

Impressions on sustainability

A company is aware of its responsibility for quality, ecology, economy and social affairs



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Thank you for your interest! This classical last sentence to each presentation represents the first sentence to our impressions, as your interest is our motivation to present our work on sustainability from 2011 to 2013 in a way that allows you to relive it. In this second sustainability report, Kuchenmeister GmbH informs you making use of the freedom that our medium-sized business provides for us: we are telling you about events that make you feel in which way we practice sustainable economics. Of course, many of the occurrences described in this report could be expressed in facts and figures. If you are especially interested in our sustainability work, we would be happy to talk to you.

Not least, at some spots you will anticipate where our way to a more and more sustainable future leads to, but you will also encounter very clearly worded aims.

A handwritten signature in black ink, appearing to read 'H.G. Trockels'.

Hans-Günter Trockels
Managing Director



Philosophy on sustainability

Sustainable entrepreneurship means to take over responsibility for an economically sound and future-proof company. We do accept the social commitment resulting from it and shape it. Economical, ecological and social aspects are equally relevant.

Sustainable economic activity only works out when everybody at his own place within the enterprise does his best and contributes in a careful and attentive way to achieve success. Moreover, it takes an “engine” that continuously provides the job with new impulses and at the same time, supplies the energy to further develop things that have already been started.

An essential Kuchenmeister-engine is Hans-Günter Trockels, Managing Director of Kuchenmeister GmbH. In the context of a dialogue, employees have been asking for philosophy and visions within the sustainability work. You may read the essence of the interview here and view the video [here](#).

An Interview with Hans-Günter Trockels

Mr. Trockels, what is your motivation in working so very intensely for many years already on a more sustainable company management?

Hans-Günter Trockels: The topic sustainability has been joining our company for more than 100 years already. It is the achieved know-how and permanently increasing competences concerning baking processes that finally result in the economical success of our enterprise.

What are your most important basic convictions concerning sustainability?

Hans-Günter Trockels: Sustainability involves a manifold added value for society taken as a whole, but also for our company. Therefore, we need to develop our work on sustainability together with our employees, suppliers, customers, the trade, stakeholders and any further members of our society.



Kuchenmeister Managing Director Hans-Günter Trockels

Philosophy on sustainability

Mr. Trockels, what are the most important issues in Kuchenmeister's sustainability work in 2012/2013?

Hans-Günter Trockels: Let me expose three main topics. The first and very important among these is energy efficiency. As an example, let me mention our patented deodorization and heat recovery device. Our raw materials represent the second and also very important topic. With regard to this, we are focusing on palm oil, cocoa and other raw materials that are being cultivated in different countries. We are in close connection with our customers, suppliers and stakeholders in our development work. A third basic point is energy efficiency and climate protection in the field of our vehicle fleet and logistics in general. Concerning this issue, we are in a continuous improvement process. Moreover, optimization of our vehicle fleet and professional training of our employees are playing a major role.

You have just referred to your employees. Which role do they play in realizing the aims in sustainability that the enterprise has set as a goal?

Hans-Günter Trockels:

"Our employees are playing the most important role, they are very much committed in our sustainability development."

We have thus involved all our employees at an early stage already, and there is an intense exchange of thoughts and information.

Is there any topic on which your view has changed due to the work of the past years?

Hans-Günter Trockels: I would rather like to focus on the entire development than on a specific topic. Yes, things have changed essentially indeed. Mainly, it is the awareness of an enterprise developing towards a commitment to the demands of sustainability in economy, ecology and social affairs.

How do you manage to keep this triad of ecology/ economy/ social affairs in compliance?

Hans-Günter Trockels: We manage to do this by continuous matching as well as helpful discussions with ZNU*, our suppliers, customers and stakeholders and our internal sustainability management.

Can you designate basic sustainability targets for the next years?

Hans-Günter Trockels: The most essential targets are energy saving – frequently in connection with the introduction of new technologies -, working with more and more sustainable raw materials, as well as the permanent further training of our employees and the education of young people – nowadays, we are providing professional training in eleven different jobs. These are elements of the social responsibility that companies are assuming and which we are committing to.

Which is the most fascinating sustainability project in the near future?

Hans-Günter Trockels: The most fascinating sustainability project in the near future is the expansion of our company site in Soest. This expansion will be realized on the area of a former industrial fallow area – the ancient sugar factory Soest. On an overall-area of 10 hectares, we are initially installing a logistics centre that has been designed based on sustainability considerations.

* Centre for Sustainable Business and Leadership

The company

Prior to taking a closer look into details, we would first like to introduce the company to you and thus the framework within which our sustainability work takes place.

History

Kuchenmeister GmbH has grown to one of the world's leading producers of fine cake and confectionery specialties in the past few years. Founded in 1884 by Julius Trockels, it used to be a classical bakery situated in the city of Soest. In 1957, after reconstruction, the business was restarted on the site in the city center. The permanent diversification of the assortment resulted in a move to the periphery of the city of Soest in 1972, still being the headquarters of Kuchenmeister GmbH today.

In 1995, Günter Trockels passed the management on to his three sons: Hans-Günter, responsible for operational management; Thomas, authorized representative and manager for finance and controlling; Uwe, responsible for the business areas purchase of raw materials, product development and quality assurance. The step forward into the fourth generation was made, the company is developing continuously.

In 2009, the family enterprise could celebrate its 125 year anniversary. That same year, Kuchenmeister purchased the "ancient sugar factory" in Soest, an industrial fallow area which is being recultivated by the company now. The first step is the commissioning of Kuchenmeister's logistics centre in summer 2014. Moreover, this building provides the possibility of erecting a high rack storage and another production area.

The Kuchenmeister assortment comprises more than 500 different articles, ranging from Baumkuchen, Stollen, tray cakes, flans, filled croissants and cake bars to waffles and many more items. Kuchenmeister GmbH is market leader for ready-baked cakes in Germany, as well as world market leader for Baumkuchen and Christstollen.

Company's philosophy

Within our company's philosophy, we clearly nominate key aspects for our work: the customer takes center stage, our products' quality has priority, our employees are clearly focused on, we are characterized by innovations as well as sound growth, and socio-political commitment matters to us – just to mention a few basic points. Within our sustainability work, these and many more aspects meet an entrepreneurial framework providing significant development potential.

Facts and figures concerning Kuchenmeister GmbH:

Number of employees: approx. 900

Trainees: on average 49

Production output in 2013: 90.000 tons

Turnover in 2013: 250 Million €

Export share: 35 %, delivery to 80 countries

Production sites:

- **Soest** (North Rhine-Westphalia)
- **Mettingen** (North Rhine-Westphalia)
- **Duingen** (Lower Saxony)

Head quarters /Administration: Soest

Even back in the founding generation, the Trockels family used to work sustainably. Quality awareness and a deliberate way of handling resources as well as innovative spirit and a careful look on employees were characteristic for this. Nowadays, sustainability is a self-evident feature of Kuchenmeister's philosophy and management. It is based on the deep conviction of bearing part of a cross-generational responsibility for workable economic, ecologic and social developments.

Sustainability guideline

The [company's sustainability guideline](#) serves as an orientation for internal as well as external relations. It is an omnipresent challenge to us and our manifold contractual partners.

Sustainability team

Sustainability work means team work. In 2010, the Kuchenmeister sustainability team was set up. Its compilation represents the different departments of the company and thus provides an appropriate platform for mutual exchange, creative new ideas and approaches, as well as intensification of sustainability work within the entire company. Familiarizing more and more with this new task, the team's work has consolidated in such a way that their contribution to the entire development becomes more and more apparent. The team is directed by sustainability manager Manuela Mewes, who converges the threads of sustainability. This leads to a systematical further development of this management process internally, and externally it results in the development of a wide communication with the large diversity of stakeholders.

Environmental management

In addition to sustainability management, we have started to introduce an environmental management system in 2012. A new environmental management representative, namely Herbert Kipp, was appointed, who is building up this field with a high degree of professional expertise due to his specific technical knowledge on energy and resources management.

Integrated management manual

Structured processes require a systematic linking. In the second half of 2012, a team composed of sustainability management representative, environmental management representative, quality assurance and an external consultant has started to develop an integrated management manual. Towards the end of 2013, this manual – which in the meantime also comprises energy management and job safety – was signed by the management board and presented to the employees as a basis.



The sustainability team meets regularly to exchange information.

Energy-efficient work is one of our core competences.

We have presented many examples thereof in the past few years. At this moment, we would like to take this opportunity to introduce three projects to you which are fascinating in very different ways.

Deodorization and heat recovery

The potential of our deodorization and heat recovery device is to delete the odour nuisance as well as heat recovery from the exhaust air of our baking ovens. The project is based on a comprehensive sustainability approach – ecological, economical and social aspects are implemented. Therefore, we were very happy to receive the renowned sustainability award "[Ecocare](#)" in 2012.

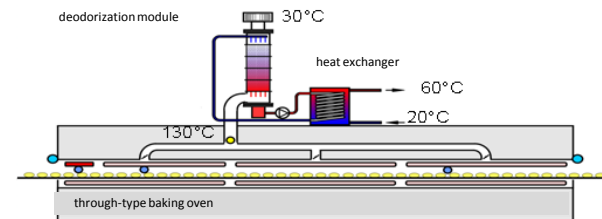


The deodorization and heat device is an in-house development.

The device: baking fumes normally leave the ovens of our bakery at a temperature of 120 – 140° C, are lead out of the building through chimneys and are emitted to the ambient air. A smaller part of the fumes exhausts through oven intake and exit. In a first step, we keep the entire fume inside the oven by means of newly-installed airstreams at these places. In a second step, the entire fume is specifically conducted to the deodorization device. Odour particles from the baking fume are removed to a degree of 90 % - a sensorial perception is no longer possible. Moreover, in the course of this cleaning process, the heat of the fume is absorbed by water. This formerly cold medium is heated up to 55° C and delivered to a classical heat recovery device at this temperature. The air that is emitted at the end of the entire process has a temperature of below 30° C.

For Kuchenmeister, the use of this patented deodorization- and heat recovery device resulted in an average energy saving of 28 KW/h per oven at a term of 4000 h/a. Moreover, it also results in a significant reduction of CO₂ emissions. CO₂ emissions per oven could be reduced by 32 000 kg/a as an average per oven. Apart from this recognizable benefit, each device can additionally heat up 630 l of water/h to a temperature of 50 – 56°C.

The integrated overall concept of this deodorization- and heat recovery has proved itself in several test runs, so Kuchenmeister starts introducing this patented technology to the entire factory in 2014.



Functional sketch of the deodorization and heat device.

Water saving at the raisins washer device

The project “optimization of water consumption at our raisins washer device” starts at a completely different point.

To make sure that only excellent ingredients are worked up in Kuchenmeister’s products, it takes two things: a raw material of very good quality and an ideal treatment within the product.

Especially in the winter season, we are using huge quantities of raisins. Basically, we are buying raisins of such high quality that they could normally be used in production directly. However, to guarantee any possible safety for our consumers, raisins are once again washed, exempted from stems and controlled by metal detector and X-ray at our premises. Only after that, raisins are delivered to dough preparation. This process takes place inside a complex raisin washer device. For the season 2012/2013, the modification at the raisins washer had already been realized. Its result: a significant reduction of water consumption. It is the aim to achieve a further reduction of water consumption of 10% until the 2016.

Expansion at our site in Soest

In 2012, we have been able to inaugurate a new building at our site in Soest. This building measure is also based on the three pillars of sustainability: two additional production lines involve a significant expansion of our production capacity – one of them mainly for the seasonal business – and thus an increase in customer satisfaction. New modern staff rooms for 400 employees are a key component for employee satisfaction.

Already throughout planning and realization of this expansion, measures for an efficient use of energy played a key role. Immediately before its completion, another measure was implemented and proved the advantages of an owner-managed enterprise where decisions can be made fast, efficiently and promptly. A few days before the excavation pit should finally have been filled up, the construction supervisor discussed last details concerning the parking area to be installed and suddenly had a good idea while looking into the pit: inside the pit, there was lots of space for a rainwater tank. The day after, it was already obvious that this way, it would be possible to supply the new sanitary facilities as well as a

roof sprinkling facility to cool down the roof of the production hall on hot days. That same day, the management gave its approval and the following week, the tank had been placed inside the pit. Apart from a water saving potential of about 125 000 liters per year, the roof sprinkling is able to reduce the temperature inside the production hall by several degrees centigrade on hot days, so that the baking process only barely has to be interrupted due to exceedingly high temperatures.



A new extension secures the economic future of the site.

Intelligent resource management is consequently realized and shapes our way of acting.

We have regarded the resource “water” under technical aspects. From the vast area of resource management, we are introducing the fields “products apart from 1st choice”, “packaging - optimization of cardboard packagings”, “recovery of resources” and “use of fuel” in detail at this point.

Residual products and recyclable fractions

“Foodwaste” is a sociopolitical topic of high significance. In a food-producing company, remainders of raw materials, breakage and products that are not appropriate for regular sale are inevitable. A system of a 100% use of foodstuffs implemented in 1999 already results in no foodstuffs being disposed of anymore. This is being avoided by a bundle of measures:

- Within the course of production, it is inevitable to have goods which do not comply with the high standards for first choice which we set, however, which are unreservedly fit for consumption. These second choice products are on the one hand distributed by a special sales channel, on the other hand, they are for the benefit of the food banks located around our head quarters.
- At our site in Soest, an outlet sale is located since many years. Increasing demand made us expand it significantly in 2012. In an attractive surrounding offering the opportunity for tastings and for a coffee break, mainly surplus production and second choice products are sold.
- A third field consists of finally faulted and rejected products as well as remainders of dough which are delivered to animal food production directly from our production.

Optimization of cardboard packagings

The intelligent use of packaging materials such as cartons has an immediate influence on material consumption itself, but altogether also on logistics features. Therefore, Kuchenmeister started a project on a permanent review and optimization of cartons in 2009. Step by step, a continuous improvement in the use of cardboard packagings and transportation logistics could thus be achieved. Until the year 2020, a further optimization rate of 2 % per year is supposed to be implemented.

Consumption of paper

Kuchenmeister GmbH is permanently seeking to reduce paper consumption within the company. Since 2009, the consumption of the resource “paper” could be reduced by an average of 13,4 % per year, which sums up to a total reduction of 55,4 % within 5 years in this first big step. The targeted aim until 2017 is another reduction by yearly 5 %.

Resource recovery

Extensive waste separation is the basis for our resources management. Metal, paper, cardboard, fluorescent lamps, foils etc. are homogenously supplied to the recyclable resources’ cycle.

Many packagings used for our products are labeled with stickers. Therefore, the related release paper arises at all our production sites. Since 2012, we are cooperating with one of our labels suppliers: release paper is collected at each site, gathered at a central collection point in our factory in Duingen and then re-introduced into the resources cycle.

Therefore, the quantity of remaining materials that need to be disposed of by residual waste is decreasing year by year.

Fuels

Clever fleet management means climate protection.

Kuchenmeister is well-known for its innovative way of working with its vehicle fleet. One aspect is the choice of the type of fuel, the other one the potential in minimizing its consumption.

Kuchenmeister counts on innovative fuels. LPG-towing vehicles and vehicles with Euro VI standard engrave the truck fleet. Our target is to equip all Euro VI towing vehicles with gas systems by 2016. After conversion to LPG-gas systems, a CO₂ reduction of 420 000 kg per year is possible for these vehicles. First tests with an electrical vehicle have already been made as well.

The Kuchenmeister drivers are continuously being trained intensively. Theoretical further education as well as manifold practical trainings are offered by external professionals. In two videos you can get an impression of [theoretical](#) and [practical](#) training.

One of the outcomes is the exemplary low fuel consumption of all our drivers, considering a yearly driving performance of approx. 2,5 million kilometers.

The car pool of the multi-used cars is totally converted to gas-powered cars.

Both ecologically and economically the results of this work are satisfactory results and also an incentive for further optimization.



High quality raw materials and fine recipes are the foundation that the quality of our products is based on.

Palm oil

Kuchenmeister GmbH is consequently committing itself for certified palm oil. Since the beginning of 2012, we are exclusively using pure palm oil with standard “segregated”. At the same time, we have become members of [RSPO](#) (Round Table on Sustainable Palm Oil).

At the same time, also derivatives and fractions were switched to this standard, as far as this was possible for our suppliers. It is expected to conclude this process within 2014. This consequent prosecution of using sustainable oil resulted in an excellent ranking in “[2013 Palm Oil Buyers Scorecard](#)” of WWF.

Moreover, we are concerned about sociopolitical commitment. Concerning palm oil, we are realizing it in our work within the “[Forum Nachhaltiges Palmöl](#)” (FONAP – forum on sustainable palm oil). We are aware that merely the consequent use of certified palm oil within our own company cannot solve the significant problems involved with this raw material. To us, this means that we try to exert as much influence as possible on a further improvement of palm oil cultivation. A comprehensive substitution of palm oil is no solution for us. This is based on product-related reflections on the one hand as well as on the knowledge that a positive influence on environment and social affairs at the origin of palm fat can only be exerted by using palm oil. As a single party however, a company will hardly be heard in the entire RSPO-association. Within the federation FONAP, the voice of each member company has a significance that takes effect within its lobby group.



Eggs

One of our basic raw materials is egg. In a consequent and systematic process, Kuchenmeister has switched over to the exclusive use of barn eggs in the course of the past few years.

Moreover, together with a trading partner, we are asking ourselves if it is really necessary to have the beaks of laying hens trimmed. In cooperation with one of our eggs suppliers, we have started a project with two testing flocks, that differ only in the feature "beak".

The covey is monitored and documentation will be made over the entire life cycle.

Cocoa

Not only the hotspots involved with cacao, but rather due to the flood of certification systems for sustainable cacao make this work complex. Since 2012 we are working intensively on the topic sustainable cacao. Discussions with our suppliers, intense preoccupation with different certification systems, as well as with Greenpeace and Südwind gave us a comprehensive view on this issue.

We regard the use of sustainable cacao as sensible and desirable. Therefore, we are working together with our customers and taking into account the considerable additional costs to change over to sustainable cacao. There are two obstacles that need to be overcome: first, a conversion to sustainable cacao is in any case connected with serious extra costs. Moreover, it has to be considered that in the area of exports, sustainability does not yet have a sufficiently high significance. Specifically, in case of a general conversion, a massive price increase would have to be accepted, which would result in a remarkable competitive disadvantage, and thus the loss of customers in export business. Considering our export share of 35 %, this is a very essential factor. In spite of this, we have deliberately created the preconditions for a use of sustainable cacao. Since July 2013, Kuchenmeister is UTZ-certified. Moreover, also in 2013, we have been able to make the first switch-over to sustainable cacao. Committed trade partners have regarded this additional expense in the field of raw materials as an investment for future. Our aim is to make as many of our customers as possible join us on this important way.



In 2013, Kuchenmeister GmbH has employed around 900 members of staff. Two aspects are of significant importance to us with regard to that: a balanced proportion of males and females employed as well as an appropriate ratio of different age groups.

Health

Health at work and in free time finds our support in varied ways. Apart from systematic work within the company on this issue by our company doctor and the occupational health and safety specialist, impulses starting improvements are frequently given by employees. Just a few examples for this:

- sit-stand aids and lifters in the production, which will be specially adjusted to the demands of a certain working place
- standing work stations and seat balls in administration which enable employees to change their working position several times a day
- bicycles in our trucks to enable our drivers to use their breaks for physical exercise; in special trainings, our professional drivers learn how to eat healthy on longer tours and how physical exercises keep them fit and mobile at their working place on the truck
- transport bikes and –trolleys to avoid technicians from having to carry heavy materials along the premises, and many more.

Kuchenmeister supports free time athleticism at the fitness center just as well as teams actively exercising other types of sports.

Professional training

Sustainable economics involve thinking and acting with a view on a stable future. To us, future is inseparably connected with young people.

For this reason, we offer a wide variety of vocational trainings. We feel committed to preparing young people for a future offering them a good perspective by giving

them an ambitious professional training. Our offerings for vocational trainings are wide-spread in order to come up to most different talents and potentials. Around 49 young people are trained in 11 different professions at Kuchenmeister in 2013. For 2014 this level will be kept constant. Many of our trainees start their professional life at Kuchenmeister after having finished their vocational training. In the past five years, it came up to a percentage of 62%.



Communication on sustainability

Sustainable economics can only be acted out in a company, when employees support them and put them into practice. This implies that a vivid exchange on different topics of sustainability takes place within the company. Kuchenmeister has fostered different ways of doing so. In December 2011 the company's newspaper "Hörnchen Times" was first published. Apart from many interesting and entertaining articles, each of the quarterly published issues also contains a page on sustainability. The topics and activities presented here get through to everybody. This also applies to the topics "sustainability" and "environmental management", which complete the yearly trainings of all employees since 2013. This basic information is completed by regular trainings and staff briefings within the different departments. Since 2013, an additional "sales discussion on sustainability" takes place three times a year. It is just as important to accept proposals from the staff as well. With regard to this, the work of our sustainability team has proved itself as a general contact for all departments.



The context of the three pillars of sustainability, namely economy, ecology and social affairs, is significantly reflected by certification and evaluation.

Certification on sustainability

Work on sustainability needs to be comparable and reliable. Therefore, Kuchenmeister has been joining intensely as a pilot company the development of ZNU-standard sustainable economics in food and was one of the first companies to be certified by TÜV Rheinland in March 2012 already according to this comprehensive standard.

We have thus proved that sustainability is a followed company's philosophy and that we are dealing in a competent and forward-looking way with the great multitude of sustainability-relevant topics. Our partners can rely on us!

Sedex – ethic standard

In December 2013, we have met the challenge of one of the most comprehensive ethical certifications, [SMETA](#) (Sedex Members Ethical Trade Audit). We could pass this certification with flying colours and could even convince among others with several best-practice examples.

Climate balances

By creating so-called “product carbon footprints” (PCFs), Kuchenmeister is among the first German pastries producers seeking to measure and in a second step to decrease deliberately the emissions of greenhouse gas CO₂ for its products. The PCF reflects the overall quantity of CO₂ that is created along the value-added process of a product. In order to calculate it, data for all steps of production – starting from raw materials purchase to marketing the product – were gathered. The disillusioning study made us aware of the fact that quality criteria regarded as essential by our experts, like the use of butter, makes the CO₂ value of the products increase significantly.

By creating the first site climate balances, Kuchenmeister continued its way of CO₂

calculations in 2012/2013. Basic idea and method of approach comply with the PCF, however, the focus is set on an evaluation that regards all entrepreneurial processes in width as well as in depth. We expected this investigation to emerge the relevant climatic features of our own sites. As a result, the climate balances showed improvement potential for further improvement measures.

Cost-benefit-evaluation

A very special project was started by Kuchenmeister in summer 2013. The question: how do costs and benefits of our sustainability work relate to each other? In ZNU (Zentrum für Nachhaltige Unternehmensführung, Centre for Sustainable Business and Leadership), Kuchenmeister has found a partner who was able to elaborate the scientific basis for this evaluation.

Extensively data was collected, measures were transferred in figures and developments were assessed. As a result, it is found that apart from ecological and social benefit, sustainability work within a company may absolutely lead to financial profits as well. Apart from this result, however, there are lots of questions left, especially concerning the evaluation of those measures and successes which cannot be directly attributed to a monetary value.

Special demands on nutrition

Vegetarian products

All products made by Kuchenmeister are suitable for vegetarians without any restrictions.

Shopping guideline for Muslims

In order to facilitate shopping, the federal association of consumer advice centres e. V. has issued a „shopping guideline for Muslims“ in cooperation with producers. Kuchenmeister is represented in the range „Cookies and Cakes“ with the by far most comprehensive assortment providing a diversity of more than 100 products which hardly entails any restrictions for consumers any more.

Products certified “Halal”

A basic question for our Muslim customers is if our products are compliant with their religious rules of consumption. We may provide a special security to these customers due to our effected Halal-certification. Halal means: “permitted, approved, legal, legitimate”. Throughout preparation, production and/or storage, there is no contamination with any substances that are “haram” (not permitted). The [certificate](#) issued for our company contains articles from the assortments of foilkakes and stollen, the recipes of which do not contain any alcohol. These products are unrestrictedly permitted for consumption by Muslims.

Kosher products

Kuchenmeister exports its products around the world, thus also to countries with major groups of Jewish population. In order to provide unlimited indulgence, we are in a position to follow special rules throughout the production of our cakes. Generally, the raw materials used by us as well as the conditions of production do comply with these special demands; the production is then complemented by a rabbi blessing the oven.



The foilkakes are halal-certified.

Kuchenmeister is convinced that entrepreneurial acting is closely connected with a perception of social responsibility.

Communication

Communication of our sustainability work does without a doubt take place while you are reading these impressions on sustainability. But there is more to it than that. Throughout the year 2013, we have intensely and in many ways worked on presenting how we realize a more sustainable management, also by involving the most different media. Our homepage provides a first lot of information – these will be more detailed once the revision of our homepage is finished. You may watch two films on the internet to see what's new with us in terms of sustainability ([“sustainability at Kuchenmeister”](#) and [“Kuchenmeister sustainability report”](#)). Selective advertising in food retailing is taking our work up. In the specialized press, we have presented our company's philosophy in a huge advertising campaign in 2013. A professional magazine was also involved in a leading role when in summer 2013, the “expert talk raw materials” with a focus on raisins took place at Kuchenmeister's premises. Our communication concept is being completed by external lectures by General Management and sustainability management.

ZNU

ZNU stands for “Zentrum für Nachhaltige Unternehmensführung” = „ Centre for Sustainable Business and Leadership“ at University Witten/Herdecke. Kuchenmeister is represented in the advisory council of ZNU by Hans-Günter Trockels since 2009 already. Thus, we are closely cooperating with ZNU for many years already, and among others, we have constructively contributed to the development of “ZNU standard food – doing business in a more sustainable way”. For Kuchenmeister's employees of the specialized departments in question, the ZNU workshops result in a clear gain of competence. On the other hand, Kuchenmeister also contributes a lot of competence to ZNU's work. This is being

reflected by new ideas given in the advisory council and to the development of new projects, as well as presentations held within the training of sustainability managers and active participation in workshops.

Social commitment in Soest

Kuchenmeister has always been connected with the city of Soest. This means that social commitment of the company also finds its link here. Our support is split in two ways: on the one hand, we deliberately put our products at disposal for festivals, competitions and events of facilities, clubs and organizations situated in Soest. A young sportswoman - who has even achieved international success in the meantime - has a Kuchenmeister vehicle at her disposal for trips to tournaments, trainings and events.

In a third area, we contribute financially to projects that support children and teenagers in kindergartens, schools and associations. This aim is also supported by community foundation “Bürgerstiftung Hellweg” in Soest, which we are contributing to since many years.

Help and Hope

Foundation “help and hope” was founded in 2005 aiming at helping needy children. First we supported the kids meeting point of help and hope in Herne. In 2013, Help and Hope brought the initiative “GidZ – Gemeinsam in die Zukunft” (“together for the future”) into being. It is supposed to help kids without any graduation to find an apprenticeship and to join and support them throughout their professional training. Kuchenmeister is committed here as a project partner as well.

Trade

Daily communication with our customers in trade, B2B and industry – in Germany as well as abroad – is a matter of course. More and more frequently, sustainability topics are part of these communications, becoming evident in many ways and in common action. The scope ranges from use of sustainable raw materials to collective communication of sustainability topics to individual projects on a specific issue. We consider it remarkable in a positive way that sustainability work is constantly intensified in German trade, whereas there is clearly still potential in exports, where sustainable working is gaining ground only hesitatingly.

In the coming years, we will continue to work intensively on sustainably working companies and thus sustainable products being considered as a significant additional value.

Consumers

One of our most important partners is our consumers. The first contact takes place via our product itself. The ingredients lists on our packagings are formulated clearly and easily understandable. Additional information is available on the packaging, as far as this is reasonable at that place. Any question that is more profound is in good hands with our consumer service. We are cultivating an immediate, frank and varied exchange here. In this context, questions concerning raw materials, specific demands on nutrition and shopping references are just as important as remarks concerning our products.

The consumer can gain insight into the company and the production on our [YouTube-Channel](#).

NGO – Non-Governmental-Organizations

The potential for development in sustainability work is basically brought to life by preferably varied conversational partners. For this reason, we have started to conduct conversations concerning factual issues, at increasing levels also with NGOs like GIZ (Gesellschaft für internationale Zusammenarbeit, “association for international cooperation”), WWF, “Forum nachhaltiger Kakao (forum for sustainable cocoa)”, Greenpeace, “FONAP (forum for sustainable palm oil)”,

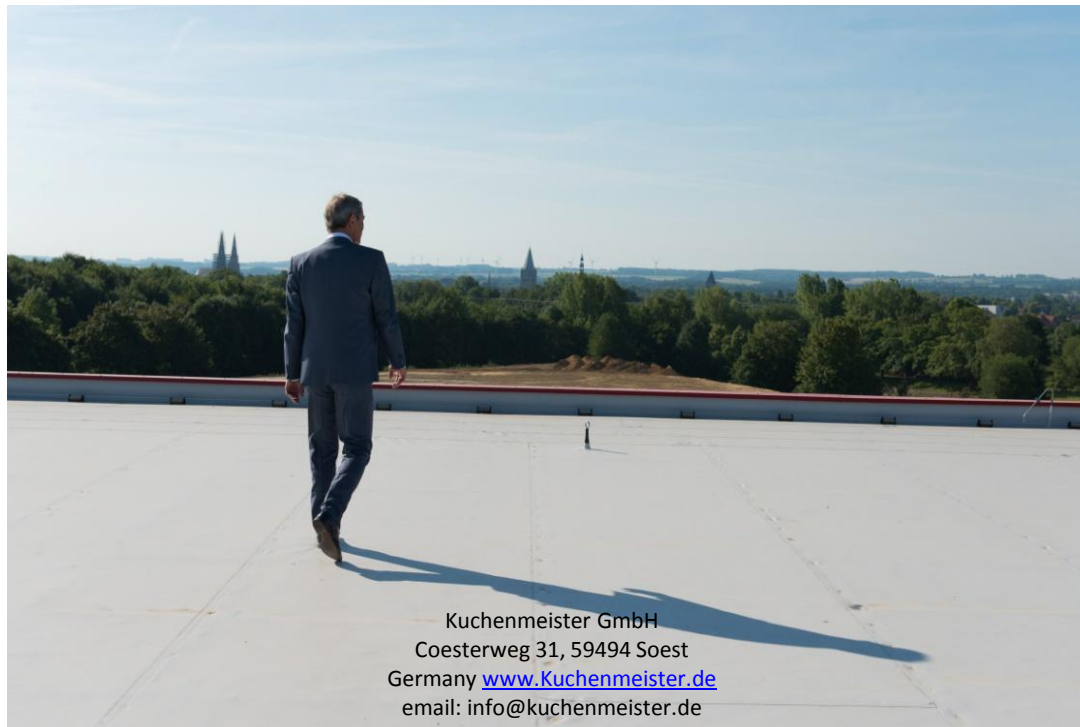
Südwind and others. The scope is as wide as the topics concerning our work, and so is the abundance of good ideas.

Suppliers

Apart from the daily business, the approach in the field of NGOs also applies to cooperation with our suppliers. The questions concerned are those for sustainable raw materials, optimization of processes like production and transport, clean label and sustainability work of our suppliers in general. The results from this kind of communication are just as interesting as diverse, and they still show a high degree of development potential.

On the preceding pages, we have been able to introduce our sustainability work from 2011 to 2013 to you. It was a great challenge to us making this choice from the abundance of stories that are worth being told. There are still many reports to be made about product innovations, awards, our big project “Zuckerfabrik” (ancient sugar factory), energy-saving air-conditions, own production of raw materials, logistical project NaKoLog, on-the-job safety, economical illumination, robots and automation, auditing delusion and countermeasures and much more. We will be doing that at another place.

With an open-minded view, we are following our way to a sustainable future of our company.



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