

SARIAnews

THE NEWSPAPER OF THE SARIA GROUP

SARIA.COM

TURNING VISIONS
INTO REALITY



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DEAR READERS,

Let us start by addressing the global developments that are shaping current world events: the pandemic, war, inflation and climate change. Each issue in itself represents a major challenge for society, the business world and politicians. But these developments are not taking place separately and in isolation; they are happening simultaneously.

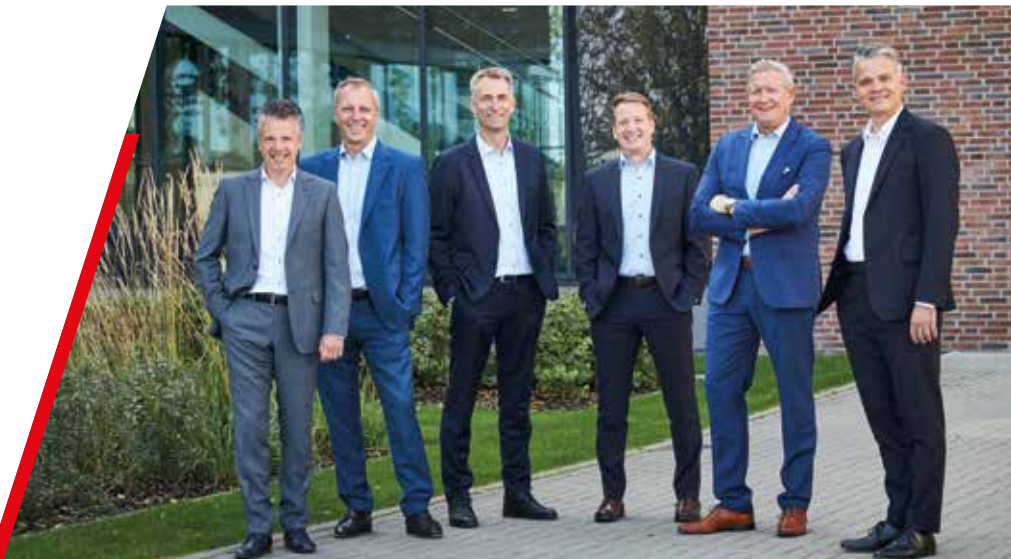
Determination and inner strength are key to surviving uncertain times and deep transformation. Those are precisely the qualities that mark out a resilient company. We, as strong group of business units, have repeatedly demonstrated our ability to adapt to changing political, societal and economic circumstances. For over 40 years, we have been successfully raising the professionalism of our business activities, adjusting to volatile markets and aligning our operations with the individual needs of our customers in order to be the best partner for sustainable solutions. Through our circular business models, we make a substantial contribution to conserving resources and combating climate change. The overriding goal is to create a world in which full use is made of all resources thanks to closed-loop cycles, thus ensuring minimal waste and maximum utility.


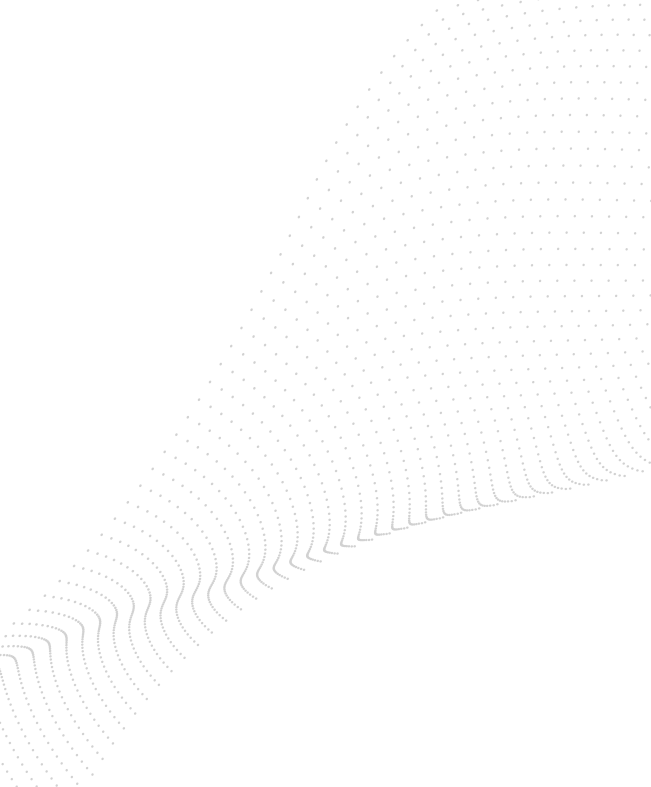
Tackling the future and turning visions into reality is impossible without a strong foundation. Accordingly, this issue of SARIAnews explores what shaped us in the past decades, what is currently driving us and also takes a look at what lies ahead. We examine trends within the divisions and business units and provide insights into how we engage with trade associations and build networks at Group level as part of business development. Similarly, we showcase proven partnerships and the entrepreneurial spirit that built the company and continues to define it today. Our reporting is inspired by employees who explain what motivates them on a daily basis and share their own perspectives on the future.

Enjoy reading the SARIAnews 2022!

The SARIA Executive Board

Harald van Boxtel // Nicolas Rottmann // Lars Krause-Kjær // Peter Hill // Franz-Bernhard Thier // Tim Schwencke (Photo f. l. t. r.)





"A willingness to work with other stakeholders is a demonstration of solidarity that should not be underestimated."

Dr Robert Figgener

International Relations & Governmental Affairs – networking activity in trade associations

EVERY COMPANY NEEDS MULTIPLIERS AND OPINION LEADERS TO ENSURE THAT ITS INTERESTS ARE REPRESENTED WHEREVER DECISIONS ARE MADE. TRADE ASSOCIATIONS OPERATE AT THE INTERSECTION BETWEEN POLITICS, THE ECONOMY AND SOCIETY TO FULFIL THIS ROLE.

Companies in a specific industry get together in such bodies to promote and present their shared interests to external stakeholders. At the same time, networking via trade associations offers a compliant way of sharing information and pooling knowledge within a sector. Engagement of this kind is not about generating commercial success overnight; rather, the focus is on addressing specific issues and communicating an agreed position to the outside world to help ensure business success over the longer term.

The Strategic Expansion, International Relations and Governmental Affairs unit brings together and coordinates representation of the SARIA Group's interests in the area of biofuels, animal by-products and animal fats by participating in trade associations and industry networks, alongside other duties. The Board member responsible here is Lars Krause-Kjær, while operational aspects are handled by Dr Robert Figgener, who has been a senior manager at SARIA for 15 years. Dr Figgener leverages his expertise and

industry knowledge to coordinate networking activities in selected organisations in order to advocate for the Group's commercial activities as effectively as possible both in the business and political worlds and in wider society.



// Dr Figgener, what standards apply to your work in the area of international relations and governmental affairs?

As a Group, SARIA has an opinion on issues, but not with regard to political, social or economic stakeholders. As such, we are a self-declared neutral company and are fundamentally open to dialogue with all stakeholders. Integrity and compliance underpin all our actions.

// Why does SARIA use its membership of trade associations to further its work in this area?

Trade bodies and industry associations offer a range of legitimate benefits in terms of networking and communications. The workload is shared among the different members, experts and employees of the trade association, and issues can therefore be covered very effectively.

That reduces the pressure on company resources. In addition, the number of industry experts involved boosts the political impact of statements as well as the breadth and depth of topics discussed internally, with conversations being much more multi-layered and multifaceted.

// Are there also other arguments in favour of engaging with industry bodies?

Membership of a trade association obviously sends a positive signal to the industry itself. A willingness to work with other stakeholders is a demonstration of solidarity that should not be underestimated. After all, a company is providing financial, human and technical resources to help represent the interests of the entire industry. Smaller companies with fewer resources are key beneficiaries of this commitment. And because positions within industry bodies are held on a voluntary basis, the work is also unpaid.

SARIA EXECUTIVE BOARD

Organics2Power

Sinova

Food & Pharma

Strategic Expansion, International Relations & Governmental Affairs

Executive Board member responsible: Lars Krause-Kjær

Operational management: Dr Robert Figgener

SARIA Group Functions & Services

// Which industry body is particularly relevant when it comes to representing SARIA's interests?

That is an easy one to answer: membership of and engagement with EFPRA (European Fat Processors and Renderers Association).

// Can you explain who is behind the organisation?

As a European umbrella organisation this body represents a broad range of processors of animal by-products. It is a grouping of national trade associations at European level. As a company with international operations, SARIA contributes directly to the work of EFPRA through multiple national associations.

// And what is the objective of this association?

In a nutshell, to continually improve the safety, health and sustainability of European food production through efficient processing of animal-based raw materials into fats and proteins.

// To what extent does SARIA benefit from the work of this association as a member?

Organic raw and waste materials, particularly of animal origin, are the basic materials for all our business activities. Every regulatory, legislative and internal industry change to conditions in this area has direct implications for our business.

If SARIA did not play an active role in discussion around these issues, we would be leaving other players to reap important potential gains through their own representations. Relying on others in the industry to advocate to political and social stakeholders for our benefit would be an expression of passivity, and not the way to achieve long-term success. Shaping the future involves actively engaging with processes and driving them forward.

In addition, the EFPRA organisation keeps us fully informed if there are legislative initiatives or changes affecting the animal by-products sector.

This monitoring function by the association makes it much easier for us to stay up to date with national and international developments..

// Let us move on to the practical side of your work. What needs to happen in advance on SARIA's side when a meeting of the EFPRA Council has been scheduled?

There is an EFPRA Alignment Group comprised of national representatives and experts from SARIA with whom I work very closely. Among other matters, we discuss relevant agenda items for the next EFPRA Council meeting. In addition, this group develops agreed SARIA positions on relevant topics. This requires a lot of internal consultation at various levels within the individual divisions. Equipped with this internal briefing from the Alignment Group, we then attend the Council meeting.

"Relying on others in the industry to advocate to political and social stakeholders for our benefit would be an expression of passivity, and not the way to achieve long-term success."

Dr Robert Figgner



// And after the meeting?

I inform the Alignment Group of the key decisions and outcomes of the meeting. The members in turn report this information back to the responsible layer of management in their division.

// Can you give us an example of a current issue that the association is dealing with?

Over 20 years ago, during the BSE crisis, a ban was imposed on feeding animal meal and processed animal protein to livestock. Following a long, tough struggle this ban has finally been lifted. It is a notable success because valuable abattoir by-products that are fit for consumption can now be used as feed components again. This makes us less dependent on soya meal imports which are used as a substitute protein in feed, and also reduces the carbon footprint of our animal feed.

There are, however, still regulatory hurdles standing in the way of making widespread use of this sustainable feed component. Through EFPRA we are in close contact with the European Commission to remove the final barriers to relaxation of the previous policy – politically, there is broad support for this change.

// Why will lobbying via trade associations remain important in future as well?

The fast pace of everyday business and a globalised world that is becoming increasingly complex, with its host of different regulatory requirements and interconnected issues, are compelling reasons to continue our work in industry bodies. The biggest challenge at the present time is simply to stay abreast of the myriad developments that affect us. Working together as a trade association provides optimum support. It is also important to note that future societal and political challenges will not be solved by individual players, but increasingly by seeking shared solutions. Networking and co-operation within the industry in a way that is consistent with compliance requirements is therefore to be welcomed if we want to make the best possible choices for the future in conjunction with policy makers and society.

// What does this work mean to you on a personal level?

It is exciting and stimulating to deal with a range of highly interesting issues every day. And in doing so, I am representing an industry that was operating in accordance with sustainability principles long before the term even existed in its modern meaning. This work can only be successful through fair cooperation and collaboration with our industry colleagues and representatives from public agencies, politics and society. The contact required with all kinds of different people makes that task all the more interesting.

// Thank you, Dr Figgenger.

Did you know...?

In addition to its membership of EFPRA, SARIA also participates in the World Renderers Organization (WRO) and the North American Renderers Association (NARA). In addition, the Group's business units are active in many other international associations. Bioiberica, for example, is a member of the European Biostimulants Industry Council (EBIC), while ecoMotion represents SARIA on the European Biodiesel Board (EBB).

As a family business, the SARIA Group is fully focused on being the best partner for sustainable solutions across all its business activities and divisions. Strong customer focus, total reliability,

established expertise, a commitment to innovation and the continual pursuit of further development and greater professionalism are the factors shaping the Group's future.

"Together towards a sustainable world and healthier living is the overarching purpose of all the SARIA Group activities. We pursue that vision in conjunction with our employees and business partners in order to be the best partner for sustainable solutions. That is what unifies our Group: yesterday, now and tomorrow."

Tim Schwencke, SARIA Group Executive Board member

This issue of SARIAnews provides exciting insights into various development perspectives and the historic roots of the business areas and divisions.

Climate pioneers: Organics2Power

THROUGH ITS ECOMOTION, REFOOD AND SECANIM BUSINESSES, THE ORGANICS2POWER DIVISION MAKES AN ESSENTIAL CONTRIBUTION TO A CIRCULAR ECONOMY THAT CONSERVES RESOURCES.

By reliably collecting and processing plant and animal materials that are no longer usable in other applications, the division produces sustainable energy in the form of electricity, heat, biogas and biodiesel, plus other products. These business activities mean that the division plays a significant role in helping to shape a zero-carbon energy future.

To do this, the division, as well as country-specific business segments such as SARVAL operations in Germany and the UK, must continue to evolve in order to adapt effectively to customer and market requirements. This is the only way to remain on track for success internationally across all areas of the business.

Further development in all areas

Given the nature of ReFood and SecAnim as service-oriented business units, their future success depends on deploying advanced logistics solutions and having reliable, optimised and customer-focused waste disposal concepts. The focus will be on reliably meeting key logistical requirements in accordance with the six Rs, also known as the "six right ones". That means ensuring the availability of the right items, such as container systems, in the right quantity, in the right condition, in the right place, at the right time and at the right cost. Expanding internal and cross-company logistics networks will also be crucial. When it comes to the future strategy of ecoMotion, a high-quality, innovative product portfolio is vital in order to build on its current market position in the area of biofuels.

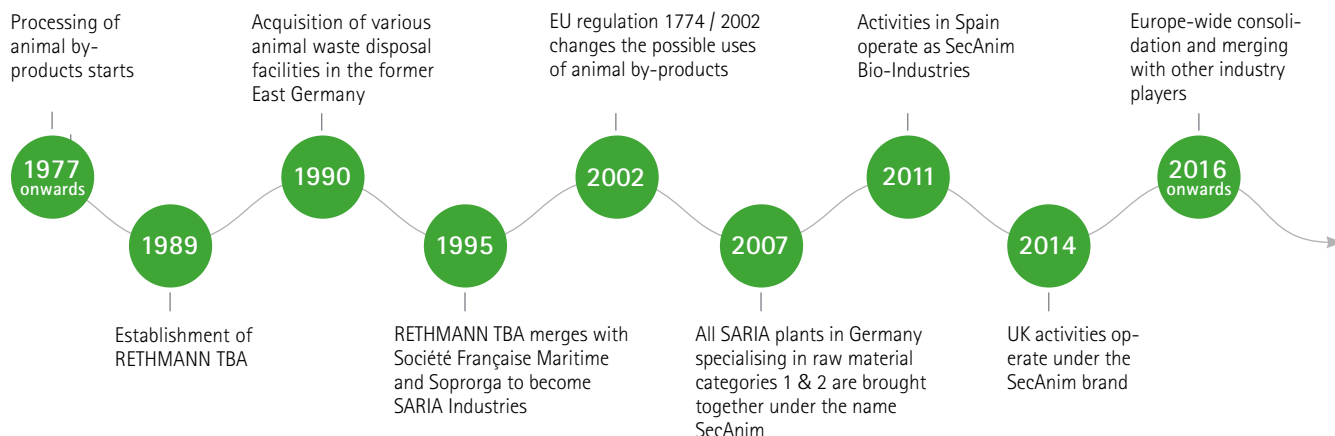
For all parts of the division, stable long-term management of investment and innovation is an essential precondition for making existing activities even more sustainable and efficient in their use of resources while enabling untapped potential to be identified and exploited. The overarching mission must be to meet increased customer demand for individual products and services as effectively as possible.

Ideal conditions for the future

Strengthening the division's international competitive position is fundamental for future growth in all parts of the business. Here the individual business units have benefited from strong management structures that are flexibly aligned with local circumstances. This enables rapid decision-making and creates close contact with customers, thereby allowing services to be tailored to the customer and delivered reliably. At the same time, organisation as a single division provides an appropriate framework for efficient coordination of collaboration and consultation between the operational units and for creating strong linkages. This makes it possible to drive harmonisation of production processes and technologies smoothly and effectively across the units, which in turn supports cross-location internal improvement processes.

Based on this operational excellence and strong organisational structure, all parts of Organics2Power are optimally aligned in terms of strategy to deliver the corporate success of the future.





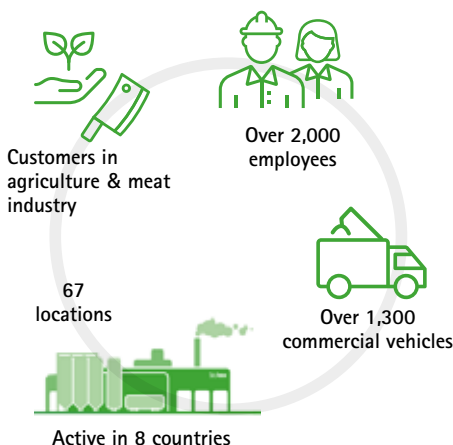
SECANIM SPECIALISES IN THE REMOVAL OF ANIMAL PRODUCTS THAT ARE CATEGORISED BY LEGISLATORS AS POTENTIAL RISK MATERIAL.

As such, the business unit makes an important contribution to the welfare of humans and animals alike. At the same time, its corporate activities are also an essential part of the circular economy because animal material is not just collected and incinerated, but rather converted into animal fats and animal meal. These materials are then returned to the raw materials cycle for use in biodiesel production or as an alternative fuel in the energy and cement industries.

Everything the company does is oriented around the societal task of preventing disease. To achieve this, SecAnim works closely with the responsible regional authorities on corresponding hygiene concepts. When dealing with animal epidemics such as African swine fever, it is well prepared and equipped with detailed crisis protocols and specially developed vehicles. It also conducts regular simulation exercises to train for future emergencies.

Working with animal risk material requires reliable, safe and fast disposal on a daily basis. Accordingly, SecAnim is working on continually improving the reporting process via mobile apps and digital customer portals and progressing

the expansion of Europe-wide disposal infrastructure to bring it close to where customers need it. Among other things, this requires efficient and well-resourced transport logistics so that flexible and timely collection of animal risk material can be provided reliably and efficiently in the future as well.



To make production processes even more sustainable, facilities are also adopting measures to boost energy efficiency. This includes optimising process engineering in the area of defatting and drying. The aim is to keep on reducing the level of primary energy consumption needed for preheating, sterilisation and drying.

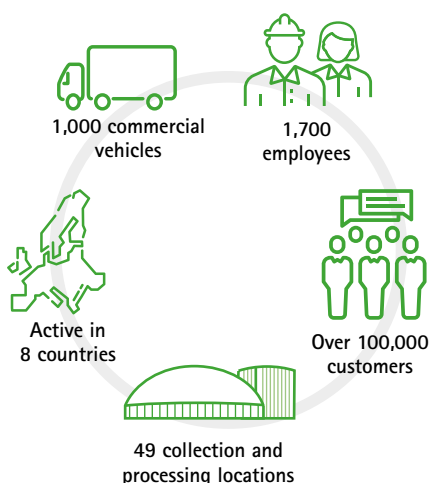
By disposing of fallen animals safely and hygienically, and using them as a source of energy, SecAnim makes a key contribution to allowing people and animals to live healthy lives in tomorrow's sustainable world.





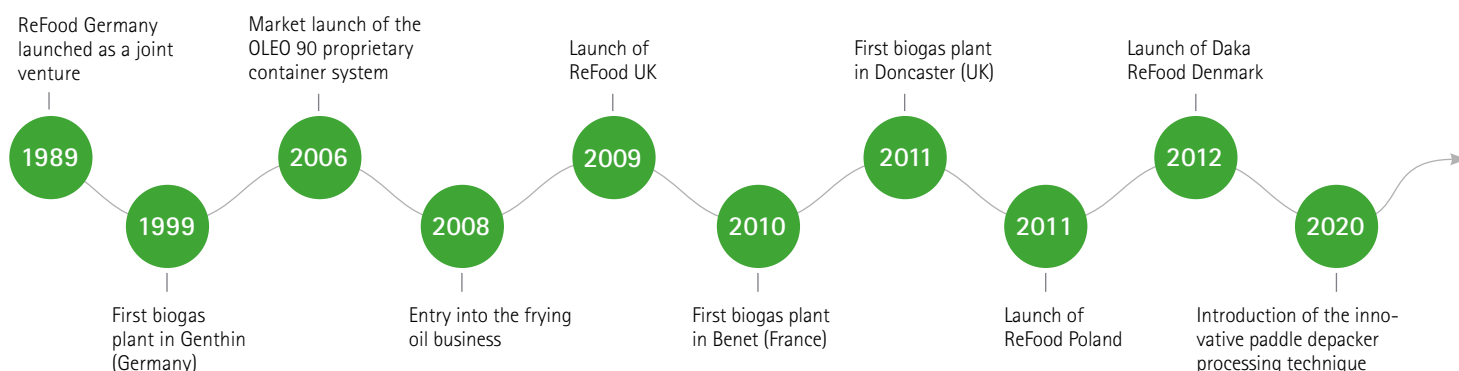
REFOOD SPECIALISES IN USING BIOMASS TO GENERATE ENERGY FROM THE ORGANIC WASTE IT COLLECTS FROM THE FOOD INDUSTRY AND SUBSEQUENTLY PROCESSES.

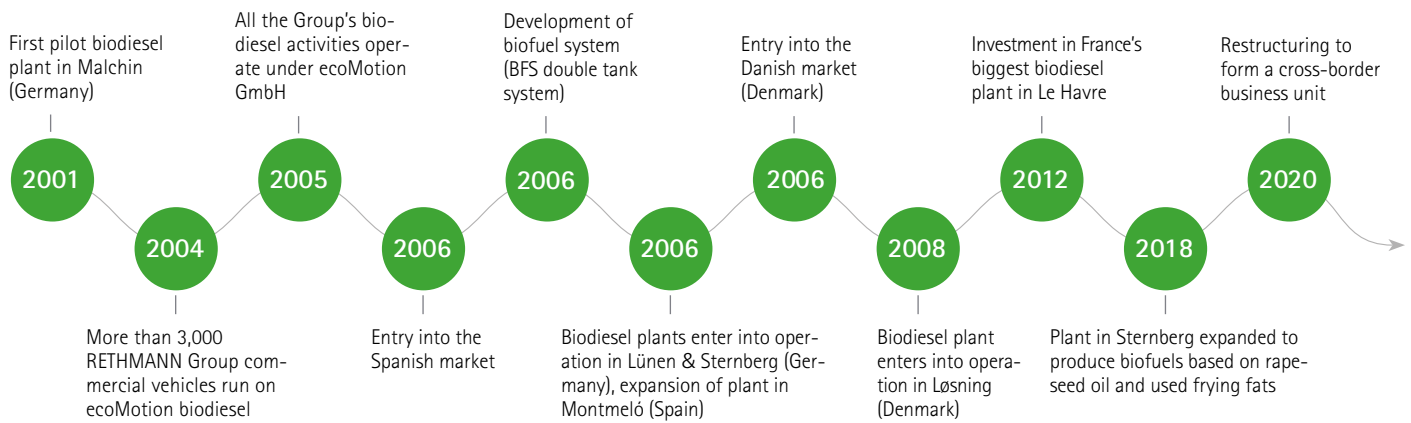
ReFood's infrastructure is crucial when it comes to ensuring that collection and processing run smoothly. To ensure that disposal contracts are fulfilled quickly and reliably, operational facilities are based close to customers. As such, it is essential to create a nationwide logistics network of collection and processing sites. This will enable ReFood to meet increased demands from customers for greater flexibility, speed and individual service. The same applies to the expansion of transport logistics. Only with a sophisticated route system and an appropriately equipped vehicle fleet will it be possible to operate efficient transport routes between collection and processing sites and the customers being served, and to do so in a way that protects the environment.



To produce biogas flexibility and efficiently on demand, ReFood intends to drive forward innovation in new processing methods and process technologies. Opportunities for optimisation are being identified on an ongoing basis to make production even more energy-efficient and sustainable while boosting quality.

Since ReFood specialises in serving different customer groups in individual countries that have different policy regimes, national development strategies will continue to shape the business unit's work in the years ahead. This is a prerequisite for fully aligning service offerings with specific customer needs. One aspect of all national and international activities will always be a priority, however: working with customers to create sustainable solutions for the future.

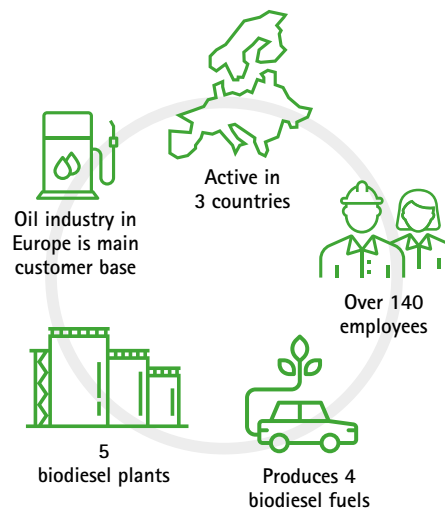




ECOMOTION, A PIONEER IN SUSTAINABLE FUELS, UTILISES ANIMAL FATS, USED COOKING OILS AND PLANT OILS FROM ITS SISTER COMPANIES REFOOD AND SECANIM TO PRODUCE BIODIESEL.

At present, four types of biodiesel are produced for blending with regular diesel fuels in a virtually zero-waste manufacturing process that makes use of innovative process technologies. The use of biofuels will continue to play a significant role in the mobility transition going forward. This is especially true given the European Union's ambitious climate goals, which aim to achieve zero carbon by 2050 as well as autonomy in raw materials. To reduce dependence on imports of fossil fuels, ecoMotion is working closely with its raw material suppliers to expand and develop transparent regional value chains.

In the transport sector, it will be necessary to drastically cut greenhouse gas emissions from aviation and shipping in particular. There is already substantial scope for biodiesel products to be leveraged here because electrification using



renewable energy sources is not an option for long-haul flights and international maritime shipping routes. There are, however, a number

of innovative trends emerging in the market, for example in the area of biomass-based aviation fuels. In terms of research into lipids, promising projects are being driven forward that process used fats into diesel and kerosene. ecoMotion has identified these innovative production and application processes for biofuels as areas where it can develop and expand its business activities.

The pioneering spirit that typifies ecoMotion will be instrumental in the business unit's future development as it works with partners to contribute to the sustainable mobility of tomorrow. The goal is clearly defined: more resource protection through using organic waste products and a further reduction in emissions by producing climate-friendly sources of energy.



Petfood & Feed becomes Sinova

ALIGNMENT OF THE COMPANY WITH CUSTOMER NEEDS HAS BEEN A CENTRAL ASPECT OF THE SARIA GROUP'S DNA EVER SINCE THE BUSINESS WAS FOUNDED, AND THIS PRINCIPLE IS ENSHRINED IN THE SARIA FRAMEWORK.

At the same time, the SARIA Group's activities have become increasingly diversified over the years, accompanied by greater specialisation of products and services.

This development means that we are now serving widely different customer groups. For example, we provide products and services to farmers with a modest number of animals as well as to major international corporations. The requirements of these customers vary greatly. A regional farmer has very different priorities to a multinational

company that requires standardised procurement procedures and needs its raw materials to have consistent product characteristics.

In order to focus all its activities even more tightly on the customer going forward, SARIA created three operational divisions: Organics2Power, Petfood & Feed and Food & Pharma. An additional aim was to leverage the potential and expertise of our dedicated employees to maximum effect.

1995

Formation of SARIA Industries, inclusion of multiple plants for processing abattoir by-products and producing animal meals and fats

1995 onwards

Integration of various companies into this division with no standardised naming strategy

2011

Introduction of the name SARVAL for SARIA activities related to the processing of by-products from the meat industry

2014

All SARIA processing facilities for fish by-products now operate under the name Bioceval

2021

Restructuring of the SARIA Group, establishment of the Petfood & Feed division including the Bioceval and SARVAL brands

2022

Division renamed Sinova



„All of us as the ONE Sinova team must never forget that we are a sustainability company.”

Peter Hill, Sinova Leadership Team member

The name Petfood & Feed was chosen to communicate the fact that this division primarily serves customers whose operations involve food for pets and livestock feed. In order to make the branding of the business unit more distinctive and a better fit with these customer segments, it was decided last year to replace the designation Petfood & Feed with a new name that better reflects the breadth of the customer base and the products being made.

To find a new name for the division we obviously had the option of commissioning a specialist brand naming agency, but the Sinova leadership team was totally convinced that no-one knows the customers better than the division's own employees. No-one is more familiar

with the products and markets, and no-one is better able to assess the potential and the requirements.

An internal competition was held that revealed huge employee commitment and a high level of creativity. The competition clearly struck a chord and generated a strong response. Well over 200 interesting and ingenious suggestions were submitted by employees from the various regions, including those working in production, logistics, admin roles and sales. Unfortunately, many of the suggestions received had to be screened out for legal, linguistic or formal reasons.

FINDING A NEW NAME FOR OUR DIVISION

What is being named?

- SARIA Petfood & Feed (PF&F) is part of the family-owned RETHMANN Group
- PF&F's purpose is "to make the most of the Earth's limited resources"
- PF&F's business model is fundamentally sustainable, as it creates value out of animal and other organic by-products
- PF&F sells high-quality products and ingredients, such as proteins and fats, to a wide range of customers in different industries; this explains why we need a new name that reflects all customer groups, products and services.

Naming criteria

- The name should ideally be understandable internationally
- Verbal connotations should be either positive or at least neutral
- The name should create a professional impression, be easy to remember and suitable for future developments of our division
- There are no constraints - the name can be:
 - Descriptive: e.g. The Body Shop, Organic2Power / O2P
 - Abstract: e.g. Apple, Google
 - Invested: e.g. Volvo, Accenture
 - Composite: e.g. FedEx, MasterCard
 - Acronyms: e.g. BMW, H&M, IBM
 - Alphanumeric: e.g. 7-Eleven, 3M, 7Up

Ideas to be conveyed by the name

- Sustainability
- Innovations & Efficiency
- Wide range of high-quality products and ingredients, including proteins and fats
- Partnership & Dependability
- Future-oriented

Customers

- Our customers include large multinational industrial companies, therefore the name must reflect a certain professionalism
- Customer segments are presently: Petfood manufacturers, Animal Feed manufacturers, Aquaculture feed manufacturers, producers of renewable fuels and oleo-chemical companies

Please provide a short explanation of the name you are proposing. You are very welcome to do this in your native language.

Good luck! Bonne chance! Buona fortuna! Buena suerte! Życzeń powodzenia! Mult noroc! Viel Glück!

SINOVA

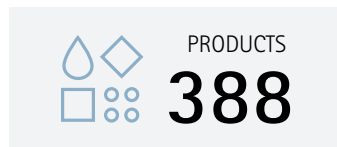
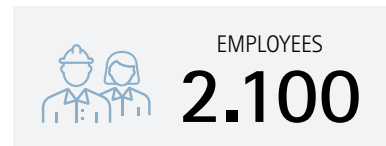
The name ultimately chosen as the outcome of the competition was Sinova, which neatly captures the various aspects of the division and perfectly reflects the broad range of customers and their activities. On a factual level, Sinova stands for the following terms in English:

Sustainable
Ingredients
Nutrition
Oleochemicals
Valorisation

On a more emotional level, Sinova evokes the musical term sinfonia, meaning symphony, where a group of highly talented musicians create something magical when they play together. At the same time it contains a reference to innovation, which is a key pillar of our growth strategy, by drawing on the Latin word nova, meaning new and also being the term used to describe a new star full of energy.

The new name Sinova was unveiled at the leadership meeting in Barcelona on 11 May and met with a very positive response from participants. In just one word, the name encapsulates the commitment to working as ONE team, the Sinova team, and focusing all activities on the customer. There was a palpable sense of optimism and commitment among attendees of the two-day meeting, which involved open dialogue and discussion of various strategic options in addition to providing information.

Sustainable **I**ngredients **N**utrition **O**leochemicals **VA**lorisation



One of the key strategies adopted is centralisation irrespective of national borders and the previous system of regional responsibilities. In practice, what that means in particular is that there is ONE shared network of Sinova factories and ONE commercial team looking after customers – regardless of the country where the

customer is based and where the delivery is being made from.

As a first step, the Sinova structure includes France, Spain, Italy, Poland, Chile and Romania, along with wet pet food activities in the Netherlands, France and Spain and fish activities in

Germany, France and Spain. Since April 2022, Sinova also includes the existing activities in Russia and Belarus.



SINOVA ON A PAGE

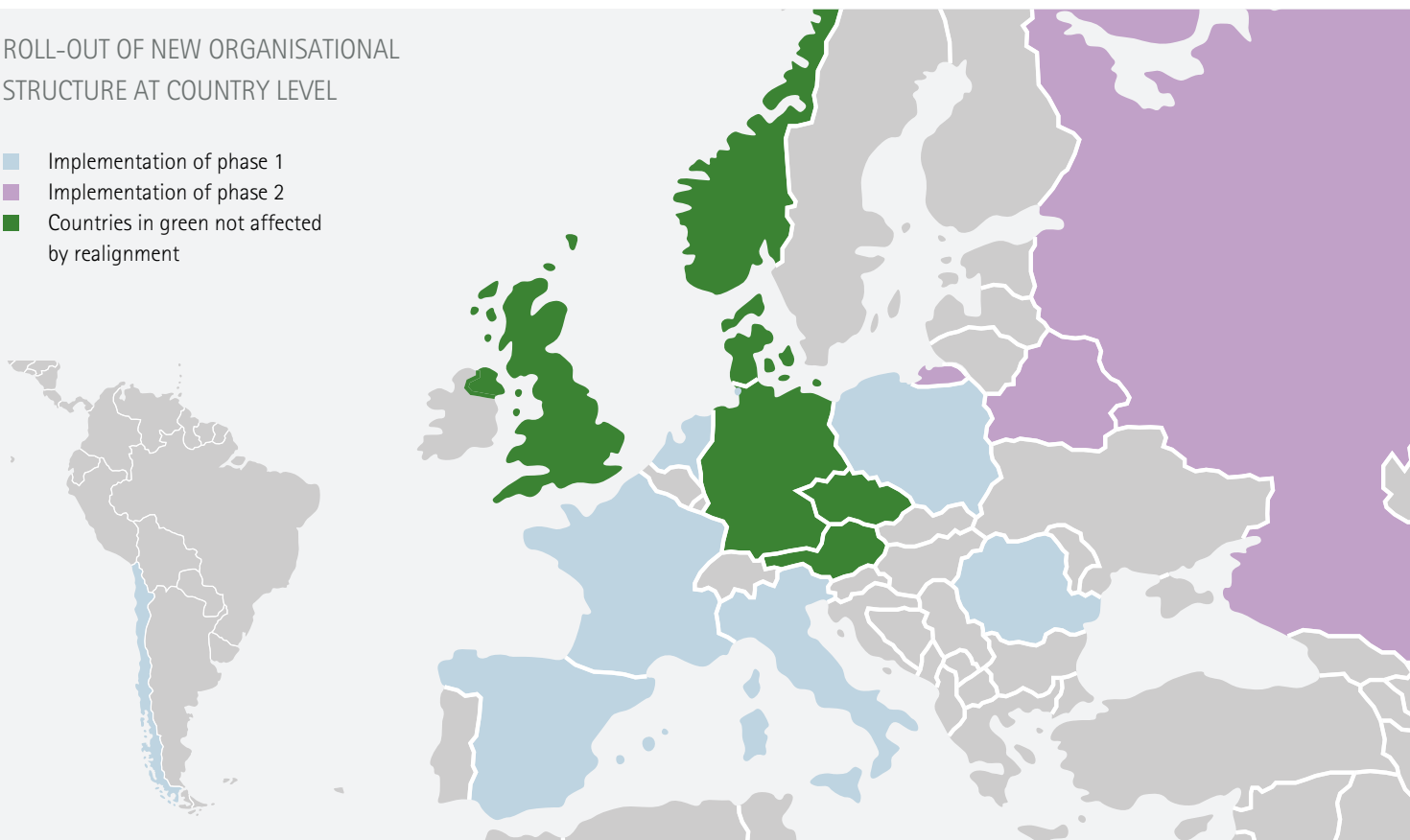


HOW, WHAT, WHY

The division's direction and focus are based on a comprehensive strategic concept that was drawn up when the division was established. "Sinova on one page" summarises the "why", "what" and "how" on a single page. The associated strategies are clearly stated, based on sustainability as the overriding purpose. Methodological parameters such as "modern leadership" and "team engagement" provide the framework for successful implementation and achieving ambitious future objectives.

ROLL-OUT OF NEW ORGANISATIONAL STRUCTURE AT COUNTRY LEVEL

- Implementation of phase 1
- Implementation of phase 2
- Countries in green not affected by realignment



One step ahead together: Food & Pharma

THE FOOD & PHARMA DIVISION SPECIALISES WHOLLY IN THE PROCESSING OF ANIMAL BY-PRODUCTS IN ORDER TO MAKE THEM USABLE FOR HUMAN CONSUMPTION, FOR ANIMAL AND PLANT HEALTH PURPOSES AND IN THE HEALTHCARE SECTOR.

The Bioiberica and Van Hessen business units have a long and successful history as companies and are also the most recent additions to the SARIA Group. A commitment to ongoing professionalisation and continuous evolution has seen them adapt successfully to changing market conditions over many decades.

The value chains of the business units are closely aligned to fully leverage synergies in their supply chains and production processes. The key link between the two companies are the valuable resources that Van Hessen obtains and makes available from animal material. Bioiberica uses these feedstocks to produce quality products for the pharmaceutical industry and other applications.

With their strong focus on innovation, deep commitment to pioneering research projects and shared logistical supply chains, both companies have carved out impressive market positions. Aligning their innovation and production strategies enables them to respond effectively to current and future trends and market shifts across all business activities within the Food & Pharma division. Developments in the area of raw materials are a case in point.





With their strong focus on innovation, deep commitment to pioneering research projects and shared logistical supply chains, both companies have carved out impressive market positions.

Global demand for meat is rising all the time due to continuous economic growth and population increases. At the same time, meat consumption is stagnating in many of the world's industrialised nations. In Western Europe in particular, demand is declining significantly due to growing concerns about health, animal welfare and the environment. These factors are all having an impact on the availability of raw materials. To counteract this trend, the division's research and development departments are working to extract higher yields and increased quality from

declining supply. Innovation in product development and process optimisation is the main key to success here, ensuring that the maximum amount of valuable material can be generated from limited resources. With more investment in the area of research, development and innovation, the number of research projects launched is set to rise accordingly in future. Sustainability issues are a key focus of ongoing development. The ultimate shared objective of these endeavours is a fully circular economy across all the division's activities.

Three main factors will be decisive in ensuring the future success of the Food & Pharma division: collaborative partnerships, particularly in the area of innovation; focused geographic expansion; and carefully considered acquisitions that make a sustained contribution and help all areas of the company's business to become even more professional.

Van Hessen

SINCE IT WAS FOUNDED IN 1902, VAN HESSEN HAS RISEN TO BECOME ONE OF THE MOST RESPECTED GLOBAL MARKET LEADERS IN THE PROCUREMENT AND SELECTION OF ANIMAL RAW MATERIALS, WHICH IT MARKETS IN THE FORM OF HIGH-QUALITY NATURAL CASINGS, MEAT PRODUCTS AND PHARMACEUTICAL INGREDIENTS.



The company has been part of the SARIA Group since 2017 and this year celebrates its 120th anniversary.

Van Hessen has a clear vision for developing its business

By increasingly diversifying its supply chains, with an associated reduction in dependency on specific markets and particularly on China, future expansion will primarily focus on emerging markets. Shorter transport routes will deliver sustainability benefits and reduce the impact on resources. At the same time, simplified and – especially – direct supply chains offer an opportunity for greater flexibility within the various business models. This will make it possible to

respond to market shifts even more effectively and in a more targeted manner. Over the last few months, Van Hessen has successfully expanded its business in Chile, among other achievements.

For Van Hessen, the most important resource are its employees. Highly trained specialists are essential for delivering consistently high product quality across the board at every location worldwide. There are corresponding training programmes in place, such as the management trainee programme, which actively fosters the talent of junior members of staff and helps them to progress in their careers. Equal priority is attached to managing and promoting knowledge

transfer within the company through dedicated competence and training centres. In fact, Van Hessen employees play a crucial role in developing and improving the work materials they use. To take one example, the company has been working closely with its employees over many years to design and patent special knives for processing animal materials. Developing tools in this way has a direct impact on the quality and yield of material extracted while at the same time contributing to improved health and safety in the workplace.

Customer satisfaction is another factor that plays a major role in developing and improving the company's performance. One example are the standardised customer surveys conducted using the Net Promoter Score methodology. The results obtained help to align service and product offerings even more systematically and effectively with customer needs. Another instrument for measuring company performance is set to be rolled out in the area of sustainability; key performance indicators will be defined for Van Hessen to determine its own progress and the extent to which it is meeting Group-wide and company-specific targets around sustainability.



5,500

employees



25

country-level operations



80

locations



2,500

customers

The casings sold each year would reach around the earth

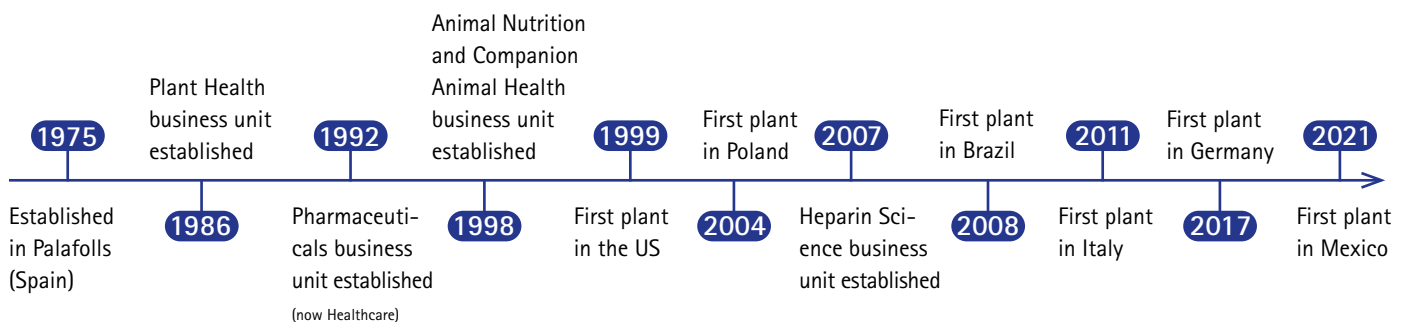


50

times

Bioiberica

BIOIBERICA PRODUCES A WIDE RANGE OF PRODUCTS FOR THE PHARMACEUTICAL INDUSTRY FROM ANIMAL BY-PRODUCTS SOURCED FROM THE FOOD SECTOR. IT ALSO MANUFACTURES VARIOUS PREPARATIONS FOR HUMAN HEALTH AND NUTRITION, PLANT PROTECTION AND ANIMAL HEALTH.



A core focus of its business activities is the production of heparin precursors. These substances are used clinically as anticoagulants and are obtained from porcine intestinal mucosa. One in five doses of heparin administered worldwide is made by Bioiberica.

Going forward, Bioiberica sees huge potential for continuing its success story, particularly through research and development. Under the slogan "Taking Life Science Further", the company has been driving forward work in this area for some years and making the concomitant investment. The science team at Bioiberica works closely with international research partners such as the Ronzoni Institute in Milan, one of the world's leading heparin research groups. By collaborating with these research partners, various projects are being progressed around identifying, extracting and developing biomolecules to produce heparin. Bioiberica also publishes its own scientific studies every year, thereby making an

active contribution to scientific debate. The research and development department will continue to be provided with all necessary resources in the future, ensuring that targeted development of new active pharmaceutical ingredients can be advanced further. Bioiberica will also prioritise continued growth in the healthcare segment. In addition, the company intends to maintain its share of the heparin market by increasing the yield and quality of molecule extraction. To achieve this, the company is working with Van Hoesen to steadily boost yields in the mucosa-heparin supply chain.



Bioiberica is also seeking to develop new business segments and grow its product range through strategic alliances with other companies and institutions. By providing quality products that support the health of humans, animals and plants, Bioiberica makes an important contribution to science and to creating a healthy future for all.



450

experts on the team



100

quality products



500

customers




9

plants across 7 countries



19,000

quality analyses per year



Sustainable collaboration in a network of experts

SARIA HAS A LONGSTANDING PHILOSOPHY OF LEVERAGING GROUP-WIDE SYNERGIES ACROSS COUNTRIES AND BUSINESSES, WHICH HAS REPEATEDLY PROVEN ITS WORTH OVER THE YEARS. THE CREATION OF NETWORKS OF TECHNICAL EXPERTS AT GROUP LEVEL IS ONE EXPRESSION OF THIS APPROACH, WITH THE SUSTAINABILITY NETWORK BEING A PARTICULARLY SUCCESSFUL EXAMPLE OF THIS KIND OF COLLABORATION.

The SARIA Group's first sustainability report, published last year, was an important milestone in developing a Group-wide sustainability management system. With the aim of maintaining a regular dialogue between environmental managers at the various national units, the report led to the establishment of organised, interdisciplinary, ongoing networking on the topic of sustainability within the Group. As part of the reorganisation of SARIA into three divisions, important adjustments were also made to the organisational structure that enabled sustainability issues to be managed in a more focused and holistic way. This included appointing dedicated sustainability managers and teams within the

divisions who define business-specific sustainability strategies based on stakeholder expectations and are responsible for implementation. In addition, Group Sustainability was established as a new Group function last year to act as a central point of contact and sounding board for the various internal and external stakeholders who have direct or indirect links to Group-wide sustainability activities. There is collaboration with internal Group functions such as international controlling and accounts, procurement and the financing department, for example, but also with external partners such as banks and certification bodies.

These contacts and connections gave rise to a Group-wide Sustainability Network last year. Comprising a fixed number of 11 participants, the members meet on a monthly basis to discuss a broad range of sustainability issues and possible action to be taken. Thematic aspects are considered from various perspectives, thereby creating synergy effects at both Group and divisional level. In particular, the individual technical expertise of the different sustainability managers allows the Sustainability Network to generate important added value at operational level. Their work is informed by the participants' specialist knowledge in the areas of energy, human resources and compliance, for



The Sustainability Report has been published!

Find it on the [SARIA website](#) in the
Sustainability section.

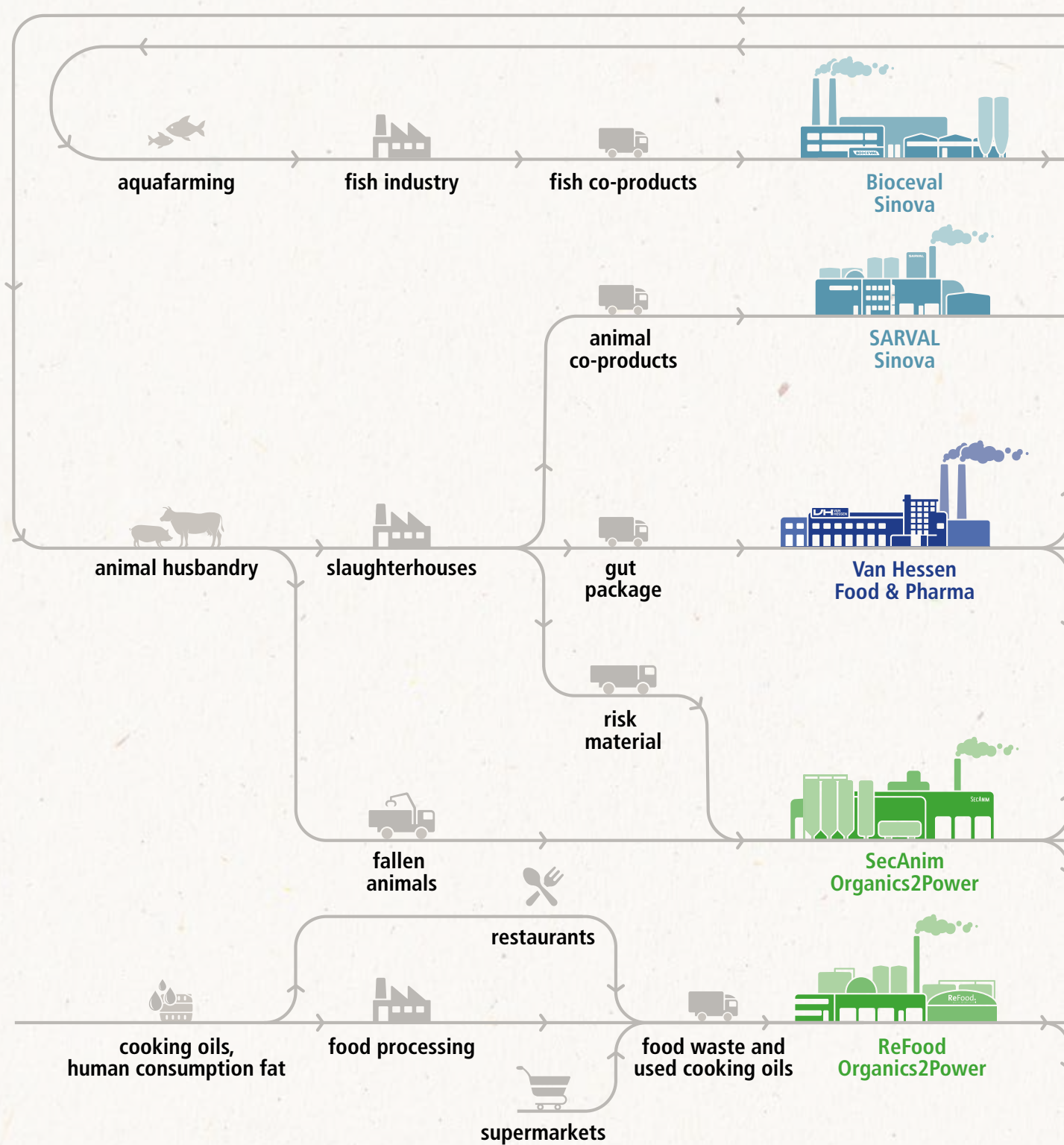
example, but also through their personal experience of management systems and project development. SARIA's integrated management approach applies here as well. In the context of sustainability, that means not only being environmentally aware and seeking to conserve resources but also taking corporate social responsibility and economic aspects into account.

A key outcome of collaboration within the Sustainability Network to date has been the establishment of uniform Group-wide reporting of sustainability data, based on standardised definitions. The data set created in this way provides a valid and reliable basis for further developing

and quantifying Group-wide sustainability activities. With the help of an appropriate reporting tool, which was selected based on the past experience and quality requirements of the experts within the network, the process of capturing data and consolidating it will be further optimised going forward. The Group's second sustainability report, which was published in May of this year, is another direct result of the Sustainability Network's work.

Thanks to contributions and feedback from specialists from all the divisions it was possible to provide an even more detailed and comprehensive insight into the Group's sustainability activities than last time.

Specialist expert networks have increasingly been set up at SARIA in recent years. Being independent of a particular company or department and working together on an equal footing creates the perfect framework for encouraging productive exchange, and for leveraging different perspectives combined with specialist expertise. The most recent network at Group level started work in May of this year and deals with issues around energy procurement and supply. This form of collaboration is thus set to play a major role across all parts of the business in the future.



SARIA'S business model is based on a circular economy approach. This means that the Group's strategy and processes are systemically designed to ensure that natural materials are circulated in a closed-loop system that is as complete as possible. The Group thus makes a meaningful contribution to a sustainable world.

A team for the future

AS AMBASSADORS OF THE GROUP'S VALUES AND PRINCIPLES, RELIABLE AND HIGHLY MOTIVATED EMPLOYEES FORM THE BASIS OF ALL SARIA'S BUSINESS ACTIVITIES WORLDWIDE WHEN IT COMES TO MEETING THE NEEDS OF CUSTOMERS AND PARTNERS WITH PROFESSIONALISM. VALUES SUCH AS A HANDS-ON MENTALITY AND A PASSION FOR THE BUSINESS ARE JUST AS IMPORTANT AS A UNIFYING PURPOSE: TOGETHER TOWARDS A SUSTAINABLE WORLD AND HEALTHIER LIVING.

FOR THIS EDITION OF SARIANEWS, A RANGE OF DIFFERENT EMPLOYEES WERE ASKED ABOUT THEIR VALUES AND OBJECTIVES IN THE WORKPLACE. A CROSS-SECTION OF THE VARIOUS DIVISIONS THAT MAKE UP THE SARIA WORLD IS PRESENTED HERE.

PAOLA FRANCESCA

QUALITY ASSURANCE & CONTROL MANAGEMENT

In 2020, Paola took over responsibility for developing and monitoring quality standards relating to the sampling and analysis of raw materials, products and water at SINOVA in Italy. By ensuring optimal and reliable product quality, her work contributes above all to conserving resources. Alongside avoiding complaints, this approach ensures that plants operate reliably and efficiently. She demonstrates her hands-on mentality when working with other areas of the business, developing new methods of analysis and through her passionate commitment to training lab technicians and helping them develop their skills. In future, she would like to improve her own skills around efficient communication in order to achieve the best possible results when managing people.



ROBERTO

COMMERCIAL MANAGEMENT

Roberto has managed the procurement and sales teams at Van Hessen in Argentina since 2019. Not only is he responsible for implementing and achieving corporate objectives, he also develops business strategies in order to continue strengthening the company's market position. The open corporate culture provides plenty of scope for him to put his innovative ideas into practice and to make decisions, which he greatly appreciates. Accordingly, he is able to live out his passion for the business on a daily basis. In terms of professional development, he would like to gain further skills in the areas of project management and business intelligence in particular. At the same time, it is important to him on a personal level to show his team the appreciation and respect that he also expects for his own commitment.



ÚRSULA SUSTAINABILITY MANAGEMENT

Úrsula has worked for SARIA Spain for 17 years. In her current position as sustainability manager for the entire Iberian region, she is responsible for coordinating all environmental and sustainability-related issues at plant level and for actioning and implementing all sustainability projects agreed at company level. Because sustainability is such a varied topic, she particularly appreciates the exchange and knowledge transfer that takes place via the regional sustainability network, which coordinates the work of local managers in this field. She always feels particularly passionate about the business when she sees the positive impact her work has on people and the environment. She brings this passion to her interactions with internal and external stakeholders alike to make clear that sustainability is central to the company's core business.



JAIME BIOSECURITY TECHNICIAN

Jaime has worked for SecAnim Spain since 2019, looking after the management and inspection of collection points for hazardous animal waste. Working closely with farmers, it is his job to ensure the best possible epidemiological standards at all collection points in his operational area. This involves providing a smooth collection service as well as protecting humans and animals alike by offering training and raising awareness. He feels a passion for the business whenever he discusses the circular economy with farmers and explains the value that can be extracted from raw materials. His vision for his professional future over the next few years involves more of this dialogue with other people as well as honing and developing his own skills.



FLORIAN ELECTRICIAN & SHIFT MANAGER

For seven years now, Florian and his team have been monitoring technical facilities at SINOVA in Romania to ensure that the machines work properly and the production process runs smoothly every day. In his role, he makes sure that the equipment used is always properly maintained to avoid unnecessary plant damage and the need for new investment. His work thus makes a direct contribution to sustainable solutions within the company. He combines a passion for the business with a clear sense of responsibility for his work and team. In future, he would like to continue deepening his specialist knowledge and is interested in promoting and supporting the sharing of knowledge with colleagues.



CARLOS BUSINESS MANAGEMENT

Carlos has been managing the team at the GERLICHER office in the Netherlands, a ReFood subsidiary, since the start of the year. With his open and transparent way of working he coordinates and motivates his team on a day-to-day basis, thereby enabling the company to reliably meet changing market and customer requirements. Passion and enjoyment of his work are especially important to him because his role demands a lot of flexibility and commitment to stay in touch with what is happening in the market at all times and to maintain close customer relationships. Although his job doesn't fit the classic 9-to-5 mould, he monitors his work-life balance closely. He would like to improve his knowledge of German in future and also wishes to continue expanding his industry network both nationally and internationally.



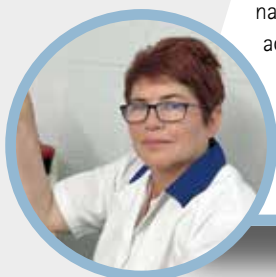
SEMRA INTERNAL SALES TEAM LEADER

Semra has headed up the internal sales team at GERLICHER Germany, a subsidiary of ReFood, since 2017. Her responsibilities include customer management, price management and sales. She is particularly passionate about the business when negotiating prices and quantities in her daily dealings with customers. Demonstrating great care and total reliability, she combines attentive customer service with delivering the best possible costings. In her work, sustainable solutions play a crucial role in goods logistics in particular as she coordinates all deliveries in a way that conserves resources and achieves maximum efficiency. Her professional vision for the next few years? To interact more with colleagues and business partners in order to grow her professional network.



ALEXA LABORATORY CHEMIST

Through her role in performing physchem laboratory analysis, Alexa has been responsible for evaluating and documenting the product quality of animal meals and fats at SINOVA in Romania since 2021. She finds it fascinating on a daily basis to reveal the material properties that are invisible to the human eye. With a hands-on mentality, she works as part of a trusted, well-coordinated team to ensure that the correct analysis is integrated at the right time in the sampling acceptance process. Her passion for the business is evident here in the particular emphasis she places on working in an organised, efficient way and on communicating effectively. Looking to the future, she would like to keep her technical knowledge updated so that she can continue to achieve the best possible results at work.



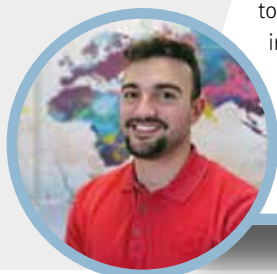
JORDI DATA ANALYST

For over 15 years, Jordi has been actively helping to deliver technical change within the IT department at SARIA Spain. As of this year, he is a data analyst responsible for developing and rolling out analytical processes, data capturing systems and data analytics. Highly motivated and very passionate about the business, he is continuously adding to his knowledge of the latest technology trends in the field of business intelligence and more. Working for a company that invests in advanced technologies in the area of IT and beyond motivates him to deliver maximum commitment every day. He also wants to contribute to sustainable solutions within the company in the future through his work on intelligent routing systems for commercial vehicles and by digitalising work processes for the paperless office.



ALESSANDRO SPECIALIST IN CUSTOMER SERVICE & LOGISTICS

Alessandro has been coordinating transport logistics by land and sea for SINOVA in Italy since 2021. Every day, he relishes the challenge of balancing demands around the availability of goods, transport and delivery dates as effectively as possible. His hands-on mentality repeatedly comes into play here to resolve delays and complications quickly and efficiently for both customers and suppliers. Close contact with international partners helps him to feel particularly interconnected with the global world. In terms of specific plans for the future, he intends to put his skills on a more professional footing, develop confidence in decision-making and grow his professional networks.



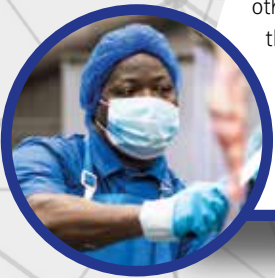


AURÉLIE HR MANAGEMENT

Aurélié has worked for the SARIA Group for 16 years and recently became manager of the Human Resources department at SARIA France. In her varied and important sphere of responsibility, she deploys the formidable skills of organisation, coordination and communication that she has acquired over the years. She is always happy to share her expert knowledge and wealth of experience with colleagues on her team. There's no risk of getting bored because there is always something to do to improve HR processes and strategies and to drive forward and implement new ideas. With regard to her future work, she sees a lot of potential for development in the area of business intelligence. In the process, she not only considers herself part of the change but is actively shaping that change with dynamism and a high level of motivation and commitment.

MOHAMED PRODUCTION EXPERT

Mohamed has worked for Van Hessen in the Netherlands for 17 years, where he extracts natural casings. Over the years, he has perfected his knife skills to the point where he regularly travels worldwide to share his specialist expertise with colleagues at different branches as part of regular training programmes. By being extremely patient and empathetic, he engages well with other people to support and nurture new talent within the company. He embodies a passion for the business through his unconditional dedication to his own workplace as well as when making his guest appearances at other facilities. His wishes as regards his professional future are thoroughly unpretentious: for him, the focus is on achieving inner balance and satisfaction.



KRZYSZTOF REGIONAL MANAGEMENT

Krzysztof is responsible for implementing sales and marketing strategy and has been leading an agile team at ReFood Poland as regional manager since 2016. What motivates him every day is convincing customers and business partners that they can make a significant contribution to conserving resources and combating climate change by using the waste management services offered by ReFood. For him, success means actively contributing to changing attitudes in Poland through his passion for the business. To achieve this, he engages in continuing professional development, attends various training courses and supports his team in every way he can so that like him, they can continually develop their skills.

ELENA HEPARIN SALES COORDINATOR

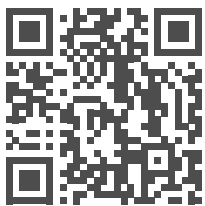
Together with her team, Elena organises and coordinates all process steps around orders and deliveries of the pharmaceutical ingredient heparin at Bioiberica. She is an established expert in this field, having worked for the company for almost 20 years. Her passion for her job is ever-present given the knowledge that this anticoagulant saves the lives of millions of people every year. She is motivated to do her best every day thanks to handling varied tasks, having close contact with customers and repeatedly facing new challenges. Supported by a collaborative working environment in which the same goals, values and visions are shared, she would like to continue working for healthier living for all into the future.



SARIA corporate video

IT WAS RECENTLY DECIDED THAT IT WAS TIME TO MAKE A SARIA CORPORATE VIDEO, WITH THE AIM OF PRESENTING SARIA'S ACTIVITIES, VALUES AND VISIONS, ITS DIVISIONS AND THE ASSOCIATED SUBSIDIARIES TO CUSTOMERS AND BUSINESS PARTNERS IN A CLEAR, IMPACTFUL WAY.

Access the corporate
video here



A strong expression of unity and shared identity that transcends languages, countries and the individual companies.



Given the traditionally decentralised orientation and cultural diversity of the international Group, it was particularly important to the project team to obtain material from different locations. More than 60 employees were filmed as they went about their daily work, while a professional photo shoot carried out at the same time captured suitable visual content at local level. In total, almost 48 hours of usable video material and over 15,000 images were produced.

Each location made painstaking preparations for its film debut. The individual plant managers arranged the processes and workflows so efficiently and effectively that it was possible to film virtually all production processes in a single day at each location, particularly with regard to delivery and collection activities, but also extending to safety briefings, team briefings, company drills and the like. To make the best possible impression, every detail shot was meticulously planned. This included polishing every set of signals, every traffic sign and other signage to a high shine, while regular maintenance of green spaces was scheduled to take place exactly one day before filming commenced. Employees also demonstrated their characteristic attention to detail. Different outfits were got ready to try on, colleagues organised pristine safety equipment, the latest tools were brought out and more. The drone footage shot above operational facilities proved to be a particular source of excitement during filming. "No-fly zones" were set up so as not to lose the aerial vehicles due to being hit by process steam or sucked into filter systems. Luckily, no drones were harmed during filming.



As well as providing an overview of the Group's activities and exciting insights into the day-to-day work of the various parts of the business, an important objective was to express the ambitions and guidelines defined by the SARIA Framework. The video provided the perfect platform for the Group's most important ambassadors when it comes to conveying values such as a passion for the business and a strong hands-on mentality: its employees. Huge enthusiasm and infectious commitment at this level made the project what it is – a strong expression of unity and shared identity that transcends languages, countries and the individual companies.

Over a period of five weeks, the film crew of four and a representative of SARIA Group Communications visited various locations across the different areas of the business. Footage was shot in Concarneau and Benet (France), Palafolls and Segovia (Spain), Lünen, Marl and Selm (Germany) and in Nieuwerkerk in the Netherlands.

The video premiered at the end of March when it was uploaded to the SARIA Group's official YouTube channel and also incorporated into the SARIA website. Now it can be used at a range of events as a conversation starter for one-to-one discussions with customers and stakeholders. To reach an even wider audience in relevant countries, the corporate video is being dubbed into German, French and Polish.

The extensive material gathered will also be used in future presentations and advertising and will make it possible to meet the high demand for impactful photographic and video content over the next few years. In particular, this footage can serve as the basis for future film projects designed to showcase individual divisions or specific areas of the business, allowing fast implementation as and when the need arises.



Partnerships: Achieving more together

TRUST-BASED COLLABORATION AND COOPERATION HAS ALWAYS PLAYED AN IMPORTANT ROLE ACROSS ALL THE SARIA GROUP'S DIVISIONS AND ACTIVITIES. THAT APPLIES BOTH TO SARIA AS AN ALLIANCE OF DIFFERENT COMPANIES AND TO SARIA AS PART OF THE RETHMANN FAMILY.

To obtain a little insight into the various facets and forms of partnership in these two contexts, below we provide some examples of collaborations that, while different in many respects, have a common objective: achieving more together in order to find sustainable solutions, drive forward innovative ideas and secure long-term corporate success.

Joint Venture

Joint ventures are often chosen by the SARIA Group as a way of establishing a collaborative partnership. This kind of arrangement involves at least two independent partner companies agreeing to work together on a shared project. Since the partners invest equity in the joint venture, this kind of alliance is generally a long-term commitment. A joint venture is often the vehicle of choice when partners want to share markets, innovation strategies, assets, knowledge and, ultimately, profits with each

other. It is one of the closest forms of collaboration. The primary aim is to make use of synergy effects by combining the strengths of one's own company with a partner's strengths as effectively as possible in order to generate long-term competitive advantages.

A proven joint venture was set up in Spain in 2006 under the name Avifood. This involved a parity cooperation agreement between PADESA, a Spanish group specialising in the farming, processing and sale of poultry, and SARIA Spain. This partnership was based on the one hand on PADESA's need to invest in sustainable processing of animal by-products and on the other hand on increased demand for raw materials on the part of SARIA. For over 15 years now, PADESA has been the major supplier of poultry by-products to Avifood while SARIA handles the management support services around production, logistics and marketing strategies.

Bioiberica, meanwhile, recently engaged in a new partnership. It worked with ByHealth, China's leading provider of vitamins and food supplements, to develop a new product for its High-flex joint health brand in May 2021. The strategic partnership between the two companies is aimed at helping to meet rising demand for effective solutions that support joint health. The new product is a collagen preparation that provides nutritional support to combat degenerative joint diseases. For Bioiberica, this partnership opens up access to the important Chinese market. ByHealth, for its part, can leverage the untapped potential of native collagen, which has previously been mainly used in Asia for skincare products.



Trust-based collaboration and cooperation has always played an important role across all the SARIA Group's divisions and activities.



RETHMANN Group

As subsidiaries of a family-owned company with independent operational divisions, partnerships between the sister companies of the RETHMANN Group have grown organically over time. REMONDIS, Rhenus, Transdev and SARIA all operate independently as international corporate groups, but the fact that they belong to the same parent company creates a cooperative framework for pooling synergies between the businesses. The many benefits include networks of experts in the areas of energy, sustainable procurement and supply chain law who identify shared potential and make a significant contribution to knowledge management across the various entities. A current example is work on license management, where SARIA's Group Procurement team has driven the establishment of a software asset management solution in order to avoid over- or underlicensing software products made by Microsoft and Adobe. An efficient, cost-saving and innovative solution was found by working closely with sister company Rhenus. Both the SARIA Group and Rhenus are now reaping the benefits in their respective operations.

Supplier relationships

There are also very pragmatic advantages to be gained as a result of framework agreements within RETHMANN as the parent company. These agreements make it possible to negotiate better terms with suppliers, from which all the subsidiaries benefit.

One notable example relates to the supply of commercial vehicles. When haulage contractor Josef Rethmann (senior) purchased the company's first Mercedes truck back in 1959, he initiated a relationship that has endured for over six decades, with Mercedes vehicles still dominating the SARIA fleet today. Of the 2,500 trucks currently deployed by the Group's divisions across Europe, more than 50 per cent bear the Mercedes star.

Did you know...?

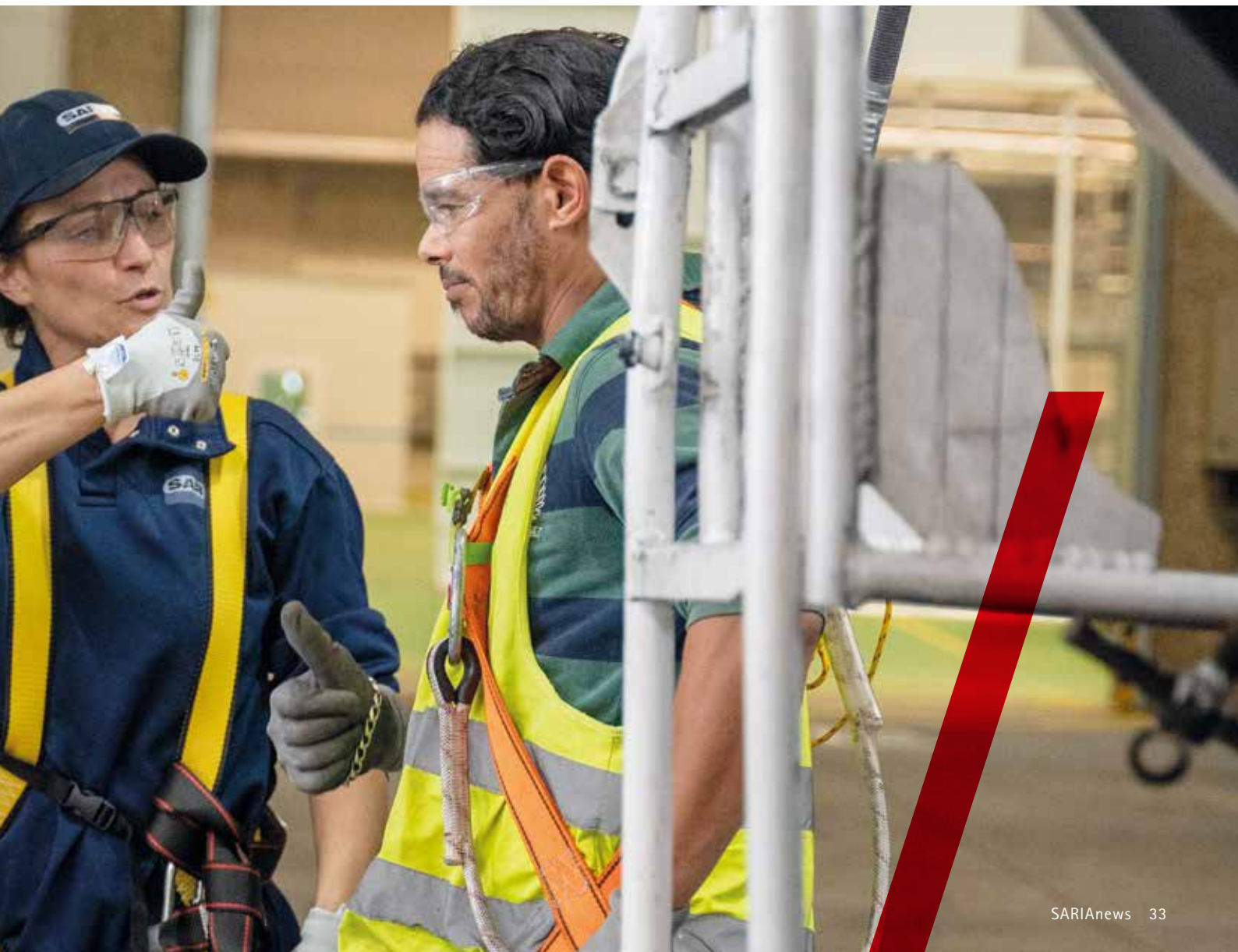
The Supplier Code of Conduct is the foundation of all existing and future supply agreements, excluding raw materials. It was published in 2022 and will in future serve as the instrument for selecting and evaluating suppliers. It complements the established SARIA Code of Conduct for employees and business partners.



Mobility with low environmental impact is important to SARIA when it comes to its vehicle fleet and the associated suppliers. Compared with its competitors, the Mercedes-Benz Group performs particularly well in the EcoVadis sustainability certification system. EcoVadis is an independent ratings platform and has also been certifying SARIA's Group-wide sustainability management activities since 2016. The relationship with Mercedes is also a good example of how cooperation is not a one-way street. The company is actively engaged in sustainable, circular recycling of food waste from its own works canteens. This includes tasking companies with disposal of this organic waste, which is then used to generate sustainable forms of energy – a sector where SARIA is a key player and almost automatic choice.

Going forward, collaborations featuring different degrees of closeness and with different objectives will continue to play an important role across all areas of the business. Because together, we can achieve more.

Driven by the conviction that sustainable development should be a shared endeavour, partnerships are firmly embedded in the SARIA Group's operating principles and business models. Going forward, collaborations featuring different degrees of closeness and with different objectives will continue to play an important role across all areas of the business. Because together, we can achieve more.



A feel for opportunities

THE OIL PRICE CRISIS OF THE 1970S GAVE RISE TO A NEW AWARENESS THAT RESOURCES ARE FINITE, WITH THIS PERIOD ALSO SEEING THE BIRTH OF ORGANISED ENVIRONMENTAL MOVEMENTS. AMONG OTHER DEVELOPMENTS, THE INTERNATIONAL SYMBOL FOR RECYCLING WAS DESIGNED AT AROUND THIS TIME. IN THE MIDST OF THIS DEBATE ABOUT WASTE AND THE ENVIRONMENT, YOUNG ENTREPRENEUR NORBERT RETHMANN TOOK AN UNUSUAL STEP IN LATE 1977.

By first acquiring a stake in "Fleischmehl und Chemische Fabrik Gebrüder Schaap" of Germany and later buying the rest of the shares in the Marl-based company, the RETHMANN family business entered an industry that was completely new to it: the disposal of animal and abattoir waste.

The decision was based on rational analysis of the facts. "First of all, animal and abattoir waste needs to be disposed of quickly and hygienically on a daily basis – which is our specialism – and secondly, you can make two sought-after products from the waste: animal meal and animal fats. In short, it's an excellent fit with our portfolio," said Norbert Rethmann. Even though he had no prior experience of processing animal by-products, the young businessman believed in the long-term success of the strategy. Processing methods were modernised, and investment made in the treatment of exhaust air and waste water to boost environmental compatibility. Over the years, Norbert Rethmann was repeatedly faced with operational challenges, which he overcame by seeking and finding pragmatic solutions that worked.

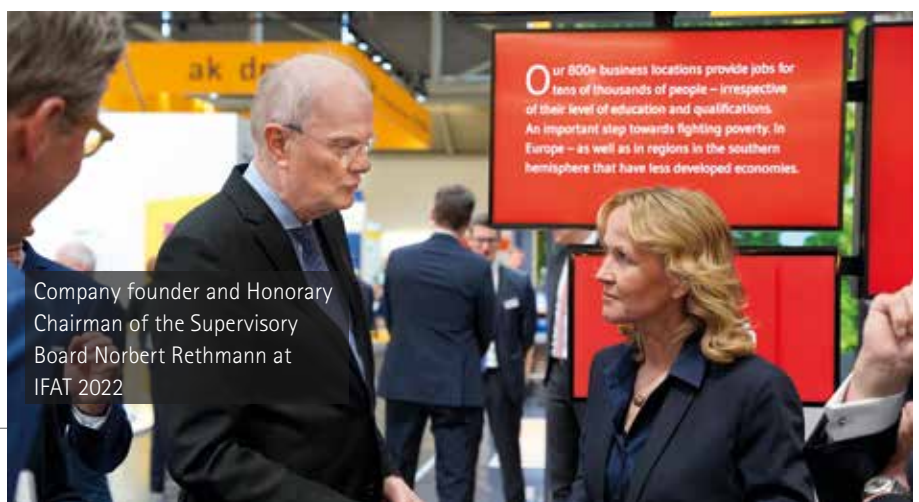
The aim of continually improving processes and the quality of the products produced was a key driving factor and also provided the incentive for exploiting the full potential of animal by-products. Norbert Rethmann gradually acquired other rendering facilities and made this area of the business a separate division – RETHMANN TBA, which subsequently became the SARIA Group.

Norbert Rethmann instinctively recognised attractive market openings and duly took advantage of them. This feel for market opportunities not only defined his own life, it still inspires the entrepreneurial spirit that drives the Group today. Business development always requires a keen sense for innovative business ideas, a willingness to take necessary risks, the courage to correct errors and a laser-like focus on market opportunities. This entrepreneurial spirit formed the foundation stone of the family company and

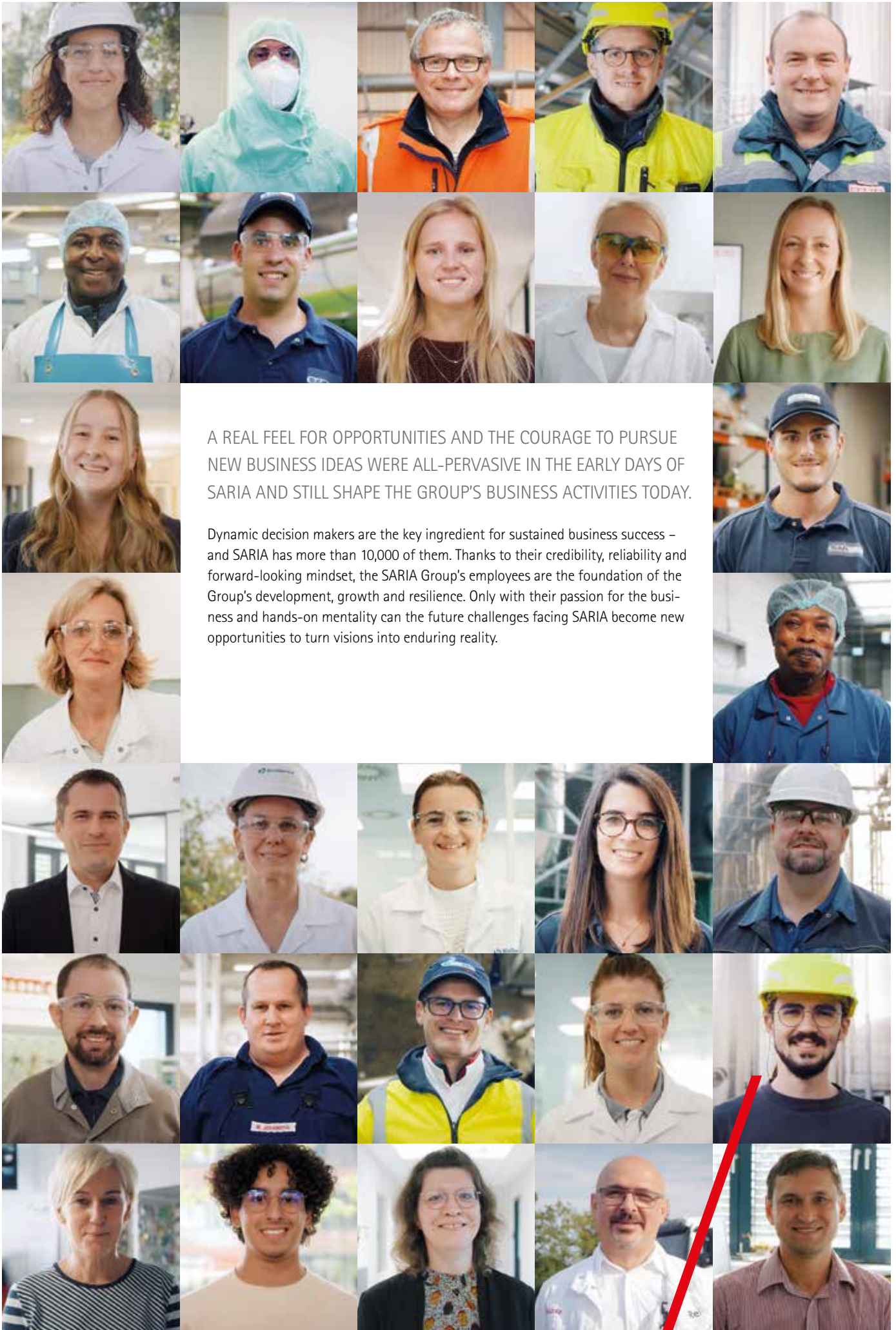
was fundamental to the way Norbert Rethmann did business, guiding his every action. Without it, RETHMANN, and later SARIA, could not have become an international global player with a diverse range of activities. This spirit remains a key driver of all the SARIA Group's business activities down to the present day. It is central to ensuring ongoing evolution, generating sustained business success and maintaining a strong focus on attractive new opportunities.



Norbert Rethmann at the SARIA-Management-Meeting 2022



Company founder and Honorary Chairman of the Supervisory Board Norbert Rethmann at IFAT 2022



A REAL FEEL FOR OPPORTUNITIES AND THE COURAGE TO PURSUE NEW BUSINESS IDEAS WERE ALL-PERVASIVE IN THE EARLY DAYS OF SARIA AND STILL SHAPE THE GROUP'S BUSINESS ACTIVITIES TODAY.

Dynamic decision makers are the key ingredient for sustained business success – and SARIA has more than 10,000 of them. Thanks to their credibility, reliability and forward-looking mindset, the SARIA Group's employees are the foundation of the Group's development, growth and resilience. Only with their passion for the business and hands-on mentality can the future challenges facing SARIA become new opportunities to turn visions into enduring reality.

Company newspaper for
SARIA Group employees
and business partners

www.saria.com

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