

RYNKEBY FOODS

CSR REPORT 2014



make it a beautiful day

Rynkeby Foods A/S is wholly owned by Arla Foods.

Management

Executive Management

Jørgen Dirksen

Supply Chain

Lars Petersen

Sales/Marketing

Mark Hemmingsen

Finance

Michael Kaalund

Procurement

Carsten Pedersen

Board of Directors

Board members elected by shareholders:

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Arla Foods Vice CEO.

Peter Giørtz-Carlsen,
Arla Foods,
Vice President.

Kent Skovsager,
Arla Foods
Vice President.

Patrik Hansson,
Arla Foods,
Vice President.

Employee Representatives on the Board of Directors
Leslie Lundehøj Jørgensen,
Product Developer.

Johan Høst-Madsen,
Production Controller.

Responsible for this report
Quality and CSR Manager
Rikke Bekker Henriksen



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INTRODUCTION

RESPONSIBILITY FOR ONE ANOTHER AND FOR OUR ENVIRONMENT

This report scrutinises Rynkeby's CSR status for activities in 2014, all based on a company culture summarised in our CSR policy.

I am proud to confirm that Rynkeby Foods is again this year supporting the 10 principles of the UN Global Compact in the areas of human rights, labour, environment and anti-corruption.

In this annual report we describe our actions to integrate the Global Compact principles in our business system, strategy, culture and daily work. We are committed to communicating with our employees, customers, consumers and partners in the most open, transparent and honest way possible.

Also this year have we worked to ensure an improved future communication platform, providing more dialogue with the outside world, predominantly through the use of digital media.

2014 was the year in which we made suppliers fully accountable and put people first. This has also been the basis for additional focus on health among our employees.

Through Team Rynkeby we now have one of the largest charity projects in the Nordic region, which promotes public health and also supports good causes in six countries. This constitutes a substantial contribution to public health and a chance of increasing charity.

April 2015

Jørgen Dirksen
CEO



This is our Communication on Progress in implementing the principles of the United Nations Global Compact and supporting broader UN goals.

We welcome feedback on its contents.

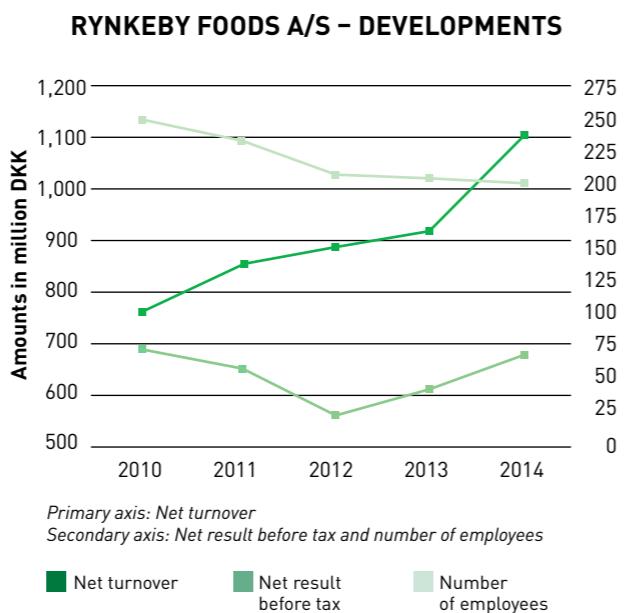
ABOUT RYNKEBY FOODS A/S

2014 Accounts: Market leader in the Nordic markets

Rynkeby Foods is a market leader in Denmark, Sweden and Finland and is also well represented in Norway. Outside of Danish borders the route to end customers is through our sister companies in the Arla Foods group.

The strategy is to develop/increase these positions over the coming year and actions have been initiated for the purpose of supporting this ambition. Competitively, the focus is on increasing the brand value through marketing investments in markets whilst also focusing on continued streamlining throughout the value chain.

Additionally there will be increased efforts as regards the further expansion of the company's value basis, especially this year the "winning culture" (see more about this further on in this report).



CSR POLICY

We must comply with the UN conventions and principles that, among other things, have been defined in UN Global Compact. This means that we will conduct our work in accordance with sustainable principles and seek resolutions that take into account human and environmental circumstances. We are especially committed to considering issues that concern the local community surrounding our business and the high-risk countries with which we cooperate.

Rynkeby goes even further with regard to social responsibility. We are involved with a number of voluntary activities that help improve a number of social and environmental areas. Small steps are better than none and we believe that if everyone lends a helping hand we will be better equipped to

solve some of the issues we face, nationally and internationally.

We have employee policies that ensure, among other things, that all our employees are given appraisal interviews and the older workforce are also offered "senior meetings" in order to plan the final years of their working life. We want to be diverse and reflect the society around us in respect of age, race, sex, religion and nationality.

We will not make promises that we cannot keep and CSR will not just be a showcase of all the good things we do. It will be a factual tool used to identify vulnerable areas that we can help develop and improve.



UN GLOBAL COMPACT

Since January 2011 Rynkeby Foods has been committed to the UN Global Compact's 10 principles to promote ethical business practice. We are also a member of the Global Compact's Nordic network, a Nordic forum for discussion about the implementation of the Global Compact.

The UN Global Compact is based on international conventions within the areas of human rights, labour, environmental protection and anti-corruption.

The UN Global Compact has two purposes, to encourage companies to support and implement the 10 principles in their practice and to encourage companies to contribute voluntary initiatives to promote the UN's sustainability objectives.

The 10 principles are well anchored in Rynkeby's CSR programme for business, the environment, people and health, as demonstrated below.

	The company should:	Rynkeby's framework
Human rights	<ol style="list-style-type: none"> Support and respect the protection of internationally declared human rights and Ensure that it does not contribute to the violation of human rights. 	<p>The Business CSR policy Responsible procurement Supplier policy People</p>
Labour rights	<ol style="list-style-type: none"> Uphold freedom of association and effectively recognise the right to collective bargaining. Combat all types of forced labour. Support the effective abolition of child labour and Abolish discrimination in relation to working and employment conditions. 	<p>The Business CSR policy People Working environment policy Responsible procurement Supplier policy</p>
Environment	<ol style="list-style-type: none"> Support a precautionary approach to environmental challenges: Take the initiative to promote greater environmental responsibility and Encourage the development and prevalence of environmentally friendly technologies. 	<p>The Business CSR policy Responsible procurement Supplier policy Environment Environmental policy</p>
Anti-corruption	<ol style="list-style-type: none"> Counteract all types of corruption, including extortion and bribery. 	<p>The Business CSR policy Supplier policy Responsible procurement People</p>

1. Theme: THE BUSINESS

A winning culture

For a number of years we at Rynkeby have worked with five core values that are deeply anchored and implemented throughout the entire organisation:

- We protect quality**
- We get involved**
- We will win**
- We develop**
- We respect one another**

For the last couple of years we have focused especially on "We will win". In 2014 we launched our new strategy for 2015–2018, which is about how we will win in the Nordic region through strong brands. In the Nordic region we have many strong competitors and it is therefore important that we practice winning every single day.

We launched our strategy internally by bringing all our employees together at Midtfyns Fritidscenter (leisure centre) for a day in which we would practice winning under the headings from the new strategy. We attempted to build strong brands, conquer the Nordic region and create independence. A day that clearly demonstrated that Rynkeby has a great number of employees who have a desire to win, both individually and as a team.

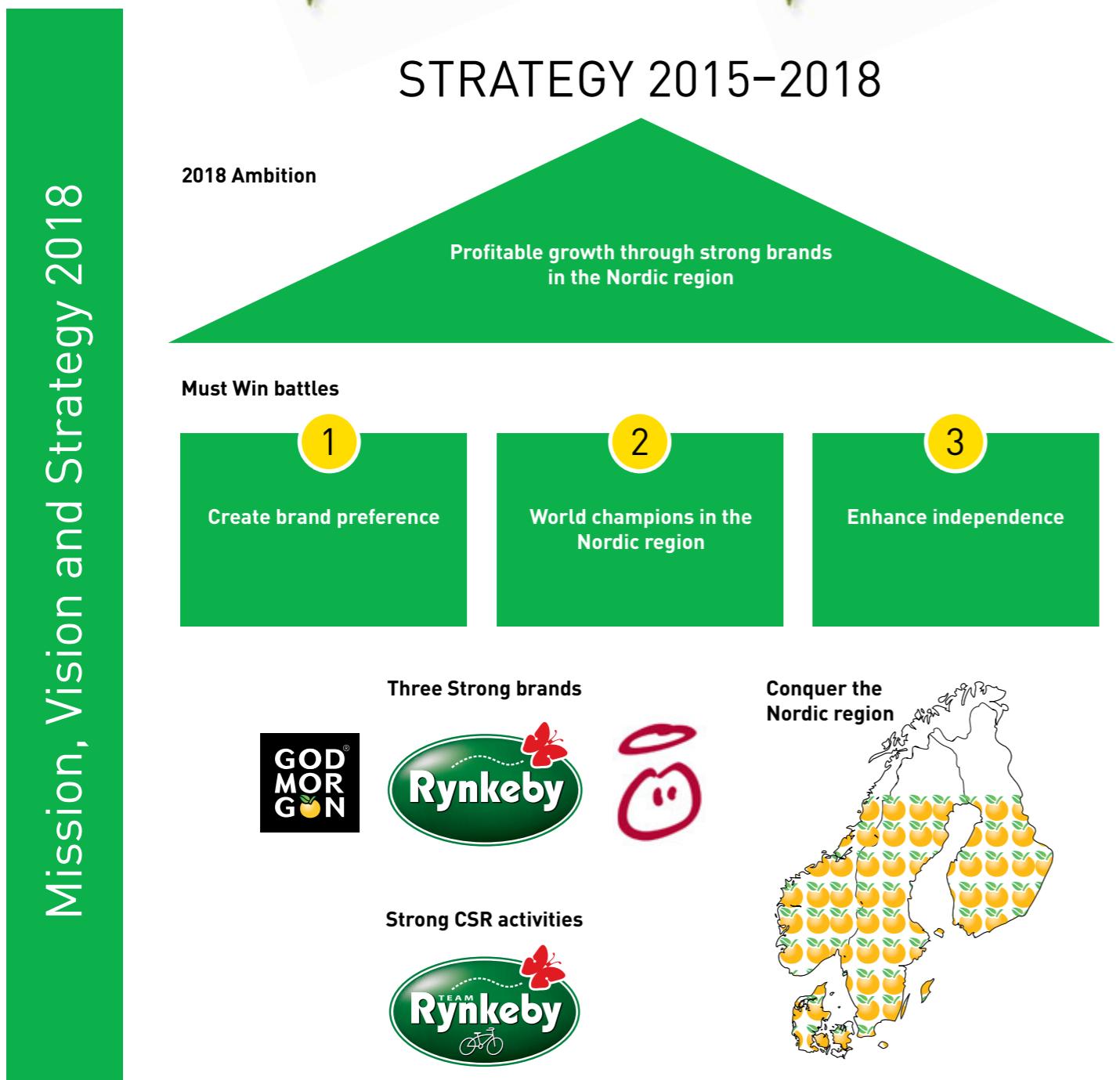
In 2014 Rynkeby gave its employees a unique offer, in connection with Team Rynkeby 2015, to stimulate developments in employee health. Rynkeby offered all its employees the opportunity to cycle to Paris during working hours and to borrow a bicycle on which to train for and ride to Paris. An offer that more than half of employees accepted and an offer that has already created a movement promoting healthier employees as the spinning premises have been frequently used during winter.

The Team Rynkeby offer also had the purpose of strengthening the internal winning culture while also assisting colleagues to reach a shared goal. The project has a number of similarities to our daily work in which we, together, will conquer a major challenge (in this case, cycling to Paris) and we need everyone to make extra efforts to succeed (in this context additional training, teamwork and good spirits).

At Rynkeby we have also continued to work on the term "followership" which is about managers developing their employees to the next level and acting as role models to comply with our values.



RYNKEBY WINNING CULTURE			
Internally this means that Rynkeby...	Which means that through their own actions managers must...	... and that the employee, through their own actions...	In relation to the outside world this means that...
<ul style="list-style-type: none"> ■ Has employees who take responsibility for the company's success ■ Is a team comprising the best employees, who inspire one another ■ Is in constant development ■ Works determinedly and is "best in class" ■ Is ambitious and realistic in its objectives ■ Draws attention to and recognises its successes 	<ul style="list-style-type: none"> ■ Be a role model and bearer of cultural values ■ Convert Rynkeby's strategy to milestones and actions ■ Consistently monitor targets and draw attention to/celebrate results ■ Make decisions at the correct time ■ Delegate and ensure that responsibility is taken ■ Ensure that employees develop ■ Ensure the next generation of managers ■ Ensure employees are motivated and involved in work ■ Promote cross-organisational cooperation 	<ul style="list-style-type: none"> ■ Takes ownership of their own responsibilities/tasks ■ Takes the lead, shows initiative and imagination solutions ■ Challenges and develops business procedures in the search for "best in class" ■ Accepts/learns from mistakes ■ Supports shared targets and decisions ■ Takes shared responsibility for their own development and motivation ■ Is a good team player ■ Has trust and expectations in colleagues doing their jobs ■ Is a role model in relation to Rynkeby's values ■ Is an ambassador for Rynkeby 	<ul style="list-style-type: none"> ■ We set the standard in our market ■ We will always win ■ We are a responsible company ■ We generate increased value for our customers and consumers ■ We have the best products with the best quality ■ We create results ■ We are a preferred partner ■ We are the strongest brand in our industry ■ We are proud of our company ■ We are Team Rynkeby
		<p>Management terms:</p> <ul style="list-style-type: none"> Role model/inspiring Result-oriented/ambitious Developing Involving 	<p>Welfare terms:</p> <ul style="list-style-type: none"> Competitiveness/commitment Enterprising Bearer of cultural values Responsibility & pride
			<p>Image terms:</p> <ul style="list-style-type: none"> We can + We will + We dare! = We will win!



PROCUREMENT (RAW MATERIALS)

Accountability in the global raw material industry

The juice industry especially is a global business in which raw materials hail from the entire planet. Demand in the EU has risen to such a high level for certain raw materials that the import percentage will constitute a larger proportion of the need. This is the case for the most traded juice concentrate – orange, but grape juice concentrate and pine-apple are also among the most popular flavours, as are passion fruit, cranberry, melon and guava. Brazil supplies well above 80% of the EU's need for orange concentrate.

Source: www.aijn.org

At Rynkeby Foods we have an extremely high focus on sustainable production, high quality, secure supply and not least on our suppliers complying with our Code of Conduct and produce in accordance with the Global Compact principles. With the increasing globalisation this will be an area that we will constantly focus on to provide assurance and safety to our customers and consumers.

Supplier authorisation and evaluation

We have a structured process for the authorisation of new suppliers and conduct ongoing supplier evaluations in order to ensure responsible supplier management.

Rynkeby's Code of Conduct

We do everything we can to ensure that our raw material suppliers comply with the requirements set out in our Code of Conduct and have obtained the signatures of all our raw material suppliers in relation to this. The Code of Conduct specifies requirements concerning compliance with applicable legislation and also covers the areas of: Human rights, labour rights and good ethics.

SGF/IRMA and Code of Conduct

SGF (Sure Global Fair) is a German industry organisation that certifies more than 400 fruit farmers and suppliers of raw materials in more than 60 countries

for authenticity and quality of raw materials as well as Code of Conduct (human rights, labour rights and anti-corruption). We do however find that there are generally more raw material suppliers who elect not to become members of SGF but we have also found that the percentage has marginally increased from 2013 to 2014, although the amount of raw materials has fallen. However, these raw materials are primarily from suppliers with which we have a good and long-standing business relationship, which contributes to the necessary security just as all of our main raw material, orange from Brazil, is from SGF-certified suppliers.

We uphold our requirements and continue working to ensure that our suppliers are members of SGF-IRMA (Sure Global Fair) but we must acknowledge that as a minor player in the global juice market we are unable to drive this on our own. We have identified alternative certification schemes and standards that could provide us with equivalent security. For social rights, alternatives could include: RFA, IFOAM, FLO, ISO 26000, Fair Trade or National Ministry of Labour. We are working to determine new targets for the strategy period running until 2018.

Examples of consequences in relation to the Code of Conduct

At the beginning of 2014 we entered into dialogue concerning a business relationship with a large European raw material producer but as it was unwilling to sign our Code of Conduct this ended up being the deciding factor for us not entering into an agreement.

This is an example of how we consider the Code of Conduct important and how we, as a company, are ready to face the consequences should our Code of Conduct requirement not be met. Please see form at the bottom of the page.

Targets and Results	2010	2011	2012	2013	2014	TARGETS 2014
SGF suppliers of fruit, berries and vegetables	-	69%	71%	63%	65%	75%
SGF raw materials (fruit, berries and vegetables)	81%	84%	76%	70%	65%	90%
Suppliers supporting the Code of Conduct	100%	100%	100%	100%	100%	100%

SUPPLIER POLICY

Rynkeby sets out both ethical and quality-related requirements for suppliers and we do our best to ensure that the international rights set out in the UN Global Compact and quality and food safety agreements are upheld.

We are very much aware that as a small company in a major market we are unable to solve the social challenges in global society, but that with our focus on e.g. human rights and anti-corruption in high-risk countries we contribute to ensuring that the requirements are met.



CORPORATE SOCIAL RESPONSIBILITY

Oranges are Rynkeby Foods' most important raw material and we have therefore invested in the labour conditions linked to orange harvesting and production. We strive to produce our products in the most sustainable manner possible and we have zero tolerance for the violation of human rights.

Our ambition is to proactively influence our suppliers and sub-suppliers in order to ensure that they comply with Rynkeby's Code of Conduct for suppliers. The Code of Conduct regulates ethical, social and environmental responsibilities. All our raw material suppliers have signed Rynkeby Foods' Code of Conduct and all our Brazilian orange suppliers are SGF-certified.

In Rynkeby's 2013 CSR report we wrote about the Brazilian orange industry, which is the largest independent fruit industry in the world and which will therefore be subject to continued focus.

In 2013 and 2014 the Swedish media published a couple of extremely critical articles concerning labour conditions for Brazilian orange pickers, addressing slavery-like conditions and toxic herbicides as examples.

For this reason we chose to visit Brazil again in 2014 to ensure that our requirements concerning e.g. human and labour rights and environmental

conditions were being complied with. This time the focus was on the labour conditions at the fruit farmers that are sub-suppliers (external plantations) to the producers.

We visited several plantations, large and small, and identified no critical areas. As additional verification of the conditions we asked an external agency, TÜV Rheinland, to conduct an audit of CSR and labour conditions at the factory, internal plantation and external plantation. The report contained only three minor comments for the external plantation, one of which was that at the home of one of the orange pickers and their family the auditors had noted that there was less than one metre between the beds in one of the bedrooms. Promises of rectification were made for all comments.

We also conducted an extraordinary visit to a trade union, "Sindicato dos Empregados in Matao", situated at the heart of the Brazilian orange area. A Brazilian trade union has a somewhat different role to a Danish trade union. In Brazil a trade union provides its members with

social and health-related benefits such as free-of-charge access to doctors and dentists, legal assistance, access to hairdressers and life insurance – a trade union will also verify and inspect labour conditions in plantations and factories every single day.

According to the trade union leader, Rynkeby was the first juice producer to visit them. When asked directly about the scope of the problems he clearly responded that any issues that arise are only minor issues such as correct work clothing, which the trade union will help rectify.

We believe that the best way in which to contribute to the improvement of the Brazilian orange industry is to make every effort on site, as described below, and through the relevant organisations such as the European Fruit Juice Association, AIJN, also due to the fact that Brazil is a player that we cannot do without in the global market and one that comprises more than 10,000 plantations and in excess of 200,000 workers and their families.



Presentation of educational material to plantation employees.



Rynkeby involved with a new CSR platform

The European Fruit Juice Association (AIJN) has in recent years worked to obtain EU support for a project to help develop CSR activities across the entire juice industry.

The project work commenced in 2013 and together with a long line of other stakeholders (juice producers, specialists, NGOs (non-governmental organisations), etc.) Rynkeby will work towards increased sustainability.

The collaboration with AIJN concerning a CSR platform is continuing

Rynkeby is continuing to participate in the collaboration with the European Fruit Juice Association (AIJN) concerning a CSR platform to develop CSR work across the entire juice industry.

The collaboration also includes other stakeholders in the European juice industry, e.g. producers and NGOs.

THE OBJECTIVE of the Fruit Juice CSR Platform is to inspire and support the European fruit juice industry to integrate corporate social responsibility (CSR) in their business operations and core strategy.

THE VISION of the Fruit Juice CSR Platform is a thriving and resilient juice sector creating income stability and prosperity for all stakeholders involved in the global value chain. The Platform is designed to enable companies to collaborate on these global challenges.

Among other things the collaboration has resulted in the "Fruit Juice CSR Platform" being able to present a CSR Sector Roadmap in November to provide inspiration and tools for implementation of CSR across the entire fruit juice production supply chain.

As part of the collaboration, Rynkeby is committed to working in accordance with six principles inspired by the UN Global Food and Agriculture Business Principles (FABs). These principles will form the foundations for the continued development of strategic CSR in collaboration with other stakeholders in the fruit juice industry/sector.

Read more at www.juicecsr.eu



Aim for food security, health and nutrition



Be environmentally responsible – protect and enhance the environment



Ensure economic viability and share value



Respect human rights, create acceptable working conditions and help communities to thrive



Encourage good governance and accountability

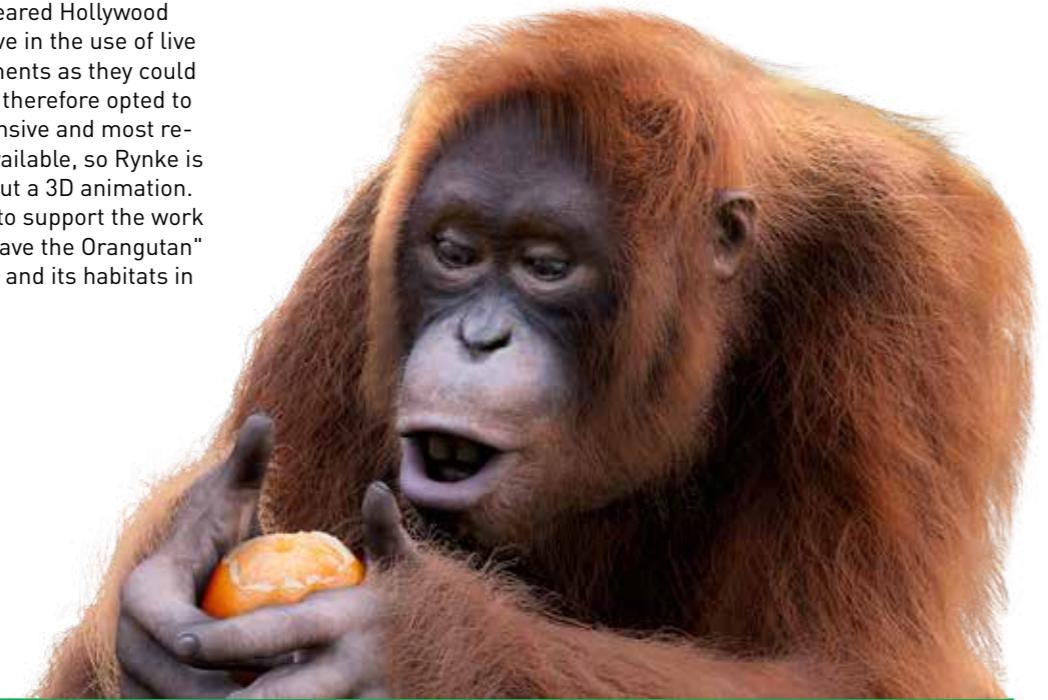


Promote access and transfer of knowledge, skills and technology

GOOD AND RESPONSIBLE MARKETING

Rynke returns

In 2014 Rynke will be resurrected for TV advertisements and other marketing items. It would be easiest and cheapest to use so-called reared Hollywood apes. We do not believe in the use of live animals in advertisements as they could suffer harm. We have therefore opted to make use of the expensive and most recent 3D technology available, so Rynke is not a live orangutan but a 3D animation. We have also chosen to support the work of the organisation "Save the Orangutan" to save the orangutan and its habitats in Borneo.



COMMUNICATION AND MARKETING POLICY

At Rynkeby we consider a healthy financial situation to be a prerequisite for long-term sustainability. The company cannot exist without earnings. We therefore use marketing and communication as tools to generate a preference for our products, in order to strengthen our company and image and thus also create increased sales.

We always aim to conduct decent and valuable marketing and communication with our stakeholders. On a day to day basis we refer to this as "Fair Speak" and the expression covers correct information, etc. presented in a valuable and decent manner.

We adapt our marketing, communication and behaviour in general based on an ethical precautionary principle. If permitted by law we also aim to communicate the healthy stories. Nevertheless, we do not advertise calorie-rich products (e.g. juice with added sugar) to children under the age of 13.

We apply Fair Speak to all types of communication with our stakeholders, ensuring that we can always look each other in the eye. Our aim is for Rynkeby to have zero cases or injunctions from authorities in respect of misleading information to consumers.



Facts about "Save the Orangutan"

"Save the Orangutan" is an organisation that works to save and rehabilitate Borneo's red apes, the orangutan.

Lone Dröscher Nielsen from Denmark is the woman behind the world's largest rehabilitation centre for orangutans, Nyaru Menteng, in Borneo, which, since the mid-90s, has fought to protect the red Asian anthropoid ape and to slow down the felling of its home, the rainforest. With help from dedicated contributors, Nyaru Menteng works to ensure the survival of the wild orangutan and slow down the clearing of its rainforest home.

15,000 Danish individuals and 50 Danish companies help the Dane Lone Dröscher Nielsen make a real difference for orangutans in Borneo. Through "Save the Orangutan" they help save, rehabilitate and return orangutans to the wild that have become homeless as a result of rainforest clearing or that have been kept illegally as pets.





NEWS FROM THE DEVELOPMENT DEPARTMENT

Rynkeby 50

In 2013 our development department worked to develop an alternative to juice, with fewer calories, in order to increase the focus on consumer health without compromising on quality and naturalness.

This resulted in the launch of a nectar series in 2014 under the name Rynkeby 50, containing 50% fewer calories than juice. Rynkeby 50 is sweetened using sweeteners from the Stevia plant, a plant originating from South America and that has been used as a natural sweetener for hundreds of years.

God Morgen Green

In spring 2014 we launched God Morgen Green, a mixture of 50% vegetables and 50% fruit. God Morgen Green allows you to drink your vegetables, making it easier to consume the six recommended fruit and vegetables per day.

Rynkeby will continue developing products containing vegetables as a supplement or alternative to juice and other fruit drinks.



WE GET INVOLVED

Juice School for Girls

The national network for school-business collaboration, Jet-Net.dk, coordinated by the House of Natural Sciences, holds an annual event called "Girls' Day in Science" for the purpose of encouraging more girls to choose an education in natural sciences. The girls have the opportunity to meet female role models who can inspire the young girls and tell them about their work while also eliminating the prejudices girls may have against natural science subjects. Rynkeby was given the opportunity to participate in the campaign and chose to provide a Juice School for Girls.

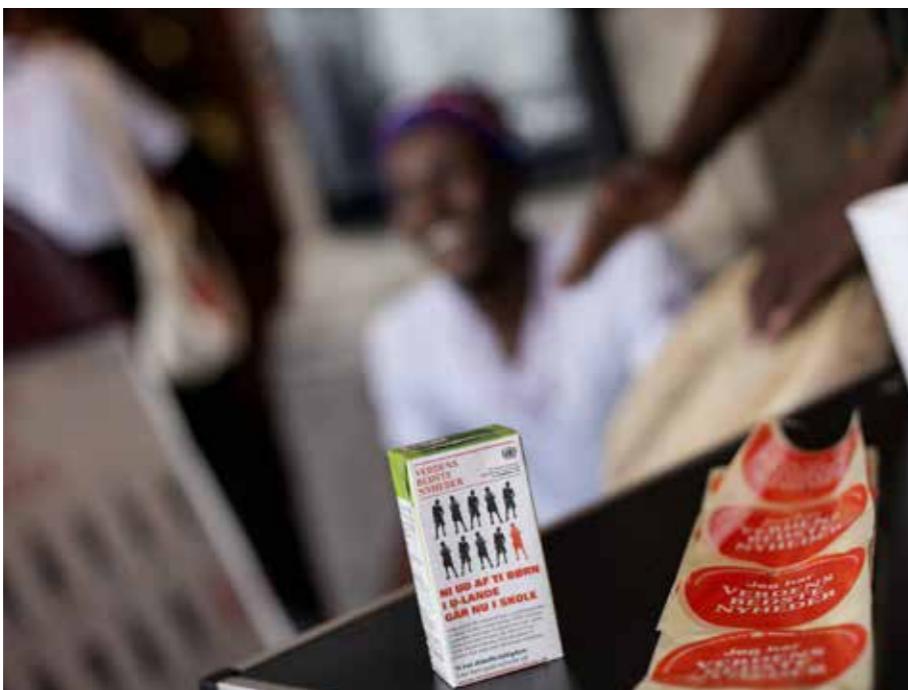
Around 30 girls from Midtfyns Gymnasium (upper secondary school of Mid-Funen) participated in the "Juice School", where they had the chance to taste and mix juice from concentrate, among other things. In the tasting workshop the girls were presented with 13 small glasses of juice and squash in different colours and had to guess the flavours based on taste, smell and appearance. Elsewhere in the laboratory the girls were tasked with mixing thick concentrate with water in order to achieve the correct juice consistency and taste. This gave the girls the chance to independently try out the subject of natural sciences and find that it could also be exciting and fun.



Facts about Jet-Net.dk

Jet-Net.dk is a nationwide network for school-business collaboration, formed to awaken, stimulate and retain children and adolescents' understanding of and interest in natural sciences and technology. The purpose is for pupils to make decisions about secondary and upper secondary school education based on good insight into the jobs that can be accessed through natural sciences and technological educations.

RYNKEBY AND TETRA PAK ARE ONCE MORE SUPPORTING THE WORLD'S BEST NEWS



As in the previous year, in 2014 Rynkeby and Tetra Pak once again entered into collaboration with the UN organisation "The World's Best News".

The World's Best News (WBN) is a news campaign that communicates progress and positive results in developing countries.

In the morning of 12 September 2014 The World's Best News was issued together with a specially designed 250 ml juice carton from Rynkeby. Around 130,000 juice cartons were handed out from Nuuk, to Jutland, Funen and Falster, across Zealand and on Bornholm. On each juice carton one of the good news items from The World's Best News could be read.

The good news on the juice carton was that "9 out of 10 children in developing countries are now attending school." Rynkeby and Tetra Pak wanted to help spread the positive messages and by handing out free juice it also generated high levels of interest among consumers.

5,500 cartons of juice were also handed out by WBN during the large mass meeting on Bornholm, where the positive message was also communicated to politicians, journalists and other participants at the mass meeting.



THE WORLD'S BEST NEWS

The World's Best News (WBN) consists of a completely unique collaboration between the UN, Danida and more than 100 Danish development organisations, small and large.

The World's Best News also receives invaluable help from the Danish business community and has entered into partnerships with more than 100 companies who help communicate the message to people in various ways.

The World's Best News communicates the specific progress that is taking place in developing countries. They provide information about e.g. the positive results that are achieved in the work to abolish global poverty.

GOOD QUALITY AND SAFE PRODUCTS

As the header states, good quality and safe products are crucial parameters to Rynkeby. Through good management of raw materials, supply, production and final products we ensure that our products comply with our own strict requirements. Management is conducted in accordance with our quality system, certified in accordance with the ISO 22000 standard. The system is verified once per year and in 2014 there were eight minor deviations, which is a satisfactory result.

In the same way that we set out strict requirements for our suppliers, our customers also place strict demands on us as a supplier. As an example, more and more customers would like us to be certified in accordance with a GFSI (Global Food Safety Initiative) recognised standard, including FSSC 22000, BRC, IFS and SQF. Rynkeby has therefore decided to become certified in accordance with FSSC 22000 in 2015.

Status of complaints:

In spite of excellent management of the entire supply chain and processes and numerous product checks both during and after production, we continue to receive enquiries from consumers who are not happy with our products for various reasons.

The key figure for consumer complaints from the Danish market continued to fall in 2014 and the number of complaints has actually more than halved. It is difficult to explain this notable drop in complaints, especially when viewed in light of the number of consumer complaints in our other two major markets, Sweden and Finland, having markedly increased compared to 2013, especially in Finland.

However, we can ascertain that the num-

ber of complaints from Danish consumers due to browning of orange juice has notably fallen. All orange products turn brown over time and if customers save the products until the expiry date a product will appear brown when compared to a freshly juiced product. It would appear that consumers have now become used to there always being a cheap alternative within the Rynkeby product range and that they therefore do not have to stock up.

The table on page 15 also shows that there are major differences in consumer behaviour in the Nordic countries. Sales (measured in numbers of litres) are practically the same in Denmark and Sweden but the number of complaints from Swedish customers is nearly seven times greater than from Danish customers.

Unlike Denmark, sales in Sweden and Finland predominantly comprise juice

Facts in 2013*

26% of the Danish population knows that juice has no added sugar

30% of the Danish population knows that juice is made from 100% fruit

74% of the Danish population knows that one glass of juice can replace one of the recommended six pieces of fruit/vegetables per day

Facts in 2014*

29% of the Danish population knows that juice has no added sugar

37% of the Danish population knows that juice is made from 100% fruit

77% of the Danish population knows that one glass of juice can replace one of the recommended six pieces of fruit/vegetables per day

*Millward Brown tracking based on weekly interviews with Danish people.



CONSUMERS

As set out in the figures on page 18, the Danish population's knowledge of juice being made from 100% fruit with no added sugar and the fact that a daily glass of juice can replace one of the six recommended pieces of fruit/vegetables has increased slightly.

The new 2014 marketing has focused on increasing awareness of Rynkeby acting in a natural and responsible manner.

From 2015 we will no longer focus on measuring consumers' knowledge about juice. Instead we will continue to develop

new and healthier alternatives within the products produced and supplied by Rynkeby. Products that can make it easier to follow the "6-a-day" recommendation but with a simultaneous focus on consumer health, e.g. reducing calorie intake.

It is therefore also important that we always provide reliable information about the nutritional content of our products. In 2014 Rynkeby changed the nutritional declarations on all packaging to ensure compliance with the new EU labelling rules for nutritional declarations.

COMPLAINTS

Complaints per 100 million litres	2011	2012	2013	2014	TARGETS
Denmark	304	429	271	127	max. 300
Sweden	908	1,070	811	845	max. 700
Finland	89	2,161	667	816	max. 700

2. Theme: PEOPLE

In order to achieve the strategy targets and results that we set out and work towards at all times, our employees are the most important resource we have. For this reason we prioritise employee job satisfaction, happiness and health highly in the way in which the company is run, both generally and with regard to management.

Satisfactory employee turnover

The company wishes to retain a good and stable employee group with appropriate turnover in order to continuously bring in new inspiration and expertise to the company. An employee turnover of 12% has previously been assessed as fulfilling this wish. In this context employee turnover is measured as the number of resignations in relation to the number of employees. In 2013 the turnover frequency was high at 15% but in 2014 it has fallen to just over 14%, in particular reflecting a positive decrease in logistics/distribution and among salaried employees, while there has been a small increase in production, although this is where the turnover frequency is lowest.

We are generally satisfied with the fall compared to 2013, but the company still remains some way off its target, for which reason we will also focus on decreasing employee turnover in 2015, especially within the logistics/distributions team but also in the salaried employee group.

Employee satisfaction assessment (ESA)

For a number of years the company has conducted annual employee satisfaction assessments (ESA) in which the assessment itself contains around 75–80 questions that must be answered using a scale from 1 to 5 and the company's target is for satisfaction to remain above 4.0.

There has generally been a very good participation percentage in recent years and in 2014 99% of employees respond-

ed to the assessment. In 2014 the results of the assessment were calculated at 4.1, corresponding to the same result in 2013. The result is weighted by average and as such there have been both improvements and setbacks compared to 2013.

In 2015 we will predominantly work on four areas that all (sum of multiple sub-questions) have a total score of 3.8 or 3.9. These areas are the business system (primarily satisfaction with work tools and IT systems), organisation (primarily general follow-up, shared responsibility for issues and good ideas being converted to action) and finally the winning culture, which is relatively new to the measurement and an area that we have focused on in 2014 and that will continue influencing the entire organisation in 2015. For all areas action plans have been or will be established in the individual responsible departments in order to increase satisfaction to a minimum of 4.0.

In general, with regard to the communication of ESA, the results are addressed at business meetings (general) and at all departmental meetings, the latter focusing on the results in each area and what the area needs to focus on or the support required from other departments in order to improve results and improve employee satisfaction.

We have yet to establish specific targets for 2015–2018, but these will be established and communicated internally during 2015 and will be included in next year's CSR report.

continues on page 24



WORKING ENVIRONMENT POLICY

Rynkeby produces beverages and other liquid fruit-based products at the factory in Ringe. The work is conducted responsibly, taking into account employee safety, health and job satisfaction. This also applies to external employees and visitors.

We are protective of the good working environment that we consider to be the basis for good and efficient production.

Safe workplace

Rynkeby wishes to be a responsible employer when it comes to the working environment and as a minimum the company will comply with applicable laws and regulations in this area. We will ensure that we are one step ahead when it comes to legislative requirements and other requirements by entering into open dialogue with stakeholders, including authorities and business partners, with regard to the company's working environment activities.

Training and education

We will inform, train and educate our employees to act in accordance with our rules for the working environment and work to ensure awareness of the working environment among our employees. We will ensure that our working environment policy is communicated

to and understood by our employees, focusing especially on high risk departments.

Working environment organisation

Our working regulations are used to know, manage and reduce the working environment impact caused by our operations. We also conduct risk assessments together with our working environment organisation and use these to establish specific targets and action plans for how we can improve our working environment efforts.

Near-misses and work-related accidents

We will establish and maintain procedures to efficiently manage "near-miss" situations and work-related accidents. We will also ensure that contractors and visitors are familiar with and comply with relevant requirements set out in our working environment management system.

Job satisfaction

We will actively work to ensure that our employees are happy and that no one feels isolated in the workplace. All managers and employees are informed of Rynkeby's five values and all employees must comply with these. Should there still be employees who feel dissatisfied or discriminated against, we will initiate preventative and corrective efforts.

EMPLOYEES – TARGETS AND RESULTS

	2011	2012	2013	2014	TARGETS 2014
Employee turnover	10%	18%	15%	14%	12%
Employee satisfaction (total score)	4.2	4.1	4.1	4.1	> 4.0
"There is a good balance between your work and your personal life"	4.2	4.2	4.1	4.1	> 4.0
Psychological working environment/number of victims to bullying	6%	3%	1%	3%	0%
"You generally feel happy and motivated"	4.5	4.4	4.4	4.3	> 4.0



ANTI-BULLYING POLICY OBJECTIVE

Rynkeby Foods' objective is to be a good workplace where all employees are happy and where we respect each other and have a healthy and positive working environment.

Bullying is therefore not accepted in our workplace and is a problem that we want to prevent and resolve in cases where bullying is identified.

Diversity

The company wants its employee composition to reflect the outside world to a high degree in respect of age, race, sex, religion and nationality to the extent that this is possible in relation to the existing employee group and new recruits. Where possible we would also like to support employees whose working ability is reduced, e.g. in the form of light duties or flexible working, if we have roles to support this and there are relevant, real jobs available.

Senior policy

Rynkeby is proud to have an excellent senior policy which means that from the date on which the employee turns 57 years of age (eight years prior to retirement age) the employee will be offered annual senior meetings where we will discuss opportunities and needs concerning their future working life, job role, senior-friendly duties, early retirement, etc. so that the senior age, calculated from five years before retirement age, can be planned in the best possible way with regard to both the employee and the company.

We feel certain that the senior policy can support our clear desire to retain and utilise the older and more experienced workforce to benefit the company and the company's other employees.

Bullying

The "fight" against bullying is an area that Rynkeby is very proud of as the ongoing work to abolish bullying since 2006 has come to fruition and has markedly reduced the number of employees who feel bullied.

As part of a nationwide survey on the psychological working environment in

2006 we identified that 16% of Rynkeby's employees felt bullied. Naturally, this extremely high proportion was unacceptable and constituted a real "burning platform" but it was also easy to bring the company together (works council, employees and management) in a shared fight to show that bullying is not acceptable and make it clear that such behaviour is not part of the culture we want at Rynkeby. This work resulted, among other things, in an anti-bullying policy, in which we have defined bullying as:

Bullying in the workplace takes place when an individual, over a prolonged period of time, is exposed to repeated uncomfortable and negative actions or behaviours that it is difficult to defend oneself against. Examples include: important information regularly being withheld, excessive monitoring of selected employees or continued criticism of their work or efforts. Typical actions associated with bullying include exclusion from the social community, rumours, gossip, ridicule or severe teasing.

Bullying often occurs as the result of conflicts not being resolved but escalating instead. The conflicts may relate to work activities or professional or personal conflicts between employees. If they are

not resolved, conflicts may develop into destructive personal conflicts and bullying. Another type of bullying is characterised by the victim being randomly selected, e.g. as a scapegoat for frustrations in a work team or for someone to demonstrate their power.

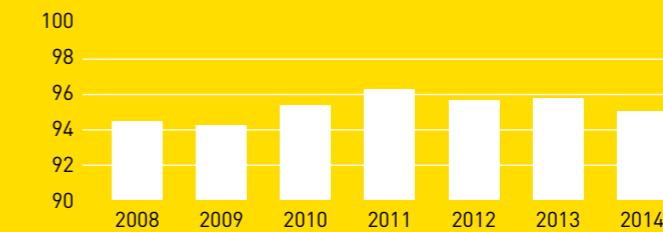
Bullying can have serious consequences on health in both the short and long term, e.g. it could lead to anxiety, depression, stress, irritability, helplessness, etc. Bullying not only affects the victim but also the job satisfaction of colleagues, and the consequence of this could include increased negligence, lower productivity and service level, increased absence due to sickness and greater employee turnover.

There has been constant and ongoing focus on this subject during the period 2006-2014 in the company's departments and among management. There has been extensive work on the issue and on the understanding that Rynkeby does not want bullying, especially among the relatively few departments that have experienced such problems.

The developments have generally been very satisfactory with decreases most years (with the exception of 2011 and 2014) and the number of people who feel bullied has dropped from 16% in 2006 to 3% in 2014, the latter including employees who acknowledge that they have occasionally been exposed to bullying while none (0%) acknowledge having been bullied often.

As a company this is a major success that has been driven by all employees and collaborative bodies within the company.

Attendance for employees paid on an hourly basis & salaried employee equivalents in %



Working environment

In the departments (production, warehouse, technology) where we have implemented ergonomics projects in 2013 and an Ergonomic Boost in 2014, we have surveyed physical problems.

Employees in the above departments were asked whether they have experienced any musculoskeletal system problems within the last seven days and the results were as follows:

In the neck	13 YES	50 NO
In the hand/wrist	28 YES	39 NO
In the shoulder	27 YES	39 NO
In the arms/elbows	19 YES	45 NO
In the lower back	32 YES	33 NO
In the knees	22 YES	43 NO

A total of 77% of the 69 employees asked said they have experienced pain in one or more areas.

There is no direct link between physical problems and age:

20-40 years of age: 67% experience physical problems

41-50 years of age: 78% experience physical problems

Over 50 years of age: 66% experience physical problems

In 2015, in order to improve these figures and reduce problems we will focus on:

- Working in an ergonomically correct manner and using the tools provided by Rynkeby.
- Implementing projects for the purpose of automating certain work processes
- Working with improvements to facilitate work

Attendance

Salaried employees had an excellent attendance of 98.17% in 2014, a small increase of 0.47 % compared to 2013.

Attendance among all employees was slightly lower in 2014 than in 2013, which is due to a year of both serious illness and surgery. Please refer to the diagram above.

In 2015 we will continue focusing on one-to-one and attendance meetings. The Working Environment and Occupational Health Coordinators will, in collaboration with their managers, monitor "Smiley" each week to establish whether there is anything we can do to ensure that every day is a good day.

Unfortunately, 2014 has been a year in which too many employees have become injured in spite of the focus on prevention and "near-miss" situations. A very large proportion of the accidents are linked to us forgetting to look after ourselves during a busy day.

The target will continue to be 0 work-related accidents.

We will become better at identifying danger, taking certain precautions and looking after ourselves in order to avoid injury. We will also address "near-miss" situations and accidents in weekly panel meetings going forward.

Registrations accidents per year	Near-misses	Minor accidents (not resulting in absence)	Work-related
2014	36	17	7
2013	31	3	4
2012	52	14	6
2011	62	12	5





CHILDREN WITH CANCER DESIGN JUICE

In 2014, children admitted to three of the country's Paediatric Oncology Departments created drawings together with their siblings for a new 200 ml organic apple juice drink.

The juice was called 'Børnenes egen juice' and was created to raise money for Team Rynkeby's collection for the charity Børnecancerfonden.

In total, the childrens' work resulted in 21 beautiful drawings that can all be seen on Team Rynkeby's website www.team-ryankeby.dk/bornenes-juice or on Irma's website www.irma.dk/bornenes-juice.

Three of the drawings were used on the juice packaging. The front of one design was embellished by a juicy apple tree, drawn by 10-year old Mathilde, who has a tumour on the optic nerve. The front of another design was a fruit rocket

on planet 'Apple', drawn by 8-year old Jakob, who has a tumour on the membrane of the brain. 10-year old Karoline drew a butterfly, a sun and a red apple for the straw.

Unique collaboration

In addition to the children a great number of companies* have also contributed to the juice at no charge – but no one profited from the sale of the juice except for the Børnecancerfonden charity, something which is unique.

Juice sales raised more than 200,000 Danish kroner for Børnecancerfonden and the decision has therefore been made to repeat the success in 2015.

*Tetra Pak, Irma, Nørgård Mikkelsen, etc.
Jakob's drawing
8-year old Jakob was one of the children whose drawing was printed on one side of the Irma juice. His mother, Yael,

explains that following his second operation on the brain in May 2014, Jakob feels much better, is healthy and is doing well in school.

She also explains that the entire Irma juice project was an extremely positive experience for Jakob. It gave Jakob the chance to think about something other than his illness and provided him with hope and optimism. It was with barely contained pride that Jakob, who visited Irma when the juice was launched, could tell customers in the store that "This is your lucky day, it was me who did the drawing."

When, on the last Friday before the autumn holiday, Jakob's school, Herfølge Skole, received a donation of a whole pallet of Irma juice for the school sports day, there was also a happy and proud Jakob participating in the race together with his friends.



8-year old Jakob was one of the children whose drawing was printed on one side of the Irma juice.

3. Theme: HEALTH

Rynkeby's work to improve employee health continued in 2014. Health profiles were prepared for 82% of employees at the beginning of the year, but the overall decision concerning employee health was taken just before the summer holidays.

Team Rynkeby for employees

Management decided to offer all employees the opportunity to cycle with Team Rynkeby to Paris in 2015 and included some great offers, such as the loan of bicycles.

Around 120 employees (including Sweden and Finland) opted to accept the challenge and a further 10 employees are involved in the service team. The primary objective is to provide Rynkeby's employees with a healthier lifestyle that provides energy, happiness and strength in daily life. Furthermore, there is probably no better team building project than a cycling team comprising very different riders at various levels of training who will train together and work through physical and psychological hardships to reach a shared goal.

To prepare all participants and not least the debutantes for the big tour to Paris in 2015 a number of initiatives have been undertaken.

Spinning and collaboration with PELOTON

Anders Damgaard, who is a partner in the company Peloton, has been appointed to train employees and mentally and physically prepare us for next year's trip. Anders Damgaard's previous experience includes working as Press and Communication Manager for Team Saxo Bank and Bjarne Riis and being sports journalist of the year in Denmark in 2008, so the forces that will safely guide us through the preparations for the long cycle trip to Paris in 2015 are highly experienced.

Based on a questionnaire concerning employees' own assessment of e.g. health and training levels and a mandatory test on the spinning cycle, employees were split into groups and each group received a customised training programme from Peloton. By now, winter training using spinning cycles is well underway and the remainder of the story will have to wait until next year.



Anders Damgaard, partner in the company Peloton, has been appointed to train employees and mentally and physically prepare us for next year's trip to Paris.



Team Tinkoff-Saxo's Chef Hannah Grant arranged a workshop that provided inspiration and motivation for nutritional cooking.

Diet plan for selected employees

Based on the questionnaire from Peloton, a number of the subscribed "beginners" were offered additional support in the form of a personal diet plan, implemented with the assistance of nutritionist Gitte Pedersen from Sund-Koncept. The diet plan does not focus on weight alone but also on incorporating the importance of diet when it comes to optimal training with healthy and simple diet advice, based on the individual challenges faced by the person. 27 employees accepted the offer, which launched in December and continues in 2015 as we approach the trip to Paris.

As part of the scheme, these 27 employees participated in a workshop together with Team Tinkoff-Saxo's Chef Hannah Grant at the end of the year, gaining inspiration and motivation for nutritional cooking. Following an interesting presentation the participants had the opportunity to cook in groups and subsequently sat down together to eat the delicious and healthy dishes.



The Søslette race and DHL

As in previous years Rynkeby is this year again offering its employees the opportunity to participate in two recurring running events.

Firstly, the local Søslette race in Ringe in which you can walk, run or cycle different routes spanning different distances. Both employees and their families are invited to participate in the race, in part to promote employee health through exercise and in part to be involved with local events.

There is also the DHL relay race in Odense, which is a relay race in which teams of five people run five kilometres each. The race takes place at Engen in Odense and employees enjoy a pleasant afternoon of barbecuing and exercise.

In 2014 around 40 people participated in each of these races, a figure corre-

sponding to approximately 20% of employees, which is well below our target of 100 people (including families) or 50% of employees.

This year there will likely be more people participating in the Søslette race, as the trip provides excellent training for participants in the large Team Rynkeby Ringe 2015 team. Going forward we will consider alternative measures for employee health rather than participation in these races.

The healthy canteen

The keyhole certification (Nøglehulscertificering) plan has unfortunately had to be scrapped. The administrative burden on canteen staff was too great and the requirements could not, in practice, be met.

Nevertheless, the canteen continues to focus on a healthy, varied and flavour-

some diet, including a broad and varied salad bar and a great range of fish sandwich fillings. Cheap fruit and vegetables are also available for employees to buy. As far as possible the canteen will ensure that food is as healthy as can be by including dietary advice in the menu and thus making it easy for employees to make healthy choices.

Health certification 2015

In connection with the preparation for the upcoming health certification through the Danish corporate sports organisation Dansk Firmaidræt, Rynkeby has developed a number of policies in 2014 concerning health, in accordance with the so-called KRAMS principles, and these have been communicated using the company's intranet.

KRAMS is an abbreviation for the Danish words for Diet, Smoking, Alcohol, Exercise and Stress.

Unprocessed or lightly processed fruit and vegetables are often healthier and consumers should eat at least 600 g of fruit and vegetables every day. A large proportion of Rynkeby products can be included in this fruit and vegetable balance as a glass of juice equals 100 g fruit/vegetables (maximum) and can therefore replace one of the six daily pieces of fruit and vegetables (100 g) recommended by the Danish National Board of Health.

Water is the healthiest drink. Nevertheless, many consumers continue to drink a number of different types of beverages that are far from healthy. We consider our products to be a healthier alternative to fizzy drinks, soft drinks without fruit and similar, as all of our products are fruit-based.

Employees

We continuously identify focus areas to promote the health of our employees. It is our clear conviction that

exercise and healthy diet positively affect both work and personal life and we are happy to support events that contribute to promoting health.

We have set out a number of health objectives that we work towards, e.g. concerning

- fewer physical problems
- healthier food
- health checks
- losing weight
- more exercise and
- fewer smokers

We acknowledge that it takes time to promote health in the workplace and that we are looking at a long process, which means that we are continuously identifying a number of focus areas to support our health objectives.



The canteen offers a healthy, varied and flavoursome diet, including sandwiches with fish fillings, and a fresh salad bar every day.

TEAM RYNKEBY



Every year, every single year, we say pretty much the same thing when talking about Team Rynkeby:

**Larger
More participants
More teams (26 teams in 6 countries)
Even better**

More money collected

And all of this is also the case with the description of Team Rynkeby 2013/2014. There is also a new dimension: We have NEVER experienced such bad weather, so much rain and such low temperatures (read: COLD) as we did on the final trip to Paris in July 2014. All teams needed to stick together, help each other and work for the common good.

But if you watch the film that has been created you will experience the same commitment, the same fantastic atmosphere, the same smiles and the same joy of having contributed to seriously making a real difference to the benefit of children with cancer and their families.

Team Rynkeby is actually so much bigger, so much more and its reach spans way beyond individual participation. Participating in Team Rynkeby from the initial selection of the project/team at the beginning of September 2013 to the arrival in Paris on 10 July 2014 has been an experience for life.

There are several reasons for this - 1. doing something great for yourself by focusing more on exercise and healthy living - 2. an excellent opportunity to

help others who really need help - 3. and not least doing so as part of an incredibly addictive social community team which creates a strong sense of commitment while being completely unique.

The factual figures for Team Rynkeby can be summarised with the following data:

**Number of riders: 1,200
Number of assistants: 300**

Funds collected for children with cancer in the five Nordic countries: The Faroe Islands DKK 960,000 – Finland EUR 860,000 – Norway NOK 1 million – Sweden SEK 11 million and Denmark DKK 23 ½ million. All in all 4,8 mio. euro were given to the Children Cancer Foundation in 2014.

Allow me to paint a brief picture of what Team Rynkeby is when it comes to size.

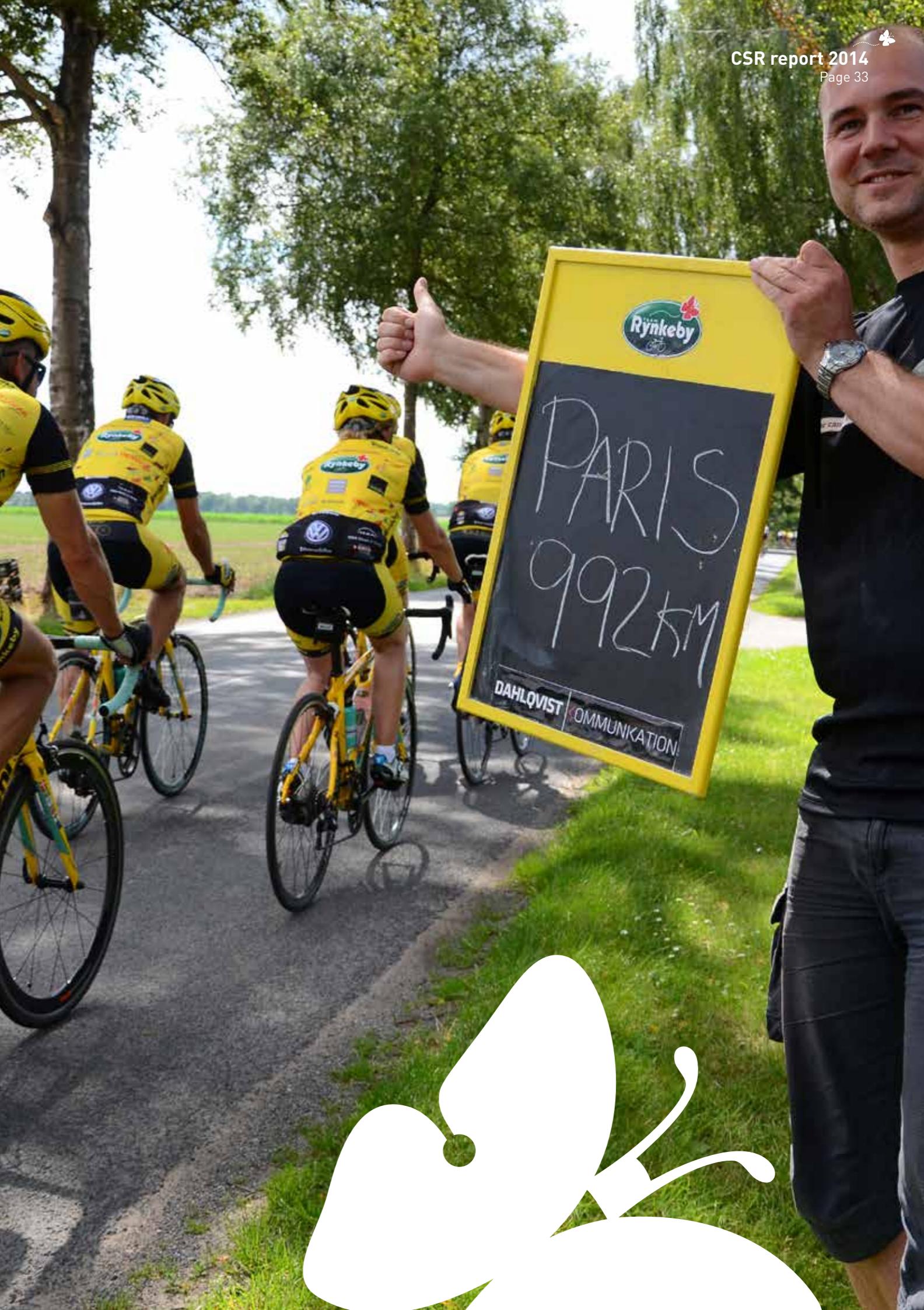
The whole team is put together at the end of August based on previous participation and a minimum of 50% new participants selected from the many interested people who have registered on our website (sadly we had to turn down around 1,000 people in Denmark alone), we then conduct a number of meetings to make the final selection before considering the distribution of various areas of responsibility (team captains, sponsor manager, attending physician, training manager, service manager, finance manager, etc.) before we get everyone measured up for bikes and cycling kit.

Everyone must be registered on the intranet, pictures must be uploaded and the first instalment must be paid by riders.

This is when sponsorship work sets in for real – first and foremost with a focus on obtaining the very important kit sponsors – i.e. sponsors whose name/logo will be displayed on the team cycling kit.

Training must be planned for winter and a number of produce sponsors must be identified, future events must be discussed and planned and the placement of logos on cycling kit must be coordinated. At the end of March the new bikes and cycle kit will arrive and we can finally hit the roads. The general recommendation is to train at a level of 2,000–2,500 km before the trip to Paris starts (i.e. just over 200 km per week from the bicycles being issued on April 1).

The many events arranged to fund the project, implemented by the 26 teams, are quite simply a chapter in their own right. It is incredible how much creativity is displayed and how much energy is burned off at these events. We are looking at spinning, golf, talks, music, art auctions, lotteries, bingo, auctions, dinner & shows, cycle races, sailing and much, much more. It is impossible not to have the greatest of respect for this work, which in recent years has translated into a great deal of money and not least is a serious contributor to creating team spirit and a sense of responsibility among participants.



4. Theme: THE ENVIRONMENT

In order to comply with our environmental policy we have for a number of years focused our work on investing in and optimising our cleaning routines/procedures in order to reduce our environmental impact and costs.

All of this has naturally been implemented without having any impact on the quality of our products.

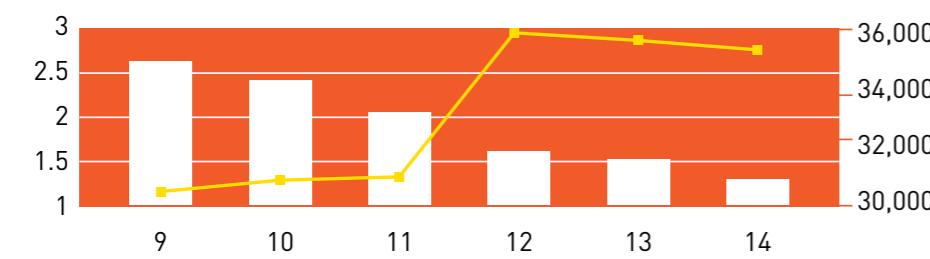
All our environmental targets for 2011–2014 concerning energy, water, waste water and wastage of raw materials and packaging were met as early as 2012 but the pace continues and we have been able to demonstrate further improvements.

A new strategy has been established for 2015–2018 and this means that new targets will be set for the next four years. The work has been initiated but the final targets have yet to be determined. It is about setting ambitious but also realistic goals for our environmental efforts.

Reduction of wastage

The figure shows that since 2009 (9)

PRODUCT WASTAGE
in % of produced value
(right axis L per production batch)



we have reduced our product wastage by more than 50% to our final figure of 1.26% in 2014 (14). This has been possible by intensively working to implement pigging in our production lines, increasing batch size and focusing on reusing excess product from a product change in the subsequent production.

Please refer to the diagram below.

Pigging is a system in which a station is added to the pipe system, allowing a "pig" to be placed in the pipe during product changes. This allows us to separate the product and the water that is subsequently used for flushing the pipes. Excess product can therefore be collected and used in subsequent production of the same or a similar product.

This requires a system and discipline so that employees know to use the excess product and that the product is stored and used safely.

There is also focus on increasing the size of the production batch. This has been done by reducing the production frequency for each individual product. Naturally, this is balanced against stock and service levels.



ENVIRONMENTAL POLICY

Rynkeby aims to become a greener and more sustainable company. This means that we must avoid wastage, optimise our processes and always strive to identify the most sustainable solution. In practice this means that we will consider where we can find the largest environmental benefits and will focus our efforts accordingly.

Energy

We must save energy and always work towards energy-efficient solutions in existing and new processes.

Food waste and resources

We consistently work to avoid all types of wastage, including food, materials, fuel, energy, raw materials and other types of resources linked to our operations.

We also ensure that our waste is recycled, reused and re-utilised to the greatest ex-

tent possible. Should wastage still occur, we will ensure sustainable disposal.

Excess consumption also results in wastage. For this reason we continuously monitor and optimise operations and consumption.

Equipment

We design new production plants and procure equipment that meets or exceeds the requirements set out in relevant environmental standards.

Climate changes

We contribute to minimising global warming by continuously working to reduce carbon emissions. In part this takes place through our focus on resources and energy optimisation.



ENERGY CONSUMPTION

At Rynkeby we have employed a traditional approach when it came to reducing our energy consumption. This has meant that from 2010 to 2011 we managed to achieve a reduction in our energy consumption by investing in heat recycling and new compressors with lower energy consumption, etc.

As you can see from the graphs below, this has had a positive impact on natural gas and electricity consumption measured per 1,000 litres produced.

However, the largest effect has been achieved by working proactively with LEAN and employee involvement to increase the utilisation of our filler lines, thus reducing the proportion of unscheduled downtime.

As you can see from the graphs below, the increase in line efficiency (line efficiency is the proportion of scheduled

time in the line where the filler machine supplies maximum output) from 52% to 63% (approximately 20% higher output) has resulted in a reduction in natural gas consumption of around 20% and electricity consumption of approximately 12%.

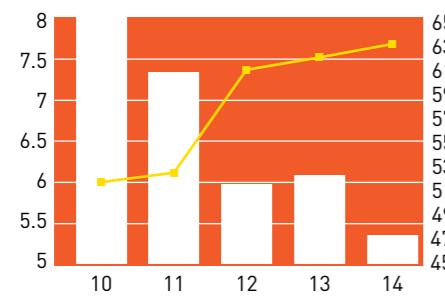
The electricity supplier identified a fault in the connection for the billing reader for electricity consumption in 2014, which has meant that there has been an error of around 5% in our readings. The fault has been corrected and the figures below have been adjusted.

In future years we will continue working on energy-saving projects, including a scheduled switch to LED lighting in all production and warehouse premises and new energy-saving aerators for our purification system.



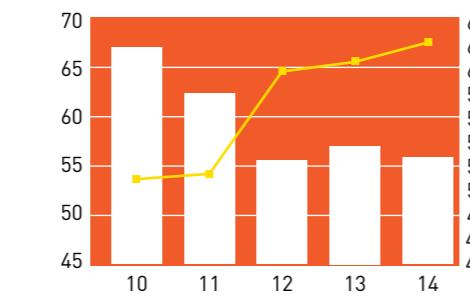
NATURAL GAS

m³ per 1,000 L produced
(right axis, line efficiency in %)



ELECTRICITY CONSUMPTION

kWh per 1,000 L produced
(right axis, line efficiency in %)



REDUCTION OF WATER CONSUMPTION AND WASTE WATER DISCHARGE

At Rynkeby we have two key figures for water consumption.

One is our water consumption per litre of produced product. This figure is influenced by a number of factors. One factor is the water included in our products when concentrates are used and typically mixed at a ratio of 1:4 between NFC and concentrate, which remains largely unchanged in the period below. Another factor is the water we use to flush the pipes between product changes and this is therefore affected by the number of product changes. A third factor is the water we use for CIP cleaning of machines and mixing tanks, as well as other cleaning.

The other key figure is waste water per litre of produced product. This figure is affected by the above factors with the exception of the water included in our products.

The graphs below show that we have reduced our water consumption by around 20% and waste water by around 25%.

Some of the reasons for this are, as previously described, larger batch size and the implementation of pigging systems which have reduced the water consumption for pipe flushing.

Another reason is the described increase in line efficiency which means that we produce 20% more between the scheduled CIP cleaning of filler machines.

The large leap from 2011 to 2012 is the result of a change to our cleaning procedure for cleaning of mixing tanks in 2012. This meant that we no longer ran a full CIP cleaning programme after each mixing but replaced several CIP cleaning programmes with "flushing" of the tanks. This resulted in major savings on

chemicals and water without having any impact on product quality.

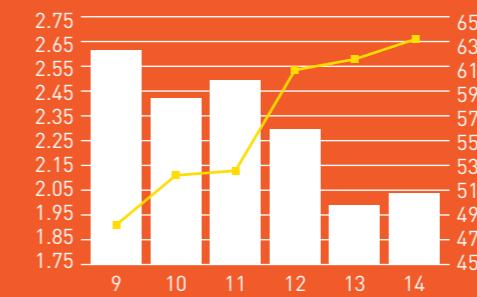
Improvements in the transport area
We experienced a good increase in fuel utilisation in the area of transport in 2014. On average, vehicles used 3.06 km/L of diesel compared to last year's 2.91 km/L, which corresponds to an increase of 5%.

The target of 3.21 km/L for 2014 has not been met in spite of unremitting efforts in recent years, including driver training in energy-efficient driving and a focus on logistics and increased transport weight.

Improvements to fuel utilisation will continue to be a focus area in coming years.

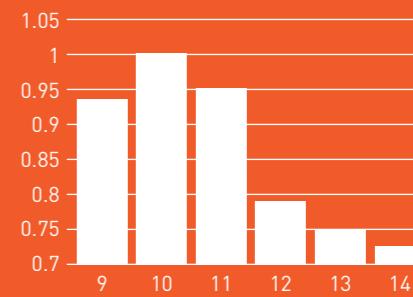
WATER CONSUMPTION

in L per litre produced
(right axis, line efficiency in %)



WASTE WATER

L per litre produced

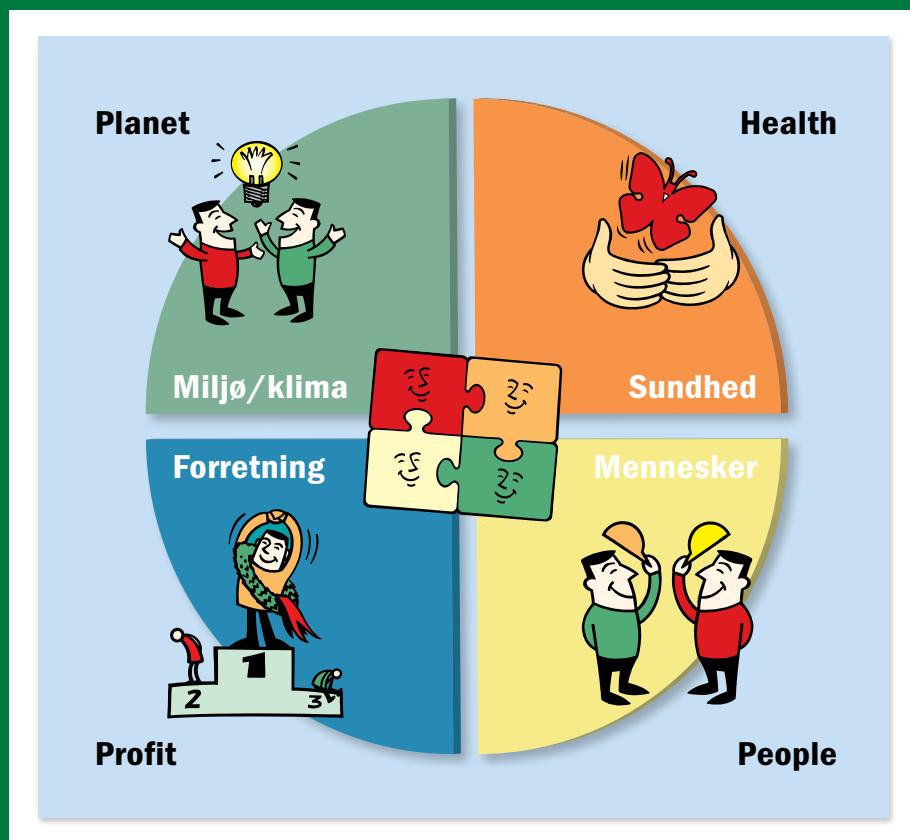


CSR targets – complete overview

		2011	2012	2013	2014	Target in 2014
Values	Everyone at Rynkeby must know/comply with our five values. "Do you comply with our values in everyday life?"	4.3 on scale to 5.0	4.4 on scale to 5.0	Min. 4.2 for question (ESA)	Min. 4.3 for question (ESA)	Min. 4.2 for question (ESA)
Fair Speak	0 orders/judgements concerning misleading marketing.	1	0	0	0	0
Management	Good management must be maintained and measured as part of the employee satisfaction assessment (ESA). Questions concerning management.	4.2	4.0	4.1	Min. 4.1 for question (ESA)	Min. 4.2 for question (ESA)
SGF	Proportion of SGF-authorised suppliers (fruit and vegetables)	69.2%	70.7%	63.0%	65.0%	75.0%
SGF	Proportion of SGF-authorised raw materials (fruit and vegetables)	83.8%	75.8%	70.0%	65.0%	90.0%
Code of conduct	Proportion of suppliers who have signed the Rynkeby, ARLA or SGF COC.	100%	100%	100%	100%	100%
Certification	Proportion of major faults identified during audits.	0	0	0	0	0 Majors
Local community	Complaints from the local community (number of residents)	1	1	0	0	0 complaints
Employee satisfaction	Employee turnover	10%	18%	15%	13.90%	12%
Employee satisfaction	Total score for the company as a whole	4.2	4.1	4.1	4.1	Min. 4.0
Employee satisfaction	"There is a good balance between your work and your private life"	4.2	4.2	4.1	4.1	Min. 4.0
Psychological working environment	Number of victims to bullying	6%	3%	1%	3%	0%
Employee satisfaction	Generally feels happy and motivated	4.5	4.4	4.4	4.3	Min. 4.5
Training days (employees paid on an hourly basis)	Number of days per year	2 weeks	1 week (+ 1 day's workshop per coordinator)	1 week per employee/3 weeks per coordinator	1 week per employee/3 weeks per coordinator	1 week per employee/3 weeks per coordinator
Consumer complaints	Denmark per 100 million litres of product sold	304	429	271	127	Max. 300
Consumer complaints	Sweden per 100 million litres	908	1070	811	845	Max. 700
Consumer complaints	Finland per 100 million litres	89	2161	667	816	Max. 700
Customer satisfaction	B2B – Fact analysis, groceries	Not measured	No. 4	Not measured	No. 4	Top 3
Involvement in local events	Proportion of participants (incl. family members) in the Søslette race in Ringe	38%	38%	30%	20%	Min. 100 incl. family or 50%

CSR targets – complete overview

		2011	2012	2013	2014	Target in 2014
Consumer health	Proportion of consumers who know that juice is 100% fruit	33%	28%	30%	37%	Min. 80%
Consumer health	Proportion of the Danish population who know that juice has no added sugar	29%	24%	26%	29%	Min. 80%
First-aid	First-aid training will be offered at no charge for Working Environment and Occupational Health Coordinators. Preferably during working hours	Offered to everyone, incl training in the use of the defibrillator	Offered to everyone, incl training in the use of the defibrillator	Offered to everyone, incl training in the use of the defibrillator	Offered to everyone, incl training in the use of the defibrillator	Min. once per year
Occupational safety	Registered "near-miss situations"	62	52	31	36	+ 100
Occupational safety	Registered – minor injuries (no absence)	12	14	3	17	0
Occupational safety	Registered work-related accidents	5	6	4	7	0
Employee health	Proportion of employees with physical problems with the musculoskeletal system	Not measured	Not measured	66%	Not measured	Max. 35%
Employee health	Proportion of smokers	Not measured	Not measured	16%	Not measured	Max. 15%
Employee health	Average number of cigarettes per day	Not measured	Not measured	13	Not measured	Max. 10
Employee health	Proportion "overweight"	Not measured	Not measured	33%	Not measured	Max. 22%
Employee health	Proportion "Very overweight"	Not measured	Not measured	25%	Not measured	Max. 18%
Employee health	Proportion that eats fruit and vegetables every day (min. 2 pieces)	Not measured	Not measured	48%	Not measured	Min. 57%
Employee health	Proportion of employees exercising for a minimum of 30 minutes every day	Not measured	Not measured	42%	Not measured	Min. 60%
Employee health	Proportion of employees participating in the DHL relay race*	42%	30%	31%	20%	Min. 50%
Attendance	Attendance in % of number of employees	96.8%	96.6%	96.8%	96.4%	>97.0%
Environmental targets	Fuel consumption (lorries)	2.96 km/l	3.00 km/l	2.91 km/l	3.06 km/l	Min. 3.21 km/l
Environmental targets	Electricity consumption per tonne of product	57.11 kWh	48.56 kWh	50.4 kWh	51.8 kWh	Max. 53.96 kWh
Environmental targets	Waste water per tonne of product	0.937 m ³	0.77 m ³	0.74 m ³	0.72 m ³	Max. 0.85 m ³
Environmental targets	CO ₂ consumption per tonne of product (excluding fuel)	16.52 kg	13.1 kg	12.9 kg	12.5 kg	Max. 14.56 kg
Environmental targets	Gas consumption	7.568 m ³	7.336 m ³	5.82 m ³	5.53 m ³	Max. 6.408 m ³
Environmental targets	Raw material wastage of raw material consumption	2.07%	1.61%	1.50%	1.27%	Max. 2.10%
Environmental targets	Packaging wastage of packaging consumption	1.25%	0.88%	0.98%	1.03%	Max. 1.05%



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