

# CSR report 2010

## Foreword



Ever since the publication of its first CSR report, *Pure Veal*, in 2006, the VanDrie Group has been committed to annual transparent reporting on its Corporate Social Responsibility (CSR) activities. The year 2010 has once again witnessed considerable efforts in the area of the responsible and sustainable production of veal within the VanDrie Group. In this Corporate Social Responsibility report, we will provide a brief yet comprehensive overview of the CSR developments within the VanDrie Group during 2010.

The five main priorities we identified were food safety, animal welfare, concern for employees, consideration of supply chain partners and the environment, and pursuit of the 'cradle to cradle' principle. These points are becoming ever-more firmly rooted within our organisation and are continuing to receive our attention this year.

The VanDrie Group is fully involved in society as a whole: because we consider it so important to take responsibility for our way of doing business, we enter into constructive dialogue with consumers and are open about how veal is produced. Our integrated chain approach, in which the links in the veal supply chain are central, ensures that we continually work with those involved to improve the sustainability of veal farming. For the next three years or so, we will be focusing on a further reduction in the use of antibiotics by improving young calves' immune systems, supporting better diagnostic methods and introducing a vaccination programme. In addition we realise that, with a view to the longer term, it is becoming increasingly important to use scarce natural resources with care. Within the VanDrie Group, we will further improve our focus over the next three to five years on using raw materials more efficiently and finding ways of optimising the benefits from our waste and by-products. We observe that both the dairy farming sector and society at large are becoming increasingly aware that the veal sector and dairy farming are of mutual strategic importance, both in terms of research and in terms of achieving greater value from animals and products such as whey powder.

We publish our extensive CSR report once every two years. In order to provide details of our CSR-related efforts in intermediate years, we have opted to publish this digital CSR report summarising the key developments in the area of Corporate Social Responsibility in 2010. You can find more detailed information by clicking on the relevant links throughout.

The VanDrie Group's CSR report follows the guidelines of the Global Reporting Initiative (GRI) in order to provide our stakeholders with clear and simple information about how our CSR policy is being implemented within the VanDrie Group. If you have any questions regarding this CSR report, please contact us: [info@vandriegrup.com](mailto:info@vandriegrup.com).

Henny Swinkels,  
Director Corporate Affairs  
VanDrie Group  
Apeldoorn (The Netherlands), 15 July 2011

You can find more details about the *vision* of the VanDrie Group on our website.

# Profile of the VanDrie Group



While the Dutch VanDrie Group supplies veal to customers around the globe, the company has always stayed true to its traditions as a family business. In terms of its size, the VanDrie Group is the largest private agri-business company in the Netherlands and generated a turnover of EUR 1.6 billion in 2010. The group comprises more than twenty companies, making it the world's largest integrated veal producer. In 2010, the VanDrie Group accounted for 25% of the total European veal production. We regard veal production as a craft in which care and respect are important values. This starts with caring for both people and animals. Our organisation has fixed-contract agreements with approximately 1,200 dedicated veal farmers, has its own feed companies that produce calf milk in the Netherlands, Germany and Italy, has its own slaughterhouses in the Netherlands, Belgium and France and owns a company that processes the skins. Traditional methods are also applied to the slaughter and processing of the meat. Of our approximately 1,700 employees, two-thirds work in the Netherlands. The year 2010 saw the initiation of the process for obtaining approval for the acquisition of the Alpuro Group which, after 18 months of preparatory work, is due to be completed in the course of 2011. Already the global market leader in the veal industry, our Dutch company is hence continuing to grow.

In response to economic, environmental and social developments, we have identified a number of clear priorities for the next three to five years, as follows:

- A closer collaboration with other parties in the agrifood chain, such as in the dairy chain;
- A continuation of our relationships with civil-society organisations such as animal health and welfare organisations;
- A further reinforcement of our market position in the field of animal welfare;
- A reduction in the use of antibiotics in veal farming by taking a chain-driven approach;
- A more efficient use of raw materials and an optimisation of the benefits from waste and by-products;
- In view of the limited availability of proteins, we will focus on research into new sources of proteins and fats for animal feed which deliver the same levels of quality while not competing with proteins intended for human consumption;
- The VanDrie Group sees itself as having a clear social responsibility in helping to feed a predicted nine billion people in 2050. In the years ahead, the VanDrie Group will therefore continue to invest in sharing its knowledge, expertise and high-quality products with countries where the global food shortage is a pressing issue.

You can find more details of our *organisational structure* and facts and figures on our website. For general information about the VanDrie Group, visit [www.vandriegrup.com](http://www.vandriegrup.com).

Founder: Jan van Drie Sr.

Managing Directors of the VanDrie Group: René van Drie, Jan van Drie Jr., Herman van Drie

## Innovations and expertise

The VanDrie Group invests considerably in research to stimulate innovation in veal farming. The key research areas are: supporting animal health and animal welfare through innovations in housing and feed, using new raw materials for animal feed, food safety, and last but not least product quality. In terms of innovations in animal nutrition and management adjustments within the veal farming sector, a think tank comprising five experts is devoted to developing the research strategy. A further seven members of staff are involved in implementing and carrying out relevant studies. In addition to its own research activities, the VanDrie Group also works with several renowned research institutes including Wageningen UR. With partners from the dairy chain, the focus is on the further exchange of knowledge about countless topics that are of mutual relevance, such as animal transportation, animal breeding and animal health. Other studies are investigating and trying to quantify the carbon footprints of a new-born calf, calf milk, calf farming and veal itself. You can find an overview of the various *chain*

*partners and stakeholders* that the VanDrie Group collaborates with on the VanDrie Group's website.

### **CSR within the VanDrie Group**

Each of the businesses that make up the VanDrie Group have their own individual responsibilities in terms of Corporate Social Responsibility, which enables each of them to take their own CSR measures. The key aim remains that each company strives for good working conditions, animal-friendly production, the careful use of raw materials and finding new and beneficial uses for waste products wherever possible. The VanDrie Group's executive board shoulders final responsibility for the CSR measures and ensures that local developments remain in line with the VanDrie Group's corporate CSR policy. The executive board is also responsible for any CSR activities which have chain-wide impact, such as collaborations with agribusiness partners. Developments and innovations in the field of CSR that have taken place during the year 2010 within the VanDrie Group are outlined in this CSR report, which complies with level C of the GRI guidelines (self declared). Please refer to the VanDrie Group's website for more details of the *accountability* of the data used in this report.



# The VanDrie Group in the veal chain

## **1. Dairy farming.**

Rather than being purpose-bred, the calves that VanDrie buys for veal production are a by-product of the dairy sector which the VanDrie Group uses to create extra value. In addition to Dutch calves, VanDrie also purchases calves from north-eastern Europe. The VanDrie Group regards it as being in the common interests of both the dairy-farming and veal-farming sectors to work well together to add value to calves. You can find more information about *calves from the dairy industry* on the VanDrie Group's website.

## **2. Collection centre.**

Since the VanDrie Group believes that it is important to take optimal care of the calves it receives from the dairy industry, they are initially held in a collection centre. There, they remain under close monitoring and with as little stress as possible for a period of quarantine, after which they are subsequently placed in homogenous groups. The collection centre also enables optimum use to be made of the number of places available for calves at the veal farms.

## **3. Veal farming.**

Veal farms are family-run businesses, but the calves remain the property of the VanDrie Group, meaning that the VanDrie Group bears the greatest part of the financial risk. The veal farmer's expertise is crucial, and it demands a considerable sense of responsibility and dedication from both the veal farmer and his family to maintain the required standards. You can find more details of the *veal farmers* that the VanDrie Group works with on our website.

## **4. Slaughtering and processing residual products.**

Between them, the five slaughterhouses within the VanDrie Group slaughter more than a million calves annually, with the resulting products being sold in over sixty countries around the world. The VanDrie Group's primary product is, of course, veal. For more information about the *processing of the skins* and the VanDrie Group's entire range of products, please visit our website:

[www.vandriegroup.com/products](http://www.vandriegroup.com/products).

## **5. Trade customers.**

The VanDrie Group has strong relationships with countless veal customers, both nationally and internationally, the majority of which are retailers, wholesalers or food service companies. In addition to investing its time in building and maintaining customer relationships, the VanDrie Group is also continually involved in developing new products, new markets and new customer segments. For more information about *sales* within the VanDrie Group, please visit our website.

**6. Consumers.**

While the VanDrie Group does not communicate directly with consumers, it provides its customers with relevant information to help them promote veal as a product that fits into a healthy diet. You can find more details about *veal in a healthy diet* on the VanDrie Group's website.

**Transportation.** The VanDrie Group outsources the transportation of livestock, raw materials and finished products to carefully selected transportation companies. The VanDrie Group makes high demands of its transporters in terms of both quality and animal welfare in order to ensure that the animals and products arrive at their destinations in optimum condition.



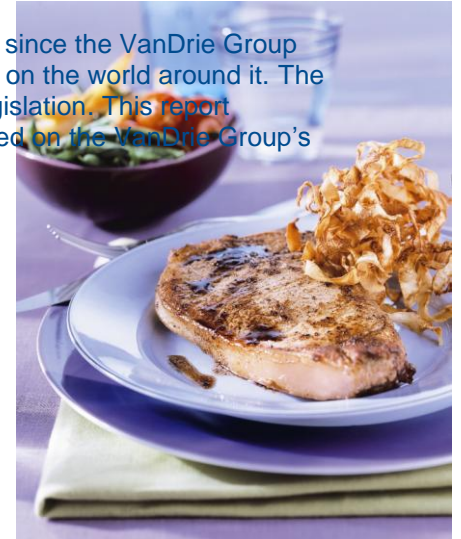
# CSR within the VanDrie Group



Corporate Social Responsibility is central to the VanDrie Group's strategy, since the VanDrie Group firmly believes that it is accountable for the impact of its business activities on the world around it. The organisation strives to lead the way in terms of social development and legislation. This report contains an overview of the most relevant developments during 2010, based on the VanDrie Group's five CSR-related priorities.

## Five focus areas:

- Food safety
- Animal welfare
- Concern for employees
- Consideration of chain partners and the environment
- Cradle to cradle principle



## Food safety

### Quality and responsibility throughout the entire chain

The VanDrie Group safeguards the production of Controlled Quality Veal (food safety, food quality, animal welfare and socially responsible aspects) throughout the entire chain with its own quality system: 'Safety Guard', which encompasses all the basic guidelines and requirements for the production of veal. At the heart of Safety Guard is the solid collaboration between all the links in the chain including direct and indirect suppliers. The guidelines also leave scope for incorporating specific wishes from individual customers. In addition, we are currently working with other chain partners to design solid, verifiable and transparent chain quality systems for all business activities, such as the Veal Calf Quality Guarantee Foundation (SKV) and Integrated Chain Management (IKB). These chain systems are the backbone of the company and form the basis for sustainable and socially responsible veal production.

In 2010, we developed an evaluation method for all external suppliers of raw materials. As a result of the Welfare Monitor findings, we also developed the Animal Welfare Code; the quality parameters were published online in 2010 and the code will be fully implemented in the course of 2011.

You can find the *Safety Guard* objectives for 2011 on the VanDrie Group's website.

## Animal welfare

The VanDrie Group places great emphasis on animal welfare. By making it one of the key criteria in our Safety Guard quality system, we have ensured that animal welfare remains central to the VanDrie Group's entire chain. You can find more information about housing, animal feed, transportation and monitoring in relation to *animal welfare* on the VanDrie Group's website.

### The use of antibiotics in the veal sector

The use of antibiotics in the veal sector has fallen by 22% between 2007 and 2010, meaning that the sector is on track in its reduction efforts. The VanDrie Group is continuing its work to reduce antibiotic use by focusing on improving young calves' immune systems, supporting the use of better diagnostic tools and by vaccinating against lung problems. In order to further increase the awareness of the matter among all those involved, companies and veterinarians are being encouraged to openly compare their use of antibiotics. Furthermore, the veal sector has commissioned a study to investigate the opportunities for controlling and reducing resistance to antibiotics.

### Healthy calves mean a good start

The VanDrie Group makes use of calves that are surplus to requirements in the dairy industry. The majority of livestock received by the VanDrie Group are strong and vigorous calves that go on to make a good start at the veal farm, since vigorous calves generally have good immune systems. By striving to purchase only healthy calves, the VanDrie Group is helping to minimise the threat of infection both at the collection centre and on the veal farm. Such measures tie in with the aim to reduce antibiotic use in veal farming, as agreed in the *Masterplan Rationeel Gebruik Antibiotica van de Nederlandse Kalversector* (Masterplan for the Rational Use of Antibiotics by the Dutch Veal Sector).

In practice, this means that, as of August 2010, the VanDrie Group no longer purchases new-born calves weighing less than 36 kg. Studies have shown that less vigorous calves can often lead to problems for veal farmers, which results in an increased need for antibiotics. All relevant parties are involved in establishing the key criteria for identifying healthy, vigorous calves. On the one hand, this entails clear discussions with the dairy sector and offering leverage to help dairy farmers supply vigorous calves while, on the other hand, it means reducing the potential impact of infections and improving calves' immune systems.

### Allowing consumers to consciously choose added value

The *Monitor Duurzaam Voedsel* (Sustainable Food Monitor) from the Dutch Ministry of Economic Affairs, Agriculture & Innovation indicates that the sale of sustainably produced meat increased by 42% in 2010. However, the same Ministry's *Voedselbalans 2010* publication concluded that 'ego comes before eco'. In other words, when it comes to buying food, consumers consider taste, price and health to be more important than the environment and animal welfare. The *Voedselbalans* also shows that manufacturers focus primarily on saving energy, and hardly communicate their sustainable developments to the consumer. Veal with the 'Beter Leven' (Better Life) mark is one of the VanDrie Group's tangible achievements in terms of animal-friendly production. The VanDrie Group believes that 'ego and eco' can go hand in hand – with consumers paying a fair price for meat that has been produced responsibly.

### Food Valley award nomination

The VanDrie Group's total concept – encompassing Comfort Class trucks to enable livestock to be transported in climate-controlled vehicles, the prevention of animal diseases and the development of its Animal Welfare Code which assured animal welfare of an even more central position within the VanDrie Group's veal chain – resulted in a nomination for the Food Valley Award in 2010.

## Concern for employees

### Craftsmanship and training

In order to consistently produce high-quality veal, it is extremely important to have skilled employees on board. Our employees are the core of the VanDrie Group organisation. We can only produce and guarantee quality veal by respecting and caring for our skilled employees. The VanDrie Group is committed to long-term employment relationships which offer staff scope for future personal development. The VanDrie Group encourages its employees to take care of their health, ensures a pleasant social environment at work and offers opportunities for individual growth, stimulated by a personal development plan. In 2010, the VanDrie Group's employees spent almost 12,500 hours on training courses which is equivalent to 8.8 hours per full-time employee.

### Working safely and healthily

The VanDrie Group believes in the importance of employee health programmes such as 'Fit in je Vel' (which saw the launch of a fitness and health check in 2010), corporate fitness arrangements and work-pressure studies. In addition, we focus heavily on providing good working conditions. The internal campaigns 'Wees scherper dan je mes' (Be sharper than a knife) and 'Wees slimmer dan je machine' (Be smarter than your machine) combined with the use of personal protective gear were used to encourage employees to become better aware of workplace risks. These investments have resulted in loyal, skilled workers and helped us to minimise absenteeism.

We also make high demands of our customers and suppliers in terms of responsible manufacturing. We believe that all links in the chain safeguard good working conditions, which is why this is also one of the criteria within our quality assurance system. You can find details of the VanDrie Group's policies regarding its *employees* on the website.



### Acquisition of Alpuro Group

Having made preparations to acquire the Alpuro Group in the course of 2010, this acquisition was approved in 2011. The starting point for integrating the Alpuro Group's business areas is to improve efficiency while maintaining the Alpuro Group's existing values as much as possible and adding benefits from the VanDrie Group, such as Safety Guard for example. During this process, it is important to treat the organisation, its people and any other parties involved with the Alpuro Group with respect.

**“We can only produce and guarantee quality veal by respecting and caring for our skilled employees.”**

## Consideration of chain partners and the environment

### Consultation and cooperation with civil-society organisations

The VanDrie Group is a forerunner in the veal industry in its approach to animal health and welfare. In recent years, we have invested heavily in improving animal welfare, and our cooperation with civil-society organisations has played a significant role in this process. In 2010, we entered into partnership with the VNO-NCW (Confederation of Netherlands Industry and Employers), for example. In addition, together with the nVWA (Dutch Food & Consumer Product Safety Authority), the VanDrie Group has recently started a new collaboration to look for optimisation opportunities that will enable more efficient supervision within slaughterhouses. The aim of the collaboration agreement is to lighten the administrative workload by reducing supervision in favour of more focus on food-chain data.

### Reducing food waste

In 2010, companies including Ekro and T. Boer & Zn (The Netherlands) and Sobeval (France) invested heavily in new veal packaging equipment. This enables customers to handle stock levels more efficiently, which results in a reduction of food waste. These innovations and investments are optimally aligned with our customers' wishes and also comply with the current, tighter regulations.

### In dialogue with the sector

Together with the veal project group within the Dutch agricultural network association LTO, the VanDrie Group is involved in creating a model for establishing regular consultation. This model will ensure that the veal farmers are informed about relevant developments within the VanDrie Group in a timely manner, which will aid clear communication and help to reduce uncertainty among the veal farmers.

### Sharing knowledge and expertise with new markets

The VanDrie Group has been investing in international relationships to encourage collaboration and knowledge-sharing for several years. In China, for example, the company has built up long-term relationships with a Chinese enterprise and Beijing University. Sharing knowledge with these partners helps to support the development of the Chinese veal sector, and the VanDrie Group is making a significant contribution to gaining more value from calves in China. The VanDrie Group is also investing in an educational centre, for instance, by holding training courses in The Netherlands and by arranging for the handbook for veal farming to be translated into Chinese. In addition to its investments in China, the VanDrie Group is also collaborating with other countries such as India, where the dairy cattle population is rapidly increasing as a result of growing prosperity. These countries are in great need of knowledge and expertise relating to veal farming and adding value to calves.

## Cradle to cradle principle

The VanDrie Group's mission is to add value to all of the sector's waste products and by-products. Thanks to its recycling efforts, less than 10% of residual products end up as waste. The VanDrie Group firmly believes that it makes good business sense to invest in finding markets for new by-products, and the company's foresight in taking this approach has given the VanDrie Group a unique edge in terms of gaining value from by-products. Further, the VanDrie Group is expressly researching new raw materials for the production of animal feed. The growing global demand for animal and plant-based proteins is putting the raw materials that the VanDrie Group currently uses under increasing



pressure, which is why the company is already investing in identifying new sources of protein – and specifically ones which are not meant for human consumption – for the manufacture of its animal feed. The VanDrie Group’s website contains more details about the *re-use* of products, including the cheese-making process, manure processing, the recycling of salt used to preserve calfskins and packaging improvements.

### **Environmental management system for KSA**

Attention to the careful use of energy, gas and water is embedded in the VanDrie Group’s corporate policy. The energy-saving programme, launched at KSA Aalten in 2006, is one example of this. One of the programme’s objectives was to reduce the energy consumption per calf by 3% over the course of three years. From €3.02 in 2006, the energy cost per calf had fallen to €2.40 by 2009; having achieved the equivalent of a 20% reduction, this programme clearly exceeded the target. In addition, KSA Aalten set up an environmental management system in 2010 which is due for certification in 2011. This system covers a range of environmental aspects including noise pollution, smells, water usage, water contamination, waste and energy consumption.

### **Energy-saving box and ‘Trias Energetica’**

The introduction of a so-called ‘energy-saving box’ on the work floor is one of the ways in which the VanDrie Group is attempting to raise its employees’ awareness of simple ways to reduce energy consumption and hence to encourage staff to save energy both at work and at home. The term ‘Trias Energetica’ forms the basis of sustainability within the VanDrie Group. By limiting the demand for energy, by maximising the use of local, sustainable energy sources, by using efficient technology and by minimising the use of fossil fuels, the company strives towards sustainable production.

### **VanDrie supports children with Sanfilippo syndrome**

Sanfilippo syndrome is a metabolic disorder that affects one in 40,000 children. The VanDrie Group supports fundraising activities for research into this illness by donating the proceeds from the sale of calf figurines to the Sanfilippo charity. The charity’s logo includes the image of a calf to symbolise young life and high-quality research. The VanDrie Group has chosen to support this charity not only because of its logo, but also because two veal farmers within the VanDrie Group have direct experience of children with Sanfilippo syndrome.

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