beef processing	Wiedergeltinger Wäldchen	1-5
Crailsheim	Pig and cattle slaughter	Crailsheimer Hart und Reusenberg	1-5
Eching	Byproducts processing, production of leather and leather fibre fabric	Isarrauen, Gelbbauchunken-Habitate um Niedererlbach	1-5
Furth im Wald	Cattle slaughter	Chamb, Regentalau und Regen zwischen Roding und Donaumündung	1-5
Grossostheim	Food service processing	In den Rödern bei Babenhausen, Extensivwiesen und Ameisenblüte Aschaffenburg, Streuobstwiesen zwischen Erbig und Bischberg	5-10
Hilden	Beef processing	Hilden Spörkelbruch, Ohligser Heide	1-5
Holdorf	Cooling storage and distribution	Dammer Berge	5-10
Holzwickede	Food service processing	Vogelschutzgebiet Hellwegbörde	5-10
Landshut	Pig slaughter, pork processing	Leiten der unteren Isar, Isarrauen, Klotzmühlbach, Bucher Graben	5-10
Memmingen	Byproducts processing production of leather and leather fibre fabric	Benninger Ried	1-5
Twist	Byproducts processing	Dalum-Wietmarscher Moor, Georgsdorfer Moor, Ems	5-10
Vilshofen	Pig slaughter, pork processing	Unteres Vilstal, Donauauen, Neuburger Wald und Innleiten bis Vorbach	1-5
Waldkraiburg	Cattle slaughter	Innauen und Leitenwälder	1-5

Actions

In 2025 we will proceed with several actions attempting to halt deforestation in our supply chain. These actions include:

- Developing a methodology to calculate the land-use change component in the carbon footprint calculation of beef and pork
- Setting the benchmark for our SBTi-reference year of 2021
- Estimating the annual reduction percentages until 2024
- Having dialogues with feed companies to examine ways to reduce the land-use change component of pig feed
- Starting pilots to assess the reduction potential and additional costs

Regarding nitrogen emissions, we will continue in 2025 with developing the calculation methodology and finishing before Q3 in 2026. We will complete the same tasks for farm-specific nitrogen emissions.

Targets

Targets were not defined in 2024 for biodiversity. We expect to set near-term and mid-term targets in 2025.



E5 - Resource use and circular economy

At Vion, responsible resource management is deeply rooted in the nature of our business—handling animal based products and by-products with the highest regard for efficiency and sustainability. Our circular economy strategy centers on maximising the value of every part of the animal, minimising waste, and creating closed-loop systems throughout our operations. To meet CSRD requirements and support the SDG on responsible consumption and production (12.2), we track key indicators such as material intensity, waste generation, and recycling rates. We actively work with suppliers and industry partners to develop sustainable sourcing practices and improve waste stream separation, treatment, and valorisation. By embedding circular principles into our value chain, we reduce dependence on virgin resources and mitigate environmental impacts associated with animal production and waste disposal. Through ongoing innovation and stakeholder engagement, we aim to contribute to a regenerative system that supports environmental sustainability and long-term business resilience.

E5 - Resource use and circular economy

IRO name	IRO type	IRO description	Value chain			Time horizon		
			Upstream	Own operations	Downstream	S	M	L
Resource outflows related to products and services	Actual positive impact	We aim to extract higher value from our animal related by-products/waste streams. The continuous focus on resource recovery and upgrading products is fundamental for this strategy. These measures are instrumental in ensuring that all parts of the animals are utilised to their fullest potential, generating the maximum value and focusing on minimising waste.		▼		●	●	●

Policies

Vion processes animals to produce high-quality protein products and aims to contribute to the UN SDGs through our ESG policy—particularly SDG 12: Responsible consumption and production—and by taking responsibility in advancing a circular economy. We do this, among other things, by focusing on the optimal utilisation of processed pigs and cattle, and valorisation of animal by-products from our meat production processes.

Our Resource Use and Circular Economy policy focuses on material outflows, specifically on the valorisation of animal by-products in accordance with Moerman's Ladder and the legislation surrounding by-products, as established by the Dutch Food and Consumer Product Safety Authority (NVWA). It describes the categorisation of animal by-products (Category 1, 2 and 3) according to Regulation (EC regulation) No. 1069/2009 and the European ESRS E5. Total waste related to processing of pigs and cattle are the animal by-products, which are divided into 3 categories based on the risks they pose:

- **Category 1** – are classified as highest risk
- **Category 2** – are classified as high risk
- **Category 3** – are classed as low risk

Category 1 material presents the highest risk to human and animal health and is qualified as hazardous (E5-5_09 §DR-37c). Category 1 animals or parts of animals are considered specified risk material,

for example, bovine spongiform encephalopathy (BSE) in cattle. Category 1 material is incinerated.

Category 2 animal by-products are considered high risk and not fit for human consumption.

These include:

- Manure and digestive tract content
- Animals and parts of animals which die by means other than slaughtering
- Animal tissue collected when treating wastewater from category 2 processing plants

Category 3 materials are considered low risk. They include parts of animals that have been passed fit for human consumption in a slaughterhouse, but which are not intended for human consumption. Category 3 also includes products of animal origin, or foodstuffs containing products of animal origin which are no longer intended for human consumption for commercial reasons, or due to manufacturing, packaging defects or other defects that do not pose a risk to public or animal health. Category 3 by-products can be used as pet food ingredients and are recovered to be used in a circular production chain.

We are committed to embedding circular economy principles into our operations by maximising the use of animal by-products generated in our production processes. This approach is a cornerstone of our strategy to minimise resource outflows, avoid waste, and contribute to sustainable resource management.

Vion recognises the value of these materials and their potential to drive economic and environmental benefits when repurposed effectively. Sustainable processing of these animal by-products is therefore essential to limit waste, maximise economic value, and comply with legal guidelines.

When processing a pig or a cow there will be a certain percentage of hazardous waste (category 1 and 2) and non-hazardous waste (category 3). All waste that does not end up in a landfill or is incinerated is recoverable waste.

Vion's main policy is to minimise the percentage hazardous waste per processed animal as required to guarantee proper food and health safety levels. While at the same time optimising the percentage recovered waste by sustainable processing, improving circularity of the production chain and positively increasing business results.

Actions

Reducing waste and enhancing efficiency

Total waste reduction is executed by benchmarking production sites to identify and implement best practices. This process involves tracking key KPIs such as production efficiency, waste categories, and product quality across all locations which assists us in identifying underperforming sites and implementing the best practices from high-performing ones.

Additionally, Vion will collaborate on innovative circular economy projects with universities, research institutes, and industry partners, which support the development of new solutions for waste reduction and resource optimisation. With these factors, Vion has established a robust benchmarking strategy that improves production efficiency while aligning with our corporate sustainability goals.

Improving practices across the supply chain

Our efforts to reduce waste produced per animal extends to our entire supply chain. We work closely with farmers to improve production practices and identify innovations. In collaboration with our pig suppliers, we have introduced strategies to optimise the feed withdrawal period before slaughter. This reduces the intestinal content in carcasses, which reduces waste and faecal contamination, improving product hygiene and quality, and reduces the need for additional cleaning and disposal.

Furthermore, immature manure is being recognized as a valuable input for renewable biofuel generation. By converting manure into biofuels, Vion contributes to a circular energy model, decreasing reliance on fossil fuels. This approach transforms manure from a disposal issue into a resource, lowering greenhouse gas emissions and contributing to the creation of a sustainable, closed-loop system.

Innovating manure processing: The NURTURE project

Vion is partnering with Wageningen University & Research (WUR) on the NURTURE project, aimed at enhancing sustainability in manure treatment and the broader agricultural sector. The project focuses on a key innovation that converts a mixture of manure and sawdust into two valuable products: hydro-gel and liquid fertilizer. These sustainable alternatives to synthetic fertilizers have diverse applications in agriculture and offer farmers effective, sustainable solutions. The potential for on-site processing would allow Vion to manage manure and sawdust locally. This not only reduces transportation emissions and logistical costs, but also minimises reliance on external suppliers—making the process more energy- and cost-efficient.

Valorising animal by-products

Through innovative strategies at our pig and cattle processing sites, we are identifying ways to transform by-products into valuable resources. Valorisation of animal by-products and recover waste that is otherwise incinerated or ends up in a land fill is a continuous process at Vion.

The volume of hazardous waste will never be zero but by adjusting quality assurance (QA) procedures at the cattle processing sites, Vion can turn certain by-products into pet food ingredients. This approach helps reduce hazardous waste and provides a new revenue stream by producing pet food. By identifying these opportunities, Vion is effectively reducing the amount of waste that ends up in landfills and finding profitable, sustainable alternatives.

Targets

As part of Vions commitment to sustainability, resource efficiency, and value extraction from animal (by-)products, we are in the process of setting targets for waste reduction and recovery by 2030. These targets will support our broader strategy of resource recovery, minimising environmental impact, and promoting circular practices across the supply chain. The 2030 targets are expected to differ for pigs and cattle.

Social

Topic

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S1 - Own workforce

We are committed to promoting the health and safety of our workforce, contributing to safer and more secure working environments in line with SDG 8.8. Our actions to improve worker safety have a positive impact on employees' daily working conditions. At the same time, we remain mindful of the potential negative impact associated with workplace injuries and illnesses, which can result from both organisational practices and individual behaviour.

In 2024, we made meaningful progress in reducing the number of workplace accidents—a clear step forward in ensuring a safer work environment. With the launch of a renewed safety team bringing fresh energy and focus, we are actively addressing safety challenges and preparing for the years ahead with a proactive approach.

S1 - Own workforce

IRO name	IRO type	IRO description	Value chain			Time horizon		
			Upstream	Own operations	Downstream	S	M	L
Health and safety	Actual negative impact	Vion's workforce experiences significant safety incidents due to the nature of our work, including accidents with dangerous tools.		▼		●	●	●

Our people

Our people are the foundation of Vion's success. We are proud of our dedicated and diverse workforce, and we are committed to fostering an environment where everyone can thrive, grow, and contribute meaningfully to our collective goals.

Our people make the difference

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

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

How do our people make the difference?

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

When making their decisions, our people have to deal with a complex set of parameters: Purchase prices depend on herd sizes and slaughtering numbers. Our sales prices in 100+ markets are dependent upon a demand that is influenced by import needs, consumption, religious choices and exchange rates. For this reason, we need strong leaders and talents who can deal with a high number of variables to make crucial business decisions, such as resource allocation and management of the business mix. As our strategy is focused on building integrated demand driven supply chains, our way of working supports this by heart. Across all levels of the company our own people and associated people throughout our value supply chain, work collaboratively to achieve our vision: Stronger together we provide Food that Matters.

Vion; an employer of choice

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

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

We dare to say that our people make the difference, not only because of their knowledge and skills, but also for their pride, professionalism and – last but not

least – for their service to the consumer. Our people are passionate about our food solutions and understand the importance of our far-reaching corporate social responsibilities. We are stronger together to provide Food that Matters!

Engaging with our workforce

In 2025, we are taking an important step forward by launching a company-wide engagement survey. This initiative reflects our belief in open dialogue and employee involvement. The results will help us better understand the experiences and expectations of our workforce. Based on the outcomes, we will conduct regular follow-up 'pulse measurements' to monitor developments, identify areas for improvement, and ensure continuous feedback loops. Our Whistleblower policy will also be updated in 2025, ensuring it continues to meet the highest standards of confidentiality, accessibility, and trust. We want every employee to feel safe and heard, and to be confident in raising concerns when necessary.

Our HR policy focuses on attracting, developing, and retaining talent through a strong learning culture, leadership development, and a commitment to wellbeing and inclusion. Through initiatives such as the Vion Academy, cultural integration programmes, and tailored leadership development, we empower our employees and prepare them for the future.

Employee wellbeing is further supported through clear safety standards, social engagement initiatives, and transparent communication. We believe that when people feel supported and engaged, they perform at their best—driving both individual and organisational success.

More detailed data about our workforce, including demographic information, retention figures, and training participation, can be found in the metrics section at page 103.



Workers' safety

Our policies

As a leading food company in the meat industry, we place great importance on the safety and well-being of our employees. With approximately over 8.000 employees in our production environment, ensuring a safe workplace is a top priority. The Workers' Safety policy has been developed in line with the CSRD and serves as a guideline to reduce the number of accidents and promote a culture of safety. The people who work at our production locations matter most to us. Improving, maintaining, and promoting the health and safety of our people is therefore an important goal. We are committed to being a frontrunner in our industry when it comes to working conditions.

Scope

This policy applies to all employees, including permanent and temporary workers, agency staff, and external partners performing tasks at our production sites. It covers all activities within our production environments and focuses on identifying, controlling, and minimising safety risks.

Objectives

The objectives of our Workers' Safety policy are as follows:

- Creating a work environment where employee safety and well-being are central
- Continuously reducing workplace accidents and incidents

- Complying with national and international labour safety laws and regulations
- Strengthening a safety culture through training, awareness, and employee engagement

Governance

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

We carry out internal occupational safety audits systematically. Plant managers regularly review occupational safety KPIs as part of their management review. At every Vion location, we pay attention to working conditions through an improvement cycle. The improvement cycle is based on the Deming Circle (Plan, Do, Check, Act).

Review and continuous improvement

This policy is reviewed annually and adjusted as needed based on incident reports, employee feedback, and regulatory developments. Additionally, monthly reports are prepared with KPIs such as the number of accidents, near-miss reports, and compliance scores.

Communication

We communicate with workers through health and safety campaigns organised at least twice a year. The central topics of these campaigns are determined by incident analyses. We use posters, table displays, the Vion-app and TV screens in canteens to reach our people. With the Vion (Beekeeper) app we connect with our workforce, update them on important issues, or ask their opinion on several topics. Early 2024, we finalised the roll out of this app over the whole Vion organisation. Via Safety Alerts (notice board and TV screen announcements), we inform employees about possible risks in response to recent incidents. We translate every important document into the native language of each worker. However, we also face illiteracy among our flex workers. This led us to introduce the Field Coaches who act as a language, social and problem solving 'bridge' between the local Vion teams and our flex workers by enabling them to ask questions in their own language. We often work with pictograms (icons). Workers can raise concerns about issues affecting their rights, such as health and safety conditions, by reporting them to their line manager or HR manager. The local works council can also play a role here. If that is insufficient, employees can use the whistleblower tool to make a report. All whistleblower reports are registered. An independent officer is appointed to assure full confidentiality who will report out after investigation to the board.

Our actions and resources for workers' safety

Actions

In order to continuously provide our workers with a workplace and environment that is as safe as possible. We undertake several actions to achieve this.

Internal Safety Culture Ladder

The Internal Safety Culture Ladder is a valuable tool that helps measure and improve the safety culture within our organisation. It provides structured insight into employees' safety awareness and encourages continuous improvements. All Vion locations are annually assessed on their internal safety culture.

Training

Training and instructions play a crucial role in improving safety. They increase awareness, reduce accidents, ensure compliance with regulations, and promote a proactive safety culture. At Vion, new employees must complete this training within three months of their start date. Throughout the year, regular assessments are conducted to monitor progress.

Safety team

A strong safety team, consisting of qualified and well-trained members, is essential for effective risk management, regulatory compliance, rapid incident response, and promoting a strong safety culture. This team is active at all Vion locations and is working towards achieving their goals by the end of 2025.

Risk analyses

Risk analyses are an important part of safety management. They help identify hazards, prevent accidents, ensure compliance, and proactively improve workplace safety. All Vion locations conduct these analyses annually to ensure a safe working environment.

Resources

One of our key investments for the workplace and our workers' safety is the Health, Safety, and Environment (HSE) investments. In addition to HSE-specific initiatives, we undertake other workplace safety investments; however, these are not included in this overview. Replacements and/or improvements are risk-driven and are implemented at that time through the applicable approval process.

A RACI matrix has been developed for workers' safety, clearly outlining roles, tasks, and responsibilities required to meet our safety targets. If the RACI is not implemented as intended, achieving the targets will not be realistic and the Safety team would have to be strengthened with additional FTEs.

Targets

By 2030, Vion has set ambitious goals to further improve safety within our organisation. We aim to achieve an average score of 4.0 on the Internal Safety Culture Ladder by 2030. This score reflects a high level of safety awareness and a strong safety culture within the organisation.

Another target is to keep the number of fatal accidents at zero each year. Vion is committed to creating a work environment where no lives are lost due to work-related incidents. This requires continuous attention to safety, training, and risk management.

Finally, the goal for LTIF (Lost Time Injury Frequency) is evaluated and adjusted annually, meaning that we continuously strive for improvement and adapt to new insights and circumstances to ensure the safety of our employees.

Learning and development

At Vion, we strongly believe in the power of continuous learning and development. We encourage all employees to expand their personal and professional skills, ensuring they are equipped to succeed in a rapidly evolving environment.

A key focus of our training is on health and safety, as well as animal welfare. Employees who work with animals receive specialised training to guarantee the highest standards in animal care. These efforts are closely aligned with our values and commitment to responsible operations. Language and cultural training are also vital pillars in our development offering. By enhancing communication and mutual understanding across teams, we foster an inclusive and collaborative workplace.

Our approach on development is rooted in our Way of Working – Sharp, Connected, and Brave – and reflects our People Strategy. We offer targeted learning programmes in operational leadership, diversity management, cooperation, and employee engagement, helping us move towards a common leadership style across Vion.

Through our digital learning platform (Vion Academy) employees can access hundreds of courses and training modules in German, Dutch, English, and Polish. These include both mandatory and voluntary courses, ranging from soft skills (like conflict management, time management, and communication) to Vion-specific workshops in craftsmanship and meat expertise, compliance (e.g. Competition Law), and emergency response.

In addition, we run an intensive and engaging traineeship programme to attract and develop future talent, and we regularly welcome interns into our organisation. Health and safety remain a top priority, with structured training such as leadership awareness, hazardous substances expertise, X-ray safety, prevention officer training, and safe equipment operation (e.g. EPT and shunting).

Work force management

All temporary workers at Vion fall under an industry collective labour agreement (CAO), either the ABU or NBBU CAO. Part of the CAO for the meat sector includes the agreement that temporary workers (after working for five years through a temporary agency at a Vion location) will receive an offer from Vion to become a

permanent employee. Several conditions are set in the CAO for this. One of them is that a temporary worker must have their own housing. In practice, this is a high threshold due to the significant shortage of affordable housing in the Netherlands. Vion supports lowering this requirement from five years to two years.

At Vion, in the Netherlands, every temporary agency is certified through industry agreements, SNA, and SNF. Certifying bodies conduct various audits for this purpose. Vion also conducts additional audits several times a year on payments to temporary workers (payroll checks) and the liveability of housing. Any deficiencies must be resolved immediately by the temporary agencies and proof must be provided.

In 2024, Vion was one of the leading companies (and therefore early adopters) of the BMIP (Brabant Migration Information Point), later converted to WIN (Work In NL). WIN consultants in Brabant have weekly access to the canteen of the largest Vion location in Boxtel, providing objective information to our temporary workers, which has been a great success. Vion will focus on rolling out WIN points as quickly as possible at all necessary Vion locations in 2025.

In 2024, Vion was the first employer in the meat sector to start discussions with the FNV union about access to the canteen. This stemmed from national discussions with the Minister of Social Affairs and Employment about initiatives to improve the position of labour migrants. At the beginning of 2025, FNV actually started a pilot in the canteen at Vion in Boxtel.

Because the implementation of the WTTA at the national level has been postponed, Vion will also make agreements with its largest agencies about the early implementation of the WTTA module from the SNA regulation. Initial discussions for this started at the end of 2024.

To better manage the high turnover of temporary workers in the first phase within Vion, various initiatives were started in 2024, such as the 'Social Buddy' project, which will give temporary workers more direct attention in the first weeks after starting at Vion. Additionally, there is an initiative to improve the recruitment of temporary workers in their home countries by providing more targeted information about work, living, and travel.

To further restore the balance between permanent employees and temporary workers within Vion, various initiatives are underway, including targeted recruitment of employees who work in the reception of live animals. Additionally, preparations began in 2024 for a project to structurally place status holders in our production organisation.

Diversity and inclusion

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

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

We practice our diversity values by providing equal opportunities and ensuring that no job applicant, employee, client, or business relation is discriminated against by receiving a different treatment due to their background or personal characteristics.

We select people for roles in light of their qualifications, skills and experience. In addition to subjective (soft) job requirements, we use objective selection criteria. These objective criteria are hard job requirements that are transparent and leave

little room for unconscious bias. We continuously assess and adjust our practices, offering the right levels of support and resources to achieve a fair outcome of those involved.

We strive to ensure that all internal communications reflect the diversity of our employees in the language and images we use. In the same way, we strive to ensure that our external communications also reflect the diversity of our customers, business partners and other stakeholders. Vion acts in accordance with Human Rights legislation and will make all reasonable efforts to ensure that no-one working for Vion is subject to modern slavery or human trafficking. We are similarly committed to equal and fair payment for equal work.

Vitality

Sustainable employability means ensuring that employees can work at Vion in an effective and sustainable way, until they reach retirement age. Sustainable employability is considered in the context of a person's position, rights and responsibilities. Yet, there is no legislation on sustainable employability in our home markets. We stimulate sustainable employability and job satisfaction by offering modern working conditions.

Metrics

The characteristics of Vion's employees

From 2022 to 2024, Vion's total workforce decreased from 13.310 to 9.371 and in parallel, the number of own employees decreased. This development is correlated with the divestments of German parts of the organisation. However, the number of own employees in the Netherlands also decreased but due to lower volumes and a rightsizing of the indirect organisation.



Employee headcounts and demographics - Vion total (in number of persons)

	2024	2023	2022
Total number of workers own + flex	9,371	11,923	13,310
Total number of own employees	5,312	7,710	8,420
* Male	3,670	5,453	5,993
* Female	1,642	2,257	2,427
Total number of Vion's own employees with a permanent employment contract	4,304	6,287	6,825
* Male	3,065	4,587	4,986
* Female	1,239	1,700	1,839
Total number of Vion's own employees with a temporary employment contract	1,008	1,423	1,595
* Male	605	866	1,007
* Female	403	557	588
Total number of full-time employees	3,878	6,248	6,975
* Male	2,948	4,714	5,241
* Female	930	1,534	1,734
Total number of part-time employees	1,434	1,459	1,433
* Male	722	737	740
* Female	712	722	693
Total number of flex workers	4,059	4,213	4,890
* Male	2,894	3,087	3,725
* Female	1,165	1,126	1,165

Employee headcounts and demographics - Vion Netherlands (in number of persons)

	2024	2023	2022
Total number of workers own + flex	6,412	6,694	7,229
Total number of own employees	2,580	2,711	2,707
* Male	1,718	1,866	1,861
* Female	862	845	846
Total number of Vion Netherlands's own employees with a permanent employment contract	2,088	2,194	2,256
* Male	1,484	1,607	1,608
* Female	604	587	648
Total number of Vion Netherlands's own employees with a temporary employment contract	492	517	451
* Male	234	259	253
* Female	258	258	198
Total number of full-time employees	1,688	1,871	1,918
* Male	1,276	1,429	1,446
* Female	412	442	472
Total number of part-time employees	892	839	789
* Male	442	435	415
* Female	450	404	374
Total number of flex workers	3,832	3,983	4,522
* Male	2,687	2,873	3,381
* Female	1,145	1,110	1,141

Employee headcounts and demographics - Vion Germany (in number of persons)

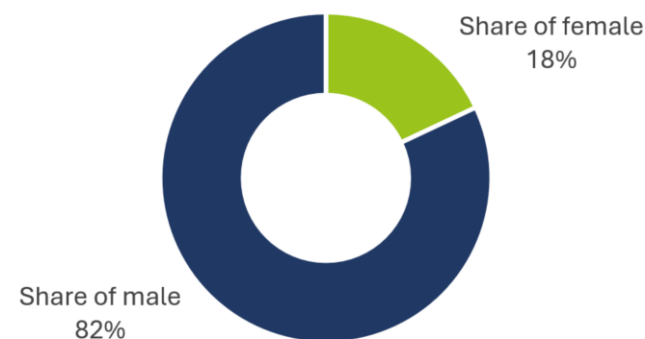
	2024	2023	2022
Total number of workers own + flex	2,826	5,101	5,934
Total number of own employees	2,666	4,927	5,636
* Male	1,899	3,531	4,072
* Female	767	1,396	1,564
Total number of Vion Germany's own employees with a permanent employment contract	2,150	4,021	4,492
* Male	1,528	2,924	3,318
* Female	622	1,097	1,174
Total number of Vion Germany's own employees with a temporary employment contract	516	906	1,144
* Male	371	607	754
* Female	145	299	390
Total number of full-time employees	2,124	4,309	4,996
* Male	1,619	3,231	3,750
* Female	505	1,078	1,246
Total number of part-time employees	542	618	640
* Male	280	300	322
* Female	262	318	318
Total number of flex workers	160	174	298
* Male	160	174	298
* Female	-	-	-

Employee headcounts and demographics - Vion Belgium (in number of persons)

	2024	2023	2022
Total number of workers own + flex	133	128	147
Total number of own employees	66	72	77
* Male	53	56	60
* Female	13	16	17
Total number of Vion Belgium's own employees with a permanent employment contract	66	72	77
* Male	53	56	60
* Female	13	16	17
Total number of Vion Belgium's own employees with a temporary employment contract	-	-	-
* Male	-	-	-
* Female	-	-	-
Total number of full-time employees	66	68	61
* Male	53	54	45
* Female	13	14	16
Total number of part-time employees	-	2	4
* Male	-	2	3
* Female	-	-	1
Total number of flex workers	67	56	70
* Male	47	40	46
* Female	20	16	24

Gender diversity in management positions

At Vion, we are committed to fostering a diverse and inclusive workplace. Currently, 18% of our management positions are held by women. We recognize the value of diverse leadership and have set a clear ambition to increase the representation of women in management roles in the coming years. Diversity, Equity & Inclusion (DEI) will be a key focus area within our HR strategy, driving meaningful progress across the organisation.



Plant with independent supplier workplace certification

Customer and social audits play a vital role in monitoring and improving working conditions across our operations. These audits provide transparency and help ensure that our practices align with international labour standards and customer expectations. We see a growing focus from our customers on social compliance and responsible employment practices. As such, these audits are becoming an increasingly important tool to demonstrate our commitment to ethical working conditions, employee well-being, and continuous improvement.

External sold volume produced by plants with independent supplier work place certification (in % of total external sold volume)

	2024	2023	2022
External sold volume produced by plants with independent supplier work place certification	78.9%	37.3%	42.9%

Employees and flex workers (Covered under collective bargaining agreements)

In the Netherlands, all operational employees and flex labour workers are covered by collective bargaining agreements. In Germany, we also work with collective bargaining agreements for different locations. Most of the workers who are not covered by collective bargaining agreements in the Netherlands are corporate staff.

Employees covered by collective bargaining agreements (in number of persons and in % of workforce)

Vion total (in number of persons and in % of workforce)

	2024	2023	2022
Number of own employees covered by collective bargaining agreements	3,879	5,619	6,201
Percentage of total own employees covered by collective bargaining agreements	73%	73%	74%
Number of flex workers covered by collective bargaining agreements	3,776	3,943	3,924
Percentage of total third-party workers covered by collective bargaining agreements	93%	94%	80%

Vion Germany (in number of persons and in % of workforce)

	2024	2023	2022
Number of own employees covered by collective bargaining agreements	1,438	3,030	3,632
Percentage of total own employees covered by collective bargaining agreements	54%	61%	64%
Number of flex workers covered by collective bargaining agreements	-	-	-
Percentage of total third-party workers covered by collective bargaining agreements	0%	0%	0%

Vion Netherlands (in number of persons and in % of workforce)

	2024	2023	2022
Number of own employees covered by collective bargaining agreements	2,441	2,589	2,504
Percentage of total own employees covered by collective bargaining agreements	95%	95%	93%
Number of flex workers covered by collective bargaining agreements	3,776	3,943	3,924
Percentage of total third-party workers covered by collective bargaining agreements	99%	99%	87%

Vion Belgium (in number of persons and in % of workforce)

	2024	2023	2022
Number of employees covered by collective bargaining agreements	-	-	65
Percentage of total employees covered by collective bargaining agreements	0%	0%	84%
Number of flex workers covered by collective bargaining agreements	-	-	-
Percentage of total third-party workers covered by collective bargaining agreements	0%	0%	0%

New employee hires

We integrated our German flex workers into our direct-employee workforce, therefore the number of new hires in Germany was much higher than in the Netherlands. In the Netherlands, we see lower new hires in 2024, mainly due to lower volumes.

New employee hires (in number of persons and in % of own workforce)

	2024		2023		2022	
	# New hires	% Own workforce	# New hires	% Own workforce	# New hires	% Own workforce
Vion total	1,057	19.9%	1,660	21.5%	1,900	22.6%
The Netherlands	425	16.5%	627	23.1%	690	25.5%
Germany	625	23.4%	1,022	20.7%	1,202	21.3%
Belgium	7	10.6%	11	15.3%	8	10.4%
Female	380	23.1%	605	26.8%	710	29.3%
Male	677	18.4%	1,055	19.3%	1,190	19.9%
Age <30	485	9.1%	698	9.1%	838	10.0%
Age 30-50	429	8.1%	745	9.7%	829	9.8%
Age >50	144	2.7%	217	2.8%	233	2.8%

Employee turnover

The high turnover rate in Germany was mainly the result of high turnover among our Eastern European workforce. A considerable number of newly recruited employees continue to leave after a short period of time. Lastly, due to the tight labour markets in Germany and the Netherlands, the general lack of workers means some are lured away by competitors or other industries. For the same reasons, the turnover rate in the Netherlands increased.

Employee turnover (in number of persons and in % of own workforce)

	2024		2023		2022	
	# Turnovers	% Own workforce	# Turnovers	% Own workforce	# Turnovers	% Own workforce
Vion total	3,618	68.1%	2,233	29.0%	2,232	26.5%
The Netherlands	566	21.9%	558	20.6%	491	18.1%
Germany	3,046	114.3%	1,664	33.8%	1,730	30.7%
Belgium	6	9.1%	11	15.3%	11	14.3%
Female	1,169	71.2%	701	31.1%	702	28.9%
Male	2,449	66.7%	1,532	28.1%	1,530	25.5%
Age <30	961	18.1%	712	9.2%	791	9.4%
Age 30-50	1,749	32.9%	1,052	13.6%	1,003	11.9%
Age >50	908	17.1%	469	6.1%	438	5.2%

Health and safety

In recent years, we have made significant progress in the Netherlands towards improving workplace health and safety. By placing a stronger focus on health and safety and enhancing compliance with laws and regulations through clearer and more standardized instructions, we have achieved an increase in our internal Health & Safety Audit score (expressed within the Safety Culture Ladder KPI) and a decrease in the number of lost time injuries (LTI). There were no fatalities in 2024.

In Germany, workplace health and safety has been considerably improved as indicated by the Safety Culture Ladder score which increased from 1.7 in 2022 to 3.2 in 2024.

Lost time injuries with absence of at least one scheduled work day (in # of incidents)

	2024	2023	2022
Vion total	214	424	600
The Netherlands	80	128	148
Germany	125	294	447
Belgium	9	2	5

Lost time injuries frequency (in # LTIs per million hours worked)

	2024	2023	2022
Vion total	12.4	19.8	37.7
The Netherlands	7.7	12.2	42.4
Germany	18.3	27.1	36.3
Belgium	93.5	20.6	47.5

Main drivers for this outcome are the increased management focus on health and safety in terms of several workshops and on-site trainings conducted by our HSE managers, and investments in state-of-the-art protection gear which reduced stabbing and cutting wounds significantly. Furthermore, most of our plants are already scored above the average Safety Culture Ladder score, contributing to our confidence in achieving a score of 4.0 soon. We have now also introduced a new H&S management system (DIN ISO 45001) which will be implemented in a pilot project in one plant by the end of 2025.

In the upcoming years, we aim to continue this positive trend. Our goal towards 2030 is to achieve a minimum score of 4.0 on the internal Health & Safety Audit and a maximum Lost Time Injury Frequency (LTIF) of 10.

Illness Rate (in % of total working days)

	2024	2023	2022	Target 2024
The Netherlands	6.3%	5.5%	6.7%	5.4%
Germany	5.0%	5.3%	5.8%	5.0%
Belgium	5.7%	5.5%	3.6%	5.5%

Safety Culture Ladder (in step level from 1-5)

	2024	2023	2022	Target 2024
Vion total	3.9	3.4	2.5	
The Netherlands	4.0	3.9	3.8	3.8
Germany	3.6	3.0	1.8	2.0

Accounting policies

All calculations for own workforce cover both own employees and flex workers except for illness rate which only takes into account our own employees.

Employee headcounts and demographics (characteristics of employees)

Measures the total number of employees and key demographic data (e.g., age, gender, ethnicity, employment type). Supports diversity, equity, and inclusion efforts and helps track workforce composition over time.

Gender diversity in management positions

Tracks the representation of different genders in management and leadership roles. Supports efforts to promote gender equality and inclusive leadership across the organization.

Plant with independent supplier work place certification (in % of total external sold volume)

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

Employee and third-party workers (covered under collective bargaining agreements)

Measures the number of employees and third-party workers covered by collective bargaining agreements. Reflects the organization's commitment to fair labour practices and workers' rights.

New employee hires

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

Employee turnover

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

Lost-time injuries (LTIs)

Injuries with an absence of at least one scheduled work day.

Lost-time injuries frequency (LTIFs)

Injuries with an absence of at least one scheduled work day per million hours worked.

Illness rate

The actual days of absence with continued remuneration (the first two years of each sickness in the Netherlands, the first six weeks in Germany, the first four weeks in Belgium), expressed as a percentage of the total days scheduled to be worked by these workers in the same period.

Safety culture ladder

Each plant is scored on a scale of one to five on six subjects (eg. policy & organization, risk identification & evaluation, incident management, instruction & competence, implementation & execution, control & act). The average score for each of these six subjects is calculated for each plant. The final Vion score is the average score (on scale of one to five) of all Vion plants.



S4 - Consumers and end-users

In animal-based food production, there is a constant risk of contamination if hygiene standards are not met. Animals may carry harmful microorganisms, and each processing step adds potential for exposure. Vion, along with customers and consumers, plays a role in ensuring food safety. We continuously monitor hygiene and safety performance to support year-round access to safe, nutritious food (SDG 2.1). Our traceability and product integrity systems build a transparent, trustworthy supply chain. By connecting farmers and consumers, we highlight the craftsmanship behind our products. Any failure to meet regulations or provide accurate information could impact stakeholders—making vigilance essential.

S4 - Consumers and end-users

IRO name	IRO type	IRO description	Value chain			Time horizon		
			Upstream	Own operations	Downstream	S	M	L ¹
Health and safety-Food safety	Actual negative impact	Microbiological, chemical or physical contamination of our products can pose a food safety risk to our consumer.			►	●	●	●
	Actual positive impact	Vion-products contribute to a wholesome and nutritious diet, supporting the health and satisfaction of consumers.			►	●	●	●
	Opportunity	If meat or meat alternatives are recognised as essential components of a healthy diet, it would establish a consistent demand for Vion's products.			►	●	●	●
Access to (quality) information-Product integrity	Potential negative impact	Failure of traceability results in legal issues, while negatively impacting consumer and customer trust. Consequences can be loss of customer, (temporary) closure of production facility and/or loss of export market.			►	●	●	●
	Actual positive impact	We continuously monitor our integrity performance in the supply chain. This encompasses aspects such as CSRD initiatives, annual reports, label details, internal and external audit scores, and DNA monitoring systems. Vion also maintains a transparency website dedicated to sharing extensive process-related information, like audit results. This information reaches a considerable portion of Vion's customer base, influencing their perceptions and decisions.			►	●	●	◐

¹ The green ◐ marking refers to the scenario when a time horizon is 'maybe' long term. As some techniques are developing fast, current obstacles may be resolved within 5-10 years, these long-term time horizons are indicated as maybe.

Health and safety-Food safety

Policies

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

We aim to have a positive impact on food safety in our industry. Vion therefore shares the results from food safety research through scientific publications, at scientific conferences, and via national meetings organised by branch organisations. We also provide industry partners with support conducting quantitative microbial risk assessments.

Scope

For Vion, food safety is a top priority to ensure safe and healthy products, and that the reputation of our customers is safeguarded. Vion controls the collection, the processing and storage of all products and other activities that are necessary to produce healthy and safe food.

We operate as a business-to-business industry partner in an extensive supply chain involving various suppliers and partners. Ensuring food safety across the entire supply chain is essential for maintaining confidence in the quality of raw materials and finished products.

Representatives of the consumers of our products are our customers. As part of long-lasting partnerships with our customers, we share information on food safety performance, metrics and food safety certification throughout the supply chain. Our Food Safety policy focuses on all consumers of our products. Subgroups of consumers, including young children, pregnant women, the elderly and immunocompromised people are specifically vulnerable to foodborne diseases if they eat contaminated foods. As it is unknown to Vion which consumers ultimately eat our products, we aim to assure food safety at the highest level that is reasonably achievable for all our products.

Our policy, commitment and objectives

Food safety and quality assurance are embedded in our practices across all production sites and compliance with international food safety standards is essential for accessing global markets. Furthermore, many countries have strict import regulations and adherence to these food safety standards is necessary for Vion to compete in the global market.

All Vion facilities are ISO 9001 certified, reflecting our commitment to quality and customers can contact us if products do not meet their expectations. Our multi-site ISO 9001 certification, supported by annual third-party audits, ensures that customer requirements and complaints are addressed consistently and effectively.

Our work on food safety covers diverse areas and processes:

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

Furthermore, all our sites have incorporated the Vion-HACCP system, which is globally accepted in all relevant food markets. Vion follows closely the principles laid down by the Codex Alimentarius in this respect. Furthermore, Vion's HACCP- and Food Safety Management-system is developed such that the relevant national and international legislation is automatically complied with. The system includes for instance automatic compliance to the leading British Retail Consortium (BRC) and International Featured Standards (IFS).

The Vion-HACCP system starts with identifying and prioritising relevant hazards: how often does a hazard occur and how serious is the potential hazard to humans? Given the nature of our products, several of these hazards consist of bacteria that occur in animals and can cause consumers illness. Such bacteria are called zoonotic bacteria and the subsequent human illness known as 'zoonosis'. When it comes to slaughtering, there are two key principles for assuring food safety related to these zoonotic hazards. We prioritize these in our daily operations:

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

In further processing of meat into retail products, Vion additionally identifies high risk products for

additional food safety measures. Products intended to be cooked prior to consumption are expected to undergo sufficient heating to kill microorganisms, thereby eliminating any foodborne risk. In contrast, products that are ready-to-eat are not. For the ready-to-eat product, Vion adds another layer of safety by testing all batches on relevant bacteria. The batches are released to customers only when no microorganisms are found (i.e., a 'negative release' procedure).

In case products are non-conform due to e.g. contamination or misspecification (e.g., allergen information lacking on the product label), we have strict procedures in place to either retract products from the market when products have not entered retail shelves or do a public recall otherwise. Our tracking and tracing system enables proper coverage of the volumes and locations that our products go to and ensures that all products under consideration are traced back. We perform such activities in close collaboration with the relevant customers and authorities.

The relevant policies and procedures are managed in our online quality handbook 'Quality Online'. Particularly important for food safety are the documents covering our hazard analysis, prerequisite requirements, critical control points in our operations, and crisis management procedures, including product recalls.

Actions and resources

Actions

KPI-related actions

All Vion production locations follow the relevant quality assurance procedures to assure we produce in compliance with all relevant legislations and customer demands, and according to the highest level of food safety as reasonably achievable. The hygienic way of working is continuously monitored by analysing samples on microbial indicators. When non-compliances are observed, then a root cause analysis is initiated to solve the issue. Furthermore, internal and third-party audits, announced and unannounced, are performed multiple times per year on all production locations to assure that we operate according to all our requirements, as laid down in our quality handbook. This way of working ensures that we keep our Global Food Safety Initiative (GFSI) certification.

Non-KPI related actions

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

Continuous training is provided to employees on hygiene practices, proper handling procedures, and

the importance of food safety. This includes training for workers in various roles, from specific processing to higher management.

We steer on stringent sanitation and hygiene standards in processing facilities through our daily standardised sanitary operation procedures (SSOPs) conducted before starting and during production, including daily cleaning and disinfection, sanitizing the equipment used, and ensuring a clean and dry working environment.

Regular testing is conducted on raw materials, finished products, and the production environment to detect contaminants, pathogens, and other potential hazards. We maintain 10- to 100-fold stricter internal norms than those required by law, supplemented with continuous monitoring of production processes and hygiene to identify and address any deviations from those norms.

In 2024, there were no food safety issues that required us to initiate a public recall on any of our products.

Resources

The hygienic way of working is part of daily operations. To continuously improve and stay a frontrunner on the topic, Vion engages in various research projects. One such project focuses on the added value of using hyperspectral imaging to assess

microbial contamination on our products. This project runs from 2025 until 2028 and requires in total k€45 (divided over four annual contributions) and in-kind capacity of Vion employees. Another project focuses on transmission of pathogens through the supply chain conducted in Groenlo, requiring only an in-kind contribution via the capacity of Vion employees.

Targets

Microbial compliance

Products of animal and plant origin inevitably carry bacteria. Part of these bacteria are pathogenic and impact food safety, the majority are not. In general, the higher the total number of bacteria in products, the greater the probability that pathogenic microorganisms are among those. We monitor a bacterial family called 'Enterobacteriaceae', which includes a large group of bacteria, many of which are part of the normal microbiota in the human/animal gut and play an important role in digestion. As such, the majority of bacteria within the Enterobacteriaceae family are non-pathogenic. We monitor these bacteria daily on production locations and set strict internal limits on the daily average bacterial count. The targets for pork and beef for 2025 are set to 90% of the daily averages falling below the limit. The targets for 2030 are >95% for both pork and beef.

Sales volume from GFSI approved plants

Vion has developed and implemented recognised monitoring systems to demonstrate compliance with

hygienic processing requirements and the control of relevant hazards. To verify compliance with food safety and customer requirements, all production sites are audited and certified when in compliance according to the rules of the Global Food Safety Initiative (GFSI). The two private food safety standards we use are the International Featured Standards Food (IFS Food) and the British Retail Consortium (BRC) standard. By showing compliance to their requirements through third-party audits, we show that we comply with a high standard of food safety. The compliance is formally registered through certificates with expiration dates, issued by the third party. The target for the percentage of sales volume from such GFSI-approved plants for 2025 is set at 97%. The target for 2030 is 100%.



Metrics

Volume produced in sites

Vion production sites are all certified according to either IFS or BRC. Only a small proportion of purchased food items originate from production sites that are not certified according to a GFSI standard. Some specific products that we support in our market outlets, or of specific regional origin, are hard to obtain from a production site that is certified. Vion aims to keep this volume to a minimum, without jeopardising various products to be offered on the shelf.

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

Produced by Vion sites certified according to internationally recognised food safety management system standard (in % of sales volume or % of slaughtered animals)

	2024	2023	2022
% sales volume from GFSI approved plants	95.9%	96.7%	97.1%

% compliance with internal Vion microbiological standards for product hygiene

Products of animal and plant origin inevitably carry bacteria. Part of these bacteria are pathogenic and impact food safety, the vast majority however are not. We can make use of these non-pathogenic (or ‘good’) bacteria as proxy for food safety since the higher the total number of bacteria on products, the greater the probability that pathogenic microorganisms are among those. We uphold very strict norms on the levels of these ‘good’ bacteria, to limit the probability that a pathogenic bacteria could be in our products. Given these strict norms, it is unlikely that all samplings will always comply. However, by striving for a percentage that is as high as possible, we achieve continuous improvement in food safety. For both pork and beef, we saw such an increase in 2024 compared to 2023. We aim to continue this increasing trend in 2025.

Compliance with internal Vion microbiological standards for product hygiene (in % of days with Enterobacteriaceae exceedance per total days sampled)

	2024	2023	2022	Target 2024
Vion - Total	89.4%	86.7%	88.1%	90.0%
Pork	91.3%	88.0%	88.1%	90.0%
Beef	84.2%	82.7%	88.2%	90.0%

Accounting policies

% sales volume from GFSI approved plants

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

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

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

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

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

% compliance with Vion internal microbiological standards for product hygiene

The number of days, per production site, on which the day-average *Enterobacteriaceae*-count on trimmings exceeds the internal Vion threshold, divided by the total number of days on which trimming samples are examined for *Enterobacteriaceae*.



Access to (quality) information- Product integrity

Policies

With our traceability and product integrity system, we have a positive impact on our stakeholders by building a trustworthy and transparent supply chain. Through our standards, we pave the way to the creation of new, state-of-the-art standards within our industry. However, Vion might cause a potential negative impact if we fail to comply with laws, regulations, and voluntary standards, or through incorrect product information. Trust in food depends on having a high degree of transparency and by connecting farmers and consumers through specific supply chains, information about who is responsible for the food production becomes more accessible. This gives the farmer and their family a recognisable face and shows consumers that our food supply chain is a work of craftsmanship, from farmer to butcher or from vegan-food producer.

Traceability

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

Traceability relevant information for all plant products and other non-animal ingredients processed at Vion is documented and delivered with the product, either on paper or digitally. Animals are individually marked using, for example, ear tags for cattle or individual number markings for pigs. The underlying databases enable us to trace all slaughtered pigs and cattle to their places of birth. Following meat inspection, all carcasses are given an individual identifier linked to the ear tag, tattoo number or an RFID chip. When carcasses or parts of the carcass are processed, typical batch specifications include the processing site, slaughter site, origin of

the animal, quality programmes (e.g. organic, 'Geprüfte Qualität Bayern', Good Farming Star), breeds and production dates.

Relevant information is included on the consumer packaging labels, which offers the consumer guidance when making their choices. The consumer product is always traceable to a group of farmers in the supply chain and we can trace all meats and processed products to the day of slaughter. For the processing plants, where we slaughter up to 4,000 cattle or up to 20,000 pigs a day, this means that we can immediately trace, on a daily basis, the product to the group of farms which delivered the animals. For retailers and similar customers, we provide a traceability code on the package that shows the farms which supplies that specific retailer. This in turn, allows the consumer to scan a QR code which enables them to see where the product was produced, at which plant the animal was slaughtered and when this took place.

Product integrity

Product integrity involves organising production, processes, and supply chains to create and manage a transparent, honest, and reliable chain of custody. It further guarantees the consumer that the product inside the packaging is what is shown on the label. Our quality standard includes a description of our physical and administrative processes (a product integrity risk assessment). This assessment results in the identification and quantification of various risks related to product integrity which forms the basis of the control programme for product integrity within Vion. Part of this programme involves the monitoring and verification of all procedures which concern product integrity. In addition, the product integrity control programme is subject to an internal peer review audit, second-party audits carried out by our customers, and third-party audits carried out by independent, accredited certification bodies.

Over the past 10 years, the relevance of having systematic control of product integrity has increased substantially. There are several drivers: First, it is the result of

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

As with food safety and animal welfare, we recognise that product integrity is primarily the responsibility of all supply chain partners. Based on this, we began to develop a Dutch Chain of Custody standard for pork, certified under the 'Beter Leven' standard of the Dutch animal welfare trust. This was launched in 2015 with the retail-wide introduction of 'Beter Leven' pork in the Netherlands. This Chain of Custody standard was developed with the Dutch Retail Association and several certifying bodies. In 2017, IFS (International Featured Standards, Berlin) joined this initiative and developed the new IFS PIA (IFS Product Integrity Assessment) with its stakeholders in the global retail, food industry and certification bodies. Through this initiative, we and our relevant stakeholders took the control of process and product integrity to the next level. We now assess our production sites under this IFS Product Integrity.

Assessment scheme (IFS-PIA).

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

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

Actions

During 2024, we further implemented the latest software systems and cloud solutions in our pork production plants. We did this to optimise the data flow, making it more precise and efficient, and to be able to perform more detailed product balance calculations. The daily product balance calculation involves comparing the number of animals delivered that day to the number of products made out of them. These figures must correspond.

Separate supply chains for specific retailers

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

Integrity of Vion Good Farming Star pork verified by DNA

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

From pig to sausage: Identity preserved

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

In short, DNA is the ultimate consumer care check and an instrument to show the integrity of all our processes. Through DNA checking, we can demonstrate that we are actively ensuring the integrity of our products from Farm to Fork, and that these Vion products are so-called 'identity preserved'. In addition to this DNA integrity system for the Good Farming Star pork concept, we have begun to establish the same DNA monitoring system for the organic pork supply chain. We are currently in the final stage of developing DNA traceability for this supply chain. And as well as DNA integrity systems for sustainable pork market concepts, we have developed DNA traceability for our cattle slaughtered in our Dutch slaughterhouse.

IFS product integrity assessment

In 2024, all Vion production sites that have been part of the Vion family for more than three years were assessed by IFS PIA. Dutch retailers require IFS PIA for all producers in the private label pork supply chain. This is a clear sign for the meat processors involved to comply with the IFS PIA standard.

Outlook and improvement plan

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

KPI-related actions

We assess the number of plants with IFS PIA product integrity standard, for this KPI we calculate the externally sold volume from plants which have passed the IFS PIA product integrity assessment as a percentage of total externally sold volume. Our expected outcome is that the target for the KPI of plants with IFS PIA product integrity standard will be achieved. All Vion production plants are in scope and we carry out quarterly intermediate updates for progress monitoring.

Non-KPI related actions

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

Vion provides continuous training to employees on integrity, identification, proper handling procedures, and the importance of product integrity. This includes training for workers in various roles, from specific processing to key employees and higher management.

We steer on stringent implementation of the integrity and identification procedures in processing facilities, including daily monitoring and verification of these procedures.

Targets

The targets for the percentage of sales volume from plants certified to conform to IFS PIA product integrity assessment are 92% for 2025 and 95% for 2030.



Metrics

The IFS Product Integrity Assessment (IFS PIA) builds trust between suppliers and their customers. It aims to raise awareness and manage risks related to product integrity and food fraud within the supply chain. IFS PIA assesses the production processes, the administrative procedures, the supply chain, and the company's handling of raw material-related risks. As a food producer we can show how we identify and protect our company and customers against fraud risks and maintain food integrity.

In 2024 Vion Crailsheim had the first IFS PIA assessment. Due to this, the percentage of sold volume from plants with IFS PIA increased to 92,3% in 2024.

External sold volume (in % of external sold volume)

	2024	2023	2022
% external sold volume originating from plants certified according to a specific integrity standard (IFS PIA, Orgainvent, LQB herkunft)	92.7%	92.6%	86.8%
% external sold volume from plants with IFS PIA product integrity standard	92.3%	85.5%	67.5%

Accounting policies

% externally sold volume from plants with IFS PIA

Externally sold volume from plants certified to conform to IFS Product Integrity Assessment, German Orgainvent or LQB- Herkunft integrity standard as a percentage of total externally sold volume.

% externally sold volume with a specific integrity standard

Externally sold volume from plants certified to conform to IFS Product Integrity Assessment, German Orgainvent or LQB-Herkunft integrity standard as a percentage of total externally sold volume.

Governance

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G1 - Business conduct

We prioritise animal health, welfare, and local origin. Through third-party certification schemes and practices like stunning before slaughter, we work to minimise risks and improve animal welfare (SDG 12.2 and 15.5). Still, we acknowledge the ethical impact of meat production.

We value fair, transparent relationships with livestock suppliers. Our payment and pricing policies support farmer sustainability and a stable supply chain (SDG 15.6).

G1 - Business conduct

			Value chain			Time horizon		
			Upstream	Own operations	Downstream	S	M	L
Animal welfare	Actual negative impact	Vion's value chain involves the handling and slaughtering of numerous live animals, subjecting them to stressful conditions prior to slaughter when under our direct control in the case of non-compliance to ethical practice procedures.	◀	▼	▶	●	●	●
		Actions such as dehorning, detaining, caging, and transportation restrict the animals' freedom, infringing upon their welfare according to the five freedoms principle.	◀	▼	▶	●	●	●
		Instances of (incorrect) stunning and/or slaughtering also contribute to the adverse impact on animal welfare.	◀	▼	▶	●	●	●
	Potential negative impact	In Vion's value chain, potential negative impacts on animal welfare can occur in case of non-compliance to good practice standards including examples such as loading unfit animals for transportation, prolonged waiting times during transportation, and exposure to harsh weather conditions or instances of animal abuse during handling, such as beating, and the omission of tail-docking practices for pigs may lead to increased risks of injuries and infections.	◀	▼	▶	●	●	●
	Actual positive impact	Vion actively supports scientific projects and collaborates with stakeholders to improve animal welfare. This includes sharing data gathered from smart camera systems and publicly disclosing welfare information on our websites. These efforts have a notable positive impact on animal welfare within Vion's operations and across the industry.	◀	▼	▶	●	●	●
Management of relationships with suppliers	Opportunity	A fair and clear payment policy in accordance with the law might have a positive influence in the relationship with livestock suppliers which could result in loyal suppliers during supply shortages.	◀			●	●	●

Animal welfare

Policies

Our animal welfare policies

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

Vion operates within a framework shaped by national and European animal welfare legislation, as well as the requirements set out in national guides to good agricultural practice (Farm Assurance Schemes). In addition to meeting these regulatory obligations, we have chosen to adopt higher welfare standards that go beyond compliance. Our approach is guided by the five freedoms established in the Brambell Report, which form the foundation of many animal welfare policies. Building on this, Vion also recognises farm animals as sentient beings—capable of emotions and possessing intrinsic value. In line with this belief, we have adopted the six guiding principles for humane livestock farming as published by the Dutch Council on Animal Affairs (RDA.2021.076). These principles emphasise the importance of fostering positive emotional states in animals, not just minimising negative ones. We aim to keep animals free from fear and distress by fostering conditions and treatment that prevent psychological suffering and promote a positive mental state. All of these efforts are rooted in our respect for the intrinsic value of every animal.

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

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

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

Our policy extends beyond the slaughtering process, encompassing animal welfare at both the farm level and during transportation. Within this framework, we aim to ensure the welfare of each individual animal, and support farmers in their ongoing efforts to improve animal welfare practices. We provide hauliers with the necessary information, training, and continuous education to evaluate and enhance animal transportation standards. Additionally, we strive to offer assurance to customers, consumers, and society by maintaining strong control over animal welfare throughout the supply chain. Ultimately, our goal is to foster trust by upholding a professional approach to animal welfare and promoting transparency with all stakeholders.

Animal-Friendly Husbandry policy

The demand for animal-friendly meat is a constantly growing market. In order to meet the expectations of our customers, we collaborate with farmers, customers, researchers and other stakeholders as well as by promoting quality labels with high standards for animal welfare. Additionally, we collect and share welfare data with our supply chain through digital systems in order to improve transparency and animal welfare.

We follow several independent quality schemes for Good Agricultural Practice, including QS, IKB, and Belbeef Organic and work closely with our supply chain stakeholders to further define and implement them. These schemes integrate compliance with legal standards for animal welfare in livestock handling across the food supply chain and adherence to them is ensured through independent audits of all certified farms.

We have developed several brands and supply chain concepts to actively support farmers who invest in advanced animal husbandry practices, prioritising spacious and comfortable living conditions for livestock. Our Good Farming Star concept is built on the standards of the Beter Leven Keurmerk 1-star label, and today, over 140 Dutch pig farms in our Good Farming Star supply chain are certified to this level. De Groene Weg goes even further—meeting the European organic standard and possessing Beter Leven Keurmerk 3-star certification. In line with these high welfare standards, tail docking is not practiced on organic piglets within the De Groene Weg program.

Animal welfare is closely linked to livestock health. We encourage investments in robust breeds, such as dual-purpose Simmental cattle, which provide flavourful beef and support sustainable production. Their robustness contributes to better health and longevity. Around one-third of our cattle are dual-purpose or crossbreeds; the remainder are primarily dairy breeds.

In Germany, we are involved in working groups that aim to increase animal welfare at farm level in line with the concepts of German retailers, such as “Initiative Tierwohl” for both pork and beef. Additionally, customers and consumers are very important in our development of animal welfare in the beefmarket. Together with our German customers we developed higher husbandry standards compliant with the Haltungsform 3 concept, such as WellFarming, Bayerisches Bauernrind, Bayerischer Ochse. The qualification of weidegang (access to pasture) is also actively stimulated in the supply chain.

EU antibiotics policy

Antibiotic resistance poses a serious threat to both human and animal health. Over the past decade, the EU has implemented several measures to restrict antibiotic use, the most significant being the 2006 ban on antibiotics as growth promoters. This policy led to a substantial decline in antibiotic use. Under the EU Farm to Fork strategy, the goal is to reduce total antimicrobial sales for farmed animals and aquaculture by 50% by 2030, compared to 2018 levels.

The use of medicines in livestock husbandry is strictly regulated and only permitted when indicated and prescribed by a veterinarian following a clinical examination. Once administered, legal withdrawal periods must be observed to ensure that the meat is free of residues. These periods are crucial to food safety and are enforced by the responsible veterinary authorities. Hence, monitoring programmes for antibiotic residues in pork and beef are in place in Germany, Belgium, and the Netherlands to verify compliance with these regulations. Both the farmer and the veterinarian must document all medicinal use in detail.

To combat antibiotic resistance, the World Health Organisation (WHO) identified critically important antibiotics for human health, including 3rd and 4th generation cephalosporins. Their use in animals is strictly controlled and permitted only as a last resort for serious diseases, following a clinical examination and the preparation of an antibiogram. These uses are regulated and monitored by both public authorities and private industry standards.

Vion's antibiotics policy

We take our responsibility for food safety and human health very seriously. With respect to antibiotics, there is a clear dilemma between the needs of animal welfare and the use of antibiotics. While sick animals at times need antibiotics to not compromise their welfare, the transmission of antibiotic resistance must also be considered in food safety assurance schemes. Vion has banned antibiotics that are considered to be critical for humans in all our pork supply chain programmes, such

as Good Farming Star in the Netherlands. Additionally, in 2022 we explored the possibility of expanding the list of banned antibiotics to also cover antibiotics that are designated as critical to humans by the WHO.

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

To ensure that our suppliers work according to our policy, we use a combination of the Dutch and German governmental monitoring programme as well as our own to check for veterinary drug residues in animals slaughtered in the Netherlands. With this risk-based programme, we can ensure that legal withdrawal periods are respected and that the animals in our supply chains do not contain any noncompliant substances. The results confirm very low levels of residues in fattening pigs and cattle. Every year we collect and analyse the results of all tests carried out at our Vion slaughterhouses (total company). Only 0,02% of the samples were above the limits and were tested positive for the antibiotic groups Aminoglycoside, Tetracycline and Penicillin.

Transportation policy

How animals are transported is critical to their welfare since they are handled and placed in unfamiliar settings. Vion has strict guidelines to minimise the stress animals experience and to ensure animal welfare and we collaborate closely with suppliers, providing training and support to uphold the highest standards of care. The two important aspects with regard to transport are the distance and the circumstances in which the animal is transported.

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

We also have an expert veterinary team evaluating the performance of the individual farms and transporters concerning animal welfare and animal health. This team also leads research and development projects to define and develop the future of animal welfare control.

We take a broader responsibility with respect to the welfare of animals delivered to us. In addition to having official (external/independent) veterinarians performing live animal inspection we ourselves also conduct standardised checks at every unloading of animals. These checks include verifying that the individuals handling animals are specifically trained to recognise all relevant aspects of animal welfare as well as examining every animal to assess whether animal welfare is assured. If any doubt about the animal's welfare arises, resources are in place to restore its welfare or, when necessary, stunning according to best practices. Additionally, data concerning the welfare of animals delivered to Vion is shared with both the animal transporter and the originating farm. This data supports animal health and welfare improvements at the farm and during transport.

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

Our policy during extreme temperatures

Animals may only be transported when weather conditions allow them to be moved with minimal distress. Since 2018 we have been working according to a protocol to prevent heat stress during transport. This protocol takes effect when a temperature above 27°C is forecasted. The protocol prescribes measures such as changing at what time animals are loaded, delivered and slaughtered. Furthermore we assure to have additional ventilation and cooling in the lairage area and have cooling measures in the truck waiting area. For Germany specifically we reduce the transport duration to a maximum of 4.5 hours, when the outside temperature is 30°C or above and stop animal transportation and slaughter if the outside temperature reaches 35°C or above.

Animal Welfare policy at slaughter

To ensure animal welfare, prevent pain, and minimise distress, our employees handle all live animals in accordance with six guiding principles of humane livestock farming and provide a strong framework to uphold animal welfare standards. These principles are embedded in modern Farm Assurance Schemes, under which 100% of our animals are raised. Our firm commitment to stun 100% of animals prior to slaughter reflects these principles since, in line with Vion's policy, no animal is slaughtered on our premises without prior stunning. We also follow the best practices outlined in the handbook developed by the German institute bsi Schwarzenbek, aligning our procedures to a large extent with its criteria.

Examples of our policies

In order to minimise discomfort for the animals, our slaughterhouses have animal-friendly infrastructure and the unloading area, lairage, stunning, and bleeding areas are designed to calm the animals and to familiarise them to the new

environment. The lairage is designed and operated to provide a rest period between 1.5 and 2 hours before slaughter, and the animals have room to lie down. Here, the animals are also showered after transport. Additionally, CCTV is present in all areas containing live animals as well as Artificial Intelligence (AI) systems. This advanced monitoring solution analyses every minute of CCTV footage and pinpoints anything worthy further investigation. The selection is reviewed daily, and potential corrective actions take place. By continuously assessing and responding to behavioural cues, Vion aims to create an environment that minimises stress and optimizes the handling of animals. Our goal is to continuously add AI in more areas of our processes.

We also have several animal welfare officers in each of our slaughterhouses who are specifically trained to assess the slaughter process and ensure compliance with all animal welfare guidelines. Additionally, all employees who interact with live animals receive continuous education in animal welfare and only trained staff are allowed to handle live animals.

Furthermore, we monitor the outcome of our Welfare Standard Operating Procedures, and the effectiveness of stunning and bleeding for all individual animals by trained Vion staff. We also consolidate and report animal welfare KPIs and additional relevant observations to the executive committee. In the case of non-compliance with internal standards, corrective and preventive actions are applied. This is mandatory for each of our production sites.

Stunning policy

We stun every animal in our care before slaughtering. Our aim is to achieve proper stunning at the first attempt and we report the figures to the executive committee every month. Regarding the slaughtering process, our 2024 target is for 99.9% of animals to be properly stunned at the first attempt and hence, to not requiring a re-stunning.

The stunning methods used at our plants comply with the regulations, such as EU regulation 1099/2009. All animals are individually examined by trained staff between stunning and bleeding. For each sign (e.g. eye reflex) that could indicate sub-optimal stunning practices, it is mandatory to immediately re-stun the animal. In almost all pig slaughterhouses, the animals are stunned using high concentrations of CO₂, to make sure a pig falls unconscious within 15 seconds. In our beef slaughterhouses we use a restraining box which restricts the movement of the animals' head to ensure a precise shot with a pneumatic penetrating captive bolt and therefore improve the effectiveness of stunning.

Scope and boundaries of our policies and targets

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

The transport of live animals from the farms to the Vion plants is done by external transportation companies and sometimes by Vion itself. However, slaughtering happens within our own operations. All these stages do have an impact on the welfare of animals. Husbandry, transport companies, and our own operations are all taken into account when setting and measuring our targets:

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

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

Actions

At Vion, we are deeply committed to ensuring the well-being of the livestock under our care. Our dedication is reflected in the various actions we undertake across our production locations. Here are our key initiatives:

Working towards non-castration of pigs

In our higher welfare pork concepts, non-castration is a key requirement. Our goal is to achieve the target for the KPI on 'the number of uncastrated boars as a percentage of the total male pigs slaughtered', aiming for 100% of all male pigs slaughtered to be uncastrated. This initiative covers all Vion production locations where we slaughter animals, with assessments conducted annually and intermediate updates per quarter.

Pig tail length

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

Nevertheless, we still see that tail lengths clearly differ from farm to farm. We need more objective information to persuade farmers to abide by this aim and we need to measure every pig's tail if we are to know exactly what the average length is at every farm. To do this, we have developed a fully automatic measuring system. Using a so-called 'vision' system, we measure the tail length of each individual pig. This gives us an insight into the performance of the whole farm. We can then compare farms and get farmers to learn from their peers. We believe that by starting a conversation about tail size that is based on actual information, we can get the remaining farmers to alter their tail docking practices.

Vion is participating in a European programme called 'Developing a system for the automated measuring of tail length and tail lesions of pigs at the slaughter line'. The project is coordinated by a good professional contact from Animalia, a Norwegian Research Institute. Our ambition is to remove all pigtails docking by the end of 2030.

Animal welfare improvements in our supply chains

Our production locations follow all relevant quality assurance programs (QS) and animal welfare standards to ensure compliance with legislation and animal welfare requirements. The target for the KPI on 'the number of certified higher animal welfare products sold as a percentage of total products sold' will be achieved. This initiative covers all Vion production locations where we do not slaughter animals, with assessments conducted annually and intermediate updates per quarter. Vion participates actively in the Horizon Europe project WISH (Animal Welfare Indicators at the Slaughterhouse) where automated welfare monitoring of animal based indicators at the slaughterhouse is being developed. The aim is then to use this data to give feedback and advice on best practices to those responsible for the pigs throughout their lifetime. This project will run till 2026.

Improving animal welfare for animals we slaughter

All Vion production locations adhere to relevant quality assurance programs (QS) and animal welfare standards to ensure compliance with legislation and animal welfare requirements. The target for the KPI on 'the number of certified higher animal welfare products sold as a percentage of total products sold' will be achieved. This initiative covers all Vion production locations where we do not slaughter animals, with assessments conducted annually and intermediate updates per quarter.

Optimizing animal transport routes

At Vion, we plan the transport of livestock to ensure animals are taken to the closest slaughterhouse possible, ideally within a radius of 200 km from the start

of transport. Our target is to achieve 96% of cattle originating from a farm within a radius of 200 km from the slaughterhouse, based on the total number of slaughtered cattle. This initiative covers all Vion production locations where we slaughter animals, with assessments conducted annually and quarterly updates for progress monitoring.

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

Targets

Animal welfare will be continuously improved, by co-developing with stakeholders and utilizing new developments such as vision systems and artificial intelligence where such systems are accepted and/or requested in the market. No re-stun needed is set to 99,9%.

Metrics

Transport

We strive for the animals' transport distances to be as short as possible. In the vast majority of cases, the maximum transport distance is 200 km. Good route planning helps to keep transport times below the legal maximum of eight hours. The transport distance from the farmer to the slaughtering facility is measured using a radius. This is because we have the location data of the farmers that deliver to us, but not the actual transport distance travelled by road. The percentage of animals transported 200 kilometers or less has remained stable over the last few years.

Animals transported ≤ 200 km (in % of total slaughtered)

	2024	2023	2022
Pigs transported ≤ 200 km - Total	97.4%	96.2%	96.2%
Pigs transported ≤ 200 km			
- Netherlands	100.0%	100.0%	100.0%
Pigs transported ≤ 200 km - Germany	90.5%	91.4%	91.3%
Cattle transported ≤ 200 km - Total	94.3%	94.5%	92.4%
Cattle transported ≤ 200 km			
- Netherlands	94.3%	94.4%	94.7%
Cattle transported ≤ 200 km - Germany	93.6%	93.9%	91.1%
Cattle transported ≤ 200 km - Belgium	100.0%	100.0%	100.0%

No re-stun needed

For all animals, the percentage not requiring a second stunning attempt remained consistently high, with a performance of 99.96% in 2024.

No re-stun needed (in % of total number of slaughtered animals)

	2024	2023	2022	Target 2024
Total animals (%)	99.96%	99.94%	99.96%	99.90%
Pigs (%)	99.97%	99.94%	99.97%	99.90%
Cattle (%)	99.90%	99.90%	99.77%	99.90%

Total boars (not castrated) of all male pigs slaughtered

Certain standards prescribe raising entire boars and other farmers voluntarily choose to raise entire boars.

Entire boars (not castrated) of all male pigs slaughtered (in # of animals and % of total number of slaughtered animals)

	2024		2023		2022	
	Number	%	Number	%	Number	%
Total	1,711,000	40.4%	1,899,600	33.2%	2,135,000	34.8%
Netherlands	1,652,900	52.6%	1,696,800	51.3%	1,808,700	50.1%
Germany	58,100	5.3%	202,800	8.4%	326,300	12.9%

Animals raised under certified higher animal welfare requirements

In Germany in 2024 we saw again a higher demand in the market for Haltungsform 3, and in the Netherlands some higher welfare farmers stopped due to stimulation of the government.

Animals raised under certified higher animal welfare requirements (in # of animals and % of total number of slaughtered animals)

	2024		2023		2022	
	Number	%	Number	%	Number	%
Total	1,824,000	19.0%	2,059,000	16.1%	2,221,000	15.9%
Netherlands	1,720,900	26.1%	1,962,400	28.5%	2,136,500	28.5%
Germany	101,500	3.4%	95,300	1.6%	84,100	1.3%
Belgium	1,200	2.2%	1,100	1.7%	700	1.1%

Accounting policies

% animals transported ≤ 200 km

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

No re-stun needed

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

Entire boars (not castrated) of total male pigs slaughtered

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

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

The number of animals/pigs/cattle raised and certified to conform to EU Organic, Beter Leven or Für Mehr Tierschutz slaughtered as a percentage of the total number of pigs/cattle slaughtered.

Number of slaughtered animals

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

Management relationship with suppliers

Policies

Management of our supplier relationships is a crucial process for us, especially with regards to our livestock suppliers given the criticality of the availability of livestock for our own operations. Supplier Relationship Management is a key business initiative aimed at mutually beneficial partnerships between buyer and supplier.

Our payment practices are designed to ensure fair and transparent conditions for our farmers when settling invoices. This encompasses everything from secure payment processing to clear communication with financial institutions. Ensuring fair pricing is paramount; it involves setting prices that are acceptable for both buyers and suppliers, reflecting market realities. Prices are determined by factors such as performance, quality, delivery time, and supply, ensuring suppliers can cover costs and achieve reasonable profits.

To manage the risks and opportunities that arise, especially regarding the payment practices towards our livestock suppliers, and to contribute to the proper functioning of the food commodity markets, we have developed the policies described below.

Fair pricing and payment practices

Cattle prices are volatile, and pig prices are even more so, influenced by short-term demand and supply fluctuations with traders dominating the market. A more predictable supply of animals and less price volatility are in the interests of all parties in the supply chain, as it enables them to better manage their risks.

Vion's initiatives on fair pricing aim to stabilise food commodity markets and reduce extreme price volatility. We also promote equitable sharing of benefits from genetic resources, positively impacting SDGs. While pricing is a key aspect of business negotiations, Vion strives to minimise any negative impacts through policies and actions that support fair pricing across the supply chain. Farmers are crucial to Vion's operations, and their well-being is a priority.

Increased environmental demands on farmers pose a risk to Vion, as these demands lead to farmers stopping their operations. This could disrupt the supply chain and impact Vion's ability to maintain stable pricing and supply levels. Possessing favourable payment policies is an opportunity to build trust and loyalty with our farmers.

Vion supports short payment terms and values on-time payment, which is important to farmers as it helps to alleviate their working capital challenges.

We are also committed to improving our pricing and contracting models to support a fair distribution of value in the supply chain and to avoid volatility related to the traditional pig cycle. This includes the price paid for animals, which supports the success and continuity of farmers' businesses. However, the price paid to farmers depends heavily on the international meat market paying a fair price and, consequently, on the willingness of customers to accept those prices.

Vion believes that fair pricing benefits the entire supply chain and wider society, contributing to the proper functioning of food commodity markets. Farmers are essential partners in this process, and Vion is committed to ensuring their success and sustainability. Below are examples of our fair pricing initiatives.

Good Farming Balance

The Good Farming Balance concept encourages farmers to focus on producing premium products for international markets. This concept includes various delivery modules and pricing systems tailored to meet the specific demands of international customers. Delivery weight and fat thickness, among other factors, vary per module.

Suppliers can choose between two pricing systems: 'The Vion weekly price', which fluctuates based

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

PIG Pricing System

The PIG system offers more stability for all parties in the supply chain. Despite facing continuous challenges due to disruptions in certain countries and markets, the PIG system guarantees an average price change based on a basket of primarily representative national quotations and have a regular notice period of one year.

Since the start of 2023, we have developed and improved the PIG system to better support demand-driven supply chains in international markets. This system also includes a sustainability component to encourage farmers to invest in CO2 reduction by rewarding actions that reduce climate impact on their farms.

De Groene Weg

Our pricing strategy for De Groene Weg is also an example for our commitment to enhancing value distribution across the supply chain. This approach aims to secure long-term commitments from all involved parties, reducing volatility and providing a stable foundation for continuity. We set prices quarterly, ensuring they remain fixed for the entire quarter.

