

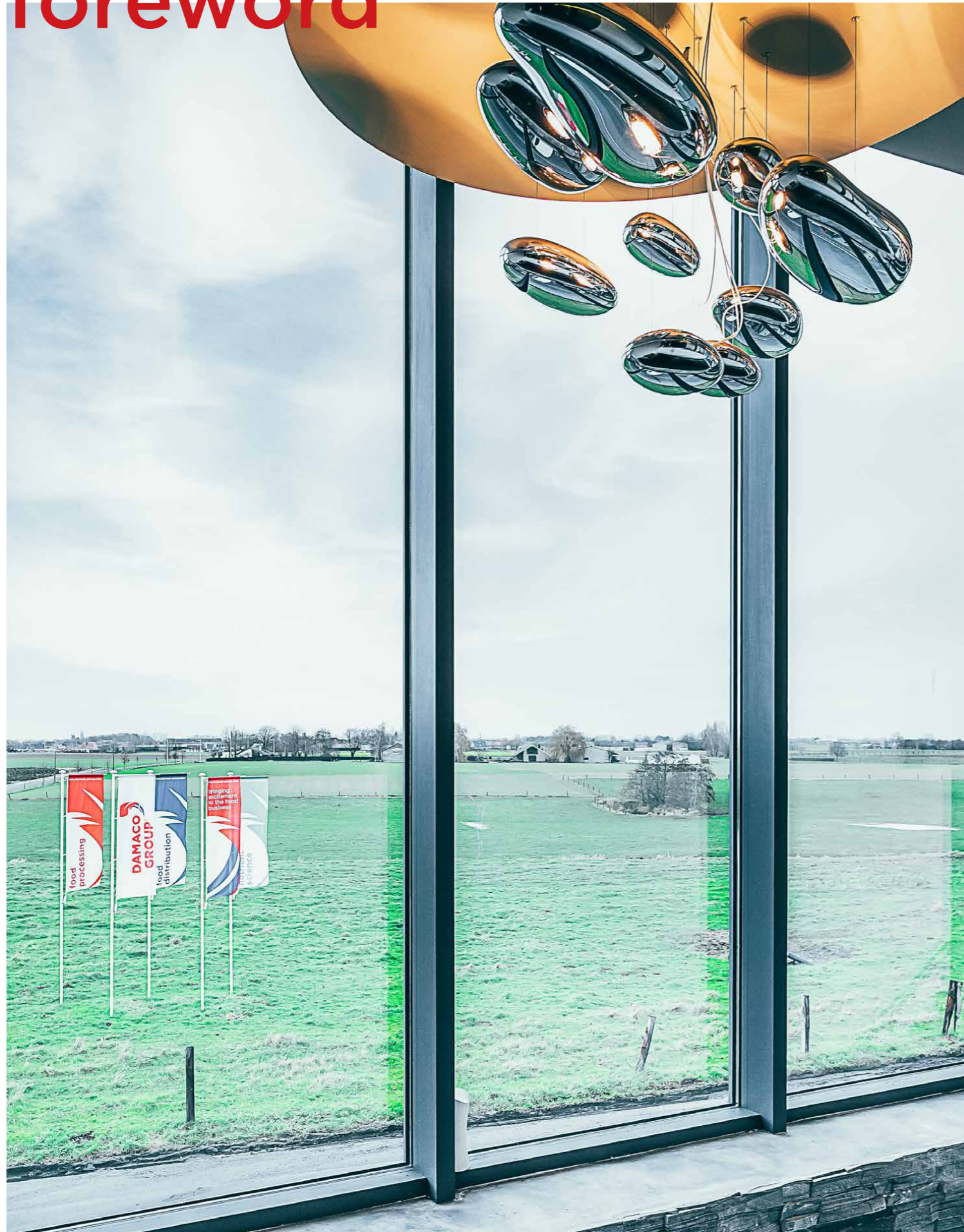


SUSTAINABILITY

REPORT 2023



foreword



Damaco Group in brief

Over the years, we have grown into an international powerhouse. Our roots are in chickens: we established Kipco in 1964 and the name has become a reference in the industry over time. We have continued to build on this solid foundation, year after year. Today we are a global player with several robust business units.

Excelling at food processing at home in the world of food distribution and carving out a niche for ourselves in nutrient science.

We continually invest in our commitment. We are proud of our local roots but regardless of where we operate around the world. We operate globally and think locally. We make the difference every day, with our personal touch and our commitment. We are deliciously old-school, valuing warm personal contact.

Food is an exciting, continually changing and innovative business. We strongly believe in the power of interplay: between the various departments of our group, between ourselves and our customers. Together we achieve more, together we feed each other and grow.

These are the activities of our three business units:

- **FOOD PROCESSING**, with our leading brand Kipco-Damaco we are one of the largest producers in the world of mechanically deboned chicken and turkey meat for processing. Our product range consists of poultry MDM/MSM and BAADER.
- **FOOD DISTRIBUTION**, we offer frozen products for the retail and food service: meat (chicken, turkey, hen, pork, beef, buffalo, lamb & mutton), French fries, vegetables, fish and convenience products. Here too, Kipco-Damaco is our flagship, alongside brands such as Damaco, Bistro Belgique, Pico, Elly's and Al Raed.
- **NUTRIENT SCIENCE**, our latest addition, puts the circular economy and innovation center stage. Empro extracts by-products from poultry into functional building blocks for the food industry, aquaculture & animal feed. Aphasol is a range of organic bio-stimulants to help combat the effects of climate change on yields and product quality.

pleased to meet you

This is how we are:

- We operate worldwide and have Belgian roots.

We are proud of our origins, where it all began almost 60 years ago. 'Good food from Belgium' is our slogan. The renowned quality opened doors on all continents and made us who we are today: a global player.

- We have a huge practical experience.

After all, we have been around since 1964. You will notice our authenticity in the wonderful stories we have collected over the many years and love to share with the world. Just as we love to share our expertise with our customers. Knowledge that we owe a great deal to this experience.

- We are a particularly ambitious group.

We never stand still. Our curious nature leads to innovation and sometimes also to expansion of our activities. In the meantime, we bundled these under the Damaco Group. We always stay true to our core business. Our enthusiasm for the profession is the driving force to do better for our customers every day. We feel responsible to make a difference for them and to continue to grow together.

- We are authentic and involved.

We work hard, really care about each other and like to have fun together. Our positivity, team spirit and accessible character give our approach a special temperament with a personal touch. We are different and proud of who we are.

contents

Foreword	3
Pleased to meet you	4
ABOUT US	7
Quick facts	8
International player	9
Employee statistics	10
Faces from around the world	11
Evolution	12
Norms & values	14
Management team	15
Group structure	16
PRODUCTS & BRANDS	19
Products Food processing	20
Products Food distribution	24
Products Nutrient science	30
Brands	32
FOCUS ON SUSTAINABLE DEVELOPMENT GOALS	35
Introduction.....	36
Fighting Poverty and Hunger.....	38
Good health and well-being	39
Gender equality.....	45
Decent work and economic growth.....	46
Product innovation	50
Reducing inequality.....	53
Responsible consumption and production.....	54
Responsible consumption - live on earth	60
Partnerships for the goals	61
Acknowledgement	64



“Bringing excitement
to the food business is
for us a key driver.

If you look at what we’ve
accomplished over the
past few decades, yes,
that’s pretty exciting.”

*Iris Vandaele - Co-owner
Commercial & marketing director*

about us

quick facts

This is what we stand for. We ...



Premium Quality

... produce and deliver only top quality for top partners.



Patented Plastic Detection

... are the only mechanically separated meat producer that has integrated a system of plastic detection into the production process.



Patented Production Process

... developed and built our own production device based on progressive understanding, experience and know-how.



Optimal Working method

... strive every day for optimal service together with all partners and within all echelons of Damaco Group.



CR10 Certificate

... are the first company in the food industry to receive this certification.



Zero Waste Policy

..... redesign the life cycles of our raw materials so that all products are reused in the chains.



Packaging

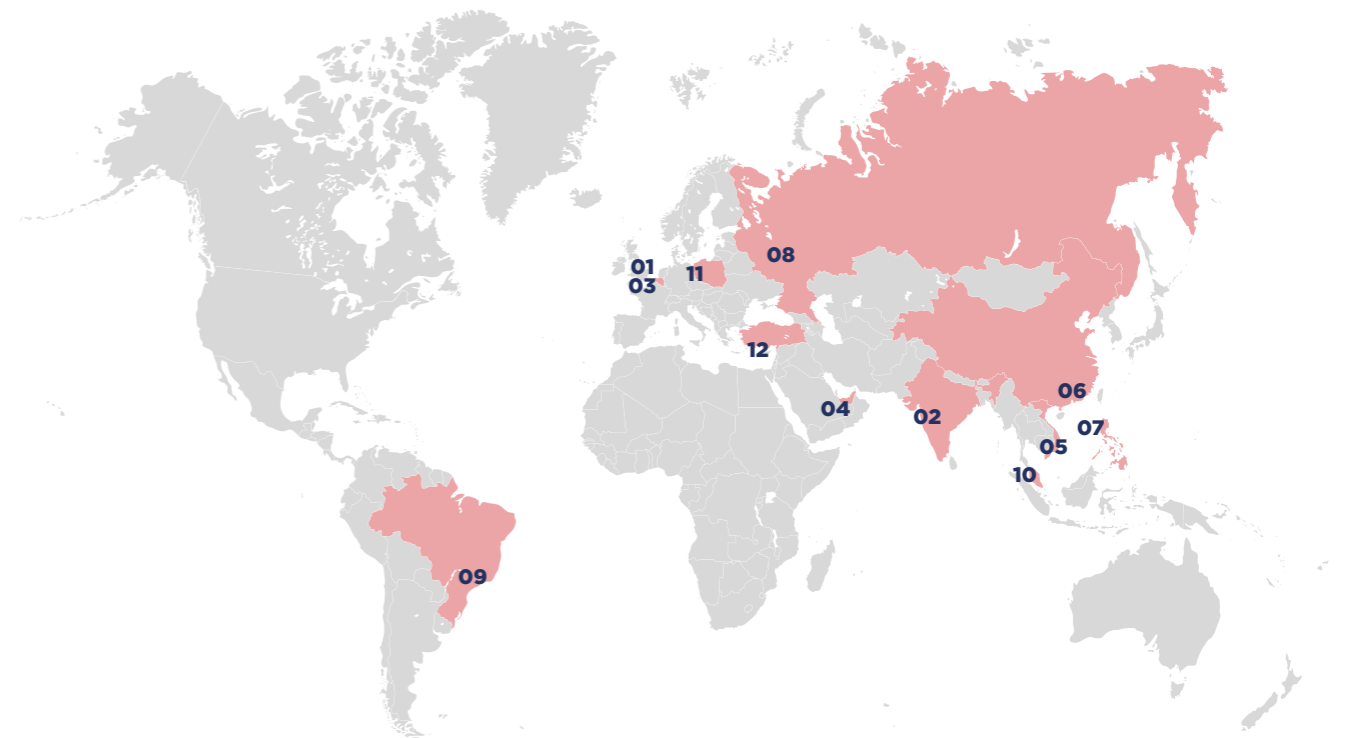
... efficiently use only ecological packaging.



Product & Technical Support

... have our own in-house meat technologist so that we can move quickly according to customer demand and need.

international player



01	Oostrozebeke BELGIUM		07	Manila PHILIPPINES	
02	Bangalore INDIA		08	Moscow RUSSIA	
03	Dendermonde BELGIUM		09	Sao Paulo BRAZIL	
04	Dubai U.A.E.		10	Singapore SINGAPORE	
05	Ho Chi Minh City VIETNAM		11	Warsaw POLAND	
06	Hong Kong CHINA		12	Izmir TÜRKIYE	



Food Processing



Food Distribution

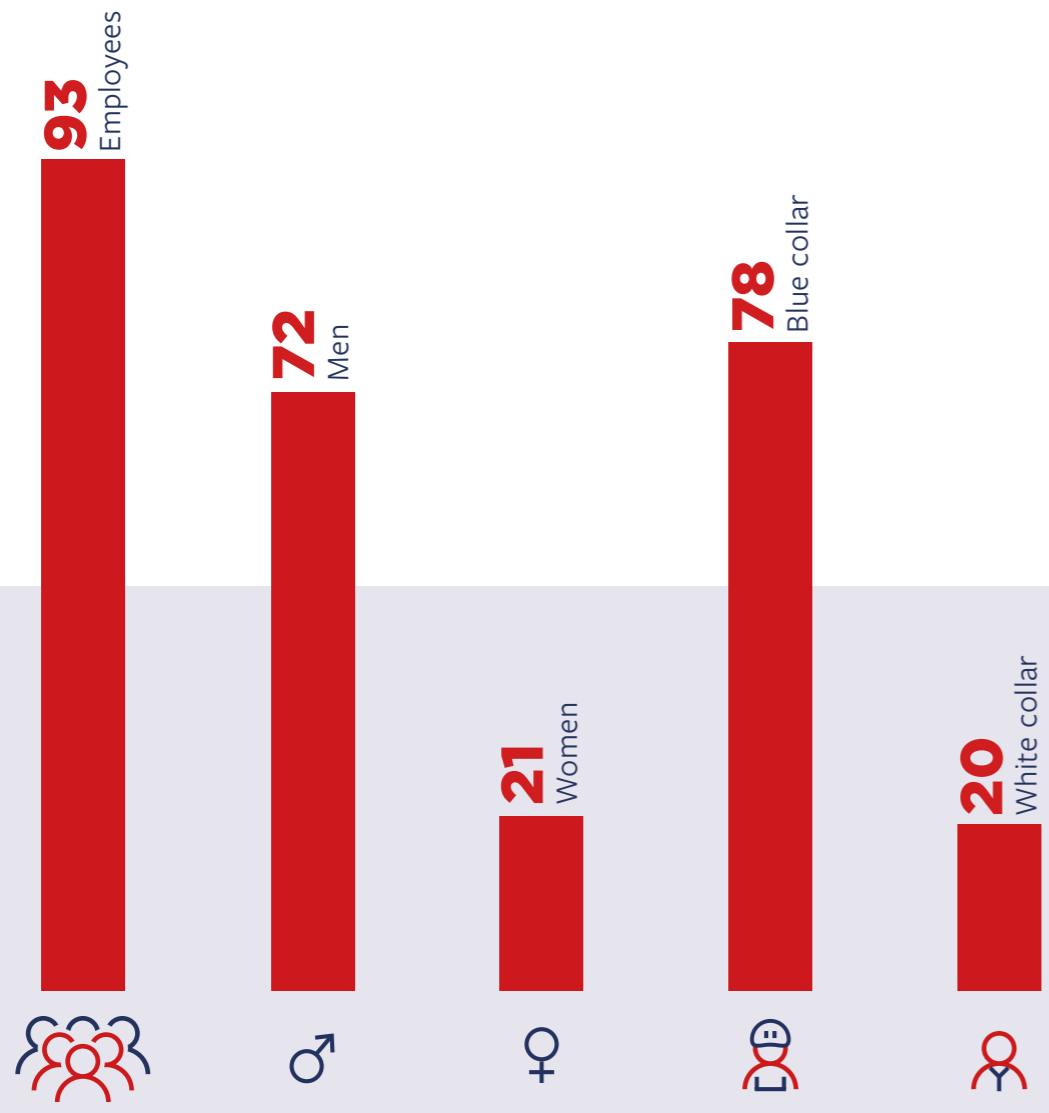


Nutrient Science

employee statistics

in HQ Belgium

 **11**
Nationalities



faces from around the world



evolution

Welcome to a startup that has been in business for over fifty years.



FUTURE

BRINGING EXCITEMENT TO THE FOOD BUSINESS

2022

WINNER EXPORT LION AWARD PRESENTED BY FLANDERS INVESTMENT AND TRADE



2020

OPENING OF TWO NEW OFFICES HONG KONG & POLAND



2018

PLANTS EXPANSION



2015

START-UP EMPRO EUROPE



2010

EXPANSION INVESTMENT KIPCO-DAMACO



2008

START-UP DAMACO FOODS SINGAPORE



1964

FOUNDING OF KIPCO



1982

FOUNDING OF DAMACO



1999

THE MERGE OF KIPCO & DAMACO

norms & values

At Damaco Group 5 core values are highly promoted. These values apply to all employees and reflect our corporate culture.



Together for better

At Damaco Group, we are a team. Both the directors and managers who inspire their employees every day, and the colleagues among themselves: together we work for and towards the same goal. We are all working in the same direction.

together, team spirit, commitment

Getting to know Damaco Foods Brazil

Scan here the QR code



Performance

Damaco Group is an internationally established value. Every day we strive for improvement and optimization in order to position ourselves even BETTER in the market. Everyone contributes to achieving these objectives.

Working at Damaco Group is challenging, it means taking initiative, thinking and working proactively.

results-driven, effectivity

Commitment

Damaco Group employees are proud: proud of the company, proud of their job and proud of the team of colleagues. Expertise in the job, bearing responsibility and flexibility: these are characteristics that are present in everyone. Everyone forms a link in the chain.

personal, accessible, sympathetic



Quality

Damaco Group operates in the food industry. This means that there are strict quality standards (e.g. BRC, IFS, FAVV rules) to which every employee must adhere. Order, cleanliness and environmental awareness are basic aspects of the job, both in production and in the office.

driven, ambition



Fun

Damaco Group wants to be a workplace where employees enjoy to come. Fun in the job and with your the colleagues is very important. We form a group together: #DGOneClub! To reinforce this feeling, fun activities are often organized, such as a New Year's cocktail, a treat with French fries, participation in a triathlon, and so on.

fun

management team



Iris Vandaele
Co-owner
Commercial & marketing director



Bruno Vandaele
Co-owner
Business Development director



Philip Eeckman
CFO
Coordination Sales offices worldwide



Eddy Bauts
Managing Director

group structure*

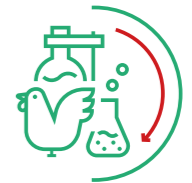
Overview of our business units and their respective brands



In **food processing** we work with our leading brand **Kipco-Damaco** one of the world's largest producers of mechanically deboned chicken and turkey meat as a semi-finished product. Our product range consists of poultry MDM/MSM and BAADER.



In **food distribution** we offer frozen products for the retail and food service: meat (chicken, turkey, soup chicken, pork, beef, buffalo, lamb and sheep), French fries, vegetables, fish and convenience products. Here too, **Kipco-Damaco** is our flagship, alongside brands such as **Damaco, Bistro Belgique, Pico and Al Raed**.



Our youngest member, **nutrient science**, puts both circular economy and innovation at the center. **Empuro** extracts poultry by-products into functional building blocks for the food industry, aquaculture & animal feed. **Aphasol** is a biostimulant that is made entirely from residual streams from the poultry sector and that mainly consists of amino acids. This biostimulant was developed with the goal of growing crops more efficiently.

* This group structure takes the network into account, and, in certain cases, transcends the individual companies.



“Our focus has evolved: from product to solution, from selling to stimulating growth.”

Bruno Vandaele - *Co-owner
Business Development director*

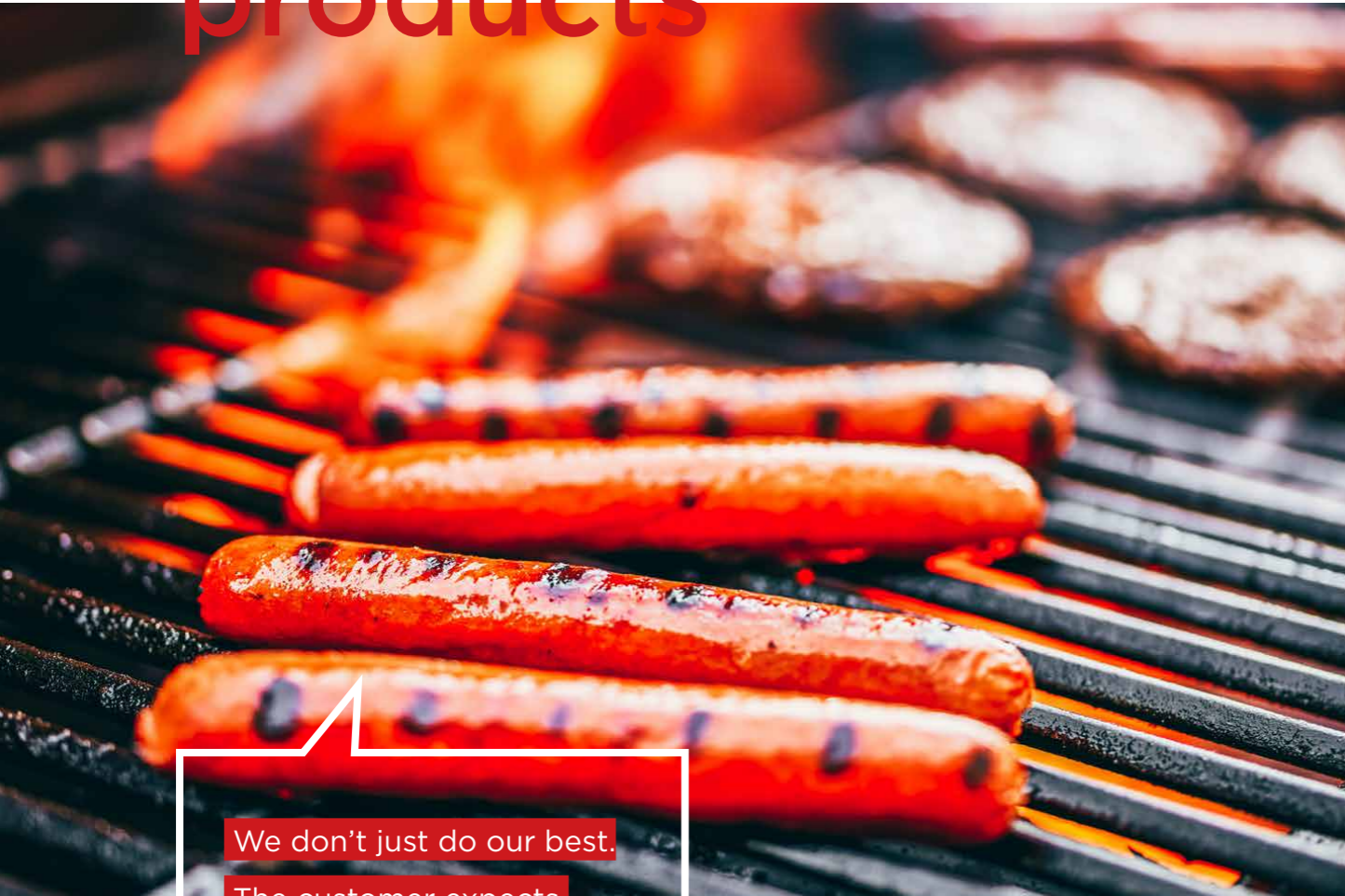
products & brands



To provide more insight into our activities and products, we provide a brief overview by business unit.



food processing products



We don't just do our best. The customer expects results.



As a leading company in the meat processing industry, Kipco-Damaco has invested in its own food technology department and test center. Thanks to years of worldwide experience, we have a great deal of knowledge in the field of food processing and machine solutions. We share this knowledge with our customers and investors who specialize in food processing. Exchanging information with our customers is key to our success, which is why we also organize internal technical training courses for our sales agents to further refine their skills in the Kipco-Damaco Academy. You can count on support at every step of the food processing process.

Chicken MDM & Turkey MDM (2 - 3 mm)

Mechanically deboned meat has a texture of 2 to 3 mm and is suitable for fine emulsions such as frankfurters, mortadellas, nuggets or canned meat and luncheon meat. Kipco-Damaco produces turkey and chicken MDM that allows each application below. Our soft method production process guarantees the protein level and structure, which is important for the binding and water absorption of the final product.



USP's

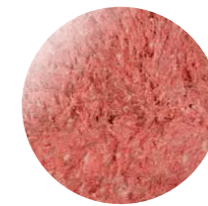
- Unparalleled texture, +/- 2mm
- High protein level
- High pH-value



Applications

- Frankfurter
- Mortadella
- Luncheon sausage

CHICKEN MDM



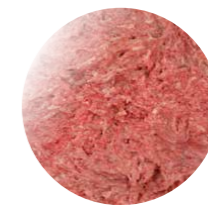
TURKEY MDM



Baader (4 - 5 mm)

If the end products need more texture, our baader types will meet the requirements. For products of medium to large texture, you can produce the desired bite with a 4-5 mm texture, such as for meatballs, hamburgers and medium fine sausages. Our MDM and BAADER (or other meat types) can be combined to further improve the quality of the end product to the level required by the market.

CHICKEN BAADER



TURKEY BAADER



Applications

- Burgers
- Meatballs

Turkey baader red meat

Mechanically deboned turkey neck meat.



USP's

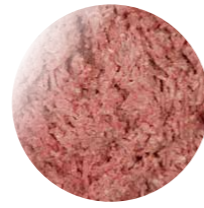
- Low fat level



Applications

- Salami
- Burgers
- Sucuk

TURKEY BAADER
RED MEAT



Poultry Residue

Residue of mechanically deboned chicken and turkey meat



USP's

- High pH-value



Applications

- Rendering
- Pet food

POULTRY
RESIDUE



Chicken baader white meat

Mechanically deboned chicken meat from chicken wishbones



White chicken baader

Mechanically deboned chicken meat from chicken parts



Applications

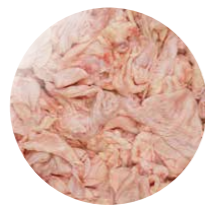
- Nuggets
- Chicken schnitzel
- Chicken steak



Chicken/turkey skins

The skin of turkey or chicken contains high levels of protein and collagen, which helps optimize the binding of the end product. An added plus is the great flavor the skin adds to the recipe.

CHICKEN SKINS



TURKEY SKINS



BAADER FROM
TURKEY SKINS



USP's

- Manually selected and sorted
- Fresh
- Fat substitute



Applications

- Products with high levels of collagen

Watch the video

Curious about the production process of Kipco-Damaco?

Follow the complete production process in this clear animation film, as if you were there yourself. Scan the QRcode and find out all about it!



Discover the production process of Kipco-Damaco Belgium

LIKE DISLIKE SHARE SAVE ...

Second business unit



food distribution products



We service the customer with strong brands.

Which stand for security and quality.

Worldwide export of frozen meat



Because the Damaco Group has played a leading role in this industry for many years, we have been able to gain a growing market share in the global supply of frozen products for importers and distributors.

In addition to poultry meat for processing, our product range includes the following products.

Chicken and turkey parts

Thanks to an excellently organized network of slaughterhouses and suppliers, Kipco-Damaco has been able to develop a wide range of chicken and turkey parts over the years. Products such as liver, gizzards, upper back or tails are available and can be packaged through different solutions depending on the market and customer demand.



Chicken

We can offer all frozen chicken products without any problem, in the desired packaging and according to specific requirements (including halal certification). An excellent basis for continuous business in an atmosphere of mutual trust.



Turkey

We started our turkey slaughterhouse in 1969 and gradually acquired our current status as a global player in the field of frozen turkey products. Because turkey is a very versatile product and holds no secrets for us, we supply a complete range of cuts for all world markets.



Soup chicken

We offer chicken products from North to South America and from Europe to the Middle East. We source with an eye toward optimum quality from every major chicken producer.



Beef

Damaco Foods Brazil ensures that the Damaco Group supplies the best frozen beef from South America, Australia and the United States. In addition, our sales team in Belgium fills in the gaps by thoroughly vetting European producers.



Buffalo

Our offices in India, Dubai and Singapore are the perfect partner when it comes to sourcing frozen buffalo meat. This offers a cheaper and leaner alternative to beef and is the perfect product to offer in the Middle East, Southeast Asia and Africa.



Pork

Damaco Group has its origins in the heart of the Belgian pork-producing region, which guarantees the best quality pork. We always have first-hand information on prices, demand and availability. To expand our offer, the Damaco team has a strong network of other European, North and South American pork producers. This way, every request can be met with the best offer.



Lamb & sheep

Spain, Australia, New Zealand and Ireland have a long tradition of raising and slaughtering lambs and sheep. This makes them the preferred countries of origin for our customers. For these specific products, the Damaco Group has established business relationships with selected and reputable suppliers who guarantee top quality. Our ever-growing and permanently satisfied customer base in the Middle East is already a proof of the commitment of our sales team.





Fish & seafood

Frozen fish and seafood have been part of our quality range. The wide range of varieties and their different origins require in-depth knowledge, which we have been developing ever since.

Fresh frozen vegetables

Frozen vegetables are a continuously growing market around the world. Damaco Group aspires to guarantee quality from seed to harvest and to preserve the best of nature with consideration for people and the environment. Our frozen product range fully meets the high demands of our customers as well as all retail and food service packaging requirements. Freshness and quality are our focus and on simple request we create the product required by the customer's market.



French fries and potato products

Over the years, Belgium has developed a unique "potato culture. Consisting, on the one hand, of the legacy of a perfect soil structure and, on the other hand, of the awareness of how the consumption of potatoes helped define our individuality. As a supplier and partner, we feel responsible for supplying products that meet all requirements. We have an extensive range of potato specialties that guarantee success in each specific market. Supported with the desired packaging and necessary technical knowledge.



Convenience products

Food sharing and finger food are trendy. Therefore, as Damaco Group, we offer a thoughtful and high-quality range of appetizer products for every market. Our packaging solutions are suitable for all food service and retail needs and are tailor-made for our customers.

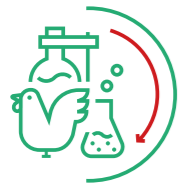


Third business unit

nutrient science products



Nutrition is an exciting business full of change and innovation. There, too, we show our ambition.



Empro Europe NV

This business unit processes poultry feathers in a unique and dedicated way using state-of-the-art technology and based on its patented production process. Both fully compliant with EU regulations for the processing of animal proteins. The result is a highly digestible protein meal and concentrate, intended for pet food.

Empro, by its nature and purpose, is constantly evolving. Within the group, this spin-off is a testing environment for further optimizations. Thanks to cooperation with various universities, among others, we are trying to optimize the further processing of residual streams.

Given the excellent nutritional and attractive properties of our products, we focus on the following sectors:



Pet food industry



Aquaculture feed industry



Animal feed industry



Aphasol

Aphasol produces a 100% natural biostimulant that allows plants to better absorb their nutrients, or makes plants more resilient and able to better defend themselves against extreme weather conditions such as drought or prolonged heat. Thanks to this biostimulant, based on poultry feathers, crops need less fertilizer. As a result, the stimulant ensures a huge CO₂ reduction and helps us to process these waste streams in the best possible way.



brands

Brands are important for us to position our products as clearly as possible and to approach our customers optimally and successfully. The icons show the types of products covered by the brand.

Kipco-Damaco



Kipco-Damaco is one of the world's largest producers of mechanically deboned poultry meat for further processing. We have been producing semi-finished products for many years under the name Kipco-Damaco, ranging from poultry MDM and BAADER meat, to ground white chicken meat and red turkey meat. The brand has become a reference in our sector worldwide. It guarantees optimal preservation of the fiber structure and the absorption of water and moisture within the production process of soft meat products. This brand is the most sold within our group



Damaco



Damaco positions itself within the Damaco Group as the most widely used brand name, and this within various product groups. Specifically, Damaco is a food service and retail brand that guarantees quality, sustainability and diversity. It has the best price/quality ratio. Today, thanks to years of efforts, Damaco has developed into the 2nd largest brand within the Damaco Group, after Kipco-Damaco. Damaco is very recognizable by the orange color in combination with the 'triangle' in the logo.



Bistro Belgique



Bistro Belgique is the premium brand of Damaco Group. It stands for 'high-end'. Within the frozen French fries, it also houses the widest range, with options for coating. It is the absolute top, for those who only choose the best. Damaco Group thus strengthens its leading position in terms of 'Premium' products in the field of frozen chips and vegetables. Bistro Belgique profiles itself as typically Belgian, which translates into the following values: 'authentic', 'purely Belgian', 'modern' and 'accessible to various cultures/regions'. The black color of the packaging should accentuate this distinction in the market. Through our business unit 'distribution', this brand focuses specifically on both food service and retail. It makes it possible to serve different customers side by side in a country without mutual competition.



Pico



The Pico brand primarily targets a wide range of French fries for retailers, distributors or food service companies, wherever they are in the world. Pico stands for tasty and innovative products that consistently meet all requirements at a fair price. It is the pre-eminent volume brand within the Damaco Group. The price depends on the volumes purchased, without compromising the position of the previous brands and their customers.

Al Raed



Damaco Foods Dubai has been selling a lot of buffalo meat in the GCC markets (Bahrain, Kuwait, Oman, Qatar, Saudi Arabia and the United Arab Emirates) for several years. Therefore, we decided to develop our own buffalo meat brand. Al Raed is a leading brand in this market segment. In February 2019, 'Al Raed' - meaning 'leader' in Arabic - was born. Our range includes the tastiest cuts such as topside, fillet, forehead, flatside, steak and liver, destined for food distribution.





“Reducing the ecological footprint is now a hype, but we started doing this in 1982.”

Iris Vandaele - *Co-owner*
Commercial & marketing director

NO focus on SDG'S

How can we make the world a better place for everyone?

As we strive to achieve a sustainable future, we contribute to it is essential to have a roadmap that guides our collective efforts. That's where the United Nations' Sustainable Development Goals come into play. These 17 goals, set to be accomplished by 2030, play a crucial role in creating a more equitable and sustainable world.

Damaco Group is committed to contributing to the Sustainable Development Goals, to help protect our planet and increase the wellbeing of people around the globe. By achieving the targets as described in this report, we will contribute most to ten of the seventeen goals.



WE CONTRIBUTE TO

1 No poverty

2 No hunger

3 Good health and well-being

5 Gender equality

8 Decent work and economic growth

9 Industry, innovation, and infrastructure

10 Reduced inequalities

12 Responsible consumption and production

15 Life on land

17 Partnerships



Fighting poverty and hunger

By offering good quality products such as mechanically separated meat, among others, one can economically produce food products that provide a sound local economy, but are also affordable and nutritious.

At Damaco Group, our Master Butcher is not just a skilled professional with extensive experience in the food industry; he is also a dedicated partner who goes above and beyond to assist our valued customers. With his profound knowledge and expertise gained as a food technologist, working closely with renowned manufacturers of meat processing machines and producers of specialized additives, our Master Butcher plays a pivotal role in helping our clients establish new meat processing factories.

His vast network of industry contacts allows him to provide invaluable guidance and support throughout the entire process, from conceptualization to implementation. Whether

our customers aspire to set up facilities for crafting hot dog sausages or creating a range of meat snacks, our Master Butcher leverages his expertise to ensure their success.

By collaborating with our customers, our Master Butcher meticulously combines his technical acumen with their unique product requirements and budgetary considerations. This collaborative approach allows us to develop optimal compositions that yield the desired quality while keeping costs in check. Our Master Butcher's unwavering commitment to customer satisfaction ensures that every factory we help establish creates job opportunities for the local community, and local products such as typical meat snacks.

Good health and well-being

The offer of numerous commodities, plus the development of balanced food products ensure that even in the farthest corners of the world access to better nutrition, greater self-awareness and well-being is provided. The countries where we develop products often show faster growth in sales.

We have a legal responsibility for the safety of our products. We follow good manufacturing practices and are proud of the good cleanliness of our production areas. Meeting all regulatory and legislative requirements is the foundation of our food safety and hygiene programs and our operation. We test and inspect all our products before sending them to our customers.

PROACTIVE FOOD SAFETY COMPLIANCE

Kipco-Damaco manufactures products for the food industry. That makes us more aware of the fact that a proactive approach to food safety is the best option. We often get requests from large customers to deliver certificates of conformity of components used in production and manufacturing methods. Also the legislation in food gets more stringent because of more demands by the market.

FOOD SAFETY & HYGIENE

- IFS
- ACS gids 6
- ACS gids 39
- Halal expertise
- SFCVH
- Halal correct
- Beter leven keurmerk

The basis for the food safety systems are analyses of all processes, starting from development, via production, to transportation of the products to the customer. Based on the risk level, controlling procedures are developed and implemented and will ensure that the risk for contamination is eliminated or reduced. Part of this is e.g. the clothing that is allowed in the manufacturing areas. We have high hygiene areas, where the risk level is the highest and basic hygiene areas, where the products are already protected by packaging. In the high hygiene areas, protective and clean clothing is required and strict hygiene rules apply.

THE HIGHEST LEVEL OF CERTIFICATION

We have the highest level of certification in our industry. We accept our responsibility when it comes to quality, health, safety, and the environment.

Efforts are made to provide a safe and healthy working environment for all employees, customers, visitors, partners and suppliers. Each employee will ensure to comply with the procedures relating to health and safety. Likewise, all employees are subjected to an annual health assessment, and, in addition, they have the right - even without the knowledge of their supervisor - to request an unsolicited consultation with the occupational physician if s/he believes that s/he is at risk of health as a result of working conditions.

Meet Johan Castelein, the Prevention Advisor at Kipco-Damaco

In this exclusive interview, we sit down with Johan Castelein, the Prevention Advisor at Kipco-Damaco, to gain valuable insights into the significant achievements of the past year in the field of prevention. As we reflect on our progress, Johan will shed light on the key milestones and advancements that have contributed to our commitment to safety in the workplace. Moreover, he will share with us the primary objectives and goals we have set for the upcoming year, outlining our roadmap to further enhance preventive measures. Discover here how Kipco-Damaco is dedicated to fostering a safer and more secure working environment for our valued employees.



“We foster a safety-conscious culture and encourage proactive involvement in maintaining a secure workplace.”

Johan Castelein - *Prevention Advisor of Kipco-Damaco*

Interviewer: “Johan, could you please share with us some of the key initiatives and accomplishments that Kipco-Damaco has undertaken to enhance safety measures in the workplace?”

Johan Castelein: “Certainly! Over the past year, we have been focused on further engaging our employees in our safety efforts. One significant accomplishment in this area was organizing internal training for the hierarchical line, specifically regarding the LOTO (Lockout-Tagout) procedure. We collaborated with them to apply this knowledge to a concrete workstation within our production, fostering a culture of safety awareness and responsibility. Additionally, we have undertaken comprehensive risk assessments across various workstations. As a result, we have implemented targeted actions and improvements. One such improvement involved enhancing the guarding around moving parts, minimizing potential hazards in these areas. Moreover, we developed an internal traffic

plan for our internal transport system, visualizing it on the work floor, ensuring a safer and more efficient movement of materials within our facility.

These accomplishments, combined with our efforts to improve communication through Safety Flashes and visually engaging safety instruction cards, underscore our unwavering commitment to maintaining a safe and secure workplace for all our valued employees.”

Interviewer: “Johan, as we continue to strengthen our focus on safety, what objectives have we set for ourselves to further enhance our preventive measures?”

Johan Castelein: “Great question! We have outlined several key objectives that align with our commitment to a safer work environment:

Our primary goal is to reduce the number of workplace accidents. This involves implementing targeted measures and safety protocols to minimize potential risks and hazards.

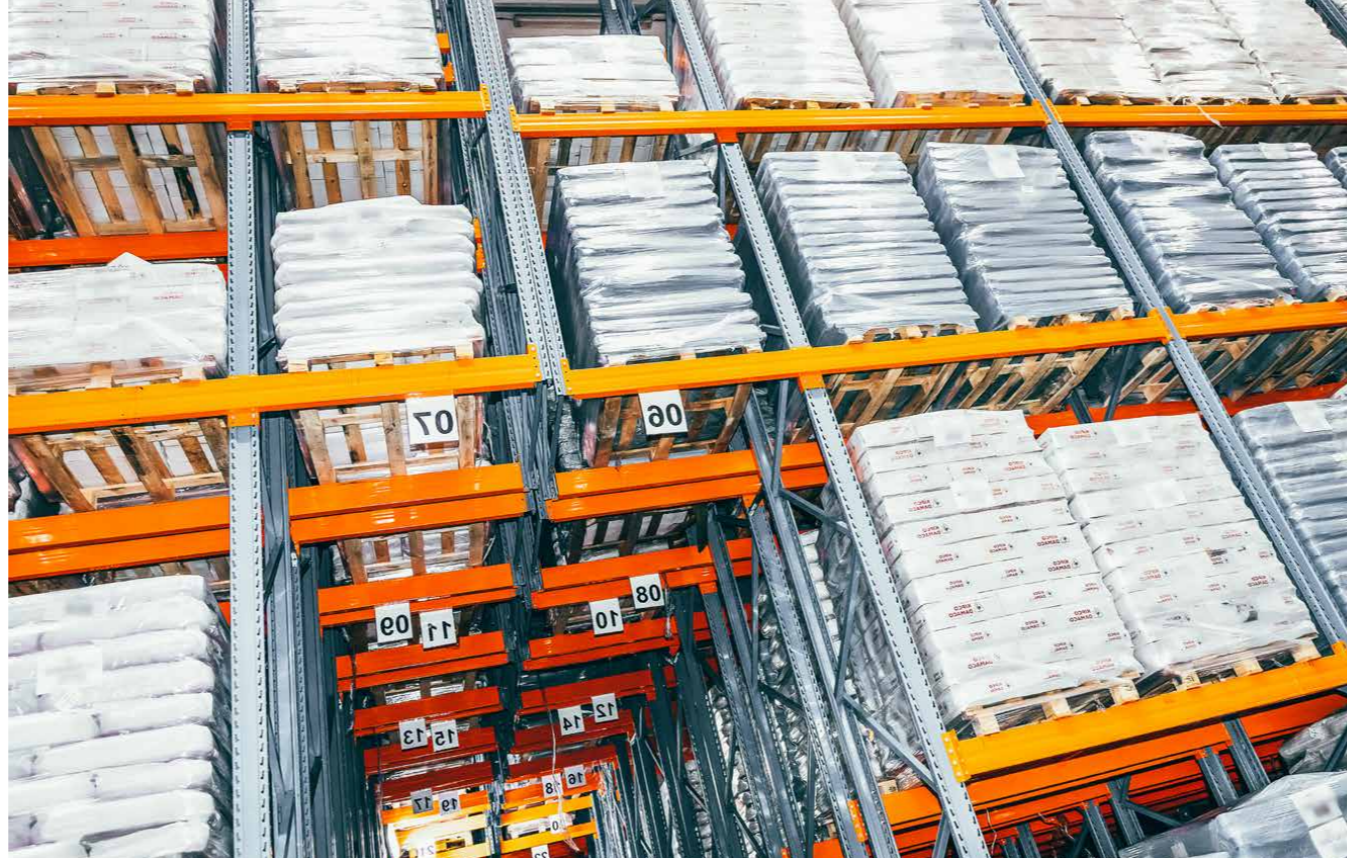
We emphasize investigating not only accidents but also near-miss incidents. The insights gained from these investigations are invaluable in identifying root causes and developing appropriate solutions, leading to a consistent elimination of risks.

We aim to elevate safety awareness among our employees by conducting regular site inspections and engaging in meaningful conversations with the operators about their workstations. By doing so, we foster a safety-conscious culture and encourage proactive involvement in maintaining a secure workplace.

These objectives reflect our continuous dedication to improving safety standards and fostering a workplace that prioritizes the well-being of our employees.”

Code of conduct

Damaco Group chooses to do business with consideration for human rights, animal welfare, consumer interests and social, ethical and environmental issues. Damaco Group wishes to market safe, quality and authentic products that comply with legislation and meet all customer and consumer requirements. We strive for a sustainable development based on three pillars; Economy, Environment, Society. To ensure this, our values and standards are contained in a Code of Conduct. The basic principles to which every employee must adhere during daily activities. The Code is a guideline for the standards of interaction between Damaco Group and its partners, employees and consumers.



PERSONAL DEVELOPMENT AND WELL-BEING

The management of Kipco-Damaco wants to make this organization a positive working environment. An environment in which all employees perform optimally - and so does our organization itself. That is why we want to focus on prevention, also on psychosocial well-being. There is the internal confidential advisor who will always offer a listening ear and strive for a solution within the possibilities. All information in such a conversation is strictly confidential. In addition, in the context of psychosocial well-being, every staff member has the right to contact Securex, External Prevention Service, the psychosocial department directly.

Every employee is given the opportunity to follow a training course that, on the one hand, further develops the necessary competencies and, on the other hand, matches his or her responsibilities. After the training, a short report is requested from every employee, so that colleagues can be informed of the tips & tricks that have been provided. Furthermore, this report is also important in order to keep up the necessary statistics and to keep track of the training already taken.

FAIR REMUNERATION

Employees can count on fair remuneration for their performances. Appointments and promotions are made on the basis of the principle of equal opportunities.

INFORMATION

Damaco Group is committed to ensure that every new employee immediately feels at home in the organization. Appointing a mentor therefore fits in perfectly with our culture, it will ensure that you are quickly familiar with the workings of our company. During the first weeks, your mentor will assist you with advice and assistance based on his or her experience. This person will be your first point of contact for all your practical questions and/or challenges. Do not hesitate to ask questions. We insist on personal and direct communication. This way we form one team. In addition, there is also regular communication via e-mail and/or via the notice board in the refectory.

SAFE WORKING ENVIRONMENT

An internal prevention advisor has been appointed who has developed a risk analysis of the working conditions. As a result, protective materials are made available to staff; hearing protection, cold storage suits, safety shoes, fluorescent jackets, safety glasses. Investments are also being made in the infrastructure to avoid manual handling of heavy boxes as much as possible and to obtain less rotation of internal transport with electric pallet trucks.

RESPECT

It goes without saying that our company values respect. This means that we treat all colleagues with respect. Greeting your colleagues at the start of your working day is already a step in the right direction. Discrimination and racism have no place at Damaco Group. Not only do we care about mutual respect in the workplace, our customers should also be treated with the necessary respect at all times. Customer friendliness is a great asset of our company and we want to keep it that way. Respect for our customers, our colleagues and ourselves also means that we always perform our work in a very high quality manner. Every employee is aware of the very high quality requirements and is retrained if necessary to meet these standards. In addition to the permanent quality control on the work floor, the quality of the delivered work is checked on a random basis.

QUALITY

Damaco Group operates in the food industry. This means that there are strict quality standards (e.g. FAVV rules) that everyone must adhere to. Every employee must adhere to these strict standards. Order, cleanliness and environmental awareness are basic aspects of your job, both in production and in the office.

As already mentioned, quality is very important to us. It deserves extra attention!

Quality-oriented thinking, striving and working is reflected in various areas:

- When receiving customers, both by phone and in our facilities, we attach great importance to a friendly welcome.
- In production, you obviously cannot think away from quality, which is why every day:
- we inspect the production environment for order & cleanliness
- we take samples of incoming and outgoing products
- we follow-up the IFS (= International Featured Standard) and HACCP standards
- we clean and maintain the various machines

SOCIETY

Damaco Group aims to contribute positively to its environment by minimizing its negative impact on the one hand and by making transparent and professional donations to local charities on the other.

ENVIRONMENT

Damaco Group is committed to an environmentally responsible approach in order to minimize the company's impact on the environment. This way, as a company, we wish to be a guarantor for future generations. In doing so, we pay attention to reducing our consumption of water, energy, and our waste emissions. Employees are encouraged to follow the implemented measures.

RESPONSIBILITY

All employees are responsible for ensuring that the standards of conduct are followed. Additional information will be requested when a situation is not clear and all code violations should be reported to management. This may or may not be done anonymously.

Employer branding: Let's meet some of the Damaco Group team



Iwona Pomorska /
Damaco Foods Poland

"We are experts in our fields."

"As individuals, we all have different backgrounds, skills, experiences, temperaments and talents. More importantly, we are experts in our fields. All of this works in Damaco's favor."



Mark Xie Ke /
Damaco Foods Singapore

"Being results-driven is crucial."

"Being results-driven is crucial to the overall success of the company. In my 3 years at Damaco Foods Singapore, I have worked hand-in-hand with my colleagues to achieve this. Our office may be small in size, but I have seen performance improve tremendously."



Vincent Manoraj /
Damaco Foods India

"Quality' is the core value."

The core value "Quality" means to me that we all work with precision, great care and attention to all the details. This allows us to work efficiently to achieve the company's goals and to bring satisfaction of our services to customers, suppliers and colleagues."



Jessica Camilo /
Damaco Foods Brazil

"A fun environment makes employees more dedicated."

"Our DFB team is very close. Without a doubt, my colleagues have become friends for life. A fun environment has the magic to make employees more dedicated and provide more quality of life."



Gender equality

Because of our Western experience and our pluralistic attitude, we have experience in dealing with people and cultures, and we know better than anyone how important it is that people respect each other and build the world of tomorrow with intelligence.

Brazil and Poland are countries where we almost exclusively employ women in our sales offices. They have to hold their own in negotiations on a daily basis. Based on their rapid growth and development, we find that they outperform most other offices, where men are classically more prominent.



Decent work and economic growth

Corporate social responsibility: Damaco Group has purposefully chosen for socially responsible entrepreneurship (CSR) as we feel responsible for the impact we have as a company on society.

We try to create as much added value as possible for all those involved with Damaco Group (customers, suppliers, shareholders, employees, environment, sector federations, etc.), our stakeholders.

Damaco Group chooses to do business with respect to human rights, consumer interests and social, ethical and environmental issues.

We aim for a sustainable development based on three pillars: Society, Environment and Economy or People, Planet and Profit.



PEOPLE

The success of Damaco Group is co-determined by motivated and satisfied employees. We want to make something beautiful together, #KDOneClub. Damaco Group wants to be a good employer, with whom they would like to continue working. Our employees are our best ambassadors.

Damaco Group focuses on a sustainable HR policy. We want to create a positive, safe working environment where all employees can perform optimally. That is why we focus on prevention and also on psychosocial well-being. The internal confidential counselor will always offer a listening ear and strive for a solution within the possibilities. Safe and good working conditions for employees are also an important aspects within the production environment. Ensuring a healthy and safe working environment is therefore a priority. In addition to establishing risk analyzes, accidents and absenteeism are recorded in order to make adjustments on the production floor or in processes as required.

The knowledge lies with our employees themselves. That is why we think it is important that our employees actively think along with us regarding the implementation of the most suitable solutions.

We want to give all our employees the opportunity to be themselves. That is why we offer trainings that will help them with their further development.

In addition, the employees can count on a fair remuneration for their performance. Promotions therefore take place on the equal opportunities principle.

Age, gender, language, origin, sexual orientation and religious, philosophical and political convictions are neutral elements in the event of recruitment or promotion at Damaco Group.

Obviously, respect is of high importance for our company. This means that we treat all our colleagues with respect. There is no room for discrimination and racism at Damaco Group.

We want to guarantee dignity and equality for all our employees, both in opportunities, training and safe and healthy working conditions.

We are not only making sure for mutual respect on the production floor, our customers, suppliers and other stakeholders must also be treated with the necessary respect at all times.

We strive to contribute positively to our environment. This is realized by minimizing the negative impact on the one hand and by donating transparent and professional donations to local charities on the other.

PLANET

Damaco Group is committed to a sound environmentally approach in order to minimize the impact of the company on the environment. We wish as a company to contribute to a healthy planet for our future generations.

Improving energy efficiency is a continuous process for Damaco Group. Saving energy not only reduces the costs of operations but also reduces the pressure on the environment. Kipco Damaco monitors the consumption of water, energy and waste emissions very carefully and continuously works on a reduction.

We also want to continue to reflect on our ecological footprint. From our main plant in Oostrozebeke, dozens of containers are loaded every week. By organizing container transport through inland shipping, we as a company can

save 200 kilometers by road per loaded container and so further reduce our ecological footprint. For Damaco Group, it is logical to embrace and encourage initiatives regarding animal welfare. The care for good feed, optimal housing and transport are essential for a good production. Animal welfare often plays a major role in ethical and social discussions. Together with our supplier, we contribute to more animal welfare and less animal-unfriendly breeding and slaughtering conditions.

PROFIT

Damaco Group wants to create financial value for employees, suppliers, customers and other stakeholders in the long term. In order to achieve this, a good economic performance is an important condition. For Damaco Group it is important to meet the expectations in the market. Customer satisfaction is a requirement to continue to do business successfully. We monitor customer satisfaction and implements improvement actions where possible. We therefore meet the strict quality standards such as different BRC standards, FASFC and export rules.



Corporate responsibility

Whoever trades today must do so on the basis of a set of values, encapsulated in the goals of the company. Growth is not wrong, as long as it is responsible.

Responsible business also has to do with respect for nature and the fellow man. Since time immemorial, women and men have been treated equally. In fact, thanks to our large international network and the fact that the owner herself is also a woman, many management positions have been filled by female employees, also in other countries, because of their knowledge, professionalism and flair.

Damaco Group realizes that business is not only taking, but also giving. For that reason, through our own local network, we try to integrate as well as possible into the culture and country in which we are the guest producer. Guided by the sustainable development goals to improve and assist our world in its development

The People Strategy





Product innovation

It is in our DNA to question ourselves every day and to challenge ourselves.

Product innovation is the motivation of any company that has the ambition to continue to exist and to keep customer interest awake. It is taking into account customer demand, responding to available raw materials and production resources, based on the know-how already accumulated.

Kipco-Damaco is strong in innovation. As a West Flemish SME with the owners still at the helm, we know the markets inside out, and we keep looking for newer and better.

For instance, we have developed countless new products and adapted packaging. We are also working on better processing within the chain, higher up the Lansink's Ladder.

Within waste policy, Lansink's Ladder aims to prioritize the most environmentally friendly processing method. The higher, the better for the environment. The steps are from lowest to highest: landfill, incineration, sorting and recycling, reuse and prevention. Within our 'Zero Waste Policy' (see page 5) we try to design the life cycles of our raw materials in such a way that we can reuse all products in the further chain. This places us on the second highest rung on this ladder. An example: not quite in-house, but indirectly through the Nutrient Science business unit.

They further use residual products as raw materials for animal feed (aquaculture) and fertilizers (biostimulant). It is essentially giving back to nature what has been excessively extracted. Out of the box as much as possible. It is in our DNA to question and challenge ourselves every day.

Innovation in commercialization

As exports grew and our number of markets broadened, we realized that our raw materials could be used in the food industry for a variety of applications. For example, different compositions, origins or seasoning. Instead of an explosion of new products, we convinced each customer to work with stable semi-finished products, to which they could add their own distinctiveness. On our side, this meant more simplicity in production, easier transport and storage. After all, the customer expects a solid player with a quality range and a lot of knowledge.

We want to take on the role of specialized coach in this: with sufficient guidance and convincing advice, we want to deliver results.

THE CUSTOMER NEEDS:

- Security
- Quality
- Punctuality
- Continuity
- Stability
- Peace of mind
- Trust





Reducing inequality

Within Damaco Group, equality is paramount. We also expect this from our local employees and their customers. Respect should be mutual. In the Singapore, we work with various nationalities. The local director is a former Belgian sales representative from Oostrozebeke. Within his team, everyone is on an equal footing.

RESPECT

Naturally, our company holds respect in high regard. This means that we treat all colleagues with respect. Greeting your colleagues when starting your workday is already a step in the right direction. Discrimination and racism have no place at Kipco-Damaco. We not only emphasize mutual respect in the workplace but also ensure that our customers are treated with the necessary respect at all times. Customer-friendliness is a

significant asset of our company, and we aim to maintain it. Respect for our customers, our colleagues, and ourselves also means that we consistently carry out our work in a very high-quality manner. Every employee is aware of the very high quality standards and is trained as needed to meet these requirements. In addition to ongoing quality control in the workplace, the quality of the delivered work is randomly inspected.

In food distribution (retail and food service), strong brands are essential to customer loyalty. In this respect, we are partners that can be trusted and in which we continue to invest. Customers depend on these brands to serve and satisfy their customers. Retailers expect a diversity of quality brands depending on the market situation. Chefs in food service also expect inspiration for their dishes. We sense the market for the customers, offer them the right brands and help them inspire. Our extensive range of product groups and brands means that the customer can count on us: we evolve along with customer needs and the market, and we bring innovation where necessary. We, as a partner for the customers, think with them and help them grow.

In short: we want to be a reliable teammate with strong brands and a diverse offer.

THE CUSTOMER NEEDS:

- Customer loyalty
- Security
- Reliability
- Choice
- Inspiration
- Responding to market needs
- Protection



Responsible consumption and production

We take great pride in our commitment to sustainability and environmental responsibility. Through a series of innovative practices and initiatives, we have made significant strides towards reducing our ecological footprint and promoting a greener future.

SUSTAINABILITY

At Damaco Group, sustainability is not just a concept; it is ingrained in our corporate DNA. We remain dedicated to pushing the boundaries of sustainability and making a positive impact on our environment and society as a whole. Through continuous innovation and responsible practices, we are committed to creating a brighter, greener future for generations to come. Sustainability and a “Zero Waste” policy are well established with us. The resilience of nature increasingly knows its limits, so that as producers we must pay

closer attention to the exploitation of raw materials and when selling products. The ecological footprint is one of the aspects. Heat recovery by heating water based on the heat from our compressors, economical and ecological packaging, optimization of the roof surface by installing solar panels that allow us to generate 15% of our own electricity, as well as numerous systems to reduce the consumption of water, have long been part of our business operations.

Our sustainable engagement



ZERO WASTE POLICY

Our unwavering dedication to a zero waste policy has allowed us to redesign the life cycles of our resources, ensuring that all products are reused or recycled. By adopting circular economy principles, we aim to minimize waste and contribute to a more sustainable planet.



100% HEAT RECOVERY

We have implemented state-of-the-art technology to recover and utilize 100% of the heat generated during our production processes. This approach helps to reduce energy consumption, increase efficiency, and decrease greenhouse gas emissions.



PLASTIC & METAL DETECTION

Food safety is a top priority for us. We have implemented advanced detection systems to ensure the utmost safety of our food products, detecting and eliminating any potential plastic or metal contaminants.



WATER TREATMENT PLANT

Our commitment to responsible water management led us to invest in a cutting-edge water treatment plant. This facility allows us to effectively clean and recycle wastewater, minimizing our impact on local water resources.



INLAND SHIPPING TRANSPORT

As part of our efforts to reduce carbon emissions, we have embraced inland shipping as a sustainable transportation method. Currently, 38% of our transportation is conducted through this eco-friendly mode, contributing to a greener logistics chain.



RAINWATER BUFFERING

To optimize water usage, we have established rainwater buffering systems to collect and store rainwater. This water is then reused for various purposes, further reducing our reliance on freshwater sources.



ECODUCT

Our commitment to preserving biodiversity is reflected in the creation of an ecoduct, which provides safe passage for insect and small mammals across our production site. This initiative helps to protect local ecosystems and promote wildlife conservation.

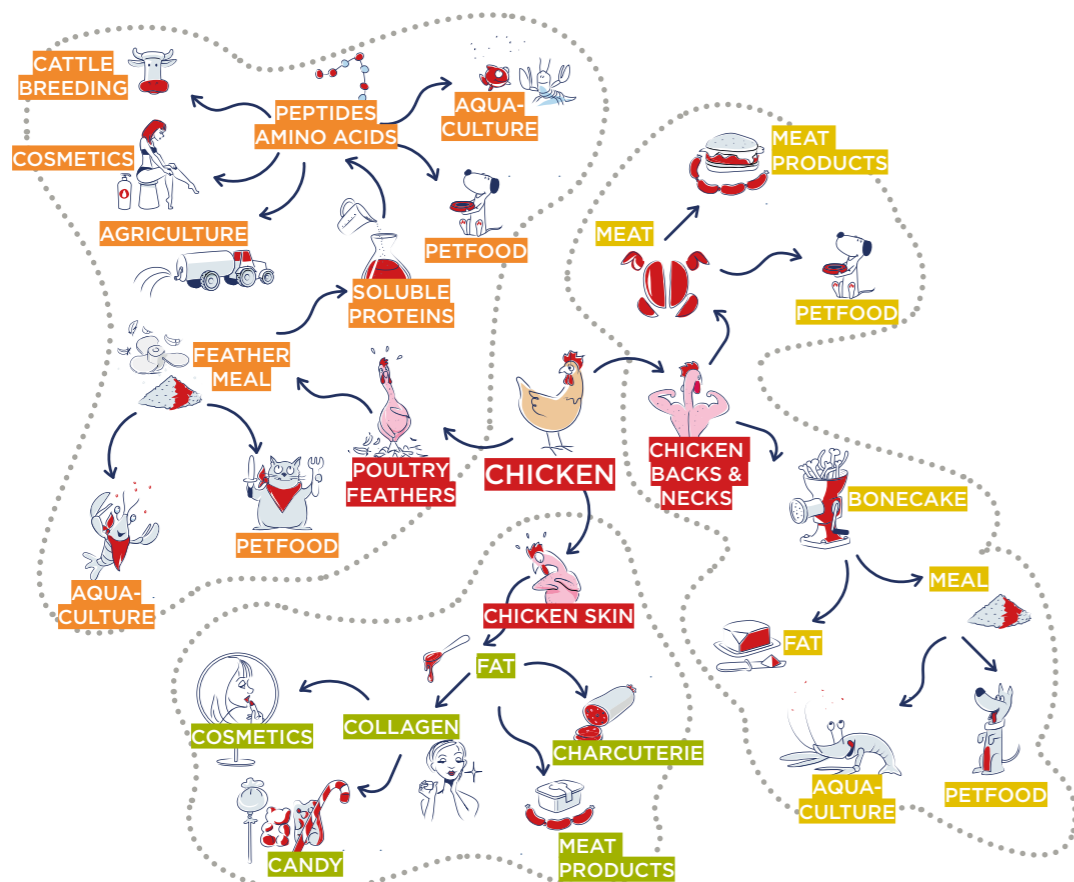


100% DEGRADABLE PACKAGING

We have adopted 100% degradable packaging materials to minimize the environmental impact of our products after use. By prioritizing eco-friendly packaging, we contribute to the reduction of plastic waste and promote responsible consumption.

Circular economy

At Damaco Group, our zero waste policy drives our efforts to implement a circular economy approach, maximizing the use and valorization of our waste and by-product streams. With this circular economy model in place, hardly anything is lost during our processes. Instead, we focus on reusing every component of our products with a strong emphasis on achieving maximum returns.



ZERO WASTE POLICY

For instance, in the processing of chickens, we have implemented a comprehensive circular economy model. From the various chicken parts such as chicken skin, backs, and necks, we extract different components, each serving a valuable purpose in various industries.

From the bones, we produce bone meal, a nutrient-rich material that finds application in agriculture as a soil amendment and fertilizer.

The bone meal is further processed to create fond, which is used in culinary applications, adding flavor and richness to dishes.

Additionally, we extract proteins from the bone meal, reintroducing them back into the food chain for consumption. This circular approach ensures that hardly anything is lost during our processes, as each part of the chicken is carefully utilized to its fullest potential. The extracted proteins,

peptides, and amino acids serve various industries, including pet food, aquaculture, and cosmetics.

Furthermore, other by-products, such as feathers, fat, and collagen, are also valorized to generate new products and applications. Feather meal finds usage in animal feed, fat is employed in various industries, including cosmetics and candy production, and collagen is used in the cosmetic and personal care sector.

Through our circular economy practices, we promote sustainability and resource efficiency while minimizing waste generation. By maximizing the use of every part of the chicken and transforming them into valuable products, we contribute to a more sustainable and environmentally responsible approach to our operations, aligning with our commitment to a greener future.



100% heat recovery

Our products require strong cooling, by freezing them. This means that we had to find a solution to reuse the steam and pressure of our compressors that provide cooling. This heat is now used to heat the water needed for the floor heating in the offices, or for the water useful for washing the dolav bins. This operation may count, but it is dwarfed by the benefits of the forgone processing of all raw materials, whether indoors or outdoors through related sister companies. Nothing really goes lost with us ... no matter how small.

+2300 solar panels



Ecological packaging: Multivac



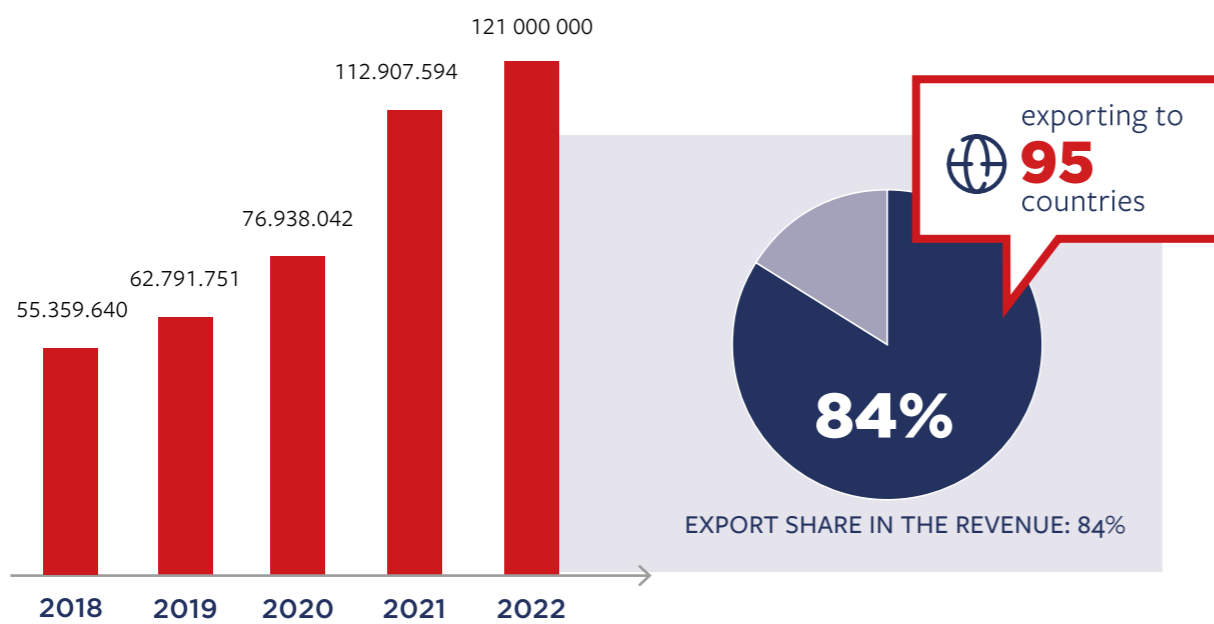
USP's

- Anti-oxidation
- Better and longer preservation of product color and freshness
- Economic: less unpacking, less labor costs
- Ecological: less waste of packaging material
- Automatic packaging: more hygienic

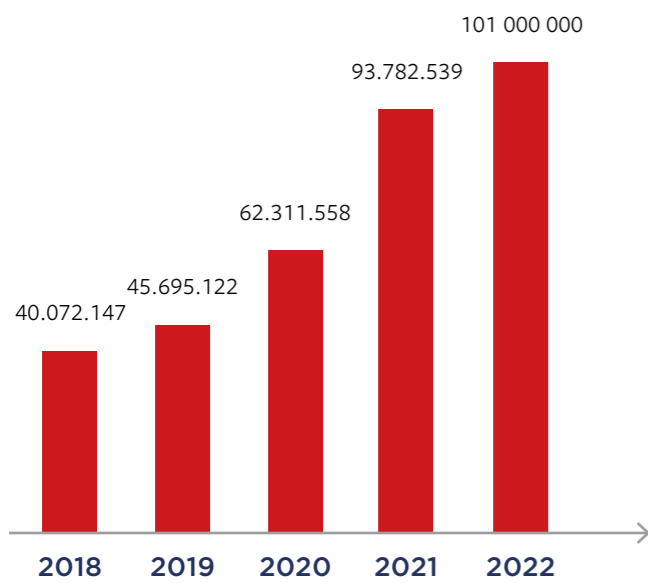
financial information

A) Absolute figures: activities Flanders

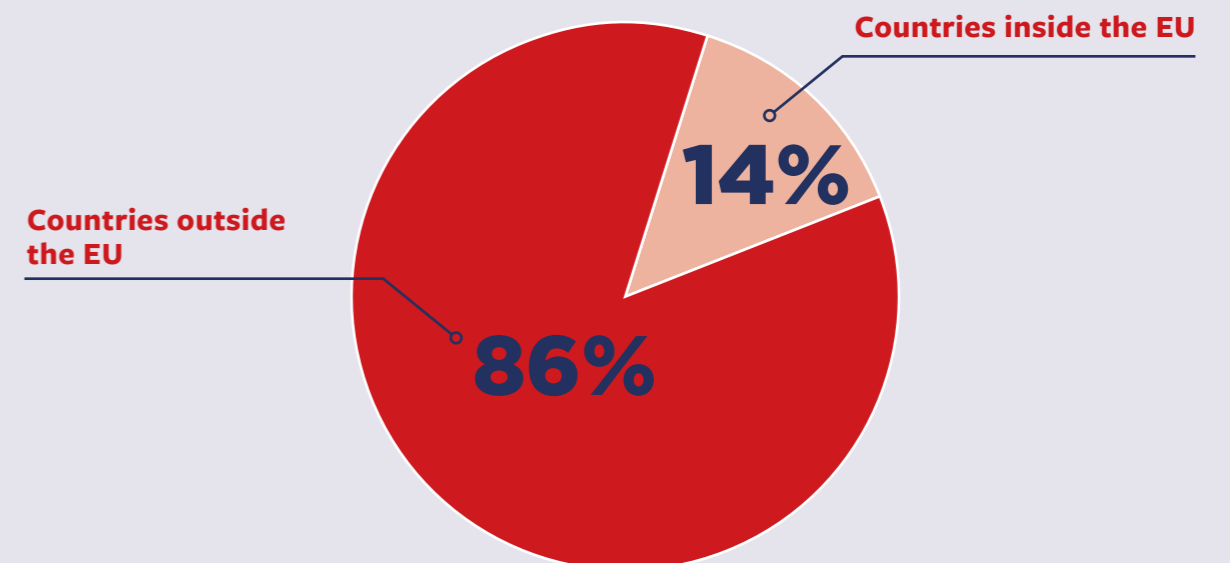
ABSOLUTE FIGURES: TURNOVER



ABSOLUTE FIGURES: EXPORT



Geographic distribution of the export





Responsible consumption – live on earth

Aphasol produces a 100% natural biostimulant that allows plants to better absorb their nutrients, or makes plants more resilient and able to better defend themselves against extreme weather conditions such as drought or prolonged heat. Thanks to this biostimulant, based on poultry feathers, crops need less fertilizer. As a result, the stimulant ensures a huge CO₂ reduction and helps us to process these waste streams in the best possible way.

THE CHALLENGES WE FACE

By 2050 the world's population will reach 10 billion. To feed this larger, more urban and wealthier population, food production must increase drastically and must do so under challenging conditions.

Climate change in the form of heat waves, drought, excessive periods of rainfall and other extreme weather events presents an ever increasing challenge to farmers and their

crops. Fertilisers and crop protection products are subject to price fluctuations and their use is increasingly regulated. Aphasol™ biostimulants help farmers improve their crop yields under these challenging new conditions.

Backed by academic research and scientific trials, our patented technology delivers consistent benefits to farmers, supporting a more sustainable agriculture.

Partnerships for the goals

We work hard on implementing our three brand cornerstones; Tailor-making, Productive Solutions, and Teamwork in our external communication. Through these communication channels we strive to create value for our customers.

WEBSITE

We've put a lot of effort into making our website user friendly, with more accessible content and an independent platform.

SOCIAL MEDIA

Through our social media channels in LinkedIn, Facebook, Instagram, YouTube and Twitter we strive to increase our brand's visibility by building relationships and communicating with our stake-holders. We are putting extra effort into employer branding. The style is fun, light, and fact-focused. In social media, we generally communicate through English.

FAIRS

We have been attending Anuga/Sial and Gulfood Dubai for many years. The ideal opportunity to speak with and listen to our global partners and customers. The conversations are about new market developments and novelties at Damaco Group.

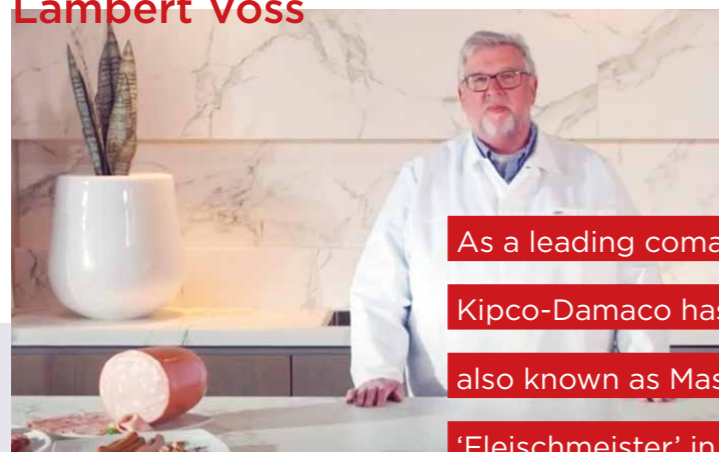


NEWSLETTERS

We distribute Damaco Group newsletters via emails, LinkedIn and our website. This newsletter collects the most important news of the past month from the agro and food business. This is to keep our customers informed about the most important developments in the world market.



Master Butcher Lambert Voss



As a leading company in the meat industry, Kipco-Damaco has its own meat technologist also known as Master Butcher or 'Fleischmeister' in German.

Our Master Butcher has gained many years of experience and knowledge as a food technologist with leading manufacturers of meat processing machines and with producers of specific additives for the meat industry. He uses this experience and knowledge to combine product and technology as harmoniously as possible. This way, we continue to push the boundaries at and with our customers. The fields of fine or coarse emulsion types, chemical processes and natural compositions hold no secrets for him.

We always work out the best possible compositions from practice and in consultation with the customer to achieve the desired quality and cost price. In addition, our Master Butcher is also responsible for our Technical Training in our Academy, in a fully equipped test kitchen in Oostrozebeke. These are regularly organized to inform and update all employees of all grades and functions.

Get to know Master Butcher Lambert Voss?

Scan here the QR code



STAKEHOLDERS INTERACTIONS

We define a stakeholder as anyone with whom we have a relationship. This can be internal or external, but in any case it's important to know how we can have a constructive dialogue and stay connected to those who are interested in what we do.



Acknowledgement

It all started on the banks of the Mandel, in the middle of the West Flemish countryside. Two small slaughterhouses, one a handful of motivated and loyal employees. They are committed every day to the production of good and quality products. Steadily mechanization took over and we evolved towards the chicken separator meat, to become the player we are today.

This growth and this result can only be the result of a lot of effort and persist for years. It brought us the respect of our customers and the love for our market and our products, from father to son, to the second generation. We saw the hard work and the never-ending availability from childhood. It made us feel like going for this and continuing to commit ourselves in the same way to the further growth of this company.

The fact that we have reached this level is only possible thanks to many hands, who have done their utmost best for years to continue to improve products and processes, and persist and continue to search for new products; always with one central point: the customer. Together with our staff, this forms the most important value of our company. The values that we focus on: together for better, fun, commitment, quality and performance since the translation. Together for better. Thank you to everyone who helped us from far or near to come to what Damaco Group means today.

Iris en Bruno



Kipco Damaco NV

Dentergemstraat 164
8780 Oostrozebeke

+32 56 67 62 11
export@kipco-damaco.be

damaco-group.com