



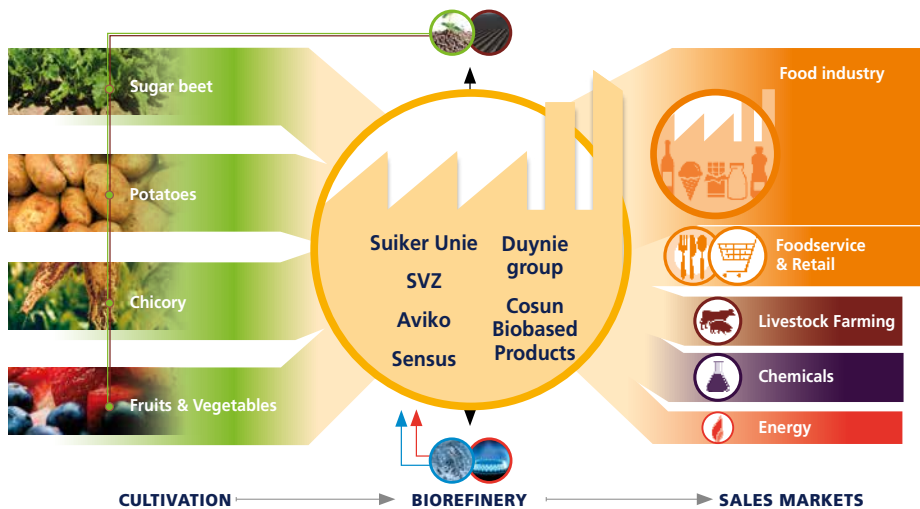
Focus on CSR 2013



Cosun ID

Royal Cosun is an agro-industrial group. As a cooperative of Dutch sugar beet growers established in 1899 we are firmly rooted in the primary sector. We make ingredients and products from sugar beet, potatoes, chicory, fruit, vegetables and other vegetable raw materials for the international food industry, the foodservice sector and the retail channel.

We also convert biomass into non-food applications such as animal feed, biobased chemicals and bio-energy (green gas). Our success stands or falls on the value we extract from our raw materials. We therefore use all parts of the plant in a process known as biorefinery. The challenge is to extract as many components as possible at the same time.



Turnover € 2,166 million



3,477 employees



30 production facilities in 10 countries



9 million tonnes of vegetable raw materials processed



9,381 members / shareholders

Policy

Cosun takes a practical approach to corporate social responsibility (CSR). Our CSR policy is a reflection of how our decisions allow for a variety of interests. We look further than just our own activities and the current financial year.

STAKEHOLDERS

External

- Members of the cooperative
- Customers
- Suppliers / business partners
- Consumers
- Local residents
- Potential employees
- Politicians and public authorities
- Financial institutions

- Education
- Media (press)
- NGOs

Internal

- Employees
- Works Councils

MISSION

Cosun operates close to the arable sector and works with farmers on the sustainable cultivation of vegetable raw materials.

We are convinced that the refinery of vegetable raw materials is essential to make optimal and sustainable use of our agricultural raw materials and natural resources.

We deliver ingredients for food and feed, materials for many non-food applications and ultimately for energy production.

We carefully balance respect for people, planet and profit with the continuity of the business and the cooperative.

COSUN'S SUSTAINABILITY POLICY IS BUILT ON FOUR PILLARS

1. Sustainable cultivation

2. Sustainable production processes

3. Investing in staff

4. Financial and economic value creation

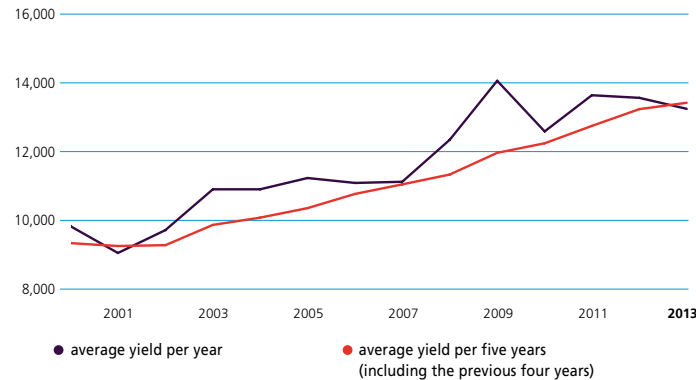
Sustainable cultivation

Cosun itself does not grow vegetable raw materials, but is closely involved in the process. We contribute by:

- Providing knowledge and expertise for our growers/raw material suppliers
- Closing mineral cycles wherever possible
- Increasing the yield per hectare

Sugar yield in the Netherlands

in kg per hectare



Sustainable use of the land entails the highest possible yield per hectare without degrading the quality of the soil so that future generations can also grow their own food. Clean water and biodiversity are integral to a sustainable food supply.

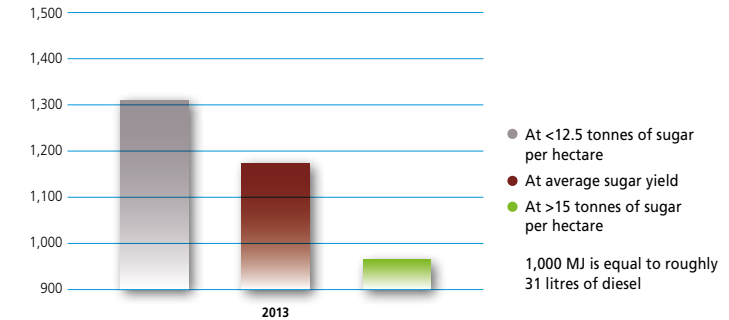
This principle determines how our vegetable raw materials are grown. It is a decisive factor in the size and quality of the crop, and also in the return we make on our production processes. It is why we and our growers invest in the

further improvement, optimisation and sustainability of the cultivation of all our raw materials: potatoes, beet, chicory, fruit and vegetables.

Collaboration with growers is strongest in the sugar chain. It is the very heart of the cooperative as the cooperative's members grow and supply the sugar beet. It is a good example of shared interests between the growers and the processor of a vegetable raw material. Where the goals of sustainable production and processing go hand in hand with the pursuit of a higher financial return and a lower environmental impact.

Energy consumption of beet cultivation in the Netherlands

in MJ per tonne of sugar



The figure above illustrates the direct relationship between the sugar yield per hectare and energy consumption during cultivation (use of machinery, etc.). The measures taken to increase the yield per hectare have both financial and environmental benefits.

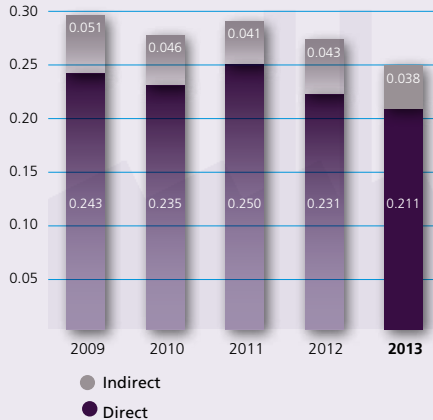
Sustainable production processes

When we process our vegetable raw materials, our care for the environment often comes down to preventing waste. We aim to make optimal use of all our raw materials and consumables, energy, water and residual matter, and to reduce our odour and noise emissions.

At group level, Cosun monitors the CO₂ emissions of its factories, the volume of residual matter and the number of complaints made by local residents. We monitor the performance of all our production sites, including those outside the Netherlands. In all of these areas, we believe less is more.

Cosun's goal is to reduce the **energy consumption** of its production processes by an **average of 2%** per annum, and emit less CO₂ as a result.

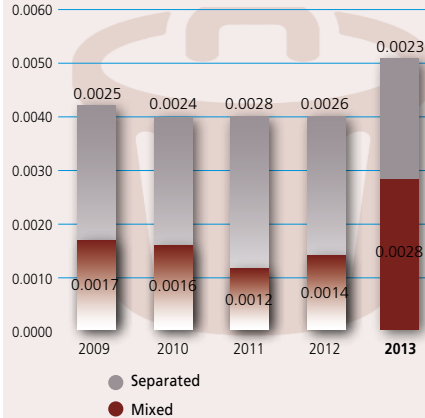
Total CO₂ emission
in tonnes per tonne of product



The lower part of the figure represents direct emissions caused by our use of fossil fuels. The upper part is the indirect emission relating to the purchase of electricity, converted into tonnes of CO₂.

Cosun produces **as little waste** per tonne of product **as possible** and **disposes** of it in a **responsible manner** through third party providers.

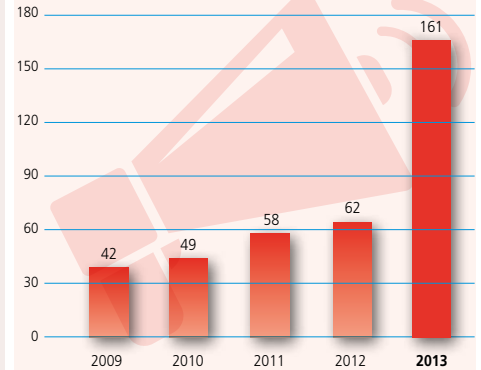
Amount of waste
in tonnes per tonne of product



The amount of waste created by Cosun production (in tonnes, per tonne of product), divided into mixed and separated. The slight increase in 2013 was the result of additional returned packaging materials and construction activities. Cosun considers both to be non-recurring.

Cosun wants to reduce the number of **complaints made by local residents** near our production facilities. The target for 2015 is **less than one complaint** per location.

Number of complaints about nuisance



Total number of complaints made to Cosun's 30-plus production locations in the Netherlands and abroad. The most common complaint related to odour emissions as the result of new factory activities. Cosun is actively working to reduce the number of complaints as quickly as possible.

Investing in staff

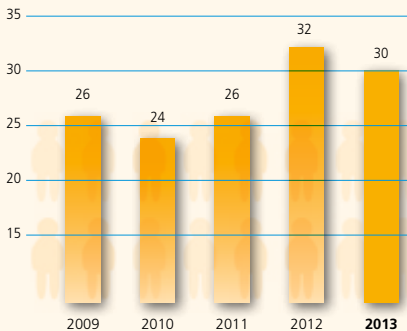
Cosun wants to grow, under its own steam and through acquisitions. We therefore expect the number of employees to increase in the years ahead. Cosun has relatively more older employees than younger ones. When senior staff members retire, we must have enough qualified junior employees to fill the vacancies. And the staff who have worked with us for many years must keep their know-how and skills up to date. Cosun encourages them to continue learning and share their knowledge with younger members of staff who have less specific work experience.

We focus on:

- A safe work environment and prevention of accidents and near-accidents
- Fitness and employability by providing preventative programmes to reduce absenteeism
- Professional and personal development through education and training

Cosun aims to reduce **the number of lost-time accidents to eventually zero**.

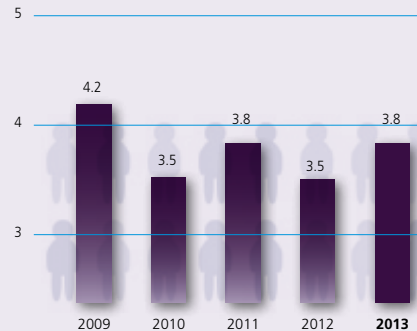
Number of lost-time accidents indexed per 1,000 FTEs



In order to reduce this high index figure of accidents, Cosun will take further measures in production environments and introduce special training programmes.

Cosun's ambition is to reduce **staff absenteeism to at least 10% below the food industry average (2013: 5%)**.

Sickness absenteeism (%)



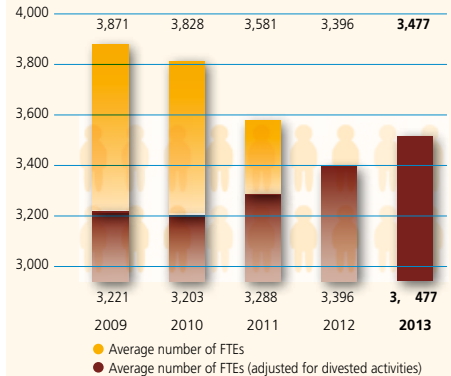
Rate of sickness absence at the Dutch locations of the Cosun business groups, excluding maternity leave. The target was achieved in 2013.



Gender balance
Group employees, average for 2013, in FTEs

- female 19%
- male 81%

Number of staff in FTE



Average number of employees with a contract with Cosun.

Financial and economic value creation

Our core activity is to produce socially desirable products such as foodstuffs and ingredients that are processed by industrial customers. The sale of our products generates an income to pay our employees' salaries, to buy our raw materials, to distribute a bonus to our members, to pay taxes and to invest in the future of our business.

Cosun creates added value and plays a significant economic role by processing raw materials into products for our customers and by making substantial payments to members, suppliers, employees, the government and financial institutions. The figure below shows the amounts we paid out in 2013 (on the left) and the added value we created for our stakeholders and invested in our businesses during the year (on the right).

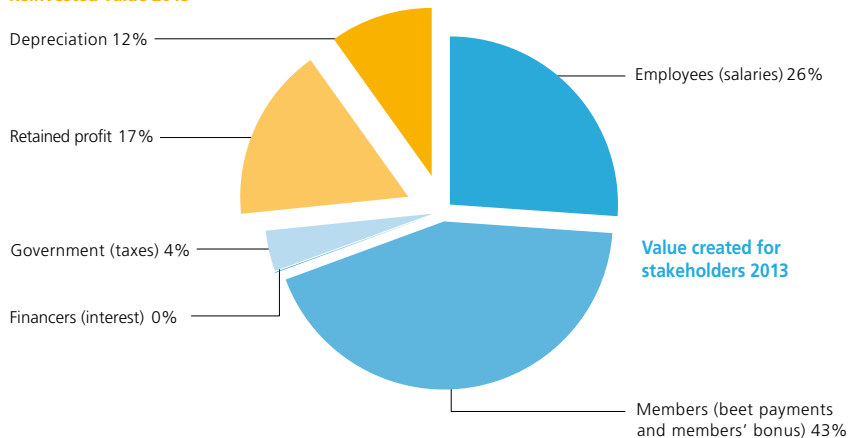
Added value

(amounts in millions of euros)

	2013
Net turnover	2,166
Other revenue and stock movements	50
Payment to suppliers of raw materials	-/- 1,056
Payment to other suppliers	-/- 329
Added value created	831
Employees (salaries)	217
Members (beet payments and members' bonus)	360
Financers (interest)	-/- 1
Government (taxes)	33
Value created for stakeholders	610
Retained profit	139
Depreciation	82
Value created for reinvestment	222

Actual added value and allocation in 2013

Reinvested value 2013





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