

WE GIVE BACK NATURE'S RESOURCES

SUSTAINABILITY REPORT

1 January to 31 December 2024



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THE STRUCTURE OF THE REPORT

The Sustainability Report is structured according to ESG, which means that the report contains chapters on 'Environment', covering our impact on climate, environment, biodiversity and circular economy; 'Social', covering employees in Daka and the value chain as well as our impact on the local community; 'Governance', covering our management of the company and how we work with sustainability, including the Double Materiality Assessment.

With this structure and the underlying reporting systems, Daka has initiated preparations to comply with the upcoming EU CSRD Directive. Daka has decided that the Annual Report 2025 will comply with CSRD depending on the Omnibus package proposed by the EU Commission in March 2025.

SUSTAINABILITY REPORT 2024

The Sustainability Report provides insight into the circular core business and many activities performed in 2024 within Environment, Social and Governance (ESG) by the holding company SARIA Denmark ApS represented by Daka Denmark A/S. The sustainability report constitutes the statutory reporting on the corporate responsibility, cf. Section 99a of the Danish FSA, and forms part of the Management Review in the annual report for 1 January to 31 December 2024 of SARIA Denmark ApS.

Comments, suggestions or questions about the report can be sent to redaktion@daka.dk.

This year's cover photo was taken over the farmland at Stenalt Gods in Djursland, with a view of Randers Fjord. Stenalt Gods is a collaborative partner conducting fertilizer trials with Øgro.

CEO Letter

BACK ON TRACK IN 2024

After a challenging 2023, Daka successfully regained momentum in 2024. Through a well-executed turn-around, ongoing process optimizations, increasing volumes of raw materials, cost reductions and hard work in the entire organization, we are once again seeing positive results, allowing us to enter 2025 with cautious optimism.

A major organizational restructuring within the international SARIA Group was carried out in 2024, bringing the different companies closer together and increasing synergies across the Group. We expect this restructuring to boost productivity, raise service levels and improve profitability even further. Among others, we kicked off the development of a new transport planning system, which will enhance our service to farmers while optimizing costs and reducing our environmental footprint. Additionally, we have joined forces to develop standardized processes and systems for registering and reporting the extensive ESG data needed for compliance with the EU CSRD reporting standard.

Expanding our product offerings

The demand for animal fats and biodiesel continues to grow, particularly in the maritime sector, where some vessels are already operating on 100% biodiesel. In most cases, however, biodiesel is used as a sustainable blending component to help reduce CO₂ emissions. This trend highlights the increasing role of our products in sectors striving to lower their carbon footprint.

Our greenfield biogas plant project in Hedensted, initiated last year in collaboration with local partners, also made significant progress in 2024. Once operational, the plant will supply local, manure-based biogas, ensuring energy availability when other renewable sources like solar and wind are not sufficient. Over the past year, we have continued the dialogue with the local community, authorities and farmers to bring the project one step closer to realization.

Becoming an even better Daka

In the past year, we placed a strong focus on social responsibility as well as employee attraction and retention. We carried out several initiatives and projects at Group level and at the local plants to enhance our workplace culture and create an even better Daka. Among others, we engaged our young employees in discussions on what makes Daka a good place to work and how we can further improve, which gave us some very interesting input to further developments.

Health and safety also remained top priorities. Several campaigns were carried out to reinforce a strong safety culture across the organization, and it is rewarding to see these efforts have led to a decrease in the number of work-related accidents with sick leave. Our long-term commitment to achieving our vision of zero workplace accidents will continue in the coming years.

With our loyal, skilled and dedicated team - working alongside colleagues from other units within the SARIA Group - we will continue to provide safe and top-quality service to support agriculture and ensure the most sustainable return of natural resources.

We look forward to the continued cooperation!

Lars Krause-Kjær, CEO



Lars Krause-Kjær, CEO

ABOUT DAKA

Daka is one of Denmark's largest recycling companies and an integral part of the agricultural life cycle, fulfilling an important role within veterinary safety in Denmark.

Our core business is to recycle the resources of nature by converting organic by-products and residues into feed ingredients, fertilizer and bioenergy. We constantly seek to add value to our products and find new applications higher up the bio-economic value chain. If a raw material can be used for feed, it must be recycled for feed. If it cannot be turned into feed, fertilizer is second best. If fertilizer is not an option either, the material is converted into bioenergy like biodiesel, biofuel or biogas.

Our history and organization

Daka's history is the story of cooperative mergers with roots going back to the early 1900s. In 2012, Daka was transformed into a joint-stock company, which is owned by SARIA International GmbH (SARIA Group), Danish Crown A/S, Tican Fresh Meat A/S and Scan AB.

In addition to its Danish operations, Daka owns and operates the Swedish company Konvex AB and owns 10% of the Norwegian company Biosirk Norge AS.

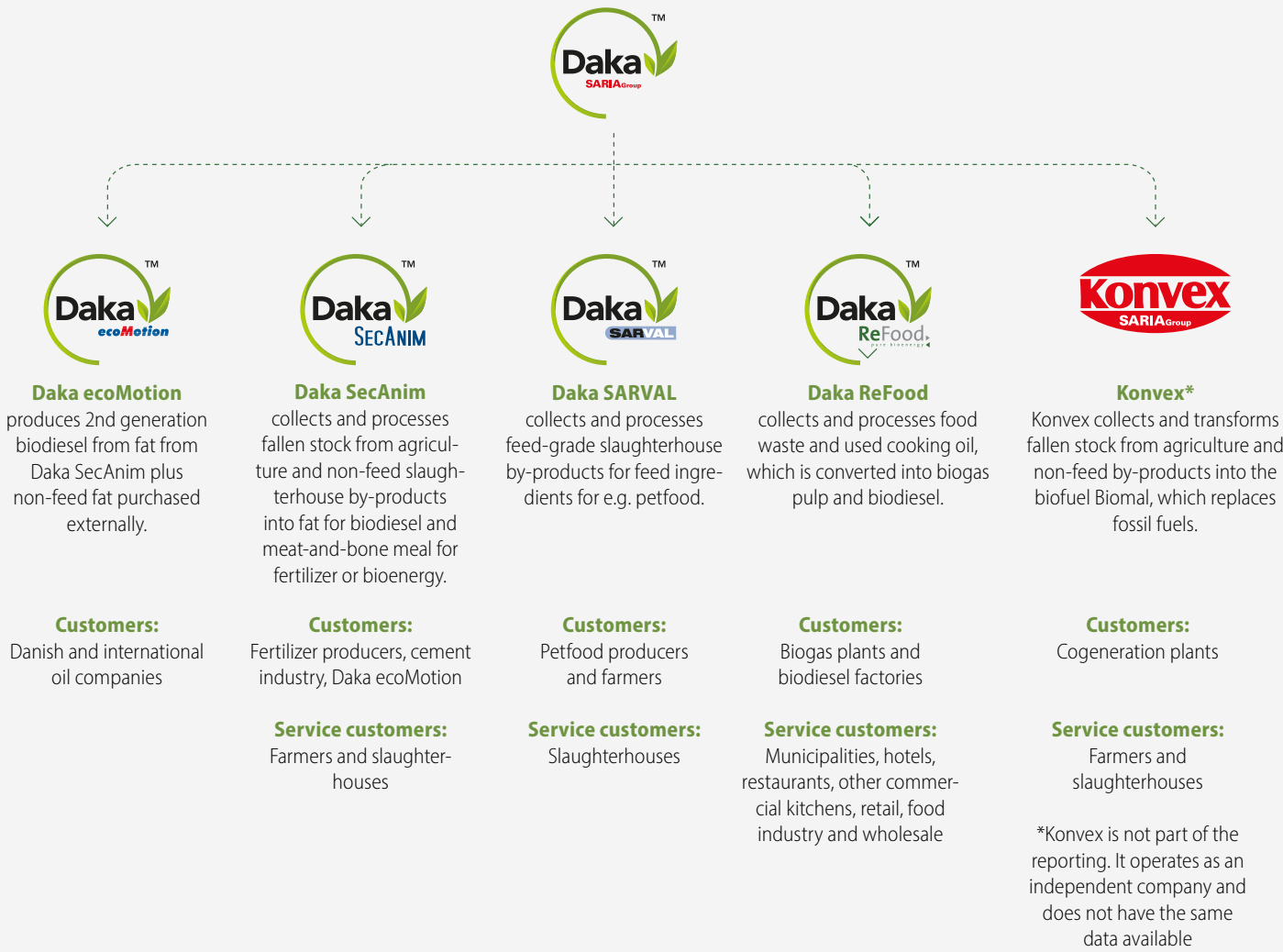
Our purpose

We give back nature's resources

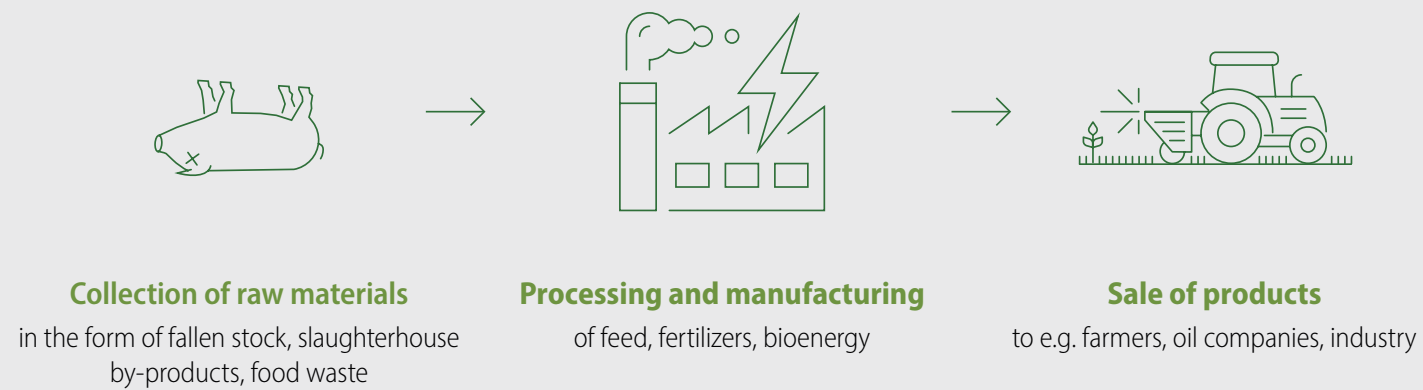
Our mission

Daka offers the safest and most value-adding recycling of organic residues from the agricultural and food sectors in the Nordic region.

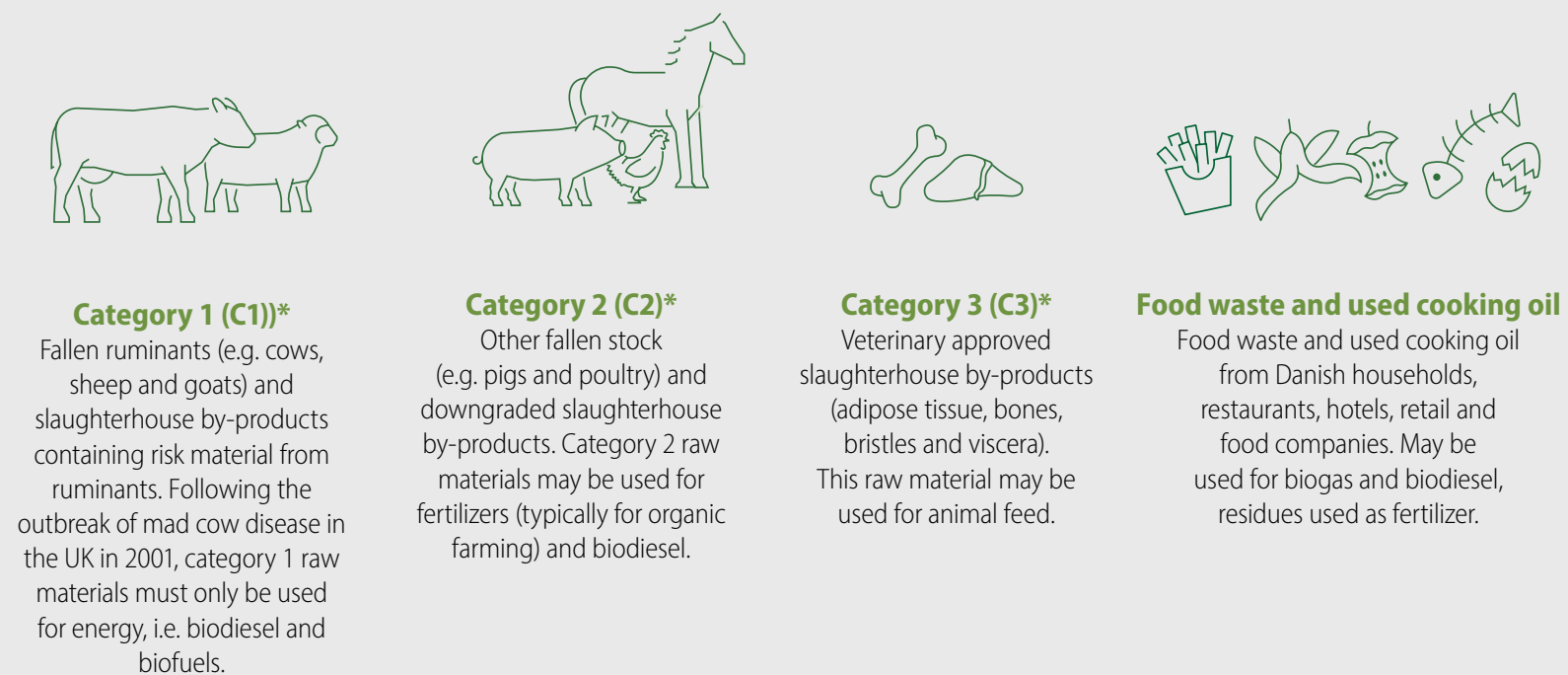
Daka consists of five main business units:



Business model



Daka collects and processes the following raw materials:



* Regulation on animal by-products no. 1069/2009 and related Implementing Regulation 142/2011

VETERINARY AND FOOD SAFETY

Daka's service concept towards the agricultural sector builds on unrelenting safety, traceability, value-adding services and sustainable practices. At Daka, we carry out all tasks in accordance with the comprehensive EU legislation related to the safe handling of fallen stock. This applies in particular to the requirements of the Animal By-Products Regulation².

Our factories invest in highly efficient process equipment that lives up to the strict requirements of the regulation. All processes are continuously monitored and approved by the Danish Veterinary and Food Administration and the Danish Environmental Protection Agency.

Furthermore, we operate an efficient logistics system that allows optimum planning of collection routes, washing and disinfection of transport equipment in order to minimize the risk of spreading any diseases.

Adapting to a flexible preparedness model

In 2024, our collaboration with the Danish Veterinary and Food Administration operated under a fixed agreement. From April 1, 2025, a new model took effect, shifting from a fixed preparedness capacity to a more flexible, case-by-case approach.

This means that the Danish Veterinary and Food Administration will no longer require Daka for emergency response. Instead, requests for the collection of animals from disease-affected herds and other veterinary safety tasks will be handled case by case, which will ensure a more efficient use of Daka's plants.

Veterinary safety remains a fundamental part of our DNA, and we stay committed to contributing to Denmark's reputation as a reliable food-producing nation in international markets.

²Daka's production is governed by the Animal By-Products Regulation No. 1069/2009 and associated Implementing Regulation 142/2011.



SUSTAINABILITY STATEMENTS

DOUBLE MATERIALITY ASSESSMENT

Environmental, social and governance (ESG) topics are increasingly important to Daka and our stakeholders. In 2024, we carried out our first double materiality assessment (DMA), ensuring that we address material impacts, risks and opportunities within ESG. The double materiality assessment is described and documented in the sustainability statements alongside our activities and results for the material topics.

Purpose and process

The purpose of the DMA is to create a structured framework and prioritization of the sustainability work at Daka and for the subsequent reporting. The assessment covers the holding company SARIA Denmark ApS, and the operational companies Daka Denmark A/S, Daka ecoMotion A/S and Konvex AB. The DMA process was carried out by specialists in the company and approved by Daka’s Executive Board, the Business Board. The process was guided by consultants from EY.

The process consisted of four main steps:

1. Creation of a thorough understanding of the business context, including Daka’s business model, value chain and stakeholders.
2. Interviews with selected internal stakeholders to discover the material impacts, risks and opportunities (IROs) within the full scope of ESG indicators according to the ESRS standards. In addition, information from the daily interaction with key stakeholders was used combined with open, external sources, e.g. legislation, whitepapers, and documentation resulting from Daka’s ISO 9001, ISO 14001 and ISO 50001 certifications.
3. Validation of the selected impacts, risks, and opportunities by the working group and other key specialists in the organization.
4. Final validation and approval of the DMA by the Business Board and the Board of Directors will take place in 2025.

DMA results

Area	Topic	CRSD reference	Description
ENVIRONMENT	Climate Change	E1	Daka’s operations have negative impacts on climate change, notably due to the energy used in the production phase to meet the requirements of the EU Animal By-products Regulation and the energy used for transportation of raw materials and finished goods. On the positive side, Daka’s second-generation biodiesel, produced from animal fat, substitutes fossil diesel or first-generation biodiesel, hence reducing the carbon footprint of various activities in society. At the same time, our C1 meat and bone meal is part of the fuel mix in the cement industry, hence contributing to carbon reductions in this industry.
	Pollution	E2	Discharge water from Daka’s production has to undergo waste water treatment to protect surface water.
	Biodiversity	E4	The fat, proteins and biodiesel produced by Daka displace the production of palm oil and soya. This means that less land is used for these crops, leaving more room for nature conservation and biodiversity.
	Resource use	E5	Daka’s core business is to recycle valuable natural resources.
SOCIAL	Own workforce	S1	Daka is responsible for the health, safety, well-being and working conditions of its employees, protecting human and labor rights.
	Workers in the value chain	S2	Daka’s primary responsibility is for external truck drivers in inbound logistics, including health and safety, working conditions, human and labor rights.
	Affected communities	S3	As an industrial company, the activities of Daka can impact the local environment, e.g. noise and odors. Daka can also have a positive impact on local communities, e.g. local job creation and sponsorships.
GOVERNANCE	Business conduct	G1	As part of the SARIA Group, Daka operates according to the Group’s Code of Conduct. Topics such as anti-corruption, human and labor rights are among the material impacts. Daka’s company culture, external communication and public affairs activities are founded on a deep understanding of the importance of veterinary safety and circular economy and hence contribute to promoting a responsible mindset and actions in the industry and beyond.



"In 2024, we worked intensively with the preparations for the new CSRD reporting standard. The double materiality assessment was very useful in uncovering impacts, risks and opportunities, and hence sharpening our focus on what really matters to our stakeholders and to Daka's future success as a leading service and recycling company."

- Rikke Klitgaard Friis
Director Business Development & Sustainability

Organisation of the sustainability work

The overall sustainability programme is part of Daka's strategy and anchored in Daka's Business Board. The Director of Business Development and Sustainability in cooperation with the sustainability programme team has the overall responsibility for ESG policies, goal-setting, actions and reporting systems. Corporate functions such as finance, legal and compliance, procurement, HR, quality management, energy and environment are responsible for management and reporting systems for ESG activities and indicators.

Contribution to the UN Sustainable Development Goals

Daka supports the UN SDGs with particular focus on the following five goals.



Stakeholder interactions

Key stakeholders	Description	Engagement channels
Service customers, farmers	Sourcing of raw material and delivering services to farmers in terms of safe, efficient and fast pick-up, treatment and recycling of fallen stock.	<ul style="list-style-type: none"> Ongoing dialogue and information through a farmer app, website, customer service, farmer extranet, dialogue forum for sustainable innovation and newsletters.
Service customers, slaughterhouses	Sourcing of raw material and delivering services to slaughterhouses in terms of safe, efficient and fast pick-up, treatment and recycling of animal by-products.	<ul style="list-style-type: none"> Ongoing dialogue, information and negotiation through meetings and online platforms.
Service customers, restaurants, food industries, etc.	Collection, treatment and recycling of food waste for biogas and fertilizer.	<ul style="list-style-type: none"> Ongoing dialogue, information and negotiation through meetings, website, newsletters. Membership of REFOOD Label. Access to collection and recycling volumes/value through extranet/app.
Own employees	We want Daka to be a good place to work, offer a healthy and safe working environment and create a proud culture based on the mindset that Daka performs an essential job in protecting veterinary safety and Danish meat export.	<ul style="list-style-type: none"> Ongoing dialogue in the daily work and more formally through working committees and safety councils Whistleblower arrangement available? Annual engagement survey and follow-up.
Workers in the value chain	Primarily drivers at external hauliers that work for Daka on a daily basis. We want to ensure that the drivers have a safe and healthy working environment with fundamental human and labor rights.	<ul style="list-style-type: none"> Dialogue with trade unions and external hauliers to ensure good working conditions, health and safety.
Suppliers	Suppliers of machinery, services, spare parts, etc.	<ul style="list-style-type: none"> Ongoing dialogue during the daily cooperation. All new approved suppliers have to sign the SARIA Supplier Code of Conduct.
Customers, downstream	Oil companies, biogas plants, the cement industry, fertilizer manufacturers, feed producers, and pet food manufacturers.	<ul style="list-style-type: none"> Ongoing dialogue through meetings and customer service.
Affected communities	Neighbors and local communities near Daka's plants.	<ul style="list-style-type: none"> Dialogue with neighbors through dialogue forums in Hedensted and Randers. Regular information through website. Complaint service via phone or email. 'Open factory' activities, inviting neighbors and other stakeholders to learn more about Daka's business.
Authorities	Collaboration with various authorities to ensure compliance with regulations in food safety, veterinary safety, environmental protection, and energy production.	<ul style="list-style-type: none"> Meetings, reporting, audits, ISO certifications.
NGOs	Trade unions, NGOs within agriculture, environment, climate	<ul style="list-style-type: none"> Ad hoc dialogue and 'open factory' activities.
Society in general	Management of animal by-product risk material and part of the national preparedness for disease outbreaks in agriculture	<ul style="list-style-type: none"> Open and honest external communication and public affairs activities.

ENVIRONMENT



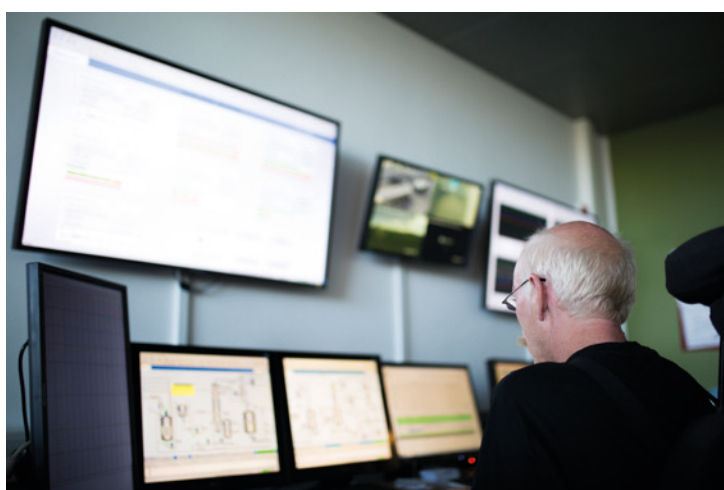
CLIMATE CHANGE (E1)

Objectives and policies

Daka's operations contribute negatively to climate change primarily due to the energy consumption in our production (scope 1 and 2) and in upstream/downstream transportation (scope 3). The energy consumption is a result of the requirements of the EU Animal By-products Regulation governing our activities. For the majority of Daka's operations, the regulation requires pressure sterilization at very high temperatures and at high pressure for at least 20 minutes to eliminate potential diseases. This means that there is an inherent energy burden in the recirculation process, which we continuously work to reduce.

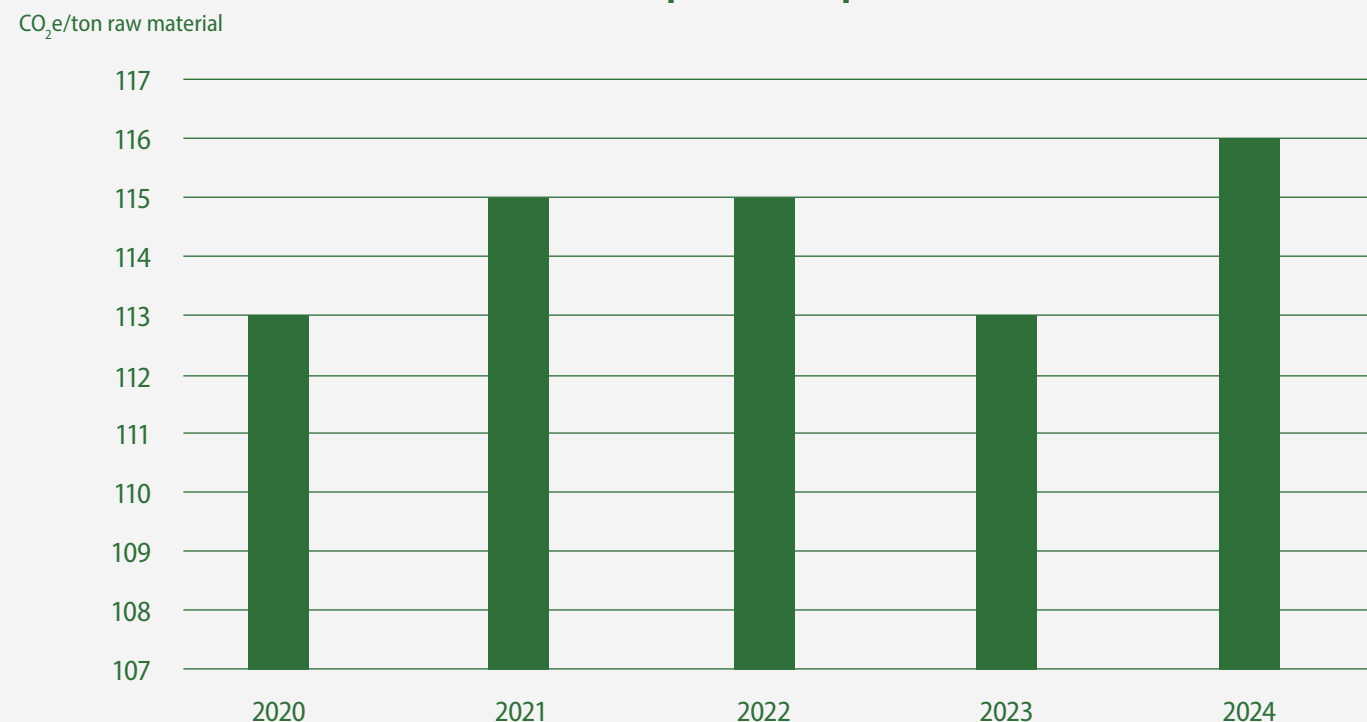
Daka's Energy Policy takes this complexity into consideration and defines the overall focus to reduce and keep the energy consumption at the lowest possible level. Furthermore, the policy sets out climate change as a focus area, stating that we seek to mitigate climate impact where possible through, for instance, opportunities for conversion to electricity or sustainable fuels.

Daka's plants, except the ReFood plant, have implemented ISO 50001 energy management. Of Daka's total CO₂ emissions from production, ReFood accounts for approx. 2%.



Operators at the ecoMotion plant control and optimize the energy consumption.

Carbon emissions from production per ton raw material



In 2024, carbon emissions from production rose to 116 kg CO₂e per ton raw material. The increase was mainly due to Daka SARVAL switching from Bio Heating Oil (BHO) to natural gas to meet the NO_x limits. In the 2024 reporting, we decided to change the calculation method to make it identical with authority reporting. 2020-2024 numbers have been corrected accordingly. In 2024, emissions from light fuel oil, LPG, and on-site diesel and gas were included in the reporting. These emissions accounted for 0.9% of the total emissions in 2024.

In 2024, total power and steam consumption decreased across production sites compared to 2023. The energy used for process heating and electricity amounted to 488 kWh/ton raw material in 2024. The reduction in energy consumption resulted from a continuous focus on energy efficiency at all plants as described below.

Actions to reduce climate impact

Except for the investment in a new discharge and washing facility in Køge, 2024 was generally characterized by low investments in new facilities and equipment. This meant an increased focus on energy optimization of plants and processes. In all maintenance, repair and replacement work, energy efficiency had top priority alongside workers' safety.

- At the SARVAL factory, we cut energy consumption by implementing new procedures for start-up and shut-down of production. Moreover, all production is now carried out by use of only one boiler using natural gas. The use of own-produced BHO that replaced natural gas for a period of time in 2024 had to be discontinued, since the plant was unable to comply with current requirements to emissions of nitric oxide (NO_x).
- At the ecoMotion factory, we finalized the mapping of energy consumption in our processes, which will enable us to carry out continuous improvements. We implemented energy dashboards in our control room to monitor energy consumption in real-time and act fast to change set-up.
- The SecAnim factory implemented a production model that ensured continuous and stable operations, reducing energy consumption and extending the lifespan of equipment. This model optimizes the flow through the process lines and minimizes the number of shutdowns and startups, leading to a more consistent and energy-efficient production process.
- For all three factories, optimization initiatives and investment in technology that can reduce the energy consumption continue in 2025.



"In every process improvement and investment we make, we try to cut the carbon footprint whilst delivering the ultimate service to our customers. One example is our new ReFood facility in Køge, which will enlarge our capacity on the island of Zealand and cut our transportation footprint significantly. Fourth quarter operations showed carbon savings of 14% on transportation compared to last year in the ReFood business unit. This is a win-win for our customers and the climate."

Jesper Verner Pedersen,
Commercial Director at Daka.

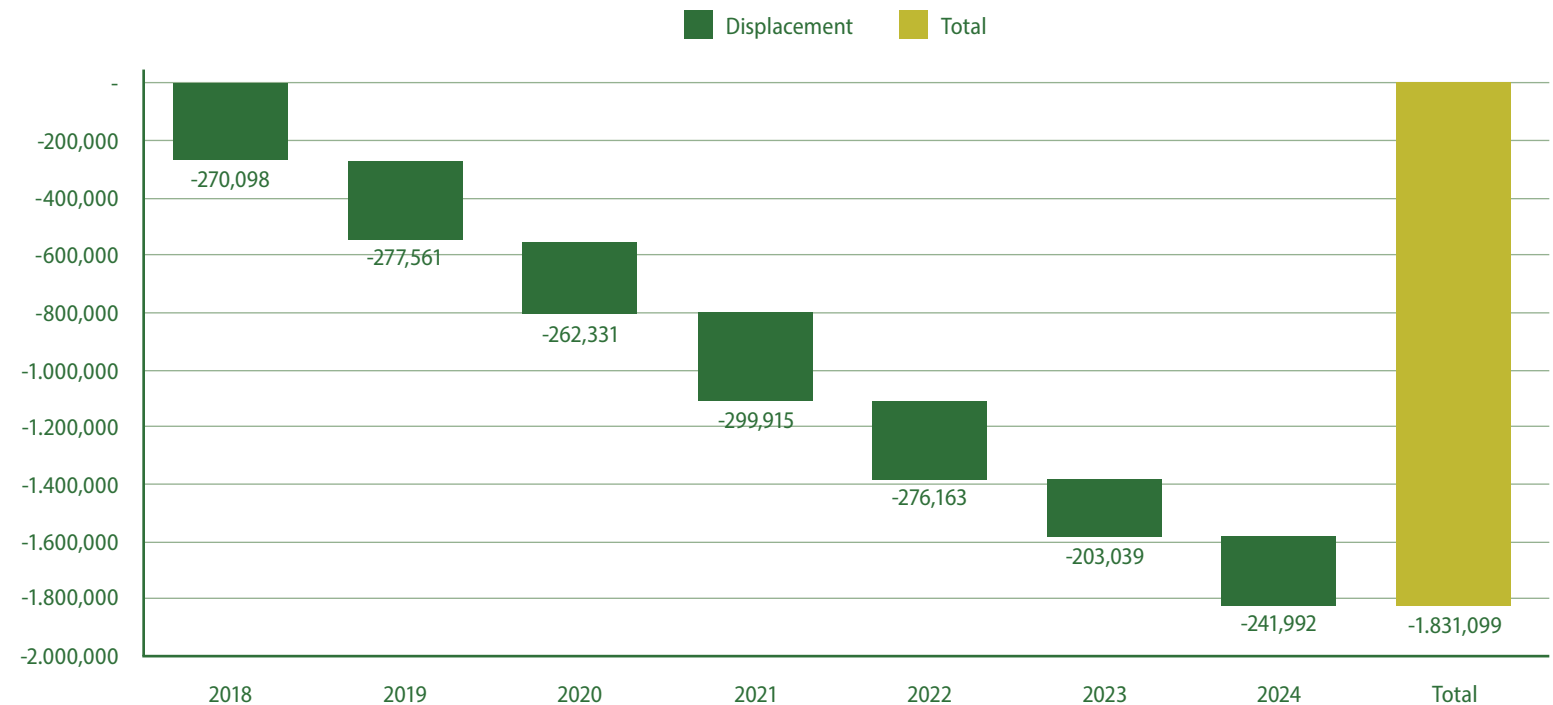
Focus on reducing the transportation footprint

In September 2024, Daka ReFood opened a new discharge and washing facility in Køge in the Copenhagen region. In the fourth quarter, the Daka's transportation footprint was reduced by 14% compared to the same quarter last year due to this new facility.

Positive climate impact⁴

The conducted life cycle assessment of Daka's activities in 2024 showed that the recycling of residues and by-products from the agricultural and food sectors saved the atmosphere from close to 242,000 tons of CO₂e (2023: 203,000), corresponding to the emissions from approximately 9,300 Danish households⁴. The analysis also documents that the recycling of residues, by-products and waste products from the agricultural and food sectors displaced approx. three times more CO₂e as was emitted through the collection and

Displacement of CO₂e calculated by a consequential life cycle analysis of all Daka's activities



processing of the raw materials by Daka. Over the past seven years, the total carbon displacement amounts to 1.8 million tonnes of CO₂e.

Hedensted Bioenergi

In last year's report, we communicated the plans of Hedensted Bioenergi to establish a biogas plant next to Daka's plants in Løsning. Hedensted Bioenergi is a consortium with local farmers, ADA Green Energy and Daka.

In 2024, we continued the preparations for the plant that will supply biogas that can replace natural gas, potentially saving an estimated 40,000 tons/CO₂ per year. The primary activities related to dialogue and planning with politicians and civil servants, dialogue forums with neighbors and recruitment of farmers as owners and suppliers of biomass to the plant.

In 2025, the planning continues, notably the preparation of the extensive environmental impact assessment and the local planning process.

Using surplus heat for district heating

For several years, Daka's facility in Løsning has supplied surplus heat to the local district heating company. The supply of surplus heat has been expanded over the years, and today approximately 600 households are heated with surplus heat from Daka. In 2024, we carried out a prefeasibility study for supply of surplus heat from the neighboring Daka ecoMotion factory as well. This project is expected to be realized in the first quarter of 2026 in close collaboration with the district heating company and is expected to supply an additional 450 households with district heating from surplus heat.

³ In 2020, the life cycle report for Daka was carried out by independent experts from the company of 2-0 LCA Consultants as a so-called Consequential LCA (C-LCA). The analysis was subsequently verified by experts from the University of Southern Denmark. The life cycle analysis is based on the fact that Daka provides a service of collecting and recovering waste/by-products from other industries. The global climate and environmental impact is calculated per kilo of waste/by-product collected and recovered, which includes the substitution of alternative production of Daka's end products. The CO₂ footprint of the waste/by-product itself is not included in the calculation, i.e. it is set to 0. This calculation method is defined in accordance with the ISO 14040/14044 standard, which means that imprints from agriculture and the food sectors are solely attributed to food. The 2024 analysis was conducted internally using models and data from the previous analysis.

⁴ Mapping the carbon footprint of EU regions (2017)

POLLUTION (E2)

Objectives and policies

Daka is an industrial company, and it is inevitable that our activities have an impact on the surrounding environment. That said, we do what we can to minimize the impact.

Daka's environmental policy includes objectives for continuous improvement, preventing pollution and the use of environmentally sound technologies. We actively inform about environmental conditions in the company and any impacts on the surroundings.

The SARVAL and SecAnim factories uphold ISO 14001 environmental management certification, and we expect Daka ecoMotion to achieve certification in 2025.

Safe handling of substances of concern

Daka uses the Chemical Manager system to keep all chemical documentation and risk assessment organised in one place. The system can be accessed by all employees working with chemicals.

In 2024, we continued the substitution of hazardous substances that are harmful to health and the environment. This work continues in 2025.

Use of water

Daka uses water for its processes. Almost all water comes from the company's own wells and does not impact the national supplies of drinking water. Groundwater is not a scarce resource in the areas, where Daka operates, but we still seek to reduce the water consumption. In 2024, we aimed to reduce water consumption by 3% compared to 2023, but instead, it increased by approximately 6%.

Safe treatment of wastewater

All factories work to secure safe treatment of wastewater, adhering to the regulation. The wastewater from the SARVAL and ecoMotion factories is treated at one plant, and the treated water is used for irrigation at nearby farmland. The treated wastewater from the SecAnim plant is discharged to Randers Fjord.

In 2024, no violations of the limit values for wastewater were recorded.

Further information about chemical management and wastewater treatment is available in the ISO 14001 report.

New tank increases wastewater capacity

In 2024, we started the construction of a new, large wastewater tank that will increase the capacity of the existing plant at SecAnim. The new tank allows process water to be stored during the weekdays and then treated during weekends to level out the load. The new tank is expected to start operation in the late spring of 2025. The addition of extra tank capacity is the first step in the extension and improvement plan for the wastewater treatment plant at SecAnim. Depending on the results achieved with the new tank in full operation, the next steps will be evaluated and decided.



Construction of a new wastewater tank at the SecAnim plant, increasing the wastewater treatment capacity.

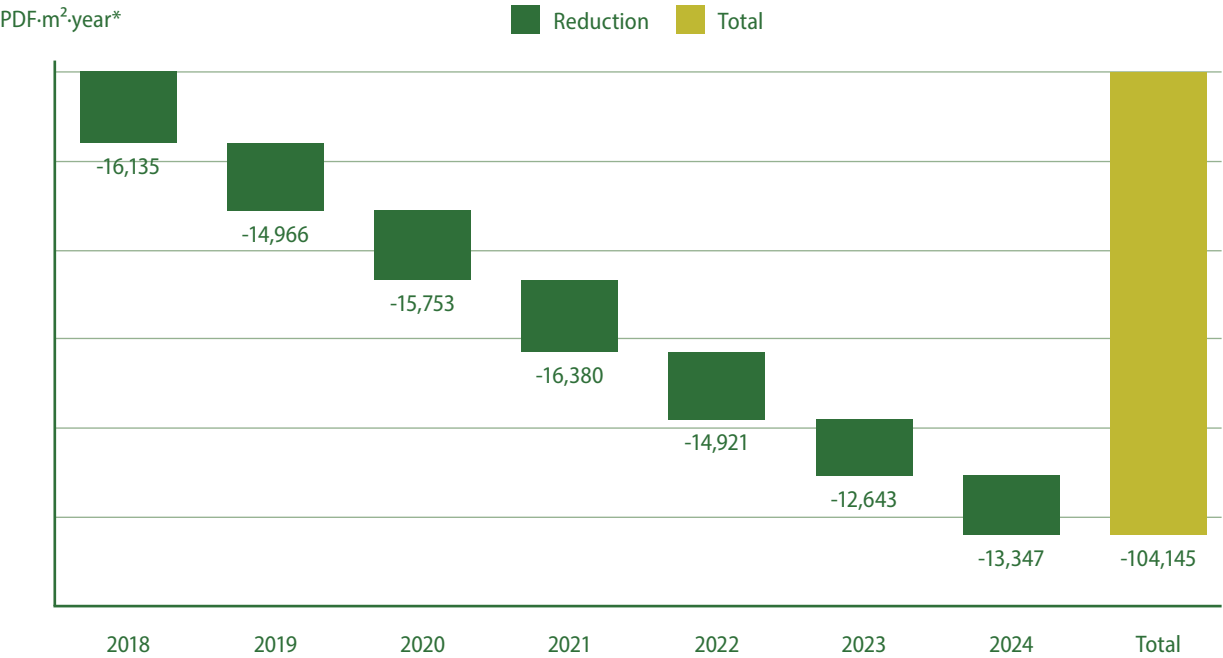
BIODIVERSITY AND ECOSYSTEMS (E4)

Daka’s role in recycling food waste and animal by-products naturally supports sustainability. Because our main impact lies in climate, resource efficiency and waste reduction, we have not drawn up a separate biodiversity policy. However, our activities have an indirect positive impact on biodiversity and ecosystems, and we actively support the implementation of the Indirect Land Use Change (ILUC) principles and framework conditions for resource recycling.

When Daka produces feed ingredients from slaughterhouse by-products, it replaces, among other things, foreign soya and palm oil that would potentially be grown on deforested land. Likewise, when Daka produces second-generation biodiesel that can replace first-generation biodiesel, it saves land that would otherwise have been used to grow rapeseed or palm oil.

The LCA analysis⁴ carried out at Daka shows that this recycling in 2024 saved almost 13,300 hectares from being used to cultivate feed crops or biofuel, equivalent to almost 18,500 football pitches. Areas cleared for growing palms and soybeans tend to be forests, and according to the UN, around 10 million hectares of forest are cleared annually.

Loss of biodiversity due to indirect change of land use



*PDF is a biodiversity indicator used to measure the impact of land use changes on ecosystems. The abbreviation stands for: Potentially disappeared Fraction of species.

In 2023, Daka expanded the forest on its grounds around the SecAnim plant, bringing the total forest area up to eight hectares. Approximately 6,000 new trees were planted, mixing deciduous and coniferous trees, flowering shrubs and fruit trees in order to attract insects, birds and wildlife. All in all, Daka owns and maintains close to 150 hectares of land around its facilities.



CIRCULAR ECONOMY (E5)

Optimum recycling of natural resources

Over the course of almost 100 years, Daka has undertaken, refined and optimized the task of recycling fallen stock and animal by-products. Nothing should go to waste - everything can be recycled is the basic premise of our business.

We do not have a policy specifically regulating our approach to circular economy, but the concept is deeply embedded in our daily operations, including our work with quality management and general work with our supply chain.

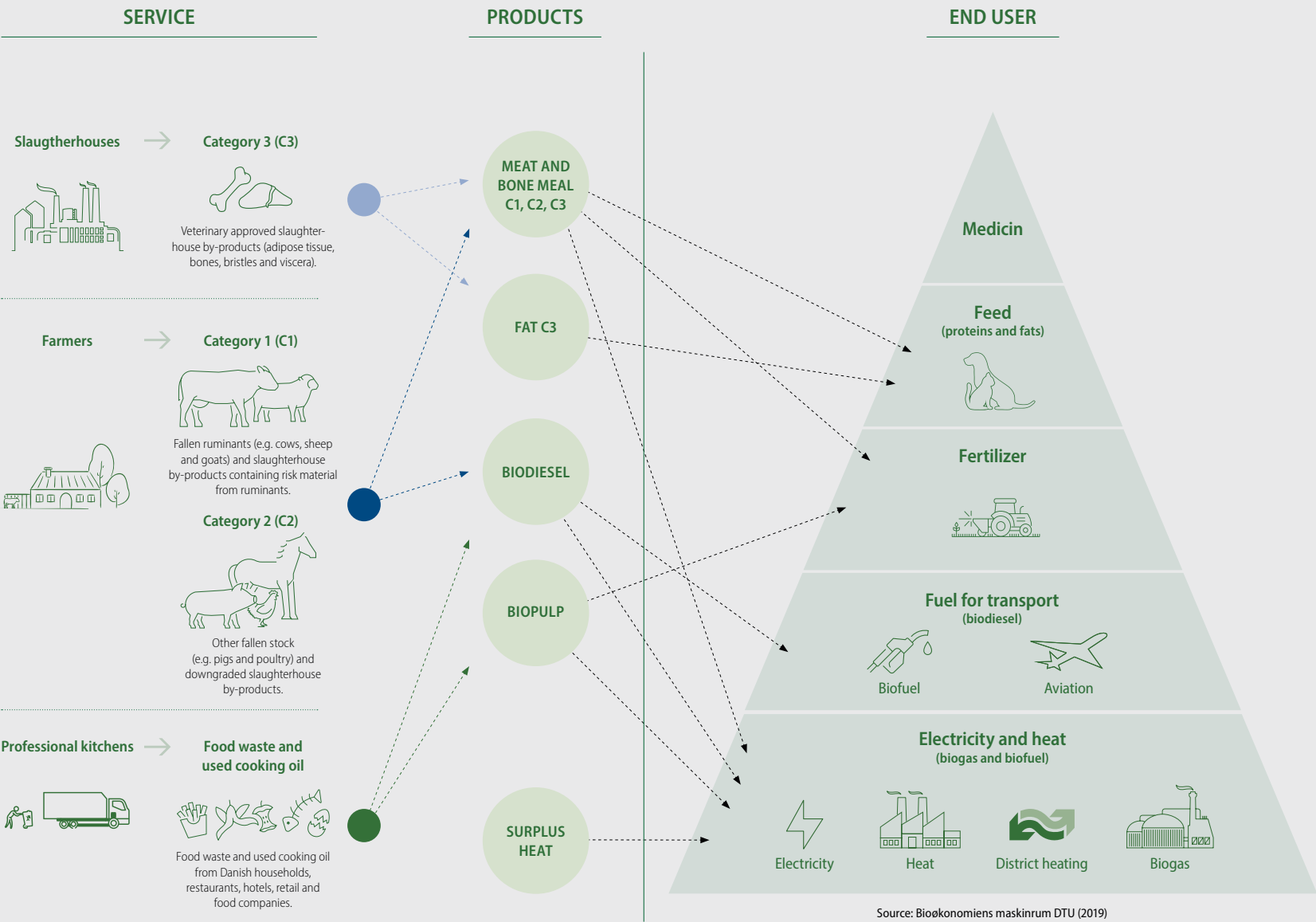
The animal by-products, residues and food waste are recycled by Daka to the highest possible level of the bio-economic pyramid, primarily into feed ingredients and fertilizers, secondly into biofuel and bioenergy for production and heating. This priority preserves valuable nutrients, ensuring that the raw material is reused multiple times, not just for energy.

Growing the membership of the REFOOD Label association

Daka ReFood is one of the co-founders of the association 'The REFOOD Label' that fights against food waste and promotes recycling. The REFOOD Label is a trust-based certification based on a shared vision of a sustainable food and service industry characterized by less waste of resources and more recycling.

In 2024, the number of REFOOD Label members increased to 2,127 (2023: 1,899).

THE VALUE CHAIN



Source: Bioøkonomiens maskinrum DTU (2019)
(The engine room of bioeconomy Technical University of Denmark)



SOCIAL



EMPLOYEES IN DAKA'S OWN WORKFORCE (S1)

Objectives and policies

Daka's success as a business relies on our employees, their skills, commitment and willingness to do a good job. We safeguard labor rights and comply with relevant labor regulations, ensuring that our employees have a safe and healthy working environment, work under Danish conditions and according to Danish collective agreements, and that all employees have permission to work in Denmark.

Our ambition is to create a diverse and inclusive working environment with equal opportunities for all our employees. We have implemented a number of policies relating to our own workforce, which are made available to all our employees through Daka's employee handbook. This includes high level policy information as well as guidance on practical matters relating to the employment and daily work.

Daka's newly updated work environment policy describes how we ensure that all employees have good and safe working conditions, and our new harassment policy provides guidance on how to prevent and handle potential offensive behavior, including sexual harassment and bullying.

High motivation and engagement

We conduct regular employee engagement surveys to ensure constant focus on the motivation and engagement of our people. The last survey was carried out in 2023 and showed high job satisfaction in general. 2024 was used for follow-up and actions on the survey results, and the next survey will be carried out in the spring of 2025. As a follow-up, leaders and specialists at Daka took part in a 24-hour conference titled 'Daka even better together' in order to develop leadership, culture and cooperation through open dialogue and personal reflection. Before the conference, a group of young employees had given their input on the culture and work environment that served as inspiration for the discussions.

Development opportunities

In 2024, the SARIA Group launched a new academy format, Leadership Academy, for young, high-performing talents that want to pursue a career in the Group as either leading experts or line managers. Two talents from Daka joined the academy in 2024. The programme continues in 2025.



As part of the effort to improve cross-organizational cooperation, all employees at the SARVAL and ecoMotion factories met in November for a seminar on improving communication and cooperation. Management at the SARVAL factory implemented a monthly meeting for managers and salaried employees with focus on values, well-being and cooperation, and at the SecAnim factory, management launched monthly townhall meetings in order to better inform and involve the employees.



"Daka even better together" 24 hours conference.



Daka ReFood employs four drivers with hearing disabilities.



"A healthy and safe workplace is on top of the agenda throughout Daka. We have carried out several campaigns as part of our effort to foster a strong safety culture, where personal and colleague safety is a top priority in daily work. The mental work environment is equally important, and new policies will guide us to ensure a safe, pleasant and inclusive work environment."

- Poul Brage
Supply Chain Director

A safe and healthy workplace

Working environment and the health and safety of our employees are of great importance at Daka. Our safety vision is to have zero occupational accidents, and we work continuously to instil a strong safety culture, prevent occupational injuries, reduce sick leave and improve mental health.

Health and safety committees have been established at all facilities, which involve employees in improving safety by taking responsibility for themselves and their colleagues.

In 2024, Daka employed 236 employees, and 6 work-related injuries with sick leave were registered (2023: 9 injuries). The number of registered near-accidents was 19 (2023: 21).



In 2024, we welcomed our safety mascot Samy at all Daka locations. Samy reminds everybody of safety in the daily work and is used to post special messages or announce special events.

Actions towards an even safer working environment

Safety was a key topic in the executive management and at all plants during 2024. Selected examples of activities:

- A harassment policy was published and all leaders were trained in spotting, preventing and dealing with abusive behavior or victimization. Incidents can be reported to the HR department, the compliance officer or the whistleblower scheme.
- A new Daka work environment policy was prepared and will be launched throughout the company in 2025.
- The SARVAL and the ecoMotion factories enforced the use of safety belts in trucks and when working in silos. This campaign will include the SecAnim plant in 2025.
- The SARVAL factory also started the preparation of new loading ramps for big bags, which will reduce the risks related to the handling of the bags.
- All factories had a general focus on use of personal safety equipment, i.e. helmets, masks, glasses and ear muffs.
- A 'stand up and stretch' campaign was implemented for office workers.

The strong focus on safety continues in 2025. Among others, we will work to fulfil the requirements of ISO 45001 health and safety management standard.

Diversity and inclusion

In 2024, the general gender split at Daka was 24% women (2023: 23%) and 76% men (2023: 77%). For white collar workers, the gender split was 43% women and 57% men.

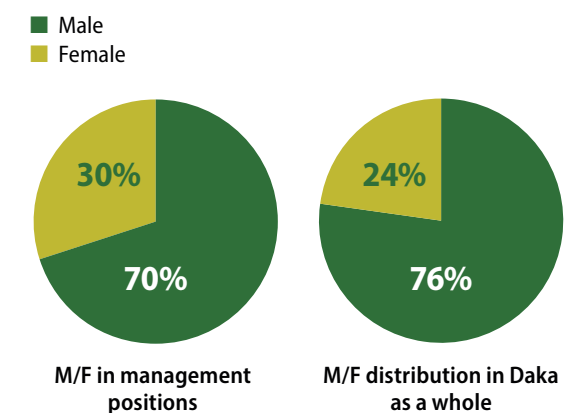
The share of the under-represented gender in management positions was 30% in 2024 (2023: 26%). In Daka's Business Board, the gender distribution was two women and six men.

Daka wants to give everyone equal opportunities for employment, development and for pursuing a career. Both management and the HR department focus on initiatives to support this goal, first of all by motivating women to apply for management positions. Furthermore, efforts are made to source diverse candidates in recruitment processes.

The goal for the under-represented gender on the Board of Directors is at least one person. This goal is fulfilled in 2025.

In 2024, Daka had six people employed in so-called flex jobs, a Danish job opportunity scheme for people who cannot hold a fulltime job.

In 2024, Daka received the Hedensted municipality diploma for social responsibility.



WORKERS IN THE VALUE CHAIN (S2)

Our social responsibility also extends beyond the company, to the employees of our suppliers and partners, primarily drivers employed by external hauliers for collection of raw materials from farmers and slaughterhouses.

We expect our suppliers to act in accordance with our principles, which are set out in writing in our SARIA Code of Conduct and SARIA Supplier Code of Conduct. The methodology is described in our policy on human rights in the supply chain.

Daka significantly impacts the business and working days of the external hauliers and truck drivers, since Daka is responsible for the planning and coordination of routes and working hours. Requirements and conditions for the cooperation are stated in the contract between Daka and the hauler.

In 2025, the plan is to integrate SARIA Supplier Code of Conduct into the contract with external hauliers.

For all other major suppliers and cooperation partners, SARIA Supplier Code of Conduct is already enforced, requesting our partners to:

- Provide a safe and healthy work environment
- Employ people in accordance with applicable Danish collective agreements and employment conditions
- Provide the right to organize in a relevant trade union
- Ensure valid work permits for foreign workers

In 2024, 39% of the total purchase sum from indirect procurements (excluding raw materials) was made with suppliers who had signed the SARIA Supplier Code of Conduct, compared to 20% in 2023. The goal is to continue increasing this percentage.



AFFECTED COMMUNITIES (S3)

Daka wants to be a good neighbor and contribute to the development of the local community. Good relations with the surrounding community make up our license to operate, and we strive to cause minimum inconvenience and to play an active and positive role for the local citizens.

We do not have a policy specifically targeting the concept of affected communities; however, we have implemented measures in our daily operation to ensure a proper dialogue with our neighboring communities. In our environmental policy we specifically state that we want to be an environmentally responsible company that actively and openly informs about environmental conditions in our company and involves the local community in reducing the environmental impact experienced by the neighbors.

Dialogue forums

At SecAnim, we have established a permanent dialogue forum with active citizens, the factory manager and representatives from Daka's head office. The aim of the forum is to discuss potential challenges in a proactive and constructive way and to seek solutions before any major issues arise. In connection with the planned construction of a biogas plant in Hedensted, we host a similar dialogue forum with neighbors and other local stakeholders.

Eliminating odor complaints

Daka's processing of organic material generates odors. Odors cannot be eliminated, but we aim to limit odors as much as possible. The target is to have zero complaints from neighbors during normal operation.

In 2024, the number of neighbor complaints was 29, counting both the SecAnim and the Sarval facilities, a rise from only 10 in 2023. The individual complaints are always investigated closely in order to discover possible operational causes of abnormal odor emissions. The odor samples conducted and analyzed by an independent control body showed that the odor measurements for the whole of 2024 were significantly below the statutory limit values. Work to keep the level of odor nuisance at a low level is part of Daka's long-term strategy.

Further information about odor measurement and results is available in the ISO 14001 environmental management report 2024.

Reducing noise

The SecAnim factory received seven noise complaints in 2024. The Danish Environmental Protection Agency inspected the site and raised questions that are in the process of being investigated and answered. Possible noise reduction measures are also being investigated.

The SARVAL, ReFood and ecoMotion factories received no noise complaints.

Local sponsorships

At Daka, we support initiatives that promote well-being and health in our company and local communities. Our sponsorships focus on children and young people, who are key to society's future and potential future employees at Daka.

We sponsor local organizations and activities that foster strong communities, particularly those where our employees are active or volunteer. This aligns with our strategy to create a healthy environment, where people thrive.



Daka supports sports activities for children and young people in SIF Assentoft, a neighboring town to the SecAnim plant. Our long-term sponsorship provides the club with the opportunity to develop its activities and strengthen the community around the club.

"At SIF Assentoft, we work to create a strong community through grassroots sports, where everyone can participate regardless of financial situation. Daka helps us keep participant fees low and provide children and young people with a chance to have an active life filled with great experiences."

*- Rasmus Mathiesen
Sponsor Coordinator at SIF Assentoft*



GOVERNANCE



BUSINESS CONDUCT (G1)

Code of Conduct

Daka operates under the SARIA Group's compliance program. The SARIA Code of Conduct ensures the ethical and lawful operation of the Group and provides guidance to employees in their daily work. The Code of Conduct covers, among other things, the following areas: Human rights, labor rights, health and safety, environment and resources, as well as anti-corruption and fair competition.

Upon hiring, all new employees are introduced to the SARIA Code of Conduct. Salaried employees sign a statement confirming they have read and understood it, while blue-collar employees receive a verbal introduction during an onboarding meeting. A number of senior managers and relevant decision makers sign an annual "Commitment letter", reaffirming their knowledge of the content of the SARIA Code of Conduct and asserting that no breaches took place within their area of responsibility; or if breaches took place that action was taken, and that the manager and the Compliance Officer were informed.

Whistleblower protection


If employees or business partners discover irregularities, they can anonymously contact the SARIA Whistleblower System or the local Daka Compliance Officer.

Our whistleblowing policy describes the rights of the whistleblower as well as the operational work for Dakas Compliance Officer, when concerns are submitted.

In 2024, three reports were submitted and investigated. None called for remediation.

Certifications

Daka's business units comply with a number of certifications that ensure responsible and sustainable operation of the company:

Business area	Certification / facility	Raw material	Finished product	Certification per finished product
SARVAL	ISO 14001 (environment) ISO 50001 (energy) ISO 9001 (quality)	C3 - pig	C3 fat (feed)	GMP+ B1*
			C3 meal (petfood)	Per customer and country requirements
			Surplus heat for district heating	EFO**
SecAnim	ISO 14001 (environment) ISO 50001 (energy) ISO 9001 (quality)	C2	C2 fat	ISCC***
			C2 meal	
		C1	C1 fat	ISCC***
			C1 meal	
ecoMotion	ISO 50001 (energy)	C1/C2 fat	Biodiesel	ISCC*** INS****
			Glycerin	
			Potassium sulphate	
			BHO	
ReFood		Food waste/UCO/ Former foods	Biogas pulp	ISCC***
			UCO for biodiesel	ISCC*** INS
Daka head office		-	-	-

*GMP+B1 is an international sustainability certification for animal feed.

**EFO is a Danish energy efficiency scheme for surplus heat.

***ISCC is an international sustainability certification for biofuels, including fats, used cooking oil and biogas pulp, which are used in the production of biodiesel and biogas respectively.

****INS is a sustainability certification similar to ISCC, but specifically for the Italian market.



EcoVadis certification

The SARIA Group applies the EcoVadis framework for ESG reporting and compliance. In 2024, SARIA improved the score from 69 to 76 points, which placed the company among the top 3% of companies within the EcoVadis certification scheme. EcoVadis is a global standard for sustainability assessment of companies. So far, more than 150,000 companies have been rated.

Human rights

Daka supports and complies with all international conventions on human rights. We respect human and labor rights in all our operations and recognize our responsibility to avoid any kind of violation of human and labor rights in our supply chain.

Human rights are included in the SARIA Code of Conduct that applies to Daka's own organization and to suppliers and other business partners.

Anti-corruption

Our approach to corruption and bribery is covered by the SARIA Code of Conduct, which stipulates zero tolerance towards corruption and bribery and prescribes that all activities are carried out according to the applicable legislation.

Furthermore, Daka has implemented a specific anti-corruption policy, which is made available through our quality management system, and which provides further guidance to all colleagues on how to avoid corruption and bribery. In 2024, no breaches of the anti-corruption policy were recorded.

General compliance risk assessment

In 2024, we conducted an interview-based risk assessment with selected stakeholders throughout the business. The goal of the assessment was to understand our current risk exposure, create awareness and to prepare a framework for operating and mitigating compliance risks.

Data ethics and GDPR

Daka takes data protection seriously and works to ensure proper IT security. We have implemented a company policy for privacy, a privacy compliance program, an IT policy, and an IT security policy to support these efforts. The aim of the policies is to ensure awareness to protect the data and systems of our company and establish detailed guidelines for processing of data and the employees' use of IT. All employees have been introduced to the policies.

Daka cooperates with external partners on 24/7 monitoring of IT systems and on ongoing campaigns and training of employees in data security.

Daka has assessed the need for detailed policies and procedures within the area of data ethics. Based on the assessment, we have concluded that the concept of data ethics as a separate line of focus is not relevant to our core business. However, we are continuously working on various initiatives in relation to "doing the right thing", and we have formalized a number of general ethical considerations that are relevant to our work in the SARIA Code of Conduct, which is publicly available via our website. The assessment is documented in our statement of data ethics.

In 2024, Daka prepared for the requirements of the 'D-label', which is a Danish certification for IT security and responsible data use. These preparations continue in 2025, when we expect to receive the certification. This also strengthens our readiness for the upcoming NIS2 regulation, expected to take effect in mid-2025



"It is essential that our production runs uninterrupted. Therefore, cyber security plays a crucial role in our daily work. Through our work with the D-label, we are in a solid position preparing for the upcoming NIS2 regulation"

- Kasper Holm
CFO

PUBLIC AFFAIRS

Daka plays a vital role in society by ensuring that animal by-products are collected and recycled efficiently and safely within legislation governing livestock production, energy, environment, climate, and transport.

Our working processes within public affairs are structured and led by our dedicated public affairs team following a number of procedures and guidelines. However, we do not have a specific policy on public affairs made available for all employees.

Daka wants to be a reliable and professional voice in societal and political discussions that influence our work and mission. By engaging in policymaking and dialogues, we aim to deliver value to both our company and society, contributing to sustainable and secure solutions.

All Public Affairs activities are conducted in compliance with applicable laws, ethical standards, and Daka's values. We emphasize accountability, transparency, and respect for all stakeholders. Our approach is characterized by professionalism and openness, fostering constructive dialogue with decision-makers at all levels.

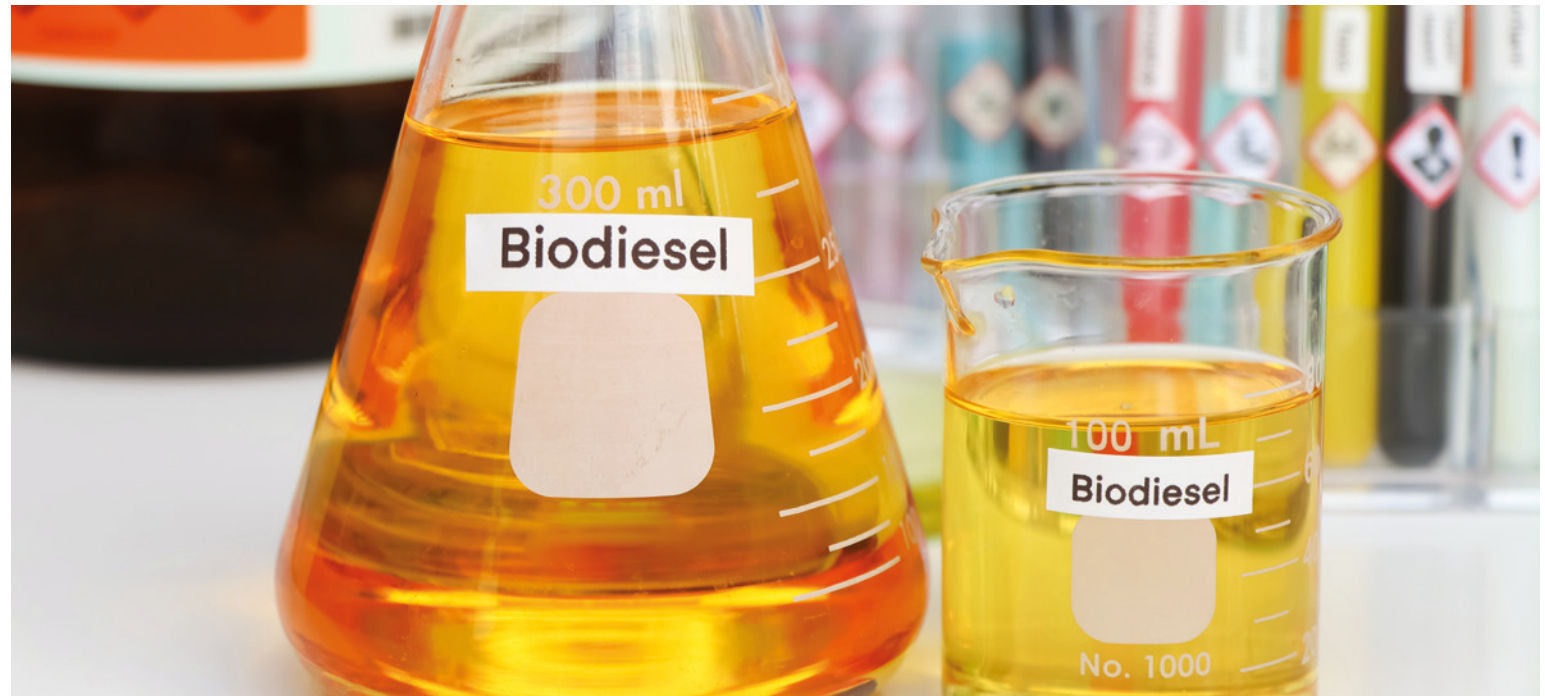
Areas of Engagement

Daka contributes expertise across various Public Affairs areas, including:

- Legislative preparation and collaboration on executive orders and guidelines with authorities.
- Ongoing dialogue with ministries, civil servants, and politicians at local, national, and European levels.
- Active participation in industry organizations such as the Danish Agriculture & Food Council, Danish BioEnergy (Danish Industry), and the European Fat Processors and Renderers Association (EFPRA), promoting the societal importance of veterinary safety.

International Collaboration

We actively participate in international collaborations within the field of animal by-product management and veterinary safety. Through dialogue with European and global partners, we work towards shared solutions that strengthen the industry.



Major public affairs activities in 2024

Ash for fertilizer products

The European Food Security Agency (EFSA) has started the process to reassess the risk of using the ash from burning ruminant meat and bone meal (C1 MBM) in fertilizer production rather than just depositing it in cement. This is good news, as C1 MBM (C1) is very rich on phosphate, a scarce resource that can now be recovered and reused. However, the risk assessment schedule will last two years, meaning that a political green light for starting production will be given in 2027 at the earliest.

Meat and bone meal for feed

Our efforts to relax the requirements for processing slaughterhouse C3 meat and bone meal from pork and poultry into feed also moved in the right direction in 2024. EFSA has assessed the risk and opened the door for less harsh heating processes, which enable the industry to recycle valuable nutrients that can replace virgin feedstuff. There is further work to be done before the ideal solution is in place for Daka, but the process is on the right track.

Biodiesel for the Danish transport market

At the national level, our focus in 2024 continued to be on the market conditions for biofuels. The current Danish legislation does not distinguish between first generation biofuels made from crops and second- generation biofuels based on waste, e.g. biodiesel from Daka ecoMotion.

As it is easier and cheaper to produce biodiesel from crops, first generation fuels dominate the Danish market at the moment. By allowing that, the Danish politicians disregard the fact that first-generation fuels used for transport in Denmark occupy 90,000 ha of agricultural land that could have been used for food and feed production. Daka ecoMotion has an annual production of approx. 60,000 tons of biodiesel that potentially make up one third of the domestic market. However, it is all exported due to the Danish regulation. Daka works to change this and ensure that there is an incentive to prefer the most sustainable fuel, which is the case in other EU countries.

Overview of main objectives and achievements during the past three years

Indicator/measuring unit	Objective	2024	2023	2022
CO ₂ net ¹¹ Kg CO ₂ /ton raw material	Continuous reductions from production	116	113	115
Energy consumption, power steam ¹² kWh/ton raw material	438 in 2025	422	455	441
Energy consumption, electricity ¹³ kWh/ton raw material	67 in 2025	66	68	63
Water consumption ¹⁴ m3/ton raw material	3% reduction in 2025	0,92	0,87	0,87
Odor complaints (SecAnim) ¹⁵ Number of complaints	0 complaints during normal operations.	17	8	16
Odor complaints (SARVAL) ¹⁶ Number of complaints	0 complaints during normal operations.	12	2	4
Odor complaints (ReFood) ¹⁷ Number of complaints	0 complaints during normal operations.	0	0	0
Odor measurements, compliance of limit values (SecAnim) ¹⁸ Number of exceedances	100% compliance	0	0	0
Odor measurements, compliance of limit values (SARVAL) ¹⁸ Number of exceedances	100% compliance	0	0	0
Members of The REFOOD label ¹⁹ Number of members	+ 500 members per year	2.127	1.899	1.657
Gender distribution total Daka %	Increase the share of women	M76% / W24%	M77% / W23%	M69% / W31%
Gender white-collar worker %		M57% / W43%	M55% / W45%	-
Gender in management ²⁰ %	Men 67% / Women 33%	M70% / W30%	M74% / W26%	M73% / W27%
Women in the board of directors ²¹ Number	1	0	0	0
Job satisfaction Scale 1-7 ²² White collar worker	Maintain a high level of job satisfaction >6	-	6,2	6,2
Job satisfaction Scale 1-7 ²² Blue collar worker	Job satisfaction >6	-	5,7	-
Sickness absence, White collar worker ²³ %	2% in 2024	1,9%	2,6%	1,3%
Sickness absence, Blue collar worker ²⁴ %	3% in 2024	4,1%	6,4%	3,1%
Lost Time Injury Frequency Rate (LTIFR) ²⁵	0 in 2024	14	23	18
Percentage of purchase sum on material made within signed SCOC ²⁶	40% in 2024	39%	20%	-
Kilometers driven per ton when picking up raw materials ²⁷	Continuous reductions	25	26	25

¹¹ Actual energy consumption conversion from consumption to CO₂-emissions via key figures provided from Danish Energy Agency

¹² Actual energy consumption

¹³ Actual energy consumption

¹⁴ Actual water consumption calculated according to Environmental Management System (EMS)

¹⁵ Complaints from neighbors to Daka's factory near Randers, reported to Daka

¹⁶ Complaints from neighbors to Daka's factories near Løsning, reported to Daka

¹⁷ Complaints from neighbors to Daka's factory near Horsens, reported to Daka

¹⁸ Part of odor measurements complying with limit values. The odor measurements are carried out by independent experts

¹⁹ Members of the REFOOD Label, counted from the list of members in the REFOOD Label

²⁰ Management is employees with managerial responsibilities

²¹ Number of women on the Board of Directors in Daka Denmark A/S, which has six external members in total. The target is effective from 2023

²² Results from the annual employee engagement (barometer) survey of employee satisfaction conducted by Enalyzer, measured on a scale of 1-7

²³ Actual employee data from HR-system

²⁴ Actual employee data from ERP

²⁵ Accidents at work are registered in Daka's management system (IPW) and are regularly reported at all Daka factories. Calculated as Lost Time Injury Frequency Rate (LTIFR).

$$LTIFR = \frac{\text{No. of work-related accidents} * 1,000,000}{\text{Total no. of work hours}}$$

²⁶ Compiled by Daka's strategic procurement department – Contract Management System (CMS)

²⁷ Data on driven kilometers are from Daka Transport Management System (TMS)