

NOURISHING FUTURE GENERATIONS

Our road to safe, affordable,
nutritious, and sustainable
food for everyone



Sustainability Journey. De Heus Animal Nutrition India

NOURISHING FUTURE GENERATIONS

OUR COMMITMENT TO A SUSTAINABLE FUTURE

At De Heus, we recognise the critical role of sustainable food production in ensuring global food security. We work alongside farmers and partners to share knowledge, promote sustainable practices, and support resilient food systems that benefit both people and the planet. Our mission extends beyond nutrition; we actively contribute to the availability, accessibility, and affordability of safe, nutritious, and sustainable food worldwide.

OUR PURPOSE: NOURISHING FUTURE GENERATIONS

As the global population grows and resources become increasingly scarce, the challenges of food security, hunger, and climate change demand urgent action. We believe that access to safe, affordable, and nutritious food is not just a necessity – it’s a fundamental human right. That’s why we are committed to building sustainable food systems – ensuring food security for everyone, today and for generations to come.

‘Nourishing Future Generations’ is more than a goal; it’s our promise. By helping farmers worldwide produce more with fewer resources, we contribute to a healthier, more sustainable planet. Through high-quality animal feed and expert nutritional support, we help ensure healthy animals, productive farms, and resilient food systems.

OUR SUSTAINABILITY APPROACH: THE RESPONSIBLE FEEDING PROGRAMME

To turn our sustainability strategy into reality, we developed the Responsible Feeding Programme: a comprehensive, long-term initiative that strengthens food systems, optimises production, reduces environmental impact, and supports farmers and local communities.

At the same time, it allows us to address the impact of our own operations across the food value chain. We see sustainability both as a responsibility and an opportunity: one that creates value for farmers, communities, and stakeholders worldwide.

WHAT TO EXPECT IN THIS REPORT

In this Sustainability Journey 2025, we share:

- Our vision for sustainability and its role in shaping the future of food.
- Our ambitions, green goals, and priority topics.
- The progress we have made in our Responsible Feeding Programme over the past year.
- Inspiring sustainability stories from our business units worldwide.

Together, we are Nourishing Future Generations.

De Heus Animal Nutrition
India

April 2026

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THE FOUNDATION OF DE HEUS SUSTAINABILITY CULTURE
At De Heus, building a culture of sustainability doesn't begin with systems, it begins with people.

RUTGER OUDEJANS

MESSAGE OF THE MANAGING DIRECTOR OF DE HEUS INDIA



This past year, De Heus has made progress in sustainability: setting ambitious green goals, developing a carbon reduction plan, and empowering farmers worldwide. Our commitment to responsible growth ensures that business success goes hand in hand with making a positive sustainability impact.



At De Heus Animal Nutrition India, sustainability is not just a global commitment—it is becoming increasingly important here in India, where we have a unique opportunity to make a real difference for farmers, communities, and the environment.

Our impact so far reflects our dedication to both global expertise and local action. By bringing global knowledge directly to each farmer in India, we support them in achieving healthier animals and more efficient farming practices. At the same time, we continuously work on local improvements, ensuring our solutions are relevant and practical. Many farmers now rely on our “on-the-farm” approach, which allows us to stand alongside them in their daily challenges and successes.

We are also proud of our efforts in women empowerment, as well as the seminars we

conduct for our channel partners, where knowledge sharing helps strengthen the entire value chain. Beyond farming, our commitment extends to broader impact stories, such as combating antimicrobial resistance to safeguard both animal and human health and reducing plastic waste through smarter packaging design.

Finally, we recognize that sustainability also begins within our organization. We are committed to empowering our employees, nurturing a culture of collaboration, and celebrating our achievements together as one team.

With these initiatives, we reaffirm our belief that building a sustainable future requires both global responsibility and local action. At De Heus India, we are proud to play our part in shaping that future.

TIMELINE

DE HEUS ANIMAL NUTRITION INDIA'S JOURNEY FROM 2017 TO TODAY



2017

Our first rented factory in Punjab



2023

New rental factory Punjab, land acquired Rajpura and expansion to Assam



2024

Expansion to toll milling location in Maharashtra



2025

Inauguration of greenfield Rajpura, Punjab



CURRENT FOOTPRINT IN INDIA

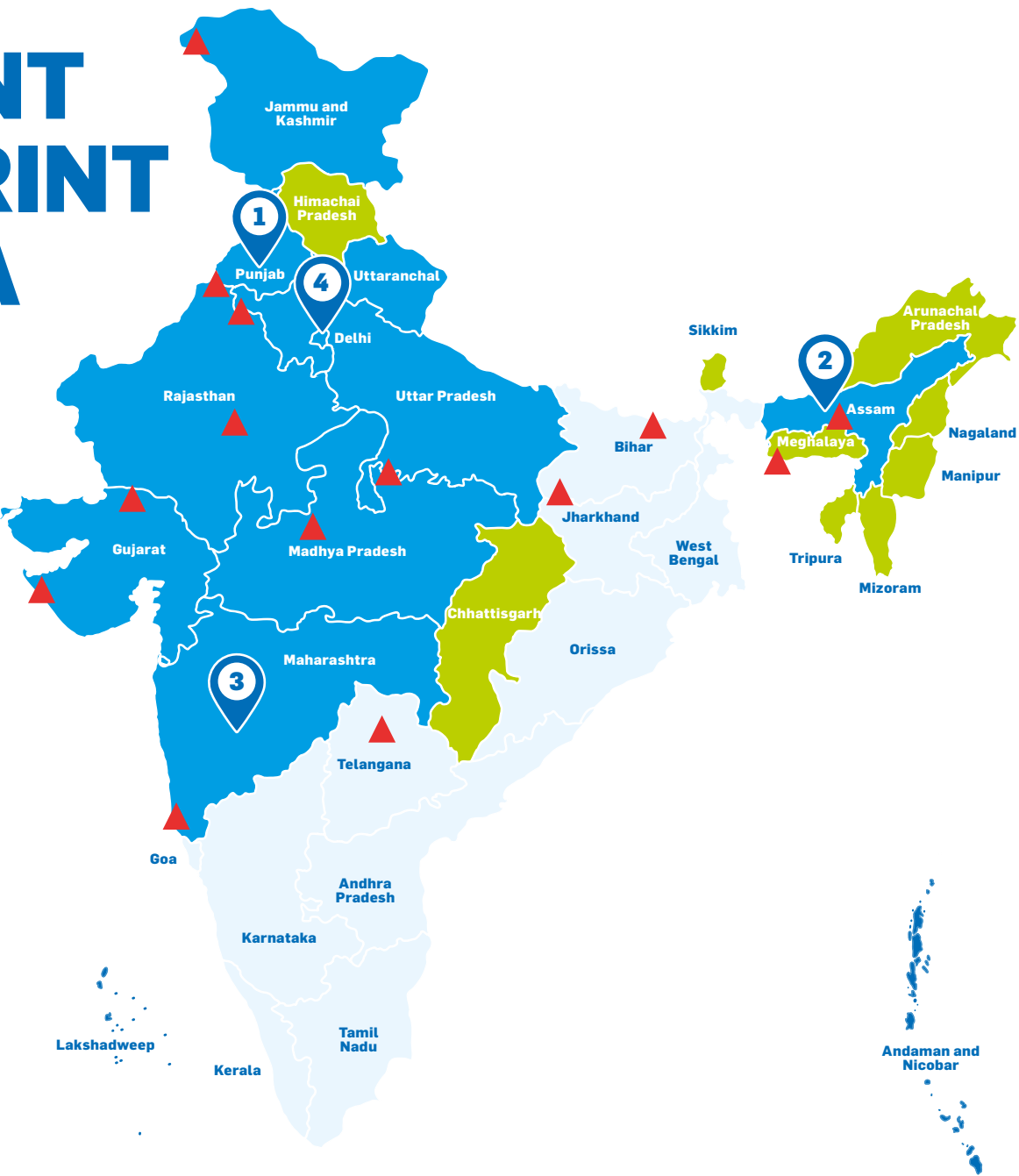
Where our operation locates

- 1 Factory Rajpura, Punjab
- 2 Toll milling, Assam
- 3 Warehouse, Maharashtra
- 4 Centralized office, New Delhi

Presence with direct dealers & end-customers

End-customers presence only

De Heus team locations



OUR PRESENCE IN
18 STATES
out of
28 STATES
in **INDIA**



RUMINANTS
44%



PIG
45%



POULTRY
11%

1 GLOBAL BRAND

207

EMPLOYEES IN PAN INDIA OPERATION



PLANT CAPACITY
240.000
TONS OF FEED PRODUCTS

QA / QC
7500 - RM,
5000 - FF
ANALYSES

1 MAIN LABORATORY
RAJPURA

6,000
SAMPLES



3 PRODUCTION SITES

1 Deheus Factory Production

2 Toll Mill Production Sites





GRAND OPENING OF OUR PLANT ON OCTOBER 1ST, 2025

De Heus India proudly opens a new animal feed factory in Rajpura, Punjab. The factory, built with an investment of around 17 mIn USD, is one of the largest and most advanced in India, carrying an installed capacity of 180 kMT with the potential to expand to 240 kMT. The factory has separate production lines for cattle, buffalo, poultry, and pig feed. It uses the latest European technology and automation to produce high-quality animal feeds.

The Rajpura facility is expected to generate over 300 direct jobs and create opportunities for hundreds of local suppliers and channel partners. With raw materials sourced domestically, the factory will also stimulate regional agri-businesses.

Mr. Rutger Oudejans, Managing Director of De Heus India, emphasized that the new factory will serve as a centre for knowledge exchange—providing reliable feed solutions, on-farm services and practical training for farmers. He noted, “This investment enables us not only to deliver advanced feed solutions, but also to support independent livestock farmers by giving them access to global expertise, hands-on advice and innovative services. In doing so, we aim to further professionalise livestock farming in India, strengthening farmers’ position in the value chain and helping them meet the rising demand for safe, nutritious animal protein. At the same time, we remain committed to producing in the most sustainable way possible, including the use of a biomass boiler and advanced systems to reuse steam and water to minimise environmental impact.”

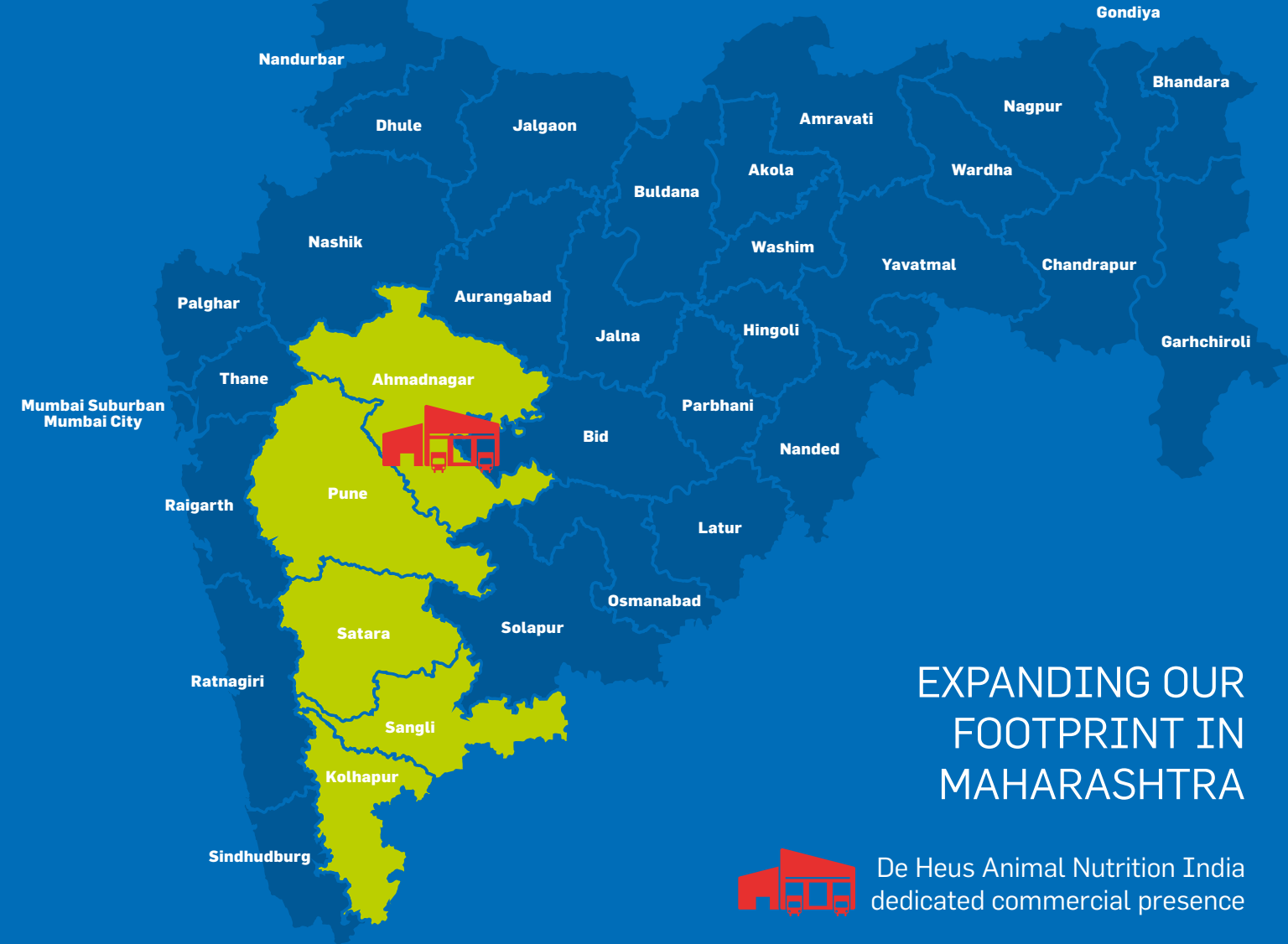
MOVING TO THE NEW TOLL MILL BY JANUARY 2026 TO MEET RISING DEMAND

To better support sustainable livestock growth in Assam, we will shift 100% of our operations to a new toll mill from January 2026. The facility provides up to 5,000 MT of monthly capacity for De Heus India, supported by dedicated warehousing and improved quality assurance through upcoming PCS installation. Initial production will start at 3,000 MT per month and gradually scale to 5,000 MT as demand increases.

At the same time, we are strengthening farmer engagement through an expanding sales team—two members onboard and eight planned—and continued technical seminars. By broadening support across swine and broiler segments and exploring ruminant opportunities, we aim to build a more resilient and efficient feed supply chain, reinforcing our commitment to empowering farmers and nourishing future generations in Assam.



STRENGTHENING FOOD SECURITY AND RURAL LIVELIHOODS IN MAHARASHTRA



As part of our commitment to nourish future generations, De Heus India is expanding our dedicated commercial presence in Maharashtra. This strategic shift will enable us to reach more farmers across five priority districts—Ahmednagar, Pune, Kolhapur, Satara, and Sangli—bringing reliable access to high-quality feed and technical support where it matters most.

By opening distribution in underserved markets and partnering closely with progressive farms and key dairy producers, we aim to strengthen the foundations of rural livelihoods. Our efforts go beyond supply—we

are investing in dealer capability, logistics, and trust-building initiatives to ensure that farmers have the resources they need to produce safe, nutritious food for their communities.

Through farmer engagement programs, technical demonstrations, and enhanced brand visibility in villages, we are creating meaningful connections that empower farmers, improve productivity, and safeguard food security. This approach reflects our long-term vision: to support sustainable farming practices and help rural communities thrive, while ensuring safe and secure food for generations to come.

INDIA AT A GLANCE





INDIA'S EVOLVING
PROTEIN LANDSCAPE:

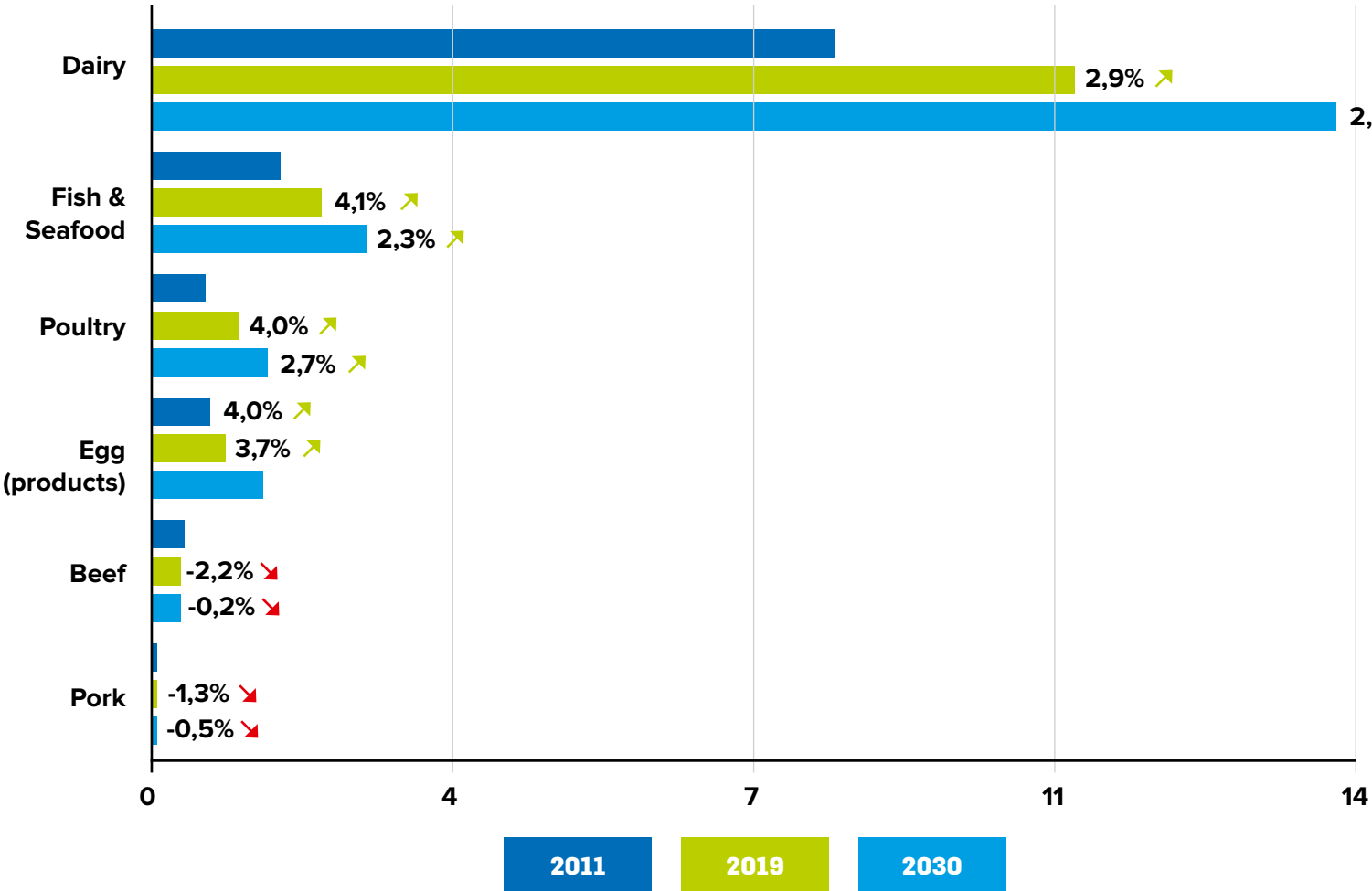
A CALL FOR
SUSTAINABLE
PRODUCTION

India's strong economic and demographic momentum—with a population of 1.46 billion, a young workforce and steadily rising incomes—continues to reshape national food demand. As GDP per capita is projected to reach around USD 11,700 by 2027 and agricultural modernization accelerates, consumer purchasing power improves and dietary patterns gradually shift toward higher-value, protein-rich foods.

Within this context, animal protein consumption is rising from a very low baseline of roughly 15 g per person per day, far below mature

markets. Dairy remains the dominant protein source at around 70% of intake, while poultry, dairy and fish have grown sharply in recent years (+60%, +35% and +29% respectively) as affordability and availability improve. This surge in demand presents both opportunity and responsibility: meeting India's growing protein needs requires more efficient, sustainable livestock systems. For De Heus, this means supporting farmers with high-quality feed, promoting responsible production practices and enabling climate-resilient, resource-efficient protein supply—key elements of our commitment to nourishing future generations. ■

ANIMAL PROTEIN CONSUMPTION PER CAPITA
(g of protein / day)



CONSUMPTION / CAPITA	INDIA	DEVELOPED MARKET (GERMANY)
Meat	3,78 kg	87,78 kg
Dairy	106,1 kg	267 kg
Eggs	3,25 kg	12 kg

NOURISHING FUTURE GENERATIONS

SAFE, AFFORDABLE, NUTRITIOUS, AND SUSTAINABLE FOOD FOR EVERYONE. TODAY AND TOMORROW.

FEED FOR FOOD

We collaborate with customers and partners to keep animals healthy, while optimising the production of safe and healthy animal proteins.

FOSTERING COMMUNITIES

We positively impact the development of local communities and economies and stimulate local entrepreneurship.

SUSTAINABLE SUPPLY CHAIN

We offer a safe and inspiring working environment and stimulate our employees to continue developing and making a positive contribution to society.

THRIVING EMPLOYEES

We offer a safe and inspiring working environment and stimulate our employees to continue developing and making a positive contribution to society.

THE RESPONSIBLE FEEDING PROGRAMME

We aim to contribute to the production of safe, affordable, nutritious, and sustainable food for a growing global population. We call that nourishing future generations. 'Responsible Feeding' is the programme we have developed to achieve this. With this programme we aim to contribute to positive change and continuous improvement in the entire food chain.

OPERATING IN A RESPONSIBLE WAY

Our sustainability programme, 'Responsible Feeding,' is an integral part of our business strategy. This programme connects the supply of safe, affordable, sustainable, and nutritious food to our core activity: developing and producing animal feed that maximises the efficient conversion of raw materials into high-quality animal protein. Amongst other things, it focuses on using residual flows in our recipes, reducing antibiotic use, and advancing the energy transition with ambitious carbon footprint reduction goals. In addition, we are dedicated to sustainable raw material flows and working with partners to prevent deforestation in critical regions. At the same time, it's important to do business with all value chain partners in an ethically and fair manner.

THE FOUR PILLARS OF RESPONSIBLE FEEDING

The Responsible Feeding Programme is based on four pillars that reflect our activities and role in the food supply chain: Feed for Food, Sustainable Supply Chain, Fostering Communities, and Thriving Employees. These pillars address the most urgent sustainability challenges in livestock and fish farming. Some topics are, on the basis of the materiality analysis, identified as priority topics.

1. FEED FOR FOOD

Ensuring the production of safe, high-quality animal nutrition that supports a secure and sustainable food supply.

We collaborate with customers and partners to keep animals healthy, while optimising the production of safe and healthy animal proteins. Our animal feed is efficiently converted into animal protein. Through resource and knowledge sharing, we continually improve the conversion of animal feed into animal protein and professionalise farmers' businesses. We contribute to the accessibility of safe, affordable, and nutritionally-rich food produced responsibly.

TOPICS

- Food safety & quality**
Produce high-quality, nutritional animal feed transparently to ensure safe and healthy food products for consumers.
- Feed conversion**
Convert highly nutritional raw materials optimally and efficiently into animal protein.
- Animal health**
Ensure animal health by providing nutritious animal feed, services, and advice.
- Responsible use of antibiotics**
Responsibly use antibiotics to prevent antibiotic resistance in humans (i.e., eliminating antibiotics as preventative measures, and human critical antibiotics).



2. SUSTAINABLE SUPPLY CHAIN

Promoting responsible sourcing, reducing environmental impact, and improving resource efficiency.

We work on a sustainable value chain with customers and chain partners, from raw materials to food. We strive for the efficient use of natural resources and the reduction of GHG emissions in the production and logistics of animal feed. We share information and knowledge with farmers and collaborate with key partners in the animal protein value chain to make our chain more sustainable by developing new agricultural practices and business concepts.

TOPICS:

- **Use of residual flows**
Utilise the food industry’s residual flows and food waste to reduce the use of new and scarce resources in animal feed production.
- **Socially responsible sourcing**
Ensure traceability and responsible procurement of raw materials by establishing a social due diligence process (e.g., human rights, forced labour, etc.).
- **Environmentally responsible sourcing**
Ensure responsible procurement of raw materials and prioritize local residual sources.
- **Greenhouse gas emissions**
Reduce greenhouse gas (GHG) emissions in our production, logistics, and value chain.
- **Waste and water management**
Responsibly manage waste and water through optimise and reduce the use of PP in our packaging bags.
- **Animal welfare**
Ensure animal welfare throughout the supply chain by advising farmers on how to handle and treat animals carefully reared for food production.

3. FOSTERING COMMUNITIES

Supporting farmers and local communities through knowledge sharing, innovation, and empowerment.

We positively impact the development of local communities and economies and stimulate local entrepreneurship. We are active worldwide. Through our core activities we add economic and social value to local communities. We strengthen the economic position

and support the personal development of farmer-entrepreneurs and their families. We initiate local development programmes to create sustainable value for local communities and economies.

TOPICS

- **Local community involvement & support**
Support local communities by facilitating access to social services and by supporting local community projects.
- **Knowledge transfer**
Facilitating knowledge exchange and education with farmers to enhance profitability and improve farm management and sustainability. Additionally, providing De Heus farm advisors with this knowledge enables them to effectively support farmers in improving their business and farm practices.
- **Food value chain development**
Improve market access for farmers to help them develop their businesses and safeguard their independence.

4. THRIVING EMPLOYEES

Investing in our people, ensuring a safe, diverse, and purpose-driven work environment.

We offer a safe and inspiring working environment and stimulate our employees to continue developing and making a positive contribution to society. We provide a safe and inspiring working environment for our employees, actively stimulate lifelong learning and empower our employees to positively contribute to society.



TOPICS

- **Good employment practices**
Attract, reward and develop motivated employees through an engaging working environment, opportunities for professional development, and fair and equal rewards and benefits.
- **Employee health, safety & well-being**
Safeguarding our employees’ physical and mental well-being by providing a healthy and safe working environment.
- **Diversity, equity & inclusion**
Promoting an inclusive and respectful work culture that aims to attract a diverse range of people.

FOCUSING FOR IMPACT

Our four pillars address the 16 most pressing sustainability challenges in livestock and aqua farming. Based on a materiality assessment, extensive research and stakeholder collaboration, we have prioritised 10 topics to maximise our impact on farmers, communities, the environment, resources, and employees. While these priority topics are globally relevant, their impact varies by country due to local conditions. Therefore, our business units have the flexibility to set additional local priorities that align with their specific needs.

AMBITIOUS BUT ACHIEVABLE GOALS

We have set ambitious yet achievable goals for each of the 10 priority topics, with targets for 2030. Each topic has a dedicated owner within every business unit and at our head office. Supported by a work group, they will define and implement initiatives to achieve these goals.

DRIVING CHANGE THROUGH INNOVATION AND COLLABORATION

Since the launch of the Responsible Feeding Programme in 2019, we have taken significant steps to embed sustainability into our global operations. Our business units receive guidance and tools to assess the most relevant challenges in their respective markets.

In 2022, our materiality assessment reaffirmed our commitment to responsible feeding as a necessity, not just an ambition. Together with our farmers, partners in the supply chain, and other stakeholders we aim to build sustainable, efficient, and resilient food systems, ensuring food security, sustainability, and resilience for decades.

SUSTAINABILITY IMPACT NUMBERS

Socially Responsible Sourcing

78%

of the volume comes from suppliers that are committed to social standards



Knowledge sharing

29,200

farmers followed one or more of our trainings in 2025



Residual Flows

51%

of raw materials are utilisation of food waste, co-products and by-products from the food industry



LEVERAGING INDIA'S ABUNDANT LOCAL RAW MATERIAL SOURCES

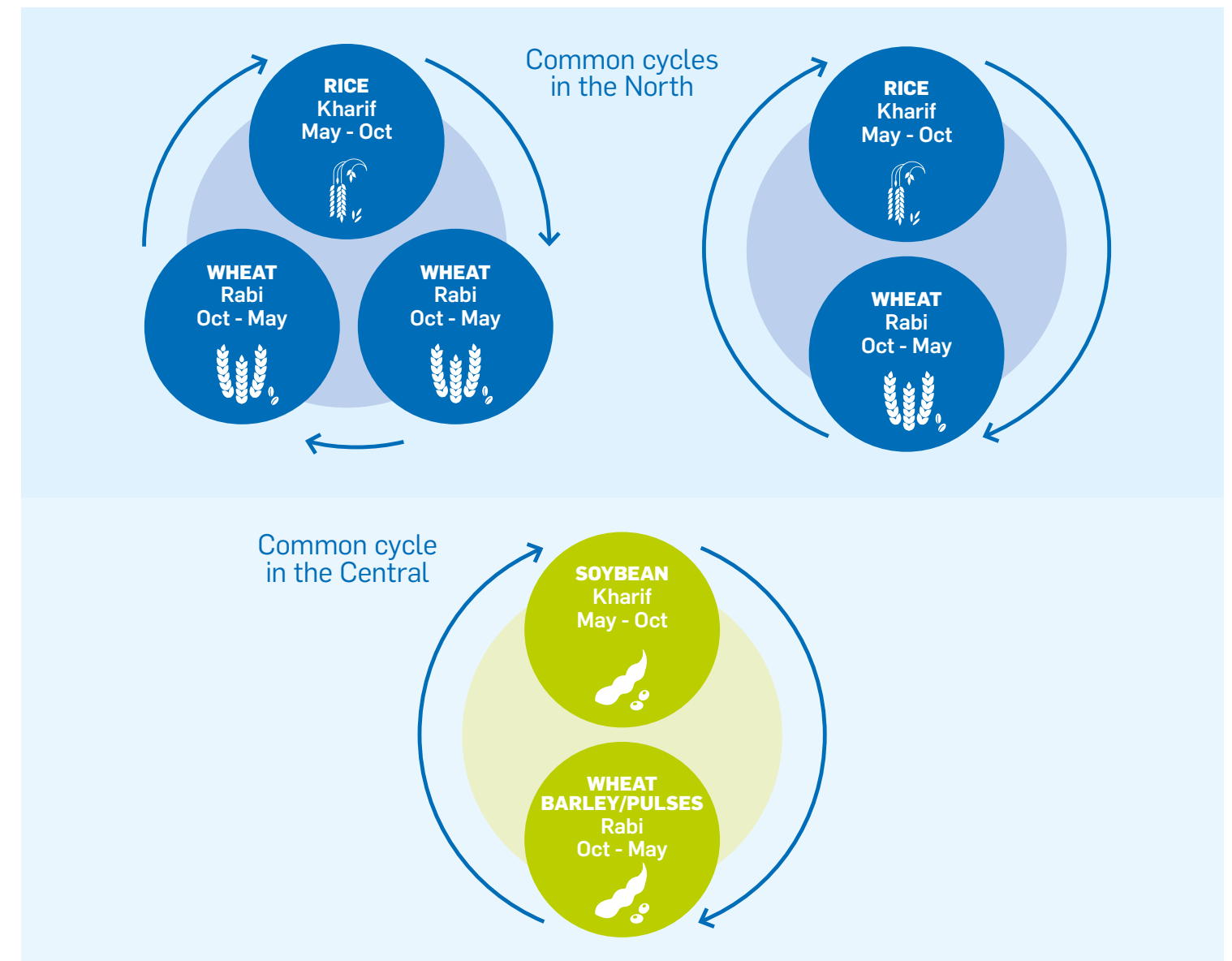
MORE SUSTAINABLE FEED SUPPLY

India has abundant availability of key raw materials essential for feed production. Rice, the country's largest crop, is grown across nearly all states, while wheat—India's second-largest crop—is concentrated in the North, Central and Western regions. Corn is widely cultivated and typically sourced locally from nearby states. Rapeseed production is dominated by North India, with Rajasthan as the largest producer due to its drought-resistant properties. Soybean cultivation is centered in Central India, with two states accounting for approximately 85% of national output. This strong raw-material base provides a resilient foundation for stable, long-term feed supply for India.

BUILDING A CLIMATE-RESILIENT AND SUSTAINABLE SUPPLY CHAIN FOR THE FUTURE

India's agricultural landscape is increasingly shaped by climate variability and policy-driven market shifts. Key feed crops remain dependent on monsoon rainfall and seasonal temperatures, creating natural volatility in production. At the same time, India's drive toward 30% ethanol blending by 2030 is diverting more corn and broken rice into energy use, with ethanol-related corn demand expected to nearly double and export availability sharply declining. These combined pressures heighten competition for raw materials and increase supply-chain risks.

For De Heus, this context reinforces the need for a resilient and sustainable sourcing strategy—one that diversifies ingredients, strengthens long-term partnerships with local suppliers, and builds greater flexibility into procurement planning. Building on India's abundant base of locally available raw materials, De Heus India prioritizes sourcing byproducts within the country, mainly rice derivatives (rice broken, rice bran, etc.), alongside domestically procured soybean meal. These efforts are essential to ensure stable feed supply for farmers and to advance our long-term commitment to sustainability.



IMPACT STORIES





RESPONSIBLE USE OF ANTIBIOTICS

COMBATING ANTIMICROBIAL RESISTANCE FOR BETTER ANIMAL AND HUMAN HEALTH



STRONGER ANIMAL HEALTH, SAFER HUMAN FUTURE: INDIA'S JOURNEY TO CUT ANTIBIOTICS USE

At De Heus, we recognize that reducing antimicrobial resistance is not just about responsible farming, it's about safeguarding human health and preserving resources for future generations.

Healthier Farms Through More Impactful Practices

India's ambitious efforts to reduce antibiotics usage are already showing promising results, and our actions contribute meaningfully across four key pillars:

- **Better Animal Health Practices:** Enhanced biosecurity, targeted vaccination, and effective anthelmintic therapy have led to a 52% reduction in antibiotic use in pigs from birth to slaughter and a 32% drop in breeding animals.
- **Improved Farm Management:** Over 70% of studies worldwide have found that better biosecurity and on-farm practices are directly linked to reduced antibiotic use. We're proud to align with these global findings by continuously upgrading our farm protocols.
- **Smarter External Biosecurity:** By optimizing purchasing policies and farm locations, and improving environmental control, we've cut down unnecessary antimicrobial dependence.
- **Adopting Vaccine Strategies:** In pig production and other livestock systems, vaccines are among the top five most effective alternatives to antibiotics, offering long-term immunity and disease prevention.

These are not just technical interventions, they are examples of how collective commitment leads to tangible impact.

THE BIGGER PICTURE

These milestones reinforce a powerful message: When we care for our animals with responsibility, we protect both people and the planet. At De Heus, reducing antibiotics is only one part of our bigger commitment to sustainable farming. Every action we take, from feed innovation to farmer education, is guided by the belief that a healthier farm system leads to a healthier planet. And this commitment doesn't stop here. We're in it for the long term.



GREENHOUSE GAS EMISSIONS

HOW DE HEUS INDIA IS TRANSFORMING ENERGY AND FUEL EFFICIENCY



At De Heus, sustainability is more than an operational goal—it is a shared responsibility across all countries and business units. Aligned with the company’s ambition to reduce Scope 1 and 2 emissions by 42% by 2030, De Heus India is preparing to implement a series of impactful initiatives that will reshape how energy and fuel are used across its factories. Beginning from Q4 2025, these improvements represent India’s commitment to modernizing production while contributing actively to the global journey toward a low-carbon future.

India’s operations team believes that cleaner production starts with a strong mindset: combining efficiency, innovation, and responsibility in everyday decisions. “Our focus is to build processes that are efficient, modern, and responsible,” the team shares. This belief forms the foundation for multiple engineering-driven solutions that address electricity use, fuel dependency, and process optimization.



UPGRADING CORE SYSTEMS FOR SMARTER ENERGY USE

A major component of India’s emission-reduction plan is the adoption of high-efficiency machinery imported primarily from Europe, and transform fossil fuel forklifts to electric ones. These machines consume less electricity per ton of feed while offering improved precision, automation, and durability. By refreshing critical equipment, De Heus India is aligning its manufacturing capabilities with international energy-efficiency standards and strengthening production reliability for the long term. Alongside equipment upgrades, India is enhancing internal operations through a more intelligent PCS (Process Control System). Idle running time—often an invisible source of energy waste—is significantly reduced by monitoring operation cycles and ensuring machines run only when required. This improvement directly lowers electricity consumption and supports smoother factory workflows, contributing to better overall equipment efficiency.

RENEWABLE FUEL INNOVATION: BIOMASS AS A NEW PATH FORWARD

Fuel consumption forms an essential part of India’s sustainability focus. To reduce dependency on fossil fuels, De Heus India is designing boilers capable of operating with husk-pallet biomass—an abundant, renewable agricultural by-product. This switch offers multiple advantages: it reduces CO₂ emissions, supports local circular economy practices, stabilizes long-term fuel costs, and creates value for surrounding farming communities. Complementing the biomass transition, the team is implementing a Condensate Recovery System that recycles hot condensate water back into the boiler cycle. By recovering heat that would otherwise be lost, the system reduces fuel demand, minimizes water usage, and improves boiler efficiency. Small engineering refinements like this deliver meaningful sustainability gains when applied consistently across production cycles.

LAYING THE FOUNDATION FOR INDIA’S LOW-CARBON FUTURE

Together, these initiatives create a strong and cohesive roadmap for a more energy-efficient and lower-emission production system. “Every upgraded machine, every optimized minute of operation, and every kilogram of biomass fuel used brings us closer to our global goals,” the Operations Team emphasizes. Looking ahead, De Heus India plans to continue exploring additional renewable energy technologies, strengthen monitoring and reporting capabilities, and build internal awareness so that sustainability becomes a natural part of everyday work. This approach reflects De Heus’ global belief that cleaner production is both a mindset and a long-term investment in resilience and competitiveness. Through practical engineering improvements and a forward-thinking approach, De Heus India is demonstrating that lowering emissions is not about limitations—it is about transforming systems, improving performance, and building a greener future for the industry. Step by step, initiative by initiative, India is contributing to a production landscape where efficiency and sustainability reinforce one another—helping nourish future generations in a cleaner, more responsible way.





IMPACT STORY



REDUCING PLASTIC POLLUTION STARTS WITH US

HOW DE HEUS IS REIMAGINING FEED PACKAGING FOR A CLEANER INDIA

Plastic pollution is one of the most pressing environmental challenges facing the world today. India, in particular, bears a significant burden. As the largest contributor to this environmental catastrophe of entire regions, India is responsible for nearly 20% of total global plastic waste. Each year, an alarming 9.3 million tons of plastic waste is generated in India, with 3.5 million tons mismanaged, leaking into the environment and harming ecosystems.

Much of this waste comes from plastic packaging including the polypropylene (PP) feed bags commonly used in the animal feed industry. As an animal feed producer, De Heus recognized that our packaging is a direct contributor to this crisis, and with that recognition comes responsibility.

OUR COMMITMENT: INNOVATING PACKAGING FOR ENVIRONMENTAL IMPACT

In our ongoing Plastic Management Initiative, De Heus India has taken measurable steps to optimize feed packaging to reduce plastic waste. One of our key actions is minimizing the weight of PP feed bags which adds up to a significant impact when multiplied across volume.

- By reducing 5 grams per bag, we are saving 13 metric tons (MT) of plastic annually.
- By reducing 10 grams per bag, we can save up to 27 MT of plastic per year.

These savings are not just numbers, they represent less plastic harming wildlife natural and wildlife habitats, mankind, ultimately less cost. Although the impact is seemingly small in scale, we believe in many impactful changes in the future both environmentally and economically.

INDIA'S EVOLVING REGULATORY LANDSCAPE

In response to the growing crisis, the Indian government has introduced several regulations:

- Plastic Waste Management Rules (2016)
- Amendments in 2018, 2021, and 2024
- The Extended Producer Responsibility (EPR) Framework

These policies place the responsibility on producers to manage and



reduce plastic waste throughout the product lifecycle. At De Heus, we fully support and align with these efforts.

LOOKING AHEAD: OUR SHARED RESPONSIBILITY

Plastic waste, especially materials like PP bags and Styrofoam, can take centuries or even longer to decompose. That's why we believe small, consistent steps matter, and they need to happen now. At De Heus India, we're not only following local guidelines, we are also doing our part to improve the way we work every day.

One of those steps starts with something as simple and essential as the feed bag. By rethinking its design, we hope to ease the pressure on India's environment and set an example for more sustainable practices. We know we can't do this alone, so we welcome and encourage others across the industry to join us on this journey.



IMPACT STORY



FOOD VALUE CHAIN DEVELOPMENT

DE HEUS INDIA IN COMMITTING EMPOWERING FARMERS AND STRENGTHENING THE FOOD VALUE CHAIN

MORE THAN FEED: A MISSION

De Heus Animal Nutrition operates in over 80 factories worldwide and exports to more than 50 countries. But beyond the figures lies a deeper mission that is a commitment to improving lives, supporting farmers, and ensuring food security. In India, this commitment is evident in every aspect of the company's strategy and operations. De Heus India isn't just feeding animals, we're feeding communities, economies, and the future.

HELPING FARMERS FEED THE FUTURE

In the context of the world's population heading toward 10 billion by 2050, De Heus India plays a pivotal role in supplying livestock and aquaculture farmers with high-performance feed that converts raw materials into protein efficiently. This contribution is critical to the global food supply. De Heus India supplies high-quality feed for aquaculture, poultry, swine, and ruminants, while investing in the local farming ecosystem to make sure farmers have the knowledge, tools, and resources to thrive. It helps farmers become resilient contributors to national food security.

ADDING VALUE TO THE VALUE CHAIN

De Heus India went beyond supplying feed. We built partnerships, shared knowledge, and supported every player in the food chain from breeder to processor to improve outcomes for all.

Key Initiatives:

- **Boosting productivity & efficiency:** Helping farmers improve breeding stock, nutrition strategies, and sales opportunities. It led to more efficient production, reduced resource consumption, and ultimately, more sustainable farming.
- **Local solutions for local challenges:** Tailored support for India's diverse regions based on real-world needs and stakeholder expectations. That's why De Heus India develops region-specific strategies aligned with regional regulations, local infrastructure, and socio-economic factors. Our technical specialists are highly





IMPACT STORY

trained to provide farmers with a value-added “on-the-farm” service.

- Turning global challenges into local opportunities: Many different aspects and objectives play a role in defining not only local but also customized feeding strategies. Each plan therefore takes a comprehensive approach, examining every relevant aspect of modern farming. We consider numerous variables, including animal health, genetics, welfare, local legislation, nutrition, microclimate, availability of raw materials and roughage, farm management, as well as both long-term and short-term objectives

EMPOWERING INDEPENDENT FARMERS AND RURAL ECONOMIES

Many Indian farmers who are the backbone of the food system are independent, family-run operations. They are facing limited access to capital, markets, or technology. We took a proactive role in reversing this trend by:

- De Heus India helping smallholders grow their income and long-term prospects through partnerships and training and easier access to feed and genetics.
- De Heus India encouraging farmers to grow as entrepreneurs, not just producers. It supported them in expanding their businesses sustainably and boosting rural economies through job creation, education, and infrastructure investment. At De Heus India, we see each of our Channel Partners as an independent partner

in our growth to strive towards building stronger and long-term relationships. We recently hosted an exciting seminar for our Channel Partners in Rajasthan to address common challenges and solutions.

- DH India is proudly committing to empowering women in agriculture. A dedicated farmer meeting were taken place where women farmers took the lead, demonstrating remarkable engagement and inspiration. The participation reflects the growing role of women in agriculture that De Heus India continues to support and celebrate.

A VISION FOR SUSTAINABLE GROWTH

DH India's efforts are not short-term fixes, but part of a broader sustainability vision. Through innovation and responsible resource use, we integrate sustainability at every step. Our Responsible Feeding program produces high-nutrition feed with lower environmental impact. This support is not just animals but the planet.

BUILDING A BETTER TOMORROW

The impact of DH India goes beyond the feed mill. It resonates in the lives of farmers who gain confidence and security, in the communities that benefit from job creation and education, and in the food systems that become more resilient and equitable. By adding value to the entire food chain and uplifting the communities it serves, we are paving the way toward a more sustainable, inclusive, and nourished future for India and beyond.



IMPACT RESULTS

- **Started Model Farms with Kaliber Concept**
- **Provided Technical Services like – Rationing, CMT, Nutritional Advice and technical support.**
- **Conducted 6 Technical Trainings to the Sales Team members about Heat Stress Management & Dry Cow Management**
- **29,200 farmer visits and training sessions on farm management and animal welfare**





EMPOWERING OUR PEOPLE

THE FOUNDATION OF DE HEUS SUSTAINABILITY CULTURE

At De Heus, building a culture of sustainability doesn't begin with systems, it begins with people. We believe that the path toward a resilient and responsible future is grounded in how we care for, grow with, and empower our teams. That's why we place Safety, Health, and Well-being at the heart of everything we do.

PRIORITIZE HEALTH, SAFETY AND WELL-BEING: FROM DAILY MOMENTS TO BIG MILESTONES
Employee safety remains our top priority, with zero accidents recorded in 2025 and strong engagement in safety training initiatives. In March, Safety Month activities, including contests and quizzes, gathered us together and strengthened our awareness of safe practices in production.

We celebrate our people, not just for their professional contributions, but also as individuals. Monthly Birthday Celebrations are simple yet meaningful gatherings that bring us together to recognize their dedication, and contributions to our team. These moments of joy reinforce that each member of our team matters and belongs.





On a larger scale, we cherish our organization with the De Heus India Family celebration because of our roots as a family business spanning four generations and over 100 years. This annual event reminds us that behind every De Heus India employee, who contributes every day and supports the De Heus Family as a whole, is an extended family that always supports and nurtures them. Held in grand spirit, Family Day 2025 brought every employee together for a day filled with games, shared memories, and even a group yoga session to re-center our collective energy.

TAKING RESPONSIBILITY FOR OUR SURROUNDINGS

On World Environment Day, we translated our belief in sustainability into action by organizing a plantation drive. This initiative wasn't just about planting trees, it was a symbol of our collective responsibility to protect the world we live in and ensure a greener tomorrow for future generations.

GROWING TOGETHER, STRONGER AS A TEAM

With operations spanning 20 countries across four continents, De Heus brings together a wide range of expertise and perspectives and cultivates a learning culture. We harness this global network not only to strengthen our operations but also to care for our people by creating meaningful opportunities for career

growth through international exposure and knowledge sharing. In the past year, four of our employees participated in training assignments in the Netherlands and Vietnam about sustainability and production, while eight knowledge-exchange visits from other business units were hosted in India.

Throughout the year, we organized many team building activities that went beyond skill development. These sessions offered space to strengthen bonds, share experiences, and align toward shared goals. When we take

time to understand one another and grow as a team, we become more resilient both professionally and personally.

REFLECTING ON OUR DIVERSITY

We acknowledge that diversity and inclusion remain ongoing areas for growth. Currently, our gender distribution reveals a need for greater balance, with 97.3% male and 2.7% female employees across roles. This is a call to action and an opportunity for us to do better in fostering a more inclusive environment where everyone can thrive.

CONCLUSION: WHEN WE CARE, WE GROW STRONGER – TOGETHER

At De Heus, we believe that taking care of one another is the foundation for everything we do. Our health, our happiness, and our shared purpose. When we grow together, we don't just strengthen our teams; we also create positive ripples that reach our families, our communities, and the world around us. This is how we move forward by starting small, staying close, and always supporting each other. Because when we care, we grow. And when we grow, we thrive.



BUSINESS CONDUCT

At De Heus, we are committed to doing the right thing and to running our business with integrity, honesty, and transparency. We strive for this everywhere we operate, even when it is difficult. Our approach to business conduct is rooted in integrity and compliance, in our relationship with suppliers, and in the way we govern business conduct matters.

Our Business Principles provide essential guidance for conducting business within and on behalf of De Heus Animal Nutrition. They define what drives us; our mission, vision, and company values. They outline our responsibilities and set standards for food and feed safety, as well as business integrity. The principles also cover our approach to agreements and commitments, community involvement, and fair competition. In addition, they address how we deal with sanctions and embargoes, manage company resources and information, and ensure health and safety. Finally, they promote accountability and transparency in everything we do. Together with our supporting guidelines and policies, these principles steer our day-to-day decision-making, the way we operate, and our individual behaviour.

INTEGRITY AND COMPLIANCE

It is our responsibility to positively influence our value chain, including suppliers, distributors and other third parties, in order to actively fight issues such as bribery and corruption. Integrating integrity and compliance in daily business activities and strategic planning helps De Heus and its business units to create an open work environment where integrity-related dilemmas are shared. It also supports the development and maintenance of a risk-based approach to ensure that integrity and compliance risks are identified, assessed, and effectively managed and discussed.

Employee policies

We have adopted several policies with respect to business conduct matters. These

policies aim to provide guidance for our behaviour and actions towards everyone we work with, the communities we reach and the environment we touch. Our Management Guidelines for Integrity and Compliance aim to embed integrity and compliance into our business practices, raise employee awareness, and commitment, develop a risk-based approach to manage risks, and minimise damage if risks occur.

Our Business Principles are provided to all employees and are always available in the local language of the countries in which we operate. They outline De Heus' core values and detail workplace rules and policies for daily operations.

Mechanisms for identifying, reporting, and investigating concerns about unlawful behaviour

At De Heus, we encourage employees to report dilemmas or improper behaviour to maintain an open and transparent company culture. Anyone who becomes aware of potential or actual violations of our Business Principles is encouraged to report them through one of the various available channels. This can include raising the issue with a department manager or addressing the concern to the Integrity & Compliance Liaison. Prompt reporting allows us to address issues before they escalate and potentially harm others or damage our reputation. Employees are assured they will not be held accountable for any loss of business resulting from compliance with our Business Principles and are guaranteed that they are protected from possible retaliation for reporting breaches or suspected breaches in good faith.

Any unlawful behaviour will be investigated by the HR Manager in combination with the Integrity & Compliance Liaison and appropriate action shall be taken to mitigate the issues and ensure they will not happen again in the future.

A place to feel safe, a space to speak up!

De Heus' values form the core of our culture. Cultivating our culture is all about fostering a culture of integrity. We believe our employees should be able to be themselves, feel safe, be trusted, and act with our values at heart. To formalise this, several channels have been created to protect the interests of De Heus and provide a secure space for voicing concerns. This includes anonymous reporting through the Speak Up website or phone line. This approach aims to create an environment where everyone's concerns are addressed, and reports of wrongdoing lead to positive changes within the organisation.

Training on business conduct

Information about training on business conduct is available in our Integrity & Compliance Management Guidelines. Business conduct training is carried out through an e-training module for all De Heus' own employees on an annual basis. The scope includes our policies on business principles, anti-bribery, and anti-corruption.

Anti-corruption and anti-bribery

We have a Guiding Note in place on anti-bribery and anti-corruption, which outlines our approach and procedures for addressing potential business conduct incidents.

SUPPLIER RELATIONSHIP MANAGEMENT / SUSTAINABLE PROCUREMENT

We build and maintain long-term relationships with our suppliers, whom we also see as partners. Together, we work on sustainability initiatives and innovative products which benefit the various chain partners, but which also minimise the negative impact on ecosystems and local communities. We have regular contact concerning our Supplier Code of Conduct.

Procurement policies

We have a set of Management Guidelines for Purchasing, which set out the framework for the purchasing of raw materials within De Heus Animal Nutrition. Our Management Guidelines for Purchasing state that every employee involved in the Purchase department must act according to the values of integrity. We extend our business conduct policies to our suppliers through the De Heus Supplier Code of Conduct. We consider our suppliers as partners and are committed to



their business practices. The Supplier Code of Conduct reflects our ambition to foster proactive collaboration with our suppliers, promoting lawful, professional, and fair practices that respect human rights, business ethics, and the environment.

Compliance with the Supplier Code of Conduct

We ensure compliance with our Supplier Code of Conduct through periodic company visits and business report requests. Suppliers must cooperate fully in these verifications and notify De Heus, purchasing managers of any breaches, and they should initiate corrective actions. Structural deviations from the Supplier Code of Conduct have an affect on the supplier relationship. Suppliers are expected to provide transparency in their operational processes and apply quality audit and compliance processes for product, food, and feed safety, worker health and safety, and labour and employment in accordance with regulations.

We encourage open communication with suppliers to meet our Supplier Code of Conduct. We expect suppliers to address any nonconformities and we actively express our willingness to help identify improvements. However, if issues cannot be resolved or a supplier is uncooperative, there is a possibility the relationship will be terminated.

We currently monitor and report the effectiveness of mitigation measures, and track the progress of actions relating to the resolution of integrity and compliance-related obligations and/or findings.

Payment practices

We have implemented procedures and policies to manage supplier relationships, ensuring fair conduct with our suppliers. We are working on developing a policy to prevent late payments to suppliers, which will be integrated into our Purchasing Management Guidelines.

Approach to relationship with suppliers

Our Supplier Code of Conduct outlines the most important subjects.

- **Ethical business:** De Heus expects suppliers to uphold high ethical standards, avoid corruption, respect intellectual property, and maintain accurate records.
- **Good governance:** Suppliers must comply with relevant laws and regulations, ensuring integrity and continuity in their operations.
- **Human rights:** Suppliers should provide safe working conditions, fair compensation, avoid forced labour, and foster an inclusive environment.
- **Responsible feeding:** Suppliers are encouraged to supply sustainable, safe products, reduce environmental impact, and protect water resources.
- **Compliance:** De Heus has the right to verify compliance through visits and reports. Suppliers must notify De Heus of any breaches and take corrective action.
- **Cooperation:** De Heus aims to build trust-based relationships with suppliers, addressing nonconformities and potentially ending relationships if issues persist.

De Heus uses a tool called the Responsible Feeding Progress Tracker to easily gather and analyse all the relevant sustainable data needed to ensure that we are on the right track towards a better future.

Our selection of new suppliers prioritises socially and environmentally responsible sourcing, reflecting our commitment to ethical practices. We aim for respect, labour rights, and fair trade principles in all our operations and our value chain. Additionally, we are dedicated to sourcing sustainable soy, palm, and fishmeal products to help preserve natural ecosystems and protect biodiversity.

In 2024, we performed a human rights gap assessment to obtain a better understanding of the current human rights landscape of our value chain, which will support us in deploying a 'Supplier Selection/Consideration Framework' to assess suppliers' risk sensitivity. At minimum all suppliers identified as most sensitive based on this framework will be requested to sign and commit to our Supplier Code of Conduct.

By 2025, all Europe-based business units will comply with the EUDR legislation and use 100% traceable and deforestation-free soy and palm products as identified by their HS codes in the EUDR. For business units outside Europe, soy and palm kernel expeller (PKE) and some smaller soy and palm products are considered by-products (certificates, when needed, can be purchased).

To achieve these goals, we will establish a global environmental due diligence process by 2025 to systematically monitor and address environmental impacts in our supply chains, particularly for significant raw materials, such as soy and palm. This process will enable us to navigate varying regional approaches and identify appropriate steps and tools, such as traceability systems, programmes, and certification schemes, to mitigate these impacts.



GOVERNANCE OF BUSINESS CONDUCT MATTERS

The Group Integrity & Compliance Manager at De Heus reports directly to the Board of Directors and informs the Group Integrity & Compliance Committee quarterly about annual plans, progress, shortcomings, failures, incidents, follow-up, and trends. This committee consists of (at least one of) the members of the Board of Directors, the Group Director Legal, Group Director Human Resources, and the Group Integrity & Compliance Manager. The Manager has the authority to escalate issues

to higher management levels, including the Board of Directors, if necessary. The Integrity & Compliance function is independent of operational and commercial departments to avoid conflicts of interest. The Group Integrity & Compliance Manager, who reports to the Board of Directors and has a hierarchical line to the Group Director Legal, is responsible for communication and education, advice and support, analysis, procedures and guidelines, and monitoring and reporting. This structure ensures that integrity and compliance risks are effectively managed and mitigated.

Expertise on business conduct matters

Group Integrity & Compliance Manager

Business conduct, integrity and compliance training, fair business and human rights, ESG, socially responsible sourcing.

Group Director Legal

Corporate governance, compliance, fair competition, confidential consultation.

Group Director Human Resources

Human resources policies.



**NOURISHING
FUTURE
GENERATIONS**

COLOPHON

A publication by
De Heus Animal Nutrition India
2026

De Heus Animal Nutrition India
Raipure,
Punjab,
India



CARING FOR THE NEXT GENERATION

RESPONSIBLE FEEDING PROGRAMME

At De Heus Animal Nutrition, we contribute to the sustainable availability and accessibility of safe and healthy food worldwide. We do this with the utmost care for the climate, environment and animal welfare. Therefore we created the responsible feeding programme.

The Responsible Feeding programme is our long-term sustainability programme aimed at creating value and impact within the food production supply chains in which we operate in. The programme enables us to prioritise opportunities and activities, both at the corporate and business unit level. The programme is built on four pillars that cover all our activities: Feed for Food, Sustainable Supply Chain, Fostering Communities and Thriving Employees.

