

Key Figures

People

	2010	2009	2008	2007	2006
Number of employees					
CSM overall	9,456	8,430	8,433	8,432	7,611
Bakery Supplies Europe	4,023	3,965	4,101	4,023	3,779
Bakery Supplies North America	4,409	3,451	3,311	3,329	2,803
Purac	970	965	972	1,032	989
Holding	53	49	49	48	40
Employees per region/country					
Netherlands	5.2%	9.4%	7.4%	8.7%	12.5%
Rest of Europe	44.2%	46.0%	47.5%	45.7%	46.3%
North America	47.5%	40.9%	41.0%	41.9%	38.4%
Rest of world	3.1%	3.7%	4.1%	3.7%	2.8%
Female/male ratio	female male	female male	female male	female male	female male
	33.9% 66.1%	31.7% 68.3%	30.8% 69.2%	30.1% 69.9%	30.0% 70.0%
Average age	female male	female male	female male	female male	female male
	41.4 42.7	40.6 42.4	39.7 41.8	39.5 41.7	40.5 42.5
Average years of employment	female male	female male	female male	female male	female male
	7.7 9.7	7.7 9.9	7.7 9.8	7.6 10	8.7 11.7
Absenteeism ratio (>one day)	2.30%	2.70%	2.30%	2.70%	3.22%
Average investment in training/ education, in euros per employee (excluding corporate management training program)	€ 441	€ 486	€ 326	€ 458	€ 438

Profit

Net sales	2,990	2,556	2,599	2,486	2,421
Net sales by division					
Bakery Supplies Europe	1,023	1,013	1,181	1,059	1,042
Bakery Supplies North America	1,567	1,187	1,092	1,116	1,084
Purac	400	355	326	310	295
Net sales by region					
Netherlands	148	100	154	134	123
Rest of Europe	1,006	1,018	1,066	1,042	991
North America	1,719	1,299	1,294	1,230	1,234
Other countries	117	139	86	80	73
EBITA before exceptional items	215	151	133	154	157
EBITA	194	151	113	65	124
Operating result	158	143	107	60	122
Result after taxes from continuing operations			90	56	64
Result after taxes	99	87	90	203	105
Equity	1,117	998	942	958	845
Market capitalization (as at 31 December)	1,725	1,192	711	1,428	1,924

Planet

	2010	2009	2008	2007	2006
OpCos per division					
CSM overall	44	39	40	42	41
BSEU + Headquarters	16	17	17	16	17
BSNA	22	16	16	18	17
PURAC	6	6	7	8	7
Production size					
Production volumes in tons (x1000)	1,746	1,364	1,481	1,483	1,437
Environmental management					
Certified Environmental Management System	ISO 4 other 4	ISO 3 other 4	ISO 3 other 3	ISO 5 other 2	ISO 5 other 4
Environmental nuisance complaint	noise 7 smell 15 traffic 0	noise 9 smell 23 traffic 0	noise 6 smell 5 traffic 0	noise 12 smell 2 traffic 0	noise 15 smell 6 traffic 0
Energy index (G-joules/ton product) Relative figure	2,36	2,27	2,66	2,55	2,64
Emissions					
Total CO ₂ -equivalents in kilotons	307	255	304	282	288
Ton CO ₂ -equivalents per ton production volume	0.176	0.187	0.205	0.190	0.201
Other air emissions (tons). absolute figure	NOx 181 SOx 0 dust 32 other 25	NOx 75 SOx 0 dust 18 other 31	NOx 114 SOx 2 dust 29 other 46	NOx 118 SOx 2 dust 40 other 83	NOx 111 SOx 11 dust 39 other 106
Production					
Used water					
Absolute (1000 m ³)	24,483	24,187	29,637	31,597	30,575
Relative (m ³ / ton production)	14.0	18.0	20.0	21.3	21.3
Returned water treated					
Absolute (1000 m ³)	3,922	2,600	3,167	3,182	3,098
Relative (m ³ / ton production)	2.2	2.0	2.1	2.1	2.2
Returned water untreated/ cooling water					
Absolute (1000 m ³)	19,227	20,762	25,344	24,479	27,117
Relative (m ³ / ton production)	11.0	15.3	17.1	18.5	18.9
Waste					
Hazardous waste (tons)	317	331	422	307	244
Non-hazardous waste (tons)	61,678	44,721	84,699	78,984	47,836
Non-hazardous waste index (tons/tons)	3.5%	3.3%	5.7%	5.3%	3.3%
By-products					
Useful by-products (tons)	358,457	287,414	293,965	252,223	264,617

Explanation of abbreviations:

BSEU: Bakery Supplies Europe

BSNA: Bakery Supplies North America

 CO₂: Carbon dioxide

FTE: Full Time Equivalent

ISO: International Standards Organization; develops and publishes internationally accepted standards

NOx: Nitrogen oxide

SOx: Sulfur dioxide

Contents

Key Figures	2
People	2
Profit	2
Planet	3
Table of Contents	4
1 CEO Statement	5
2 CSM and Sustainability	6
3 People	10
4 Planet	15
5 Profit	21
6 Scope of the Report	24
7 GRI Cross Reference List	25

1 CEO statement

As an increasingly important issue for society, sustainability is also a unique opportunity for CSM to deliver value to its stakeholders. Purac in particular, with its natural preservatives, green chemicals and bio-based building, is positioned as an important player in this area. For Bakery Supplies, sustainability is also a value driver, with its focus on health and wellness in its innovation program, and continuous improvements in our processes.

Doing business in a sustainable way is embedded in our long term strategy. We continue to enhance our sustainability goals within our strategic framework. Although shaping our sustainable future is an ongoing process, we have defined a number of objectives in our focus area's health & nutrition, carbon footprint reduction and operational excellence, as set out in this report.

Gerard Hoetmer, CEO

A handwritten signature in black ink, appearing to read 'Gerard Hoetmer', with a stylized flourish at the end.

2 CSM and Sustainability

Introduction

It is our vision to improve the quality and sustainability of life. Sustainability is incorporated into our business strategy. In doing so, we ensure long-term profitability and sustainable development, while delivering value to our stakeholders.

Our approach

We believe that by embedding sustainability into our business strategy we can deliver sustainable value to our stakeholders. In our fields of business, we see a number of issues and concerns that impact the environment and society. We play our part in a way that is closely aligned to our strategy, our business model and our spheres of influence at the same time. This corresponds to the following key areas:

- Health, nutrition and wellness
- Carbon footprint reduction
- Operational excellence

Integral to our business

Health and Nutrition

Obesity and lack of essential nutrients are serious health threats that are a daily reality for a large part of the world population. Both Bakery Supplies and Purac are well positioned to contribute to a more balanced and sustainable and safe food supply.

As the leading supplier of bakery ingredients and products, CSM offers a broad portfolio of products ranging from whole grain bread to indulgence pastry. Our innovation programs aim to improve nutrient profiles; removing less healthy components (such as trans fatty acids) and adding more healthy components (such as fibers) and lowering the content of certain ingredients (such as salt). For its indulgent product categories, CSM is committed to offering the choice of “better for you” alternatives, that balance energy density.

Purac’s food preservation business focuses on food safety and shelf life extension to prevent the waste of precious food-resources.

see our cases about invisible goodness on page 42 and salt reduction on page 56 of our annual report

Carbon footprint reduction

Efforts to reduce our carbon footprint do not only include our operations, but the whole supply (or value) chain, including sustainable sourcing and supporting our customers in driving their ambitions in this field.

In Bakery Supplies we target carbon footprint reduction in our operational excellence programs by creating improvements and efficiencies that promote sustainability, such as reducing waste, water and energy usage and optimizing our transport and logistics. In addition, we target carbon footprint reduction in our packaging by migrating to sustainable materials and developing smarter packaging solutions.

For Purac, driving carbon footprint reduction is deeply linked to the business strategy. Purac’s products help to reduce CO₂ emissions by lowering society’s dependency on fossil fuel. Purac’s innovation program includes the development of new generation biobased chemicals, using lactic acid as a potentially important chemical platform to replace fossil fuel based chemicals. Purac is at the forefront in the development of products, technologies and applications for biobased and biodegradable Poly Lactic Acid (PLA). In order to continue to drive global leadership in this field, Purac is investing heavily in advancing technology for the next generation of lactic acid production. One of these developments is the use of so called alternative substrates (non-food substrates) for the production of lactic acid.

read more about our PLA in the case on page 48 of our annual report

Operational excellence in the end to end Supply Chain

Our ongoing operational excellence programs aim to make improvements that support our sustainability objectives. They achieve this through the use of better technology, operational efficiencies and greater awareness. We aim to enhance our goals and formulate more specific improvement and reduction programs to reach those goals. These programs are embedded in the CSM strategy and are part of our overall ambitions.

The main areas of focus are as follows:

- Efficiency and loss/waste reduction of all resources. This includes planet resources; not only energy and water, but also our raw materials.
- Waste and emissions reduction: reduction and replacement of non sustainable packaging materials.
- Optimizing our manufacturing capabilities and logistics to serve our customers at a lower total carbon footprint per unit.

Our Objectives

Shaping our sustainable future is an ongoing process. We continue to enhance our sustainability goals within our strategic framework.

Within our key focus area's, we have defined the following objectives:

Health and Nutrition

In the next three years, CSM will double the number of products with a calorie reduction of 15-50+%, including ingredients that enable our customers to manufacture products with a similar calorie reduction.

The average daily calorie intake is approximately 2,300 kcal/day. Scientific studies indicate that affecting energy balance by just 100 kcal/day (less than 5% of daily calorie intake) may prevent weight gain (Hill et al. 2003). Conversely, the consumption of 20 to 50 kcal/day extra during 1 year could contribute to 1 kg body weight gain (Dutch Nutrition Centre, 2007). Small, but sustained changes in energy intake and/or expenditure can make a significant difference.

Carbon footprint reduction

Our aim is to source in a sustainable way. We aim to have an auditable sustainable sourcing mechanism in place for our key raw materials by 2015. Palm oil has been our first priority; and we have implemented a sustainable alternative in 2010.

In Bakery Supplies, alternative packaging solutions will drive carbon footprint reductions (as set out in our operational excellence objectives).

In Purac, our focus is to deliver a reduction in CO₂ emissions by:

- 1 Strengthening our PLA proposition: Purac is expanding its capacity by building a 75,000 ton lactides plant in Thailand. The PLA based polymers have a more favorable CO₂ footprint compared to traditional oil-based polymers. When translating this gain to our 75,000 tons capacity in our lactide plant, this means a CO₂ reduction of 126,225 tons when compared to using Low Density Poly Ethylene (LDPE).
- 2 Advancing its technology to produce lactic acid in a gypsum free process: Purac is preparing to invest in this new process to be able to produce on a substantial scale of 20,000 tons capacity. This would mean a reduction in CO₂ emission of 12,000 tons and a reduction of waste

Operational excellence

Based on 2010 fieldwork, we will further investigate and map specific areas of improvement, so to validate assumptions made and develop plans for a five-year plan.

At present we aim to:

- Reduce our energy use per unit produced by 20% in five years and enhance the use of energy from sustainable resources by 20-30%.
- Improve our efficiency by reducing our total losses on (raw) material resources by at least 20%.

- Strive to reduce weight of packaging materials used by 20%, and when changing packaging, only convert to recycled and/or sustainable materials (like PLA).
- Reduce total clean water usage (surface and groundwater) by 20%.

Our energy efficiency improvement for the period 2005-2020 is planned to be in accordance with the Multi Year Agreements on Energy efficiency (European policies). To improve the energy balance of our facilities, we will strive to take measures according to the BATNEEC principle (Best Available Techniques Not Entailing Excessive Cost).

How we manage it

At CSM, we are aware of the environmental impact of our business operations and require all our operating companies to comply with national, local, regional, and all other applicable laws. We are committed to protecting the present and future needs of our stakeholders through conducting business in a safe and sustainable manner. The principles of conserving resources in our business processes, facilities, operations, and products is anchored in our mission statement. We also promote the development of sustainable products and technologies and encourage our people to take part in environmental initiatives.

The responsibility for managing sustainability issues is aligned to CSM's organizational and hierarchical structure. Senior management of operating companies, business units and market units is responsible for the social and environmental performance of its organizational entities. First line management is aware of CSM requirements in this area and encouraged to comply. The Board of Management has overall responsibility for sustainability issues.

CSM provides a balanced presentation of its sustainability performance related to all operations under its control and under shared responsibility. The company has also defined Key Performance Indicators (KPIs) to measure the sustainability impact of its actions.

Our sustainability reporting systems are supported by a new and improved data collection system that allows us to track and manage issues and other projects as part of the standard management agenda. As part of our efforts towards total Quality Management and following on from our success at Bakery Supplies Europe (BSEU), we have formulated CSM requirements for supply chain and plan to implement and audit this in the whole of CSM, including the new regions.

These requirements define CSM's framework for Quality, Good Manufacturing Practices (GMP), Food safety (HACCP), and Safety and Environment. Together with other policies on ethics and the use of genetically modified materials, among others, they represent the standard to which CSM adheres to and consequently we have started to require an adherence to these from our external suppliers as well.

Sustainability reporting

CSM has reviewed its internal process to improve its performance indicator reporting cycle. It has selected the key indicators that are most relevant to its businesses from a full set of 80 sustainability indicators according to GRI. This set of measurements allows us to monitor and report data more frequently than in the past.

In 2010, we also began to track and report sustainability indicators on a quarterly basis. This further improves the reliability and transparency of the data, and strengthens the link to our more frequently tracked operational performance indicators. We are aiming to integrate sustainability performance into one set of data that will allow us to monitor and manage it even closer in the future.

Code of Conduct

CSM has a Code of Conduct to safeguard compliance with laws and regulations in the countries in which it operates. Moreover, it adheres to the OECD Guidelines for Multinational Enterprises, which is especially relevant to countries where proper and decent working conditions and respect for human rights may not be guaranteed by national legislation or the local enforcement regime. At CSM, we conduct our business with fairness, honesty, integrity and respect for the interests of stakeholders in a wide variety of social, political and economic settings. This relates to CSM employees individually as well as the organization as a whole. The complete text of the Code of Conduct is available on the CSM website, www.csmglobal.com.

Stakeholder engagement

As a responsible member of society, CSM maintains an open and honest dialogue with all stakeholders who are interested in the company and its business operations. Listening to others and learning from our stakeholders informs our decision-making, strengthens our relationships and helps us deliver our commitments and succeed as a business. We seek common ground with stakeholders to enable us to integrate sustainability across all business solutions.

Investors

CSM manages an ongoing investor relations program to ensure that all potential investors and analysts have access to the latest information on company developments. CSM attaches great value to good relations with its shareholders and recognizes the importance of good corporate governance. It is committed to achieving the highest standards within its policies.

Employees

CSM Works Councils across Europe and local employee representatives play an important role in supporting the business by participating in dialogues that have added value to both our people and our customers.

Consumers and customers

CSM supports the Dutch website www.meerweten-over-eten.nl, which is dedicated to food education. The website also informs consumers about sustainability issues related to food and the food chain.

Government, business partners and science

- Top Institute Food & Nutrition (TIFN) is a joint initiative of the Dutch government, the food industry, universities and research institutes. It is part of the "Food Valley" initiative to strengthen the innovative and competitive capabilities of the food industry. It conducts long-term strategic and fundamental research into the development of innovative, new healthy food. CSM participates in TIFN together with other industrial partners, including DSM, Unilever, Vion, Friesland Campina. Research is organized on a project basis and performed at various locations of the participating organizations.
- ICOS Cleantech Fund I and II are venture funds that are investing in early technology start-ups based in the Netherlands, in partnership with Delft University of Technology (DUT). They focus on new technologies that promote sustainability and the environment such as sustainable life cycle technologies. CSM actively participates in the fund's Investment Board, together with fund managers ICOS Capital, Imtech and Royal BAM Group, to gain insight into the new ideas developing in the Dutch market and which help increase the success rate of the fund.
- Fedima, the Federation of the European Union Manufacturers and Suppliers of Ingredients to the Bakery, Confectionery and Patisserie Industries, runs a working group on sustainability that is co-chaired by CSM. It is Fedima's task to provide active guidance and support in sustainability matters to its member organizations and other companies. CO₂ labeling, verification and taxation systems are high on the agenda.

- Purac is a partner of BE-Basic. This organization supports the development of clean, robust and competitive bio-based chemicals, materials and energy industries, including responsible monitoring and control of healthy soil and water environments, based on the advanced genomics technologies and bioprocess engineering. BE-Basic unifies the capabilities of Dutch and international world-class universities, institutes and advanced industries of various sizes.
- Bakery Supplies North America (BSNA) provides partnership support to the Kurata Thermodynamics Laboratory of the University of Kansas and the United States Compliance Corporation. These distinct programs develop site-specific hazard and risk assessments to avoid internal and external safety threats.
- The Roundtable on Sustainable Palm Oil (RSPO) is an association of organizations operating in and around the palm oil supply chain. It promotes the growth and use of sustainable palm oil through cooperation within the supply chain and open dialogue with its stakeholders. The RSPO is acting as a forum for the political pressure needed to create long lasting change and enhance sustainable growing practices in the palm oil sector. CSM actively participates in a coalition established by palm oil users in Europe. This coalition has set clear public targets and aims to privilege suppliers who commit to a moratorium on deforestation. CSM offers a range of products using sustainable palm oil.

Community

- CSM is a member of Duurzame Voedingsmiddelenketen (DuVo), which unites organizations from all levels in the food chain to promote sustainability in the supply chain. DuVo keeps stakeholders informed of the results of its efforts by organizing dialogue meetings and by publishing articles and booklets.

Compliance

We are committed to high environmental, safety and health (ESH) standards. To meet this commitment, we maintain management systems that are designed to ensure continued compliance, while supporting improvement.

CSM encourages the implementation of environmental and health and safety management systems, such as ISO 14001 or a comparable norm for operating companies used to minimize environmental impact. Purac has implemented the OSHAS 18001 health and safety management system at its plants, in Bakery Supplies Europe implementation is progressing.

We conduct regular audits to monitor compliance and performance of ESH standards at our businesses worldwide as part of the CSM requirements program.

CSM has a simple credo: "healthy and safe from home to work and healthy and safe back home again".

We also work with our business partners towards sustainable and responsible ESH practices among suppliers, contractors, and customers. We strive for open communication and dialogue in the workplace and with our stakeholders so we can respond to any concerns and suggestions.

3 People

People are our most valuable asset. Their passion and professionalism define the character of our company and are the keys to our success. At CSM, we aim to attract, engage and develop the best people by creating a supportive environment in which respect, cooperation and excellence are the standard.

Principles and policies

Our Social and People Policy is based on clear principles. We monitor adherence to these principles and constantly monitor our approach to ensure they are being met. They are as follows:

- recruit, develop and promote employees on the basis of the talents and skills required for the job;
- provide safe and healthy working conditions;
- offer a varied and challenging career;
- encourage and support individual and team initiatives to further improve the results, reputation and growth potential of CSM, and;
- strive for performance excellence and related rewards.

Our values

CSM's values are passion, partnership and performance. They are the cornerstone of our strategy and guide us each day to deliver the best products, technologies and services to our customers. Our values also constitute a source of engagement and pride for our people and unite us across all positions and countries.

Based upon our values we conduct business in a responsible and ethical way and are mindful of our responsibilities towards improving the quality of life and contributing to sustainable development. We also understand that doing business in the right way means showing respect, appreciation and a cooperative spirit to everyone we work with.

People strategy 2010

During the year we continued to invest significantly in our people to maintain our leadership position and competitive edge in the market. CSM remains an attractive employer by continuing to offer a varied and challenging career path and maintaining its focus on training and development.

As a medium-sized multinational, we face many of the same challenges larger companies face but without the bureaucracy, big head offices or vast army of resources. This creates space for those who have a passion to succeed and the entrepreneurial drive to find commercial opportunities.

We develop and tailor our people strategies to support our business. These strategies are underpinned by CSM management development and local training and are linked to both short and long-term objectives to measure success and reward performance.

CASE STUDY EMPLOYEES

CSM takes a walk with Tappa



Adopting a healthy attitude to exercise has motivated employees at CSM Site Gerlenhofen to take greater care for their personal well-being and increased awareness of how easily they can positively impact the environment.

The Tappa-walk, created by internet-based platform tappa.de, was organized by the site's health team and had employees globetrotting in a virtual walking competition from Munich to Milan.

This unusual project formed part of the health team's 'get fit' campaign and is one of many events that have been organized to raise awareness of employees' personal health and well-being, both in the workplace and at home.

The 72 participants were challenged to walk from Munich to Milan in 60 days. Working in teams of up to eight people, each member needed to walk 10,000 steps daily to arrive on time. Their steps were counted using a pedometer, while sporting activities were also measured and converted into steps. This data was entered online so that the 72 participants could track their progress on a virtual map.

An impressive 96% of participants completed the 494 km journey and reached Milan on time and the majority even before time and proceeded their walk with the new ambition Barcelona. Furthermore, the teams realized the positive impact they could have on the environment by walking, collectively saving 4.200 kg of CO₂ over the combined 56.800 km distance.

Increased physical activity prompted a better atmosphere and demonstrated how more could be achieved in the working day. Employees also had the opportunity to socialize with colleagues from other departments, creating a sense of community and cohesion in the workplace.

Development

We provide development opportunities through formal and on the job training, exciting projects, international experience and exposure. We also seek to expand our leadership development and training programs aimed at producing the new generation of leaders that will keep CSM at the top.

CSM has different management development programs in place. The Leadership Development Program 1 (LDP1) targets high potential managers, who we expect to grow into a senior management function within the next 5 to 7 years. The LDP1 is a regional, cross-divisional program that is run both in Europe and the United States. The focus is on improving personal and managerial skills, improving stakeholder management, operating more effectively in an international environment and gaining in-depth knowledge about the company.

The Leadership Development Program 2 targets high-potential senior managers who we expect to be the successors of our executive members in 5 to 7 years. The focus of the program is to improve strategic insights and managerial skills, enhance influencing abilities, learn how to apply the advantage of the cultural differences within the company, share best practices and help people managing change.

As a global company with operations in 28 countries, we understand the importance of providing our people with the broadest possible experiences. Our interdependent company structure requires a diverse management that is well connected and takes an international approach to growing the business.

To this end, we provide our employees with opportunities to work on large scale and complex projects, sometimes abroad, to deploy their unique skills and capabilities where we need them most. In 2010 the integration of Best Brands was a fine example of how many employees from our North American operations, supported by employees from other entities, pulled off a large integration effort in a limited time frame. Purac started to build a large new factory for lactides in Thailand at the end of 2009. A multifunctional international team has been working since then, to finish this task on time by the end of 2011.

In 2010 we had extensive strategic discussions to develop our way forward. Virtual teams of people developed various initiatives across the world and across functions, creating a lot of excitement and valuable opportunities to learn.

In 2010, we invested around € 4.5 million, which means an average of € 475 per employee, which is equal to 16 hours, being the same level as in 2009.

See chart G for the full information.

CASE STUDY EMPLOYEES

CSM Photo Contest 2010



left above:
PDC Delmenhorst, *public winner*

from left to right:
Alex Smylie, Helmut Gerber, Tobias Kotitschke

In the spirit of One CSM, a global CSM photo contest was organized in 2010, open to all employees. The theme for the competition was "Passion for our products" and entries were judged by a panel comprising senior executives from all CSM regions and businesses. Employees were also able to vote for their favorite picture in a separate 'public' award category. First prize category winners won a new digital photo camera.

The contest was a major success and the panel was overwhelmed not only by the levels of participation, but also by the high quality of the submissions. "We have been very impressed by our colleagues' enthusiasm and creativity," says Koos Kramer, CFO, who chaired the selection panel. "It is this same passion that continues to make CSM a successful company."

Attracting talent

We aim to attract candidates of high potential to build our talent internally. A central part of this strategy is our trainee program in Europe that offers young graduates the opportunity to work in different positions in our business. This program provides the opportunity to go abroad for six months to develop international skills and experience a different environment and culture.

In Bakery Supplies North America, CSM launched its first MBA leadership program. In selective universities, MBA students with five to ten years of working experience were interviewed on campus and subsequently selected in a master event. The purpose of the program is to hire and develop, through selective rotations, future leaders in the company. Internal candidates were encouraged to participate in the program as well. As a result of the pilot, the first MBA students are starting mid 2011.

Our workforce

In 2010, the average workforce increased from 8,382 to 9,456 (FTE). This was mainly due to the acquisition of Best Brands and the growth of Purac. The distribution of employees over the various regions is shown in the table below.

	2010	2009
The Netherlands	854	777
Rest of Europe	3,741	3,770
North America	4,528	3,501
Rest of the world	333	334
Total	9,456	8,382

By year end 2010, we employed 9,664 people on a FTE basis, an increase of 16% compared to 2009. The majority of our employees are located in North America (47.5%), followed closely by Rest of Europe (44.2%). The full spread of employees can be found in chart A.

Bakery Supplies North America has the biggest number, with a total of 4,705 employees, followed by Rest of Europe with 4,382 and Purac with 986 people worldwide.

The total population per division is shown in chart B.

Diversity

The male population represents approximately 66.1% of the total, while females are 33.9%, as shown in chart figure C.

The majority of employees working at CSM are employed on a full-time basis (88%), while approximately 12% work on a part-time basis, the majority of which are female (80%).

The largest age group of our Bakery Supplies business is 41 – 45 years, while at PURAC the largest age group is 31 – 35 years.

The average age of CSM employees is 43.2 years, with 43.6 years as the average age for males and 42.2 years as the average age for females. The average age at Purac is 40.4 years and Corporate the average age is 44.7.

Years of employment

In terms of years of employment, the largest portion (48.8%) of CSM employees falls into the 0 – 5 years category. For females, this category accounts for 54.4% of the total.

The overall average years of employment is 9 years. For males it is 9.7 years, while for females it is 7.7 years.

See chart E for the full information.

Absenteeism

At CSM, we focus on health and safety programs, safety trainings, and on the general wellbeing and welfare of our employees. We achieve this through ongoing communication and engagement. In the year, we introduced additional health programs, campaigns aimed at reducing accidents by increasing awareness, and where needed, implemented new procedures to maintain a healthy and safe working environment.

Figure A Regional distribution Employees

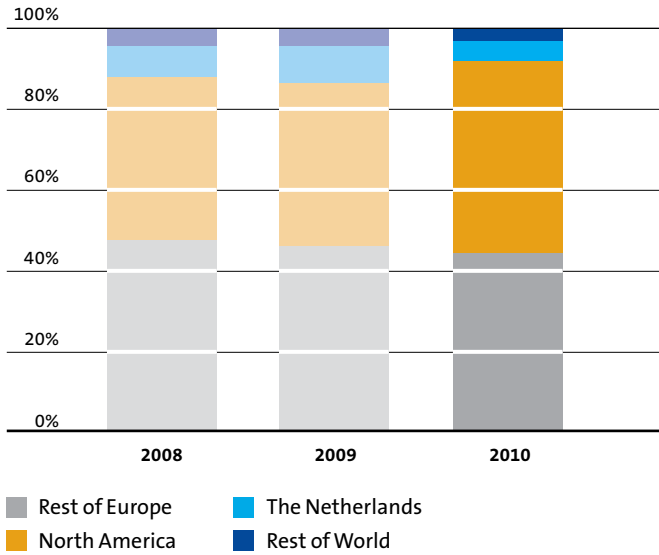


Figure B Total population per division

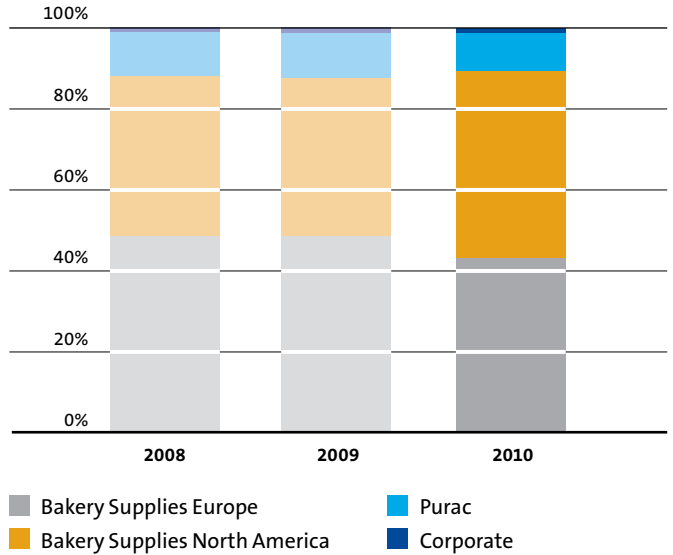


Figure C Female/Male Ratio

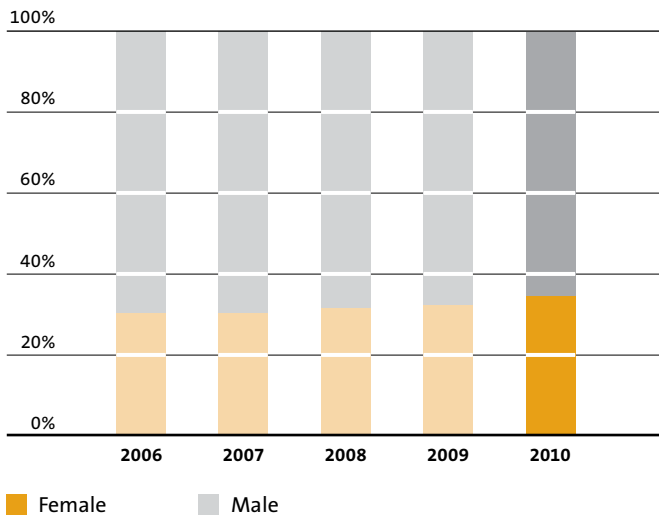


Figure D Age distribution per division

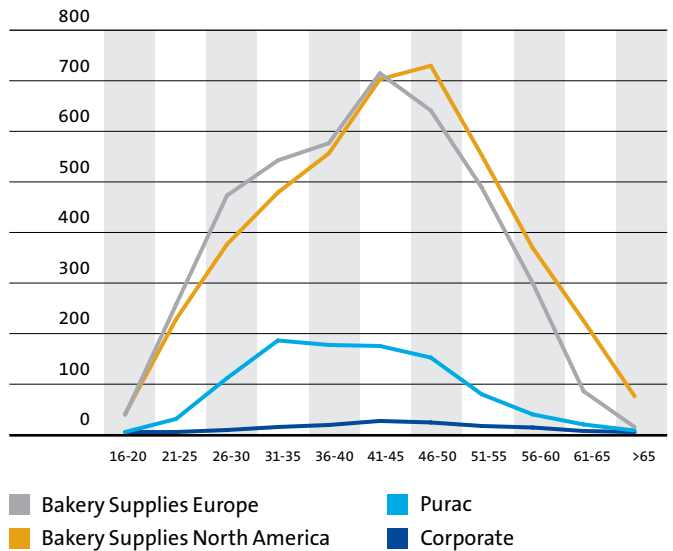


Figure E Average years of employment

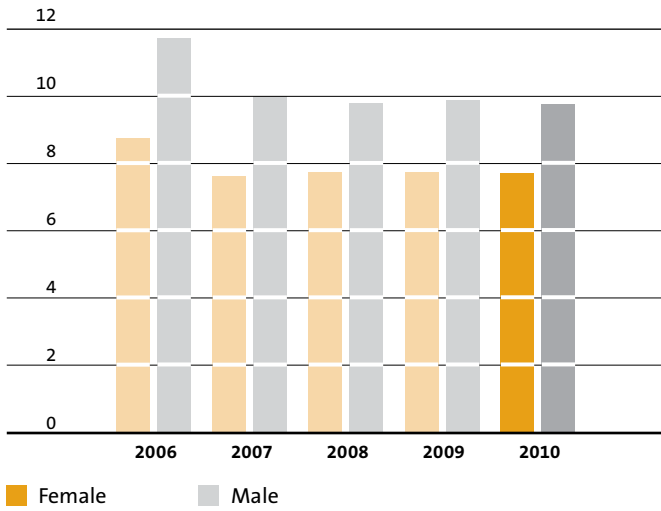


Figure F Absenteeism (>1day)

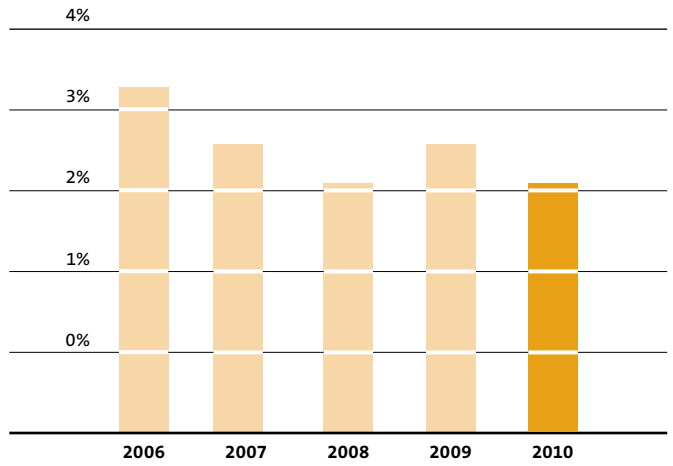
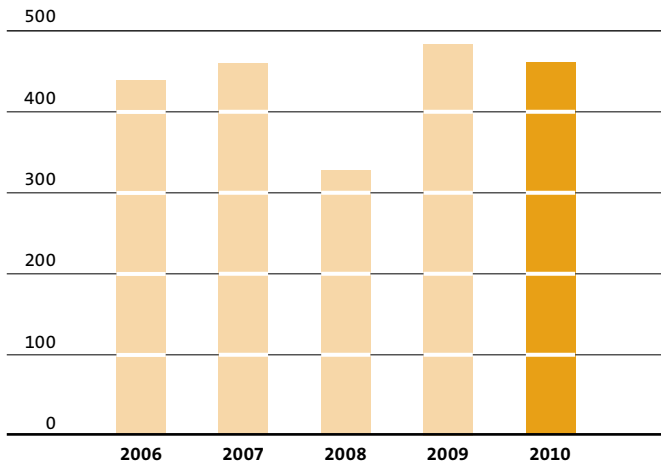


Figure G Average investment in Training and Education

in € per employee



4 Planet

As a producer of bakery supplies, food ingredients and green chemicals, CSM is aware of the environmental impact of its business operations. Consequently, this chapter addresses CSM's performance in terms of environmental impact of its operations.

Developments per division

Bakery Supplies North

Bakery Supplies North America is steadily implementing new socially responsible measures that also improve its competitive advantage. In recognition of these efforts, the business received an honorable mention by the International Baking Industry Exposition (IBIE), the largest bakery exhibition event, for Being Environmentally Sustainable Together (BEST). The accolade focused on the company's success at reducing its carbon footprint through electrical lighting upgrades, the elimination of single pass stations with close loop cooling, and a reduction in steam and hot water consumption at manufacturing sites. In addition, the intermodal transportation of products significantly reduced carbon dioxide emissions as well as diesel consumption for North America by reducing the number of truckload shipments. Overall, Bakery Supplies North America's actions resulted in the elimination of 8,000 metric tonnes CO₂ annually.

Bakery Supplies North America also chose recycling as a strategic focus area for 2010. Through a program of employee awareness and training, the employee efforts resulted in 1,700 metric tonnes of cardboard, plastic and paper materials not reaching landfills. This commitment to the recycling program will continue into the future.

The division is especially proud of the successful integration of Best Brands' acquired facilities and of implementing the CSM sustainability program and reporting functions. Although the integration activities in Bakery Supplies North America required tremendous efforts, the commitment and actions surrounding sustainability were unwavering.

Sustainability Evolution Statement

The ongoing sustainability measures for Bakery Supplies North America achieved year-on-year reductions of key indicators with the exclusion of the newly acquired Best Brands. The actual equivalent of energy input per ton of product manufactured has decreased by 4.6% over the past three years. Bakery Supplies North America, with the exclusion of Best Brands, has also seen a dramatic decrease in water usage due to improved sustainable technologies at its facilities.

Bakery Supplies Europe

In Bakery Supplies Europe (BSEU) a lot of small, but very worthwhile and efficiency improvements were completed. More efficient heaters, boilers, chillers, compressors and power supplies were installed each with their own payback. Some small local initiatives were taken to change and improve existing equipment so energy loss could be reduced.

An excellent example of this was at Crema, Italy. Following a number of energy and environmental improvement schemes, the site saw savings in gas (11%), electricity (12%), water (16%) and production waste (30%). Changes to the water treatment plant led to a significant reduction in the Chemical Oxygen Demand (COD) by 33%. The schemes focused on detailed investigations into the key area of gas. The gas pipes for the sites were inspected for leaks and redundant sections and the pre-set timings for the water heaters were inspected and

CASE STUDY BEST IN BAKING

Best in baking

The International Baking Industry Exposition (I.B.I.E) has identified sustainability as one of the industry's top priorities and recognizes suppliers that foster sustainability programs. They have initiated the B.E.S.T. (Being Environmentally Sustainable Together) in Baking program, which acknowledge companies that have made a commitment to sustainability through innovative products, services, technologies and programs. Bakery Supplies North America was awarded an honorable mention in the BEST in Baking competition at the largest bakery exposition in North America, I.B.I.E, because Bakery Supplies North America has been able to reduce their electrical consumption – equating to a reduction in CO₂ emissions of 2,500 tonnes – through aggressively replacing traditional lighting with energy efficient alternatives. The comprehensive program with all North American facilities has already replaced over 2,800 light fixtures with energy efficient T-8 or T-5 lights, with many fixtures being controlled by occupancy sensors to further reduce energy consumption. Bakery Supplies North America surpassed the 10,000 high-efficiency bulbs in operations.



improvements made. Savings in electricity consumption were achieved following a revision of what areas were "left on" over the weekend and how timings operated with key equipment. Following the investigation, all non critical equipment was switched off over the weekend or powered by small compressors. The main saving in water consumption was made by changing the cooling system used on site, for a new air cooling system.

Due to the increase in frequency of reporting, which changed to a quarterly basis, the accuracy and levels of reported data has vastly improved against previous years. There was a slight increase in the overall energy consumption from 678,153GJ to 702,822GJ (4%). An example of this is vegetable oil used in the frying process, whereby the waste oil is recycled and used along with natural gas to fire the boilers. In previous years this was not included in the figures reported. This increased the overall energy consumption for BSEU by over 20,000GJ.

Although there was a slight increase in production across BSEU due to various local initiatives, there was a 15% reduction in overall water consumption.

CASE STUDY ENVIRONMENT

Site efficiencies benefit the environment

Several local initiatives were taken in the year to either replace or improve existing site equipment, which resulted in significant environmental benefits. An example of this is at Crema, Italy, where our site saw savings in natural gas (11%), electricity (12%), water (16%) and production waste (30%).

As well as these reductions, there was an increased focus on the performance of the waste-water treatment plant, which saw a drop in its Chemical Oxygen Demand (COD) figure of 33%. COD indicates the amount of organic compounds in water. Furthermore, savings in water consumption were made by replacing an old water cooling system with a new air cooling system.

Additional improvements were made to the pre-set timings on water heaters and other equipment, to ensure that all non-critical equipment remained fully 'switched off' over the weekend, or powered by smaller compressors.

Overall, there was a 33% reduction in environmental complaints in 2010. All complaints received were noise complaints from one site, which is located in a heavily populated residential area. The site has an excellent relationship with the residents and all complaints, no matter how small or minor, are officially recorded.

PURAC

Purac is committed to bringing more sustainable solutions to the market place. Not only is it working on state-of-the-art bio-plastic solutions, it is also developing friendlier solutions for the production of lactic acid, the core material of polylactic acid. At the same time, Purac has made it a requirement that sustainability is addressed in every capital investment request.

Purac saw a significant growth of its business over 2010. As a result, its requirements for resources have grown, as well as its waste streams. Efforts have been undertaken to reduce the increase on resources as much as possible while several plans have started to reduce the generation of waste products.

Reduction of Gypsum production: The primary consumption of chemicals and energy occurs during the production of lactic acid, where large volumes of byproduct (gypsum) are also produced. In Purac Nederland, a new process has been developed to produce lactic acid derivatives without the production of gypsum and with a significant reduction of chemicals and energy usage. This innovative process was in place throughout 2010 and has performed in line with expectations. As it is more environmental friendly, leading to a reduction to a footprint of 60% of CO₂ per kilogram of product, it will also be applied to other production locations in the near future. The first large scale facility will be built in Purac's American facility starting in 2011.

New Capital Projects: Purac is dedicated to incorporating sustainable solutions throughout the supply chain and manufacturing processes. For example, in America, an alternative approach for carbon regeneration will yield a 44% savings in energy use.

Elimination of environmental issues due to leakages: At Purac Nederland, the cooling of installations always has been done with water extracted from the river Linge. In the past, leakages of products into the cooling system have led to some environmental issues when returning the water to the river. Therefore, this cooling water system was redesigned in 2010, based on a closed loop system for most plants. The other installations have an upgraded detection system to ensure that if any leakages occur, an automatic action and warning system is activated.

Reduction of odor complaints in Thailand: In 2009, Purac Thailand registered a significant number of odor complaints (23). As a result, this has become one of the main focus areas our management team in Thailand. Due to measures taken, the number of complaints have reduced significantly (to 14 over 2010, with none in the last quarter). One of the main issues has been the odor coming from a holding pond, which are caused by its design and location. Plans are therefore in place to relocate the holding pond and include an optimized design with a roof and air treatment system. Moreover, the holding pond’s foil bottom will be replaced by a coated concrete bottom, that will help prevent possible leakages. For 2011, odor becomes a part of the KPI measurement of production excellence at all Purac locations.

At Purac Nederland, two company cars are available for staff and visitors from other Purac locations when required to travel. These company cars were replaced in 2010 by Hybrid cars which reduce the impact on the environment.

Developments on a Global KPI Perspective

GRI data-collection

In 2009, we reviewed our systems to collect data from the different units and plants. Some improvements were made in 2010 to secure more accurate and transparent information. For example, quarterly data-collection and checking processes were implemented. Due to the size and the evolution of the business, continuous attention was required to raise the standard of information to a higher level. In 2011, we will continue to improve our data-collection process.

This will allow us to manage a number of focused improvement activities and projects at a plant and company level, such as further improving our energy and water-consumption and reducing the impact of packaging and waste.

Energy

The energy index is the total energy consumption in GJ divided by total production volume.

Year	Energy index	GJ/ton Energy use
2008	2.66	3,944,205 GJ
2009	2.27	3,102,322 GJ
2010	2,36	4,124,120 GJ

Our total production volume increased by 28%. The increase was highest in the most high energy-consuming technologies. PURAC increased volume by 31%, while the acquisition of Best Brands and successes in BSEU/OOH increased the amount of baked and frozen products.

CASE STUDY PURAC SUSTAINABILITY

Closed water system



As one of the Netherlands’s longest rivers, the River Linge is a popular destination for boaters and an important breeding grounds for waterfowl. For CSM’s Lactic Acid and Derivatives plant located in Gorinchem, the river is also an important source of cooling water that is needed to remove heat from the plant’s multiple production processes. The surface water, which is slightly warmer after its use, used to be returned and used to cause a small degree of local warming of the river. The water quality changes through changes to the ambient water temperature.

CSM has developed a new enclosed water circulation system that takes less water from the river and, for a large part, cools it before returning it. Other features of the systems include a rapid detection system for the presence of organic chemicals in the cooling water and an automatic shut down and buffering of contaminated cooling water to avoid the discharge of other pollutants. A major investment was also done in a new cooling tower, in which the water is cooled with air.

As a result, the volume of water being discharged has fallen from 3,300 m3 per hour to 1,400 m3/hour and the temperature is now on average half a degree centigrade cooler than before, down to 5.5°C. Therefore total used water is down almost 60% and the warmth introduced into the river even more. The entire project was realised in a short period of time and tied in to scheduled down time for maintenance.

“We are delighted by these improvements,” says Kevin Shoemaker, Vice President Operations of Purac. “These actions demonstrate our ongoing commitment to reduce our impact on the environment.”

Looking at energy-index per division, Purac has maintained consistent improvements over the last 5 years (>32%) as a result of product-mix, volume and more efficient processes. Bakery Supplies Europe and North America are stable or slightly higher in their energy index due to product-mix.

Emissions

The increase in CO₂ emissions is due to an increase in production volume. The relative amount of CO₂ per production-volume is improved by 5%, due to energy saving initiatives.

CSM reports greenhouse gas emissions in carbon dioxide (CO₂) equivalents (Figure J). This includes direct CO₂ emissions from fuel burning for generating process heat and indirect CO₂ emissions from purchased electricity consumption. Greenhouse gases from operations such as fermentation are also included.

CO₂ emissions related to outsourced production and transportation are not reported yet.

Other greenhouse gases mainly consist of nitrous oxide generated by burning natural gas for process steam production.

In the category of air emissions there is a mixed picture: the addition of Best Brands has had an influence, namely the increase in NO_x and dust emissions but further follow up is needed to improve and reduce these emissions.

Packaging

In Bakery Supplies Europe we continued our efforts at lowering the consumption of packaging materials through a focused approach that reduced the thickness of plastic bags, PE-wrappers, carton and pails, without a negative effect on the product application or the quality of packaging. In some cases we switch traditional packaging materials for recyclable materials.

Packaging is one of the areas where we have set ambitions to be achieved by 2015. Our efforts to reduce packaging material consumption will be continued and we will make further moves towards more environmentally-friendly materials (recyclable, biodegradable). A key consideration will be to maintain product quality and customer satisfaction, while meeting our target

sustainability commitments, and satisfying the demands of our customers.

In 2010 we will move to a more detailed collection of data per type of packaging material

Water

In 2010, we see major improvements in used water/production volume. Purac reduced its water consumption per production volume by 22% compared to 2009 by installing a closed loop system for cooling water at Purac Nederland. Overall, in Bakery Supplies there was a stable or slightly improved index due to increased awareness.

Waste

Waste data is split into non-hazardous waste and hazardous waste. Non-hazardous waste is material such as cardboard, paper, plastics, and general trash. Hazardous waste is any material that is dangerous or potentially harmful to human health or to the environment such as liquids, solids, contained gases, or sludge. Hazardous waste volumes decreased further by 4.5% from 332 tons to 316 tons.

Non-hazardous waste increased in absolute terms driven by the increased production volume. The highest increase was seen in the category of waste water sludge, with an increase of almost 75%. By subtracting this category there is a major improvement in our non-hazardous waste index. Waste water sludge waste can be used as fertilizer.

In 2010, Purac produced 26% more gypsum, which is categorized as a useful byproduct. This gypsum volume has an sustainable use in agriculture, as a fertilizer. While production volumes increased by 30%, in relative terms there was an improvement of 5%.

In lactic acid production, gypsum is produced at substantial volumes as a byproduct. Trials are in progress at a pilot scale to produce lactic acid without the production of gypsum. The success of implementing this technology, with an annual production of gypsum of 345 kT in 2010, this will have a major impact on the Purac's waste production.

Figure H Environmental Nuisance Complaints

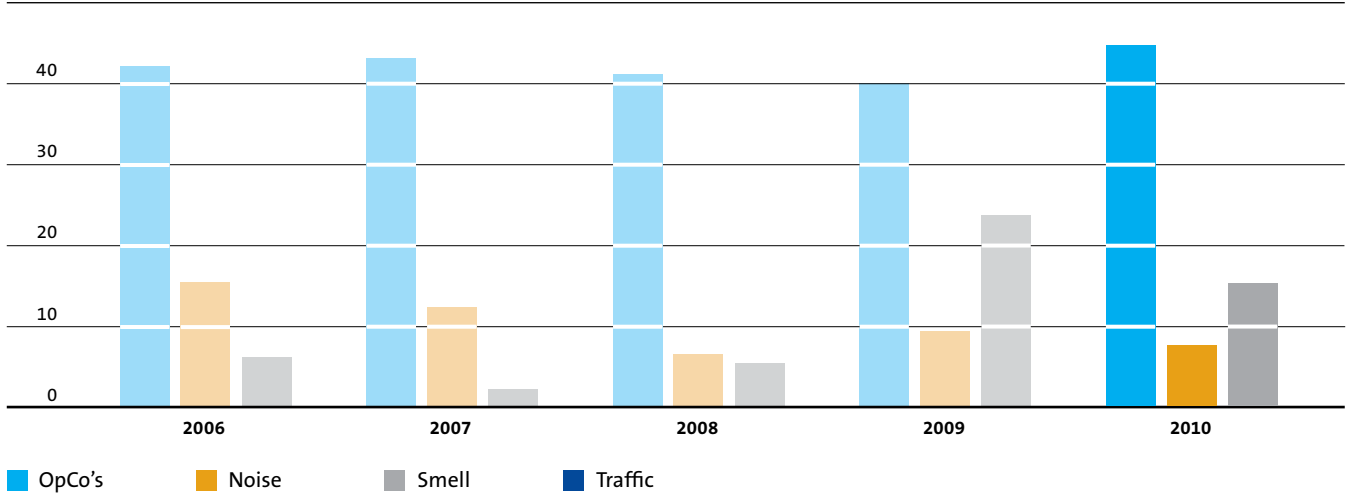


Figure I Energy Index (GJ/Ton product)

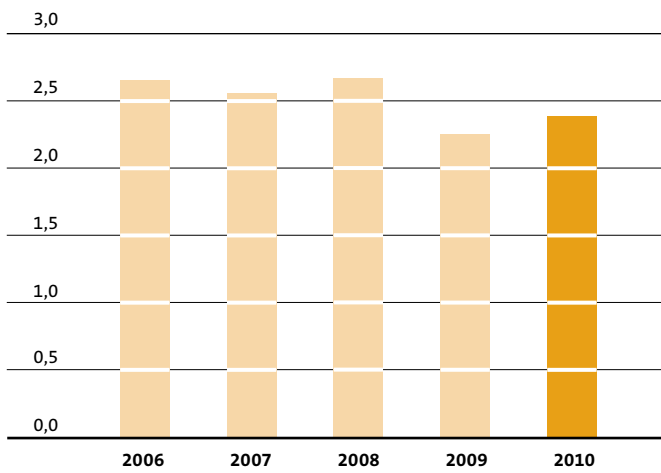


Figure J Total Greenhouse Gas Emissions (Tons CO₂ equivalent)

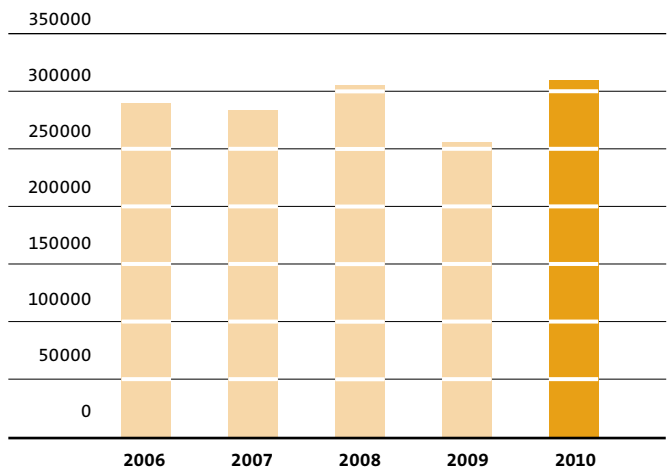


Figure K Air Emissions (Tons)

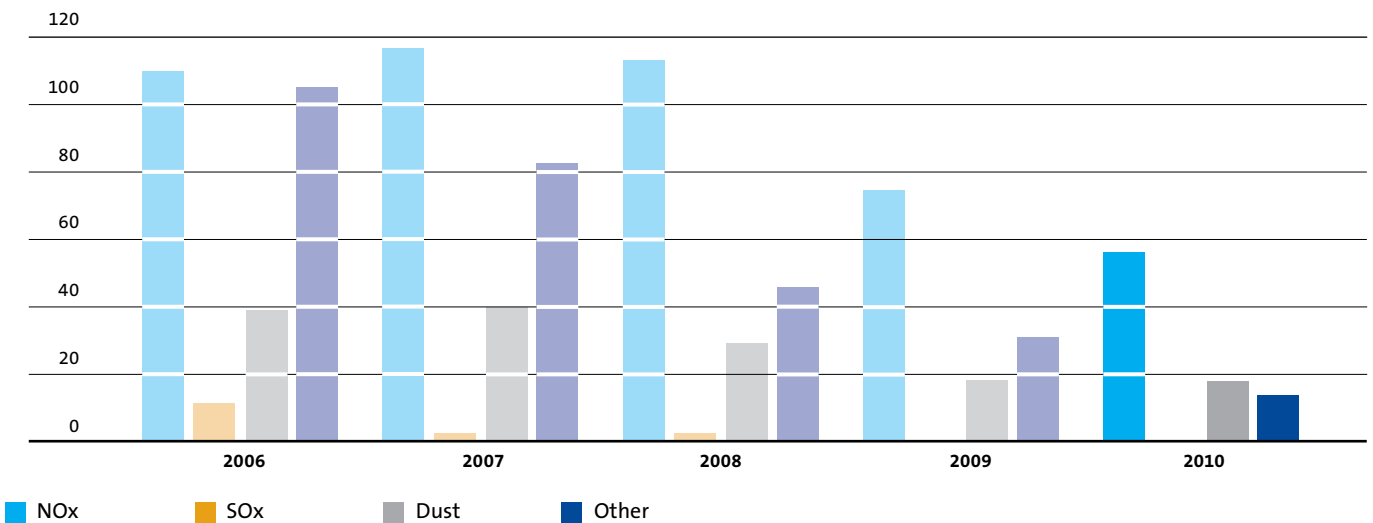


Figure L Used Water (1000m³)

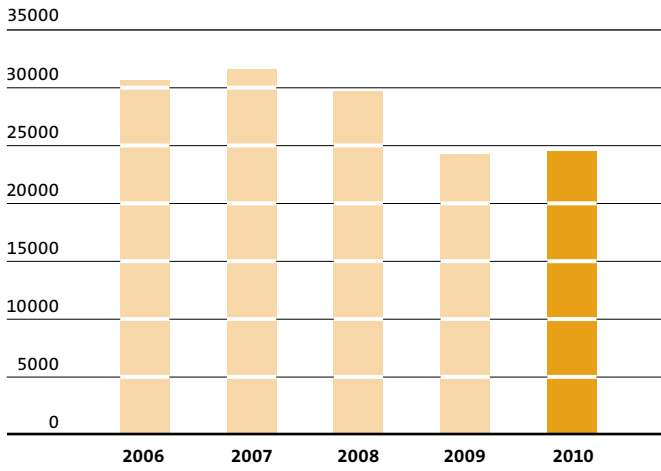


Figure M Returned Water treated (1000m³)

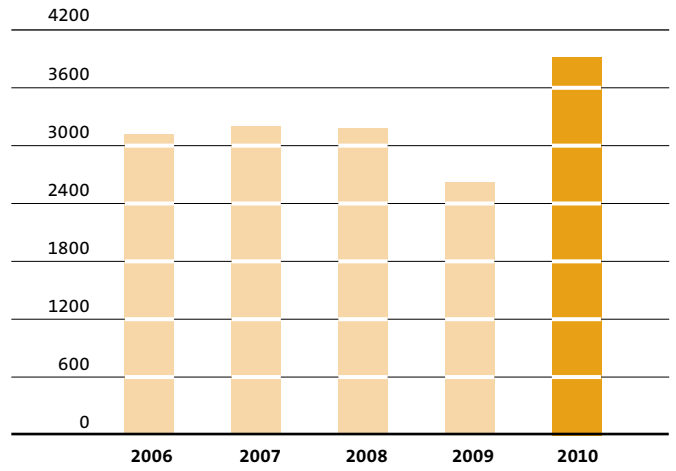


Figure N Returned Water non treated (1000m³)

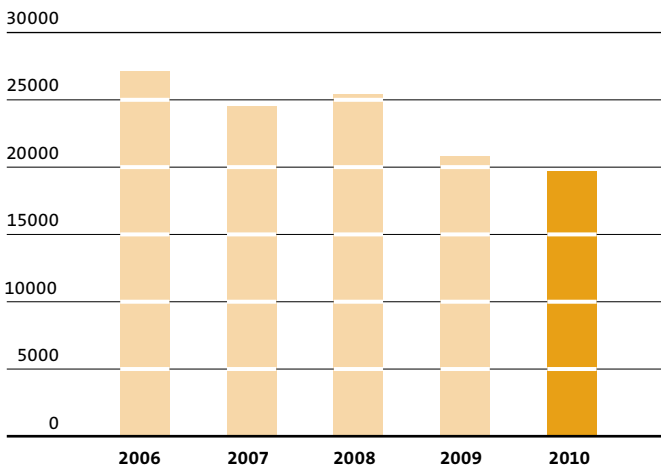


Figure O Useful By-Products (Tons)

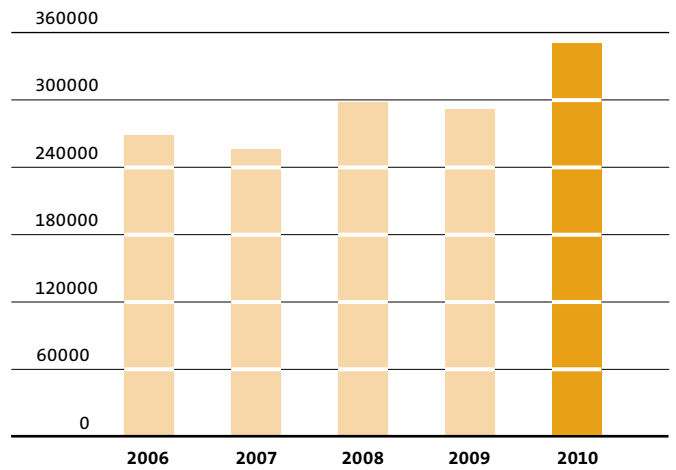


Figure P Hazardous Waste (Tons)

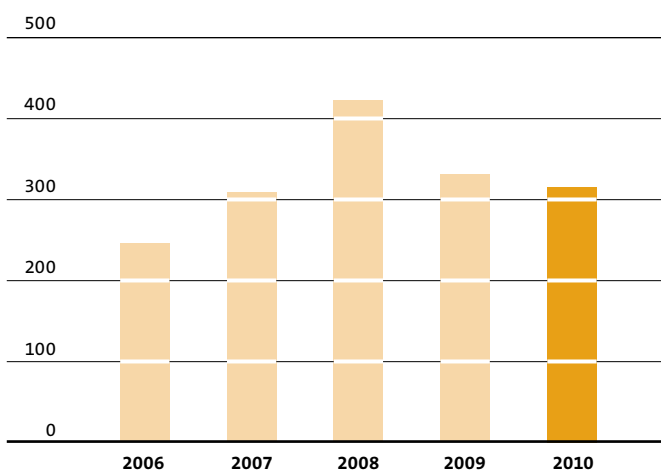
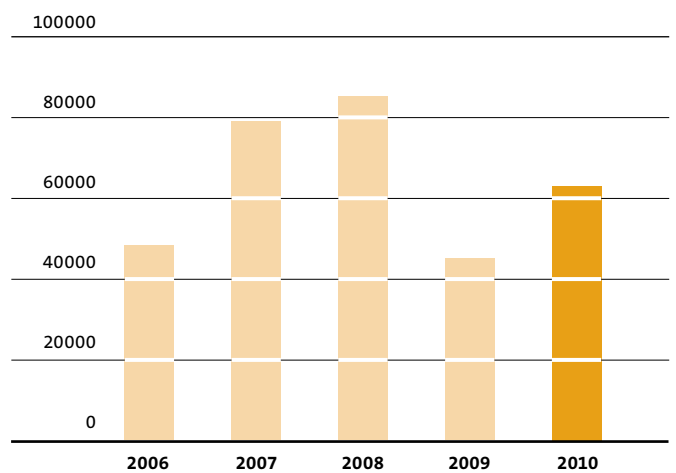


Figure Q Non-Hazardous Waste (Tons)



5 Profit

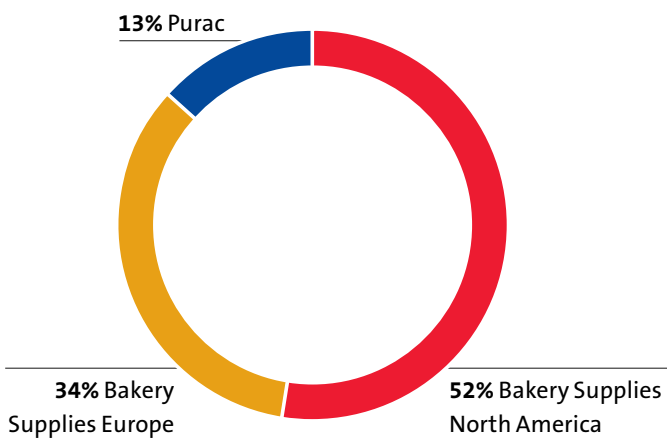
CSM delivered a 42.9% increase in EBITA before integration & acquisition charges to € 215.2 million in 2010, with sales up by 17% to € 2,990.1 million. The acquisition of Best Brands, effective cost and raw materials management, an improving growth trend at Bakery Supplies and solid growth at Purac were the main contributors to this improved performance. Despite an ongoing

economic challenging environment, we returned to organic sales growth in the second half of the year, clearly showing that our competitive strength and strategic capabilities are delivering results.

Please read our full commentary on the financial performance of CSM in our Annual Report.

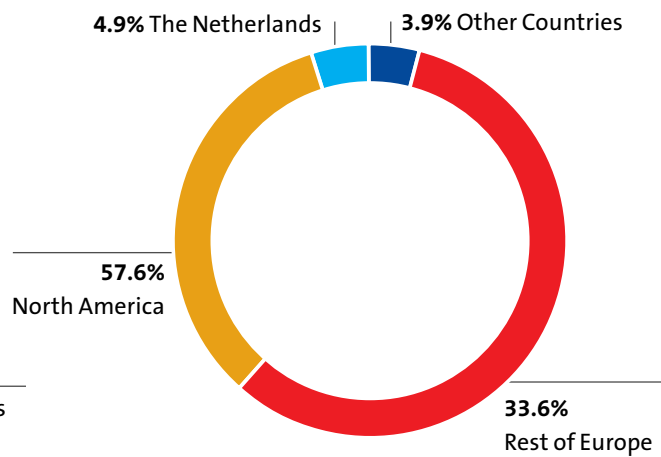
Net sales by division

2010



Net sales by region

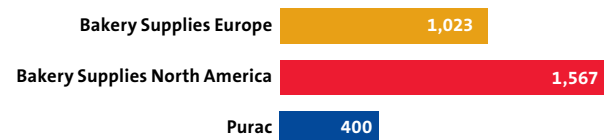
2010



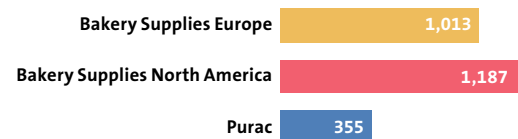
Net sales 2006-2010, bakery and lactic acid activities

2010

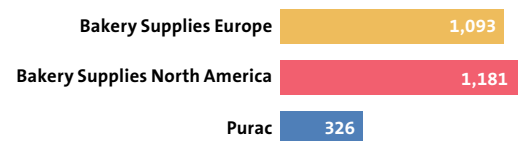
millions of euros



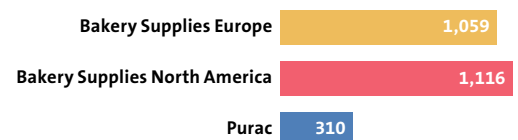
2009



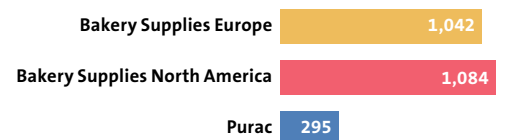
2008



2007



2006



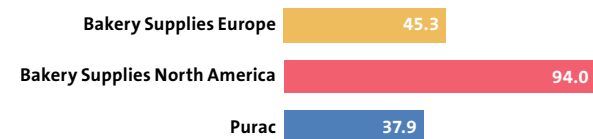
EBITA 2006-2010, bakery and lactic acid activities

2010

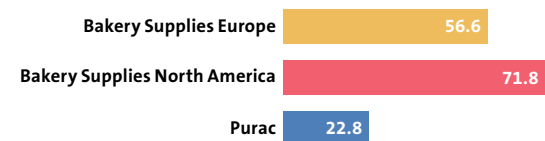
millions of euros, before exceptional items/one-off costs



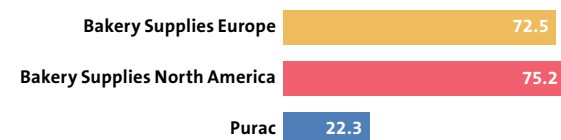
2009



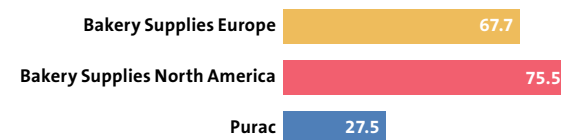
2008



2007



2006



Key Figures

	2010	2009
Income Statement		
Net sales	2,990.1	2,555.9
EBITA before exceptional items/one-off costs	215.2	150.6
EBITA	193.8	150.6
Operating result	158.1	142.8
EBITDA	265.4	211.5
Result after taxes	99.3	86.8
Balance sheet		
Fixed assets	1,791.1	1,329.5
Current assets	717.5	553.8
Non-interest-bearing current liabilities	483.1	386.1
Net debt position ¹	631.0	328.3
Provisions	277.3	171.1
Equity	1,117.2	997.8
Key data per common share		
Number of issued common shares	65,998,134	64,977,416
Number of common shares with dividend rights	65,873,803	64,828,082
Weighted average number of outstanding common shares*	65,855,352	65,837,382
Price as at 31 December	26.19	18.38
Highest price in calendar year	26.27	18.68
Lowest price in calendar year	18.55	7.97
Market capitalization as at 31 December	1,725	1,192
Earnings in euros ² *	1.44	1.25
Diluted earnings in euros ² *	1.44	1.25
Cash flow from operating activities per common share, in euros ²	2.80	4.15
Other key data		
Cash flow from operating activities	188.6	277.2
Depreciation/amortization fixed assets	107.3	68.7
Capital expenditure on fixed assets	83.2	46.9
Number of employees at closing date	9,664	8,430
Number of issued cumulative preference shares	2,983,794	2,983,794
Equity per share in euros ³	16.22	14.71
Ratios		
EBITA margin % ⁴	6.5	5.9
Result after taxes / net sales %	3.3	3.4
ROCE % ⁵	9.1	8.2
Net debt position/EBITDA ⁶	2.1	1.6
Interest cover ⁷	9.7	8.0
Balance sheet total : equity	1:0.4	1:0.5
Net debt position : equity	1:1.8	1:3.0
Current assets : current liabilities	1:0.6	1:0.6

*previous year is restated for stock dividend

1 Net debt position comprises interest-bearing debts less cash and cash equivalents.

2 Per common share in euros after deduction of dividend on cumulative preference shares.

3 Equity per share is equity divided by the number of shares with dividend rights.

4 EBITA margin % is EBITA divided by net sales x 100.

5 ROCE % is EBITA for the year divided by the average capital employed x 100. The goodwill included in capital employed relates to management goodwill, being the goodwill capitalized and the goodwill charged directly to equity since 1978, the year when CSM started the diversification process.

6 EBITDA is 'Earnings Before Interest, Taxes, Depreciation and Amortization' here including Best Brands and PGLA-1 (100%) results for the whole year 2010 and excluding one-off costs.

7 Interest cover is EBITDA as defined in note 6 divided by net interest income and charges.

6 Scope of the report

CSM uses the Sustainability Reporting Guidelines provided by the Global Reporting Initiative (GRI) to disclose its sustainability performance. The Sustainability Report 2010 refers to the period between 1 January 2010 and 31 December 2010.

In general, the reporting criteria and the presentation of information are consistent with previous reports. Next to issuing this specific Sustainability Report, we have integrated sustainability more thoroughly in our annual report, except for reporting on the specific KPI's which are included in this report. The Sustainability Report 2010 includes performance data of CSM wholly-owned, majority and joint venture operations. It does not cover any participations. CSM does not yet report on

subcontractors, for example suppliers of semi-finished goods and raw materials. The Sustainability Report 2010 covers 106 facilities. The sustainability reporting is based on data collected on a quarterly basis through People, Planet and Profit questionnaires for each operating company. The data in this report is based on actual measurements, unless stated otherwise. The report contains both absolute and relative figures, so that readers can benchmark CSM's 2010 sustainability performance against its historical performance, regardless of organizational (negative) growth. It aims to present the CSM data as complete and accurate as possible within the set report boundaries. All operational data is validated and screened by CSM senior management.

7 GRI cross reference list

		Reported
Strategy and Analysis		
1.1	CEO statement about relevance of sustainability and CSMs strategy	Annual report
1.2	Description of key impacts, risks, and opportunities	Annual report
Report profile		
2.1	Name of the organization	Annual report
2.2	Primary brands, products, and/or services	Annual report
2.3	Operational structure	Annual report
2.4	Location of organization's headquarters	Annual report
2.5	Number of countries and countries with significant operations or specific sustainability issues	Annual report
2.6	Nature of ownership and legal form	Annual report
2.7	Markets served (including geographic breakdown, sectors served, and types of customers)	Annual report
2.8	Scale of the reporting organization	Annual report
2.9	Significant changes during the reporting period regarding size, structure, or ownership	Annual report
2.10	Awards received in the reporting period	Honourable mention Best in Baking (BSNA)
GRI Content Index		
3.1	Reporting period (e.g., fiscal/calendar year) for information provided	24
3.2	Date of most recent previous report	March 2010
3.3	Reporting cycle (annual, biennial, etc)	Annual
3.4	Contact point for questions regarding the report or its contents	sustainability@csmglobal.com
3.5	Process for defining report content	24
3.6	Boundary of the report	24
3.7	Limitations on the scope or boundary of the report	24
3.8	Reporting basis	24
3.9	Data measurement and deviation from GRI protocols	24
3.10	Re-statements of information	n.a.
3.11	Significant changes during the from previous reporting periods in the scope, boundary and measurements	24
Assurance		
3.13	Assurance	No assurance
Governance		
4.1	Governance structure	Annual report
4.2	Indicate relation between chair of the highest governance body and executive officer	Annual report
4.3	Independence of board members	Annual report
4.4	Shareholder feedback mechanisms	Annual report
4.5	Executive compensation and non-financial goals	Annual report
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided	Annual report
4.7	Process for defining qualifications and expertise of board members on SR themes.	Not reported
4.8	Internally developed mission, values and codes of conduct	Annual report
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance	Annual report
4.10	Evaluation of highest governance body's own performance, particularly with respect to economic, environmental, and social performance	Annual report

		Reported
Commitment to external initiatives		
4.11	Precautionary principles	Not reported
4.12	External developed charters, principles or initiatives	8, 9
4.13	External membership	8, 9
Stakeholder engagement		
4.14	List of stakeholder groups engaged by CSM	8, 9
4.15	Identification and selection of stakeholders	8, 9
4.16	Stakeholder consultation	8, 9
4.17	Stakeholders' key concern and incorporation in strategy	6-9
Economic performance indicators		
EC1	Direct economic value generated and distributed	Annual report
EC 2	Financial implications and other risks and opportunities for the organization's activities due to climate change	Not reported
EC 3	Coverage of the organization's defined benefit plan obligations	Not reported
EC 4	Significant financial assistance received from government	Not reported
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation	Not reported
EC 7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation	Not reported
EC 8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement	Not reported
Environmental performance indicators		
EN 1	Materials used by weight or volume	Not reported
EN 2	Percentage of materials used that are recycled input materials	Not reported
EN 3	Direct energy consumption by primary energy source	3, 19
EN 4	Indirect energy consumption by primary source	3, 19
EN 8	Total water withdrawal by source	3, 19
EN 11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Not reported
EN 12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	Not reported
EN 16	Total direct and indirect greenhouse gas emissions by weight	19
EN 17	Other relevant indirect greenhouse gas emissions by weight	Not reported
EN 19	Emissions of ozone-depleting substances by weight	Not reported
EN 20	NOx, SOx, and other significant air emissions by type and weight	19
EN 21	Total water discharge by quality and destination	20
EN 22	Total weight of waste by type and disposal method	20
EN 23	Total number and volume of significant spills	Not reported
EN 26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation	15, 16, 17
EN 27	Percentage of products sold and their packaging materials that are reclaimed by category	Not reported
EN 28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	Not reported

		Reported
Labour practices and decent work performance indicators		
LA 1	Total workforce by employment type, employment contract, and region	13
LA 2	Total number and rate of employee turnover by age group, gender, and region	13
LA 4	Percentage of employees covered by collective bargaining agreements	Not reported
LA 5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements	Not reported
LA 7	Rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities by region	12, 14
LA 8	Education, training, counselling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases	Not reported
LA 10	Average hours of training per year per employee by employee category	14
LA 13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity	Not reported
LA 14	Ratio of basic salary of men to women by employee category	Not reported
Human Rights performance indicators		
HR 1	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening	Not reported
HR 2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken	Not reported
HR 4	Total number of incidents of discrimination and actions taken	Not reported
HR 5	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights	Not reported
HR 6	Operations identified as having significant risk for incidents of child labour, and measures taken to contribute to the elimination of child labour	Not reported
HR 7	Operations identified as having significant risk for incidents of forced or compulsory labour, and measures taken to contribute to the elimination of forced or compulsory labour	Not reported
Society performance indicators		
SO 1	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting.	Not reported
SO 2	Percentage and total number of business units analyzed for risks related to corruption	Not reported
SO 3	Percentage of employees trained in organization's anti-corruption policies and procedures	Not reported
SO 4	Actions taken in response to incidents of corruption	Not reported
SO 5	Public policy positions and participation in public policy development and lobbying	Not reported
SO 8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	Not reported
Product responsibility performance indicators		
PR 1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures	6
PR 3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements	Not reported
PR 6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship	Not reported
PR 9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	Not reported