

Sustainability results

2021 ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) REPORT

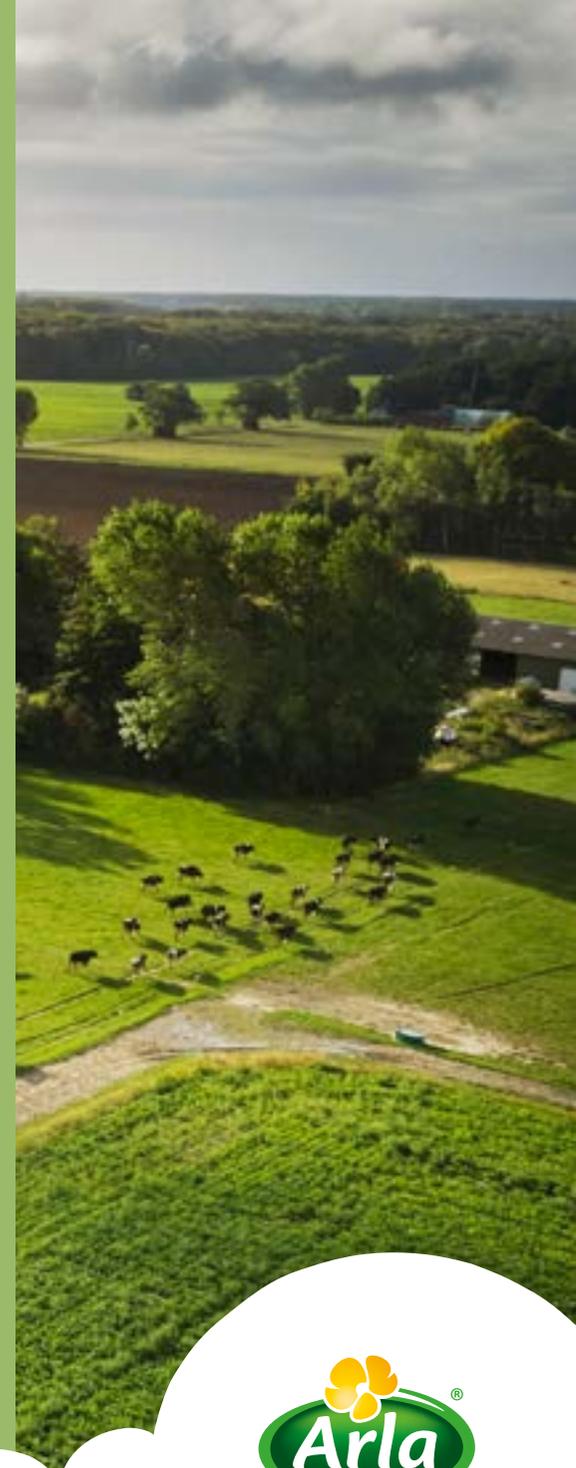


TABLE OF CONTENTS

ESG PERFORMANCE REVIEW

Sustainability performance review

- 121 Sustainability performance at a glance
- 122 Letter from Chief Agriculture Sustainability and Communication officer
- 123 Five year overview

NOTES

Environmental figures

- 124 1.1 Greenhouse gas emissions (CO₂e)
- 127 1.2 Renewable energy share
- 128 1.3 Solid waste
- 128 1.4 Water
- 129 1.5 Animal welfare

Social figures

- 130 2.1 Full-time equivalents
- 131 2.2 Gender diversity
- 132 2.3 Gender pay ratio
- 132 2.4 Employee turnover
- 133 2.5 Food safety - recalls
- 133 2.6 Accidents

Governance data

- 134 3.1 Gender diversity - Board of Directors
- 134 3.2 Board meeting attendance
- 135 3.3 General accounting policies

Navigation in the report

☰ Brings you back to Table of Contents

↗ Read more in the report

ASSURANCE REPORT

- 136 Independent auditor's reasonable assurance report

Our external reporting comprises of three reports: Annual Report, Sustainability report and ESG report. Each are content-tailored to its specific audience, and cross-references to the other reports where relevant.



Annual report

Our Annual Report is our detailed annual account of the company's performance, strategy and governance matters. It includes our consolidated financial statements and our ESG figures.

Sustainability report

Our sustainability report describes how we work with social, ethical and environmental commitments, and also serves as our annual communication on our progress towards the United Nations Global Compact, and the statutory statement on CSR in accordance with section 99a of the Danish Financial Statements Act.



ESG report

The ESG report focuses on presenting our sustainability data and corresponding methodologies and accounting policies in detail. The ESG report also contain a reasonable assurance statement by EY.



SUSTAINABILITY PERFORMANCE AT A GLANCE

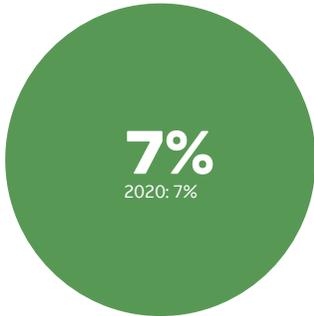
ENVIRONMENTAL DATA

CO₂e emission reduction*,
SCOPE 1 AND 2



Baseline: 2015, Science Based
Target 2030: 63%

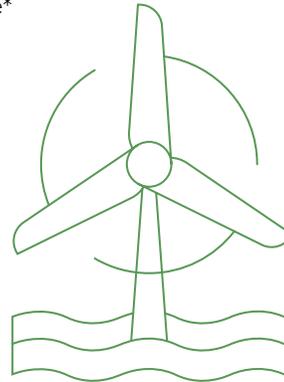
CO₂e emission reduction,
SCOPE 3 per kg of milk
and whey



Baseline: 2015, Science Based
Target 2030: 30%

Renewable energy share*

33%



ANIMAL WELFARE

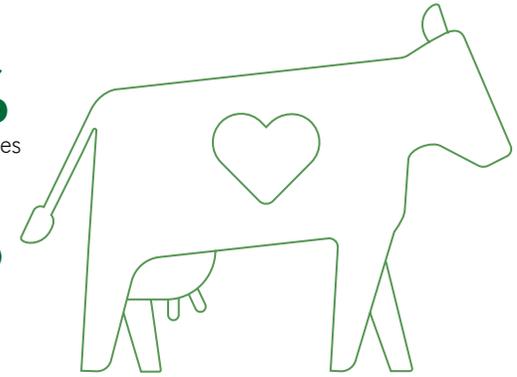
Share of audited farmers without major issues

98.4%
No major cleanliness issues

99.8%
No major body condition
issues

100.0%
No injury issues

99.5%
No major mobility issues

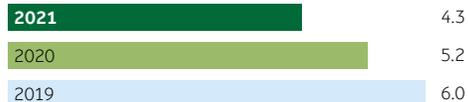


Ratios calculated based on 3,337 Arlagården® audits performed in 2021 corresponding to 37% of Arla's active farmers

SOCIAL DATA

Accident frequency/
per 1 million working hours

4.3



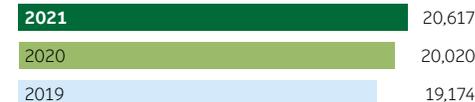
Food safety
Number of recalls

0



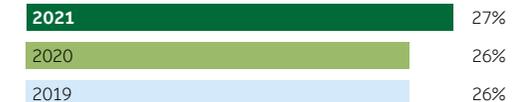
Full-time equivalents

20,617



Share of females
at director level or above

27%



*Market based accounting

COMMITTED TO TRANSPARENT ACTION



Hanne Søndergaard
EVP, Chief Agriculture, Sustainability and Communications Officer

Dairy is an important part of many people’s diets around the world, providing high quality proteins and nutrition, through a wide range of tasty, versatile and affordable products. The global dairy industry also helps to support the livelihoods of hundreds of millions of people and our farmers play an important role in the stewardship of the land.

At Arla, we have been working with sustainability for many years, and our farmers are amongst the most climate efficient globally, with 1.15 kg of CO₂e emissions per kg of milk.* In 2021, we raised our climate ambition to support the 1.5°C global warming target of the Paris agreement, committing ourselves to lowering our scope 1 and 2 emissions by 63 per cent by 2030*. I am pleased that these plans have been approved by the Science Based Targets initiative.

Being science-based and data driven is fundamental to our approach, as we believe that to lower our carbon footprint we first have to be sure we measure it correctly. I am proud to say that we are the first large dairy company to receive reasonable assurance on our complete ESG data, including scope 3 emissions, presented in this report.

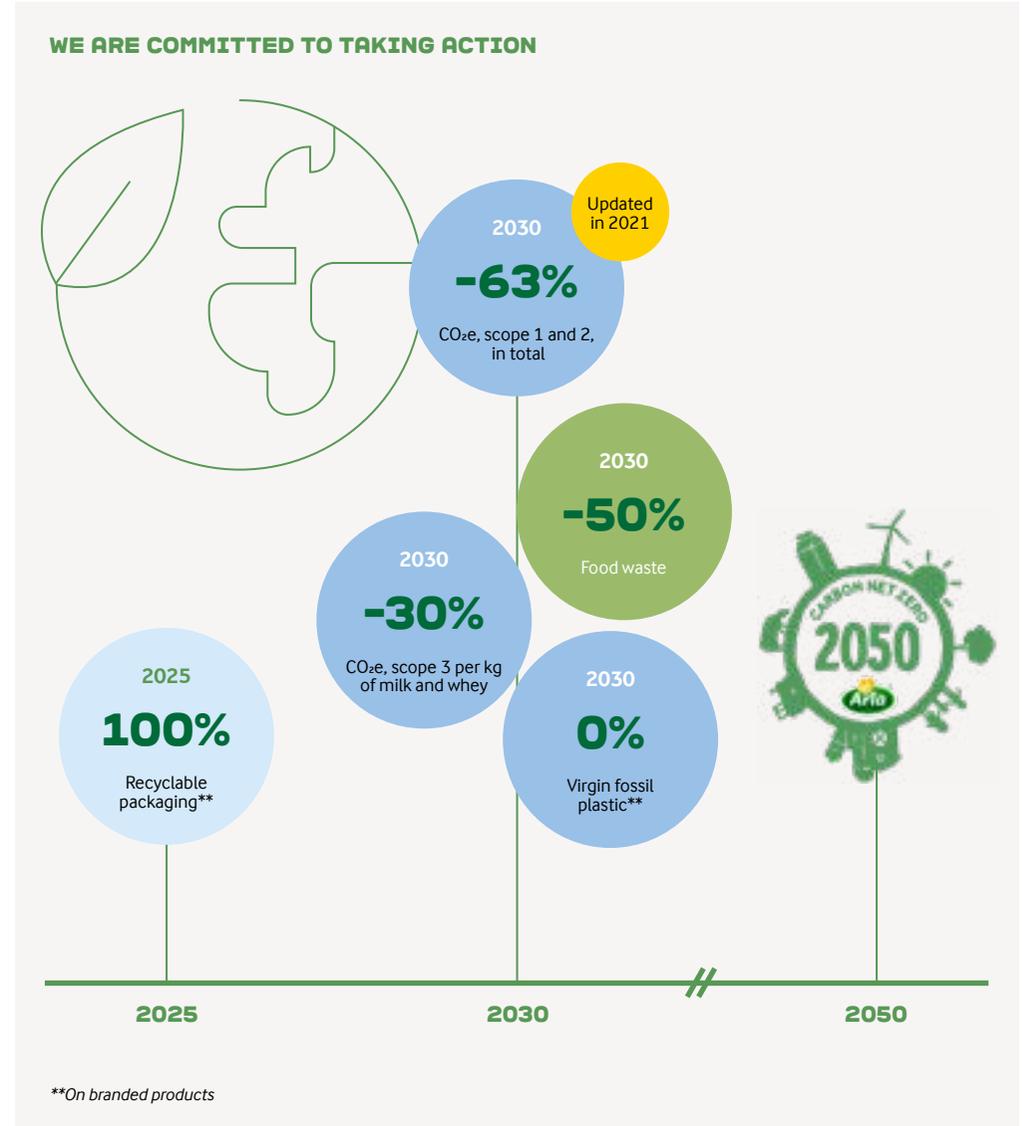
Taking concrete action and being innovative forerunners is another key element of our value creation and sustainability. In 2021, we established 24 pilot farms to explore regenerative dairy farming practices and create data-driven proof points of their impact on nature and climate. In Sweden and the UK, we opened innovation farms that will serve as hubs for cutting-edge trials in collaboration with farmers, researchers, customers and industry stakeholders.

Our sustainability commitments and targets cover our whole value chain from the farm up, and are a key part of our new five-year business strategy, Future26, launched at the end of 2021.

“Data transparency, accuracy and credibility are prerequisites for our success on the sustainability journey”

Making sustainability core to our business strategy ensures that it gets the right focus and investment that will be needed to drive change and impact in the years ahead and enable us to deliver on our vision.

Having grown up on a dairy farm, I have spent my whole working life at Arla Foods and feel immensely privileged to be given the role as our first Chief Agriculture and Sustainability Officer. I look forward to sharing our progress with you and reporting on it through this and future ESG reports.



* FAO and GDP. 2018. Climate change and the global dairy cattle sector – The role of the dairy sector in a low-carbon future.



FIVE-YEAR OVERVIEW

Five-year ESG overview	ESG note	2021	2020	2019	2018	2017
Environmental data						
<i>CO₂e emissions</i>						
CO ₂ e reduction scope 1 and 2 (baseline: 2015)		-25%	-24%	-12%	-4%	-5%
CO ₂ e reduction scope 3 per kg of milk and whey (baseline: 2015)		-7%	-7%	-7%	-7%	-6%
CO ₂ e scope 1 (mkg)		447	474	463	490	492
CO ₂ e Scope 2 – market-based (mkg)		286	277	399	456	438
CO ₂ e scope 3 (mkg)		19,050	18,625	18,387	18,553	18,671
Total CO₂e (mkg)	1.1	19,783	19,376	19,249	19,499	19,601
<i>CO₂e scope 2 – location-based (mkg)</i>		243	237	274	263	313
<i>Total CO₂e – location-based (mkg)</i>		19,740	19,336	19,124	19,306	19,476
CO ₂ e scope 3 per kg of milk and whey (kg)		1.20	1.21	1.21	1.20	1.22
<i>CO₂e reduction (scope 1 and 2) – location-based</i>		-20%	-16%	-14%	-12%	-6%
<i>Energy mix</i>						
Renewable energy share (%) – market-based	1.2	33%	31%			
Renewable energy share (%) – location-based	1.2	32%	35%	33%	27%	24%
<i>Waste and water</i>						
Solid waste (tonnes)	1.3	33,500	32,975	33,713	34,600	32,608
Water consumption (thousand m ³)	1.4	18,860	18,663	18,059	18,084	18,670
<i>Animal welfare</i>						
Somatic cell count (thousand cells/ml)	1.5	191	194	196	198	194
Share of audited farmers with no major cleanliness issues	1.5	98.4%				
Share of audited farmers with no major mobility issues	1.5	99.5%				
Share of audited farmers with no major injury issues	1.5	100%				
Share of audited farmers with no major body condition issues	1.5	99.8%				
Social data						
Full-time equivalents (average)	2.1	20,617	20,020	19,174	19,190	18,973
Total share of females (%)	2.2	27%	27%	27%	27%	26%
Share of females at director level or above (%)	2.2	27%	26%	26%	23%	22%
Share of females in Executive Management Team (%)	2.2	14%	14%	29%	29%	29%
Gender pay ratio, white-collar (male to female)	2.3	1.03	1.05	1.05	1.06	-
Employee turnover (%)	2.4	13%	10%	12%	12%	11%
Food safety – number of recalls	2.5	0	1	4	2	10
Accident frequency (per 1 million working hours)	2.6	4.3	5.2	6.0	7.9	9.3
Governance data						
Share of females, Board of Directors (%)*	3.1	13%	13%	13%	13%	12%
Board meeting attendance (%)	3.2	98%	99%	96%	99%	99%

* Including all board members, those elected by the general meeting, employee representatives and external advisors, the share of females was 20 per cent as of 31 December 2021.



Environmental figures

1.1 GREENHOUSE GAS EMISSIONS (CO_{2e})



OUR FARMERS REMAIN AMONGST MOST CLIMATE EFFICIENT

To follow up on Arla's contribution to climate change and the progress towards our emission targets, our greenhouse gas emissions (expressed as CO_{2e} equivalents, CO_{2e}) are calculated annually. CO_{2e} is categorised into three scopes according to the methodology of the Greenhouse Gas Protocol Corporate Standard (GHG protocol). In line with Arla's Science Based Targets, the group does not account for carbon credits.

Since 2015, scope 1 and scope 2 CO_{2e} emissions decreased by 25 per cent well in progress to reach our updated scope 1 and 2 science-based reduction target of 63 per cent by 2030.

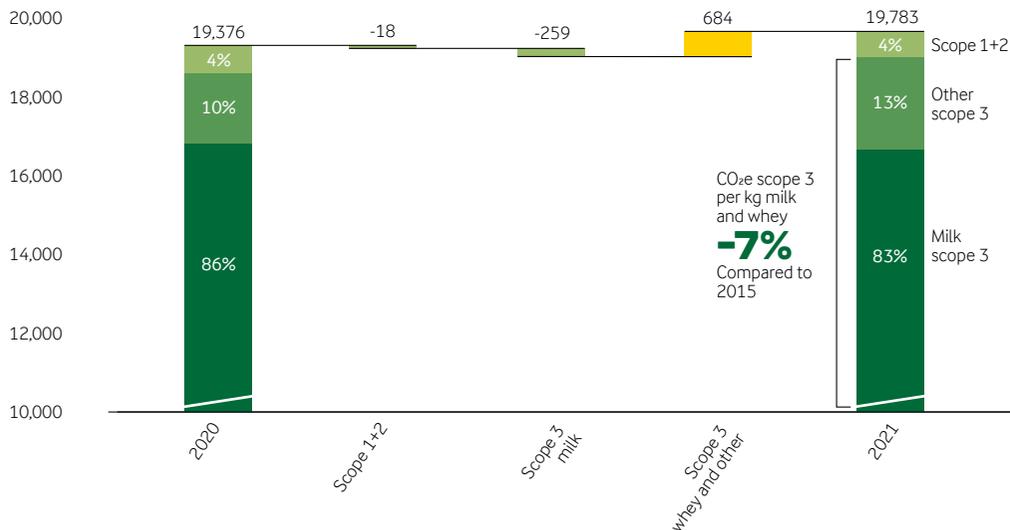
Scope 3 emissions per kg milk and whey amounted to 1.20 kg, unchanged compared to last year. In 2021, emissions specifically from Arla's owners amounted to 1.15 kg CO_{2e} per kg of owner milk, on a par with last year.

Emissions related to packaging and transport increased mainly due to expanded production in our international markets. According to our Science Based Target, scope 3 emissions per kg of milk and whey should be reduced by 30 per cent by 2030. In 2021 the reduction was 7 per cent compared to 2015 and on par with last year, showing that our farmers are amongst the most climate efficient globally.

In 2021, total CO_{2e} emissions increased to 19,783 million kg compared to 19,376 million kg last year. The development is explained by an increase in externally purchased whey in Arla Foods Ingredients and increased emissions related to expanding production capacity at our production site in Bahrain. These factors were partly offset by increased purchase of biogas certificates.

CO_{2e} emission development

(mKG)



ESG Table 1.1 Greenhouse gas emissions (mkg)

CO_{2e} reduction scope 1 and 2 market-based (baseline: 2015)

CO_{2e} reduction scope 3 per kg milk and whey (baseline: 2015)

CO_{2e} scope 1

Operations

Transport

CO_{2e} scope 1

CO_{2e} scope 2

CO_{2e} scope 2 – market-based*

CO_{2e} scope 3**

Purchased goods and services (category 1):

Milk***

Whey

Packaging

Purchased goods and services (category 1)

Fuel and energy-related activities (category 3)

Upstream transport and distribution (category 4)

Waste generated in operations (category 5)

CO_{2e} scope 3

Total CO_{2e}

CO_{2e} Scope 2 – location-based

Total CO_{2e} – location-based

	2021	2020	2019	2018	2017
CO _{2e} reduction scope 1 and 2 market-based (baseline: 2015)	-25%	-24%	-12%	-4%	-5%
CO _{2e} reduction scope 3 per kg milk and whey (baseline: 2015)	-7%	-7%	-7%	-7%	-6%
CO_{2e} scope 1					
Operations	368	381	366	400	408
Transport	79	93	97	90	84
CO_{2e} scope 1	447	474	463	490	492
CO_{2e} scope 2					
CO_{2e} scope 2 – market-based*	286	277	399	456	438
CO_{2e} scope 3**					
<i>Purchased goods and services (category 1):</i>					
Milk***	16,386	16,645	16,524	16,548	16,809
Whey	1,751	1,133	1,032	1,162	1,002
Packaging	417	396	384	383	384
Purchased goods and services (category 1)	18,554	18,174	17,940	18,093	18,195
Fuel and energy-related activities (category 3)	125	120	110	108	105
Upstream transport and distribution (category 4)	347	306	312	326	345
Waste generated in operations (category 5)	24	25	25	26	26
CO_{2e} scope 3	19,050	18,625	18,387	18,553	18,671
Total CO_{2e}	19,783	19,376	19,249	19,499	19,601
CO _{2e} Scope 2 – location-based	243	237	274	263	313
Total CO _{2e} – location-based	19,740	19,336	19,124	19,306	19,476

* In 2020, Arla switched to market-based reporting, read more on page 125.

** Scope 3 emissions from categories 2, 6, 7, 8, 9, 12, 13 and 15 are immaterial to Arla's scope 3 emissions and are therefore not included in the emission figures in ESG Table 1.1. The categories mentioned individually account for less than 0.6 per cent of the Arla's scope 3 emissions. Categories 10, 11 and 14 are not applicable to Arla due to the nature of the products and the Arla business model.

*** The milk conversion factor from litre into kg was 1.02 for milk volumes until 30 June, 2021. Effective from 1 July 2021, the milk conversion factor is 1.03. Historical figures for owner milk was re-stated to the new conversion factor.

Environmental figures

1.1 GREENHOUSE GAS EMISSIONS (CO_{2e})



Accounting policies

Calculating CO₂ equivalents

Greenhouse gases are gases that contribute to the warming of the climate by absorbing infrared radiation. Besides the widely known carbon dioxide (CO₂), there are two other major greenhouse gases associated with dairy production: methane (CH₄) and nitrous oxide (N₂O). In order to calculate Arla's total greenhouse gas emissions (the carbon footprint), different greenhouse gas emissions are converted into carbon dioxide equivalents (CO_{2e}). The conversion of different gases reflects their global warming potential.

The potency of the different gases is taken into consideration according to the following calculations (based on the IPCC* Fifth Assessment Report, Climate Change 2013):

- 1 kg of carbon dioxide (CO₂) = 1 kg of CO_{2e}
- 1 kg of methane (CH₄) = 28 kg of CO_{2e}
- 1 kg of nitrous oxide (N₂O) = 265 kg of CO_{2e}

The majority of Arla's emissions are methane from digestion and manure storage, nitrous oxide from fertilizer and manure usage.

Greenhouse gas emissions are categorised into three scopes according to where they appear across the value chain, and what control the company has over them.

Scope 1 – All direct emissions

Scope 1 emissions relate to activities under the group's control. This includes transport using Arla's vehicles, and direct emissions from Arla's production facilities. Scope 1 emissions are calculated in accordance with the methodology set out in the GHG protocol by applying emission factors to Arla-specific activity data.

Scope 2 – Indirect emissions

Scope 2 emissions relate to the indirect emissions caused by Arla's energy purchases, i.e. electricity or heat. Scope 2 emissions are calculated in accordance with the methodology set out in the GHG protocol by applying emission factors to Arla-specific activity data.

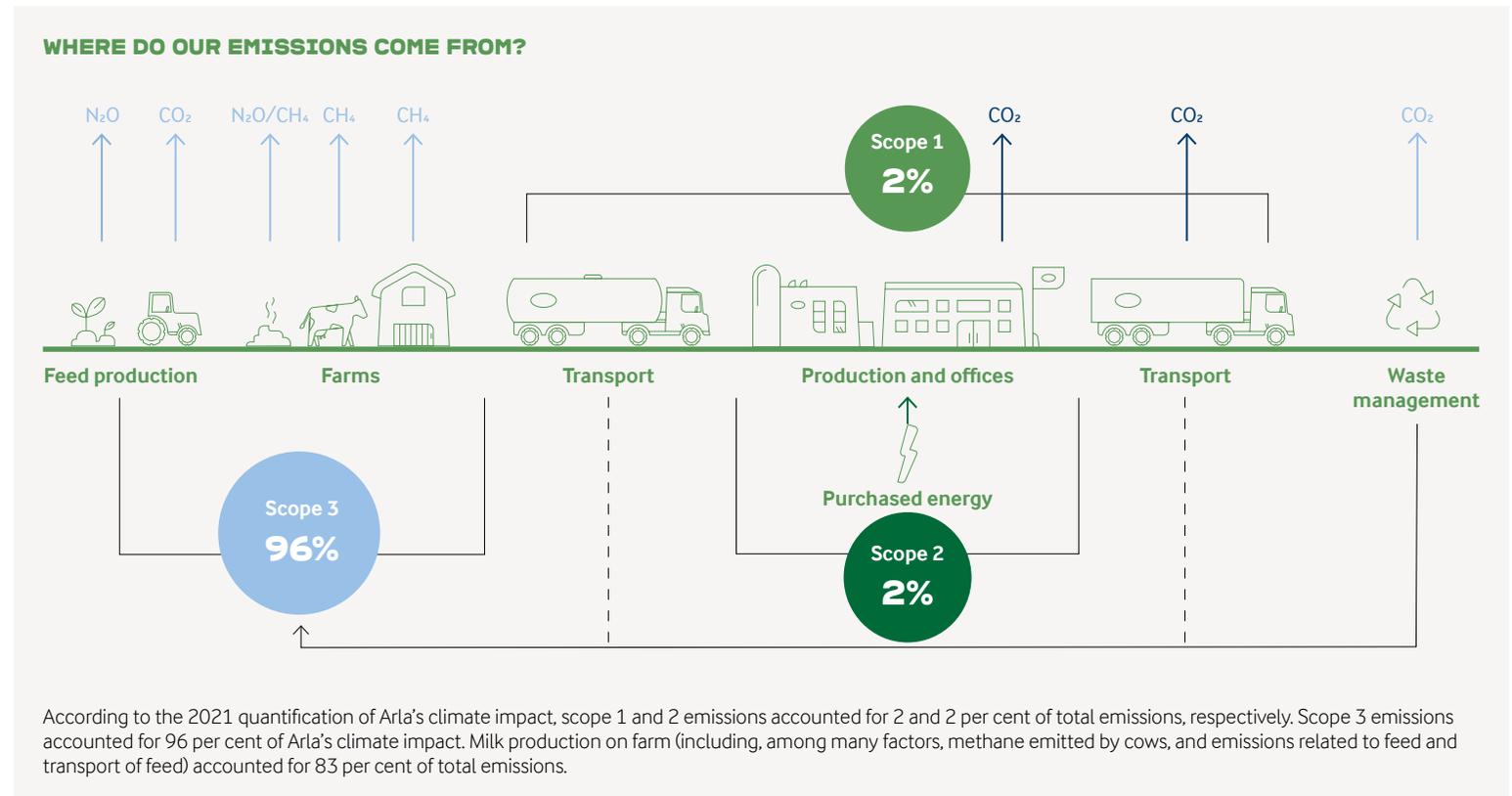
In 2020, Arla switched from location-based scope 2 reporting to market-based reporting and updated the 2015 baseline. The market-based allocation approach reflects emissions from the specific electricity and other contractual instruments that Arla purchases, which may differ from the average electricity and other energy sources generated in a specific country. This gives Arla the chance to purchase electricity and other contractual instruments that emit less greenhouse

gases than the country average. In accordance with the GHG protocol, Arla discloses scope 2 emissions according to both the market- and location-based method (also known as dual reporting).

Scope 3 – Other indirect emissions

Scope 3 emissions relate to emissions from sources that Arla does not directly own or control. They cover emissions from purchased goods and services

(e.g. raw milk purchased from owners and contract farmers, whey, packaging and transport purchased from suppliers), but also waste processing from sites. Scope 3 emissions are, in line with the GHG protocol, calculated by applying emission factors to Arla-specific activity data.



* The IPCC (Intergovernmental Panel on Climate Change) is the United Nations' body for assessing the science related to climate change.



Environmental figures

1.1 GREENHOUSE GAS EMISSIONS (CO₂e)



Accounting policies (continued)

Emissions from whey relates to externally purchased whey for the largest sites of Arla Foods Ingredients. Included whey is standardised and recalculated based on the milk solid content to consider the difference in quality and fractions purchased at Arla. The emission factor related to externally purchased whey was unchanged at 1.0, a conservative estimate (Flysjö, 2012).

Arla collects data from transport and packaging suppliers covering a minimum of 95 per cent of the spend, and based on the collected data, emissions are scaled up to cover 100 per cent. Biogenic emissions are not currently disclosed in the ESG section but will be disclosed from 2022. For transport, operations and packaging emission factors are obtained from Sphera, an industry-leading consultancy firm. The emission factors are updated annually to the most recent complete data set for the same year, in this case 2017. Emission factors are unchanged compared to 2020 due to changes in delivery time from Sphera. Farm-level emission factors are obtained from 2.-0 LCA Consultants. For non-owner milk, emission factors were unchanged at 2015 levels.

Scope 3 – Emissions on farm

Scope 3 emissions from raw milk are calculated in accordance with the International Dairy Federation's guideline for the carbon footprint of dairy products (IDF 2015). The tool used for calculating the carbon footprint from milk is based on an attributional life-cycle assessment (LCA) that has been developed during the last decade in collaboration with 2.-0 LCA Consultants, a Danish consultancy firm formed by academics. For detailed descriptions of methodology, please refer to Schmidt and Dalgaard (2021). Farm-level emission factors are also obtained from 2.-0 LCA Consultants. Non-owner milk emissions are calculated by multiplying milk volume with emission factors based on national inventory data and not Arla specific data. The calculations are based on an earlier version of the farm tool following IDF 2010 (Dalgaard R, Schmidt J, Cenian K, 2016).

Emissions related to raw milk include emissions both on and off farm. The emissions relate to the cow's digestion, feed production and purchase, manure storage, energy usage, capital goods and peat soils. Emissions related to

feed include fertilizer for home-grown feed and purchased feed, and transport of purchased feed. Manure storage can result in methane and nitrous oxide emissions. The amount of emissions varies depending on how manure is covered and whether it is used for biogas production. Peat soils are wetland with a high CO₂e content. When soils are drained and used in crop production CO₂ and N₂O are released. The emission figure related to raw milk presented in this report is a weighed average emission per kg of milk, calculated based on validated climate data from farms where the data has been validated by external climate experts, multiplied by the fat and protein adjusted milk intake. Farms visited by external climate experts are statistically representative of all Arla farms.



Uncertainties and estimates

In 2021, 93 per cent of Arla's active farmer owners, covering 98 per cent of Arla's owner milk volume, submitted a detailed Climate Check questionnaire (farmers receive an incentive of 1.0 EUR-cent/kg of milk to complete the survey). Their answers were validated by external climate experts. This report includes only externally validated data which at year end 2021, accounted for 77 per cent of Arla's active farmers.

Farmer owners complete the Climate Check once a year based on data from their most recent financial year. This could vary from farm to farm, as some have financial years running from January to December, while others run from July to June. Therefore, the figures presented are not necessarily based on farm data covering the same period. The majority of data, 61 per cent, relates to the period 1 January 2020 to 31 December 2020 while 14 per cent relates to earlier periods.

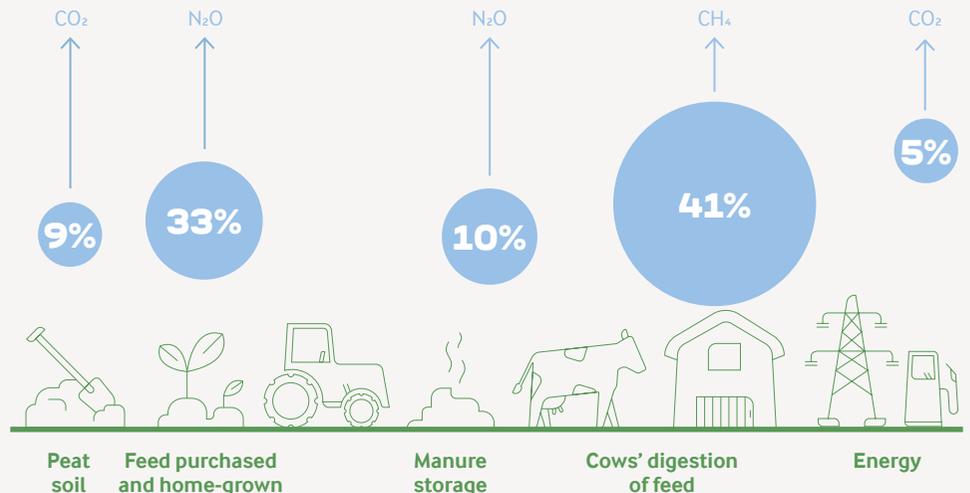
An uncertainty analysis has been carried out to understand the biggest areas of uncertainty related to self-reported farm emission data. The analysis was centred around four key levers; herd, feed, crops and manure handling, and addressed the parameters with the highest impact on the emissions on farm. The analysis concluded that data could be manipulated, in worst case up to 10-12 per cent, but only if the farmer had a starting point of high emissions and claimed to change from no biogas treatment to full biogas treatment of slurry. Smaller farmers and farmers

using extensive grazing systems are not always measuring the amount of feed that the cows eat or the dry matter content of the grass on the fields. To enable these farmers to report, the system contains a model which calculates feed consumption based on herd size and milk yield. Reporting on peat soils is a developing field and still subject to higher uncertainty than other areas. Due to it's relatively high climate impact uncertainties related to peat soils could have significant impact on the total reported greenhouse gas figure. The risk of errors and data manipulation is minimised by external climate advisors validating the data, and also by a systematic statistical process conducted by Arla to filter outliers. All outliers are flagged to the climate advisors, who may go back to the farmer to investigate. Numbers are only released for reporting after thorough investigation.

The methodology used to calculate emissions on farm is developing over time. Currently, factors that potentially lower total net emissions, such as carbon sequestration on farm and direct land use change, are not included. IDF 2015 suggest that direct land use change should be included in the calculations.

Other uncertainty relates to data collection regarding packaging and transport from our suppliers. Each year, Arla sends its suppliers detailed requests to provide the necessary data, accompanied by a manual on how to complete the related documentation. Manual data entries from different sources are clear risks to data quality. To minimise the risk of reporting errors, a rigorous two-step internal validation process is in place.

WHERE DO OUR EMISSIONS COME FROM ON FARM?



Other emissions, 2 per cent, include capital goods and destruction of animal remains.



Environmental figures

1.2 RENEWABLE ENERGY SHARE



SHARE OF RENEWABLE ENERGY INCREASED

The use of energy, including heat and electricity, at Arla's sites contributes to climate change, depletion of non-renewable resources and pollution. As a result, switching from fossil to renewable energy is an important lever to fulfil Arla's climate ambition and reduce the carbon footprint from scope 1 and 2 emissions.

The renewable energy share increased to 33 per cent in 2021 compared to 31 per cent last year. The ratio was positively impacted by the purchase of additional green electricity and biogas in Denmark.

In 2020, the accounting method for renewable energy was changed from location-based to market-based accounting. Between 2016 and 2019, Arla purchased a number of green certificates without accounting for these in the figures, therefore only 2020-2021 figures are disclosed in ESG Table 1.2.

ESG Table 1.2 Energy purchased for production (thousand MWh)	2021	2020	2019	2018	2017
Non-renewable sources:					
Natural gas, fuel oil and gas oil	1,773	1,816	-	-	-
Electricity	634	626	-	-	-
District heating	19	5	-	-	-
Non-renewable sources	2,426	2,447			
Renewable sources:					
Biogas and biomass	563	559	-	-	-
District heating	210	119	-	-	-
Electricity	421	432	-	-	-
Renewable sources	1,194	1,110			
Total energy purchased for production	3,620	3,557	-	-	-
Renewable energy share, market-based*	33%	31%	-	-	-
Renewable energy share, location-based	32%	35%	33%	27%	24%

* In 2020, Arla switched to market-based accounting and the 2020 figures are based on the new method. The renewable energy share based on national averages (location-based method) was 35 per cent in 2020 and is shown on a separate line.



Accounting policies

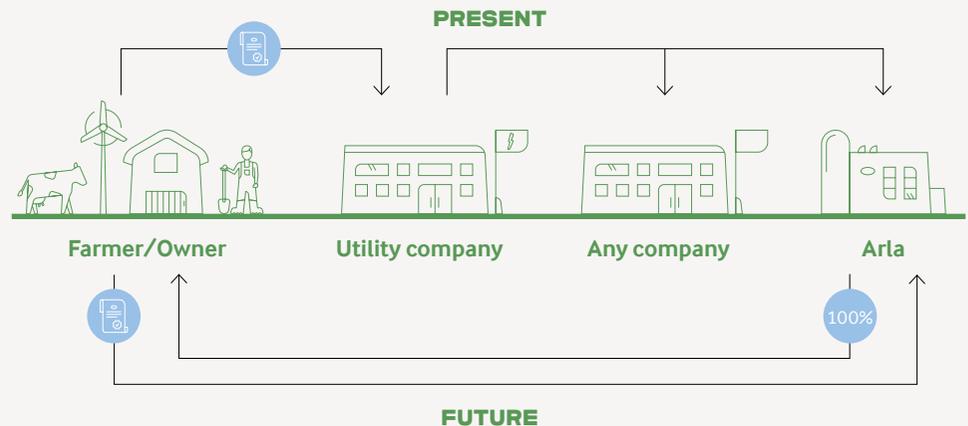
Energy usage in production consists of renewable and fossil-based fuels and electricity. Renewable energy is energy based on renewable sources, which can be naturally replenished, such as sun, wind, water, biomass and geothermal heat. From 2020, Arla measures and reports emissions based on market-based accounting and will account for the purchase of green electricity by contractual agreement in the renewable energy share calculation. The renewable electricity purchased from national sources is assessed annually using figures for the national electricity mix supplied by Sphera, an industry-leading consultancy firm collecting, assessing and analysing emission data based on the latest scientific evidence. To calculate the share of renewables, the

renewable energy use is divided by the group's total energy use.

Some Arla sites produce and sell excess energy, i.e. electricity and heat. The energy sold was not deducted in the calculation of the renewable energy share. The data presented in ESG Table 1.2 is collected monthly from Arla's sites. Data for energy consumption is primarily based on invoice information and automated meter readings at each site, and therefore there is very little uncertainty associated with these figures. Arla does not account for energy losses, therefore all energy purchased is included in the figures.

THE GREEN POWER LOOP PRESENT AND FUTURE

One way of securing green electricity for our operations is by buying Guarantees of Origin (GO) certificates directly from our farmer owners. This will secure our farmers a better price for their power and provide Arla access to additional certificates.





Environmental figures

1.3 WASTE**SOLID WASTE INCREASED**

Waste that cannot be recovered through recycling, reuse or composting impacts the environment. Arla continuously seeks to increase production efficiency at sites, reduce waste throughout the manufacturing and transport process, as well as working with waste management suppliers to reduce waste and improve waste handling.

In 2021, solid waste increased to 33,500 tonnes compared to 32,975 tonnes last year mainly driven by expanded production capacity in Bahrain.

ESG Table 1.3 Solid waste
(tonnes)

	2021	2020	2019	2018	2017
Recycled waste	21,640	21,402	21,651	20,233	19,699
Waste for incineration with energy recovery	8,679	8,991	10,011	12,546	11,088
Waste for landfill	1,921	1,204	988	933	897
Hazardous waste	1,260	1,378	1,063	888	924
Total	33,500	32,975	33,713	34,600	32,608

**Accounting policies**

Solid waste is defined as materials from production which are no longer intended for their original use and which must be recovered (e.g. recycled, reused or composted) or not recovered (e.g. landfilled). This includes packaging waste, hazardous waste and other non-hazardous waste. Arla collects data monthly from all sites where we have control.

**Uncertainties and estimates**

Solid waste information is retrieved from external waste handlers monthly and reported by the sites. In 2021, data collection for Denmark and Sweden was automatized. For the other countries, the source remains manual entries by sites which increases the risk of errors. Relevant controls are in place to mitigate the risk of errors.

Currently, Arla discloses only solid waste in ESG Table 1.3, which is only a small part of Arla's total waste. Other waste types are product waste and sludge. Arla is working to further improve the food waste reporting accuracy and efficiency with the aim of including food waste in the ESG reporting.

Environmental figures

1.4 WATER**WATER CONSUMPTION SLIGHTLY UP**

Providing access to clean water is an important part of Arla's environmental ambition, and as such, reducing water usage and enhancing water cleansing technologies at production sites is a key focus area.

In 2021, water consumption in Arla increased by 1 per cent compared to last year, driven by expanded production capacity in Bahrain and increased mozzarella production in Denmark.

ESG Table 1.4 water consumption
thousand m³

	2021	2020	2019	2018	2017
Water purchased externally	11,057	10,918	10,589	10,484	10,862
Water from internal boreholes	7,803	7,745	7,470	7,600	7,808
Total	18,860	18,663	18,059	18,084	18,670

**Accounting policies**

The water consumption covers all water purchased from external suppliers and water from internal boreholes at production sites, warehouses and logistics terminals. External borehole water includes water purchased from external suppliers before internal treatment. Internal borehole water relates to boreholes on sites measured before internal treatment.

**Uncertainties and estimates**

Water consumption data is based on monthly manual input from sites. The externally purchased water is checked against supplier data, while internal borehole water is retrieved from manual meter readings. To mitigate the risk of manual errors, data go through thorough internal validation at the site and centrally at Arla.



Environmental figures

1.5 ANIMAL WELFARE



ANIMAL WELFARE JOURNEY ON TRACK

Animal welfare is a key priority for our farmer owners, and for Arla as a company. Arla is committed to reporting on the most important measures to describe and improve animal welfare. Our animal welfare KPIs include somatic cell count, which is a good indicator of disease and stress in cows, and four indicators connected to the physical appearance and well-being of cows. The indicators are body condition, cleanliness, mobility and injuries. These indicators were developed based on scientific research into the most common dairy cattle issues.

Animal welfare on farm is externally audited at least once every three years by a world-leading quality assurance and audit firm, SGS, specialising in animal

welfare. The percentage of audited farms was 37 per cent in 2021 corresponding to 3,337 audits. The results of the audit can trigger a follow-up audit either if there are major issues or if there are several minor issues. In case of repeated animal welfare breaches, Arla stops milk collection from the non-compliant farm, and in rare, extreme cases terminates the membership. During 2020, the audit process was upgraded and harmonised across all owner countries to ensure that auditors follow the same procedure and standards everywhere. Therefore, only 2021 data is reported.

The average somatic cell count across Arla geographies fell by 2 per cent to 191 thousand cells/ml, the lowest level for more than five years.

FOUR CORE ANIMAL WELFARE INDICATORS

We measure the general wellbeing of the cows using four indicators developed based on scientific research into the most common dairy cattle issues.

Cows with good body condition

Fit cows have the perfect amount of fat reserve on their bodies: not too little and not too much.

Mobile cows

walk without any problems, and have no pain in their legs and hooves.

COWS WITH GOOD BODY CONDITION

MOBILE COWS

CLEAN COWS

COWS WITHOUT INJURIES

Clean cows

have a lower risk of being infected by disease.

Cows without injuries

An injury on a cow can be a lump, bump, ulcer or sore.

Ratio calculated based on 3,337 Arlagården® audits performed in 2021.

ESG Table 1.5 Animal welfare indicators

	2021	2020	2019	2018	2017
Somatic cell count (thousand cells/ml)	191	194	196	198	194
Share of audited farmers with no major cleanliness issues	98.4%	-	-	-	-
Share of audited farmers with no major mobility issues	99.5%	-	-	-	-
Share of audited farmers with no major injury issues	100.0%	-	-	-	-
Share of audited farmers with no major issues related to body condition	99.8%	-	-	-	-



Accounting policies

Somatic cell count (average):

Somatic cells in milk are primarily white blood cells. An elevated level of somatic cells can indicate inflammation (mastitis) of the cow's udder, which causes the animal pain and stress, and also lowers milk quality. Arla monitors the somatic cell count (SCC) by analysing milk at bulk tank level each time milk is collected from the farms. Levels are continuously reported to safeguard milk quality. The figure reported is a weighted average of Arla's entire milk intake in a given year. The SCC count is received from several laboratories across owner countries. SCC above 300 reduces the milk price to the farmer, while an addition is given for SCC below 300.

Audit on farms and animal-based indicators

Animal welfare conditions on all Arla farms are regularly audited. An audit entails a thorough check-up of the herd and the farm from all relevant animal welfare perspectives. Audits include basic audits (performed every three years), spot checks, start-up visits, attention and special attention audits. Audited farmers are defined as the percentage of owners who received at least one audit in 2021. One owner could potentially receive more than one audit per year if the farmer owns more than one farm or if the farmer receives both a basic audit and a spot check audit. Follow-up audits are not included in the figure.



Uncertainties and estimates

The UK somatic cell count includes the somatic cell count for contract farmers as well as owners, however this has no significant impact on the total somatic cell count.

Farms are audited every three years. A year-on-year comparison may therefore be affected due to the fact that it is not the same farms being audited every year.

Animal-based indicators evaluated by auditors

The KPIs reported in Table 1.5 relate to the share of audited farmers with no major issues reported within each category. When an auditor visits the farm, a sample of the herd is selected. The sample size varies with the herd size. The auditor scores the cows in the sample for the four core welfare indicators on a scale of 0-2, where 0 means no issues identified, 1 means minor issues and 2 means major issues. The results are reported to Arla. If the auditors find more than 5 per cent of the sampled cows too thin, more than 25 per cent too dirty, more than 15 per cent lame or more than 10 per cent injured, they report it as a major animal welfare incident to Arla.



Social figures

2.1 FULL-TIME EQUIVALENTS



FTEs INCREASED DUE TO INSOURCING AND INTERNATIONAL EXPANSION

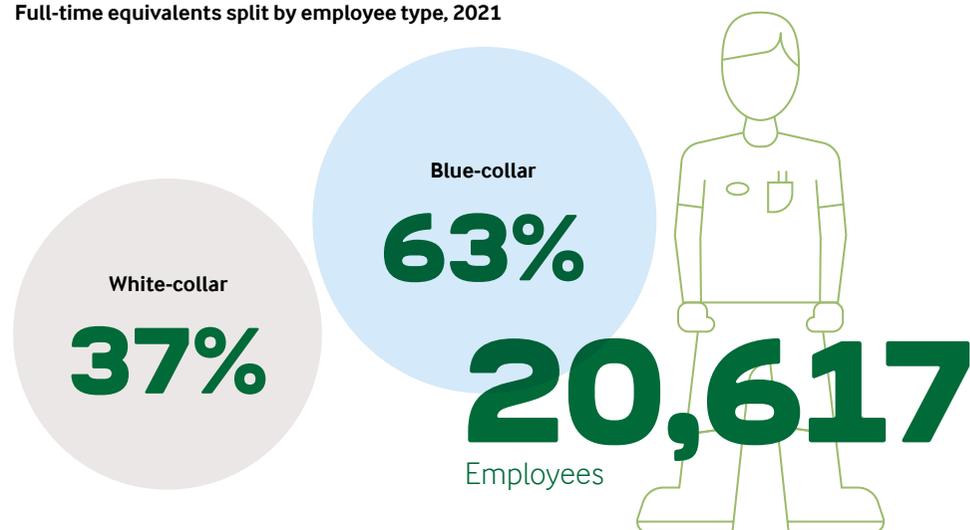
People are crucial to Arla's success, so it is imperative to know how the group deploys these resources across geographies and time. The number of employees is measured in full-time equivalents (FTEs). The total number of FTEs increased by 3.0 per cent compared to last year. A key driver was insourcing of administrative tasks in UAE and Oman and expansion of production capacity in Bahrain to enable increased demand and the move of production lines from Denmark and Saudi Arabia. The increase in FTEs in Denmark can be ascribed to expansion in Arla Foods Ingredients and insourcing of IT and marketing activities.

Over the last five years, the FTE level increased on average 2 per cent per year. The numbers show a shift from our core European markets to Poland and international markets, especially to MENA. This supports Arla's strategic plan to expand the share of business outside Europe, where the outlook for growth is more promising.

ESG Table 2.1 Full-time equivalents

	2021	2020	2019	2018	2017
Denmark	7,565	7,350	7,258	7,264	7,069
UK	3,616	3,761	3,407	3,387	3,477
Sweden	3,076	3,114	2,977	3,001	3,029
Germany	1,590	1,632	1,681	1,759	1,809
Saudi Arabia	974	970	952	965	1,009
Poland	582	529	511	463	433
North America	501	479	477	502	496
The Netherlands	349	351	339	327	320
Finland	364	336	319	325	325
Other countries	2,000	1,498	1,253	1,197	1,006
Full-time equivalents	20,617	20,020	19,174	19,190	18,973

Full-time equivalents split by employee type, 2021



Accounting policies

FTEs are defined as the contractual working hours of an employee compared to a full-time contract in the same position and country. The full-time equivalent figure is used to measure the active workforce counted in full-time positions. An FTE of 1.0 is equivalent to a full-time worker, while an FTE of 0.5 equals half of the full workload.

The average FTE figure reported in Note 1.2 in the consolidated financial statements, and in ESG Note 2.1 is calculated as an average figure for each legal entity during the year based on quarterly measurements taken at the end of each quarter.

All employees are included in the FTE figure, including employees who are on permanent and temporary contracts. Employees on long-term leave, e.g. maternity leave or long-term sick leave, are excluded.

The majority of employees in production and logistics are classified as blue-collar employees, while employees in sales and administrative functions are classified as white-collar employees. The ratio of white-collar to blue-collar employees is calculated based on FTEs as at 31 December.

Employee data is handled centrally in accordance with GDPR. The FTE figure is reported internally on a monthly basis. To improve data quality, data is validated by each legal entity on a quarterly basis.



Social figures

2.2 GENDER DIVERSITY



SHARE OF FEMALES IN MANAGEMENT INCREASED

A diverse workforce is key to Arla's success. Arla's policies do not distinguish between men and women when it comes to promotion opportunities or remuneration, however women are underrepresented in Arla's blue-collar workforce, and to a lesser extent in the white-collar workforce as well.

Arla's goal is to create a workplace with a diverse workforce promoting equal opportunities regardless of background, culture, religion, gender etc. Diversity, inclusion and anti-harassment policies are in place to handle issues in a structured manner and a whistleblower platform enables employees to report any kind of harassment. Work councils at both local and global levels also help to ensure that workplace decisions are made in the best interests of all colleagues and Arla. Gender diversity for the Board of Directors is disclosed in ESG Note 3.1.

Gender diversity (all employees)

In 2021, the female share of FTEs remained unchanged from last year at 27 per cent. Read more about how Arla works with diversity on page 55.

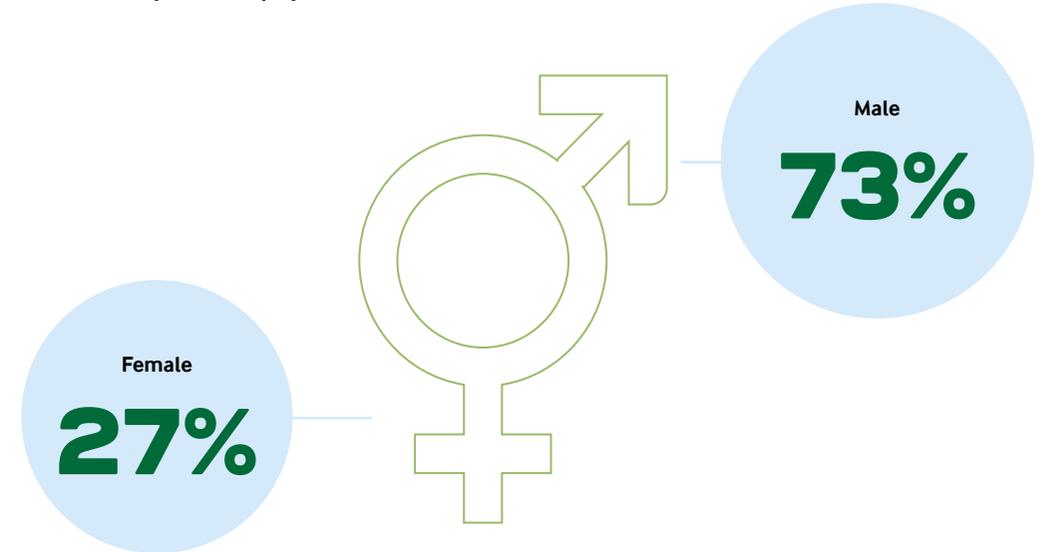
Gender diversity (in management)

27 per cent of positions at director level or above were held by women, which was a small increase compared to last year.

Gender diversity (in Executive Management Team)

14 per cent of the Executive Management Team members were women, unchanged compared to last year.

Gender diversity for all employees, 2021



ESG Table 2.2.a Gender diversity for all employees (all employees)

	2021	2020	2019	2018	2017
Total share of females	27%	27%	27%	27%	26%

ESG Table 2.2.b Gender diversity in management (diversity in management)

	2021	2020	2019	2018	2017
Share of females at director level or above	27%	26%	26%	23%	22%

ESG Table 2.2.c Gender diversity in Executive Management Team

	2021	2020	2019	2018	2017
Share of females in Executive Management Team (EMT)	14%	14%	29%	29%	29%



Accounting policies

Gender diversity (all employees)

Gender diversity is defined as the share of female FTEs compared to total FTEs. Gender diversity is based on FTEs as at 31 December 2021. It covers all white-collar and blue-collar employees.

Gender diversity (in management)

Arla's gender diversity in management is defined as the share of female FTEs in positions at director level or above compared to total FTEs for positions at director level or above.

Gender diversity (in Executive Management Team)

Gender diversity in management is defined as the share of females in the Executive Management Team (EMT) as at 31 December 2021.



Social figures

2.3 GENDER PAY RATIO**GAP BETWEEN MALE AND FEMALE SALARY DECREASED**

Paying equal salaries for the same job regardless of gender is a basic requirement for an ethical and responsible company. At Arla, men and women in the same or equivalent jobs receive the same level of pay. This is ensured through well-defined and fixed salary bands across all job categories.

Gender pay ratio is an indicator of where women are placed in the company hierarchy. Arla targets complete equitable treatment between genders, which would be represented by a gender pay ratio of 1.0. In 2021, the median male salary at Arla was 3 per cent higher than the median female salary, a decrease compared to 5 per cent last year.

ESG Table 2.3 Gender pay ratio

	2021	2020	2019	2018
Gender pay ratio	1.03	1.05	1.05	1.06

**Accounting policies**

The gender pay ratio is defined as the median male salary divided by the median female salary. The salary used in the calculation includes contractual base salaries while pensions and other benefits are not included.

**Uncertainties and estimates**

The ESG reporting guidelines issued by CFA Society Denmark and Nasdaq recommend including the total workforce as well as bonus and pension in the equation. However, due to data limitations only the gender pay ratio for the white-collar workforce is disclosed. It is estimated that including blue-collar employees in the gender pay ratio would reduce the gap, as males are overrepresented in the blue-collar workforce.

Social figures

2.4 EMPLOYEE TURNOVER**EMPLOYEE TURNOVER UP DUE TO COVID**

Attracting and retaining the right people are imperative to the success of Arla's business. Employee turnover shows the fluctuation in the workforce. Arla aim for a stable turnover and recognise that some turnover is needed to remain competitive and innovative.

Employee turnover increased to 13 per cent compared to 10 per cent last year. The development was driven by

an increase in voluntary turnover to 10 per cent from 6 per cent last year. The increase was slightly higher than the level for previous years, likely impacted by the Covid-19 situation and the unusually low voluntary turnover in 2020. The involuntary turnover decreased slightly to 3 per cent compared to 4 per cent last year.

ESG Table 2.4 Employee turnover

	2021	2020	2019	2018	2017
Voluntary turnover	10%	6%	8%	8%	8%
Involuntary turnover	3%	4%	4%	4%	3%
Total turnover	13%	10%	12%	12%	11%

**Accounting policies**

Turnover is broken down by voluntary turnover (i.e. the employee decides to leave the company) and involuntary turnover (i.e. the employee is dismissed). With such differentiation, turnover is an indicator of talent retention at Arla and also indicates the efficiency of operations.

Employee turnover is calculated as the ratio of total employees leaving to the total number of employees in the same period. The figure refers to the number of employees and not to FTE.

Turnover is calculated for all employees on a permanent contract and includes several reasons for their departure, such as retirement, dismissal and resignation. Departures are only included in the calculation from the month when remuneration is no longer paid (e.g. some tenured employees may be entitled to remuneration for a few months after their dismissal).

Social figures

2.5 FOOD SAFETY – NUMBER OF PRODUCT RECALLS

ZERO PRODUCT RECALLS IN 2021

As a global food company, food safety is key to Arla. A core responsibility for Arla is to ensure that products are safe for consumers to eat and drink, and that the content of the product is clearly and appropriately labelled on the packaging. Food safety is also one of the most important indicators towards consumers, signalling that Arla's products are produced and labelled according to the highest quality standards.

In 2021, no product recalls occurred, while last year there was one. Arla is dedicated to ensuring that its products are safe to consume and works continuously across the value chain, including with suppliers, to reduce the number of recalls to as close to zero as possible. All product incidents must be dealt with in a timely manner to ensure the safety of our consumers as well as the legality and quality of products (Arla or private label). The handling of all public recall incidents follows a detailed and standardised process. Product incident management is also tested annually.

ESG Table 2.5 Recalls

	2021	2020	2019	2018	2017
Number of recalls	0	1	4	2	10

Accounting policies

In accordance with ESG reporting standards, product recalls are defined as public recalls. A public recall is the action taken when products pose a material food safety, legal or brand integrity risk. Public recall is only relevant if products are available to the consumers in the marketplace.

Public recalls are reported as soon as they happen, and an incident report must be completed about each incident within two weekdays from the first notice of the problem. The total number of public recalls is reported externally on an annual basis.

2.6 ACCIDENTS

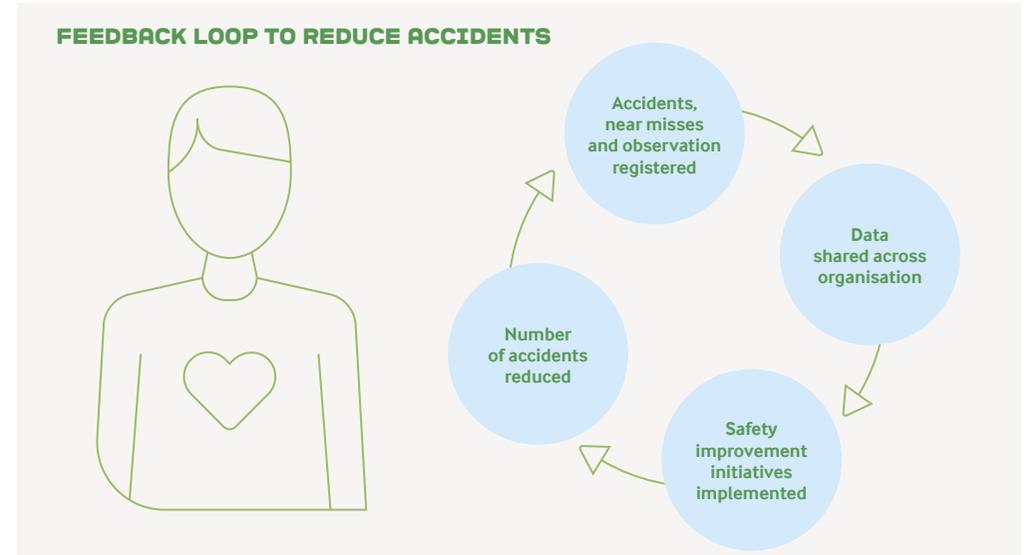
ACCIDENTS REMAINS KEY PRIORITY

Arla has a comprehensive and long value chain and offers a large variety of jobs across geographies. Our employees are key to the success of Arla, and it is our ambition to provide all employees with safe and healthy working conditions. Arla is committed to preventing accidents, injuries and work-related illnesses.

A systematic approach to target-setting and tracking is applied to mitigate risks and reduce problems in an

ongoing close collaboration with employees across the organisation. Accidents resulting in injuries can be lost-time accidents (LTAs) as well as non-lost-time accidents (minor). The number of LTAs per 1 million working hours decreased to 4.3 compared to 5.2 last year. The decrease is seen across both logistic and production especially in Denmark, Sweden and Finland, but also at international sites. The development is a result of continued focus on safety awareness through cornerstone.

FEEDBACK LOOP TO REDUCE ACCIDENTS



ESG Table 2.6 Accidents (per 1 million working hours)

	2021	2020	2019	2018	2017
Accident frequency	4.3	5.2	6.0	7.9	9.3

Accounting policies

An LTA is a workplace injury sustained by an employee while completing work activities that result in the loss of one or more days off from work on scheduled working days/shifts. An accident is considered a lost-time accident only when the employee is unable to perform the regular duties of the job, takes time off for recovery, or is assigned modified work duties for the recovery period.

All employees – both Arla employees and agency workers undertaking an Arla job – sustaining injury or illness related to the workplace are required to report it to their team leader or manager as soon as reasonably practical, regardless of severity.

Most site employees have access to a mobile application where they can quickly and easily report any accidents. Notification must be done prior to the injured party leaving work. Accidents reported after the end of the injured party's working day may not be accepted as a workplace accident. The number of accidents is reported monthly to the Board of Directors and Executive Management Team.



Governance data

3.1 GENDER DIVERSITY – BOARD OF DIRECTORS**SHARE OF FEMALES UNCHANGED FROM LAST YEAR**

Gender diversity on the Board of Directors is important, partly to ensure that both genders are represented at a high level, and partly to bring a variety of perspectives to the business. Ensuring gender diversity on the Board of Directors is also a legal requirement in Denmark. The current Board of Directors consists of 15 farmer owners, three employee representatives and two external advisors, where only owner representatives are elected by the Board of Representatives at the general meeting. Four of these 20 board members are female, reflecting a ratio of 20 per cent female and 80 per cent

male which is unchanged compared to last year. In accordance with section 99b of the Danish Financial Statements Act, only members elected by the Board of Representatives can count in the Board of Directors figure. In 2021, two of the 15 farmer owners on the Board of Directors were female which equates to a composition of 13 per cent female and 87 per cent male, which is unchanged compared to last year. In 2021, Arla set a new four-year target to achieve a female representation on the Board of Directors of at least 20 per cent. In 2021, the target was not achieved.

ESG Table 3.1 Gender diversity on Board of Directors

	2021	2020	2019	2018	2017
Share of females on the Board of Directors	13%	13%	13%	13%	12%

**Accounting policies**

The gender diversity ratio is calculated as the share of female members as at 31 December. It includes only members of the Board of Directors elected by the

general meeting and excludes employee representatives and advisors to the Board of Directors.

Governance data

3.2 BOARD MEETING ATTENDANCE**MEETING ATTENDANCE REMAINS HIGH**

Attendance at the board meetings by the members of the Board of Directors ensures that all Arla's owners and employees are represented when important strategic decisions are made. Arla's board members are very dedicated, and as a general rule all board members attend all meetings unless they are prevented from doing so due to health reasons.

In 2021, board attendance remained at the same level last year. Information on board members can be found on pages 42-44.

ESG Table 3.2 Board meeting attendance

	2021	2020	2019	2018	2017
Number of meetings	12	10	10	13	9
Attendance	98%	99%	96%	99%	99%

**Accounting policies**

The board meeting attendance ratio is calculated as the sum of regular board meetings attended per board member and the total possible attendance.

The current Board of Directors consists of three employee representatives, two external advisors and 15 owners. When calculating board meeting attendance, all 20 board members are included.

Governance data

3.3 GENERAL ACCOUNTING POLICIES

Basis for preparation

The environmental, social and governance (ESG) report is based on ongoing monthly and annual reporting procedures. The consolidation principles are based on operational control unless described separately in the definition section of each ESG note. All reported data follows the same reporting period as the consolidated financial statements.

Materiality

When presenting the ESG report, management focuses on presenting information that is considered of material importance to Arla's stakeholders, or which is recommended to be reported by relevant professional groups or authorities.

During 2021, we updated our materiality analysis, which is now based on the concept of double materiality. This means that we are exploring the impact Arla has on stakeholders in relation to social, environmental or economic issues, as well as the impact of these issues on Arla's business.

Each topic in the materiality matrix (see graphic) represents a wider agenda and underlying issues, which are identified from relevant ESG/sustainability frameworks, and qualified through insights from Arla's strategy process. Based on input from different expert groups within the Arla value chain, a draft matrix was prepared and sent out to a wider group of selected external and internal stakeholders for further comments and dialogue. The external stakeholders include top 20 customers, elected farmer owners, NGOs and financial institutions in Denmark, Sweden, the UK and Central Europe.

The 2021 update showed that food safety is still the top priority for both external and internal stakeholders. Other areas, which are still highly prioritised are animal care and greenhouse gas emissions.

The above priorities are reflected throughout the annual report: Animal welfare (page 26 and the CSR report), governance principles (pages 46-56) and diversity policies (page 55) are reported at length, while

in the ESG report, data and accounting policies related to Arla's greenhouse gas emissions (Note 1.1), animal welfare (Note 1.5), food safety (Note 2.5), waste (Note 1.3) and diversity (Notes 2.2 and 2.3) are presented, making Arla's business more transparent and accountable.

The figures disclosed in the consolidated ESG data section were chosen based on the materiality analysis, but also consider the maturity of data to ensure high data quality on each KPI. In some cases, it was concluded that current data tracking or collection capabilities do not provide sufficient data quality to satisfy disclosure to the highest standards, despite the fact that the figures could be of material importance to stakeholders. In these cases eg. recyclability in packaging, the necessary steps to improve data tracking and collection have been initiated. In the coming years, plans are to widen the scope of reporting to fully comply with best practice in ESG reporting.

Reporting scope

Environmental KPIs (Notes 1.1-1.4) included data from all production and logistical sites. This, together with milk, external waste handling, external transport and packaging cover all material activities in Arla's value chain. The environmental impact related to offices, business travel and other less material activities was not included in the total emission figure. This scope also applies to the accident KPI, Note 2.6, however accidents at head offices in Denmark, the UK, Sweden and Germany were also included.

Comparison figures

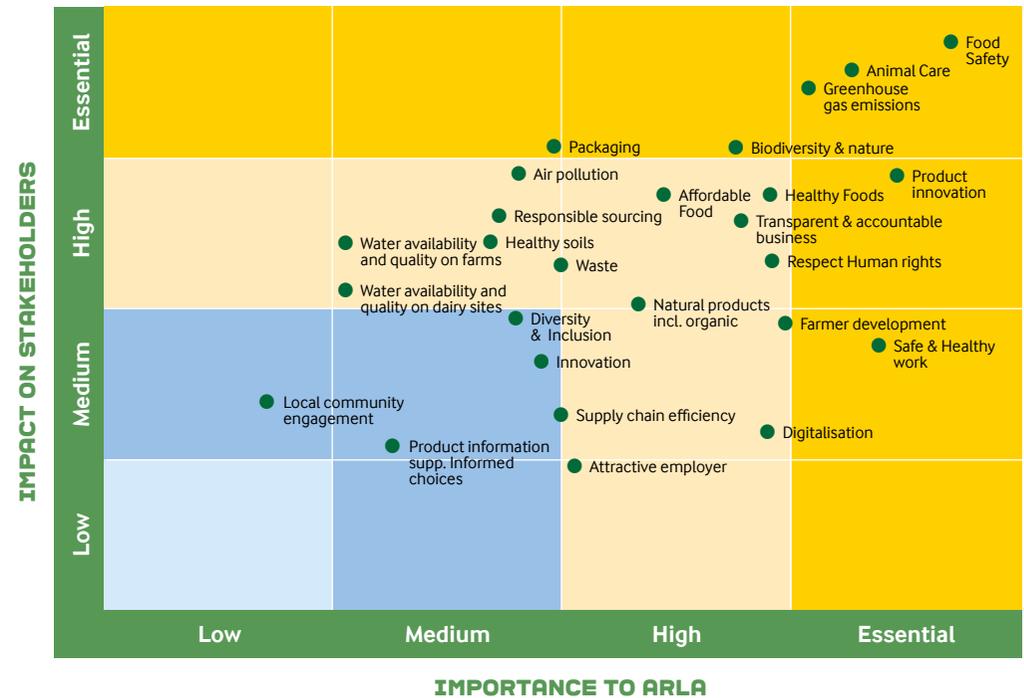
In line with ESG reporting guidelines, environmental data is presented in absolute figures to ensure comparability. Where relevant, a measure for progress towards Arla's previously communicated internal targets is included. Baselines and comparison figures are restated according to Arla's restatement policy. By default, Arla's baseline emissions are reviewed every five years from the target base year (2020, 2025, 2030), if no significant structural or methodological changes trigger a recalculation before. Every five years, Arla assesses if the structural changes (e.g. acquisitions or

divestments) in the past years reach the significance threshold when added together in a cumulative manner. Each year, Arla assesses if the structural changes that year reach the significance threshold (see below) by themselves or when added together.

- A threshold is defined for each Science Based Target:
- Scope 1 and 2: 5 per cent change compared to the base year
 - Scope 3 per kg of raw milk: 3 per cent change compared to the base year

When the baseline emissions are recalculated due to significant structural changes in the company (as defined above), historic figures are also recalculated and reported alongside the non-recalculated (actual) historic emission figures. This provides the reader with more clarity to understand Arla's actual emissions each year. Other externally reported ESG KPIs are only restated if material mistakes in the previous years' reporting are discovered. The materiality of mistakes is determined on a case-by-case basis.

MATERIALITY ANALYSIS





INDEPENDENT AUDITOR'S REASONABLE ASSURANCE REPORT

TO THE STAKEHOLDERS OF ARLA FOODS AMBA

We have been engaged by Arla Foods amba to perform a reasonable assurance engagement, as defined by International Standards on Assurance Engagements, hereafter referred to as the engagement, to report on Arla's environmental, social and governance figures in the ESG statements (the 'Subject Matter') contained in the annual report on pages 121-135 for the period 1 January 2021 to 31 December 2021 (the 'Report').

Criteria applied by Arla

In preparing the Subject Matter, Arla applied the criteria described on pages 121-135 (the 'Criteria'). The Subject Matter needs to be read and understood together with the reporting criteria, which management is solely responsible for selecting and applying. As a result, the subject matter information may not be suitable for another purpose.

The absence of an established practice on which to derive, evaluate and measure the Subject Matter allows for different, but acceptable, measurement techniques and can affect comparability between entities and over time.

Management's responsibilities

Arla's management is responsible for selecting the Criteria, and for presenting the Subject Matter in accordance with that Criteria, in all material respects. This responsibility includes establishing and maintaining internal controls, maintaining adequate records and making estimates that are relevant to the preparation of the subject matter, such that it is free from material misstatement, whether due to fraud or error.

Auditor's responsibilities

Our responsibility is to express an opinion on the presentation of the Subject Matter based on the evidence we have obtained.

We conducted our engagement in accordance with the International Standard for Assurance Engagements Other Than Audits or Reviews of Historical Financial Information ('ISAE 3000') and additional requirements under Danish audit legislation. Those standards require that we plan and perform our engagement to obtain reasonable assurance about whether, in all material respects, the Subject Matter is presented in accordance with the Criteria, and to issue a report. The nature, timing, and extent of the procedures selected depend on our judgment, including an assessment of the risk of material misstatement, whether due to fraud or error.

Our independence and quality control

We have maintained our independence and confirm that we have met the requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants and additional requirements applicable in Denmark and have the required competencies and experience to conduct this assurance engagement.

EY Godkendt Revisionspartnerselskab is subject to the International Standard on Quality Control (ISQC) 1 and thus uses a comprehensive quality control system, documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable requirements in Danish law and other regulations.

Description of procedures performed

As part of our examination, our procedures included:

- Interviews with relevant personnel to understand the business and reporting process during the reporting period, including the process for collecting, collating and reporting the Subject Matter and inspected relevant documentation

- Checking that the calculation criteria have been correctly applied in accordance with the methodologies outlined in the Criteria
- Undertaking analytical procedures to support the reasonableness of the Subject Matter
- Identifying and on a sample basis testing assumptions supporting calculations of environmental figures on pages 124-129.
- When feasible testing, on a sample basis, underlying source information to check the completeness and the accuracy of the data. When not possible to obtain underlying source information, performing procedures such as recalculation and comparison to financial metrics or statistical modelling to confirm the logic of data
- Performing two physical site visits in Denmark and Germany and two virtual site visits in Argentina and the UK to visually inspect operations, make inquiries, test that processes and controls are conducted in line with our understanding, inspect documents on a sample basis and evaluate if site follows group reporting guidelines
- Interviews with external specialists responsible for providing input to the calculations of the animal welfare and farmer climate data to evaluate the competence, capabilities and objectivity as well as evaluate whether the results of the external specialist's work are adequate for our purposes
- Evaluating the consistency of the information in the Subject Matter with the information in the annual report which is not included in the scope of our examinations

We also performed such other procedures as we considered necessary in the circumstances.

We believe that the evidence we have obtained is sufficient and appropriate to provide a reasonable basis for our opinion.

Conclusion

In our opinion, Arla's environmental, social and governance figures in the ESG statements for the period 1 January 2021 to 31 December 2021 are presented, in all material respects, in accordance with the criteria described on pages 121-135.

Aarhus, 9 February 2022

EY Godkendt Revisionspartnerselskab
CVR no. 30700228

Henrik Kronborg Iversen
State Authorised Public
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Carina Ohm
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