2024
2025

SUSTAIN ABILITY REPORT

Contents

Preface

SINCE THE PUBLICATION of our last Sustainability Report in late 2019, a lot has happened and much has changed. A global pandemic is thankfully behind us, though it claimed nearly 6.9 million lives worldwide in almost three years. Since Russia's attack on Ukraine in February 2022, there has been war in Europe. A war that is bringing immeasurable suffering, death and destruction to Ukraine and causing the chasms between governments and societies to widen once again. Hard-won trust has been damaged and collaborations at the political and economic level have been suspended or reduced.

These are extremely challenging conditions for the development of the global economy. Sanctions and interrupted supply chains are impeding goods trading and distorting the markets. The European dairy industry as an international sector is also affected by these distortions. Large fluctuations in energy prices, shortages in raw materials, components and logistics capacities are affecting German dairy enterprises. Frischli is no exception.

Under such conditions, our responsibility is to safeguard the company and its divisions against risks and to strengthen our resilience to external influences. Both are prerequisites for lasting corporate development. The strategic measures frischli will need to implement against this background are currently being developed as part of the "Strategy Update 2030" project. Chapter 2 contains more information about the topics being discussed in this context.

The main goal of the frischli strategy remains the long-term preservation of the company as an independent family business. Achieving that goal will require a great deal of resilience and the prudent, responsible and sustainable use of natural and economic resources. It will also demand fair and socially responsible interactions with the people and business partners involved in our value chain.

One central component of our sustainability strategy is the greenhouse gas targets we have set for 2030. In 2021, frischli joined the Science Based Targets Initiative and, in that context, formulated CO_2 targets for the first time. These targets encompass all segments ("scopes") of the value chain, from milk production all the way to the consumption of the dairy products by consumers. Within this framework, our cooperation with milk producers is of special significance. The climate efficiency of milk production is a major factor for a sustainable dairy industry. Chapter 4 provides information about measures being implemented as part of the "Klimaplattform Milch" (Climate Platform Milk) initiative, among others. Details about the company's overall CO_2 balance and our greenhouse gas targets are presented in Chapter 5.

Another important building block of our revised corporate strategy is the way we interact and work with the people at frischli. Creating conditions that are conducive to a pleasant and attractive working environment and promote long-term and thus sustainable cooperation within teams is one of frischli's declared goals. Read Chapter 8 to learn what measures are already being implemented and what is planned for the future.

The focal point of our work is to produce and market high-quality and safe milk and dairy products for food service, industry and food retailers. Only by continuously working on the quality of our products and product range will frischli be able to persevere in a highly competitive environment like the dairy industry. The fact that we often maintain cooperations with our customers over the course of decades is clear evidence that we have succeeded in the past. Our mission is to continue developing and expanding those partnerships in the future. New products and product ranges are being created to contribute toward that goal, such as our new range of ice cream bases or our oat-based products.

frischli Managing Directors:
Markus Kraus (left)
and Dr. Timo Winkelmann

Chapter 5 provides some glimpses into our sustainable product range strategy.

We hope that this report will give you, dear customers, employees, milk suppliers, and partners of frischli, some interesting insights into our work.

We look forward to our continued cooperation with you!

Dr. Timo Winkelmann Markus Kraus

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Report Structure

LIKE THE PREVIOUS sustainability reports, this current report was prepared in accordance with the principles of the Global Reporting Initiative (GRI) G4. We are again adhering to the internationally recognised standards for sustainability reporting to facilitate comparison with other companies.

As defined by the GRI we report in accordance with the core requirements of the guideline. An overview of the aspects we discuss and where to find the information in the text is available in the Annex to this report.

One basic principle of the GRI G4 standard is that sustainability reporting should concentrate on the key aspects that are relevant for a company and its stakeholders. In other words, we should only report on those aspects that show the essential economic, social and ecological effects of a company, or that significantly impact stakeholders' decisions.

In order to decide which aspects are considered essential for the company, we first conducted what is called a materiality analysis. This involves evaluating the various aspects from both the company's and the stakeholders' point of view. Based on this evaluation, the content of the report was chosen. The results of the materiality analysis underlying this report are illustrated in Chapter 02.

As a summary of activities and measures related to the individual sustainability aspects, this report again includes a Sustainability Programme (Chapter 9). The status of measures of the last programme is also shown in Chapter 9.

The report is based primarily on data of the last complete business year 2022/23 and the previous years. Other timeframes were examined in individual cases. The analysis includes all three locations of the company, and some sections also encompass the Wiesehoff creamery as an alliance partner of frischli Milchwerke.

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COMPANY PORTRAIT

Organisational Structure

frischli Milchwerke is a family business founded in 1901 and focusing on marketing dairy products. The fourth generation of family entrepreneurs is committed to delivering top quality milk and more to satisfied customers.

The company is based in Rehburg-Loccum just outside of Hanover. This is where we make products like UHT milk, powdered milk, food service products and cream specialties.

The Molkerei Weißenfels/Saale dairy was established in 1990 in cooperation with milk suppliers in the region. Today, the Leckermäulchen brand as well as drinking milk and special industry products are produced here.

The **frischli Milchwerk Huber** dairy in **Eggenfelden** joined the group in 1996. Eggenfelden is one of the largest producers of coffee creamer in Europe at roughly 2.5 billion cups, and it is also the company's location for the production of roller-dried whole milk powder.

A comprehensive cooperation was established with the **Sahnemolkerei Wiesehoff** creamery in **Schöppingen** in 2017, and in 2021 the company was integrated into the Group. To complement our primarily non-perishable product range at the other locations, Wiesehoff mainly produces fresh food service products.

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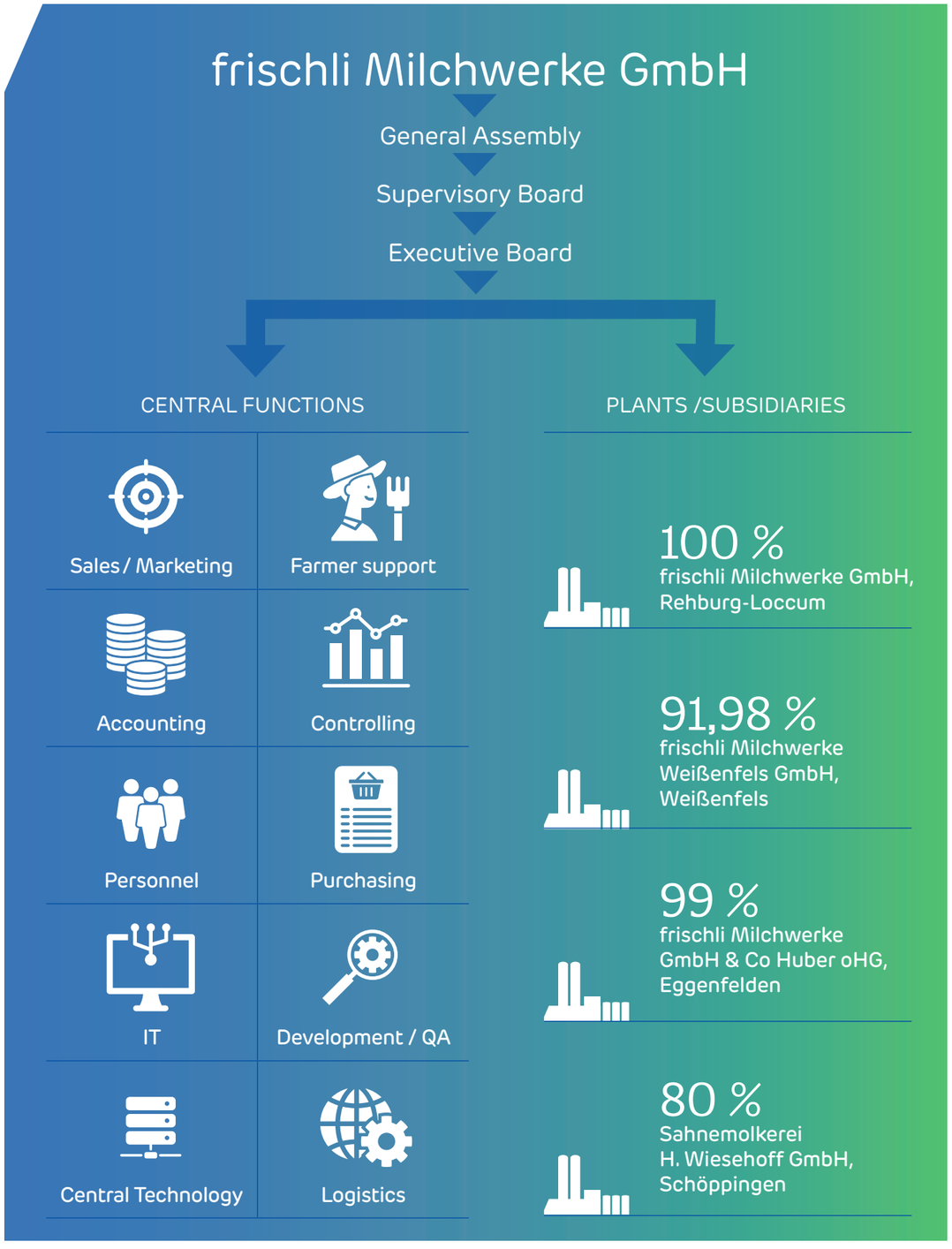
Milchwerk Huber,
Eggenfelden

Sahnemolkerei
Wiesehoff,
Schöppingen

Company Structure



Strategy

02

The 2028/29 strategy adopted in the autumn of 2023 was developed as part of the "Strategy Update" project based on the existing company concept.
Apart from further developing the individual market segment strategies, the Update also contains a number of determinations and measures designed to strengthen the company's foundations. The intent of these strategy supplements is to further reinforce the company's resilience.
The following key determinations were made:

Primary Objective

Our primary aim remains the long-term preservation of our company as an independent family business. We intend to achieve that objective by securing profitability and liquidity, and by strengthening the resilience of the company and its business model.

We will focus on the following fields of activity:

Strategic Fields of Activity

The strategy is based on the interplay of the following strategic market segments:

- **Food Service Germany**
- **Food Service EU**
- **Industry Liquid**
- **Industry Powder**
- **Food retail**

Apart from the implementation of the target market strategies, the following factors form the foundation for lasting business success:

- **Milk as a commodity** – Supply and demand oriented/ needs-based resource procurement
- **Personnel** – Strategic staff acquisition and development; attractiveness as an employer
- **Portfolio** – Updating the product group strategies with regard to earning capacity and customer orientation
- **Milk alternatives** – Implementation of project "Plant based Step 3"; integration into the corporate strategy
- **Sustainability** – Formulation and operationalisation of the sustainability and CO_2 strategy
- **Resilience** – Development and application of metrics to measure the company's resilience

To illustrate the different strategic fields of activity and the way they interact, the "frischli Strategy House" we had already developed in 2019 was modernized and expanded.

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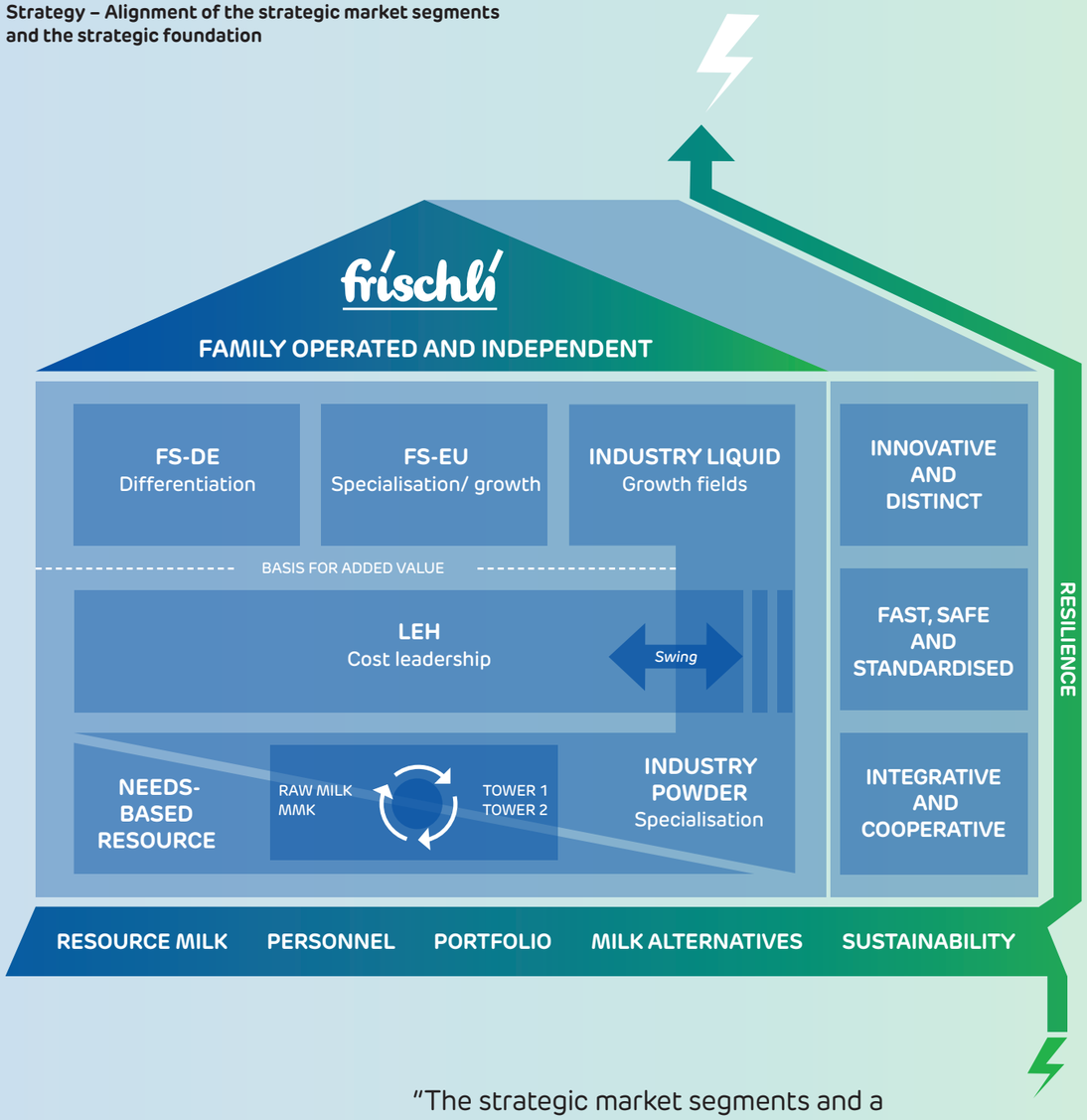
Strategy – Alignment of the strategic market segments and the strategic foundation



"The strategic market segments and a strategic foundation ensure our resilience and are therefore frischli's primary objective."

Stakeholder

02

The following groups of persons are involved in the implementation of our strategy:

Stakeholder	Significance	Considerations derived from the strategy
Customers	■ Satisfying the needs and requirements of customers is a basic prerequisite for achieving our corporate objectives.	Our customers are at the centre of our corporate strategy. The positioning and the strategic measures were developed from the perspective of the market and the consumer.
Partners	■ The partners provide the frischli Group with roughly 30 million Euro in capital, and they bear the capital risk.	The partners are involved primarily in the communication with other stakeholders and in decisions about alliances.
Milk suppliers	■ About 750 milk producers deliver milk to frischli. The main income of these businesses is usually generated through milk production. ■ About 75% of the sales value are generated with the resources used. The quality of the suppliers is essential for the quality of the milk.	Process optimisation along the value chain and professional management of utilisation risks often requires the involvement of suppliers.
Employees	■ Committed employees are the key to good products and thus the success of the company. They need motivation, knowledge, experience and continuity in the professional cooperation.	The strategic orientation of the company and the corresponding measures affect employees directly. They are therefore a central element of the strategy and its implementation.
Consumers / Public	■ frischli's consumer base consists of the end consumer and guests of out-of- home catering. ■ The products provided by frischli must satisfy their consumption needs as fully as possible.	In our focus on tapping into the food service/ out-of-home catering markets, consumer expectations are of key importance.
Region (of production sites)	■ Companies always depend on the acceptance of residents living near their facilities – and at the same time they are a relevant factor for the added value and income of the respective region. ■ Transparency in the form of early information and consistent contact with the local public, responsible policy makers and administrators plays a key role.	In this regard, the strategic development and expansion of plant locations must always consider the local circumstances and the way activities will impact residents.
Policy makers, authorities	■ Policy makers set the framework for companies. Thanks to good cooperation with local policy makers and authorities, frischli enjoys a high level of acceptance in the political and administrative environment, and implements plans and objectives within the legal framework and requirements.	Strategic planning and active communication outside the company should always be mindful of the current administrative and local policy factors.

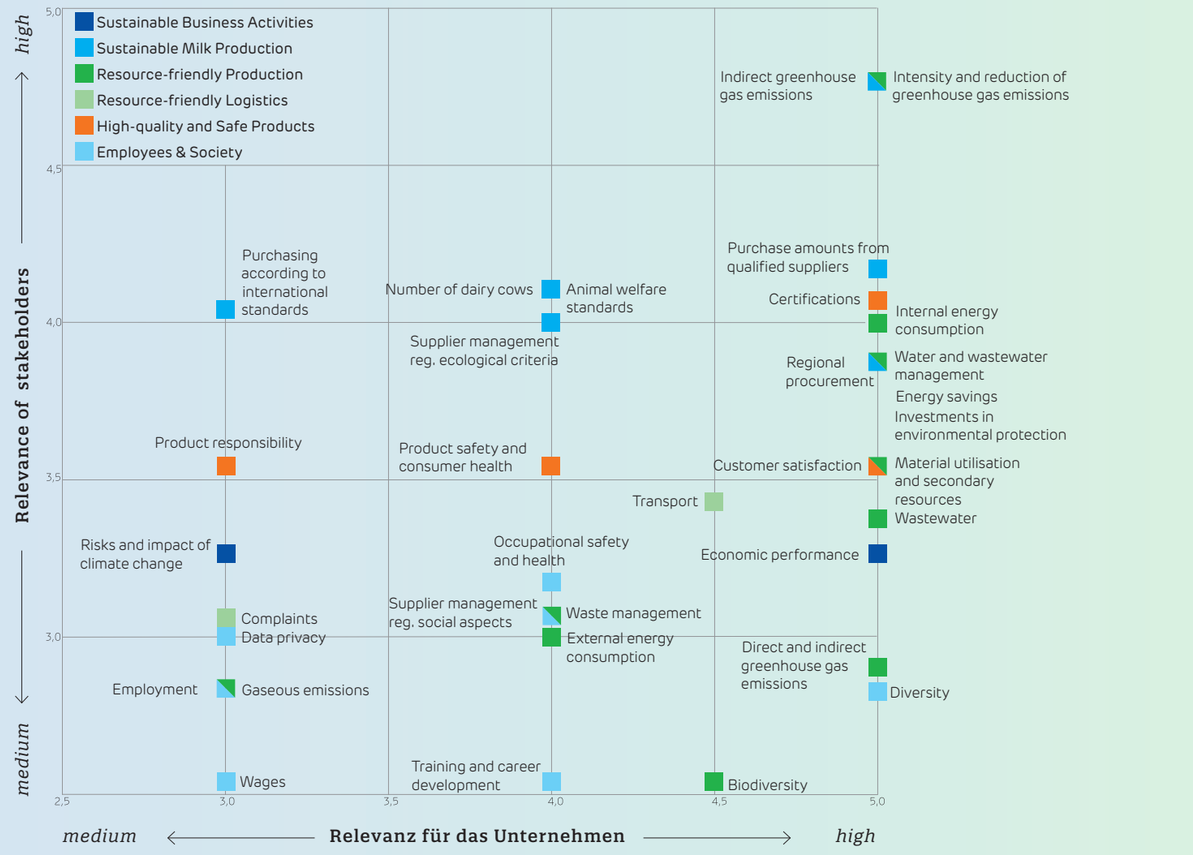
Fields of Activity

02

AS REQUIRED by the GRI-G4 standard for sustainability reporting, the first step was to conduct a materiality analysis. Its purpose was to examine whether there have been any changes regarding the "materiality" of an aspect since the last report. Apart from an assessment by the company, the perspective of the key stakeholders was again considered. This ensures that the analysis is not one-sided from the company's point of view, but balanced, taking into account the various perspectives of individual interest groups.

All those aspects scoring above 2.5 both from the company's and from the stakeholders' point of view were included in the report. This applies to the following aspects of the GRI-G4 standard:

Materiality Matrix



Aspects and assessment stakeholders (S) and company (C)

GRI-Aspekt	Title of standard disclosure	S	U
FP 1	Percentage of purchased volume from suppliers compliant with company's sourcing policy	4.29	5
FP 2	Percentage of purchased volume which is verified as being in accordance with credible, internationally recognized responsible production standards, broken down by standard	4.14	3
FP 5	Percentage of production volume manufactured in sites certified by an independent third party according to internationally recognized food safety management system standards	4.14	5
FP 9	Percentage and total of animals raised and / or processed by species and breed type	4.14	4
FP 10	Policies and practices by species and breed type related to physical alterations and the use of anaesthetic	4.14	4
FP 11	Percentage and total of animals raised and / or processed by species and breed type, per hosting type	4.14	4
FP 12	Policies and practices on antibiotic, anti-inflammatory, hormone and / or growth promotion treatments, by species and breed type	4.14	4
FP 13	Total number of incidents of significant non-compliance with laws and regulations, and adherence with voluntary standards related to transportation, handling and slaughtering practices for live terrestrial and aquatic animals	4.14	4
G4-EC1	Direct economic value generated and distributed	3.29	5
G4-EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change	3.29	3
G4-EC5	Ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation	2.57	3
G4-EC9	Proportion of spending on local suppliers at significant locations of operation	3.86	5
G4-EN1	Materials used by weight or volume	3.57	5
G4-EN2	Percentage of materials used that are recycled input materials	3.57	5
G4-EN3	Energy consumption within the organization	4	5
G4-EN4	Energy consumption outside of the organization	3	4
G4-EN5	Energy intensity	3.86	5
G4-EN6	Reduction of energy consumption	3.86	5
G4-EN7	Reductions in energy requirements of products and services	3.86	5
G4-EN8	Total water withdrawal by source	3.86	5
G4-EN9	Water sources significantly affected by withdrawal of water	3.86	5
G4-EN10	Percentage and total volume of water recycled and reused	3.86	5
G4-EN15	Direct greenhouse gas (GHG) emissions (Scope 1)	2.86	5
G4-EN16	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	2.86	5
G4-EN17	Other indirect greenhouse gas (GHG) emissions (Scope 3)	4.71	5
G4-EN18	Greenhouse gas (GHG) emissions intensity	4.71	5
G4-EN19	Reduction of greenhouse gas (GHG) emissions	4.71	5
G4-EN21	NOX, SOX, and other significant air emissions	2.86	3
G4-EN22	Total water discharge by quality and destination	3.43	5
G4-EN23	Total weight of waste by type and disposal method	3.14	4
G4-EN26	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the organization's discharges of water and runoff	2.57	4
G4-EN27	Extent of impact mitigation of environmental impacts of products and services	3.14	3
G4-EN28	Percentage of products sold and their packaging materials that are reclaimed by category	3.14	3
G4-EN30	Significant environmental impacts of transporting products and other goods and materials for the organization's operations, and transporting members of the workforce	3.43	4
G4-EN31	Total environmental protection expenditures and investments by type	3.86	5
G4-EN32	Percentage of new suppliers that were screened using environmental criteria	4	4
G4-EN33	Significant actual and potential negative environmental impacts in the supply chain and actions taken	4	4
G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender, and region	2.86	3
G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender	3.29	4
G4-LA9	Average hours of training per year per employee by gender, and by employee category	2.57	4
G4-LA11	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category	2.57	4
G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	2.71	5
G4-PR1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement	3.57	4
G4-PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their life cycle, by type of outcomes	3.57	4
G4-PR3	Type of product and service information required by the organization's procedures for product and service information and labeling, and percentage of significant product and service categories subject to such information requirements	3.57	4
G4-PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes	3.57	3
G4-PR5	Results of surveys measuring customer satisfaction	3.57	5
G4-SO9	Percentage of new suppliers that were screened using criteria for impacts on society	3.14	4
G4-SO10	Significant actual and potential negative impacts on society in the supply chain and actions taken	3.14	4

- Sustainable Business Activities
- Sustainable Milk Production
- Resource-friendly Production
- Resource-friendly Logistics
- High-quality and Safe Products
- Employees & Society

03

SUSTAINABLE BUSINESS ACTIVITIES

frischli is committed to the model of a social market economy. For frischli, the market economy is the most efficient model for controlling supply and demand, requirement and production of scarce factors. However, functioning markets require the following framework of preconditions: Social limitations of these market functions are necessary, because the most efficient distribution result is not always just (socially fair). Political direction is necessary to control the type and function of the market. Also, external effects must be internalised. Afunctioning market requires a good level of information for both sides. Last but not least, ethical standards set by the company for itself and its employees are another limiting element. We strive to practice our market economy model within these boundaries.

The contents of the company's Code of Ethics are published in German and English. (frischli.de/about/nachhaltigkeit.htm)

Economic Indicators

The primary objective of frischli Milchwerke is the long-term preservation of the company as an independent family business. We achieve this objective by securing profitability and liquidity and safeguarding against risks. This primary objective is an expression of sustainable, positive development. It is also in the best interest of all stakeholders. The following indicators show how the implementation of the strategy is affecting the various divisions of the company:

Economic indicators

		2018/19	2019/20	2020/21	2021/22	2022/23
Operative performance	T€	537,746	557,331	515,479	611,629	884,709
Crude result	T€	98,592	113,863	98,218	106,509	147,304
of operative performance	%	18.3	20.4	19.1	17.4	16.6
Personnel costs	T€	41.854	46.031	49.690	56.977	60.616
of operative performance	%	7.8	8.3	9.6	9.3	6.9
Equity rate	%	41.1	45.4	45.4	35.6	34.9
Number of employees	Numb.	747	777	894	913	948
Investment activity	T€	7,020	10,567	15,666	15,716	21,805
Amortisation	T€	9,984	9,987	11,856	14,350	13,479

Our business is based on the resource milk and on the trusting cooperation with our milk suppliers. This is premised on frischli paying a fair market price for milk, which in turn is a prerequisite for developing our quality to meet the requirements of our target markets. Controlling the amount of milk we procure is becoming more important in light of the risk of volatility and low predictability. The following table shows the development.

Development of milk supply, in-company and purchased

		2018	2019	2020	2021	2022
In-house supply						
Summe	Liter	734.652	677.024	708.319	815.063	821.782
Change	%	-6.2	-7.8	4.6	15.1	0.8
Purchased	Litres	267,949	270,047	233,466	226,310	293,603
Total supply	Litres	1,002,602	947,071	941,785	1,041,373	1,115,384
Group-wide change	+/– %	-3.1	-5.5	-0.6	10.6	7.1

frischli Milchwerke makes a sustainable contribution to added value in the regions where we operate with continuous investments, orders to service providers and local trades, regular payments to dairy farmers in the region and last but not least with tax payments to the community, state and federal government. The following table "Added value in the company" provides an overview of these factors.

Added value in the company

		2018/19	2019/20	2020/21	2021/22	2022/23
Sales revenue	T €	530,922	554,297	514,566	610,098	881,551
Material expenses		439,154	443,467	417,261	505,120	739,856
portion for milk		292,670	298,847	300,497	417,875	628,302
Added value		60,841	75,166	61,961	59,266	83,597
A. Fixed assets		70,687	71,237	83,430	84,819	93,217
Investments		7,020	10,567	15,666	15,716	21,805
Balance sheet total		151,760	168,148	167,043	177,446	203,664
Material expenses	ct / Sales	83	80	81	83	84
portion for milk		55	54	58	68	71
Added value		11	14	12	10	9
A. Fixed assets		13	13	16	14	11
Investments		1	2	3	3	2
Balance sheet total		29	30	32	29	23

Outlook

FOR THE COMING YEARS we are confident the milk industry will develop favourably, in particular in the European third country markets and in Germany in the out-of-home consumption sector, although there are a number of challenges on the horizon.

Sustainable milk production mindful of animal welfare, ecology and social conditions is becoming more and more important. The milk industry has the opportunity to address these issues, as it has, for instance, since 2017 with the development of the QM sustainability module.

Our approach for the future is the continued joint development of the quality and sustainability of milk production in the entire value chain. In that context, we want to set the cornerstones in the interest of efficient processes. We have joined the Science Based Targets Initiative and agreed on a binding climate goal. We are generating transformation concepts as well as a reporting system for achieving our goals.

The market's need for milk products will grow with demand for high-quality yet affordable foods. This development is driven by the growing world population and the increasing wealth enjoyed in certain regions of the world. In the domestic market, we are expecting a shift toward high-quality and distinguished products while the population remains steady or even decreases. A continuous increase in out-of-home consumption is also anticipated.

Not least for this reason, frischli has focused its strategy on food service products, aseptic products and drying technology.

The openness of world markets with fair competition and free trade within the EU are key factors for a lasting positive development in the German dairy business.

We will continue to face low predictability and high volatility in the agricultural markets, in particular the milk markets. That means we will need to use instruments that allow us to minimize risk and react flexibly to developments as they occur. These instruments must also allow us to achieve our company goals.

The German milk industry developed a joint strategy (Strategie 2030) for the value chain. Measures were defined to help bring about the desired development along the value chain (goal setting), and communicated to the relevant stakeholders. Progress toward goal achievement is monitored regularly.

Generally, however, the milk industry strives to work within the framework of a social market economy and thus the market as a control instrument. We expect that policy makers will create a reliable framework, but not regulate the market. The value chain is eager to actively participate in shaping this framework. One core issue will be the predictability, reliability and simplicity of existing conditions in all areas (planning base, legal regulation and requirements, environmental requirements, etc.). This also includes allowing the existing framework to have the intended effect and to further develop it against the backdrop of complex cause-and-effect relationships.

04

SUSTAINABLE MILK PRODUCTION

Sustainable Milk Production

Milk as a raw material is the foundation of frischli's business. Whether sauces, custards or yoghurt, virtually every one of our products is made with this natural resource.
Today, around 800 dairy farmers across the country deliver their milk to frischli and help us provide safe and healthy foods to our customers.
Apart from the excellent quality of our milk, it is particularly important to us that the milk is produced sustainably. Only with sustainable development can we and our milk producers continuously improve our products and ensure lasting customer satisfaction.

Milk Quality – QM Milch

To ensure the quality of our key resource long-term, we have worked with our dairy farmers and agreed on payment-relevant quality criteria. Fulfilment of these quality criteria is continuously monitored by means of testing and analyses carried out by our company laboratories and the responsible milk control associations and milk testing groups. The content of key constituents like fat and protein is compensated directly with premiums or reductions. Standard milk is defined to contain 4.0% fat and 3.4% protein.

Prior to the amendment of the German Raw Milk Quality Ordinance (Rohmilchgüteverordnung), the germ content of milk was divided into Class I and II. After the amendment, there is now only a maximum limit of 100,000 germs per millilitre of raw milk. If this limit is exceeded, milk producers must expect deductions in the compensation they receive for their milk.
On the one hand, the content of somatic cells is an indicator of the udder health of the cows. On the other hand, it also affects the processing quality of milk and its sensory properties. If the milk delivered to us exceeds an average value of 400,000 somatic cells over a three-month period, the milk compensation is reduced.

At the Eggenfelden and Weißenfels dairies, we produce class S milk, providing an additional incentive for particularly high milk quality, which contributes to the excellent quality of our sophisticated products. To receive a class S rating, the average germ content must not exceed 50,000 over a two-month period and the cell count must average below 300,000 over three months. For class S milk, producers receive a premium on their milk price.

Our products must be free of antibiotics, also called inhibitors. This is why we conduct an inhibitor test at the dairy for each milk collection run prior to accepting the milk. If the result is positive, the milk is not accepted but is disposed of at the polluter's expense. If the thresholds defined in the Raw Milk Quality Ordinance are exceeded, the milk price paid to the polluting dairy farm is subjected to an additional significant reduction as mandated by the ordinance.
The amendment to this ordinance (Verordnung zur Förderung der Güte von Rohmilch, or Rohmilchgüteverordnung, RohmilchGütV) took effect in 2021. It provides the legal regulations stating that milk sampling upon delivery to the dairy plant is part of the quality test.

Dilution of milk can be detected using the freezing point. If the threshold of – 0.515°C is exceeded, milk producers receive a reduced rate of compensation, as the milk they delivered was diluted. This deduction is staggered depending on the extent of dilution. Every repeat exceedance of the threshold value results in additional deductions for the respective month.

Milk has a pH value between 6.65 and 6.85. If raw milk delivered to us has a value outside of this range, the affected delivery is taken off the market, because its uncompromised quality can no longer be guaranteed.

Milk is also monitored for pollutants on a regular basis. It is examined for the presence of, among other things, aflatoxin, pesticide residue, polychlorinated biphenyls (PCB), radioactivity, animal medications like aminoglycosides, chloramphenicol, macrolides and tetracycline, chloroform as well as quaternary ammonium

compounds. In addition, in Lower Saxony for instance, the system for monitoring the milk industry in that state is constantly reviewed and dynamically adapted as new insights about possible contaminants become available. The monitoring system was expanded in recent years by the addition of an animal medication multi-screening, which includes 43 groups of substances relevant to milk quality in addition to the regular milk quality tests.
In 2022, a screening for perfluorinated and polyfluorinated alkyl compounds was included in the monitoring programme. New examination methods are integrated primarily for prevention purposes, and are intended to help recognise possible sources of contamination early and stop pollutants from entering the product from the outset.

Our milk producers are obligated to procure purchased feed only from manufacturers who participate in a recognised quality assurance programme. They ensure the quality of their milk by continuously optimising their farming and feeding practices. Furthermore, they are certified under the quality management system called QM Milch, at a minimum. QM Milch, in turn, is accredited by the German accreditation agency Deutsche Akkreditierungsstelle GmbH (DAkkS). With the aid of QM Milch, milk monitoring and external advisory institutions, the quality assurance systems of our milk-producing partners are continuously supported and monitored. Beyond ensuring milk quality, the QM Milch programme also reviews key issues regarding farming practices and animal welfare, to ensure that milk production is not only quality oriented but also animal friendly.

In Rehburg, around 9% of dairy farmers are already taking part in the QM++ programme. The QM++ standard for dairy cattle farming demands GMO-free feeding, 25% of the outer shells of cow stables must be open to the outdoors, animals must not be tethered or confined for part of the year (Kombinationshaltung), and must have more space and access to an outdoor yard all year. In addition to these stipulations, the QM++ standard defines further criteria focused on the welfare and health of the animals. The QM++ housing system for dairy cows falls under the German housing system level 3 (Haltungsformstufe 3, HF3). In Eggenfelden, about 8% of milk producers comply with the DLG-Gold Standard, meaning HF4. This is not equal to the organic certification (Bio-Standard), but comparable in terms of its requirements. This housing system gives animals even more space than HF3, as well as year-round access to pastureland and an outdoor yard. Here as well, tethering and partial confinement are forbidden.

Many milk producers who do not hold corresponding certifications nevertheless fulfil animal welfare standards above and beyond the legal requirements. In cooperation with QM Milk e.V. and the Thünen Institute, frischli has been conducting a sustainability survey of milk producers at the Rehburg locations since 2013, in Eggenfelden since 2014.

Continuation of the QM Sustainability Module

Since 2017, milk producers in Rehburg and Weißenfels have been participating in the additional QM Sustainability Module. In Eggenfelden it was introduced in September 2019. Due to our cooperation with the Bavarian milk testing agency Milchprüfring Bayern, technical adaptations were needed in the underlying data base. Like the preceding status survey, the QM Sustainability Module is to be applied in all dairies every three years as part of the QM Audit. The module encompasses 19 pages of key questions about the 4 pillars of sustainability: economy, ecology, social aspects and animal welfare.

While in Rehburg 70% of milk producers are voluntarily participating in the QM Sustainability Module today, that number has reached 100% in Eggenfelden. We are striving to reach this benchmark in Rehburg as well.

Thanks to the introduction of the QM Sustainability Module, milk producing farms in Rehburg are for the first time receiving individual feedback regarding comparisons of individual criteria with other farms at the location. This allows them to continue and develop their successful systems, but also to recognize possible weaknesses and correct them.

This is frischli's way of supporting the sustainable development of milk production. For the farms of the Rehburg location, lameness analyses and hoof health were jointly defined as focus topics for training events and improvements.

Individual results of the QM Sustainability Module

HOUSING SYSTEMS

During the previous status survey in Rehburg of 2013 to 2016, 91% of cows were already held in loose-housing stables with resting pens. This positive trend has continued. To increase the cow's welfare, many farms in Rehburg stated in the 2020/22 survey that they have installed fixed or rotating brushes in their stables, where cows can rub and brush themselves – and many of the animals are keen to take advantage of the offer.

This survey also revealed that nearly all of the animals can rest on bedding material or a comfortable, malleable mat – some with additional bedding material. Where bedding is used, it is spread onto the resting surface at different intervals, increasingly on a daily basis. In addition, the resting surfaces and mats are cleaned daily, some of them several times a day. This not only increases the comfort level for the animals but also positively affects their health.

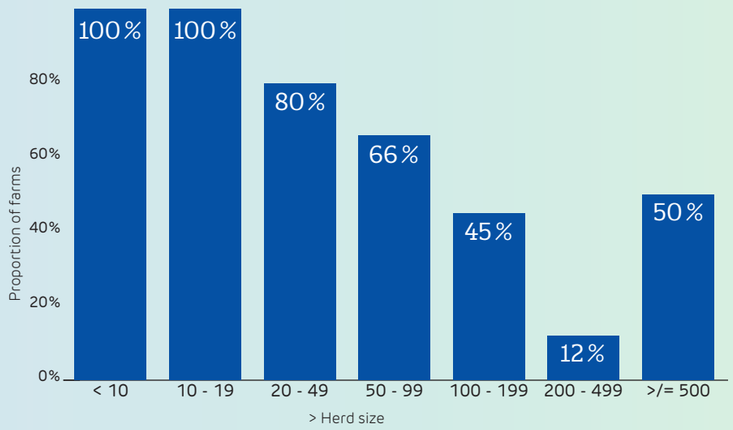
The 2020/22 survey period in Rehburg shows that more cow herds have access to an outdoor area or a pasture. Outdoor areas are accessible to the animals any time – pasturing is possible on a more limited basis in many cases to protect the grass cover.

Portion of lactating dairy cows in different housing types at the surveyed dairy farms*

n = 116 farms with
13.306 lactating dairy cows

Proportion of farms with pasturing – in relation to herd size*

n = 103 farms with
11.837 lactating dairy cows



*Source: Calculations Thünen Institute for Farm Economics 2023, based on information supplied by the milk producers of dairy M 11100

USE OF ANTIBIOTICS

Milk is a good culture medium for germs. Hence, there is a great risk for bacterial infections, especially in the udder. The cow's dry phase is an important time of regeneration for the udder. It can be used to specifically combat harmful germs. It is therefore traditional practice to give cows an antibiotic treatment when they enter their dry phase, so they can be healthy for their next lactation. Today it is possible to generate antibiograms for each individual udder quarter, determining the pathogens existing in each. Based on the antibiogram, the milk producer can decide on the right measures before drying off a cow and possibly forego the use of antibiotics.

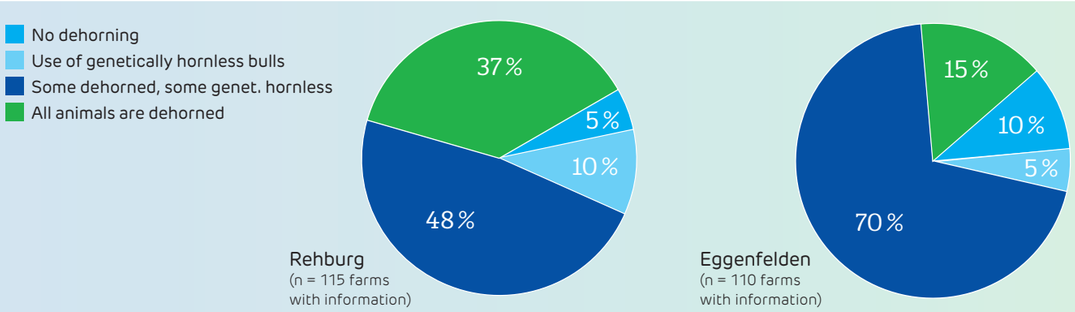
Selective drying off (i.e. antibiotic treatments only for increased infection markers) will be used even more often in the future because of the national animal medical law (Tierarzneimittelgesetz, TAMG) which took effect in early 2023. Under this new law, the use of antibiotics in animals is more closely monitored and restricted. In cases of acute illness, however, it is unavoidable to treat a cow immediately during the lactation phase – for instance if the animal suffers from mastitis. In this context, treating the animal after an antibiogram is now common practice.

Milk from treated cows is already milked separately at the producer's farm and is not put into circulation. In addition, all milk is tested for antibiotics residue before it is accepted at the dairy, in order to ensure that no milk with traces of medication is sold to consumers. This screening is carried out by testing the bulk sample of the milk collection vehicle filled during each collection run with a so-called inhibitor test. In addition to the tests administered out by the dairy, the individual samples are tested at random four times per month by the milk control association or the Milchprüfring for traces of inhibitors, as defined in the "RohmilchGüteVO", the raw milk quality ordinance.

DEHORNING OF CALVES

According to animal protection law, dehorning calves without an anaesthetic is only permitted if calves are less than 6 weeks old, and if sedatives and pain medications are used. The analysis of the 2020/22 survey period shows that more calves were dehorned in Rehburg than in Eggenfelden. The reason is likely that in Eggenfelden more genetically hornless animals are bred. At this location, 70% of farms dehorn a portion of their calves, as they keep both calves with a genetic disposition for horns and genetically hornless calves.

Dehorning of calves in the surveyed dairy farms (proportion of farms)*



*Source: Calculations Thünen Institute for Farm Economics 2023, based on information provided by the milk producers of dairy M 11100

Other aspects of sustainability

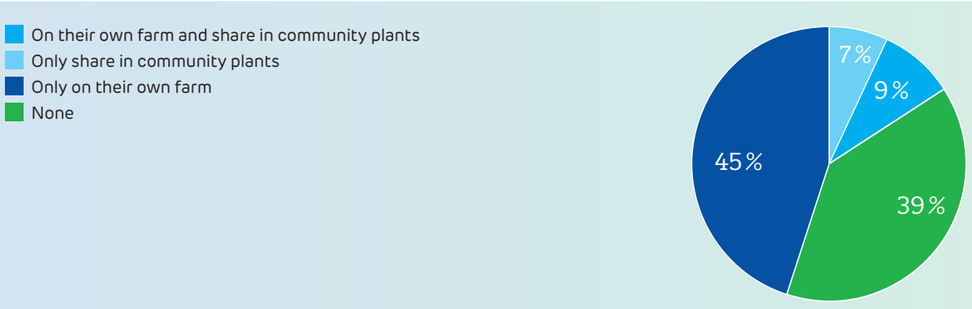
Sustainable management in an agricultural operation encompasses not only the way animals are kept but also the cultivation of land. During the 2020/2022 survey period, 40% of farms in Rehburg and 24% of farms in Eggenfelden maintained extensive pasture land.

Some of the farms also kept flowering fields or meadow orchards to promote natural diversity.

Extensive pastureland is mowed late and less often, making it particularly important for ground-nesting birds, which rely on tall grass to protect their broods from predators.

During the same survey period, many farmers in Rehburg were already producing renewable energy from biogas plants or similar installations.

Proportion of surveyed dairy farms producing renewable energy



Milk collecting trucks with battery-powered pump

To further improve our milk collection logistics, we were able to convince nearly all relevant farms (daily milk volume less than 13,000 litres) at all locations to agree to 2-day collection during fiscal year 2018/19. In addition, all regular collection route vehicles (milk collecting trucks) at Rehburg and Eggenfelden are equipped with battery-powered electric milk pumps.
Initial analyses lead us to expect diesel savings of about 3 to 4 litres per 100 km compared to the commonly used technology with the auxiliary drive of the diesel engine. We have also reduced our diesel consumption by 10% between 2018 and 2023 thanks to optimized tour planning, fuel-saving driving techniques and the use of modern vehicles and technology. Shutting off the engine and using the electric pump also significantly reduces noise and exhaust emissions during milk collection at the farms.

04

Milk collecting truck with modern system technology

New heat and power station with 2-Megawatt electrical output in the energy control centre of the Rehburg dairy

05

RESOURCE FRIENDLY PRODUCTION

Energy efficiency

As part of its ISO 50.001 and 14.001 certified energy and environmental management systems, frischli has already been working continuously for many years to save energy and resources. Sebastian Biere has been working for frischli since 2002 as our Energy and Environmental Manager is in charge of these efforts. He explains the content and objectives of frischli's energy management.

Energy control centre at the Rehburg dairy

A talk with Sebastian Biere, Energy and Environmental Manager at frischli

"We can't do without energy altogether"

Climate protection and CO_2 savings are hot topics these days. Both policy makers and the customer base are increasingly demanding that we work on these issues. But for frischli, this is not something we must do or should do; the company has been genuinely concerned with these topics for years, and we have already successfully completed many projects to work as energy-efficiently as possible and continuously increase our energy efficiency as we move toward CO_2 neutrality.

22,5 % BY 2030

"We have committed to lowering the CO_2 output in our own production by 22.5% before 2030, " says Sebastian Biere. "This affects the energy consumption at the dairy the direct production area, meaning Scope 1 and 2." In Scope 3, the upstream and downstream area and, for instance, raw milk production, CO_2 emissions are to be decreased by 12.5% by 2030. To underpin these internal targets with solid science, frischli submitted its climate goals to the Science Based Targets Initiative in July 2022. Since this international organisation was founded in 2015, more than 4,000 companies have joined in order to set science-based climate goals in keeping with the Paris Climate Agreement, meaning to limit global warming to well below 2°C above pre-industrial levels, or to limit global warming to 1.5°C if possible. The initiative is currently reviewing and validating these officially submitted goals.

05

MEASUREMENT TECHNOLOGY AS A TOOL

Measurement technology is an indispensable tool for before-and-after examinations of reductions in energy and resource consumption and for evaluating measures and investments in this area. "To optimise your energy consumption, you must first know your current figures," explains Sebastian Biere. "Over the last few years, we invested heavily in measuring technology so that we would be better able to capture energy flows." To that end, we initially included the large main energy consumers in the measurements. Now we at frischli are working steadily to create ever more precise clusters. "We have already found the big points and optimised our processes in these areas. Now we are focusing on determining the small points of energy savings so we can actively address them as well," Biere summarises.

ALWAYS QUESTIONING PROCESSES

Sebastian Biere is the interface in the company for all energy efficiency issues. He is not only the main contact person for Rehburg, but also for the Weißenfels and Eggenfelden dairies. "The dairy in Schöppingen is still autonomous at the moment, but we intend to cooperate more intensively in the future regarding energy efficiency and environmental management," Biere states. Every plant has an energy team consisting of, among others, the plant manager, executive board, the Workshop and Controlling departments, and for larger investments also Central Technology. The Energy and Environmental Manager is in constant dialogue with the team on all planned measures and projects. He collects the information and prepares it for energy and environmental audits. "I coordinate, sort, and make sure that the projects are laid out and implemented according to our strategy," Biere summarises. In his function, the agricultural engineer spends much of his time at the dairies in order to understand every detail of the processes used there and recognise possible savings potentials early. Biere considers it an advantage that his background is not in classic dairy farming and that he did not learn the trade from the ground up: "I ask different questions than someone who has worked in the business all their professional lives, and perhaps come up with new ideas. If someone says they have always done something a certain way, I ask them: Why is that? That way we may arrive at entirely new insights and look at a process from a totally different angle."

TRANSFORMATION CONCEPT FOR WEISSENFELS

The Federal Government has determined that Germany should be climate-neutral by 2045. Along the journey toward CO_2 neutrality, an outside view is very useful when it comes to optimizing processes and detecting savings potentials. External consultancies are working on what we are calling a transformation concept, initially for Weißenfels, but then also for Rehburg and Eggenfelden. "They use their expertise to take a detailed look at the entire dairy, examining all systems for possibilities to save energy. Based on their findings, they generate an action plan, and validate and categorise the concrete measures," Biere explains.

ENERGY SAVING MEASURES

Since energy flows are different depending on what is being produced, energy saving measures are developed specifically for each frischli dairy. If there are parallels, for example regarding the controls of UHT systems, the corresponding measures are transferred to the other plants as well. In Rehburg, the further optimisation of the heat grid is currently on the to-do list. "Our goal is to start using less steam," says Biere. We plan to use heat and power coupling systems to connect more energy consumers to the exhaust heat. In addition, low-CO_2 energy supply is a critical issue when it comes to planned investments. We are currently discussing whether building a heat line from a nearby power plant to the Rehburg dairy could be an option.

EFFICIENT USE OF PROCESS ENERGY

The key factor for saving energy is to not lose any energy once it is in a process, but to keep it contained in the dairy for as long as possible. In particular when it comes to heat, we do not work with coolers, but with heat recovery systems. "Our ultimate goal is to not let a single kilowatt hour leave our company unused – be it through a cooling system or via emissions – but to keep every kilowatt hour of heat in the company," Biere summarises. It must be considered, however, that based on the structure of the systems, this goal is not easy to achieve. "It takes a lot of know-how and sometimes a lot of capital for investments, for interconnecting the individual systems, for example," he adds.

NEW ENERGY SUPPLIERS

But even with the greatest possible energy efficiency and lots of efficiency measures, a dairy still depends on an energy source. As milk is processed, it is often heated and then cooled again, or energy is used in the drying process to turn milk into milk powder. "We need energy in the form of heat to make our products, and cooling energy will always be an issue," says Biere. So one of our priorities at the moment is to find alternative solutions for the remaining energy we need for processing our milk, which currently comes primarily from natural gas.

KEEPING COSTS AND THE ENVIRONMENT IN MIND

Due to the threat of a gas shortage in the fall of 2022 and rising energy costs, energy efficiency is becoming more important from an economical point of view – aside from the sustainability aspect.

"The topics of energy procurement and energy costs are currently a larger factor than they have been in the past," Biere reports. Furthermore, due to the volatility in the energy markets in recent months with prices fluctuating very rapidly, we cannot plan as reliably as we used to. Planned measures and investments in energy efficiency are therefore treated as an economic factor, more so than they were in the past. "We invest in order to save energy in some process, but we also save costs because of it," Biere sums up the situation.

05

Energy consumption and emissions

Medium	Unit	Locations	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23
Total consumption										
Electricity	kWh	Rehburg	20,578,686	16,227,022	12,964,602	13,062,492	14,083,880	5,592,664	16,316,026	14,177,451
		Weißenfels	6,980,797	6,154,106	5,559,315	5,572,492	6,592,728	6,442,549	6,128,084	5,890,707
		Eggenfelden	5,562,246	5,693,550	5,656,287	5,704,071	6,309,038	5,351,296	5,669,118	5,849,991
		Schöppingen	9,256,636	9,208,045	8,941,413	9,783,691	8,756,861	8,527,934	8,446,651	8,834,112
		Group	**42,378,365**	**37,282,723**	**33,121,617**	**34,122,746**	**35,742,507**	**35,914,443**	**36,559,879**	**34,752,261**
Gas	kWh	Rehburg	86,351,963	111,495,330	115,209,781	112,868,922	115,391,985	118,322,466	121,666,307	123,619,897
		Weißenfels	12,197,124	11,959,210	10,767,414	10,760,357	12,652,021	12,352,743	12,398,623	9,547,910
		Eggenfelden	21,073,421	21,962,602	21,461,936	19,276,605	18,087,346	17,339,951	21,028,234	8,566,619
		Schöppingen	16,937,523	15,989,689	15,239,251	16,523,592	16,457,817	16,268,184	16,309,283	14,674,225
		Group	**136,560,031**	**161,406,831**	**162,678,382**	**159,429,476**	**162,589,170**	**164,283,344**	**171,402,447**	**156,408,651**
Heating oil	kWh	Rehburg								7,608,989
		Weißenfels								2,900,756
		Eggenfelden							40,612	11,066,772
		Schöppingen								152,724
		Group							**40,612**	**21,729,240**
Diesel	Ltr	Rehburg	2,477,752	2,496,938	2,557,126	2,299,298	2,230,296	2,050,696	2,144,355	2,185,320
		Weißenfels	549,169	583,338	532,761	502,779	478,238	457,582	488,356	484,681
		Eggenfelden	98,412	112,816	107,640	99,141	71,271	67,190	66,410	69,581
		Schöppingen	253,010	228,575	219,572	209,450	164,763	151,446	165,119	148,482
		Group	**3,378,343**	**3,421,667**	**3,417,099**	**3,110,668**	**2,944,567**	**2,726,915**	**2,864,239**	**2,888,064**
Spezifische Verbräuche										
Electricity per tonne of milk processed	kWh	Rehburg	38.60	30.40	24.28	25.71	29.18	31.69	33.11	27.37
		Weißenfels	41.93	40.60	37.13	44.50	41.48	43.21	44.85	41.27
		Eggenfelden	75.12	66.08	70.87	76.71	107.88	105.15	105.13	108.76
		Schöppingen	74.41	81.91	79.81	79.90	80.34	80.86	87.75	91.73
		Group	**47.19**	**42.18**	**37.82**	**41.11**	**44.18**	**45.03**	**46.89**	**42.86**
Gas per tonne of milk processed	kWh	Rehburg	161.98	215.86	211.34	227.15	239.07	240.47	246.89	238.69
		Weißenfels	73.26	71.03	71.86	101.03	79.61	82.84	90.74	66.89
		Eggenfelden	284.61	249.10	241.53	243.23	309.29	340.73	389.94	159.26
		Schöppingen	136.15	142.23	136.02	134.95	150.98	154.25	169.44	152.36
		Group	**152.07**	**182.61**	**185.78**	**192.08**	**200.95**	**206.00**	**219.86**	**192.92**

Energy consumption and emissions

Medium	Unit	Locations	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23
Specific consumption										
Diesel per tonne of milk processed	Ltr	Rehburg	4.69	4.68	4.82	4.56	4.62	4.17	4.35	4.22
		Weißenfels	3.29	3.85	3.86	3.96	3.01	3.07	3.57	3.40
		Eggenfelden	1.29	1.31	1.34	1.35	1.22	1.32	1.23	1.29
		Schöppingen	2.03	2.03	1.96	1.71	1.51	1.44	1.72	1.54
		Group	**3.76**	**3.87**	**3.90**	**3.75**	**3.64**	**3.42**	**3.67**	**3.56**
Heating oil per tonne of milk processed	kWh	Rehburg							0.00	14.69
		Weißenfels							0.00	20.32
		Eggenfelden							0.75	205.75
		Schöppingen							0.00	1.81
		Group							**0.05**	**26.80**
CO_2 Emissions										
Emissions factors	g/kWh	Strom-Mix	528.00	524.00	487.00	473.00	369.00	410.00	434.00	434.00
	g/kWh	Erdgas	201.60	201.60	201.60	201.60	201.60	201.60	201.60	201.60
	kg/l	Diesel	2.64	2.64	2.64	2.64	2.64	2.64	2.64	2.64
	kg/l	Heizöl	2.64	2.64	2.64	2.64	2.64	2.64	2.64	2.64
CO_2 Emissions	t	Strom	24,916	22,102	18,421	19,445	16,301	18,464	20,352	18,603
		Erdgas	30,656	36,814	37,453	38,723	40,512	41,529	44,323	38,893
		Diesel	8,251	10,220	10,302	9,894	9,608	9,027	9,699	9,404
		Heizöl					0	0	14	7,076
		Group	**63,824**	**69,136**	**66,176**	**68,062**	**66,422**	**69,019**	**74,388**	**73,976**
Specific CO_2-Emmissions per tonne of milk processed		**Group**	**71.0708**	**78.2179**	**75.5731**	**81.9994**	**82.0950**	**86.5432**	**95.4163**	**91.2448**

Source: de.statista.com

Certifications for energy and environmental management systems

Frischli Milchwerke undertakes to observe all environmental and energy regulations and the self-imposed rules and obligations as part of their environmental and energy management system, and to systematically and continuously improve in these areas. With regard to the use of energy resources, frischli is committed to systematically and permanently reducing the specific energy consumption rates as part of a continuous improvement process, and to increasing the energy efficiency of its processes.

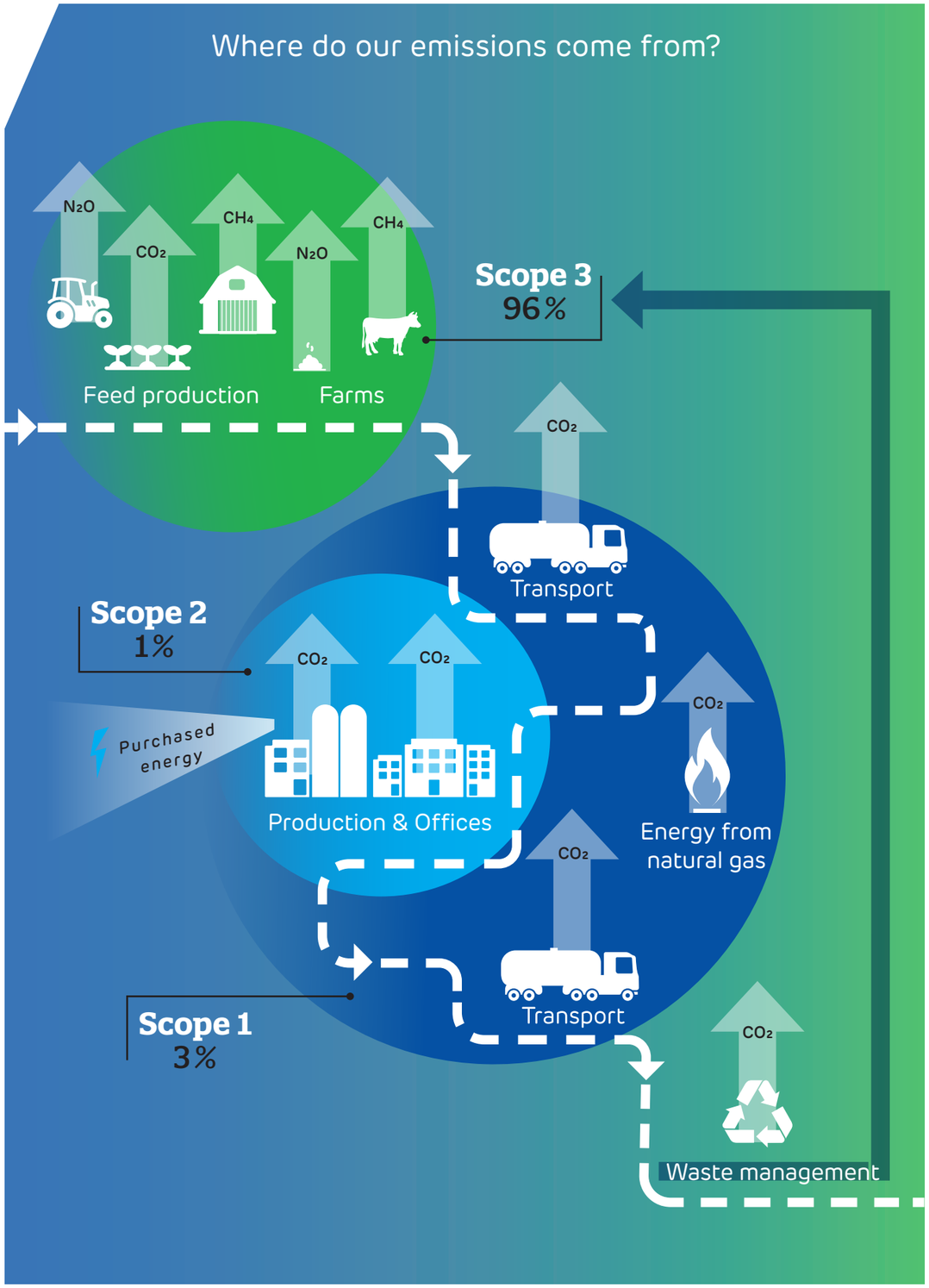
To achieve these goals, an energy management system according to the DIN EN ISO 50001 standard and an environmental management system according to the DIN EN ISO 14001 standard were introduced at all locations of the company. Frischli ensures the implementation and compliance with this requirement.

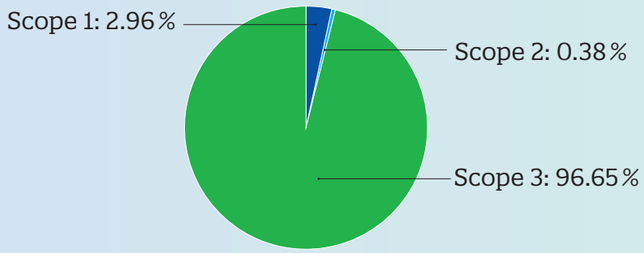
All certificates are available on our website under “Downloads”.

Tank storage Rehburg

Greenhouse gas balance and submission of climate goals to the Science Based Targets Initiative (SBTi)

Like all companies, frischli faces growing requirements regarding climate protection. For 2021, a corporate carbon footprint was generated for the frischli dairies. This encompasses the totals of direct and indirect emissions of the entire organisation. In the context of this report, the most important greenhouse gas emission points in the supply chain were identified and quantified. The calculation of the CO_2 footprint essentially follows this formula: Greenhouse gas emissions (kg CO_2 e) = activity data (unit) x emissions factor (kg CO_2 e/unit). The applied calculation standard based on the “Greenhouse Gas Protocols” (GHG Standard) calls for separate examination of the individual areas (Scope 1 to 3).





Area	Definition	Sum (t CO_2 e)	Proportion (%)
Scope 1 Emissions	Emissions from sources directly owned or controlled by the company (e.g. purchase of natural gas that is turned into process energy such as steam and hot air, and the operation of our own fleet of vehicles)	37,915	2.96
Scope 2 Emissions	Emissions made indirectly, such as by buying energy (e.g. our own electricity consumption)	4,867	0.38
Scope 3 Emissions	Other emissions resulting from activities that are not directly part of the company	1,236 043	96.95

Scope 3 at nearly 97% of the total carbon equivalent contributes the largest share of greenhouse gas emissions.
The purchased quantities of milk and milk products represent the largest portion of emissions in Scope 3 at 85%. In the areas of energy use and energy purchased in Scope 1 and 2, gas consumption at almost 73% of the total carbon equivalent makes up the largest portion of emissions.

Based on these calculations, we can determine future energy saving potentials and define strategies to reduce emissions.
To underscore frischli's commitment to take action, we formulated climate goals based on the carbon footprint and submitted them to the Science Based Target Initiative (SBTI, see info at right). They are currently being validated and reviewed.

In this context, frischli has committed to the following climate goals:

- frischli Milchwerke GmbH undertakes to reduce the absolute Scope 1 and 2 greenhouse gas emissions by 22.5% compared to base year 2021 by 2030.
- frischli Milchwerke GmbH undertakes to reduce the absolute Scope 3 greenhouse gas emissions by 12.3% compared to base year 2021 by 2030.

SCIENCE BASED TARGETS

The Science Based Targets Initiative (SBTi) is a partnership between the CDP, the World Resources Institute (WRI), the World Wide Fund for Nature (WWF) and the UN Global Compact). The definition of science-based targets through the SBTi is also one of the commitments of the We Mean Business Coalition.

Waste Disposal

IN 2022, our environmental management system at the Rehburg dairy was successfully certified according to the ISO 14.001 standard. The following year, 2023, Eggenfelden and Weißenfels were also integrated in the environmental certification. At these three company locations, we have appointed disposal officers who ensure that waste from the plants is either avoided, recycled or disposed in accordance with the "waste hierarchy". The development of waste volumes and disposal channels is documented in annual disposal reports.

In the past years, waste volumes were kept at a low level. The development of volumes of compound packaging and plastic waste is particularly satisfying.

We are consistently working on separating recyclable waste as much as possible and preparing it for subsequent recycling. At the Eggenfelden plant, plastic shredders were installed for the chads produced at the single serving packaging systems, so that these scraps can be transported and collected for later use. At the Rehburg dairy, additional waste presses were procured for some of the waste categories to compact the material for transport to the recycling centre.

In the medium term, we strive to improve the recyclability of our packaging by changing its material composition. Our goal is to return both our internal material remnants as well as the final packaging for our customers to the material cycle as much as possible. The most important project in this context is the conversion of single serving packaging from multi-layer and polystyrene base foils to a polypropylene material. Some items have already been converted to the new material. Further steps are to follow in the coming months.

Overview waste generation

Medium	Unit	Locations	FY 19/20	FY 20/21	FY 21/22	FY 22/23
Total waste						
Waste from milk processing	kg	Rehburg	326,760	629,800	213,220	294,080
		Weißenfels	120,400	206,700	220,480	87,480
		Eggenfelden	76,150	270,360	289,080	497,680
		Schöppingen	-	-	-	-
		Sum	**523,310**	**1,106,860**	**722,780**	**879,240**
Plastic waste	kg	Rehburg	24,950	25,890	22,940	13,830
		Weißenfels	42,670	48,040	36,680	38,760
		Eggenfelden	933,800	809,860	688,670	829,610
		Schöppingen	133,560	69,240	120,900	111,100
		Sum	**1,134,980**	**953,030**	**869,190**	**993,300**
Paper / cartonboard	kg	Rehburg	203,220	228,840	194,010	157,680
		Weißenfels	90,850	90,900	81,790	82,770
		Eggenfelden	42,060	30,240	45,780	42,940
		Schöppingen	158,180	123,180	94,580	121,200
		Sum	**494,310**	**473,160**	**416,160**	**404,590**
Composite packaging (Tetra / SIG)	kg	Rehburg	170,180	207,400	188,630	38,580
		Weißenfels	109,310	103,650	91,030	73,680
		Eggenfelden	-	-	-	-
		Schöppingen	-	-	-	-
		Sum	**279,490**	**311,050**	**279,660**	**112,260**
Scrap / metals	kg	Rehburg	17,160	42,000	43,000	11,980
		Weißenfels	9,830	24,990	31,520	4,120
		Eggenfelden	2,430	-	440	5,080
		Schöppingen	26,720	2,280	12,430	10,120
		Sum	**56,140**	**69,270**	**87,390**	**31,300**
Mixed household waste	kg	Rehburg	71,910	93,590	79,800	43,130
		Weißenfels	23,700	23,165	28,390	26,070
		Eggenfelden	16,810	13,700	18,020	17,480
		Schöppingen	165,020	148,760	153,500	163,180
		Sum	**277,440**	**279,215**	**279,710**	**249,860**
Hazardous waste	kg	Rehburg	6,575	5,814	3,392	3,200
		Weißenfels	10,366	12,000	20,435	7,070
		Eggenfelden	843	20,707	10,348	8,818
		Schöppingen	-	-	-	-
		Sum	**17,784**	**38,521**	**34,175**	**19,088**
Other waste	kg	Rehburg	178,600	182,696	202,500	136,650
		Weißenfels	11,630	16,950	6,460	120,040
		Eggenfelden	7,120	-	8,980	15,830
		Schöppingen	17,740	44,080	22,820	25,440
		Sum	**215,090**	**243,726**	**240,760**	**297,960**
Sum total waste	**kg**		**2,998,544**	**3,474,832**	**2,929,825**	**2,987,598**

Medium	Unit	Locations	FY 19/20	FY 20/21	FY 21/22	FY 22/23
Specific waste per tonne of milk processed						
Waste from milk processing	kg / t	Rehburg	0.68	1.28	0.43	0.57
		Weißenfels	0.76	1.39	1.61	0.61
		Eggenfelden	1.30	5.31	5.36	3.49
		Schöppingen	-	-	-	-
		Sum	**0.65**	**1.39**	**0.93**	**1.08**
Plastic waste	kg / t	Rehburg	0.05	0.05	0.05	0.03
		Weißenfels	0.27	0.32	0.27	0.27
		Eggenfelden	15.97	15.91	12.77	15.42
		Schöppingen	2.28	1.36	2.24	2.07
		Sum	**1.40**	**1.20**	**1.11**	**1.23**
Paper / cartonboard	kg / t	Rehburg	0.42	0.47	0.39	0.30
		Weißenfels	0.57	0.61	0.60	0.58
		Eggenfelden	0.72	0.59	0.85	0.80
		Schöppingen	2.70	2.42	1.75	2.25
		Sum	0.61	0.59	0.53	0.50
Composite packaging (Tetra / SIG)	kg / t	Rehburg	0.35	0.42	0.38	0.07
		Weißenfels	0.69	0.70	0.67	0.52
		Eggenfelden	-	-	-	-
		Schöppingen	-	-	-	-
		Sum	**0.35**	**0.39**	**0.36**	**0.14**
Scrap / metals	kg / t	Rehburg	0.04	0.09	0.09	0.02
		Weißenfels	0.06	0.17	0.23	0.03
		Eggenfelden	0.04	0.00	0.01	0.09
		Schöppingen	0.46	0.04	0.23	0.19
		Sum	**0.07**	**0.09**	**0.11**	**0.04**
Mixed household waste	kg / t	Rehburg	0.15	0.19	0.16	0.08
		Weißenfels	0.15	0.16	0.21	0.18
		Eggenfelden	0.29	0.27	0.33	0.32
		Schöppingen	2.82	2.92	2.85	3.03
		Sum	**0.34**	**0.35**	**0.36**	**0.31**
Hazardous waste	kg / t	Rehburg	0.01	0.01	0.01	0.01
		Weißenfels	0.07	0.08	0.15	0.05
		Eggenfelden	0.01	0.41	0.19	0.16
		Schöppingen	-	-	-	-
		Sum	**0.02**	**0.05**	**0.04**	**0.02**
Other waste	kg / t	Rehburg	0.37	0.37	0.41	0.26
		Weißenfels	0.07	0.11	0.05	0.84
		Eggenfelden	0.12	0.00	0.17	0.29
		Schöppingen	0.16	0.42	0.24	0.26
		Sum	**0.27**	**0.31**	**0.31**	**0.37**
Sum total waste	**kg / t**		**3.71**	**4.36**	**3.76**	**3.69**

Material Usage

Within the overall structure of our company, raw materials, ingredients and packaging materials are of the utmost importance. In this context, we aim to further reduce losses and increase resource efficiency.

Filling line for coffee creamer single serving packages

Stopping food waste

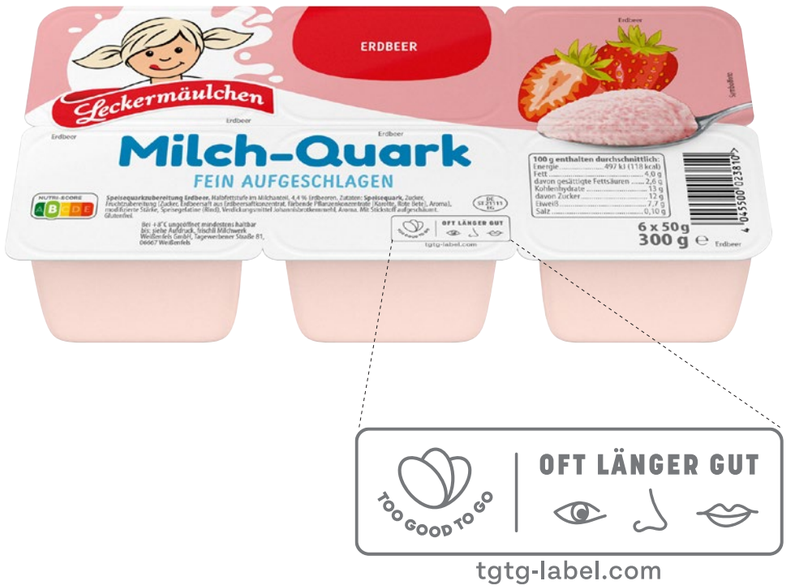
The catchword "food waste" has sparked heated public debate about losses within the food value chain. Apart from losses at the processing level, disposal of foods in private households is a particularly important issue. Part of the discussion revolves around the significance of the use-by date.

About 12% of food consumers, a frischli survey revealed, throw products into the waste bin unopened once they are past the use-by date. However, cooling tests have shown that the product, if consistently and properly cooled at three to four degrees Celsius, is still safe to consume many days and even weeks past the use-by date.

In this regard, frischli took a pioneering role within the dairy industry as early as 2017 with its labelling of the Leckermäulchen brand products. Consumers were made aware of the issue of food waste with a special note on the package. "Can be enjoyed days after use-by date! Simply check taste, smell and look" the labels read.

Since 2020, frischli has been a partner of the "Too good to go" initiative and now uses the bold "Look-Smell-Taste" label. This familiarises consumers with the difference between a "use by" date and an "expiration date".

Leckermäulchen Milch-Quark points out longer shelf-life



Project team to reduce food loss

The National Strategy for Reducing Food Waste presented by the Federal Ministry of Food and Agriculture in February 2019 aims to reduce food waste along the entire food supply chain. The target is to significantly lower the amount of food lost and wasted by 2030 and cut per-capita waste in half.

Born from the motivation to preserve resources and the economic significance for frischli Milchwerke, the Rehburg dairy created a working group that analyses in-house processes to counteract food loss.
Solutions can be found, for example, in the form of batch sizes, product conversions, formulas, controls and approvals.
The project team motivates employees in the product development, production and quality assurance departments to contribute their ideas and suggestions for improvement. These are then evaluated and implementation in the respective department is initiated.

Definition of terms

Food losses are incurred in the production of food items. These are usually losses that are impossible or very difficult to avoid in the production process. They include for example diluted remnants or product remnants from sampling. Anything that is re-used (rework) does not count as a loss.

Food waste refers mainly to food retailers and private households. An estimated 11 million tonnes of still-edible foods are destroyed.

Lid and cup made from the same material increase the recycling portion

Use of mono-materials

Packaging made of different components is only recyclable if consumers separate them before disposal. Only then can the individual parts of the packaging be directed to the correct recycling channel.
Packaging made of mono-materials, where all packaging components are made of a single material, offer the advantage that they do not need to be separated. This increases the recycling portion of a package.
In the area of single serving packaging, frischli is testing the conversion to mono-materials. In the future, polypropylene (PP) should be used for both the cup and the lid. The lids are currently made of aluminium.

Cup foils with a recycling portion

Since November 2022, frischli has been using coffee creamer single serving cups made of polystyrene foil (PS foil) with a recycling portion of 52%. This material consists of 30% PCR (post-consumer recyclate – made of waste collected from households, industry or businesses) and 22% PIR (post-industrial recyclate – waste from production remnants in the manufacture of plastic packaging or other plastic products). The PIR material used consists partially of chads from our own product packaging.

Overview of material usage, all plants

Medium	Unit	FY 19/20	FY 20/21	FY 21/22	FY 22/23
External purchase	kg	97,367,180	86,174,225	87,084,106	87,464,338
Own milk	kg	812,375,936	805,942,503	776,778,472	809,204,228
FZB / F-Konz,	kg	841,101	630,371	1,358,297	1,410,154
Base materials	kg	4,662,255	4,359,120	5,442,101	5,408,802
Composite packaging	Piece	337,956,135	303,501,331	303,519,103	343,516,705
Closures	Piece	77,333,440	70,391,200	97,600,860	80,530,626
Cups / buckets	Piece	62,503,430	95,497,036	158,463,010	160,910,583
Aluminium foils / discs	Piece	65,276,000	99,987,000	169,844,000	171,715,000
Lid foils	m²	5,081,277	3,954,999	4,016,275	4,931,451
Thermoforming foils	kg	2,339,328	2,041,897	2,080,564	2,230,832
Tubular foils	m	26,179,300	23,683,235	21,741,674	25,798,132
Trays/ lids	Piece	32,096,121	29,074,175	29,616,754	32,209,759
Cartons	Piece	15,559,016	10,228,480	15,459,613	17,217,248
Cup flats	Piece	3,223,780	4,935,302	8,486,876	9,376,668
Buckets	Piece	2,499,415	1,482,162	12,101,248	11,266,327
Lids	Piece	2,453,372	1,469,110	12,029,550	11,433,876
Labels	Piece	5,011,742	3,792,962	8,591,556	9,906,707
Cleaning agents / desinfectants	kg	3,105,293	3,018,452	4,331,732	4,022,005

Water, Wastewater

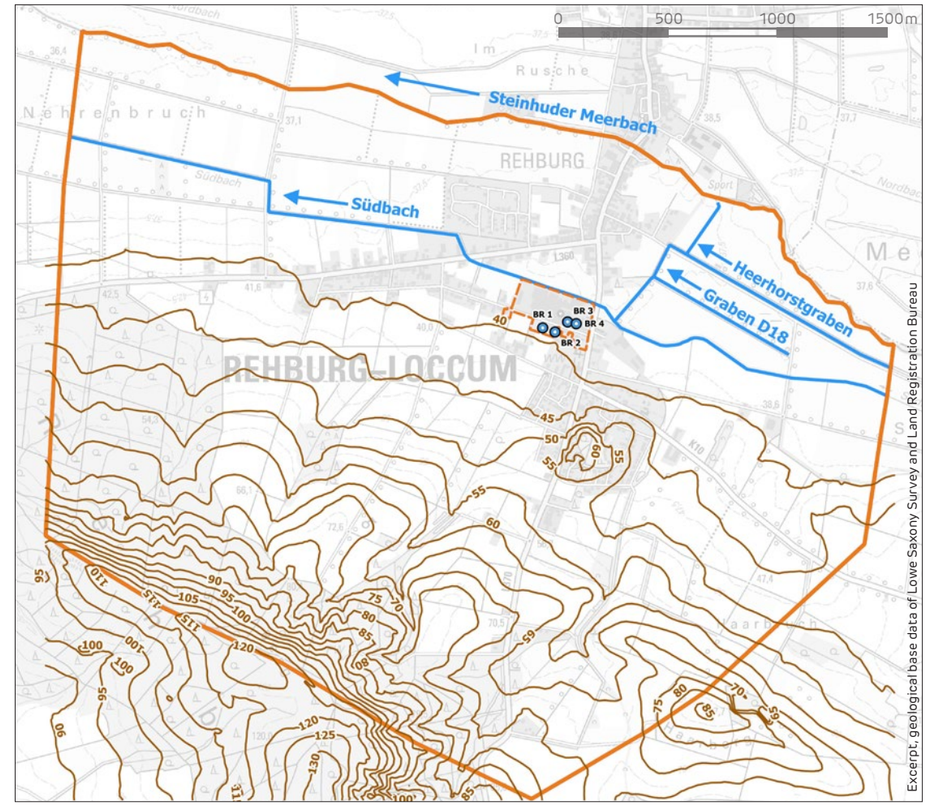
Water treatment plant Rehburg-Loccum

Water treatment plant Rehburg-Loccum

Water – our most important sustenance

frischli Milchwerke have a qualified permission for water withdrawal, which was extended in 2019 by 20 years. In the course of the renewal process for water withdrawal at the Rehburg dairy, a number of examinations and analyses regarding ground water were conducted, and a new, sustainable drinking water concept was generated. The first step was to examine the overall geological conditions affecting the availability and quality of ground water. Owing to the location in the transitional area between the Weser-Aller basin and the Borden region, geological conditions in the area under examination are highly varied, so they show a wide spectrum of ground water properties.

To avoid negative effects of ground water withdrawal, a number of water level measuring points have been installed along the relevant ground water flows, which are analysed with a defined monitoring system. The consumption of drinking water depends on production capacity being utilised and is largely dependent on the product portfolio of the respective frischli dairies. Due to the increasing specialisation on high-quality convenience products, the clear trend toward reducing consumption compared to the previous year could not always be maintained despite comprehensive saving measures.



Model area

Plant premises Frischli

Relevant bodies of water in model area

Contour lines of GOK [mNN]

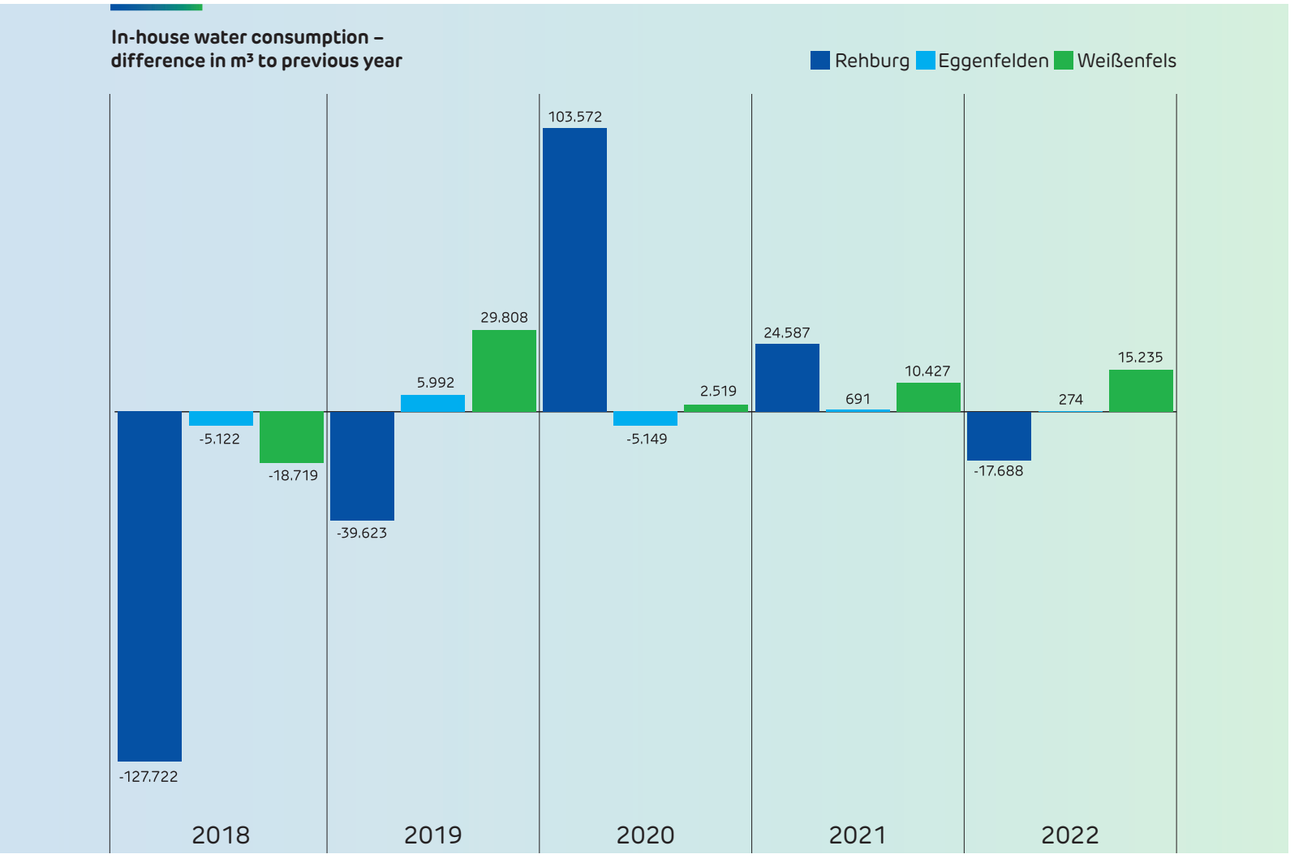
Extraction points BR 1 bis BR 4

Wastewater

The wastewater disposal concepts of the Eggenfelden, Weißenfels and Rehburg dairies through direct connections to the respective water treatment plants has proven to be a reliable and safe disposal method for the dairies. In the operations at Weißenfels and Rehburg, stabilisation tanks were installed between the dairies and the water treatments plants. These serve to buffer fluctuations in water quantities, usually caused by cleaning processes. The volume of wastewater can be controlled depending on the operating status of the treatment plant.

The water treatment plant in Rehburg was updated to state-of-the-art technology in 2019 with a newly constructed digestion tank. With this system, the biological content of the dairy's wastewater can be used to generate biogas. Thanks to the digestion tank, the amount of sewage sludge is reduced by about 30%. At the same time, the digester gas produced in the system is used to produce electricity and heat, which reduces CO_2 emissions and thus contributes to climate protection. In Rehburg, cooling water with thermal migration is channelled into a receiving water. The requirements for analysis values of the cooling water depend on the natural (seasonal) inflow of the stream.

In-house water consumption – difference in m³ to previous year



Investments in Environmental Protection

Consumer demand for vegan milk alternatives is playing an increasing role in the market.
Even traditional dairies like frischli recognise this trend as an important strategic business division. Since the autumn of 2021, frischli has included a wide variety of oat-based products in their product range. To remain competitive in the long term, frischli will also take control of the production of the oat concentrate for plant-based products.

Part of the frischli range since autumn 2021: oat-based organic products

Head of Product Development Jan Hesse and Project Manager Henrike Kaluza about building the oat liquification plant

"A sustainable project for the future."

Milk consumption in Germany has declined significantly. In 2022, Germans consumed an average of 46.1 kg of dairy products. In 1995 that number was still at 62,4 kg. Apart from the increased costs of milk, the trend toward vegan nutrition has also been a key factor.

In Germany, plant-based drinks make up 12.9 percent of all long-life milk sold. Even traditional dairies like frischli have recognised this trend as an important strategic business division.

Since the autumn of 2021, frischli has included a variety of oat-based products in their product range – thus far produced from purchased base products.

To remain competitive in the long term, the company intends to produce the oat concentrate for the plant-based products on site in Rehburg, in a second building with its own production systems.

"We are working on a sustainable project for the future," explains Jan Hesse, Head of Product Development in Rehburg. "We have chosen the technology, designed the building, and submitted the application for the building permit," he summarized at the end of June 2023. With an investment budget of about 10 million Euro – roughly 40 percent for the building, 50 percent for the production systems and the remaining ten percent for connections (piping, steam, power, etc.), a new production hall for frischli's oat products will be built on the company grounds.

FROM OATS TO DRINK

Our long-term goal is to extend the long-life milk concept of cost leadership in food retail to oat-based drinks. To do that, we initially produce an oat concentrate, what we call oat base. This concentrate is then adapted to the target recipe in the existing production process, UHT-heated and packaged. At the same time, this oat concentrate will also be used for existing oat-based products. We are also examining the sales opportunities for such a concentrate in industrial distribution.

PERFORMANCE AND ENERGY EFFICIENCY

The system is designed to process about 5500 litres of oats per hour. "When Central Technology in Rehburg planned the process technology for the system, they included temperature and heat exchange systems that offer the highest possible degree of energy efficiency. In addition, the heat technology system of the entire process is laid out to allow later conversion to heat pumps without any problems. That way, the system technology is sustainable and fit for the future," explains Henrike Kaluza of the Central Technology department, who is in charge of this area.

WATER FROM FOUR WELLS

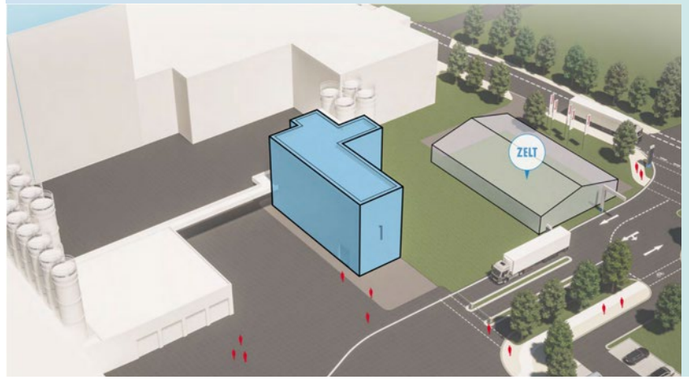
Frischli draws water from four wells located on the company grounds. "This is not enough to cover our needs," Henrike Kaluza adds, "we also have to rely on the public drinking water supply. Because of our growing need, we are examining whether it would be feasible to drill more wells. Drinking water treatment plants are the alternative. Some are already in operation, and another is being built for oat liquification which will additionally produce up to 30 m³ drinking water per hour. Our goal is to become independent of the public water supply."

UTILISATION OF THE BY-PRODUCT

For every 1,800 kilograms of oats that will be processed in the new plant every hour, there will be 700 kilograms of waste products – what we call oat okara. These remnants will initially be used to fill a biogas system. "But the oat okara is valuable and contains lots of nutrients, so we are looking into other ways of utilizing it," says Henrike Kaluza.

The building shell is to be completed in February 2024, at which point the production systems can be installed. From the late summer of 2024, lorries laden with oats to be liquified in the new building will be rolling through the gate. "Our goal is to have the first drinks from our new system ready for the store shelves by 1 September 2024," Jan Hesse states.

Planned construction of oat liquification plant in Rehburg

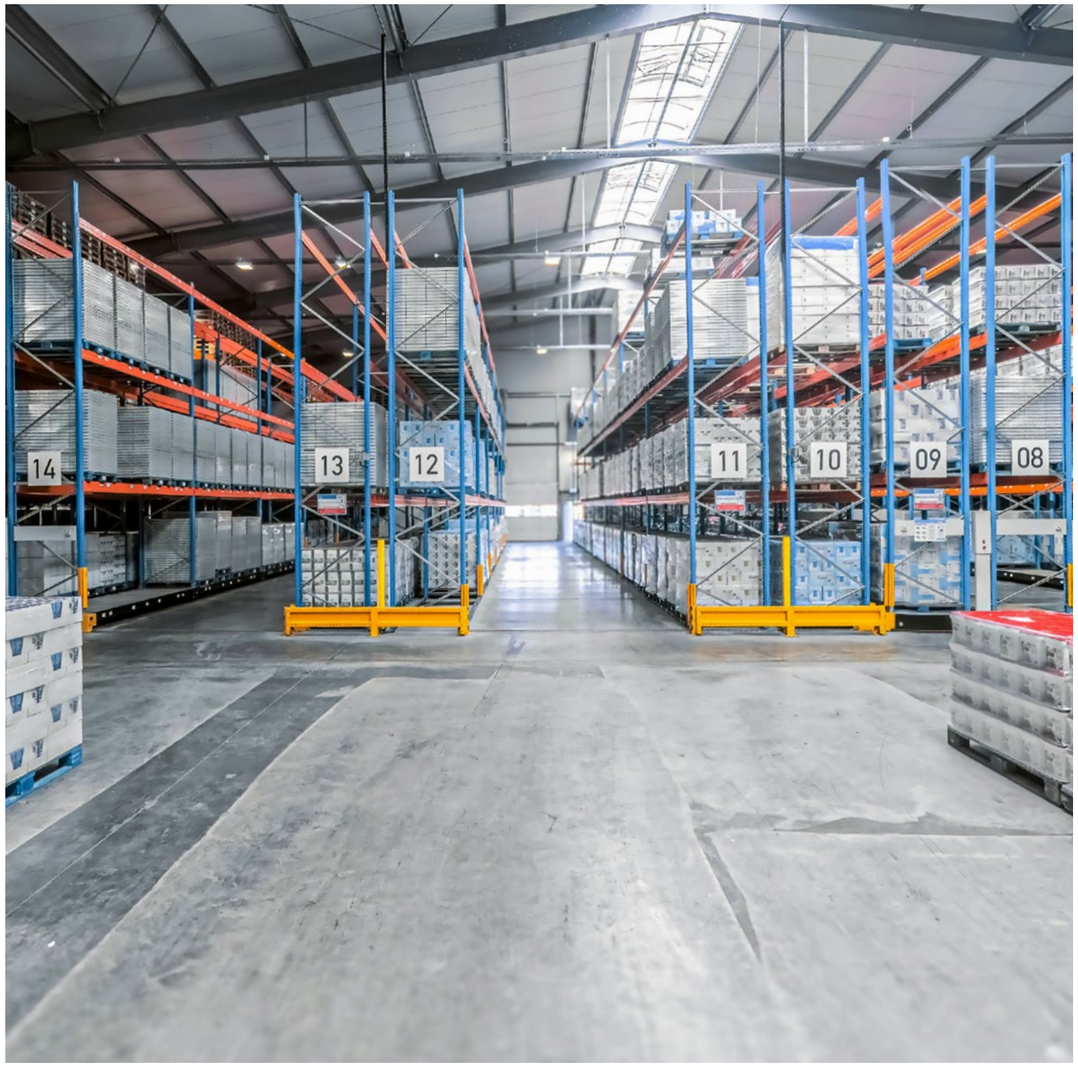


The new hall, 32 metres long, 13 metres wide and 14 meteres tall – not the largest building on the premises

FRISCHLI CONSTANTLY INVESTS in systems technology and infrastructure at its locations. Our goal is to maintain our competitiveness with regard to the cost and resource efficiency of our processes, or to boost competitive advantages. A team of nearly 90 employees from the Workshop and Central Technology departments takes care of the maintenance, servicing and development of existing and new systems.

Key investments of the past years with direct impact on the resource efficiency of our dairies are shown in the following table:

Expansion long-life milk warehouse in Rehburg 20/21



Investments and status

Measure ■ completed ■ in progress ■ in planning

Measure	Appr. Investment-Costs (T €)	FY	Plant	Objective	Status
Introduction of continuous energy monitoring	27	19/20	Schöppingen	Continuous energy and efficiency monitoring, generating KPIs, developing energy saving measures	■
Evaporative condenser for UHT	150	19/20	Schöppingen	Saving water consumption and wastewater	■
Compressed air generator	300	19/20	Rehburg	Increased compressed air efficiency and performance	■
Retrofitting O2 controls in steam boiler	11	20/21	Schöppingen	Saving natural gas by increasing production efficiency of the steam boilers	■
Installation continuous measurement counter steam	13	20/21	Schöppingen	Energy monitoring and planning of more efficient and lower emissions heat supply (steam substitution)	■
Integration compressed air in continuous energy monitoring	14	20/21	Schöppingen	Energy monitoring and inferring energy saving measures in compressed air	■
Expansion long-life milk warehouse	900	20/21	Rehburg	Saving on interim transport to external warehouses	■
Replacement of wastewater fans	18.9	21/22	Schöppingen	Electricity savings due to more efficient wastewater ventilation	■
Optimisation of CIP controls, adapted to systems	80	21/22	Eggenfelden	Optimisation of cleaning agent consumption, saving fresh water	■
Extension central ice water generation at level 2	248	21/22	Schöppingen	Electricity savings due to more efficient cooling	■
Compressors	250	22/23	Weißenfels	Increased efficiency and performance of compressed air	■
Power house 2	400	22/23	Rehburg	Expansion of power-heat coupling	■
TOC measuring wastewater for water treatment plant Eggenfelden	68	23/24	Eggenfelden	Monitoring of dairy wastewater for specifically controlled release into an emergency tank system	■
Low temperature heat grid	130	23/24	Rehburg	Saving steam in milk pasteurisation	■
Energy measurement technology	200	23/24	Konzern	Capturing energy flows	■
Cold water preparation	350	23/24	Rehburg	Increased cooling efficiency and performance	■
Replacement air compressor 100	105	24/25	Eggenfelden	Increased efficiency	■
Upgrade of sprinkler system to VDS	500	24/25	Eggenfelden	Operational safety	■
Wastewater shaft screen system with 2 buffer tanks	80	23/24	Eggenfelden	Monitoring and optimisation of wastewater contamination, securing the municipal water treatment plant (in case of emergency)	■
Expansion wastewater screen system by a flotation system	250	25/26	Eggenfelden	Monitoring and optimisation of wastewater contamination, securing for emergencies	■

Investments and Status

Measure ■ completed ■ in progress ■ in planning

Measure	Appr. Investment-Costs (T €)	FY	Plant	Objective	Status
Noise protection for drying system	45	23/24	Eggenfelden	Reduction of noise emissions for environment and residents	■
PV system 100 KWp	120	24/25	Eggenfelden	Mandatory solar system installation according to Art. 44a BayBO	■
Transformation concept	45	22/23	Weißenfels	CO_2 savings by increasing energy efficiency	■
Transformation concept	45	23/24	Eggenfelden	CO_2 savings by increasing energy efficiency	■
Transformation concept	60	23/24	Rehburg	CO_2 savings by increasing energy efficiency	■
UHT insulation	32	23/24	Rehburg	Reduction of thermal losses	■
Introduction Felix environmental calculation	160	23/24	Rehburg/ Weißenfels/ Eggenfelden	Product Carbon Footprint / Control/ Optimisation production processes	■
Sterile water generation aseptic Homo UHT	70	23/24	Rehburg	Saving steam and cooling water	■
Dehydrating press long-life milk	120	24/25	Weißenfels	Avoiding product loss	■
Process water treatment	170	24/25	Weißenfels	Saving drinking water by avoiding wastewater	■

Our investment activities focused, among other things, on the areas of water / wastewater / compressed air and optimisation of heat utilisation. In these areas, the investments listed above resulted in significant resource savings.

To reveal even more specific saving potential in the future and to promote decarbonisation, we have commissioned transformation concepts for the Rehburg, Eggenfelden and Weißenfels dairies. Certain elements of these concepts are already being implemented.

05

06

RESOURCE FRIENDLY LOGISTICS

FRISCHLI MILCHWERKE have set a goal of making transport routes as efficient and resource-friendly as possible.

Both for milk collection and for the distribution of finished products, the company uses mainly their own fleet of vehicles. Apart from very high reliability for our customers, the use of our company fleet allows us to achieve synergies by combining trips between the production locations and pick-ups, for example of packaging and ingredients.

Using state-of-the-art telematics systems and a corresponding interface with the route planning software, we can ensure economically and ecologically sound transport. Also, frischli consistently strives to reduce fuel consumption and thus CO_2 emissions by regularly training our drivers. To complete our economical and resource-friendly transport network, we at frischli Milchwerke work with long-term service providers whom we know to be reliable.

Key figures company fleet

	FY 19/20			FY 20/21			
Delivery fleet:	Rehburg	Weißenfels	Eggenfelden	Rehburg	Weißenfels	Eggenfelden	Schöppingen
Number of vehicles	32	7	–	32	7	–	7
Delivered volume in kg	208 146,000	84 302,000	–	187,276,000	84,219,000	–	42,535,000
Kilometres driven	4,545,634	939,215	–	4,013,718	911,415	–	646,899
Diesel consumption in litres	1,320,595	300,445	–	1,154,750	295,879	–	193,883
Diesel consumption per 100 km	29.1	32.0	–	0.63	0.36	–	30.0
Diesel consumption per 100 kg	0.63	0.36	–	0.62	0.35	–	0.46
Milk collection:							
Number of vehicles	16	3	3	14	3	2	–
Delivered volume in kg	508,460,102	94,900,047	75,092,886	512,919,844	121,323,146	72,142,817	–
Kilometres driven	2,621,655	500,693	157,179	2,674,787	461,306	153,692	–
Diesel consumption in litres	844,707	170,915	61,695	819,684	156,834	58,591	–
Diesel consumption per 100 km	32.2	34.1	39.3	30.6	34.0	38.1	–
Diesel consumption per 100 kg	0.17	0.18	0.08	0.16	0.13	0.08	–

	FY 21/22				FY 22/23			
	Rehburg	Weißenfels	Eggenfelden	Schöppingen	Rehburg	Weißenfels	Eggenfelden	Schöppingen
Number of vehicles	31	7	–	9	32	7	–	8
Delivered volume in kg	186,867,000	90,178,000	–	44,173,000	211,410,000	87,806,000	–	37,270,000
Kilometres driven	4,207,783	1,047,372	–	616,725	4,754,069	1,090,420	–	565,466
Diesel consumption in litres	1,293,149	333,993	–	200,248	1,375,192	336,161	–	175,569
Diesel consumption per 100 km	30.7	31.9	–	32.5	28.9	30.8	–	31.0
Diesel consumption per 100 kg	0.69	0.37	–	0.45	0.65	0.38	–	0.47
Number of vehicles	15	3	2	–	13	3	2	–
Delivered volume in kg	503,317,492	119,117,640	71,192,879	–	528,815,811	115,008,512	71,648,765	–
Kilometres driven	2,489,123	448,361	147,270	–	2,361,482	421,230	145,864	–
Diesel consumption in litres	776,460	147,095	55,359	–	745,337	141,088	55,579	–
Diesel consumption per 100 km	31.2	32.8	37.6	–	31.6	33.5	38.1	–
Diesel consumption per 100 kg	0.15	0.12	0.08	–	0.14	0.12	0.08	–

07

QUALITY & SAFETY IN PRODUCTION

IN 2017, FRISCHLI formed a sales alliance with the H. Wiesehoff GmbH creamery and exclusively took on the sale and marketing of Wiesehoff products in Germany and abroad.

The specialist for fresh dairy products processes about 150 million kg of milk per year, making them one of the key producers of fresh dairy products for large customers in the food service industry.

Since 1922, the creamery in Schöppingen in the German state of North Rhine-Westphalia has been processing raw milk from over 300 farms to produce premium dairy products. In addition, the company supplies important national and international food retailers and industrial clients.

Their product range includes fresh milk, cream, custards and sour milk products, but also ethnic products. Wiesehoff also produces ice cream mix products for ice cream production and cream specialities – in particular for EU countries outside of Germany and for South-East Asia.

The Wiesehoff creamery has been part of the frischli Group since 2021 and one of four locations in the frischli Milchwerke corporation. European customers can now choose from a complete product range of long-life and fresh food service products – since 2023 under the brand name frischli.

Laboratory testing

Twelve employees including the laboratory director make up the team at the operational and microbiological lab in Schöppingen. All products (raw milk, sour milk products, milk drinks, ice cream mixes, custards, buttermilk or cream) are subjected to rigorous testing at the laboratory.
Using a variety of testing methods and analyses, the team ensures that only flawless products are put on the market that satisfy legal regulations and customer requirements.

THE OPERATIONAL LABORATORY

The operational lab supports our production from the delivery of raw milk all the way to the finished product and conducts a variety of chemical examinations to ensure that all quality parameters such as fat content, dry mass, pH-value, freezing point, etc. are within acceptable thresholds. The lab takes samples for further analysis and carries out sensory tests regarding taste, aroma, look and consistency. The lab employees also monitor the cleaning of filling machines and incubators.

Analysis with the Mastersizer 3000

THE MICROBIOLOGY LAB

The microbiology lab is responsible for making sure that the tested food items are free of pathogenic microorganisms like bacteria, moulds and yeasts. Samples of each individual fresh product are prepared on a culture medium, incubated for one to four days, and then evaluated. In addition to regular cultures, there is an incubator in the direct vicinity of the production site. This is where the lab conducts what we call a "stress test", where products are incubated for one to eight days, depending on the type of product, at 30°C. The cultures are checked regularly by the lab personnel. The quality assurance team analyses the results and issues approval for distribution.
The microbiology lab is also responsible for hygiene and environment checks, and conducts water tests and testing equipment inspections.

DAS TECHNICAL EQUIPMENT

MilkoScan FT3
Device for analysing liquid and semi-solid milk and plant-based products in terms of their fat and protein content, total dry mass, lactose, density and free fatty acids

Mastersizer 3000
Device for particle size analysis using laser diffraction (different sizes of fat globules scatter light at different angles relative to the laser beam). The size of the fat globules affects the properties of a milk product and provides indicators of its consistency

Charm EZ
Combination of incubator and reader for antibiotics tests in milk

ATP-Messung
Automated microbial quick test for UHT products (ATP bioluminescence reagents) that determines the presence or absence of microorganisms

WELL CONNECTED INTERFACE

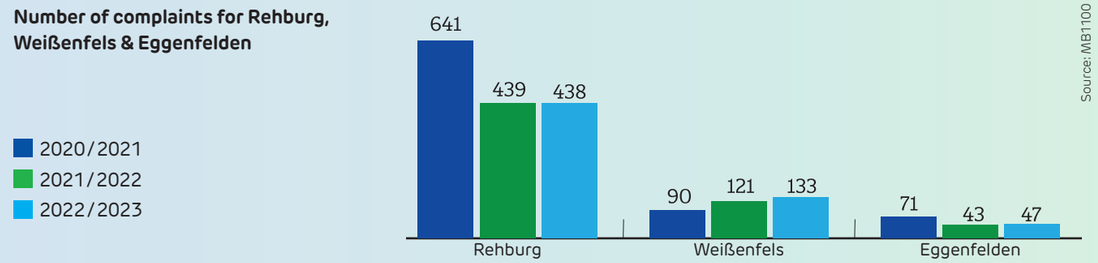
"My team bears an enormous responsibility," explains Lab Director and Quality Manager Dr. Milad Kassem. "The results of our work are directly integrated in quality management and impact production. That is why accuracy and meticulousness are our top priorities." If inconsistencies do occur, the lab is the communication interface, informs the responsible managers and helps to analyse the problem and its possible causes.

The lab team is closely connected with other departments in the company. They work with Quality Assurance to guarantee compliance with standards, regulations and customer requirements, and cooperate with the Production and Logistics units. They maintain contacts with other labs at customers' or suppliers' locations, and also assist with audits and inspections and process customer inquiries and complaints.

Complaints

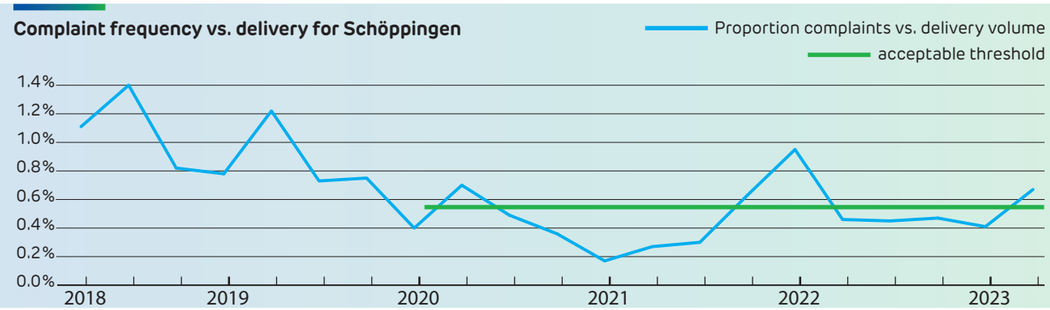
THE AIM OF OUR quality control is to avoid faulty products. In this context, frischli applies corrective and preventive measures to achieve long-term and continuous improvements. Fault avoidance and loss reduction minimise costs for the company and preserve our resources. The following graphic shows the development of complaint frequency for the three locations:

Number of complaints for Rehburg, Weißenfels & Eggenfelden

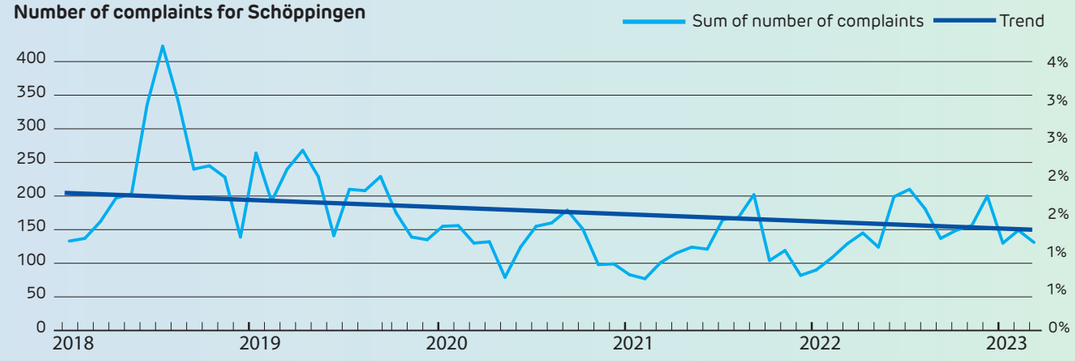


The Wiesehoff creamery in Schöppingen has been complementing the mostly long-life product range of the other locations with fresh milk products since 2020. The quality drives of this plant in cooperation with frischli's central Quality Assurance and Product Development units are showing effect – as shown by the following analysis of tendencies over several years.

Complaint frequency vs. delivery for Schöppingen



Number of complaints for Schöppingen



Customer Satisfaction

EVERY YEAR we conduct a survey of direct frischli customers in Germany and abroad, as well as a separate survey among industrial customers, querying 12 different aspects.
Respondents assign scores corresponding to the grading system used in German schools, and we aim to score a grade of at least 2, meaning "good". On average, we do achieve our customer satisfaction target, although there are some areas which still need improvement.

Customer satisfaction survey

Sales area		Inland			Export			Industry			Companies		
Aspects	**Target score**	**2020**	**2021**	**2022**	**2020**	**2021**	**2022**	**2020**	**2021**	**2022**	**2020**	**2021**	**2022**
Contact persons		1,54	1,62	1,65	1,37	1,68	1,65	1,53	1,54	1,67	1,48	1,61	1,65
On-site support		1,87	**2,07**	1,87	1,72	1,94	**2,19**	1,76	**2,09**	**2,00**	1,78	**2,03**	**2,02**
Proposal preparation, order processing and flexibility		1,74	**2,03**	1,82	1,79	1,84	**2,00**	1,79	**2,08**	**2,21**	1,77	1,98	**2,01**
Communication of price changes		1,84	1,94	1,73	1,88	**2,16**	**2,06**	1,74	1,85	**2,23**	1,82	1,98	**2,01**
Availability of products		1,69	1,78	1,87	1,84	1,53	1,71	1,89	**2,00**	**2,08**	1,81	1,77	1,88
Reliability of deliveries		1,50	1,82	1,38	1,56	1,68	1,94	1,56	1,58	1,69	1,54	1,69	1,67
Quality	**2,00**	1,62	1,84	1,59	1,37	1,67	1,65	1,47	1,54	1,64	1,49	1,68	1,63
Packaging and product design		1,71	1,89	1,82	1,53	1,69	**2,13**	1,71	**2,23**	1,93	1,65	1,94	1,96
Innovations and product spectrum		1,65	1,97	1,63	1,78	1,88	**2,20**	**2,50**	**2,27**	**2,27**	1,97	**2,04**	**2,03**
Quickness		1,65	1,83	**2,13**	1,76	1,88	1,81	1,67	**2,11**	**2,00**	1,69	1,94	1,98
Competence		1,56	1,71	1,60	1,53	1,56	1,81	1,50	**2,11**	1,77	1,53	1,80	1,73
Cause research & error correction		1,72	1,88	1,94	1,53	1,88	1,75	1,67	**2,22**	**2,17**	1,64	1,99	1,95
Mean value		**1,67**	**1,87**	**1,75**	**1,64**	**1,78**	**1,92**	**1,73**	**1,97**	**1,97**	**1,68**	**1,87**	**1,88**

Tethered Cap

Reduction of packaging waste

In July 2024, EU Regulation 2019/904 Single Use Plastics (SUP) for tethered caps will take effect: It stipulates that caps on one-way beverage packages including composite packages like drink cartons with a volume of up to three litres must be attached. Frischli has installed three Tetra lines for Edge packaging and tethered caps in their long-life milk filling systems in Rehburg.

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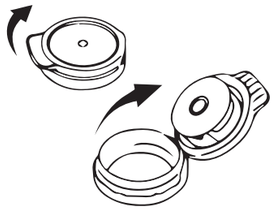
In the new frischli production hall, the long-life milk filling system for one litre packages is now up to date. Three highly modern Tetra Edge lines have each been filling 8,000 units of milk every hour for the German market since the end of June 2023.

The first Tetra Edge line was installed in the new production hall in late February 2023. The EU regulation to take effect in July 2024 forced us to replace the systems, because the technology required for tethered caps could not be retrofitted to the existing machines.
The cap, called the LightWingTM 30 Cap, is attached to the packaging by means of a thin band and reduces the probability of caps winding up in nature.

The new slim Tetra Edge packaging with a square footprint has become the premium packaging at frischli. Consumers are accustomed to handling it and it fits into commonly used refrigerator compartments.

The new caps are of one piece and attached to the package



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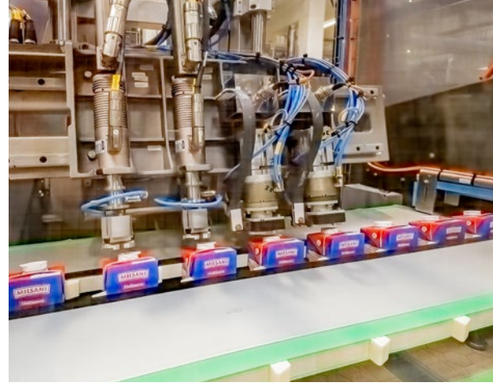


With three Tetra Edge lines, frischli in Rehburg fills milk in more sustainable packaging solutions

Certifications

THE FRISCHLI DAIRIES have for many years been regularly and continuously certified according to HACCP (Hazard Analysis Critical Control Point, a quality management system for product safety) and IFS (International Food Standard, an internationally recognized food safety standard). The IFS awards all frischli dairies the "higher" level of certification.

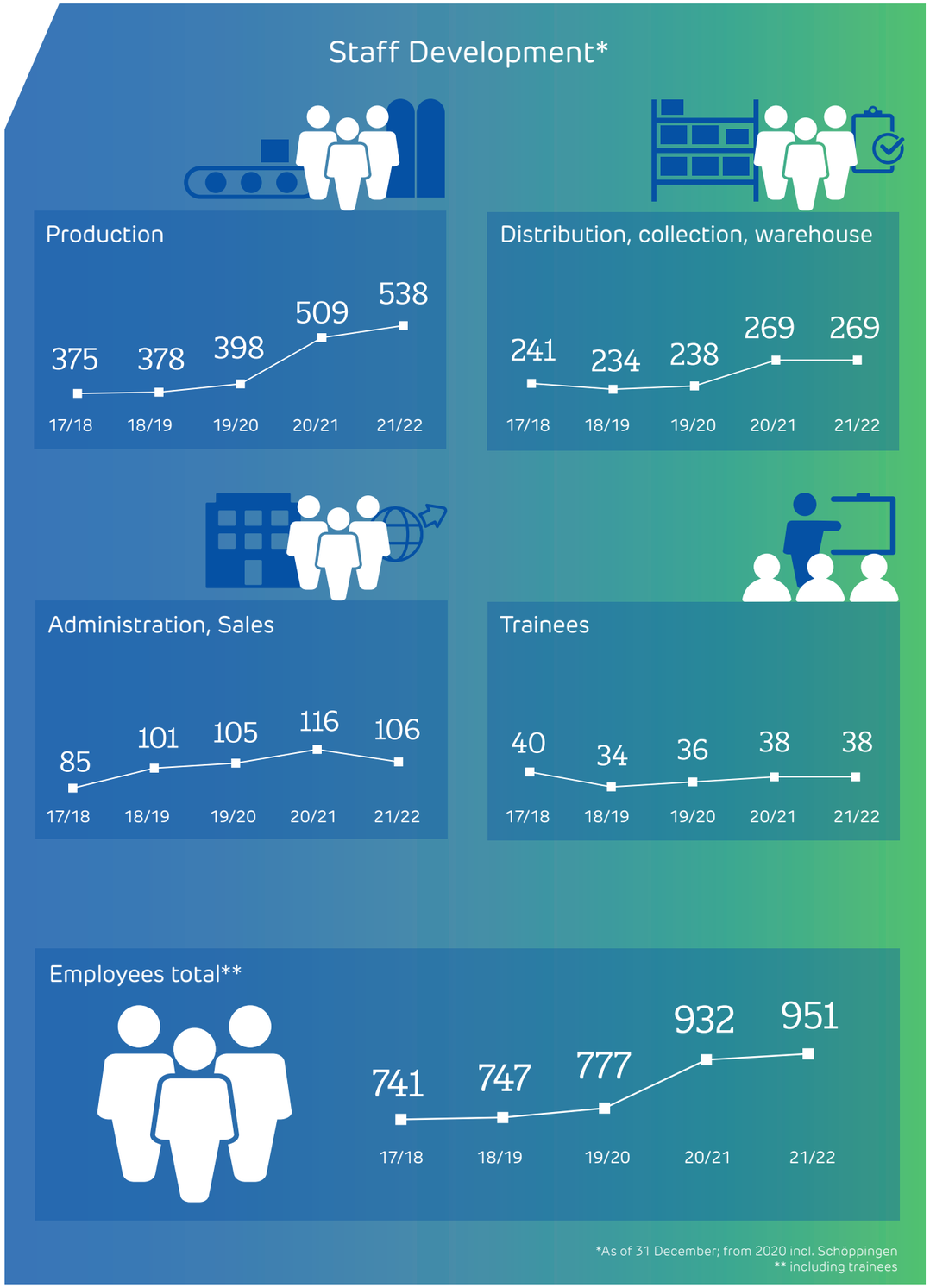
Selected product areas are also certified according to business-to-consumer standards like DE-Öko, RA, Halal, Kosher, RSPO, V-Label, QM-Milch and VLOG.

Further, frischli is a member of Sedex (Supplier Ethical Data Exchange) – a globally known platform for exchanging information about ethically sustainable production in the supply chain. Frischli regularly conducts social audits in this context.

Certificates	Rehburg	Weißenfels	Eggenfelden	Schöppingen
IFS-Food	■	■	■	■
DE-Öko*	■	■	■	■
Halal*	■	■	■	■
Kosher*	■	■	–	■
RSPO*	■	–	–	–
RA*	■	–	–	–
V-Label*	■	–	–	–
VLOG*	■	■	■	–
QM-Milch (QM++)*	■	■	–	–

* * The certification does not apply to all products.

Staff Development



EQUAL OPPORTUNITIES FOR WOMEN AND MEN

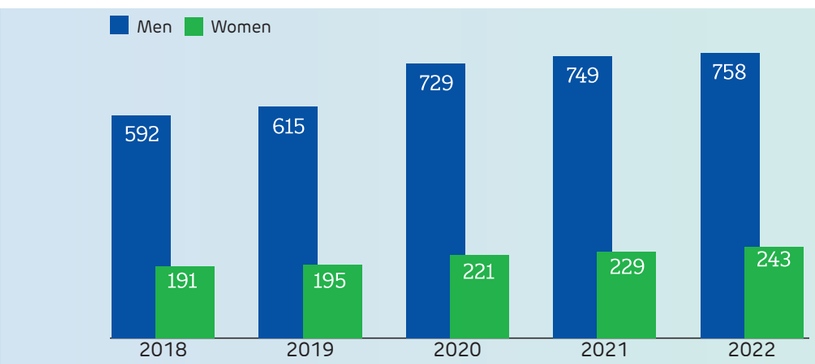
For many years, frischli has supported its employees with individualised working hours options, such as flexible starting times, a wide range of part-time options, and remote working. In addition, we work by the principle of equal pay for equal work.

We have repeatedly been able to acquire women for commercial-technical occupations (milk technologists / milk laboratory technicians) and have even trained our first female mechatronics technician.

EQUAL PAY FOR WOMEN AND MEN

Frischli aims to establish long-term and economically sound agreements with our collective bargaining and operational partners. This allows us to achieve lasting success and provides planning reliability and security, both for our company and for our employees.

As a company bound by collective agreement, we pay our employees according to such wage scales. These agreements define gender-independent criteria for rating positions and the corresponding remuneration, so that equal pay for men and women is built right into the collective pay scale system.



Proportion men and women
from 2020 incl. Schöppingen

VOCATIONAL TRAINING

Training the next generation of professionals is not only an important service to society, it is also a sound business investment in the future of our own enterprise. The benefits of vocational training are not immediately apparent and cannot be precisely quantified. Part of the benefit is generated during the training itself, but the lion's share lies in its long-term effect.

Frischli has been fulfilling their social obligation to provide sound quality professional training for many decades. In addition to existing professional qualifications, we have created possibilities for training food technicians, professional drivers and machine and systems operators. The Eggenfelden dairy also offers a qualification in electronics for operating technology.

Ich fördere das Deutschland STIPENDIUM

As part of the "Deutschland Stipendium" programme, frischli has been supporting particularly committed and talented students enrolled in bioprocess engineering at Hannover University since 2012.

In cooperation with Hannover-Ahlem University, frischli offers a dual course of study in "Food Technology in the Dairy Industry". The dual programme offers a "Bachelor of Arts" and a "Bachelor of Science" degree and is a clear win-win proposition for both sides: hands-on training, multiple degrees within a short time, better education financing, excellent study conditions, high likelihood of a job offer after completion and very good opportunities in the labour market.

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Qualifications offered at frischli Milchwerke

Training course (■ = offered)	Rehburg	Weißenfels	Eggenfelden	Schöpfingen
Industrial management	■			
Digitalisation management	■			
Warehouse logistics	■			■
Milk technologist	■			■
Dairy laboratory technician	■	■	■	■
Mechatronics technician	■	■		■
Electronics for oper. technology			■	
Professional driver	■			
Qualified food technician	■			
Machine and systems operator	■			
Duale Study Business Administration (B.A.)	■			
Duale Study Business informatics (B.Sc.)	■			

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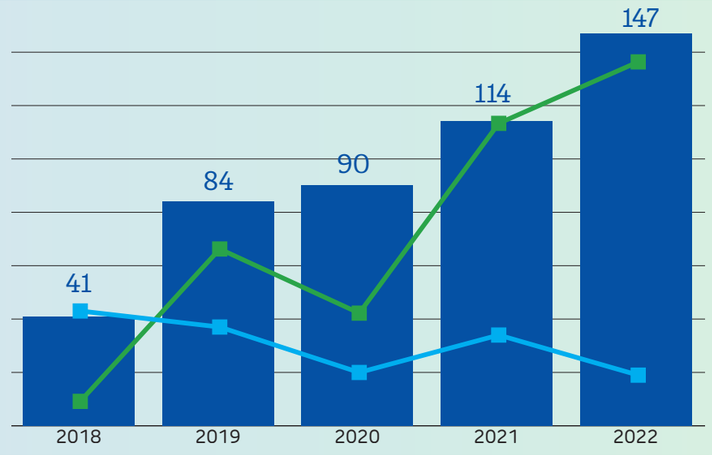
Suggestions for improvement 2018 – 2022 (number of suggestions)

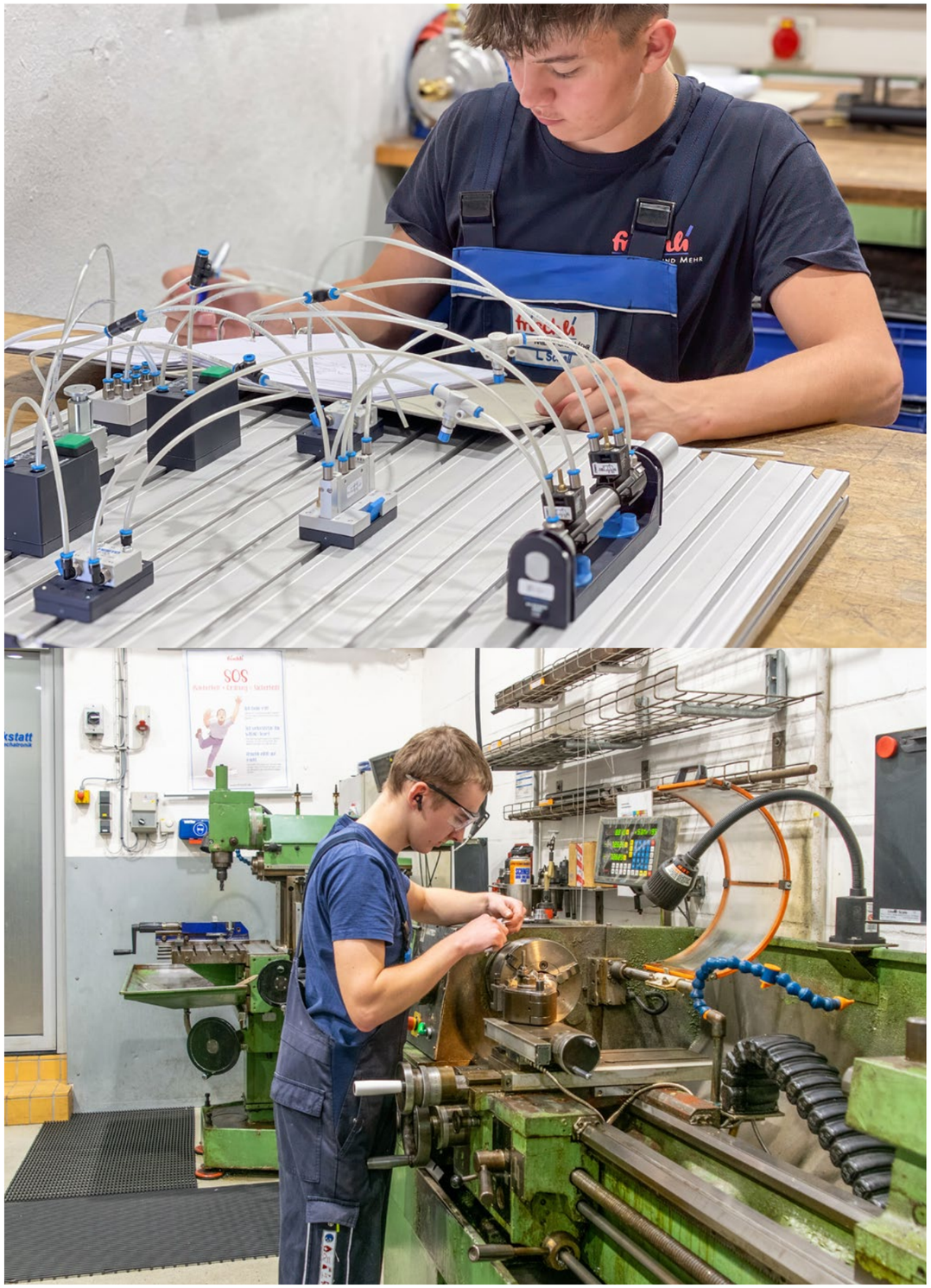


	2018	2019	2020	2021	2022
Bonus payment (€)	2,249	12,835	8,540	21,523	25,853
Processing time (days)	93	70	39	71	36

COMPANY SUGGESTION SYSTEM

A few years ago, the frischli dairies introduced a company suggestions system. Employees who submit suggestions for improvement receive a bonus payment. The amount depends on the economic effect of their suggestion.

To promote the system, the bonus scheme was extended to reward every suggestion with at least an appreciation bonus. The number of suggestions submitted has increased accordingly over the past years. We strive to further expand and promote the system in the coming years.



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Age distribution*

Age		2019	2020	2021	2022	2019**	2020**	2021**	2022**
16 – 20		23	27	28	31	-17.9	17.4	3.7	10.7
21 – 30		139	175	176	170	4.5	25.9	0.6	-3.4
31 – 40		172	208	218	230	17.0	20.9	4.8	5.5
41 – 50	Employees	179	199	206	215	-6.3	11.2	3.5	4.4
51 – 60		238	271	269	265	3.9	13.9	-0.7	-1.5
60 +		59	70	81	90	7.3	18.6	15.7	11.1
Sum		**810**	**950**	**978**	**1.001**	**3.4**	**17.3**	**2.9**	**2.4**
Average Age	Years	43.15	43.13	43.29	43.13				

*As of 31 December; from 2020 incl. Schöppingen
** in % of prev. year

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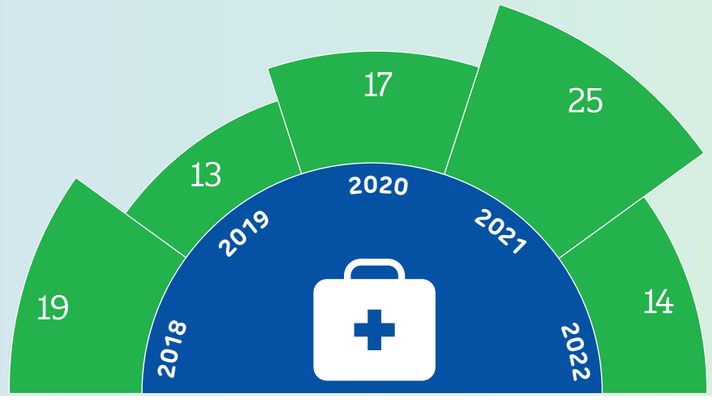
Work Safety

OUR ROUGHLY 1000 EMPLOYEES must be provided with a safe workplace free of health hazards. We can only accomplish this if everyone involved works proactively to guarantee effective work safety. Our work safety specialists in the four plants are responsible for coordinating the work safety measures. In the Rehburg dairy, a full-time position was specially created in early 2019 to oversee all safety-related issues. Apart from instruction using an internal, automated e-learning system, hands-on training at the workplace is a key tool. Special evaluations of accident hotspots are carried out to help improve preventive work safety in all areas.

We work with the trade association to develop measures providing supportive and preventive intervention at the right places. Our concern for the health of our employees also encompasses company health programmes. These allow us to reduce work strains and create healthy working conditions. To infer measures addressing the specific strains, we have set up regular working groups whose many members communicate with all company divisions to identify physical and psychological risks.

At frischli, prevention starts right away when young employees enter their vocational training. In 2022, the trainees in the mechatronics field developed a filter insertion device for the ergonomic and safe replacement of dust filters. They received the Prevention Award of the Trade Association for Food and Catering Industry for their idea.

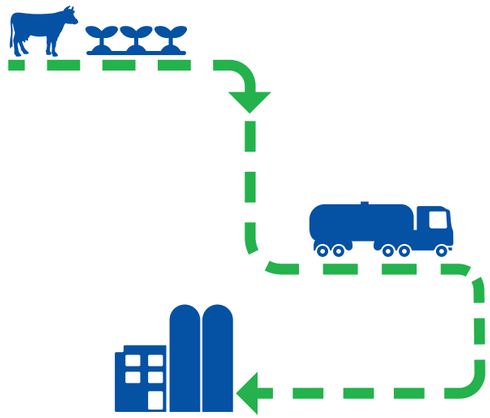
Work accidents
per 1 million work hours in Rehburg



Data Privacy

Data protection – not exclusively but also as defined by the General Data Protection Regulation (GDPR) – is particularly important at frischli. If processing personal data is necessary and there is no legal basis for such processing, we generally obtain consent from the affected person.
Personal data, for example names, addresses, e-mail addresses or telephone numbers, are always processed in compliance with the General Data Protection Regulation and in accordance with national data protection regulations applicable to frischli Milchwerke GmbH.
Frischli as the data controller responsible for processing data has implemented numerous technical and organisational measures to ensure the most complete level of protection possible for personal data. This includes, among other things, the use of modern 5th generation firewalls, the use of sandbox and honeypot systems, but also regular training for our employees on the GDPR and security awareness. Compliance with legal requirements and the applied data protection measures is monitored regularly by our data protection officer.

frischli Milchwerke have received substantiated nor unsubstantiated complaints regarding breaches of privacy from our customers or from supervisory authorities. There have been no incidents of data theft, data loss or data leaks.



Supply Chains

As of 01.01.2024, frischli Milchwerke have less than 1000 employees, so we are not yet subject to the German Supply Chain Act (Lieferkettensorgfaltspflichtengesetz LkSG). Nevertheless, we have already begun to implement the planned legislation – not least in light of potential staff growth in the coming year. The responsible team – equipped with a special software tool – focuses in particular on risk analysis to continuously review our own activities and those of our suppliers. Monitoring is used in support of the effort, providing a basis for defining preventive and corrective measures, which are implemented in coordination with suppliers.
We also plan to offer training to our suppliers, and to revise our "Code of Conduct" and subsequently require anyone involved in our business to comply with it. The effort is rounded out by creating a complaint channel for cases of violations.
In summary, we would like to note that frischli Milchwerke select their suppliers diligently and responsibly, because we strive to maintain long-term partnerships, and regional focus is very important in this context. Frischli has about 90% German suppliers – 10% are located in other European countries – and we are confident that the implementation of the LkSG will benefit from the joint legislation.

Valve cluster concentrate tank storage drum drying at the Eggenfelden dairy

Summary Sustainability Programme

THE SPECIFIC SUSTAINABILITY GOALS of the frischli Group are documented in a Sustainability Programme, which is continuously updated.

Due to their great importance for the lasting success of frischli, the lion's share of those targets was also established in binding annual target agreements with the leading management staff at frischli. This way, the responsible managers can continuously track implementation progress. The same applies to the monitoring and implementation of investment projects defined in the Sustainability Programme. These are managed by the Central Technology department in monthly project meetings.

Tasks described in the 20/21 Sustainability Programme that have not yet been completed are carried forward into 24/25 Programme. In addition, we have defined further goals and tasks to be implemented in the coming years. Details and concrete target dates are agreed with the responsible employees and project managers.

Sub-projects and status

Measure ■ completed ■ in progress ■ aborted

Field of action	Measure	Goal	Status
Sustainable Business Activities	Successful implementation of sales alliance with Wiesehoff	Utilisation of sales synergies; joint growth in the Food Service market	■
	Implementation of the new low-fat milk powder strategy	Strengthen added value in the low-fat milk powder segment	■
	Creation and implementation of the new drum powder strategy	Increase added value in the drum powder segment	■
	Achieving growth targets in Food Service Europe	Growth of core business	■
	Implementation of centralisation of the industry liquid business in Weißenfels	Achieve growth targets	■
	Introduction of a new, centralised information and key indicator system (SSOT)	Improve information quality for managing the company	■
	Implementation of new leadership structure	Greater involvement of the second management level in the executive management	■
	Strengthening the innovation performance of the company according to the company strategy	Increase added value	■
Sustainable milk production	Conversion sustainability status survey for additional QM Sustainability Module with complete capture of all suppliers	1. System change on 01.01.2017 2. Capture 100 % suppliers through QM Module by 31.12.2019	■
	Conducting training events with farmers on sustainability issues	Train milk producers 1-2 training events by 31.12.2018	■
	Support services for milk suppliers (e.g. risk-securing measures)	Reduce market risk for milk producers Fixed price contracts for milk producers	■
	Model project for capturing CO_2 emissions in milk production	Determination and analysis of current status	■
Resource-friendly Production	Optimisation of IT-based supply chain management system	Reduce product loss, false quantities, waste quantities; increase batch sizes	■
	Inclusion of suppliers in the Sedex Ethics Standard	Certification of key suppliers according to the Sedex Standard	■
	Concept for using exhaust vapour from drying	Save fresh water	■
	Optimisation of cooling water discharge into the receiving water and renewal of discharge permit	Minimise impact on ecology of the body of water	■
	Optimisation of compressed air generation at all three locations	Reduce energy consumption for generating compressed air	■
	Expansion of power house Rehburg with additional CHP systems	Increase energy efficiency of energy supply; create independent power and heat supply	■
	Action plan efficiency increase infrastructure	Save power and heat in the plant infrastructure	■
	Optimisation of packaging with regard to recyclability (incl. Conversion of single-serving packages to PP)	Increase recycling portion of packaging	■
Resource-friendly Logistics	Training lorry drivers (delivery/collection) on consumption-optimised driving techniques	Reduce fuel consumption	■
	Conversion of collection fleet to battery-operated pump technology	Save fuel	■
	Optimisation of sales delivery trips for Rehburg, Weißenfels and Schöppingen	Save km driven per kg of goods delivered	■
	Renewal of company fleet (delivery, collection)	Reduce fleet consumption	■
	Pilot project on e-mobility in company passenger car fleet	Reduce CO_2-emissions passenger car fleet	■

Field of action	Measure	Goal	Status
High-quality and safe products	Further development of quality strategy milk powder	Introduction of baby food qualities, among others	■
	Reduction of error rate in production	Reduce total loss rate of products during production process	■
	Expansion of own analysis spectrum in the powder sector	Accelerate the approval process	■
	Formula optimisation especially for Food Service products	Reduce substances subject to labeling	■
	Optimisation of storage conditions (temperature control)	Quality improvement, particularly of cream products	■
Employees	Introduction of an e-learning system for recurring trainings	Increase training frequency	■
	Reduction of work accidents in all plants	Cut accident-related absences in half	■
	Medium-term expansion of training options with a dual study programme	Long-term availability of qualified staff	■
	Establishment of a personnel data system	Optimise personnel measures, e.g. regarding absences, etc.	■
	Establish or expand the existing health management in cooperation with a health insurer	Improvement of screening and prevention measures for health protection	■

Measure ■ completed ■ in progress ■ aborted

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View of the Steinhuder Meer from the roof of the frischli headquarters.

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OUTLOOK

Outlook

The current strategy and company concept, which were prepared in fiscal year 2017/2018 jointly with the supervisory board, executive board and management staff of our company, have significantly contributed to the fact that frischli Milchwerke successfully met the economic challenges of recent years.

To keep mastering these challenges in the future, we started to revise the current concept in the late summer of 2022. The aim of this "strategy fit" is to identify possible open items in our current corporate concept and find ways of addressing them. The revision will be completed during the 2023/2024 fiscal year.

Of course, the most efficient use of resources possible, starting with raw materials, to packaging material and all the way to energy use in production, will continue to be at the centre of our strategy. After all, this is where we become most acutely aware that the sustainability aspects of "economy" and "ecology" are not always contradictory, but rather two sides of the same coin.

As a family business with a more than 120 years of tradition behind it, frischli Milchwerke have always built their success on a long-term and sustainable corporate strategy. The central objective is always to ensure that the next generation will be able to step up and guide the company successfully. We can only achieve this goal if we as the company and the people behind it treat the resources we have been given responsibly.

As a consequence, we are explicitly including the aspects of "sustainability" and "human resources" in our current revision of the corporate concept.

We are convinced that this will allow us to work even more successfully with both our partners in dairy farming and our strategic target markets in the future.

In this spirit, we look forward
to a sustainable future with you.

Annexes

GRI ASPECT	CHAPTER	SUB-CHAPTER	CONTENT
G4-1	01 Introduction	Preface	
G4-28 bis G4-33		Structure of the Report	
G4-3 bis G4-16	02 Company Portrait	Organisational Structure	
G4-1		Strategy	
G4-24 bis G4-27		Stakeholders	
G4-18 bis G4-23		Fields of Activity	*Materiality analysis*
G4-EC-1	03 Sustainable Business Activities	Economic Indicators	*Direct economic value generated and distributed*
G4-EC2		Outlook	*Financial implications and other risks and opportunities for the organization's activities due to climate change*
G4-EN32	04 Sustainable Business Activities		*Percentage of new suppliers that were screened using environmental criteria*
G4-EN33			*Significant actual and potential negative environmental impacts in the supply chain and actions taken*
G4-EC9			*Proportion of spending on local suppliers at significant locations of operation*
G4-EN17			*Other indirect greenhouse gas (GHG) emissions (Scope 3)*
FP 9			*Percentage and total of animals raised and / or processed by species and breed type*
FP 2			*Percentage of purchased volume which is verified as being in accordance with credible, internationally recognized responsible production standards, broken down by standard*
FP 13			*Total number of incidents of significant non-compliance with laws and regulations, and adherence with voluntary standards related to transportation, handling and slaughtering practices for live terrestrial and aquatic animals*
FP 12			*Policies and practices on antibiotic, anti-inflammatory, hormone and / or growth promotion treatments, by species and breed type*
FP 11			*Percentage and total of animals raised and / or processed by species and breed type, per hosting type*
FP 10			*Policies and practices by species and breed type related to physical alterations and the use of anaesthetic*
FP 1			*Percentage of purchased volume from suppliers compliant with company's sourcing policy*
G4-EN3	05 Sustainable Milk Production	Energy Efficiency	*Energy consumption within the organization*
G4-EN4			*Energy consumption outside of the organization*
G4-EN5			*Energy intensity*
G4-EN6			*Reduction of energy consumption*
G4-EN7			*Reductions in energy requirements of products and services*
G4-EN15			*Direct greenhouse gas (GHG) emissions (Scope 1)*
G4-EN16			*Energy indirect greenhouse gas (GHG) emissions (Scope 2)*
G4-EN18			*Greenhouse gas (GHG) emissions intensity*
G4-EN19			*Reduction of greenhouse gas (GHG) emissions*
G4-EN21			*NOX, SOX, and other significant air emissions*
G4-EN1		Use of Materials	*Materials used by weight or volume*
G4-EN2			*Percentage of materials used that are recycled input materials*
G4-EN23			*Total weight of waste by type and disposal method*
G4-EN8		Water / Wastewater	*Total water withdrawal by source*
G4-EN9			*Water sources significantly affected by withdrawal of water*
G4-EN10			*Percentage and total volume of water recycled and reused*
G4-EN22			*Total water discharge by quality and destination*
G4-EN26			*Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the organization's discharges of water and runoff*
G4-EN31		Investments in Environmental Protection	*Total environmental protection expenditures and investments by type*
G4-EN30	06 Resource-friendly Logistics		*Significant environmental impacts of transporting products and other goods and materials for the organization's operations, and transporting members of the workforce*
G4-EN28			*Percentage of products sold and their packaging materials that are reclaimed by category*
G4-PR1	07 Quality & Safety in Production		*Percentage of significant product and service categories for which health and safety impacts are assessed for improvement*
G4-PR2			*Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their life cycle, by type of outcomes*
G4-PR3			*Type of product and service information required by the organization's procedures for product and service information and labelling, and percentage of significant product and service categories subject to such information requirements*
G4-PR4			*Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling, by type of outcomes*
G4-PR5			*Results of surveys measuring customer satisfaction*
G4-EN27			*Extent of impact mitigation of environmental impacts of products and services*
FP 5			*Percentage of production volume produced at locations certified by an independent third party according to internationally recognized standards for food management systems*
G4-LA1	08 Employees & Society	Staff Development	*Total number and rates of new employee hires and employee turnover by age group, gender, and region*
G4-EC5			*Ratios of standard entry level wage by gender compared to local minimum wage at significant locations of*
G4-LA9			*Average hours of training per year per employee by gender, and by employee category*
G4-LA11			*Percentage of employees receiving regular performance and career development reviews, by gender and by employee category*
G4-LA12			*Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity*
G4-LA6		Work Safety	*Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender*
G4-PR8		Data Privacy	*Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data*
G4-SO9		Supply Chains	*Percentage of new suppliers that were screened using criteria for impacts on society*
G4-SO10			*Significant actual and potential negative impacts on society in the supply chain and actions taken*
09	**Summary of Sustainability Programme**		
10	**Outlook**		

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