

SARIAnews

THE NEWSPAPER OF THE SARIA GROUP

SARIA.COM

PREFERRED PARTNER
FOR SUSTAINABLE
SOLUTIONS



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DEAR READERS

In a process lasting almost a year, we on the Executive Board and many colleagues from across the international management team worked to create the SARIA Framework – five key sentences designed to serve as the shared foundation of our global activities. These five sentences get to the heart of how we see ourselves and capture the *raison d'être* behind our commercial activities. Accordingly, each individual word was chosen with great care. We felt it was important to take the necessary time, so we can now stand with unity and conviction behind what defines us as a company, our shared objectives and how we see our role within society. Doing justice to our seven very different divisions and diversified activities in more than 20 countries was a major challenge that would have been impossible without the active engagement of everyone involved. The precise wording of the SARIA Framework – consisting of our Purpose, Vision and Mission – is unveiled over the next few pages in the course of the interview with the Executive Board. The interview also provides insights into the process of creating the framework along with its background, aims and content.

As well as being the link that binds us together as a Group across borders and divisions, the framework is also central to this edition of SARIAnews. The title "Preferred partner for sustainable solutions" is a core element of our vision, describing our claim and our objective as a Group – now and in future. In the first part of this edition, we provide specific examples of how each of our divisions works every day to create added value for our partners in a whole host of sectors. We also highlight our contribution to making sustainable use of resources by recycling animal by-products and organic waste materials. The second part focuses on a core aspect of our business purpose, the first word in fact: acting together as a strong group, united in our endeavours. To exemplify this, we present a series of internationally oriented projects and departments where Group-wide collaboration is a key success factor.

We also report on some internal changes that have taken place in recent months, including introducing the two new members of our Executive Board. Nicolas Rottmann joined us in January, so in his interview he looks back at the first few months as a member of the SARIA Executive Board. Dr Peter Hill is another addition to the team, who will be responsible in particular for expanding our pet food activities.

You may be surprised when reading this edition to find that coronavirus barely gets a mention. That doesn't mean the pandemic didn't impact us. Obviously, COVID-19 was and is the dominant issue of the year for everyone – including SARIA. Various factors enabled us to cope well overall with the challenges posed by the crisis. Thanks to the commitment of all our employees and a high level of flexibility, we were able to keep operations running and continue providing our partners with dependable products and services. Nevertheless, we obviously hope things soon return to normal and that, despite the loss of business everyone has experienced during these challenging times, we can also learn from the situation and perhaps even emerge stronger in some respects.

Accordingly, let us now look to the future together.

Best regards

SARIA Executive Board

Peter Hill // Lars Krause-Kjær // Nicolas Rottmann // Tim Schwencke // Franz-Bernhard Thier // Harald van Boxtel

The SARIA Framework – clear positioning for sustained success

OVER THE PAST YEAR, THE SARIA GROUP HAS CRAFTED A JOINT STRATEGIC FRAMEWORK THAT DEFINES WHAT IT WANTS TO ACHIEVE IN THE YEARS AHEAD AND HOW THOSE AMBITIONS CAN BECOME REALITY. THE SARIA FRAMEWORK, WHICH CONSISTS OF A PURPOSE, VISION AND MISSION, IS COMPLEMENTED BY SIX BUSINESS PRINCIPLES. THESE SET OUT A BASIC CODE OF CONDUCT FOR ALL EMPLOYEES.

IN THIS INTERVIEW, THE MEMBERS OF THE EXECUTIVE BOARD REPORT ON HOW THE FRAMEWORK WAS DEVELOPED IN CONJUNCTION WITH MANAGERS FROM THE VARIOUS NATIONAL SUBSIDIARIES AND DIVISIONS. THE AIM WAS TO INCORPORATE THE MANY DIFFERENT BUSINESS-SPECIFIC AND CULTURAL PERSPECTIVES FROM ACROSS THE GROUP. THEY ALSO OUTLINE THE THINKING BEHIND THE INDIVIDUAL ELEMENTS OF THE FRAMEWORK AND PROVIDE AN OUTLOOK ON THE NEXT STEPS.

// Having a decentralised management approach is a hallmark of SARIA as a group. Why does it nevertheless make sense to have a joint framework?

Tim Schwencke (TAS): There were several reasons why we initiated the framework process. In recent years, SARIA has been affected by many internal and external changes. International growth and new business lines have increased the complexity of our organisation, among other factors. There was a correspondingly greater need for a shared vision and clear objectives to guide the Group's future development. Our employees wanted direction and transparent priorities when it comes to making business and investment decisions, for example, and with regard to market positioning and corporate communication. We needed a shared anchor for our global activities.

Harald van Boxtel (HVB): We operate in an ever-changing environment. Given the ongoing trend towards consolidation in the meat and abattoir industry, we find ourselves dealing with strong market players. On the customer side, we have to meet rising requirements in terms of quality and transparency as well

as increased demand for tailored products. Many of our business partners see SARIA as a single entity; they expect us to deliver consistent, reliable product and service quality regardless of where our production facilities are located. We can only satisfy this need if we likewise see ourselves as a unit – and act accordingly. Similarly, topics of global relevance, such as sustainability and social responsibility, affect all our activities equally and call for Group-wide answers. Our decentralised management approach was always vital to our success and continues to be one of our core strengths. We are nonetheless convinced that it can be hugely beneficial for SARIA and unleash synergies if we combine strong local management with close cooperation and coordination at Group level.

Lars Krause-Kjær (LKK): Alongside changes in market conditions, we also need to address the widespread shortage of trained staff. Having an attractive employer profile is essential if SARIA is to attract and recruit new talent. At the same

time, we want to motivate our employees and boost retention by making them feel part of SARIA and enabling them to identify with the Group's aims and values.

Franz-Bernhard Thier (FBT): All these issues require strong, clear positioning both within the market and as an employer to ensure the future competitiveness of the Group and its individual divisions. We want to leverage the potential offered by our network of global activities, as well as the knowledge and skills of our 11,000 people. Over the coming years, our focus will thus be on promoting Group-wide collaboration and encouraging everyone to think and act as a unit. Defining our shared contribution as well as our vision and mission was an important milestone in this regard. The management teams engaged strongly with the process and welcomed the idea of jointly developing a strategic framework of this kind. That itself is evidence of a fundamental cultural shift towards a more collaborative management approach.



The extensive process of developing the SARIA Framework has resulted in a series of posters. The three posters comprising the framework, the business principles and a representation of the various divisions will soon be on display at every site within the SARIA Group. Where necessary, they will be translated into the local language.

// Can you go into more detail about the development process and the extent to which the approach was collaborative?

HVB: One of the main objectives in defining the common framework was that it should be broad enough to represent all our various activities, but also specific enough to describe the characteristic features of SARIA without being applicable to every company under the sun. This requirement proved to be quite a challenge when you consider that we currently have a presence in over 20 countries through our seven divisions.

LKK: That was also one of the reasons why we chose to adopt a collaborative approach. It meant we were able to incorporate diverse perspectives and experiences during the various phases of development and to make sure that everyone can identify with the end result. Furthermore, we wanted to ensure that management teams were as supportive as possible of the framework. The defined content only adds value if it becomes an integral part of our day-

to-day actions. Commitment is not generally achieved by imposing things on people. Given our traditionally decentralised structure and the cultural diversity within the Group, we found it extremely important to incorporate the different management perspectives throughout the process.

TAS: The process consisted of multiple stages. We started with brainstorming, which involved contributions from the Executive Board as well as from the managers of the various national subsidiaries and divisions. We looked at what our employees associate with SARIA, what values we share as a Group and what overall challenges lie ahead. Because some units had already been through a similar process at local level, we also took that input into consideration. In addition, individual interviews were conducted with board members. Building on this foundation, we were able to come up with an initial proposal for the content and format of the shared SARIA Framework. The first draft was presented at a feedback workshop and discussed with the same group of

participants as before, plus other individuals who contributed a fresh way of looking at the issue. After that, the final version was produced and distributed throughout the Group. By providing a common framework for the whole Group – the SARIA Framework – we have achieved an important first objective in our overall strategic development plan.

// What is the core content of the framework?

FBT: Our purpose describes the overriding contribution that we as a Group want to make to society. It emphasises core elements of our business model: SARIA is working towards a sustainable world by recycling organic waste materials and animal by-products so that they can replace scarce natural resources. Our ecoMotion biodiesel, for example, provides a direct alternative to fuel derived from non-renewable resources. As such, we are making an ecological contribution to a sustainably healthy world.

We are also contributing to a healthier life – through the products provided by Bioiberica and SARVAL and organic ReFood fertiliser, for example – by improving health, quality of life and well-being in humans, animals and plants.

LKK: The term "health" refers to our high standards of safety and hygiene when it comes to the collection and processing of animal by-products. We are also committed to protecting our employees and third parties from any injuries or risks to health, as well as to ensuring that our end products are safe. This point is reflected in a range of different ways across the Group's various divisions. Van Hessen and Bioceval, for example, are concerned with food safety, whereas SecAnim contributes to preventing disease.

HVB: Formulating a strong statement like our purpose raises high expectations that we can only fulfil with a strong team: acting together as one Group, acting together with our business partners and acting together with our employees. All these aspects have been incorporated into the purpose, so each and every word is the result of much careful thought and has real meaning. That gives you some idea of how much effort went into the process.

// And what about the vision and mission?

TAS: The vision describes who we want to be: the preferred partner for sustainable solutions who sets new benchmarks within the industry. Specifically, the concept of sustainability encompasses ecological, social and economic aspects. As Franz-Bernhard Thier has already stated, the aim of conserving resources

by transforming organic materials into valuable ingredients for other industries underlies all our wide-ranging activities. However, we also demonstrate economic responsibility by safeguarding the long-term future of our company and supporting the sustainable development of our partners. To achieve that, we want to concentrate on certain key areas, including strong customer focus, continuous innovation and having the best people, i.e. by systematically nurturing and developing our employees. This is also where the social aspect of sustainability comes in. These priorities are defined in the second part of our vision. .

FBT: As the third element in the framework, the mission starts by summarising our core business activities: to create value for our partners and the environment by delivering reliable services and transforming organic resources into high-quality ingredients for agriculture, energy, pet food, animal feed, food and pharma. It also describes the core characteristics and values which make SARIA who we are – entrepreneurial thinking and local responsibility, a hands-on mentality and passion for our business along the entire value chain – and includes a reference to the increasingly international nature of our activities. The mission thus describes what we do and the convictions that guide us.

// As well as a common purpose, vision and mission for the Group, you have defined six business principles. How do these build on the framework?

LKK: A company that wants to be sustainable and successful over the long term must be aware of its responsibilities at all times – its

responsibilities to its business partners, but also to its employees, its responsibility to deliver high-quality, safe products and services, as well as the need to consider social and ecological issues. To supplement the ambitions enshrined in the SARIA Framework, there are therefore six business principles that lay down some basic rules of conduct for our work. In some instances, they add detail regarding the content of the vision and mission: "quality", for example, refers not only to the end product or result, but is also about high-quality standards and processes. Having the "best people" is not just about having a team of performance-driven employees, it's about treating everyone in that team with respect and fairness. The business principles thus provide additional guidance for the conduct of every person within the SARIA organisation. At the same time, it's a promise to our stakeholders: they can rely on our compliance with these principles when they work with us. We want to be judged by these standards going forward.

Nicolas Rottmann (NRO): When I joined the Executive Board, the framework had already been completed, but I was involved in the discussion of the business principles. At first glance, the issues addressed in them may seem familiar and self-evident. However, by systematically defining them and putting them down in writing, we are underlining the ongoing importance of these principles as well as our shared understanding and commitment to them. Our aim is to ensure they are given the necessary priority in our day-to-day activities.

"SARIA is working towards a sustainable world by recycling organic waste materials and animal by-products so that they can replace scarce natural resources."

// How can you get all employees from across the various countries and divisions to identify with the SARIA Framework and the business principles?

TAS: That's a crucial point, of course. We're very aware that defining this common framework is only the first step in a long-term strategic – and also cultural – process. Not a lot will change overnight, and very probably nothing will change at all if our employees are not on board as well. For this reason, we have initiated a wide-ranging series of workshops. A key aim is for every SARIA employee to be introduced to the framework and the motivation behind it. The workshop format will also help employees at all levels of the organisation to apply the core elements of the framework to their individual context and their own field of work. In the process, it will become evident that every area of the business is an important part of the whole, and the specific contribution each individual makes to the Group's overarching ambitions will be highlighted.

LKK: Here again, we benefit from the fact that we involved representatives from the wider management team in the process. In every country and division, there is at least one person who participated in the development process and who is therefore familiar with the thinking and intentions behind the framework. They will thus be able to support implementation within the various local entities.

// How will the framework influence SARIA's business activities?

FBT: For us, establishing this shared framework is not just a question of communication, it also represents a commitment to tackling specific challenges. At board level, the logical next step will be to determine on the basis of the framework which core strategic topics we want to address as a Group over the coming years. Furthermore, we will define some overarching objectives for the Group to pin down what we want to achieve in each of the specified core areas. This discussion will provide the starting point for developing our Group-wide strategy and help translate the aspirations embodied in the framework into business decisions.

"STRATEGIC FRAMEWORK"

From a corporate perspective, a strategic framework addresses the why, what and how facing a company and thus defines the strategic focus of its business activities. From an internal point of view, such a framework conveys a clear idea of what overarching objectives are being pursued.

Identifying with the reason behind commercial activities, including gaining insights into dependencies and relationships, provides inspiration and a better understanding of how the individual can actively contribute to the main goal. Having a strategic framework also allows external stakeholders to recognise the underlying purpose of the business through consistent messaging and focus. Defining long-term ambitions signposts the way forward in terms of the company's strategic roadmap so that defined objectives are achieved through targeted action.

TAS: The appointment of Peter Hill to the SARIA Executive Board with effect from 1 September is part of our response to the defined priorities. He will be responsible for the future development and strategic expansion of our animal feed and pet food activities in particular. This increased focus will facilitate strong customer centricity and rigorous attention to quality in industries that are very important to us.

Peter Hill (PH): Although I've only just taken up my role on the SARIA Executive Board and was not personally involved in developing the strategic framework, I know from my professional experience how fundamental a shared understanding of objectives, direction and values is for a company like SARIA, which has such diversified international operations. A Group-wide, overarching approach like this provides an important and valuable basis for further development.

NRO: Beyond that, the framework can provide an important benchmark for various topics where clear or consistent direction has been lacking in the past. For example, when making investment decisions we will ask ourselves how they contribute to our overall vision and whether they can be implemented in line with our business principles. The contents of the framework can also be used to maximise the coherence of our profile as an employer and of our marketing activities. Another possibility is the establishment and expansion of programmes to develop managerial staff and to nurture young talent based on a shared understanding of leadership. That shared understanding can be derived from the framework.

It can also help us to develop guidelines that are applicable across the Group for how we deal with specific issues such as health and safety at work and quality.

HVB: Over the coming months, we will continue to hold workshops so that our employees can familiarise themselves with the framework and business principles. We're already seeing how this information is being used as input and a jumping-off point in various situations. This effect is set to become stronger in the months ahead as awareness grows. Actively involving our employees will be key to following up words with deeds. If everyone takes action in their own area – at all levels of the organisation – we will be a huge step closer to achieving our objectives. As already mentioned, we are still at the start of a long-term strategic and cultural process. But we are already convinced that the combination of the SARIA Framework and the business principles has created a solid foundation for the ongoing successful development of our Group.

// Thank you very much for talking to us.

Sustainable solutions: products and services

ONE OF THE CORE ASPECTS OF SUSTAINABILITY IS MAKING CAREFUL USE OF SCARCE RESOURCES. THIS BASIC PRINCIPLE – WHICH MARRIES ECOLOGICAL AND ECONOMIC CONSIDERATIONS – LIES AT THE HEART OF THE SARIA BUSINESS MODEL. IN ITS FUNCTION AS AN INTERMEDIARY, THE GROUP IS A SERVICE PROVIDER THAT RELIABLY COLLECTS UNPROCESSED “WASTE MATERIALS” FROM A WHOLE HOST OF INDUSTRIES. SARIA ALSO SUPPLIES OTHER INDUSTRIES WITH HIGH-QUALITY INGREDIENTS THAT ARE RECOVERED FROM THOSE LEFTOVER MATERIALS VIA MULTI-STAGE TRANSFORMATIVE PROCESSES. ONE PERSON'S WASTE THUS BECOMES ANOTHER PERSON'S VALUABLE RESOURCE. BUT WHAT DOES THAT MEAN IN PRACTICE? THE ARTICLES IN THIS SECTION CONTAIN A WIDE RANGE OF EXAMPLES FROM THE VARIOUS SARIA DIVISIONS. IN SOME INSTANCES, YOU MAY FIND IT SURPRISING TO LEARN HOW MANY EVERYDAY PRODUCTS CONTAIN INGREDIENTS OF ORGANIC ORIGIN, HIGHLIGHTING AGAIN JUST HOW VALUABLE ORGANIC RESOURCES ARE. SARIA HAS RECOGNISED THIS POTENTIAL AND ACTIVELY CONTRIBUTES TO MAKING THE BEST POSSIBLE USE OF THESE MATERIALS – FOR THE BENEFIT OF EVERYONE INVOLVED AND ALSO OF THE ENVIRONMENT.





Don't even think about it!



Per Verner Jensen still remembers the taste very clearly. Although actually he remembers more about the moment. About that one second when he put the tiny morsel of dog food into his mouth and cautiously began to chew. He was seven at the time and swore he would never accept such a dare again.

That was a good 20 years ago. Fast forward to the present and Per is in his Copenhagen apartment holding a bowl of wet dog food. With big doggy eyes and eager anticipation, his loyal four-legged friend Balder is waiting in front of him. Per's glance falls on the empty can: organic chicken with pearl barley, rich in vitamins and

guaranteed to be gluten-free. "It's almost enough to give you daft ideas again," he says with a smile to himself. And places the bowl on the floor, where Balder makes short work of the food. He gulps it down as if there's a real risk of having to share his meal with his master. "No need to worry, old friend," says Per. "It's all yours and you deserve the best. Enjoy! And be glad that in this case it's both delicious and healthy."

These days, dog food is not only much more nutritious than in the past, it also tastes better – thanks to the proteins and fats SARVAL recovers from meat industry by-products and turns into high-quality feed ingredients.

In order to meet these demanding and diverse requirements, good pet nutrition calls for sophisticated recipes. SARVAL makes a crucial contribution here. Specialising in meat-based value-added cycles, the company takes beef, pork and poultry processing waste from the food industry and uses it to make valuable ingredients for pet food production.

The waste, including meat and rind, is collected by SARVAL when it is still fresh, mainly from abattoirs and meat-packing plants, but also from butchers. These by-products are of food-grade quality and theoretically fully suitable for human consumption, but for various reasons don't appeal to consumers in western markets. >>

SARIA Framework

Tailored solutions for diverse requirements: SARVAL's product range covers a broad spectrum of fats and protein ingredients for the production of pet food, with the company also supplying products that are specifically formulated to meet individual customer requirements. The company is thus an important partner for the pet food industry.

Whether it's a dog or a cat, a much-loved pet is frequently treated like a member of the family but getting the nutrition right has become a science in itself. More attention is paid than ever before to ensuring that the food in their bowl not only tastes good but is also balanced from a nutritional and physiological perspective. The criteria applied are often virtually the same as for baby food. The calorific value, vitamin content, percentage of protein, suitability for allergies and many other factors are all taken into consideration.

SARVAL converts these high-quality raw materials into fats or protein ingredients that are tailored to the specific requirements of pet food production. In practice, this means the ingredients are processed in such a way that they are perfectly adapted for subsequent use in pet nutrition, whether wet or dry food. Although this may sound simple, making it a reality calls for formidable expertise and involves complex processes. There is a plethora of pet food variants available these days, all of which have different requirements when it comes to processing the ingredients.

The spectrum of products offered by SARVAL covers the full range of options – from single-species food lines where only poultry is processed, for example, to intermediate products for specific

pet foods which cater for special dietary requirements depending on the size of the animal, the breed and any sensitivities. As part of the final pet food, these intermediate products deliver essential fatty acids while increasing the absorption of fat-soluble vitamins. High-quality animal proteins as a further ingredient in pet food form the building blocks for healthy growth and enhance muscle structure. In addition to their contribution to flavour, proteins are needed in particular to supply the body with essential amino acids.

All this science means that cat and dog owners can be completely confident that the pet food they buy contains precisely what their four-legged friend enjoys and needs, while also boosting the animal's natural immune system.

What's more, they have the peace of mind of knowing that the food they are giving their pets is a sustainable choice. SARVAL only processes scraps that are a natural by-product of food production and thus creates a value-added cycle which is also beneficial from an ethical perspective.

Like the quality of the raw materials, production of the feed ingredients likewise meets high standards of safety and hygiene. Every stage involves extensive analysis and stringent checks. After all, cats and dogs have long been considered part of the family, with an appropriate diet being a particular priority.



SARVAL

SARVAL specialises in processing animal by-products that originate from the slaughter of cattle, pigs and poultry. The raw materials are collected from abattoirs, meat-packing plants and butchers. Depending on their grade and composition, SARVAL manufactures high-quality ingredients for pet food from these raw materials or produces fats for subsequent processing in the oleochemical industry.



Franz and his fat ball

2019 was the year of the bird. It all started one lunchtime when Greta was on her way home from school: she discovered a fledging blue tit that had fallen out of its nest. On the spur of the moment, she decided to take it home with her and succeeded in nursing the bird back to health, against the odds. Franz – the name agreed on by the family – was given a cage and grew up into a flourishing young specimen. Greta and her parents became ever more attached to the bird, but knew that sooner or later they would have to release him back into the wild. One warm morning in late spring, that day finally arrived. After some rather clumsy attempts at flapping his wings, Franz quickly got the knack of it and flew off. None of Greta's family expected to see him again, but things were to turn out rather differently.

Greta's mother had bought a fat ball which she proceeded to hang up just outside the kitchen window. To their amazement, a tit emerged from out of nowhere and merrily started pecking away at the delicacy. It was none other than Franz. Even now, not a day goes past without

the bird paying a flying visit. Greta's house is probably the only one in the whole of Austria where a fat ball can be found hanging all year round in the bush outside the kitchen window.

The fact that birds find fat balls particularly tasty, that they provide birds with important nutrients and retain their shape well is all thanks to the work of SARVAL. The company extracts the necessary fats and oils from food-processing waste.

Fat balls are popular both with songbirds and with bird fans. Accordingly, it's possible to choose from a huge variety of products with different compositions. Some contain classic sunflower seeds whereas others feature a nutritious blend of nuts, grains and berries. What they all share – and something that is a particular characteristic of balls designed specifically for tits – is the white fat used to bind the mass together. In many cases, this ingredient is based on intermediate products from SARVAL.

SARVAL specialises in the recovery of animal by-products that are fit for human consumption but generally incompatible with modern eating habits – including fats and rind. The SARIA subsidiary processes raw materials recovered from abattoir operations in order to obtain fats and oils that are used to make fat balls, among other products. Rigorous standards are applied throughout.

After further processing by the bird feed manufacturers, the fats bind the various grains together and help to create the typical ball shape. Highly energy-dense, the balls are ideal for feeding tits in particular because they need calorie-rich fuel to power their rapid wing beats. When it comes to ensuring that the fat fulfils its function as nutritious food, the recipe used by the manufacturer is crucial. Care must be taken to achieve a consistency that is neither too hard nor too soft for the birds when the ball is in position at the feeding site. When in the bird's stomach, the fat element then needs to turn to liquid in response to body temperature. Dissolved in this manner, it forms a nutritious meal for the bird that can easily be metabolised.

Fat balls are not just a good source of food in winter. In summer in particular, when tits can be raising up to three broods, they need a huge amount of energy. The fact that Greta feeds Franz all year round thus makes a lot of sense from a nutritional and physiological perspective.

SARIA Framework

Healthy living for humans and animals alike: The fats and oils recovered by SARVAL from food production waste are valuable raw materials due to their high energy density. They are used in a variety of ways, including to make bird feed.

SARVAL

Learning through feeling



"Who cares? Nobody needs chemistry anyway!" – somehow, something wasn't going to plan here. Jelisaweta had volunteered to help with the laundry to butter up her mother. Confessing to getting a poor grade in chemistry was never going to be easy, so smart tactics were needed. At the moment, though, the plan seemed to have backfired and her mother was annoyed at hearing of the bad mark. Jelisaweta's subsequent rather sulky attempt at justifying things was hardly helping. Quite the opposite in fact. "Nobody needs chemistry?" repeated her mother, frowning her brow and pulling a pink jumper out of the laundry basket. "If that's the case, then this can simply go into the machine as it is today – without any fabric softener. Let's see how you get along without chemistry when your favourite pullover becomes a scratchy nightmare."



Fabric softener lives up to its name due to the surface modifiers it contains. And also because of SARVAL. The company supplies fats and oils to the oleochemical industry that serve as an important basic material for such ingredients.

Softener transforms fabrics from scratchy and stiff to cosy and soft. All it takes is one capful placed in the washing machine and every piece of laundry comes out with the desired properties. What may appear to be a simple application actually involves some pretty complex chemical processes.

To fulfil their function, modern fabric softeners contain fatty molecular compounds known as cationic esterquats. These soap-like molecules have special abilities due to their structure. They are made up of chains of hydrocarbons, which are attached as esters of fatty acids. When the laundry gets to the final rinse cycle, the esterquats bond to the fibres of the fabrics in a very specific way – one end of the hydrocarbon chain attaches itself, while the other

end remains free. This is possible due to a special property: the base layer of the chains is oil-free and therefore adheres well to the fabric fibres of the clothing. The upper layer, by contrast, is "lipophile", which means it attracts oils and fats, resulting in the desired softness.

Esterquats are biodegradable and made from fats and oils that are broken down into fatty acids when subjected to oleochemical processing. The primary material can be raw materials based on mineral oil, but may also be plant fats, such as palm or coconut oil. As a feedstock, though, fossil fuels are a finite resource and the cultivation of oil palms or coconut trees in tropical countries can lead to the loss of rainforest habitats.



SARIA Framework

Added value for the environment: SARIA provides environmentally friendly alternatives to raw materials based on mineral, palm or coconut oil for applications in the oleochemical sector, such as for the manufacture of fabric softeners.

Furthermore, meeting demand in Europe involves transporting these materials over huge distances, with all the associated ecological disadvantages.

SARIA Group company SARVAL provides an environmentally friendly alternative. SARVAL sources animal fats from the food industry and extracts treated fats and oils from them that are used for industrial and other applications. The company produces a total of 450,000 tonnes a year of different fats and oils of varying grades in Western and Eastern Europe, as well as in South America.

The SARIA subsidiary is an important supplier to the oleochemical industry. The base materials it delivers, however, have little in common with the final product – there are many processes involved in producing the chemical substances that allow fabric softener to keep Jelisaaweta's pink jumper cosy and soft.



SARVAL

! | See page 10 for the full range of SARVAL's activities

Seeing the bigger picture

Annette Schweers hated wasting food. At home, she was always strict about only buying the amount of meat, bread, vegetables, etc. that her family actually needed. But this was the company canteen. She had just finished having lunch with her colleagues and now looked down the table. Virtually every plate still had leftovers on it, some more than others, but even so. "What a waste," thought the bookkeeper, whipping out her mobile phone to investigate the matter there and then. A quick Google search revealed that approximately 20 per cent of all food produced by commercial kitchens in Germany ends up being wasted. Or to put it another way, one in five portions is destined for the dustbin. "That means our canteen table corresponds exactly to the statistical average," thought Ms Schweers and suddenly remembered an old German proverb about not eating up leading to bad weather. "Luckily, it's just a saying. If there were any truth in it, we'd have 365 days of rain here in Mainz and in lots of other places too."

The greater the volume of food waste, the more important it becomes to find a good use for it. That is precisely what ReFood does – producing sustainable energy in the form of electricity, gas and heat from food waste.

Leftovers and out-of-date food clearly need to be disposed of, but shouldn't end up in the bin. Their energy content in terms of carbohydrates, sugars and fat makes the leftovers a valuable resource. ReFood ensures that the organic matter is used sustainably. In the process, the SARIA subsidiary provides two services: safe and hygienic disposal, and preparing the raw materials for use in products that harness their intrinsic value.

Every year, operating across Europe, the company collects more than a million tonnes of kitchen and food waste, used cooking oils and food that can no longer be sold. High hygiene standards are maintained throughout. That starts with storing the material in special containers at the point of origin and collecting it via a dedicated logistics system. As well as canteens, restaurants, retailers and the food

industry, ReFood also visits hospitals, schools and many other facilities to take their food waste.

Processing the waste involves a complex chain of activities, with ReFood making use of every component. Step by step, various products are derived, the main one being energy in the form of gas, electricity and heat, but also organic fertiliser and intermediate products for the production of biodiesel. The process begins with preparing the collected material by unpacking it and removing contaminants such as packaging waste, i.e. metal, glass and plastic. The material is subsequently crushed, heated, homogenised and defatted. The fat obtained is then combined with used cooking oils (collected separately) for use in biodiesel production, for example by ReFood sister company ecoMotion.



SARIA Framework

A reliable service provider for all commercial sectors that generate food waste: ReFood offers its customers convenient, hygienic solutions and also the peace of mind that waste is being disposed of in a legally compliant manner.



ReFood.
pure bioenergy

ReFood recycles organic waste from the food industry, primarily leftovers and out-of-date foodstuffs. The company uses the materials it collects from restaurants, retailers and food producers to generate sustainable power in the form of electricity, gas and heat. As a by-product, the biogas plants produce an organic fertiliser which is used in agriculture. ReFood has a presence in Germany, the UK, France, Poland, Spain and Denmark.

ReFood supplies the defatted biomass to biogas plants. There, naturally occurring bacteria convert the biomass into biogas. Once processed, the biogas can be fed directly into the public grid. At the overwhelming majority of ReFood biogas plants, however, the gas passes through another stage – a combined heat and power plant, where it is converted into electricity. The annual amount of power generated is sufficient to meet the energy requirements of approximately 90,000 homes. The process heat from the combined heat and power plants is also harnessed. A key use is pasteurisation, i.e. heating the biomass to kill bacteria and germs. And then there's high-quality fertiliser: ReFood supplies over 840,000 tonnes each year to the agricultural industry. This consists of the digestate from the biogas plants plus the sulphur obtained when the biogas is desulphurised.

Energy, fertiliser and intermediate products for biodiesel may be very different product lines, but they all have one thing in common: they help to achieve greater sustainability. This is not just due to the fact that food waste and out-of-date food is processed in an ecologically and ethically sound way, but also because of very specific product benefits. By generating power responsibly, for example, ReFood reduces the consumption of fossil fuels and also avoids the production of 173,000 tonnes of CO₂ a year.

The biodiesel produced from ReFood's fats is exceptionally sustainable because it makes use of waste. And compared to chemical fertilisers, producing organic fertiliser consumes no additional energy and does not require scarce resources such as phosphorus.



Every year, operating across Europe, the company collects more than a million tonnes of kitchen and food waste, used cooking oils and food that can no longer be sold.

The catch of the year

The verdict was unanimous: they had never eaten better sea bass – and that was saying something. After all, the four Italian friends had been taking a joint sea fishing holiday every summer for many, many years. They always drew lots to decide who would try their luck on the last day of the holiday and fish for their collective supper. This year it was Leonardo who drew the short straw. To his and everyone else's consternation, it has to be said. On the previous days of the trip, Leonardo

had managed to catch a maximum of one small sea bass and mostly nothing at all. "We might have to resort to a tin of sardines," his friends teased him as he set off down to the rocky coast with his rod and net early in the morning. It was all the more surprising that on his return, Leonardo presented them with three sizeable sea bass that apart from looking impressive also tasted better than anything they had previously caught. Leonardo wore his belated fame modestly.

And said nothing about the receipt in his trouser pocket: Mattarella Sea Bass Farm – 3 farmed sea bass – EUR 76.

The story highlights the extent to which farmed fish benefit from premium Bioceval feed ingredients. Rich in protein, they are made from trimmings and scraps from the fish-processing industry, thereby helping to conserve resources.

BIOCEVAL

Bioceval takes by-products from the fish-processing industry and turns them into fish oils and fishmeal. The broad range of products includes high-quality ingredients for animal feed and pet food. Specific grades of oil are also used in industrial applications such as in refineries and tanneries. Bioceval operates three production sites, in Spain, Germany and France. The company's products are in demand worldwide.





SARIA Framework

Products of **exceptional quality** that are tailored to the **individual application**: Bioceval provides **sustainable solutions** that are species-appropriate, e.g. for aquaculture.

Sea bass is a delicacy. More and more of this popular fish is being consumed around the world every year. Also known as loup de mer, the majority of these gourmet fish come from aquaculture and taste exceptionally good. That's because whether a sea bass really hits the flavour spot depends on the conditions in which it has been reared. Fish farms provide precisely the environment that these fish like – a safe place to grow with no natural predators and above all an abundance of the right food.

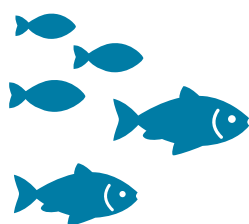
Sea bass are predatory, which means their natural diet is other fish, even in aquaculture. These days, however, many types of fish are already overfished. If aqua farms meet their feed requirements directly from the sea, that further exacerbates overfishing. To avoid this, attempts are being made with sea bass and other species to replace some of the fishmeal in aquaculture feed with plant-based ingredients – predominantly based on other sources of protein, such as soya. This approach has also met with criticism, though, because soya plantations often compete directly with rainforest in the main areas where soya is cultivated.

Bioceval provides a means of feeding sea bass in a sustainable way that is also species-appropriate: the company collects the trimmings and scraps that are generated as waste by fish-processing facilities during food production and turns them into feed ingredients for fish farms. The optimum solution in terms of sustainability is a combination of fishmeal produced from leftovers and plant-based proteins that have been cultivated in an environmentally friendly fashion. This gives the sea bass what they need and the farms can feed them responsibly without causing additional overfishing of wild stocks or further loss of rainforest.

At Bioceval, the sophisticated multi-stage process involved in producing fishmeal and fish oils from the raw material is subject to high quality standards. Tailored to the specific application, ingredients can be produced to special formulations, for example, or with a particularly high protein content. Importantly, the products are always single-species; farmed fish

must not be fed fish ingredients of the same biological type. To meet this need, Bioceval collects and processes its raw materials separately by species.

As natural, high-quality feed ingredients, Bioceval products provide sea bass and many other species of fish in aquaculture settings with proteins, amino acids, vitamins and minerals. Farmed fish are able to process the feed exceptionally well because fish-based products are their natural form of nutrition. Apart from improved taste, the consistency and appearance of the prepared fish also benefit accordingly. So with sea bass, like with people, diet really matters. Whether this favourite of top chefs is then grilled or pan-fried before ending up on a plate is a question of preference, but the result will always be delicious.



As natural, high-quality feed ingredients, Bioceval products provide sea bass and many other species of fish in aquaculture settings with proteins, amino acids, vitamins and minerals.

At the fuel pump

"Get a move on, the ferry won't wait for us!" Pierre and Michel were visibly worried as they sat in the car waiting for their friend, who was staring at the fuel pump with a baffled expression. Just typical, they thought. Luc had been causing one delay after another all day. First, he kept them waiting for over an hour because it took him longer than expected to get hold of his father's car. And he hadn't even filled it up.

Now they needed to make up for lost time and things were getting critical. There were still 60 kilometres to go before they reached Calais, where the ferry would shortly be setting off for Dover. But the fuel gauge had been in the red for ages, so there was no choice but to stop at the motorway services in Rely. The plan was for a Formula 1-style pit stop and straight back on the road. Luc didn't seem to be exactly on top of

his game, though. He was still standing at the fuel pump, the picture of indecision. "It says something about biodiesel here. Do you think that will be OK?" His friends looked at each other and shook their heads in disbelief: "Yes, except for the minor detail that your dad's car has a petrol engine."



ecoMotion

ecoMotion is a pioneer of the biodiesel industry and has emerged as one of the leading providers in Europe. The company uses animal fats, used cooking oils and a small quantity of plant oils to produce its fuels. Regarded as exceptionally sustainable, the biodiesel it supplies meets high quality standards. The oil industry blends it with conventional diesel to optimise its environmental performance. ecoMotion produces biodiesel at five facilities across Germany, Spain and Denmark.

In line with its commitment to sustainability, ecoMotion has designed its biodiesel production process to be almost zero waste.



Every diesel vehicle using a filling station in the EU ends up with biodiesel in its tank alongside fossil fuel. ecoMotion supplies the oil industry with an exceptionally sustainable biofuel that is produced in an environmentally friendly manner from waste fats.

Harmful emissions of greenhouse gases are rising rapidly around the world. To prevent climate damage, all areas of life need to be

eco-friendlier. That includes transport, which accounts for some 30 per cent of the EU's total CO₂ emissions. And 72 per cent of transport emissions come from road traffic. Taking action in this vital area to protect the climate will require using new technologies and alternative fuels, such as biodiesel.

From France and Italy to Austria, in EU countries conventional diesel usually contains a certain proportion of biodiesel. Blending this environmentally friendly fuel with regular diesel is standard practice and the proportion is displayed at the fuel pump. If you look carefully, you'll see a square with the letter B for biodiesel, followed by the percentage that has been added – B7, for example. This strategy is aimed at leveraging the environmental and climate benefits of biodiesel, while also seeking to reduce Europe's dependence on external oil supplies.

Some of the biodiesel used in Europe comes from ecoMotion. Every year, the SARIA subsidiary produces more than 300 million litres of the environmentally friendly fuel and supplies a number of oil companies. The fuel provided by ecoMotion is probably the most eco-friendly and sustainable biodiesel produced anywhere today on an industrial scale. In making it, the company overwhelmingly uses processed animal fats and used frying fats, i.e. materials which are waste products of other activities. ecoMotion obtains most of its raw material from ReFood and SecAnim. Together, the three SARIA subsidiaries form a closed value-added loop, transforming today's waste into tomorrow's energy.

ecoMotion operates internationally and has production facilities in Germany, Spain and Denmark. The biodiesel it produces meets the European EN 14214 standard and thus fulfils clearly defined quality criteria. ecoMotion's total annual production of biodiesel enables CO₂ savings of around 771,000 tonnes a year.

In line with its commitment to sustainability, ecoMotion has designed its biodiesel production process to be almost zero waste. Auxiliary materials are collected after use, regenerated and reused. The SARIA division markets valuable by-products of the production process, such as refined glycerine, crude glycerine and potassium sulphate, to various industries. The glycerine obtained during transesterification, for example, is used to manufacture new products ranging from foams to paints and varnishes.

From a driver's perspective, biodiesel is not just good news for the environment, it also benefits the vehicle because this ecological fuel has inherently good lubricating properties. When blended, it increases the lubricity of fossil diesel, which reduces wear and tear on the engine.

SARIA Framework

Strong **partners along the value chain**: SARIA divisions ecoMotion, SecAnim and ReFood work hand in hand to transform today's waste into **tomorrow's energy** using **innovative methods**.

One in five doses of heparin administered worldwide is made by Bioiberica.



A double birthday

First she heard the music – “Congratulations” by Cliff Richard. “Very appropriate!” thought Valentina. After all, it was her 18th birthday. But no one knew that. Or did they? She opened the door to the club house and was greeted by balloons, garlands, a birthday cake and the other members of her running club all wishing her “Happy Birthday!”, with Juan there at the front. “Which birthday are we celebrating today?” he asked. “Your 18th or the first?”

Valentina thought back over the last year, to the EDP Bilbao Night Marathon. Twelve of them lined up at the start with the aim of reaching the finishing line together. Shortly afterwards she had a strange feeling in her leg. Juan had persuaded her to stop by the medical tent, just as a precaution. Which proved to be very good advice indeed.

When the doctor sent her straight to hospital with suspected thrombosis, Valentina was speechless. Thrombosis? Surely not. But he was right. The official diagnosis was deep vein thrombosis with a risk that part of the blood clot would break off and end up in the lungs, heart or brain. She was given heparin immediately, followed by an extended period of heparin treatment. Six months later, the clot had disappeared without any negative consequences whatsoever.

Valentina looked at her band of friends and beamed: “Let’s celebrate both birthdays. And my two lifesavers – Juan and heparin!”

Thrombosis can affect anyone, even young people who get lots of exercise. Alongside understanding the risk and taking fast action, what matters most is having access to the anticoagulant heparin. Bioiberica produces the necessary active pharmaceutical ingredient based on mucosal tissue extracted from pigs' intestines.

Heparin is the most widely used medicine for preventing and treating thrombosis. Every year, more than 100 million lives are saved thanks to this vital pharmaceutical product. Heparin is essential in modern surgery; as an anticoagulant, it's one of the most important drugs in medicine.


One in five doses of heparin administered worldwide is made by Bioiberica. The life science specialist has focused on this pharmaceutical ingredient for 45 years and is a recognised expert on the biomolecule, which is obtained from porcine intestinal mucosa.

Bioiberica covers the entire heparin life cycle from extraction and manufacture to marketing and supplying it to the pharmaceutical industry. Worldwide, the company has nine locations which have all adopted a standardised quality management system. The final manufacturing process – where the product becomes an active pharmaceutical ingredient – is performed at the Olèrdola site near Barcelona (Spain). The facility there is equipped with state-of-the-art technology to ensure that Bioiberica's heparin meets the exact needs of pharmaceutical customers and patients.

Quality, safety and traceability are of crucial importance in the pharmaceutical sector. Bioiberica's production processes are specially designed to fulfil the most stringent international pharmaceutical standards and regulatory provisions. Vertical integration within the SARIA Group is a particular advantage in this regard, with Bioiberica able to procure the bulk of its primary material from sister company Van Hessen. As well as ensuring a reliable supply chain, this also has direct benefits in terms of quality standards. Specialisation and detailed molecular knowledge make Bioiberica the ideal partner for development projects of all types associated with heparin and its end use. An additional strength is that the company works closely with leading laboratories and research centres around the world.



 **Bioiberica**

A low-angle, close-up shot of a person's legs and feet as they run on a grassy path. The person is wearing dark athletic pants and black sneakers. The background is a soft-focus landscape with trees and a bright, hazy sky, suggesting a sunset or sunrise. The overall tone is warm and energetic.

Although heparin has been used in medicine for a century, its possible applications for human health have not yet been fully researched. New options are currently being tested that make use of the potential anti-viral, anti-inflammatory and anti-tumour properties of the drug. If the working hypothesis is confirmed, heparin could prove useful in other areas in future, in addition to its function as an anticoagulant. This would open up completely new opportunities to continue the success stories of heparin and Bioiberica.

! | See page 23 for the full range of Bioiberica's activities

SARIA Framework

Working together for a healthy life:

As the manufacturer of one in five doses of the anticoagulant drug heparin administered worldwide, Bioiberica is a key partner to the pharmaceutical industry. Compliance with the strict statutory requirements in this sector around quality, safety and traceability is facilitated by close collaboration with SARIA division Van Hessen, which supplies the necessary raw material.

Help for your furry friend

Everyone in the building knew Mrs Meijer and her tomcat. In summer, the friendly old lady often sat by the open window of her ground floor apartment and was always happy to chat with anyone who had the time. Her cat Piet, meanwhile, would lie in the sun on the windowsill and enjoyed being stroked. One day, Mrs Meijer reported that she was worried about her cat, who seemed less lively than before. Even jumping up onto the windowsill visibly caused him problems. "It's arthritis," she said sadly. "Both of us are getting old."

News of Piet's condition soon got round to the other tenants. As luck would have it, Mr Feddema on the second floor was friends with a vet. A quick phone call, and a few days later Mrs Meijer found a small package on her doormat containing a food supplement designed to promote joint health in pets. It was accompanied by a handwritten note: Lifelong health care for Piet comprising four weekly rations per month, courtesy of the residents of Grachterstraat 11.

When it comes to the joint health of cats and dogs, veterinarians often recommend chondroitin sulphate as a dietary supplement. Bioiberica extracts this substance from cartilage, making it available for use in veterinary preparations and also as an ingredient in its own product lines.

Joint problems are common in cats. In old age, nine out of ten cats suffer from joint disease and even young cats are not immune from joint weakness. That's not much fun for these four-legged athletes with their natural love of movement – running, climbing and jumping all hurt. They change their posture to avoid the discomfort, which puts strain on other joints in turn and gradually chips away at their zest for life. Joint issues, especially arthritis, therefore need to be detected as early as possible and treated accordingly.

As a life science company with a holistic approach, Bioiberica has been supporting the health and well-being of pets for some 20 years. Its work is centred around materials of biological origin that the company extracts and prepares for use in animal healthcare. Examples include chondroitin sulphate, glucosamine, collagen and hyaluronic acid.

As a dietary supplement for cats and dogs, chondroitin sulphate is recommended to support joint health, but it also aids recovery when animals undergo operations on their joints.

SARIA Framework

In addition to pesticides and active agents that support human health, Bioiberica contributes to the **well-being and performance of pets and livestock** by providing various dietary supplements and feed additives that are solely bio-based.



Bioiberica offers a combination of ingredients around joint health that is unique on the market: chondroitin sulphate, glucosamine, hyaluronic acid and native type II collagen. These valuable materials are used to make the company's own product lines.

Bioiberica is a leading player in feline and canine joint health as well as with regard to other innovative, science-based solutions that can improve the health of chronically ill pets. The company's extensive experience and high quality standards are both crucial to its success. Another equally important factor is that Bioiberica

is never satisfied with the status quo. In its laboratories, the SARIA division conducts ongoing research into further ways of leveraging biological active substances and compounds to help pets with chronic diseases. In addition to working on joint health, the company is noted for scientifically based solutions that benefit the skin, immune system, liver and gut.

Bioiberica's achievements are likely to become even more important for cats and their owners in future. Just like humans, our pets are affected by modern life. Joint problems in cats aren't solely due to age-related wear and tear –

they're also caused by being overweight or failing to get enough exercise. Chilling out on the sofa is all well and good, but it's not exactly healthy compared to chasing after mice in the great outdoors.



Bioiberica is a life science company that is committed to the health and well-being of humans, animals and plants. Its work focuses on biomolecules of animal origin, which Bioiberica extracts and processes to make high-quality ingredients for pharmaceutical and nutritional products. The company has a total of nine production facilities across Spain, Italy, Poland, Germany, Brazil, Mexico and the US and supplies customers in some 80 countries.

The real one

"Here he comes – at last", Florian heard his friends call as he got close to their chosen barbecue spot in Finsbury Square Park. "And he's bringing the sausages with him," he replied. The fact that his fellow students liked to have a bar-

becue on summer evenings was something the exchange student had quickly taken on board. But he'd also found out they were hard to please. His friends turned out to be real barbecue experts who insisted on only the very best

food hitting the grill. On his first attempt at providing the sausages, Florian had simply grabbed any old bangers and failed miserably. "Not as tasty and without the usual snap," was the unanimous verdict. So this time, Florian was



Van Hessen is a global leader in the sourcing and processing of natural casings for sausage manufacturers. The company also makes meat products and sources important raw materials for the pharmaceutical industry from animal by-products, including the mucosal tissue used to make heparin. In order to deliver the best quality and ensure reliable supply, Van Hessen operates its own gut rooms in abattoirs around the world.



playing it safe: he'd selected various sausages with natural casings, all fresh from a trusted butcher. One after another, the sausages found their way onto the barbecue and the waiting plates. Cue lavish praise from the assembled group: "Great taste. That's what I call a brat-wurst." Florian was both gratified and relieved at the very different reaction – he'd salvaged his reputation and shown that he got the message.

High-quality natural casings not only deliver flavour, they are actually essential for many types of sausages. Van Hessen supplies natural casings to numerous sausage manufacturers all over the world.

At any real barbecue, there's always meat on the grill. The prime spot goes to unbeatably delicious sausages of various kinds, because nothing compares to biting into a crisp, well-browned sausage. What makes this food with two ends so tasty has a lot to do with natural casings. They ensure the desired snap, as well as an appetising appearance and the characteristic flavour.

Natural casings are permeable to air, which allows the sausage's full aroma to develop. For many sausage products, a natural casing is indispensable – not just with sausages for the oven or barbecue, but also for liver sausage, truffle salami, Bavarian weisswurst sausage and others besides. The lengthy process of bringing the casing and the filling together often starts with Van Hessen. Natural casings are a key element in this SARIA division's product range, which also includes meat products for human consumption and for the pet food industry, as well as raw materials for customers in the pharmaceutical industry.

Van Hessen supplies sausage manufacturers in 65 countries with high-quality natural casings. It covers the entire production chain, starting with collection from the slaughter industry through to selection and delivery to the sausage makers. Sausages in natural casings are highly prized. To keep up with demand and ensure reliable, high-quality supply for sausage manufacturers, Van Hessen operates its own gut rooms in many countries. These facilities are located directly in abattoirs worldwide. Here, natural casings are harvested in accordance with strict hygiene standards as a high-quality raw material for sausage production.

The first step in the process involves extracting the primary material and carefully cleaning it. It is then sorted by grade, diameter and length. This is a very important process because Van Hessen's range of natural casings consists of hundreds of different items, many of which are tailored to the specific requirements of sausage manufacturers all over the globe. The third and final step is to salt the casings to preserve them and extend their shelf life.

Van Hessen is a world leader in the natural casings market. Apart from the size of the company and its extensive product knowledge, this dominance is down to exceptional performance in terms of the consistent quality and uniform dimensions of the natural casings supplied. For sausage manufacturers, it's vital that natural casings are always the right length and quality so that a uniform product can be achieved with the greatest possible efficiency. It is also important that the natural casings can be filled easily and are sturdy enough to be processed by machine in the sausage factory without tearing.

SARIA Framework

Excellent flavour and **reliable quality**: Van Hessen provides its sausage-making partners with high-quality natural casings that are perfectly **matched to the manufacturers' requirements** in terms of recipe and the production/filling process.

Van Hessen provides the right natural casing for each production-specific filling method and all steps in the subsequent production process. Whether the sausage is fresh, smoked, air-dried or cooked, the SARIA division always provides the best that nature has to offer.

Genuinely natural, the company's products are not just premium ingredients that help to deliver excellence in sausage manufacturing and maximum enjoyment of the finished food, they also meet the desire for greater sustainability in the food industry. Using by-products from abattoir operations as high-quality, safe food offers compelling benefits from an ethical and ecological perspective.

Van Hessen supplies sausage manufacturers in 65 countries with high-quality natural casings. It covers the entire production chain, starting with collection from the slaughter industry through to selection and delivery to the sausage makers.



The last pig on Wójcik's farm

SECANIM

SecAnim's core business is safe and hygienic disposal of fallen animals as well as potential risk material from the meat and livestock industry. The company thus primarily provides services around the statutory task of carcass disposal. Adhering to strict requirements, SecAnim collects the materials and converts them to meal which is used exclusively as an alternative fuel, e.g. in the production of electricity or cement. The animal fats obtained during processing serve as a base material for the production of biofuel.

Julita was dead. Just like that. Only a few days previously, she'd been wallowing happily in the mud and apparently in the best of health. Agriculturalist Stanislaw Wójcik had known that the time to say goodbye would come at some point. He also knew that it would hit him hard. A good 15 years ago, the farmer from Poznań had given up fattening pigs to concentrate solely on arable farming. Julita was the last piglet to be born on his farm. Instead of giving the animal away with the other pigs, Stanislaw decided to keep Julita and built her an open enclosure. For over a decade and a half, the sow had enjoyed a happy life and now seemed to have died of natural causes. "Definitely looks like she died of old age," was the finding of the veterinarian called to examine her. Stanislaw would have liked to have buried Julita. After all, that day not only marked the death of his last farmyard pig, it also saw part of his past coming to an end. But it was clear to him that it wasn't legally possible. And after all, it was still a peaceful and positive end.

Whether they die quietly in their sleep like Julita or succumb to illness, disease prevention means that dead livestock must be disposed of in accordance with the relevant legislation. SecAnim's daily mission is to carry out this task with total reliability.

Even given excellent husbandry conditions, any animal can still die before its time. Farmers then face the quandary of what to do. Use for human consumption is out of the question because fallen animals potentially pose a risk. For reasons of human health, but also to protect other animals, dead livestock needs to be disposed of reliably and hygienically.



SecAnim operates

66 locations
across Europe

As a public service, carcass disposal is strictly regulated and governed by numerous laws and regulations. The permitted procedures for disposal are set out in detail across the EU. There are also strict requirements applying to the first stage in the disposal process, with only specially accredited and registered companies allowed to collect carcasses.

One such company is SecAnim, a specialist in carcass disposal operating out of 66 locations across Europe. SecAnim collects dead animals quickly and professionally and takes care of their disposal. It operates in the agriculture sector and beyond – the SARIA division also collects potentially hazardous by-products from the meat industry to which the same strict legal and regulatory provisions apply.

To prevent the material from causing or spreading diseases, prompt collection of dead animals is essential. For SecAnim, the key priorities during disposal are safety, speed and hygiene. This is the company's core business. In addition, though, the division has also developed ways to make use of this risk material – while adhering strictly to all statutory requirements.

In a closed, completely separate process that includes a sterilisation stage, SecAnim recycles the material it receives into animal fat and meat/bone meal. High standards of safety and hygiene are a given throughout. The fat forms a valuable raw material for biodiesel production;

the meal can be used as an alternative fuel in power plants, for example, or in the cement industry. In both cases, the end of the processing chain involves safe combustion either in the engine of a diesel vehicle or to produce energy.

SARIA Framework

Health and safety as part of a healthy life: SecAnim makes an important contribution to preventing disease through hygienic collection of fallen animals in compliance with legal requirements.

A high energy content is a characteristic feature of the materials produced by SecAnim. The meat and bone meals come in at 17 megajoules per kilogram, which is considerably more than lignite (brown coal). SecAnim's animal fats perform even better, with an energy content of 39 megajoules per kilogram. Both products are thus excellent substitutes for oil, natural gas and coal. As sustainable fuels they make a valuable contribution to conserving natural primary energy resources while simultaneously helping to combat climate change. The biodiesel produced by sister company ecoMotion showcases the extent of the sustainable benefits: its animal fat-based fuel produces CO₂ emissions that are at least 83 per cent lower than those of its fossil competitors.



For SecAnim, the key priorities during disposal are safety, speed and hygiene.

Premium cooking oils and high-quality fats for that truly delicious flavour



Tastier, healthier and more reliable – GERLICHER offers its customers in Germany, Austria and the Netherlands premium plant-based cooking oils of the highest quality as part of a complete service package. The various cooking oils are based on sunflower, palm, rapeseed or peanut oil that the company produces in its own facilities. A comprehensive logistics network ensures reliable distribution, and collection after use for a fee. This innovative FATBACK® system saves restaurants both time and money and also creates added value for the environment because duplicated journeys are avoided. The used frying fat is then recycled by sister company ecoMotion as an intermediate biomass product for making biodiesel. In line with the circular strategy adopted across the entire SARIA Group, GERLICHER makes a significant contribution to responsible use of resources.

The company also takes a zero-waste approach to packaging by recycling its used canisters. The frying oils themselves have ideal properties for use in the modern restaurant trade. They are heat-resistant, long-lasting and odour-neutral. At the same time, they have high nutritional value due to a broad range of unsaturated fatty acids, do not contain any genetically modified

material or artificial flavourings and are almost free of trans-fatty acids. As such, GERLICHER is meeting the needs of its customers and also supporting the latest trends in nutrition for sustainable, natural and healthy foods.



ALVA FOOD, a French subsidiary based in Rezé (France), specialises in the production of fats for human consumption. Fats that occur as by-products in abattoirs and meat-packing

plants are sourced and refined by ALVA, making them suitable for use in catering and kitchens for frying, glazing or thickening, for example. The product portfolio includes duck fat, goose fat and lard. Originally, these were used in the food industry to produce ready meals and soups, fried foods and baked goods like biscuits. In 2015, Sublim' was then launched as the first product line for the end consumer market and is being marketed to catering suppliers as well as food retailers. Given their high quality, certified biological origin and compliance with the BRC Global

Standards for Food Safety, the products meet even the most demanding requirements. There is potential to expand internationally beyond France in future, with plans to market the product in Japan, Canada and Australia, for example.



SARIA Framework

Focused on the **needs of customers and consumers** alike, GERLICHER and Sublim' provide maximum **service quality** and a broad product range that allows them to meet the **diverse requirements** of food producers and restaurateurs.

The British Retail Consortium's Global Standards (BRCGS) enable food manufacturers to demonstrate the quality, legal compliance and safety of their products.

Together – as a strong group

THE PARTNERSHIP APPROACH DESCRIBED IN THE FRAMEWORK REFERS TO BUSINESS RELATIONSHIPS WITH EXTERNAL PARTNERS AS WELL AS TO COLLABORATION WITHIN THE SARIA GROUP: TARGETED COOPERATION THAT TRANSCENDS ACTIVITIES AND REGIONS OFTEN OPENS UP NEW POSSIBILITIES AND OFFERS THE BENEFIT OF SYNERGIES. EXPERTISE AND RESOURCES, FOR EXAMPLE, CAN BE POOLED IN A SYSTEMATIC WAY TO ADD VALUE. IN ADDITION, SOLUTIONS THAT ARE SCALABLE ALONG THE INTERNATIONAL VALUE CHAIN CAN BE PROVIDED TO MEET THE INDIVIDUAL REQUIREMENTS OF CUSTOMERS WHO ARE EITHER SUPPLIERS THEMSELVES OR USERS OF THE END PRODUCT.

IN FUTURE, SARIA AIMS TO BUILD ON THIS STRENGTH IN AN EVEN MORE FOCUSED WAY AND IS ALREADY LEVERAGING IT IN MANY AREAS. THE APPLICATION SCENARIOS ARE DIVERSE – FROM SHARING BEST PRACTICE, JOINT SUSTAINABILITY INITIATIVES AND INCREASING CAPACITY FOR INNOVATION BY FORMING INTERDISCIPLINARY TEAMS TO POOLING EXPERTISE ON FIRE SAFETY OR CONSOLIDATING THE GROUP'S POSITION IN THE BIODIESEL MARKET ACROSS REGIONS BY ADAPTING ORGANISATIONAL STRUCTURES. THE FOLLOWING SECTION OUTLINES SOME OF THE LATEST DEVELOPMENTS THAT ARE STRENGTHENING SARIA AS A GROUP.



Sustainability in figures – the SARIA Group's ecological footprint

WITH THE HELP OF LIFE CYCLE ASSESSMENTS, COMPANIES CAN QUANTIFY THE IMPACT OF THEIR ACTIVITIES ON THE ENVIRONMENT. THIS TYPE OF ANALYSIS ENABLES ALL ECOLOGICAL FACTORS TO BE CONSIDERED, WHETHER THEY ARE CAUSED BY THE PROCUREMENT OF RAW MATERIALS, DURING PROCESSING OR IN LOGISTICS. AS A PILOT PROJECT WITHIN THE SARIA GROUP, DANISH SUBSIDIARY DAKA ANALYSED THE ENVIRONMENTAL IMPACT OF ITS SITES. THIS PROCESS WILL GRADUALLY BE ROLLED OUT TO OTHER LOCATIONS IN OTHER COUNTRIES ACROSS THE GROUP AND ACROSS DIVISIONS.

Ecological sustainability is increasingly becoming a key decision-making factor for all stakeholder groups, from customers to job applicants. Given this situation, SARIA is one of many companies asking itself how sustainability can be measured and thus demonstrated. One recognised method of analysing and quantifying an organisation's

environmental impacts is to conduct a Life Cycle Assessment (LCA) of environmental performance. Such an analysis takes into consideration what is extracted from the environment, i.e. the raw materials that a company uses, as well as the pollutant emissions that its activities cause. This means that processes beyond the company's

own sites are also relevant. The scope therefore extends to previous and subsequent steps in the various processes, for example transporting goods from the company's site to the customer. The values determined for resource consumption and emissions are then assigned to the end products made by the company.



SARIA Framework

SARIA has set itself the objective of not only contributing to a **healthy world** through its sustainable business model, but also of adopting an ecological stance throughout all processes. Assessing environmental impacts **across the Group** in a systematic way will help to achieve this goal.

Ecological sustainability is increasingly becoming a key decision-making factor for all stakeholder groups, from customers to job applicants.

As well as boosting transparency for suppliers, customers and official bodies, quantifying environmental impacts is an important internal control instrument. Based on the KPIs used in the LCA process, it's possible to identify starting points for improvements and to observe how environmental performance changes over a given time frame. This is the only reliable and data-driven way to gauge whether the measures taken are effective and are helping to optimise utilisation of resources, for example, or boosting production efficiency.

Life Cycle Assessment thus provides the foundation for a substantive sustainability strategy capable of delivering long-term success. Within the SARIA Group, Danish subsidiary Daka has already carried out assessments on its locations with support from a consultancy that specialises in life cycle analysis. Building on those results and with the aid of the insights acquired, it's now possible to roll the project out across the Group as a whole. A template

has been produced based on the Danish pilot that lists the material flows which need to be considered for each area of the business. The details required for assessment of each individual location are captured in a database and include energy consumption, the quantities of raw materials being processed and even the number of kilometres covered for transport purposes. This combination of template and database enables an LCA to be produced for each SARIA site independently, with the ultimate aim of generating an overall assessment for the Group.

During the next phase, 23 selected locations in five countries will be analysed in this way in order to expand the project and create a basis for conducting follow-up analysis. Incorporating additional countries – with the UK, Spain, France, Poland and Germany joining Denmark – not only reflects the SARIA Group's international profile, it is also intended to bring as many different regional and divisional characteristics

as possible into the process at an early stage. There are important differences regarding the composition of raw materials, for example, as well as the processing lines and the energy sources used.

These Group-wide Life Cycle Assessments are being coordinated by the SARIA Sustainability Group, which deals with planning and implementation of sustainability activities throughout SARIA. Contacts within the various countries support the analysis process by contributing their expert knowledge and in-depth experience of day-to-day operations.

Evaluating raw materials in accordance with international standards

The first and greatest challenge that arose during the Life Cycle Assessment in Denmark was to define the boundaries of analysis, i.e. to determine the precise parameters of the assessment process. For manufacturing companies, the incoming material that is processed is a key factor affecting its ecological footprint. Due to SARIA's role as an intermediary between other industries, defining the approach used to calculate the footprint of the raw material was thus particularly important. The EU Commission has issued

a clear statement in this regard and has been systematically championing the move towards environmental footprints since 2013. In 2017, the Commission decided that animal by-products from abattoir operations should be clearly separated from subsequent processes in terms of their footprint. Accordingly, practically no CO₂ emissions need to be assigned to this waste material because it is generated by the meat industry anyway. The international LEAP (Livestock Environmental Assessment and Performance) initiative came to the same conclusion. This partnership brings together various stakeholders

(countries, NGOs and industry bodies) and the FAO, the Food and Agriculture Organization of the United Nations. Its aim is to improve sustainability internationally in the livestock sector by harmonising methods and applying common metrics and data capture methods. The SARIA Group uses the corresponding approach for calculation purposes.

From shrimp bait to fermented waste processing – innovation in the SARIA Group

AT SARIA, SOME 40 PEOPLE WORK ON INTERDISCIPLINARY INNOVATION PROJECTS AND ARE THUS DRIVING FORWARD PRODUCT DEVELOPMENT, TECHNOLOGY AND SALES ACROSS THE INDIVIDUAL AREAS. AS WELL AS THE CENTRAL R&D TEAM, MANY EXPERTS FROM THE LOCAL ENTITIES COLLABORATE IN THIS WORK. DEPENDING ON THE DIVISION, INNOVATION CAN TAKE VERY DIFFERENT FORMS – FROM EXPANDING THE OPTIONS FOR USING PRODUCTS DERIVED FROM COLLECTED WASTE MATERIALS AND FINDING COMPLETELY NEW APPLICATIONS TO NEW TECHNOLOGIES FOR ENHANCED PROCESSING AND RECYCLING OF RAW MATERIALS.



Few people will be aware of the extensive engineering that goes into a sausage. A surprising number of complex processes are involved, starting at the abattoir, where the intestines of pigs and sheep are separated from the rest of the animals' organs. This calls for a high level of precision because even the smallest hole or flaw will reduce their value as natural casings for resale to sausage manufacturers. Accordingly, the innovation team at Van Hoesen works continuously with the Group's central research and development (R&D) department on finding new ways of improving processing and boosting efficiency in its gut rooms.

With Protamino Aqua, a form of bait developed specifically for shrimps, Bioceval recently achieved a milestone in nutrition for aquaculture. Shrimps don't look for food with their eyes, they use their sense of smell, the receptors for which are located on their antennae. When farming these crustaceans, it's vital to avoid wasting feed and to achieve maximum feeding efficiency, so ideally the shrimps should be highly attracted by the smell of the food. Protamino Aqua's effectiveness here has been demonstrated in a number of scientific studies.

There has been a similar shift in pet nutrition to that observed in the eating habits of humans, with food expected to be healthier, more sustainable and without additives if possible – which means no chemicals or antibiotics. The SARVAL division accordingly has to meet these requirements on the part of pet food customers when providing the relevant ingredients. In this context, innovation can mean developing alternative methods that enable synthetic antioxidants to be replaced by natural ones, for example. As central functions, the R&D and sales teams supported the associated exchange and transfer of knowledge between different SARVAL units and also acted as the customer-facing entity to capture the diverse requirements.



These are just some examples of the many different forms that real-world innovation takes within such a broad-based group of companies as SARIA. In all cases, two key elements provide the foundation for successful outcomes. One of them is a solid knowledge and information base that is centrally available and accessible to everyone who needs it. In recognition of this fact, the central R&D department has made knowledge management within the SARIA Group a major priority in recent years. A corporate library has

been created that contains more than 2,000 documents on past projects, plus other relevant materials. These can be downloaded on demand and offer useful insights and information. This specialist internal knowledge is supplemented by access to scientific and academic databases for further research into the literature. Market development using advanced market analysis tools and patent searches are additional core aspects of SARIA's innovation activity. The other key element is working together as a team, something

that is just as crucial as reliable data and solid scientific facts. As such, sharing information across departments and divisions is becoming ever more important. Events like the SARIA Innovation Day held last year are designed to encourage this process: employees from across the Group got together to discuss best practice in innovation and knowledge management.

Bioiberica

In the pharmaceutical industry, research-driven innovation is key to the success of product development efforts. In addition to its core business of manufacturing heparin API, Bioiberica produces many other active substances that support better health and improved quality of life – all based on animal by-products. One of the most recent new developments in the product portfolio is a natural hormone for use with patients affected by hyperthyroidism, for which previously not even treatment with synthetic medication was available.



SECANIM

Innovation of a very different kind applies to the collection and disposal of fallen animals at SecAnim. Operating in compliance with strict statutory provisions, the division uses innovative processing methods to obtain valuable resources from risk material after incineration in accordance with legal requirements. One of the main components of the resulting ash is calcium phosphate, the building block of human and animal bones. The SecAnim location in Widnes (UK) adds the phosphate to the fertiliser it produces, which is marketed under the name Kalphos. This salt is also used in technical products to improve their ability to bind heavy metals, for example.



ReFood_{pure bioenergy}

The production process at ReFood has likewise been enhanced by innovative solutions. A method was developed at the Marl site (Germany) to treat the digestate left over from fermentation, with a three-stage vacuum evaporation process reducing the volume by approximately 45 per cent. This delivers clear benefits in terms of storage and transportation.



SARIA Framework

Finding **sustainable solutions** and setting **benchmarks in the industry** through **innovation**: The research and development team works with many individuals throughout the SARIA Group to find new ways of using and processing the raw materials collected, thereby helping the divisions and their partners to add value.

A shared responsibility for fire safety

THE EXECUTIVE BOARD HAS ADOPTED THE SARIA FIRE SAFETY GUIDELINES AS A COMMON STANDARD FOR FIRE PROTECTION THAT SETS OUT MINIMUM REQUIREMENTS AND PROVIDES ADDITIONAL GUIDANCE FOR ALL LOCATIONS. HEALTH AND SAFETY AND FIRE PROTECTION MANAGERS WORKED TOGETHER INTERNATIONALLY TO DEVELOP THE GUIDELINES, POOLING THEIR GROUP-WIDE TECHNICAL EXPERTISE AND CONTRIBUTING THEIR OPERATIONAL EXPERIENCE. WHILE DEFINING MINIMUM INTERNAL REQUIREMENTS, THE GUIDELINES ALLOW ADEQUATE SCOPE TO ADDRESS LOCAL ISSUES.

Creating a safe working environment for every employee is one of SARIA's key corporate responsibilities. As a manufacturer whose operations involve a lot of machinery, high processing temperatures, flammable and explosive substances and sites that have often grown organically over time, fire protection presents a range of challenges. In addition to compliance with statutory and regulatory provisions and the wider aim of protecting human life, effective fire safety measures are also important for commercial reasons. Production downtime and the cost of repairing buildings or complex plant and equipment are among the financial losses that can result directly from a fire. Since the basic challenges are often very similar across countries and divisions, it was felt desirable to have Group-wide solutions to support the individual locations. Accordingly, common fire safety guidelines were developed that incorporate organisational and process-related aspects of fire safety, as well as structural requirements. Coordinated by the SARIA Group's central health and safety team, many international colleagues worked on the document and contributed their

"To ensure a high standard of fire protection across a corporate group with international operations, we regard the creation of common group-wide standards to be both appropriate and important. The guidelines drawn up by the SARIA Group for fire safety set a technical and organisational standard that conforms to HDI requirements. We are delighted that our expertise has been valued and would like to express our thanks for being allowed to contribute to the technical discussions and help shape the policy."

SARIA insurance partner HDI

knowledge of company-specific and regional issues. There was also close collaboration with the expert staff of the Group's insurance partner. Combined with the various regulatory provisions, these different perspectives ensured that all relevant parameters relating to the protection of persons and property were taken into consideration, along with specific internal requirements.

The resulting company-wide policy thus defines binding minimum standards for fire protection as well as highlighting specific solutions that cover the widest possible range of situations likely to occur as part of SARIA's operations. To supplement the standard, binding requirements, the guidelines provide adequate scope for adapting them to different circumstances and the statutory provisions that apply in individual countries and the different areas of the business.

This approach reflects the Group's fundamental philosophy of bringing together standard requirements, knowledge and experience in a way that adds value while at the same time allowing individual adaptation to meet specific needs. The fire safety guidelines themselves will be regularly updated to reflect new insights and technological developments as well as to incorporate other fire safety issues that are relevant to the SARIA Group. Teamwork, open communication and the exchange of knowledge throughout the Group mean that expertise can be pooled to optimum effect to generate added value for all locations and to help continually improve the general level of safety.

SARIA Framework

A safe working environment: To safeguard the **health of employees and third parties**, SARIA continually works to improve the level of safety at its locations worldwide. The Group-wide fire safety guidelines are an important step in this direction. They build on the combined expertise of the company's health and safety managers and were developed in conjunction with the Group's insurance partner.

ecoMotion: Final step towards cross-border divisional structure

REFLECTING THE REALITY THAT CUSTOMERS IN THE OIL INDUSTRY ARE INTERNATIONAL IN NATURE, AS TOO ARE THE TRENDS IN THIS SECTOR, ECOMOTION IS NOW OPERATING AS A CROSS-BORDER BUSINESS UNIT.



ecoMotion location in Sternberg (Germany)

SARIA's biodiesel arm, ecoMotion, has been operating as a cross-border business unit since 1 April 2020 to enable it to fully develop its international activities in the sustainable biofuel sector. The existing close international collaboration has thus now been formalised at organisational level. The division is managed by Dr Robert Figgenger.

Executive Board member Lars Krause-Kjær believes that this decision will pave the way for innovation and further growth: "Structuring

ecoMotion as an international business unit enables us to develop our biodiesel business in a more focused way – and therefore faster and more systematically. Environmental issues such as CO₂ emissions have dominated public discourse in recent years and will continue to do so for the foreseeable future. This means the biodiesel industry is evolving fast. We want to be an active part of that process and help to shape it. Developments in the sector will be heavily influenced by international decisions

taken by the European Union and others, rather than by legislation passed in individual countries. That's why it's important to make our strategy for ecoMotion as international as possible."

Robert Figgenger likewise emphasises the benefits of the new structure: "Within the ecoMotion team, we have always worked together very closely across national borders, aligned our activities and made decisions in accordance with the international requirements of our industry. As an international business unit, we're now even better placed to leverage the opportunities offered by a highly dynamic market, while retaining the strong customer focus for which we are noted. We will also be examining other exciting options in the field of alternative fuels."

ecoMotion operates a total of five biodiesel plants across Germany, Spain, Denmark and France (partial holding). Figgenger has worked for ecoMotion since 2007. He has been responsible for biodiesel activities in Germany and Denmark for many years and joined the management team of ecoMotion in Spain in 2013.

"As an international business unit, we're now even better placed to leverage the opportunities offered by a highly dynamic market, while retaining the strong customer focus for which we are noted."

Dr Robert Figgenger, head of the
ecoMotion biodiesel business unit



New Executive Board member Nicolas Rottmann: Help employees grow and leverage the potential of data

NICOLAS ROTTMANN WAS APPOINTED TO THE SARIA EXECUTIVE BOARD LAST DECEMBER. A FEW MONTHS INTO HIS ROLE, HE REFLECTS ON HIS EXPERIENCE TO DATE AND DESCRIBES HIS OBJECTIVES.

Nicolas Rottmann has been a member of the Executive Board of the SARIA Group since 1 January 2020. He is responsible for the subsidiaries in Spain and France, which were previously managed by Harald van Boxtel and Tim Schwencke on an interim basis.

Rottmann was formerly employed by SARIA between 2003 and 2008. After completing a banking apprenticeship and working in that industry for several years, he joined SARIA as an executive assistant in 2003. He gained experience in skins and hides before becoming part of the French management team and joining the senior management team of SecAnim in Germany in 2007. From 2008 to 2019, he successfully managed several companies in SARIA's sister group, Rhenus.

In this interview, Nicolas Rottmann talks about strategic priorities, the importance of data and his understanding of good management.

"I see my main job as communication: listening and then talking with other people on equal terms. That's what creates trust, transparency and understanding – basic prerequisites for taking a team with you."



NICOLAS ROTTMANN

// Mr Rottmann, what issues are so important to you that you put them at the top of your agenda when you took up your role?

In my view, employees are a really important factor in any company. One of my top priorities is nurturing young talent, which is why I'm intending to set up a Next Generation Network (NGN). The aim is to provide even better development opportunities for young people in both operational and administrative roles, allowing them to make more contacts and thus to benefit from the size of the company and our international profile. The selected employees will join this network for two years and take part in four international meetings. The time spent in the NGN would be followed by two more years in the Value Generation Network and then an Experience Generation Network. The individual programmes build on each other and support our employees in taking on their first management responsibilities through to leading major projects or companies. Such structures not only enable young talent to develop their skills effectively, but also help to pass on experience and company-specific knowledge in a more systematic way. My past experience shows that both staff and company benefit hugely from such a programme.

Digitisation is another core issue. We need to create the necessary infrastructure to better interpret the information we already have, so that in turn we can better serve our customers. The IT system in Spain is already state-of-the-art, and in France we're in the middle of a reorganisation. There are currently lots of local solutions. My aim is to create a common data landscape across countries to achieve higher information density. In Germany, there's also currently a major project to transform the IT landscape. I firmly believe that these measures will enable us to offer customers new products and services in future that are closely aligned with their needs.



// How well do you feel that SARIA as a group is positioned for the future?

Sustainability is a natural fit for us, but at present we're not making enough of it. The sustainability aspect of our activities needs to be a much bigger part of our corporate image, not just with regard to customers but also in terms of the job market and the wider public. Within my area of responsibility, for example, we've created a CSR function that will start by addressing measures related to the UN's Sustainable Development Goals. There's already close collaboration with SARIA's Sustainability Group, which deals with initiatives and measures around sustainable behaviour at Group level.

At the same time, we need to consider how the factors affecting our business model will change over the coming years. Meat consumption and the number of livestock in Europe, for example, are steadily declining and this will impact the availability of raw material for our production units as well as hitting SecAnim as a disposal business. Geographic expansion in regions outside Europe is one obvious way of countering that trend. However, we also urgently need to start challenging our existing thinking around products and services and to ask ourselves: What will tomorrow's customers need that we are not yet offering? What extra added value can we bring to the services we already provide? Customer focus, using information and digital opportunities, and employees with a thirst for change and development are the key elements here, in my view.

// You've already said how important employees are to you. How would you describe your management style?

I see my main job as communication: listening and then talking with other people on equal terms. That's what creates trust, transparency and understanding – basic prerequisites for taking a team with you. I also prefer to manage people by asking questions, discussing things openly with my team and providing direction rather than just giving instructions. I strongly believe that engaging with staff in this way supports their personal and professional development. And helping employees to improve also means improving the company.

SARIA Spain: Focus on future projects despite the COVID-19 pandemic

WHEN JOAN VILA LEFT THE SARIA SPAIN MANAGEMENT TEAM IN NOVEMBER 2019, EMMANUEL LAYOUTS TOOK ON RESPONSIBILITY FOR THE SUBSIDIARY. ALTHOUGH THE COUNTRY WAS HIT HARD BY THE CORONAVIRUS CRISIS, THE SPANISH TEAM HAS COPED WELL WITH THE CHALLENGES. A NUMBER OF EXCITING PROJECTS ARE IN THE PIPELINE FOR THE PERIOD AHEAD.

After many years of successful and collaborative leadership, Joan Vila stepped down as CEO of the Spanish subsidiary last November and passed the baton to his successor, Emmanuel Layouts. Similarly, there was a change at Executive Board level at the start of the year, with Harald van Boxtel handing over responsibility for SARIA Spain to new board member Nicolas Rottmann. With Spain being one of the hardest hit countries in the world, the biggest issue in 2020 was dealing with the COVID-19 crisis and its impact. As well as ensuring the safety of all employees in the workplace and keeping required processes running, the company had to respond to continually changing conditions at short notice and also to fulfil specific responsibilities after being designated as a provider of a key activity during the national emergency in Spain. Emmanuel Layouts stresses how everyone pulled together during this time: "I'm very proud of how the entire team helped us get through these challenging weeks. Every individual showed enormous dedication. As a result, even at the height of the crisis we were able to continue providing our partners with products and services. I'd like to take this opportunity to thank them all."

Despite the exceptional circumstances, the various divisions performed well overall in Spain. A number of issues and projects were added to the agenda or moved up the priority scale. Alongside investing in production facilities and consolidating sales activities in new markets, digital transformation was accelerated by initiating a series of projects around business intelligence. Another focal point was implementing new health and safety programmes within the plants. Looking to the future, it will be important to integrate the ambitions set out in the SARIA Framework and the business principles in everything from strategic planning to day-to-day operations. "Sustainability is one of the pillars of our business model. Against this backdrop, we've adopted the UN's sustainability goals and are drawing up strategies to ensure that we as a company continue to contribute to those goals. We also want to focus on staff development by taking targeted measures to help our employees live up to our business principles and values in their everyday work lives."



Ambitious plans: Spain's CEO Emmanuel Layouts and CFO José Galvete

"These values include responsibility, know-how, efficiency and motivation. Last but not least, we aim to continue creating the maximum possible added value for our 'customers on both sides' through a strong focus on customers and suppliers, in line with our claim to be the preferred partner for sustainable solutions," says Emmanuel Layouts, talking about some of the current plans and objectives for SARIA Spain.

"I'm very proud of how the entire team helped us get through these challenging weeks. Every individual showed enormous dedication."

Emmanuel Layouts, CEO of SARIA Spain

Dr Peter Hill joins the SARIA Executive Board

THE PET FOOD INDUSTRY HAS BEEN EXPERIENCING ONGOING CONSOLIDATION AND RAPID GROWTH FOR SOME YEARS NOW. TO LEVERAGE THE OPPORTUNITIES IN THIS SECTOR AND FURTHER STRENGTHEN CUSTOMER FOCUS, DR PETER HILL, A PROVEN PET FOOD EXPERT, WILL BE ASSUMING RESPONSIBILITY FOR THIS AREA ON THE EXECUTIVE BOARD.

As of 1 September 2020, Dr Peter Hill joins the SARIA Executive Board and takes on responsibility for developing animal feed and pet food activities across the entire Group. Strategic expansion of these activities offers tremendous international growth potential for SARIA, which is reflected in the creation of a new board-level position.

The pet food and animal feed industry has been characterised by increasing professionalisation and dynamic development in recent years. As part of a comprehensive onboarding process, Peter Hill will initially familiarise himself with the various SARIA locations and teams and then draw up an overall concept for realigning SARIA's Group-wide activities in the sector that builds on the current foundation.

Peter Hill was previously Vice President Research & Development Europe at Mars Petcare. He started his career in the food industry in 1993 and worked in the sector for 15 years. In 2008, he moved to Mars, where he held various management positions at national and international level. There he focused in particular on disruptive innovation, quality and food safety, as well as product and process development.

"After 12 years as a member of the management team at Mars Petcare, Dr Peter Hill is a proven expert in all aspects of the pet food industry who has an excellent understanding of the requirements facing the SARIA Group from

"In my view, SARIA is ideally positioned to serve the different demands and requirements of pet food manufacturers and to shape the dynamic development of the pet food market."

Dr Peter Hill, member of the SARIA Executive Board



a customer perspective. We are delighted to have him join our family-owned business and are confident that he will be an excellent asset to the Executive Board given his extensive specialist knowledge and many years of experience as an international manager," said Dr Martin Rethmann, Chairman of the Supervisory Board.

Peter Hill is excited about his new role: "SARIA is a group with great potential and a unique and strongly future-oriented business model. In my view, SARIA is ideally positioned to serve the different demands and requirements of pet food manufacturers and to shape the dynamic development of the pet food market.

I am very much looking forward to contributing to SARIA's continued successful development as a member of the Executive Board."

Dr Peter Hill was born in Liverpool (UK). He is 52 years old, married and has two children. He holds both British and German citizenship and lives with his family in Verden near Bremen (Germany).

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