



Sustainability report 2024

UELZENA-GRUPPE

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Standard information

About this report

The Uelzena Group has voluntarily published a sustainability report since 2014 about the commercial and non-financial aspects of its business activities. This report relates to the 2024 financial year (1 January to 31 December 2024) and covers all relevant activities at the locations of Uelzen, Bismark, Ratzeburg and Warmßen. The previous report (2023 reporting year) was published on 1 July 2024. Earlier reports are also available in the download area of the website:

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The reporting is aligned with the standards of the Global Reporting Initiative (GRI) and has been prepared based on those GRI standards (2021). All GRI disclosures are documented in the GRI content index ([page 35](#)). This report also includes the first elements required for future reporting according to the Corporate Sustainability Reporting Directive (CSRD).

The report content tracks the five fields of action of the Uelzena Group's sustainability strategy: Company, production, products, employees, and social and regional responsibility. The materiality assessment performed last in 2018 forms the basis for this and this has been updated in the 2024 reporting year as part of the double materiality assessment in line with the CSRD. The full results will be gradually included in the reporting from the next reporting period.

Unless otherwise indicated, quantitative information and key performance indicators relate to the 2024 financial year. Deviations and omissions are identified accordingly in the footnotes and comments.

The sustainability management at the Uelzena Group headquarters is responsible for coordinating the report in close cooperation with the specialist divisions and executive management.

If you have any questions, suggestions or feedback, please contact nachhaltigkeit@uelzena.de. Your feedback helps us to continuously improve our reporting.

¹ GRI standards are internationally recognised reporting standards developed by the Global Reporting Initiative (GRI). The GRI disclosures used in the report are listed in the GRI content index on pages 35 to 39.

Foreword by the CEO

Our future – shaped by experience



2024 was a year shaped by changing market conditions, increasing regulation and structural adjustments. The Uelzena Group met these developments with stability, prudence and a clear focus. Despite the external challenges we faced, this approach helped us secure and strengthen our economic stability, make major investments and systematically develop our core operational processes.

Underpinning these results was a sound interaction of established structures, a clear understanding of our responsibilities and consistent focus on our cooperative principles. Commercial viability, forward-looking process design and a constructive approach to new requirements are at the heart of our activities. These included the implementation of the German Act on Corporate Due Diligence Obligations in Supply Chains (LkSG), preparation for the Corporate Sustainability Reporting Directive (CSRD) and the first operational measures taken within the context of the EU Regulation on Deforestation-free Products (EUDR). We take an integrated approach that combines processes and makes the most of synergies, while leaving sufficient scope for action. For us, it isn't about meeting reporting obligations in the short term, but about establishing sustainable structures that balance

economic and environmental goals.

At the same time, we have consolidated long-term milk production together with our milk suppliers. We meet the growing requirements on transparency and traceability with a clear concept: The voluntary collection of CO₂ emissions that we instigated at an operational level, together with specific pilot projects to reduce emissions, show that we are proactive about tackling and responding to challenges. In doing so, we work closely with our member companies and milk producers because sustainable value creation only happens together.

Another major topic is the future viability of our sites. We capitalise on innovations and investments that combine efficiency with sustainability in all our business divisions. Examples of this include automation, digital production control, and modern energy infrastructure. We are also increasing our diversification, for example, by expanding our strategic investments in high-growth segments such as the health sector.

The Uelzena Group will continue on its course in 2025. We will continue to optimise all parts of the business, make targeted investments and continue along our current path using sound judgement. In this, we view ourselves to be a dependable partner – for milk producers, employees, customers and all other stakeholders. We will also continue developing our processes, making wise investments and maintaining open dialogues with our partners. Only those companies that take consistent, realistic and responsible action will remain successful regardless of changing conditions.

Jörn Dwehus

Chairman of the Board of Uelzena eG

Sustainability strategy and management

Strategic sustainability management



Sustainability is not a separate project in the Uelzena Group, but a permanent feature of our company management. The rising regulatory requirements, growing customer expectations and dynamic development in our markets make rigorous and forward-looking sustainability management essential. A clear governance structure, systematic analyses and measurable targets are how we effectively integrate sustainability into our processes in the long term to unify economic stability, social responsibility and environmental feasibility.

Strategic development

The sustainability strategy of the Uelzena Group is based on a multi-stage strategic process that has been established for many years. Systematic integration of environmental, social and economic aspects in the company's development form the heart of this strategy. On the basis of environment analyses, stakeholder surveys, SWOT analyses and materiality assessments, key fields of actions have been defined along with the development of long-term goals and programmes of measures. These continue to form the foundation of the Group's sustainability management.

The strategy is subject to regular review and updated as required. As part of annual planning, these long-term goals are translated into specific operational milestones and measures, which can be monitored and managed using defined KPIs. The implementation process will be supported by a modified balanced scorecard and a revolving finance plan that ensures strategic and economic objectives remain aligned.

This structure will be used from 2025 to continue to refine the sustainability strategy. The results of the double materiality assessment carried out in 2024 according to the provisions of the Corporate Sustainability Reporting Directive (CSRD) and new regulatory and market requirements will also be incorporated in the strategic process.

Governance structure and organisation

The direction and further development of sustainability management has been based on a clearly defined governance structure which was adjusted in the 2024 reporting year due to the growing regulatory and customer-driven requirements.

In terms of organisation, sustainability management is a central management and coordination unit, reporting directly to the CEO of the Uelzena Group. It is responsible for providing content support for the strategic and operational sustainability processes, coordinating internal and external requirements and supporting committee work.

The previous tasks of the sustainability working group have been transferred into new committees and responsibilities in order to systematically integrate the topics into the operational and strategic processes of the Uelzena Group.

- **ESG board:** The ESG board forms the central strategic management committee for sustainability issues. It is composed of leaders of the relevant company divisions and it monitors target achievement, prepares board resolutions and supports the strategic further development of the Group.
- **ESC committee:** A central ESC committee has been set up for the operational coordination of sustainability activities. In addition, interdisciplinary project teams are working on specific regulatory and operational issues, for example the implementation of the German Act on Corporate Due Diligence Obligations in Supply Chains (LkSG), the EU Deforestation-free Products (EUDR) and other special topics.

Sustainability officers have also been appointed at the respective sites of the Uelzena Group. These officers ensure the local implementation of our sustainability targets, guarantee site-specific processes and serve as a contact for the respective specialist departments and central coordination units.

The governance structure will be continually reviewed, adapted and refined as needed to take into account the longer-term requirements of future regulations, particularly with regard to the Corporate Sustainability Reporting Directive (CSRD).

Management and controlling system

The Uelzena Group's sustainability activities are currently managed on the basis of existing strategic fields of action and objectives. As part of annual planning, these will be incorporated in operational measures and milestones. Defined key performance indicators (KPIs) and a modified balanced scorecard are used to track target achievement, integrating environmental, social and economic aspects.

With a view to the future requirements stipulated by the Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS), the existing management system will evolve gradually starting from 2025. The aim is to realign current target systems and key indicators based on the materiality assessment and systematically adapt them to the future reporting obligations and management requirements.

Materiality assessment

Restructuring of the materiality assessment



Systematically identifying the fundamental sustainability topics forms the basis of the strategic development of the Uelzena Group and of meeting the extended reporting obligations in accordance with the Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standard (ESRS). Building on the materiality assessments conducted in 2014 and 2018, the process was completely realigned in 2024 to the requirements of the double materiality assessment according to ESRS and its methodology significantly expanded.

Materiality assessment 2018

Until the most recent double materiality assessment is complete, the assessment carried out in 2018 continues to provide the operational basis for sustainability management. The topics were systematically identified based on internal analyses, stakeholder feedback and external requirements, assessed, and assigned to one of the five strategic fields of action of the Uelzena Group. The assessment covered both the impact of the business activities on the environment and society, as well as the significance of the topics for the company's success and reputation.

RELEVANCE TO THE UELZENA-GROUP



Figure 1: Materiality matrix based on the GRI Standards – key topics in the Uelzena Group
 Explanation: The matrix presents the key sustainability topics for Uelzena. A structured analysis provided the groundwork for assessing the relevance of the topics for the company and its stakeholders. The prioritised topics were then assigned to the five strategic action fields (see Figure 2).

OUR ACTION FIELDS AND KEY TOPICS



Figure 2: Overview of the fields of action and assignment to the essential topics

Double materiality assessment according to the ESRS standard (CSRD)

In 2024, the materiality assessment was carried out entirely according to the requirements of the CSRD and ESRD for the first time. An extensive company context analysis was the starting point, in which we analysed the Uelzena Group's value-added chains (particularly for milk, cocoa, sugar/cane sugar and BHI), business models, products and supply relationships, for example. The assessment also included a SWOT analysis based on preliminary work from 2018, a PESTEL analysis, external industry benchmarks, findings from the MIV (Association of the German Dairy Industry) industry analysis, as well as relevant ESG standards (ESRS, GRI, SASB).

To ascertain further company-specific impacts, risks and opportunities (IROs), we held nine internal workshops on different subjects with 27 stakeholder representatives and local ESG officers. The subject matters were based on the list defined in [ESRS 1 AR 16](#) and specific aspects from the 2018 assessment. This process was supplemented by eight external expert interviews with stakeholders from the customer, supplier and banking world, as well as by an online survey of 149 stakeholders. Once this was complete, we systematically recorded all the potentially relevant IROs.

The survey was structured in line with the topics of ESRS 1 AR 16 and was supplemented by company-specific topics. More than 350 IROs in 127 topic areas were identified in total.

The IROs were assessed in multiple stages. The topics underwent a preliminary assessment by sustainability management, taking into account relevance, feasibility and potentials for risk and opportunities. A deeper evaluation by the appropriate departments followed this assessment. The topics were assigned based on the ESRS structure (Environment, Social, Governance) and according to the specific areas of responsibility within the Uelzena Group.

Once the departmental assessments are complete, the results will then be consolidated by the sustainability management in 2025. Following this, the materiality thresholds will be determined and the results transferred to the materiality matrix. The final validation will be carried out in 2025 by the executive management. Irrespective of the postponed reporting obligations as a result of the Omnibus Initiative, the double materiality assessment will be completed so as to create a reliable basis for the further orientation of the content. The prioritised topics will then form the basis of future strategic management and reporting in accordance with CSRD and ESRS.

Stakeholders

A focus on our stakeholders



Active dialogue with stakeholders is an essential feature of sustainable company management in the Uelzena Group. By maintaining a dialogue with relevant stakeholder groups, we have been able to identify early on the expectations, opportunities and risks that impact our business activities and our sustainability strategy.

Dialogues established with stakeholders have been systematically included since the first sustainability report in 2014 and were extensively revised in 2018 within the scope of the materiality assessment. At that time, 39 groups were combined into nine primary stakeholder groups and evaluated in terms of their relevance to the Uelzena Group. The four groups rated as particularly relevant were members, employees, customers, as well as government and institutions. This stakeholder model has formed the basis for a continuous dialogue up until 2024.

In the course of realigning the materiality assessment according to the requirements of the Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS), the stakeholder groups were extensively updated and expanded in 2024. The basis for this was given by the provisions in ESRS 1.22 and AR 7, which differentiate between affected stakeholders and users of sustainability reporting.

Updating the stakeholder identification

The revision in 2024 took place in stages and was based on the previous stakeholder structure, together with additional industry and company-specific analyses. Specialist departments have been systematically involved in evaluating the relevance of stakeholder groups, particularly regarding the influence of each group on the business operations and their interests in the context of sustainability requirements.

In addition, new stakeholder groups have been included such as "Nature, the silent stakeholder". The stakeholder groups identified and prioritised in this way provide the basis for ongoing work with stakeholders and for evaluating essential sustainability topics as part of the double materiality assessment.

We will regularly review the updated stakeholder base and adjust where necessary to take into account new developments, regulatory requirements and social change.

Key Stakeholders of the Uelzena Group

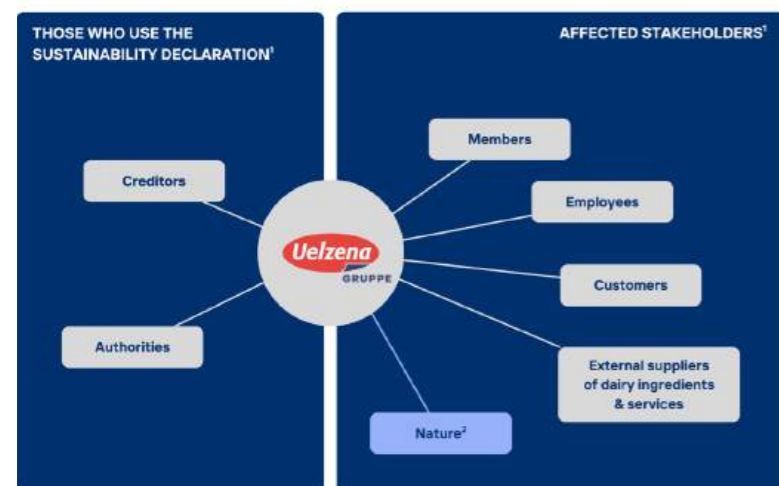


Figure 3:

¹ The stakeholders were classified applying ESRS 1.22. This defines and delineates 'stakeholders' (stakeholder groups) as individuals or groups that can affect or could be affected by the company (ESRS 1.22).
² According to ESRS, nature is regarded as a silent stakeholder and has therefore been considered in the stakeholder analysis.

Composition of key stakeholder groups:

Customers: Multinational food companies, bakery and confectionery industry, coffee roasters, operator and vending sector, ingredient distributors, food ingredients industry and their retailers, specialist wholesalers, food retailers in Germany, health brand suppliers, end customers

Employees: Employees including trainees, works council, third-party personnel / temporary workers, managers and executive management

Members: Executive management of the members, member committee representatives, Uelzena eG supervisory boards, Uelzena eG boards, milk producers (members of Uelzena eG)

External suppliers of dairy ingredients and services: Distributors, dairies and dairy farms (non-members of Uelzena eG), suppliers of non-dairy ingredients, packaging material suppliers, energy providers, other service providers and suppliers

Creditors: Investors; banks

Authorities: Legislators (laws and regulations), official bodies, external auditors / accountants

Company

Stability, resilience and strategic focus: The Uelzena Group in flux

2024 was a commercially and strategically significant year for the Uelzena Group. Despite challenging framework conditions in the raw material and energy markets and rising regulatory requirements, the company could strengthen its market position and press ahead with sustainable investments. The focus was on economic stability, expanding future-proof business areas and boosting sustainable added value along the entire supply chain.



Stakeholders: Interests and means of dialogue

Examples of our dialogue with stakeholders

	Members	Employees	Customers	Authorities
Requirements and expectations	Milk payout, long-term sales guarantee, securing the company's long-term success and equity, personal contact and trust, equal opportunities for members	Long-term employment, positive work environment, fair income, modern workplace, further training and development	Fair prices, supply security and high quality standards, partnership, trust and service, site audits	Compliance with laws, regulations, directives, voluntary commitments, contracts, rules imposed by certification systems (compliance)
Dialogue formats	Annual general meeting, supervisory board (5x/year), Board (monthly), participation in meetings of our member cooperatives, expert panels	Works council, working groups (e.g. health management), staff meetings (annual), employee surveys, departmental meetings, employee appraisals	Face-to-face meetings, annual customer satisfaction surveys, focus talks with key customers (sustainability)	Personal contact, direct agreements
Other information channels	Newsletter (12x/year), member magazine (2x/year), annual report, sustainability report	Employee magazine (4x/year), intranet, notices, employee notifications, sustainability report	Uelzena websites, customer notifications, press releases, industry gatherings, trade fairs, annual and sustainability reports	Discussion groups, audits

Our commitment and management approach

As a dairy, the Uelzena Group is subject to fluctuations in the national and international markets for milk powder, butter and cheese. The corporate group is pursuing a strategy of diversification and differentiation to offset this volatility and secure competitive payouts for milk producers. The commercial success of the Uelzena Group provides the basis for stable milk payouts, secure jobs, investments and tax contributions. Continuously investing in its future viability is how the company fulfils this long-term responsibility.

The focus in the 'Company' action field is on economic performance and sustainable business development. Strategic multi-year planning, risk management and maintaining its direction by means of clearly defined targets are essential elements of our company management. We regularly review our corporate goals and adapt management processes to new requirements.

Financially successful – with clear prospects

In the 2024 financial year, the Uelzena Group achieved a group net profit of approximately 17.4 million euros and attained an equity ratio of 37.9 %. Both key figures were above the budgeted figures and emphasise the economic stability of the company group. Despite volatile markets and increasing regulatory requirements, the Uelzena Group has been able to strengthen its position. Revenues rose from €929 million to €1,029 million. There were 1,089 employees in the group on the reporting date of 31 December 2024, with 54 of these holding training contracts.

In particular, the company's milk fats and cheese division achieved a very good result, reflected in a financially attractive milk payout for the milk producers of 47.34 euro cents (2023: 40.55 euro cents/kg). The high demand, coupled with a limited supply, ensured stable pricing. This boosted the competitiveness of milk production – which was also reflected in the positive feedback from the dairy farmers in the

annual information events. Shortcomings in the skimmed milk powder results could be compensated for by the strong results in the other segments.

The non-dairy ingredient divisions also enjoyed positive results: The demand in the instant beverages division was up, contract drying benefited from a steady number of orders and the health products division saw constant growth. A significant operational milestone was the successful commissioning of the new spray tower (Tower 12), which reached capacity of up to 90 % at times during the year. This enabled production capacities to be used efficiently, while further boosting site performance.

The economic development in 2024 therefore not only provides a solid basis for ongoing investments, it is also a vital component of the long-term strategic direction of the Uelzena Group in an increasingly dynamic environment.

Strategic increase of the shareholding in BHI Biohealth International GmbH in the health sector



In 2024, the Uelzena Group increased its stake in BHI Biohealth International GmbH (BHI) from 50 to 65 percent. This group consolidation of BHI thereby raised the total number of employees from 867 to 1,089 (reporting date: 31 December 2024). With the majority share in BHI, the group now has the foundation to more actively shape the strategic development of the health segment and purposefully expand the operational management. At the same time, extensive organisational adjustments have been implemented at BHI, including in production planning, IT and the supply chain. These measures serve to standardise processes, improve interfaces to the company group and secure the site's operational performance in the long term. This increased shareholding shows how the Uelzena Group is pursuing the goal of strengthening its position in a high-growth market, whilst also making further strides in diversifying its portfolio within the context of the company's future-focused development.

Raw material markets and regulation: Proactively shape complex circumstances

2024 was a year where external influences had a tangible impact on the business operations of the Uelzena Group. The raw milk volume declined across Germany and other ingredients also fell below the level of previous years. This situation was made worse by the outbreak of bluetongue disease, spreading from the west to north Germany, which caused considerable restrictions in the availability and quality of raw

milk. For the Uelzena Group, this meant a drop of nearly five percent in delivered raw milk quantities (2024: 741 million kilogrammes of raw milk). Significant price hikes for cocoa, energy and speciality ingredients also affected purchasing in the international procurement markets.

Since 2024, the Uelzena Group has been subject to the requirements of the German Act on Corporate Due Diligence Obligations in Supply Chains (LkSG), as it exceeds the threshold of 1,000 employees following its majority shareholding in BHI Biohealth International GmbH (BHI). This is associated with extended due diligence obligations regarding human rights and environmental risks, which necessitates further developing the internal processes in the purchasing and compliance departments to take these obligations into account. Further information: [> Products \[page 16\]](#)

In addition to the LkSG, other European regulations are also relevant to the company group – particularly the EU Regulation on Deforestation-free Products (EUDR), the Corporate Sustainability Reporting Directive (CSRD) and the German Whistleblower Protection Act. Within the scope of the EUDR, a company-wide impact analysis was already conducted in 2024 to identify relevant raw materials. The deferred deadline of 30 December 2025 agreed by the EU brought temporary relief, but also led to uncertainty in its operational implementation. And the new sustainability reporting directive, the CSRD, placed increased requirements on the company group. The absence of any implementation of the European regulation in Germany and political debates regarding possible reliefs as part of the Omnibus Initiative made it difficult to establish a clear planning framework and left room for interpretation in corporate practice.

The Uelzena Group addressed these requirements with an integrated management approach: Through harmonised processes in its sustainability and purchasing management, progressive adjustments and transparent communication with customers. Their approach remains clear: The objective of the regulation is viewed as a responsibility and an opportunity help shape the future – irrespective of deadlines or state of legislation.

EUDR fact check: New requirements for deforestation-free products

The Regulation on Deforestation-free Products (EUDR) entered into force in the EU in 2023. It requires companies to ensure that certain raw materials, such as cocoa, do not come from areas where their cultivation drives deforestation.

What does this mean for Uelzena?

- The Uelzena Group processes ingredients such as cocoa and is therefore affected by the EUDR.
- The raw ingredients come from selected, recognised suppliers.
- The Group has been specifically preparing to implement these requirements since 2024.

What is already in place?

- An analysis of which products and supply chains are affected.
- Internal processes have been set up for traceability.
- The Group has held initial discussions with suppliers and customers regarding data collection and documentation.

What's next?

The internal processes will be refined before the regulation comes into force for us at the end of 2025. Our goal is to comply with legal requirements, actively co-create deforestation-free supply chains and guarantee the traceability of our products.

Investments and digitalisation: Future viability through innovation

In the 2024 financial year, the Uelzena Group invested a total of approximately 20 million euros. Our focus was on projects relating to technological modernisation, increasing efficiency and the digitalisation of core production and logistics processes.

The major projects at the individual production sites included:

- **Bismark:** Planning and preparing for the permissions to build a new cheese dairy, designing a central cooling and heating station using heat pump technology, and a recovery system to improve energy efficiency
- **Warmßen:** Expansion of production capacities in the health segment, including the installation of a compact component weighing facility
- **Ratzeburg:** Automation of packaging and palletisation aimed at reducing manual tasks and increasing process safety
- **Uelzen:** A pilot project for an app-based complaints process in the logistics field and preparing for the introduction of SAP Digital Manufacturing (DM)

Pilot testing SAP DM in Ratzeburg was a major step towards the digitalisation of production control. The goal is to harmonise and automate the collection and analysis of production data across the different locations. In addition, introducing SAP EWM (Extended Warehouse Management) will optimise the group's warehouse logistics. Both systems form the basis for greater transparency, depth of data, and responsiveness in production and along the supply chain.

Sustainable added value: Carbon accounting in the dairy supply chain as a strategic foundation

A strategic focus in 2024 was to establish a carbon accounting system for milk production. The goal is to create a reliable and internationally comparable data basis, which will conform to future regulatory requirements while also providing the basis to further develop the supply chain to be more climate-conscious. We came up with an incentive model to encourage the greatest possible participation from the milk producers. Payment of €1,000 will be provided for each fully completed survey form for voluntary participation in collecting this data. Using this approach, the Uelzena Group aims to create a broad data basis for recording the operational carbon efficiency and potential for reduction. Further information: [> Products \[page 16\]](#)



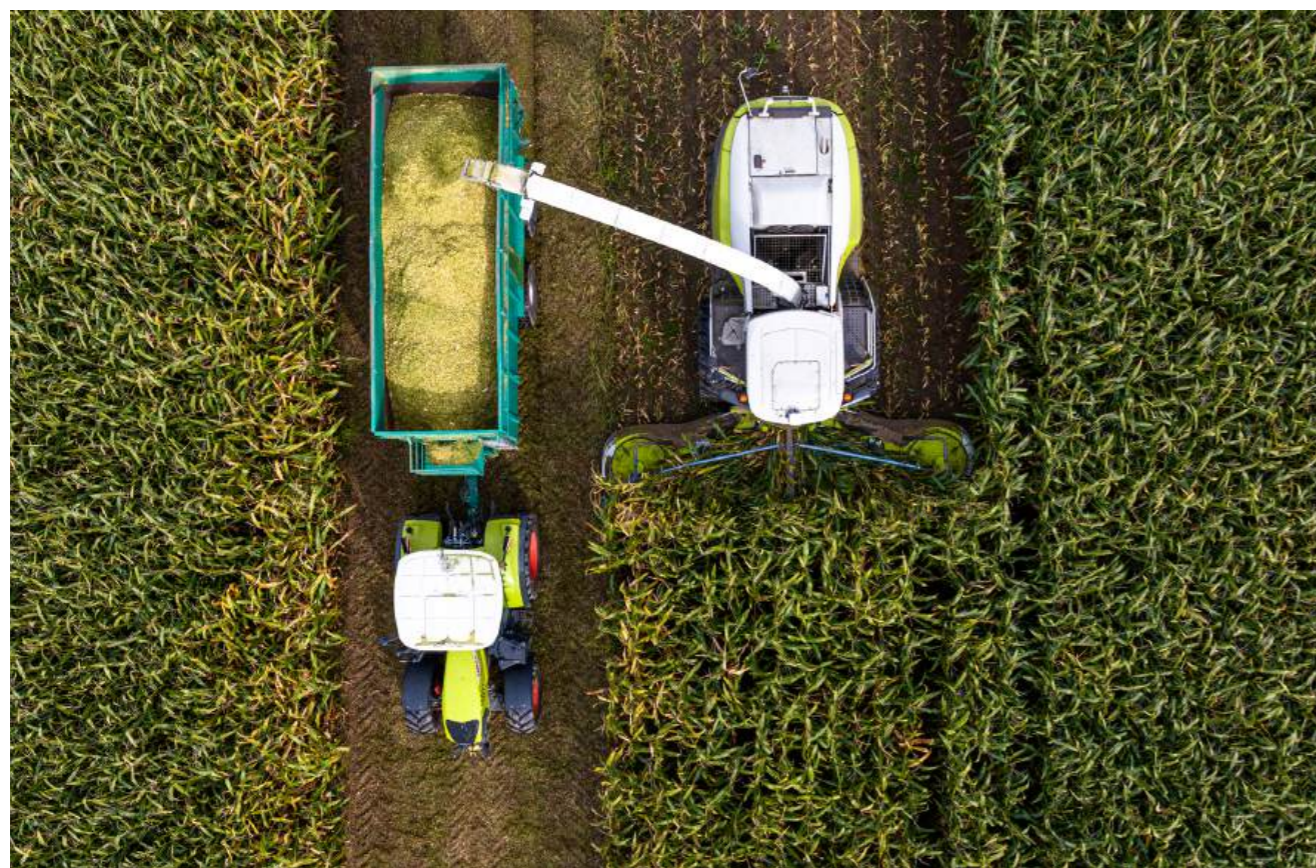
OVERVIEW OF KEY INDICATORS OF THE GROUP

Disclosure		2022	2023	2024	
	Receipt of milk raw material	MKG	827	860	824
UG-MG	Milk price payments	CENT/KG	53.82	40.55	47.34
2-6	Turnover	MEUR	1077	931	1029
	Annual net profit	MEUR	7.62	12.32	17.38
2-7	Employees (on Dec 31) ¹	TOTAL	832	845	1089
2-6	Liabilities	MEUR	219	189	190
UG-EK	Equity ratio	PERCENT (%)	30.9	35.9	37.9
2-6	Balance sheet total	MEUR	359	344	387
201-1	Direct economic value generated	MEUR	1082	935	1033
	Distributed economic value	MEUR	1114	906	1029
	Retained economic value	MEUR	-32	28	4

¹The total number of employees (GRI 2-7) in the Uelzena Group rose from 867 to 1,089 on the 31.12.2024 due to the majority shareholding in BHI Biohealth International GmbH.

Comments

Annual average milk price for unprocessed milk paid to the member companies of Uelzena eG (UG-MG): In 2024, the milk suppliers received a payout for raw milk of 47.34 euro cents per kg (ex dairy ramp, excl. VAT). This is significantly more than in the previous year (2023: 40.55 ct/kg). Revenue (sub-indicator GRI 2-6-b-i): The consolidated group turnover for 2024 is higher than the previous year: from approximately €931 million to €1.029 billion. Equity ratio (UG-EK): The equity ratio in 2024 of 37.9 % is above that of the previous year (2023: 35.9 %). This development is attributed to revenue reserves from the financial year. Sufficient equity is a major objective for the Uelzena Group because a sound financial foundation is important for the implementation of its strategic plans for the future. And the higher the equity ratio, the higher the assessment of financial stability, which strengthens the credit rating of the company. Value generated and distributed (GRI 201-1): The direct economic value generated has risen from 2023 to 2024. The retained value also increased from approximately €906 million (2023) to €1.029 billion (2024).



Outlook for 2025

The Uelzena Group will press ahead with its strategic development in 2025. The biomass carbonisation project started in cooperation with AGRAVIS seeks to bind CO₂ in fodder cultivation, reducing the environmental impact and improving soil health.

Following the successful pilot project in Ratzeburg, the SAP Digital Manufacturing (DM) production system will be gradually rolled out to the other sites, increasing production transparency and efficiency. We have also scheduled the start of building the new cheese dairy in Bismark – including a state-of-the-art energy infrastructure based on renewable technologies.

At the same time, we intend to advance CO₂ data capture using the agricultural climate check tool "Klima Check Modul Milch". The plan includes training formats, feedback cycles and connecting to customer systems.

In the area of compliance, the focus in 2025 will be on implementing the EUDR and preparing for the CSRD reporting obligations. We are preparing specific measures to integrate this operationally.

2024 results

In the 'Company' action field, the Uelzena Group achieved 91.6 percent of its target in 2024. The deviation from the strategic target is mainly attributed to the profit contribution of the non-dairy products to the total earnings and thereby to the associated contribution to the milk payout. Despite a positive trend in this sector, the ratio shifted due to the rise in raw milk volumes, which meant it was not quite possible to achieve the target amount. In the medium term, we need to adjust the targets.

The target of having a milk payout above the average for northern Germany was almost achieved in 2024. The average payout was 47.34 euro cents/kg raw milk. All other subgoals for the annual net profit (€17.4 million), equity ratio (37.9 %) and investment total (€20.1 million) were achieved in full in the reporting year.

COMPANY TARGET ACHIEVEMENT 2024

91.6 %

Competitive milk payout
Long-term profits
Maintained independence

Our long-term corporate strategy at a glance

Our objectives:

- A competitive milk price and reliable sales volumes for our members
- Achieve consistently good company results
- Long-term independence of the company group

Our measures:

- **Ensure volume demand:** Full processing of the supplied milk by means of coordinated capacity and sales planning (multi-year investment plan)
- **Improve financial stability:** Competitive payout prices and building up equity as a basis for investments and crisis resilience
- **Exploit diversification:** Multiple business sectors reduce market risks
- **Put differentiation into action:** Customer-focused products, reliable services and long-term partnerships
- **Make use of management systems:** Sustainability, quality, energy, risk and compliance management to systematically drive company development.

Products

Responsibility in the supply chain – from the source to the end product

Sustainable products start with responsible purchasing: As a food manufacturer with an international supply chain, the Uelzena Group is responsible for environmental and social standards along the entire value-added chain. In the 2024 reporting year, there was a particular focus on the continued development of sustainable milk production and on implementing legal requirements such as the German Act on Corporate Due Diligence Obligations in Supply Chains (LkSG) and the EU Regulation on Deforestation-free Products.



Our commitment and management approach

The Uelzena Group processes milk and other agricultural ingredients such as cocoa and sugar into high-quality intermediate products for the food industry, retail and end consumers. As a buyer and processor, the group is responsible for food safety, the economic viability of the farmers, protection of the environment and animal welfare, as well as protecting human rights along the supply chains.

Systematic sustainability management means the group can identify risks early on, continuously improve its supply chains and secure its product quality in the long term. The basis for this is provided by the QM Dairy Sustainability Tool and the creation of a sustainable supply chain management system for non-dairy ingredients.

Making sure milk production is fit for the future

Raw milk is the essential starting material for numerous products sold by the Uelzena Group – from cheese to butter to milk powder and functional dairy ingredients. Stable, high-quality and sustainable milk production is therefore vital.

In 2024, milk production was characterised by particular circumstances. Raw milk volume declined across Germany and the ingredient quality was also below the level of previous years. Across the group, the supplied volume of dairy ingredients dropped by 4.3 % to 824 million kg (2023: 860 million kg), of which 741 million kg was for raw milk – a decline of 4.9 % from the previous year. A major factor for this decline was the outbreak of bluetongue disease, which led to fertility problems and reduced the yield of the dairy cows. This had a direct impact on the volume and composition of the milk – which was therefore relevant to its further processing.

Despite these challenges, the high percentage of milk procured regionally could be maintained: 2024: 95 % (2023: 96 %). The percentage of raw milk of the total supply remained more or less stable at 89.9 % (2023: 90.5 %).

Data-driven climate strategy: Making sustainability measurable

Since 2015, the Uelzena Group has taken part in the QM Dairy Sustainability Tool, an established nationwide industry solution to record sustainability achievements in the areas of the environment, economy, animal welfare and society. In the third

At an operational level, the Uelzena Group is also implementing a greenhouse gas accounting system for milk. The digital agricultural climate check tool “Agrar-Klimacheck” has been used in the past to capture this data as part of the “milk climate platform” industry initiative. In 2024, the focus was on developing technical and content aspects of the tool with this initiative to enable an even more robust and practical collection of the CO₂-equivalent emissions in future. The aim is to create a reliable and internationally compatible data basis that will meet both the growing customer needs as well as the requirements of future legislation. Using the sustainability tool should help the milk producers record their operational carbon



round of the survey (October 2023 to March 2024), participation of Uelzena's milk-producing companies was about 50 %. The results show: 68 % of businesses already generate renewable energy, 85 % have recently invested in stall buildings and equipment. Many farms prioritise especially high animal-welfare facilities that go beyond legal requirements. In the social field, however, there is a clear need for optimisation: About half of the farm managers admit to not usually having a free day during the week. The data collected using this tool provides an important basis for targeted improvements and a sustainable way to develop milk production. There are no plans at present for the next survey round as the tool is currently in development for QM Dairy Sustainability Tool 3.0. The Uelzena Group intends to continue actively supporting the advancement of this industry initiative.

footprint from which they can derive appropriate measures. The Uelzena Group devised an incentive model to encourage broad participation and designated a payment of €1,000 for each fully completed questionnaire. This was intended to increase the amount of primary data collected and reveal operational sources of emission – as the basis for individual climate protection strategies and a future-proof supply chain. The implementation phase of the new tool is scheduled for mid-2025.



Silage project: Conserve resources, reduce the impact on the climate

At the start of the 2023 maize harvest, the Uelzena Group, two project partners and three dairy farms initiated a three-year pilot project to reduce feed losses in milk production. Poorly preserved silage leads to nutrient losses, as well as avoidable CO2 emissions along the value-added chain – from field to product. The aim of the project is to measurably reduce losses during feed preservation, thereby improving the climate efficiency of milk production. Three agricultural holdings were selected to use special barrier films and the silage additive SiloSolve FC. This promotes fermentation, inhibits yeasts and mould, and improves the aerobic stability – with the effect of retaining more nutrients in the feed and preventing unused raw materials going to waste. Samples from grass and maize silage will provide robust data throughout the project's duration. Uelzena is thereby establishing a firm foundation that can be used together with producers to develop feeding strategies that protect resources and the climate.

Implementation of the LkSG: Structured risk management along the supply chain

In light of the Uelzena Group's new reporting obligations in 2024 in accordance with the German Act on Corporate Due Diligence Obligations in Supply Chains (LkSG), the Group established a systematic, multi-stage process for risk analysis. The aim of this approach is the early identification of human rights and environmental risks in our own business as well as those in direct and indirect suppliers, and to assess these risks, deriving relevant preventative or corrective measures.

2,898 suppliers and 20 companies were analysed in total. The risks were assessed incorporating international standards (e.g. ILO, BSCI) based on product groups, countries of origin and supplementary questionnaires. Only 0.9 % of suppliers were initially categorised as potentially being high risk, but subsequently classified as having no cause for concern. There were no risks relating to human rights or the environment in our own business units. This reflects the strategic alignment of the company group towards sustainability and the high legal standards in Germany, where all our businesses are based.



Challenges in raw material availability – Focus on: Cocoa

The cocoa market experienced a historically strained situation in 2024. Extreme climatic conditions such as drought periods and fungal disease caused large-scale crop failures, particularly in West Africa, where most of the crops are grown. At the same time, the increased regulatory requirements also intensified the procurement situation, particularly the EU Regulation on Deforestation-free Products (EUDR). Many suppliers had to first react to the new requirements or were no longer available due to the lack of traceability. This resulted in the purchase price for cocoa rapidly rising from about €3 per kg to over €10 per kg at times. Availability was also severely restricted, causing issues for planning security in purchasing and the supply chain stability, in particular.

For the Uelzena Group, this had a direct impact on product development, especially in our chocolate beverages segment. Due to the tense market, we had to change recipes and test the first alternatives to conventional cocoa. Our goal is to continue to hold products that are deliverable and competitive without compromising the quality or sustainability claims.

Preparation for the EUDR: Impact analysis and supplier survey

An interdisciplinary team was set up at an early stage to tackle the requirements of the EUDR. The focus was on cocoa and palm oil, and the team conducted an impact analysis based on HS codes. At the same time, all relevant suppliers were contacted, advised about the EUDR and requested to provide written confirmation of their conformity. The majority signed the corresponding declaration.

While this was happening, the team adapted internal databases to more efficiently gather information on traceability and guarantees of origin in future. The first solutions to integrate these requirements in the ERP system were tested.

Packaging: Focus on recyclability and regulation

In 2024, the Uelzena Group made further progress in packaging recyclability. The group put aluminium-free composite foils through rigorous testing, and cardboard bases were used in production for the first time in instant beverage cans instead of tinplate – a tangible contribution to improving material separation and recyclability.

At the same time, purchasing pursued a strategy of actively preparing for new legal requirements. In April 2024, the EU Packaging and Packaging Waste Regulation (PPWR) was agreed, which will become binding from 2025. The regulation seeks to prevent packaging waste, promote reusable packaging and strengthen the circular economy. It provides, for example, requirements regarding design for recycling, minimum recycled contents, mandatory reuse rates and new labelling obligations.

In 2024, Uelzena eG started to systematically assess its packaging systems and adapt them to the new regulatory specifications in good time – with the aim of finding the best possible balance between environmental requirements and product protection.





RAW MATERIAL AND MATERIAL INPUT (IN TONNES)

Disclosure	2022	2023	2024
301-1 Agricultural and product related materials¹			
Dairy raw materials and semi-finished goods ²	826,706	859,540	824,128
of which raw milk	743,676	777,941	741,263
of which cream	64,047	57,822	59,740
of which skimmed milk and buttermilk concentrate	18,366	23,777	23,125
of which skimmed milk/buttermilk/milk permeates	617	0	0
Non-dairy raw materials and semi-finished goods ²	37,147	36,728	36,345
Packaging material (total)	4,252	3,996	3,928
301-2			
Packaging material from recycled materials	42 %	42 %	48 %

¹100 % of the quantities of product-related input material group were taken into account, provided they are recorded in kg. There is no data on the associated process materials as the purchased quantities are categorised as negligible.

²Reclassification of semi-finished products from 2016

Comments

Materials used (GRI 301-1): The quantity of milk raw materials including semi-finished products dropped from 859,540 tonnes in 2023 to 824,128 tonnes in 2024. The quantity of non-dairy ingredients including semi-finished products decreased slightly from 36,728 tonnes (2023) to 36,345 tonnes (2024).

PRODUCT SALES (IN TONNES)

Disclosure	2022	2023	2024
Butter, butterfat, premix	48,894	48,984	48,623
Cheese	30,83	33,017	32,189
Milk powder	77,384	82,95	76,726
Delicatessen, sweetened condensed milk	24,332	20,33	19,761
Specialty products ¹	46,899	45,054	46,570
2-6-b-i			
Total sales of main product groups	228,339	230,336	223,869

¹Comprised of instant beverages, health products, speciality dried ingredients and contract drying

Comments

Quantity of products provided / sales (sub-indicator GRI 2-6-b-i): Total sales in the main product groups increased from 230,336 tonnes (2023) to 223,869 tonnes (2024).

Outlook for 2025

The Uelzena Group will purposefully extend its sustainability measures along the supply chain in 2025. Within the scope of the LkSG, the supplier self-disclosure and the assessment system will be revised, a supplier code of conduct introduced, and an online complaints facility (Hintbox) implemented on the websites throughout the group.

There will be a special focus on implementing the EU Regulation on Deforestation-free Products (EUDR). As Uelzena is subject to the regulation, and will need to meet the requirements by 30 December 2025, integrating guarantees of origin for relevant raw materials in the purchasing and IT processes is a matter of priority in the coming year.

In addition, Uelzena will provide internal training to boost the implementation skills in purchasing and involve suppliers more in the sustainability strategy – for instance, by asking them about their own sustainability targets.

2024 results

In 2024, all the specified objectives in the Products action field were achieved in full, resulting in 100 % target achievement. We would like to particularly highlight that the production plants were able to achieve the target of 50 % when sourcing raw ingredients and packaging materials from suppliers in risk regions (as defined by BSCI). What's more, we maintained a high percentage of raw ingredients and packaging materials sourced in Germany at 81 %. The traceability of the raw materials used and compliance with quality and safety standards could also be ensured in the reporting year.



PRODUCTS TARGET ACHIEVEMENT 2024

97.3 %

Value creation
Safety and quality
Sustainable procurement

Our sustainable product strategy at a glance

Our objectives:

- Continuously develop the added value of all product groups
- Guarantee product safety in the long term
- Increase the sustainable procurement of raw ingredients and materials according to customer requirements

Our measures:

- **Guarantee product safety:** Quality management according to ISO 9001, IFS Food, HACCP, ISO 17025; comprehensive audit plans, hygiene management, allergen and contaminant inspection
- **Fulfil certifications:** Fairtrade, Rainforest Alliance, EU-Öko, kosher and halal (on request)
- **Establish sustainable procurement:** Risk-based supplier management for milk, cocoa, sugar, coffee creamer; audits on request
- **Secure regional milk basis:** 95 % of milk comes from an area of within 150 km; QM Dairy standard commitment
- **Promote sustainability in milk production:** QM Dairy Sustainability Tool with more than 80 criteria; continuous data collection and development of measures

Production

Efficient. Environmentally aware. Future-proof.

The Uelzena Group continuously aims to make its production more efficient, further conserve resources and be more transparent. In 2024, essential measures were implemented to save energy, reduce CO₂, prevent waste, and record data digitally. In doing so, the Group improved its environmental achievement and specifically prepared for regularly requirements such as the CSRD and the German Energy Efficiency Act (EnEFG).



Our commitment and management approach

Every year, the Uelzena Group processes large volumes of milk into high-quality foods. Production and processing requires the use of natural resources such as water and energy, and generates emissions. Our target is to continuously reduce the consumption of resources and environmental pollution per tonne of product produced, while also further increasing productivity.

To do this, the Uelzena Group invests in cutting-edge technologies and efficiency measures. Core sustainability topics such as energy consumption, greenhouse gas emissions, water and wastewater management and waste prevention are systematically revised and regularly adapted to new requirements. Clear goals, coordinated measures and transparent processes are the fundamentals.

Energetic optimisation: Technical upgrade to the condensate management system

One of the main activities in 2024 was to change the steam trap on the spray-drying tower 11. The previously

used mechanical steam trap system was replaced by a more energy-efficient Venturi type as part of the pilot project on Tower 11. This reduced steam losses, leading to a drop in the use of natural gas. This intervention was first intentionally limited to Tower 11 so as to exclude any possible risks such as inadequate condensate drainage operating at partial load and the resulting problems for the heat exchangers. Tracking the upgrade through key measurements enabled a sound before-and-after evaluation of potential savings. The installation of the replaced steam trap was also optimised by adding two shut-off valves per trap. This allows the steam trap to be serviced during future maintenance and repairs while the plant is in operation, providing a safer work environment for our employees.

Another addition to the project was the installation of a new, more efficient, condensate lifting station, which makes the return condensate suitable for reuse in the steam cycle. Both measures improve energy efficiency, increase operational safety and help to reduce CO₂ emissions. Despite extensive work on the pipework, this measure will start paying for itself in just three to four years – an impressive step towards more sustainable production.

Using our own renewable energy: Introducing solar power

At the Uelzen site, a photovoltaic system was commissioned in 2024 with an installed capacity of 130 kWp. The plant is connected to the internal power network and feeds the generated power directly into the sites own low-voltage grid. The goal is to cover part of the basic electric needs – particularly in the production area – with renewable electricity. It is predicted to generate approximately 97,000 kWh annually, offsetting part of the electricity volume that has been produced by the gas-powered combined heat and power units to date. The solar power system is designed for direct consumption and will not be fed back into the public grid. It is also unnecessary to store any power due to the consistently high demand, which means the company's consumption rate is 100 %.

At present, there are limitations as to where we can upgrade our existing facilities with solar power plants – predominantly due to structural fire safety requirements and high insurance conditions. Photovoltaic systems will be considered and integrated from the outset for planned new construction projects.

Digital data capture: Real-time transparency for energy and the environment

We took a major step towards data-driven optimisation of our production in 2024 by setting up a digital operational data acquisition system. The "Energy Manager Pro" software was introduced in a pilot project on the state-of-the-art spray-drying tower 12. The goal is for all the relevant consumption figures to be collected and analysed in real time, including electricity, steam, water, wastewater and emissions.

Digitalising this operating data will create complete transparency regarding the use of resources and environmental impact for each plant. Not only will this make it possible to identify potential for efficiencies, it also provides a more precise evaluation of the environmental impacts of individual product lines and therefore also our products. In the long term, the system should also serve as a basis for cost accounting based on causation, thereby helping to improve key energy and environmental performance indicators.



This interdisciplinary project will be implemented in close cooperation between environment management, electrical engineering, engineering and production. The key metrics are currently being collected for the entire plant and further detailed. Rolling out the more extensive project to other parts of the plant is scheduled for the next few years, together with the necessary building work, with the goal of integrating the entire production environment in the digital control and monitoring system.

Saving energy through new air filters in spray drying

A new air filter type with reduced differential pressure was tested on spray-drying tower 5 in 2024. The pocket filters reduce the pressure loss in the fresh air supply system, which means the fans can operate at a lower output. The result: Power consumption drops, preventing CO₂ emissions.

Besides the improved energy efficiency, the pocket filters are also cheaper to purchase. However, the requirement for broader use is that their service life and filter performance needs to be comparable to the existing filter technology. The effectiveness and operational safety are therefore being monitored in the pilot run. If results are positive, we intend to extend their use to other plants from 2025.

Using water more efficiently: Modernising filters and renovating pipelines

As part of the group's water management, the filter system for treating our own well water was upgraded in autumn 2023. We extended the filtration system to include another two filters, replaced the filter material in three of the existing filters and reprogrammed the system. This prolonged the service life of the filters and significantly reduced the volumes of water used for flushing. Since this intervention, there has been a much lower rinsing requirement, leading to less fresh water becoming wastewater.

In autumn 2024, we started a comprehensive analysis of the condition of the pipe network to identify leaks and plan any necessary renovation work. Based on the results of this investigation, we will plan and carry out repairs gradually over the next few years. The goal is to sustainably reduce water losses while increasing the security of supply.

Improving waste management: Focus on prevention

In the reporting year, the environmental management working group initiated a structured concept to optimise internal waste collection. The goal is to systematically reduce material use and the logistical effort associated, in particular, with production-related waste such as powder residue. At the core of this approach is the optimisation of key collection points and clear signage on the waste containers for better waste separation.

In addition, we are discussing how to gradually replace disposable foil containers with reusable plastic containers that can be washed hygienically and are compatible with standard pallets, and evaluating internally to what extent this can be agreed with all stakeholders. The measure aims to achieve several optimisation effects: Lower use of disposable materials (e.g. stretch film), fewer internal trips to transport materials, greater traceability and documentation of waste flows. Besides the environmental aspects, the focus is also on ergonomic and commercial aspects – for example, through simplified handling, lower personnel costs and reduced disposal costs

A major success factor is compliance with hygienic requirements, particularly with contamination-sensitive substances in the food environment. The practicality of the container solutions is currently being tested under real operating conditions. This development is supported through close coordination between our environmental management, quality assurance and production departments.

Environmental management with a system: ISO 14001 preparation

A groupwide environmental policy was revised in 2024 and an interdisciplinary working group in environment management created as a major step forward in the structured development of the Group's environmental performance. It serves as an internal competence centre for the continuous improvement of the environmental performance. The objective is to introduce an environmental management system that is ready for certification in accordance with ISO 14001. The international standard requires, for example, a systematic approach to identifying and evaluating environmental aspects, clear responsibilities, regular reviews and the integration of environmental KPIs into the company's operations. Preparation for a preliminary external audit is scheduled for 2025.

In the course of updating the standard in 2024, ISO 14001 was extended to include requirements regarding climate change. Companies must now check whether climate risks are relevant to their activities and to what extent this corresponds to the expectations of internal and external stakeholders. These requirements are already integrated in our internal system development.

The standard is undergoing extensive revision and is expected to be published in 2026. Environmental management is also evolving due to increasing regulatory requirements, for instance those set by the CSRD (Corporate Sustainability Reporting Directive). Therefore, implementing a resilient environmental management system supports both operational management as well as the reporting obligations alongside the European sustainability regulation.

Climate protection in production – 2024 measures

- Replacement of steam trap and lifting station
- Air filter optimisation (spray drying)
- Photovoltaic power plant on the production site
- Digitalisation of energy and water consumptions
- Water treatment upgrade
- Environment policy and start of ISO preparation



Outlook for 2025

We have planned further measures to improve environmental performance and increase efficiency in the coming year. In addition to gradually extending the digital production data acquisition system and its full implementation at the Uelzen site, we have also planned the roll-out of new photovoltaic power concepts for scheduled building work. We are currently assessing how we can best integrate the hot water system upgrade in production. Similarly, sources of waste heat have been identified and we intend to find ways to use this waste heat for our production processes in future. One such project is looking at energy recovery exploiting the waste heat of the spray-drying plant in tower 5. Further pending measures aim to optimise waste logistics, including new container systems and centralising disposal points. As part of this, we are also working on using recyclable films in our packing centre. By investing in new sealing technology, we will improve the ease of working with recyclable packaging materials.

In water management, we will upgrade sections of our pipework based on network analyses. Another focus of ours is preparing for ISO 14001 certification – with a preliminary audit, structured documentation and additional personnel. New requirements to assess the climate-related risks will also be taken into account.

For the Bismark site, the Uelzena Group is preparing for construction of the new Bismark cheese dairy, where heat pumps and solar power should save about 3,000 tonnes of CO₂ per year once complete. Further investments involve converting to more environmentally friendly packaging for individual butter portions and expanding the 250 g butter line from 2026.

2024 results

In 2024, the Production action field achieved 100 percent of its targets. The targets for CO₂ output and wastewater volume were not achieved in 2024, whereas we did fulfil the targets for energy and fresh water consumption. This shows that the Uelzena Group has made progress in resource efficiency, particularly with regard to energy and fresh water use per produced tonne. The trend in the key figures demonstrates that reducing emissions and the use of resources remains a major challenge, especially for CO₂ emissions and wastewater. The 2024 results form the basis for further goal setting and action planning in the coming year.

PRODUCTION TARGET ACHIEVEMENT 2024

100 %

Reduce emissions
Decrease resource consumption
Improve efficiency

Our sustainable production strategy at a glance

Our objectives:

- Continuously reduce emissions (greenhouse gases, wastewater, waste)
- Decrease resource consumption (water, energy)
- Continuously improve profitability and efficiency

Our measures:

- **Energy and the climate:** Use of heat recovery systems, energy-efficient motors, LED lighting and cogeneration units (84 % efficiency); certified energy management according to ISO 50001
- **Water management:** Reusing water multiple times, steam condensate usage, company wastewater treatment plant in Warmßen; plant-wide optimisation of wastewater quantities and loads
- **Waste management:** Prevention of waste by means of supplier agreements, consistent waste separation and recycling of paper, wood, plastics
- **Increase productivity:** "Production OC 2025" programme at all sites to improve working processes, communication and employee motivation

ENVIRONMENT & PRODUCTION – ENERGY

Disclosure		2022	2023	2024	
302-1	Energy consumption within the organisation				
	Gas purchased	kWh	253,292,689	253,292,689	241,088,718
	Electricity purchased	kWh	10,633,150	10,633,150	10,987,365
	Electricity sold	kWh	5,440,594	5,440,594	5,403,722
	Energy input ¹	kWh	258,485,245	258,485,245	248,793,607
302-3	Energy intensity based on energy input	kWh/kg	1.209	1.209	1.189
	of this gas	kWh/kg	1.184	1.184	1.162
	of this electricity	kWh/kg	0.024	0.024	0.027
	Production quantities for all Uelzena sites ²	Tonnes	213,886	213,886	209,222
305-1 305-2	Total direct and indirect greenhouse emissions	Tonnes	33,554	37,247	33,296
305-4	Intensity of greenhouse gas emissions³	kg / kg	0.157	0.182	0.159
305-5	Reduction of greenhouse gas emissions				
	Referred to base year 2012	Tonnes	-17,687	-13,994	-17,945
		relative	-34.5 %	-27.3 %	-35.0 %
	Referred to the production quantity in kg (intensity)	kg / kg	-0.136	-0.112	-0.134
		relative	-46.5 %	-38.1 %	-45.8 %

¹Purchased energy minus sold energy; energy use without marginal consumption of heating oil

²Production quantities are not consolidated but given as a combined total. The energy intensity, which is calculated based on energy input, is higher than that determined based on consumption (energy input incl. power generated on site x efficiency = energy consumption).

³CO₂ emissions in kg based on production volume in kg

Comments

Energy consumption within the organisation (GRI 302-1): The absolute energy consumption rose from 245,483,669 kWh in 2023 to 248,793,607 kWh in 2024. In contrast, the energy consumption per tonne of production and energy intensity (GRI 302-3) decreased. It amounted to 1.189 kWh/kg in 2024 compared to 1.198 kWh/kg in 2023. Total direct (Scope 1) and indirect (Scope 2) greenhouse emissions (GRI 305-1 and 305-2): Absolute greenhouse gas emissions dropped compared with the previous year – from 37,247 tonnes to 33,296 tonnes. The GHG intensity (GRI 305-4) has improved and is now 0.159 kg/kg. However, there was a decline in the absolute reduction in greenhouse gas emissions versus the baseline year of 2012 (GRI 305-5).

ENVIRONMENT & PRODUCTION – WATER AND EFFLUENTS

Disclosure		2022	2023	2024	
303-3	Total water removal by source				
	Water consumption, total	m ³	1,151,713	1,134,720	1,063,676
	of this wells	m ³	922,77	900,782	899,004
	of this municipal	m ³	228,943	233,938	164,672
	Water consumption per tonne of product produced	m ³ / Tonne	5.38	5.54	5.08
303-4	Waste water volume¹	m ³	797,361	844,5	755,938
	Waste water volume per tonne of product produced	m ³ / Tonne	3.73	4.12	3.61
	Waste water load in kg COD per tonne of product produced	kg / Tonne	10.00	6.96	6.90
303-5	Total water consumption	m ³	349,198	354,352	307,738
	Total water consumption per tonne of product produced	m ³ / Tonne	1.72	1.66	1.47

¹Wastewater only for Uelzen and Bismark sites; the wastewater volume for Ratzeburg was negligible; Warmen has its own company wastewater treatment plant

Comments

Total water consumption (GRI 303-5): The total water consumption increased from 271,374 m³ (2023) to 307,738 m³ (2024). The total consumption per tonne of product has also risen from 1.32 m³/t in 2023 to 1.47 m³/t in 2024.

Total wastewater discharge (GRI 303-4): In 2024, the volume of wastewater was 755,938 m³, substantially below the previous year's value (844,500 m³). The volume of wastewater per tonne of manufactured product also improved: from 4.12 m³/t (2023) to 3.61 m³/t (2024).

ENVIRONMENT & PRODUCTION – WASTE

Disclosure		2022	2023	2024	
306-2	Total weight of waste by type and method of disposal				
	Total weight of waste	Tonnes	1,635.13	2,010.56	2,128.28
	of that waste that is independent from the production quantity ¹	Tonnes	127.53	159.43	173.22
	of that waste that is dependent on the production quantity	Tonnes	1,507.6	1,851.14	1,955.06
	of this recyclable	Tonnes	1,320.44	1,664.53	1,805.98
	of this not recyclable	Tonnes	187.16	186.61	149.08
	percentage of recyclable waste	relative	87.6 %	89.9 %	92.4 %
	"Total waste that is dependent on the production quantity per product produced"	kg / Tonne	7.05	9.03	9.34

¹Non-production-related waste includes construction waste, garden waste, old files.

Comments

Total weight of waste by type and method of disposal (GRI 306-2): The total weight of waste increased from 2,010.56 tonnes in 2023 to 2,128.28 tonnes in 2024. The proportion of recyclable, production volume-dependent waste increased again in 2024 to 92.4 %.



Employees

Foundation of long-term success

The Uelzena Group considers its employees to be the mainstay of its sustainable economic activity. Given the difficult labour market, the Group is pursuing an employee-focused personnel strategy. This targets long-term retention, personal development and a company culture based in appreciation, transparency and responsibility.



Our commitment and management approach

The Uelzena Group is growing steadily and needs highly skilled personnel to remain successful. Demographic change, the increasing skills shortage and changing expectations around working hours represent particular challenges. The technological change also requires continuously new skills – lifelong learning is becoming more and more important.

The Uelzena Group is addressing these developments with comprehensive human resources management. This focuses on job security, continuing personal development, occupational safety, health and well-being support, education and training, and an employer-employee relationship based on partnership. The aim is to create attractive working conditions, retain employees in the long term and continually develop their qualifications.

Securing skilled personnel and attractiveness as an employer

2024 was another year in which it was challenging for the Uelzena Group to secure skilled personnel, particularly in smaller, more underdeveloped locations. To increase its competitiveness as an employer, improvements were made to the pay structure, for instance by means of collectively agreed pay adjustments and workplace regulations.

In addition to financial incentives, the Group put a greater emphasis on visibility and addressing potential new recruits early on. We established a comprehensive “trainee journey” that included vocational activities, partnerships with schools and work placements with the aim of supporting young talent at each stage on the path to becoming a skilled professional. Digital channels such as XING (a German social media/business networking platform) are being used specifically for recruiting. There is also further scope to optimise the use of social media and marketing our professional training.

Employee referral management also plays a growing role. Employees act as genuine multipliers and help the company successfully fill vacancies through their personal networks.

Personnel development and qualification

The specific progression of personnel forms a key pillar of the Uelzena Group’s personnel strategy. In 2024, existing initiatives were further developed and new elements established to methodically promote individual potential and retain specialist knowledge in the company for the long term.

Future managers will be supported by tailored development programmes based on a structured analysis of their potential. These programmes cover specialist skills as well as personal development, and aims to build effective leadership skills early on. They even provide active support for employees who wish to take a different route after their training, via studies or further occupational training.

One milestone is the launch of the “industrial electrical engineer” apprenticeship, which will be filled for the first time from 2025. This is how the Group is responding to the increasing skills shortage in the technical field, creating a new pipeline for qualified future employees.

There has also been major progress in digital learning. We added practical modules for various professions to the internal learning platform “Avendoo”, providing individual training courses for a wide range of requirements. The goal is to establish a diverse learning environment that is aligned with individual needs while boosting strategic areas of expertise. In the long term, this should produce a learning architecture that enables life-long learning – across all our sites and geared towards the future.

Leadership, culture and communication

The groupwide leadership and cultural development programme “Wir: Gemeinsam. Transparent.” (Transparent Together) was successfully implemented in 2024 across all sites. Employees from all areas of the business took part in the workshops, in which core principles such as appreciation, reliability, transparency and willingness to change were developed and consolidated.

One of the main outcomes was the deeper mutual appreciation and awareness of the different realities of work within the company group. Sharing experiences between different departments, such as production, purchasing and logistics, encouraged an understanding of different perspectives in our everyday working practice.

To continue to benefit from this positive momentum, we will analyse core topics such as communication, collaboration and information flows in a team in the individual working areas, so that we can derive specific measures for improvement. The goal is to embed a feedback and learning culture that will provide the basis of a resilient, responsible and future-oriented leadership and communications culture.

The Transparent Together project will continue to be developed. We are planning additional workshops, feedback formats and supporting activities.

Transparent Together (Wir. Gemeinsam. Transparent.)

The Uelzena Group is promoting an open, respectful company culture with their Transparent Together project. Communication, personal responsibility, transparency and collaboration are the equally valid core values needed to create a working environment in which everyone feels that they belong, and are engaged and motivated.

The five core features of Transparent Together:

1. Share responsibility
2. Embody appreciation
3. Create transparency
4. Demonstrate reliability
5. Shape change



Employee retention and onboarding

Retaining staff remains a major success factor for value-oriented company development. A particular focus for development for the Uelzena Group is in the area of onboarding. Feedback from new employees provides valuable insights to help us create a more organised and personal induction. Our goal is to continue to actively integrate new colleagues from the outset, providing guidance and a sense of belonging. The onboarding process will be further optimised across the group. Clear processes and personal support strengthen an open and welcoming culture. Management plays a key role in this: They are responsible for successful integration, thereby increasing company loyalty from the very start.



EMPLOYEES – TOTAL, CONTRACT TYPE, TURNOVER

Disclosure	2022	2023	2024
2-7			
Total ¹	832	845	1089
Female ¹	250	250	386
Male ¹	582	595	703
2-7-b			
Permanent employment	743	755	784
Female	224	226	243
Male	519	529	541
Temporary employment	34	39	34
Female	9	13	14
Male	25	26	20
Apprenticeship/internship	55	51	49
Female	17	11	13
Male	38	40	36
2-7-c			
Full time	743	769	774
Female	196	182	189
Male	576	587	585
Part time	60	76	93
Female	53	68	81
Male	7	8	12
401-1-a			
Newly hired employees ^{2,3,4}	72	58	63
Female	14	25	27
Male	58	33	36
those aged under 30	25	20	23
those aged between 30 and 50	44	32	28
those older than 50	3	6	12
401-1-b			
Employee Turnover ^{2,3,4}	68	63	58
Female	19	21	22
Male	49	42	36
those aged under 30	17	15	12
those aged between 30 and 50	27	25	27
those older than 50	24	23	19

¹The total number of employees in the Uelzena Group rose from 867 to 1,089 on 31.12.2024 due to the majority shareholding in BHI Biohealth International GmbH. Currently only the total number (GRI 2-7) and breakdown by gender (116 female, 106 male) has been recorded for BHI. BHI does not currently have any other key figures for personnel.

²Employee-related figures refer to all employees and locations of the Group. They are measured as a head count.

³There is no breakdown according to region as all company locations are in Germany.

⁴Without trainees and work placement students.

Comments

Total number of employees (GRI 2-7) and total number of new employee hires: The Uelzena Group is growing. The number of employees is also growing in line with this development. In 2024, the total staff number increased by 244 to a total of 1,089 employees.

EMPLOYEES – LOST DAYS AND TRAINING

Disclosure	2022	2023	2024
403-9			
Number of fatalities as a result of work-related injury	0	0	0
Rate of recordable work-related injuries ¹	24.94	43.86	28.10
403-10			
Lost days per employee due to accidents or occupational diseases	0.66	0.84	0.66
404-1			
Average hours per year per employee for training and further education	9	8	10
UG-DA			
Average age of the staff in years	40.8	41.5	41.1
UG-BZ			
Average period of employment in years	11.5	12.2	11.8

¹403-9: The rate is the number of injuries with lost time (1 day and more) per 1 million working hours (Lost Time Injury Rate (LTIR)). Due to the availability of data, the present figures refer to the Uelzen site.

Comments

The rate of recordable work-related injuries has dropped from 43.86 (2023) to 28.10 (2024). As in previous years there were no fatalities in 2024 as a result of work-related injury.

The average hours of training per year per employee for vocational and other training (GRI 404-1) was 10 hours in 2024.

The average period of employment (UG-BZ) in 2024 was 11.8 years.

Outlook for 2025

In 2025, the Uelzena Group will continue to develop its personnel strategy with a clear view to the requirements of a modern working world. This will also take into account the CSRD requirements, using the double materiality assessment to review relevant HR data.

The employer brand will be strengthened by targeted online activities, while professional marketing of our training programmes will increase the visibility across the target groups. We also plan to optimise our onboarding to integrate new employees in a more structured way and encourage loyalty.

The Transparent Together project (Wir. Gemeinsam. Transparent) will be continued with internal team dialogues, establishing structured formats for feedback, reflection and cross-departmental collaboration. The aim is for the leadership and company culture to be co-created with our employees and to embed the guiding principles of the project in everyday working practice.

“Avendoo”, the digital learning platform, will gain practical modules for all professions. Our focus topics are digitalisation and communication.

2024 results

The targets in the employee action field were 98.7 per cent achieved. The referral rate among employees is nearly 64 % (2023: 63.7 %). We achieved all other objectives in the reporting year. These have contributed positively to our continued low turnover rate and long employment periods of 11.8 years on average.



GRI 2-7, 403, UG-AQ

EMPLOYEE TARGET ACHIEVEMENT 2024

98.3 %

Employer attractiveness
Long-term employment
Personal development

Our sustainable employee strategy at a glance

Our objectives:

- Further increase our attractiveness as an employer for skilled staff, managers and young talent
- Retain employees for the long term and maintain employability
- Strategically develop our employees' skills and qualifications

Our measures:

- **Attractive working conditions:** Long-term prospects, competitive remuneration, individual working hours models to better combine work and family
- **Employer marketing:** Presence at trade fairs, work placement opportunities, modern online application platform, cooperation with universities
- **Education and training:** Regular talks about further training, online training, knowledge management, structured training concept with Chamber of Industry and Commerce (IHK) certification mark
- **Production development:** “Production OC 2025” programme to optimise work processes by involving employees
- **Health promotion:** Extensive company health management programme, ergonomics coaching, sport and preventative measures
- **Occupational safety:** Systematic risk assessments, preventative measures, regular training, multiple-award-winning occupational safety standards (BGN reward scheme)

Social and regional responsibility

Deep roots – actively involved

The Uelzena Group has always been firmly rooted in the regions where it has its sites. As a major employer and cooperatively organised company, it contributes to the regional value creation and social stability. In the 2024 reporting year, there was a particular focus on promoting voluntary work and specifically supporting children and youth projects. In this way, the Group actively contributes to the community spirit and to the attractiveness of the site regions.



Our commitment and management approach

The Uelzena Group is responsible for the commercial and social development of its five production sites in Uelzen, Ratzeburg, Warmen, Bismark and Münchberg. In these predominantly rural regions, the Group is a major employer, customer of local service providers, tax payer and purchaser of regional ingredients such as milk.

In addition, the Uelzena Group promotes the voluntary work of its employees and supports charitable projects in the region. Conscientious, ethical and legally compliant behaviour is an integral part of the company culture. With its code of conduct and compliance management system, the Uelzena Group demonstrates its commitment to value-oriented management, helping to build trust among its employees, partners and the public.

Regionally anchored through procurement and partnerships

The Uelzena Group makes a purposeful contribution to the economic development of its site regions. As a cooperatively organised company, it relies on long-term, trust-based relationships with local partner companies – in raw ingredient procurement as well as in awarding service contracts. In 2024, about 16 percent of external services were provided within an area of 50 km of its respective sites. This percentage has remained constant since 2021 and emphasises the close regional involvement of the company group. The regional procurement of dairy ingredients is particularly significant. The Uelzena Group sources 100 % of its raw milk from within a radius of 150 km from the respective production sites. By doing this, the value creation remains in this central area and entirely in the region – with positive effects for agriculture, job security and short, efficient transport routes.

Specific commitment to society and community

There are a number of ways the Uelzena Group is involved in social togetherness of people in and around its sites. In 2024, the priority once again was on supporting children and youth projects – for instance in sport, education and volunteering. We provide both financial support as well as donations in kind, and this is provided in close consultation with the respective site management.

The annual “Christmas donation” is a permanent fixture of our social commitment and €5,000 was given to four organisations in 2024. The associations and institutions that benefit from the donation are selected through dialogue, frequently as a result of the initiatives of employees or local bodies.

In addition, the Uelzena Group regularly takes part in public events in the local site area. These are supported by funding, products and sometimes also with active participation as a responsible employer, advocating for the desirability of the region.

Employees’ voluntary commitment

Supporting voluntary work has been a permanent feature of the company culture in the Uelzena Group for many years. Employees who volunteer in their free time in associations, organisations or institutions can apply for a set benefit of €300 per year. Voluntary support was in high demand once again in 2024 with 74 employees at the Uelzen site making use of the offer.

All applications were approved and a number of applications from the other sites were also granted. Access to this support is open not just to people with official functions such as board or trainer positions, but also in general to active members of the volunteer firefighter association. This type of volunteering is a special focus for us – also with regard to the infrastructure protecting our sites.

Compliance: Whistleblower protection and human rights due diligence obligations

In the 2024 financial year, the Uelzena Group has further developed its compliance system and established a whistleblower system that is administered externally. Employees, business partners and external third parties can use this – also anonymously – to report possible breaches of legal requirements, internal company regulations or human rights standards. The platform is available in multiple languages and fulfils the requirements of the German Whistleblower Protection Act and the German Act on Corporate Due Diligence Obligations in Supply Chains (LkSG). The system is embedded in the existing complaint management system and is part of a preventative approach for the early identification of risks and breaches. No information or reportable breaches were recorded in the reporting year. Additionally, LkSG-relevant requirements were integrated in the supplier audits and internal processes refined, especially in terms of the complaints procedure. Compliance will be organised further in 2025 and intertwined with the existing sustainability structures.

PROPORTION OF REGIONAL SUPPLIERS IN TOTAL MATERIAL EXPENSES

Disclosure	2022	2023	2024
204-1 Proportion of regional suppliers in total material expenses			
Packaging material ¹	76%	77%	74%
Non-dairy raw materials ² incl. semi-finished goods	50%	65%	67%
Dairy raw materials ³ incl. semi-finished goods	79%	83%	88%
Total material expenses of the Uelzena Group	76%	81%	77%
Proportion of regional services in total service expenses	18%	17%	16%
UG-RBM Proportion of regionally procured milk raw materials	95%	96%	95%

¹Regional supplier for packaging material: Germany; the headquarters of the supplier is decisive

²Regional supplier for non-dairy ingredients: Raw ingredients and semi-finished products from suppliers based in Germany

³Regional supplier for dairy ingredients: 150 km radius around the production sites of the Uelzena Group

Comments

Percentage of expenses to suppliers local to the operation (UG-RBM): Traditionally, the Uelzena Group procures a very high share of dairy raw materials from regional sources. The percentage in 2024 was similar to the previous year at 95 % of all quantities received. Minor fluctuations in this value are normal and do not indicate a general trend. Uelzena eG is a cooperatively organised dairy. Liquid milk raw materials are particularly important. The quantity of milk raw materials delivered by the members who hold cooperative shares determines – in addition to the reserves – the amount of equity. This indicator is important for several groups of stakeholders; it also serves to determine regional sourcing. In contrast, GRI 204-1 is defined and accounted for by the GRI organisation as a value share. Uelzena eG therefore uses two similar indicators in order to cater for all information requirements.

Outlook for 2025

The Uelzena Group will continue its consistent social commitment in 2025. Proven formats such as the site-specific Christmas donation, voluntary work support and sponsoring regional events will remain permanent features of its activities. The Group is planning to further develop compliance, for example, by structurally linking complaints procedures, supply chain due diligence and sustainability management. This will support the Uelzena Group's aim to effectively combine its social responsibility, business integrity and legal requirements into the future.

2024 results

All the targets set with regard to regional and social responsibility were achieved in full in the financial year. The percentage of raw ingredients and packaging materials purchased in Germany was 81 %. The very high level of dairy ingredients procured regionally was once again maintained at 95.5 %. In addition, the targets to support youth projects and voluntary work were also fulfilled. There were no deviations from the plans regarding ethically responsible behaviour. Donations and voluntary contributions of €34,400 were made in 2024, with a continued focus on children and youth projects.



RESPONSIBILITY* TARGET ACHIEVEMENT 2024

100 %

Regional purchasing
Voluntary commitment and support for young people
Compliance

*Social and regional

Our sustainable strategy for social and regional responsibility at a glance

Our objectives:

- Support the regional economy, milk production and employment in the local areas
- Attract and retain young people in the region for professional prospects
- Increase the voluntary and community-focused commitment of employees
- Guarantee legal certainty, integrity and ethically responsible business activities

Our measures:

- **Regional procurement:** Purchase regional dairy ingredients (within max. 150 km); prioritise non-dairy raw materials from Germany; hire regional service providers (within max. 50 km)
- **Promotion of young people and new talent:** Supporting school projects, partnerships with schools, career guidance and educational sponsorships
- **Encourage voluntary work:** Flexible working hours to support voluntary activities; financial support for charitable institutions with which our employees are actively involved
- **Code of conduct and compliance:** Ethical principles for responsible action; compliance management system with clear reporting pathways for information and breaches

GRI content index

The GRI content index for the 2024 sustainability report

LEGEND NOTES AND REFERENCES

The GRI Standards published in 2021 were used for reporting

- (1) Standard Disclosure, part of a Standard Disclosure, or an Indicator is not applicable.
- (2) The information is subject to specific confidentiality constraints.
- (3) There are specific legal prohibitions.
- (4) The information is currently unavailable.

→ Remarks

Disclosure	Description	Reference and comments	Page
GRI 1: Foundation 2021			
When compiling this GRI content index for the Uelzena Group for the period 1 January 2024 to 31 December 2024, we observed and applied the reporting principles according to GRI 1: Foundation 2021. This report was prepared based on the GRI Standards.			
GRI 2: General Disclosures 2021			
2-1	Organizational profile	Company (management, company strategy), sustainability strategy and management, about this report Locations → All of the Uelzena Group locations are in Germany → Sales and procurement of non-dairy ingredients worldwide but mainly in Europe; procurement of dairy ingredients predominantly local to the manufacturing sites Cooperative → Registered cooperative, 8 members	3,6
2-2	Entities included in the organisation's sustainability reporting	Company (management), Uelzena Group 2024 annual report (request from: nachhaltigkeit@uelzena.de) → Uelzena Group companies: Uelzena eG, Altmark-Käserei Uelzena, GmbH, Hoche Butter GmbH, H. Schoppe & Schultz GmbH & Co. KG, WS Warmsener Spezialitäten GmbH, BHI Biohealth International GmbH → Shareholdings of 50 % or fewer, and non-operational companies are not named About this report	3
2-3	Reporting period, frequency and contact point	Reporting period 01.01.2024–31.12.2024, annual publication About this report Contact: nachhaltigkeit@uelzena.de	3
2-4	Restatements of information	→ No restatements of information in the reporting period	
2-5	External assurance	External assurance of financial data, no assurance for the sustainability report	
2-6	Activities, value chain and other business relationships	Company (business structure) products, supply chains Locations → Total number of business locations (2024): 5 production sites (without milk powder plant MTW)	14, 20
2-7	Employees	→ Annual figures measured by head count with the data taken from our internal system: Data recording using SAP (1) There is no breakdown according to region or gender as all company locations are in Germany.	14, 30
2-8	Workers who are not employees	(1) Long-term freelancers or workers employed by contractual partners have no significance or are negligible for these reporting purposes. Therefore, there are no seasonal fluctuations regarding the number of employees.	
2-9	Governance structure and composition	Company (management), sustainability strategy	6
2-12	Role of the highest governance body in overseeing the management of impacts	Role of the senior executives and governance bodies in overseeing sustainability, sustainability strategy and management	6, 10

Disclosure	Description	Reference and comments	Page
2-13	Delegation of responsibility for managing impacts	Delegation of responsibilities, sustainability strategy and management	6
2-14	Role of the highest governance body in sustainability reporting	Responsibility of the executive management for the sustainability report, sustainability strategy and management	6
2-22	Statement on sustainable development strategy	Foreword by the CEO	4
2-23	Policy commitments	Sustainability strategy and management, Uelzena Group code of conduct	6
2-24	Embedding policy commitments	Implementation and integration of sustainability principles in business processes	6
2-25	Processes to remediate negative impacts	Sustainability strategy and management, materiality assessment	6, 8
2-26	Mechanisms for seeking advice and raising concerns	Compliance (whistleblower system), sustainability strategy and management	6,33
2-27	Compliance with laws and regulations	Company, compliance (whistleblower system), sustainability strategy and management → No fines, no sanctions incurred for non-compliance with environmental requirements in the reporting period → No sanctions or instances of non-compliance with laws or regulations	6, 12, 33
2-28	Membership associations	→ Genossenschaftsverband (Federation of Cooperatives), Deutscher Raiffeisenverband (German Raiffeisen Federation), Milchindustrieverband (Association of the German Dairy Industry), Landesvereinigung der Milchwirtschaft Niedersachsen (Lower Saxony State Association for the Dairy Industry), Arbeitgeberverband Lüneburg (Lüneburg Employers' Association)	
2-29	Approach to stakeholder engagement	Stakeholder dialogue, stakeholder analysis	10
2-30	Collective bargaining agreements	(2) This information is confidential for reasons of competition in accordance with the Board's resolution.	
GRI 3: Material Topics 2021			
3-Jan	Process to determine material topics	Description of the process to determine material topics → materiality assessment	8
3-2	List of material topics	List of material topics → materiality assessment	8
3-3	Management of material topics	Sustainability strategy and management, materiality assessment The respective core business units of the companies in the Group are responsible for implementing the activities and achieving targets. → Quarterly reporting to the Supervisory board → Regular consultation with the ESG Board, the ESG committees and the multi-disciplinary working groups → Annual internal and external review of status, progress and achievement of targets	6, 8
GRI 200: Economic Topics 2016			
GRI 201: Economic Performance 2016			
201-1	Direct economic value generated and distributed (turnover, profit, milk payout etc.)	Action field company (4) see financial reporting for breakdown for more details on economic performance	14
UG-MG	Milk price for unprocessed milk paid to the member companies of Uelzena group (annual ratio)	Action field company → This is an indicator unique to Uelzena	14
UG-EK	Equity ratio	Action field company → This is an indicator unique to Uelzena	14
GRI 204: Procurement Practices 2016			
204-1	Proportion of spending on local suppliers	Action field social and regional responsibility → Uelzena's production sites are among the largest companies in the respective regions → Apart from services, materials including packaging, dairy raw materials and non-dairy raw materials will be included.	33
UG-RBM	Percentage of quantities of regionally sourced milk raw materials	Action field social and regional responsibility → This is an indicator unique to Uelzena	33
GRI 205: Anti-corruption 2016			
205-3	Confirmed incidents of corruption and actions taken	Code of Conduct of the Uelzena Group → No incidents of corruption occurred during the reporting period and no suspected cases were reported.	

Disclosure	Description	Reference and comments	Page
GRI 206: Anti-competitive Behavior 2016			
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Code of Conduct of the Uelzena Group → Within the reporting period no cases or proceedings for anti-competitive behavior have been reported or discovered.	
GRI 300: Environmental Topics 2016			
GRI 301: Materials 2016			
301-1	Materials used by weight or volume	Action field products → Information on the resources of natural gas and water are included in the aspects energy and water. → Raw materials for MTW products were only included if provided by Uelzena. → No information is provided for adjuvant and process materials because the amounts sourced have been considered to be negligible	20
301-2	Recycled input materials used	Action field products (1) The information "percentage of secondary raw materials used" does not make sense for agricultural raw materials and refers only to packaging materials.	20
301-3	Reclaimed products and their packaging materials	Action field products → Food cannot be recycled, it is consumed → There are statutory provisions for the recycling of packaging material (1) Small packaging: This is labelled with the Green Dot and accordingly sent for recycling by the disposer. The precise details cannot be collected as the end user is responsible for waste disposal. (4) Information regarding sales, secondary and transport packaging will be provided in 2025.	21
GRI 302: Energy 2016			
302-1	Energy consumption within the organization	Action field production → Voluntary implementation of energy management according to ISO 50001 → Instead of total energy consumption, the energy input is stated: purchased energy minus sold energy. (1) There is only minor consumption of energy for heating which is not disclosed here (4) The following information is currently not available: consumption of energy for cooling, steam consumption as well as standards, methodologies, assumptions and sources of conversion factors used.	26
302-3	Energy intensity	Action field production	26
GRI 303: Water and Effluents 2018			
303-2	Management of water discharge-related impacts	Action field production (2) The place of discharge is site-specific information and therefore confidential according to the Board resolution. In principle, only Group information is provided. (4) Details of the used standards, methodologies and assumptions are available on request. Please contact: nachhaltigkeit@uelzena.de	26
303-3	Water withdrawal	Action field production (4) Details of the used standards, methodologies and assumptions are available on request. Please contact: nachhaltigkeit@uelzena.de	26
GRI 305: Emissions 2016			
305-1	Direct (Scope 1) GHG emissions	Action field production (1) This information is available in the energy management documentation according to ISO 50001 (Send inquiries to: nachhaltigkeit@uelzena.de) → For information on emissions in the base year 2012, please refer to the sustainability report 2014	26
305-2	Energy indirect (Scope 2) GHG emissions	Action field production → Uelzena combines the direct and indirect GHG emissions.	26

Disclosure	Description	Reference and comments	Page
305-4	GHG emissions intensity	Action field production → Reference value: direct and indirect CO2 emissions in kg referred to the production quantity in kg	26
305-5	Reduction of GHG emissions	Action field production	26
GRI 306: Effluents and waste 2016			
306-2	Waste by type and disposal method	Action field production (2) In principle, only Group information is disclosed. (4) Information on standards, methodologies and assumptions used will be provided upon request. Send inquiries to: nachhaltigkeit@uelzena.de	27
GRI 400: Social Topics 2016			
GRI 401: Employment 2016			
401-1	New employee hires and employee turnover	Action field employees (1) All sites are within one region, therefore there is no breakdown of the total number of employees by region	30
UG-BZ	Average period of employment in years	Action field employees → This is an indicator unique to Uelzena	30
UG-DA	Average age of the staff in years	Action field employees → This is an indicator unique to Uelzena	30
GRI 402: Labour/Management Relations 2016			
402-1	Minimum notice periods regarding operational changes	→ Notice periods are regulated by law and in tariffs.	
GRI 403: Occupational Health and Safety 2018			
403-1	Occupational health and safety management system	Action field employees → Since 2014, Uelzena eG takes part in the reward scheme offered by the BGN – the employer's liability insurance association for the food and hospitality industry	30
403-2	Hazard identification, risk assessment, and incident investigation	→ Defined process for the preparation of risk assessments incl. definition of responsibilities and control of the defined protective measures. → Established processes for accident/incident investigation	
403-3	Occupational health services	→ Determination of working hours of the occupational safety specialists and the occupational doctor in accordance with DGUV - 2 → Operating times are divided between the so-called basic supervision and the company-specific supervision → The occupational doctor submits an annual report and is bound to medical confidentiality	
403-4	Worker participation, consultation, and communication on occupational health and safety	→ The occupational health and safety committee meets 4 times a year → Members: management, occupational doctor, works committee, safety representatives and occupational safety specialists	
403-5	Worker training on occupational health and safety	→ Legally required instructions takes place via e-learning, in person or via seminars	31
403-6	Promotion of worker health	Action field employees	31
403-8	Workers covered by an occupational health and safety management system	(2) No information available	
403-9	Work-related injuries	Action field employees → No fatalities as a result of work-related injury	30
403-10	Work-related ill health	Action field employees	30
GRI 404: Training and Education 2016			
404-1	Average hours of training per year per employee	(1) It is not possible to break the information down by gender and staff category because of the type of data collection used. No change is intended because we do not expect to gain significant insights.	30
UG-AQ	Apprenticeship quota	Action field employees → This is an indicator unique to Uelzena → In 2024: 6,6 percent	30
GRI 406: Non-discrimination 2016			
406-1	Incidents of discrimination and corrective actions taken	There were no reported incidents and no corrective actions were taken in 2024.	

Disclosure	Description	Reference and comments	Page
GRI 413: Local Communities 2016			
413-1	Operations with local community engagement, impact assessments, and development programs	Within the reporting period, local communities were included in the company's decisions and investment projects in accordance with legal requirements. There is frequent contact with local authorities and political bodies at all sites. The contact persons for complaint procedures for local communities are the managing directors of the respective companies of the Uelzena Group. Works committees and occupational health and safety committees are included in accordance with statutory and collective bargaining requirements. → 100 percent of all sites implement sponsor programs. → For stakeholder engagement at all sites, see GRI 2-29	
GRI 414: Supplier Social Assessment 2016			
414-1	New suppliers that were screened using social criteria	Action field products All suppliers of raw materials from critical growing countries according to the BSCI country list recognize, implement and support the ETI in their supply chain. → This criterion is used for assessing suppliers	21
GRI 416: Customer Health and Safety 2016			
416-1	Assessment of the health and safety impacts of product and service categories	Quality assurance Quality management → We reviewed 100 percent of our products for health and safety impacts.	
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Compliance → No violations in the reporting period	33
G4-FP5	Customer Health and safety	Action field products → All production sites work according to certified quality standards → 100 percent of the production volume is produced in plants certified according to internationally acknowledged quality standards (IFS, ISO 9001)	21
GRI 417: Marketing and Labeling 2016			
417-1	Requirements for product and service information and labeling	All products (100%) are provided with the necessary information and labelling. Products with special ecological or social effects are labelled with recognised labels such as Organic, Rainforest Alliance, Fair Trade etc.	21
417-2	Incidents of non-compliance concerning product and service information and labeling	No violations related to product and service information and labeling in the reporting period.	
417-3	Incidents of non-compliance concerning marketing communications	No violations related to marketing and communication in the reporting period.	
GRI 418: Customer Privacy 2016			
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	No complaints on breaches of customer privacy during the reporting period.	

Legal information / contact

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