



Elevate: first achievements and the journey forward

Dear all,

After three months of intense work, we have reached a major milestone within Project Elevate and can finally share the first details about the future organization.

For more information about the project background and the development phase, check out [elevate.saria.com](http://elevate.saria.com) (pw: nextlevel)

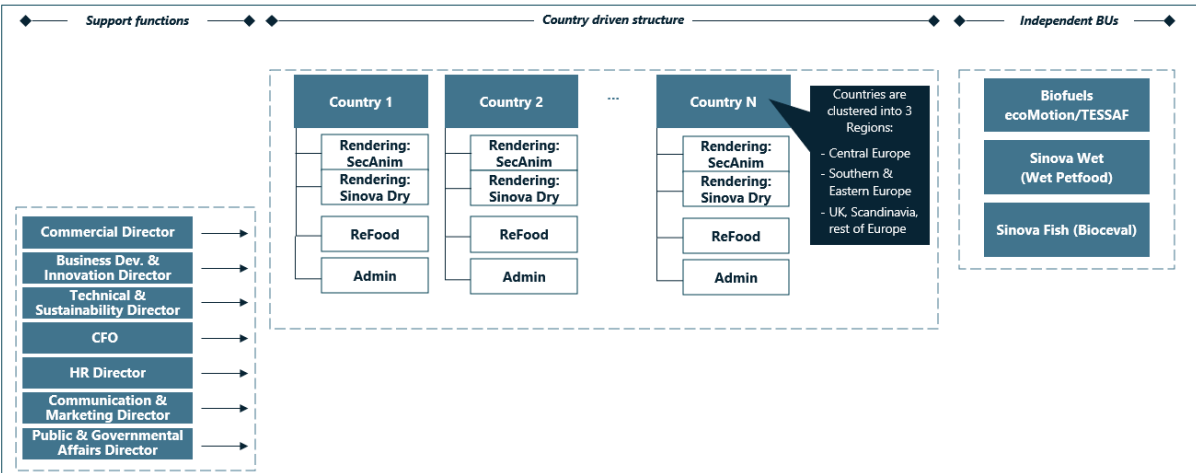
What is our organization going to look like from now on?

The basics: SARIA Group = 2 divisions + 1 holding

The core structure has been known since May: The SARIA Group will be set up as two organizational units (divisions), including operational business units as well as administrative functions, and one holding. SARIA Food & Pharma is already established as one of the two divisions. The second one will be called **SARIA Ingredients & Energy** – a name that was found through the active participation of over 300 colleagues and perfectly covers the spectrum of activities in the division.

Setup of the SARIA Ingredients & Energy division

This is what the high-level organizational structure of SARIA Ingredients & Energy will look like:



With the help of countless colleagues, who took part in workshops, interviews, surveys, and discussions, we have analyzed the requirements of our businesses through all available lenses. The outcome confirmed that we cannot apply a one-size-fits-all structure. Therefore, the new organization combines a country-driven and business unit-led approach that leverages synergies where possible:

- *Transnational business units:*

For the biofuels markets, the wet pet food customers, and the fish business we need a cross-border approach. This is why we will continue to run **ecoMotion/TESSAF** (the joint venture with TotalEnergies), **Sinova Wet**, and **Sinova Fish/Bioceval** as **international business units** with a managing director for each business unit.

- *Country organization:*

The other business areas in the Ingredients & Energy division are **ReFood** and the **rendering activities**, which include **SecAnim** and the **Sinova Dry/SARVAL** businesses. They require a local approach because supplier and customer bases are primarily local, and markets and regulations vary from country to country. Therefore, they will be **managed at the country level**.

- ReFood will continue operating as a business unit under this name.
- SecAnim and the "Sinova Dry" activities will remain separate business units to ensure an obvious separation of Category 1/2 and on the other side Category 3 material in the handling, and likewise in the public image. In countries in which a closer collaboration between the two business units adds value, for example in the sourcing, in logistics or in the process technology, these synergies will be used.
- The country organization will also continue to include **local administrative functions** that provide services for the operational business units present in the country.

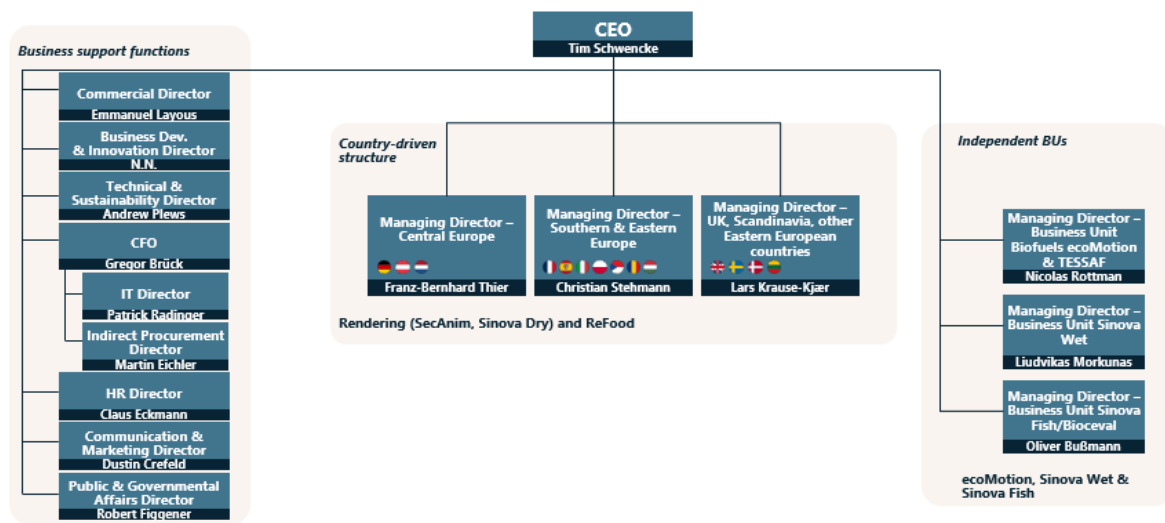
Overall, the countries will be **clustered into three regions** (Central Europe, Southern & Eastern Europe, and UK, Scandinavia, rest of Europe) under the responsibility of a managing director for each region.

- *Central support functions:*

In addition to the local administrative functions, we will establish several **functions at the divisional level** to serve as central service and support units for the SARIA Ingredients & Energy division. This fosters a global perspective across countries and business units, allowing us to leverage synergies, ensure organizational efficiency, and enhance collaboration and knowledge-sharing. Additional functions, such as IT, Procurement, Legal, Quality Management, and Logistics, will be included in the areas depicted above.

### The SARIA Ingredients & Energy leadership team

In addition to the organizational structure, we have also put together the **leadership team** for SARIA Ingredients & Energy. This process consisted of a series of interviews and assessment centers during which the strengths and skills of the individual people were evaluated with regard to their future positions. A closer introduction to the team will follow as part of the Elevate communication in the coming weeks.



### The SARIA holding

The holding will be home to the **Executive Board**, consisting of the two co-CEOs Tim Schwencke and Harald van Boxtel, the new CFO Egbert Bernsmeister, and Lars Krause-Kjær, Nicolas Rottmann and Franz-Bernhard Thier as operational Board members.

In addition to the Executive Board, there will be a few necessary functions located in the holding, which will report to the Group CFO. The **Group CFO functions** and their directors are:

Group Treasury	Group Consolidation & Accounting	Group Reporting	Group Sustainability Reporting	Group M&A	Group Compliance
Ralf Niemann	Marina Weinberger	N.N.	Simone Thiemann	Jan Busse	Stephan Vieth
- double function -					- double function -

The main reason behind this decision is the legal requirements placed on companies, particularly in areas such as compliance and financial and non-financial reporting, which we must be able to fulfill at the overall Group level. Some of these colleagues have a dual role in the new organization, meaning that they have responsibilities both at Group level and within the SARIA Ingredients & Energy division.

## Next up: defining the details of the organization

Now that we've laid the groundwork, we will start working on the details. We've set up 15 workstreams, each with a lead who will now choose the members of their project teams. Each group will then define the organizational setup, roles and responsibilities, processes and performance indicators for their specific function, business unit, or region.

Their proposals will be reviewed and approved by the Elevate Steering Committee. The goal is to present the full new organization in November and begin implementation in early 2025. Some areas might progress faster than others, but we'll keep you updated every step of the way throughout the detailing phase.

### Workstream leads

1	CFO
2	Technical & Sustainability Director
3	HR Director
4	Business Dev. & Innovation Director
5	Commercial Director
6	MD – Business Unit Biofuels
7	MD – Central Europe
8	MD – Southern & Eastern Europe
9	MD – UK, Scandinavia, OEE
10	MD – Business Unit Sinova Wet
11	MD – Business Unit Sinova Fish
12	IT Director
13	Indirect Procurement Director
14	Communications & Marketing Director
15	Public & Gov. Affairs Director

## Closing remarks

We hope that after sharing these core elements of the Target Operating Model for the holding and SARIA Ingredients & Energy today, you will have a much clearer view on what the SARIA Group will look like in the future. However, we are completely aware that there are still many questions left unanswered, but this will change as the detailing progresses.

Personally, we are very proud of the results that the last 100 days have produced. In our opinion, this setup is the perfect combination of the advantages that a local, decentralized organization and a global perspective across country borders provide, and we sincerely hope that you share that vision.

If you have any questions, do not hesitate to reach out. The project website [elevate.saria.com](https://elevate.saria.com) (password: nextlevel) will be updated with regular progress reports, and the contact form and project e-mail address ([elevate@saria.com](mailto:elevate@saria.com)) are still available. You are also welcome to contact the Project Management Office: Lea Hoppe ([lea.hoppe@saria.com](mailto:lea.hoppe@saria.com)) and Leo Hamcha ([leo.hamcha@saria.fr](mailto:leo.hamcha@saria.fr)), who are responsible for the overall coordination of the workstreams and the detailing phase.

We appreciate your continued support and encouragement and wish you all the best,

Tim Schwencke & Harald van Bortel

SARIA co-CEOs