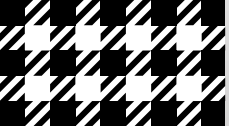




24

## CSR REPORT

Kohberg Bakery Group A/S



GET DEEPER INSIGHTS INTO KOHBERG ON SOCIAL MEDIA



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Kohberg - Vi er bagere



Kohberg.dk | Kohberg.com

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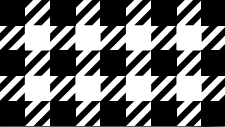
**Kohberg Bakery Group A/S**  
**Kernesvinget**  
**6392 Bolderslev, Denmark**

[www.kohberg.dk](http://www.kohberg.dk)  
[www.kohberg.com](http://www.kohberg.com)

As well as being Kohberg's annual corporate responsibility report, the report also constitutes our statutory corporate responsibility statement, as required by Section 99a of the Danish Financial Statements Act. The statement is a component of the management's review in the annual report for 2024, covering the accounting period 1 January 2024 - 31 December 2024.

The report is also our annual Communication on Progress (CoP) report to the UN Global Compact programme.





SØREN BENDER EGESBORG  
CEO, KOHBERG BAKERY GROUP A/S

# The employees' passion creates our Kohberg

2024 was the year Kohberg reached an important milestone with the launch of our three-year plan, Time for Change. In recent years, we have built a stronger and more resilient Kohberg, and our three-year plan is the result of a process where we have scrutinised our business and clarified the most important next steps.

Although we are a Danish and family-owned company with strong roots in Southern Jutland, it's not only the Danes who appreciate our delicious baked goods. We are also experiencing a growing demand for our strong Danish expertise and innovative approach abroad. This year we launched rye bread in US retail stores for the first time, and we have initiated collaborations with customers in Australia, Asia and elsewhere. The positive development in exports makes our business even stronger and more sustainable in the long run.

In addition to the growing number of customers from abroad, the Danish domestic market is of particular importance to us. Kohberg is a strong and recognised brand among Danes, and we remain Denmark's largest Danish and family-owned bakery. Our strong roots in Danish baking traditions have created the foundation for the Kohberg we are all a part of today, and across disciplines throughout the organisation, we use our passion every day to ensure high-quality baked goods for breakfast, lunch and dinner tables in Danish homes.

In the Time for Change strategy, we not only set targets for the bottom line, but we also have clear ambitions for what kind of company Kohberg should be in the future.

Today, it's about more than just running a healthy business. As a modern food company, we have an obligation to future generations to act with consideration for the world we are all a part of. I believe there are excellent commercial opportunities in a sustainable business approach where we can maintain and strengthen our competitiveness while taking good care of our employees, the environment and our communities.

Every day I go to work, I'm greeted by colleagues who say good morning, stop to chat and curiously ask how our shared Kohberg is doing. And every time I realise how unique our company culture is. Our employees' high commitment, motivation and passionate approach to their work is very much what makes our company what it is. We must cherish this, which is why it's crucial for me that we at Kohberg create a framework so that our employees can go to work safe and satisfied. That's why in 2025 we will continue with an intense focus on health, safety and well-being in our workplace.

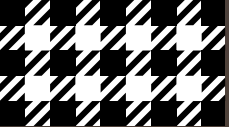
This CSR report is very much dedicated to the many different skills we have at Kohberg - although this is only a selection of those presented in the report. Every day we all go to work to ensure that the bread meets our high-quality standards, that sales forecasts are in order, that product development is in line with current trends and that we always comply with food legislation.

All my talented colleagues are part of Kohberg's success and I'm proud to be part of a place where we care about each other and give each other a pat on the back when we can see that a colleague needs it.

We are all just people, and at Kohberg we create space for that.

Happy reading.


Søren Bender Egesborg  
CEO, Kohberg Bakery Group A/S



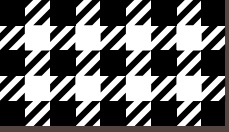
# ABOUT KOHBERG







**Our vision at Kohberg Bakery Group A/S is to create high-quality Danish baked goods, crafted with care – for both the Danes and the world beyond.**



## ABOUT KOHBERG

# A Danish-owned company with global activities

Kohberg Bakery Group A/S is Denmark's largest Danish and family-owned bakery. Our company has three core business areas: Retail, Export and Out of Home.

In the retail market, we are a well-known brand among Danish consumers who often have Kohberg's baked goods on the table morning, noon and night. Our strong Out of Home team has a category of freshly packaged and frozen bread, pastries and gluten- and lactose-free products that can be found in professional kitchens, cafés, schools and hotels throughout Denmark. They work closely with wholesalers and meet their customers face-to-face at selected trade fairs every year.

It's not only in Denmark that we love baked goods. Abroad, they are increasingly recognising the value of 'Danish Pastry' and the craftsmanship that forms the basis of our baked goods. That is why our export team is actively working to deliver and develop exciting new products to more and more customers around the world.

Although Kohberg is based in Denmark, we are a company with many different nationalities, and Danish, German, Arabic, English, Ukrainian, Swedish and, not least, South Jutlandic are spoken over the lunch table in our canteens.

Our almost 500 employees\* - including 80 trained bakers - work in our three bakeries in Bolderslev, Haderslev and Taastrup.

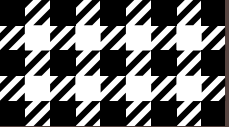
Regardless of background, position and responsibilities at Kohberg, we have one thing in common: we all share a strong passion for flavoursome, delicious baked goods.

# \*490

employees as of 31.12.2024  
(average 441 full-time employees)



**2024:****Turnover****969**  
DKK million**EBITDA****120**  
DKK million**Equity****203**  
DKK million



## ABOUT KOHBERG

# Denmark's largest family-owned bakery

The foundation stone for the Kohberg we know today was laid back in 1955, when Alfred Kohberg took over his father's artisan bakery on Østergade in the small South Jutland town of Bolderslev.

When the bakery became too small for Alfred after a few years, he decided in 1969 to move the bakery to Kernesvinget, Bolderslev, where there was plenty of room to develop the craft of baking, and we have been running the business here ever since.

In 1989, Alfred Kohberg sold his life's work to the South Jutland entrepreneurial couple Inga and Preben Fogtmann. Inga and Preben promised Alfred that they would continue Kohberg's proud traditions and bake good bread for the Danes. They've kept that promise.

Today, sons Jesper and Per Fogtmann head the family-owned and family-run holding company KOFF A/S, of which Kohberg Bakery Group A/S is a part. Kohberg Bakery Group A/S is the largest of the food companies owned by KOFF A/S.

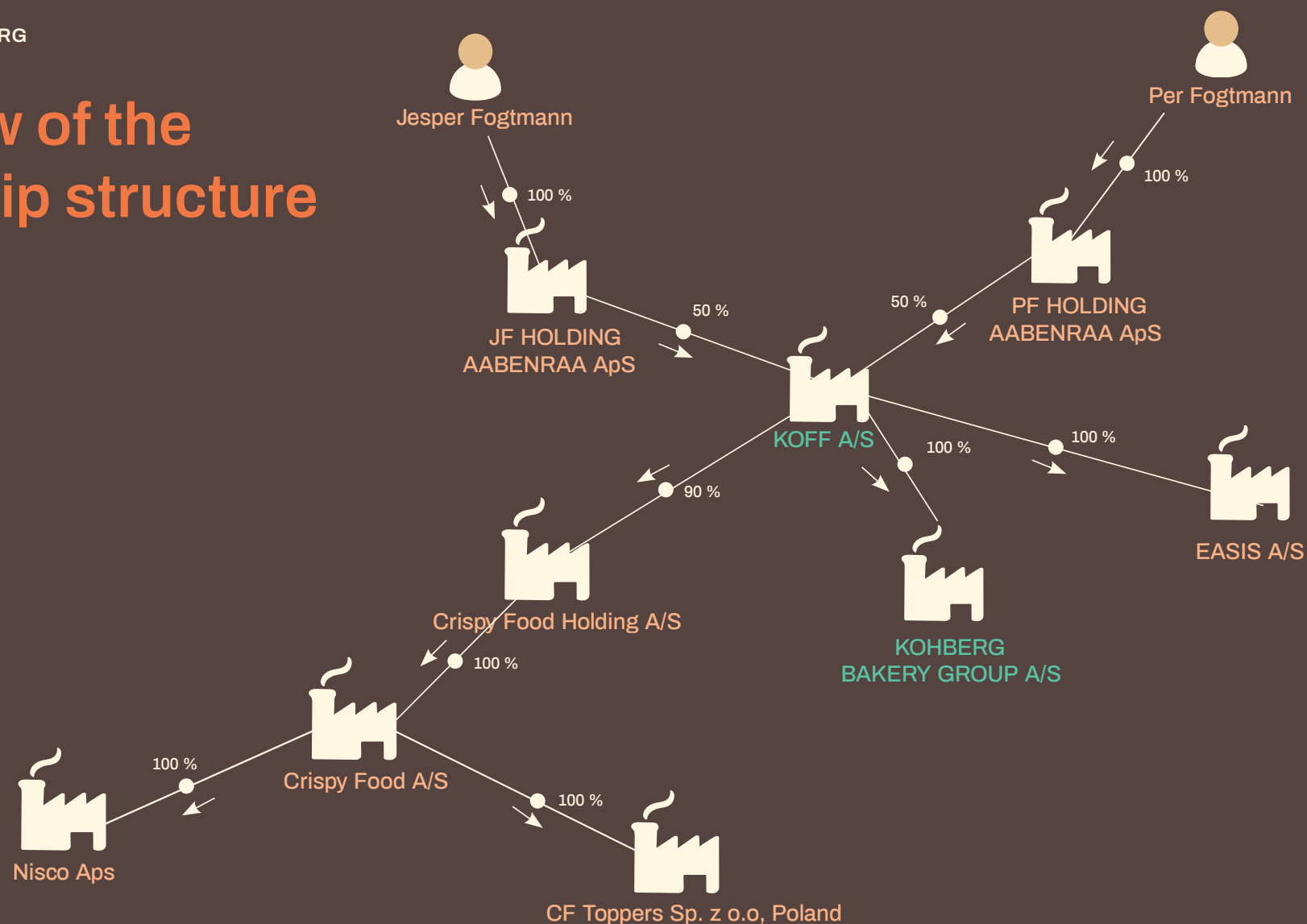
This CSR report covers Kohberg Bakery Group A/S.



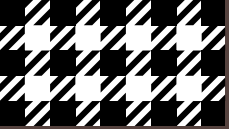
**THE FOGTMANN FAMILY: JESPER FOGTMANN, INGA FOGTMANN, PREBEN FOGTMANN AND PER FOGTMANN**

## ABOUT KOHBERG

# Overview of the ownership structure







ABOUT KOHBERG

## Selected facts and key figures



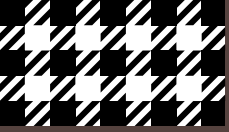
## ABOUT KOHBERG

# Our surroundings

As an international food company, we naturally interact with the world around us. This applies to authorities and legislation at home and abroad, to employees who work in bakeries or offices on a daily basis, and to consumers who sink their teeth into our baked goods.

As a modern operating company, we know that we have a responsibility to respect food, people and the environment throughout our value chain. It is crucial to us that we always do our best to create a positive difference for all our stakeholders:





## ABOUT KOHBERG

# Products and services

At Kohberg, we bake according to proud Danish traditions - whether it's bread, buns or pastries. We supply baked goods to retailers and food professionals - both in Denmark and around the world.

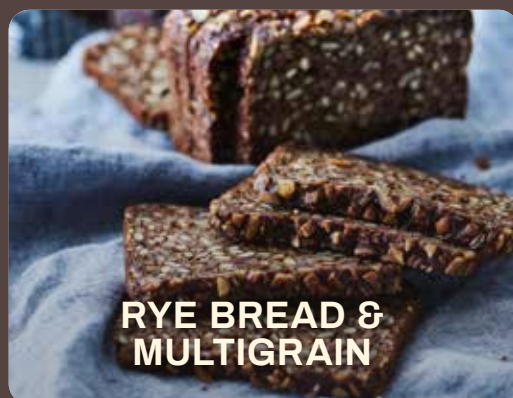
For Kohberg, it is important that we develop products in close collaboration with our customers. Whatever your specific requirements and wishes, we are happy to take an advisory and development role based on our expertise and long-standing knowledge of what good baked goods should taste like.

To meet the diverse needs of consumers and customers, many of our product categories include both organic and vegan variants, and we also offer gluten- and lactose-free bread for professional kitchens.

Our range consists of the following product categories:







**RYE BREAD &  
MULTIGRAIN**



**SANDWICH &  
BURGER**



**BREAKFAST BUNS**



**SNACKS**



**DANISH PASTRIES**



**LUNCH- &  
WHITE BREAD**



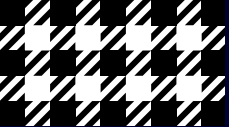
**BUNS**



**FASTFOOD**








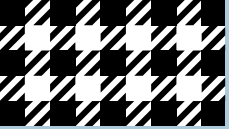
CSR





**We are bakers. With our passionate professionalism, we bake flavourful products according to proud Danish traditions. But we also bake with consideration for the world around us.**





## CSR

# We bake with consideration and trade responsibly

The core of our business is to develop high quality, tasty Danish baked goods - for Danes and the world around us. Central to this is the desire to act responsibly towards people and the environment during the process.

Kohberg is guided by five central core values, one of which is responsibility. Acting responsibly is the cornerstone of our CSR work, and with this report we endeavour to describe our actions and objectives in more detail.

### KOHBERG AND THE UN'S SUSTAINABLE DEVELOPMENT GOALS

As a modern food company with partners at home and abroad, it is natural for us to put extra focus on UN Sustainable Development Goal 12: Responsible consumption and production. We are actively working towards this goal by committing to avoid pollutants and striving to minimise our impact on the climate and environment throughout our production.

### OUR APPROACH TO WORKING WITH CSR

Our Kohberg CSR house sets the framework for our work with social responsibility.

The foundation will always be driven by our raison d'être and our mission to bake bread based on strong professionalism, good ingredients and proud Danish traditions, but in the most responsible way possible. Above the foundation is the supporting element, consisting of three pillars corresponding to three selected focus areas:

## CLIMATE - HEALTH - PEOPLE

Every year we set ourselves a number of goals within each focus area, as this keeps us on our toes and ensures that we continuously develop.

On top of the pillars, we mark our work to actively contribute to the fulfilment of UN Sustainable Development Goal 12. Leading the way at the very top is our vision to develop tasty, high-quality Danish baked goods, baked with consideration - for Danes and the world around us.



# UN Global Goals

In 2015, UN member states adopted 17 global goals for sustainable development - committing the 193 countries to work towards more sustainable development.

## VISION

We will create delicious,  
high-quality Danish baked goods,  
crafted with care - for both the  
Danes and the world beyond.

## UN SDG 12: RESPONSIBLE CONSUMPTION & PRODUCTION



### CLIMATE

Energy consumption  
Resource consumption



### HEALTH

Food safety  
Food health  
Responsible sourcing  
of ingredients



### PEOPLE

Work environment & safety  
Health & well-being  
A tolerant workplace  
Employee development



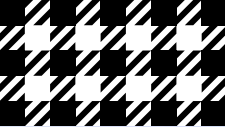
### RESPONSIBLE CORPORATE GOVERNANCE

Supplier management | Fairness | Openness

## MISSION

We are bakers. Through passionate professionalism and carefully  
selected ingredients, we bake with care and with respect for our  
proud Danish traditions to customers at home and abroad.





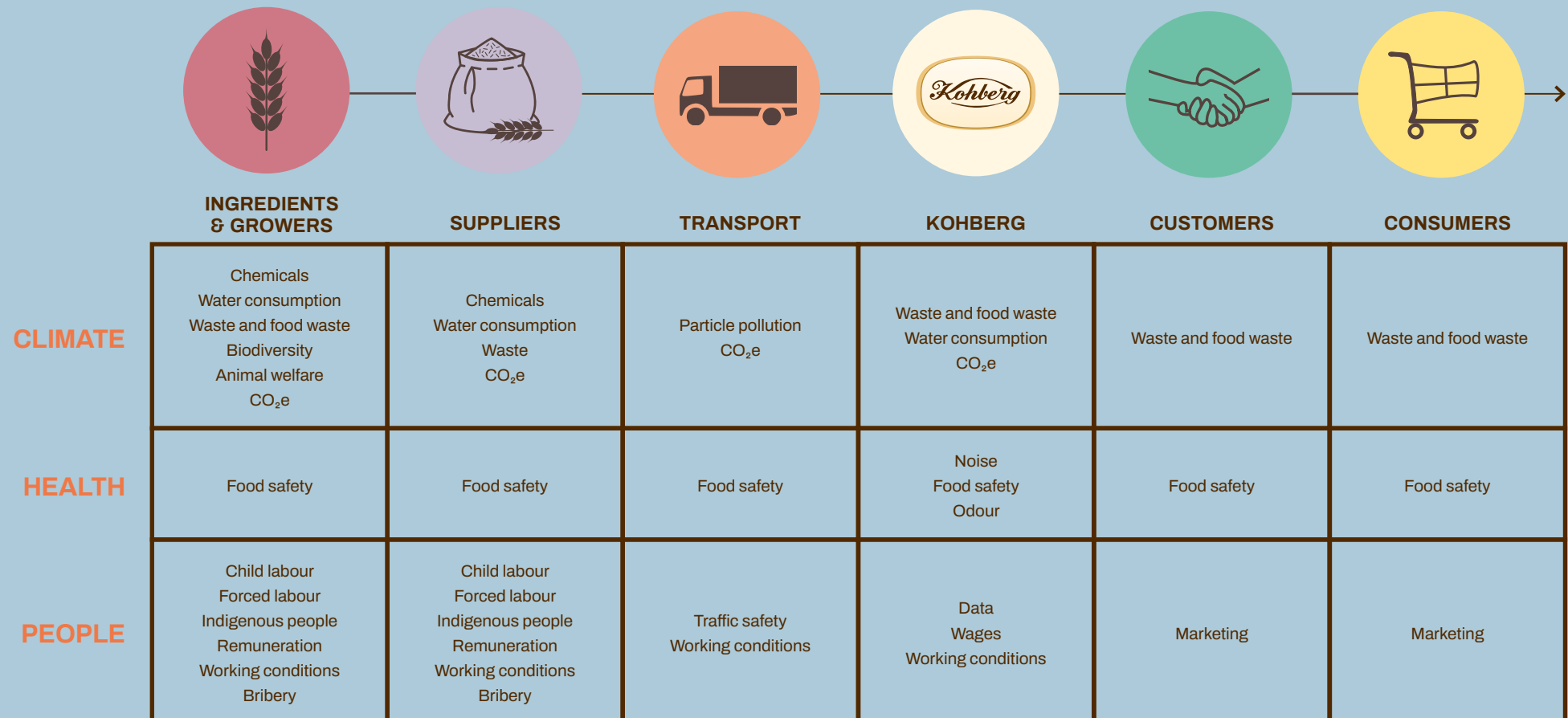


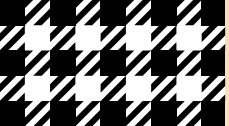
CSR

# Value chain and risks


It is crucial to us that we act responsibly throughout our value chain as far as possible. Therefore, we continuously map and analyse our value chain to identify where we risk having a negative impact on our surroundings.

In the model below we have tried to outline the areas we are aware of. The model is part of our strategic work with CSR, where we work continuously across functions throughout the company to minimise any negative impacts.

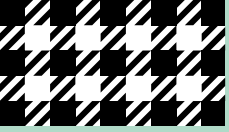




CLIMATE



**We work to minimise waste and incorporate energy and resource-saving solutions throughout our value chain - from the ingredients being grown in the field to the finished bread being purchased by our customers.**



## CLIMATE

# Less energy consumption saves CO<sub>2</sub>e

At Kohberg, we want to run a good business while thinking about the world around us, which includes working on how we can minimise our energy consumption and streamline the processes at our bakeries. We are also working on updating our environmental and climate policy to comply with new requirements and regulations.

Overall, bread has a relatively low carbon footprint compared to other foods, but there is of course a correlation between Kohberg's CO<sub>2</sub>e emissions and the amount of bread we bake. As the world's population increases and there will only be more mouths to feed in the future, reducing the amount of bread we bake is not on the cards. That is why it's vital that we have intense focus on reducing our overall CO<sub>2</sub>e emissions.

We therefore measure how much CO<sub>2</sub>e we emit per kilo sold. This ensures that we not only emit less CO<sub>2</sub>e overall, but that we also reduce the CO<sub>2</sub>e footprint of every piece of bread we bake and sell.

Compared to our previous CSR reports, there have been changes in accounting policies for the emission factor used. In 2024, we have taken into account the mix of energy consumption at our sites, which is why we have corrected the key figures historically to obtain the correct picture of our direct and indirect CO<sub>2</sub>e.

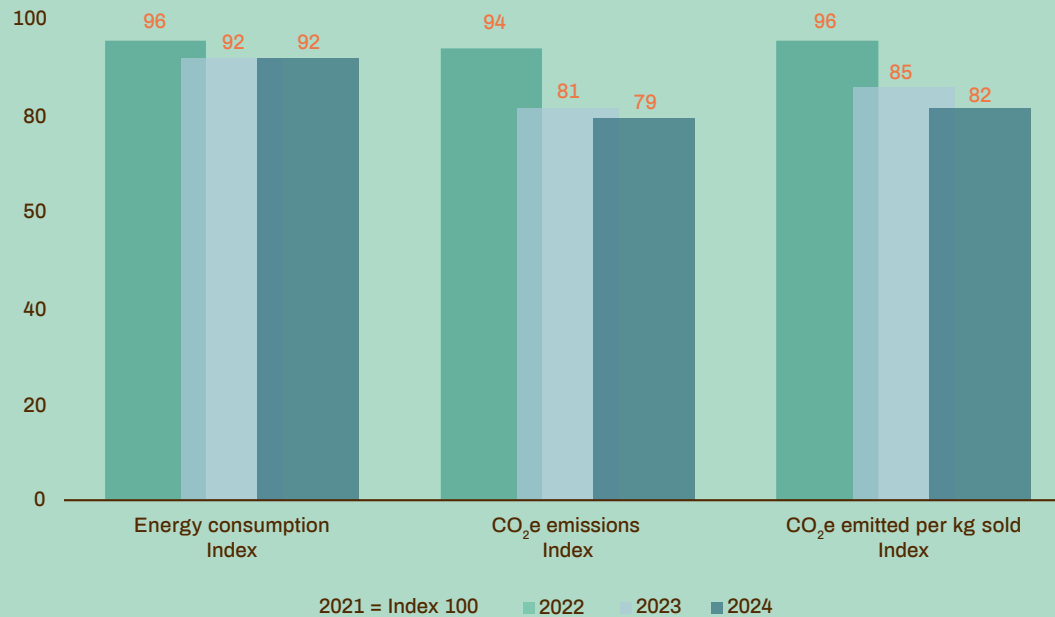
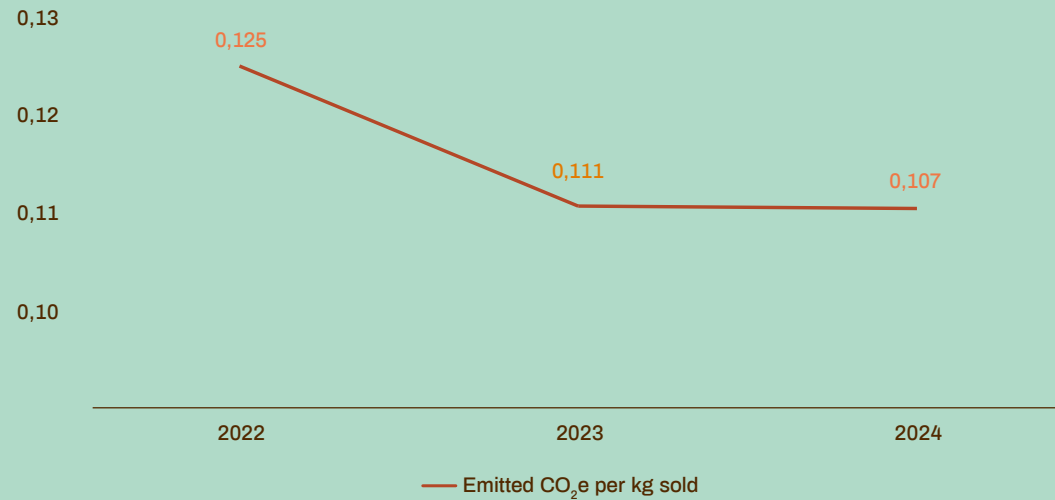
CO<sub>2</sub>e on natural gas is calculated based on the emission factor provided by UK GHG conversion factors. This is a market-based emission factor as it does not exist at the location level.

CO<sub>2</sub>e on electricity is calculated using the location-based method, where the emission factor is given at the municipality level. This factor is calculated based on the energy mix behind the power we have used.

### SUSTAINABLE LABELLING SOLUTION REDUCES WASTE

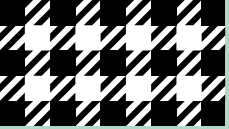
We run internal projects that continuously focus on improving our production methods to minimise our environmental impact. In 2024, we ran an optimisation project with the installation of heat pumps and implemented a new and sustainable labelling solution that can apply labels in real time, eliminating the need for pre-printed labels and thus reducing waste.





There have been changes in accounting policies for the emission factor used, which is why we have adjusted the key figures historically.





## CLIMATE

# Danish flour saves CO<sub>2</sub>e

When we calculate how much CO<sub>2</sub>e we emit per kilo sold, we measure from the time the ingredients are delivered to us until the finished bread leaves our bakery. What we measure is therefore a snapshot, and it is of course not equivalent to the bread's total CO<sub>2</sub>e emissions. For example, it should be taken into account that part of the bread's CO<sub>2</sub>e emissions occur when the ingredients are transported from the mills to the bakeries.

Studies by the Danish Centre for Food and Agriculture show that bread baked with Danish flour emits approximately 20% less CO<sub>2</sub>e because the flour does not have to be transported from abroad. This is one of the reasons why Kohberg has chosen to bake with flour grown and milled in Denmark.



### WE SUPPORT THE 'CLIMATE LABEL'

Even though Danes want to eat more climate-friendly, few have sufficient insight into the climate impact of different foods. As Kohberg bread is often on the table in Danish households, we support the Danish government's decision to introduce a state-controlled climate label for food in supermarkets.

The climate label will not be ready for launch in Q3 2025 as expected, but when it does materialise, we will work towards applying it to Kohberg products.

### WE SAVE ENERGY AND RESOURCES WITH IOT TECHNOLOGY

From 2025, Kohberg will be required to report on ESG in accordance with EU statutory requirements. That is why it's crucial for us to be able to collect and utilise data from all our bakeries in our efforts to ensure energy and resource-efficient production.

In 2024, we have collaborated with the Danish Technological Institute and DigitalLead to find new ways using digital technologies such as IoT technology. IoT enables highly accurate data collection and processing. The project has helped us leverage digitalisation to reduce waste and resource consumption in our production, reduce our CO<sub>2</sub>e emissions and establish a strong foundation for future climate calculations and ESG reporting.





# 10.8 million tonnes of CO<sub>2</sub>e

emissions from Danes' total food consumption annually. This is approximately 1.5 times more than the total CO<sub>2</sub>e emissions from Denmark's passenger cars in 2022.

*Source: Concito - Danmarks Grønne Tænk tank*

## 3 out of 4

**find that it's difficult to understand the carbon footprint that foods have.**

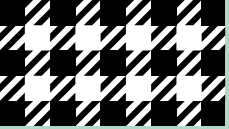
*Source: Forbrugerrådet Tænk*

## 45%

**is what you can reduce your carbon footprint by if you follow the dietary guidelines**

According to the green think tank Concito, the average Dane can reduce their climate footprint from food consumption by 45% by following the official dietary guidelines.

*Source: Concito - Danmarks Grønne Tænk tank*



## CLIMATE

# Minimising waste in production

In a food business like ours, there will inevitably be days when the dough fails, or we bake more bread than we can sell. We also work with fresh ingredients and once baked, our bread has a limited shelf life.

It is therefore crucial that we always, and throughout our value chain, have a strategic focus on forecasting and optimising our processes to minimise waste at all stages as much as possible.

Our Kohberg waste is approved by the Danish Veterinary and Food Administration, so it can be used as animal feed. That is why we collaborate with local farmers who take our discards as feed for animals, thus forming part of a circular system. This way we ensure that it doesn't end up as food waste.

### PROCESS WASTE

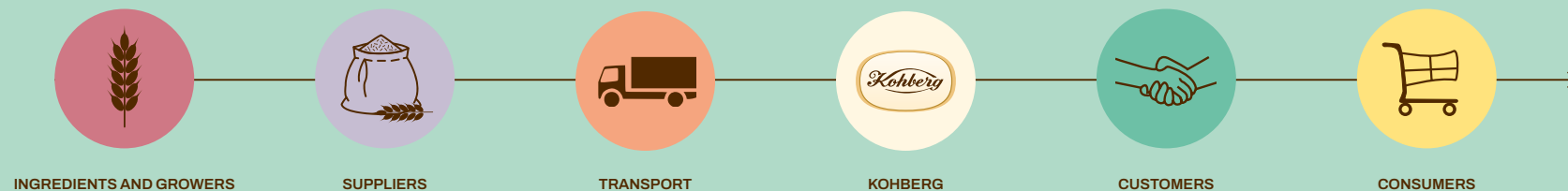
In a bakery as large as Kohberg, it's impossible to completely avoid process waste, but we work purposefully and continuously to optimise all our processes to keep waste to a minimum.

In 2024, the process waste of ingredients from purchase to packaged product was 6.8%, higher than the desired maximum of 6.5%. This shows us that it remains an important and prioritised area for Kohberg to work on in 2025.

### DISCARDS

Baking good bread takes time. That is why we at Kohberg need to start the baking process even before the bread is ordered by customers. Here we work strategically with forecasting to predict which and how many breads our customers demand. Forecasting is a vital tool because the vast majority of our bread has a short shelf life.

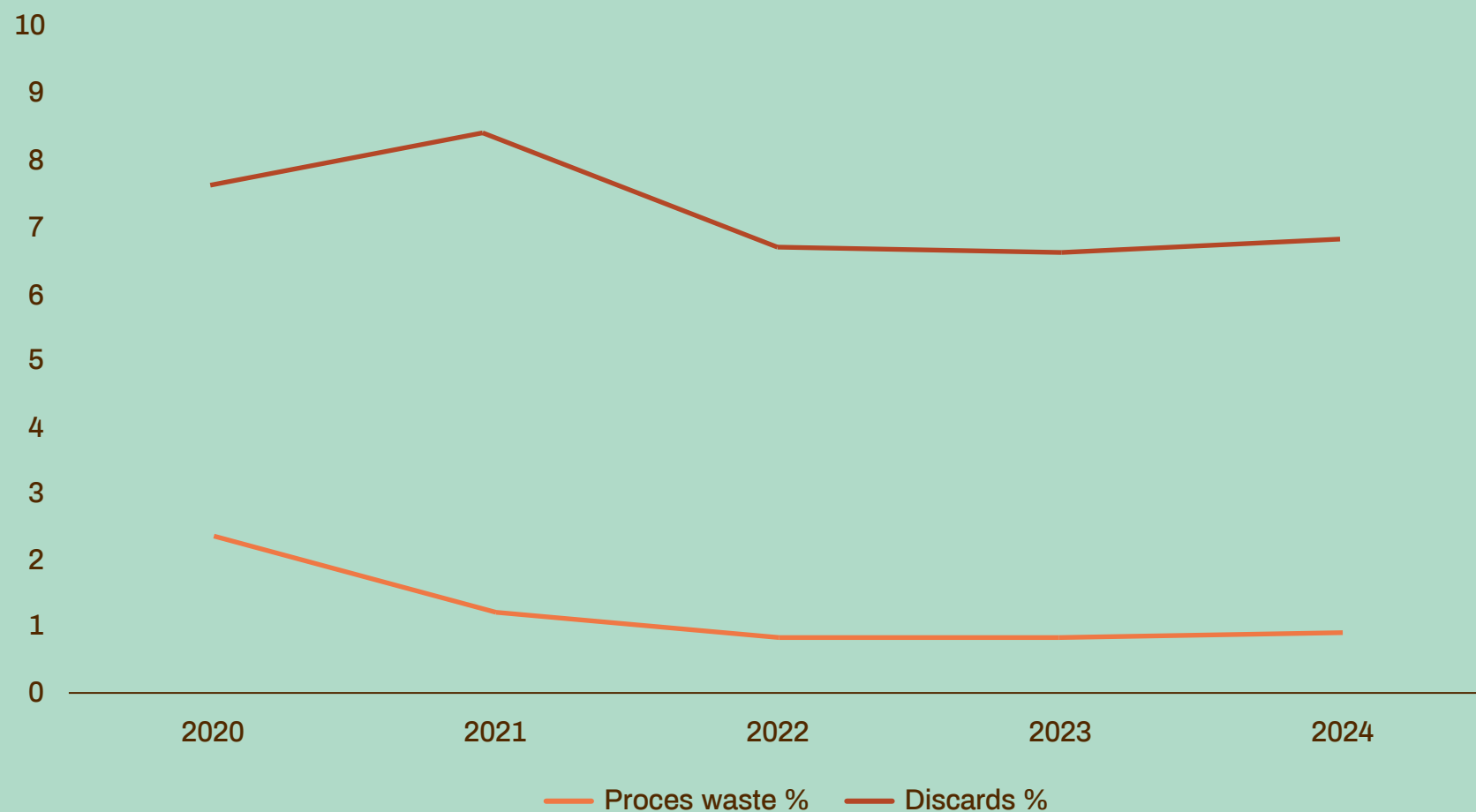
In 2024, we had 0.97% discards, measured in sales units (all products). The goal for 2025 is to maintain this level.

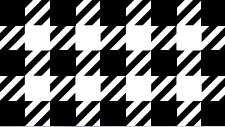




## CLIMATE

## Process waste and discards in %, 2020-2024





## MEET FORECAST PLANNERS JANNI CHRISTIANSEN AND YVONNE LANDER-GEHRKE

# “We see ourselves as the link between many departments internally”

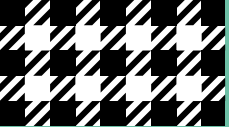
Janni Christiansen and Yvonne Lander-Gehrke work as forecast planners at Kohberg and are responsible for their respective retail and foodservice chains. Internally, they have excellent collaboration with a wide range of departments within Kohberg: Planning, Purchasing, Sales, Production and Logistics.

“We see ourselves as the ‘link’ between many departments internally - as a kind of glue that binds us together. The forecasting work precedes the planning work, as our forecasts influence, for example, how many lorries to plan for driving, how much bread to bake, ordering packaging, etc.,” says Janni.

Forecasting requires them to be up to date on retail and foodservice promotions, for which they use a specialised forecasting planning system.

“In principle, we work in our digital system, but there always has to be a human angle. For example, we take into account the weather forecast, the start of school, Christmas and public holidays, because we know that shopping habits change with the weather and holidays,” says Yvonne.





JANNI CHRISTIANSEN  
DEMAND PLANNER

Our forecasting work has a direct impact on our discards. The better we are at predicting how much we will sell, the more accurately we can produce. This avoids excessive discards. Ultimately, it saves money on the bottom line and it's good for the environment."



## FORECASTING IS GOOD FOR BOTH THE ENVIRONMENT AND THE BOTTOM LINE

Janni and Yvonne's forecasts form the basis for the actual production planning, including how much the bakeries should bake, when and in what order. This means that the products are actually produced before Kohberg knows the customers' actual orders.

"When we get orders after 4 pm, there's no way we can bake everything and have it ready for delivery at 7 am. Therefore, we have to work analytically with our forecasts, and we currently manage to deliver very close to the ordered volumes on average. It's done very well," says Yvonne.

## A JOB THAT REQUIRES BROAD SHOULDERS AND A HEALTHY ERROR CULTURE

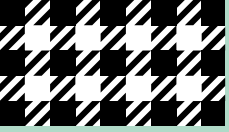
If the discards are too high compared to what has been planned, Kohberg has an agreement with a local farmer who uses it to feed his pigs. However, they aim to achieve an accuracy of between 95-105% with only 5% deviation, which is a sign of stable work in the forecast planning. This is despite the fact that work is affected by factors such as motorway congestion, production breakdowns, packing errors and snowstorms.

"In our job, there has to be an acceptance that some things are out of your control. Forecast planning requires broad shoulders because when things go wrong, it results in an under-delivery or a discard. But we're good at remembering to give each other an extra pat on the back," says Janni.

Yvonne adds:

"For a while, I took my work home with me far too often. That uncertainty about whether I've got the forecast right, and how the promotion is going, etc. However, my colleagues have been good at supporting me in that it's out of my hands. I do my job as best I can, and the rest I can't control."

"Where there are people, mistakes happen. Especially in our work. But we have a healthy error culture in the department. We look after each other, and considering the difficult conditions we work in, we do it well. We have a high accuracy rate and our delivery rate for fresh bread is excellent. But we always want to get better. So, it's really the small details that we look into here."



## CLIMATE

# United in reducing food waste

Private households in Denmark throw away 235,000 tonnes of food every year, which corresponds to approximately 27% of the total food waste in Denmark\*. In a Danish survey conducted by Stop Wasting Food and the Danish Agriculture & Food Council, Danes say that food waste is primarily caused by best before dates and leftover food from large main meals.

At Kohberg, we want bread in Danish households to be eaten before it gets too old. We are therefore working hard to ensure the shelf life of our products, for example, by making it possible to buy bread in smaller packages. You can buy a selection of our rye bread and sandwich bread in packs of 500 g and 400 g respectively, so you can enjoy fresh bread before it passes the best before date or if you are part of a smaller household.

### LONG BAKING MOULDS RESULT IN FEWER END SLICES

Another thing we are proud of at Kohberg is that we bake most of our rye bread in very long moulds. After baking, we cut the long rye bread into smaller loaves to avoid end slices on our rye bread.

This is a clear advantage in the fight against food waste, as all experience shows that the end slices are the first thing to end up in the rubbish bin for consumers and food professionals.

### PART OF 'DENMARK AGAINST FOOD WASTE'

Kohberg is part of the voluntary reduction agreement 'Denmark against Food Waste', run by the think tank ONE\THIRD. Together with around 35 other food companies across the industry, we have committed to reducing food waste by 50% by 2030. Every year we submit data to 'Denmark against Food Waste' to keep track of our development and ensure we are moving in the right direction.

*\*Source: Fødevarestyrelsen*





# 46 %

of Danes want to avoid food waste in the household.

*Source: Landbrug & Fødevarer*

# 44 %

of Danish households throw out food at least once a week.

In a 2023 study conducted by Kantar Public for Stop Wasting Food and the Danish Agriculture & Food Council, the figures show that best before dates and excess food from large main meals are the principal causes of food waste.

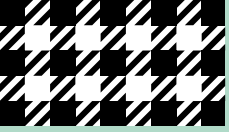
*Source: Landbrug & Fødevarer*

# 873,014 tonnes

of food per year ends up as food waste

The annual food waste in Denmark corresponds to 3.8% of the total CO<sub>2</sub>e emissions emitted from Denmark each year, estimates the Ministry of Food, Agriculture and Fisheries.

*Source: [www.madspildsindeks.dk](http://www.madspildsindeks.dk)*



## CLIMATE

# Thoughtful use of materials

When choosing packaging for our products, we need to consider important factors such as food safety, food waste and storage. Plastic packaging keeps bread and buns fresh for a long time and is still one of the best solutions to avoid food waste in Danish kitchens. Plastic packaging is also a lightweight material, which reduces the environmental impact during transport.

As a food manufacturer, we are only allowed to use virgin plastic - plastic that has not been used before - for our packaging to ensure the quality and safety of our bread. However, the type of virgin plastic the bread is wrapped in can be recycled after it has served its purpose for consumers.

We also have a project called 'Monoplastic' where we are working towards switching all our fast-food packaging to recyclable monoplastic.

## A KOHBERG BOX WITH POSSIBILITIES

For more than 20 years, the classic Kohberg transport crates have been made of recycled plastic. The crates are very robust and therefore last a long time, ensuring that our products reach our customers safely. However, we are not alone in loving the plastic crates. In fact, the waste we have on transport crates is often because they are unfortunately not returned. That is why we run social media campaigns a couple of times a year to get the crates returned, and in our day-to-day work we work hard to get all our crates back from our customers in good condition.

Although most of our bread is transported in recycled plastic bread crates, special delivery conditions may mean it makes more sense to use cardboard boxes. Here it is important for us to use cardboard boxes made from recycled cardboard whenever possible.

# 90 %

of the plastic we used for our packaging in 2024 was recyclable. Our target is to use at least 95% recyclable plastic in our packaging in 2025.

# At least 60 %

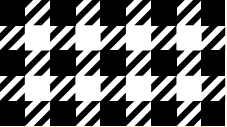
of all cardboard boxes used at Kohberg must be made from 100% recycled cardboard.

# No more than 10 %

of all cardboard boxes used at Kohberg must be made from less than 66% recycled cardboard.







CLIMATE

Energy consumption

FOCUS AREAS	TARGET 2024	RESULT 2024	TARGETS AND ACTION 2025
<p><b>Policies</b> Environmental policy Climate policy</p> <p><b>Risks</b> CO<sub>2</sub>e</p>	<p><b>CO<sub>2</sub>e per kilo sold</b> We will calculate how much CO<sub>2</sub>e we emit per kilo sold.</p> <p>In 2023, we emitted 0.111 kg CO<sub>2</sub>e for every kilo of bread we sold.</p> <p>In 2024, we will develop a new climate strategy focusing on defining Kohberg's CO<sub>2</sub>e targets and strategy in relation to the national targets for 2030 and 2050.</p> <p>In this context, we will set the future target for CO<sub>2</sub>e emissions per kilo sold.</p>	<p><b>CO<sub>2</sub>e per kilo sold</b> In 2024, Kohberg emitted 0.107 CO<sub>2</sub>e for every kilo of bread we sold.</p> <p>Our CO<sub>2</sub>e emissions per kilo of bread sold decreased by 3.6% from 2023 to 2024.</p> <p>In 2024, we did not draw up a new climate strategy, so this target will continue into 2025.</p>	<p><b>CO<sub>2</sub>e per kilo sold</b> We will calculate how much CO<sub>2</sub>e we emit per kilo sold.</p> <p>In 2025, we will develop a climate strategy focusing on defining Kohberg's CO<sub>2</sub>e targets in relation to the ESG work and the national targets for 2030 and 2050.</p>

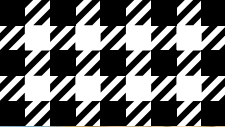
Food waste

FOCUS AREAS	TARGET 2024	RESULT 2024	TARGETS AND ACTION 2025
<p><b>Policies</b> Environmental policy Climate policy</p> <p><b>Risks</b> Chemicals Water consumption Waste and food waste Biodiversity Animal welfare CO<sub>2</sub>e</p>	<p><b>Process waste</b> Maximum 6.5% process waste of ingredients from purchase to finished product.</p> <p>Ongoing process optimisation and weekly meetings with a focus on waste.</p> <p><b>Discards</b> Discards in sales units (all products) must not exceed 1.0%.</p> <p>Focus on and optimise forecasting and planning to reduce discards and close discussions with core customers</p>	<p><b>Process waste</b> 6.8% process waste of ingredients from purchase to finished packaged product.</p> <p><b>Discards</b> In 2024, we had 0.97% discards, measured in sales units (all products).</p> <p>Good discussions with core customers about expectations, forecasting and planning.</p>	<p><b>Process waste</b> 6.3% process waste of ingredients from purchase to finished packaged product.</p> <p><b>Action:</b> Ongoing process optimisation and weekly meetings with a focus on waste.</p> <p><b>Discards</b> Discards in sales units (all products) must not exceed 1.0%.</p> <p><b>Action:</b> Focus on and optimise forecasting and planning to reduce discards and close discussions with core customers.</p>

## CLIMATE

# Materials

FOCUS AREAS	TARGET 2024	RESULT 2024	TARGETS AND ACTION 2025
<b>Policies</b> Environmental policy Climate policy  <b>Risks</b> Chemicals Water consumption Waste and food waste Biodiversity Animal welfare CO <sub>2</sub> e	<b>Recyclable plastic</b> In 2024, at least 95% of our plastic packaging must be made from recyclable plastic.	<b>Recyclable plastic</b> 90% of our plastic packaging was made from recyclable plastic in 2024.	<b>Recyclable plastic</b> In 2025, at least 95% of our plastic packaging must be made from recyclable plastic.
	<b>Transport boxes</b> 100% of our plastic transport crates will be made from recycled plastic in 2024.  All newly purchased plastic transport crates must be made of recycled plastic	<b>Transport boxes</b> 100% of our plastic transport crates were made from recycled plastic in 2024.	<b>Transport boxes</b> 100% of our plastic transport crates will be made from recycled plastic in 2025.  <b>Action:</b> All newly purchased plastic transport crates must be made of recycled plastic.
	<b>New purchase of transport boxes</b> Minimum 8% reduction in the purchase of new transport crates made from recycled plastic compared to 2023.  Continuous optimisation of the recycling process in Kohberg, optimising and securing the return of crates from customers and minimising damage to the crates during washing and transport.	<b>New purchase of transport boxes</b> In 2024, we achieved a 2% increase in the purchase of new transport crates made from recycled plastic compared to 2023.	<b>New purchase of transport boxes</b> The target will no longer apply as of 2025.
	<b>Recycled cardboard</b> 60% of all cardboard boxes used at Kohberg in 2024 will be made from 100% recycled cardboard.  A maximum of 10% of all cardboard boxes used at Kohberg in 2024 must be made from less than 66% recycled cardboard.  Dialogues with suppliers of cardboard boxes regarding the proportion of recycled cardboard in their products.	<b>Recycled cardboard</b> 68% of all cardboard boxes used by Kohberg in 2024 were made from 100% recycled cardboard.  21% of all cardboard boxes used by Kohberg in 2024 were made from less than 66% recycled cardboard.	<b>Recycled cardboard</b> At least 60% of all cardboard boxes used at Kohberg in 2025 must be made from 100% recycled cardboard.  A maximum of 10% of all cardboard boxes used at Kohberg in 2025 must be made from less than 66% recycled cardboard.



HEALTH





We bake with carefully selected ingredients, so we can prove that they meet our high standards for food safety and quality.



## HEALTH

# Food safety

Baking good and flavoursome baked goods requires good ingredients, which is why Kohberg sets high standards for the safety and quality of the ingredients we use. We spend time and resources carefully selecting suppliers that fulfil Kohberg's detailed purchasing policy and Code of Conduct.

As a food company, we must further fulfil the high standards of food safety and quality assurance set by the authorities. Therefore, we conduct internal and external audits on an ongoing basis to ensure that we always fulfil all regulatory requirements.

### **CERTIFICATION AND AUDITS ARE CRUCIAL BENCHMARKS**

Our three bakeries have been certified with the BRC Food Certificate from the British Retail Consortium for several years. A certification that sets some of the highest standards for food producers in terms of management, product safety, hygiene, authenticity and employee training.

The requirements include detailed descriptions of all procedures and work processes, and the descriptions are checked annually by a certifying body, just as all requirements in the BRC standard are reviewed during our internal audits.

With the BRC Food Certificate, our customers and partners can feel confident that food safety is top notch for all Kohberg products.

Three out of three sites had a valid BRC certification in 2024:

- **Taastrup: AA**
- **Haderslev: AA**
- **Bolderslev: A**



#### FOUR HAPPY SMILEYS FROM THE DANISH VETERINARY AND FOOD ADMINISTRATION

As a food company, Kohberg is regularly inspected by the Danish Veterinary and Food Administration. The Danish Veterinary and Food Administration's controls are based on EU rules and Danish laws and executive orders, as well as a joint control strategy for the Ministry of Food, Agriculture and Fisheries.

The inspection will be carried out at four sites: Our bakeries in Bolderslev, Haderslev and Taastrup and our frozen food warehouse in Haderslev. In 2024, four out of four of our sites have received the Danish Veterinary and Food Administration's happy smiley. The results of the latest inspections will always be available on our website.

# BRCS

Food Safety

**CERTIFICATED**





MEET QUALITY MANAGER GITTE THRANE AXEL

## “Internal audits ensure that we have our own house in order”

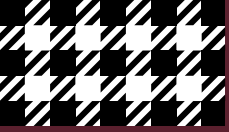
Gitte Thrane Axel has worked with food quality, legislation and safety for 30 years. Today, Gitte works to ensure that Kohberg fulfils all the approximately 330 requirements described in the global BRC standard.

“Working with BRC is very vital to Kohberg. The purpose of a BRC standard is to safeguard the consumer, and with a certificate in hand, we are an attractive partner for customers,” says Gitte.

The requirements in BRC can range from specific requirements for hair nets to cover hair and ears, to risk assessments of all ingredients.

“Working with BRC requires a system - otherwise you lose the thread. Here it's probably my advantage that I naturally work best in systems and structures because then I keep an overview and become sharp on where we perform well and where there are deviations,” says Gitte.





### A STRONG INTERNAL CORPS OF AUDITORS

One of the requirements of BRC is a system that ensures internal audits of the entire BRC standard at least once a year. An internal corps of eight colleagues across Kohberg's three bakeries has been put together, all trained to be internal auditors.

"We have a sharp team that performs the internal audits. But we could use more. So, if any colleagues would like to join us, just reach out. We can use people from all departments," smiles Gitte.

During internal audits, auditors ask colleagues in different departments about documentation, working methods and procedures. They also look at walls, ceilings, changing rooms and outdoor areas to check if everything looks as it should according to BRC.

"We always choose a focus area for each audit. We need to do that to make sure we are sharp and in-depth," says Gitte.





### AN INTERNAL AUDIT IS NOT AN EXAM: JUST BE YOURSELF

According to Gitte, for some colleagues, internal audits can feel like an exam where they can fail and answer questions incorrectly. But she wants to dispel that myth, because you should always just be yourself.

“Most colleagues have gradually got used to us coming and asking questions. We don’t do internal audits to annoy anyone. We do this so that Kohberg is stronger for both customers and legislation. It’s a tool. So, be yourself and know that it’s always okay not to be able to answer the question. Then you just refer to your manager,” says Gitte and concludes:

“Even though I’ve been doing this for 30 years, I still love it. It’s exciting to meet colleagues and gain insight into how people work around the organisation. We often inspire each other across sites. And I enjoy the passion of my colleagues. When they tell me what they do, I can see how committed and loyal they are to their job.”



**GITTE THRANE AXEL**  
QUALITY MANAGER

**We don’t do internal audits to annoy anyone. We do this so that Kohberg is stronger for both customers and legislation. It’s a tool.”**



## HEALTH

# Careful selection of ingredients

At Kohberg, we believe that making great baked goods requires carefully selected ingredients that are grown with care for the world around us. This means that the grains and seeds we use a lot of must be grown without the use of glyphosate or plant growth regulators. In 2024, all our purchased flour and grain products were free of glyphosate and plant growth regulators.

### DANISH CROPS AND SUSTAINABLE INGREDIENTS

The main ingredient in our bread since 2019 has been flour from grain grown, harvested and milled in Denmark. We bake with Danish flour because the control of Danish crops is incredibly thorough. This means that with Danish flour we are guaranteed a high level of food safety that we can pass on to our customers.

We are also constantly looking into how we can use alternative ingredients that are grown in a sustainable way. For example, our 'Gyldenmask' rye bread is baked with upcycled mash, which is a residual product from beer production.

### ONLY CERTIFIED PALM OIL

Kohberg has been RSPO - Round table on Sustainable Palm Oil - certified since 2014, and we are therefore required to use only RSPO-certified palm oil throughout our supply chain.

The RSPO is a non-profit membership organisation and certification scheme made up of NGOs, institutions, buyers and producers. The RSPO was established in 2004 to put an end to the negative consequences of the massive global demand for palm oil. This includes Indonesia and Malaysia, where palm oil was the main cause of tropical rainforest deforestation. The RSPO certification guarantees that the palm oil fulfils environmental and social principles and criteria.



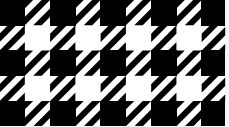


#### CONTINUOUS IMPROVEMENT OF RECIPES - CLEAN LABEL

We believe that high quality is linked to authentic, transparent products. In our development and innovation work, we have long operated with the concept of Clean Label, where we focus on the use of pure, high-quality ingredients in our baked goods.

In 2024, we have gone one step further and initiated in-depth internal work to further improve a wide range of our pastry products by either reducing or completely removing selected additives from the recipe.





## MEET INNOVATION MANAGER LONE ANDERSEN

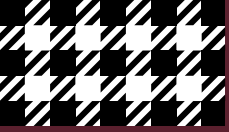
# “We are constantly looking into opportunities where we can make a difference”

Lone Andersen is the Innovation Manager at Kohberg and responsible for turning new ideas and concepts into a finished product. She works closely with colleagues across Kohberg to ensure the finished product becomes a reality and meets current trends and consumer needs.

“I’m often asked if it’s not difficult to always come up with new ideas. But the more you know about things - the more ideas you get. The challenge in my work is actually choosing the right ideas. The ideas where we can make a difference for Kohberg, customers and consumers,” says Lone.

Lone’s product development team works with consumer-driven innovation, centred around trend insights and data-driven knowledge sharing.

“To be good at innovation, we need to work systematically. We stay on our toes, so we constantly work towards opportunities and solve challenges. The data part helps us validate that we are solving the right tasks by comparing our own knowledge with external analyses of trends and consumer insights,” says Lone.



Innovation work centres around three areas:

- Improvement of existing products
- Line extensions: alternative variants of the same product type
- New products in line with current trends

“Innovation for me is not that Kohberg should release a certain number of five-legged sheep every year. Overall, it’s about being relevant to consumers and customers so that they think Kohberg is an exciting brand,” she says.

#### **SUSTAINABLE RESEARCH PROJECTS ADD VALUE**

Kohberg is also looking into the use of more sustainable ingredients in its innovation work and is collaborating with Danish company Agrain, for example, which recycles leftovers from beer production and turns it into spent grain flour, which tastes great in baked goods.

Kohberg is also participating in project ZERO, a research project initiated by SEGES Innovation, where different methods for growing climate-neutral rye in the field are being tested. Kohberg’s role in the project is to develop a rye bread with this climate-neutral rye.

“Consumers expect companies to solve large parts of the sustainability problem, and, of course, we as food producers have a responsibility. However, experience has taught us that there is not enough value in working with sustainability in isolation. We need to work with it in a different way, for example, by using ingredients that also have a higher nutritional value. This makes it even more relevant to consumers, as it’s about both health and the climate,” says Lone and concludes:

“I don’t believe that we help the sustainable transition by developing a climate-neutral rye bread in isolation. Instead, we need to make a difference in the development and testing of new technologies, such as project ZERO and the cultivation of climate-neutral rye, which still tastes delicious in the Danes’ favourite rye bread. But of course, one doesn’t exclude the other, and we are always looking at opportunities where we can make a difference - also in the long term.”





“

LONE ANDERSEN  
INNOVATION MANAGER

We need to make a difference in the development and testing of new technologies, such as project ZERO and the cultivation of climate-neutral rye, which still tastes great in the Danes' favourite rye bread.”



## HEALTH

# We make it easier to make healthy choices

In 'The Official Dietary Guidelines', the Danish Veterinary and Food Administration recommends eating 90 grammes of whole grains a day, and preferably more. Kohberg's goal will always be to develop bread that tastes great and has a good texture. But as a food company, we also see it as our responsibility to develop products that make it easier for consumers to make healthier choices in the supermarket.

Therefore, it is our goal that a large part of both our rye and wheat bread products should be high in dietary fibre and whole grains.

### AN ACTIVE PART OF THE WHOLE GRAIN PARTNERSHIP

At Kohberg, we are proud members of the Whole Grain Partnership, a public-private partnership working to improve public health by getting Danes to eat more whole grains.

Together with key players across the food industry, we set a number of common goals and are actively working towards ensuring that Danes have access to foods with whole grains and the opportunity to choose a healthy and varied diet. Therefore, Kohberg always assesses whether a new bread is suitable for either the 'Wholemeal Label' and/or the 'Nordic Keyhole Label'.

Many of Kohberg's core customers are also part of the Whole Grain Partnership, and as we are working towards the same goals, we were able to implement a joint 5% whole grain project in 2024, increasing the amount of whole grains in selected fast food products. Not only does it change the nutritional content of the bread for the better, it also contributes positively to the flavour and texture.





### THE WHOLEMEAL LABEL

Whole grain means that all parts of the grain are included - including the seed and husk, where most of the fibre, vitamins and minerals are. The 'Wholemeal Label' sets requirements for the whole grain content of products, as well as additional requirements for the content of fat, sugar, salt and dietary fibre. In 2024, 42 % of our fresh, packaged, own-brand bread had the orange 'Wholemeal Label'.

Our goal is to maintain this level in 2025.

### THE NORDIC KEYHOLE LABEL

To qualify for the 'Nordic Keyhole Label', a food must be high in fibre and whole grains and low in fat, unsaturated fat, sugar and salt. The Keyhole is therefore an important benchmark for consumers who want to make healthy choices when shopping. At Kohberg, our goal is that 60% of the total number of fresh, packaged breads under the Kohberg brand must carry the 'Nordic Keyhole Label'.



### THE GREEN HEART

Kohberg is affiliated with the Danish Vegetarian Association's labelling scheme, and 32 out of 38 products under the Kohberg brand carry the 'Green Heart'. The Green Heart is the consumer's guarantee that the products do not contain any animal products, such as milk, eggs and honey.

### PREFERABLY ORGANIC

Denmark has been a leader in organic food for many years, and organic food plays a major role for many consumers and in professional kitchens. For Kohberg, organic is close to our heart, and we work with specially selected ingredients to bake the best organic bread. Our organic bread is labelled with the Danish Ø-logo, which is controlled by the Danish state.

The green EU organic logo shows that the bread fulfils EU organic rules.

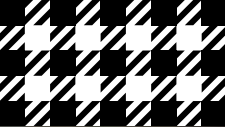


DK-100



DK-100





# Did you know...

Whole grains can prevent cardiovascular disease, type 2 diabetes and certain cancers, and it contributes vitamins, minerals, dietary fibre and proteins to the diet.

Source: Fødevarestyrelsen

## Young people choose whole grains

Although rye bread is increasingly falling out of favour with young people, more than one in three young people like to choose whole grain options when they eat in cafés or 'to-go' if the choice can be made.

Source: Fuldkornspartnerskabet

# 31 %

of Generation Z indicate that they eat more whole grain products today than two years ago.

Source: Fuldkornspartnerskabet

## HEALTH

## Clear labelling must make a difference

Since 2022, Kohberg has had a partnership with the Danish Diabetes Association to help make life a little easier for the more than 365,000\* Danes living with diabetes.

That is why on all Kohberg branded products you can find an overview of the nutritional content of one piece of the bag's contents, e.g. a slice of bread or a bun. It may seem like an insignificant gesture, but for people living with diabetes, it makes a huge difference. In this way, it is not necessary to weigh the bread first in order to calculate the possible need for insulin.

### BALANCE IN EVERY SLICE

In 2024, Kohberg - in collaboration with the Danish Diabetes Association - has developed a new tasty rye bread with familiar ingredients such as rye kernels, oatmeal, linseed and sunflower. We call the bread Balance because it has a carefully balanced content of fat, protein, carbohydrates and dietary fibre. On the bag, as with all Kohberg breads, you will find the nutritional values per slice, and on the new bread, the kcal per slice and the whole grain content of 18 grammes of whole grain per slice are also listed. We hope this can be a help for diabetics and others who want to keep track of their diets.

Our Kohberg Protein Bread, Protein Buns and now Balance Bread are labelled with: 'We support the fight against diabetes.' This means that every time we sell one of these three products, Kohberg donates DKK 0.10 to the fight against diabetes. In 2024 Kohberg donated a total of DKK 331,200.

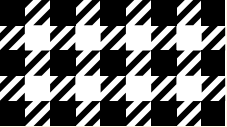


PEDER HOLM  
SENIOR BRAND MANAGER

Diabetes is becoming an increasingly widespread disease, and as one of Denmark's largest bread producers, we see it as part of our responsibility to support where we can. That's why we have developed a good, solid rye bread that everyone in the family can enjoy - even if there are diabetics around the table."



\*Source: [www.diabetes.dk](http://www.diabetes.dk)



HEALTH

Food safety

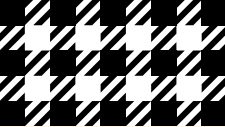
FOCUS AREAS	TARGET 2024	RESULT 2024	TARGETS AND ACTION 2025
<p><b>Policies</b> Human rights policy</p> <p><b>Risks</b> Food safety</p>	<p><b>BRC certification</b> In 2024, three out of three sites must maintain the BRC grade.</p> <p>Maintaining Kohberg’s high standards of food safety and quality.</p>	<p><b>BRC certification</b> In 2024, three out of three sites had a valid BRC food safety certification:</p> <p>- Taastrup: AA - Haderslev: AA - Bolderslev: A</p>	<p><b>BRC certification</b> In 2025, three out of three sites must maintain BRC grade.</p> <p><b>Action:</b> Maintaining Kohberg's high standards of food safety and quality.</p>
	<p><b>The Danish Veterinary and Food Administration's Smiley</b> Four out of four sites must have the Danish Veterinary and Food Administration's happy smiley in 2024.</p> <p>Maintaining Kohberg’s high standards of food safety and quality.</p>	<p><b>The Danish Veterinary and Food Administration's Smiley</b> In 2024, four out of four sites received the Danish Veterinary and Food Administration's happy smiley:</p> <p>- Taastrup: Happy smiley - Haderslev: Happy smiley - Cold Store Happy smiley - Bolderslev: Happy smiley</p>	<p><b>The Danish Veterinary and Food Administration's Smiley</b> Four out of four sites must have the Danish Veterinary and Food Administration's happy smiley in 2025.</p> <p><b>Action:</b> Maintaining Kohberg's high standards of food safety and quality.</p>
	<p><b>Internal audits</b> 12 internal audits reviewing both BRC and RSPO requirements at our own sites shall be conducted in 2024.</p> <p>Internal audits are conducted with both BRC and RSPO requirements.</p>	<p><b>Internal audits</b> In 2024, 12 internal audits were conducted to review BRC and RSPO points at our own sites.</p>	<p><b>Internal audits</b> 12 internal audits reviewing both BRC and RSPO requirements at our own sites shall be conducted in 2025.</p> <p><b>Action:</b> Internal audits are conducted with both BRC and RSPO requirements.</p>
	<p><b>External audits</b> In 2024, two supplier audits will be conducted.</p> <p>Conduct audits of selected suppliers.</p>	<p><b>External audits</b> In 2024, two supplier audits were conducted.</p>	<p><b>External audits</b> In 2025, two supplier audits will be conducted.</p> <p><b>Action:</b> Careful selection of suppliers for audits.</p>



## HEALTH

# Procurement of ingredients

FOCUS AREAS	TARGET 2024	RESULT 2024	TARGETS AND ACTION 2025
<b>Policies</b> Environmental policy Climate policy Code of Conduct Procurement policy Human rights policy  <b>Risks</b> Food health Chemicals Pollution	<b>Glyphosate</b> 100% of all purchased flour and grain products must be grown without the use of glyphosate in 2024.  Requirement for all suppliers to ensure that ingredients are grown without the use of glyphosate.	<b>Glyphosate</b> 100% of all purchased flour and grain products were grown without the use of glyphosate in 2024.  <b>Plant growth regulators</b> 100% of all purchased flour and grain products were grown without the use of plant growth regulators in 2024.	<b>Glyphosate</b> 100% of all purchased flour and grain products must be grown without the use of glyphosate in 2025.
	<b>Plant growth regulators</b> 100% of all purchased flour and grain products must be grown without the use of plant growth regulators in 2024.  Requirement for suppliers that ingredients must be grown without the use of plant growth regulators.		<b>Plant growth regulators</b> 100% of all purchased flour and grain products must be grown without the use of plant growth regulators in 2025.
<b>Policies</b> Environmental policy Climate policy Code of Conduct Procurement policy Human rights policy  <b>Risks</b> Biodiversity Animal welfare Child labour Forced labour Working conditions Remuneration	<b>Palm oil</b> 100% of ingredients purchased containing palm oil must only contain RSPO-certified palm oil in 2024.  Requirements for ingredients suppliers for RSPO-certified palm oil.	<b>Palm oil</b> In 2024, 100% of purchased ingredients containing palm oil contained only RSPO certified palm oil.	<b>Palm oil</b> 100% of ingredients purchased containing palm oil must only contain RSPO-certified palm oil in 2025.  <b>Action:</b> Requirements for ingredients suppliers for RSPO-certified palm oil.
	<b>Eggs</b> 100% of all eggs purchased in 2024 must be either barn or organic eggs.		<b>Eggs</b> 100% of all eggs purchased in 2025 must be either barn or organic eggs.  <b>Action:</b> Requirements for ingredients suppliers to deliver barn and/or organic eggs.



HEALTH

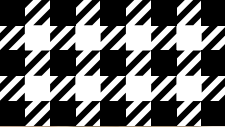
Danish ingredients

FOCUS AREAS	TARGET 2024	RESULT 2024	TARGETS AND ACTION 2025
<b>Policies</b> Environmental policy Climate policy Code of Conduct Procurement policy  <b>Risks</b> Food health Chemicals Pollution	<b>Rye, conventional</b> 95% of all conventional rye and rye flour purchased in 2024 must be grown in Denmark.	<b>Rye, conventional</b> 95% of all conventional rye and rye flour purchased in 2024 was grown in Denmark.	<b>Rye, conventional</b> At least 95% of all conventional rye and rye flour purchased in 2025 must be grown in Denmark.
	<b>Rye, organic</b> At least 95% of all organic rye and rye flour purchased in 2024 must be grown in Denmark.  Requirements for suppliers on the Danish origin of conventional and organic rye and rye flour.	<b>Rye, organic</b> 95% of all organic rye and rye flour purchased in 2024 was organic rye grown in Denmark.	<b>Rye, organic</b> At least 95% of all organic rye and rye flour purchased in 2025 must be grown in Denmark.
	<b>Wheat, conventional</b> In 2024, at least 60% of all conventional wheat and wheat flour purchased must be grown in Denmark  <b>Wheat, organic</b> In 2024, at least 60% of all organic wheat and wheat flour purchased must be grown in Denmark.  Requirements for suppliers on the Danish origin of conventional and organic wheat and wheat flour.	<b>Wheat, conventional</b> At least 60% of all conventional wheat and wheat flour purchased in 2024 was wheat grown in Denmark.  <b>Wheat, organic</b> At least 60% of all organic wheat and wheat flour purchased in 2024 was organic wheat grown in Denmark.	<b>Wheat, conventional</b> At least 60% of all conventional wheat and wheat flour purchased in 2025 must be grown in Denmark.  <b>Wheat, organic</b> At least 60% of all organic wheat and wheat flour purchased in 2025 must be grown in Denmark.
	<b>Oats</b> At least 75% of all purchased oats, oat flour and oatmeal must be grown in Denmark.  Requirement for suppliers of Danish origin of oats and oat flour and oatmeal.	<b>Oats</b> At least 60% of all purchased oats, oat flour and oatmeal were grown in Denmark in 2024.	<b>Oats</b> At least 60% of all oats, oat flour and oatmeal purchased must be grown in Denmark in 2025.  <b>Action:</b> Requirement for suppliers of Danish origin of oats and oat flour and oatmeal.

## HEALTH

# Food and health

FOCUS AREAS	TARGET 2024	RESULT 2024	TARGETS AND ACTION 2025
<b>Policies</b> Human rights policy  <b>Risks</b> Food health	<b>The Nordic Keyhole Label</b> 60% of the total amount of fresh, packaged bread under the Kohberg brand will carry the Nordic Keyhole Label in 2024.  Recipe control and focus on product development.	<b>The Nordic Keyhole Label</b> 55% (21 out of 38) of the total amount of fresh, packaged bread under the Kohberg brand had the Nordic Keyhole Label in 2024.	<b>The Nordic Keyhole Label</b> 60% of the total amount of fresh, packaged bread under the Kohberg brand will carry the Nordic Keyhole Label in 2025.  <b>Action:</b> Continued focus on what the consumer needs. Our starting point in the product development phase is always whether we can add labelling.
	<b>The Wholemeal Label</b> In 2024, we will maintain the level of fresh packaged bread under the Kohberg brand that carries the Wholemeal Label.	<b>The Wholemeal Label</b> 42% (16 out of 38) of the total number of fresh, packaged breads under the Kohberg brand carried the Wholemeal Label in 2024.	<b>The Wholemeal Label</b> In 2025, we will maintain the level of fresh packaged bread under the Kohberg brand that carries the Wholemeal Label.  <b>Action:</b> Continued focus on what the consumer needs. Our starting point in the product development phase is always whether we can add labelling.
	<b>Dietary fibre</b> At least 90% of all rye bread under Kohberg's brand must contain at least 7% dietary fibre.  At least 50% of all wheat bread under Kohberg's brand must contain at least 3% dietary fibre.	<b>Dietary fibre</b> 100% (10 out of 10) of all rye bread under Kohberg's brand contained a minimum of 7% dietary fibre in 2024.  63% (12 out of 19) of all wheat bread under Kohberg's brand contained a minimum of 3% dietary fibre in 2024.	<b>Dietary fibre</b> At least 90% of all rye bread under Kohberg's brand must contain at least 7% dietary fibre in 2025.  At least 50% of all wheat bread under Kohberg's brand must contain at least 3% dietary fibre in 2025.
	<b>Whole grain</b> At least 50% of all fresh, packaged rye bread under Kohberg's brand must contain at least 35% whole grain.  At least 30% of all fresh, packaged wheat bread under the Kohberg brand must contain at least 35% whole grain.	<b>Whole grain</b> 50% (7 out of 14) of all fresh, packaged rye bread under the Kohberg brand contained at least 50% whole grain in 2024.  37% (7 out of 19) of all fresh, packaged wheat bread under the Kohberg brand contained at least 30% whole grain in 2024.	<b>Whole grain</b> In 2025, at least 50% of all fresh, packaged rye bread under the Kohberg brand must contain at least 35% whole grain.  In 2025, at least 30% of all fresh, packaged wheat bread under the Kohberg brand must contain at least 35% whole grain.
	<b>The Green Heart</b> We will maintain the same level for the number of products under Kohberg's The Green Heart brand.	<b>The Green Heart</b> 84% (32 out of 38) of all products under Kohberg's brand had The Green Heart in 2024.	<b>The Green Heart</b> Maintain the same level of products under Kohberg's brand with The Green Heart.

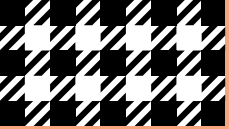


PEOPLE





**It should be safe to come to work at Kohberg. We want to be a safe, responsible and inclusive workplace - whether the working day takes place in our production environments or in administration.**



## PEOPLE

# Health and safety are a top priority

At Kohberg, ensuring a safe and secure working day for our employees is a top priority. We are constantly working to further strengthen our health and safety across the company.

We have a clear goal that no employees should experience accidents at work. That is why we record accidents and injuries at work, as well as near misses, as this gives us important insights into where we can take new initiatives.

### SPECIFIC INITIATIVES TO IMPROVE SAFETY

In 2024, we have launched a new strategic direction for Kohberg's work over the next three years - also called Time for Change. Health and safety is one of eight strategic initiatives and we will work to further strengthen the internal skills of our employees to improve our overall work environment and increase safety.

We believe that a safe and secure workplace can help reduce the number of accidents at work and minimise the risk of work-related sickness absence.

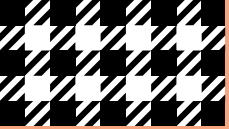
In 2024, we have not met our own expectations of zero accidents at work, which we are not satisfied with. That is why we will continue to work hard into 2025 to realise the goal of zero accidents at work with long-term absence. In addition, a maximum of 13 accidents at work with absence per one million production hours.



**BRIAN VESTERGAARD OLESEN**  
HEALTH AND SAFETY COORDINATOR

**In our work to create a safer working environment, it is crucial that we constantly look at why things go wrong and where the risks are. We follow up daily in whiteboard meetings and management meetings where we also talk openly about the challenges. We do this because we believe that when we are honest and aware of how things go wrong, we can actively work towards making things right for the future.”**





## PEOPLE

# Respect for people - and different needs

At Kohberg, all employees should have equal opportunities to build a career and a successful working life. It's important for us to be an inclusive workplace that is attractive to everyone, regardless of personal circumstances or cultural identity. Only in this way can we pull together and all contribute to Kohberg's success. We have developed a number of policies in areas such as human rights, labour rights, gender diversity, bullying, sexual harassment and well-being, all of which serve as important benchmarks in our continuous work to maintain a safe and secure workplace.

Our workforce is very much a reflection of the society that Kohberg is a part of. Around our bakeries, diversity is clearly noticeable when Danish, German, English, Polish, Arabic, Romanian and others are spoken.

### WE ARE NOT ALL ALIKE

We are all different and some of us may need special consideration. The special consideration can be a condition of life, but it can also be a sudden need that requires a little extra flexibility from Kohberg for a period of time. Life is not a straight line, and if we at Kohberg can help, for example, by changing working hours, creating a better work-life balance or something else entirely, we are receptive.

At Kohberg, we can and will accommodate employees with special needs, and we have a number of employees on special conditions.

In 2024, Kohberg had 10 people employed in flex jobs and 1 light duty job. In principle, we don't have any positions that are sheltered employment, light duties or flex jobs, but we are always positive about exploring the possibilities and creating the best possible framework in each case. What matters to us is that every employee is treated fairly and with respect.

### TRANSPARENCY IN OUR APPROACH TO PAY

All our hourly-paid employees receive the same pay, and we are working to create more transparency for our administrative staff. By 2026 at the latest, the EU Pay Transparency Directive must be transposed into Danish law, which means that Kohberg will create salary bands for the employee groups in our administration so that everyone can determine at any time whether their individual salary is within the range of what colleagues with similar duties and functions earn.



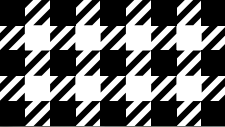
# 45-years-old

The average Kohberg employee is 45 years old and has been employed for 10 years.

# 60 %

of our employees have been with Kohberg for more than five years.





## MEET WAREHOUSE EMPLOYEE HENNING JOHANNSSEN

# “Kohberg is part of the reason why I have come out on the other side today”

Many years of hard work without today's modern production equipment have left their mark on warehouse employee Henning Johanssen. Today he has a flex job with Kohberg, and he thanks Kohberg for supporting him before, during and after his sick leave.

“A month ago, I've been here for 30 years. I can't believe it. Time has flown by.”

So says warehouse employee Henning Johanssen, who celebrated his 30th anniversary in 2024 as a Kohberg employee.

He started his days at Kohberg when the first wheat bread division became a reality. Back then, there was only one production line making wheat toast and buns. Today, many production lines are running and according to Henning, it's been a wild journey since he first started at Kohberg.

“It's crazy to see how much has happened. We have watched from the sidelines as Kohberg has renewed and grown year after year.”

In the early days, Henning started his working day with 10-12 hours in the warehouse, after which he drove a lorry full of rye bread to Aarhus. Although he enjoyed it at the time, he recognises today that this way of working is far from realistic for the size of Kohberg today.

“We have not only grown in production and volumes, but also in working conditions and assistive devices. We used to struggle with a lot of heavy lifting - that's just the way it was. But it's great that there are better and new methods available because I've worn out my body, but back then there were no other methods,” says Henning.





### A FATEFUL VISIT TO THE DOCTOR

Eight years ago, Henning was encouraged by his boss at the time to see a doctor because something wasn't quite right. The doctor agreed and asked him to stay home for an indeterminate amount of time. He ended up being away from Kohberg for a year.

"It was so hard for me. I was convinced that Kohberg could not survive without me. I loved my job and was always ready to go the extra mile. But I ended up forgetting myself," says Henning.

He was diagnosed with osteoarthritis in all joints and underwent surgery for a herniated disc in his neck. On top of all that time at home, depression and several other personal problems followed. Through Kohberg's extraordinary health insurance, he received help and support to work through the challenges. Today, he has a flex job at Kohberg three times a week for two hours.

"Kohberg has welcomed me back with open arms. They reached out and were clear about it: Henning, you just say what you can and can't do. We will help you. It was absolutely fantastic. They don't just see me as a random number, but as Henning," he says.





### KOHBERG HAS A SPECIAL PLACE IN HIS HEART

Today, Henning's work includes taking the parcel post around internally and emptying rubbish bins inside and outside. He also still loves to help colleagues around the organisation if they need help.

"With my boss, I have a clear rule that I do what I can manage. It's great because then I don't feel stressed. I've tried to pack bread like before, but it just doesn't work - my hands shake too much," says Henning.

Although he is approaching 61, Henning is not yet ready to trade in his working day at Kohberg to pursue his hobbies full-time: vintage cars and camping trips. The people at Kohberg are like a second family, and he can't quite let go of being part of the journey Kohberg is still on.

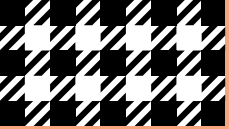
"I have always been proud to work at Kohberg. I feel that I have been part of building Kohberg, and it has a very special place in my heart," Henning says and concludes:

"I owe Kohberg a big thank you. Kohberg is part of the reason why I've come out well on the other side of my sick leave today. I have no idea where I would have been today. I'm very grateful."



HENNING JOHANSEN  
WAREHOUSE EMPLOYEE

I have always been proud to work at Kohberg. I feel that I have been part of building Kohberg, and it has a very special place in my heart."



## PEOPLE

# Well-being in focus

Our target for 2024 was that sickness absence at Kohberg should be no more than 4.5% of the total number of hours worked by all our employees. The result was 4.8%, which is a decrease of 0.2% compared to 2023. However, this is still too high compared to our desired maximum of 4.5%, which is why we are constantly looking for initiatives to promote well-being and health in our workplace.

### WE NEED TO BE ABLE TO TALK OPENLY AND HONESTLY ABOUT WHAT'S DIFFICULT

Based on insights from the well-being and engagement survey from 2023, we wanted to create an increased focus on the psychical work environment at Kohberg in 2024. That is why we organised a 'Well-being Week' across Kohberg's three sites in Bolderslev, Haderslev and Taastrup. To kick off the week, we shared a video of our CEO and HR Director openly and honestly sharing personal experiences of working with well-being and mental health.

Throughout the week, we had visits from external partners representing some of the many extraordinary healthcare offerings we have at Kohberg. Employees could compile their own 'Well-being Folder' with practical information on where and how to seek help if needed. The goal is to make 'Well-being Week' an annual event to further develop Kohberg as a workplace where we can talk openly and honestly about what is difficult.

In 2025, in collaboration with Ennova, we will again conduct a well-being and engagement survey for all employees.

The survey is conducted every two years to gauge our employees' well-being and gain insight into whether there are individual departments or specific areas where we can do better.

### AABENRAA MUNICIPALITY'S HEALTH PROMOTION LABEL 2024

In 2024, Kohberg was one of 32 companies to receive the Aabenraa Municipality Health Promotion Label 2024 based on our work with well-being and mental health.

We know that our employees are our most important resource, which is why we have had health insurance, an extraordinary health and well-being programme through Blume Support, a massage programme, a running club and an exercise committee for several years. In 2024, Kohberg has also been SMETA audited, which is a globally recognised standard for employees and health and safety.



NANNA P. NOE  
HR DIRECTOR

We employ whole people at Kohberg. That is why we also focus on the health and well-being of the whole person - both at work and at home. At Kohberg, we want to be a workplace that creates a safe space where it's not tabooed to reach out if you are having a bad day or have some worries that take up too much space."



## PEOPLE

# We nurture our talents

At Kohberg, we keep our eyes and ears open when employees express wishes or needs for further development. As a company, we aim to retain talented employees and are therefore committed to offering extra training and upskilling to those employees who are willing to do so.

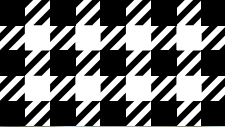
In 2024, several of our unskilled employees were also in the process of becoming apprentices, and the goal is that even more will take up the offer to make the leap from unskilled to skilled.

We believe that professional and personal development leads to happy and motivated employees who create value - not only for the working day at Kohberg, but also for Kohberg's long-term future.

### TRAINING OUR MANAGERS MAKES A DIFFERENCE

In recent years, all our managers have received leadership training and important management tools by completing the Kohberg Leadership Academy, which we offer in collaboration with external consultants from Learn2lead. In 2024, we were able to send 14 new managers and key employees to the Leadership Academy, which is very satisfactory compared to our target of at least 10.

Every year, we also offer all employees in our production the opportunity for two weeks of self-selected training at the IKUF industrial skills development scheme. In 2024, 15 of our employees took up the opportunity.





FROM STRATEGIC BUYER TO PRODUCT MANAGER. MEET NICOLE LYKKEHUS

## “My inner all-rounder has finally found its proper place”

What began as a small dream grew over time into a purposeful desire. Until 1 November 2024, Nicole Lykkehus worked as a strategic buyer at Kohberg, but when the position of Product Manager in Kohberg's Marketing and Innovation Department became available, she jumped at the chance.

Since Nicole first stepped foot in Kohberg back in 2018, she had an idea that with her 'all-rounder skills' she would fit well into the role of Product Manager in Marketing.

“I thrive when I can juggle with many balls in the air and at the same time keep my nose to the grindstone, concretise and ensure that we move forward. It's probably what I call an 'all-rounder ability'. That part of me has never really found its right place. I've enjoyed working as a buyer, but a few years ago I was told by a former boss that the 'all-rounder' in me was a bit of a disadvantage,” says Nicole.

### OPEN AND HONEST DIALOGUE HAS PAVED THE WAY

Nicole has thoroughly enjoyed her time in Kohberg's Purchasing Department and is proud of how together they have built a strong department where they can overlap with each other. She appreciates how she has always been able to have open and good dialogue with her former manager.

“I've said from the start that I'm not a hardcore buyer, and I could see myself doing something else in the long term. At no point did my manager perceive this as a rejection of the department. It was always about how he could support me on my journey to find my place in my work life,” says Nicole.



Being able to talk openly and honestly about her wishes and goals for the future is something Nicole has valued enormously. In fact, she thinks it characterises Kohberg as a company that they are receptive.

“I believe that this shift for me has been possible because we have been able to talk openly about it. If you proactively show that you want the best for the business, opportunities will come your way. I was very honest from the start, so it was always clear that this was the direction I wanted to take in the future. And they have supported me all the way,” says Nicole.

#### **AN AMBIVALENT FEELING OF EQUAL PARTS EXCITEMENT AND LONGING**

Although the job change feels like the right thing to do, it has also been an emotionally ambivalent process to say ‘goodbye’ to close colleagues in purchasing.

“I miss the working day with my colleagues in purchasing, but luckily, I get to see them regularly as we are still in the same building. However, I was also really looking forward to getting to know my colleagues in marketing even better and having a job where I get even closer to the processes in our bakeries,” and Nicole concludes:

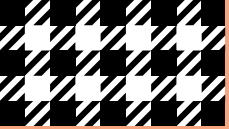
“I’m proud that I have now followed my gut feeling I had for many years. The experience I’ve gathered through my time in both sales and purchasing can now be combined in my new role as Product Manager. Kohberg makes some delicious products and I’m excited to be part of getting them out there. There is no doubt that my inner all-rounder has finally found its proper place.”



“

NICOLE LYKKEHUS  
PRODUCT MANAGER

I believe that this shift for me has been possible because we have been able to talk openly about it. If you proactively show that you want the best for the business, opportunities will come your way. I was very honest from the start, and they have supported me all the way.”



## PEOPLE

# We train the employees of the future

At Kohberg, we want to support and make a difference wherever we can. We want to help train the next generation of skilled employees by providing them with relevant skills and experiences that they can draw on throughout their working lives.

At Kohberg, we also see it as our responsibility to open doors and share insights with young people, and older people who are faced with making decisions about the future. That is why we participate several times a year in selected career fairs, 'open house' events and the like, where we can meet curious souls on an equal footing. We also have ongoing internships - both interns from relevant educational institutions, but also people who for various reasons need a helping hand to find their way through the labour market.

By telling and showing what training and career opportunities we have at Kohberg, we hope to plant just a small seed and start a relationship that can ultimately form the basis of a future career.

# 10 trainees

**In 2024, Kohberg had 10 trainees employed:**

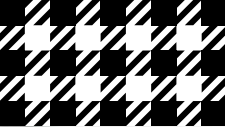
**8 automation technicians**

**1 retail baker**

**1 accounting trainee**







MEET RENE LARSEN, WHO PASSED HIS APPRENTICESHIP EXAM WITH A GOLD MEDAL

## “My entire story with Kohberg is quite unique”

Confusion, frustration and despair. Rene Larsen was 18 years old when he was rejected and didn't get the apprenticeship as an electrician that he dreamed of at the time. Instead, he ended up in a new apprenticeship as a retail baker at Kohberg. Today, he is a fully qualified baker and mentor to Kohberg's bakery apprentice Mariza.

Rene's training as a retail baker differs from the artisan bakery training in that as a retail baker, he specialises in working in larger production companies. There is a greater focus on the flow of all the processes from ingredients coming in, to the finished product going out.

“My colleagues often joke that I'm not a real baker because training to become a retail baker is new. Most are trained as artisan bakers. But I think it's really exciting that it's so much about processes and collaboration. Collaboration is crucial so that we deliver the products on time,” says Rene.

### A FASCINATION WITH KOHBERG'S DEVELOPMENT THROUGH TIME

The journey at Kohberg started when Rene's father met his old employer - then a master baker at Kohberg's bakery in Haderslev - and aired that Rene needed work. The next day, Rene's phone rang, and he took his first steps at Kohberg at the age of 18.

This was followed by several years of varied work duties and unfortunately ended with a financial crisis that left him unemployed for 2.5 years. After a period of frustration and confusion, he decided to apply for the backup temp position at Kohberg. Two hours after the application was sent, he was hired.





"I felt like I was welcomed back with a red carpet and flowers. I think they were happy to hire someone who had been in the bakery before and knew the products and procedures, and it was mutual, because I was happy to be back," he says.

In January 2020, Kohberg and Rene took the next step together when he started training as a retail baker. It's especially the time between starting at Kohberg and starting his apprenticeship that has given him the confidence to become a baker:

"As an unskilled employee, I went behind the scenes and followed Kohberg's development in organic, BRC and RSPO certifications. I was fascinated by how important it is for a company to be in control of its work processes, otherwise no one will buy your products. On top of that, I'm a butcher's son. Both my parents are butchers, so I've been following a trade on the sidelines since I was a child. They have supported me all the way - even though I wanted to bake and not be a butcher."





### PASSES THE APPRENTICESHIP EXAM WITH A GOLD MEDAL

Prior to the third main course, Rene explains how Kohberg got involved in his curriculum in the programme, as the bakery manager in Haderslev knew that there were areas where Kohberg could not support Rene enough. So, together they travelled to one of Kohberg's close partners to cover the missing part of the curriculum.

"It gave me a huge advantage over my classmates for the apprenticeship exam. I was the only one who knew anything about the subject area," says Rene.

In 2023, he took his apprenticeship exam and received a gold medal with the words: You are the definition of a retail baker. He is also Kohberg's first trainee to be awarded gold.

"I was absolutely delighted. I had been quietly dreaming about how cool it would be to get gold, and then it happened," Rene says and concludes:

"I've been thinking about how I managed to get gold. Why am I unique and special. But I now know that's my entire story at Kohberg. From when I started as an unskilled 18-year-old, curiously watching from the sidelines, to the feeling that Kohberg wants me and supports me. It's pretty unique.



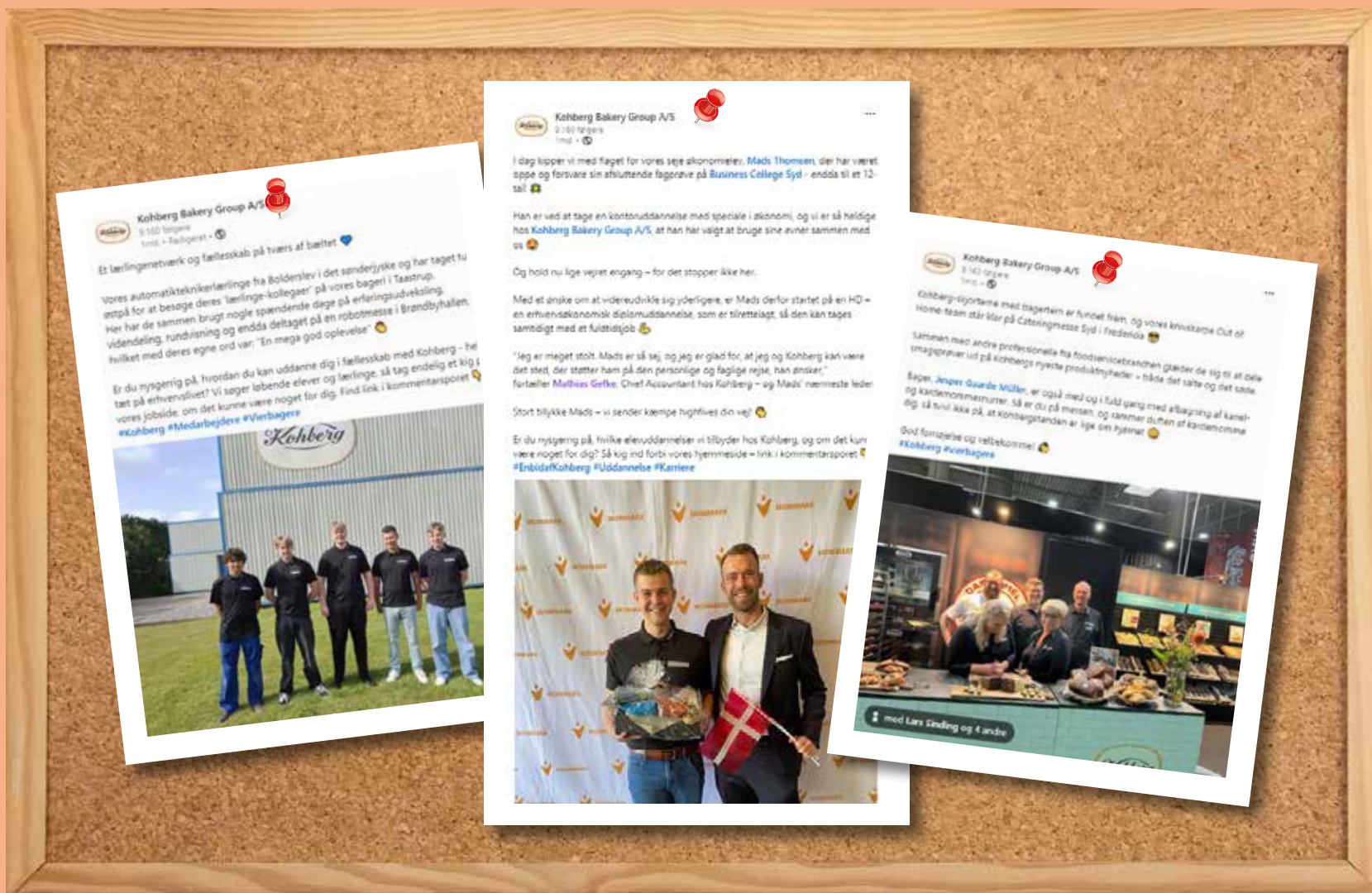
RENE LARSEN  
BAKER

I've been thinking about how I managed to get gold. Why am I unique and special. But I now know that's my entire story at Kohberg. From starting as an unskilled 18-year-old curiously watching from the sidelines, to feeling that Kohberg wants me and supports me."



PEOPLE

# #EnbidafKohberg - from the digital notice board





Kohberg Bakery Group A/S  
9.163 følgere  
Dns • Rejser • 🌱

at Kohberg Bakery Group A/S we are bakers. Creating authentic original Danish bread and pastry – and playing them with the world around us – will always be at the heart of Kohberg's business and our mission as a bakery 🍞

That's why Kohberg is currently attending the COHO Expo trade fair in Berlin for the first time. Our dedicated Head of Export, **Christina Skov Rasmussen** and Export Manager, **Nicolai Lund**, are ready to give Danish visitors the opportunity to taste authentic Danish baked goods.

Kohberg is Denmark's largest Danish-owned bakery and we are specialised in working with original recipes, great craftsmanship and good quality.

Maybe you have a favorite Danish Pastry? Right now, we ourselves are quite in love with our 'Tosted bun' made with a soft and spongy dough, which come with different flavors such as cardamom, cinnamon and chocolate 🍫 And guess what – these days in Berlin, you can taste exactly these pastries when you visit Christina and Nicolai 🍞

#Kohberg #Danishpastry #Export COHO Expo: The Coffee & Hospitality Expo co-located with The European Coffee Symposium

Via eventbrite



I Berlin har vi været glade for at møde os med vores medarbejdere og deltagende der kommer langt til og fra Kohberg. Derfor har vi også anført af en lille stand på alle Kohbergs tre lokationer samt truffet besøgende om, at alle Kohbergs fremtidige tre nu og for fremtiden bliver alle tre.

Medarbejder **Rikke Elvén Mikkelsen** har købt en bil i start to år og glæder sig over at være en del af en arbejdsplads, hvor man bliver anerkendt for at træffe et godt valg.

"Jeg sætter pris på, når min arbejdsplads engagerer sig og gennemfører tiltag, der har en positiv indvirkning – både for mig personligt som medarbejder og for samfundet som helhed. At have muligheden for at opstille en bil på arbejdspladsen er en stor fordel for mig, da vi er en familie på fire, og bruger tiden meget til forskellige fritidsaktiviteter" fortæller Rikke.



1 med Rikke Elvén Mikkelsen

Kohberg Bakery Group A/S  
9.163 følgere  
Dns • Rejser • 🌱

Med Gitte

Gitte er opvokset i Bolderslev og husker tydeligt, hvordan hun som barn elskede duften af nybagt rugbrød fra Kohbergs bageri. Hun bor fortsat i Bolderslev og kan i dag fejre sit 40-års jubilæum som én af Kohbergs egne 🍞

Rejsen i Kohberg-regi startede, da hun som 17-årig fik job som fællesfører i rugbrødsafdelingen. Sidenhen har hun prøvet kræfter af i både afdelingen for hvedebrød og bage-oft men er i dag tilbage hvor det hele startede – ved rugbrødet 🍞

"Jeg har det bare godt i Kohberg. Så der var ingen grund til at skulle andre steder hen. Jeg bor to minutter væk, og så er der meget frihed og fleksibilitet. Det giver mig glæde, at der er luft og tid ved siden af arbejde til, at jeg f.eks. kan være sammen med mit barnbarn", fortæller Gitte.

Til spørgsmålet om, hvordan hun skal fejre sit 40-års jubilæum, er der ingen tvivl: "Mine børn, svigerbørn og barnbørn kommer og fejrer mig. Jeg har bestilt en pålægsdag, så vi skal bare hygge 🍷"

Stort tillykke med dagen Gitte. Vi er heldige at have dig med ombord.  
#Kohberg #EnbidsKohberg #Medarbejdere



Kohberg Bakery Group A/S  
9.163 følgere  
Dns • Rejser • 🌱

I Kohberg kan vi bage – men vi kan også mere end det: 🍷

Da DHL-stationen i går blev afholdt i Aabenraa, var **Kohberg Bakery Group A/S** igen at finde blandt de deltagende. Nogle kolleger gav den gas i enten gå- eller løbsdiscipliner 🏃‍♂️

Og ingen DHL uden også god mad, kolde drikke og masser af kollegahygge 🍷  
Til for en dejlig eftermiddag.

#Kohberg #Kohberg #Vierbager #EnbidsKohberg



+1

Kohberg Bakery Group A/S  
9.163 følgere  
Dns • Rejser • 🌱

Tour de Bolderslev 🚴‍♂️

Cykelvejen har løst vores kontoradministration i Bolderslev, hvor tre af vores kolleger på farten af IT, controlling og salg deler en fælles interesse i landevejsrydning. Så straks da klokken slog fyrtårnet trak de i cykler og humorsvil for at tilbagelægge nogle kilometer på de smukke, sanderjiske landeveje 🍷

"Det skaber en ekstradimension fælles af fællesskab, når man deler en interesse med sine kolleger – også uden for arbejdet. Og så er det jo flum med et smæk, at vi får Bakery Group A/S."

Rigtig god tur! 🍷

#Kohberg #EnbidsKohberg #Vierbager



I dag deltog vi i Tour de Bolderslev, hvor tre af vores kolleger på farten af IT, controlling og salg deler en fælles interesse i landevejsrydning. Så straks da klokken slog fyrtårnet trak de i cykler og humorsvil for at tilbagelægge nogle kilometer på de smukke, sanderjiske landeveje 🍷

Denne dag var sammen med kollega **Janne Rasmussen** til at give dig et overblik og enlig indblik i hvordan det er at arbejde – og udføre sig – sammen med Kohberg.

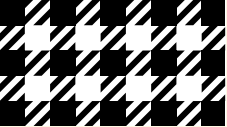
Og ingen snak med Kohberg-embitter uden, at de bytter på lidt godt til gæsten. På standen har de bager rugbrødsbrød som til de søde typer 🍷

God fornøjelse

#Kohberg #Kohberg #EnbidsKohberg



1 med Janne Rasmussen og J. Rasmussen



PEOPLE

# Working environment and safety

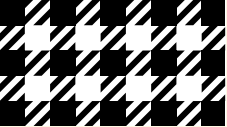
FOCUS AREAS	TARGET 2024	RESULT 2024	TARGETS AND ACTION 2025
<p><b>Policies</b> Labour rights policy Human rights policy Health checks</p> <p><b>Risks</b> Occupational safety Occupational health</p>	<p><b>Accidents at work</b> A maximum of 12 accidents at work with absence reported in 2024.</p> <p>The target for accidents per million production hours in 2024 is 15.</p> <p>Focus on health and safety is essential when preparing a new strategy in March 2024.</p>	<p><b>Accidents at work</b> In 2024, we had 15 reported accidents at work with absence. The number of accidents at work in 2024 was thus not reduced compared to 2023.</p> <p>Number of accidents per million production hours in 2024: 19.06</p> <p>In the strategic plan 'Time for Change', which runs from 2024-2027, one of the eight strategic initiatives is: Health and Safety. This area is therefore a key part of Kohberg's strategic work over the next three years.</p>	<p><b>Accidents at work</b> Target a maximum of 10 accidents at work with absence reported in 2025.</p> <p>The target is to maximise the number of accidents per million production hours is 13.</p>
	<p><b>Serious accidents at work with long-term absence</b> The target for 2024 was that no employee experiences an accident at work where the incident can be characterised as serious and results in at least 21 days of absence.</p> <p>Focus on the work environment and minimising the number of accidents at work will be important in connection with the preparation of a new strategy in March 2024.</p>		



PEOPLE

# Health and well-being

FOCUS AREAS	TARGET 2024	RESULT 2024	TARGETS AND ACTION 2025
<b>Policies</b> Labour rights policy Human rights policy Sexual harassment Gender diversity Bullying  <b>Risks</b> Employment conditions Occupational safety Occupational health	<b>Employee Job Satisfaction survey</b> Work on action plans until a new well-being survey is conducted in 2025.	<b>Employee Job Satisfaction survey</b> Based on the 2023 survey, we have worked on initiatives to improve the psychical work environment. This included a 'Well-being Week' across all sites with a focus on well-being and mental health.	<b>Employee Job Satisfaction survey</b> In 2025, we will continue to focus on well-being and mental health by organising the annual Well-being Week. In addition, we will conduct a well-being survey in autumn 2025.
	<b>Illness absence</b> A maximum of 4.5% illness absence of hours worked among all our employees.	<b>Illness absence</b> Illness absence in 2024 was 4.8%, which is a reduction of 0.2% compared to 2023.	<b>Illness absence</b> A maximum of 4.5% illness absence of hours worked among all our employees.



PEOPLE

# A tolerant workplace

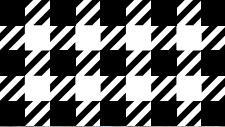
FOCUS AREAS	TARGET 2024	RESULT 2024	TARGETS AND ACTION 2025
<p><b>Policies</b> Labour rights policy Human rights policy Gender diversity</p> <p><b>Risks</b> Discrimination Employment conditions</p>	<p><b>Special positions</b> Minimum maintenance of 2023 level with:</p> <p>10 flex jobs 10 apprenticeships</p> <p>Encourage all staff managers to consider creating special positions and to continue training apprentices.</p>	<p><b>Special positions</b> The number of special positions in 2024:</p> <p>8 flex jobs 1 light duty job 10 senior schemes 10 apprenticeships</p>	<p><b>Special positions</b> Minimum maintenance of 2024 level with:</p> <p>10 flex jobs 10 apprenticeships</p> <p><b>Action:</b> Continue to encourage all HR managers to consider creating specialised positions and continue to train trainees.</p>
	<p><b>Gender balance on the Board</b> Kohberg's target is to have at least 25% women on the company's Board.</p>	<p><b>Gender balance on the Board</b> As of 31 December 2024, Kohberg's Board of Directors consisted of:</p> <p>1 woman, corresponding to 25% 3 men, corresponding to 75%</p>	<p><b>Gender balance on the Board</b> Kohberg's target is to have at least 25% of each gender on the company's Board in 2025.</p> <p>However, Kohberg will always appoint Board members on the premise that the most suitable person(s) should be appointed regardless of gender.</p>
	<p><b>Gender distribution in the management team</b> Kohberg wants to promote gender balance in the overall management team. The proportion of each gender in the overall management team must always be at least 25%.</p>	<p><b>Gender distribution in the management team</b> As of 31 December 2024, Kohberg's management team consisted of:</p> <p>2 women, corresponding to 29% 5 men, corresponding to 71%</p>	<p><b>Gender distribution in the management team</b> Kohberg wants to promote gender balance in the overall management team. The proportion of each gender in the overall management team must always be at least 25%.</p> <p>However, Kohberg will always recruit/appoint managers on the premise that the most suitable person(s) should be appointed regardless of gender.</p>

## PEOPLE

# Employee development

FOCUS AREAS	TARGET 2024	RESULT 2024	TARGETS AND ACTION 2025
<b>Policies</b> Labour rights policy Gender diversity  <b>Risks</b> Employment conditions Occupational safety Occupational health	<b>Education and training</b> We will focus on continuous training for all employees to ensure a high level of competence throughout Kohberg.	<b>Education and training</b> In 2024, 15 of our hourly-paid employees have completed a self-selected training programme at IKUF.	<b>Education and training</b> In 2025, we will continue to focus on ensuring that all employees are continuously trained to ensure a high level of skills throughout Kohberg.
	<b>Leadership training</b> A minimum of 10 new managers and key employees complete the Kohberg Leadership Academy.	<b>Leadership training</b> 14 new managers and key employees completed the Kohberg Leadership Academy in 2024.	<b>Leadership training</b> A minimum of 10 new managers and key employees complete the Kohberg Leadership Academy.





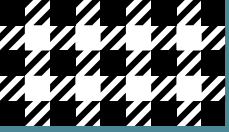
RESPONSIBLE  
COMPANY





We work closely with our suppliers and continuously work to strengthen the relationship further by measuring and evaluating them on a number of parameters according to our BRC certification commitments.





## RESPONSIBLE COMPANY

# Approval and evaluation of suppliers

Kohberg is a food company, and it is crucial for us to work with reliable and responsible suppliers. We continuously work to strengthen the relationship further as we measure and evaluate them on a number of parameters according to our commitment to BRC certification.

Our bakeries operate 365 days a year and deliver daily to supermarkets, wholesalers and customers at home and abroad. As our customers place high demands on the quality and durability of our products, we also have to place high demands on the suppliers we work with.

Kohberg does not have a due diligence process, but we conduct ongoing checks and risk assessments of suppliers of ingredients, commodities, packaging and wholesale goods. In 2024, 100% of this supplier group was risk assessed.

## KOHBERG'S CODE OF CONDUCT

By signing the Kohberg Code of Conduct (CoC), our suppliers commit to an ethical code of conduct for both management and employees within human rights, labour rights and corruption. At the same time, they commit to act responsibly in relation to the environment and the climate.

Our goal is that all our suppliers of ingredients, packaging, merchandise, cleaning and logistics are covered by Kohberg's CoC or have their own CoC that at least matches Kohberg's.

### SMETA AUDITING STRENGTHENS KOHBERG'S EXPORT POSITIONING

In 2024, Kohberg's bakery in Bolderslev was SMETA-audited, the world's most recognised measurement of a company's work with CSR initiatives, including working conditions, safety and business ethics.

The audit serves as an internal strength, as it helps us understand what we do well as a company and where there is potential for further development. At the same time, we become a more transparent partner to our international customers, as it becomes clear whether we have our own house in order.





MEET THOMAS KAHR KNUDSEN, OPERATIONS & SUPPLY CHAIN DIRECTOR (COO) AT KOHBERG

## “Becoming SMETA-audited is an important step for Kohberg”

In March 2024, Kohberg’s bakery in Bolderslev was SMETA-audited, the world’s most recognised measurement of a company’s work with CSR initiatives, including working conditions, safety and business ethics. With a SMETA audit, Kohberg enhances its positioning as an attractive trading partner in the export market.

It’s not just the Danes who love pastry. Kohberg is experiencing increasing interest in Danish pastry from customers around the world, so a natural next step was to join the SMETA scheme at SEDEX.

“Becoming SMETA-audited is an important step for Kohberg. With a globally set standard, we can measure our CSR performance and compare ourselves with competitors at home and abroad.

This is an internal strength as we become more aware of our own development potential, but it is very much a necessity to make us attractive to customers in the export market,” says Thomas Kahr Knudsen, COO at Kohberg.

A SMETA audit examines how a company works with the following four areas:

- Working conditions
- Health and safety
- Business ethics
- Environment





“

THOMAS KAHR KNUDSEN  
CHIEF OPERATING OFFICER (COO)

SMETA gives Kohberg a global licence to supply and allows us to offer our international customers high quality baked goods, while playing with an open hand in the way we do business.”





KOHBURG'S EXTENDED MANAGEMENT TEAM



### POSITIVE FEEDBACK FROM AUDITING

Prior to the audit, which consists of a physical visit by an auditor, Kohberg completed a comprehensive questionnaire and submitted key figures for electricity, water and gas consumption.

The auditor conducted individual and group interviews with 26 employees to gain insight into working conditions, safety and well-being. The interviews were conducted confidentially and without the presence of management.

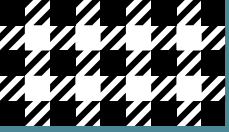
“We have received positive feedback from the auditor, which we are delighted about. But there’s always room for improvement, which is why we have already launched initiatives to further improve safety at the workplace,” says Thomas.

### SMETA GIVES KOHBERG A STRENGTHENED ‘LICENCE TO SUPPLY’

Today, the SMETA scheme is one of the largest global standards, recognised by many large companies in the export market. Therefore, being SMETA-audited does not necessarily differentiate Kohberg but it strengthens Kohberg’s positioning as an attractive trading partner in the export market.

“We are increasingly seeing our customers demanding transparency throughout the value chain. SMETA gives Kohberg a licence to supply - also on a global level - and we can now offer our international customers high-quality baked goods and at the same time play with open cards in the way we do business. It creates value for current and future collaborations,” says Thomas.





## RESPONSIBLE COMPANY

# Anti-corruption and fraud

We do not accept corruption in any form at Kohberg. One of the ways we recognise this is through our adherence to the UN Global Compact, which calls on companies to work against all forms of corruption, including extortion and bribery among employees. We also have a strong internal anti-corruption policy that details how Kohberg deals with fraud and illegal behaviour.

### WHISTLEBLOWER SCHEME

As part of the above work, in 2021 we have established a whistleblower scheme for reporting information about serious offences in contravention of Danish law, EU law and other serious matters. According to the BRC standard, version 8, also allows employees to report suspicions about food safety, product quality and integrity - 100% anonymously. The scheme should help to ensure openness and transparency regarding possible (legal) offences and serious irregularities. At the same time, it will help reduce risks and ensure the trust of our employees, customers and the public in Kohberg.

The reports go to HR and are then reviewed by Kohberg's senior management team.



## RESPONSIBLE COMPANY

# Responsible marketing

It is important to us at Kohberg that we act responsibly and fairly towards the world around us. Of course, this also applies when we promote Kohberg as a workplace and our range of baked goods.

**FAIR MARKETING AND COMPETITION**

Our marketing is always decent, honest and truthful. We comply with the law and respect the principles of fair competition.

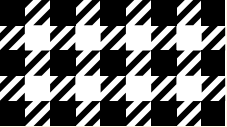
To meet our own requirements and standards, relevant employees are regularly trained in competition law compliance, and it is mandatory for new employees in the marketing department to undergo similar training.

**AN HONEST INSIGHT INTO OUR BUSINESS**

This CSR report represents Kohberg's annual reporting on our corporate social responsibility in relation to the Danish Financial Statements Act. At the same time, it's a tool for development and helps us become sharper every year.

In the report, we give readers an authentic and honest insight into how we act responsibly and sustainably regarding our consumption, our food, our employees and as management. We tell you when things are going well, but we are also honest about where we can be even better.

This report is also our annual CoP report (Communication on Progress) according to the UN Global Compact programme.



# Supplier management

FOCUS AREAS	TARGET 2024	RESULT 2024	TARGETS AND ACTION 2025
<b>Policies</b> Human rights policy Labour rights policy Climate policy Environmental policy Anti-corruption policy Compliance Code of Conduct	<b>Approval and evaluation of suppliers - commodities/ingredients, packaging and wholesale goods</b> 100% of purchasing volume in DKK from ingredient, packaging and commodity suppliers must be evaluated and approved.	<b>Approval and evaluation of suppliers - commodities/ingredients, packaging and wholesale goods</b> 100% of purchasing volume in DKK from ingredient, packaging and commodity suppliers was evaluated and approved.	<b>Approval and evaluation of suppliers - commodities/ingredients, packaging and wholesale goods</b> 100% of purchasing volume in DKK from commodities/ingredients, packaging and wholesale goods suppliers must be evaluated and approved.  <b>Action:</b> Selecting suppliers for audit and conducting approval and evaluation. All suppliers are evaluated twice a year.
	<b>Acceptance of Kohberg's Code of Conduct - ingredients, packaging, merchandise, cleaning and logistics</b> 100% of Kohberg's total purchases from ingredients, packaging, merchandise, cleaning and logistics suppliers must be covered by Kohberg's CoC or have their own CoC that at least matches Kohberg's.	<b>Acceptance of Kohberg's Code of Conduct - ingredients, packaging, merchandise, cleaning and logistics</b> 95% of Kohberg's total purchases from ingredients, packaging, merchandise, cleaning and logistics suppliers had signed Kohberg's CoC in 2024 or had their own CoC that at least matched Kohberg's.	<b>Acceptance of Kohberg's Code of Conduct - ingredients, packaging, merchandise, cleaning and logistics</b> 100% of Kohberg's total purchases from ingredients, packaging, merchandise, cleaning and logistics suppliers must be covered by Kohberg's CoC or have their own CoC that at least matches Kohberg's.  <b>Action:</b> Continuous follow-up to get suppliers on board.



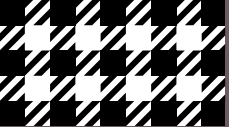
## RESPONSIBLE COMPANY

# Fairness

FOCUS AREAS	TARGET 2024	RESULT 2024	TARGETS AND ACTION 2025
<b>Policies</b> Anti-corruption policy Human rights policy Labour rights policy Whistleblower Compliance  <b>Risks</b> Unfair marketing Corruption Distortion of competition	<b>Fair marketing</b> 0 court convictions for violations of marketing law conducted by or caused by Kohberg Bakery Group A/S.	<b>Fair marketing</b> 0 court convictions for violations of marketing law conducted by or caused by Kohberg Bakery Group A/S in 2024.	<b>Fair marketing</b> 0 court convictions for violations of marketing law conducted by or caused by Kohberg Bakery Group A/S in 2025.  <b>Action:</b> We have conducted legal, decent, honest and truthful marketing campaigns.
	<b>Fair competition</b> 0 court convictions for violations of competition law conducted or caused by Kohberg Bakery Group A/S.	<b>Fair competition</b> 0 court convictions for violations of competition law conducted or caused by Kohberg Bakery Group A/S in 2024.  In 2024, we conducted competition law compliance training for relevant employees.	<b>Fair competition</b> 0 court convictions for violations of competition law conducted or caused by Kohberg Bakery Group A/S in 2025.  <b>Action:</b> We respect both national regulations and the principles of fair competition. Once a year, relevant employees complete compliance training.
	<b>Anti-corruption</b> 0 court convictions for violations of anti-corruption law conducted or caused by Kohberg Bakery Group A/S.	<b>Anti-corruption</b> 0 court convictions in 2024 for violations of anti-corruption legislation committed or caused by Kohberg Bakery Group A/S.	<b>Anti-corruption</b> 0 court convictions for violations of anti-corruption laws committed or caused by Kohberg Bakery Group A/S in 2025.  <b>Action:</b> Focus on anti-corruption throughout the organisation through, among other things, compliance training for relevant employees.

# Openness

FOCUS AREAS	TARGET 2024	RESULT 2024	TARGETS AND ACTION 2025
<b>Policies</b> All  <b>Risks</b> All risks	<b>CSR report</b> Publication of the CSR Report 2024.	<b>CSR report</b> CSR report published for 2024.	<b>CSR report</b> As part of the KOFF Group, Kohberg must report on ESG from 2025 in accordance with EU statutory requirements. The reporting will be included as part of Kohberg's annual management's review.



UN GLOBAL COMPACT

# UN Global Compact

The UN Global Compact consists of ten principles in the areas of human rights, environment and anti-corruption that companies must do their best to live up to.

At Kohberg Bakery Group, we support the UN Global Compact, as we recognise that we as a company have an important responsibility towards our employees, the environment and the world around us. Since 2009, we have been part of the Global Compact Nordic Network (GCNN), through which we share experiences, get inspiration and advice in working with the ten principles.



## UN GLOBAL COMPACT

# UN Global Compact in this report

KOHBERG'S WORK WITH THE TEN PRINCIPLES OF THE UN GLOBAL COMPACT IS CATEGORISED IN THE REPORT AS FOLLOWS:

## PRINCIPLE:

- 1 The company should support and respect the protection of internationally declared human rights
- 2 The company should ensure that it does not contribute to human rights abuses
- 3 The company should uphold freedom of association and effectively recognise the right to collective bargaining
- 4 The company should support the eradication of all forms of forced labour
- 5 The company should support the effective elimination of child labour
- 6 The company should eliminate discrimination in relation to employment and working conditions
- 7 The company should support a precautionary approach to environmental challenges
- 8 The company should take initiatives to promote greater environmental responsibility
- 9 The company should encourage the development and dissemination of environmentally friendly technologies
- 10 The company should combat all forms of corruption, including extortion and bribery

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92-99, 102

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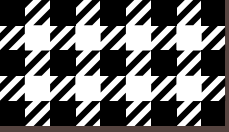
13, 18-19, 21, 24-29, 34-37, 48-49, 92-99, 102

13, 18-19, 21, 24-29, 34-37, 48-49, 92-99, 102

24-29, 34-37

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# Company profile

## ORGANISATION

Company name: Kohberg Bakery Group A/S

Website: [www.kohberg.dk](http://www.kohberg.dk) and [www.kohberg.com](http://www.kohberg.com)

Head office: Kernesvinget, 6392 Bolderslev, Denmark

Ownership: Koff A/S (90-99.99%)

Number of employees: 490

## REPORT

Reporting period: 1/1/2024 – 31/12/2024

Reporting practices: We report in pursuance of Articles 99a and 99b of the Danish Annual Accounting Act.

Companies included in the report: All companies in Kohberg Bakery Group A/S

## GOVERNANCE

The contact person regarding this report and the person generally responsible for CSR is:

Søren Bender Egesborg, CEO ([sbeg@kohberg.com](mailto:sbeg@kohberg.com))