

SUSTAINABILITY REPORT 2022



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Message from leadership

Message from our Chairman & Chief Scientific Officer

Confronted by soaring demands for food due to the rapid growth of the world's population and depletion of natural resources, **Grobest's mission is to improve the health and resilience of aquatic species by feeding them with advanced nutrition.** Our products reduce organic matter emissions and eutrophication in farming ponds and coastlines, allowing aquafarms to prolong overall culture periods while reducing the risks of coastal degradation. Grobest feeds include natural physiologically active substances that promote gut health in both fish and shrimp, enhancing growth and increasing survival rates of these aquaculture animals. We strongly believe that this mission continues to differentiate Grobest as the leading player in the long-term sustainable development of the aquaculture industry since our founding in Taiwan in 1974.

2022 was yet another exciting year for the aquaculture industry. While challenges from climate change and disease outbreaks continued to abound, Grobest remained focused on bringing its philosophy of **Respecting Nature for Healthy Aquaculture** to life with its innovative products and technical solutions to help farmers respond to these challenges.

Disease outbreaks in the aquaculture industry have increased over the last two decades. The emergence of highly virulent pathogens has significantly impacted survival rates, yields, and farming costs, creating hurdles to sustainable farming. These hurdles are particularly pronounced in Asia's leading aquaculture countries, where inconsistent farming performance and rising raw material costs have further exacerbated the situation. Our commitment to research, development and innovation is driven by the need to solve these challenges, developing products that both promote the health and immunity of aquatic animals to improve farmers' harvests, while reducing adverse environmental and social impacts.

In 2022, we launched Grobest 360° Nutrition™ to reduce the impact of pathogen infections, and to ensure consistent and optimal feed utilization for the health and growth of farmed aquatic animals. From research trials, we have seen the ability of our functional additives to combat critical diseases such as IMNV (infectious myonecrosis virus), EHP (*Enterocytozoon hepatopenaei*), and WSSV (white spot syndrome virus), when included in feeding protocols.

We also launched the Project Horizon feed series that features balanced protein levels, eliminating the challenges brought about by pollution from unabsorbed nutrients leaching into the pond water. In Vietnam, we launched our proprietary GROFARM™ model, providing technical expertise to farmers to optimise biomass production.

We continue to successfully demonstrate our strong R&D capabilities with an emphasis on the health of aquatic animals beyond nutrition, relying on natural feed ingredients and functional performance additives, vitamins and organic minerals, while providing technical support to farmers to create sustainable farming environments.

As we move into 2023, our teams are committed to developing effective solutions to mitigate disease outbreaks and achieving the right balance between nutrition and immunity. We aim to incorporate more novel ingredients such as single cell protein and insect meal into our feed products, to reduce our reliance on marine sources of protein.



CHI-KANG KO

Message from our CEO

Asian aquaculture farmers experienced setbacks from climate change and disease outbreaks in 2022, presenting a material impact on operational costs as raw material prices fluctuated. In addition, as intensive farming methods gained in popularity, disease outbreaks adversely impacted harvests even more, causing financial burdens on farmers to increase. All these were aggravated by the global recession as seafood exports to large consumer markets in the US and EU fell, while operational costs of labour and energy prices increased. However, we remain optimistic as COVID-19 restrictions in the region gradually lifted, resulting in increased consumption in various parts of the world. Despite the challenges brought on by 2022, I am proud of how our employees made progress against a number of important areas.

We responded to the economic challenges faced by farmers by optimizing raw material utilization, reducing feed costs, and enhancing feed efficiency. Our R&D, Formulation and Procurement teams worked hard to develop cost-effective and high-performance feed formulae, empowering farmers to achieve better returns on their investment, increase profitability, and drive sustainable growth in the face of changing climates and market dynamics. We strengthened our capability to provide full-service solutions beyond feed products by developing our talent in technical services, as well as enhancing our partner networks in key areas including post-larvae (PL) suppliers and water treatment specialists.

In 2022, we had more than 400 GROFARM™ demonstration ponds boasting a success rate in excess of 80%, measured in Feed Conversion Ratios (FCR), resulting in less reliance by farmers on antibiotics and/or other chemicals and less energy and water consumption.

Our aquaculture feed products are dependent on predominantly fishmeal and plant-based proteins. At Grobest, we understand the risks from the use of these materials, which include environmental risks, such as deforestation, social risks such as modern slavery and other human rights abuses, and governance risks such as corruption. In managing these risks, we make sure we source responsibly and manage our suppliers effectively. Wherever we can, we try to reduce our reliance on less sustainable ingredients, source our products locally and buy from certified suppliers.

We do all of this without compromising our commitment to food safety and quality. We are committed to a robust quality assurance system in all our plants and work to ensure the quality of our products and maintain high customer trust and loyalty in us. In 2022, 100% of our manufacturing facilities were certified to either ISO 22000 or HACCP standards.

We are keenly aware that our success comes from our employees located in our various facilities across the region. These include our manufacturing colleagues and our sales and technical service personnel who brave the elements to be with our customers every single day. That is why Employee Safety is a top priority at Grobest. We implemented the **6 Life Saving Rules** in 2022 to raise awareness and knowledge of safety in our employees.

This has not only helped us reduce the incidence and severity of injuries but also helped our employees' families and friends learn more about how to keep themselves and their loved ones safer.

Beyond employee safety, feedback from our employees is critical to ensuring that we benefit from the diversity of their backgrounds, expertise and experiences. We launched our first company-wide employee engagement survey to better understand where we can enhance the Grobest employee experience. We rolled out various policies to show our commitment to fostering an inclusive workplace including our Human Rights Commitment, Health, Safety and Environmental Commitment and Anti-Harassment & Anti-Discrimination Policy. To address employee concerns in a fair and transparent manner, an Employee Grievance Policy was also introduced.

Recognising the realities of climate change, we are starting our journey to assess and mitigate the impacts from our operations and supply chains. Where feasible, we are investing in better equipment and implementing sustainable practices to reduce our greenhouse gas emissions, conserve energy, optimise water usage, and minimise waste generation.

Although 2022 had its fair share of challenges, we are optimistic that aquaculture remains a critically viable solution to global food security as world populations grow. We are committed to helping farmers everywhere achieve success in their farm operations sustainably.



HUA DU

Message from our Chief Legal, Compliance and ESG Officer

There were many things to be proud of in 2022. We reintroduced our sustainability approach to the organisation with a strategy built on 5 pillars: Governance, Ethics & Compliance, Innovation, Responsible Sourcing, Sustainable Operations, and People & Culture. These pillars embody material areas that impact our business, and we strive to make progress meaningfully against an ambitious roadmap towards our vision of being the Asian leader in sustainable biotech functional feeds for shrimp and fish. Our approach brings our employees together, bound by a clear set of goals and actions to deliver long-term value for our stakeholders.

A materiality assessment is the bedrock of a robust sustainability strategy, as it assesses an organisation's impact on the economy, the environment and society. Through this lens, we are better positioned to consider the significance of various ESG factors to Grobest's stakeholders, as well as their importance to our business. In 2021, we conducted our first materiality assessment by collecting feedback from our employees, suppliers, investors and customers, and overlaid their input with research into key industry expectations, international trends, and meaningful discussions with our business leaders, external consultants and the ESG Committee. In 2022, we engaged Diginex, a global ESG software and advisory company, to update our materiality assessment. In addition to the 13 topics identified in 2021, we added 3 new topics, including Biodiversity, Animal Health & Welfare, and Diversity & Equal Opportunity (framed as Engaged & Inclusive Workforce in this report). We will discuss these in further detail in this report.

In addition to the progress highlights discussed in our Chairman and CEO's messages, I am proud to share that:

- We increased transparency and discussion of ESG topics, including compliance matters and whistle-blower reports, at all levels through a regular reporting cadence to members of the Executive Committee, as well as the Audit and ESG committees of the Board. This improvement in data collection facilitates thematic reporting, ensuring a comprehensive understanding of risk trends at each subsidiary and as a Group. We improved our response times to matters arising and quality of risk management, thereby strengthening our commitment to ethics and compliance.
- We hired our first Group Legal Director to complement and complete the leadership of the Group's Legal, Compliance and ESG Function.
- With the support of our shareholder Permira, we partnered with ERM (a global sustainability consultancy) to conduct an assessment of climate-related risks and opportunities (physical and transition risks) of Grobest operations. The assessment utilised various climate scenarios and time horizons to guide our understanding where Grobest may be exposed to climate-related risks and identified opportunities to help us improve our response to these risks.
- We collaborated with Seafood Task Force (STF) to audit 2 vessels that supply fish to make the fishmeal we use at our feed mills in Thailand, focusing on social & environmental risks.
- We deployed a modern slavery risk assessment online tool (diginexLUMEN) to increase our understanding of supply chain risks.

Grobest is committed to fostering an ethical and socially responsible work environment that instils pride in employees, suppliers, and business partners while delivering high-quality products that customers and farmers can rely on.

Our compliance management system ensures legal and regulatory adherence while promoting ethical behaviour and social responsibility, as we believe robust risk management is essential for sustainable operations. We are confident that we will be able to build on the outcomes in 2022 and forge an even stronger future ahead for the Group.

Last but not least, we extend our gratitude and appreciation to our ESG Committee chaired by **Kjell Bjordal** and Audit Committee chaired by **Tore Valderhaug**, whose members bring valuable industry knowledge, experience and best practices that guide our thinking and planning.

In enhancing our transparency, we published our very first sustainability report last year. We will communicate our progress regularly in the years ahead. In the meantime, we hope you enjoy reading about our 2022 performance as much as we are proud to share our progress with you.



EDENA LOW

About this report

This report provides a summary of the Group's Environmental, Social and Governance ("ESG") performance and key sustainability milestones in 2022. In addition, we share details on our five-pillar sustainability strategy, which outlines our approach to material ESG issues and continuous improvement across our operations.

Our approach to ESG reporting

Grobest is committed to transparency, which includes reporting on how we make a difference in our communities, address sustainability challenges and make a lasting and meaningful impact within our markets. Our key stakeholders include our customers, employees, governments & regulators, investors and the communities we operate in.

This report is produced with reference to the Global Reporting Initiative (GRI) Standards.

Report content scope

The information provided in this report covers our activities in the calendar year 2022, both at the Group level and across our operations. Where possible, we have included historical data to help illustrate our performance over time.

To provide a comprehensive review of our impact and performance, this report sets organizational boundaries based on the consolidated reporting principle, covering Grobest's 13 feed mills¹, 3 Premix Plants and offices in Hong Kong, India, Indonesia, Mainland China, Malaysia, Philippines, Taiwan, Thailand and Vietnam.

A materiality threshold is applied for fines and penalties below USD 30,000 and are therefore not included in this report.

Report quality management process

To ensure that the report meets the desired quality standards in terms of accuracy, relevance, completeness, and readability, we follow a quality management process.

The information in the report is provided by various units of Grobest, which are responsible for confirming the completeness and correctness of the information.

The Group Legal, Compliance & ESG Department then coordinates and compiles the 2022 sustainability achievements and progress toward related goals.

This report is verified by the responsible person and supervisor of each unit and is then submitted to the ESG Committee and Board of Directors for review, finalization and publication.

The 2022 Sustainability Report is not subject to external assurance.



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1. Excludes a Taiwan feed mill which closed in February 2022.

Who we are

At Grobest, we are committed to feeding the world through the development of innovative products that support safe and sustainable aquaculture.

Confronted by soaring demands for food due to rapid growth of the world's population and uneven distribution of natural resources, we persist with the ideal of "respecting nature for healthy aquaculture" and continue to improve the health and growth of aquatic species by feeding them with advanced nutrition. As a company, we live our responsibility daily to pioneer innovation in Research & Development ("R&D") and supply advanced aquatic functional feed to the world.

Since our founding in Taiwan in 1974, Grobest has maintained a leading position in the research and development of natural, antibiotic-free feed products for environmentally friendly and sustainable aquaculture. Our continual success has seen us grow into a company of more than 3,000 employees, with offices and operations in Hong Kong, India, Indonesia, Mainland China, Malaysia, the Philippines, Taiwan, Thailand and Vietnam. In 2018, global investment firm Permira invested in Grobest to accelerate the company's growth. Grobest, with its solid foundation in Asia, is ready to bring our innovative products to the world.



49

years of experience

3,000+

employees across the world

9

geographical areas

Our Mission, Vision and Values

Mission

To feed the world sustainably by improving the health and growth of aquatic species through advanced nutrition.

Vision

To be the leading global feed producer for shrimp and high-value warm water species.

Values

Grobest's four Core Values come under the motto One Grobest, One Team:



Innovation.

We apply creativity in problem solving and status quo challenges



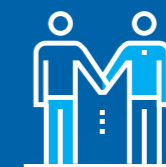
Integrity.

We firmly adhere to our Code of Conduct and ethical principles



Sustainability.

We decide and act persistently to achieve economic, environmental and societal benefits for the long term



Collaboration.

We cooperate and treat others with dignity and respect to accomplish common goals

Our business

At Grobest, we aspire to be the recognised Asian leader of sustainable, biotech-led Functional Performance Feeds for Shrimp and High-Value Fish species. We differentiate ourselves as a solution provider to address farmers' pain points, through our high-quality functional performance feeds and comprehensive technical services. We provide a comprehensive range of products and services that emphasise animal health and survivability, to help farmers achieve bountiful harvests.



High-quality Functional Performance Feed

We provide advanced, effective and sustainable aquatic feed and nutrition solutions. The shrimp and fish fed on Grobest diets survive at higher rates, grow faster and healthier, produce larger harvests, and give better returns on investment to farmers.

Our strong R&D capabilities allow us to provide relevant biological protection to aquatic animals. When we develop product formulae, we pay attention to the health of the aquatic animals beyond nutrition. This includes ensuring the animals enjoy drug-free and sustainable farming environments.

Helping farmers become more productive and more profitable across different farming models is the essence of the **Grobest Difference**. At the heart of this is our unique and proprietary functional performance additives, vitamins and organic minerals. For decades, Grobest has been dedicated to developing natural feed additives to improve the immune systems of aquatic animals, helping them fight against external changes and challenges from all kinds of diseases and pathogens.

With rigorous microbial and manufacturing processes, Grobest is able to produce secondary metabolites with functional properties. Used as feed additives, these functional matters, including unknown growth factors, antiseptic matters, bioactive factors, can support the growth and immunity of animals. Developed and manufactured in-house, these additives are exclusive to Grobest and cannot be purchased in the open market. We combine these additives with the best quality protein, lipids and carbohydrates to deliver 360°Nutrition™, a total nutritional solution that ensures enhanced growth and survivability.

Our diets cover the full farming cycle from nursery to finishing and are rigorously tested, tailored and optimised for local market environments and farming model conditions. We produce feeds tailored to the specific nutritional needs of over 40 aquatic species. Our offerings encompass feed for crustaceans, such as White Shrimp, Black Tiger Shrimp, Kuruma Prawn and Freshwater Prawn, as well as for various fish species including Eel, Golden Pomfret, Grouper, Large Mouth Bass, Barramundi, Tilapia and Catfish, among others. Our expertise also extends to aquafeed for molluscs like Bivalves and specialised species such as Bullfrog and Softshell Turtles.

Comprehensive Technical Services

Grobest's Technical Services teams provide unrivalled aquaculture technical support to farmers to maximise opportunities for a successful harvest.

Modern aquaculture advancements and environmental changes have increased the complexity of farming techniques. Instead of seeking technical support only when problems arise, farmers are now adopting a proactive approach.

Our Technical Services experts offer guidance on leveraging our products and technical solutions to increase survivability and health of the animals,

while reducing waste and water pollution, thereby reducing farming costs. Our teams also provide onsite consulting on post-larvae, feed, and sustainable farm operations. The data collected by our teams in turn informs how we approach and improve our research, development and formulation to continuously improve our product quality and composition.



Mobile Laboratory

Grobest Technical Services provide by-the-pond mobile lab services, including: shrimp health and water inspections; Vibrio species inspections with coated disks; PCR tests.



Aquaculture & Product Consulting

Grobest Technical Services provide professional aquaculture and product consultation services. Aside from explaining and demonstrating how to use our high-quality feed products, we also share professional ideas and knowledge on farm management with the farmers.



Seminars

Grobest Technical Services comprise professional staff based in our headquarters as well as local offices. Each year, we organize seminars in various markets to facilitate meetings with our farmers and share professional farming techniques.



Water Quality Inspection

Grobest-branded water test kits can provide accurate water test measurements and our technicians give farmers the best recommendation on farming protocols including Salinity, pH, Alkalinity, TAN: NH3, Nitrite; NO-2, Hardness, Calcium: Ca2+, Magnesium: Mg2+, bacteria in water.

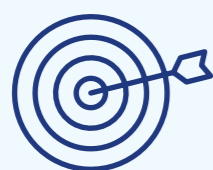
Sustainability at Grobest

The key pillars of our strategy

Sustainability is key to delivering on our commitment to feed the world through the development of innovative products and solutions that support safe and sustainable aquaculture. Our approach brings our employees together, bound by a clear set of goals and actions to deliver long-term value for our stakeholders.

Re-introduced at the beginning of 2022 in consultation with our key stakeholders, Grobest’s sustainability strategy is built around 5 pillars: Governance, Ethics and Compliance, Innovation, Responsible Sourcing, Sustainable Operations, and People & Culture. These pillars embody the most material areas that impact our business, and we strive to reduce our

risks while setting an ambitious roadmap towards realizing our vision of being the Asian leader in sustainable biotech functional feeds for shrimp and fish, helping farmers succeed through our innovation in animal health and technical solutions.



PILLAR

Governance, Ethics & Compliance

Innovation

Responsible Sourcing

Sustainable Operations

People and Culture

DESCRIPTION

A culture of ethical behaviour, and social responsibility, adhering to legal and regulatory requirements while ensuring employees, suppliers, and customers experience a fair and sustainable work environment.

Continuously developing sustainable biotech functional feeds for aquatic animals, enhancing their health and immunity, while providing farmers with solutions for climate resilience, reducing pollution and waste; as well as optimised harvests.

Sourcing locally and from certified sources, complying with laws and regulations, and forging long-term partnerships with suppliers, reducing operational risks to create shared value and enhance our positive environmental and social impact.

Upholding product safety & quality standards to ensure our feed products meet stringent regulations and customer expectations; Reducing our environmental impact through continuous improvements in resource consumption and processes, sustainable sourcing and the development of a climate response strategy.

One Grobest, One Team prioritises employee well-being, human rights, and workplace safety by fostering an engaged and inclusive culture, adhering to international conventions, local laws, and industry best practices.

FOCUS AREAS

- Uphold the Grobest Code of Conduct
- Meet or exceed all compliance requirements
- Strengthen controls and risk management
- Reporting with regularity, transparency, and authenticity

- Improve farmers’ livelihoods
- Improve animal health & welfare
- Minimise negative impacts on the environment through our products & technical solutions
- Research & develop alternative ingredients to reduce reliance on less sustainable ingredients

- Responsibly sourced ingredients
- Supplier risk management

- Commitment to product safety & quality
- Reduce carbon footprint (through our products, technical solutions & operations)
- Minimise operational impacts on the environment

- Respect for human rights
- Ensure safe & healthy workplaces
- Foster an engaged and inclusive workforce

Our focus areas

A materiality assessment is the cornerstone of a robust sustainability strategy as it helps assess an organisation's impact on the economy, the environment and society. Through this lens we are better positioned to consider the significance of various ESG factors to Grobest's stakeholders, as well as their importance to our business.

In 2021, we conducted a materiality assessment by collecting feedback from our employees, suppliers, investors and customers, and overlaid their input with research into key industry expectations, international trends, and meaningful discussions with our business leaders, external consultants and the ESG Committee.

This exercise allowed us to capture what matters most to internal and external stakeholders, as well as shape the commitments that form the foundation of our sustainability strategy.

In 2022, we updated our materiality assessment with the support of [Diginex](#), a global ESG software and advisory company.

Understanding how the 13 topics identified in 2021 had evolved, we reassessed their priority vis-a-vis the latest trends in the industry and key stakeholder expectations.

24 topics were identified, ranked and prioritised with input from the ESG committee, based on their business impact and relevance to our stakeholders. All 13 material topics selected in our previous materiality carried over, and we added 3 new topics for 2022, including Biodiversity, Animal Health & Welfare, and Diversity & Equal Opportunity (framed as engaged & inclusive workforce in this report).

The 2022 materiality refresh exercise confirms that sustainability continues to be very important to our internal and external stakeholders. Many of the same topics remained relevant and the inclusion of new topics reflects the dynamic nature of materiality. To keep our roadmap and objectives relevant, we intend to continue engaging with our key stakeholders and working to address evolving sustainability risks.

OUR MATERIAL TOPICS IN 2022



Governance, Ethics & Compliance

- Anti-Corruption
- Regulatory Compliance



Innovation

- Product Innovation
- Animal Health & Welfare



Responsible Sourcing

- Responsible Sourcing
- Supplier Management
- Biodiversity



Sustainable Operations

- Product Safety & Quality
- Energy
- Waste, Water & Effluents
- Climate Vulnerability & Adaptation
- Emissions & Climate Impact



People & Culture

- Training & Education
- Occupational Health & Safety
- Human Rights
- Engaged & Inclusive Workforce

Stakeholder engagement

The success of our sustainability strategy is dependent on our ability to effectively engage with our stakeholders. Only by understanding the impact of various material topics and recognising the mutual relationships between Grobest and its stakeholders can we better identify, anticipate and respond to significant sustainability challenges and opportunities.

THE FOLLOWING TABLE OUTLINES GROBEST'S KEY STAKEHOLDER GROUPS AND HOW WE ENGAGE THEM.

STAKEHOLDER GROUP



Customers

Listening to our customers is crucial as they provide feedback on the continuous improvement in our products and service offerings.

- General customer feedback and customer surveys
- Welcome calls
- Focus groups
- Seminars
- Demo ponds



Employees

Our people's well-being is fundamental to our performance and sustainable growth. We routinely solicit feedback from our employees and agents to ensure we are cultivating an inclusive and fair place to work.

- Employee engagement survey
- Townhalls and other forums
- Internal employee discussion forums
- Feedback generated from internal systems and social media
- Conferences, trainings, and other talent development programs



Governments & Regulators

We work closely with government agencies and regulators in the markets where we operate, to elevate sustainable business practices and to drive change through advocacy and partnerships.

- Regulatory and other reporting
- Panel discussions and roundtables
- Memberships on advisory boards of industry associations and groups
- Consultations and engagement on ESG issues



Investors

We focus on strengthening investor trust and regularly engage with them to communicate our sustainability strategy and progress.

- Regular shareholder and board meetings
- Investor meetings, calls, and correspondence



Communities

Given the breadth and impact of our businesses across Asia, we regularly seek interactions with society and the public at large in our collective pursuit to enact positive change.

- Social media interactions
- Corporate website and other correspondence
- In-person interactions at corporate locations, hosted events
- Industry body conferences, training, and other forums

Our approach to ESG Governance

Good corporate governance is the foundation of how we operate as a company. The Grobest Executive Committee and its Senior Leadership Team’s professional experience and strong industry knowledge are key to accelerating the company’s sustainable growth. Comprised of experts from the world of animal nutrition, aquaculture, biotechnology and other professional backgrounds, this combined expertise of the team enables Grobest’s global reach.

Grobest’s corporate executives’ proven track record of management excellence, as well as respective industry expertise – combined with the strong advisory support of our Board of Directors – is a major factor in the company’s success.

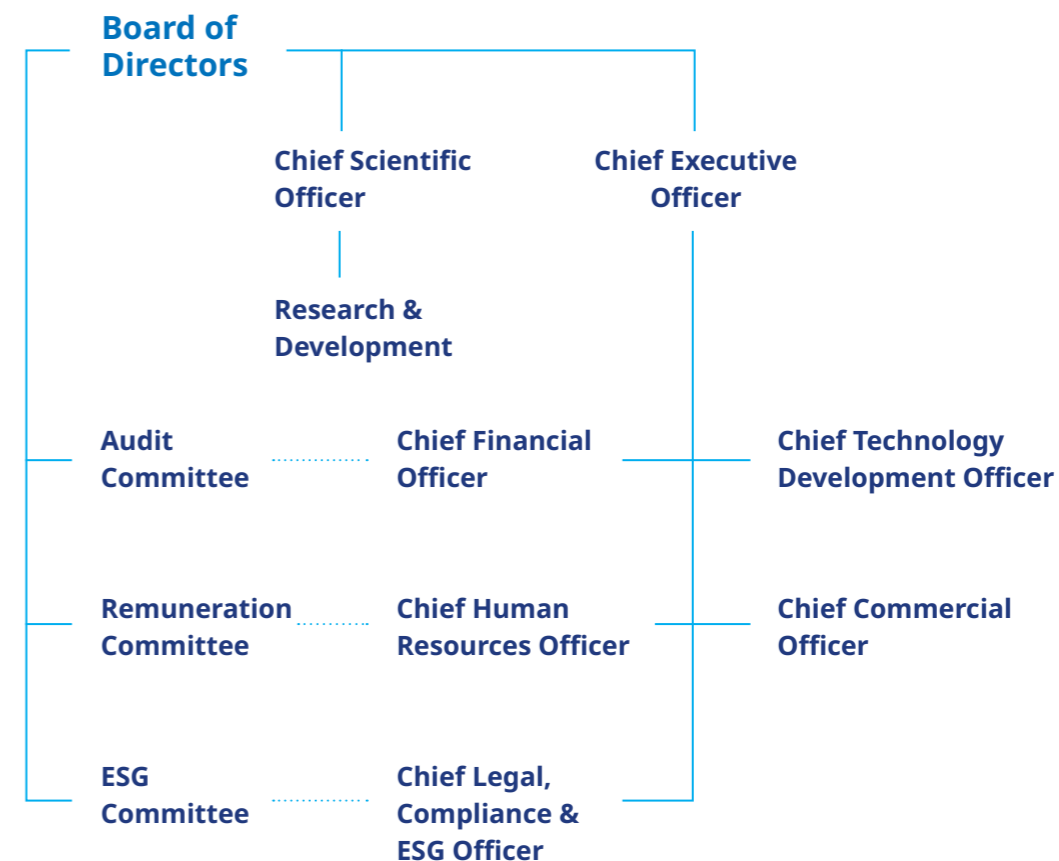
In 2022, we continued to strengthen our ESG governance processes and reporting to help oversee and manage key aspects of our sustainability strategy, enabling progress in the roll out of key initiatives, monitoring implementation and informing decision-making.

Our Board of Directors retains ultimate responsibility for the oversight of the Group’s risk management activities and continue to monitor material Group-wide risks, including ESG-related risks and those relating to climate change, supported by the ESG and Audit Committees and the Group’s ESG function lead by the Chief Legal, Compliance & ESG Officer.

ESG Committee

Since 2019, Grobest’s Environmental, Social and Governance (“ESG”) Committee manages and oversees Group-wide sustainability policy and performance to ensure sustainable business practices. This includes reviewing and agreeing on strategies, policies, action plans, initiatives, targets, and performance in material ESG areas, such as product-related matters, supply chain sustainability, environmental compliance, health and safety, workplace policies, ethical business practices, and industry collaboration.

The Committee reviews ESG-related policies annually and meets a minimum of four times per year to set, monitor and report on ESG objectives and key performance indicators with guidance and supervision from the Board. The Committee is currently chaired by Kjell Bjordal, a member of the Board, who is supported by our Chief Legal, Compliance & ESG Officer, reporting directly to the CEO.



With its relatively low ecological footprint, aquaculture will play an even bigger role in the world’s quest for a more sustainable global food supply. The industry is still young and the potential for further improvements is exciting. As a major supplier of advanced nutrition to aquatic species all over Asia, Grobest is in a privileged position because our achievements can contribute to the sustainability of the whole value chain of the industry. And we strive to do that every single day. We have ambitions for the long-term, and our ESG report for 2022 shows how we work to make a real difference and our achievements so far.

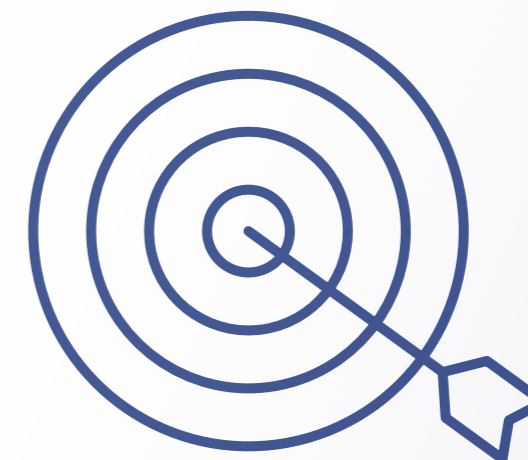


Kjell Bjordal
Chair Grobest ESG Committee

Our milestones and achievements



Governance, Ethics and Compliance



Strong corporate governance serves as the foundation of our operations, with the ESG Committee overseeing policy formulation and implementation. To adapt to a rapidly changing industry and mitigate risks in our global operational facilities and supply chains, we establish Environmental, Social, and Governance (ESG) goals that align with our business strategy, ensuring materiality, relevance, and overall resilience.

Dedicated personnel manage risk, compliance, and internal controls daily, keeping track of changes in laws and regulations, and developing appropriate policies and procedures in response. Cross-department interviews further align risk management with our strategic objectives and ESG goals. In accordance with our Employee Code of Conduct, employees are expected to comply with laws, regulations, and industry standards such as Best Aquaculture Practices (BAP)² and are encouraged to raise concerns for proper resolution.

Grobest is committed to fostering an ethical and socially responsible work environment that instils pride in employees, suppliers, and business partners while delivering high-quality products that customers and farmers can rely on. Our compliance management system ensures legal and regulatory adherence while promoting ethical behaviour and social responsibility, as we believe robust risk management is essential for sustainable operations.

2022 PERFORMANCE HIGHLIGHTS

Ethical business conduct

- Launched eLearning platform with training modules for compliance across the company.
- Launched online Annual Compliance Declaration to reinforce adherence to policies.
- Delivered Prevention of Sexual Harassment (PoSH) training for production employees in India.

Regulatory compliance

- Established reporting process for compliance matters to improve timeliness and awareness in addressing compliance matters.
- Regular reporting cadence to Executive Committee, as well as the Audit and ESG committees of the Board on all non-compliance, whistle-blower and legal matters.

Risk management

- Combined Internal Controls with Risk and Compliance for a more integrated approach to addressing risks in the company.
- Formalised HSE and Food Safety Incident Recording and Reporting Procedure.

2. Best Aquaculture Practices (BAP) is a voluntary seafood-specific certification program that addresses the four key areas of sustainability – environmental, social, food safety, and animal health & welfare – at each step of the aquaculture production chain. The [BAP certification program](#) is benchmarked by globally recognized third parties.

Ethical business conduct

Integrity, the first of Grobest Group’s Four Core Values, serves as the foundation for the company’s business conduct, including our policies and decision-making. Grobest’s management approach emphasises “Doing the Right Thing” by providing a values-based foundation and framework for decision-making within defined ethical parameters across its operations, promoting a transparent and honest organizational culture. This helps to minimise risks while promoting responsible practices across the company’s activities, including minimizing corruption-related risks.

Grobest has established several policies, including the Grobest Code of Conduct, Supplier Code of Conduct, Conflict of Interests Policy, Anti-Bribery & Corruption Policy and our Human Rights Commitment. These policies, informed by the UN Global Compact, the US Foreign Corrupt Practices Act (FCPA), and the UK Bribery Act, are regularly reviewed by the ESG Committee and approved by the Board of Directors.

Our Ethics Committee plays a pivotal role in upholding and promoting the highest ethical standards within our organization.

The committee, comprising Human Resources, Legal, Compliance and ESG, is responsible for providing guidance on ethical matters, ensuring compliance with our Code of Conduct and other relevant policies, and addressing any ethical concerns raised by employees or stakeholders. Our Ethics Committee meets monthly to review compliance and whistle-blower matters, ensuring the matters are dealt with in a timely fashion and consistent with Grobest values and ethics.



Our **Code of Conduct Policy** forms the foundation of our governance, ethics and compliance pillar and frames our approach to good governance across the organisation at all levels. It provides clear guidance on how we conduct business and applies to everyone who works at Grobest and with whom we do business.

In 2022, we recorded one incident of non-compliance with our Code of Conduct in Thailand. Following a thorough investigation, the employee in question has since been dismissed.



Our **Conflict of Interests Policy** covers the identification, disclosure, and management of situations where personal, financial and/or other interests may interfere with professional obligations or the best interests of the organization.

We implement this policy to maintain transparency, trust, and integrity within our operations, ensuring that decision-making processes remain unbiased and aligned with our core values.



Our **Anti-Bribery & Corruption Policy** ensures that employees and other persons representing Grobest are prohibited from offering, accepting, paying or authorising any bribes or participating in any form of corruption in any business interaction that involves Grobest and government officials, our customers or employees.

Anti-corruption training is compulsory for all employees. Reviews are conducted from time to time to monitor compliance with the Anti-Corruption Policy, which outlines the roles and responsibilities of employees. Our business units are responsible for implementing processes and controls to reduce the risk of corruption.

Communications, training and employee engagement

Communications, training and employee engagement are key to fostering Ethical Business Conduct. As such, Grobest ensures that our policies and standards are implemented across all locations by:

- Providing digital e-learning modules to employees.
- Publishing these policies on our website.
- Sharing stories on our Microsoft Yammer platform.
- Discussing adherence to these policies in our management meetings.
- Sharing information about the policies in internal email communications.
- Providing orientation and onboarding programs that inform and require adherence to such policies.

In addition to the group trainings offered through the e-learning platform, in 2022, we conducted a refresher workshop on the company's core values with our Senior Leadership Team, and the management teams in Malaysia & Indonesia, as well as a Code of Conduct training for our management team and a Prevention of Sexual Harassment (PoSH) Training for production employees in India.

Whistle-blower protection

All our stakeholders, including employees, distributors, customers and suppliers may raise concerns about a violation of the Code of Conduct or other behaviour that falls short of the high standards expected by the Group.

Our whistle-blower policy offers employees with a dedicated [Ethics Hotline](#) (Speak Up), available since 2019 at each Grobest facility, enabling the reporting of ethical concerns in their respective local languages. Cases reported through the hotline or identified via other monitoring pathways are reviewed and investigated, as appropriate, by the Ethics Committee, which consists of representatives from Human Resources and Legal, Compliance, and ESG.

In 2022 we recorded 33 cases across 7 countries. This represents an increase from the 12 cases recorded in 2021. We believe this increase is a testament to the "speak up" culture which we promote at Grobest, making sure employees feel comfortable escalating matters. Although most cases were submitted anonymously, the results have helped to highlight areas of risk within the Group that require attention, including conflict of interests, discrimination, and misconduct.

Looking ahead, we will continue to uphold our Code of Conduct and aim to have 100% of our employees sign our annual commitment and undergo mandatory annual online compliance training.

Annual Compliance Declaration and E-Learning

Following the approval of our new Conflict of Interests Policy by the Board of Directors in 2021, we launched an e-Learning platform with training modules for compliance across the company.

The training modules cover key topics such as: Cyber Security, Anti-Bribery and Corruption (Government Interactions), Business Ethics, Anti-Discrimination and Harassment, Data Privacy, and Anti-Trust.

In 2022, we used the e-Learning platform to conduct the annual compliance refresher training for all non-production employees, achieving a 94% completion rate, totalling 5,358 hours.

We also launched an online Annual Compliance Declaration for employees to signify adherence to the Code of Conduct, Non-disclosure and Confidentiality Agreement, and a declaration of conflict of interests, where applicable.

94%

training completion rate

5,358

hours in 2022

Regulatory compliance

Grobest's commitment to regulatory compliance serves as a crucial foundation for maintaining stakeholder trust and mitigating risks. The company ensures that all group companies adhere to applicable laws, regulations and policies, supported by robust internal controls.

Grobest has established and continues to develop pertinent policies such as the Health, Safety, Environment, and Quality (HSEQ) Policy, which focuses on employee safety and the quality assurance of feed products across the group.

The Group Operations Director, who reports directly to the CEO, heads the HSEQ function. Product Regulatory Affairs are managed jointly by the Chief Technical Development Officer and the Group Operations Director. The Legal, Compliance, and ESG function oversees compliance matters across the company, including:

- External regulations: National and international laws in jurisdictions where Grobest operates
- Internal Grobest policies
- Voluntary commitment to standards and certification schemes

We regularly review compliance against statutory and regulatory requirements, with assessments conducted whenever new or revised requirements are released by authorities or at least every twelve months. Compliance with voluntary standards and certification schemes is continually monitored, reported monthly, and verified during periodic external audits. We also conduct frequent internal reviews and self-assessments to identify gaps and make improvements accordingly.

To ensure our employees are well-informed and compliant with the latest policies, we provide legal and compliance training in collaboration with the Human Resources department (see training details later in the report). In 2022, our Thai subsidiary faced a fine of USD 243,000 from the Thailand Customs Department due to the import of squid liver powder without approval from the Thai Fishery Department.

We have since taken the corresponding improvement actions to prevent similar issues in the future.

This year we also undertook several initiatives to enhance our overall regulatory compliance efforts. For example, we established a reporting process for compliance matters, in accordance with our Legal, Compliance, and ESG Incidents Reporting procedure, to improve the timeliness and awareness in reporting and resolving compliance matters.

Additionally, we improved data collection for thematic reporting, ensuring a comprehensive understanding of compliance trends both locally and as a group. Introduced in Jan 2022, the Group Compliance Report consolidates all non-compliance, whistle-blower, internal controls and legal matters across the Group for reporting on a regular basis to the Executive Committee, as well as the Audit and ESG

committees of the Board. The report has allowed us to respond promptly to matters arising, identify key risks and strengthen our processes accordingly.

These efforts were further supported by self-assessments conducted at the country level, which helped identify and address compliance matters proactively, ultimately strengthening our overall commitment to regulatory compliance.

These efforts improve transparency and ensure management are held accountable for improvement actions. The Board receives the information it requires to effect good governance and local management can conduct their activities in ways that comply with applicable laws and regulations.

Looking ahead, we will continue to look for ways to strengthen our compliance processes and employee trainings, to achieve our goal of zero regulatory penalties.

Risk management

Risk management is a fundamental aspect of Grobest’s sustainable operations, as a strong risk culture enhances business performance and enables the company to respond to existing and future risks.

Grobest’s approach to risk management is embedded across our businesses to identify and address material risks, including ESG risks. These include but are not limited to the following risk categories: political, regulatory, market, competition, supply chain, human resources, cost management, environmental and social risks, as well as the risks of fraud, corruption, and bribery.

Grobest applies an Enterprise Risk Management approach, which facilitates the systematic identification, evaluation, and treatment of risk scenarios. This approach allows the company to set strategy, prioritise actions, and capitalise on opportunities. By adopting a holistic perspective that combines top-down and bottom-up approaches, we ensure risk identification, evaluation, and management are performed at the appropriate levels.

The Board retains ultimate responsibility for the oversight of the Group’s risk management activities and monitors material Group-wide risks, including those related to ESG issues.

In 2022

We combined Internal Controls with Risk and Compliance for a more integrated approach to addressing risks in the company. Our country offices are required to escalate issues under a notification procedure, facilitated by a reporting application. Issues are then appropriately reviewed/ investigated, and corrective actions are tracked and implemented efficiently.

We formalised our HSE and Food Safety Incident Recording and Reporting Procedure for matters relating to workplace safety & health, environment and product quality. The procedure provides detailed requirements for reporting, classification, investigation and documentation on incident management, ensuring consistent and prompt escalation to leadership.

In 2023

We will continue to strengthen the risk culture across the company through a variety of people-focused approaches. We will build on our risk resilience through regular discussions with our group and subsidiary leaders around material risks and how we perform against those risks. We will also enhance our capability to integrate our assurance approach, including self-testing, to daily business activities.

These initiatives will help us build up habits in our people that will in time form an integral part of our risk culture.



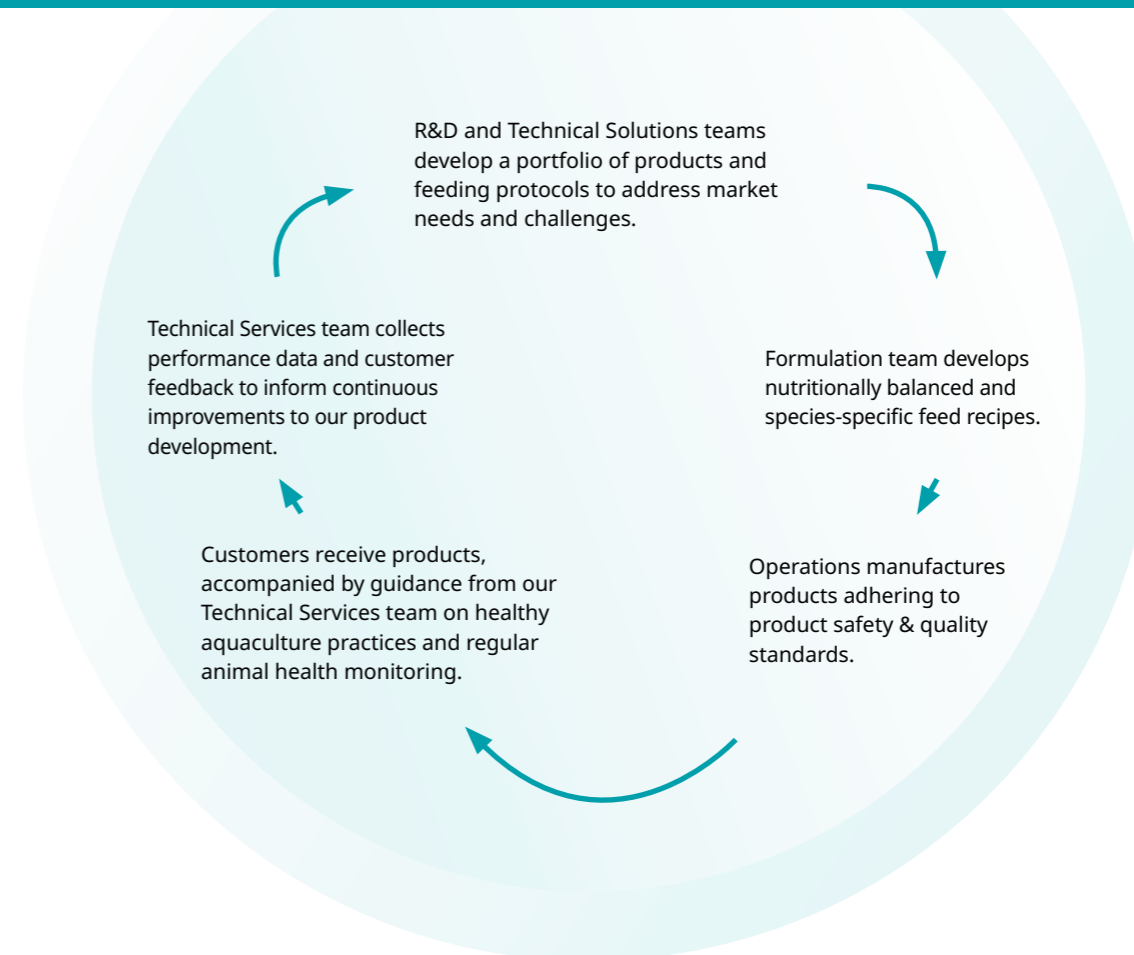
Innovation

Disease outbreaks in the aquaculture industry have increased over the last two decades. The emergence of highly virulent pathogens has significantly impacted survival rates, yields, and farming costs, posing major challenges to sustainable farming. These challenges are particularly pronounced in Asia's leading aquaculture countries, where inconsistent farming performance and rising raw material costs for feed manufacturing have further exacerbated the situation.

Our commitment to research, development and innovation is driven by the need to solve these challenges, developing products that both promote the health and immunity of aquatic animals and improve farmers' harvests, while simultaneously reducing adverse environmental and social impacts.

We invest in Research & Development to develop advanced functional feed additives that enhance the health and disease resistance of aquatic animals. By leveraging our expertise and collaboration with industry partners, we aim to provide effective solutions that improve farming performance, reduce farming costs, and contribute to the sustainability of the aquaculture industry in Asia and beyond.

Our commitment to innovation extends to addressing the economic challenges faced by farmers. We continuously explore opportunities to optimise raw material utilization, reduce feed costs, and enhance feed efficiency. By developing cost-effective and high-performance feed formulations, we help farmers to increase the survival rates of their animals and probability of harvest success. This in turn empowers farmers to achieve better returns on their investment, increase profitability, and drive sustainable growth of the aquaculture industry in the face of changing market dynamics.



2022 PERFORMANCE HIGHLIGHTS

Animal health and welfare

- Positive results and customer feedback on our functional additives in combating EHP risks in shrimp.
- Research trials with Pacific Whiteleg shrimp indicate that the inclusion of Grobest functional feeds in feeding programs along with regular feeds promotes growth, improves immune health and disease resistance.

Product innovation

- Introduced Grobest 360° Nutrition™ technology to reduce the impact of pathogen infections and ensure consistent and optimal feed utilization for the health and growth of farmed animals.
- Launched Project Horizon feed series that features balanced protein levels, while avoiding unabsorbed nutrition polluting the pond water environment.
- Launched GROFARM™ model across Vietnam by providing technical expertise with the goal of helping farmers optimise biomass production.
- Continue research on more sustainable feed development, including optimizing animal protein, novel ingredients and protein content in feed formulae for sustainable use of raw materials while maintaining animal performance.

Animal health and welfare

Animal health & welfare is key to cultivating quality animals and therefore of paramount importance to our customers and our business. As a leading provider of aquafeed, Grobest has an ethical obligation to ensure that the aquatic species receiving our products are treated humanely and provided with optimal living conditions.

Prioritizing animal health and welfare demonstrates our commitment to responsible and compassionate practices in the aquaculture industry.

As aquaculture production continues to grow worldwide, producers are confronting a rising tide of challenges within their farming systems, particularly with the emergence of diseases and increasingly virulent strains of existing bacterial, viral, or parasitic diseases. We have dedicated R&D units committed to the development of various technologies including natural feed additives to enhance the immunity of aquatic organisms to resist the challenges from external environmental changes as well as various diseases and pathogens.

At Grobest we strongly support natural harmony. Healthy aquatic species are more resilient to diseases and stressors, reducing the need for antibiotics and other treatments that can have negative environmental impacts.

Healthy animals thrive on healthy guts, which depend on two indispensable factors: care for internal health and external environment control. To maintain gut health of aquatic animals, we not only consider the nutritional value of our feed, but we also use functional additives that help fish and shrimp develop stronger immunity.

EHP (*Enterocytozoon hepatopenaei*) is a critical threat to shrimp farming. Although it does not result in serious shrimp mortality, it leads to severe growth retardation and adversely affects farming periods, which impacts a farmer's operational costs. It is therefore important to ensure shrimps regain their normal growing speed after EHP infection. In 2022, we conducted several laboratory tests, including testing at a leading Thai research institution to verify the effectiveness of our functional additives in combating EHP. The results showed that infected shrimp had significantly lower levels of EHP (70-80% reduction) after being fed our functional additives. We received similar positive feedback from customers. In 2022, we conducted research

trials with Pacific Whiteleg shrimp to test the performance of our functional feeds in improving immune health and disease resistance. Our trials indicated that the inclusion of functional feeds in feeding programs along with regular feeds promotes superior growth, elevates immune function, and improves returns on investment and profitability to farmers.

When compared to those fed a regular diet, shrimp that consumed our functional feeds showed less disruption in the structure of their vital organs. Additionally, they also demonstrated a stronger immune response, which is crucial in warding off disease. When exposed to common shrimp diseases, those consuming our special feeds had significantly fewer harmful parasites, implying that these feeds can boost disease resistance. Shrimp consuming our feeds also exhibited greater health, showcasing higher immunity markers, which resulted in them surviving disease outbreaks better.



Product innovation

At Grobest, we are dedicated to driving product innovation that prioritises the health and well-being of aquatic animals and supports the success of farmers.

Our approach focuses on developing innovative solutions that improve animal health, enhance immunity, and optimise harvests. Equally important, we are committed to minimizing environmental and social impacts, promoting sustainable practices in the aquaculture industry.

Through ongoing research and collaboration, we strive to advance the field of aquafeed and contribute to a more responsible and prosperous future for all stakeholders involved.

The steady growth of farmed animals is largely tied to the animals' ability to absorb the nutrients from the feed. Adequate and optimally timed feed intake is therefore crucial throughout the farming cycle. Factors like infections, poor pond water quality, inadequate feed quality, unsuitable feeding programs, and weather changes can disrupt feed intake.

Throughout 2022, our teams worked together to provide solutions to these challenges, reducing the impact of pathogen infections and ensuring consistent and optimal feed utilization for the health and growth of farmed animals. These solutions form the framework and building blocks of Grobest 360° Nutrition™, a technology platform that combines a range of functional additives and superior nutrition to maximise animal health and performance.

As an extension from Grobest 360° Nutrition™, we embarked on Project Horizon, an innovative initiative underlining the importance of effective nutrition in helping farmers achieve successful harvests, while avoiding unabsorbed nutrients polluting pond water environs.

A key milestone in 2022 was the launch of the GROFARM™ model in Vietnam, through which our technical services teams provide expert advice to farmers on farm layout optimization and sustainable farming methods.

As we move into 2023, we remain committed to developing effective solutions to mitigate disease outbreaks, and achieve the right balance between nutrition and immunity in feeding programs. We also aim to incorporate more novel ingredients such as insect meal and single cell protein into our feed products to reduce our reliance on limited types of protein sources. Through technical seminars, training, and dedicated service, our goal is to work with farmers towards more sustainable farming practices.



Our ethos in R&D is to create viable solutions for farmers to successfully harvest healthy and quality animals, as these animals contribute to the world's need for a sustainable protein supply.

Disease outbreaks that affect animal survivability is a common reality today and in response, we work hard to ensure that our functional additives improve growth and immunity in farmed shrimp, thereby allowing farmers to be successful and invest in sustainable farming practices.

Research & Development team

Grobest 360° Nutrition™

The consistent growth of farmed animals is intricately linked to the quality of feed and its effective absorption. It is vital for the feed intake process to be seamless for maximizing animal performance throughout the farming journey. However, factors like diseases, poor water conditions, subpar feed quality, unsuitable feeding routines, and fluctuating weather can disrupt this process.

We engineered Grobest 360° Nutrition™ to cater to the diverse needs of farmed animals across various situations. In tandem with our GROFARM™ model, we help farmers mitigate environmental impacts from climate change and uphold the consistent growth of their farmed animals with lesser interruptions. Our unique blend of nutrients and functional premixes, designed for daily health care, functional growth and immunity enhancement empower farmers to devise optimal feeding protocols to boost growth and immunity.

In 2022, we escalated our efforts to lessen our dependence on marine resources by exploring more sustainable feed products, incorporating innovative ingredients, and improving the way we use marine ingredients. A range of trials evaluated the possibility of various sustainable alternatives in feeds and examined their effects on growth, gut health, immunity, flesh quality and cost efficiency.

Project Horizon

Aquatic animals like shrimp require a balanced set of essential amino acids rather than an excess of crude protein for optimal growth and health. While higher protein content in feed is often perceived as indicative of quality, it is the efficient absorption and utilization of nutrition that contributes to the animal's growth performance.

Over-fortified feeds are not only more expensive but lead to increased waste excretion, affecting both feed efficacy and the quality of the pond water. The notion of reducing dietary protein in feed is not new and studies suggest that supplementing diets with the right nutrients do not compromise growth performance but can actually boost protein retention and lessen environmental impacts.

So, while protein content does play a role in feed pricing, an industry-wide shift towards a more balanced nutrient approach is necessary to reduce negative environmental impacts, particularly as aquaculture continues to intensify globally.

The introduction of the new Horizon feed series, with new formulations that feature balanced protein levels and a high dose of our unique functional additives to boost feed performance and nutrient utilization efficiency has shown results in reducing water contamination, decreasing the release of nitrogen into the pond. This, in turn, reduces the likelihood of disease outbreaks and the associated costs of water treatment.

In several research trials with Pacific Whiteleg shrimp (*Penaeus vannamei*), we found that slightly reducing dietary crude protein did not impede shrimp growth. In comparative performance evaluations over 8-10 weeks, our lower-protein feed often outperformed standard feeds. Instead, we observed improved feed conversion ratios and return on investment, solidifying the benefits of our nutritional strategy.



GROFARM™ Model

In the face of complex challenges such as high crop failure rates, escalating costs, pressure for environmental responsibility, and demands for traceability and sustainability, the shrimp industry is compelled to innovate. Responding to these hurdles, Grobest started developing the GROFARM™ model in Vietnam in 2020. This holistic approach brings together key stakeholders - from farmers and hatcheries to equipment suppliers and service providers - with the goal of helping farmers to optimise the production process.

Our GROFARM™ journey begins with a comprehensive review of existing farm infrastructure and related issues, conducted collaboratively with the farm owner, farm managers, and Grobest technical experts. The outcome of this assessment is a plan to increase profitability by mitigating risk of failure and boosting yield. The plan emphasises biosecurity, efficiency enhancement, and traceability, all of which are crucial in modern aquaculture.

For financially strong farmers, increased stocking density can lead to higher potential profits. However, high-density shrimp farming necessitates the right infrastructure and operational practices. Effective water management, encompassing farm design, optimal rearing conditions, waste removal, and diligent monitoring of physiochemical parameters, are integral to this approach.

In 2021, the GROFARM™ model was adopted by approximately 200 ponds in Vietnam, and this number doubled to 400 in 2022, a testament to the relevance of our approach to sustainable shrimp farming.



A total solution to profitable intensive shrimp farming in challenging environments

Efficiency

Minimize cost per kg;
Maximize crop profitability

Post Larvae

Wide choice of
PL partnerships

Support

Design - Construct - Operate

Optimised Feeding Program

Functional feed used in
core feeding protocol

Mobile Lab Service

On-farm diagnosis
for timely support

Implementing the GROFARM™ model involves a series of operational procedures, crucially the stocking of high-quality, disease-free Post Larvae (PL), especially when stocking at high densities.

Water treatment is also paramount in the GROFARM™ model, reducing the risk of pathogens in the pond and maintaining optimal conditions for shrimp growth. Correct feed and feeding management, adjusted to local conditions such as rainfall and temperature fluctuation, are also vital as they help manage seasonal disease risks.

Throughout the culture period, the health status of the shrimp must be consistently monitored, from stocking to nursery and the various grow-out phases. Based on these assessments, adjustments may be made to the feeding or rearing protocols. This process highlights the value of the farmer's knowledge and the supportive role of the technical team.

By implementing recommendations from Grobest's technical experts, the GROFARM™ model leads to higher farming success rates, lower chemical usage, and less water and energy use per kg of shrimp produced. Eliminating or lowering the need for antibiotics and chemicals reduces the consequent pollution of rivers and seas which communities are dependent on.

The GROFARM™ model aids in fostering transparency and traceability of farming practices.

In 2023, we hope to reach and empower more farmers. We will introduce the GROFARM™ PRO model to optimise profitability by reducing production cost while increasing yield. We will organise workshops and farm tours designed to equip farmers with the necessary knowledge and skills. Additionally, we plan to adapt and implement the GROFARM™ model in other countries, taking into account their unique farming methods, climate conditions, and specific needs.

We intend to launch the GROFARM™ Sustainability Dashboard to monitor and document the impact of the GROFARM™ model, highlighting efficiencies and lowered environmental impacts. We designed it to help processors and retailers better understand the positive effects of sustainable shrimp farming, reaffirming our commitment to sustainable aquaculture practices.



Vietnam, being one of the largest shrimp producers globally, plays a vital role in promoting sustainable aquaculture practices. At Grobest, we are committed to continuous innovation to deliver environmental and socio-economic benefits through our products and technical solutions. The GROFARM™ model is a holistic solution to profitable intensive shrimp farming in challenging environments.

By focusing on disease prevention, pollution reduction, minimizing chemical use, and helping Vietnamese shrimp farmers reduce operational costs and becoming more competitive, the GROFARM™ model contributes to the overall sustainability of shrimp farming in Vietnam.

Technical Services team, Vietnam

Fishmeal

Globally, the shrimp industry continues to be one of the major consumers of fishmeal. With rising production levels, it is imperative that we identify and utilise alternative protein sources. Recent research indicates that we can reduce fishmeal levels in shrimp feed without affecting shrimp health or growth. This opens up opportunities for using fishmeal more strategically, alongside other effective protein sources.

In 2022, we continued our research focused on creating shrimp feeds with reduced fishmeal content, supplementing it with other proteins. Our investigations have identified several viable alternatives, including canola and rapeseed meal, corn-derived proteins and meals, insect meal, single cell proteins, and microbially enhanced proteins.

Plant-based proteins like canola and rapeseed meal have shown potential as fishmeal extenders. Insect meal was another effective fishmeal substitute, although cost and availability pose challenges.

An exciting discovery was the potential of single cell proteins, derived from bacteria such as *Clostridium autoethanogenum* grown in industrial waste gases or *Methylococcus capsulatus* grown in methane gas, to replace fishmeal. These single cell proteins have shown to be able to replace some of the fishmeal in shrimp feeds without compromising growth.

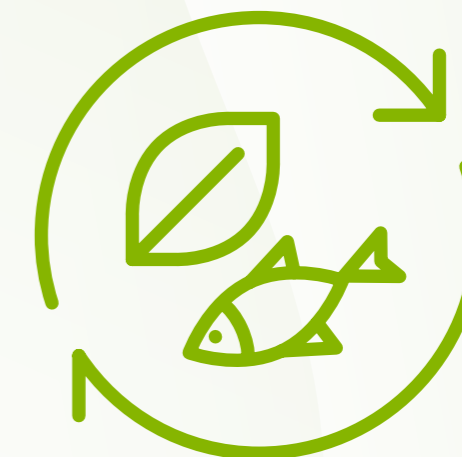
Going forward, our research will continue to focus on such sustainable and efficient alternatives to maintain our commitment towards an environmentally friendly and economically viable shrimp farming industry.



Responsible Sourcing

Our aquaculture feed products are dependent on raw material inputs predominantly from fishmeal and plant-based proteins. At Grobest, we understand the risks from the use of these materials, which include environmental risks, such as deforestation, social risks such as modern slavery and other human rights abuses, and governance risks such as corruption.

To ensure we manage these risks, we make sure we source responsibly and manage our suppliers effectively. For us that means that wherever we can, we try to reduce our reliance on less sustainable ingredients, source our products locally, and buy from certified suppliers that uphold strong environmental and social standards.



2022 PERFORMANCE HIGHLIGHTS

Responsibly sourced ingredients

- 61% of our marine ingredients came from certified fisheries or from fisheries that were part of MarinTrust Fishery Improvement Projects (FIP).
- 31% soy products came from recognised certified sources; we purchased Round Table on Responsible Soy Association (RTRS) credits equivalent to 22,425 MT to support responsible soy and good agricultural practices.
- 77% raw materials of our product purchased and/ or processed locally.

Supplier management

- Conducted remote traceability audit across all feed manufacturing plants (from feed ingredients to product distribution).
- With our support, Seafood Task Force audited 2 vessels that supply fish for the fishmeal used at our feed mills in Thailand, focusing on social & environmental risks.
- Deployed a social/modern slavery assessment online tool (diginexLUMEN) with our suppliers at the end of 2022 to increase insights into supply chain risks.

Responsibly sourced ingredients

At Grobest, we understand the impact that our raw materials can have on the environment and communities.

For example, soybean poses a significant risk to tropical rainforest destruction in South America, which, in turn, releases greenhouse gases into the atmosphere while reducing the carbon sequestration potential of the forest.

We also understand the operational risks that ingredients and their supply chains can have on our business. For example, our fishmeal supply chain is dependent on fish stocks and is uniquely vulnerable to climate change-induced sea surface temperature rises. Similarly, the plant protein portion of our feed supply is vulnerable to fluctuations in temperature as well as shifts in rainfall variability. It is therefore important that these types of vulnerabilities and potential impacts are managed effectively.

From late 2021, responsibility for executing compliance with our Responsible Sourcing commitments rests with the Procurement function, with a dedicated Group Procurement Director in charge of all procurement personnel within each country where Grobest operates, while oversight rests with a separated Group Legal, Compliance and ESG function.

Procurement of our main categories of raw materials used are reported monthly to ensure we continue to meet our Responsible Sourcing goals.

To reduce our impacts, as well as exposure to risks, we aim to increase the proportion of sustainable, responsibly and locally sourced ingredients used in our feed products over time.

We also aim to ensure our raw materials comply with pertinent regulatory food safety requirements, controlling for key biological, chemical and physical characteristics, components, and production methods. To that end, we require suppliers to submit relevant documentations or samples prior to placing orders.

For **marine sources of protein**, we consistently follow the requirements of Best Aquaculture Practices or equivalent, ensuring that the ingredients used in our feed products come from areas that are free from overexploitation and not vulnerable to overfishing.

We require suppliers to disclose critical sourcing information such as the country of origin, fishing zone, IUU (illegal, unreported, unregulated) fishing compliance, or chains of custody, which allows us to trace raw materials, and prioritize sourcing from certified suppliers that adhere to protocols such as MarinTrust.

MarinTrust certification ensures that the ingredients come from non-IUU fisheries that are well managed in accordance with the FAO (Food & Agriculture Organization) Code of Conduct for Responsible Fisheries, and that production is carried out to high standards of safety and quality, with sufficient care given to the environment, workforce and local communities.

In 2022, 61% of our marine ingredients came from certified fisheries or from fisheries that were part of MarinTrust FIP, including MarinTrust, Marine Stewardship Council (MSC) certification, and Friend of the Sea sustainable seafood certification.

Furthermore, while our consumption of animal-based ingredients saw an increase of 2% compared to 2021, we continue to increase the use of non-marine ingredient by-products. As an example, our usage of poultry by-product meal grew by 19% compared to 2021.



For **plant-based sources of protein**, we ensure our suppliers implement sustainable agricultural practices that minimise impacts from land use (deforestation) or land use impacts on biodiversity.

Our “Sustainable Sourcing Commitment to Soya Products” within our Supplier Code of Conduct specifies the following, and encourages all soymeal suppliers to establish their own deforestation-free commitments & policy:

- For all soy inputs, whether certified or not, we set clear goals for traceability to the country of origin, verification of chains of custody, exclusion of material derived from illegal deforestation, and exclusion of material derived from ecologically sensitive areas.
- We encourage suppliers to implement good agricultural practices that can prevent climate change, conserve water resources, and protect our land.

Additionally, wherever feasible, we source plant-based proteins from recognised certified sources such as the U.S. Soy Sustainability Assurance Protocol (SSAP), the Round Table on Responsible Soy Association (RTRS) Certification and/or related RTRS credit scheme, the Roundtable on Sustainable Palm Oil (RSPO), and ProTerra.

In 2021, 33% of our soy products came from recognised certified sources, including the Round Table on Responsible Soy Association (RTRS) Certification and the Soy Sustainability Assurance Protocol (SSAP) Certification. In 2022, our use of certified soy products sources decreased to 31% mainly due to availability and pricing challenges. However, to address the gap, we purchased RTRS credits equivalent to 22,425 MT, supporting responsible soy and good agricultural practices. In addition, we committed to sourcing 100% palm oil from RSPO certified supplies.

In 2022 we took important steps to understand where our operations may impact biodiversity. So far, we can confirm that none of our sites in China, Malaysia, the Philippines, Indonesia, or India are owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas. In 2023 we aim to understand the same for the rest of our operations.

In 2022, we maintained our efforts in sourcing locally to support local economies, reduce our carbon footprint, and ensure product freshness. Despite recurrent supply challenges, we maintained a consistent 77% of raw materials purchased and/or processed locally (domestically).

As we move forward, our commitment is to continue to encourage and assist our suppliers in enhancing their business practices, particularly in achieving recognised certifications for sustainable aquaculture.

Concurrently, we aim to increase the percentage of responsibly sourced, sustainable, and locally derived ingredients in our feed products.



LOCAL PURCHASES IN 2021 AND 2022

	2021	2022
Animal protein	58%	57%
Plant protein	86%	87%
Average local purchase	77%	77%

Supplier management

At Grobest, our suppliers play a crucial role in delivering high-quality and sustainable aquafeed solutions.

To ensure the consistent performance of our supply chain, we have implemented a robust Supplier Quality Management System (SQMS) that enables us to evaluate and manage the quality, reliability, and sustainability of our suppliers' products and services.

Through our SQMS, we carefully select, qualify, and monitor our suppliers to guarantee they meet our stringent quality standards and align with our commitment to responsible sourcing. By working closely with our suppliers and providing support for continuous improvement, we strive to maintain a resilient and transparent supply chain that contributes to the excellence of our products, customer satisfaction, and the long-term success of Grobest.

Effective and sustainable supplier management means ensuring that the choices we make about what we buy and how we work with our suppliers benefit not only our business, but also the environment and society.

That is why we expect all our suppliers to comply with applicable laws and regulations, ensuring a sustainable and ethically responsible supply chain. Since 2019, we have been working to raise the bar in responsible sourcing through the implementation of the Grobest Supplier Code of Conduct & Policy on Human Rights (SCOC) and the Grobest Group Procurement Manual. We require all suppliers to commit to and sign the SCOC which lays out our expectations of suppliers including respect for human rights and a commitment to safe, responsible and sustainable business practices.

Our Group Procurement Manual outlines our risk-based supplier assessment approach, which is an integral part of our procurement activities. We conduct Supplier Pre-Qualifications at the start of a new business relationship, and Re-Evaluations for existing suppliers to monitor their progress.

The assessments consist of self-evaluations, desktop reviews and/or onsite audits. We also evaluate the Quality, Cost, Delivery and Safety (QCDS) performance of existing suppliers monthly, and perform annual reviews of a supplier's overall performance, risks and spend, and identify opportunities to improve.

Product traceability is a crucial aspect of our commitment to sustainability, quality, and customer satisfaction. Implementing comprehensive traceability measures allows us to track our products throughout the entire supply chain, from raw materials to finished goods. This approach not only ensures the integrity of our products but also demonstrates our dedication to transparency, responsible sourcing, and compliance with industry regulations.

In 2022, we conducted remote traceability audits at all operating subsidiaries, to cross-check and review the implementation status of our full traceability goal, from feed ingredients in manufacturers all the way to product distribution.

To optimise supply chain management, we also focus on establishing and maintaining long-term, stable partnerships with our suppliers. These relationships are strengthened by conducting external audits to verify that performance and capability requirements align with our Responsible Sourcing objectives.

This collaborative, partnership-driven approach fosters open communication, reduces operational risks for both our company and business partners, creates shared value, and ultimately enhances our positive impact on the environment and society.

Looking ahead, we are committed to deepening our relationships with our suppliers, driving greater transparency, and expanding our sustainable sourcing practices across our supply chain. We hope this proactive approach to supplier management will play a vital role in achieving our sustainability goals and maintaining the high quality of our aquafeed solutions.



Leveraging digital tools for social risk assessments

As part of our commitment to respect human rights, we recognise that in addition to having our suppliers expressly commit to our expectations outlined in the Grobest Supplier Code of Conduct & Policy on Human Rights (SCOC), we must assess and monitor compliance with our SCOC and seek to identify any adverse social impacts on people in our operations and supply chains.

In 2022, we partnered with Diginex to deploy diginexLUMEN, a digital supply chain due diligence platform, to help us evaluate the management systems, policies and practices of our suppliers with respect to salient human rights risks, specifically forced and child labour.

In our initial pilot deployment, which started in December 2022, we invited 11 suppliers across Gambia, India, Malaysia, Oman, Turkey, and Vietnam to participate.

These suppliers completed digital self-assessments directly on the DiginexLUMEN platform, which evaluates their responsible recruitment and employment practices, including their provision of protections for young workers (i.e., workers under age 18, but above the minimum legal working age in their country).

As of the writing of this report, it is still too early to discuss the outcomes of the pilot in terms of risks and mitigation strategies. However, following the successful experience so far in engaging our suppliers in understanding and mitigating risks, we plan to increase the number of suppliers that are assessed using DiginexLUMEN in 2023 and to discuss the outcomes in our next sustainability report.



Our commitment with the Seafood Task Force

As a member of Seafood Task Force (STF) since 2016, we work together with other like-minded members from the industry to address labour and illegal fishing issues in the seafood supply chains by identifying, evaluating and remediating social and environmental risks.

Grobest Thailand has been actively participating in the STF Shrimp Supply Chain Sub-Group initiatives which focus on the implementation of supply chain oversight and continuous improvement programs. This helps to strengthen confidence in trade with US and EU retailers.

We have been involved in STF's supply chain oversight program since 2019 to map, trace and verify standards for accountability. The mapping process involves tracing the fishmeal for feed lots back to the vessels that provide the fish for the fishmeal used at our feed mills in Thailand.

In 2019, we engaged with 10 vessels in our supply chain to undergo the assessments and supported the follow-up visits to 2 vessel owners to foster relationship building and discuss ideas for improvement. In 2022, we continued to support the vessel assessments after the COVID-19 restrictions were lifted.

The vessel assessments enable STF to aggregate vessel data that can be used by the relevant working group for vessel remediation and capacity building programs. The Shrimp Farm Trainings create awareness and provide practical ways and tools for farmers to implement STF standards.

"Feed mills are critical actors because they link us to the most far away upstream suppliers in our supply chain including fishmeal factories and vessels. Grobest has continuously supported us throughout the process of piloting, designing and implementing effective oversight and continuous improvement programmes. It is only because of accountable members like Grobest that we are able to make things happen on the ground."

- Seafood Task Force

Sustainable Operations

At Grobest, we recognise the importance of environmental stewardship and sustainable operations in the aquaculture industry. Our commitment to sustainability is deeply ingrained in our core values, and we are dedicated to continuously improving our practices to minimise our impact on the environment.

In the realm of product safety and quality, we uphold the highest standards to ensure that our feed products meet stringent regulations and customer expectations. Through rigorous quality control processes and adherence to recognised certifications (such as ISO 22000, HACCP, BAP), we maintain the integrity and traceability of our products. This allows us to provide our customers with feed that is not only nutritious but also safe for aquatic species.

Addressing climate change is a pressing global challenge, and we are taking proactive steps to assess and mitigate its potential impacts. In 2022, we conducted a first study to evaluate climate risks and identify potential vulnerabilities within our operations, which will serve as a foundation for developing climate resilience strategies that will enhance our ability to adapt to changing conditions.

Furthermore, by investing upgraded equipment, technology and implementing sustainable practices, we aim to reduce our greenhouse gas emissions, conserve energy, optimise water usage, and minimise waste generation throughout our value chain. These efforts are integral to reducing our environmental footprint and contributing to the long-term sustainability of the aquaculture industry.



2022 PERFORMANCE HIGHLIGHTS

Product quality & safety

- 100% of our manufacturing facilities are certified to either ISO 22000 or HACCP (Hazard Analysis & Critical Control Points) standards.
- Rolled out Grobest Feed Safety Monitoring Guidelines and Product Registration Guideline.

Climate impact & adaptation

- Assessed climate-related risks and opportunities (physical & transition risks) of Grobest operations.
- Improved assessment and understanding of our Scope 1 and 2 footprint.³

Water, wastewater and effluents

- Reduced our water withdrawals and decreased our withdrawals intensity.
- Improved our understanding of our waste performance and reporting for the first time.

3. Per the Greenhouse Gas (GHG) Protocol, Scope 1 emissions encompass our direct GHG emissions produced by our organization's activities, such as fuel combustion. Scope 2 emissions refer to indirect GHG emissions resulting from our use of purchased electricity, steam, heating, and cooling.

Product safety & quality

Grobest’s business is based on the production and delivery of reliable and high-performance aquaculture feed. In the pursuit of “natural harmony”, product safety and animal health are two key priorities in our product development, which manifests in our quality assurance approach. In developing formulae, we not only pay attention to the supply of balanced nutrients, we also focus on other needs of aquatic animals such as health, immunity, good digestion, and physical properties such as water stability, and bioavailability.

The health of aquatic animals relies on well-balanced nutrients and immunomodulates, as well as good aquaculture practices.

For decades, Grobest has been dedicated to developing natural feed additives to improve the immune systems of aquatic animals, helping them fight against external factors and challenges from all kinds of diseases as well as pathogens.

Our Group Quality Assurance Department, consisting of more than 150 personnel globally, takes the lead in the management of product safety and is supported by the Production, Formulation, Procurement, Sales and Technical Services functions. The Group has established a Customer Complaints Handling Procedure for in-country teams to follow and ensure high customer satisfaction.

Complaints determined not to be attributable to nutrition are recorded and handled by the Sales team to ensure proper and adequate frontline resolution before closing the case.

To ensure we keep up with our customers’ expectations, we closely monitor our customer complaints rate (per 1000 tons) and total cases to ensure the effectiveness of our efforts.

In 2021, we deployed a Kaizen continuous improvement project specifically to improve product quality and customer satisfaction.

In 2022, we used the same methodology focused on improving plant process effectiveness, which helped us improve weighing accuracy and process moisture control.

IN 2022, WE FURTHER DEVELOPED AND ROLLED OUT TWO NEW GUIDELINES:



The Grobest Product Registration Guideline,

which outlines the registration guidelines for new products, product changes, new raw materials and/or new suppliers, allowing us to standardise the registration procedure, reducing risks of products being sold without the corresponding permits.



The Feed Safety Monitoring Guideline,

which outlines the feed safety requirements for all raw materials and feed products and ensures we comply with key stakeholders’ safety standards from regulatory authorities, customers, and certification bodies. This new guideline is applicable to all Grobest subsidiaries and will be reviewed annually.

In 2022, we continued to work with our manufacturing sites to raise food safety and quality standards toward international certifications. We are proud that 100% of our manufacturing facilities are certified to either ISO 22000 or HACCP standards and we recorded zero regulatory penalties concerning the health and safety impacts of our products and services within the reporting period.

ISO 22000/HACCP third-party certification audits and Food Safety & Quality ("FS&Q") Manual self-assessments are conducted at least once a year. In 2022, the FS&Q Manual self-assessments focused on FS&Q systematic management, raw material and supplier quality management, in-process monitoring and control, and full traceability.

These certifications serve multiple important purposes. Firstly, they validate our efforts to ensure the safety and quality of our products, which is of paramount importance in our responsibility towards our customers. Secondly, they demonstrate our commitment to sustainable and responsible aquaculture practices, affirming our dedication to environmental stewardship. Thirdly, they stand as an assurance to our stakeholders, including investors, customers, and regulatory bodies, that our operations meet or exceed globally recognised standards.

By pursuing these certifications, we aim to drive continuous improvement in our practices, underline our credibility in the aquafeed industry, and ultimately deliver superior value to our stakeholders. Going forward, we aim to continue maintaining a robust quality assurance system in all plants and working to increase the quality of our products and maintain our high customer satisfaction rates.

Certifications at our plants	2020	2021	2022 ¹
BAP certified	6	9	10
ISO22000 and/or HACCP certified	12	13	17

Notes:

1. 2022 data includes 14 feed mill plants (one was closed in February 2022) and 3 premix plants

	Standards to which our factories are certified to					
	BAP	ISO 22000	HACCP	ISO 9001	GMP ¹	Others
Taiwan - Neipu	●	●				
Taiwan - Jiadong	●	●				
Taiwan - Xuejia		●				
Taiwan - Taoyuan (premix)		●	●		●	
Taiwan - Kaohsiung (premix)		●	●		●	ISO 45001
China - Changshu	●	●				
China - Fuzhou		●		●		ISO 14001
China - Fuzhou (premix)		●				ISO 14001, ISO 45001
China - Shunde	●	●		●		
Vietnam - Bien Hoa	●	●		●		GLOBALG.A.P.
Vietnam Landfound	●	●		●		
Thailand - Samut Songkram	●		●		●	
Thailand - Petchaburi	●		●		●	
Malaysia		●				FQC ²
Philippines		●	●		●	
Indonesia	●		●	●		
India	●	●				Halal, MPEDA ³

Notes:

1. Good Manufacturing Practices (GMP) is a system of processes, procedures, and documentation to ensure products are consistently produced and controlled according to quality standards.
2. Fish Quality Certification (FQC) Malaysia is specifically commissioned for aquaculture operators, vessel owners, fish feed and fish meal manufacturers, fish hatchery operators and exporters/importers along the value chain of fish supply and fish products for the purpose of export to the European Union.
3. MPEDA stands for The Marine Products Export Development Authority, India.

Climate impact & adaptation

At Grobest, we acknowledge the urgent need to address climate change and its far-reaching consequences on ecosystems, economies, and communities.

As a leader in the aquafeed industry, we recognise the vital role we play in mitigating our climate impact and adapting to the challenges posed by climate change.

Our commitment to climate action is driven by our understanding of the interconnectedness between the aquaculture industry and the environment, as well as the need to ensure long-term resilience and sustainability for our business and stakeholders. Our approach to climate impact and adaptation therefore encompasses both mitigation and adaptation strategies.

We focus on reducing our greenhouse gas emissions through energy efficiency, investment in renewable energy sources, and responsible sourcing of raw materials (which we discuss in a previous section). We are committed to monitoring and reporting our emissions, setting reduction targets, and continuously exploring solutions to minimise our carbon footprint.

In 2022, we improved our assessment of our GHG emissions in Scope 1 and 2, as compared to 2021, including further sources of emissions and collecting better data. We collaborated with Diginex, leveraging their expertise, to employ a comprehensive bottom-up approach for calculating emissions. This involved utilizing the latest IEA⁴ and BEIS⁵ Conversion Factor figures, as well as our in-house activity data on gas, electricity, steam, water, and other fuels. Our emissions calculations adhered to BEIS guidance for company reporting and followed the fundamental principles of the GHG Protocol, ensuring accuracy and reliability in our assessment.

Emissions in 2022 were similar to 2021. The group produced 150,216 tonnes of Scope 1 & 2 CO₂e emissions. This translates to an emissions intensity of 0.20 tons of CO₂e per ton of net saleable production.

While our emissions intensity performance is in line with the industry average in the region, and in some cases better, we remain committed to continuously enhancing our sustainability practices and striving for greater environmental efficiency in the future.

The largest contributor to our operational footprint is the electricity we use in our buildings and plants, which contributes 54% to our total Scope 1 and 2 emissions.

Our factories in China, Vietnam and Thailand are our biggest sites, and electricity used at these three locations made up 36% of overall emissions. Other important sources of emissions are coal and steam, which account for almost 30% and 5% respectively.

GHG EMISSIONS IN SCOPE 1 & 2

Scope 1

Scope 1 emissions are direct greenhouse (GHG) emissions that occur from sources that are controlled or owned by an organization.

41%
61,981 TCO₂e

Scope 2

Scope 2 emissions are indirect GHG emissions associated with the purchase of electricity, steam, heat, or cooling. They are a result of the organization's energy use.

59%
88,235 TCO₂e

4. The International Energy Agency publishes annual GHG emission factors for World countries from electricity and heat generation. [Emission Factors 2022](#).

5. The UK Department for Business, Energy & Industrial Strategy (BEIS) provides annual GHG conversion factors for use by UK and international organizations. [Emission Factors 2022](#).

We acknowledge that without a better understanding of our Scope 3 emissions, we cannot provide an accurate and comprehensive picture of the Group's carbon emissions. To that end, we are working on standardizing our energy consumption data collection process across the company to improve accuracy and coverage for future reporting.

The group's total energy consumption in 2022 was 1,431,489 GJ, which translates to 1.86 GJ per Ton of net saleable production. This represents an absolute increase in energy consumption of 1.8% and a 0.5% increase in intensity. This is mainly due to changes in our formulation and ingredient mix, which affects the manufacturing process and consequently, energy consumption.

We strive to continue reducing our energy and emissions intensity across our operations through improved data collection, implementation of new technologies, and increasing the sourcing of sustainable raw ingredients to reduce our overall impact.

GHG EMISSIONS COMPARISON 2021-2022

GHG Emissions per Scope (TCO ₂ e) ¹	2021	2022
Scope 1	64,501	61,981
Scope 2	86,145	88,235
Scope 3 ²	152	149
Total GHG emissions	150,799	150,365
Total GHG emissions intensity³	0.19 TCO ₂ e/T	0.20 TCO ₂ e/T

Notes:

1. Bottom-up consumption/activity-based approach to calculating emissions based on IEA and BEIS Conversion Factor figures and activity data kept in-house on gas (kWh), electricity (kWh), steam, water and other fuels. Guidance to complete emissions calculations has been taken from BEIS guidance for company reporting as well as using fundamental principles of the GHG Protocol.
2. Scope 3 only includes emissions generated from water supply and water treatment. We are working to conduct a wider inventory of our scope 3 emissions to provide a comprehensive picture in the near future.
3. Intensity based on tons of net saleable production volume (786,209t in 2021 and 769,499t in 2022)

ENERGY CONSUMPTION AND GENERATION 2021 AND 2022

Category	Unit	2021 ³	2022	
Total energy consumption¹	GJ	1,457,709	1,431,489	
Total energy intensity²	GJ/T	1.85	1.86	
Non-renewable energy consumption	Liquefied petroleum gas (LPG) ⁴	Litre	391,296	829,866
	Natural gas + LNG	M3	6,107,667	5,089,339
	Heavy oil	Litre	1,826,532	1,680,464
	Gasoline	Litre	14,627	27,061
	Diesel oil	Litre	398,232	437,887
	Coal	Ton	18,562	18,177
	Electricity	KWh	131,938,218	133,005,885
Renewable energy generation⁵	Steam	Ton	67,171	73,822
	Solar	KWh	1,502,145	2,679,322
	Wind	KWh	1,253,878	1,247,849

Notes:

1. 2022 data inclusive of Grobest Group (14 Feed Plants + 3 Premix Plants). One of the feed plants in Taiwan closed in February 2022.
2. Intensity based on tons of net saleable production volume (786,209t in 2021 and 769,499t in 2022)
3. 2021 information has been updated from the figures reported last year due to improved data collection.
4. The large increase compared to 2021 is mainly due to a switch in availability between LPG and Natural Gas/LNG at one of our Premix Plants.
5. This includes energy generated but not consumed.

Assessing climate-related risks and opportunities

In recognition of the crucial need to strengthen our operations and supply chain in the face of climate change impacts, Grobest is committed to building resilience throughout our organization. In 2022, we took a step forward in our climate vulnerability and adaptation strategy. Our shareholder (Permira) engaged [ERM](#), a global sustainability consultancy, to conduct a comprehensive assessment of our climate-related risks and opportunities. With a focus on both physical risks from climate events and risks associated with the transition to a low carbon economy, the assessment utilised various climate scenarios and time horizons to guide our understanding.

ERM provided valuable insights and identified areas where Grobest may be exposed to climate-related risks. This assessment also identified opportunities for us to take proactive action. In response to the findings, we are currently developing a Group-wide policy that specifically addresses the management of climate change impacts and vulnerabilities. This policy will serve as a guiding framework to align our long-term ESG goals and further strengthen our commitment to sustainable practices.

As part of our ongoing adaptation strategies, we are actively diversifying our supply chain, investing in research and development efforts to promote climate-resilient aquaculture practices, and fostering collaborations with industry partners and local communities. These initiatives aim to enhance the collective resilience of our operations and the aquaculture industry as a whole. By proactively addressing climate change risks and embracing opportunities for innovation, we strive to ensure the long-term sustainability of our business while minimizing our environmental impacts.

We recognise that there are many opportunities for Grobest to do better in managing the impacts of its business operations on the environment. We seek to better understand the carbon footprint of our supply chains, improve our manufacturing efficiencies to reduce Greenhouse Gas emissions and consumption of energy. We are optimistic that our ambitions in product innovation will reduce reliance on less sustainable raw materials in the longer term, and help farmers everywhere improve the sustainability of their farms through reduced waste and effluents, and consequently reduce emissions. We will share our progress as we shape our approach in each of these areas.

Type of risk	Risk description	Opportunities
Physical risks at manufacturing sites	A site-level assessment determined the potential for exposure to 9 climate events at 13 feed manufacturing sites. The extent of potential exposure to each climate event varied by location.	Use the site-specific risk profiles to assess the sufficiency of existing and planned mitigation measures.
Physical risks in the supply chain	Physical climate events, such as extreme heat and coastal flooding, could potentially affect Grobest's supply chain.	Work with suppliers to understand and manage physical risks in the value chain. Consider alternative protein supplies as a potential mitigation measure.
Transition risks and opportunities	Transition risks include potential exposure to energy price fluctuations and potential introduction of carbon pricing mechanisms e.g., national carbon taxes.	Consider opportunities for increased use of renewable electricity to support our operations, generating medium-term financial savings. Keep monitoring the cost of raw materials and alternatives, owing to changes in FMFO (fishmeal and fish oil) policy.
	Global consumer diets could also change through the transition to a lower carbon economy.	Continue monitoring product demand, including opportunities to explore new sustainable products using alternative proteins. Such products have potential to support a transition in food production to meet demand and help customers to reach their own climate and environmental targets.

Aquaculture-Electricity Symbiosis in Taiwan

In recent years, the Taiwan government has vigorously promoted green energy initiatives, with a primary focus on solar photovoltaic technology and wind power. The goal is to generate 20GW from solar energy by 2025.

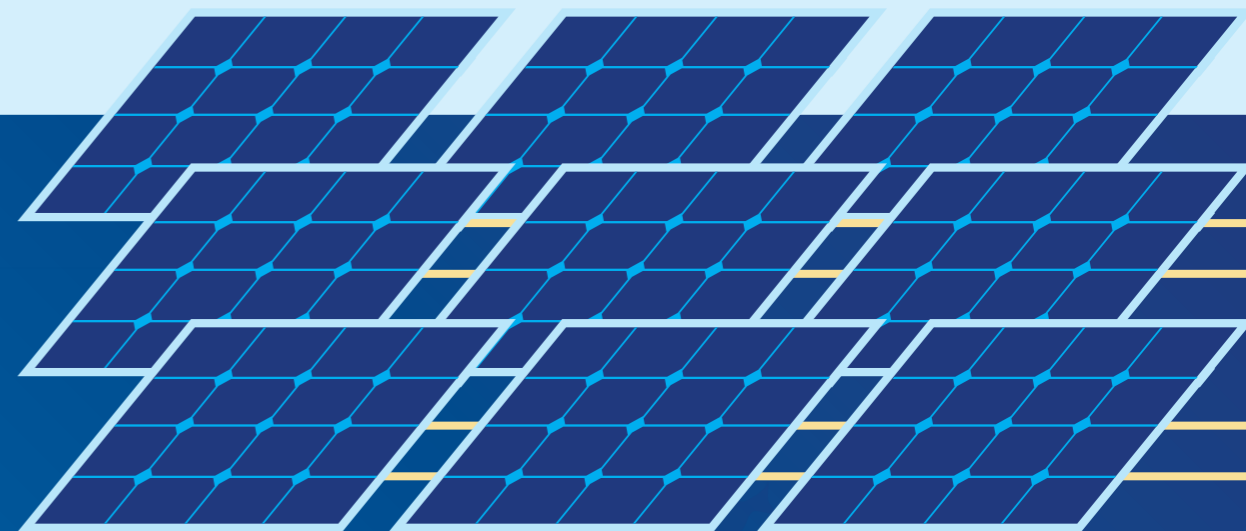
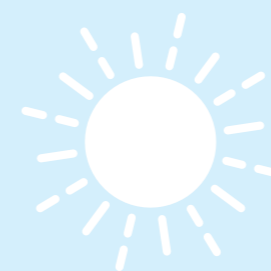
From this, a significant contribution of 4GW is targeted to be obtained from the innovative 'aquaculture-electricity symbiosis' concept. This concept aims to establish 10,000 hectares of solar aquaculture farms by the said deadline.

'Aquaculture and electricity symbiosis' is a unique model which effectively combines aquaculture with solar power generation. It involves mounting photovoltaic (PV) devices over fishponds, enabling electricity production while simultaneously facilitating fish farming. This approach fosters green energy usage and diversifies land utilization, all without disrupting aquaculture operations. It is a win-win solution for both the energy and aquaculture sectors.

In order to ensure fair practice and maintain the project's primary goal, the government mandates that these symbiotic projects retain at least 70% of their initial aquaculture output. This underlines the importance of careful management from the design phase through to farming operations, ensuring that both the energy and aquaculture yields are optimised.

Grobest has been actively involved in this initiative since 2019, providing crucial support to several shrimp farms that have adopted this model. Under these conditions where shrimp are grown in fully covered tanks or ponds, there can be challenges related to insufficient lighting and phytoplankton, affecting shrimps' growth and appearance. Leveraging our expertise, we developed customised functional feeds better suited to these environments, and offered technical advice on farm setup and feed management. Our support has helped farmers navigate these challenges, enhance shrimp growth performance, achieve higher Average Daily Growth rates (ADG), and lower feed conversion ratios (FCR).

We continue to build on our work in this area, working with energy companies and aquaculture management firms, with their sites collectively generating a remarkable 53MW of electricity (projected to reach 1.7 GW when the remaining areas are built). Grobest is proud to be part of this transformative green energy initiative, contributing to the sustainable development of the aquaculture industry.



Waste, water & effluents

Water plays an important role in our operations and the wider ecosystems that we inhabit. Water is a fundamental resource in our production processes, and as such, responsible water consumption and wastewater management are essential to the sustainability of our operations and the communities and environments we operate within.

We try to minimise our water usage and manage our effluents carefully, ensuring they are treated and discharged responsibly. By doing so, we aim to reduce our impact on local water resources, contribute to the preservation of water quality, and ultimately, sustain the health of aquatic ecosystems upon which our industry relies.

Grobest consumes natural resources as part of its inputs for aquaculture feed production and creates waste from its manufacturing process. Significant actual and potential impacts from our generated waste are odour, micro plastics, land and water pollution.

As such, we are committed to compliance with the laws and regulations in each jurisdiction in which we operate, whether self-managed or through outsourced contractors, and we seek to progressively reduce our waste output by using less resources and recycling as much as possible.

In 2022, we sought innovative solutions to minimise our water footprint and ensured responsible water management throughout our operations to improve our performance. We reduced our water withdrawals by 83,000 m³ compared to 2021 and decreased our withdrawals intensity, from 0.72 to 0.62, reflecting an increase in efficiency within our production processes.

Looking forward, we are committed to finding ways to use water responsibly, reduce our waste and increase the amount of waste we are able to divert from disposal and landfills. As part of that effort, we are in the process of standardizing our water and waste data collection process across the company to ensure we better understand our impact and the best ways to reduce it.

WATER WITHDRAWALS AND DISCHARGE IN 2021 AND 2022

	Type	2021	2022
Water withdrawal (M³)¹	Total	563,636	480,548
	Surface	84,061	47,370
	Groundwater	136,440	123,411
	Third party water ²	343,135	357,137
Water discharge (M³)³		241,191	248,070
Water Withdrawal Intensity (M³/Ton production)⁴		0.72	0.62

Notes:

- 2022 data inclusive of Grobest Group (14 Feed Plants + 3 Premix Plants). One of the feed plants in Taiwan closed in February 2022. The difference in reported information for 2021 in last year's report is due to improved data collection.
- The water withdrawal from third-party water is calculated using water bills and the water withdrawals from surface water and groundwater are calculated by using data from water meters.
- We follow each plant's local discharge requirements to manage our water discharge. Wastewater discharge volume is based on water treatment bills. To be classified as wastewater, it must be classified as other water (>1,000 mg/L total dissolved solids) and not be used by any other organization.
- Intensity is calculated based on tons of net saleable production volume (786,209t in 2021 and 769,499t in 2022)

WASTE IN 2022

Waste in tons ¹		2022 ²
Waste generated (T)	Total	5,676
	Hazardous	644
	Non-hazardous	5,031
Waste diverted from disposal (T)	Total	3,720
	Hazardous	548
	Non-hazardous	3,171
Waste directed to disposal (T)	Total	1,956
	Hazardous	96
	Non-hazardous	1,860
Landfill waste intensity (T directed to landfill / T of production)³		0.001

Notes:

- 2022 data inclusive of Grobest Group (13 Feed Plants + 3 Premix Plants).
- This is the first year we are reporting waste data.
- Intensity is calculated based on total waste directed to landfill over total net saleable production volume of 769,499t in 2022.

People & Culture

Our people are the key to our success, from the work they do in research and development to the manufacture and delivery of high-quality products and services to farmers everywhere.

We are committed to operating on the basis of our core values, reinforcing them through our numerous policies and Codes of Conduct as well as regular compliance trainings.

In line with international human rights conventions and local laws, we prioritise a respectful and safe working environment. Our internal Health and Safety Management System adheres to industry best practices and applicable laws, ensuring a safe and healthy workplace.

Management fosters a strong safety culture by implementing action plans, guidelines, and dedicated occupational safety personnel in our production plants, alongside regular inspections and internal audits.

We are devoted to protecting individual rights and freedoms while cultivating an engaged and inclusive organizational culture that unifies all employees, allowing us to work together as One Grobest, One Team.



2022 PERFORMANCE HIGHLIGHTS

Human rights

- Rolled out Grobest Human Rights Commitment
- Rolled out Grobest Employee Grievance Policy

Workplace safety & health

- Rolled out Grobest HSE Commitment
- Implemented 6 Life Saving Rules
- Rolled out HSE Key Performance Indicators across Grobest feed manufacturing plants to monitor compliance

Engaged & inclusive workforce

- Rolled out Anti-Harassment & Anti-Discrimination Policy
- Launched first company-wide employee engagement survey
- Delivered Mental Health & Wellbeing learning series for employees

Human rights

Grobest is committed to providing a respectful and equitable workplace. We recognise and support the human rights protections and basic principles outlined in international covenants such as the International Labor Organization (“ILO”), the United Nations Guiding Principles on Business and Human Rights, the UK Modern Slavery Act and comply with all relevant local labour laws and regulations.

In 2019, Grobest’s Board of Directors approved its Code of Conduct, which provides for human rights protection in the workplace and human rights advocacy. This is applicable to our employees, temporary workers and suppliers. In April 2022, we formalised our specific commitment to Human Rights through the Grobest Human Rights Commitment. This sets out our commitment to respect the rights provided in the International Bill of Human Rights, the principles supported by the United Nations’ Universal Declaration on Human Rights and the International Labour Organization’s (ILO) Declaration on Fundamental Principles and Rights at Work.

Human rights is overseen by Grobest’s Legal, Compliance and ESG function, with implementation at Grobest facilities through close collaboration between the Human Resources and Health, Safety, Environment and Quality functions. For suppliers of Grobest, the Procurement function takes the lead in ensuring that our suppliers commit to Grobest standards set forth in our Supplier Code of Conduct.

Our employees are aware and comply with our [Human Rights Policy](#) from the start of their employment and throughout their tenure. The policy is communicated to all employees during their onboarding, and is reinforced through annual internal employee trainings and visual notices, discussions in meetings and townhall events throughout the year.

Our new 2022 Employee Grievance Policy which provides a mechanism for individual employees to raise grievances, ensure they are dealt with promptly, fairly and without retaliation.

The findings from our 2021 supplier audits were used to inform our new Social Oversight Program in 2022, through which we developed longer-term goals to address human rights and wider social risks. The program leverages digital solutions to increase transparency. As noted earlier in the “Supplier Management” section of the report, we partnered with Diginex to digitally collect standardised and comparable information about working conditions in our supply chain through their diginexLumen software tool. We believe this program, and the use of digital supply chain risk technology, will allow us to better identify, monitor and resolve any potential risks, including human rights violations, in our supply chain.

In 2022, we recorded zero incidents of discrimination directly related to human rights or forced labour. Grobest will continue its commitment towards human rights protection through enhanced monitoring, including the use of digital technology to improve our understanding of social risks in the supply chain and our response to those risks.



Workplace safety & health

The well-being of our employees, contractors and other key stakeholders is integral to the success and sustainability of our business. As we strive to provide innovative, safe, and sustainable aquafeed solutions, fostering a healthy and safe work environment is crucial to maintaining a motivated and productive workforce. By investing in robust health and safety policies, training, and infrastructure, we not only fulfil our moral and legal obligations but also create a positive work culture that drives employee satisfaction, engagement, and long-term success for Grobest.

To demonstrate our commitment to ensuring compliance with legal requirements and providing a safe, healthy and injury-free work environment, we uphold a comprehensive Health, Safety, Environment and Quality (HSEQ) policy, which was approved by the ESG committee and has been in place since 2020.

We ensure that all our employees and suppliers adhere to our Health, Safety and Environment (HSE) Commitment Statement, which provides clear information

about how to identify hazards and risks and the personal behaviours expected in relation to management of those hazards and risks.

In 2022, we updated our comprehensive Occupational Health and Safety Management (“OHSM”) system, which covers the Grobest group and all its subsidiaries. This system encompasses a range of proactive measures and protocols to ensure the health, safety, and well-being of our employees, contractors, and stakeholders.

Since 2021, we have established a standardised risk management process and standard operating procedures for workplace safety & health risks management across the company. Our Group HSE Audit Program and HSE Manual were rolled out at each plant. The 5 plants with the lowest scores will be re-audited one year later.

In 2022, we built on our 2021 progress by rolling out concrete HSE Key Performance Indicators and related scorecards for each subsidiary, to closely monitor HSE compliance and completion status on key projects.

At each of our sites, HSE Committees ensure compliance with those KPIs and are in charge of identifying and managing work-related hazards and assessing risks on a routine and non-routine basis.

These committees consist of the Plant Manager and leaders from each department, as well as worker representatives. HSE committee meetings are held quarterly, to review occupational safety and health-related matters and to ensure there is continuous monitoring and managing of risks. At the end of 2022, the Group had:

- 209 committee members
- 93 worker representatives across the committees

Our approach is to involve every employee on the safety journey by raising awareness and continually raising their level of knowledge in keeping themselves and their colleagues safe.

All work-related incidents are reported via the HSE Recording and Reporting Procedure. HSE Committee members, the HSE functional team and Plant Managers investigate workplace

incidents using a root cause analysis methodology to identify cause and weaknesses, implement corrective actions, and share preventive actions with other sites for group-level awareness and improvement.

To identify and eliminate hazards and minimise risks, we also assess the health status of employees before and during employment, which includes periodic and specialised health examinations, to manage risks from noise, dust, and chemicals.

In 2022, we implemented our **6 Life Saving Rules**, focusing on injury prevention and integrating safety into all aspects of our business operations. Born from an analysis of our most severe incidents, the program highlights six critical areas, including electrical safety, working at height, alcohol and drug prevention, fire and dust prevention, driving safety, and energy isolation.

The Life Saving Rules aim to protect our employees from high-risk situations, prevent fatalities and serious injuries, and foster a strong safety culture. By adhering to these rules and our other safety protocols, we strive to achieve our goal of Zero Injury across all our facilities and operations.

To enhance and implement a strong occupational safety mindset in our employees, we promote various types of occupational safety education and training.

In 2022, each employee received an average of 6.47 hours of safety training.

Workplace injuries are unacceptable, and we can always do more to ensure that those who work for us or do work on our behalf make it home safely each day. In 2022 we recorded 13 work-related injuries among employees (same as 2021) and three incidents among contractors.



Our 2022 table now includes additional data from our three Premix plants, which was not available in 2021 and we have seen improved transparency and timeliness in the reporting of incidents.

Grobest is committed to providing an injury-free workplace for all employees, third-party contractors, and other stakeholders. We will continue to improve our safety protocols, enhance safety awareness through regular trainings, and implement proactive measures to identify and mitigate potential hazards.

WORKPLACE SAFETY & HEALTH PERFORMANCE OF EMPLOYEES AND CONTRACTORS IN 2021 AND 2022

	Employees ¹		Contractors ²	
	2021	2022	2021	2022
Total working hours	5,467,158	6,409,037	738,935	891,819
Number of work-related injuries³	13	13	0	3
Number of high-consequence work-related injuries	0	0	0	0
Number of fatalities	1	0	0	0
Total Number of recordable work-related injuries	14	13	0	3
Number of lost days⁴	147	182	0	31
Rate of fatalities from work-related injury⁵	0.03	0	0	0
Rate of high-consequence work-related injuries⁶	0	0	0	0
Rate of recordable work-related injuries⁷	0.5	0.4	0	0.7
Rate of lost days⁸	5.4	5.7	0	6.9

Notes:

1. Inclusive of all employees in the subsidiaries (both operations and commercial). In addition, 2022 data includes data from our 3 premix plants.
2. Inclusive of all seasonal workers and temporary staff in the plants
3. Work-related injuries include lost time (less than 180 lost workdays), restricted work and medical treatment beyond first-aid. Data for 2021 has been updated to reflect these changes.
4. Number of days of lost work over 180 days, excluding fatalities
5. (Number of fatalities resulting from work-related injury / Number hours worked) x 200,000
6. (Number of high consequence work-related injuries / Number hours worked) x 200,000
7. (Number of recordable work-related injuries / Number hours worked) x 200,000
8. (Number of lost workdays / Number working hours) x 200,000

Engaged and inclusive workforce

Fostering a diverse, engaged, and inclusive workforce is vital to our success. Each employee's unique perspectives, skills, and experiences is critical to our ability to innovate and deliver the high-quality products and services our customers have come to expect.

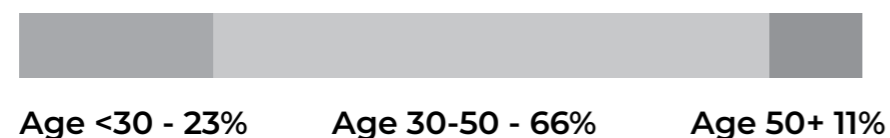
Our workforce at a glance

Grobest is a diverse company with more than 3,000 employees⁶ from more than 15 different nationalities. We strive to provide equal opportunities for employment, promotion, pay, and professional development, while ensuring a workplace environment free from harassment or discrimination.

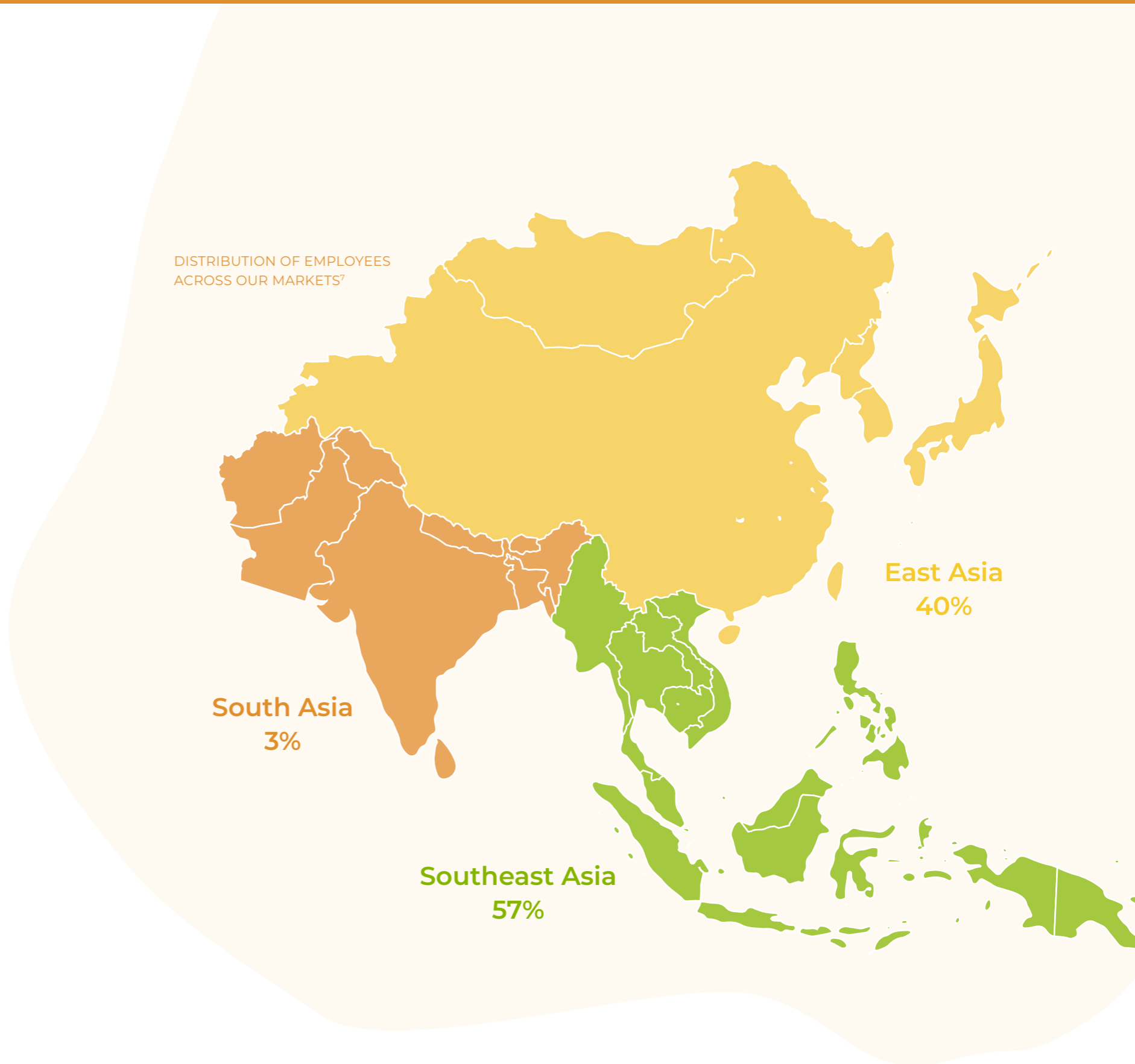
OVERVIEW OF OUR EMPLOYEE DEMOGRAPHICS BY GENDER (%)



OVERVIEW OF OUR EMPLOYEE DEMOGRAPHICS BY AGE GROUP (%)



DISTRIBUTION OF EMPLOYEES ACROSS OUR MARKETS⁷



6. As at 31 December 2022, absolute employee headcount was 3,329. Figures compiled using an FTE approach. Includes permanent and temporary employees.

7. East Asia includes Mainland China, Hong Kong and Taiwan. Southeast Asia includes Vietnam, Thailand, Malaysia, Philippines, and Indonesia. South Asia includes India.

Training and education

Building workforce capability and developing our people so they can achieve their potential is critical to fulfilling our strategic ambitions.

We invest in attracting talent and incubating capabilities in core business lines, strengthening our approach to capability building and designing new programs to reskill employees to stay relevant in a dynamic industry.

Training and education is key to ensuring our employees are aware and comply with our diverse policies and codes of conduct.

In 2022 we achieved an average of 10.9 hours of training per employee across the Group, with a total of 37,966 hours of training.

In 2022, we organized a series of engaging and impactful mental health and wellbeing webinars, titled "Power Up Your Resilience", specifically designed for our employees in Hong Kong. These webinars aimed to empower our employees with practical strategies and insights to cultivate self-resilience, enhancing their mental, emotional, and physical well-being without compromising productivity and overall happiness. Through these sessions, participants gained valuable tools and knowledge to navigate challenges and thrive both personally and professionally, fostering a healthy work-life balance.

We recognise the importance of providing regular performance and career development reviews for our employees. These reviews serve as valuable opportunities to assess individual progress, provide constructive feedback, and identify areas for growth and improvement. In 2022, all of our employees received a performance and career development assessment during the reporting period. By fostering a culture of continuous learning and development, we aim to empower our employees, enhance their skills, and support their professional advancement, ultimately contributing to their job satisfaction, and thereby overall success of our organization.

6,992

hours in courses related to leadership management and compliance

16,271

hours in courses related to workplace safety & health and environmental, production and operation

13,691

hours in courses related to competency-based, commercial and technical knowledge

1,012

hours in courses related to onboarding and others

Engaging our people

Ensuring that we offer a collaborative and inclusive workplace that prioritises employee engagement is a top priority at Grobest. In 2022, we conducted the first company-wide employee engagement survey to gauge levels of engagement across our business units and functions. The survey, which consists of 15 questions across five key areas, provided meaningful input to inform the development of strategies for addressing areas requiring improvement. We achieved an overall survey response rate of 74%, and a total favourable response across all questions at 67.2%.

We used the Net Promoter Score (NPS) as an internal measurement tool to assess employee satisfaction and engagement. By adapting NPS to evaluate our workplace environment, we can identify areas for improvement and gain valuable insights. We are leveraging this feedback to implement targeted initiatives that address the areas for improvement.

Through continuous communication, training opportunities, and employee recognition programs, we aim to create a supportive and empowering work culture that encourages innovation, collaboration, and personal growth. Our goal is to maintain a positive NPS score and ensure that Grobest remains a great place to work.

We value the contributions of our employees and actively engage them through various types of recognition and reward to acknowledge their hard work and effort. Additionally, we organize workplace events to celebrate festivals and cultural traditions, fostering a sense of unity and belonging among our diverse workforce while promoting cultural exchange and appreciation. In 2022, we made a modest donation of over USD 30,000 to various local community causes such as poverty alleviation, education, and cultural engagement.

ILLUSTRATION OF SURVEY THEMES

- Clarity of direction
- Pride in the company
- Collaboration and teamwork
- Effective management
- Reward and recognition

Recruitment

Asia is a dynamic region that provides ample career opportunities. Consequently, there is a constant demand and competition for talent. One way that we are responding as a business to this challenge, is by actively monitoring our turnover levels against the industry. This allows us to gain a deeper understanding of the levels of employee engagement and to respond with targeted programmes and opportunities for our people.

Across the Group in 2022, we recruited 557 new employees, and our employee turnover was 20%, in line with previous years.

EMPLOYEE TURNOVER BY GENDER AND AGE GROUP, 2021 & 2022

Year	Employee Turnover ¹ by Gender (%)		Employee Turnover by Age Group (%)
2022	Female: 25%	Male: 75%	Under 30: 42% 30-50: 55% Over 50: 3%
2021	Female: 23%	Male: 77%	Under 30: 42% 30-50: 51% Over 50: 7%

Notes:

1. Turnover is calculated as per the number of employees that left during the reporting year

Diversity & equal opportunity

We strive to create an environment where everyone feels included and comfortable expressing their opinions. We value and celebrate differences, and actively seek out diverse perspectives in all our markets. This approach leads to greater innovation, better decision-making, increased adaptability, and improved problem-solving. As an example, 67% of our technical staff in Thailand are female, despite field work being a traditionally male-dominated area.

To ensure that our employees understand and embrace our commitment to inclusion and non-discrimination, we require all new hires to complete training on our Code of Conduct, which includes this important topic. Additionally, we have policies and e-learning modules that outline expected workplace conduct and professionalism, as well as channels for escalation in case of harassment.

We have a zero-tolerance policy for discrimination or harassment in any form, as captured in our Anti-Harassment & Anti-Discrimination Policy rolled out in 2022. We firmly believe that everyone deserves to be treated with respect and dignity, regardless of their race, colour, religion, gender, nationality, age, disability, military service, marital status, or sexual orientation.

We recognise the importance of ensuring fair and equitable pay practices for all employees. In line with this commitment, we are actively working to improve our data collection methods and verify the accuracy of any pay gaps between men and women. We strive to provide more comprehensive insights into this matter in the upcoming year, as we continue to enhance transparency and promote equality in the workplace.

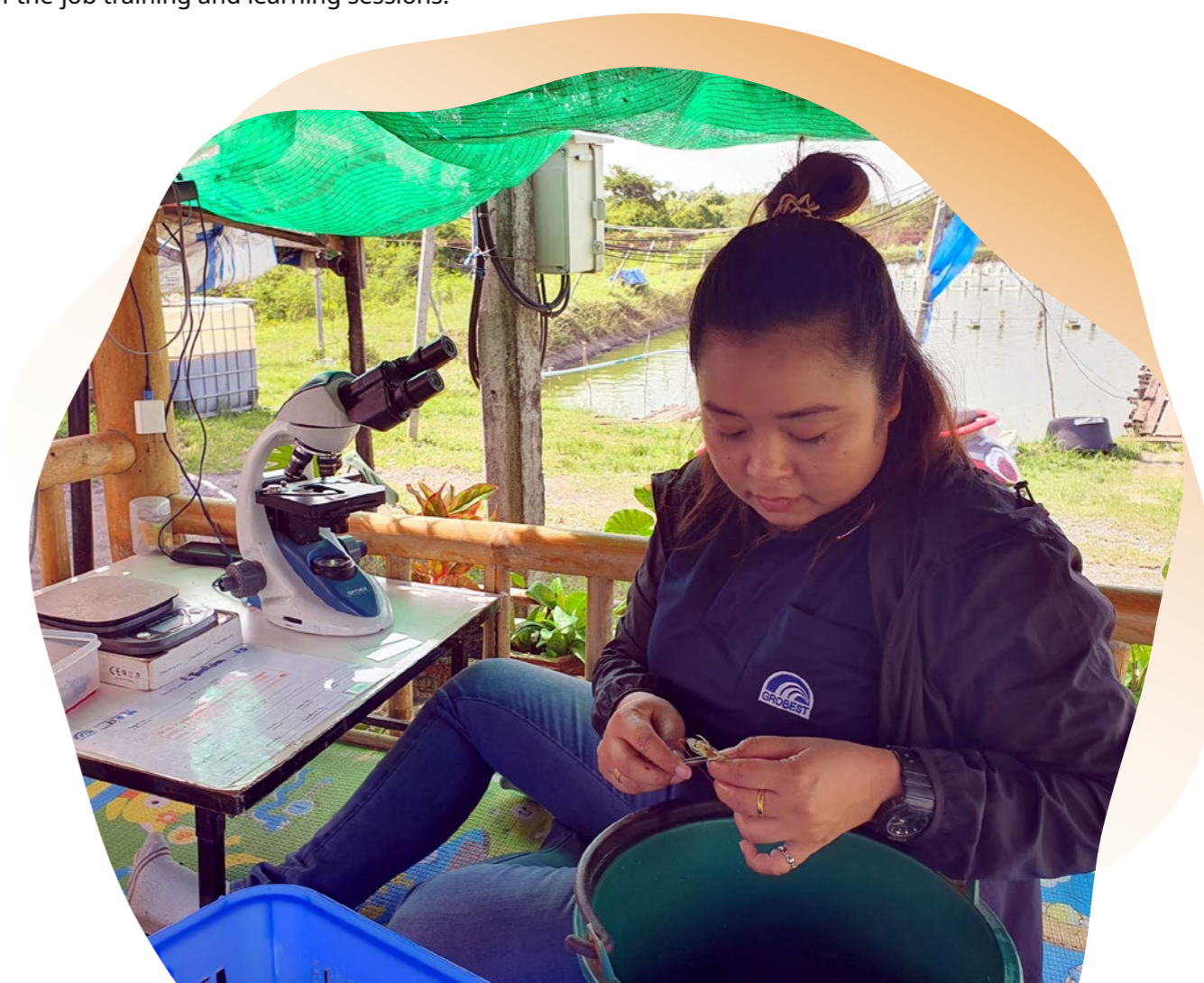
Welfare & remuneration

We believe in providing an equitable workplace. Our welfare & remuneration system is designed to attract, motivate, retain and cultivate talent. According to the job content, performance and contribution of each employee, we conduct differentiated compensation and benefits analyses, including regular salary market surveys to ensure the company's compensation structure remains relevant and competitive.

The health and well-being of our people and their families is a priority for the company. Our company-wide benefits and workforce well-being programmes include reviews of our health and medical benefits, work on driving safety awareness by employee safety engagement activities, and different kinds on-the-job training and learning sessions.

Overall, beyond compliance with regulatory requirements, we continue to review our benefits against market practices and work on key areas for improvement identified through our employee engagement survey.

We hope that the work we do continues to foster the One Grobest, One Team culture that prioritises total well-being among our employees, instilling a sense of pride and belonging in each of them to contribute to the long-term sustainable success of the company.



GRI Content Index

Grobest has reported the information cited in this GRI content index for the period 01.01.2022 – 31.12.2022 with reference to the GRI Standards.

Topic	GRI standard	Disclosure	Location & notes
The organization and its reporting practices	GRI 2: General Disclosures 2021	Disclosure 2-1 Organizational details	P. 6
	GRI 2: General Disclosures 2021	Disclosure 2-2 Entities included in the organization's sustainability reporting	P. 6
	GRI 2: General Disclosures 2021	Disclosure 2-3 Reporting period, frequency and contact point	P. 6
	GRI 2: General Disclosures 2021	Disclosure 2-4 Restatements of information	Updated data is marked and justified in each relevant section.
Activities and workers	GRI 2: General Disclosures 2021	Disclosure 2-5 External assurance	P. 6
	GRI 2: General Disclosures 2021	Disclosure 2-6 Activities, value chain and other business relationships	P. 9
	GRI 2: General Disclosures 2021	Disclosure 2-7 Employees	P. 44
	GRI 2: General Disclosures 2021	Disclosure 2-8 Workers who are not employees	We do not currently report this publicly but are considering this for the future.
Governance	GRI 2: General Disclosures 2021	Disclosure 2-9 Governance structure and composition	P. 14
	GRI 2: General Disclosures 2021	Disclosure 2-10 Nomination and selection of the highest governance body	We do not currently report this publicly but are considering this for the future.
	GRI 2: General Disclosures 2021	Disclosure 2-11 Chair of the highest governance body	P. 14
	GRI 2: General Disclosures 2021	Disclosure 2-12 Role of the highest governance body in overseeing the management of impacts	P. 14
	GRI 2: General Disclosures 2021	Disclosure 2-13 Delegation of responsibility for managing impacts	P. 14
	GRI 2: General Disclosures 2021	Disclosure 2-14 Role of the highest governance body in sustainability reporting	P. 14
	GRI 2: General Disclosures 2021	Disclosure 2-15 Conflicts of interest	P. 17
	GRI 2: General Disclosures 2021	Disclosure 2-16 Communication of critical concerns	P. 18
	GRI 2: General Disclosures 2021	Disclosure 2-17 Collective knowledge of the highest governance body	PP. 14, 18
	GRI 2: General Disclosures 2021	Disclosure 2-18 Evaluation of the performance of the highest governance body	We do not currently report this publicly but are considering this for the future.
	GRI 2: General Disclosures 2021	Disclosure 2-19 Remuneration policies	We do not currently report this publicly but are considering this for the future.
	GRI 2: General Disclosures 2021	Disclosure 2-20 Process to determine remuneration	We do not currently report this publicly but are considering this for the future.
GRI 2: General Disclosures 2021	Disclosure 2-21 Annual total compensation ratio	We do not currently report this publicly but are considering this for the future.	

Topic	GRI standard	Disclosure	Location & notes
Strategy, policies and practices	GRI 2: General Disclosures 2021	Disclosure 2-22 Statement on sustainable development strategy	PP. 3-5
	GRI 2: General Disclosures 2021	Disclosure 2-23 Policy commitments	PP. 17-19, 30, 41
	GRI 2: General Disclosures 2021	Disclosure 2-24 Embedding policy commitments	PP. 11-12, 17-20
	GRI 2: General Disclosures 2021	Disclosure 2-25 Processes to remediate negative impacts	PP. 17-18, 42
	GRI 2: General Disclosures 2021	Disclosure 2-26 Mechanisms for seeking advice and raising concerns	PP. 17-18, 42
	GRI 2: General Disclosures 2021	Disclosure 2-27 Compliance with laws and regulations	P. 19
	GRI 2: General Disclosures 2021	Disclosure 2-28 Membership associations	PP. 29, 31
Stakeholder engagement	GRI 2: General Disclosures 2021	Disclosure 2-29 Approach to stakeholder engagement	P. 13
	GRI 2: General Disclosures 2021	Disclosure 2-30 Collective bargaining agreements	We do not currently report this publicly but are considering this for the future.
Materiality	GRI 3 Material Topics 2021	Disclosure 3-1 Process to determine material topics	P. 12
	GRI 3 Material Topics 2021	Disclosure 3-2 List of material topics	P. 12
Ethical business conduct	GRI 3 Material Topics 2021	Disclosure 3 Management of the topic	PP. 17-18
	GRI 205: Anti-corruption 2016	Disclosure 205-2 Communication and training about anti-corruption policies and procedures	PP. 17-18
	GRI 205: Anti-corruption 2016	Disclosure 205-3 Confirmed incidents of corruption and actions taken	P. 18
Regulatory compliance	GRI 3 Material Topics 2021	Disclosure 3 Management of the topic	P. 19
Innovation	GRI 3 Material Topics 2021	Disclosure 3 Management of the topic	PP. 21, 23-26
Animal health & welfare	GRI 3 Material Topics 2021	Disclosure 3 Management of the topic	P. 22
Responsible sourcing	GRI 3 Material Topics 2021	Disclosure 3 Management of the topic	P. 28-29
	GRI 204: Procurement Practices 2016	Disclosure 204-1 Proportion of spending on local suppliers	P. 30
Biodiversity	GRI 3 Material Topics 2021	Disclosure 3 Management of the topic	P. 30
	GRI 304: Biodiversity 2016	Disclosure 304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	P. 30
Responsible sourcing	GRI 3 Material Topics 2021	Disclosure 3 Management of the topic	P. 28
	GRI 308: Supplier Environmental Assessment 2016	Disclosure 308-1 New suppliers that were screened using environmental criteria	PP. 29-30
	GRI 308: Supplier Environmental Assessment 2016	Disclosure 308-2 Negative environmental impacts in the supply chain and actions taken	PP. 29-30

Topic	GRI standard	Disclosure	Location & notes
Supplier management	GRI 3 Material Topics 2021	Disclosure 3 Management of the topic	P. 31
	GRI 414: Supplier Social Assessment 2016	Disclosure 414-1 New suppliers that were screened using social criteria	P. 31-32
	GRI 414: Supplier Social Assessment 2016	Disclosure 414-2 Negative social impacts in the supply chain and actions taken	P. 32
Product safety & quality	GRI 3 Material Topics 2021	Disclosure 3 Management of the topic	P. 34
	GRI 416: Customer Health and Safety 2016	Disclosure 416-1 Assessment of the health and safety impacts of product and service categories	PP. 34-35
	GRI 416: Customer Health and Safety 2016	Disclosure 416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	PP. 34-35
Emissions & climate impact	GRI 3 Material Topics 2021	Disclosure 3 Management of the topic	P. 36
	GRI 305: Emissions 2016	Disclosure 305-1 Direct (Scope 1) GHG emissions	P. 36
	GRI 305: Emissions 2016	Disclosure 305-2 Energy indirect (Scope 2) GHG emissions	P. 36
Energy	GRI 3 Material Topics 2021	Disclosure 3 Management of the topic	P. 36
	GRI 302: Energy 2016	Disclosure GRI 302-1 Energy consumption within the organization	P. 36
Climate vulnerability & adaptation	GRI 3 Material Topics 2021	Disclosure 3 Management of the topic	P. 36, 48
	GRI 201: Economic Performance 2016	GRI 201-2 Financial implications and other risks and opportunities due to climate change	P. 48
Waste, water & effluents	GRI 3 Material Topics 2021	Disclosure 3 Management of the topic	P. 40
	GRI 306: Waste 2020	Disclosure 306-1 Waste generation and significant waste-related impacts	P. 40
	GRI 306: Waste 2020	Disclosure 306-2 Management of significant waste-related impacts	P. 40
	GRI 306: Waste 2020	Disclosure 306-3 Waste generated	P. 40
	GRI 306: Waste 2020	Disclosure 306-4 Waste diverted from disposal	P. 40
	GRI 306: Waste 2020	Disclosure 306-5 Waste directed to disposal	P. 40
	GRI 303: Water and Effluents 2018	Disclosure 303-3 Water withdrawal	P. 40
	GRI 303: Water and Effluents 2018	Disclosure 303-4 Water discharge	P. 40
	GRI 303: Water and Effluents 2018	Disclosure 303-5 Water consumption	P. 40

Topic	GRI standard	Disclosure	Location & notes
Occupational health & safety	GRI 3 Material Topics 2021	Disclosure 3 Management of the topic	P. 43
	GRI 403: Occupational Health and Safety 2018	Disclosure 403-1 Occupational health and safety management system	PP. 43-44
	GRI 403: Occupational Health and Safety 2018	Disclosure 403-2 Hazard identification, risk assessment, and incident investigation	PP. 43-44
	GRI 403: Occupational Health and Safety 2018	Disclosure 403-3 Occupational health services	PP. 43-44
	GRI 403: Occupational Health and Safety 2018	Disclosure 403-4 Worker participation, consultation, and communication on occupational health and safety	PP. 43-44
	GRI 403: Occupational Health and Safety 2018	Disclosure 403-5 Worker training on occupational health and safety	PP. 43-44
	GRI 403: Occupational Health and Safety 2018	Disclosure 403-6 Promotion of worker health	PP. 43-44
	GRI 403: Occupational Health and Safety 2018	Disclosure 403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	PP. 43-44
	GRI 403: Occupational Health and Safety 2018	Disclosure 403-8 Workers covered by an occupational health and safety management system	PP. 43-44
	GRI 403: Occupational Health and Safety 2018	Disclosure 403-9 Work-related injuries	PP. 43-44
GRI 403: Occupational Health and Safety 2018	Disclosure 403-10 Work-related ill health	PP. 43-44	
Human rights	GRI 3 Material Topics 2021	Disclosure 3 Management of the topic	P. 42
	GRI 406: Non-discrimination 2016	Disclosure 406-1 Incidents of discrimination and corrective actions taken	PP. 20, 42, 48
	GRI 408: Child Labour 2016	Disclosure 408-1 Operations and suppliers at significant risk for incidents of child labour	P. 42
	GRI 409: Forced or Compulsory Labour 2016	Disclosure 409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	P. 42
Diversity & equal opportunity	GRI 3 Material Topics 2021	Disclosure 3 Management of the topic	P. 48
	GRI 405: Diversity and Equal Opportunity 2016	Disclosure 405-1 Diversity of governance bodies and employees	P. 45
Engaged & inclusive workforce	GRI 3 Material Topics 2021	Disclosure 3 Management of the topic	P. 45
	GRI 401: Employment 2016	Disclosure 401-1 New employee hires and employee turnover	P. 47
Training & education	GRI 3 Material Topics 2021	Disclosure 3 Management of the topic	P. 46
	GRI 404: Training and Education 2016	Disclosure 404-1 Average hours of training per year per employee	P. 46
	GRI 404: Training and Education 2016	Disclosure 404-2 Programs for upgrading employee skills and transition assistance programs	P. 46
	GRI 404: Training and Education 2016	Disclosure 404-3 Percentage of employees receiving regular performance and career development reviews	P. 46

