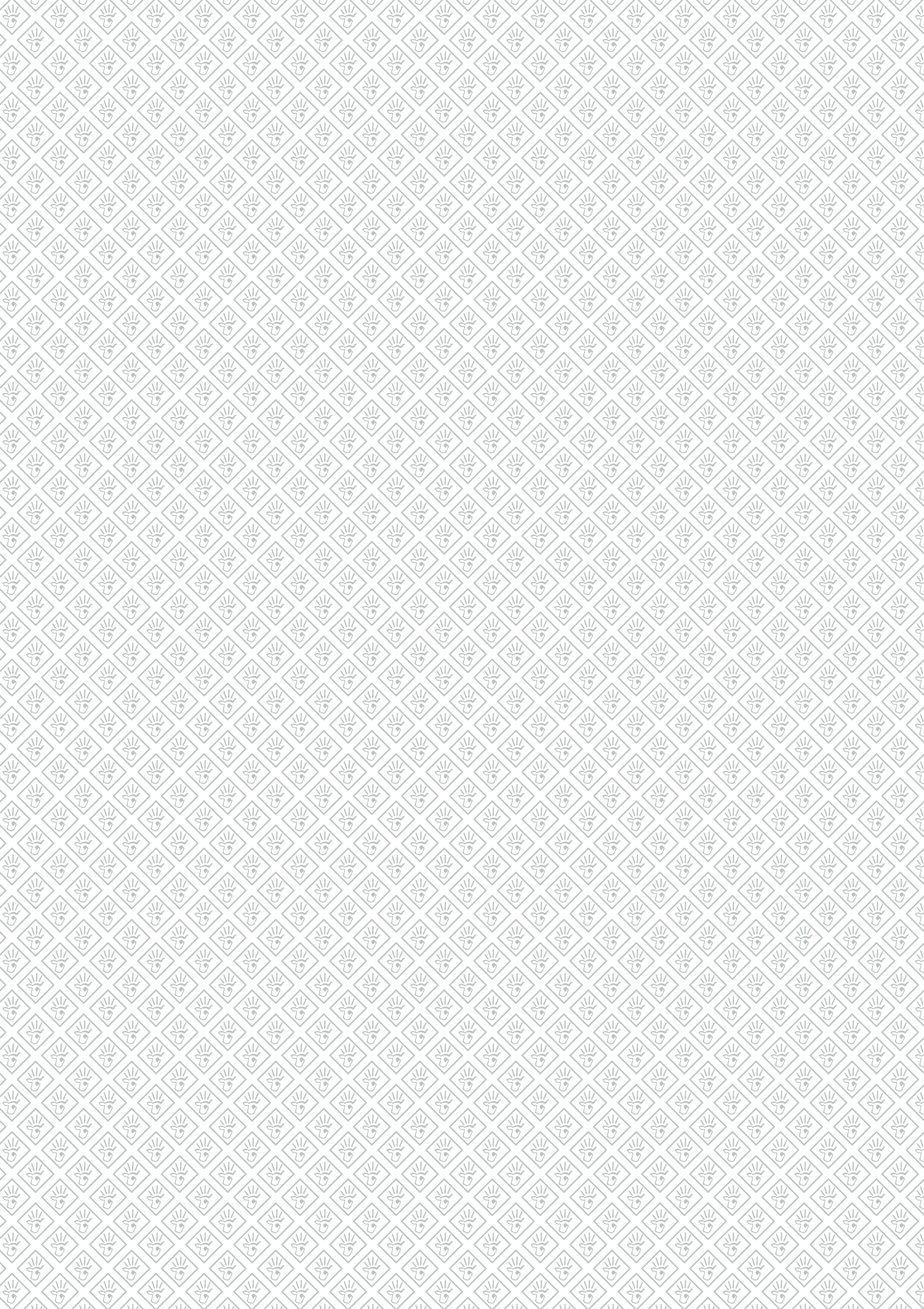


ANNUAL CSR REPORT 2015

THE POWER OF THE CHAIN



VanDrie Group
CONTROLLED QUALITY VEAL



FOREWORD

The VanDrie Group is a family business that has been a global leader for decades. The company is a global market leader in veal, feed/ calf feed and calfskins. The VanDrie Group focuses 24/7 on supplying high-quality, nutritious products in a responsible manner. We do so by constantly monitoring the quality and reliability of the entire chain. We have set up a quality system for this purpose that will enable us to safeguard environmental management, animal welfare and tracking and tracing etc.: Safety Guard.

“WE WANT TO UTILISE EVERY PART OF THE CALF.”

Within the VanDrie Group, attention is constantly paid to employees, organisation, food safety and the environment. This is what characterises the family business and forms the basis for the futureproof course we will take.

The VanDrie Group is an organisation that’s on the move. It is essential to keep learning and developing to enable us to adapt to the changes around us and to satisfy the ever-stricter demands of consumers, customers and authorities.

European consumers are becoming ever more inquisitive and demanding, and attach great value to the origin and quality of products. Meat is no longer a staple foodstuff. According to the Agricultural Economics Institute at Wageningen University and Research Centre (LEI), since 2012 only a quarter of the Dutch population have eaten meat for their main meal every day. We are witnessing this trend in other neighbouring countries too.

As an organisation, we are facing the challenge of maintaining current veal sales in spite of this trend. We want to achieve that by opening up new sales markets and being transparent about the way in which we work, and by providing explanations

about the top quality of our veal. We opt for clear communication in the dialogue with our stakeholders, such as by attending trade fairs/consumer trade fairs, launching communication campaigns and sharing information online (such as using the Vealcuts App).

Our products are exported to over 60 countries across the world. This global presence means that we are also sensitive to global trends. Two of those trends are the growth of the global population and decreasing stocks of fossil fuels. This means that we must produce more food in a more efficient, more sustainable and more circular manner.

We are responding to this by optimising carcass yield. We aim to make good use of every part of the calf: calfskin, all parts of the meat, blood, bones and manure; everything must have a useful and valuable destination.

A good example of this is the slaughterhouse ESA. They have made an innovative development: they hygienically collect the blood that is released when a calf has been slaughtered. This high-quality blood is processed and serves as an important raw material for the pharmaceutical industry.

The growing global population is giving rise to a shortage of raw materials, such as proteins. We are constantly on the lookout for innovations; for example, we are looking for new raw materials and ways of handling proteins more efficiently.

Year on year, we are developing our company. We are taking steps without losing sight of people, animals and the environment in the process. Since 2006, we have published our report on Corporate Social Responsibility (CSR) every year. This is an important report for us because it shows what we do and how we do it.

The developments in 2015 can be seen in this annual report. This year, the auditor has once again conducted a verification on a selection of indicators, as found in the annex to this report.

If you have any questions or comments about this CSR report, please send them to contact@vandriegrup.com

I hope you enjoy reading this report.

Henny Swinkels
Director Corporate Affairs

30 June 2016



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RESULTS 2015

OUR EMPLOYEES

± 2,250
EMPLOYEES
IN TOTAL

NL

CALF SLAUGHTERHOUSES 33%

FEED/CALF FEED 9%

MISCELLANEOUS 6%

BE

CALF SLAUGHTERHOUSES 1%

FR

CALF SLAUGHTERHOUSES 44%

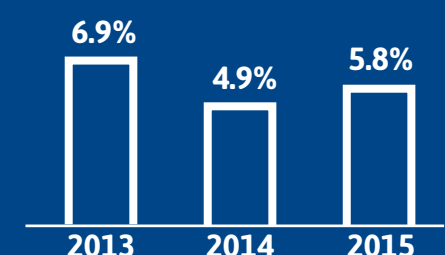
IT

FEED/CALF FEED 6%

DE

FEED/CALF FEED 1%

± 1,100
VEAL
FARMERS

SICKNESS-RELATED
ABSENCES

CONTRACT



95% PERMANENT
5% TEMPORARY

♂ 76% MALE ♀ 24% FEMALE



43.5
AVERAGE AGE

AVERAGE NUMBER
OF YEARS EMPLOYED

11.5

EMPLOYED ACCIDENTS
AT WORK

111



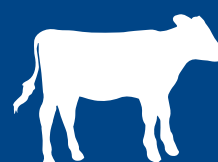
4.6
AVERAGE NUMBER OF
NATIONALITIES
PER COMPANY

0

CASES
OF DISCRIMINATION

OUR PRODUCTS

1.5
MILLION



CALVES

450,000
TONS

CALF MILK
POWDER

184,000
TONS

ROUGHAGE/
MUESLI

175,000
TONS

TRADE IN
DAIRY RAW
MATERIALS

OVER

1.3

MILLION
CALFSKINS

BRANCHES



NETHERLANDS
BELGIUM
FRANCE
ITALY
GERMANY



VANDRIE GROUP
EUROPEAN
MARKET SHARE

± 30%



VEAL EXPORTS FROM THE NETHERLANDS

34% ITALY • 24% GERMANY • 13% FRANCE
16% REST OF THE EU • 13% OUTSIDE THE EU

NUMBER OF EXTERNAL AND INTERNAL AUDITS: 201
NUMBER OF RECALLS 2014: 0
NUMBER OF RECALLS 2015: 2
NUMBER OF MICROBIOLOGICAL TESTS: > 61,000

2014 FINANCIAL RESULTS*

TURNOVER ± 2.2 BILLION EUROS

NET PROFIT ± 92 MILLION EUROS

NET PROFIT MARGIN ± 4.2%

EXPORT OF VEAL 95% TO OVER SIXTY
COUNTRIES

* THE SPECIFIED TURNOVER DATA AS WELL AS THE AMOUNT OF ASSETS AND
OPERATIONAL COST DEVELOPMENT CAN BE FOUND IN THE VANDRIE GROUP'S
FINANCIAL ANNUAL REPORT FOR 2014.

CONSUMPTION* 2013 2014 2015

ENERGY CONSUMPTION

KWH PER CALF SLAUGHTERED	23.7	25.7	26.3
KWH PER TONNE OF CALF FEED	23.0	22.1	21.6

WATER CONSUMPTION

M³ PER CALF SLAUGHTERED	0.42	0.46	0.48
M³ PER TONNE OF CALF FEED	0.034	0.027	0.036

GAS CONSUMPTION

KWH PER CALF SLAUGHTERED	1.09	1.06	1.16
KWH PER TONNE OF CALF FEED**	0.79	0.69	1.32

CO₂-OVERVIEWOWN CO₂-EMISSION

GAS CONSUMPTION, CALCULATION

56 KG PER GJ – FEED*	1.3
----------------------	-----

* MEASURED AMONG CALF FEED PRODUCTION COMPANIES IN THE NETHERLANDS
(NAVOBI, SCHILS, TENTEGO, ALPURO) AND SLAUGHTERHOUSES IN THE NETHER-
LANDS (EKRO, ESA, T. BOER & ZN).

** THE NOTICEABLE INCREASE IS ATTRIBUTABLE TO THE INSTALLATION OF A TEST
SYSTEM AT ALPURO. IN 2016, THE AMBITION IS TO BRING CONSUMPTION BACK TO
THE FORMER LEVEL.

MARJOLEIN RIETVELD
DAIRY FARMER

*"It makes me proud each time
I can deliver healthy,
strong calves to the trader."*

*I then know that they are valuable
in the rest of the chain."*

P

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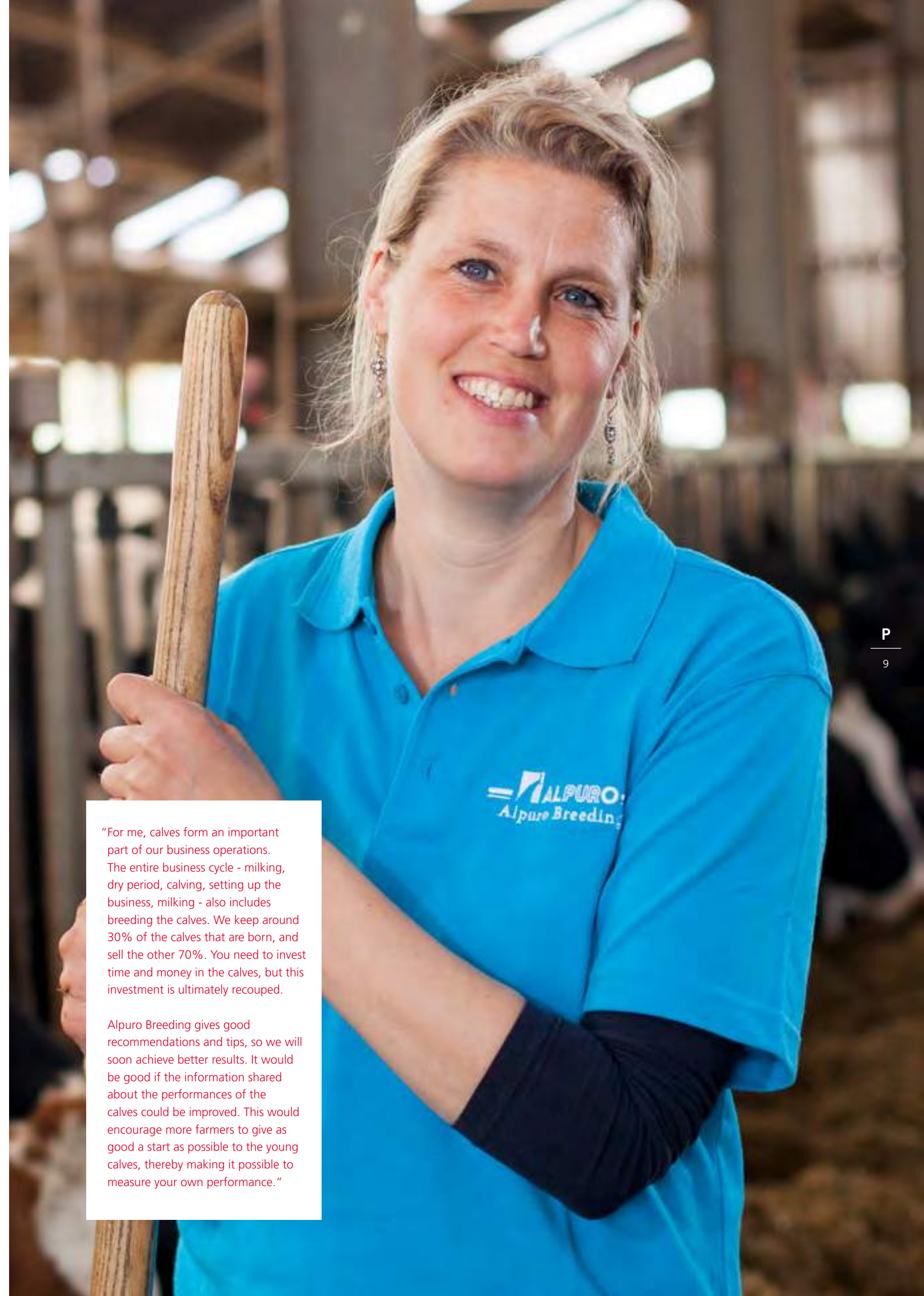


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"For me, calves form an important part of our business operations. The entire business cycle - milking, dry period, calving, setting up the business, milking - also includes breeding the calves. We keep around 30% of the calves that are born, and sell the other 70%. You need to invest time and money in the calves, but this investment is ultimately recouped.

Alpuro Breeding gives good recommendations and tips, so we will soon achieve better results. It would be good if the information shared about the performances of the calves could be improved. This would encourage more farmers to give as good a start as possible to the young calves, thereby making it possible to measure your own performance."





JAN BRONKHORST
PURCHASER OF YOUNG CALVES

"I select the calves in uniform groups according to breed, weight and size."

"This makes things easier to manage on the farm."

P
10

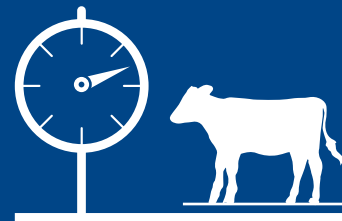
CALF PURCHASING REQUIREMENTS



MINIMUM OF 14 DAYS OLD



HEALTHY



MINIMUM OF 36 KILOS

"When I was three years old, I said that I wanted to be a 'calf worker', and I am! I have been working with calves all my life and I wouldn't want it any other way. The good thing about my work is the contact with the animals and the farmers. I select the calves in uniform groups according to breed, weight and size. This makes things easier to manage on the farm."

The calves are supplied by the dairy farms and stand or lie here peacefully in straw. Once I have made the selection, the transporter comes to take the calves to our veal farmers. This link in the chain isn't as well known, but it is very important."

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VANDRIE GROUP PROFILE

The VanDrie Group produces veal, feed/calf feed and calfskins. Respect for humans, animals and the environment is a top priority. We care about what we will leave behind for the next generations. This is reflected in our logo, which consists of a hand and a calf: an expression of respect for people and animals. The seal is our guarantee of quality and craftsmanship.



ORGANISATIONAL STRUCTURE

The VanDrie Group is a Dutch family business. Jan van Drie Sr. bought his first calf for fattening in the early 1960s. The group now encompasses over 25 companies. Unique to the VanDrie Group is the fact that it is a chain manufacturer. The group has full control of the chain: from caring for the calves, feed production, slaughterhouses and the processing of calfskins to the sale of consumer products and marketing and promotion. The VanDrie Group is the largest integrator of veal in the world and is therefore the global market leader.

An integrated quality system has been developed in line with the chain: Safety Guard. The system safeguards food safety, animal welfare, responsible use of antibiotics and environmental management - across the entire production chain.

All the group's companies operate under Van Drie Holding, which is the company that takes care of finances, among other aspects. The VanDrie Group has three shareholders, namely René van Drie, Jan van Drie and Herman van Drie. Henny Swinkels is the Director Corporate Affairs.

The group's operating companies are divided into seven categories: husbandries, basic dairy products (processing & trade), feed/calf feed, slaughterhouses (handling & processing), calfskins, laboratory and promotion.

We run the following brand concepts: VanDrie Controlled Quality Veal, Peter's Farm, Vitender, Friander and, in France, Finesse de Veau and Tendriade.

Our feed goes to veal farmers, but also to dairy farmers and other types of farmers.

The veal products that we produce go to a range of outlets such as wholesalers and meat traders, retailers, supermarkets, butchers, hotels, restaurants, caterers and the institutional market.

Our calfskins travel across the world to tanneries and manufacturers of shoes, bags and clothing, and to the automotive industry for interior furnishings.

Our dairy raw products largely go to dairy producers, food manufacturers, animal feed manufacturers and importers of dairy products.

MATERIALITY

In 2015, we had an extensive stakeholder analysis conducted by an independent agency, Het Portaal. This ultimately resulted in a materiality matrix, which clarifies the issues that stakeholders deem important and the impact that these issues may have on the company's performance and/or reputation. See the annex to this report for further background information about implementing the materiality matrix.

The materiality matrix is decisive for the issues discussed in this CSR report. Our four CSR pillars form the basis for the remainder of the report. These pillars set the strategy to be pursued within the VanDrie Group. The content of each pillar is evaluated once a year to ensure that our policy and its pillars reflect the dynamic environment in which the VanDrie Group operates. Where necessary, points are altered based on the evaluation points. In 2015, no amendments were made to our strategy or ambitions.

OUR CSR PILLARS ARE:

-  OUR ORGANISATION
-  FOOD SAFETY
-  ANIMAL WELFARE
-  SURROUNDINGS & ENVIRONMENT

"We want to make the public privy to our expertise, which is why we are affiliated with Vallei Boert Bewust."*

A CALF CONSUMES ROUGHLY



AVERAGE NUMBER OF WEEKS IN THE VEAL FARMER'S STALL



*VALLEI BOERT BEWUST IS A REGIONAL COMPANY LABEL AFFILIATED WITH THE GELDERLAND VALLEY DISTRICT. AFFILIATED FARMERS ACTIVELY ENSURE INTERACTION WITH RESIDENTS OF THE VALLEY.



"Our daily challenge is to achieve as good a result as possible with the calves. We are of course guided through the process by the VanDrie Group and a lot comes down to the experience: smelling, seeing, touching.

We are well aware of our role in society. We invest a great deal in sustainable energy. We use green energy, frequency regulators on the fans, and we keep the water warm using a biomass stove. When calves are brought to the company, the husbandry is heated using under-floor heating. We believe it's important to show what we do within our industry. Ordinary citizens are far removed from the agricultural sector. So we are affiliated with Vallei Boert Bewust*. We invite citizens to our company by organising open and taster days."

STRATEGY

MISSION, AMBITION, VISION

The VanDrie Group is a veal manufacturer that has an important role to play in society. The companies within the group create value, such as employment and their contribution to Dutch exports.

“OUR MISSION IS TO MAKE A VALUABLE CONTRIBUTION TO THE GLOBAL FOOD SUPPLY WITH WORLD CLASS, HIGH-QUALITY, SAFE AND NUTRITIOUS VEAL PRODUCTS.”

OUR AMBITION IS TO STRENGTHEN OUR MARKET POSITION AND TO IMPROVE THE REPUTATION OF OUR HIGH-QUALITY PRODUCTS WORLDWIDE.”

We are developing our mission and ambition based on the 'creating shared value' principle. We have the vision within our core activities (producing veal, feed/calf feed and calfskins) to create added value for society and our stakeholders. We add value to calves from the dairy farming industry, turn whey (a by-product from the cheese industry) into calf feed, use residual products from grain processing and seeds containing oil for feed, process our calves' manure and utilise calfskins for the leather sector. As a global market leader, we feel it's our duty to adopt a leading role. We aren't just obliged to act in a responsible manner: we also have an opportunity to create value in the longer term for society and for our stakeholders. Our main stakeholders are the management board, employees, veal farmers, suppliers, customers, consumers, shipping agents, authorities, NGOs, dairy farmers, inspection authorities, sector organisations, and educational and knowledge institutions.

We place a strong focus on innovation, sharing knowledge and intensifying relationships with our stakeholders. A considerable proportion of our profits is invested back into the group. As a result, we are able to develop our company further in a sustainable, social and economically responsible manner, and we can be of social benefit. Thanks to our intrinsic motivation to add value to the world around us, we are in a better position to respond to critical points, operational challenges and business opportunities.

STRATEGIC TOPICS

Over the coming years, the VanDrie Group will be focusing on its ambition: to strengthen its market position and improve the reputation of its high-quality products worldwide.

The group is adopting measurable, concrete objectives to reflect its ambition. The objectives are subdivided into the CSR pillars: food safety, animal welfare, our organisation and surroundings & environment. We consciously use these pillars because our stakeholders regard them as very relevant. The strategic objectives are formulated on the basis of the risk inventory that we have conducted; for additional information see: www.vandriegroup.com/csr under 2015. In this way, we have linkage between material topics and the risks for our company which have been identified or which we have identified ourselves.

A FEW STRATEGIC OBJECTIVES

POLICY RUNNING WELL
POLICY UNDER DEVELOPMENT
POLICY REQUIRES ADJUSTMENT

PILLAR	AIM	TIME PERIOD	COLLABORATION PARTNERS	RISKS IDENTIFIED	STATUS
FOOD SAFETY	Reducing resistance to antibiotics and dedication to responsible use of antibiotics	Continuous	VanDrie Group companies, the Netherlands Veterinary Medicines Authority (SDa), the Ministry of Economic Affairs, the Calf Industry Association (Stichting Brancheorganisatie Kalversector, SBK), the Foundation for Quality Guarantee in the Veal Sector (Stichting Kwaliteitsgarantie Vleeskalversector, SKV)	The use of antibiotics	<div></div>
FOOD SAFETY / ANIMAL WELFARE	Participating in academic research by means of a public-private partnership	2015 onwards	VanDrie Group, Wageningen University, Topsector Agri & Food	Technical developments	<div></div>
FOOD SAFETY	Ensuring that 0 recalls need to be made	2015 onwards	VanDrie Group companies, customers	Safe raw materials and products/end products	<div></div>
ANIMAL WELFARE	Together with sector organisations and stakeholders, improving calves' start in life with the aim of achieving a healthy, strong calf that is suitable for the veal farm and increasing the information shared between the transportation, dairy farming and veal sectors	2015 onwards	Zuivel.nl, NZO, SBK, Vee&Logistiek Nederland, LTO Nederland, VanDrie Group	Animal health	<div></div>
OUR ORGANISATION	To develop the Safety Guard Platform	2015 - 2018	VanDrie Group companies	Employee expertise	<div></div>
OUR ORGANISATION	60% of employees must have demonstrably developed knowledge of their specialist field by taking courses and training	2016	VanDrie Group companies, employees, training institutions	Employee expertise	<div></div>
OUR ORGANISATION	To reduce sickness-related absences to 4.5%	2016 onwards	VanDrie Group companies	Ethics	<div></div>
OUR ORGANISATION	Informing 45,000 Dutch consumers directly and constantly about the properties of veal by means of trade fairs, cooking workshops etc.	2015 onwards	VanDrie Group companies, SPK	Competition	<div></div>
OUR ORGANISATION	Continuation of collaboration with stakeholders	Continuous	VanDrie Group and stakeholders	Ethics	<div></div>
OUR ORGANISATION	To open the following markets for veal: China, United States, Canada	2016	VanDrie Group, Ministry of Economic Affairs, NVWA, Dutch embassies	Global economic developments	<div></div>
SURROUNDINGS & ENVIRONMENT	To extract manure in order to unlock valuable elements for reinforcing a circular way of working	2015 onwards	SBK, Wageningen University, VanDrie Group	Efficient use of raw materials/proteins	<div></div>
SURROUNDINGS & ENVIRONMENT	For feed/calf feed companies and slaughterhouses to operate in a climate-neutral manner by 2030	Continuous	VanDrie Group companies	Contamination, ecological footprint, emission rights	<div></div>

ANNET SPAANS
VETERINARIAN

"It is important that calves are given a good start in life, to enable them to gain strength quickly."

AMBITION OF THE DAIRY INDUSTRY, THE VEAL FARMING SECTOR AND COLLECTIVE CALF TRADING IN 2016:

IMPROVING TRACEABILITY OF THE CALF AND THE SHARING OF INFORMATION BETWEEN THE LINKS IN THE PERFORMANCE OF EACH INDIVIDUAL CALF, USING A NEW QUALITY MONITORING SYSTEM

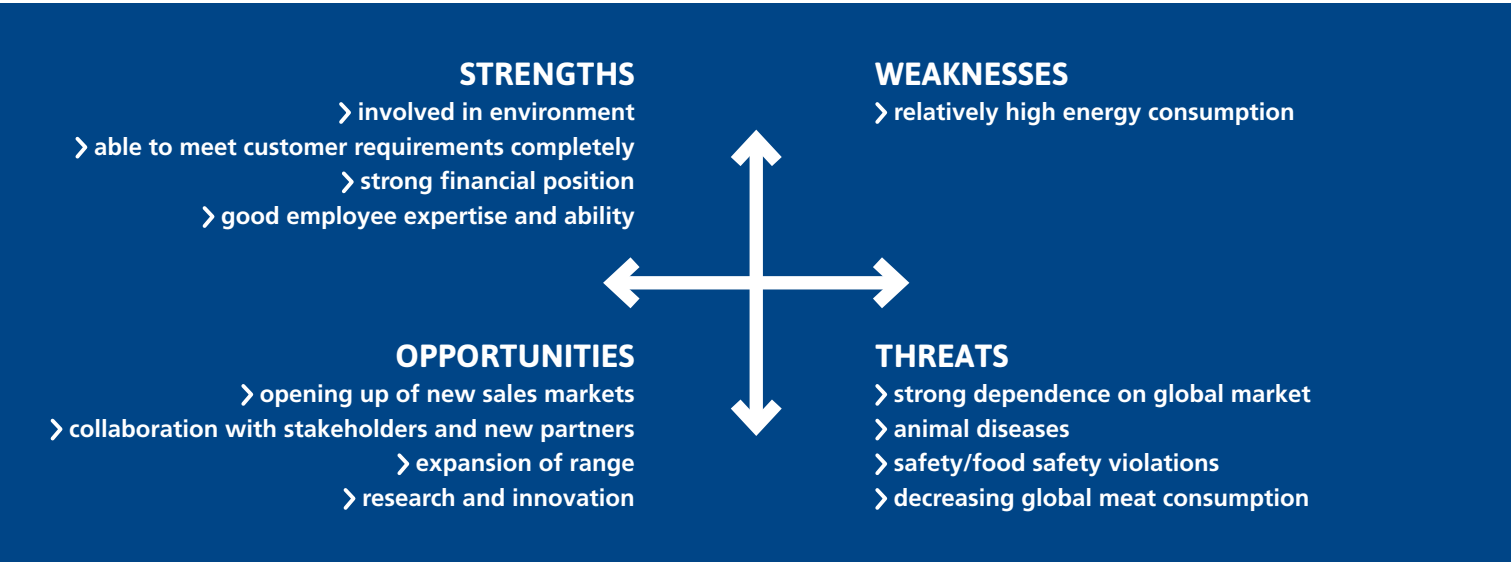


"The veterinary profession is changing. We are increasingly focusing on the overall way in which the farmer manages his business, as this will enable us to tackle problems early on."

It is important that calves are given a good start in life, to enable them to gain strength quickly. Calves are born with a low immune system. A good colostrum supply is necessary to neutralise pathogens. Together with the veal farmers, we are also looking to raise calves correctly, thereby taking steps in the development of animal welfare.

There are, however, still points that require attention. It would be good if a national BVD and IBR control programme were rolled out, as this would play a part in reducing the burden of disease."





The VanDrie Group creates prosperity and welfare through its capital flows in a cost-efficient, sustainable and qualitative manner to generate results. Based on our opportunities and challenges, we evaluate our business model on an annual basis, as this enables us to respond to changes quickly. We remain on the ball at all times and are able to make as effective a contribution as possible to meet the wishes and requirements of our collaboration partners.

CAPITAL	INPUT	OUTPUT	OUTCOME
A. PRODUCED	A. Veal, calfskins, feed/calf feed, basic dairy products	A. High-quality food and other products for the wholesale and retail trade, food service, butchers, food manufacturers, tanneries, animal feed manufacturers, etc.	PROFITABILITY
B. SOCIAL	B. Dialogue between stakeholders and partnerships	B. Relationships with acquaintances from the sector, customers, suppliers and employees and public support from the environment	BENEFIT FOR SOCIETY AND STAKEHOLDERS
C. HUMAN	C. Employees, veal farmers, temporary workers	C. Competent, well-trained employees and safe working conditions	HIGH-QUALITY MANUFACTURING
D. INTELLECTUAL	D. Knowledge and expertise	D. Innovation, marketing and promotion, brands and concepts	PUBLIC SUPPORT
E. ENVIRONMENT	E. Energy, water, raw materials	E. Emissions, use of materials, waste, waste water, manure	INVOLVED EMPLOYEES
F. FINANCIAL	F. Assets position, creditworthiness	F. Profitability, tax, dividends	QUALITY
			THE ENVIRONMENT

“FOR US IT IS IMPORTANT TO PURSUE EFFECTIVE RISK MANAGEMENT.”

RISK MANAGEMENT

The VanDrie Group operates in a dynamic environment. This means that we are exposed to various risks, such as animal diseases, accidents at work and fluctuating prices of raw materials.

For us, it is important to pursue effective risk management. The manufacturing of high-quality, safe and nutritious products should be regarded in its relation to the consequences for our organisation and the financial position, food safety, animal welfare and the surroundings & environment. The way in which we pursue our mission should be in keeping with the way in which we conduct our business. We determine what risks we accept, based on this consideration. The risks are categorised into strategic, operational, social and financial risks. For a diagram of the main risks we face, please see: www.vandriegroup.com/csr under 2015 - Additional information.

Risk identification and control form an integral part of Safety Guard, our quality system. All our companies have extensive HACCP plans, for example. HACCP stands for Hazard Analysis and Critical Control Points. When processing food products, there are risks that could pose a threat to the safety of products. We are therefore focusing strongly on risk control. Our companies that manufacture or process food describe the potential risks in these HACCP plans, for example. We also carry out evaluations and reassessments consistently into the risks of used raw materials. The individual VanDrie Group companies must also create a Risk Inventory and Evaluation (RI&E) and

an action plan for tackling problems in their occupational health and safety policy, etc.

The Safety Guard Platform is responsible for executing quality control policy and represents line managers and quality managers from all sites. The risks identified are monitored and evaluated within the Platform. We conduct a risk analysis every year. The risks are then discussed in the VanDrie Group's board meeting. The management board team is ultimately responsible for controlling the risks. We are striving to improve risk management, such as by quantifying risks and increasing risk awareness.

DIALOGUE WITH OUR STAKEHOLDERS

The VanDrie Group collaborates with a range of stakeholders. Throughout the year, we maintain close contact with our partners to share ideas about our business strategy.

The material topics identified from the stakeholder analysis and the materiality matrix have been leading issues in the stakeholder dialogue.

“TRANSPARENCY IS THE KEY WORD FOR OUR BUSINESS CONDUCT AND WE RECEIVE FEEDBACK THROUGH THE STAKEHOLDER DIALOGUE.

WE ARE THEN ABLE TO USE THIS TO IMPROVE OUR POLICY AND ITS IMPLEMENTATION. THE VANDRIE GROUP MANAGEMENT BOARD TEAM IS ALMOST ALWAYS INVOLVED WITH THE VARIOUS CONTACTS.”

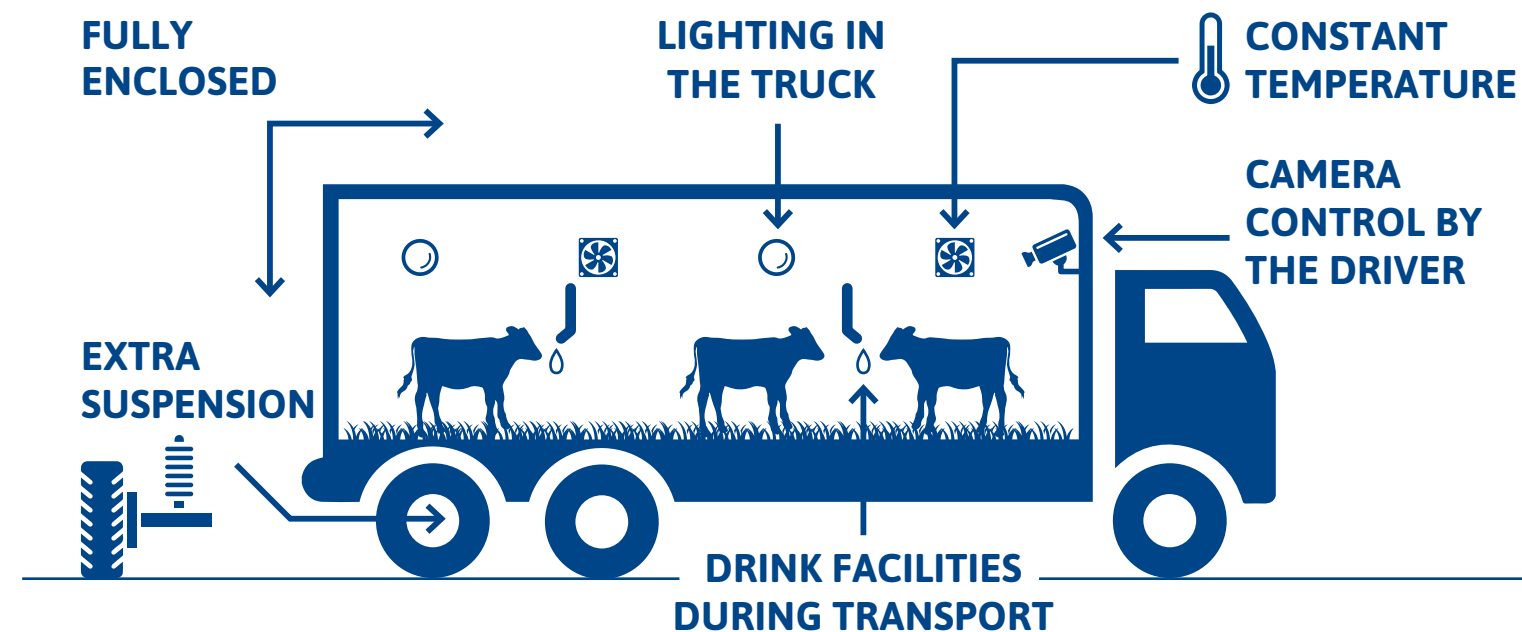
DIALOGUE AND MATERIAL TOPICS ON THE NEXT PAGE,
YOU WILL SEE HOW WE INVOLVE OUR PARTNERS



STAKEHOLDERS	HOW DO WE ACTIVELY INVOLVE THE STAKEHOLDER?		THE STAKEHOLDER’S EXPECTATIONS	MATERIAL TOPICS	RESULTS AND INFLUENCE ON POLICY
MANAGEMENT BOARD	<ul style="list-style-type: none">• Daily contact• Board meeting 5 times a year		<ul style="list-style-type: none">• Fair and reliable management• Quality management• Continuity• Satisfied and well-trained employees	<ul style="list-style-type: none">• Operating result and other forms that are used to create value• The company's internal management structure• Trusted partnership• Chain responsibility	<ul style="list-style-type: none">• Investments in the companies and markets• Collective labour agreement innovations• Strengthening of the chain through renewed collaboration between the dairy farming and transportation sectors
EMPLOYEES	<ul style="list-style-type: none">• Daily contact• Trusted representatives• Weekly newsletters• Work meetings	<ul style="list-style-type: none">• Training• Intranet• Works councils	<ul style="list-style-type: none">• Good working conditions• Safe workplace• Development opportunities• Assured work	<ul style="list-style-type: none">• Trusted partnership• Sustainable chain• Operating result and other forms that are used to create value• The company's internal management structure	<ul style="list-style-type: none">• New development and training processes• Collective labour agreement innovations
VEAL FARMERS	<ul style="list-style-type: none">• Daily contact• Homoeopathy working party• Newsletters	<ul style="list-style-type: none">• Projects such as Welfare Quality Monitor• Calf Info Net• Trade fairs	<ul style="list-style-type: none">• Information about quality and monitoring of results• Sustainability and innovation in the chain	<ul style="list-style-type: none">• Animal welfare• Responsible transportation of calves• Responsible use of antibiotics• Preventing animal diseases• Healthy calves• Zoonoses	<ul style="list-style-type: none">• Cleaner calves• Change to husbandry systems to encourage animal welfare and reduced damage to calfskins
SUPPLIERS	<ul style="list-style-type: none">• Daily contact• Annual audits		<ul style="list-style-type: none">• Long-term relationship• Fair price	<ul style="list-style-type: none">• Responsible/sustainable purchasing• Trusted partnership• Use of raw materials and fair trade• Chain responsibility	<ul style="list-style-type: none">• Reliable, safe products
CUSTOMERS	<ul style="list-style-type: none">• Daily contact• Company visits• Support for customers’ shop demonstrations• Trade fairs and events & guided tours		<ul style="list-style-type: none">• Reliable products• Food safety• Customer-friendliness• Fair price• Performance in the field of animal welfare• Quality and Safety Guard	<ul style="list-style-type: none">• Collaboration and certification• Chain responsibility• Tracking & Tracing• Eco-design: improving the sustainability of products• Trusted partnership	<ul style="list-style-type: none">• Sustainable packaging• Development of convenience products
CONSUMERS	<ul style="list-style-type: none">• Online (social media)• Trade fairs and events• Special communication channels such as: leaflets; brochures; press releases; website; complaint procedures.		<ul style="list-style-type: none">• A responsible manufacturer• A safe and animal-friendly product	<ul style="list-style-type: none">• Producing safe and responsible veal• Policy that promotes healthy living and healthy food• Animal welfare• Food safety and public health	<ul style="list-style-type: none">• More B-2-C (Business to Consumer) communication
SHIPPING AGENTS	<ul style="list-style-type: none">• Daily contact		<ul style="list-style-type: none">• Long-distance transportation• Cleaning and disinfecting• Comfort Class trucks	<ul style="list-style-type: none">• Responsible transportation of calves• Zoonoses• Preventing animal disease	<ul style="list-style-type: none">• Reducing transportation movements from Eastern Europe• Converting regular truck equipment to Comfort Class
AUTHORITIES	<ul style="list-style-type: none">• Regular meetings• Visits• Regular administrative consultations		<ul style="list-style-type: none">• Animal welfare• Reduction in antibiotics• Opening up markets• Food safety• Further sustainability	<ul style="list-style-type: none">• Trusted partnership• Responsible use of antibiotics• Collaboration and certification• Producing reliable veal in a responsible manner• Food safety and public health	<ul style="list-style-type: none">• Sparring partner in welfare and use of antibiotics
NGOS	<ul style="list-style-type: none">• Supervisory Boards• Participation in quality schemes such as the Better Life hallmark of the Dutch Society for the Protection of Animals	<ul style="list-style-type: none">• Membership of Global Roundtable for Sustainable Beef (GRSB)• Company visits• Seminars	<ul style="list-style-type: none">• Long-distance transportation• Performance in the field of animal welfare• Sustainable raw materials• Further sustainability	<ul style="list-style-type: none">• Animal welfare• Responsible transportation of calves• Responsible/sustainable purchasing• Use of raw materials and fair trade	<ul style="list-style-type: none">• Use of Comfort Class transport• Company visits by GRSB• Discussion about reducing antibiotics globally
DAIRY FARMERS	<ul style="list-style-type: none">• Company visits• Consultations• Research programmes		<ul style="list-style-type: none">• Strong, young calves• Sharing of knowledge	<ul style="list-style-type: none">• Healthy calves	<ul style="list-style-type: none">• Plan involving improving fit and healthy calves
INSPECTION AUTHORITIES	<ul style="list-style-type: none">• Annual audits• Company visits		<ul style="list-style-type: none">• Quality and Safety Guard	<ul style="list-style-type: none">• Collaboration and certification• Tracking & tracing	<ul style="list-style-type: none">• Research into undesirable substances• Inspections under quality systems such as IKB Veal Calves, GTSKV (tracing transport) and ISO
SECTOR ORGANISATIONS	<ul style="list-style-type: none">• Administrative consultations• Participation in management, such as with COV, SBK, Nevedi		<ul style="list-style-type: none">• Promotion of the meat and feed sectors• Sector research• Advocacy looking after our interests• Reliable manufacturing and use of raw materials	<ul style="list-style-type: none">• Producing reliable veal in a responsible manner• Suppliers and distribution (responsibility within the chain)• Collaboration and certification• Use of raw materials and fair trade• Sustainable chain	<ul style="list-style-type: none">• Responsible purchasing of soya and palm oil• Improved purchasing conditions for livestock• Partnership in academic research• Plan involving improving fit and healthy calves
RESEARCH AND KNOWLEDGE INSTITUTES	<ul style="list-style-type: none">• Guest lectures• Company visit• Work placements• Joint research (vealsystems4food, Manure with Value, OneHealth4food, Feed4Foodure, Cater with Care)		<ul style="list-style-type: none">• Animal welfare• Manure processing• Reliable manufacturing	<ul style="list-style-type: none">• Food safety and public health• Animal welfare• Eco-design: improving the sustainability of products	<ul style="list-style-type: none">• Partnership in scientific research

“When I drive, I always take the calves into account: accelerating and braking carefully and taking corners slowly.”

COMFORT CLASS



“Once I had obtained my truck driver's licence, I started to transport young calves straight away. That was around eight years ago now.

I drive every day. What I like about my work is the variety. Being on the road, contact with people and animals. When loading and unloading, calm is the 'magic word'. We accompany the calves into the truck and make sure that there's a thick layer of straw on the ground, so that the calves can stand or lie down calmly. Even when I drive, I always take the calves into account: accelerating and braking carefully and taking corners slowly.”



We believe it's important to show what we have achieved in 2015.

Our results in the field of our CSR policy (our organisation, food safety, animal welfare and the surroundings & environment) can be read here.



OUR ORGANISATION

When it comes to our companies and employees, we strive to achieve a safe working environment and healthy, skilled employees. We want employees to feel at home in the organisation. For us, good employment means offering career and development opportunities and appropriate primary and secondary benefits to our employees.

TRAINING COURSES

We are always training our employees on safety, health, lifting loads, ergonomics and hearing protection issues. Our employees can also take language courses, quality-related training courses, first aid and company first aid courses. Some of our companies are also recognised training providers in the fields of IT, administration, technical services and quality. We also have the Safety Guard Academy: an e-learning portal that makes knowledge, instructions and training courses available to various target groups within and outside our organisation. The training options are regularly accessible in several languages.

BEING AND REMAINING HEALTHY

We regularly provide information on a healthy lifestyle and how employees can remain employable in a physical job, we help employees to stop smoking and have cycling plans. A few of our companies offer the opportunity to take part in medical check-ups (Preventief Medisch Onderzoek, PMO).

In the event of sickness, we do everything we can to return the employee to full health and make it possible for him or her to return to work. A number of companies within the VanDrie Group have a dedicated Occupational Health doctor who holds surgeries and provides advice and guidance to employees and their employer. We assist employees who are unable to return to their original roles in finding more appropriate roles. On 1 January 2015, a number of VanDrie Group companies began a senior citizens' scheme. This scheme involves older employees (aged 60 plus) having 10% of their working hours passed on to other people, but still retaining their salary.

CONSUMER TRENDS

We are noticing that meat consumption is on the decline, that consumers are becoming increasingly critical and that they are on the lookout for products that are in keeping with a healthy and varied diet. The VanDrie Group needs to respond to these trends to maintain veal sales. We therefore attend trade fairs/consumer trade fairs throughout the world, carry out communication campaigns in Italy and Germany, among other countries, and are active on social media.

In 2015, we contacted around 45,000 Dutch consumers and informed them about the qualities of veal by giving workshops, training courses and attending trade fairs. The VanDrie Group uses the internet to provide customers, consumers and authorities with an insight into its production methods, which is why the website www.vealvision.com was developed, making it possible to trace all the information about a particular batch of veal that has been received. Using a password, the user is able to find out all kinds of details via the calf's unique ear number, such as the veal farmer who cared for the animal.

In 2015, the development of a convenience range of veal products began. More and more chefs are wanting to supply their customers with delicious products quickly. Consumers are also increasingly demanding healthy, easy to prepare products. The VanDrie Group has now launched a range of cooked veal products such as spareribs, strips and shanks.

CHALLENGE IN SUSTAINABLE CHAIN; GLOBAL ROUNDTABLE FOR SUSTAINABLE BEEF

It is expected that by 2050 the global population will have exceeded 9 billion. This gives us the moral obligation to take into account this vast increase in relation to the global food supply.

More food needs to be produced, in a more efficient, more sustainable and more circular manner. The VanDrie Group isn't simply awaiting the increasing pressure to do this, but is starting to implement

new earnings models, innovations and improvements. This is happening within the Global Roundtable for Sustainable Beef (GRSB) and in other ways.

The VanDrie Group has been a member of this initiative since 2013. The aim of GRSB is to promote sustainability in the global beef and veal chain by using leadership, knowledge and multi-stakeholder participation. In 2015, a large number of

members of GRSB paid a company visit to the VanDrie Group. The sustainable chain and the challenges we are seeing, such as manure processing, use of antibiotics and animal welfare, were discussed in detail. Sharing knowledge with stakeholders across the entire world in a sustainable veal chain keeps our minds on the job and is the driving force behind continuous development within the VanDrie Group.

RESPONSIBILITY WITHIN THE CHAIN AND RELIABLE PARTNERSHIP

The VanDrie Group sets store by effective collaboration with its partners. The VanDrie Group conforms to the OECD guidelines for Multinational Enterprises in relation to responsibility within the chain.

We believe it's important to know what's going on in the chain, so that action can be taken in a timely manner in order to minimise any risks. This is why we are collaborating with colleagues from the sector and we are active in European and international organisations such as the European Feed Manufacturers' Federation (Fefac), European Livestock and Meat Trading Union (UECBV) and the Global Roundtable for Sustainable Beef (GRSB). In the Netherlands, we work in close collaboration with the Dutch Meat Association (Centrale Organisatie Vleessector, COV), the Foundation for Quality Guarantee of the Veal Sector (Stichting Kwaliteitsgarantie Vleeskalversector, SKV), the Calf Industry Association (Stichting Brancheorganisatie Kalversector, SBK), the Dutch Feed Industry Association (Nederlandse Vereniging Diervoederindustrie, Nevedi) and the Dutch Society for the Protection of Animals. In France, the companies collaborate within the Interbev Veau industry organisation.

See the annex to this report for a list of our partners.

KNOWLEDGE AND INNOVATION



The VanDrie Group possesses its own Research and Development (R&D) department. This department conducts research into nutrition, animal husbandry systems and use of natural products such as phytotherapeutics.

Due to the increasing demand for raw materials, and at the same time a growing shortage, the R&D department is focusing on alternative, new basic protein products in feeds and calf feeds. These basic protein products come from both the food and feed industries. We are also investigating how to increase protein efficiency. Within the various companies, we are paying attention to knowledge development. We support graduation and PhD research every year and offer work placement and work experience positions. We are currently working on five public-private research programmes in collaboration with stakeholders such as universities, research institutes and other partners (Manure with value, OneHealth4food, Fit and Healthy Calf, Feed4Foodure, Food4Life).

AMBITIONS FOR 2016

- **INTENSIFY CONTACT WITH STAKEHOLDERS**
- **DEVELOP THE SAFETY GUARD ACADEMY**
- **INCREASE THE ATTENTION PAID TO SAFETY AND HEALTH-PROMOTING MEASURES AND MAKE THE EFFECTS MEASURABLE**
- **REDUCE SICKNESS-RELATED ABSENCES**



FOOD SAFETY

Our first responsibility as a manufacturer is to produce reliable, responsible feed/calf feed and veal products. The unique thing about the VanDrie Group is that we are a chain manufacturer. We have control of the entire chain: from rearing the calves and producing feed/calf feed to selling the veal and the calfskins. We have also integrated a unique quality system in our companies: Safety Guard. Safety Guard ensures optimal tracking and tracing of our products and processes.

“THE VANDRIE GROUP WORKS ACCORDING TO THE HIGHEST STANDARDS.”

SAFEGUARDING FOOD SAFETY AND PUBLIC HEALTH

Safety and quality come first. We strive to guarantee safety and quality 100% thanks to our own quality system, Safety Guard. Safety Guard is based on the ISO 22000 and 14001 guidelines, the Food Safety Supply Chain System and the international BRC, IFS and GMP+ schemes. The independent inspection authority Lloyd's inspects Safety Guard on a regular basis. In 2015, an important step was taken by our feed companies: they are preparing themselves for ISO 14001 certification in 2016. This ISO standard includes the environmental management system, in which regular attention is paid to the environment in the way in which business is conducted and an emphasis is placed on environmental risks and improving environmental performance.

PRODUCING SAFE AND RESPONSIBLE VEAL

The keeping, transporting and slaughtering of animals is bound by stringent regulations. The VanDrie Group works to the highest standards and its work is inspected daily by the Netherlands Food and Consumer Product Safety Authority (NVWA). Each slaughterhouse has at least two vets from the NVWA on site every working day who continually ensure that our business processes are carried out properly and within

the legal requirements. When the calves arrive at the slaughterhouse, a vet is always in attendance to give them a visual inspection. Five inspectors from the NVWA are also positioned at the end of the slaughter line to check each slaughtered animal for any abnormalities.

We impose stringent conditions on ourselves and our suppliers. To safeguard food safety and guarantee integrity, we take the following measures, for example:

- we use only safe raw feed products, i.e. from GMP+ certified companies;
- when accepting raw materials, monitoring takes place to ensure that these companies meet the requirements within Safety Guard. Suppliers must provide specifications for each raw material;
- we only work with veal farmers who are certified members of the IKB Veal Calves quality system (in which European hygiene regulations are included, for example);
- we maintain a concern list and a blacklist for manufacturers of raw materials for calf feed. If suppliers fail to meet Safety Guard's requirements, we help them to improve their result.

We will discuss this with them, but if progress isn't forthcoming, the collaboration will be stopped.

- each VanDrie Group company carries out a supplier evaluation for the suppliers of goods and services. The results are recorded and discussed within the companies. The evaluations focus on control and inspection and on chemical, bacteriological, physical and organoleptic elements;
- we don't deliver any calves to slaughterhouses whilst they are awaiting medication;
- we require calves to be delivered to the slaughterhouses clean;
- we pursue a stringent policy in relation to the use of antibiotics;
- we only slaughter calves approved by the Foundation for Quality Guarantee of the Veal Sector (Stichting Kwaliteitsgarantie Vleeskalversector, SKV). This enables us to guarantee that the calves are free from undesirable growth promoters and other substances.

Our veal customers may contact us directly with any remarks or complaints they might have. All our slaughterhouses have a complaint management system in place. Structured complaint management and analysis are an obligation in accordance with the various ISO certifications and our Food Supply Chain Certificate. Every year, all complaints are also analysed for trends.



RICHARD VONK
OPERATIONAL MANAGER ESA

“Our job is to optimise the slaughter process - the by-products in particular. It’s all about creating extra added value for the product.”

P

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16%



OF THE VANDRIE GROUP'S
OVERALL VEAL PRODUCTION TAKES
PLACE AT ESA

“Today we have a clear goal: producing delicious, safe veal products. That requires our team to do everything they can. We have to be at peak performance every day. Our slaughterhouse has recently undergone important developments. The entire slaughter process has been optimised with a great deal of attention being paid to residual flows.

In 2016, for example, a specific site is being set up for broiling omasum. We are thereby creating added value for this product. We are also continuing to innovate, such as the way in which we collect blood, where we collect the blood at the beginning of the slaughtering process under high-quality bacteriological conditions. This blood is then used by the pharmaceutical industry in the production of human medication.”

P

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HYGIENIC MANUFACTURING / ZOOSES

Over the past few years, considerable efforts have been made to raise our businesses' hygiene level even higher. Technical adjustments have been made to our business sites and our employees are constantly being coached. The VanDrie Group carried out random bacteriological checks at the end of the slaughter line to inspect the hygiene of the process. In 2015, a total of 45,883 random checks were carried out at Ekro, ESA and T. Boer & zn. Research was conducted into shelf life, salmonella, listeria, E. coli 0157, EHEC, ESBL, MRSA, Staph. aureus, Pseudomonas, fungi, yeasts, Campylobacter and pathogens and more.

Increasing research is being conducted into nutritional values. Environmental tests and chemical tests are also being conducted on heavy metals, antibiotics, dioxin and other undesirable substances, for example. Checks are also being carried out on legionella, cleaning and disinfection and manufacturing water. Independent laboratory Labora plays an important role in this regard. The studies validated by Labora are discussed regularly in a consultation between the slaughterhouses so that ways of working can be benchmarked

and harmonised. Our companies are visited regularly and audited by customers, certifying authorities, NVWA and inspection teams from various countries. In 2015, a total of 90 audits were conducted in the three calf slaughterhouses in the Netherlands

FOOD DEFENCE

It's a hot topic: how do you protect a production facility from deliberate infections or how do you prevent labels from being forged or sabotage from taking place? We are taking measures to guarantee safety; this forms part of our Safety Guard quality system. In 2015, various companies improved the security of their production facility, by installing additional fencing and cameras, for example.

“THE VANDRIE GROUP WISHES TO MAKE A REGULAR CONTRIBUTION TO PREVENTING MALNUTRITION AMONG OLDER PEOPLE.”

CHALLENGE OF POLICY THAT PROMOTES HEALTHY LIVING AND HEALTHY FOOD; CATER WITH CARE

The VanDrie Group deems it important that high-quality food is produced. We are thereby also facing fulfilling our social responsibilities. The Dutch population is ageing and malnutrition among older people is still a topic of discussion. As a result of malnutrition, social and care costs are on the increase: the overall costs of malnutrition in the Netherlands are €1.8 billion.

One in six older people still living at home is malnourished; in care institutions this figure is one in five. In hospitals, around a third of older patients are

malnourished. Patients who are malnourished take longer to recover from illness and operations. The Veal Promotion Foundation (SPK), part of the VanDrie Group, together with partners such as Wageningen University, Gelderse Vallei Hospital and companies from the nutrition industry, have already been involved in Cater with Care, a research project developed at the initiative of Alliantie Voeding, for a number of years now. Studies in the Cater with Care project show that protein-rich and enriched basic nutrition increases the protein intake of older people substantially.

In the project, companies, together with knowledge institutions, developed delicious, protein-enriched basic nutritional products, tailored to the wishes of older people. Veal can contribute to a protein-rich menu. In 2015, the research results were delivered and the project was completed.

For the VanDrie Group, the challenge is to be of regular significance and promote healthy living and a healthy feeding pattern and play a part in preventing malnutrition among older people.

KNOWLEDGE AND INNOVATION



The VanDrie Group attaches a great deal of importance to constantly searching for ways of safeguarding and enhancing food safety by sharing knowledge and research.

ONEHEALTH4FOOD

The VanDrie Group and Labora are partners in the OneHealth4Food research project. This is a joint venture with Wageningen University, GD Animal Health and the Dutch National Institute for Public Health and the Environment (RIVM). In OneHealth4Food, research is being conducted into minimising infectious diseases (zoonoses) and resistant bacteria. The research was complete in 2015 and the results are expected in 2016.

STEC RESEARCH

Since April 2015, Labora has been conducting regular research into STEC (bacteria which can cause diarrhoea following consumption) on carcasses and cuts, and monitors the performance of our Dutch slaughterhouses. They will then be shared with the slaughterhouses, so that potential improvement measures can be taken by sharing knowledge.

AMBITIONS FOR 2016

- **STRENGTHEN FOOD SAFETY AND CONSUMER CONFIDENCE**
- **DEVELOP THE SAFETY GUARD QUALITY SYSTEM**
- **QUANTIFY SAFETY GUARD OBJECTIVES**
- **CONTINUE SCIENTIFIC RESEARCH**



ANIMAL WELFARE

We do everything we can to ensure that the calves grow up healthily. It is therefore of great importance that we collaborate with dairy farmers. The VanDrie Group adds economic value to calves that are not being used in dairy farming.

“ONLY BY WORKING TOGETHER CAN WE GIVE CALVES A GOOD START IN LIFE.”

ANIMAL WELFARE

Nutrition, good accommodation and care are what guarantee animal welfare and healthy calves. The first few weeks of a young animal's life play a major part in determining later growth performance and health.

The VanDrie Group only purchases fit and healthy calves: animals that are healthy, have received sufficient colostrum on the dairy farm and weigh at least 36 kg. We are striving to further intensify our partnership with the dairy farming industry. Only by working together can we give the calves that will ultimately become available to the veal sector as a whole a good start in life. We achieve this through Alpuro Breeding's activities, for example. In 2015, Alpuro Breeding continued the project '4 Better V'. The aim of this project is to reduce the number of calf deaths in the dairy farming and veal sectors. Dairy farmers are supervised closely by Alpuro Breeding when breeding calves. By screening the company, the situation is mapped out and points for improvement are stated. The welfare of the bull calves in the veal farming industry is then monitored. Dairy farmers with a low death rate are rewarded by the VanDrie Group with a bonus for the number of calves supplied, depending on the death rate.

HEALTHY CALVES

Too low a haemoglobin level may cause health problems, such as anaemia. Our policy focuses on keeping the haemoglobin level at an average value of 6 millimoles per litre.

Feeding the calves is an important means of achieving this. We have developed a starter feed, for example, for calves in the first few weeks of the husbandry period. By obtaining an optimal composition of the feed and adding health-supporting remedies such as antibodies against pathogens, resistance is increased and the calf's health improves. Throughout the entire period, we feed calves fibrous dry feed. Up to an age of 15 weeks, this is at least 200 grammes per day and from 15 weeks it is 500 grammes per day. At least 10% of this fibrous feed is long-fibre (straw).

The haemoglobin level is monitored on the farm by taking a blood test or administering iron, for example. A complete ration with both calf milk replacer and fibrous and fibre-rich dry feed ensures that calves are given all the necessary nutrients they need and that they are able to chew cud. This plays a part in increasing animal welfare.

The calves' living space must also be good. Our calves are free to walk around in group accommodation, the stalls are ventilated and there is sufficient daylight. We require our veal farmers, suppliers and employees to treat the calves with respect, whether this be during the transportation process, on the farm or in the slaughterhouse. Our slaughterhouses have trained Animal Welfare Officers, for example, who ensure that the processes in and around the slaughterhouses are carried out in an environmentally friendly manner. In 2015, the training of our Animal Welfare Officers continued.

The VanDrie Group produces veal bearing the Better Life hallmark, issued by the Better Life Hallmark Foundation (Stichting Beter Leven keurmerk, BLk). The veal covered by this quality mark meets the additional requirements with regard to transportation duration, etc. BLk has the right to conduct unannounced inspections. The veal under this quality mark is sold to Dutch retail outlets.

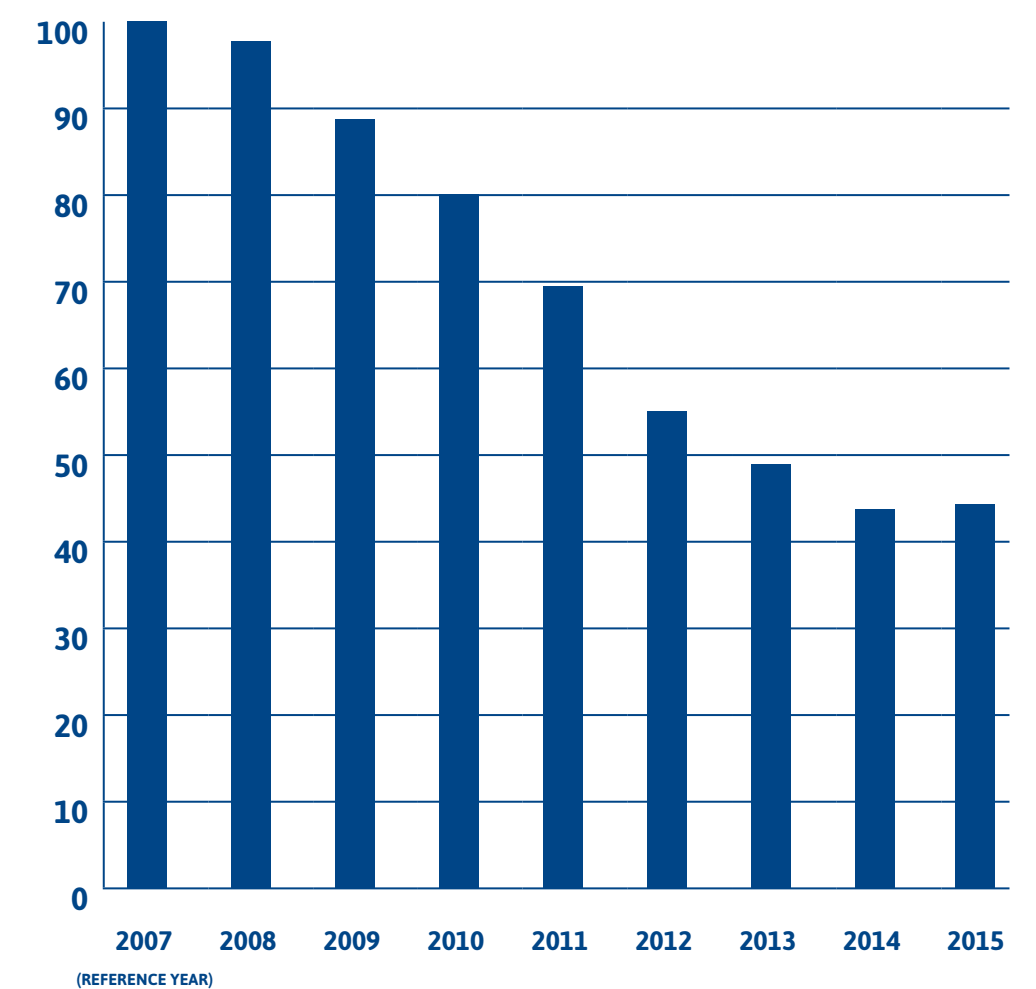
RESPONSIBLE USE OF ANTIBIOTICS

The use of antibiotics within and outside of stock farming, and its relationship to resistance to antibiotics, is under close scrutiny. The VanDrie Group is doing its utmost to reduce the use of antibiotics and thereby tackle the problem of resistance to antibiotics. All our veal farmers, together with their vets, have set themselves the firm goal of reducing their use of antibiotics and will incorporate this in their Company Health Plans. Regular heavy users of antibiotics are having additional requirements imposed upon them by the IKB Veal Calves quality system.

We are constantly on the lookout for ways of boosting our calves' immune systems and preventing diseases.

For the past few years, for example, over 40 veal farmers have been working as a Complementary Healthcare working party. Alternative natural products for preventing and curing animal diseases are being used on the calves belonging to the participating veal farmers. Alternative remedies may also be tested on a larger practical scale.

USE OF ANTIBIOTICS



NEW MEASUREMENT METHOD FOR DAILY DOSAGES

Since 1 January 2015, InfoKalf (database) has been adopting what is known as the MID dosage when calculating the key ratio of daily animal dosages to follow up the SDa. Subsequent to this, Van Drie recalculated its key figures for antibiotics dosages for each pair of calves delivered, with retrospective effect from 1 January 2007.

*"At one of our slaughterhouses,
we were able to reduce
damage to skins from
20-30% to 5-6%.*

Results like that are satisfying."

2015



**MILLION
PROCESSED SKINS**

**TRACEABLE
CALFSKINS**

LAST YEAR, THE NUMBER OF KILOS OF SALT
PER CALFSKIN WAS REDUCED TO 5.87 KILOS



2009



2015

SUPPLY OF FRESH SKINS

"A high-quality calfskin is achieved by collaborating with the entire chain. Transportation, farm and slaughterhouse: each link contributes to the overall quality. An incorrectly installed little bolt in a calf stall may be enough to result in damage to the calfskin. We have consciously created the links in our chain from this knowledge. The result has been that at one of our slaughterhouses we have been able to reduce damage to the skins from 20-30% to 5-6%. Results like that are pleasing.

We are also increasingly committed to providing customers with fresh calfskins, thereby reducing the amount of salt used. This is a good development. Everything we do is characterised by our overall goal: to deliver very high quality calfskins. But do you know what really makes us unique? We are able to trace the calfskins."



ROYAL WORKING VISIT TO THE VERWOERT FAMILY’S VEAL FARM

Together with the King, Minister Schippers of Health, Welfare and Sport and Minister Dijkma of Agriculture visited the Verwoert family's veal farm on 6 October 2015. The visit was focused on resistance to antibiotics. During a tour through the stall, Evert Verwoert explained how, together

with the veterinarian, he is working to prevent infections among calves and on carefully reducing the use of antibiotics. A healthy stall climate, hygiene, food and good timing of interventions with antibiotics are important in this regard. The One Health approach was also

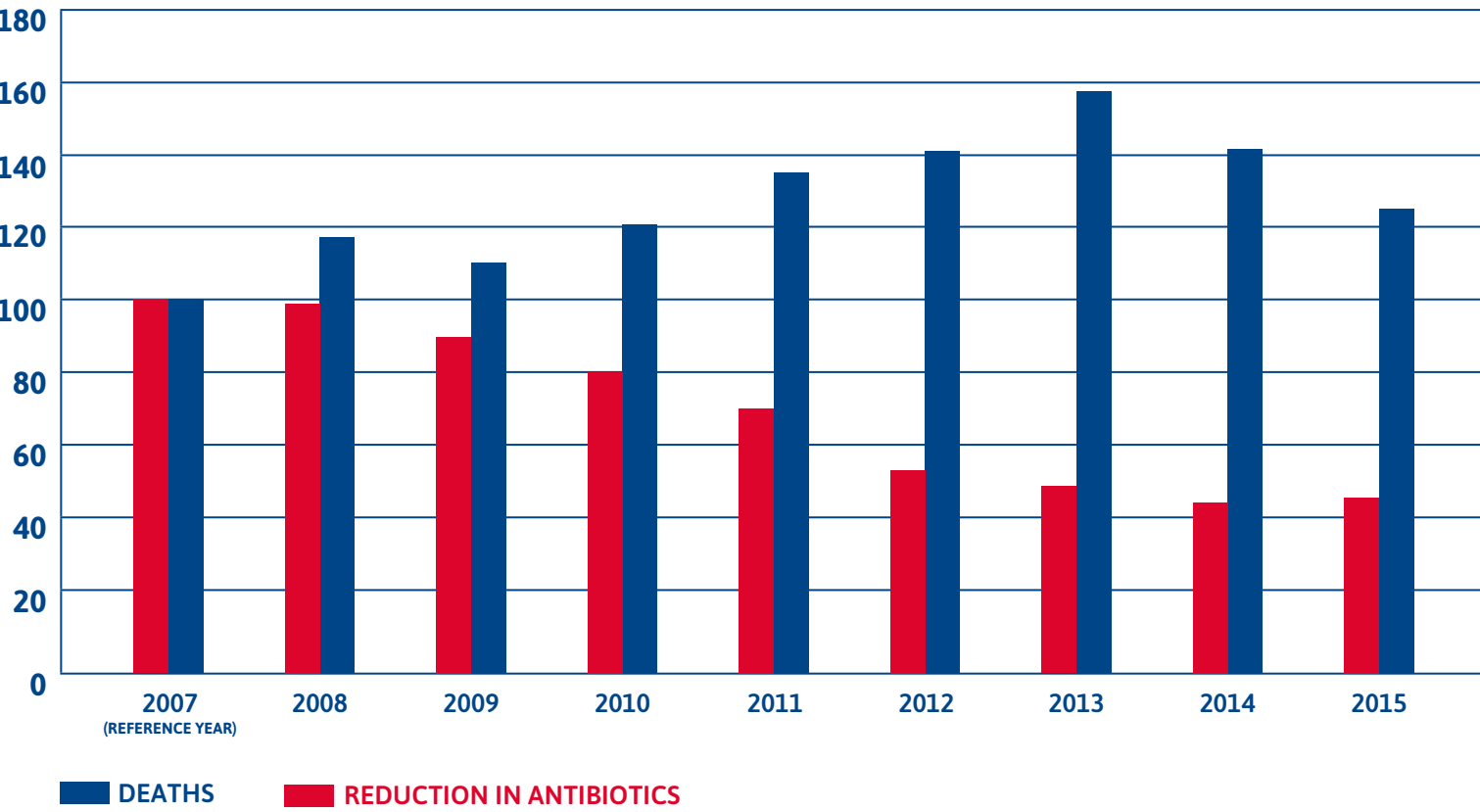
discussed. In the cattle farming sector, this approach focuses on reducing the risks of forming resistance by carefully using fewer antibiotics and improving animal health.

CHALLENGE IN RESPONSIBLE USE OF ANTIBIOTICS: BALANCE BETWEEN ANIMAL WELFARE AND PUBLIC HEALTH

Over the past few years, use of antibiotics has reduced by over 56%. This reduction brings with it a dilemma, however: public health and animal welfare conflicted with one another. During the first few years in particular, deaths on the farms increased.

By responding to innovations, changes in behaviour and an innovative approach to management, deaths have decreased over the past two years. There is a challenge to bring animal welfare and public health more into balance with one another.

The industry, together with the Netherlands Veterinary Medicines Authority (SDa), the Ministry of Economic Affairs and other animal sectors, is working hard to achieve this.



RESPONSIBLE TRANSPORTATION OF CALVES

Together with our stakeholders, we believe it's very important that calves are handled with due care and attention. That applies especially when they are transported over a longer distance, and is something that we also ask of our shipping agents. Calves must be transported in a responsible manner. European regulations stipulate stringent conditions for long-distance transportation in which attention to the needs of the young animal plays a central role. The regulations monitor travel time, rest times, load factor and quality of the mode of transport. Calves must be at least 14 days old and must be declared healthy by a vet before they are allowed to be transported over long distances.

- We transport a lot of calves using Comfort Class trucks. These modern trucks possess:
- air conditioning that can be tailored to the young animal;
 - effective interior lighting so that the calves can see one another;
 - straw and drink facilities for the calves.

For years now, the number of calves the sector purchases from more distant Eastern European countries has been decreasing. The number of calves imported from Poland decreased by 83% between 2009 and 2015. For Lithuania, this reduction is 67%. Even in Estonia and Latvia, the decrease is highly visible, as is evident from the calves' Identification & Registration details. Calves are increasingly being purchased from nearby countries (Benelux and Germany).

PREVENTING ANIMAL DISEASES

SKV (the Foundation for Quality Guarantee of the Veal Sector) plays an important role in preventing animal diseases. The SKV has set up a quality system for tracing calves that are being imported during the entire transportation process: the GTSKV system (SKV Veal Calf Tracing Guarantee System). Tracing during all stages of transportation is exceptionally important during an outbreak of a contagious animal disease, for example.

The GTSKV system guarantees various stringent conditions such as:

- a given vehicle may only transport calves originating from a single country of birth;
- hygiene requirements on vehicles;
- quarantine requirements on the veal farm;
- welfare requirements for collection centres;
- prior notifications of transportation movements.

Calves are kept in quarantine with the Dutch veal farmer as soon as they have arrived from their country of origin. The vet, together with the veal farmer, ensures that the health of the calves is guaranteed during the husbandry phase.

Risk management is very important for the veal sector. The industry constantly monitors the various developments in the European member states. With SKV, the veal sector imposes stringent regulations. If it emerges that there are risks in certain regions, channelling regulations or – in the most extreme cases – import bans are announced.

“TOGETHER WITH OUR STAKEHOLDERS, WE BELIEVE IT’S VERY IMPORTANT THAT CALVES ARE HANDLED WITH DUE CARE AND ATTENTION.”



FLOOR STUDY

The 'Alternative floors project' ran until 31 December 2015. In this project, we collaborated with the Dutch Society for the Protection of Animals and Wageningen University.

The study was intended to provide an answer to the question of whether an alternative flooring material, such as rubber, would be better for the welfare of our calves than the current type of flooring. Another aim of the study was to give an insight into the effects of alternative types of floors on ammonia emissions, the climate within the stall, calves' technical performance and economic consequences. The results will be announced in 2016.

PRACTICAL TEST ON WELFARE MONITOR FOR VEAL CALVES

The VanDrie Group is actively involved in the Veal Calves' Welfare Monitor: a research project by Wageningen University and SKV. Welfare Quality® is a welfare monitor for calves. The practical test investigates whether the monitor is a reliable and practical tool for measuring the welfare of calves. Consideration is also given to whether the results of the monitor can be used for a practical recommendation to the veal farmer and what the effects of these recommendations are on the calves and the company. In 2015, the project team shared the results with participating veal farmers. The future of this project will be decided in 2016.

FIT AND HEALTHY CALF

In 2015, the public-private research proposal for 'Vitaal en gezond Kalf' (Fit and Healthy Calf) was approved. The research is due to start in 2016. The aim of the research is to reduce animal disease problems (focusing on airway problems) and the associated use of antibiotics by means of a chain-wide approach. The research consortium wants to achieve this by means of scientific research at different steps within the overall chain (dairy farm - transportation - veal farm) and from different perspectives (feed, climate, transportation, animal disease management). The VanDrie Group is represented in this research consortium by Wageningen University, the Calf Industry Association (SBK), the dairy cattle farmers' association LTO melkveehouderij, MSD Animal Health and GD Animal Health.

TESTING COMPANY DE HAAR

The VanDrie Group has its own testing company, De Haar in Scherpenzeel. Over the years, various tests have been carried out. Research topics can vary from feeding schedules, compositions of milk substitutes, raw materials and new raw materials to health issues. This makes it possible to prove research results in practice and increase the reliability of results. In 2015, various tests were carried out with new feed compositions and breeding feeds. In collaboration with Wageningen University, a study was conducted into the influence of roughage on animal welfare, for example. On the basis of this study, it has been proven that the current feed packets that are provided for the calves are resulting in an improvement to animal welfare.

FEED4FOODURE

The VanDrie Group is working in a public-private partnership with various parties from the animal feed industry and the animal production chain on an intensive research programme. In Feed4Foodure, research is being conducted into the efficient use of nutrients to reduce the ecological footprint of stock farming. Research is also being conducted into how food can make a substantial contribution to reducing the use of veterinary medicines and improving animal welfare. The project is running from 1 January 2013 to 31 December 2016.

FOOD4LIFE

The VanDrie Group is working in a public-private partnership with the independent research institute TNO. In this project, research is being conducted into influencing lung health in calves and young children. There is a link between the microbials in the nasal cavity and the pharynx and infections in the upper airways. This applies to both calves and young children. Using innovative technologies in the field of microbials analysis and computer models, new feeding strategies are being developed that can play a part in reducing the burden of sickness.

“WE ARE DEVELOPING NEW FEEDING STRATEGIES THAT CAN HELP REDUCE THE BURDEN OF DISEASE.”

AMBITIONS FOR 2016

- CONTINUE TO SUPPORT RESEARCH INTO ANIMAL WELFARE
- REDUCE CALF DEATHS
- REDUCE THE USE OF ANTIBIOTICS
- RESEARCH MEASURES TO BOOST THE CALVES' IMMUNE SYSTEM



SURROUNDINGS & ENVIRONMENT

Our starting point? Minimal impact and maximum saving! We are striving to gain maximum value. This is evident in all our processes; we are committed to preventing waste, reducing energy consumption and CO₂ emissions and getting the most out of residual flows.

RESPONSIBLE/ SUSTAINABLE PURCHASING

Attention to the environment starts when goods, raw materials and products are purchased. All cardboard meat boxes used in our Dutch calf slaughterhouses bear the FSC (Forest Stewardship Council) quality mark. For existing and new suppliers where packaging materials and other materials are bought, we are increasingly demanding that these companies take measures in the context of certification, recycling, Lean and Green transportation, etc. We also ensure that printed matter, coffee cups and customer gifts are purchased in a sustainable manner.

USE OF RAW MATERIALS AND FAIR TRADE

We believe it's important that we obtain our raw materials locally as far as possible and deem sustainability important in this regard. Over the past few years, we have increasingly succeeded in obtaining products from the European market. But we're not there yet. Soya is an important raw material in animal feeds and is grown in China, Brazil and Argentina etc. We purchase certified sustainably produced soya from these countries. We are collaborating with the Dutch animal feed sector to get responsible soya used on an even greater scale. This also applies to the raw material palm oil. The VanDrie Group purchases all the palm oil intended for the Dutch market in a sustainable manner. Sustainably produced palm oil is defined as palm oil that has been certified in accordance with the principles of the Roundtable on Sustainable Palm Oil (RSPO).



“WE BELIEVE IT’S IMPORTANT THAT WE OBTAIN OUR RAW MATERIALS LOCALLY AS FAR AS POSSIBLE AND DEEM SUSTAINABILITY IMPORTANT IN THIS REGARD.”

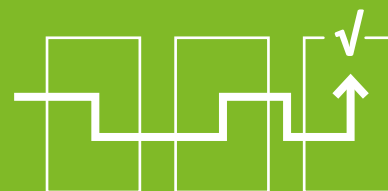
THE TRANSPORTATION RADIUS OF ORIGIN OF THE RAW MATERIALS COVERED IN PERCENTAGES OF THE JOURNEYS	2015	2014	2013	2012
> 2,000 KM	2.6%	2.8%	2%	3%
1,000 - 2,000 KM	18.1%	16.9	15%	12%
500 - 1,000 KM	14.9%	15.8%	7%	14%
250 - 500 KM	9.9%	10.2%	9%	11%
< 250 KM	54.5%	54.3%	67%	60%



"Measurements equal knowledge. This is how we ensure that we maintain the high level of the end result."



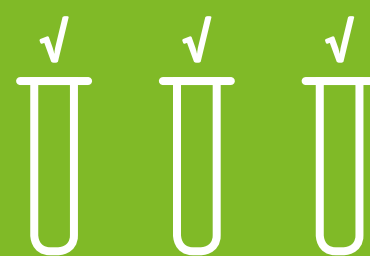
**RELIABLE
MANAGEMENT
SYSTEM**



**COMPLETE
PROCESS CONTROL**



**TECHNOLOGICALLY
LEGITIMATE
RESULTS**

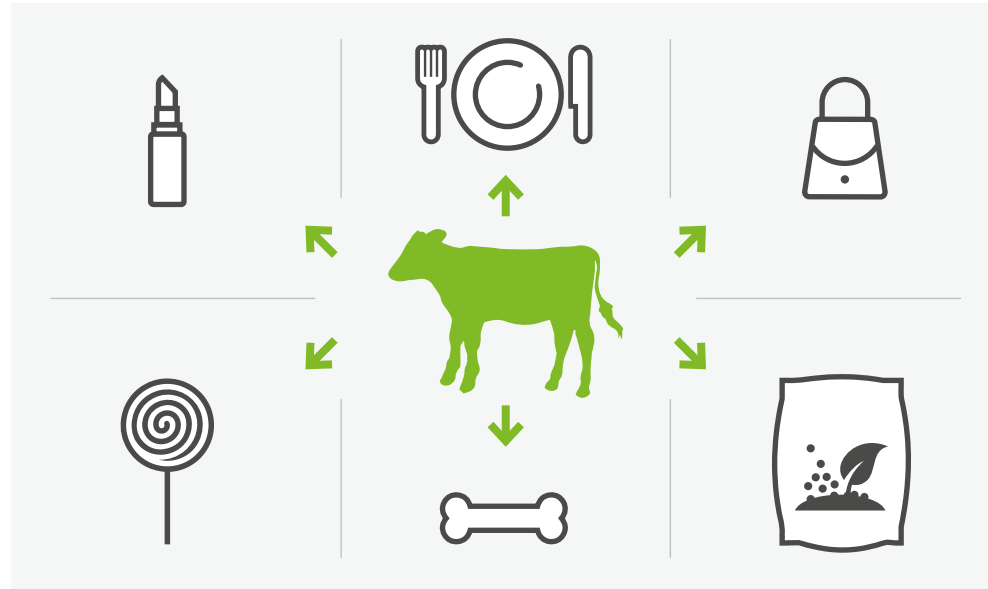


"We analyse all incoming and outgoing products and keep a close eye on quality in the process. In this process, we look beyond the calf feed. The end product must be safe, but it also needs to remain safe when it's in the kitchen. We analyse the values of calf milk powder and raw feed etc., but we also analyse the meat against a wide range of microbiological values. We are thereby creating the basis for safe veal for the consumer. After all: measurements equal knowledge! We collaborate with the various laboratories within the VanDrie Group. As the central laboratory, we support the others. By working together, we keep each other on the ball and ensure that the end result remains at a high level. Our ISO 17024 accreditation ensures that we supply our clients with correct information and service."



MAXIMUM VALUE

We strive to reuse everything. In practice, this means that we use all parts of the calf, hence also the organs, manure, blood and other by-products. The little that is left over goes to a waste plant and is converted into green electricity. Because our aim is to get all we can out of the calf, we are preventing waste. We are constantly striving to extend the shelf life of products. We have therefore started to sell products in skin packs. These packs consist of a film that is vacuum packed around the product in the form of a second skin. Our ambition is to expand this venture further.



CHALLENGE OF MAXIMUM VALUE: SUSTAINABLE CALFSKINS

An important part of getting the most out of the calf lies in the calfskins. Oukro specialises in processing calfskins that are sold to tanneries and shoemakers, bag makers, clothing manufacturers and the automotive industry around the world. In 2015, CSR Netherlands declared Oukro a leader in the leather sector and it was even

nominated for the Sustainable Leather Award. This recognition is mainly due to the sustainability layers that Oukro has included in the business processes. Oukro is using steadily less salt and more skins are being sold to customers fresh and not salted. In addition to the fact that the customers are receiving the skins faster, the tanneries also have

the advantage that they don't need to use as many chemicals and that is also better for the waste water. Last year, the number of kilos of salt per calfskin was reduced to 5.87 kg - a decrease of 12.4% compared to 2009.

KNOWLEDGE AND INNOVATION



MANURE WITH VALUE

The VanDrie Group regards manure as a valuable product. Manure contains many components, such as nitrogen, potassium, phosphate, proteins and amino acids. Globally, there will soon be a shortage of these essential minerals. The VanDrie Group, together with Wageningen University and the Calf Industry Association (SBK), began a study related to this. The project Manure with value aims to distil the valuable components out of manure using modern refining techniques. The first part of the research was completed in 2015, revealing that it may be possible to extract essential minerals from manure. The project will be continued in 2016.

LEAP PARTNERSHIP

The VanDrie Group is a partner of the Livestock Environmental Assessment and Performance Partnership (LEAP). This is a global initiative from animal sectors whose aim is for all parties to develop an ambitious set of guidelines together to improve environmental performance in animal production chains. The partnership was forged by the United Nations' Food and Agriculture Organization (FAO). Other partners include the World Wide Fund for Nature (WWF) and the International Meat Secretariat (IMS).

GLOBAL AGENDA FOR SUSTAINABLE LIVESTOCK

This initiative is a partnership of stakeholders in the animal chain (both public and private institutions, manufacturers, scientists and non-governmental organisations). In addition to the VanDrie Group, Compassion in World Farming, FAO, IMS, Global Roundtable for Sustainable Beef (GRSB) and ministries from various countries etc. are involved. The aim of the partnership is to support the route to achieving sustainability by sharing practical and collective knowledge and dialogue. Tools are being developed and agreements made to support effective manure management and the recycling of manure, for example.

COMPLETION OF THE WATER CYCLE FOR SLAUGHTERHOUSES

The Dutch VanDrie Group slaughterhouses agreed with TNO (an independent research organisation) in 2015 to start a project. This project focuses on the question of how a further attempt can be made to optimise the use of water, reuse of water, completion of the water cycle and recovery of residue flows. Water is an essential auxiliary or raw material in slaughterhouses. Having the ability to possess sufficient and reliable water is an important condition for preparing high-quality food products. Reducing water consumption and completing the water cycle is in keeping with the notion of sustainability and can mean a boost to efficiency for the slaughterhouses. The project will be implemented in 2016.

“MANURE IS A VALUABLE PRODUCT.”

AMBITIONS FOR 2016

- **REDUCE ENERGY CONSUMPTION BY 2% PER ANNUM IN ACCORDANCE WITH THE LONG-TERM ENERGY AGREEMENTS (MJA-3)**
- **PURCHASE MORE RAW MATERIALS FROM THE LOCAL REGION**
- **CONTINUE SCIENTIFIC RESEARCH AND PARTNERSHIPS TO SUPPORT THE PRESERVATION OF THE ANIMAL SECTORS ON A GLOBAL SCALE**

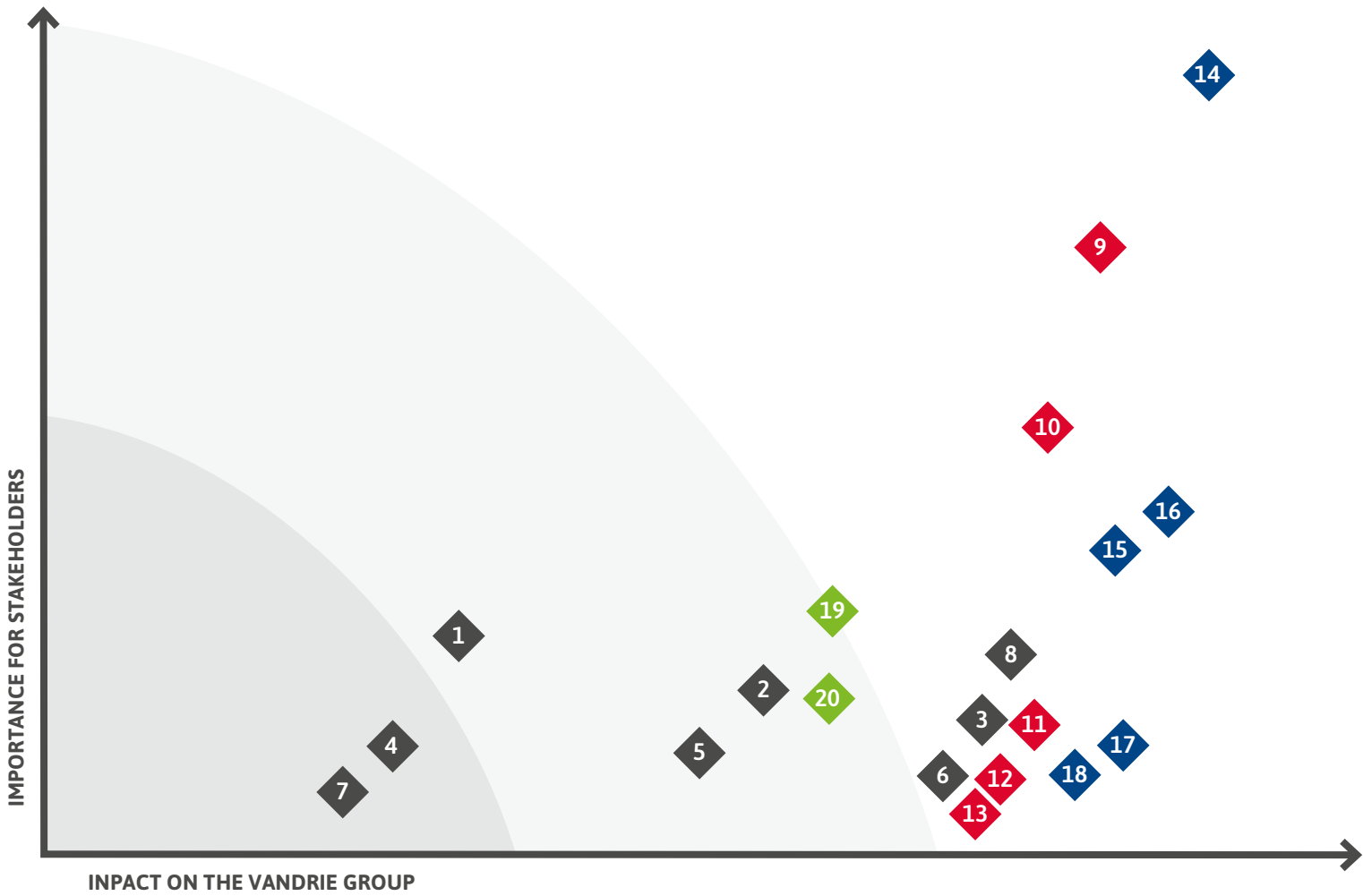
MATERIALITY MATRIX

IN 2015, WE CONDUCTED AN EXTENSIVE STAKEHOLDER ANALYSIS. A MATERIALITY MATRIX MAKES CLEAR WHAT ISSUES ARE DEEMED TO BE IMPORTANT BY STAKEHOLDERS AND WHAT IMPACT THESE ISSUES MAY HAVE ON THE COMPANY'S PERFORMANCE AND/OR REPUTATION.

The positioning of issues in the matrix is determined by two dimensions: on the one hand, the importance that stakeholders attach to a particular issue for the VanDrie Group, and on the other, the degree of impact that an issue has on the organisation. The list of potential material

issues has been compiled based on the Transparency Benchmark, the Global Reporting Initiative guidelines, input by the VanDrie Group and strategy agency Het Portaal. In order to investigate the importance for stakeholders, a survey was conducted among 19 stakeholder groups

in which they were briefly asked to state the most important issues for them. 128 respondents participated in this survey. The more frequently a particular issue is named by the stakeholders, the 'higher' the issue in question is placed in the matrix.



OUR ORGANISATION

- 1. Collaboration and certification
- 2. Tracking & tracing
- 3. Suppliers and distribution (responsibility within the chain)
- 4. The company's internal management structure
- 5. Eco-design: improving the sustainability of products
- 6. Trusted partnership
- 7. Operating result and other forms that are used to create value
- 8. Sustainable chain

FOOD SAFETY

- 9. Safeguarding food safety and public health
- 10. Producing safe and responsible veal
- 11. Zoonoses
- 12. Policy that promotes healthy living and healthy food
- 13. Food defence

ANIMAL WELFARE

- 14. Animal welfare
- 15. Responsible use of antibiotics
- 16. Healthy calves
- 17. Responsible transportation of calves
- 18. Preventing animal diseases

SURROUNDINGS & ENVIRONMENT

- 19. Responsible/sustainable purchasing
- 20. Use of raw materials and fair trade

"With our calf feed, we are making an important contribution to the piece of meat that ultimately ends up on the consumer's plate."

AMBITIONS FOR 2016 FEED PRODUCTION SITES



ACHIEVE
**LEAN AND
GREEN**
AWARD

20% CO₂

REDUCTION IN 5 YEARS' TIME



CALCULATING AND
MONITORING
TRANSPORTATION
PERFORMANCE



PREVENTING EMPTY TRANSPORT RUNS



"We work with a fantastic product, namely calf milk powder, but it's the people who add the value. Our team of 20 people ensures additional quality. With the feed that we produce for the calves, together we are contributing to the achievement of a wonderful piece of food for the consumer. We are the link between the calves and the piece of meat on your plate."

We are always on the lookout for new product-market combinations so that we can continue to surprise you. Innovation is the only way to retain one's position in a market that is eating less veal. If we continue to be aware of this, I am certain that as a team we will succeed in implementing our company's innovation tasks in the correct manner."

PARTNER PAGE

SCOPE

Since 2006, we have been accountable for our activities by means of a CSR report. Since 2012, the issues reported in this annual report have been categorised under the following pillars: our organisation, food safety, animal welfare and the surroundings & environment.

The content of each pillar is evaluated once a year to ensure that our policy and its pillars reflect the dynamic environment in which the VanDrie Group operates. Where necessary, the VanDrie Group will adjust these points as prompted by the evaluation. It emerged from the previous evaluation that more attention needed to be given to knowledge and innovation. Greater attention was therefore paid to this point in the 2015 report.

DEFINITION AND SCOPE

This year, the VanDrie Group is primarily focusing on Dutch operational performance during 2015. In this annual report, we are mainly accounting to our Dutch stakeholders. The GRI G4 Sustainability Reporting Guidelines form the basis for this report. The report has also been drawn up in line with the Ministry of Economic Affairs’ Transparency Benchmark. The requirements of this Transparency Benchmark have been tightened up compared to 2014. In this report, we have therefore paid additional attention to our value chain and risk management.

Our stakeholders have stated what issues they deem to be of material importance. From the materiality check we carried out in 2015, it has emerged that the pillars formulated earlier are all-important. However, our stakeholders believe that animal welfare and food safety are much more important than our operating result and our internal structure. Because we find ourselves in a market that is sensitive to competition, we are consciously opting only to report on our financial results and internal structure to a limited extent in this report. We pay a fair amount of attention to the issues that our stakeholders have regarded as very relevant. We have opted to make the report

visually more attractive this year, by using infographics, for example. We are also striving to make the CSR report more relevant. In the future, we want to further expand the external verification and to conduct a new materiality analysis.

MANAGEMENT AND CONTROL

The Director of Corporate Affairs is involved in determining the content of the report and manages the entire report process and implementation of material issues inside and outside of the company. The content of the report is determined on the basis of internal and external interviews and management reports made by all companies. The VanDrie Group’s entire management team is supervising the aforementioned developments. Every year, the material aspects of business are discussed in the board meeting. This is also where the go-ahead is given to approve the publication of the CSR results.

The data in this report relates to the performance and material issues of the VanDrie Group (businesses in which Van Drie Holding B.V. has a majority interest) and not on the performance of suppliers, customers, consumers etc. The quantitative data in this report have been collected from financial systems, the personnel management system and Safety Guard. We do not possess an automated information system for all the information. Every year we collect all the information we need using the standardised report template. Where possible, the data for this report has been measured. For some indicators, we have had to make estimates, because no reliable measured data was available. The estimates are based on measured data. Most of the quantitative data in this report has been measured. The data

is evaluated internally before it is reported. No uncertainties or inherent limitations have been identified as a result of measuring, estimating or calculating data. The reporting period runs from 1 January 2015 to 31 December 2015. The publication date is 30 June 2016.

For further information, please see the materiality matrix that can be found in the annex to this report. See page 59 of the report for the Assurance report and the evaluated data. For an overview of the GRI index and explanatory glossary, please see our website: www.vandriegroup.com/csr under 2015 - GRI and Additional Information. Any changes to the definitions and measurement methods compared to previous years are reported in the report, together with the corresponding data.

ASSURANCE REPORT

We were commissioned by the board of Van Drie Holding B.V. (hereinafter referred to as the VanDrie Group) to evaluate the CSR indicators found on this page in 2015 (hereinafter referred to as the selected CSR indicators). We provide a limited degree of assurance regarding the selected CSR indicators included in the table on this page.

EVALUATION: LIMITED DEGREE OF ASSURANCE

Evaluation tasks focus on obtaining a limited degree of assurance and do not include such in-depth research as would be conducted for an audit, so an evaluation provides less assurance than an audit. Our evaluation work is limited to the figures found in the table on this page; accordingly, we do not seek to offer assurance regarding the assumptions and feasibility of the future-oriented information in the report that relates to CSR issues, such as the VanDrie Group’s aims, expectations and ambitions. The Board of the VanDrie Group is responsible for the composition of this report and its table in accordance with the Global Reporting Initiative (‘GRI’) indicators. It is our responsibility to provide an assurance report on the selected CSR indicators.

REPORTING CRITERIA

The VanDrie Group compiled its CSR report based on the GRI’s guidelines. Application of the GRI guidelines requires particular tasks to be performed. A major component of this is to determine the material issues and

the scope for the report. The VanDrie Group conducted a materiality analysis, availing itself of the materiality index provided in the annex on page 53. Our evaluation of the data is limited to the selected CSR indicators in the table on this page. A detailed description of the scope of the figures in the table can be found in the explanatory notes beside the table. We believe that the data included in the table is relevant and appropriate to our evaluation.

TASKS

As regards the selected CSR data included in the table, we conducted our evaluation in accordance with Dutch law, including Standard 3000, "Assurance tasks other than audit tasks or the evaluation of historical financial information".

OUR KEY EVALUATION TASKS FOR THE SELECTED CSR INDICATORS WERE TO:

- Conduct an environmental analysis and obtain insight into the sector in question, relevant social trends and issues, relevant legislation and regulations, and the organisation’s characteristics;
- Evaluate the suitability of the reporting criteria and the consistency of their application, such as by evaluating the reasonableness of the estimates made by management;
- Evaluate the process employed for collecting the selected CSR data and used to aggregate this data as found in the table

- on this page of the VanDrie Group’s annual CSR report 2015;
- Conduct an evaluation based on coordination with the underlying documentation for the data collected for each individual company;
- Conduct an evaluation of the figures and analyse the internal congruence of the data.

We believe that the evaluation information obtained by us was sufficient and suitable to back up our opinion.

CONCLUSION

Based on the evaluation tasks that we have performed, we have not seen anything to suggest that the selected data found in the table has not been presented in accordance with the VanDrie Group’s reporting criteria in all material respects.

USE OF THIS ASSURANCE REPORT

This assurance report only relates to the evaluation of the performance of the selected CSR indicators for the VanDrie Group as found in the table on this page. This assurance report is therefore of limited scope and does not provide any assurance of the VanDrie Group’s overall CSR performance for the year in question.

Amsterdam, 30 June 2016
MAZARS PAARDEKOOPEL HOFFMAN N.V.
R.C.H.M. Horsmans RA RV

INDICATOR	UNIT	2015	2014	FLUX
NUMBER OF EMPLOYEES	Headcount	1,078	1,073	0%
FULL-TIME EMPLOYEES	FTEs	992	991	0%
PROPORTION OF MALE EMPLOYEES	% of headcounts	86%	87%	-1%
PROPORTION OF FEMALE EMPLOYEES	% of headcounts	14%	13%	6%
SICKNESS-RELATED ABSENCES	Percentage	5,6%	6,0%	-7%
ELECTRICITY CONSUMPTION	kWh per tonne of calf feed (1)	21,6	22,1	-2%
	kWh per calf slaughtered (2)	26,3	25,7	2%
WATER CONSUMPTION	m³ per tonne of calf feed (1)	0,036	0,027	35%
	m³ per calf slaughtered (2)	0,48	0,46	3%
GAS CONSUMPTION	m³ per tonne of calf feed (1)	1,32	0,69	91%
	m³ per calf slaughtered (2)	1,16	1,06	9%
ANTIBIOTICS DOSAGES PER ANIMAL PER DAY (DDD)	% decrease compared to 2007 (4)	56,4%	56,9%	-1%
NUMBER OF RECALLS	Number	2	0	-
NUMBER OF AUDITS	Number (3)	169	115	-

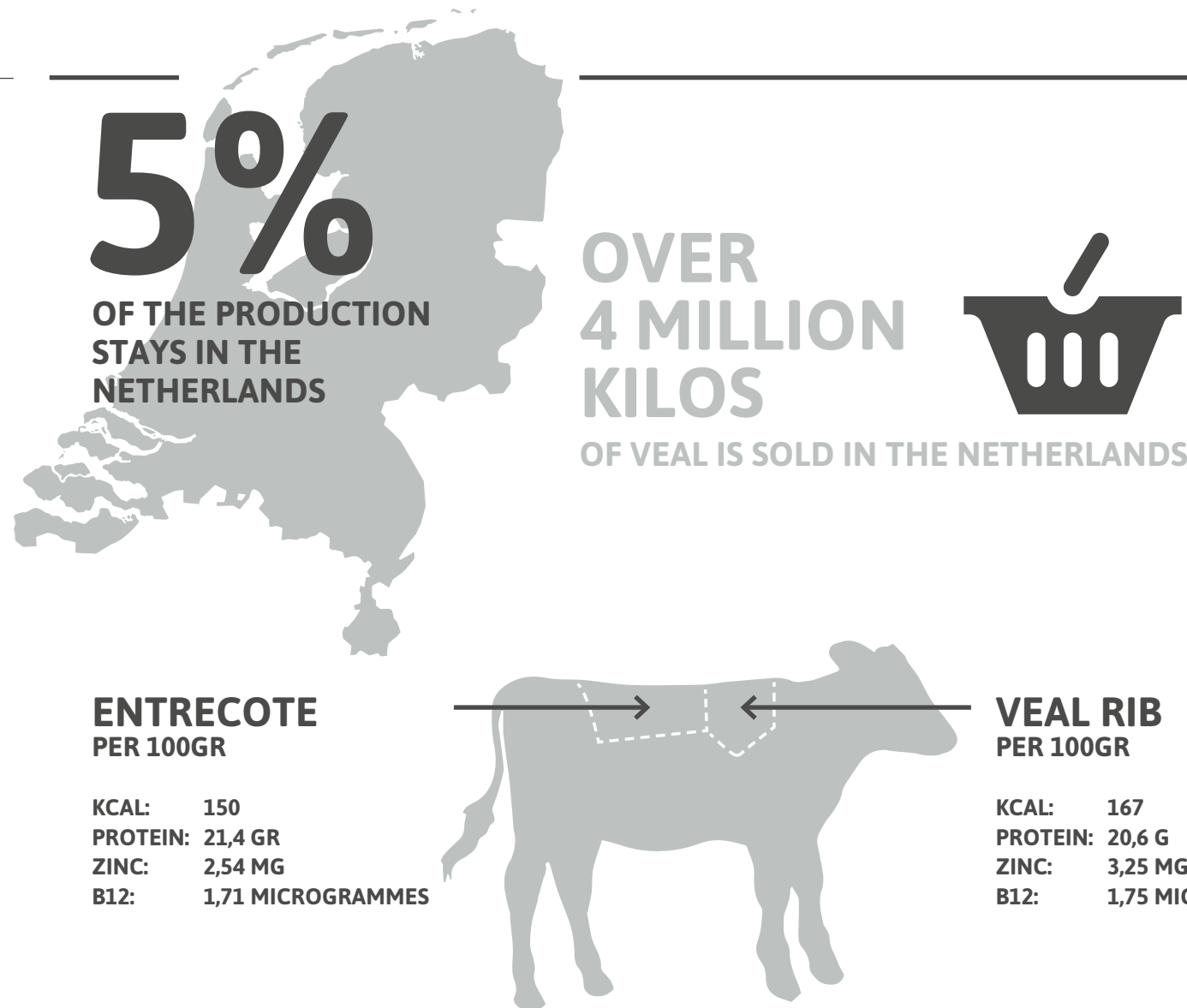
(1) Feed/calf feed production companies in the Netherlands: Tentego, Navobi, Schils, Alpuro
(2) Slaughterhouses in the Netherlands: T. Boer & zn, Ekro, ESA
(3) Internal and external audits among feed/calf feed production companies and slaughterhouses in the Netherlands

(4) New measurement method for daily dosages
Since 1 January 2015, InfoKalf (a database) has been using what is known as the MID dosage when calculating the key ratio of daily animal dosages to follow up the SDa. Subsequent to this, Van Drie recalculated its key figures for antibiotics dosages for each pair of calves delivered, with retrospective effect from 1 January 2007.

MARTIJN VERKUIJLEN
CHEF

“Veal is a delicious product that you can use to make some very nice and simple dishes.”

P
60



P
61



“I set out to give our guests a pleasant evening of good company. Fine food is part of that experience. And if we’re talking fine food, then veal is a perfect ingredient: the meat is tender and the taste is out of this world. Our guests opt for veal because they find it a unique dish.

I really enjoy giving people a nice surprise: by incorporating different parts of the calf into the menu, for instance. You can come up with entrecote, calf’s cheek and tenderloin, to name but a few. These are great, versatile products full of taste. Veal is a rewarding product to work with: top-quality meat with a delightful taste and wonderful structure. It’s pretty straightforward to turn it into really outstanding dishes.”

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BELGIUM

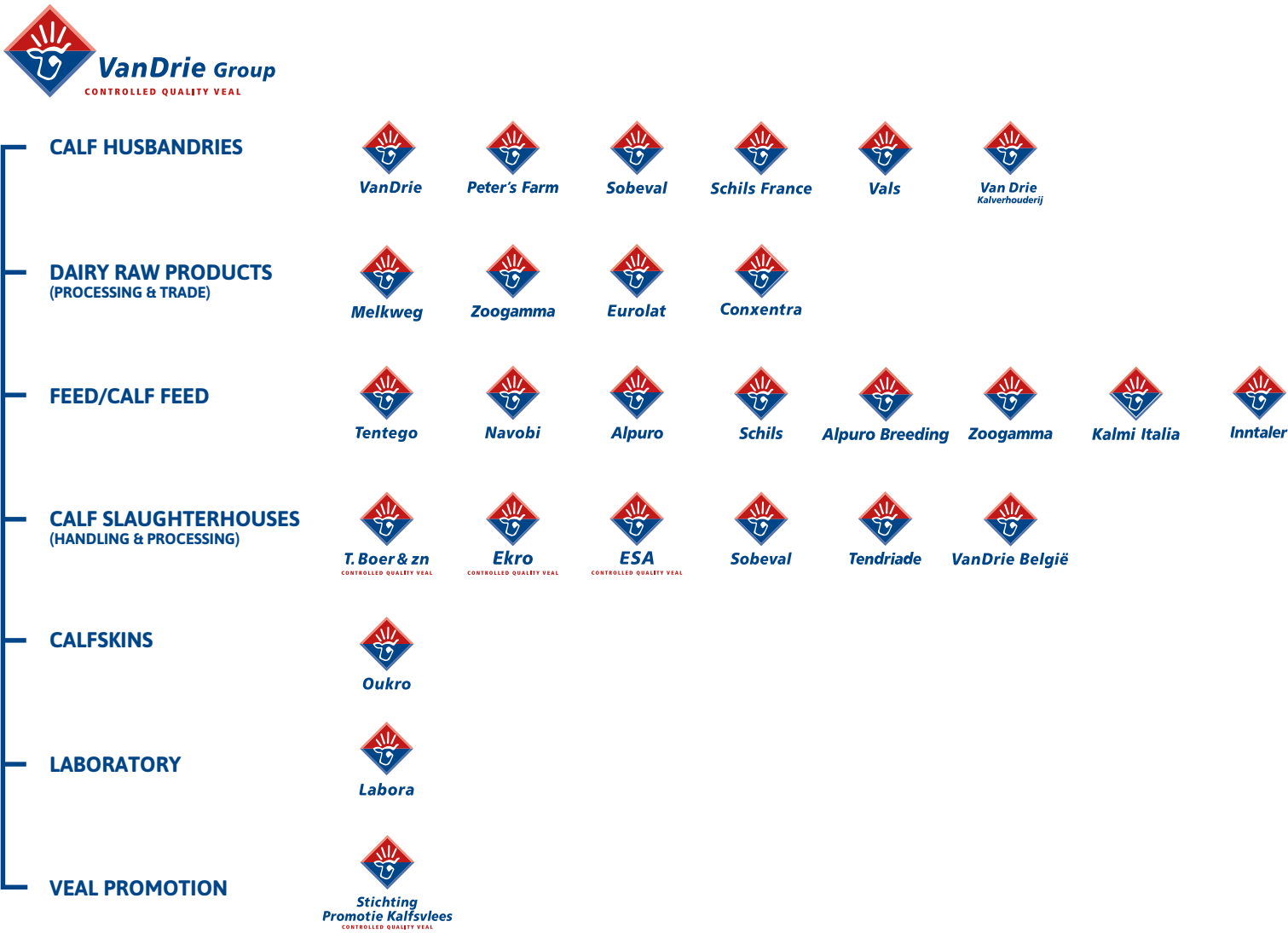
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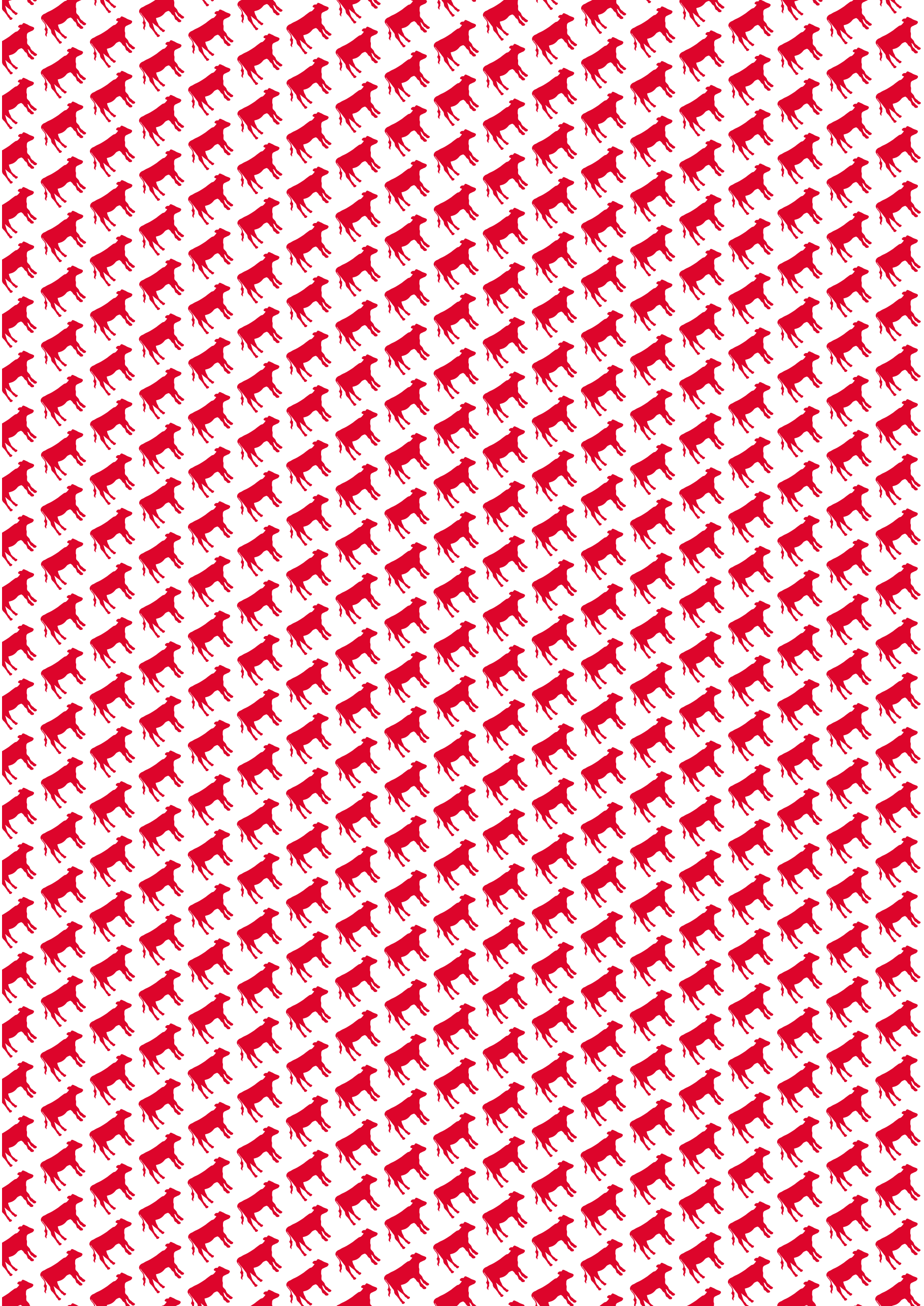
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