

Sustainability management 2019

Our five-year strategy Marathon 2022 for the period from 2017 to 2022 is designed to reach more people with all the benefits of milk. Milk nutrition in everyone's daily diet! The strategy focuses on: profitable value chain, great place to work and climate-neutral. On this basis, 19 sustainability targets have been formulated (see Appendix 3).

Guarantee

Our Sustainability Officer coordinates the achievement of the sustainability goals. Responsibility for achieving our sustainability goals lies with the members of the management team (MT). Progress in achieving these goals is not linked to any remuneration policy. The goals are periodically discussed in MT meetings and are part of the reporting structure for the other company goals. At least once a year, the sustainability goals are reviewed and tightened as an integral part of corporate policy, partly on the basis of the results of talks with stakeholders.

Vreugdenhil follows GRI guidelines

Vreugdenhil has drawn up this annual report and selects and collects data in accordance with the standards of the Global Reporting Initiative (GRI). This report is in compliance with the GRI Standards core level. In this report, Vreugdenhil chiefly addresses the topics identified as material plus information that it wishes to communicate to its stakeholders. The scope of the report spans the activities taking place in the Netherlands, homing in on operational activities for which Vreugdenhil has measurable results at its disposal. The GRI Standard is used for determining, defining and delineating the material topics. Vreugdenhil will also publish financial statements in the autumn of 2020. Finally, there are a number of appendices on the download page that complete the 2019 report.

External audit of sustainability performance

Besides stakeholders, we have independent parties assess our sustainability performance:

- Working conditions, the environment and business practices: from 2016, our production sites in Gorinchem and Scharsterbrug are SGS-certified for SMETA pillar 4. SMETA is based on existing standards such as the internationally recognised code of conduct of the Ethical Trading Initiative (ETI). In 2019, we were re-audited. On that basis, improvements have been made and we have been recertified until 2022.
- Food safety: our three production sites are certified by Lloyds in accordance with the internationally recognised FSSC22000 food safety standard.
- Transparency in terms of sustainability: the Dutch government ranks the transparency of companies' social reporting by means of the Transparency Benchmark. The ranking is biannual; in the latest ranking (in 2019, for 2018) we rose from 80th to 52nd place of the 500 largest companies in the Netherlands (and 8th of the 25 food companies).
- Sustainable dairy farming: The outdoor grazing and sustainable indoor livestock elements of our Sustainability Programme are monitored by Q-lip. Freedom from animal diseases IBR and BVD is checked by the Animal Health Service, lifespan is checked by cattle improvement cooperative CRV.

The information for this annual report is provided by internal experts, and is checked by the Sustainability Officer.

Stakeholder engagement and materiality analysis 2019

We consult our employees, dairy farmers and customers to receive input for our strategy and create support for the measures we take. Moreover, the material topics and sustainability themes largely determine which civil society organisations we will consult. In 2019 we consulted various stakeholders about our sustainability goals. The following stakeholder table and materiality analysis show the results of these consultations.

Vreugdenhil Dairy Foods' principles reflect our commitment to a corporate culture based on respect for our norms and values. Our principles must be consistent with our actions. Abuses can be reported via our website (anonymously, if so desired). See <https://www.vreugdenhildairyfoods.com/contact/> under 'Report your concerns'.

With regard to dairy health, we inform our customers about 'Milk and Health' via the knowledge page on our website: <https://www.vreugdenhildairyfoods.com/knowledge/>. In addition, we provide information about dairy and dairy ingredients in our brochures and during, for example, trade fairs and customer visits.

Stakeholder group	Material topics discussed	Conclusions and follow-up for 2020
Staff	<p>All sustainability themes have been communicated through meetings for new employees, strategy meetings, a leaflet, wall posters, the staff magazine and narrowcasting. Employees can raise abuses with an internal and external confidential advisor. SpeakUp functionality has been added to our website, where matters that may be considered undesirable or possibly suspicious can be reported, also anonymously.</p> <p>The HR director has engaged with the employees in question on the accidents that have occurred on the shop floor.</p>	<p>Vreugdenhil will do everything in its power to offer all staff a safe workplace. For each lost-time accident, the root cause is identified, and measures are taken and communicated to all sites.</p>
Dairy farmers	<p>In the focus groups, dairy farmer meetings and one-on-one interviews by our district advisers, we discussed such developments within Vreugdenhil and the sustainability programme for dairy farmers. This active and open relationship with dairy farmers allows them to raise any problems within the sector.</p> <p>Our Milk Supply & Specialised Dairy Nutrition Director is involved at management level. He has regular contact with the dairy farmers.</p>	<p>These activities are also planned for 2020. Our good relationship with the dairy farmers is and remains of great importance.</p>

Suppliers	<p>We discuss the sustainability of packaging materials with both suppliers and customers. The major customers take centre stage in this process. Regular consultations also take place to ensure that the logistics processes run as efficiently as possible.</p> <p>For the procurement of sustainable palm oil and soy lecithin, we worked closely with Cargill, Sime Darby, Imcopa, BIC and others.</p> <p>Furthermore, discussions were held with (potential) suppliers of energy, installations, green certificates, advice and energy-saving / sustainable techniques (for example, solar panels) about climate-neutral production. Representing management, our QA Director is in close contact with suppliers about matters such as compliance with our purchase conditions.</p>	<p>Our customers are the most important stakeholders when it comes to making packaging materials more sustainable. Where possible, we will provide support to achieve the desired result.</p> <p>Sustainability plays a prominent role in supplier talks.</p>
Customers	<p>Talked to our three largest customers about our sustainability targets and their objectives in general. The focus was specifically on sustainable palm oil, organic milk powder, climate measures, enriching products with vitamins and minerals, and charities. The Dairy Sustainability Framework (DSF) is a key starting point for our customers to make progress in the sector. A gap analysis was carried out in 2019.</p>	<p>In 2020 a decision will be taken to apply the Dairy Sustainability Framework (DSF) as well.</p> <p>We continue to follow the developments in the market and the requirements of our customers.</p>
Civil society organisations	<p>Talked about sustainable dairy farming (outdoor grazing, climate, phosphate, biodiversity), climate measures, clean drinking water projects and other charities.</p>	<p>These topics will remain important in 2020 and we will continue these discussions.</p>
Trade organisations	<p>Talked about sustainable dairy farming and climate measures.</p> <p>Prominent parties are NZO, the Sustainable Dairy Chain (DZK) and ZuivelNL (of which DZK is part).</p> <p>In 2019 we laid the foundation for collaboration with WUR, ISPT, Nationaal Waterstof Platform, ECN-TNO, BlueTerra, KWA, Groenbalans and BeGreen.</p> <p>Cooperation with the food industry has been intensified through CDU, the sustainability working group of FNLI.</p>	<p>Through the network, we keep abreast of all developments that are of great importance to us in order to achieve our ambitions.</p> <p>It also helps us as a sector, possibly together with the food industry (FNLI), to properly represent our interests at a political level.</p>
Government authorities	<p>We speak with the municipality, province and other companies in Gorinchem to look for alternative green energy sources (solar, wind, biomass, residual heat streams) and provide input to local RES.</p>	<p>By working together with companies and government authorities, we can all achieve our sustainability targets.</p>
Miscellaneous	<p>Together with occupational health and safety services, we pay attention to employee health and engagement. Together with external advisors, we are working on, for example, improving safety, certification and setting up a digital training platform.</p>	<p>In 2020 we will start setting up the training platform and the first ISO 45001 audit will be conducted in Nijkerk and Scharsterbrug. Preparations are being made for the other sites.</p>

Memberships and initiatives

We are a member of a number of trade organisations and we support various national and international initiatives, such as:

- Dairy Sustainability Framework (DSF)
- Sustainable Dairy Chain (DZK)
- Eucolait
- European Dairy Association (EDA)
- Federatie Nederlandse Levensmiddelen Industrie (FNLI)
- GemZu (Dutch Dairy Trade organisation)
- IFCN Dairy Research Center
- International Dairy Federation (IDF)
- Made Blue
- MVO Nederland
- Dutch Dairy Association (NZO)
- Roundtable on Sustainable Palm Oil (RSPO)
- SEDEX (Platform for ethical commercial chains)
- Stichting BlauwZaam
- Topsector Agri&Food
- Vereniging van Nederlandse Fabrikanten van Kinder- en Dieetvoedingsmiddelen (VNFKD: association of Dutch manufacturers of infant and diet food)
- VNO-NCW
- ZuivelNL (chain organisation of the dairy sector)

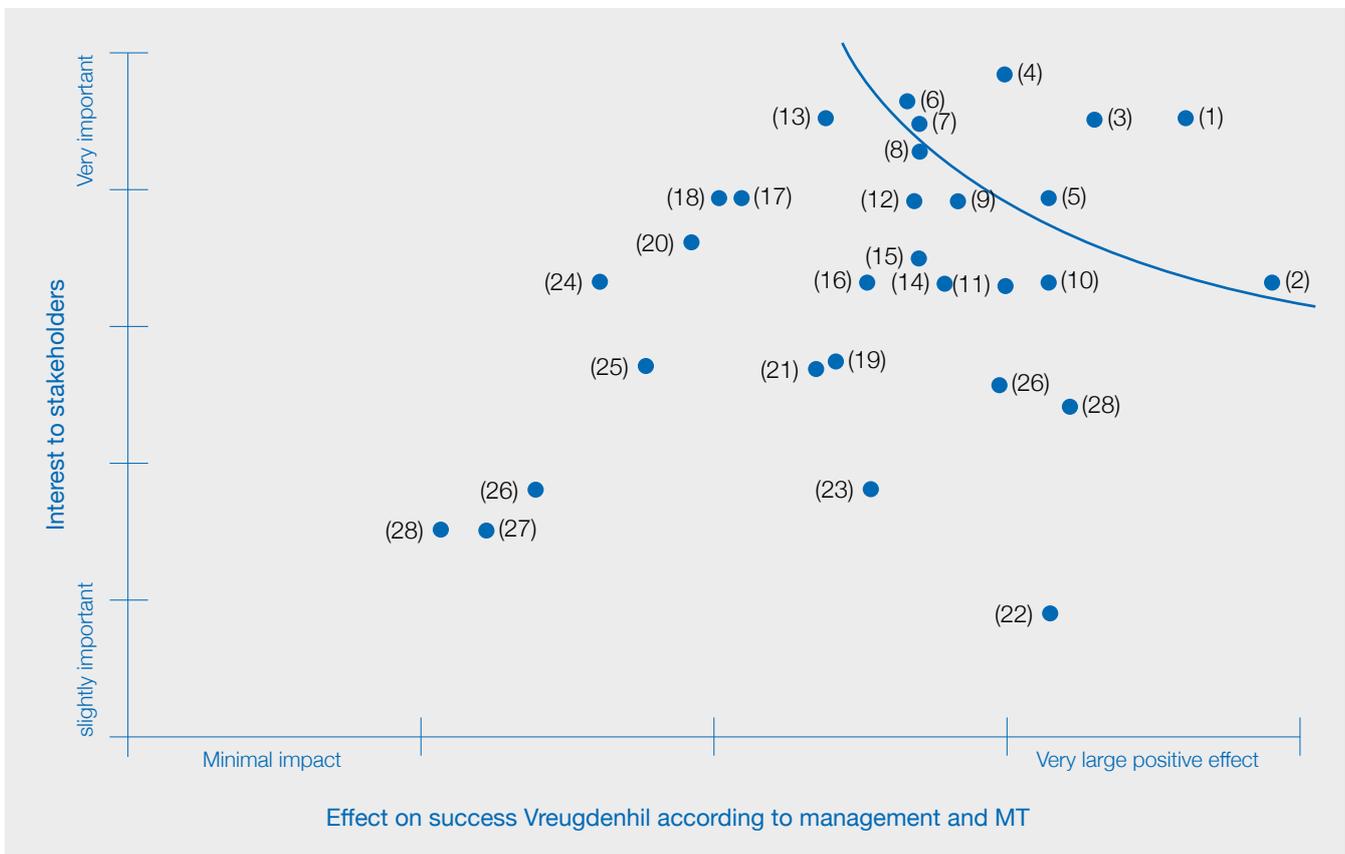
Materiality analysis

In 2016 we charted our material topics together with external stakeholders and Vreugdenhil's management. Using online questionnaires sent to 13 external stakeholders and 10 members of management, we identified our priorities. The topics below proved to be the most relevant both for our organisation (X axis) and our stakeholders (Y axis). The materiality matrix is shown below. Our progress and targets for each topic can be found in the appendix 'Results, targets and value creation 2019'.

In 2020 we will once again identify the priorities for Vreugdenhil and our external stakeholders in order to ensure that we continue to focus on the most relevant themes and respond to the latest trends and developments.

Materiality matrix

1. Safe products
2. Zero customer complaints
3. Reducing energy consumption during production
4. Transparency on sustainability goals and results
5. Reduce the environmental impact of the packaging (make them circular)
6. Reduce greenhouse gas emissions caused by farming
7. Using 100% renewable energy for production
8. Reduce phosphate and ammonia emissions
9. Zero accidents (9 in 2015)
10. Prevent undernourishment via research and product innovation
11. Training and development of employees
12. Using water in a sustainable way during production
13. Procurement of sustainable milk powders (dairy farmers improve animal welfare and reduce their environmental impact)
14. Strong employee engagement
15. Stimulate grazing (86% in 2015)
16. Improve biodiversity
17. Improve health of cows
18. Reduce CO₂ emissions from transport
19. Reduce absenteeism rate (5.4% in 2015)
20. Vreugdenhil employees are consciously aware they are working in a sustainable manner within their daily work
21. Clean water projects in Africa
22. Improve animal welfare of the cows
23. Sponsoring health projects in Africa (most important market for Vreugdenhil)
24. Procurement of sustainable cocoa
25. Extend cow longevity (now 6 years)
26. Sponsoring of local good causes around our facilities
27. Employees invest their time and capacities for good causes
28. Hire employees who have difficulty joining the labor market (for example unexperienced youth and older employees)



Results, targets and value creation 2019

	Target 2019	Result 2019	Result 2018	Target 2020	Target 2022
Safe products	< 0.25% product quality complaints per 1,000 tonnes of product.	0.31 % product quality complaints per 1,000 tonnes of product.	0.25% product quality complaints per 1,000 tonnes of product.	< 0.25% product quality complaints per 1,000 tonnes of product.	< 0.20% product quality complaints per 1,000 tonnes of product.
No customer complaints	See above.	See above.	See above.	See above.	See above.
Reducing energy consumption during production	24.5% less energy use per tonne of product in comparison with 2005.	21.3% less energy use per tonne of product in comparison with 2005.	19.5% less energy use per tonne of product in comparison with 2005.	30% less energy use per tonne of product in comparison with 2005.	34% less energy use per tonne of product in comparison with 2005.
Transparency with regard to sustainability goals and results	In the top 10 of the Transparency Benchmark in the 'Food and Drink' sector'.	8th place in the 'Food and Drink' sector.	No ranking was made in 2018.	There will be no ranking in 2020.	Rise in the number of points or at least retain ranking in the sector.
Reducing the environmental impact of packaging	Launch project with suppliers to make one of our packaging products more sustainable.	Talks are held within the chain.	Made preparations to launch a project with customers and/or suppliers in 2019.	Launched a project for sustainable packaging with one of our customers and/or suppliers.	Launched 3 projects for more sustainable packaging.
Reducing the greenhouse gas emissions of dairy farming	<ul style="list-style-type: none"> • 10% of the dairy farmers generate >50% of their electricity consumption sustainably. • 70% use a maximum of 70 kWh per 1,000 kg of milk. 	<ul style="list-style-type: none"> • 15.1% of the dairy farmers generate >50% of their electricity consumption sustainably. • 71.6% use a maximum of 70 kWh per 1000 kg of milk. 	<ul style="list-style-type: none"> • 9.2% of the dairy farmers generate >50% of their electricity consumption sustainably. • 69% use a maximum of 70 kWh per 1000 kg of milk. 	<ul style="list-style-type: none"> • 10% of the dairy farmers generate >50% of their electricity consumption sustainably. • 70% use a maximum of 70 kWh per 1,000 kg of milk. 	Sector targets for 2020: <ul style="list-style-type: none"> • 20% reduction of greenhouse gases in comparison with 1990 and climate-neutral growth. • 16% production of renewable energy. • Improvement in energy efficiency by 2% per year in 2005-2020 (see www.duurzamezuivelketen.nl).
100% renewable energy for production	14.9% of energy consumption is renewable + carry out plan for climate-neutral production by 2029.	14.6% of energy consumption is renewable climate-neutral plan in 2029.	14.6 % of the energy consumption is renewable + plan for climate-neutral production by 2029 drafted.	14.9% of energy consumption is renewable + carry out plan for climate-neutral production by 2029.	18% of energy consumption is renewable.

Value creation 2019

We have been producing milk powder in the Netherlands for 66 years, ensuring that dairy can be part of everyone's daily diet. Based on our mission to create shared value we work as an organisation with our stakeholders on three core values: profitable value chain, great place to work and climate neutral. We want to use the (scarce) resources and raw materials we need properly and efficiently, with the least possible impact on people and the environment. In this way we aim to create a positive long-term effect. The model below shows the relationship between our (CSR) efforts and the degree to which they create public value and contribute to the UN Sustainable Development Goals.

INPUT

FINANCIAL CAPITAL

Financial resources (shareholders' equity, debts and investments) of banks and investors

COLLABORATION AND DIALOGUE

Collaborations and annual discussions with NGOs, civil society parties, science, government, suppliers and others

STAFF AND INTELLECTUAL CAPITAL

- Knowledge and competences of our employees
- 459 employees
- Training and development

NATURAL CAPITAL

- 1.35 billion kilos of milk, most of which comes from our 820 Dutch dairy farmers
- 100% RSPO-certified palm oil from Indonesia, Malaysia, Colombia and Costa Rica
- 100% ProTerra-certified soy lecithin from Brazil
- Other raw materials and packaging materials
- 100% green electricity
- Gas and water

BUSINESS MODEL

Mission

Creating Shared Value for our suppliers, our business, our customers and their environment

Vision

Milk nutrition in everyone's daily diet

3 values

- Profitabel value chain
- Great place to work
- Climate neutral

Core activities

Production of milk powders from fresh cow's milk as an ingredient for infant nutrition, for consumers to a lovely glass of milk, and as an ingredient for foods like chocolate, icecream, dairy products, cake and culinary applications.

OUTPUT

FINANCIAL CAPITAL

- €768 million turnover
- Customers in 133 countries
- Consumer products
- Ingredients for the food industry
- Ingredients for infant nutrition

COLLABORATION AND DIALOGUE

- Knowledge exchange
- Product innovations
- 4,000 Ethiopians will have clean drinking water from the drinking well in Ethiopia for at least 20 years
- Support of projects in Congo and Liberia

STAFF AND INTELLECTUAL CAPITAL

- Knowledge development
- Healthy and vital staff
- 5.6% sickness absence
- 14 accidents

NATURAL CAPITAL

- 90.2% of dairy farmers participate in our sustainability programme
- 88.7% outdoor grazing
- 21.3% less energy consumption per tonne of product in comparison with 2005
- 20.4% lower CO2 emissions from milk transport in comparison with 2013

EMISSIONS AND WASTE

- CO2 emissions
- Wastewater
- Industrial and packaging waste
- Residual heat

IMPACT

Profitable Value Chain



With our (enriched) milk powders we make safe and nutritious food available to all. In addition, the Milky Gari project in Liberia ensures that children get a nutritious breakfast so they can go to school.



Long-term relationships and partnerships focusing on sustainable and healthy innovations, knowledge sharing and chain transparency.



Through financial contributions to a well in Ethiopia we support universal and equal access to safe and affordable drinking water.

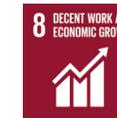


By sponsoring the project in Congo that improves the position of vulnerable women.



Through sponsoring of the project in Colombia that offers education to vulnerable families.

Great Place to Work



We stimulate employment, offer a safe and healthy working environment and contribute to the Dutch economy.

Climate Neutral



We contribute to the preservation of natural resources by purchasing responsible raw materials and pursue efficient production and transport so as to use as little energy as possible.



Protecting agrarian ecosystems by means of financial rewards to dairy farmers participating in the sustainability programme. We contribute to sustainable forest management by purchasing certified palm oil and soy.



It is our ambition to produce in a totally climate-neutral way in 2029, for which we will aim for a greater share of renewable energy and energy efficiency.

2019 annual report glossary

- **BREEAM:** Instrument for measuring the overall sustainability of new buildings, existing buildings, land and demolition projects.
- **Creating Shared Value:** company policy and business operations aimed at strengthening the competitiveness of a company while, at the same time, reinforcing the economic and social conditions of the community in which the company is operating.
- **Dairy Sustainability Framework:** The Dairy Sustainability Framework (DSF) provides a global framework for a holistic approach to sustainability in the dairy value chain. The Sustainable Dairy Chain is a member of the Dairy Sustainability Framework, and Vreugdenhil shares this ambition.
- **Sustainable Dairy Chain:** an initiative in which the dairy industry and dairy farmers work together to make the Dutch dairy sector a world leader in sustainability.
- **Energy scan:** a scan that our dairy farmers can fill in, in order to document their energy consumption per business process. The results provide a basis from which to take further steps to cut back on energy consumption.
- **GRI:** the Global Reporting Initiative is the international standard for sustainability reporting and corporate social responsibility.
- **GO:** a Guarantee of Origin is proof that electricity comes from wind energy, hydro energy, solar energy or biomass plants.
- **KalfOK score:** The KalfOK-score was developed on the initiative of LTO and NZO and gives livestock farmers insight into the quality of young cattle rearing on the farm. Companies with a good score earn points in our sustainability programme.
- **KoeKompas:** a tool to help our dairy farmers capture and document the welfare and health of animals together with a veterinarian. A score with seven components provides the dairy farmer with a basis for improvements.
- **Sustainability:** entrepreneurial approach taking people, planet as well as profit into account.
- **NZO:** Nederlandse Zuivel Organisatie (Dutch Dairy Association) is the trade organisation for the entire Dutch dairy industry.
- **Sustainability programme:** title of our sustainability programme that is aimed at encouraging our dairy farmers to make improvements in terms of the environment, animal welfare and animal health, using a point system and an associated incentive premium.
- **ProTerra:** certification for the production and use of sustainable, non-genetically modified soy certified according to the international organisation ProTerra Foundation.
- **RSPO:** the Roundtable on Sustainable Palm Oil is an organisation that brings together stakeholders from seven different sectors in the palm oil industry for the development and execution of global standards in terms of sustainable palm oil.
- **SDGs:** at the end of 2015, the UN established a new global sustainable development agenda for 2030. This agenda includes 17 Sustainable Development Goals (SDGs).
- **SMETA:** Sedex Members Ethical Trade Audit. An internationally recognised standard for working conditions.
- **Soy lecithin:** a part of soy that is extracted from the fat fraction of soy and which Vreugdenhil uses to make milk powder more easily soluble in water.

GRI table 2019

GRI table 2019		
GRI 101: Foundation 2016		
GRI 102: General disclosures 2016		Page reference
Organisation profile		
102-1	Name of the organisation	Start page
102-2	Activities, brands, products and services	2019 annual report summary
102-3	Head office location	2019 annual report summary
102-4	Sites	2019 annual report summary
102-5	Ownership structure and legal form	Vreugdenhil Dairy Foods b.v. Our story
102-6	Serving the market	2019 annual report summary Value creation 2019
102-7	Size of the organisation	2019 annual report summary Healthy and engaged staff Omission: amount of milk powder supplied
102-8	Information on employees and other staff	Healthy and engaged staff Omission: number of temporary workers in 2019
102-9	Information on the supply chain	2019 annual report summary Sustainable dairy farming Fair and environmentally conscious purchasing
102-10	Significant changes in the organisation and its supply chain during the reporting period	n/a
102-11	Explanation as to whether the precautionary principle is applied to product innovations	Nutritious and tasty products
102-12	External initiatives that the organisation supports or participates in	Stakeholder engagement and materiality analysis 2019
102-13	List of major memberships (such as trade associations and/or national and/or international interest groups)	Stakeholder engagement and materiality analysis 2019
Strategy		
102-14	Statement from the highest authorised party on the relevance of sustainable development for the organisation and its strategy	Preface

Ethics and integrity		
102-16	Description of core values, principles, norms and standards of conduct	Fair and environmentally conscious purchasing
Governance		
102-18	Governance structure: The organisation's administrative structure, including committees that fall under the highest administrative body. And the committee that is responsible for decision-making on economic, environmental and social matters	Sustainability management 2019 Our story
Stakeholder engagement		
102-40	List of groups of stakeholders that the organisation has engaged	Stakeholder engagement and materiality analysis 2019
102-41	CLA: Percentage of employees who fall under a collective agreement	Healthy and engaged staff
102-42	Starting points for listing and selecting stakeholders	Stakeholder engagement and materiality analysis 2019
102-43	The way in which stakeholders are engaged, including the frequency by stakeholder type and group	Stakeholder engagement and materiality analysis 2019
102-44	Main subjects and issues that emerge from the consultations with stakeholders and how the organisation responded, by way of its reporting and otherwise	Stakeholder engagement and materiality analysis 2019
Reporting principles		
102-45	Overview of all companies that are included in the consolidated annual report but do not fall under this report	n/a
102-46	Process for determining the contents and specific delineation of the report and the principles applied to this end	Sustainability management 2019
102-47	Material topics that have been established in the process to determine the contents of the report	Stakeholder engagement and materiality analysis 2019
102-48	Consequences of any reformulation of information provided in a previous report and the reasons for this reformulation	Sustainability management 2019
102-49	Significant changes compared to prior reporting periods in terms of scope and delineation	Sustainability management 2019
102-50	Reporting period	Sustainability management 2019
102-51	Date of publication of the most recent previous report	April 2019
102-52	Reporting cycle	Annually
102-53	Contact person for questions on the report and its contents	Creatingsharedvalue@vreugdenhil.nl
102-54	GRI application level	In line with GRI Standards core level
102-55	GRI table	GRI table
102-56	External verification	n/a Sustainability management 2019

Material topics

GRI Standard	Disclosure	Page reference
Safe products and no customer complaints		
GRI 103 Management approach 2016	103-1 Definition and scope of the topic	Nutritious and tasty products
	103-2 Explanation of the approach, guarantee and goal 2020	
	103-3 Evaluation of the 2019 goal	Results, ambitions and value creation 2019
GRI 416: Health and safety for customers 2016	416-1 Assessment of the health and safety impacts of product and service categories	Nutritious and tasty products
	Number of quality complaints per 1,000 tonnes of product	Results, ambitions and value creation 2019
Reducing energy consumption during production		
GRI 103 Management approach 2016	103-1 Definition and scope of the topic	Environmentally friendly factories and offices
	103-2 Explanation of the approach, guarantee and goal 2020	
	103-3 Evaluation of the 2019 goal	Results, ambitions and value creation 2019
GRI 302: Energy 2016	302-4 Reducing energy consumption	Environmentally friendly factories and offices
	% less energy consumption per tonne of product in Gorinchem and Scharsterbrug in comparison with 2005	Results, ambitions and value creation 2019
Transparency with regard to sustainability goals and results		
GRI 103 Management approach 2016	103-1 Definition and scope of the topic	Sustainability management
	103-2 Explanation of the approach, guarantee and goal 2020	
	103-3 Evaluation of the 2019 goal	Results, ambitions and value creation 2019
Own indicator	Ranking in the Transparency Benchmark within the 'Food and Beverages' sector'.	Sustainability management
		Results, ambitions and value creation 2019
Reducing the environmental impact of packaging		
GRI 103 Management approach 2016	103-1 Definition and scope of the topic	Fair and environmentally conscious purchasing
	103-2 Explanation of the approach, guarantee and goal 2020	
	103-3 Evaluation of the 2019 goal	Results, ambitions and value creation 2019
GRI 301: Materials 2016	301-1 Materials used in packaging	Fair and environmentally conscious purchasing
	Exploration with customers and suppliers to reduce environmental impact of packaging.	Results, ambitions and value creation 2019
		Omission: no quantitative result in 2019 yet. It is our ambition to make this measurable in 2020.

Reducing greenhouse gas emissions from dairy farming

GRI 103 Management approach 2016	103-1 Definition and scope of the topic 103-2 Explanation of the approach, guarantee and goal 2020 103-3 Evaluation of the 2019 goal	Sustainable dairy farming. Results, ambitions and value creation 2019
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GRI 302: Energy 2016	302-2 Energy consumption outside of the organisation % the dairy farmers that generate >50% of their electricity consumption themselves sustainably. % that uses 70 kWh maximum per 1,000 kg of milk	Sustainable dairy farming. Results, ambitions and value creation 2019
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100% renewable energy for production

GRI 103 Management approach 2016	103-1 Definition and scope of the topic 103-2 Explanation of the approach, guarantee and goal 2020 103-3 Evaluation of the 2019 goal	Environmentally friendly factories and offices Results, ambitions and value creation 2019
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GRI 302: Energy 2016	302-1 b Renewable energy consumption within the organisation % of energy consumption that is sustainable	Environmentally friendly factories and offices Results, ambitions and value creation 2019
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