

SARIA NEWS

THE NEWSPAPER OF THE SARIA GROUP

SARIA.COM



MOVING FORWARD

BIOIBÉRICA IN PALAFOLLS, SPAIN

Contents

Editorial 3

GROUP

Internationally connected –
sales activities within the SARIA Group 4
How can quality be managed? 8
SARIA pools its purchasing power 12

FRANCE

SARIA France continues to
expand its activities 14
Green energy as a driver
of growth for SARIA France 17

SPAIN

Bioibérica: world reference
in the production of heparin 20
Interview: "Heparin is an essential
molecule – a drug that saves millions
of lives" 22
Interview: "We are the Western world's
largest producer of heparin" 24
SARIA Spain on an upward
trajectory – Norbert Rethmann visits
companies in Spain 26

UK

Construction of new ReFood plant
in Dagenham – Doncaster site expanded 27

NETHERLANDS

Wet pet food ingredients from
the Netherlands 28
A sneak peek into the FI&S kitchen 30

GERMANY

Interview: New markets for fish oils
and fish proteins 32

GROUP

Changes to the SARIA Executive Board:
Manfred Gellner hands over to Lars
Krause-Kjær 35
Change of generation within the
RETHMANN Group boards – greater
decision-making power for divisions 36
Top executives from industry partners
attend SARIA management meeting 37
Christian Stehmann to head new Business
Development unit at the SARIA Group 38
Harald van Boxel becomes CEO
of Teeuwissen 38
Christian Bisgaard head of new
SARIA division Bioceval 39
Josep Escaich, CEO of Bioibérica,
joins SARIA Management Committee 39

8



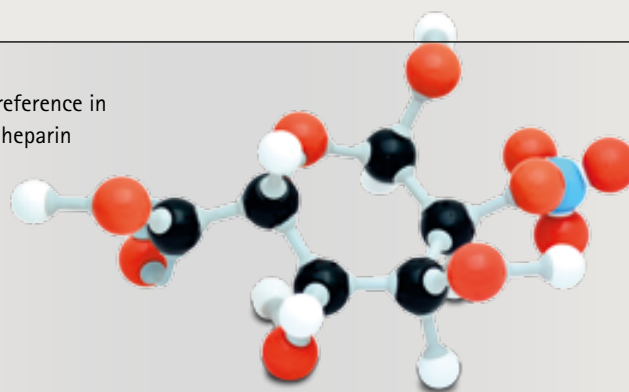
How can quality be managed?



Green energy as a driver
of growth for SARIA France

17

Bioibérica: world reference in
the production of heparin



20

Kurt Stoffel, Chairman
of the Executive Board of
the SARIA Group



DEAR LADIES AND GENTLEMEN, CUSTOMERS, SUPPLIERS,
EMPLOYEES AND PARTNERS OF THE SARIA GROUP

In recent years, our Group has seized the opportunity to move into new regions and areas of business via acquisitions. Together with the organic growth of our existing operations, these new business activities provide a strong foundation for the Group's future development.

"Moving forward" is the title of this edition of SARIA News and also a very good description of the progress being made by our individual subsidiaries, business areas and divisions, and thus by the SARIA Group as a whole. This progress relates to more than just the geographical spread of our corporate activities – it includes optimisation of processes, products and services, greater specialisation and combining activities to create synergies.

The picture on the front cover shows the Bioibérica headquarters in Palafolls, north of Barcelona. We think this image illustrates our chosen title very well. The integration of Bioibérica, along with Teeuwissen, has been a crucial element in the recent expansion of the SARIA Group. Bioibérica's highly committed managers and workforce are continually finding new ways of deriving even more added value from animal raw materials and creating market-ready products. Bioibérica is thus a perfect fit with our other divisions and with the strategic focus of the Group, which strives to set new standards in the processing of animal and other organic by-products.

As always, SARIA news can only present selected aspects of the Group's activities in recent months. The articles on coordinated sales of proteins and fats across the Group, the new Group procurement function and on quality management provide insights into important specialist functions – some of which are relatively new – that support the individual divisions in key areas. We also present the various activities in France, one of SARIA's largest core countries. The report on the Bioibérica Group and its highly qualified employees shows what role the SARIA Group plays worldwide in the production of heparin, a vital substance, via its new subsidiary. You can also read about various new projects and other topics that have occupied us over recent months and remain of ongoing importance.

It comes as no surprise that we are often asked how the SARIA Group has managed to achieve sustained growth over so many years. We are also occasionally asked how our partners on the supplier and customer side, and those who work with us in company alliances and joint ventures, view our performance and what makes their integration so successful. The activities and projects showcased in this edition of SARIA news are representative of what we believe are the crucial factors. Decentralised decision-making combined with a high degree of management autonomy and a focus on long-term healthy

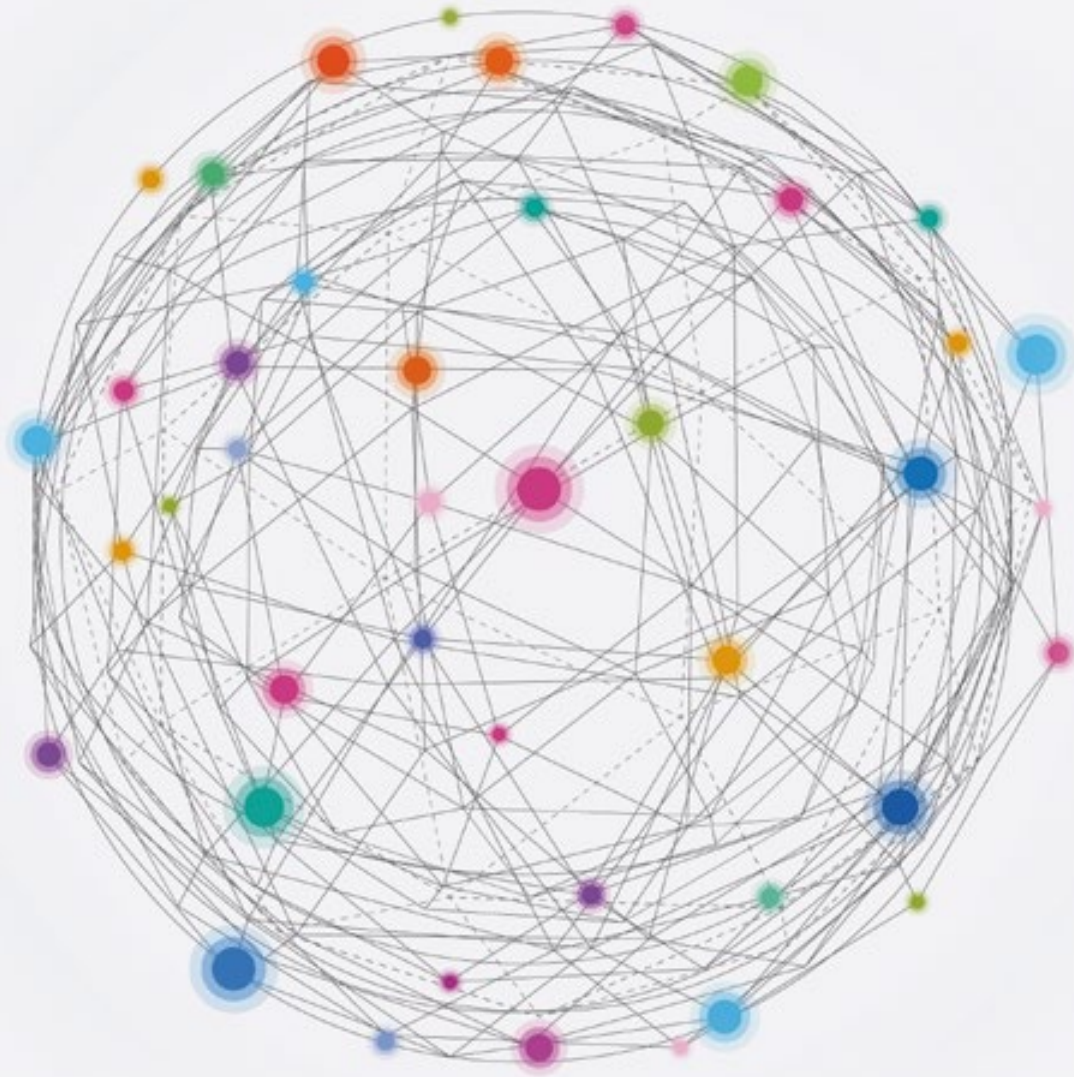
growth are key prerequisites for the success of our various business activities and thus of the Group as a whole. Relationships within the SARIA Group are defined by trust and the conscious avoidance of formal requirements that do not add value for the Group but which restrict operational flexibility. The owners of our family-run company lead by example here. Accordingly, managers at all levels also seek to implement these principles in their everyday activities and when working with our partners. This environment ensures that managers and staff feel comfortable while at the same time being challenged in a positive way. Their entrepreneurial mindset and approach drive the Group forward. Our people are our most important resource; it is their efforts that keep us moving in the right direction.

Reading this edition of SARIA news will give you a better insight into what we mean by "moving forward" with regard to the progress of the SARIA Group. I hope you find the content interesting.

Best regards

A handwritten signature in blue ink, appearing to read 'Kurt Stoffel'.

Kurt Stoffel



Internationally connected – sales activities within the SARIA Group

THE SARIA GROUP HAS ESTABLISHED AN INTERNATIONAL SALES TEAM TO ENHANCE COMMUNICATION BETWEEN ITS DIFFERENT COMPANIES ACROSS THE GLOBE AND TO IMPROVE CUSTOMER SERVICE. PATRICK VAN DER KLEIJ, SENIOR COMMERCIAL OFFICER FOR THE SARIA GROUP, IS THE LINCHPIN CONNECTING THE 14 LOCAL SALES MANAGERS THAT COMPRISE THE INTERNATIONAL SALES TEAM. WITH HIS ADDITIONAL NEW RESPONSIBILITY AS COMMERCIAL DIRECTOR OF TEEUWISSEN PRODUCTS THE COORDINATION OF SALES WILL ALSO DEVELOP FURTHER.

The SARIA Group has experienced strong growth in recent years. As a result of the company's geographical spread, local sales managers responsible for sales activities in their respective countries are very well informed about their local product portfolio and mar-

ket requirements. Patrick van der Kleij's function is to bring all the sales managers together and to ensure their knowledge, experience and market intelligence is shared: "When I started working as senior commercial officer for the SARIA Group in 2012, the general feeling was that we

could get more out of our sales activities. Every country had been working more or less on its own and had not been fully sharing its experience and contacts on any kind of regular basis," he explains.



Royal Canin is a global leader in pet health nutrition. In an industry that continues to adapt to popular trends in cat and dog food, our mission will remain the same; to constantly bring, through Health Nutrition and shared knowledge, the most precise nutritional solution for cats' and dogs' health nutrition needs, by building on constantly deepened scientific knowledge and Royal Canin's roots in the feline and canine professional networks.

Striking the balance between centralised and decentralised sales

In April 2012, the first international sales meeting took place. Since then, in addition to the monthly conference calls there are four face-to-face meetings a year, three in Amsterdam and one at a different location. Van der Kleij: "This year's meeting took place in Spain, where we visited the SARVAL plants in San Esteve and Avifood in Santa Bàrbara. It's important that the sales team not only becomes familiar with our different production facilities and specific production methods, but also that they meet each other in person, talk and exchange ideas. We often visit sites where they have implemented a unique idea which could potentially be used in other countries,

too. These meetings also lead to increased cross-selling and internal optimisation of product flows. Moreover, they help to develop mutual trust within the team." Patrick van der Kleij describes his own function as a facilitating role with three main tasks: price and market development transparency, strategic key account management, and the launch of new products. "I bring data together and give the sales managers the information they need. In this way, our team gets a pan-European overview of what is happening and where." On top of that, van der Kleij keeps SARIA's Executive Board and regional management informed about ongoing sales activities and market developments. The individual countries have full decision-making autonomy. "I'm

convinced that it is always better to have local sales people negotiating with local customers; they share the same culture, the same mentality, and of course the same language. Look at our geographical spread: we are active from Spain to Russia and even beyond," van der Kleij explains. "In future, it's important that we continue developing international knowledge exchange between SARIA's sales managers and work jointly to leverage potential opportunities and to add value to our customers' products. Furthermore, I'm glad to see that we are able to focus our work by shared responsibilities within the top team of key sales people giving me the chance to concentrate with full energy on my new additional important responsibility as commercial director of Teeuwissen Products." ▶

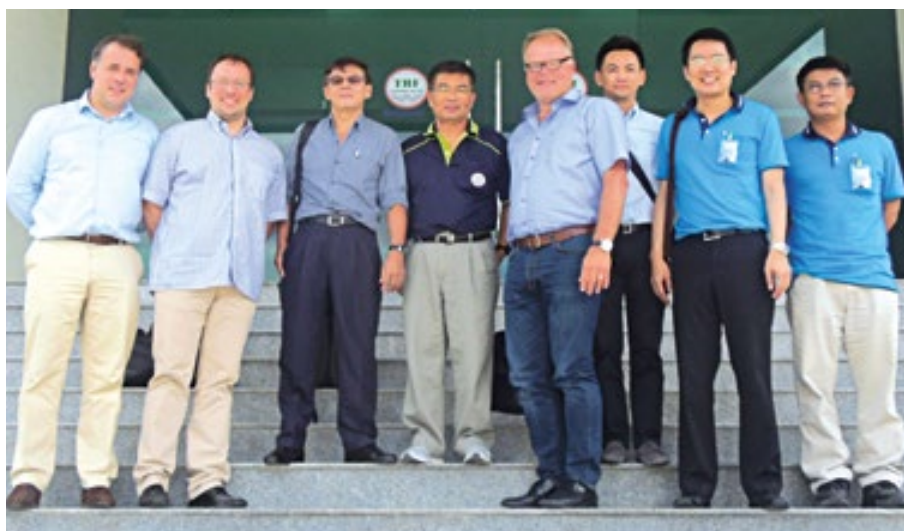
This year, SARIA's international sales team met in Spain to share their experience and ideas



"SARIA's sales team fully understands our high standards regarding quality and it is nice to deal with team members who understand perfectly the technical aspect of the product they are selling. Most of the interaction we have is with the aim of building a common future and growth, rather than simply a seller/buyer relationship. If I had to choose one word to describe our relationship with SARIA's sales team, it would be 'trust'."

Customer testimonial: Lahcene Guedider, protein and fat purchasing manager, Royal Canin

Meeting our customer TRF
in Thailand in July 2015



► Partnerships and communication with our customers

The SARIA Group has a special focus on seven strategic key accounts that are active within the pet food and aqua feed industries. Here connections need to be established at different levels. It is not only the seller-buyer relationship that is important, but also the connection between quality managers from SARIA and the customer's quality managers, as well as the R&D teams. Meetings also take place between SARIA's senior management and the strategic key accounts. "These connections at different levels build a stable partnership and are an important means of really getting to know the customer and their needs so that our products fit the customer's specifications. Perhaps even more importantly, it means the long-term strategies of both companies can be shared and even aligned," states van der Kleij. "Our mission is to find the configuration at Group level that best meets the customer's requirements. My role in this, when required, is that of coordinator and facilitator. In this way, we always try to find the optimum solution within the Group for customers' requirements." Long-term partnerships and continuous communication and sharing of knowledge with the customer have become more important. There is a trend

towards tailor-made products which fit the specific quality parameters of the customers. Increasingly, a 'one size fits all commodity' is no longer the solution. Therefore SARIA has to build a close relationship with our customers. Patrick van der Kleij: "The quality requirements of pet food have almost reached the same level as those for baby food. This requires continuous process improvement and new products with special characteristics. When it comes down to it, I do not hold by the saying 'the customer is king'. The customer should ideally become almost part of the family. Where there is very close collaboration between two companies there will always be difficulties, but these will be overcome and the cooperation will continue."

Launching new products

In collaboration with the SARIA Group's Product Management & Product Innovation teams, launching new products is also one of van der Kleij's responsibilities: "The first challenge is to choose the most logical site to use for production. This involves taking many different fac-

tors into consideration: geographical location, current production, technical equipment, raw material availability, expected customer base and their location, etc. Secondly, we have to keep in mind that the number of potential customers for this new product is limited, as it is a specialty, not a commodity. For a new product, centralised sales activities are considered more effective. The potential areas of application and types of usage require detailed expert knowledge in terms of technical processes and functional contexts. "Especially when launching new products it is key that we work closely with our customer's R&D department and highlight the benefits of the new product for the customer. This I see more as a technical sales process versus our traditional commodity trading," adds van der Kleij. After the launch, local sales managers take over.

In a warehouse in Thailand: (FLTR) Reangchai Thanakeatkai from Atop, a Thai distributor, Leo Virta, sales director at SARIA Daka Denmark, and Patrick van der Kleij, senior commercial officer for the SARIA Group



Interview with Emmanuel Layous, commercial director at SARIA Spain

// Mr Layous, how long have you been working for SARIA and what are your responsibilities?

My main role is to manage and coordinate the purchase of the raw materials for our category 1, 2 and 3 factories on the one hand, and on the other hand to handle sales of our finished products. I trained as a veterinarian and have been involved in the animal by-products business since the beginning of my career. Working at GARNOVA since 2010, I had the opportunity to join the SARIA family as a result of the merger of GARNOVA and SARIA Spain in 2013. On the sales side, I spend as much time as possible in close contact with our customers to better understand their needs and be able to propose solutions to their growing expectations. I also invest a lot of energy in internal communication, with the sales team, of course, but also with colleagues from other departments, too. We sometimes forget how difficult it is to satisfy our customers on a daily basis. It is really all about teamwork: raw material sourcing, production, quality, logistics, planning, administration, etc. Working together towards the same goal! The sales team in Spain also takes care of product delivery planning and customer service. This gives us almost weekly challenges to solve, but it also gives us in-depth knowledge of our markets, helping us to better define our strategies.

// What is special about sales activities in Spain? Does the Spanish market significantly differ from other countries?

With more than 500,000 square kilometres and over 46.4 million inhabitants, Spain is a large and very diverse country. Agribusiness has always been efficient, professional and strong here. Today, Spain is the fifth largest pork meat producer in the world, the third largest compound feed producer in Europe and a leading country in industries such as aquaculture and pet food production. SARIA's activities in Spain are also well diversified, covering almost all rendering specialties and most of the territory, allowing us to offer a full range of services and products to our suppliers and customers. The feed industry here uses animal fats as a key source of energy and high quality fatty acids for livestock nutrition. Since the change in European regulations in June 2013, the aquaculture sector has been very keen on using poultry-based proteins as a sustainable source of nutrients. These are just two examples of our local market specificities.

// Do Spanish customers have any key characteristics?

Generally speaking, I would say that Spanish customers are very loyal. Trust is key for most of our customers. Trust is built over time and based on quality, service, reliability, cutting-edge market knowledge, competitiveness, compliance and, of course, excellent personal relationships. Basically, this is what all customers are looking for, not only those in Spain, I guess.

// What do you think of the structuring of sales activities within the SARIA Group?

Being active in many market segments and in many regions, selling very specific niche products and very standardised commodities, serving local customers and exporting to the other side of the globe – over the past years, SARIA has become a "glocal" organisation. Each country focuses on its own markets but also has the chance, thanks to the international sales team coordinated by Patrick, to gain at first hand key information about products and demand throughout Europe. As a result, we are building strong bridges between our Group companies, creating business opportunities, sharing knowledge and implementing best practices. We are actively cross-selling products, serving customers of one region or country with products coming from other Group companies. Through strong key account management, we are also able to offer tailor-made solutions for our biggest customers all over Europe, not only taking into account their general strategies but also the particularities of their factories in each country. The cooperation within the sales team has become seamless, with excellent communication, helping us to better serve our customers and markets.

// Thank you very much for talking to us, Mr Layous.

"OVER THE PAST YEARS,
SARIA HAS BECOME A
'GLOCAL' ORGANISATION."

Emmanuel Layous,
commercial director at SARIA Spain





Procurement



Production



Sales



Logistics

How can quality be managed?

FROM THE PROCUREMENT OF RAW MATERIALS THROUGH TO PRODUCTION AND SHIPPING – EACH INDIVIDUAL STEP IN THE MANUFACTURING CHAIN IS CRUCIAL TO DELIVERING A HIGH-QUALITY END PRODUCT. SARIA'S GROUP-WIDE QUALITY MANAGEMENT (QM) SYSTEM ENABLES THE COMPANY TO MAINTAIN AN OVERVIEW OF ALL ITS PROCESSES. DURING THE PAST YEAR, A QM GUIDELINE OUTLINING IMPORTANT KEY PRINCIPLES HAS ALSO BEEN PUBLISHED FOR THE SARVAL COMPANIES.

"The high standards of our manufactured products and our responsibility towards our customers mean we need a very efficient quality management system," says Dr Stefan Wolff, who is responsible for quality management within the SARIA Group. "This is particularly necessary when we are dealing with sensitive areas such as the production of foodstuffs or pet food manufacturing." SARIA's Group-level quality management system was established to enable experiences from different countries to be shared with the aim of bringing about continuous improvement across the entire Group. The quality management system is directly linked to a number of projects that aim to improve product quality, which means it plays an important part in the commercial success of local subsidiaries and the wider Group. QM work conducted at Group level is therefore integrated with product management and R&D activities. Dr Oliver Schneider is in charge of product management and product innovation, primarily in the SARVAL and Bioceval divisions. He says: "We incorporate QM activities into projects that focus on the development and improvement of products and production processes. This results in a

synergy that allows us to take an integrated approach towards assessing raw materials and also towards process recommendations, product design and sales support. In doing so, we work closely with our customers' product developers and quality managers."

Local and central quality management

The SARIA Group operates on a decentralised basis, which means each country organisation and location is responsible for its own production processes, including the procurement of raw materials, and for safeguarding product quality. In each country organisation, one or more quality managers are in charge of quality issues at national level. Quality officers also operate at local level in some circumstances. The person who acts as the link between all the quality managers in the various different countries – who are collectively known as QM SARIA Group – is Dr Stefan Wolff. "I'm in constant contact with local quality managers and production managers in the other locations and I also visit them on site," he says. "Open communication, mutual support and trust are extremely important to me when it comes to working with others. This exchange



Michel Gauthier (left), responsible for quality at the production sites in France, discusses logistics with Mohamed Dahmane, director of the SARVAL South East logistics site in Saint-Denis

of information across international borders enables us to successfully overcome the challenges we face. Not only that, it also allows us to learn from our mistakes, stops us repeating them and helps us to achieve improvements at Group level. For many of our key customers, it is also important to have a contact person who is able to put forward suggestions for improvements at Group level and then communicate them to operational staff. This helps us to improve the quality of our products across the entire Group." ►



"I particularly enjoy the variety of my work at SARIA. I work on diverse projects in various locations with a wide range of people from many different backgrounds."

Dr Stefan Wolff has worked for the SARIA Group since 2012



"The thing I like about my job is dealing constructively with challenges and tackling and solving them as part of a team."

Dr Oliver Schneider has worked for the SARIA Group for five years

► **"Everything affects quality"**

It is vital to consider the entire production chain at each individual location in order to meet the high demands of customers, such as manufacturers of premium pet food. Wolff says: "Effective quality management needs to start as early as possible. The relevant quality assurance measures are already in place at the raw materials selection stage, when our suppliers are required to undergo a qualification process. Only by having top quality raw materials can we ensure that we produce a top quality end product."

Manufacturing processes in particular require strict compliance with hygiene regulations. Production facilities that have separate hygiene zones or which have been built as completely closed systems serve to avoid cross-contamination with micro organisms or the intrusion of extraneous substances. "Another quality factor in production is ensuring the product has the required properties for subsequent (re-)use. For processed animal proteins (PAP) this is the protein content, for example, while for animal fats it is the free fatty acid content, among other parameters. The freshness and composition of the raw materials and the processing speed have a significant impact here," explains Schneider.

Products are normally stored for a period of time at the end of the manufacturing process. Here again, regulations need to be observed in order to maintain the integrity of the product and ensure it remains free from defects. Storage areas must therefore be closed off and clean. Finally, dispatch is also an important QM

step involving a number of potential sources of error. "Take the transportation of bulk products, for example. They are loaded loose onto a truck and transported to the customer. It is essential to make sure that the loading bed of the truck is clean and dry in order to preserve the integrity of the product. By doing this, we can ensure that no foreign bodies or germs find their way into the product," explains Wolff. "Ultimately, our approach can be summed up in three words: everything affects quality."

SARIA Group QM guidelines

The SARIA Group companies conduct their business in accordance with legislation on food safety and animal feed safety. However, these regulations often set out a general framework rather than giving specific instructions for every individual action. Certification systems such as ISO 9001, HACCP, ISO 22000 and GMP+ focus specifically on quality management and food safety standards. They are embedded in the day-to-day activities of the SARIA Group and provide the foundation for its certified product quality, in addition to customer specifications.

To complement these certification systems, a QM guideline for the SARVAL companies in the SARIA Group was developed last year. It includes the important core principles of quality management. Wolff explains: "This new guideline, coupled with input from local staff, helps to identify the issues associated with our customers' key requirements. It is being offered to the SARIA countries and locations to help them improve their QM systems." Traditional systems, such as ISO and HACCP, form the basis of the new guideline and customer requirements are also incorporated. Introduction of the guideline is not mandatory, but location managers and quality managers will be made aware of its content through regular visits and discussions and will be encouraged to adopt it. "It is intended to serve as an internal benchmark against which processing units and their managers should measure themselves," says Wolff. A meta-analysis was also used to link commercial parameters to the requirements set out in the guideline. One example is the need to prevent foreign bodies, such as plastic or iron, from finding their way into



Bartosz Lebeda is the quality manager responsible for the three Polish SARIA production sites Długi Borek, Gołcza und Przewrotne

the product. Eliminating this contamination enables the product to be supplied to premium customers, thus resulting in an economic benefit.

The development of the QM guideline does not mean that the same products are manufactured to the same specifications at all locations. The intensity, depth and complexity of the quality management process differs from location to location due to regional differences in the quality of raw materials, the technical capacity of the plants and the product requirements of customers. Having said that, the SARIA Group will seek to ensure that the most important individual QM aspects and requirements are harmonised across the different locations.

Quality assurance

From the procurement of raw materials and the production process through to shipping and sales, each individual step is crucial to the quality of an end product. "We saw a good example of this in Denmark. Changes were made to the raw materials management process which shortened the length of time between goods being received in the abattoir and the start of processing. This resulted in a significant improvement in product quality," says Wolff. Quality management is an interdisciplinary activity and calls for ongoing dialogue between engineers, technicians, plant operators, business managers and sales staff. "The challenge here is to look at all the issues from the various different perspectives and to take them into account accordingly," says Dr Stefan Wolff.

Dr Oliver Schneider says: "A commitment to providing good products with the required functionality is central to everything we do. Product quality and safety are therefore of fundamental importance to us. This commitment ensures that we meet our own expectations and those of our customers. Long-term customer relationships can only be established and maintained if product quality is consistently high. Certain areas, such as pet food, are also viewed with particular sensitivity by manufacturers and their end customers. After all, pets are part of the family, which means their care and safety is a high priority."



Three questions for ... Dr Rikke Norbaek

Quality manager at SARIA Daka
in Løsning, Denmark

Dr Rikke Norbaek has been a quality manager at SARIA Daka Denmark for seven years. She previously worked as laboratory director at Denmark's Shell refinery. Dr Rikke Norbaek gained a PhD in organic chemistry before going on to work as a research assistant in the agrochemical field for five years.

// What are your tasks and responsibilities?

I'm responsible for maintaining and developing the web-based Daka quality management system, which was introduced back in 2009. I ensure that the system supports our business processes and meets relevant requirements with regard to food and animal feed regulations, as well as those relating to certification in accordance with ISO 9001, ISO 22000 and GMP+B2. As HACCP team leader for Daka SecAnim, Daka SARVAL and the Daka SARVAL blood line, I coordinate veterinary inspections and internal and external audits. Maintaining contact with existing and new customers is also a very important part of my job. As a former laboratory director, I enjoy being the contact person for our external labs and I like contributing to analyses and the final product.

// What are the special features of quality management in Denmark? What challenges are there?

It is simultaneously unique and challenging to work with a wide range of products for different applications: plasma fit for human consumption, blood meal for use in aquaculture, processed animal protein (PAP) for pet food, and products for use as fertilisers. The manufacture of blood plasma for the food industry calls for high hygiene standards and strict compliance with the cool chain, as well as extensive microbiological screening. The traceability of products also has to be guaranteed. A completely different set of requirements needs to be met for the production of products intended for use as fertilisers, with the focus here being on technical specifications.

// What projects are you working on at the moment?

I am currently working on preparing Daka SecAnim for ISO 9001 certification. I identify the processes involved and bring in the people who are responsible for them. Another of my projects involves checking the quality of manufactured protein products using near-infrared (NIR) analysis. We currently have the specifications tested in external laboratories that determine various chemical parameters such as the amount of fat, water and protein. The introduction of NIR analysis will save time and money, but it goes without saying that the necessary quality assurance requirements need to be met first.

SARIA pools its purchasing power

SARIA'S GROUP PROCUREMENT TEAM WORKS CLOSELY WITH THE COMPANY'S OPERATIONAL UNITS TO MAXIMISE PURCHASING PERFORMANCE. LAUNCHED AS A PROJECT AT THE BEGINNING OF 2013, GROUP PROCUREMENT HAS NOW BECOME ESTABLISHED AS A CORE FUNCTION WITHIN THE SARIA GROUP UNDER THE LEADERSHIP OF CARSTEN SCHULZE-BENTROP.

From truck tyres and laboratory analyses to LED lights and wheels for ReFood containers – procurement carried out at Group level offers potential savings in a wide range of areas. "We see ourselves as the Group's central purchasing department. Our objective is to set up efficient procurement structures where it is commercially useful and necessary to do so, and to co-ordinate purchasing activities where it adds value for the individual divisions and thus ultimately for the Group as a whole," says Carsten Schulze-Bentrop, head of Group Procurement. His team is in constant touch with the subsidiaries and specialist departments of the individual SARIA companies in order to identify where savings can be made. The Group Procurement team is able to provide assistance with all purchasing-related issues except procurement of raw materials.

If Schulze-Bentrop's team takes over coordination of procurement for a specific item, this

does not mean that previous purchasing activities carried out at country or subsidiary level were unsatisfactory in some way. "In many cases, we can achieve more by combining our buying power and having a comprehensive overview on Group level," explains Schulze-Bentrop. As a result of many procurement projects and the cultivation of contacts among key account suppliers, an information pool has gradually developed which can be used by everyone in the company if they need assistance with upcoming new investments or have problems with suppliers. SARIA's Group Procurement team also creates synergies by working closely with the purchasing departments at sister companies REMONDIS and Rhenus. "We have gained a lot of experience already and by increasing awareness and active use of this Group function, we can and will make further progress. Successful procurement projects that can be implemented in conjunction with country-based organisations

are the best way to expand our coordination function," says Schulze-Bentrop, commenting on the current situation and future developments.

Quality needs to be right

The main focus is not only on potential savings, however, but on the quality of the products or services. This is also true in the case of laboratory analyses – one of the Group Procurement team's most recent projects, which was implemented first in Germany. "Various different companies within the SARIA Group have analyses carried out by external laboratories. SARVAL, for example, needs analysis of products for the pet food industry, ecoMotion requires this service for biodiesel and ReFood commissions analysis of biogas or digestate material. These products are very different, but they all have one thing in common: their chemical properties are continuously being examined and monitored. It seemed logical,



from left to right: Volkan Cayli, Carsten Schulze-Bentrop and Rodrigo Lopez Peña provide colleagues across the SARIA Group with assistance on a range of procurement issues



"It's very important and helpful to be able to share information with the Group Procurement team and consult them on purchasing decisions. This arrangement worked very successfully recently here in Poland when we needed to purchase a number of trucks. We were able to achieve a considerable cost saving by negotiating at Group level. I'm sure that we will continue to benefit from working together in the future."

Robert Lukasiewicz
Logistics director, SARIA Poland



"Thanks to our cooperation with the Group Procurement team, we are now able to use a first-class laboratory at lower prices than before. Standardisation between the subsidiaries also ensures better comparability of research results."

Marta Puig
Quality manager for North East Spain, SARIA Spain

"Group Procurement's supplier contacts and negotiating power enabled us to reduce the cost of truck tyres significantly while also improving the quality of service. This represents a six-figure saving for the Spanish truck fleet."

Eduardo Puigvert
Logistics manager for Central Spain, SARIA Spain



therefore, to combine the analysis requirements of the individual companies with those of the subsidiaries and find a single laboratory that could meet our quality standards," explains Schulze-Bentrop. The SARIA Group's quality management department carried out preliminary audits of various laboratories and prepared a shortlist. After intensive price negotiations with the preferred laboratory, Group Procurement succeeded in securing an annual saving of over 30 per cent compared with previous lab costs. Rodrigo Lopez Peña, a permanent member of the procurement team since January 2015, has since begun to implement this example of best practice at SARIA Spain. "We carried out market analysis and worked closely with regional quality managers to pool the requirement for lab analysis in Spain. Not only did we achieve significant savings, we also guaranteed a high standard of quality." The individual SARIA countries are expected to benefit even more from this kind of mutual experience in the future.

Local staff play an essential role

The exchange of information with staff members at local level is crucial for success. "Often procurement projects come about as a result of

information provided by operational units within our Group," says Schulze-Bentrop. "Feedback on the quality of our suppliers' products or services is also essential for our work." At the ReFood plant in Marl, a three-month test was carried out to examine the quality of container wheels from different suppliers. Large quantities of replacement wheels are needed at the plant due to the weight of the food residues that is transported in ReFood containers and the long distances the containers need to cover compared to household waste containers. "More than 30,000 wheels are needed every year for ReFood in Germany alone, so it is definitely worth comparing suppliers and conducting intensive price negotiations. A price difference of just one euro has a big impact on costs," says Volkan Cayli, who joined the purchasing team in May 2015. Alongside their purchasing-related tasks, the team also undertakes general projects aimed at reducing operating costs. Following extensive supplier comparisons, product tests and negotiations, the whole ReFood production plant in Marl was fitted with LED lighting, for example. "We are saving over 50 tonnes of CO₂ emissions and 70 per cent of our energy costs for the light,

which equates to a five-digit euro sum per year, while at the same time benefiting from brighter lighting," explains Jan Gilsbach, head of ReFood Marl.

Different topics, many contacts

"What do I like most about the job of head of Group Procurement?" Carsten Schulze-Bentrop doesn't need to think long about his answer. "The various, often international contacts: from discussing the results of product tests with production managers to dealing with local directors, fleet managers, quality managers, managing directors or CEOs of national subsidiaries, plus various different suppliers to the purchasing departments of our sister companies. Apart from working on a wide range of topics every day, most of which are highly technical, you also have contact with lots of different people in the various countries. It's very exciting to reach the final negotiation stage after weeks or months of preliminary work. That's when you really need to draw on your negotiating skills."

SARIA France continues to expand its activities

SARIA OPERATES 19 HIGHLY SPECIALISED PRODUCTION SITES IN FRANCE WHICH MAKE A RANGE OF PRODUCTS FOR USE IN FOOD MANUFACTURING, THE PET FOOD INDUSTRY, AGRICULTURE AND INDUSTRIAL APPLICATIONS. ENVIRONMENTALLY FRIENDLY ENERGY IS ALSO GENERATED, IN THE FORM OF BIOGAS AND BIODIESEL. SARIA FRANCE PROVIDES SERVICES TO THE AGRICULTURAL SECTOR, THE MEAT INDUSTRY, FOOD RETAILERS AND THE RESTAURANT AND CATERING TRADE, AND IS CONTINUING TO EXPAND ITS ACTIVITIES.

The SARIA subsidiaries in France provide a diverse range of products and services, but they all have one thing in common: the collection and processing of animal and organic by-products. SARIA France specialises in the production of high-quality products for use in the pet food industry. Under the company names SARVAL and KERVALIS, valuable animal fats and proteins are produced to customer-specific requirements for use in the manufacture of dog and cat food. "Pet food is an important area of business for us. France is one of Europe's major exporters of fats and proteins, and our products are used by a wide range of international pet food manufacturers," says Jean Louis Hurel, the member of the SARIA Group Management Board with responsibility for activities in France.

Animal fats and proteins from high-quality raw materials

The production sites in France specialise in animal by-products obtained from one or more animal species and convert 450,000 tonnes of raw materials per year into intermediate products for use in the pet food industry. These raw materials include bones, fats and rind resulting from the slaughter of healthy livestock. Other specialities, including by-products left over from the slaughter of geese or hares, along with separately processed lungs and livers, are all part of the extensive selection of raw materials. These products are fit for consumption, but are not marketed for human

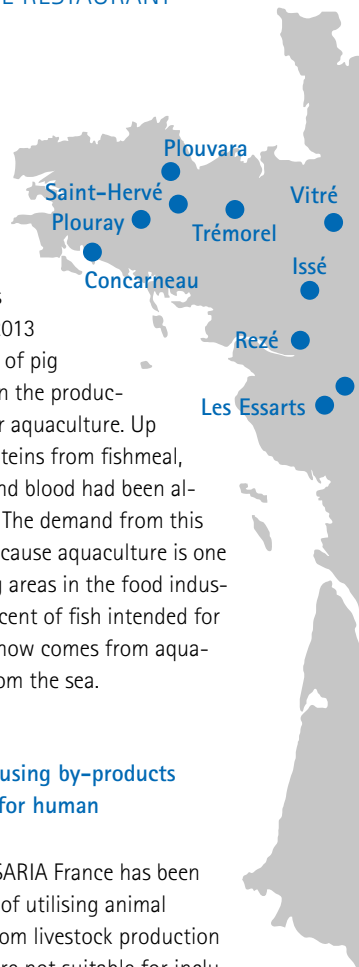
consumption due to commercial reasons. The same applies to fish by-products that are obtained from fishing and the fish processing industry. At its Concarneau processing plant in the département of Finistère, Bioceval converts high-quality fish trimmings into fish oil and fish protein for use in pet food and in aquaculture. From beef and pork to poultry and fish – top quality, fresh raw materials are essential in order to guarantee the production of a first-rate end product. It is crucial for the Group's individual activities that we are able to procure raw materials in sufficient quantities and of the desired quality. The catchment areas of the specialist processing plants cover a radius of 15 to 500 kilometres, calculated from the facility where the by-products are produced to the site where they are processed and converted. Transloading at special handling facilities is also sometimes necessary.

The potential volume of processed raw materials is indirectly constrained by general consumption levels of meat and fish since consumer behaviour ultimately determines the number of animals that are reared and slaughtered, and therefore also the amount of animal by-products available for processing at SARIA's production sites. "By using good quality raw materials and continuously improving our production processes, we are able to guarantee consistent product quality and ensure compliance with the precise requirements of our customers," says Hurel.

Unlike proteins, the use of fats from by-products in livestock feed has always been permitted. However, changes to legislation in mid-2013 also approved the use of pig and poultry proteins in the production of animal feed for aquaculture. Up to that point, only proteins from fishmeal, hydrolysed feathers and blood had been allowed in aquaculture. The demand from this sector is increasing because aquaculture is one of the fastest growing areas in the food industry. More than 60 per cent of fish intended for human consumption now comes from aquaculture rather than from the sea.

Sustainable ways of using by-products and residues not fit for human consumption

For many years now, SARIA France has been developing new ways of utilising animal by-products arising from livestock production and abattoirs which are not suitable for inclusion in pet food or livestock feed. These materials – i.e. animal by-products, feathers and blood – are used to produce proteins that can be added to fertilisers. ▶



INDUSTRIAL MAINTENANCE
Jeremy Benac, Allo à l'huile, in Muret

"I am part of the maintenance team. We work hard to avoid process malfunctions."



SALES ADMINISTRATION

Pascal Louis, SARIA Industries, in Concarneau

"We play a key role because we are the link between production and customers. Our main aim is customer satisfaction."



LABORATORY

Anne-Sophie Cornier-Soulas, KERVALIS, in Vitré

"We check samples of each production batch to ensure that product quality conforms to our customers' requirements."



MONITORING

Jean-Luc Ferrion, KERVALIS, in Vitré

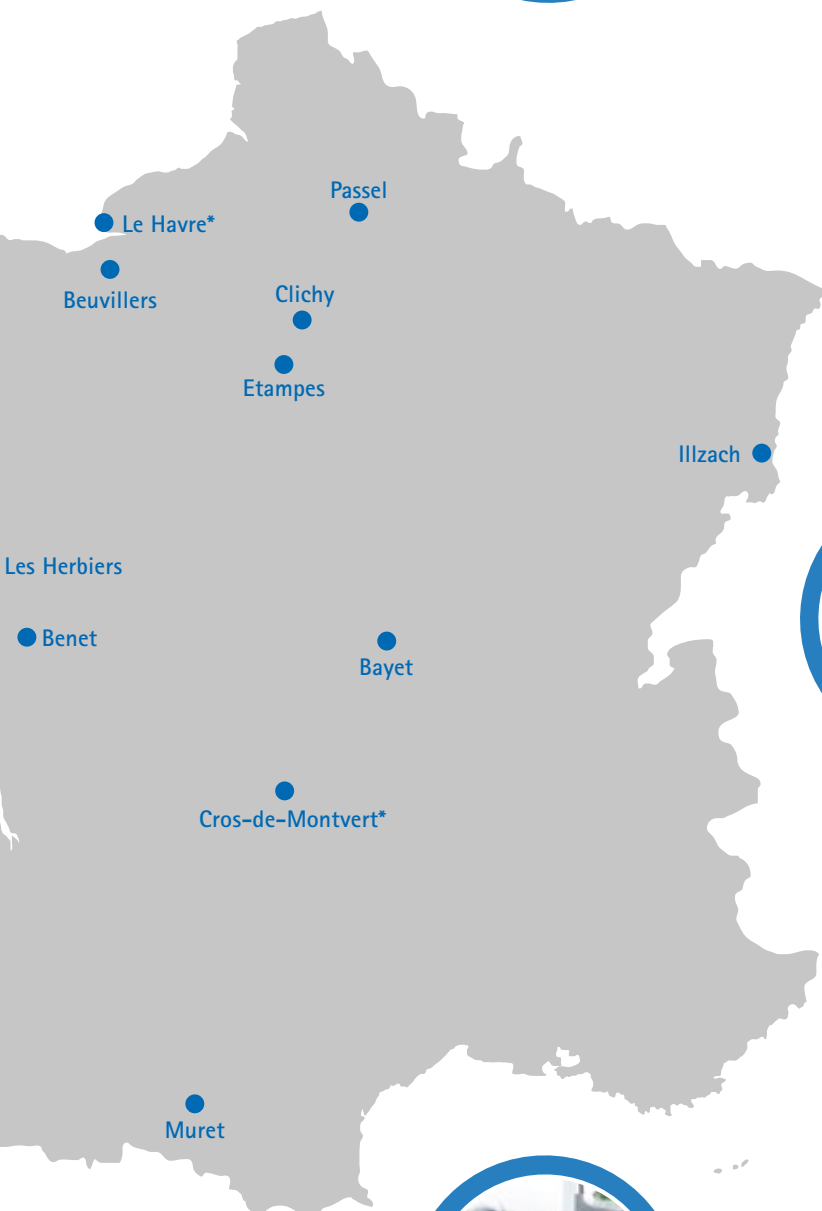
"Standardised production is crucial. All our monitoring activity has been harmonised across the Group in France and automated via computer solutions."



MANAGEMENT

David Bluche, Vice President, Alva, in Rezé

"We process fats from slaughterhouses which are used by manufacturers worldwide for the production of soap or coatings, for example. We never stop finding new applications for our products. We constantly strive to achieve the highest food standards."



SARIA sites in France

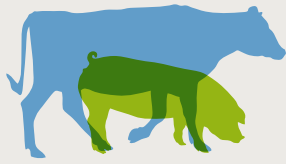


TRUCK DRIVER

Richard Michonnaud, SIFDDA, in Benet

"Our job has changed a lot over the last few years. We now work with personal information systems and devices that help us in our daily tasks. That definitely boosts efficiency and safety."

* part ownership



405,000 tonnes

Fallen animals from animal waste disposal



963,000 tonnes

Animal by-products from abattoirs, cutting plants, butchers and distributors



146,000 tonnes

Organic waste from agriculture and the food industry, retailers and the catering trade



Volume collected in France in 2014:
1,516,000 tonnes
of raw materials

► This fertiliser is a highly sustainable product because the production process does not require finite resources and scarce raw materials, such as phosphorus.

SARIA is also a service provider in the livestock and meat sector, operating under the name SIFDDA. In other countries where SARIA operates, the collection and processing of fallen animals and abattoir waste which is designated as specified risk material under EU regulations is carried out under the SecAnim brand. The decision has therefore been taken to adopt this brand name in France from spring 2016 onwards. A processing plant for these types of risk materials is located in Benet in eastern France. The collection and processing service helps to prevent animal epidemics because the animals are collected at short notice, thereby stopping the spread of diseases. "Safety and hygiene are our top priorities when disposing of animal risk material from the meat industry and agriculture," explains Jean Louis Hurel. "As well as being a service provider in this sector, SIFDDA also ensures that these materials, which cannot otherwise be recycled, are processed safely, meaning that the resulting products can be used sustainably and precious fossil resources are conserved." Existing legislative provisions permit this type of waste material to be used in the production of

fuels and biofuels. At the SIFDDA production facilities, liquid fats are separated from solids and channelled for biodiesel production. Hurel says: "SIFDDA also supplies materials within the SARIA Group to sites belonging to SARIA subsidiary ecoMotion, including Le Havre, where SARIA France and Les Mousquetaires, the operators of French retail chain Intermarché, have opened a biodiesel plant. Working together in this way helps to create links between the individual companies which are beneficial for the Group as a whole." The materials that remain after defatting are used as fuel in power plants and in cement works.

In addition to collecting and processing material from the livestock and meat industry, SARIA France provides services under the name Bionerval in another market area. Bionerval collects out-of-date food, food residues and frying fats from the food industry, retailers and the restaurant and catering trade. These materials are not suitable for consumption by humans or animals so they are processed and used in biogas plants to generate environmentally friendly heat and electricity. The fermented substrate left over at the end of the biogas production process is used in agriculture as a fertiliser. The recycling process is thus a genuinely sustainable activity from beginning to end that

uses residues to generate eco-friendly energy and which helps to conserve the planet's limited fossil fuel reserves.

Potential for growth

Approximately 1,350 people are employed in the various companies operated by SARIA France. From the vehicle fleet and dispatching to production and administration, everyone is involved in opening up new recycling opportunities for animal and organic by-products waste and returning them to the raw materials cycle. Commenting on the company's prospects for the future, Jean Louis Hurel says: "We are confident that we will be able to continue successfully developing our activities in France in the years to come. We have already made investments in the SARVAL division with the aim of increasing profitability. We see significant growth potential in the Bionerval division in particular and we plan to continue driving forward our activities in this sector in the future."



Green energy as a driver of growth for SARIA France

WITH FIVE BIOGAS PLANTS AND A STAKE IN A BIODIESEL PRODUCTION FACILITY, SARIA IS ONE OF THE LEADING PRODUCERS OF ENVIRONMENTALLY FRIENDLY ENERGY IN FRANCE. THE COMPANY PUT ITS FIRST BIOGAS PLANT INTO OPERATION IN BENET IN 2010 AND HAS CONTINUED TO EXPAND ITS ACTIVITIES IN THE ENERGY GENERATION FIELD SINCE THEN.

Bionerv, the French counterpart of ReFood, collects and processes out-of-date food and food residues from the agricultural sector and the food industry, from retailers and now increasingly also from the restaurant and catering trade. This process involves much more than simply collecting organic material and disposing of it. Bionerv provides its customers with a wide range of services – from collecting material to the production of biomethane gas for generating heat and power through to turning the resulting digestate material into organic fertiliser for agriculture. "We have expanded our activities significantly, especially since France adopted new environmental legislation known as 'Grenelle II'," says Serge Verdier, head of the New Energies business segment. Since 2012, the new legislation has

required major producers of bio-waste from food to sort and utilise this waste if the amount produced is over 120 tonnes a year. This threshold is lowered to 10 tonnes a year by 1 January 2016. The change means that the restaurant and catering industry will soon also process its organic residues in a responsible manner in the same way that the agriculture sector, the food industry and food retailers are currently required to do.

Kitchen residues – a new challenge

The new threshold of 10 tonnes a year is equivalent to the amount of food and kitchen residues produced by a restaurant serving 180 meals a day. "The restaurant and catering industry represents an important new customer group for Bionerv. It includes schools and

university refectories, canteens, large kitchens in retirement homes and hospitals, and restaurants and snack bars, especially fast food chains," says Verdier. SARIA France is therefore now expanding its organic residues processing activities to target the emerging kitchen residues market in addition to its existing focus on industry and food retailers. Verdier adds: "This represents an important challenge for the years ahead."

An effective way to tackle food wastage

With its Bionerv business segment, SARIA France is making a major contribution towards addressing the political objective of reducing waste and making good use of the organic material left over from preparing and selling food and meals. "The obligation to ensure

"There is a double benefit for the environment – firstly, the processing of food waste by Bionerval means that far less methane is released into the atmosphere, and secondly, the generation of environmentally friendly energy results in a significant CO₂ saving compared to generation of conventional energy."

Serge Verdier, head of the New Energies business segment in France



► organic waste is utilised properly has brought about a change of thinking in the food industry and in the restaurant and catering trade. Managers of catering establishments, chefs, kitchen assistants and production line workers in the food industry are all working more carefully to make sure less wastage is produced. The unavoidable organic waste is processed in a responsible manner by Bionerval," explains Verdier.

Less air pollution

After the food residues have been collected, it is shredded and hygienised at the Bionerval sites and then processed in the biogas facility. This is where methane gas is produced, which is used to generate heat and power. If the bio-waste was simply collected at a landfill site instead, methane gas would be released into the atmosphere during the decomposition process. As an environmentally harmful greenhouse gas, methane (CH₄) is 30 times more damaging than carbon dioxide (CO₂). "There is thus a double benefit for the environment – firstly, the processing of food residues by Bionerval means that far less methane is released into the atmosphere, and secondly, the genera-

tion of environmentally friendly energy results in a significant CO₂ saving compared to generation of conventional energy," says Verdier. "The heat produced in this way covers all the energy requirements of SARIA itself and of nearby companies, and we sell the electricity we produce to the state-owned electricity company, Électricité de France SA (EDF)." ADEME, the French Agency for the Environment and Energy Management, calculates that the plant in Benet saves 5,000 tonnes of CO₂ from being emitted into the atmosphere every year.

Biodiesel from waste materials

SARIA France also has a stake in a facility that produces green energy in the form of biodiesel. In 2013, SARIA France and Les Mousquetaires opened a biodiesel plant in Le Havre under the name ESTENER. The annual production capacity of the plant is 75,000 tonnes of biodiesel. The biodiesel is made from animal fats which come from processing of residues from the meat industry, rather than from food production. Waste cooking oil and used frying fats are also used as raw materials. The production process at ESTENER is highly sustainable because it utilises waste material that is not suitable for any

other use. There is thus no conflict of interest between energy generation and the consumption of raw materials that could potentially also be used for other purposes, such as food production. When used to power vehicles, this type of biodiesel reduces CO₂ emissions by 40 per cent compared to biodiesel made from plant material, and by a massive 80 per cent compared to fossil-derived diesel fuel. SARIA France is thereby also making a valuable contribution towards the diversification of France's energy mix.

The business area New Energies in figures

5 x Bionerval operates five biogas plants in Benet, Etampes, Issé, Les Herbiers and Passel

50 % SARIA France is able to meet over 50 per cent of its own electricity requirements with energy generated in its biogas plants

51.6 GWh Electricity generated (2014)

10 x At the ESTENER plant near Le Havre, SARIA France produces over 10 times as much biodiesel as the Group itself uses in a year

145,900 tonnes raw materials collected (2014)



Bioibérica: world reference in the production of heparin



PURCHASING

Christian Moldovan and Víctor Vélez

"We guarantee the quality, volume and price of raw materials."



PRODUCTION STAGE ONE

Marta Moya

"We process porcine intestinal mucosa and extract heparin using an extraction technique that is carried out at each of the company's seven production plants worldwide. Then everything is delivered to our plant in Palafolls, Spain."



PRODUCTION STAGE TWO

Carles Grande

"We plan and supervise the production of purified heparin, the active pharmaceutical ingredient, according to our customers' requirements."

PRODUCTION TEAM

Gibril Jaiteh, Pol Victòria and Carlos Martín

"We are a highly qualified team, skilled and trained in Good Manufacturing Practices for the production of an active pharmaceutical ingredient that is to be used as an injectable drug."



SALES
Oriol Huguet

"We have in-depth knowledge of the market and our customers' business. This is the only way we can adapt to their requirements and supply the products and services they need."



QUALITY ASSURANCE

Cristina Silva

"We ensure that the system works and meets the highest standards of quality: from the purchase of raw materials to delivery to the customer."

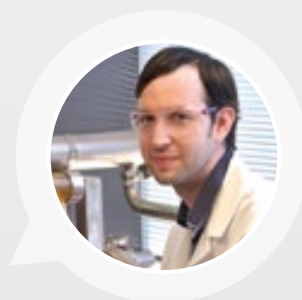
REGULATORY AFFAIRS

Irene Bartolí

"We provide the documentation and regulatory support necessary for our customers to use our heparin in their drugs."



**AN ENTIRE TEAM
DEDICATED TO
PRODUCING A VERY
IMPORTANT ACTIVE
PHARMACEUTICAL
INGREDIENT**



RESEARCH AND DEVELOPMENT

Andreu Franco

"We have in-depth knowledge of the molecule and its interactions. We investigate new applications for heparin products and look for new sources of raw materials."



FAST TRACK

Helena Armengol

"We design the production process and perform comprehensive monitoring for continuous optimisation."



QUALITY ASSURANCE

María Ángeles Marzal

"We control the quality of the heparin production process and the final product, guaranteeing compliance with every pharmacopoeia in the world."



// INTERVIEW

"Heparin is an essential molecule – a drug that saves millions of lives"

Carlos Raul Aláez
Head of research and development at the
Heparin Business Unit at Bioiberica

BIOIBÉRICA IS AN INTERNATIONAL REFERENCE IN THE PRODUCTION OF HEPARIN, A MOLECULE DISCOVERED IN 1916 THAT IS STILL BEING USED ON MILLIONS OF PATIENTS AROUND THE WORLD TO PREVENT POTENTIALLY FATAL THROMBOEMBOLISMS, CARDIAC ACCIDENTS AND ARTERY DISEASE. WE TALKED TO THE HEAD OF RESEARCH AND DEVELOPMENT AT THE HEPARIN BUSINESS UNIT AT BIOIBÉRICA, CARLOS RAUL ALÁEZ, TO LEARN MORE ABOUT THIS DRUG.

// What is heparin?

Heparin is a molecule composed of a very long chain of sugars, which is characterised by an unusually high sulphate density, i.e. it has many negative charges and contains a sequence of five sugars capable of interacting with proteins from the blood coagulation system. It is an endogenous substance, which means it is synthesised by the body, yet its biological function in the body is not known. However, when supplied exogenously, i.e. when it is injected into the blood, it acts as an anticoagulant.

// What is heparin used for?

In the event of accident, injury or during surgery, where people may be at very high risk of venous thromboembolism, heparin is used for prevention. It is also given to patients who are receiving dialysis because this is a situation in which clots tend to form, or to prevent an existing thrombus from continuing to grow.

// What role has heparin played in the history of medicine?

It has been essential. And it is still an essential molecule because it saves millions of lives every year. Without heparin, there could be no open heart surgery because all such patients are given unfractionated heparin. It is an essential

medicine because there are many diseases that lead to thrombosis.

// What is Bioiberica's association with this molecule?

Since it was founded in 1975, Bioiberica has been committed to specialising in and gaining in-depth knowledge of the molecule. We extract heparin from porcine intestinal mucosa through a process of enzymatic digestion of the tissue. Once we have obtained what is called raw heparin, it is purified to create a pure pharmaceutical-grade product. Today, one in five doses of heparin administered in the world is developed and manufactured by Bioiberica.



Marta Fabregat

Marketing director of the Pharma Division at Bioibérica

"I have been treated with heparin twice, as prevention on both occasions. The first time was during my pregnancy, when I spent five months in bed, unable to get up. To avoid thromboembolism developing due to lack of movement, I was injected with heparin in my leg every day. I was also fed intravenously and followed a high-protein diet to protect my muscles from becoming atrophied. They were very hard months but my doctor told me the drug had no risk for me. On the contrary, it would help me by preventing a more serious illness. The second time I was given heparin was when I had surgery for varicose veins. I received a heparin injection in my stomach straight after the operation. And as I had to have both legs bandaged, I injected myself with heparin at home for a month afterwards. My doctor gave me a leaflet and explained what heparin was for and how to inject it."

Juan Rodriguez

Heparin technician

"Three years ago, I started having difficulty breathing and felt a strong pressure in my chest. I thought it was due to fatigue or smoking, but the pain got worse. I went to hospital and they told me I had had two heart attacks and admitted me. The next day I had surgery. I was very unstable, I was exhausted and they told me I was having little bouts of angina pectoris. During and after the operation, I was injected with heparin and when I got home I had to inject myself every day for two months. They didn't have to explain what the heparin was for. I told them that over the last 26 years I had learnt all there was to know about heparin because I worked for a company that produced it. Heparin saved my life."



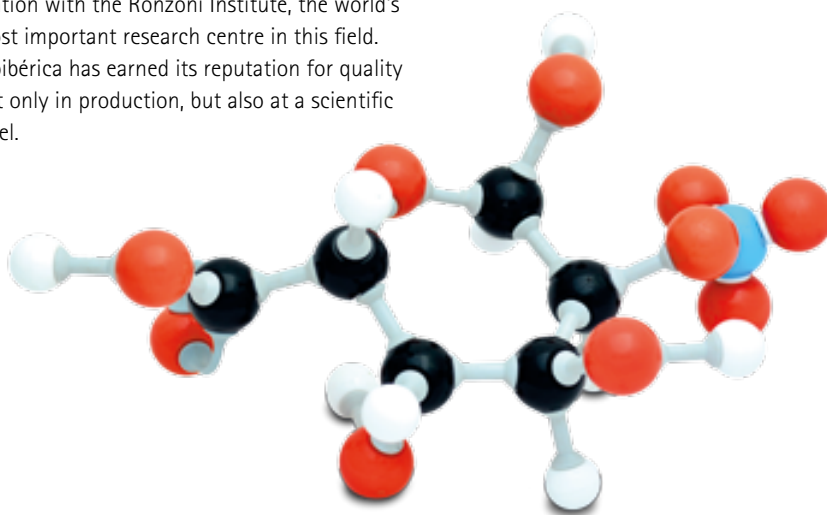
// Are there different types of heparin?

Yes. Bioibérica manufactures unfractionated heparin, i.e. the whole molecule. Unfractionated heparin is used only in hospitals because it needs medical monitoring. Bioibérica also manufactures heparin as an active ingredient for manufacturers of low molecular weight heparin. Low molecular weight heparin can be injected by patients themselves at home without medical monitoring.

// Does heparin have a future?

Without a doubt, yes. The potential of the heparin molecule and its derivatives for the development of new drugs is huge. It is known that heparin is a significant anti-inflammatory, antitumoral and antiparasitic

drug. We are studying its use in the treatment of malaria, cancer and cystic fibrosis in collaboration with the Ronzoni Institute, the world's most important research centre in this field. Bioibérica has earned its reputation for quality not only in production, but also at a scientific level.



Joan Bassa
Director of the Heparin Business Unit at Bioibérica



// INTERVIEW



"We are the Western world's largest producer of heparin."

INTERVIEW WITH JOAN BASSA, DIRECTOR OF THE HEPARIN BUSINESS UNIT AT BIOIBÉRICA

// How important is heparin for Bioibérica?

Heparin was the first product to be made by Bioibérica. In fact, it was the reason the company was created in 1975. Since then, the business unit has grown steadily, especially in recent years, because we have focused specifically on expansion. By way of example, in 2006 we produced 700,000 mega units (measuring unit for heparin, about 3.5 tonnes) of heparin and in 2015 we expect to make 4 million mega units (about 20 tonnes). That is spectacular growth! In less than ten years, we have increased our production sixfold.

// What is the objective of the Heparin Business Unit?

We have two objectives: to increase production and to promote research and development of the molecule – the scientific aspect.

As far as production is concerned, it is important to note that we are the only international company to guarantee the traceability of heparin from the source. We control the production process from the slaughterhouse to the pharmaceutical active ingredient, something none of our competitors do. From when we collect the mucosa to the end product, everything is con-

trolled by Bioibérica. This means full company integration, which makes us a lot more competitive. In addition, our external plants are located in key territories, near the raw material. This provides safety and flexibility, minimises risk and ensures control of the raw material. You have to realise that Bioibérica handles mucosa from more than 170 million pigs a year.

// But we're talking about a pharmaceutical product, aren't we?

Of course! And one with the highest level of purity and quality. Heparin is extracted from porcine intestinal mucosa, which is why I

HEPARIN PRODUCTION PROCESS

Intestinal pig mucosa



Complex



KEY FACTS

Mucosa from:



170 million
pigs a year

Production:



20 tonnes
of heparin a year

Customers: major pharmaceutical companies worldwide.

Contribution to medicine: 1 in 5 doses of heparin administered in the world is produced by Bioibérica.

mentioned the source and control of the raw material. At Bioibérica, we are experts in that: identifying and isolating biomolecules of high therapeutic value, such as heparin, using the most advanced extraction technology on the market and personnel who are fully specialised. We collect many tonnes of mucosa to obtain just a few kilos of the pharmaceutical active ingredient that is then purified at our Probisa production centre of excellence, near Barcelona. And we carry out the production process to the highest standards of quality. We have ISO 9001 and cGMP quality certificates, ISO 14001 and EMAS environmental management certificates, the ISO 50001 energy efficiency certificate, the OSHAS 18001 occupational hazards prevention certificate and the SA 8000 certificate for corporate social responsibility.

We also act as a bridge between two very different markets: meat and pharmaceuticals. And one of our strengths is that we understand the needs and requirements of both worlds.

// Who do you sell heparin to?

The three largest pharmaceutical companies in the world that market low molecular weight injectable heparin are our customers. They put trust in us and, over the years, we have

become their strategic supplier. The result is that one in five doses of heparin administered in the world is produced by Bioibérica. Probably, many of our own relatives have been injected with heparin produced by Bioibérica. I would also like to emphasise that our heparin complies with every pharmacopoeia, i.e. the regulations that ensure drug quality, in the world.

// Earlier you said you have a scientific strategy. What does that consist of exactly?

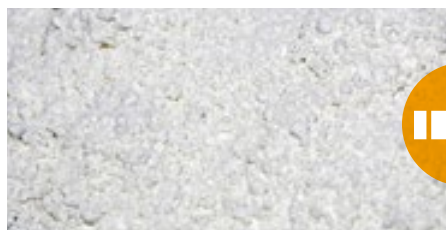
Of participating in events of scientific significance, where we share our knowledge of heparin. For example, Bioibérica has been invited to sit on the expert panel of the USP (United States Pharmacopeia, a panel establishing standards for medicines) to evaluate the potential of approving bovine heparin. They knocked on Bioibérica's door because they know we have a deep understanding of the molecule. Today, our research focuses not only on heparin as an anticoagulant; we are also studying the effect of heparin in the treatment of cancer, chronic obstructive pulmonary disease (COPD), organ transplants, malaria and asthma, among others. And we collaborate with leading scientific institutions worldwide. Another result of our scientific work and the industrial process for extracting heparin is that

we have managed to obtain other co-products that are rich in proteins, amino acids and peptides, which can be used in agriculture and animal nutrition. This has made us world leaders in the management of heparin co-products, not just in terms of the environment, but also in giving them value, creating products with a price, a label. As a result, another two very strong business units have emerged which we work alongside: Animal Nutrition and Plant Physiology. Today, Animal Nutrition is a leader in heparin co-products as a source of protein and amino acids for many animals. And in Plant Physiology we have succeeded in creating a line of natural fertilizers, which lead the market in treatments for plant and crop stress.

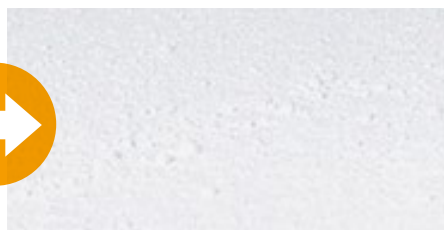
// And next year is important for the history of heparin...

Yes, next year marks the centenary of the discovery of the heparin molecule. This drug might not be as famous as others, such as penicillin or aspirin, but the anniversary will highlight what a key active ingredient it is for human health. In our daily working life, at our production plants and laboratories, we don't always realise it, but we save lives every day. We are manufacturing a product that has been saving lives for a hundred years.

Crude heparin



Active pharmaceutical ingredient (API)





„It's not every day we have the opportunity to show the Honorary Chairman of the RETHMANN Group around our manufacturing facilities.“

Joan Vila, CEO of SARIA Spain

SARIA Spain on an upward trajectory – Norbert Rethmann visits companies in Spain

THE SARIA SITES IN SPAIN PERFORMED STRONGLY IN 2015 AND ENJOYED A VERY SUCCESSFUL YEAR. NORBERT RETHMANN, HONORARY CHAIRMAN OF THE SUPERVISORY BOARD OF THE RETHMANN GROUP, TRAVELLED TO SPAIN AT THE END OF OCTOBER 2015 TO WITNESS DEVELOPMENTS THERE FOR HIMSELF.



At SARVAL in Almassora, Castellón: from left to right, Manfred and Annette Gellner, local manager Enrique Chinillach, manager for North-East Spain Josep Lluís Ferre, Irmgard Rethmann, Heinrich Zölzer and Norbert Rethmann

Joan Vila, CEO of SARIA Spain, said: "We were delighted to welcome Mr Rethmann and his wife Irmgard, Mr Gellner, who was until recently a member of the SARIA Management Board, and his wife, and Mr Zölzer, a former member of the RETHMANN Supervisory Board, to our sites in Spain and show them the progress being made by the SARIA companies here. It's not every day we have the opportunity to show the Honorary Chairman of the RETHMANN Group around our manufacturing facilities."

Mr Rethmann covered some 1,700 kilometres during his trip to Spain. "It was wonderful to travel around the country and visit the different SARIA locations. My travelling companions and I thoroughly enjoyed the experience," he said.

"I'm delighted to be able to see at first hand the positive performance being achieved by SARIA Group companies in Spain. The Spanish sites have expanded significantly and huge progress has been made in various areas," said Norbert Rethmann, Honorary Chairman of the RETHMANN Group. During his ten-day visit to Spain, Mr Rethmann visited approximately 20 companies involved in various activities, including the production of pharmaceutical ingredients (Bioibérica), processing meat and fish by-products (e.g. SARVAL and Bioceval), recycling organic waste (ReFood), disposal of risk material from the agriculture and meat sectors (SecAnim) and biodiesel production (ecoMotion).

The SARIA Group began operating in Spain in 1995. Activities have been expanded over the past few years, and production and logistics locations have been steadily improved. A key milestone in recent years has been the Group's investment in Bioibérica, with the stake acquired in 2011 being increased to 90 per cent in 2014. Other important events have been the merger of SARIA with the GARNOVA Group in 2013 and the integration of Teeuwissen's activities in Spain in 2014. The SARIA Group companies in Spain employ more than 1,300 people in total.



Construction of new ReFood plant in Dagenham – Doncaster site expanded

REFOOD COLLECTS AND PROCESSES FOOD WASTE AND OUT-OF-DATE FOODS ACROSS EUROPE. THESE MATERIALS ARE RECYCLED TO PRODUCE RENEWABLE ENERGY AND HIGH-QUALITY FERTILISER. THE THIRD REFOOD FACILITY TO BE BUILT IN THE UK WILL BE LOCATED IN DAGENHAM, 20 KILOMETRES EAST OF LONDON. CONSTRUCTION IS SCHEDULED TO BEGIN IN JANUARY 2016. MOREOVER, THE EXPANSION OF REFOOD'S EXISTING BIOGAS PLANT IN DONCASTER WAS RECENTLY COMPLETED.

"We're delighted to be building our new ReFood plant in Dagenham," said Philip Simpson, commercial director of SARIA UK. "We have wanted to build a state-of-the-art plant near London for many years. We have a number of well-known customers in this area, not to mention the highest population density in the whole of the UK." With a capacity of 160,000 tonnes a year, the new plant will produce 2,000 cubic metres of methane gas, which will be fed into the grid after the necessary treatment. This quantity of gas corresponds to 22.7 megawatt hours of energy.

The company also recently made a major investment in its existing site in Doncaster, where the biogas plant has almost doubled its capacity as a result. Up to 160,000 tonnes of food waste from the surrounding region of Yorkshire and Humberside can now be recycled here every year. The food waste goes through various processing stages on arrival at the ReFood tipping station. It is shredded, separated from any packaging and heated for one hour at temperatures above 70 degrees Celsius in order to sterilise it in accordance with EU regulations. The resulting mixture is then processed in the biogas facility and the biogas generated is converted into electricity via a combined heat and power (CHP) plant. The biogas facility in Doncaster has a capacity of just under 5 megawatts (MW) and supplies environmentally friendly energy to over 12,000 households in the region.

As part of the expansion of the plant, additional receiving and storage tanks were installed, together with two new 3,700-tonne digesters. Two generators, each with an output of 1.1 MW, were also added. The expansion created a further 30 jobs in sales, administration, production, maintenance and the vehicle fleet.



Model view of the new plant in Dagenham: up to 160,000 tonnes of food waste and out-of-date food will be processed into environmentally friendly energy here starting in spring 2017

Philip Simpson said: "Expanding the ReFood plant in Doncaster is an important investment for SARIA. We will now be able to meet the high demand for a complete food waste collection and recycling solution. It's incredible that we have had to expand the plant only three years after it opened because the region's restaurants and retail outlets are steadily recognising the financial and ecological benefits of keeping food waste out of landfill."

ReFood's recycling process does not produce any waste. The digestate material remaining at the end of the biogas production process is used in agriculture as a high-quality, certified fertiliser. Marketed under the name ReGrow, this sustainable fertiliser is the first of its kind not only to replace chemical fertilisers, but also to close the nutrient cycle – from field to fork and back again.

The expansion of the ReFood plant in Doncaster is part of SARIA's wider investment programme. SARIA UK has already invested in a new plant in Widnes, which opened in spring 2014. The UK's third ReFood plant, in Dagenham, is scheduled for completion in spring 2017. Philip Simpson commented: "The whole ReFood team is delighted to be able to continue delivering the benefits of recycling food waste and to bring these advantages to a growing number of customers in the future. Generating more renewable energy takes us even closer to our goal of saving fossil fuels. Our company is committed to ensuring that all food waste is diverted from landfill by 2020. The expansion of our plant in Doncaster was an important and necessary step towards achieving our aim. We look forward to the next chapter in the story with the construction of the plant in Dagenham."



Wet pet food ingredients from the Netherlands

WITH ITS WIDE RANGE OF HIGH-QUALITY PRODUCTS, SARIA IS A LONG-ESTABLISHED PARTNER TO THE PET FOOD INDUSTRY. TRADITIONALLY, THE COMPANY HAS SUPPLIED THE INDUSTRY PRIMARILY WITH MATERIALS FOR MANUFACTURING DRY FEED FOR DOGS AND CATS. THERE IS AN INCREASING FOCUS ON WET PET FOOD, ESPECIALLY FOLLOWING THE ACQUISITION OF THE TEEUWISSEN GROUP. RICHARD BROEKMEIJER IS THE SALES MANAGER RESPONSIBLE FOR PET FOOD AT TEEUWISSEN CUIJK IN THE NETHERLANDS.

Raw material is collected internationally, therefore a wide selection of products can be offered to customers



TEEUWISSEN



A well balanced and nutritious diet is essential for the health of our pets. The SARIA companies are established suppliers of high-quality animal proteins and fats for use in the production of dry feed. The SARIA Group is particularly set to benefit from Teeuwissen's many years of experience and expertise in the wet pet food sector. After having initially acquired a stake in Teeuwissen in 2012, the company became a wholly owned subsidiary of the SARIA Group in 2014. Headquartered in Cuijk in the Netherlands, Teeuwissen has a strong focus on wet pet food. Richard Broekmeijer, sales manager in Teeuwissen's pet food division, explains: "Our customers appreciate our ability to supply meat products based on different animal sources and also mixtures that have been produced to individually customised formulations."

High-quality materials

Fresh raw materials such as beef, pork and poultry by-products are collected from suppliers within a 250-km radius of Teeuwissen's Cuijk location. Lamb is imported in frozen form primarily from the UK and Ireland. Other types of animal by-products come from various countries around the world, including kangaroo and ostrich meat from Australia. The quality of the raw materials ultimately determines the quality of the end product. "Around 90 per cent of our raw materials are fit for human consumption. The reason why such large quantities of animal by-products are made into pet food rather than being used in the food industry is because there is very little demand in the food sector for by-products such as pork kidneys or poultry hearts," says Broekmeijer.

Products for European pet food production

Teeuwissen is able to offer its customers a wide selection of high-quality products. These range from meat cubes and a variety of unmixed products to mixtures that consist of several different by-products. The latter are produced according to individual formulations for customers who are able to incorporate the materials into their production processes immediately thanks to Teeuwissen's efficient just-in-time delivery service. The products are shredded to a size of between 40 mm and 2 mm and supplied to customers either fresh or as plate frozen according to their requirements. "We currently produce up to 80 different mixtures," says Broekmeijer. "Mutual trust is vital in our relationships with customers. They can simplify their production processes, safe in the knowledge that we will turn the specified quantities of the requested materials into precisely the products they require." The manufactured mixtures each contain the specific by-products requested by customers. For example, one of the very first mixtures produced by Teeuwissen consisted of a certain percentage of cows' udders and poultry skin. European countries are the main market for the wet pet food materials supplied by Teeuwissen Cuijk, with the primary focus being on Germany and the Netherlands.

Reliability and quality are important to major international pet food producers and local customers alike. "When it comes to our products, the quantities of the analytical constituents are crucial. The quality of the product is determined by the levels of protein, fat, water and ash it contains. Increasingly, products also need to meet strict microbiological requirements," comments Broekmeijer. "Depending on the subsequent production process, each customer has very specific demands and requirements with regard to our products, the packaging and the size of the packing unit." All customers have one particular requirement in common, however: the purity of the product. Teeuwissen covers the entire chain, from the slaughterhouse through to production and ultimately the transportation of products to customers, thus positioning itself as a safe and reliable partner. "We are aware of the highly sensitive needs of our customers, and those of their customers in turn, and we have strong expertise that enables us to meet those demands," explains Broekmeijer.

A market with considerable potential

Wet pet food is an exciting market that is constantly changing. Currently there is a clear trend towards smaller packaging sizes. Large tins containing enough pet food for a week or

several days are no longer being produced – they have been replaced by small aluminium containers and pouches that only contain one meal portion. At the same time, there has been a noticeable trend towards specialisation with regard to the processed raw materials. Broekmeijer says: "Pet owners want to give their dogs and cats a varied diet and a range of different flavours. Teeuwissen is well placed to supply the pet food industry with the materials required to meet this demand. We are able to develop individual formulations to cater for customers' specific product requirements regarding the flavour and composition of mixtures." Long-term customer relationships based on trust and reliability are a priority for Teeuwissen in this regard. "Flexibility, timing and accuracy when implementing specific requirements are vital for our customers," explains pet food specialist Broekmeijer. Other SARIA companies also manufacture materials for the production of wet pet food, operating in the UK, France, Spain, Poland and the US. Thanks to its multiple plants and locations, the SARIA Group is one of the three largest suppliers in the European Union to the wet pet food industry. Broekmeijer is optimistic about the future: "Pet food is a growing market and we believe it has excellent long-term potential."



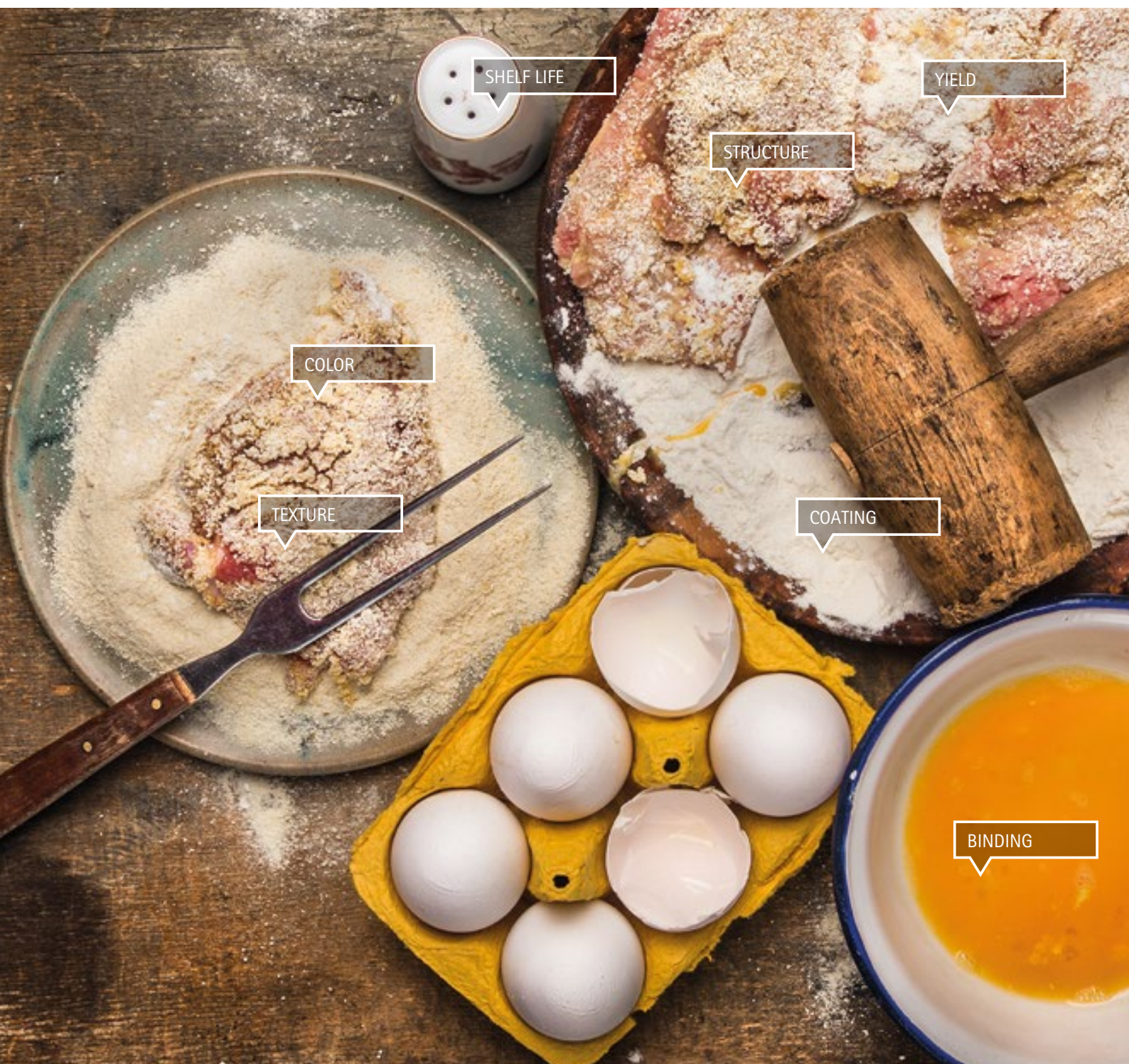
"We are aware of the highly sensitive needs of our customers, and those of their customers in turn, and we have strong expertise that enables us to meet those demands."

Richard Broekmeijer, sales manager in the pet food division at Teeuwissen in Cuijk in the Netherlands

Richard Broekmeijer, sales manager in the pet food division at Teeuwissen in Cuijk, has worked for the company for 18 years. He has a thorough knowledge of the products: from fresh by-products to plates frozen made of different types of meat which can be shredded and combined according to individual customer requirements

A sneak peek into the Fi&S kitchen

WHEN TEEUWISSEN ACQUIRED A MAJORITY STAKE IN FOOD INGREDIENTS & SPECIALTIES IN 2015, THE COMPANY BECAME PART OF THE SARIA GROUP. FI&S DEVELOPS AND TRANSFORMS INGREDIENTS INTO CUSTOM MADE BLENDS THAT APPLY FUNCTIONALITY AND CREATE VALUE FOR THE FOOD PROCESSING INDUSTRY. FI&S AND THE SARIA GROUP MIGHT NOT APPEAR TO HAVE MUCH IN COMMON, BUT THERE IS MORE TO THE RELATIONSHIP THAN MEETS THE EYE. RICK OLSTHOORN, MANAGING DIRECTOR OF FI&S, GIVES US A SNEAK PEEK INTO THE FI&S KITCHEN.



(left): Injection mixes are widely used in the industry, not only to improve the structure and tenderness of fish and meat, but also to add flavour to the product

(right): The FI&S kitchen, where all new blends are developed and extensively tested



"People often look surprised when they walk into our 'kitchen', the application laboratory, and see our technologists preparing a meatball, a schnitzel or a snack. Our ingredients are not directly associated with consumer products, but that is exactly what we sell – a functional blend, a specialty, a solution, a concept for the food processing industry," explains Rick Olsthoorn. Established in January 2005, FI&S is located near Maastricht in the Netherlands. The company provides the food processing industry with food technological functionalities, such as structure, texture, binding, coating, yield, shelf life, taste and color. "By doing this we add value to our customers' products," continues Olsthoorn.

Unravelling the secrets of artisanal cooking

FI&S has developed a wide range of quality products. The product portfolio ranges from injection and tumbling mixes, marinades and spices, batters and coatings, binding mixes, flavours and seasonings. With its own Research & Development and application centre, FI&S ensures its customers are supplied with a consistent flow of tailor-made products. Olsthoorn: "We analytically unravel the secrets of centuries of artisanal cooking and transform these secrets into recipes suitable for processes on an industrial scale. A good example is the preparation of a schnitzel, which has remained the same for centuries: meat is placed in flour, dipped in liquid egg and coated in breadcrumbs. All of these ingredients

provide functionality: adhesion, sticking power and crunch respectively. And together they make the coating." FI&S finds the best single ingredients, raw materials – natural or synthetic – and develops a unique recipe, known as a blend, from these ingredients to be used by food processors. A blend is easy to use in industrial processing, has a good price/quality ratio and results in consistently high end-product quality.

What FI&S and the SARIA Group have in common

A lot of the ingredients FI&S produces are derived from animals; more specifically, from animal by-products. "And this is what links us to the SARIA Group," Olsthoorn explains. "We use amino acids, flours, starches, proteins, phosphates, sorbates, sulphites, salts, fats, enzymes and many more ingredients. We transform these single ingredients into recipes and consequently specific food applications, allowing us to add more value to our Group's raw materials. At the same time, we add value for our customers in terms of functionality, quality and price and also for the end users – the consumers." The SARIA Group aims to generate long-term synergies between its individual companies.

FI&S is no exception and integrates well into the Group. "A good example is the project we undertook with our sister company LIPROMAR in Cuxhav-

en, involving functional proteins from salmon by-products," says Noud van Stekelenburg, commercial director at FI&S. "We developed a blend including this protein and tested it in our kitchen. After successfully completing the tests we are going to our customers in the fish industry, show them the developed food application – e.g. for smoked salmon and fish burgers – and train them how to use the blend."

Future development

FI&S develops new food applications and recipes based on both existing and new raw materials. Van Stekelenburg: "We are able to add value for our suppliers, our customers and our customers' customers thanks to our extensive food technological knowledge of raw materials, processes and food applications. Currently our business is focused on food technological functionality; however, for the future we see a shift towards nutritional value, such as proteins, fats, vitamins and anti-oxidants. But crossovers to other industries also represent potential opportunities, for example pet food, pharmaceuticals and cosmetics. "Food is the ideal carrier for a lot of different functional activities and we will need to be a frontrunner in developing these new markets. We are convinced that we have all the right ingredients both within our company and in the SARIA Group to shape and form this exciting future," says Rick Olsthoorn. "Mankind will always need to eat, it is only the form this takes and the means which are constantly changing. FI&S is fully equipped to significantly contribute to the development of the food industry."



Rick Olsthoorn, managing director (left), and Noud van Stekelenburg, commercial director



// INTERVIEW

BIOCEVAL



New markets for fish oils and fish proteins

IN JANUARY 2015, LIPROMAR OPENED ITS NEW PRODUCTION FACILITY IN CUXHAVEN AFTER SEVEN MONTHS OF CONSTRUCTION. AT THE NEW PLANT, THE COMPANY NOW MANUFACTURES PROTEINS USING FISH SCRAPS FROM THE FISH PROCESSING INDUSTRY, IN ADDITION TO PRODUCING UNMIXED FISH OILS. BOTH OF THESE PRODUCTS ARE FIT FOR HUMAN CONSUMPTION. PHILIPP SCHRÖDER, LIPROMAR PLANT MANAGER, REPORTS ON HOW PRODUCTION HAS BEEN PROGRESSING OVER THE FIRST MONTHS.



Philipp Schröder has been plant manager of LIPROMAR in Cuxhaven since June 2014. The 28-year-old studied biotechnology and joined the company in 2012 as a trainee.

Photo: Björn Marnau/FischMagazin

// Mr Schröder, how did you find the planning and construction phase for the new plant?

It was exciting to be involved in the construction process right from the very start. Needless to say, there were a number of challenges that needed to be tackled during planning and building of the new plant. The official opening ceremony marked both the grand finale of this exciting phase and the beginning of a new and eventful chapter as production got under way.

// What has been happening in the six months since the building was commissioned?

First of all, we introduced and tested two-shift operation at the plant in January and February. We carried out modifications to the machines where required and held training sessions for our staff. This was followed by a changeover to three-shift operation in March. At this point,

the fish oil production facility began 24-hour operation and its maximum processing capacity was tested. We also made adjustments to the protein system at the drying process stage so that in May we were able to test and optimise the manufacturing process with regard to product properties. More specifically, this involved examining the processing parameters that affect the functionality of the proteins. Following a successful IFS (International Featured Standards) audit in May, we were able to step up production speed in June.

// What factors are important when sourcing and processing raw materials?

LIPROMAR processes fish scraps from the fish processing industry – no fish are caught specifically for this purpose. We attach great importance to fresh, high-quality raw materials which partly come from fisheries and aquaculture certified by the MSC/ASC (Marine/Aquaculture Stewardship Council). Salmon pieces are

collected daily from fish processors, and from filleting at the fish processing companies to processing at our plant takes a maximum of 24 hours. We now buy cod liver cooled, not frozen. We decided to do this so we could assess the freshness of our raw materials more accurately. The cool chain from the fish processors to our plant must not be interrupted at any point. On arrival at our warehouse, the raw materials are cooled at 2°C and processed as quickly as possible, as required by law.

// What food products are fish oils and fish proteins used in?

Fish oil contains a high level of omega-3 fatty acids which offer a range of health benefits. The oil is primarily used as a food supplement and sold in capsules, for example. What makes fish oil so special is that it is completely natural and unrefined, which means it retains all of its healthy properties. In the food industry, functional fish proteins are added to fish ▶

Launched on 13 January 2015: from left to right, Manfred Gellner, at that time managing director of LIPROMAR; Bodo von Holten, managing director of LIPROMAR; Norbert Rethmann and the mayor of Cuxhaven, Ulrich Getsch



Fish scraps from the fish processing industry are the raw materials for the fish oils and proteins



Every month, 90 tonnes of salmon oil and cod liver oil and 30 tonnes of salmon proteins are produced from 500 tonnes of fish scraps

► products. They are used as natural flavourings or as emulsifiers to bind fat and water. This can be illustrated very well using a fish burger as an example. Let's imagine we make a patty out of fish and fry it in a pan. When we come to turn it over, it will fall apart – if it hasn't already done so. We wouldn't have this problem if functional fish proteins had been added to the mixture because they would have helped the fish patty to retain its shape. The taste of the burger would also have been enhanced by addition of this natural ingredient. Spreadable fish paste is another example of where fish oil can be used in food. Functional proteins have water-binding properties that improve the consistency and spreadability of the paste. I see a wide variety of possible uses for these proteins. It's therefore important for us to work closely with our raw materials suppliers, as the fish processing food industry is also our customer. We need to understand the requirements of our customers in terms of desired product characteristics. Our R&D department thus needs to work closely with customers' R&D teams to develop new products and applications.

// For some time now, LIPROMAR has not only manufactured raw oils for the food industry but has also processed them into the end product. What are the key aspects involved here?

Previously, the oil we produced was processed by our customers in order to create a product that met the consumer's needs. We now supply fish oils that can be delivered to the consumer without the need for any additional processing or refining. We achieved the required improvement in quality by using only the very best raw materials and by optimising our processing methods. Activated carbon treatment was necessary for cod liver oil, for example. This treatment involves filtering the oil to remove any dioxins which may have accumulated naturally in the fish as a result of environmental factors. We have already received a positive response from customers about our bottled oil. We know that it's a niche product, of course, but it's one that could be marketed worldwide and it ties in very well with our product range.

// How do tradition and innovation go together at LIPROMAR?

There is a long tradition of processing fish and fish by-products into oils and proteins in Cuxhaven. LIPROMAR GmbH is a subsidiary of Bioceval (formerly VFC). Bioceval was formed as a result of a merger between long-established businesses, some of which had been in operation in Cuxhaven since 1912. It recycles fish scraps into ingredients for the pet food and animal feed industry. Since LIPROMAR was founded in 2011, its aim has been to make fish scraps from the fish industry reusable for human consumption. As a first step, we manufactured unmixed fish oils for the food industry. We then went on to obtain functional proteins for the food industry by extracting proteins, treating them and separating them in stages in order to dry them as powder at the end of the process. We worked closely with the relevant authorities, scientific institutions and partners from industry to develop and optimise this production process. We will continue to follow this approach in the future to ensure we improve our production processes, manufacture new products and tap into new markets. Our company's experience provides a firm foundation for innovation.

Mr Schröder, thank you very much for talking to us.

The fish burger is a good example of how functional proteins are used: their water-binding properties ensure that the fish patty does not fall apart when fried



Changes to the SARIA Executive Board: Manfred Gellner hands over to Lars Krause-Kjær

FOLLOWING MANFRED GELLNER'S RETIREMENT FROM THE SARIA EXECUTIVE BOARD, RESPONSIBILITY FOR HIS AREAS OF WORK HAS BEEN TAKEN OVER BY LARS KRAUSE-KJÆR WITH EFFECT FROM 1 MAY 2015. MANFRED GELLNER WILL CONTINUE TO SUPPORT THE SARIA GROUP ON AN ADVISORY BASIS.



Lars Krause-Kjær (left) and
Manfred Gellner

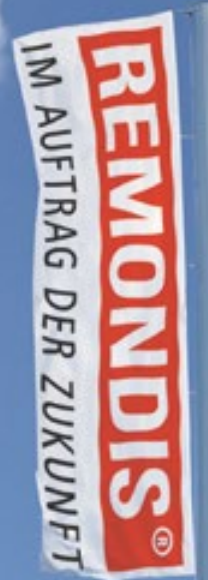
On 30 April 2015, Manfred Gellner retired from work and stepped down from the SARIA Executive Board in order to concentrate on his private interests. Kurt Stoffel, Chairman of the SARIA Executive Board, said: "On behalf of my colleagues on the Executive Board, I would like to thank Manfred Gellner for his outstanding commitment to the company. Above all, I would like to thank him for his constructive and cooperative approach, which has been a feature of the Executive Board's work during the development of the SARIA Group. We are delighted that Manfred Gellner will continue to work closely with the SARIA Group in a consultancy role." Norbert Rethmann, Honorary Chairman of the RETHMANN Group Supervisory

Board, also spoke at the retirement celebrations: "Manfred Gellner has been with the SARIA Group for nearly 29 years. On behalf of the Rethmann family, I would like to express our gratitude for the loyalty he has shown to our company over the years. I would also like to put on record our appreciation for his exceptional achievements during that time." Manfred Gellner said: "I have spent many eventful and enjoyable years with the SARIA Group. I would like to express my sincere thanks for the freedom I have been given to drive forward key activities and for the trust placed in me by my colleagues and by the Rethmann family."

Lars Krause-Kjær, managing director of SARIA's Danish and Swedish operations, was appointed to the Executive Board as of 1 May 2015. In addition to Northern Europe, his responsibility now includes Central and Eastern Europe as well as the ecoMotion division. Lars Krause-Kjær is thus taking over Executive Board responsibility for the areas previously overseen by Manfred Gellner. Lars Krause-Kjær is 49 years old and lives with his wife and two children in Egaa, Denmark. Since May 2015, the SARIA Executive Board consists of the following members: Kurt Stoffel (Chairman of the Executive Board), Jean Louis Hurel, Lars Krause-Kjær, Tim Alexander Schwencke and Franz-Bernhard Thier.

"Manfred Gellner has been with the SARIA Group for nearly 29 years. On behalf of the Rethmann family, I would like to express our gratitude for the loyalty he has shown to our company over the years. I would also like to put on record our appreciation for his exceptional achievements during that time."

Norbert Rethmann, Honorary Chairman of the RETHMANN Group



Change of generation within the RETHMANN Group boards – greater decision-making power for divisions

AT THE BEGINNING OF THE YEAR, THE FAMILY-RUN COMPANY MADE CHANGES TO THE EXECUTIVE BOARD AND SUPERVISORY BOARD OF RETHMANN BETEILIGUNGS SE AND ITS THREE DIVISIONS, MARKING A HANDOVER TO A NEW GENERATION. IN CONJUNCTION WITH THESE PERSONNEL CHANGES, RETHMANN SE & CO. KG IS SWITCHING TO A BACKGROUND ROLE AS A FINANCIAL HOLDING COMPANY. THE AUTONOMOUS DIVISIONS – REMONDIS, RHENUS AND SARIA – ARE BEING GIVEN GREATER DECISION-MAKING POWER.

With effect from 31 December 2014, Peter Nölke stepped down from the Supervisory Board of RETHMANN Beteiligungs SE, having reached the age of 70. He joined the Board in 1999 and played an active role in shaping the company over a 15-year period through his experience and invaluable advice. "On behalf of the shareholders of the RETHMANN Group, I would like to thank Nölke for his input and dedication, and would also like to acknowledge the critical and constructive support he has provided over the years," said Martin Rethmann, Chairman of the Supervisory Board of RETHMANN Beteiligungs SE. Also with effect from 31 December 2014, Reinhard Lohmann stepped down from the Executive Board of RETHMANN Beteiligungs SE and was appointed to the company's Supervisory

Board. He occupied management positions in the family-owned company for over 35 years, including the last seven as Chairman. During this period, the company's turnover increased from DM 35 million to its current level of over EUR 12 billion. Martin Rethmann said: "This growth is just one of the achievements for which the family shareholders would like to express their appreciation and gratitude to Mr Lohmann. We are delighted that Mr Lohmann will continue to take an active role in advising and overseeing the development of RETHMANN Beteiligungs SE as Deputy Chairman of the Supervisory Board." The Executive Board now comprises Ludger and Klemens Rethmann, with Klemens Rethmann acting as Board Spokesman. Martin Rethmann has taken over as Chairman of the Supervisory Board of

both REMONDIS and SARIA. Reinhard Lohmann will continue to support the development of these two companies over the coming years in his role as Deputy Chairman of the Supervisory Board of both organisations. The Supervisory Board of SARIA now comprises six members, instead of the previous three. In addition to Reinhard Lohmann, Georg Rethmann and Martin Rethmann, new members Clemens Große Frie, Ludger Rethmann and Klemens Rethmann have been appointed. Clemens Große Frie is Chairman of the Managing Board of AGRAVIS, a modern agricultural trading firm and service provider with a 6,100-strong workforce that generated sales of over EUR 7.4 billion in 2014.



Top executives from industry partners attend SARIA management meeting

The SARIA Group invited key industry partners to the international SARIA Management Meeting in Kolding, Denmark, in September 2015. Kjeld Johannesen, CEO of Danish Crown, and Ole Christensen, Vice President of BioMar Continental Europe, both attended the meeting. As one of the largest meat processing enterprises in the world, Danish Crown is an important raw materials supplier for the SARIA Group. BioMar is a leading manufacturer of feedstuffs for aquaculture and an important customer of the SARIA companies that process fish by-products into proteins and oils. In their presentations, Johannesen and Christensen spoke about the changes in the meat and fish industries and highlighted the opportunities and challenges that Danish Crown and BioMar aim to address in the future, together with their suppliers and customers. In his address welcoming the two guest speakers to Kolding, Kurt Stoffel, Chairman of the Management Board of the SARIA Group, said: "Exchanging information with our suppliers and customers is crucial for us. It enables the SARIA Group to take a good look at itself – we can learn a lot from this and strengthen our relationships."

Kjeld Johannesen, CEO of Danish Crown, speaks about developments in the meat industry and current market trends



In the context of these personnel changes, the shareholders of RETHMANN SE & Co. KG also agreed to move much more decision-making power to the three divisions, i.e. REMONDIS SE & Co. KG, SARIA SE & Co. KG and Rhenus SE & Co. KG. Accordingly, in the relevant Supervisory Board meetings of the divisions and the parent company the rules of procedure have been adapted to ensure that the existing objective of granting more decision-making power to the autonomous divisions of the RETHMANN Group can be fully achieved. This step will drive forward the transformation of RETHMANN SE & Co. KG from an overarching, decision-making management holding company into a non-operating financial holding company.

Ole Christensen, Vice President of BioMar Continental Europe, talks about changes in the fish industry



Christian Stehmann to head new Business Development unit at the SARIA Group

Christian Stehmann, who until recently was COO of the Teeuwissen Group, has been appointed head of the SARIA Group's newly created Business Development unit. The unit's mission is to support and boost the Group's growth in the field of proteins and fats as well as Teeuwissen products.

Dutch company Food Ingredients & Specialties (FI&S), a producer of high-quality functional blends for use in the food industry in which Teeuwissen holds a majority stake, will be a member of the new business unit, as will the department led by Dr Oliver Schneider, which is responsible for research and development and for quality management at the SARIA Group.

Christian Stehmann is 46 years old and lives with his wife and two sons aged 9 and 12 in Vught in the Netherlands. He likes to spend his free time with his family and enjoys playing tennis, windsurfing and skiing. He is also interested in cars and has a particular passion for classic vehicles.



Harald van Boxtel becomes CEO of Teeuwissen

Harald van Boxtel started in Teeuwissen in January 2015 and took over the CFO function in June 2015. With effect as of 1 December 2015 he will become CEO of the Teeuwissen Group. Harald van Boxtel also heads the management team of Teeuwissen North-West Europe. He will become a member of the SARIA Management Committee as part of his new role.

Mr van Boxtel has 25 years of experience in the field of animal by-products and the meat industry. Before joining the Teeuwissen Group as CFO in January 2015, he worked as head of the finance department in the pork segment at Vion Food.

Harald van Boxtel is 47 years old and lives in Geldrop in the Netherlands. He is married with two children – a son aged 20 and a daughter aged 17. His hobbies include football and running, and he also enjoys travelling with his family.



Christian Bisgaard head of new SARIA division Bioceval

Following the renaming of Vereinigte Fischmehlwerke (VFC) in Cuxhaven as Bioceval, the three SARIA processing facilities for fish by-products in Cuxhaven (Germany), Concarneau (France) and La Coruña (Spain) are now all operating under this name. In view of the excellent market potential offered by the processing of fish by-products, the decision was taken to establish Bioceval as an independent business unit within the SARIA Group. The new division is managed by Christian Bisgaard, who commenced his activities in this role on 1 May 2015. He was appointed to the SARIA Management Committee as of 1 January 2015. The main focus for the immediate future is to integrate and align the operations of the Bioceval division.

In his previous position as director of the TripleNine Group, one of the world's biggest fish processing companies with activities in over 40 countries, Christian Bisgaard was responsible for the production and sale of fish oil and fishmeal in Norway, Denmark, Chile and Africa.



Christian Bisgaard is 51 years old. He lives with his wife and his youngest son in the town of Christiansfeld, Denmark, which is located just 60 km from the border with Germany. His two eldest children are studying in Aarhus. In his spare time, Christian Bisgaard enjoys playing football and often spends his weekends and holidays fly fishing.

Josep Escaich, CEO of Bioibérica, joins SARIA Management Committee

Josep Escaich, CEO of Bioibérica, was appointed to the SARIA Management Committee as of 1 April 2015.

Josep Escaich is 51 years old and lives with his wife in Barcelona, a city to which he has strong personal and professional connections. By his own admission, he has a Mediterranean approach to life. He enjoys gardening in his spare time as he finds it is an effective way to relax and switch off. Spending time with family and friends is also very important to him. Josep Escaich is passionate about online communications and social media and has set up a blog in which he shares positive life experiences (<http://vivirenflow.com/>).

Bioibérica is much more than just a job for Josep Escaich. He has worked at the company for 28 years. One of the main reasons for his many years of commitment to Bioibérica is that its company culture is consistent with his own personal values. "The beliefs and values that are very important to me are fully reflected in the corporate culture of Bioibérica. It's a privilege to lead such a company," he says.



Company newspaper
for SARIA Group
employees and business
partners

www.saria.com

Content:
Marcel Derichs
Anna Mojsejenko
SARIA SE & Co. KG
Werner Straße 95
59379 Selm
marcel.derichs@saria.com

Graphic design:
www.atelier-14.de

Printed by:
Lonnemann GmbH, Selm

No. 17