



# ORANA

## ANNUAL SUSTAINABILITY REPORT 2022

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We seek to inspire and present product solutions that are fit for future demands for healthy quality products from sustainable food systems. **Quality by Nature – the sustainable way**

Niels Østerberg, Director







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## Sustainability is an integrated part of who we are and what we work for

The past few years have evidently emphasized the fact that we live in a world of constant change. The global pandemic, the ramifications of a new war, as well as evolving climate changes, have created an environment, where the skill to adapt and the readiness for change are vital components for both individuals and companies in everyday life.

This has of course impacted the past financial year of 2021-22 in the Orana Group. This year was challenging in many ways, but one thing that has been a constant in a turbulent time, has been our vision of wanting to inspire people around the world with great taste for the choice of a healthier and more sustainable future. We have worked hard as a team to continue to deliver great quality products to our customers, to remain creative, and to keep curiously exploring new ideas and concepts, while remaining a sustainable and value-based company at the core.

By choosing to let our strategic work with the Sustainable Development Goals and the principles of the UN Global Compact guide all business activities, the Orana Group has continued its efforts to generate and contribute to sustainable development. As a global company, we are working with a shared set of values and principles for both sustainable and ethical business conduct, and the Orana Group

continues to work towards the mission of being the most sustainable fruit based raw material producing company, who creates sustainable solutions, by 2030. We further believe that especially partnerships are an important enabler for reaching these ambitious goals.

Partnerships have always been a part of our journey, and the Orana Group holds a story about strong collaborations internally and throughout the entire supply chain. We worship the strong relations to our customers, and we believe in knowledge sharing and openness, as well as engaging in enhanced sustainable development for the well-being of people around the world. To us, it is all about people and partnerships. It is through these that we learn and evolve, as well as how we strengthen the means for successful implementation of sustainable change.

The objective of this report is to provide accountable and transparent information on how we intend to continue to create and optimise sustainable solutions within our company, as well as to describe the activities we have engaged in during the past year in this effort.

Niels Østerberg,  
Director of the Orana Group

A handwritten signature in blue ink, appearing to read 'Niels Østerberg', is placed below the printed name and title.









# A company based on history, tradition and sustainable core values

**Born global, yet with strong roots in an apple orchard in the middle of the island of Funen in Denmark**

In 1939 in the small country village Rynkeby in Denmark, Inger Rasmussen attended a course to learn, how to produce juice from the surplus of apples from her garden. Her husband built her a basic apple press, word spread and soon queues of people wanting their apples pressed would form at the house in Rynkeby. By implementing different technical measures, within two years Inger was able to produce 60.000 liters of apple juice per year.

In 1953, Inger's daughter Dagmar Andreassen took over Rynkeby Mosteri. She started to press juice from berries as a supplement to the apples, and in this way, she found a way to expand the company's market. Dagmar was a creative and intelligent business woman, and after modernising the factory in the mid 1950's, the production was expanded further, and both exports and co-operations were initiated.

Niels Østerberg, current director of the Orana Group, was a young student when he interned at Rynkeby Mosteri in 1978. With a degree in mathematics and physics/chemistry he had developed a model for extracting juice from apples, and he was allowed to come to

Rynkeby to test whether this model could optimise the juice-making process. During his time at the company, Dagmar taught him core values in regards to sustainable entrepreneurship and management, which, about 40 years after, still permeates our business.

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She was 40 years ahead of her  
time and completely sustainable  
in both her way of living, her way  
of behaving with her employees  
and co-workers, as well as in the  
way she ran the factory**

- Niels Østerberg

Niels Østerberg has been in the company ever since. First in the laboratory and later as director for Orana A/S, which in 1999 became an independent company.

Today, more than 80 years later, Orana A/S is a multinational company within the food and beverage industry, and we have remained true to Dagmar Andreassen's ambition to create tasteful quality products from natural fruit and plant based raw materials. Quality by nature – The sustainable way.

# We want to inspire people around the world with great taste – for the choice of a healthier and more sustainable future



## **We – Together we do!**

We worship and protect the strong relations to our customers all over the world. Together, in partnerships, we create truly unique results. We share know-how, we learn together. We make each other stronger. The Orana Group's worldwide teams are united on a joint mission to create quality fruit- and plant-based products together with our valued customers



## **Explore – Stay curious!**

We challenge local, existing taste preferences. We curiously explore new ideas and concepts. In a market in constant change, we are always on the watch for new market- and product trends as well as new business opportunities and collaborations that give us the possibility to share, learn and expand our skills



## **Unique – Stay authentic!**

We are proud of our unique history and the process we have undergone to reach our current position in the market. We honor every opportunity that we are given in unique collaborations and cherish to remain authentic, true to the values that have brought us to where we are today and always with a sincere and simple approach. That is our recipe to obtain truly unique results







# The UN Global Compact Initiative

**Corporate Social Responsibility and the implementation of the SDGs are management driven in the Orana Group, as we as a company want to ensure that we are contributing to a sustainable future for everyone**

As a natural next step from drafting our first CSR policy in 2007, the entire Orana Group has become members of the United Nations Global Compact initiative, as well as of the Global Compact Network Denmark.

The UN Global Compact is the world's largest corporate sustainability initiative, and is a call for companies to align strategies and operations with universal principles on human rights, labour, environment and anti-corruption<sup>1</sup>. With our membership we are committed to implementing these principles, as well as to promote accountability and transparency of our corporate sustainability performance.

The UN Global Compact requires an annual

Communication on Progress (COP), and this report is made publicly available on the UN Global Compact website.

Our current Code of Conduct is based on The Global Compact principles and specifies the minimum standards for the Orana Group inclusive of all subsidiaries and all suppliers. We have policies in place concerning Human Rights and Social Practices, Work Place Health and Safety, Responsible Consumption and Production, Partnerships, Commitment to the Environment, Internal Management Systems, Management of Suppliers, Anti-Corruption and Bribery, as well as Non-Financial Risks. These will be presented on the following pages.

**WE SUPPORT**



<sup>1</sup> About the UN Global Compact | UN Global Compact

### Human Rights

The Orana Group supports and respects internationally declared human rights and ensures against the contribution to the violation of these. The Orana Group expects that all business partners, including suppliers, also do not contribute to any kind of violation of human rights.

The Orana Group's commitment to respect human rights is integrated and communicated to all sites through Corporate Values, Code of Conduct and CSR policy. All Orana Group sites are continuously working on improving its governance and actions towards human rights.

### Social Practices

The Orana Group provides a work place free of discrimination and harassment of any kind by always hiring and promoting based on qualifications and objective criteria, thereby eliminating discrimination on the basis of gender, age, nationality, ethnicity, race, colour, creed, caste, language, mental or physical disability, organizational membership, health status, marital status, sexual orientation, social or political characteristics etc.

The Orana Group management and the Board of Directors of the Orana Group subsidiaries include both men and women, and these are represented by many nationalities including Danish, Indian, Kenyan, Sri Lankan and Vietnamese.

The Orana Group ensures that its training programmes are culturally respectful and appropriate. No cases of discrimination were reported in the Orana Group in 2021/22. Currently our complaint mechanism is to inform

the labour union representative and/or local management in the event of a case of discrimination. In Vietnam, we have further established a whistleblowing function at an external lawyer's office as per 1<sup>st</sup> October 2019.

So far zero cases have been reported, and we are now working on how to expand this function to other sites. Additionally, we have policies in place regarding Workplace Health and Safety, Commitment to the Environment, as well as measures to secure gender equality, which will be introduced later in this report.

### Internal Management Systems

All Orana Group sites identify and comply with applicable laws and regulations, the Orana CSR Policy and the Orana Group Code of Conduct.

The Orana Group is divided into different geographical teams. Each team operates as an independent separate company, either as a separate legal entity with its own Board of Directors or an Advisory Board, since the team is a division under the Orana Group. Each team has a General Manager who is hired by the Board of Directors. In addition to this, a business unit structure has been introduced on top of the geographical structure. Each of these business units are managed by a Business Unit Director who is in charge of activities within the given unit, irrespective of geographic location.

All Orana Group sites are certified FSSC 22000 (food safety management system). The sites further hold the locally required certifications as per the requirements of their markets such as Organic, Halal and Halal Mui.





### **Management of Suppliers**

The Orana Group works systematically with risk assessment and supplier management. Our Code of Conduct for Suppliers defines the Orana Group's CSR requirements. The Orana Group has implemented a supplier risk assessment model for identifying which suppliers pose the highest risk, and regular supplier audits are performed for both high risk and lower risk suppliers in order to verify compliance. In case of any non-compliance, this is immediately addressed with the supplier. All Orana Group sites are buying raw materials from approved suppliers only.

### **Anti-Corruption and Bribery**

The Orana Group has a zero-policy for corruption, extortion and embezzlement. The Orana Group conducts business with fair competition and in

compliance with all applicable anti-trust laws.

Orana Group staff is not allowed to accept any gifts or entertainment, and they are further not allowed to accept or give kickbacks. For sites located in countries prone to corruption, when deemed necessary, staff are encouraged to go to meetings with the authorities minimum two persons at a time in order to discourage corruption. All relationships with customers and suppliers are based entirely on sound business decisions and fair dealings.

The Orana Group has not had any breaches of the Orana Group Code of Conduct in the financial year 2021/22 related to corruption, extortion or embezzlement. The Orana Group is continuously working on improving and identifying gaps in our governance compliance program.

**Non-Financial Risks**

Environmental and climate related risks linked to the Orana Group's business activities are considered to be low and are effectively managed through close monitoring of production across all sites. In addition, the by-products from production are non-toxic and biodegradable, further reducing the risk of negative impacts on the surroundings.

In terms of respect for human rights and employee conditions, the most significant risk relates to unsafe working conditions, which is effectively mitigated through the Orana Group Code of Conduct, which ensures that decent working hours and safety measures are implemented at all sites.

Finally, risks relating to corruption and bribery are also considered low because of the implementation of the Orana Group Code of Conduct.

In this way the Global Compact principles provide us with a framework for achieving a holistic approach to sustainability, covering subjects such as health and safety in the workplace, environmental considerations, measurements of anti-corruption, as well as gender related policies.

The Orana Group will continue to support the UN Global Compact and Global Compact Network Denmark. We will continue to integrate the UN Global Compact principles in our business strategy, CSR policy, Code of Conduct and daily activities, as well as commit to making our efforts as transparent as possible. Additionally, we have set the goal of advancing the whole group's UN Global Compact memberships from the level of "GC Active" to "GC Advanced", which means meeting even more advanced criteria and best practices standards. We are currently working on a strategy on how to achieve this goal within the financial year 2022/23.



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We see ourselves as an **active** participant in the work towards creating a more sustainable future

Sia Oskarson, Director – Fruit Based Raw Materials





## Supporting the Global Development Goals

We see the United Nation's Sustainable Development Goals (SDGs) as a business driver to support our vision to be a sustainable value-based company, while at the same time being able to create value to the company and for our customers. The SDGs provide a global language and a common frame of reference, and has additionally managed to become a critical point of reference for us when working with sustainable development activities.

### How we work with the SDGs

In the Orana Group, we have been actively working with SDGs since 2016, and in 2018 we participated in the project "From Global Goals to Local Business", which ran for two years and was facilitated by the Confederation of Danish Industries.

Our takeaway was a structured strategy for how to focus and implement our work with the SDGs

into our business strategy, and to thereby ensure sustainable development moving forward.

We have chosen to engage and focus 100% on goals 5, 8, 12, as these are the goals where we believe that we as a company will be able to have the greatest impact. Later we have expanded this focus to also include goal 1, 2 and 17 for new projects.

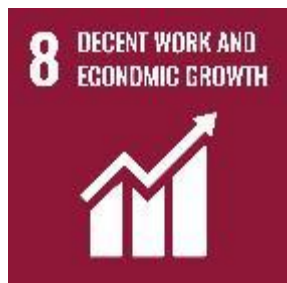
In order for us to achieve our ambitious 2030 plans, we have structured our work with the SDGs into two specific projects: Project 8512 concerning our existing factories and Project 1217, which constitutes a framework for our new ventures of fresh fruit processing and thereby also new factories. In this way we have been able to successfully integrate specific SDG initiatives and actions directly into our business strategy, ensuring sustainability as a cornerstone of our company.



## Project 8512

Project 8512 concerns all existing Orana Group sites. The incorporation of the sustainable development goals 8, 5 and 12 has provided a specific framework for working with our already existing sustainable activities, as well as developed and formed new initiatives for us to take even further action and thereby proceed towards our 2030 goals.

All three SDG's are in line with the historical values and beliefs of the Orana Group. We believe that by offering decent and safe working conditions and securing responsible and equal working conditions enables happy, loyal and well-trained staff. This will in turn result in higher productivity and ultimately a higher profit, thereby adding value to our company and external stakeholders.



## Decent Work and Economic Growth

**The Orana Group centres on operating and growing business based on responsible and value-based business conduct. To us this means making sure that we are able to provide safe and decent jobs for all our staff globally, irrespectively of nationality, gender and religion. We see this as a cornerstone in our efforts to contribute to promoting sustained, inclusive and economic growth**

### Offering decent jobs

Currently, the Orana Group has production and innovation centres in Denmark, Egypt, India and Vietnam, and sales offices in the same countries plus in Kenya, Malaysia, Sri Lanka and the UAE. By respecting human rights and because we have implemented labour policies, we are able to provide safe and decent jobs for all our staff.

The Orana Group has a policy of zero tolerance for the use of forced labour and child labour. In regards to wages and benefits, the Orana Group pay all staff according to applicable wage laws, including minimum wages, payment for overtime hours, as well as mandated benefits. Additionally, we support the freedom of association and encourage our staff to participate in, or form, a labour union so that all staff are able to communicate openly and to negotiate collectively without any threat of reprisal, intimidation or harassment.

### Social sustainability and well-being

As a vital part of offering decent jobs, The Orana Group works to ensure the social and psychological well-being of all staff across sites. During the past year, it has been difficult to navigate through the constantly changing

environment regarding the global Covid-19 pandemic. The Orana Group took every measure to keep our factories open, while at the same time protecting our staff, especially at our site in Vietnam, which struggled due to national Covid-19 curfews. We are proud to say that Mrs. Le Trihn Thao, General Manager at Orana Vietnam, won a Nordic Business Award by the Nordic Chamber of Commerce Vietnam in the category “Best Management Initiative to support Workers and their Families”. Mrs. Le was awarded for an outstanding job of guiding and supporting our staff and their families through the challenging times during the Covid-19 pandemic. Orana Vietnam was able to operate by developing a strict schedule for testing, isolation and teams working in shifts, as well as all staff being tested before leaving the factory, hereby by extension protecting their families from the risk of infection. All staff, who were not able to attend work because of the national Covid-19, were all compensated with the full amount of their normal pay. In this way we were able to keep the factory open, and to protect the families’ economic foundation even during this difficult situation.





In Denmark, it has been a yearly procedure to conduct a staff survey on the psychosocial work environment, which is used to investigate if there are any points of action that need to be taken. To us, measurements of well-being guides the way to targeted efforts. During the financial year 2021-22, this survey was for the first time conducted by our Indian staff.

The Orana Group works to create and contribute to a positive work/life balance for our staff. This is why we have implemented Danish style working hours at all sites, which means short lunch breaks instead of siestas. This means that employees are able to go home to their families earlier rather than working long hours at the end of the day and in the evening. This additionally has an impact on our work to enhance empowerment of the women who work with us, which will be described further under the section Gender Equality and Women Empowerment.

To further enforce and promote social sustainability, the Orana Group is a SEDEX Affiliated Audit Company. This provides our customers with the opportunity to conduct a social and ethical trade audit (SMETA) if needed. Our production sites in Denmark, Egypt

and Vietnam have been members since 2010.

#### **Providing good and safe working conditions**

By implementing policies regarding Workplace Health and Safety, The Orana Group ensures that all staff are provided with safe, suitable and sanitary work facilities as per International Labour Organisation (ILO) convention Article 120. We protect our staff against processes, substances and techniques which are unhealthy, toxic or harmful, and all relevant staff are provided with protective equipment and the necessary training to safely perform the functions of their positions. In order to make sure that all the relevant policies are implemented and functioning we measure the number of occurred accidents at each site. More so, we monitor the statistics for staff turnover closely, since these can contribute to understanding the general well-being of our staff. At all sites, the staff is offered yearly health check-ups.

In this way we work to promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all staff within the Orana Group.



## Gender Equality and Empowering Women

**We believe that the private sector has an important role to play in the global efforts to empower women and thereby advance gender equality**

### **Danish style working week**

In the Orana Group we desire to promote gender equality and female empowerment across our organisation. We work specifically to create good working conditions and offer opportunities for all our staff, hereunder our many female employees.

In Vietnam we were one of the first movers on implementing what we refer to as a “Danish style working day”. When Orana Vietnam was established in 2002, women were often responsible for looking after the children, but at the same time they were expected to contribute financially to their family, cook and do household work.

This proved challenging for many since the traditional Vietnamese workday ended at 5.30 pm. This in turn caused several women to leave their jobs when they started their families, or to instead seek opportunities where they could bring their children to work i.e. opening a street stall. In this way, many women were therefore forced out of the established labour market. From a business perspective, this also entailed that Orana Vietnam would lose qualified and well-trained employees.

Implementing a ‘Danish style working day’ meant that the normal two-hour lunch break was cut down to half an hour, and that the work day therefor ends at 4 pm, leaving the women time to pick up their children after work. Also, all employees got Saturday off, which at the time was a normally a work day in Vietnam. Also, all female employees within the Orana Group are offered to work part time after they end their maternity leave. In this way the Orana Group has tried to proactively allow our staff to achieve a better work/life balance, and we are proud that we were one of the first companies in Vietnam to offer better working hours, hereby ensuring that it was and is both desirable and possible for female employees to stay with us even if they choose to get married and/or have children.

### **Gender composition of management**

In Denmark we make sure to follow the Danish Business Authority’s recommendation regarding the gender composition of management. During 2021 we aimed to have a female representation of at least 30% for all group management, and currently the Board of Directors of consists of



29% women, while 60% women constitute the general Orana Group Management team. In general, the Orana Group hires the most qualified candidates to vacant positions without considerations regarding the gender of the given applicant.

During 2022, the Confederation of Danish Industry (DI) presented a strategy of how to achieve a higher degree of gender diversity within the Danish labour market, since a gender-biased market slows down the development of

companies and society in general. Therefore, a goal has been set of achieving a representation of at least 40% of women in leadership positions by 2030. By signing the Gender Diversity Pledge formulated by DI, the Orana Group supports the notion that the corporate world has the power and capabilities to play an active and progressive role in achieving an inclusive society. Through the pledge, the Orana Group commits to continue to actively work to create a higher degree of gender diversity in Denmark.







## Responsible Consumption and Production

**The Orana Group promotes better food quality and food safety, and has a strong focus on resource and energy efficiency via continuous improvement on energy consumption per produced ton, as well as via the safe handling, reduction, recycling and management of waste and wastewater discharges**

The Orana Group is currently working with a target of reducing our non-renewable energy consumption by 50% per produced unit in 2030 compared to what we used in the financial year 2016/17. Also, we have set a target of reducing our CO<sub>2</sub> emission by 50% by 2030 compared to the base year of 2016.

All Orana Group sites comply with local environmental regulations. All relevant licenses are obtained and the specific reporting requirements are followed. The Orana Group is aiming to maintain the same high environmental standard irrespective of the country of operation, and we are continuously working on improving our environmental performance at all sites.

All Orana Group sites have systems in place to ensure the safe handling of waste and waste water discharges. We plan to re-use waste water back into our production system by using a low temperature evaporator. In this way the remaining sludge will be rich in organic material, mainly carbohydrates and minerals which are non-toxic, and which can then be obtained and utilized as high-quality manure. The Orana Group has a strategy of having decentralized production sites close to the fruit and the

customers, and to in this way be able to minimize transportation of raw materials and finished products, thereby lowering our carbon emissions.

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***It has never made sense, not transport-wise nor management-wise, to transport the fruit three times around the world before processing it. Instead, a strategy for decentralised production is good for the climate, for flexibility and for our business***

*- Niels Østerberg, Director*

### Measuring our carbon footprint

In October 2018, the Orana Group initiated monitoring the company's carbon emissions, as an effort to reduce the total carbon footprint inclusive of all sites. This includes measuring Category 1, 2, 3, 4 and 5 activities in reference to ISO 14064-1: *Specification with guidance at the organization level for quantification and reporting of greenhouse gas emissions and removals*. Category 1 emissions are direct emissions from owned or controlled sources, Category 2 emissions are indirect emissions from

the generation of purchased energy, Category 3 refers to indirect emissions from transportation, Category 4 refers to indirect emissions from products used by the organisation, and lastly, Category 5 refers to indirect emissions from products used from the organisation. Category 3, 4 and 5 are the areas where the Orana Group is making a difference by strategically decentralising our productions. By establishing the measurement of carbon foot print, we are able to assess our impact in all areas of our business, as well as establish initiatives to address opportunities for improvement.

The Orana Group certified ISO 14001:2015 (environmental management system) at Orana Vietnam and Orana Egypt in 2020/21, and Orana Denmark is in the process of getting the certification and expect to be certified within the financial year of 2022/23.

#### **Improvements during the past financial year**

During the past financial year, the Orana Group has made several investments in order to reduce our overall energy consumption, as well as to impact our overall carbon emissions in a positive direction. The specifics of these operations will be discussed under the sections Energy Consumption and Carbon Footprint.

In Denmark, we have furthermore been optimising the processes regarding sorting waste materials. By changing our service provider, it has been able to increase the sorting degree from 30% to 80%, meaning Orana Denmark has

been able to recycle 84% of all waste materials since November 2021. According to the national sorting directive issued by the Danish Ministry of Environment, this means a total saving of 141.398,00 kg CO<sub>2</sub>, primarily distributed between the three sorting categories of Metals, Bottles and Glass Packaging, as well as Cardboard Packaging. Furthermore, the directive includes a target of companies being able to recycle 65% of all waste by 2035, a target we have thereby already been able to reach. Additionally, Orana India is in the process of finding a suitable service provider for the handling of plastic waste in regards to complying with the Extended Producer Responsibility requirements.

In regards to waste management, we have additionally engaged with Wefood, which is run by the Danish NGO DanChurchAid. The Wefood stores sell goods that regular supermarkets can no longer sell due to overdue 'best before' dates, incorrect labels or damaged packaging, but where the products are still edible and safe to consume according to the Danish food legislation. All proceeds go to DanChurchAid's work to combat famine in impoverished countries like South Sudan, Ethiopia and Bangladesh. Through a donation of drinks with a short 'best before' date, the Orana Group has been happy to support the mission of the Wefood project, while at the same time working to minimize our food waste.









## Project 1217

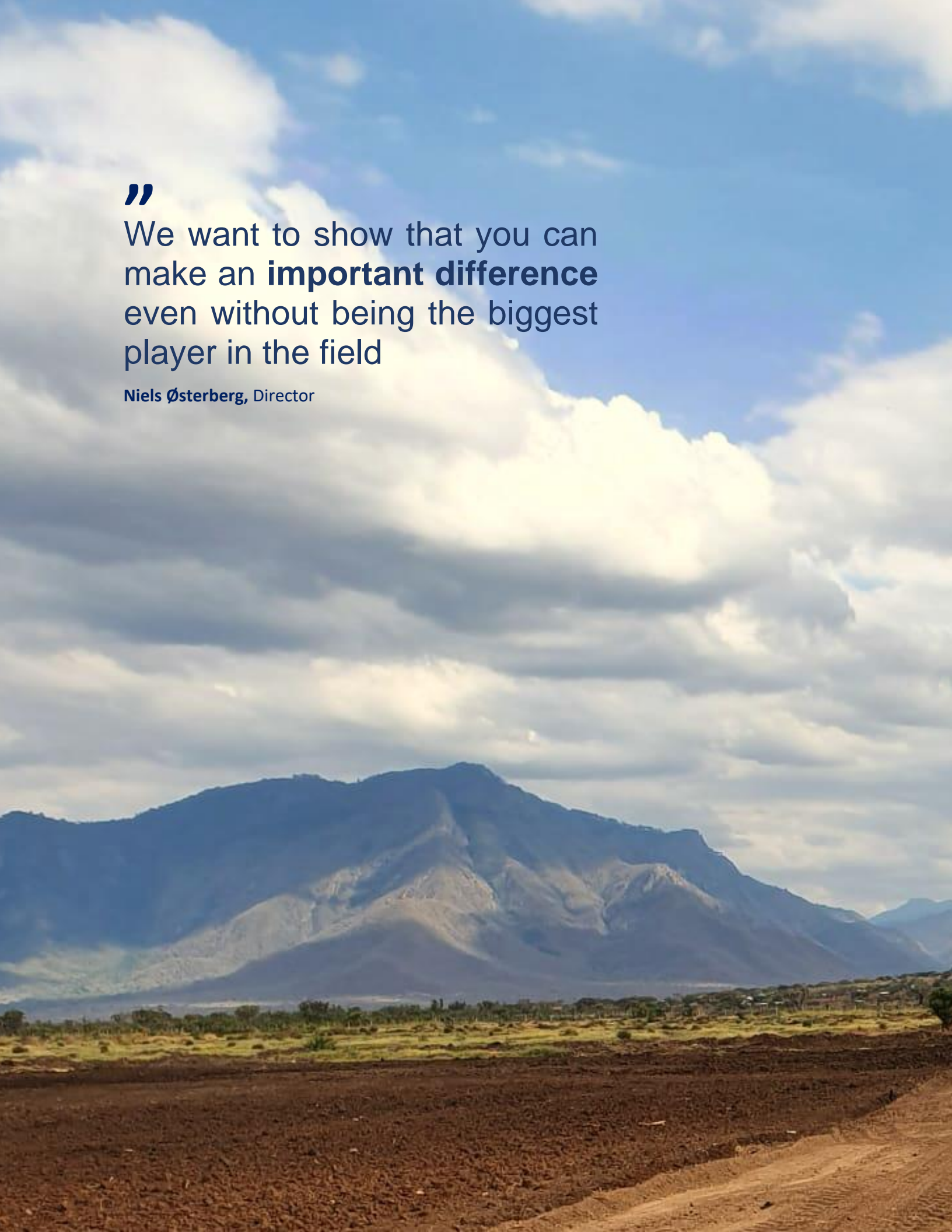
On a strong foundation of our work with goals 5, 8 and 12, Project 1217 constitutes a framework for our new venture of fresh fruit processing. In the Orana Group we want to explore backwards integration into our supply chain, and thereby explore how we can begin to sustainably produce our own fruit supply and spread some elements of risk regarding our supply.

Our commitment and obligation to act sustainably is not just valid within our operations, but of course also extends to our supply chain. As mentioned, the Orana Group has a Supplier Code of Conduct, but venturing into backwards integration provides us with the opportunity to take even further ownership and responsibility, while at the same time being able to expand and develop our business. Project 1217 furthermore enables the Orana Group to practically engage and contribute to the work with Sustainable Development Goals 1, 2 and 17.

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We want to show that you can make an **important difference** even without being the biggest player in the field

Niels Østerberg, Director







## Spurring Job Creation and Sustainable Development in Kenya

As part of the intent to explore backwards integration into our value chain, the Orana Group has engaged in several activities in Kenya in East Africa. The Orana Group has entered two separate joint ventures; The Moonberg Organic Farms and the Orana Fresh Fruit Processing Company.

At the farm we will grow organic bananas, and it is our clear goal to build and run the farm as sustainable as possible. Currently, we are testing different models of sustainable field toilets, and we have hired a sustainability consultant to participate in the meetings with the architectural company in charge of the farm buildings.

Besides from exporting fresh bananas, the objective is to deliver a socially and environmentally responsible fruit pulp processing factory under the Orana Fresh Fruit Processing Company. By producing fruit pulp, we will also be able to utilise excess or discarded

fruit, which thereby reduces food waste. An aim for the Orana Fresh Fruit Processing Company is to be able to manage a capacity of 20,000 tons of fruit per year.

Additionally, in 2020 the Orana Group engaged in the project *Spurring Job Creation in Kenya by Enhancing the Competitiveness of the Banana Sub Sector*. The project is supported by the Danida Market Development Fund, and the full partner consortia consists of the Orana Group as well as two Kenyan partners; an NGO, Micro Enterprises Support Programme Trust and a local company, Wanda Agriculture Group. The objective of the project is to contribute to increased and sustainable incomes and decent jobs within the banana subsector in the Taita-Taveta County - one of the poorest counties in Kenya with a poverty index of 57%. The project entails the Orana Fresh Fruit Processing Company committing to buying bananas from 2,000 local smallholder farmers, while at the same time providing them with





agricultural training and know-how. In the county an average family consists of 5 people, which means the project aims to help 10,000 people in the county. Emphasis is placed on especially engaging women and youth, and the intent is that this project by extension will contribute to poverty alleviation. The project will roll out interventions geared to enhancing the competitiveness of the banana value chain and hence improve the market access for the targeted farmers. Production capacities of smallholder farmers and specific service providers will be developed, and vertical and horizontal linkages will be facilitated thereby

sustainably creating value and business efficiencies through a private sector led model.

By entering this venture in Kenya as part of our Project 1217, the Orana Group is working to contribute to creating economic growth in Africa along with jobs in poor rural areas with a particularly emphasis on women and youth, thereby consequently contribute to combatting famine and poverty. Hereby we are able to interlink our business strategy with our work on SDGs 1, 2, 5, 8 and 12 through the creation of strong and sustainable partnerships (SDG 17).





## Together We Do

**Even as a smaller company, we want to take share in supporting local organisations and communities where we can**

During the past year, Orana Vietnam has donated ventilators for infants to the Breathe Again Fund through the European Chamber of Commerce in Vietnam. In Denmark, Orana Denmark and staff collected donations for the Children's Cancer Society, which Orana Denmark also supports on a yearly basis.

Moreover, Orana Denmark is an official sponsor of the local Team Rynkeby Foundation, who creates awareness and fundraises for children with critical illnesses. Additionally, the Orana Group sponsors a child in Burkina Faso through Plan International Denmark. We have an ongoing letter exchange, and we enjoy to be able to follow the everyday life of him and his family.

In the Orana Group, we are of course very aware of the current war in Ukraine, as well as of the ramifications it entails for the Ukrainian people. To show our support, the Orana Group has made a monetary donation through the Danish humanitarian organisation DanChurchAid for families fleeing the war, and our brand Østerberg Foods has donated 10,716 bottles of fruit drinks and sodas through a collaboration with Coop and DVS, who handled all logistics.







## Key figures from the past year

In order to track our progress of reaching our set targets, as well as to ensure that we are providing the good and safe work environment that we aim for, all Orana Group sites monitor the following elements:

- Energy consumption
- Accidents
- Staff turnover
- Water and wastewater
- Carbon Foot Print

The year of 2016/17 has been chosen as the base year. The following data will therefore show delta comparisons between the current year of 2021/22 versus the base year, as well as the current year versus last year.

# Energy Consumption

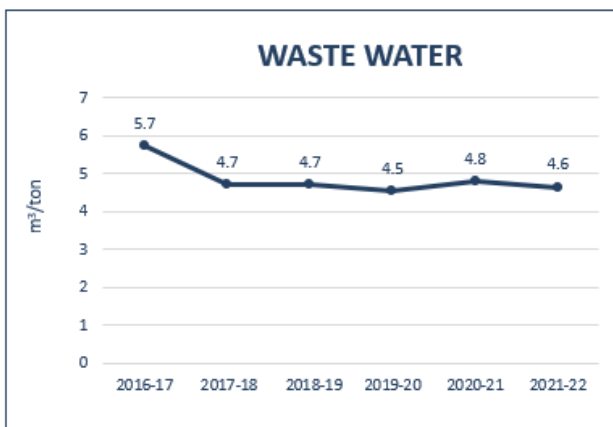
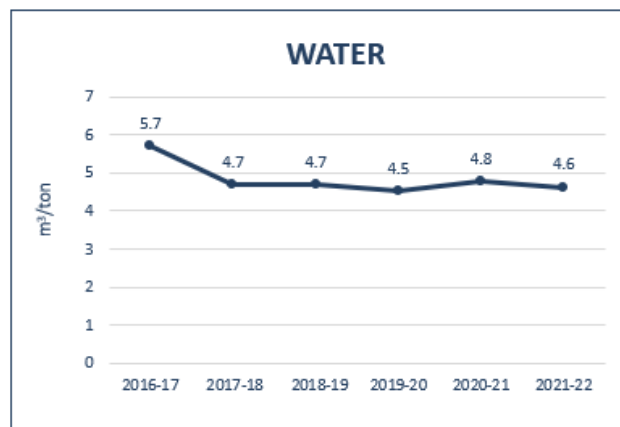
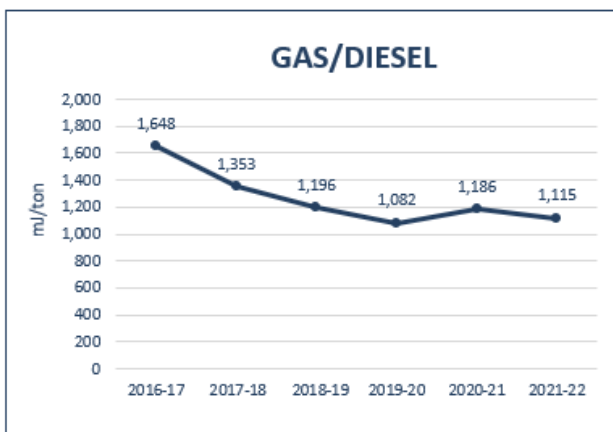
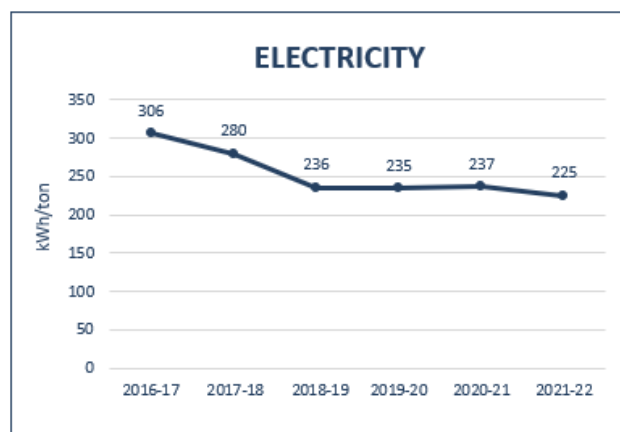
When discussing energy consumption, the following elements are measured:

- Electricity in kWh/ton
- Oil /gas in mJ/ton
- Water in m3/ton
- Waste water discharge in m3/ton

The data is based on the collective consumption per site including production, offices, warehouses etc. First the data will be presented collectively for the entire group, and hereafter split in to site wise calculations. All measurements are calculated per produced ton.

## The Orana Group

Energy consumptions	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	Delta Base Year	Delta % Base Year	Delta LY	Delta % LY
Electricity kWh/ton	306	280	236	235	237	225	-81	-26.4%	-12	-5.0%
Gas/Diesel in mJ/ton	1,648	1,353	1,196	1,082	1,186	1,115	-533	-32.3%	-71	-6.0%
Water m3/ton	5.7	4.7	4.7	4.5	4.8	4.6	-1.1	-19.0%	-0.1	-3.1%
Waste water m3/ton	3.1	3.3	3.2	3.3	3.7	3.5	0.4	13.9%	-0.1	-3.5%





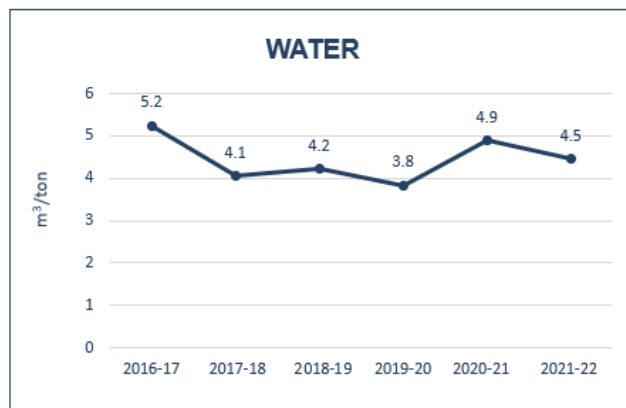
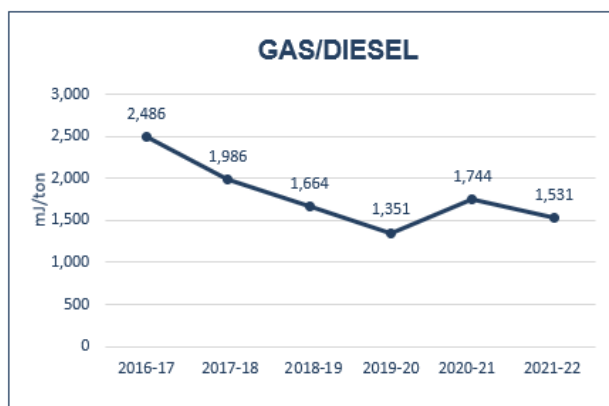
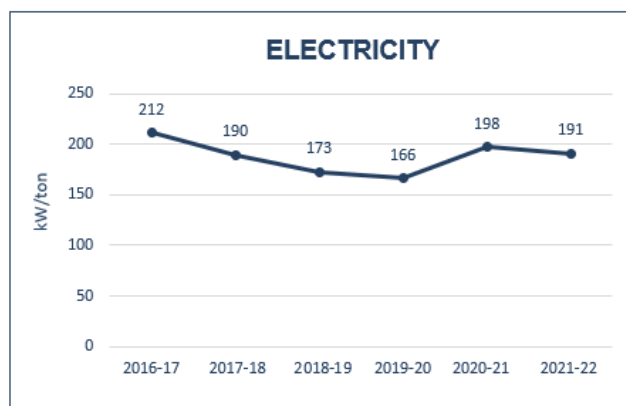
In comparison to the data for the financial year 2020-21, all this year's Group results are positive, which means it has been possible to reduce the amount of energy consumption in all categories. When instead comparing to the base year, it can be seen that the Group has reduced the overall consumption of electricity by 27%, the amounts of used gas/diesel by 29.2%, and lastly, the consumption of water by 18.3%. Looking at the trend for the amounts of discharged waste

water, this result is unfortunately not as positive, since the amount has gone up 16.4% compared to the base year.

The Group results are of course impacted by the data from each site, and to gain a further understanding of this financial year's results, the following sections will therefore provide a presentation of the data on energy consumption and waste water discharges for each site.

### Orana Denmark / International Fruit Production Denmark (IFP Denmark)

Energy consumptions	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	Delta Base Year	Delta % Base Year	Delta LY	Delta % LY
Electricity kWh/ton	212	190	173	166	198	191	-20	-9.7%	-6	-3.2%
Gas/Diesel in mJ/ton	2,486	1,986	1,664	1,351	1,744	1,531	-955	-38.4%	-213	-12.2%
Water m3/ton	5.2	4.1	4.2	3.8	4.9	4.5	-0.8	-15.0%	-0.4	-8.9%
Waste water m3/ton	3.3	3.9	3.6	3.7	4.7	4.2	0.9	26.0%	-0.5	-11.0%





In the financial year 2020/21, IFP Denmark unfortunately saw a noticeable increase in the consumption of both electricity, gas/diesel and water. This impacted the otherwise positive trends that we were seeing for these categories compared to the base year. When looking at the data for this financial year 2021/22, it can be seen that there is now a positive development for all categories compared to last year. IFP Denmark has been able to reduce the consumption of electricity by 2.4%, the amounts of used gas/diesel by 3.9%, the consumption of water by 4%, and lastly, the amounts of discharged waste water by 6.5%. IFP Denmark are of course hoping to continue this positive development, and the site has additionally engaged in several sustainable investments, which should be able to contribute to this mission:

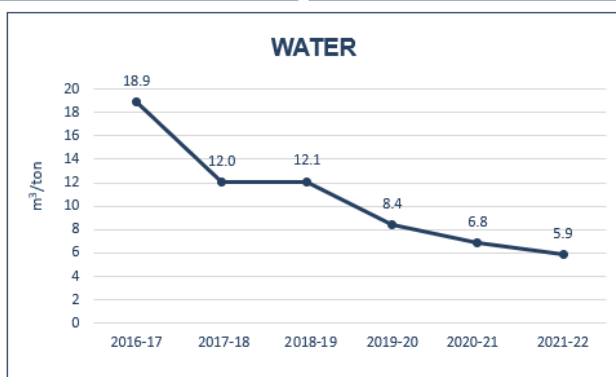
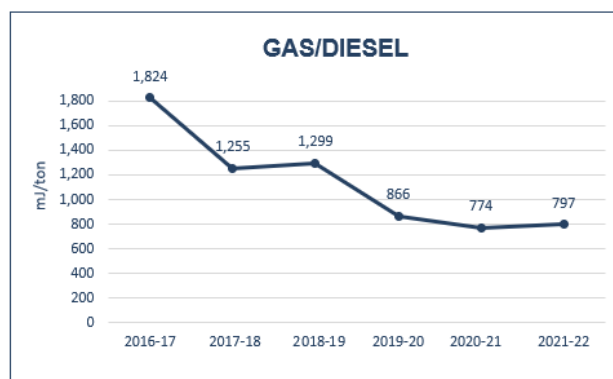
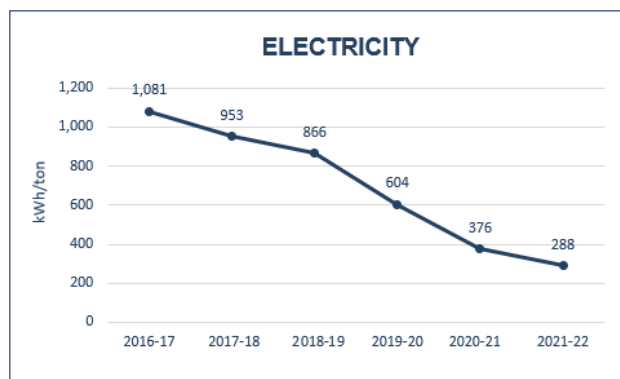
1) An older on-site freeze house has been renovated, which in turn now uses approximately 50% less electricity.

2) IFP Denmark has been running an experiment on one of the production lines. The purpose is to see if the belts can run as smoothly without adding water and soap, and if this is the case, then it will be possible to reduce the amount of consumed water, as well as adding less chemicals to the process. Also, since the belts in this case would be running with less friction due to the lack of water and soap, it will also be possible to reduce the amount of consumed electricity. The experiment will be concluded during the financial year 2022/23, and if it produces positive results, then it will be implemented on other production lines.

3) Lastly, a project of replacing the water pumps has been undertaken. The pumps were built to serve the factory, when a much higher level of water was consumed during production. Replacing the pumps with smaller ones has resulted in an almost 30% reduction of electricity.

## Site: Orana Egypt / International Fruit Production Egypt (IFP Egypt)

Energy consumptions	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	Delta Base Year	Delta % Base Year	Delta LY	Delta % LY
Electricity kWh/ton	1,081	953	866	604	376	288	-793	-73.4%	-88	-23.4%
Gas/Diesel in mJ/ton	1,824	1,255	1,299	866	774	797	-1,027	-56.3%	23	2.9%
Water m <sup>3</sup> /ton	18.9	12.0	12.1	8.4	6.8	5.9	-13.0	-69.0%	-1.0	-14.3%
Waste water m <sup>3</sup> /ton	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA



When analysing the data for IFP Egypt, it can be seen that there is a continued very positive development compared to the base year consumption levels. Since the financial year 2016/17 IFP Egypt has been able to reduce the consumption of electricity by 74.5%, the amounts of used gas/diesel by 56.5% and the consumption of water by 70.4%. Additionally, when comparing this year's results to last year's data, it can be noted that there has also been a significant reduction in consumption of both

electricity and water. This said, there has been an increase of gas/diesel consumption, which is due to the fact that IFP Egypt is currently heating glucose with steam, which is a slow process that increases the consumption of diesel. A new heating tank has been purchased and is awaiting custom clearance, but once installed the process of heating of glucose will be faster and will use a minimal amount of electricity, thereby decreasing the consumption of diesel.





IFP Egypt's positive development has been due to successful implementation of initiatives taken to reduce the total energy consumption, such as the installation of energy efficient LED lights, reduction of air leakages inside the plant, steam optimization in processes in order to reduce the consumption of diesel, and efficient production planning. Also, a new policy on energy saving has been introduced to the staff, and new digital thermostats have been installed in each department to make it easier to use the air-conditions correctly.

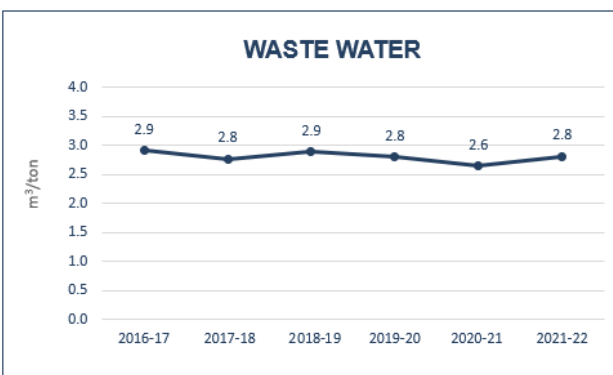
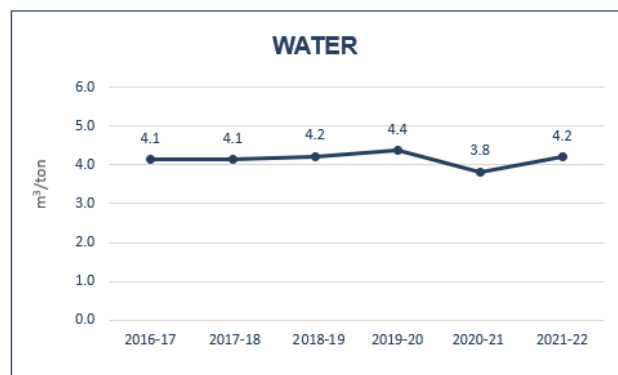
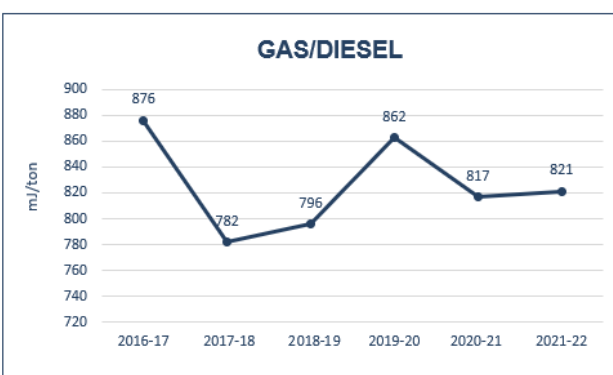
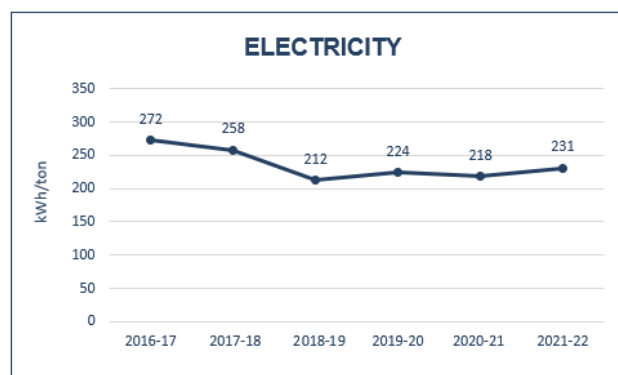
It should be noted that the decrease in energy consumption for IFP Egypt cannot be directly compared to the other two sites, since the amounts per ton in 2016/17 were significantly higher for IFP Egypt than for IFP Vietnam and IFP Denmark. Therefore, IFP Egypt has seen a higher decrease in energy consumption by implementing similar initiatives as the other sites. Additionally, IFP Egypt has a few energy optimizing processes in the pipeline, and the site

therefore plans to engage in the following sustainable investments:

- 1) To change older air conditioners, which will reduce the electricity consumption by approximately 40% for the on-site office areas
- 2) A pilot project has been initiated regarding installing motion-sensor lights and self-closing doors in the office corridors in order to save electricity. If a noticeable reduction can be measured, it is the plan to also install these initiatives in the warehouse
- 3) The site furthermore hopes to engage a project concerning optimizing the use of the air conditioners in the staff canteen area. Currently, the kitchen (which produces heat) is in the same large room as the dining area, which staff tends to want cooler. By separating these to areas, the site hopes to see a noticeable reduction in electricity consumption.

## Site: Orana Vietnam / International Fruit Production Vietnam (IFP Vietnam)

Energy consumptions	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	Delta Base Year	Delta % Base Year	Delta LY	Delta % LY
Electricity kWh/ton	272	258	212	224	218	231	-42	-15.3%	13	5.8%
Gas/Diesel in mJ/ton	876	782	796	862	817	821	-55	-6.3%	5	0.6%
Water m <sup>3</sup> /ton	4.1	4.1	4.2	4.4	3.8	4.2	0.1	1.7%	0.4	10.0%
Waste water m <sup>3</sup> /ton	2.9	2.8	2.9	2.8	2.6	2.8	-0.1	-3.2%	0.2	6.3%



When comparing the results for from this financial year to the base year data, it can be noted that there is a positive development for the consumption levels for electricity, gas/diesel and waste water. This said there is a negative trend for the amounts of consumed water, which is also the case when comparing to last year's data. Likewise, the amounts of consumed electricity and water have also increased. The explanation for this negative trend has to do with new production trials as well as circumstances due to the Covid-19 pandemic. During trials, energy consumption increases due to smaller

production batches and more cleaning, which in turn means a higher use of water and discharge of wastewater. Additionally, because of the Covid-19 situation in Vietnam, the production only ran with one shift until the middle of October 2021, and with two shifts but with two our breaks in between from mid-October until December 2021. This meant lower production volumes, which affects the energy consumption when measuring per produced ton, and cleaning and CIP was additionally increased due to the breaks between shifts which increased the usage of water.







## Accidents and Staff Turnover

As it has been described, it is a corner stone in our business to ensure a good and safe work environment for all staff within the Orana Group. Two of the elements of measuring whether this is successfully achieved is to analyse the statistics on accidents and staff turnover. This said, it is important to note that there is not necessarily a direct correlation between for instance staff turnover and working environment, but the data can be used to identify if there are certain patterns or trends that should be investigated further.

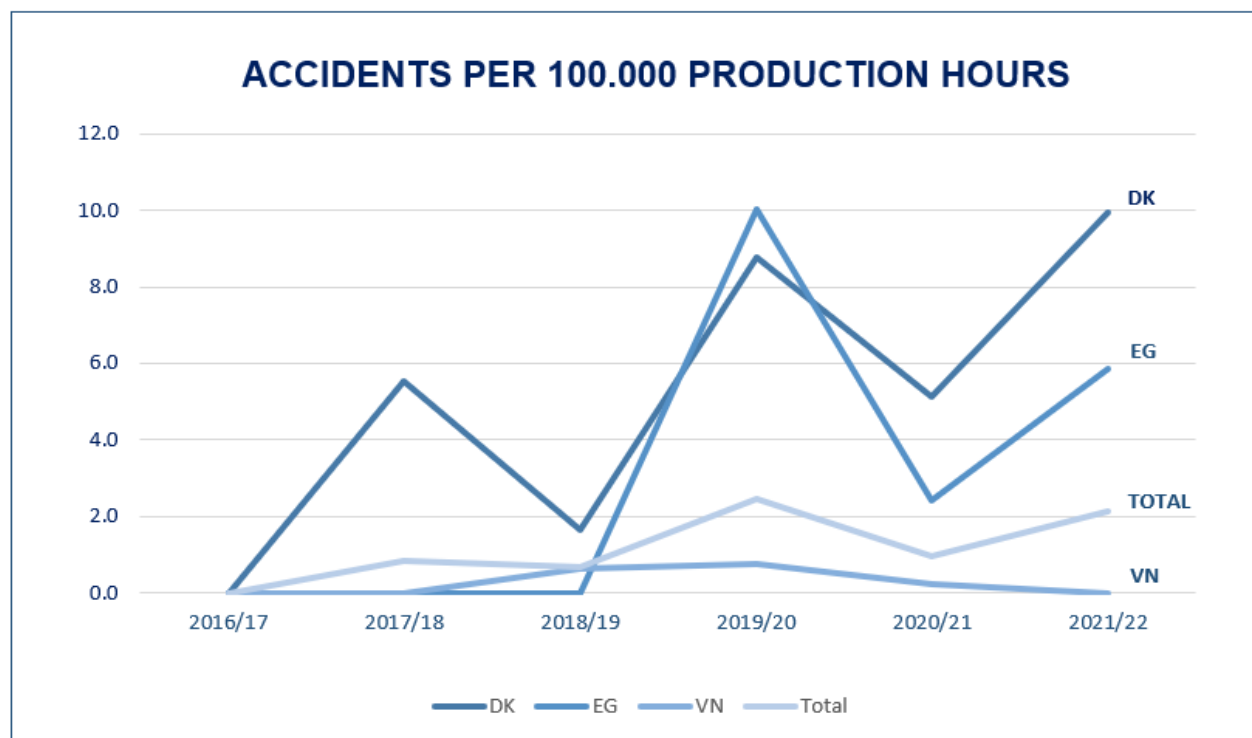
### Accidents

Accidents are defined as any unintended event

that occurs in the course of work, which leads to an injury where the involved employee will be absent from work for 5 consecutive days due to the injury. All sites report all accidents to relevant authorities.

Even one accident is too many, and in order to prevent similar accidents from occurring, corrective actions and necessary control measures are always taken inclusive of further training of staff.

The following graph presents the number of accidents per 100.000 production hours for each of our production sites.

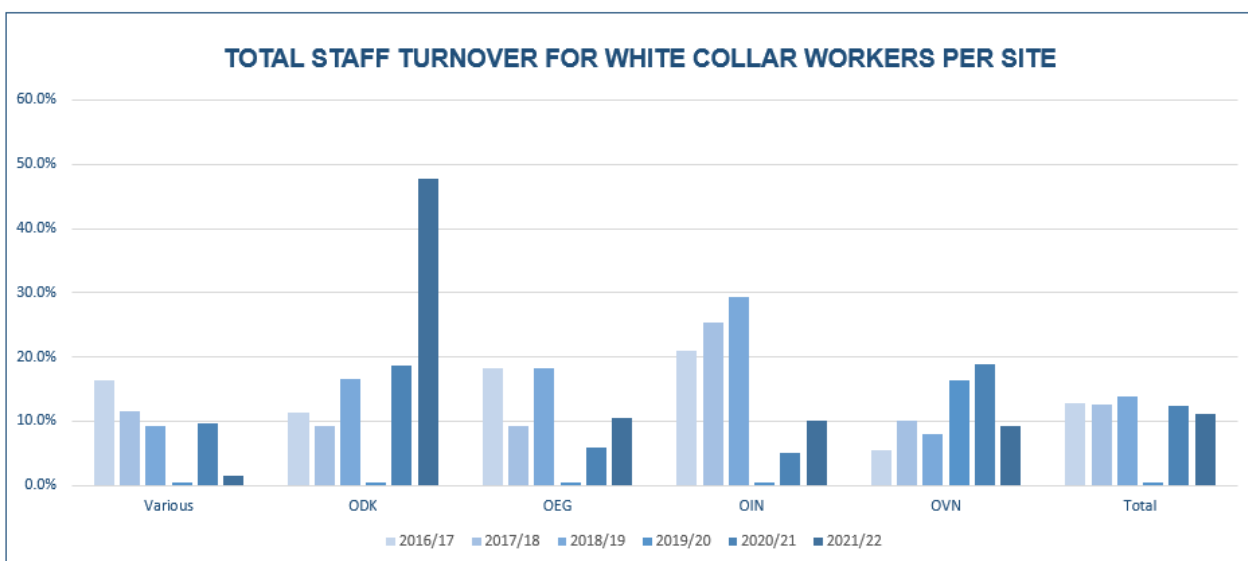
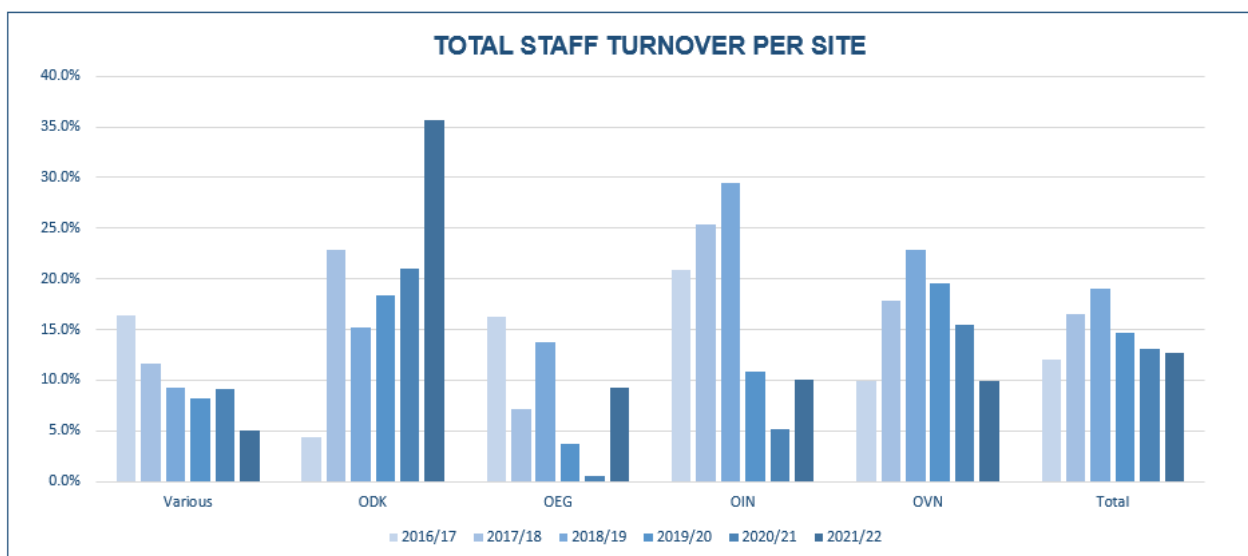


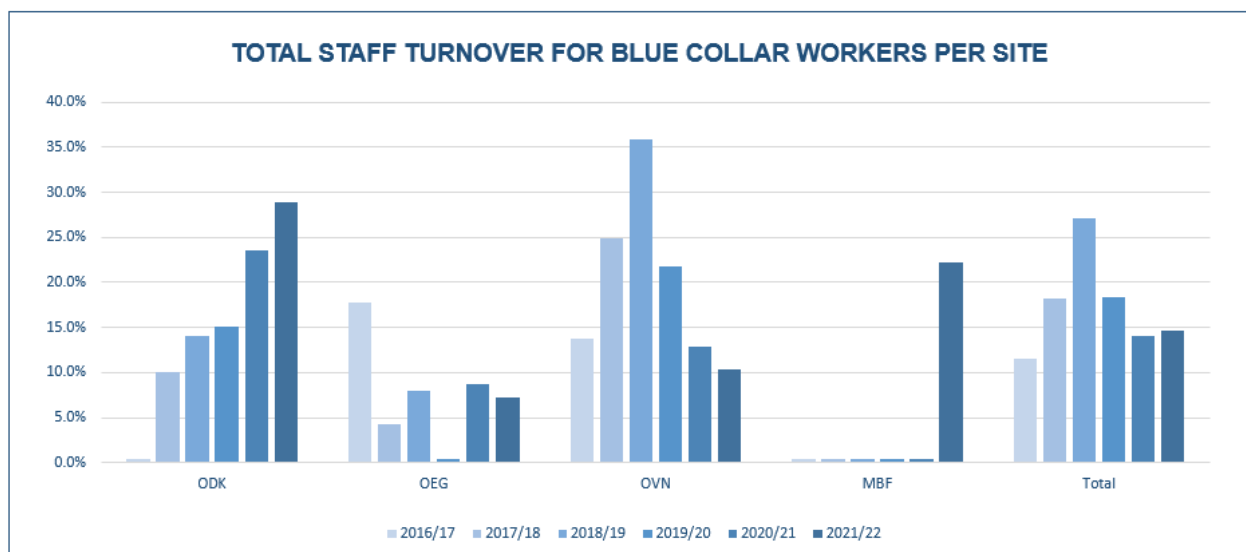
## Staff Turnover

Moonberg Oragnic Farms (which in this calculation includes the staff of Orana Fresh Fruit Processing Company), as well as our production sites Orana Vietnam, Orana Denmark, Orana Egypt have both blue and white collar workers. It should be noted that since Moonberg Oragnic Farms is a new company, which has just begun to hire blue collar workers, there is no available data on blue collar staff turnover prior to this

financial year. The white collar workers of the Orana Group sales offices in Kenya, Sri Lanka, Malaysia and the Middle East are included in the category “various”.

The following data on staff turnover will be presented by three separate graphs; 1) Total staff turnover per site, 2) Total white collar turnover per site, and 3) Total blue collar turnover per site:





When looking at the presented data, the total staff turnover for the entire Orana Group has been reduced compared to the past financial year. This said, there has been a noticeable increase in both blue- and white collar staff turnover for Orana Denmark. Unemployment in Denmark has been at an all time low during the past financial year of 2021/22. This has led to a general shortage of blue and white collar staff all year, which has made it more difficult to recruit and retain staff, and this partially explains the high staff turnover for Orana Denmark. Also, our internal review processes has led to a redefinition of which competencies are needed, which has in turn also contributed to higher staff turnover. We did see a turn for the better during

the July quarter of the financial year, when the national trend reversed, and we hope to see a positive trend during the next financial year of 2022/23. Additionally, we will as always evaluate if there are internal factors that have to be addressed.

When focusing on the turnover of blue collar workers, this has been reduced for both Orana Egypt and Orana Vietnam. This is also the case for white collar turnover when looking at the Various category and Orana Vietnam. For Orana Egypt and Orana India there has been a slight increase, and for Orana Egypt this has been due to personal reasons enclosed by the staff in question.









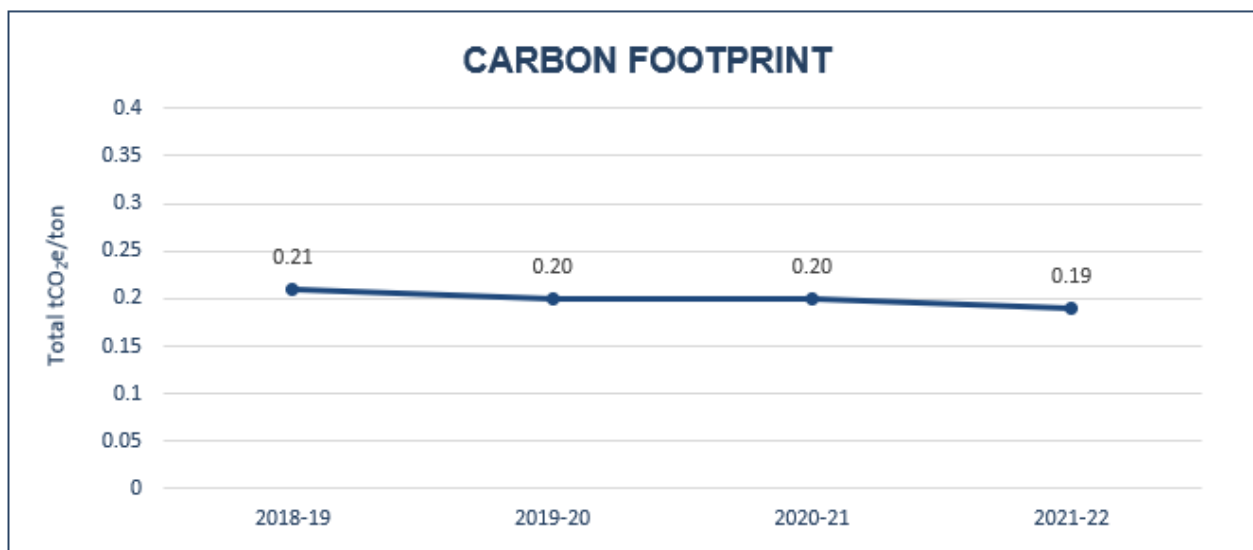
# Carbon Footprint

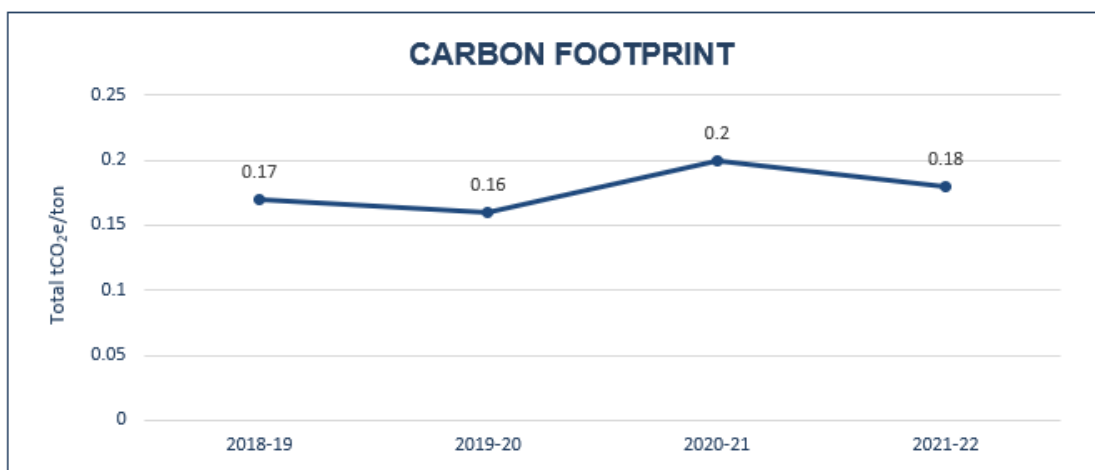
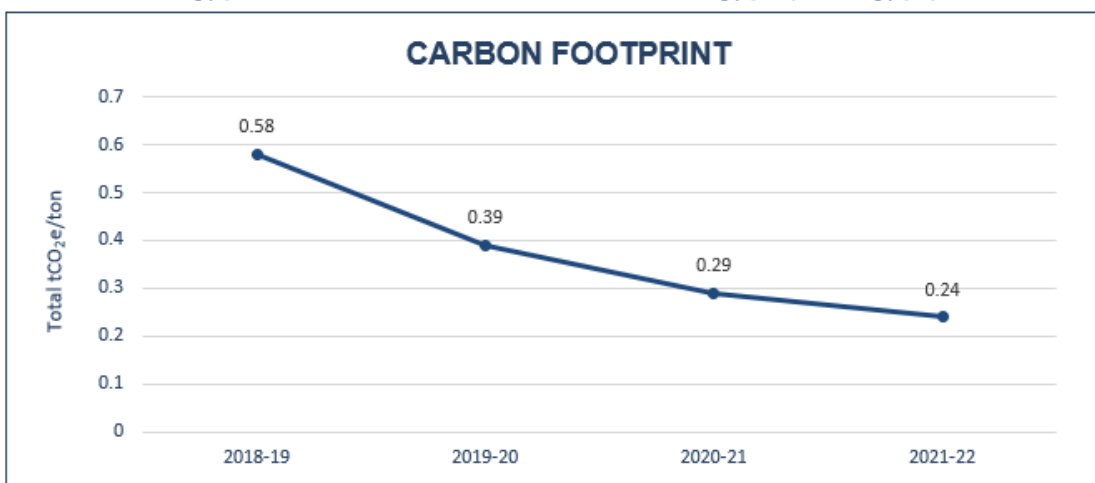
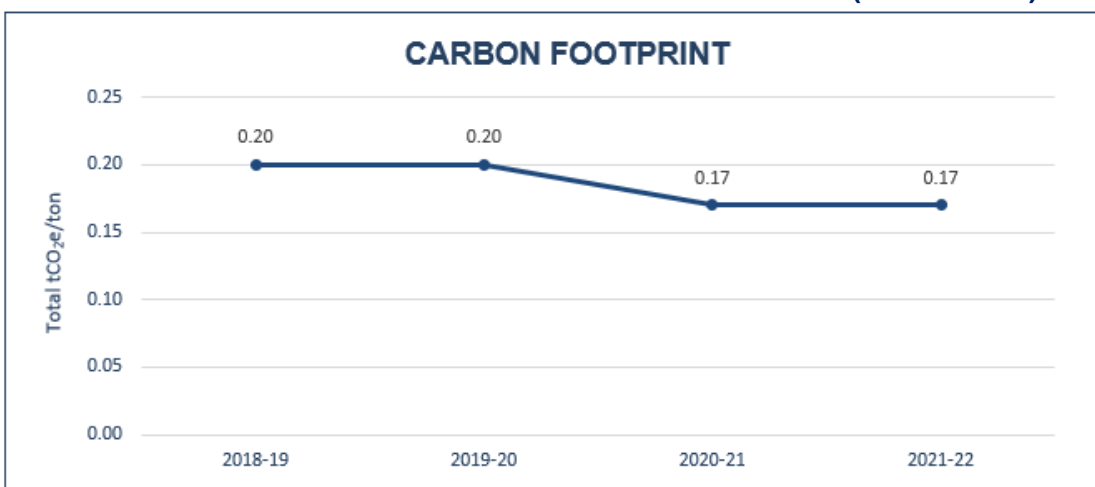
**Measuring our carbon footprint, and being transparent about our progress, is a way for us to take responsibility for our production, as well as for how our company plays a part in combatting the global climate changes**

In the Orana Group we measure our Carbon Footprint, which means calculating the total amount of greenhouse gasses (including carbon dioxide and methane) that are generated by our company. As it has been described, the Orana Group is currently measuring several activities according to ISO 14064-1 - Greenhouse Gasses – Part 1: “Specification with guidance at the organization level for quantification and reporting of greenhouse gas emissions and removals”.

The results of our initiatives and investments, in regards to reducing our overall energy consumption, are of course closely related to the effort of trying to also reduce our company’s carbon footprint. The results for the past financial year will be presented on the following pages. The first graph incorporates data from the entire Orana Group, and hereafter individual graphs will show the total yearly carbon footprint per site.

## The Orana Group



**Site: Orana Denmark / International Fruit Production Denmark (IFP Denmark)****Site: Orana Egypt / International Fruit Production Egypt (IFP Egypt)****Site: Orana Vietnam / International Fruit Production Vietnam (IFP Vietnam)**





When comparing this year's data for the entire Orana Group to both the base year and last year's results, there has been a reduction and thereby an overall positive trend. When instead looking at the individual sites, there has likewise been a positive trend for all sites when comparing to last year's data. Except for Orana Denmark, all sites have also seen a reduction compared to the base year. This said, Orana Denmark unfortunately saw a larger increase of the carbon footprint last year, but the site has already been able to make a noticeable reduction, and we are committed to working

hard to get Orana Denmark back on the positive track that the site set out on. It should be noted, that it is difficult to compare the individual sites since aspects such as regional seasonal differences need to be considered, as well the different setups between the sites. For example, the staff in Egypt and Vietnam are driven to the factory by an Orana provided bus, which is not the case for the other sites. The Orana Group will continue to examine how we are able to lower our carbon Footprint even further during the next financial year.





## Conclusive Remarks

As introduced, the objective of this report is to provide accountable and transparent information, on how we intend to fulfil our ambitious plans of being the most sustainable fruit based raw material producing company, who creates sustainable solutions by 2030. Through this report, it has been discussed how we have integrated several of the sustainable development goals into the core of our business strategy, as well as how our entire business conduct is guided by the principles of the UN Global Compact.

We might be a smaller company, but our size is no measure of our ambition. We believe that we have the responsibility, opportunity and drive to make an important difference. We are committed to working hard and always challenging ourselves to be curious, willing to learn and to push the boundaries for innovative and sustainable solutions. We are committed to

always communicating as openly as possible about our efforts and activities, and an individual communication on progress for each of our sites can be found on the UN Global Compact webpage.

As mentioned, we are a company that values our strong roots in our history. Inspirational, core values of sustainable entrepreneurship and management came to life between the apple trees on Funen, and we are proud to have built the Orana Group on this solid foundation. We look forward to our onwards journey of exploring, how we can continue to grow our business and add value to our costumers and partners, while at the same time staying true to our values and vision of wanting to inspire people around the world with great taste – **for the choice of a healthier and more sustainable future.**

